

NOTICE

of

STRATEGY AND SERVICES COMMITTEE MEETING

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

TO BE HELD IN

COUNCIL CHAMBERS PLAYFORD CIVIC CENTRE 10 PLAYFORD BOULEVARD, ELIZABETH

MEMBERS MAY PARTICIPATE BY ELECTRONIC MEANS

ON

TUESDAY, 14 OCTOBER 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, 9 October 2025

MEMBERSHIP

CR DAVID KERRISON - PRESIDING MEMBER

Cr Akram Arifi Cr Marilyn Baker Cr Zahra Bayani
Cr Andrew Craig Mayor Glenn Docherty Cr Shirley Halls
Cr Chantelle Karlsen 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 Strategy and Services Committee Meeting

AGENDA

TUESDAY, 14 OCTOBER 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 Strategy and Services Committee Meeting held 9 September 2025 be confirmed as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

4 DEPUTATION / REPRESENTATIONS

Nil

5 STAFF REPORTS

Matters to be considered by the Committee and referred to Council

Matters which cannot be delegated to a Committee or Staff

- - not to delegate them

6 INFORMAL DISCUSSION

Nil

7 **INFORMAL ACTIONS**

8 **CONFIDENTIAL MATTERS**

Nil

9 CLOSURE

STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE AND REFERRED TO COUNCIL

Matters which cannot be delegated to a Committee or Staff

5.1 CITY OF PLAYFORD ANNUAL REPORT 2024/25

Responsible Executive Manager: Luke Culhane

Report Author: Sarah Young

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

Attachments: 14. City of Playford Annual Report 2024/25

PURPOSE

To seek Council's adoption of the City of Playford Annual Report 2024/25 (Attachment 1).

STAFF RECOMMENDATION

- 1. Council adopts the City of Playford Annual Report 2024/25 (Attachment 1).
- Council authorises the CEO to make further minor amendments that do not alter the intent of the Annual Report, prior to submitting the Report to the persons or bodies prescribed by the Regulations and making it available to the general public.

EXECUTIVE SUMMARY

The Annual Report 2024/25 provides a record of Council's performance during the 2024/25 financial year. It includes key information about Council, a summary of achievements during the year, and how Council is tracking against its performance measures.

1. BACKGROUND

Section 131 of the *Local Government Act 1999* (the Act) requires councils to prepare and adopt an annual report relating to the operations of the council for the preceding financial year.

The Act specifies a number of requirements that Council must meet in developing its Annual Report; however, this report also provides additional information as outlined in the Local Government Association (LGA) Annual Report Guidelines.

The Annual Report incorporates additional information as required by the reforms arising from the *Statutes Amendment (Local Government Review) Act 2021.*

2. RELEVANCE TO STRATEGIC PLAN

The Annual Report provides a record of Council's performance during the 2024/25 financial year. Council services and projects are linked to the decision-making filters and community themes in Council's Strategic Plan 2020-2024.

3. PUBLIC CONSULTATION

The City of Playford Annual Report 2024/25 provides a record of Council's performance during the 2024/25 financial year. There is no legislative requirement to consult the community on the contents of the report.

4. DISCUSSION

4.1 As the City of Playford expends community funds, it must be accountable and transparent about that expenditure to its residents, ratepayers, and stakeholders.

The Annual Report is therefore an important method and ultimately a significant historical record to communicate Council's activities and performance for the year.

- 4.2 The 2024/25 Annual Report is comprised of the following sections:
 - Welcome
 - Our City
 - Our Strategic Planning Framework
 - Year in Review
 - Financial Snapshot
 - Measuring our Performance
 - Your Council
 - Our Workforce
 - Looking Forward
 - Legislative Checklist
 - Appendices.

These sections include the prescribed information as outlined in Section 131 and Schedule 4 of the Act.

Information relating to Council Member and employee travel, gifts and credit card expenditure, Council Member Behaviour and a summary of legal costs are included as per the reforms arising from the *Statutes Amendment* (Local Government Review) Act 2021.

As per the Act, the Annual Report also incorporates the following appendices:

- City of Playford General Purpose Financial Statements 2024/25 (to be added following adoption by Council).
- City of Playford Corporate Governance Committee Annual Report 2024/25 (to be added following adoption by Council).
- Northern Adelaide Waste Management Authority (NAWMA) Annual Report 2024/25 (to be added once received from NAWMA).

• Gawler River Floodplain Management Authority (GRFMA) Annual Report 2024/25 (to be added once received from GRFMA).

5. OPTIONS

Recommendation

- 1. Council adopts the City of Playford Annual Report 2024/25 (Attachment 1).
- Council authorises the CEO to make further minor amendments that do not alter the intent of the Annual Report, prior to submitting the Report to the persons or bodies prescribed by the Regulations and making it available to the general public.

Option 2

1.	Council adopts the City of Playford Annual Report 2024/25 (Attachment 1) with the following amendments:
	•
	•
	•

Council authorises the CEO to make further minor amendments that do not alter the intent of the Annual Report, prior to submitted the Report to the persons or bodies prescribed by the Regulations and making it available to the general public.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The information contained in the Annual Report reflects Council's performance throughout the year and every effort has been made to ensure its appropriateness and accuracy.

Risk Appetite

Regulatory Compliance

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

This decision will ensure Council meets its legislative requirements as per Section 131 of the Act that a council must, on or before 30 November each year, prepare and adopt an annual report relating to the operations of the council for the financial year ending on the preceding 30 June.

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

Council Members may suggest amendments to the Annual Report which can be incorporated prior to the legislative requirement to adopt the report by 30 November 2025.

6.2.2 Financial Implications

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



Annual Report **2024/25**



Acknowledgement of Country

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

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



Recognition of Forebears

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

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Welcome



Mayor & CEO Foreword

The 2024/25 Annual Report marks the final year of reporting against our strategic focus on building the foundational needs of the City of Playford. Since adopting this focus in 2020, Council has progressively delivered initiatives and services that enhance our community's everyday life.

This year, our approach remained anchored in the ongoing delivery of the 25 core services Council provides, encompassing more than 200 activities that residents have told us matter most. These include maintaining streets, verges, ovals, and playgrounds, providing waste collection, libraries, and community centres, and ensuring that public spaces and community assets remain accessible and functional for all residents.

Our proactive renewal and replacement programs have kept key infrastructure in good condition. Roads, footpaths, kerbing, culverts, stormwater infrastructure, sport, recreation and community facilities, park furniture, and playground equipment are regularly renewed or replaced to maintain their quality and safety for the community. This year, Council delivered over 10 kilometres of new and upgraded footpaths across 36 streets and renewed more than 23 kilometres of roads across 60 locations.

Playford's community spaces and sporting facilities saw exciting upgrades and additions. McGilp Recreation Park's sports facilities were enhanced for local clubs and players, Ridley Reserve gained new lighting, and Barry Warren Reserve welcomed one of the north's largest pump tracks.

A new school and district-level sportsground are on their way to Riverlea Park, thanks to a longterm partnership between the City of Playford, Walker Corporation, and Catholic Education South Australia (CESA). The project reflects considerable planning and collaboration between the parties, and shows what's possible when Council and the private sector work together to deliver infrastructure to support a growing community.

Education, employment, and opportunity were also a key focus this year. Council has worked with key partners to launch Uni Hub Playford, creating new opportunities for tertiary education closer to home. Likewise, Council's lead in the Northern Adelaide Jobs and Career Expo connected over 3000 job seekers with potential employers. Work also commenced to change planning conditions to support a new Defence and Aerospace Precinct near RAAF Base Edinburgh, strengthening Playford's role as a hub for innovation and industry.

Alongside these achievements, Council has continued to navigate the opportunities and challenges of rapid growth. With 10 people a day forecast to move to Playford over the next 20 years, our city remains one of South Australia's fastest-growing regions. We have ensured that we have the resources to deliver services across our growing city, while maintaining the high standard our community expects.

At the same time, we continue to advocate for State and Federal Government investment to support growth and work closely with developers, investors, utilities and other government partners to coordinate the delivery of infrastructure. This collaborative approach helps ensure both current and future communities have the services and facilities they need.

Welcome



Community engagement continues to play a key role in shaping our priorities. We thank all residents who shared their views throughout the year. Your input ensures Council decisions are inclusive, collaborative, and responsive to the needs of the Playford community.

The 2024/25 Annual Report captures a year of tangible achievements and demonstrates Council's ongoing commitment to supporting the city's growth, delivering what matters most, and fostering a vibrant, sustainable future for Playford.







Sam Green Chief Executive Officer

Welcome



This Report provides an overview of the services and projects that Council has delivered across the city, throughout the year, as identified in the 2024/25 Annual Business Plan and Budget.

The City of Playford General Purpose Financial Statements for the year ending 30 June 2025, the City of Playford Corporate Governance Committee Annual Report 2024/25 and the Annual Reports for Council's subsidiaries – the Gawler River Floodplain Management Authority (GRFMA) and the Northern Adelaide Waste Management Authority (NAWMA) will also be included as Appendices once received

This Report fulfils Council's obligation under the *Local Government Act 1999* that requires councils, on or before 30 November each year, to prepare and adopt an annual report relating to the operations of the council for the preceding financial year.

An online version of the City of Playford 2024/25 Annual Report can be downloaded at www.playford.sa.gov.au

Our City

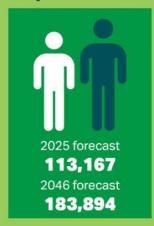
The City of Playford is a diverse city enriched by resilient communities living in new and established suburbs as well as semi-rural townships.

Residential development is occurring at a rapid pace, with Playford the centre of growth in South Australia.



Playford at a glance

Population -- What this means for our city





*ABS 2021

Residents living with a disability 8,373

Aboriginal and Torres Strait Islander 4.2%

Diversity



Employment

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



345km² Area

Covering the northern perimeter of metropolitan Adelaide



Existing assets

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

Transport MORE THAN 900KM

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



Footpaths & Signage



870KM

of paths plus signage, bus pads and pram ramps

Parks & Sportsfields

OVER

1100

hectares of open space including 27 sportsfields and 107 playgrounds





196

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



557KM

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



Fleet

244

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

Technology

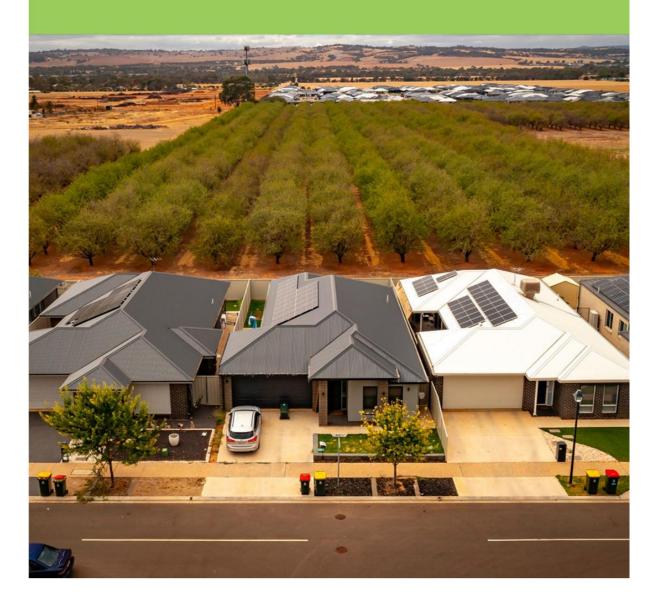


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items of technology equipment including computers, mobile devices and community audiovisual equipment

Strategic Planning Framework

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









The three phases of our Strategic Planning Framework:



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

Our City-wide Strategies focus on a particular area such as open space or transport and help prioritise projects across the city. Our Masterplans outline our vision across a particular precinct or project area such as the Playford Health and Wellbeing Precinct and the Virginia Township.



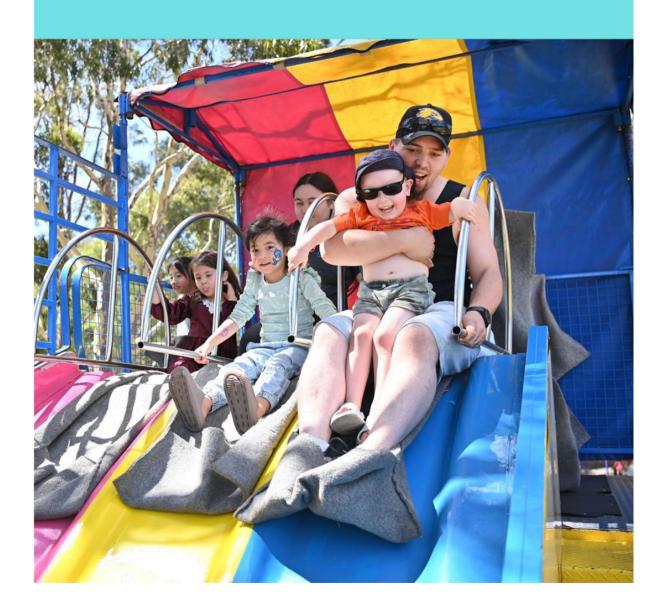
We continue to invest in our growing community by undertaking new projects and delivering new services. The Long Term Financial Plan* ensures Council can deliver services, renew and maintain assets and achieve its strategic objectives in a financially sustainable manner. The Annual Business Plan and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



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

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

A summary of the key outcomes of the services and projects undertaken as outlined in Council's 2024/25 Annual Business Plan and Budget.





Service Highlights

Council has 25 services, encompassing more than 250 activities, that it delivers to the community annually. These include maintaining streets, verges, ovals, and playgrounds, providing waste collection, libraries, and community centres, and ensuring that public spaces and community assets remain accessible and functional for all residents. Each of these services is delivered to its own specific standard to ensure consistent levels of service across the city from year-to-year.

Highlights from our services in 2024/25 are detailed below.



Community Facilities, **Programs and Events**

Our Customer Contact team handled 111,314 interactions via phone, email, front counter and webchat - a 3.7 per cent increase on the previous year - and responded to 39,247 customer requests. Overall satisfaction with the team was rated at 88 per cent.

Our Libraries welcomed 271,217 visitors and loaned 361,943 items. 13,858 people attended programs or events including adult, youth, children, and local history activities.

The Shedley Theatre hosted 25,000 patrons for shows including the Hunchback of Notre Dame, Tommy Little, Akmal, and monthly matinee 'Out of the Square' shows. The Theatre was also a registered Fringe venue and five groups were successful in securing a financial subsidy from Council to perform during the Fringe season.

The Function Room hosted almost 20,000 attendees for school holiday programs, cultural events, birthdays and live music events.

Council welcomed 567 Playford residents as Australian Citizens as part of our Events program. Over 7000 people celebrated at the Playford Community Carols event, which received a 97% satisfaction rating by attendees. 3200 attended our largest ANZAC commemoration.

Weekly Fringe activations in the Prince George Plaza drew over 1500 people, with the event scoring a 96% satisfaction rating.

Community sports clubs used Council sportsfields and courts for 35,028 hours. There are 12,343 registered participants of City of Playford's 102 sporting clubs. Visitors to the Aquadome reached over 445,000.

Council awarded \$200,273 in Community Grants to residents and community groups. This included \$14,500 to assist young people to recognise their outstanding achievements, \$21,857 toward new equipment to support local sports, recreation, and social clubs, \$64,079 for community development projects and \$99,837 in financial support to community groups for start-up funding, support for day-to-day operations of a service, or funding for a new program within a current service. Council also supported two community groups with subsidised accommodation in two Council owned venues through the contestable Building Spaces support category.

The Healthy Food Co. sold 9830 Easy Health Meal Kits and 2588 Snack Packs, supported by 26 volunteers.



The John McVeity Centre and the Precinct delivered over 150 community initiatives, welcoming 24,486 participants in a wide range of programs and activities.

More than 21.800 main meals were provided to patrons of the Grenville Hub. Community inclusion groups recorded over 36,000 hours of group programs, activities and events with 5017 attendances at NDIS funded social group programs and broader disability inclusion events. Council provided 11,039 transport trips connecting eligible community members to medical appointments and social activities.

Marni Waiendi delivered short courses including Infant First Aid and Learner Driver Permit training along with craft, cooking, wellness and other community cultural connection activities to 2604 community members. The inaugural NAIDOC in the North event delivered in partnership with City of Playford, attracted over 1300 attendees and the Belonging in the North / Kawanta Pirku-itya program welcomed 73 attendees since its launch in late 2024.

289 volunteers contributed over 67,000 hours of service across community centres, libraries, community programs, events, environment and biodiversity activities, and graffiti removal. In addition, over 150 students and young people engaged in volunteering across all Council areas through collaboration with Trinity College and the Pathways to Purpose Program.

Through the Wheels in Motion program, eligible learner drivers were supported by volunteer mentors to acquire 777 driving hours.

Council's Transport Volunteers were nominated for the 2025 South Australian Volunteer Awards -Andamooka Community Project Award.



City Maintenance

Graffiti Operations responded to 617 customer requests and removed 25,489 tags, with 97.3 per cent of requests actioned within five working days.

A total of 2437 Rapid Response requests were actioned for issues including deceased animals, footpath safety and rubbish.

As part of our Roads and Stormwater Network Maintenance service Council filled 10,705 potholes, replaced, renewed or installed 2518 signs, maintained 6km of rubble, concrete and paved footpaths and removed 7274 linear metres of tripping hazards from concrete footpaths. All 125 Gross Pollutant Taps were cleared at least once during the year with hotspot areas cleared more frequently.

The Tree Services team planted 1241 street trees, 1500 amenity trees and 130 reserve trees. Maintenance was provided for 40,255 trees, with 34,465 trees inspected during the year.

Thirty hectares of irrigated landscapes were maintained, including garden beds, across our Parks and Reserves. 172 irrigated reserves and parks were cut 26 times in addition to 387 hectares of open space and windbreaks, mown three times during the year. 114 playgrounds were inspected and maintained fortnightly.



The tractor slashing program cut 856 hectares of rural and urban open space and 630km of rural roadside verges three times during the year.

Maintenance was undertaken on 66 hectares of irrigated turf on our sportsfields and 41 hectares of oval surrounds.

As part of the Urban Streetscape Maintenance service, our urban Verge Mowing (non-irrigated) program covers approximately 1200km, with five cuts undertaken during 2024/25.

Irrigated verges are a small portion of the verge network and are generally located on main roads. All irrigated verges were mowed on a fortnightly basis (26 times per year).

A total of 88km of patrol grading and 4.2km of re-sheeting on our unsealed roads was completed as part of the Rural Streetscape Maintenance service.



Waste and Recycling

Council responded to 6400 notifications of Illegally Dumped Rubbish, with an average of 93 per cent collected within our 10-day service level.

An average of 48,439 properties used the Kerbside Waste collection service each week, disposing of an average 9.54kg of landfill per household. The hard waste service was accessed 18,590 times, enabling residents to dispose of large items appropriately.

Since September 2023, the Food Organics and Garden Organics (FOGO) green bin service has been offered free of charge to all households. Participation increased from 58% to 74%, coinciding with an average reduction of 260 grams per household per week in red bin waste - presumably food and garden organics now being diverted from landfill.

Contamination in the recycling bin averaged 27.7 per cent of the bin contents - higher than the Adelaide metropolitan average of 14 per cent.



Public Health, Regulatory and Environment

The Environmental Health team conducted 735 food safety inspections across 565 businesses and received 76 onsite wastewater system applications.

The Environmental Sustainability service saw 4000 vouchers purchased by the community as part of the 10 for 10 program to access native plants. Through the Buffers to Bushland initiative 13,800 seedlings were distributed to over 80 rural properties and schools.



Our Immunisation programs reached 5191 participants across schools, the community and business clinics, administering 9081 vaccinations. A new community immunisation clinic opened at the Virginia Institute.

The Regulatory Services team managed 9005 requests including illegal parking, wandering dogs, burning permits, nuisance noise complaints and fire hazard concerns.

Development Services received 3353 development applications including 1901 applications for new dwellings, with a total development value exceeding \$902 million.



Local Business Support

The Business Support team engaged over 1574 individuals, providing personalised business support and representing the City of Playford on the Northern Adelaide Jobs and Skills Taskforce to advocate for region's priorities.

The Northern Adelaide Jobs and Careers Expo brought together over 3000 students, job seekers, employers, and education providers through 90 exhibitors and activities including resume support, LinkedIn headshots, interview skills workshops, and a live jobs board. The event was recognised as a finalist in the Local Government Economic Development Awards.

The team also hosted four NDIS Networking Nights, the Self-Employment Expo, and Co-worker Connect events at the Stretton Centre to encourage collaboration, innovation, and knowledgesharing. A key milestone was the launch of the Uni Hub Playford Interim Site, expanding tertiary education pathways and linking students with local job opportunities.

The Stretton Centre co-working facility supported 45 businesses. With over 1000 venue hire bookings, the Centre has continued to be used by a wide range of organisations that support the business community.



Strategic Projects Update

Our annual operating budget provides funds for concept plans, feasibility studies and other investigations to be carried out in preparation for future works and services that benefit our community. The table below shows the status of Strategic Projects for 2024/25.

Each project has been assessed as being completed or commenced.

Strategic Project	Status
Transport Strategy	Commenced
Blakes Crossing Wildlife Refuge	Commenced
Riverlea District Sportsground (North)	Commenced
Code Amendment(s)	Commenced
Strategic Land Use Planning	Commenced
Disability Access & Inclusion Plan (DAIP)	Commenced
NDIS State of Sector Report	Completed
Heaslip Road Streetscape Upgrade	Commenced
Stormwater Planning	Commenced
Dauntsey Reserve Master Plan	Commenced
Playford Sports Precinct – Softball	Commenced
Northern Adelaide Plains Food Cluster	Commenced

Strategic Asset Management Plan Overview

Council manages its physical assets through the development and implementation of Asset Management Plans (AMPs), which detail the actions required to deliver the agreed level of service in a fiscally responsible and sustainable manner, and in accordance with Council's Strategic Plan 2020-2024. These actions are a combination of maintaining and managing existing assets, and the renewal and upgrade of existing assets when they reach end of life or the optimum time in their lifecycle to intervene.

A summary of the 2024/25 community infrastructure renewals, including stormwater, buildings, footpaths, and transport assets, is provided, with the status of each project noted as being in the Planning and Design, Execution/Construction phase, or Completed.

Footpaths and Transport

Just over 18km of footpath renewal was constructed throughout the city, and nearly 20km of road renewals, complemented by the upgrade or installation of approximately 300 DDA compliant kerb ramps.



Below is a summary of the road, footpath and signage renewals categorised by suburb:

Suburb	Location	Status
	Concrete/Pavement Design/Reinforced I Overlay/Reconstruction	
Andrews Farm	Grace Avenue Harwood Place	Completed Completed
Blakeview	Aldgate Lane Galleon Close Lynton Court Park Lake Boulevard	Completed Completed Completed
Craigmore	Bundarra Court Illawarra Court Jacaranda Drive Jacaranda Drive/Adams Road Roundabout# Jedna Close Kakuna Crescent Uley Road Venice Court	Completed Completed Completed Planning and Design Completed Completed Completed Completed Completed
Davoren Park	Brookside Close Burry Street Mitchell Street Searle Road	Completed Completed Completed
Edinburgh North	Hartfoot Crescent Kingstag Crescent	Completed Completed
Elizabeth	Elizabeth Way# Fyfield Street Keevil Street Mountbatten Square	Completed Completed Completed Completed
Elizabeth Downs	Loftis Road McKenzie Road Stone Road Turnworth Street	Completed Completed Completed
Elizabeth East	Badcoe Street Derrick Road Halsey Road Jensen Street Kibby Road	Completed Completed Completed Completed Completed
Elizabeth Grove	Argent Street Fairfield Road Frith Street Grateley Street Hale Street Hecker Street	Completed Completed Completed Completed Completed Completed



Suburb	Location	Status
Elizabeth North	Montrose Court	Completed
Elizabeth Park	Litton Street McLean Street	Completed Completed
Elizabeth South	Blake Road	Completed
Elizabeth Vale	Clapton Street Pasteur Street	Completed Completed
Hillbank	Argyle Walk Ashwood Boulevard Holyoake Court Kareda Court Kurrie Street Wells Court	Completed Completed Completed Completed Completed Completed
Penfield Gardens	Ransomes Road	Planning and Design
Smithfield Plains	Sterling Court	Completed
Virginia	Broster Road Martin Road Ransomes Road Womma West Road	Completed Completed Completed Completed
Waterloo Corner	Calvengrove Road Coleman Road [#] Ryan Road [#] Supple Road [#]	Completed On hold (development) Planning and Design Planning and Design

[#]Multi-year project

Suburb	Location	Status
Kerbs		
Blakeview	Lynton Court Park Lake Boulevard	Completed Completed
Davoren Park	Searle Road	Completed
Elizabeth Downs	Stone Road Turnbull Road	Completed Completed
Elizabeth East	Halsey Road Jensen Street	Completed Completed
Elizabeth Grove	Allington Street Argent Street Blencowe Street Grateley Street Mahood Street Mofflin Road	Completed Completed Completed Completed Completed Completed



Elizabeth Park	Litton Street Seatown Road	Completed Completed
Elizabeth South	Harvey Road	Completed
Elizabeth Vale	Clapton Street Wayford Street	Completed Completed
Hillbank	Kareda Court Willison Road	Completed Completed
Bridges		Status
Andrews Farm	Stebonheath Wetlands – Footbridge x 3 and Viewing Platform x 2#	Planning and Design
	9	
Andrews Farm	and Viewing Platform x 2#	Planning and Design

[#]Multi-year project

Parks and Sportsfields

Suburb	Location	Item	Status
Andrews Farm	Purdilla Reserve Drainage	Bench	Completed
Davoren Park	Kalara Reserve# Sandford Reserve# Don Hardy Reserve (O'Brien Street)*	Cricket nets & cricket pitch Reserve Playground, irrigation & reserve sign	Completed Completed Construction
Elizabeth Downs	Argana Park# Barry Warren Reserve (formerly Dwight Reserve North)	Irrigation Playground	Planning and Design Construction
Elizabeth East	Playford Tennis Centre	Wooden bench/steps Tennis court design & court access	Completed
Hillbank	Gloaming Reserve* Michael Crescent Reserve	Playground, irrigation & reserve sign Irrigation Design	Planning and Design Planning and Design
Munno Para	Playford Town Park	Design, rubber softfall, drink fountain & inclusive play equipment	Construction
Smithfield	Anzac Day Memorial	Replacement of Anzac Day metal soldiers & picnic setting x 4	Completed



Suburb	Location	Item	Status
One Tree Hill	McGilp Recreational Park	Tennis court fencing	Completed
	OTH Cemetery#	Heritage Retaining Wall Design	Planning and Design

Streetscapes

Suburb	Location	Status
Footpaths		
Andrews Farm	Greenfields Drive Hughes Street	Completed Completed
Blakeview	Uley Road	Completed
Craigmore	Adams Road Baldina Crescent Blair Park Drive# Coolibah Avenue Tea Tree Drive Uley Road	Completed Completed Completed Completed Completed Completed
Elizabeth	Goodman Road	Completed
Elizabeth Downs	Crisp Road Haldane Street McKenzie Road Midway Road St Leonard Crescent	Completed Completed Completed Completed Completed
Elizabeth East	Aylwin Street Holcomb Street Kinkaid Road Yorktown Road	Completed Completed Completed
Elizabeth Park	Hayles Road Seatown Road Shillabeer Road	Completed Completed Completed
Elizabeth South	Goodman Road	Completed
Hillbank	Main North Road#	Planning and Design
Munno Para	Munno Para Linear Reserve	Completed
One Tree Hill	Black Top Road	Completed
Smithfield	Warooka Crescent	Completed

[#] Multi-year project *Renewal is being supplemented by upgrade projects



Signs		Status
Angle Vale	Angle Vale Road Heaslip Road	Cancelled due to growth boundary
Blakeview	Horrie Knight Reserve	Completed
Elizabeth Downs	Uley Hall and Reserve signs	Completed
Hillbank	Jo Gapper Park	Cancelled due to align with future upgrade
Virginia	Gawler Road	Cancelled due to growth boundary
Waterloo Corner	Heaslip Road	Cancelled due to growth boundary
Pram Ramps		Status
Streetscape	x 95	Completed
Transport	x 156	Completed

Stormwater Infrastructure

Suburb	Location	Item	Status
Andrews Farm	Grace Avenue Greenfields Drive	Pipe x 2, Side Entry Pit x 2 Box Culvert x 2 and Headwall x 4	Completed
Angle Vale	Heaslip Road	Headwall	Completed
Blakeview	Lynton Court	Pipe	Completed
Craigmore	Carob Crescent Kakuna Crescent Venice Court	Pipe and Side Entry Pit x 2 Pipe Pipe	Completed Completed Completed
Edinburgh North	Hartfoot Crescent	Pipe and Side Entry Pit	Completed
Elizabeth Park	Seaborough Road	Junction Box	Construction
Hillbank	Wells Court	Side Entry Pit	Completed
One Tree Hill	One Tree Hill Cemetery	Design	Planning and Design

Buildings

Suburb	Location	Item	Status
Craigmore	Uley Road Reserve	Clubroom foyer fit out	Completed



Suburb	Location	Item	Status
Davoren Park	Playford Operations Centre	Rear patio & benches Canteen air conditioner C-4 Building 1 air conditioner Server/Building Management System (BMS) controller replacement	Completed
Edinburgh North	Ramsay Park	Home, away & referee changeroom	Completed
Elizabeth	Playford Civic Centre	Fan coil unit Air conditioner condenser	Completed
Elizabeth North	Dauntsey Reserve	Home, away & referee changeroom	Completed
Elizabeth South	Central Districts Softball Club	Evaporative air conditioner	Completed
Elizabeth Vale	Mofflin Reserve	Air conditioner condenser	Completed
Smithfield Plains	Morialta Drive – Child and Family Health Service (CaFHS) Building	Ceiling, roof framing & wall	Completed
Virginia	Virginia Football Club Virginia Recreation Centre Virginia Horticulture Centre	Home, away & referee changeroom Male cubicles in changeroom Front reception & back office fit out Electrical upgrade & blinds, evaporative air conditioner x 6 ,fan coil unit	Completed Completed Completed
Various	Master key system & security	Master key x 15 buildings	Completed

Water Delivery

Facility	Item	Status
Andrews Farm Pump Station	Monitoring, testing and pressure transmitting equipment	Execution
Curtis & Stebonheath Pump Station	Monitoring, testing and pressure transmitting equipment, wetland erosion reinstatement, security system	Execution
Mofflin Reserve Pump Station	Scada panel, monitoring equipment, valves and testing equipment	Planning and Design





NEXY Pump Station	Alarm	Completed
Olive Grove Pump Station	Probe	Execution
Samuel Street Pump Station	Monitoring, testing and pressure transmitting equipment, wetland erosion reinstatement, security system	Execution
Town Park	Filter, instrumentation, pump and water play equipment	Filter & Pump Completed
Uley Road Pump Station	Water quality testing unit	Execution
Yorktown Road Pump Station	Irrigation pump, proportioning valve on tank	Completed

Playford Alive

Suburb	Location	Status
Footpaths, Roads, R	Kerbs & Verge Compacted Fines	
Davoren Park	Lock Street Rowe Street Skewes Street Ward Street Redcliff Street#	Completed Completed Completed Completed Completed
Pram Ramps		Status
Streetscape	5	Completed
Transport	9	Completed

^{*}Roads & footpaths only #Verge compacted fines only

Capital Projects Update

Each year Council also introduces a range of new projects which add to our existing services and assets. The status of the new projects for 2024/25, as well as those projects continuing from previous years, are listed below. The status of each project is noted as being in the Definition, Planning and Design, Construction phase or Completed.



Project	Status
AMP Angle Vale Bridge	Definition
Argana Park – Car Park and Change Facilities	Construction
Buildings Minor Projects 24-25	Completed
DDA Streetscape Infrastructure 24-25	Completed
Don Hardy Reserve (formerly O'Brien Street Reserve) Upgrade – AMP Supplementary	Construction
Dwight Reserve – Changerooms and Car Park	Definition
Footpath Widening – AMP Supplementary	Completed
Gloaming Reserve Upgrade – AMP Supplementary	Planning and Design
Health Precinct Superstop	Planning and Design
Kalara Reserve Upgrade	Completed
Key System Upgrade – Stage 2	Completed
Mark Oliphant Kiss & Drop – Detailed Design and Construction	Construction
McEvoy Road Basin and Culvert – Detailed Design	Definition
McGilp Recreation Park Upgrade	Completed
Missing Kerbs – AMP Supplementary	Completed
Munno Para Sportsground Stage 1	Planning and Design
New Footpaths 24-25	Completed
Open Space Minor Projects 24-25	Completed
Park Road Drainage System	Construction
Playground Communication Boards	Construction
Riverlea District Sportsground (North)	Definition
Sandford Reserve Upgrade – AMP Supplementary	Completed
Shared Use Path Widening – AMP Supplementary	Completed
Solar Projects	Completed
Sport and Recreation Minor Projects 24-25	Completed
Stebonheath Road / Dalkeith Road Roundabout - Black Spot	Planning and Design
Stormwater Minor Projects 24-25	Completed
Traffic Management Minor Projects 24-25	Completed

The following new services were also introduced in 2024/25:

- Green Bin Rollout
- Community Organisation Support Framework



Playford Growth Areas Infrastructure

In 2010, the South Australian Government prepared the 30-Year Plan for Greater Metropolitan Adelaide. This Plan identified the City of Playford as the centre of residential growth in northern metropolitan Adelaide. Primary production land in Angle Vale, Virginia and Playford North was rezoned in 2013/14 as residential land, in what became known as the Playford Growth Areas. As part of the rezoning, agreements known as Infrastructure Deeds, were negotiated with landowners and the State Government. These Deeds set out the legal arrangements between landowners, Council and the State Government and identified required infrastructure, costs and the mechanisms for delivery between the various parties to the Deeds.

Deeds cover social, transport and stormwater infrastructure, and require Council and the State Government to report on an annual basis the funds raised within the Growth Areas and any expenditure of the funds.

Council is the Administering Body for the social and stormwater deeds and the tables below show the status of the funds for 2024/25.

Virginia	Amo	
Contributions received into the Fund 2024/25	\$21,905	
Expenditure from the Fund 2024/25	\$0	
Interest 2024/25	\$9,124	
2024/25 Total	\$31,029	
Whole of life total contributions received into the Fund (up to 30 June 2025)		\$212,991
Total Expenditure from the Fund (up to 30 June 2025)		\$0
Total Interest (up to 30 June 2025)		\$24,731
Balance of Fund (up to 30 June 2025)		\$237,722

Angle Vale	Amo	
Contributions received into the Fund 2024/25	\$348,126	
Expenditure from the Fund 2024/25	\$0	
Interest 2024/25	\$87,444	
2024/25 Total	\$435,570	
Whole of life total contributions received into the Fund (up to 30 June 2025)		\$2,089,285
Total Expenditure from the Fund (up to 30 June 2025)		(\$1,667)
Total Interest (up to 30 June 2025)		\$201,169
Balance of Fund (up to 30 June 2025)		\$2,288,787



Playford North Extension	Amo	unt
Contributions received into the Fund 2024/25	\$598,780	
Expenditure from the Fund 2024/25	\$0	
Interest 2024/25	\$56,019	
2024/25 Total	\$654,799	
Whole of life total contributions received into the Fund (up to 30 June 2025)		\$1,454,321
Total Expenditure from the Fund (up to 30 June 2025)		\$0
Total Interest (up to 30 June 2025)		\$90,308
Balance of Fund (up to 30 June 2025)		\$1,544,629

Stormwater Infrastructure Deeds

The framework for the necessary stormwater and flood mitigation works in the three Playford Growth Areas are guided by Growth Area Stormwater Management Plans (SMPs). These SMPs prescribe a range of works on both private and public land.

As part of the land division development assessment process, the majority of SMP works are undertaken by private parties as negotiated works-in-kind.

These works are not accounted for in the tables below but play a critical role in realising the Growth Area SMPs, which in turn allows development to continue to take place in the Growth Areas and provide the necessary protections for the community.

Virginia	Amou	
Contributions received into the Fund 2024/25	\$0	
Expenditure from the Fund 2024/25	\$0	
Interest 2024/25	(\$6,891)	
2024/25 Total	(\$6,891)	
Whole of life total contributions received into the Fund (up to 30 June 2025)		\$150,000
Total Expenditure from the Fund (up to 30 June 2025)		(\$301,328)
Total Interest (up to 30 June 2025)		(\$19,452)
Balance of Fund (up to 30 June 2025)		(\$170,780)

Angle Vale	Amount
Contributions received into the Fund 2024/25	\$1,697,048
Expenditure from the Fund 2024/25	(\$44,552)
Interest	\$95,185
2024/25 Total	\$1,747,681

Year in review



Balance of Fund (up to 30 June 2025)	\$3,043,921
Total Interest (up to 30 June 2025)	\$135,724
Total Expenditure from the Fund (up to 30 June 2025)	(\$847,507)
Whole of life total contributions received into the Fund (up to 30 June 2025)	\$3,755,704

Updates have been made to the detailed design of the Broadacres Drive Outfall Drain to align with current practices. Negotiations continue in relation to progression of a Final Stormwater Infrastructure Deed for Angle Vale South.

Playford North Extension		
Contributions received into the Fund 2024/25	\$0	
Expenditure from the Fund 2024/25	\$0	
Interest	(\$26,718)	
2024/25 Total	(\$26,718)	
Whole of life total contributions received into the Fund (up to 30 June 2025)		\$0
Total Expenditure from the Fund (up to 30 June 2025)		(\$589,107)
Total Interest (up to 30 June 2025)		(\$73,113)
Balance of Fund (up to 30 June 2025)		(\$662,220)

Detailed design has continued for the NEXY Western Swale Upgrade following consultation with the Department for Infrastructure and Transport. This design will be completed in 25/26.

Transport Infrastructure Deeds

The Department for Infrastructure and Transport (DIT) is the Administering Body for the transport deeds and the tables below show the status of the funds for 2024/25.

Angle Vale	Amount	
Contributions received into the Fund 2024/25	\$3,131,000	
Expenditure from the Fund 2024/25	(\$1,365,000)	
2024/25 Total	\$1,766,000	
Whole of life total contributions received into the Fund (up to 30 June 2025)		\$17,695,235
Total Expenditure from the Fund (up to 30 June 2025)		(\$5,198,763)
Balance of Fund (up to 30 June 2025)		\$12,496,472

Works undertaken by DIT in 2024/25:

- AV23 Frisby Road Upgrade. Concept planning and design continuing. Construction of portions underway in line with adjacent developments.
- AV24 Fradd Road, Frisby Road intersection. Detailed design underway.



Year in review

Playford North Extension	Amount	
Contributions received into the Fund 2024/25	\$1,879,000	
Expenditure from the Fund 2024/25	(\$750,000)	
2024/25 Total	\$1,129,000	
Whole of life total contributions received into the Fund (up to 30 June 2025)		\$7,047,296
Total Expenditure from the Fund (up to 30 June 2025)		(\$1,452,117)
Balance of Fund (up to 30 June 2025)		\$5,595,179

Works undertaken by DIT in 2024/25:

- PN1 Intersection of Curtis Road and Andrews Road Detailed design commenced.
- PN7 Stebonheath Road Roundabout. Construction completed.

Virginia	Amount	
Contributions received into the Fund 2024/25	\$ 279,000	
Expenditure from the Fund 2024/25	(\$1,619,000)	
2024/25 Total	(\$1,340,000)	
Whole of life total contributions received into the Fund (up to 30 June 2025)		\$3,699,528
Total Expenditure from the Fund (up to 30 June 2025)		(\$2,723,574)
Balance of Fund (up to 30 June 2025)		\$975,954

Works undertaken by DIT in 2024/25:

V16 – Old Port Wakefield Road / McEvoy Road Roundabout. Construction completed.

Financial snapshot

Council is committed to delivering long-term financial sustainability, with a focus on producing a sustainable operating surplus position, effectively managing debt and sustainably growing assets and services.





Financial snapshot

Financial Snapshot

2024/25 Performance

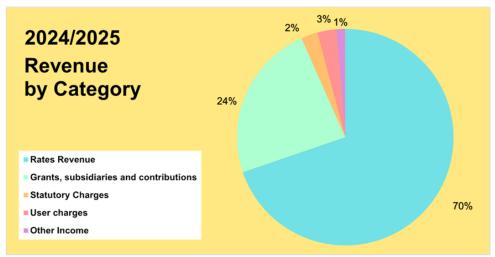
Item	2024/25 Actual \$M
Operating income	162.1
Operating expenses	140.3
Operating result	21.8

The operating surplus for 2024/25 is \$21.8M against an original budgeted surplus of \$7.9M. This favourable result is mainly due to additional developer contributions, planning application fees, dog registrations, compliance fines, an increase in reimbursements, savings in interest from lower debt, delays in operating costs associated with multi-year projects, and \$9.2M early receipt of the 2025/26 Financial Assistance Grants (FA Grants) during 2024/25.

Compared to the previous year, 2024/25 revenue was higher by \$36.7M, largely due to Council receiving higher planning application fees of \$1M, higher grants of \$24.2M, increased rate revenue of \$10.9M associated with growth and new services, and increased investment income of \$0.4M.

Actual operating expenses have increased from 2024/25 by \$14.3M. This increase largely reflects additional costs associated with new services and growth, increases relating to wages and CPI.

Where Council's money comes from



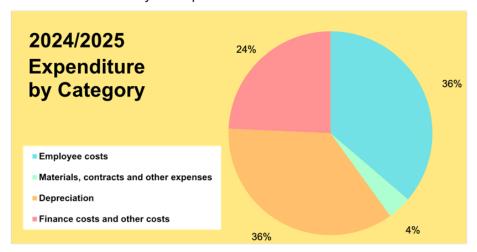
The City of Playford received income of \$162.1M in 2024/25. The main sources of revenue were rates revenue (commercial and residential) of \$113.1M, and grants, subsidies and contributions

Financial snapshot



totalling \$38.3M. The balance of \$10.7M was generated through statutory charges, user charges and other minor sources.

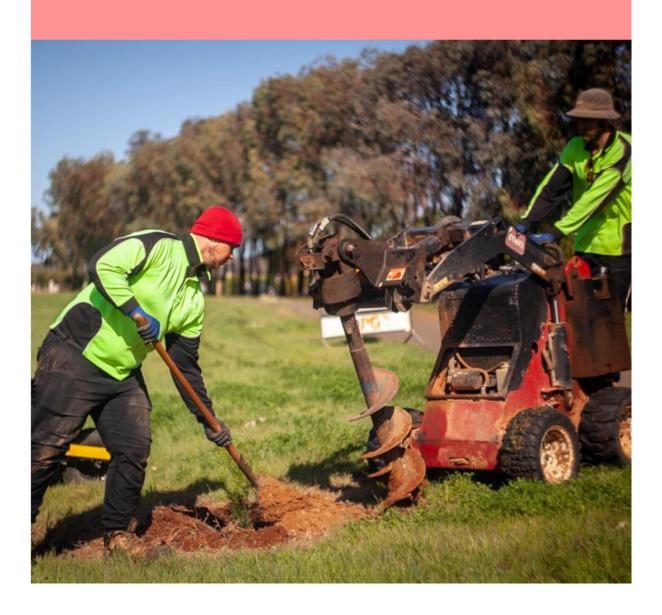
What Council's money was spent on



The City of Playford spent \$140.3M on delivering services in 2024/25. Operating expenses included employee and labour hire costs of \$50.9M, materials, contracts and general expenses of \$50.0M, depreciation of \$34.1M and finance and other costs \$5.3M.

Measuring our perfomance

A range of performance measures and financial targets help track our progress as we deliver against the Annual Business Plan and Budget.







Playford Community Survey

The Playford Community Survey is a key part of Council's commitment to listening to community experiences of living, working, studying and visiting our city. Since 2021, it has focused on measuring and understanding these experiences through the lens of each theme in Council's Strategic Plan.

The survey tracks the community's overall ratings for each theme, along with overall satisfaction with Council, providing a clear view of community perceptions, sentiment and trends over the past four years. It is also a valuable educational tool for staff, helping them better understand who our community is – their needs, aspirations and priorities.

This insight helps Council review and improve services, plans, projects and strategies, while also informing reports, presentations and engagement approaches. The information is also valuable in supporting state and federal government, investors and developers to get the optimum outcome for our community when they are planning or undertaking works in our city. The results contribute to CEO key performance indicators and help measure Council's performance in Annual Reports like this one.

What we heard in the 2025 Playford Community Survey

Now in its fifth year, the Playford Community Survey continues to provide valuable insights into community experiences across the City of Playford. The survey remains a key tool in identifying both areas of success and opportunities for improvement in different areas of the City, in line with the goals of our Strategic Plan.

The 2025 survey was updated to align with our new strategic direction: *Building Stronger Foundations and Connecting Our People*. This allowed us to establish new benchmarks for the updated themes, setting the scene to track progress over the next four years.

The survey was available online, on paper, in person, or over the phone. Promotion included social media, database emails, outdoor digital advertising and printed materials shared through our Civic and community centres.

Over 1500 community members shared their thoughts with average ratings out of five for each Strategic Plan theme illustrated below. The average Community Sentiment is also shown below and represents community trust and confidence in Council, as well as satisfaction with Council over the past 12 months.



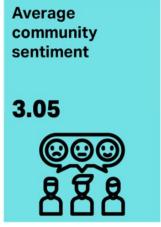
Measuring our performance











Financial Sustainability

Council includes its financial strategies, objectives and targets in a Long Term Financial Plan (LTFP). This plan has direct links to all Council strategic plans including the Strategic Asset Management Plan, Playford Community Vision 2043 and Annual Business Plan. This is a key part of planning for the future needs of our community and city.

The table below summarises the results for the 2024/25 financial year. Some of the ratios are outside the target range due to additional developer contributions and grant funding, as noted in the comments.

The 2024/25 LTFP shows that over the next 10 years, Council will maintain a solid financial position with the 10-year average, with all financial indicators falling within the target range over the long term.



Measuring our performance

For the 2024/25 period, the following financial indicators apply.

Financial Indicator	Explanation	2024/25 Actual	Target ¹	Comments
Operating Surplus Ratio	Performance Indicator This ratio expresses Council's operating result as a percentage of Council's total income.	13.4% 4.0% adjusted ^{2.}	1%-10%	Above target range due to 2025/26 Financial Assistance Grant received in 2024/25. The adjusted ratio excluded developer contributions and 2024/25 Financial Assistance Grant received in 2024/25.
Cash Flow from Operations Ratio	Performance Indicator The cash generated each year from operations compared to the 10-year average requirements in the Strategic Asset Management Plan. This ratio measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	186.7% 135.3% adjusted ²	Between 90% and 110%	Above target range. The adjusted ratio excluded developer contributions and 2025/26 Financial Assistance Grant received in 2024/25.
Asset Renewal Funding Ratio	Infrastructure Indicator This ratio shows whether or not Council is replacing assets at the rate as required in the Strategic Asset Management Plan.	77.9%	Between 90% and 110%	Below target as a result of deferred AMP Program from 2024/25 carried over to 2025/26 and works on hold.
Net Financial Liabilities Ratio	Debt Indicator This ratio shows net financial liabilities as a percentage of Total Operating Income.	57.1% 69.6% adjusted ²	50%-160%	Within target range. The adjusted ratio excluded developer contributions and 2025/26 Financial Assistance Grant received in 2024/25.
Interest Expense Cover Ratio	Debt Indicator This ratio shows how much rate income is used to pay interest on borrowings.	2.5%	4%-8%	Below target range with lower interest rates and debt levels.

¹ As per original budget

 $^{^{2}}$ In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of Financial Assistance Grants. These Adjusted Ratios correct for the resulting distortion in key ratios for each year and provide a more accurate $basis\ for\ comparison.\ Adjustments\ are\ also\ made\ for\ Developer\ Contributions\ \&\ Grant\ payments\ that\ are\ recognised\ under$ accounting standards as operating income but utilised for capital & future capital spend.

The City of Playford is divided into five wards, with a Mayor and 15 Councillors. Each ward is represented by three Councillors. The ward boundaries endeavour to provide an equal number of electors represented by a Councillor.









Cr Peter Rentoulis Deputy Mayor



Cr Rebecca Vandepeear



Cr Clint Marsh

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



Cr Jane Onuzans



Cr Gay Smallwood-Smith



Cr Chantelle Karlsen

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



Cr Andrew Craig



Cr Tanya Smiljanic



Cr David Kerrison

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



Cr Marilyn Baker



Cr Katrina Tarr



Cr Zahra Bayani

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



Cr Misty Norris



Cr Akram Arifi



Cr Shirley

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



Council Members and Representation

The table below shows Council's representation quota and the average representative quota for councils of a similar size and type in South Australia.

Council			Rep. Quota		Ward Quota
Playford	16	75775	4735	5	5051
Tea Tree Gully	13	75143	5780	6	6261
Onkaparinga	13	136132	10471	6	11344
Salisbury	15	98968	6597	7	7069
Marion	13	69237	5325	6	5769
Charles Sturt	17	91431	5378	8	5714
Port Adelaide Enfield	18	91409	5078	7	5377
Adelaide	12	30575	2547	3	2779

- · Data Source: Electoral Commission SA 2025 (made available via Local Government Association)
- · Representation Quota = number of electors divided by number of Councillors and the Mayor
- Ward Quota = number of electors divided by the number of Councillors representing wards
- *Refer to www.ecsa.gov.au for ward quota structure information

The City of Playford last completed a representation review in April 2025 with changes to Council Member representation coming into effect following the Local Government general election in November 2026.

Council Member Allowances and Benefits

Council Members receive an allowance for discharging their official functions and duties as provided for under Section 76 of the Local Government Act 1999. Allowances are adjusted by the Remuneration Tribunal of South Australia each November.

In addition to the allowance paid to Council Members, the Local Government Act 1999 also provides for the reimbursement of certain expenses; provision of facilities and support; and training and development activities to assist Members in performing or discharging official functions and duties. These supports are detailed in the Council Member Support Policy and Procedure and the Council Member Training and Development Policy and Procedure and include:

- Provision of technology (mobile phone/iPad) and reimbursement of expenses where a Council Member utilises their personal internet and/or mobile phone service.
- Reimbursement for travel and childcare expenses when undertaking Council business.
- Training and development activities including seminars, conferences and short courses.



The Mayor has access to a vehicle for Council business and civic duties and is also provided with office space and administrative support. Additional supports provided to the Mayor are detailed in the Mayor Support Procedure.

Council Member	2024/25 Allowance	Council Member	2024/25 Allowance
Mayor Glenn Docherty	\$98,761.32	Cr Clint Marsh	\$27,224.75
Cr Akram Arifi	\$24,690.32	Cr Misty Norris**	\$27,224.75
Cr Marilyn Baker	\$24,690.32	Cr Jane Onuzans	\$24,690.32
Cr Zahra Bayani	\$24,690.32	Cr Peter Rentoulis	\$24,690.32
Cr Andrew Craig	\$24,690.32	Cr Gay Smallwood-Smith	\$24,690.32
Cr Shirley Halls	\$24,690.32	Cr Tanya Smiljanic	\$24,690.32
Cr Chantelle Karlsen*	\$28,328.57	Cr Katrina Tarr	\$24,690.32
Cr David Kerrison**	\$28,328.57	Cr Rebecca Vandepeear	\$24,690.32

^{*} Includes allowance received as Deputy Mayor

Independent Member Sitting Fees

Independent Members on the Corporate Governance Committee and Council Assessment Panel are paid a sitting fee for meetings they attend.

Meeting	Chair Sitting Fee	Member Sitting Fee
Corporate Governance Committee	\$687.50	\$550
Council Assessment Panel	\$563	\$450

[&]quot;Includes allowance received as presiding member of Strategy and Services Committee



Council and Committee Structure

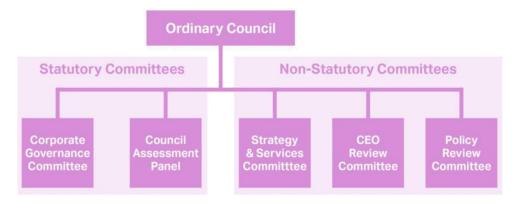
Council has established a number of statutory and non-statutory committees to assist with its decision-making. The committee structure is detailed below.

Statutory Committees:

- Council Assessment Panel
- Corporate Governance Committee³

Non-statutory Committees:

- · Strategy and Services Committee
- Chief Executive Officer Review Committee
- Policy Review Committee



Council / Committee Membership

Council Member	Council / Committee
Mayor Glenn Docherty	Ordinary Council Strategy and Services Committee CEO Review Committee – Presiding Member Corporate Governance Committee Policy Review Committee – Presiding Member
Cr Akram Arifi	Ordinary Council Strategy and Services Committee
Cr Marilyn Baker	Ordinary Council Strategy and Services Committee CEO Review Committee
Cr Zahra Bayani	Ordinary Council

^{3.} In accordance with Section 126 of the Local Government Act 1999, the Corporate Governance Committee has also been appointed as the Audit and Risk Committee.

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Council Member	Council / Committee
	Strategy and Services Committee
Cr Andrew Craig	Ordinary Council Strategy and Services Committee
Cr Shirley Halls	Ordinary Council Strategy and Services Committee Corporate Governance Committee
Cr Chantelle Karlsen	Ordinary Council Strategy and Services Committee CEO Review Committee (from November 2024)
Cr David Kerrison	Ordinary Council Strategy and Services Committee – Presiding Member (from November 2024)
Cr Clint Marsh	Ordinary Council Strategy and Services CEO Review Committee (until November 2024) Policy Review Committee (until December 2024)
Cr Misty Norris	Ordinary Council Strategy and Services Committee – Presiding Member (until November 2024) Council Assessment Panel Policy Review Committee
Cr Jane Onuzans	Ordinary Council Strategy and Services Committee Corporate Governance Committee – Deputy Member (until November 2024) Council Assessment Panel – Deputy Member (until November 2024) Policy Review Committee
Cr Peter Rentoulis	Ordinary Council Strategy and Services Committee
Cr Gay Smallwood-Smith	Ordinary Council Strategy and Services Committee CEO Review Committee
Cr Tanya Smiljanic	Ordinary Council Strategy and Services Committee Council Assessment Panel – Deputy Member (from November 2024) Policy Review Committee (from January 2025)
Cr Katrina Tarr	Ordinary Council Strategy and Services Committee





Council Member	Council / Committee
Cr Rebecca Vandepeear	Ordinary Council Strategy and Services Committee

Council Meetings

In 2024/25 Council met on 13 occasions.

Council Meeting Attendance

Council Member	Attendance Council Meetings	Council Member	Attendance Council Meetings
Mayor Glenn Docherty	12/13	Cr Jane Onuzans	13/13
Cr Akram Arifi	11/13	Cr Peter Rentoulis	12/13
Cr Marilyn Baker	12/13	Cr Clint Marsh	13/13
Cr Zahra Bayani	11/13	Cr Misty Norris	13/13
Cr Andrew Craig	12/13	Cr Gay Smallwood-Smith	13/13
Cr Shirley Halls	12/13	Cr Tanya Smiljanic	11/13
Cr Chantelle Karlsen	12/13	Cr Katrina Tarr	13/13
Cr David Kerrison	13/13	Cr Rebecca Vandepeear	11/13

Information Sessions

In 2024/25, 24 Information Sessions were held in accordance with Section 90A of the *Local Government Act 1999*.

Reporting on the attendance at Information Sessions began in December 2023 in accordance with Council Resolution 5663.

Information Session Attendance

Council Member	Attendance Information Sessions	Council Member	Attendance Information Sessions
Mayor Glenn Docherty	23/24	Cr Clint Marsh	23/24
Cr Akram Arifi	19/24	Cr Misty Norris	22/24
Cr Marilyn Baker	23/24	Cr Jane Onuzans	24/24
Cr Zahra Bayani	19/24	Cr Peter Rentoulis	19/24



Cr Andrew Craig	17/24	Cr Gay Smallwood-Smith	23/24
Cr Shirley Halls	22/24	Cr Tanya Smiljanic	22/24
Cr Chantelle Karlsen	21/24	Cr Katrina Tarr	22/24
Cr David Kerrison	24/24	Cr Rebecca Vandepeear	21/24

Confidentiality

In accordance with Section 90(2) of the Local Government Act 1999 (the Act), Council and its Committees may order that the public be excluded from attendance at a meeting, or part of a meeting, where it is necessary to receive, discuss or consider information or matters in confidence, as prescribed under Section 90(3) of the Act.

During the 2024/25 financial year, Council and its Committees resolved to exclude the public on 62 occasions where it was considered necessary to address matters in confidence in line with the provisions of Section 90(2) and 90(3) of the Act.

The table below details the number of times each confidentiality provision under Section 90(3) was applied, along with the status of orders made under Section 91(7) of the Act (to retain associated documents in confidence) as at 30 June 2025.

Confidential Orders made under Section 90(2)				
Meeting	Date	Subject	Section 90(3) provision	Section 91(7) confidentiality order
Ordinary Council	23/07/2024	Alternative to Landfill Project	b	Retained in confidence
Corporate Governance Committee	06/08/2024	Munno Para Prudential Report	b	Retained in confidence
Corporate Governance Committee	06/08/2024	Chief Executive Officer Update	b,i	Retained in confidence
CEO Review Committee	12/08/2024	CEO Performance Assessment 2023/24	а	Partially released
Strategy and Services Committee	13/08/2024	Munno Para Prudential Report	b	Retained in confidence
Strategy and Services Committee	13/08/2024	Repurposing Assets Update	b	Retained in confidence
Ordinary Council	27/08/2024	Munno Para Prudential Report	b	Retained in confidence



Confi	dential Orders	made under Section 90(2)		
Meeting	Date	Subject	Section 90(3) provision	Section 91(7) confidentiality order
Ordinary Council	27/08/2024	Alternative to Landfill Project	b	Retained in confidence
Ordinary Council	27/08/2024	Argana Park Car Park and Change Facilities Contract Award	k	Retained in confidence
Ordinary Council	27/08/2024	CEO Performance Assessment 2023/24	а	Retained in confidence
Ordinary Council	24/09/2024	Strategic Land Purchase	b	Released
Corporate Governance Committee	01/10/2024	Findings of External Audit	b	Released
Corporate Governance Committee	01/10/2024	External Audit Contract	d	Released
Strategy and Services Committee	08/10/2024	Riverlea – Public Consultation for Shared Use Agreement Term and Community Land Management Plan Amendment	b	Partially released
Ordinary Council	22/10/2024	External Audit Contract	d	Released
Ordinary Council	22/10/2024	Riverlea – Public Consultation for Shared Use Agreement Term and Community Land Management Plan Amendment	b	Partially released
Ordinary Council	22/10/2024	Appointment of Independent Member for Council Assessment Panel (CAP)	а	Retained in confidence
Ordinary Council	22/10/2024	Argana Park – Car Park and Change Facilities Contract Award	k	Retained in confidence
Special Corporate Governance Committee	05/11/2024	Cyber Security Incident Presentation	e,h	Retained in confidence



Confi	dential Orders	made under Section 90(2)		
Meeting	Date	Subject	Section 90(3) provision	Section 91(7) confidentiality order
Special Corporate Governance Committee	05/11/2024	Cyber Security Incident Response	e,h	Retained in confidence
Special Corporate Governance Committee	05/11/2024	Content for Corporate Governance Committee Communique	e,h	Released
CEO Review Committee	11/11/2024	Quarter One Chief Executive Officer KPI Performance Review	a,b,d	Retained in confidence
Strategy and Services Committee	12/11/2024	Angle Vale Bridge reconstruction – option to design	d	Retained in confidence
Strategy and Services Committee	12/11/2024	Central District Football Club – Support Agreement	d	Retained in confidence
Ordinary Council	26/11/2024	Angle Vale Bridge reconstruction – option to design	d	Retained in confidence
Ordinary Council	26/11/2024	Central District Football Club – Support Agreement	d	Retained in confidence
Ordinary Council	26/11/2024	Corporate Governance Committee Communique – November 2024 (Special Meeting)	e,h	Retained in confidence
Strategy and Services Committee	10/12/2024	Riverlea Community Land Management Plan	b	Retained in confidence
Special Corporate Governance Committee	17/12/2024	Riverlea Community Land Management Plan	b	Retained in confidence
Ordinary Council	17/12/2024	NAWMA Audit Committee Independent Member Appointments	а	Released
Ordinary Council	17/12/2024	Riverlea Community Land Management Plan	b	Retained in confidence
Ordinary Council	28/01/2025	Park Road Drainage System	k	Retained in confidence



Confi	dential Orders	made under Section 90(2)		
Meeting	Date	Subject	Section 90(3) provision	Section 91(7) confidentiality order
Corporate Governance Committee	03/02/2025	Chief Executive Officer Update	b,i	Retained in confidence
Corporate Governance Committee	03/02/2025	Long Term Financial Plan 2025/26	b	Released
CEO Review Committee	10/02/2025	2024 Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers	а	Partially released
CEO Review Committee	10/02/2025	Consultancy agreement for the provision of services to the Chief Executive Officer performance review services	b	Retained in confidence
CEO Review Committee	10/02/2025	Quarter two Chief Executive Officer KPI performance review	a,b,d	Retained in confidence
Ordinary Council	25/02/2025	2024 Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers	а	Partially released
Ordinary Council	25/02/2025	Town of Gawler Boundary Realignment	j	Retained in confidence
Strategy and Services Committee	11/03/2025	Riverlea Park Sportsground – Infrastructure Agreement	b	Retained in confidence
Strategy and Services Committee	11/03/2025	Riverlea Park Sportsground - Shared Use Agreement	b	Retained in confidence
Strategy and Services Committee	11/03/2025	Discussion – Riverlea Park Sportsground Infrastructure Agreement and Shared Use Agreement Update	b	Retained in confidence
Special Corporate Governance Committee	17/03/2025	Prudential Report – Elizabeth CBD – Lot 8	b	Retained in confidence
Ordinary Council	25/03/2025	Riverlea Park Sportsground – Infrastructure Agreement	b	Retained in confidence



Confi	idential Orders	made under Section 90(2)		
Meeting	Date	Subject	Section 90(3) provision	Section 91(7) confidentiality order
Ordinary Council	25/03/2025	Riverlea Park Sportsground - Shared Use Agreement	b	Retained in confidence
Ordinary Council	25/03/2025	Prudential Report – Elizabeth CBD – Lot 8	b	Retained in confidence
Ordinary Council	25/03/2025	Elizabeth CBD – Lot 8 Development	b	Retained in confidence
Ordinary Council	25/03/2025	2024 Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers	а	Retained in confidence
Corporate Governance Committee	01/04/2025	2025/26 Draft Annual Business Plan and Long Term Financial Plan	b	Released
Special Ordinary Council	15/04/2025	Mill Road, Waterloo Corner Code Amendment	j	Retained in confidence
Special Ordinary Council	15/04/2025	4 Playford Boulevard – Legal Proceedings	i	Retained in confidence
Ordinary Council	22/04/2025	2025/26 Draft Annual Business Plan and Long Term Financial Plan	b	Released
Corporate Governance Committee	06/05/2025	Chief Executive Officer Update	b,i	Retained in confidence
CEO Review Committee	12/05/2025	Chief Executive Officer Remuneration Review FY 2023/24	а	Partially released
CEO Review Committee	12/05/2025	Quarter three (3) review of the Chief Executive Officer performance against key performance indicators (KPI's)	a,b	Retained in confidence
Strategy and Services Committee	13/05/2025	2025/26 Rate Rebates	b	Retained in confidence
Strategy and Services Committee	13/05/2025	NAWMA Draft Annual Budget and Plan 2025-26	g	Retained in confidence



Confidential Orders made under Section 90(2)				
Meeting	Date	Subject	Section 90(3) provision	Section 91(7) confidentiality order
Ordinary Council	27/05/2025	Chief Executive Officer Remuneration Review FY 2023/24	а	Partially released
Ordinary Council	27/05/2025	2025/26 Rate Rebates	b	Retained in confidence
Ordinary Council	27/05/2025	NAWMA Draft Annual Budget and Plan 2025-26	G	Retained in confidence
Strategy and Services Committee	10/06/2025	Angle Vale Bridge	g	Retained in confidence
Ordinary Council	24/06/2025	Angle Vale Bridge	g	Retained in confidence

The following table identified the grounds on which the Council or Committee considered the matters and determined to exclude the public from the discussion and related documentation during 2024/25.

This differs from the total number of confidential orders as a number of confidential orders fell under more than one ground of Section 90(3)(a)-(o).

Section 90	(3) provision	Number
` '	ation the disclosure of which would involve the unreasonable disclosure of ation concerning the personal affairs of any person (living or dead)	12
(i)	ation the disclosure of which 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 would, on balance, be contrary to the public interest	33
(c) inform	ation the disclosure of which would reveal a trade secret	0
disclos (i)	ercial information of a confidential nature (not being a trade secret) the sure of which 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 would, on balance, be contrary to the public interest	8



Section 90(3) provision	Number
(e) matters affecting the security of the Council, members or employees of the Council, or Council property, or the safety of any person	4
(f) information the disclosure of which, could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial	0
(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	4
(h) legal advice	4
(i) information relating to actual litigation, or litigation that the Council or Council committee believes on reasonable grounds will take place, involving the Council or an employee of the Council	4
 (j) information the disclosure of which would (i) divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the Council, or a person engaged by the Council), and (ii) would on balance, be contrary to the public interest 	2
(k) tenders for the supply of goods, the provision of services or the carrying out of works	3
(m) information relating to a proposal to prepare or amend a designated instrument under Part 5 Division 2 of the <i>Planning, Development and Infrastructure Act 2016</i> before the draft instrument or amendment is released for public consultation under that Act.	0
(n) information relevant to the review of a determination of Council under the <i>Freedom</i> of <i>Information Act</i> 1991	0
(o) information relating to a proposed award recipient before the presentation of the award	0
TOTAL	74

Availability of items held in confidence 2024/25	Number
Items retained in confidence	46
Items revoked in full	9
Items revoked in part/retained in part	7
TOTAL	62



A total of 20 confidential orders made under Section 91(7) of the Local Government Act 1999 expired, ceased to apply or were revoked during 2024/25. As of 30 June 2025, the total number of items remaining in confidence (made after 15 November 2010) is 253.

The table below identifies the items remaining in confidence (excluding orders listed previously).

Previo	us orders still i	n operation under Section 91(7)	
Meeting	Date	Subject	Section 91(7) confidentiality order
Ordinary Council	14/06/2011	Development Compliance Matter	Retained in confidence
Ordinary Council	28/02/2012	Allegation of Breach of Conduct	Retained in confidence
Ordinary Council	23/10/2012	CEO's Development Plan	Partially released
Ordinary Council	24/03/2015	Appointment of Independent Members for Council Development Assessment Panel (CDAP)	Partially released
Ordinary Council	28/04/2015	Chief Executive Officer's Contract of Employment	Retained in confidence
Special Council	05/05/2015	Chief Executive Officer's Contract of Employment	Retained in confidence
Special Council	12/05/2015	Appointment of Acting Chief Executive Officer	Partially released
CEO Selection Panel (Special)	15/07/2015	Short-listing of applications received for position of Chief Executive Officer	Partially released
Special Council	04/08/2015	Chief Executive Officer Recruitment	Partially released
CEO Selection Panel (Special)	03/09/2015	Chief Executive Officer Recruitment Negotiations with the Preferred Candidate	Partially released
CEO Selection Panel (Special)	03/09/2015	Chief Executive Officer Recruitment – Consultants Report	Partially released
Services Committee	15/09/2015	McGilp Oval – One Tree Hill	Retained in confidence
CEO Selection Panel (Special)	17/09/2015	Chief Executive Officer (CEO) Appointment	Partially released
Special Council	21/09/2015	CEO Recruitment Process	Retained in confidence
Ordinary Council	22/09/2015	McGilp Oval – One Tree Hill	Retained in confidence
Services Committee	08/12/2015	NAWMA Kerbside Waste Collection Contract	Retained in confidence
Ordinary Council	15/12/2015	NAWMA Kerbside Waste Collection Contract	Retained in confidence
Ordinary Council	26/07/2016	Strategic Northern CBD Commercial Opportunity	Retained in confidence
Ordinary Council	20/12/2016	Sale of Allotment 5, Northern CBD being portion of Allotment 1013, Playford Boulevard Elizabeth	Retained in confidence



Previo	ous orders still i	n operation under Section 91(7)	
Meeting	Date	Subject	Section 91(7) confidentiality order
CEO Performance Review Committee	11/09/2017	Outcomes of the Chief Executive Officer Performance Review Process 2016-17 year	Partially released
Ordinary Council	26/09/2017	Outcomes of the Chief Executive Officer Performance Review Process 2016-17 year	Partially released
Ordinary Council	24/10/2017	Sale of Allotment 5, Northern CBD being portion of Allotment 1013, Playford Boulevard Elizabeth	Retained in confidence
Ordinary Council	22/05/2018	Sale of Land – Playford CBD – Hotel Development	Retained in confidence
Ordinary Council	24/07/2018	Appointment of Council Assessment Panel Independent Member and Presiding Member	Retained in confidence
Ordinary Council	24/07/2018	Execute Contract of Sale with Cruachan Investments for the Proposed Playford Arena Development	Retained in confidence
CEO Review Committee	13/08/2018	Outcomes of the Chief Executive Officer Performance Review for 2017/18 year	Partially released
Ordinary Council	28/08/2018	Playford Arena Prudential Review	Retained in confidence
Ordinary Council	28/08/2018	Outcomes of the Chief Executive Officer Performance Review for 2017/18 year	Partially released
Special Council	05/11/2018	Workplace Safety	Partially released
Special Council	21/11/2018	Workplace Safety	Retained in confidence
Special Council	06/12/2018	Workplace Safety	Retained in confidence
Special Council	06/12/2018	Workplace Safety	Retained in confidence
Ordinary Council	22/01/2019	Workplace Safety Investigation Report	Retained in confidence
Ordinary Council	22/01/2019	Workplace Safety Delegations	Retained in confidence
Ordinary Council	26/02/2019	Workplace Safety – Legal Matters	Retained in confidence
Ordinary Council	26/02/2019	Playford Arena – Project update for consideration	Retained in confidence
Ordinary Council	26/03/2019	Ombudsman Correspondence	Retained in confidence
Ordinary Council	26/03/2019	Rate Rebate Agreement	Retained in confidence
CEO Review Committee	13/05/2019	Recruitment Agency Tender Evaluation	Retained in confidence



Previous orders still in operation under Section 91(7)			
Meeting	Date	Subject	Section 91(7) confidentiality order
Special Council	14/05/2019	Workplace Safety – Legal Matters	Retained in confidence
Special Council	04/06/2019	Workplace Safety – Legal Matters	Retained in confidence
CEO Review Committee	13/06/2019	Planning and Strategy Workshop for CEO Recruitment	Retained in confidence
Services Committee	18/06/2019	Rate Rebate Report	Retained in confidence
Ordinary Council	25/06/2019	Rate Rebate Report	Retained in confidence
Strategic Planning Committee	09/07/2019	Curtis Road – Application to the Local Roads Advisory Committee	Retained in confidence
Ordinary Council	23/07/2019	Curtis Road – Application to the Local Roads Advisory Committee	Retained in confidence
Ordinary Council	23/07/2019	New Northern School – Shared Use Arrangements	Retained in confidence
CEO Review Committee	19/08/2019	Update – CEO Recruitment Process	Retained in confidence
Special Council	09/09/2019	CEO Recruitment	Partially released
Ordinary Council	24/09/2019	Appointment of Council Assessment Panel Independent Members and Presiding Member	Retained in confidence
CEO Review Committee	28/10/2019	CEO Review Services Select Request for Quote (RFQ) Scope	Retained in confidence
CEO Review Committee	02/12/2019	CEO Review Services Select Request for Quote (RFQ) Evaluation	Retained in confidence
CEO Review Committee	28/01/2020	CEO Review Services Provider Selection	Partially released
CEO Review Committee	18/02/2020	CEO Review Services Provider – Proposed Contract for Approval	Partially released
Ordinary Council	25/02/2020	Health Precinct – Development options for Lot 47 & Lot 48 Mark Road	Retained in confidence
Services Committee	17/03/2020	Northern School – Council Enhancements Deed	Retained in confidence
Ordinary Council	24/03/2020	Northern School – Council Enhancements Deed	Retained in confidence
Ordinary Council	28/04/2020	Health Precinct – ACH Group Negotiations for Lot 47 Oldham Road & Lot 48 Mark Roads, Elizabeth South	Retained in confidence
Ordinary Council	26/05/2020	Review of General Manager Recruitment	Retained in confidence
Services Committee	16/06/2020	Virginia Horticulture Centre EOI	Retained in confidence



Previo	us orders still i	n operation under Section 91(7)	
Meeting	Date	Subject	Section 91(7) confidentiality order
Services Committee	16/06/2020	Rate Rebate Report	Retained in confidence
Services Committee	16/06/2020	Central District Football Club – Support Agreement	Retained in confidence
Ordinary Council	23/06/2020	Virginia Horticulture Centre EOI	Retained in confidence
Ordinary Council	23/06/2020	Rate Rebate Report	Retained in confidence
Ordinary Council	23/06/2020	Central District Football Club – Support Agreement	Retained in confidence
Ordinary Council	23/06/2020	Health Precinct – ACH Group Negotiations for Lot 47 Oldham & Lot 48 Mark Roads, Elizabeth South	Retained in confidence
Ordinary Council	23/06/2020	Legal Advice – Council Member Request	Retained in confidence
Corporate Governance Committee	07/07/2020	City Assets – Major Activities Update	Retained in confidence
Special Council	07/07/2020	Defamation Matter	Retained in confidence
Services Committee	21/07/2020	Repurposing Assets	Retained in confidence
Strategic Planning Committee	11/08/2020	Playford Lakes Golf Course	Retained in confidence
CEO Review Committee	17/08/2020	CEO Interim Performance Assessment Results	Partially released
Ordinary Council	25/08/2020	Playford Lakes Golf Course	Retained in confidence
Ordinary Council	25/08/2020	CEO Interim Performance Assessment Results	Partially released
Services Committee	15/09/2020	Health Precinct – ACH Group Stage 2 Negotiations for Lot 47 Oldham & Lot 48 Marks Roads, Elizabeth South	Retained in confidence
Ordinary Council	22/09/2020	Health Precinct – ACH Group Stage 2 Negotiations for Lot 47 Oldham & Lot 48 Marks Roads, Elizabeth South	Retained in confidence
CEO Review Committee	12/10/2020	Review of the Chief Executive Officer's Quarterly Performance	Retained in confidence
Services Committee	20/10/2020	Repurposing Assets	Retained in confidence
Ordinary Council	25/01/2021	Curtis Road Reclassification Update	Retained in confidence
Services Committee	16/02/2021	Repurposing Assets	Retained in confidence



Previous orders still in operation under Section 91(7)			
Meeting	Date	Subject	Section 91(7) confidentiality order
Services Committee	16/03/2021	Confidential Update on VHC Resolution	Retained in confidence
Services Committee	20/04/2021	Northern CBD Preliminary Development Strategy	Retained in confidence
Ordinary Council	27/04/2021	Northern CBD Preliminary Development Strategy	Retained in confidence
Corporate Governance Committee	04/05/2021	Cyber Security Assessment	Retained in confidence
CEO Review Committee	10/05/2021	Review of the Chief Executive Officer's Quarterly Performance	Retained in confidence
Ordinary Council	25/05/2021	NAWMA Board Representation	Retained in confidence
Services Committee	15/06/2021	Rate Rebate Report	Retained in confidence
Services Committee	15/06/2021	Repurposing Assets	Retained in confidence
Ordinary Council	22/06/2021	NAWMA Landfill Alternative Project	Retained in confidence
Ordinary Council	22/06/2021	Rate Rebate Report	Retained in confidence
Special Council	13/07/2021	CBD Development Strategy	Retained in confidence
Ordinary Council	27/07/2021	Litigation Matter – Public Lighting	Retained in confidence
CEO Review Committee	02/08/2021	Review of the Chief Executive Officer's Quarterly Performance	Retained in confidence
CEO Review Committee	02/08/2021	CEO Performance Assessment 2020/2021	Retained in confidence
Ordinary Council	24/08/2021	Health Precinct – Lot 144 John Rice Avenue	Retained in confidence
Ordinary Council	24/08/2021	CEO Performance Assessment 2020/2021	Retained in confidence
Ordinary Council	26/10/2021	Litigation Matter – Public Lighting	Retained in confidence
CEO Review Committee	08/11/2021	Review of the Chief Executive Officer's Quarterly Performance	Retained in confidence
Ordinary Council	23/11/2021	Health Precinct Strategy	Retained in confidence
Special Council	30/11/2021	CBD Development Strategy	Retained in confidence
Ordinary Council	14/12/2021	Investment Opportunity	Retained in confidence
Ordinary Council	24/01/2022	Code of Conduct Complaint	Retained in confidence



Previous orders still in operation under Section 91(7)			
Meeting	Date	Subject	Section 91(7) confidentiality order
CEO Review Committee	14/02/2022	Quarter 2 – Review progress of the CEO KPI's and half year financials to date	Retained in confidence
Ordinary Council	22/03/2022	Hotel Development Update	Retained in confidence
Corporate Governance Committee	05/04/2022	Hotel Update	Retained in confidence
CEO Review Committee	11/04/2022	Quarter 3 – Review progress of the CEO KPI's and half year financials to date	Retained in confidence
Ordinary Council	26/04/2022	CBD Development Strategy	Retained in confidence
Ordinary Council	26/04/2022	Hotel Development Strategy	Retained in confidence
Corporate Governance Committee	03/05/2022	CBD Development Update Presentation	Retained in confidence
Strategy and Services Committee	10/05/2022	Rate Rebate Report	Retained in confidence
Ordinary Council	24/05/2022	Rate Rebate Report	Retained in confidence
Ordinary Council	24/05/2022	Code of Conduct Matter	Retained in confidence
Ordinary Council	28/06/2022	Building Upgrade Finance	Retained in confidence
Strategy and Services Committee	12/07/2022	Central Districts Football Club Strategy	Retained in confidence
Ordinary Council	26/07/2022	Central Districts Football Club Strategy	Retained in confidence
Ordinary Council	26/07/2022	Request for Internal Review of a Council Decision	Retained in confidence
Ordinary Council	26/07/2022	Code of Conduct Matter	Retained in confidence
Corporate Governance Committee	02/08/2022	CBD Development Update	Retained in confidence
CEO Review Committee	08/08/2022	CEO Performance Review Assessment 2021/2022	Retained in confidence
Strategy and Services Committee	09/08/2022	Health Precinct Strategy – Lot 144 John Rice Avenue	Retained in confidence
Ordinary Council	23/08/2022	Health Precinct Strategy – Lot 144 John Rice Avenue	Retained in confidence
Ordinary Council	23/08/2022	CBD Development Strategy	Partially released
Ordinary Council	23/08/2022	Internal Review of a Council Decision	Retained in confidence
Ordinary Council	23/08/2022	CEO Performance Assessment 2021/2022	Retained in confidence



Previo	us orders still i	n operation under Section 91(7)	
Meeting	Date	Subject	Section 91(7) confidentiality order
Corporate Governance Committee	04/10/2022	Chief Executive Officer Update	Retained in confidence
Strategy and Services Committee	11/10/2022	Repurposing Assets Update	Retained in confidence
Corporate Governance Committee	05/12/2022	CBD Development Update	Retained in confidence
Corporate Governance Committee	05/12/2022	CEO Update	Retained in confidence
CEO Review Committee	06/12/2022	Quarter One Review progress of the Chief Executive Officer KPI'S	Retained in confidence
CEO Review Committee	06/12/2022	Extension of CEO Review Service Provider	Retained in confidence
Corporate Governance Committee	07/02/2023	Chief Executive Officer Update	Retained in confidence
CEO Review Committee	13/02/2023	Quarter Two – Review Progress of the CEO's KPIs and Half Year Financials to Date	Retained in confidence
Strategy and Services Committee	14/02/2023	Repurposing Assets Update	Retained in confidence
Strategy and Services Committee	14/02/2023	Riverlea update	Retained in confidence
Ordinary Council	28/02/2023	Health Precinct Strategy – Lot 144 John Rice Avenue	Retained in confidence
Ordinary Council	28/02/2023	Upgrade of Mark Road Verge, Elizabeth South	Retained in confidence
Strategy and Services Committee	14/03/2023	Virginia Horticulture Centre	Retained in confidence
Ordinary Council	28/03/2023	Question on Notice – Playford Community Carols Costing	Retained in confidence
Ordinary Council	28/03/2023	Virginia Horticulture Centre	Retained in confidence
Strategy and Services Committee	11/04/2023	Repurposing Assets Update	Retained in confidence
CEO Review Committee	08/05/2023	Review of the Chief Executive Officer's Quarterly Performance	Partially released
CEO Review Committee	08/05/2023	Chief Executive Officer Contract	Partially released
Strategy and Services Committee	09/05/2023	2023/24 Rate Rebates	Retained in confidence
Strategy and Services Committee	09/05/2023	Advocacy Update	Retained in confidence
Ordinary Council	23/05/2023	2023/24 Rate Rebates	Retained in confidence
Ordinary Council	23/05/2023	Chief Executive Officer Review Committee Report	Retained in confidence



Previo	ous orders still i	n operation under Section 91(7)	
Meeting	Date	Subject	Section 91(7) confidentiality order
Strategy and Services Committee	13/06/2023	Strategic Land Purchase	Retained in confidence
Ordinary Council	27/06/2023	Strategic Land Purchase	Retained in confidence
Ordinary Council	27/06/2023	Chief Executive Officer Review Committee Report	Retained in confidence
Strategy and Services Committee	11/07/2023	Repurposing Assets Update	Retained in confidence
Corporate Governance Committee	01/08/2023	Disaster Recovery Plan Update	Retained in confidence
Corporate Governance Committee	01/08/2023	Business Continuity Plan Update	Retained in confidence
Corporate Governance Committee	01/08/2023	Prudential Report – Strategic Land Purchase	Retained in confidence
Strategy and Services Committee	08/08/2023	Riverlea Environmental Impact Statement (EIS) for Salt Water Lakes and Amended Precinct 2 Layout	Retained in confidence
Strategy and Services Committee	08/08/2023	Riverlea Environmental Impact Statement (EIS) for Salt Water Lakes and Amended Precinct 2 Layout	Retained in confidence
CEO Review Committee	14/08/2023	CEO Performance Assessment 2022/2023	Partially released
Ordinary Council	22/08/2023	Riverlea Environmental Impact Statement (EIS) for Salt Water Lakes and Amended Precinct 2 Layout	Retained in confidence
Ordinary Council	22/08/2023	CEO Performance Assessment 2022/2023	Retained in confidence
Strategy and Services Committee	12/09/2023	Upgrade of Haydown Road / John Rice Avenue Verge, Bus Super Stop and Upgrade of Rollison Road Reserve, Elizabeth Vale	Retained in confidence
Strategy and Services Committee	12/09/2023	Playford Sports Precinct – Softball Lights	Retained in confidence
Corporate Governance Committee	03/10/2023	Presentation on Social Infrastructure – Riverlea	Partially released
Strategy and Services Committee	10/10/2023	Windsor Car Park	Retained in confidence
Strategy and Services Committee	10/10/2023	CBD Car Parking	Retained in confidence
Strategy and Services Committee	10/10/2023	Health Precinct – Lot 144 John Rice Avenue	Retained in confidence
Strategy and Services Committee	10/10/2023	CBD Strategy	Retained in confidence
Ordinary Council	24/10/2023	NAWMA Fibre Polishing Plant	Retained in confidence



Previo	ous orders still i	in operation under Section 91(7)	
Meeting	Date	Subject	Section 91(7) confidentiality order
Ordinary Council	24/10/2023	NAWMA Alternative Landfill Facility	Retained in confidence
Ordinary Council	24/10/2023	Windsor Car Park	Partially released
Ordinary Council	24/10/2023	CBD Car Parking	Retained in confidence
Ordinary Council	24/10/2023	Health Precinct – Lot 144 John Rice Avenue	Retained in confidence
Ordinary Council	24/10/2023	CBD Strategy	Retained in confidence
CEO Review Committee	13/11/2023	Quarter 1 KPI Performance Review & Financial Update	Partially released
Corporate Governance Committee	05/12/2023	Internal Controls Audit Status Update	Retained in confidence
Corporate Governance Committee	05/12/2023	Update on discussion with the external auditor regarding performance	Retained in confidence
Corporate Governance Committee	05/12/2023	Chief Executive Officer Update	Retained in confidence
Strategy and Services Committee	12/12/2023	Repurposing Assets Update	Retained in confidence
Corporate Governance Committee	06/02/2024	Kalara Reserve Prudential Report	Retained in confidence
CEO Review Committee	12/02/2024	Quarter Two – Review progress of the CEO's KPIs and half year financials to date	Partially released
Strategy and Services Committee	13/02/2024	Angle Vale (South) Growth Area Final Stormwater Infrastructure Deed	Retained in confidence
Strategy and Services Committee	13/02/2024	Angle Vale (South) Growth Area Final Stormwater Infrastructure Deed	Retained in confidence
Strategy and Services Committee	13/02/2024	Kalara Reserve Prudential Report	Retained in confidence
Ordinary Council	27/02/2024	Angle Vale (South) Growth Area Final stormwater Infrastructure Deed	Retained in confidence
Ordinary Council	27/02/2024	Kalara Reserve Prudential Report	Retained in confidence
Strategy and Services Committee	12/03/2024	Positive Ageing Review	Retained in confidence
Strategy and Services Committee	12/03/2024	Discussion – Council to Initiate a Code Amendment	Retained in confidence
Strategy and Services Committee	12/03/2024	Council to Initiate a Code Amendment	Retained in confidence
Ordinary Council	26/03/2024	Council to Initiate a Code Amendment	Retained in confidence
Ordinary Council	26/03/2024	Positive Ageing Review	Retained in confidence



Previo	Previous orders still in operation under Section 91(7)			
Meeting	Date	Subject	Section 91(7) confidentiality order	
Corporate Governance Committee	02/04/2024	Riverlea District Sportsground and Community Centre – Prudential Report	Partially released	
Strategy and Services Committee	09/04/2024	Upgrade of Heaslip Road, Angle Vale	Retained in confidence	
Strategy and Services Committee	09/04/2024	Riverlea Social and Community Infrastructure Agreement	Partially released	
Ordinary Council	23/04/2024	Riverlea Social and Community Infrastructure Agreement	Partially released	
Ordinary Council	23/04/2024	Riverlea District Sportsground and Community Centre – Prudential Report	Partially released	
CEO Review Committee	06/05/2024	CEO Service Provider Engagement	Retained in confidence	
CEO Review Committee	06/05/2024	Review of the Chief Executive Officer's Quarterly Performance	Partially released	
Strategy and Services Committee	14/05/2024	Repurposing Assets Update	Retained in confidence	
Strategy and Services Committee	14/05/2024	2024/25 Rate Rebates	Retained in confidence	
Ordinary Council	28/05/2024	2024/25 Rate Rebates	Retained in confidence	
Strategy and Services Committee	11/06/2024	Commonwealth Home Support Programme Funding Agreement 2024- 2025 for signing under Council Seal	Retained in confidence	
Ordinary Council	25/06/2024	Commonwealth Home Support Programme Funding Agreement 2024- 2025 for signing under Council Seal	Retained in confidence	

As per the Planning, Development and Infrastructure Act 2016, the public may be excluded from meetings of the Council Assessment Panel. During 2024/25, there were three occasions where the Panel were satisfied it was necessary to exclude the public and consider items in confidence.

Confidential Orders made under <i>Planning, Development and Infrastructure</i> (General) Regulations 2017			Section 13 (2)(a)
Meeting	Date	Subject	provision
Council Assessment Panel	25/07/2024	Convert Existing Dwelling to a Childcare Centre for up to 24 Children, together with associated Acoustic Boundary Fencing, Carparking, Landscaping and Advertising Signage	(vi,ix)
Council Assessment Panel	19/09/2024	Telecommunications Facility Comprising Of A 30m Monopole, Antennas, Equipment Compound And Security Fencing	(vi,ix)



Confidential Orders made under <i>Planning, Development and Infrastructure</i> (General) Regulations 2017			Section 13 (2)(a)	
Meeting	Date	Subject	provision	
Council Assessment Panel	21/11/2024	New Primary School and Childcare Centre, with Associated Car Parking, Roadways and Sport Courts	(ii)	

Internal Review of a Council Decision (Section 270 Review)

The Council, including the elected body and administration, make decisions every day which impact our community and customers. We are committed to open, responsive, and accountable government which includes providing the opportunity for our community and customers, who may be adversely affected by our decisions, to request an internal review of a Council decision as per Section 270 of the Local Government Act 1999.

In 2024/25, no application was made to have a decision reviewed under Section 270 of the Local Government Act 1999.

Training and Development

During 2024/25, a number of Council Members represented the City of Playford at conferences, meetings, on organisations and attended training as shown below:

Council Member	Event
Mayor Glenn Docherty	Australian Local Government Association National General Assembly 2024 National Growth Areas Alliance – Research Launch 2024 Local Government Association Annual General Meeting 2024 Australian Local Government Association National General Assembly 2025 Local Government Association Ordinary General Meeting 2025
Cr Marilyn Baker	Northern Adelaide Waste Management Authority (NAWMA) – Deputy Board Member
Cr Andrew Craig	Australian Local Government Association National General Assembly 2024
Cr Shirley Halls	Australian Local Government Association National General Assembly 2024 Local Government Women in Leadership Summit – Virtual Interactive 2024 Australian Local Government Association – National Local Government Housing Summit Local Government Association Annual General Meeting 2024 Australia Day Council of South Australia – Australian of the Year Luncheon 2025



Council Member	Event
Cr David Kerrison	Northern Adelaide Waste Management Authority (NAWMA) – Board Member
Cr Clint Marsh	Northern Adelaide Waste Management Authority (NAWMA) – Board Member Gawler River Floodplain Management Authority (GRFMA) – Board Member
Cr Peter Rentoulis	Gawler River Floodplain Management Authority (GRFMA) – Deputy Board Member
Cr Zahra Bayani	Local Government Association Annual General Meeting 2024
Cr Gay Smallwood-Smith	Australia Day Council of South Australia – Australian of the Year Luncheon 2025
Cr Tanya Smiljanic	The Hatchery 'Effective Policy Essentials Masterclass Series' 2025

In accordance with Section 80A of the *Local Government Act 1999* and Regulation 8AA of the *Local Government (General) Regulations 2013*, Council Members are required to undertake midterm refresher workshops and an update to the mandatory training modules:

- A mid-term Council workshop in the maintenance of effective working relationships amongst council members and with CEO/key staff
- · Legal and financial responsibilities
- Effective Council meetings and procedures.

In 2024/25, all Council Members completed the mid-term refresher mandatory training requirements.

Registers, Codes and Policies

The list of registers that we are required to keep in accordance with the *Local Government Act* 1999 include:

Registers

- Council Member Register of Interests
- Council Member Allowances and Benefits Register
- · Council Member Gifts and Benefits
- Council Member Training and Development
- Salary Register
- City of Playford Public Road Register
- Register of By-Laws
- · Register of Interests (Employees)
- Employee Gifts and Benefits Register



- Register of Community Land
- Register of Building Upgrade Agreements

Codes

- Code of Practice for Public Access to Meetings and Meeting Documents
- Code of Practice for Council and Committee Meetings

Local Government (Elections) Act 1999

Part 14 Campaign Donation Returns prepared by candidates

Freedom of Information Act

· Section 9 Information Statement

Travel

A summary of interstate travel undertaken by Council Members in 2024/25 is shown below:

Council Member	Travel Details	Cost
Mayor Glenn Docherty	ALGA National General Assembly 2024 National Growth Areas Alliance – Research Launch 2024 ALGA National General Assembly 2025	\$1,819.35 \$97.01 \$1,366.68
Cr Andrew Craig	ALGA National General Assembly 2024	\$1,718.70
Cr Shirley Halls	ALGA National General Assembly 2024	\$1,882.65
Total		\$6,884.39

Gifts

Council Members did not receive any gifts above \$50 funded in whole or in part by Council in 2024/25.

Member Behaviour

The following table provides a summary of complaints about Council Member behaviour during the 2024/25 period.

Complaint about	Number of alleged contraventions	Costs incurred by Council for dealing with complaint
Member behaviour	6	\$3,629.62
Health and safety	0	\$0



Community Engagement

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

We recognise the important role community engagement plays in shaping and testing ideas, supporting decision-making, and delivering stronger outcomes for our community — from services and infrastructure to planning and programs. The aim is to build meaningful relationships and foster a sense of shared ownership in decisions that affect our city.

In line with legislation and the City of Playford Community Engagement Policy, the following engagements took place in 2024/25:

September 2024	Representation Review
January 2025	Proposed Sportsgrounds Community Land Management Plan (CLMP) and Shared Use Agreement Term – Riverlea Park
March 2025	Draft Community Engagement Policy and Procedure Review
April 2025	Draft Strategic Plan 2025-2028
May 2025	 Annual Business Plan and Budget 2024/25 Long Term Financial Plan 2024/25 Strategic Asset Management Plan 2024/25 Rating Policy and Procedure Rate Rebate Policy and Procedure
June 2025	 Virginia Oval Community Playground Renewal Disability Action and Inclusion Plan (DAIP) (commenced)

Tendering Arrangements

We are committed to ensuring that our competitive tendering activities provide best value to our community and are undertaken in an open, honest and accountable manner. All tendering is managed within the following principles outlined in our Procurement Policy:

- Promoting open and fair competition
- Valuing accountability and transparency
- Achieving value for money
- Fostering environmental sustainability
- Commitment to Industry Participation Principles
- Commitment to protecting human health, safety and welfare
- Ensuring our processes are compliant with relevant legislation and regulations

National Competition Policy

Competitive neutrality is one of the key principles of the National Competition Policy. The principle is based on the concept of a level playing field for people competing in business and related to situations where there is, or is the potential for, competition between the private and public sectors.



Councils are required to identify what its business activities are and disclose these activities in two categories. Category One (annual gross operating income greater than \$2 million per year) and Category Two (annual gross operating income less than \$2 million per year).

In 2024/25 the City of Playford had the following significant (Category One) business activities:

Commonwealth Housing Support Program (CHSP)

In 2024/25 the City of Playford had the following significant (Category Two) business activities:

- Food Co-Operatives
- Water Business Unit
- Shedley Theatre and Café
- Windsor Car Park
- John McVeity Centre
- Northern Sound System

No complaints were made to the State Competition Commissioner regarding the City of Playford.

Auditors Payment

The expenditure for external audit fees was \$38,652 (excl. GST) and this amount was included in the 2024/25 financial statements. There was no other remuneration payable.

Financial Assistance Grants

The South Australian Grants Commission is responsible for the distribution of Commonwealth Financial Assistance Grants to councils in accordance with State and Federal legislative requirements.

Council has a significant reliance on Federal Assistance Grants. Allocation of the grants is based on a complex formula involving analysing Council's income and expenses with State averages and other factors such as our demographic profile, the movement in our population relative to the movement in both South Australia's and Australia's population, and our community's ability to pay relative to other council communities.

During the 2024/25 financial year, Council received \$26.1 million in Financial Assistance Grants. This included the full 2024/25 allocation and \$9.2 million (50%) of the 2025/26 allocation brought forward.

Credit Card Expenditure

Expenditure incurred on Council credit cards was \$803,160 (incl. GST) and this amount was included in the 2024/25 financial statements across a number of expense categories.

Legal Costs

The expenditure for legal fees was \$924,790 (excl. GST) and this amount was included in the 2024/25 financial statements. There was no other remuneration payable.



Community Reference Groups

The City of Playford's three informal reference groups are 'action focused' groups. This allows our community opportunities to connect with Council and each other, and have their ideas and experiences considered, understood and heard. There are three reference groups: the Youth Advisory Committee, the Access and Social Inclusion Advisory Group and the Aboriginal and Torres Strait Islander Community Reference Group. Each of them has made progress in their respective journeys and has provided an important community voice on issues ranging from growth in Playford, mental health and access to services and infrastructure provision.

Community Land

Community Land Management Plans (CLMPs) identify the purpose and objectives of land held for community use in accordance with Section 196 of the Local Government Act 1999. CLMPs were reviewed and adopted by Council on 26 September 2023.

In 2024/25 there was no land that had its classification revoked for alternative use via Council.

In January/February 2025 community consultation took place in relation to the proposed addition of a district level sportsground in Riverlea Park to the Community Land Management Plan -Sportsgrounds. After considering submissions made, Council resolved that this land would be included in the CLMP with effect from the date the land vests to Council.

Ombudsman Report

The Office of the South Australian Ombudsman provides free, impartial, informal, and timely resolution of complaints to promote fairness, openness, and good public administration in South Australia. It assists with complaints about the administrative actions of local government and reviews decisions about Freedom of Information. The Ombudsman Annual Reports can be accessed via www.ombudsman.sa.gov.au.

Freedom of Information

Requests for documents that are not already public (and are not listed as public documents under "Documents Held by Council") will be considered under the Freedom of Information Act 1991. This does not guarantee access.

Requests are required to be in writing and addressed to the Freedom of Information Officer, City of Playford, 12 Bishopstone Road, Davoren Park, SA 5113.

Request for Access Forms are available from the following locations, and can be lodged together with the prescribed fee determined by Regulation (currently \$43.30, other processing fees may be applicable):

- Playford Civic Centre, Customer Service Counter, 10 Playford Boulevard, Elizabeth
- State Records of South Australia website Freedom of Information Application Form

Although the Freedom of Information Act 1991 allows 30 days to review and respond to applications, Council endeavours to process them as quickly as possible.

Full information about City of Playford and Freedom of Information can be found on our website at www.playford.sa.gov.au.



Your Rights

The right exists to amend personal information of a document held by Council to ensure that personal information, which may be used by the Council, does not unfairly harm or misrepresent the person referred to.

A person can apply for the amendment of a Council document which they have already obtained, provided that:

- The document containing the personal information relates to the applicant only
- The information is available for use by Council in connection with its administrative functions
- The information is, in the person's opinion, incomplete, incorrect, out of date or misleading

Access to documents may be available under other arrangements, in some circumstances, without the need to refer to provisions contained in the Local Government Act 1999.

Who to contact

Applications and enquiries relating to Freedom of Information matters may be directed to the Freedom of Information Officer between 9am and 5pm, Monday to Friday by telephone on 8256

Freedom of Information Applications

During the 2024/25 financial year, 23 applications were assessed under the Freedom of Information Act 1991. In summary:

Total number of applications	
FOI Applications	23
Internal Review Applications	0
Applications brought forward from the previous year	0

Timeframes	
Applications assessed within 30 days	23
Applications with extension of time	0

Determinations	
Applications determined as full release	20
Applications determined as partial release due to confidentiality	1
Applications refused as no documents existed	2
Application for internal review was received and further documents released	0

No external reviews were undertaken by the Ombudsman. Council received applications on various topics including those related to complaints to Council, compliance matters, and infrastructure and development documentation.



Freedom of Information Statements

For the purposes of Section 9(1) and (1a) of the *Freedom of Information Act 1991*, an information statement relating to the City of Playford is published on Council's website.

Rates

Rates are administered by each council in line with the *Local Government Act* 1999 (the Act) which allows some flexibility for each council to make decisions to suit its local community. The City of Playford Rating Policy and Procedure sets out Council's policy for setting and collecting rates from its community.

Rate Relief

Council applies rate remissions, concessions, postponements and rebates in accordance with the Act and its Rating and Rate Rebate Policies.

Remission of Rates - Hardship

Section 182 of the *Local Government Act 1999* permits a council to postpone or give remission on rates due to hardship and other defined reasons.

Seniors Rates Postponement

Seniors Rates Postponement allows ratepayers who hold a state government issued Seniors Card to postpone payment of Council rates amounts above \$500 per year until their property is sold, or eligibility ceases. This can assist eligible ratepayers who have a high level of equity in their home but are on limited incomes. Ongoing compounded monthly interest is applied to postponed amounts. Further information about the Seniors Rate Postponement Scheme is available on Council's website at www.playford.sa.gov.au.

Discretionary Rebates

Council may consider an application and approve a rebate under its discretion in accordance with Section 166 of the *Local Government Act 1999*. Further information is detailed in the Rate Rebate Policy.

Hardship Policy

Council is committed to assisting customers who are experiencing financial hardship to manage their bills on an ongoing basis and to make payments in a mutually acceptable manner, helping ratepayers clear their outstanding and ongoing rates debt.

Ratepayers are encouraged to contact Council as soon as they become aware that they may be unable to meet their quarterly rates payment and if experiencing financial hardship.

Council's Hardship Policy provides options for ratepayers seeking rates relief due to hardship or extenuating circumstances. Council may refer the ratepayer to an accredited financial counsellor or negotiate a flexible affordable payment schedule through Centrepay or Direct Debit.



Local Nuisance and Litter Control Act and Regulations

The total number of complaints of local nuisance or littering received by Council reached 612 (nuisance) and 6654 (litter) complaints.

There were 102 offences under the Local Nuisance and Litter Control Act 2016 (the Act) that were expiated, comprising of:

Section	Number of expiations
Section 18(2)(a) causing local nuisance body corporate	5
Section 18(2)(b) causing local nuisance natural person	7
Section 20 person must cease local nuisance if asked	0
Section 22(1)(b) disposing of litter over 50L	61
Section 22(1)(d) disposing of litter up to 50L (general)	21
Section 30(9) fail to comply with abatement notice	8

There were four nuisance abatement notices issued in relation to unsightly properties, one issued for litter and seven for insanitary conditions on a property.

No offences under the Act were prosecuted. There were no civil penalties negotiated under Section 34 of the Act, nor applications by the Council to the Court for orders for civil penalties under Section 34 of the Act.

The City of Playford is focused on building sustainable foundations and places the community at the heart of everything we do. We provide a supportive and collaborative environment where employees feel engaged and connected to the work of the organisation, to each other and the community.





Our Workforce

Strategic Aspiration

Our Strategic Aspiration is to support and foster the development of a workplace environment where all employees feel engaged and connected to the work of the organisation, to each other and the community.

Foundation Principles

The way we use our knowledge, skills and experience is based on three foundation principles – Full Disclosure, Do No Harm and Attend to the Needs of Others.

- Full Disclosure means no surprises. Share the right information, with the right people, at the
 right time, so we can all do our jobs well. Talk about the risks, as well as all the opportunities.
 It's not about sharing everything with everyone but using your judgement to ensure all
 stakeholders have the information they need, when they need it.
- **Do No Harm**. Do no physical or psychological harm. This means to people, but also extends to our assets, environment, and our community. Be honest, respectful, and ethical.
- Attend to the Needs of Others means taking pride and diligence in our work, and
 understanding the impact our contribution has on teams, the organisation and our community.
 When we attend to the needs of others, we care about delivering community value and quality
 outcomes which consider how everybody is impacted and sets ourselves, our teammates and
 our community up for success.

Workforce Profile

As at 30 June 2025, City of Playford employed 486 people from a broad demographic base. The headcount by position status, gender and full-time equivalents (FTE) are as follows:

Status	Male	Female	Total Headcount	FTE
On-going Full Time	219	119	338	338.0
On-going Part Time	6	44	50	35.6
Fixed Term Contract Full Time	25	30	55	55.0
Fixed Term Contract Part Time	0	16	16	11.0
Casual	12	15	27	0
Total	262	224	486	439.6



As at 30 June 2025, the Leadership Team consisted of the Chief Executive Officer, three General Managers and 54 Managers responsible for leading our teams in delivering positive customer outcomes for the Playford Community.

Employee Categories	Male	Female	Total	FTE
CEO	1	0	1	1.0
General Managers	2	1	3	3.0
Senior Managers	9	6	15	14.9
Managers	19	21	40	39.9
Other Staff	231	196	427	380.8
Totals	262	224	486	439.6

Remuneration packages for members of the Executive Team (including the Chief Executive Officer and General Managers) ranged from \$267,950 to \$308,237 excluding superannuation contributions and may include a fully maintained vehicle or novated lease vehicle. They are provided with devices such as mobile phones, tablets, and laptops as work tools in accordance with Council's ICT Acceptable Use Procedure.

Managers with the ability to incur private use of a Council vehicle pay the net vehicle costs from their salary in recognition that the vehicle is available for staff and volunteers to use as a 'pool vehicle' during business hours in accordance with Council's Motor Vehicle Fleet Management

No bonuses or incentive payments are paid to any member of staff or management.





SAM GREEN

Chief Executive Officer

The Chief Executive Officer, in partnership with the Mayor and Councillors, is responsible for leading, managing, and implementing efficient and effective services for the community. The CEO provides leadership and direction on behalf of Council that fosters a positive organisational culture, ensures statutory and governance obligations are met, and drives the financial sustainability of Council through strategic and operational planning. Key areas of responsibility include: customer service leadership, governance and statutory compliance, financial sustainability and strategic planning, people and culture, stakeholder advocacy, and collaboration with the Mayor and Councillors.



DALE WELSH

General Manager City Assets

The General Manager City Assets is responsible for the management of Council's \$1 billion asset portfolio and the program delivery of key strategic projects. This role ensures that the city's assets and infrastructure support a growing community while contributing to Playford's long-term sustainability and liveability.

Key areas of responsibility include: parks, playgrounds, sports grounds, streetscapes, cycling and walking trails, fleet management, infrastructure asset management, property portfolios, and development of the northern CBD.

Asset Operations Security and Service Development Buildings Fleet

Operations

City Operations
Support Services
Roads & Stormwater Parks & Verges Parks & Landscapes Tree Services
Assets & Delivery
Asset Manage
Asset Delivery

City Property Sports

Property Repurposing Assets



LUKE CULHANE

General Manager Corporate Services

The General Manager Corporate Services oversees a diverse portfolio that supports both internal operations and external stakeholders in delivering Council's strategic objectives. This role leads the delivery of corporate functions that ensure organisational sustainability and effective planning for future arowth.

Key areas of responsibility include: financial services, corporate planning, governance and compliance, information and technology, organisational development, and community engagement and experience.

Financial Services

Procurement & Accounts Payable Rates

City and Corporate Plans Community Engagement and Experience

Community Engagement and Insights Customer Contact

Marketing and Communications Organisational Development

HR Services
Risk & WHS
Information, Technology

and Governance

ICT Service Delivery ICT Service Solutions Information Management Governance



TINA HUDSON

General Manager City Services

The General Manager City Services leads the delivery of a wide range of community-facing services that enhance social inclusion, support development, and strengthen the local economy. This role ensures services respond to community needs while promoting connection, wellbeing and sustainable growth.

Key areas of responsibility include: community development and social inclusion programs, NDIS and My Aged Care services, library services, youth programs, volunteering, civic events and sponsorship, development and regulatory services, and economic development support for local businesses

Regulatory and Community Safety

Building & Compliance Regulatory Services Environmental Health & Immunisation

Planning Services Engineering Services
Business and Activation

Playford Activation

Business & Industry Growth

Business Development
Families and Young People
Child and Family Wellbeing
Youth and Creative Industries

Ageing & Inclusion
Connection & Inclusion
Positive Ageing
Library Services



Human Resources Services

The City of Playford provides human resources services through its Organisational Development team. In 2024/25 a significant focus was placed on understanding and defining the work undertaken by the City Assets, City Services and Corporate Services business units. Comprehensive recruitment support was provided to managers to attract and select the right people, for the right positions.

Diversity and Inclusion

City of Playford is committed to being an inclusive workplace and increasing representation of people with disability, Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse backgrounds, and gender and sexuality diversity within our workforce.

Each year, staff are invited to complete the Workforce Diversity survey to capture any workforce diversity changes over time. We use these insights to start conversations that can lead to positive initiatives to ensure we are an equitable, safe and inclusive workplace.

This survey has been initiated as part of our requirements as a State authority defined within the *Disability Inclusion Act 2018*. We are required as part of the Department of Human Services State Inclusion Plan to report on the percentage of our workforce that identifies as living with disability/disabled.

Data from the 2024/25 Workforce Diversity Survey enabled meaningful analysis to implement targeted initiatives to:

- continue to make positive changes to our workplace culture
- · ensure we are fostering a strong sense of belonging and safety
- support workers to feel safe and supported to bring all of themselves to the workplace
- foster a culture where workers feel empowered to contribute their ideas for what is going well
 and how we can improve
- address any actual or perceived inequalities
- · better support our new and existing workers at all stages of the employee lifecycle
- · help mitigate any risk of unconscious bias.

Learning and Development

An upskilled workforce is essential for improving our ability to deliver services to a growing community. In 2024/25 the City of Playford continued to invest in the development of employees by identifying training needs and delivering a considered, comprehensive training program.

Training outcomes included:

- Services being delivered to standards of safety and competence that are specific to the way
 we work at City of Playford
- Staff equipped with the tickets and licences to operate the vehicles, plant and equipment to complete work in full and on time



- Improved compliance with legislation related to the range of work undertaken by teams, including risk management
- Professional development of staff to ensure best practice across the range of technical positions within the administration
- Improved team leadership which in turn encourages better engagement, retention and productivity.

Staff participation in programs such as the Emerging Leaders Program, the Local Government Management Challenge and role-related seminars and workshops provided opportunities for peerlearning and mentoring within the local government sector as well as their areas of expertise more broadly.

Traineeships continued to provide employees with a blended experience of working with the City of Playford while obtaining recognised qualifications in a related discipline including administration, horticulture, arboriculture, conservation and ecosystem management, civil construction, and sports turf management.

Work Health and Safety (WHS)

The health and wellbeing of workers is a priority. A team of dedicated WHS Partners supports managers from across the City of Playford to understand the risks inherent in the work that is undertaken so proactive controls can be put in place. Whether it is day-to-day, scheduled maintenance or special, high-profile events, safety of people is paramount. Throughout 2024/25 key WHS focus areas included chain of responsibility, as well as effective management of work undertaken by volunteers and contractors. In addition, work began on addressing relatively recent legislative changes regarding psychosocial safety. Safety culture continued to be embedded through networks of health and safety representatives and WHS Committees. Training in first aid, as well as mental health first aid, continued to improve the resilience of the workforce to respond to incidents.

Injury Prevention and Wellbeing

In 2024/25 there were 13 workers compensation claims (down from 26 in 2023/24), and 17 income protection claims (reduced from 21 in 2023/24). There has continued to be a proactive focus on the identification of injury trends with the view of introducing targeted initiatives to reduce the total claim numbers.

City of Playford continued to offer support from a trained, external counsellor once a week, onsite through our Employee Assistance Program.

Risk Management

Risk management continued to be a focus throughout 2024/25, with scheduled reviews of the Strategic Risk Register ensuring our strategic risks are current, relevant and are aligned to overarching business objectives. Operational risks continued to be reviewed, and technologybased solutions explored to improve user-experience in this process.



Other Key Activities

City of Playford has also delivered several key activities across 2024/25, including:

- Improved first aid management across the organisation
- Providing hearing, health monitoring and skin checks for all workers
- Participating in R U OK? Day, supporting mental health discussions in the workplace
- Maintaining Mental Health First Aid Australia's 'Skilled' workplace tier, with over 20 trained designated Mental Health First Aiders across the organisation
- Participating in the Cancer Council's Biggest Morning Tea

Travel

A summary of travel undertaken by Council employees in 2024/25 is show below:

	Cost
Fleet Conference - IPWEA Brisbane	\$1586.20
LGOC Conference New Zealand	\$1213.30
LGCOG Executive Assistant Alliance Sydney	\$589.35
Play Space Workshop Melbourne	\$251.15
NGAA Conference Perth	\$1442.04
LGCOG Conference Sydney	\$778.24
Building Better Communities Study Tour Melbourne	\$984.27
MBS Leadership Program Melbourne	\$767.64
Tour of Deakin University facilities Melbourne	\$972.10
LGCOG Conference (City of Swan) Perth	\$1000.84
Total	\$9585.13

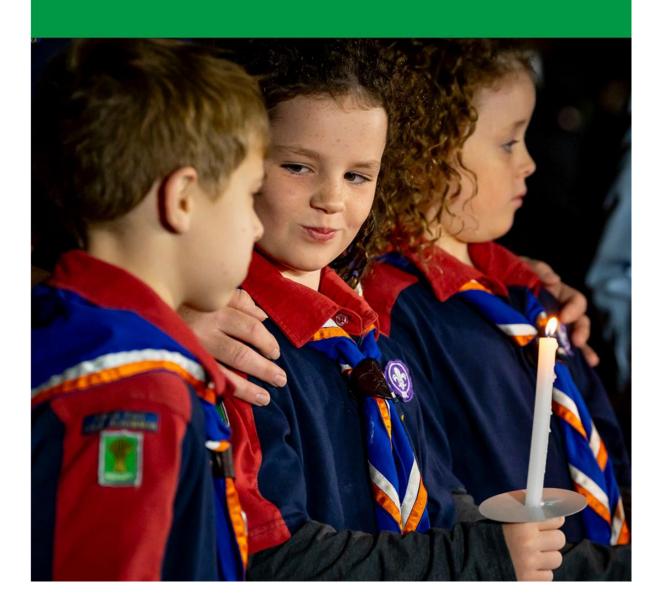


Gifts

The provision of gifts under Council's Employee Recognition Policy and Procedure ceased from Wednesday 7 June 2023.

Looking forward

Council's 2025/26 Annual Business Plan and Budget outlines the services, projects and programs Council will deliver in the year ahead.



Looking forward



2025/26 Annual Business Plan and Budget

The 2025/26 Annual Business Plan and Budget (ABP) was adopted by Council on 24 June 2025.

This Annual Business Plan and Budget is the first under our new Strategic Plan 2025-2028 – a plan focused on continuing to strengthen Playford's foundations while building greater connections across our growing community.

Living in Playford means being part of something unique – a city where long-established neighbourhoods and new communities come together.

In 2025/26, Council will continue delivering the essential services our community relies on. These include waste collection, library services and keeping our streets clean, and we'll be delivering them to more people than ever before.

We're also investing in Playford's future through major projects, such as new district level sportsgrounds in Munno Para and Riverlea Park. Whether it's everyday services or large infrastructure, everything we do contributes to building a more connected and liveable Playford.

A 4.54 per cent increase in rate revenue for the year ensures we can deliver the existing services and programs our community values and provide a range of new projects and improved services. The budget also covers rising costs and contributes to long-term financial sustainability.

Measures and Targets

Section 123 of the *Local Government Act 1999* states that the Annual Business Plan must include the measures (financial and non-financial) that the council intends to assess the performance of council against its objectives over the financial year. Council has a strong focus on engaging with our community and customers to understand their experience of us and gather feedback and insights to help measure our performance and improve service delivery. Council monitors its performance in several ways to ensure we are on track to meet the objectives of our Strategic Plan.

In 2025/26 the **Playford Community Survey** will again be used to capture the sentiment, perception, and performance of Council. The results will be used to inform and guide decision-making and ensure up-to-date feedback from the community is considered as part of our planning.

Looking forward

Financial Indicators are used to measure Council's financial sustainability. The target ranges for these financial indicators for 2024/25 have been reviewed by Council and slightly narrowed in some cases. The target and budgeted outcomes are outlined in the table below:

Financial Indicator	Explanation	Target	2024/25 Revised Budget	2025/26 Budget	Projected 5 Year Average
Operating Surplus Ratio	This ratio gives an indication of Councils ability to service its operations from expected income, while maintaining long term financial sustainability.	Between 1% and 10%	5.3%	6.5%	4.2%
Structural Surplus Ratio	This ratio gives an indication of Council's ability to service its operations from expected income excluding one-off items that are not recurrent in nature, while maintaining long-term financial sustainability.	Between 1% and 4%	0.8%	1.3%	1.1%
Cash Flow from Operations Ratio	This ratio measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	Between 90% and 110%	129.0%	119.0%	128.1%
Asset Renewal Funding Ratio	This ratio shows whether or not Council is replacing assets at the rate as required in the Strategic Asset Management Plan.	Between 90% and 110%	115.7%	107.8%	101.6%
Net Financial Liabilities Ratio	This ratio shows the extent to which Council is managing its debt.	Between 50% and 160%	80.1%	96.4%	87.4%
Interest Expense Ratio	This ratio shows how much discretionary income is used to pay interest on borrowings	Between 0% and 8%	5.5%	5.4%	3.9%

This check list incorporates annual reporting requirements set out in the *Local Government Act 1999* and other relevant Acts and statutory instruments.





Legislative Check List

The City of Playford Annual Report has been developed in line with the *Local Government Act* 1999 and *Local Government (General) Regulations* 2013. The checklist below identifies the relevant sections of the Act(s) and the corresponding page number(s) in the Report.

Leg	islative Requirement	Page Reference
Rep	presentation quota	
Sch	edule 4, Clause 1, Local Government Act 1999 (mandatory)	
(h)	a statement of—	Page 39 – Council Members and
(i)	the council's representation quota; and	Representation
(ii)	the average representation quota for councils of a similar size and type (taking into account various factors prescribed by the regulations); and	
(iii)	when the council is next required to conduct a review under Chapter 3 Part 1 Division 2;	
	edule 4, Clause 3 defines representation quota for the purpose of the annual ort requirements as follows:	
	Representation quota for a council is an amount ascertained by dividing the number of electors for the area of the council (as at the last closing date under the Local Government (Elections) Act 1999) by the number of members who constitute the council (ignoring any fractions resulting from the division and expressed as a quota).	
Stra	ategic Management Plans	Page 12 – Year in
Sch	edule 4, Clause 2, Local Government Act 1999 (mandatory)	Review
(a)	the council's performance in implementing its strategic management plans during the relevant financial year, and the council's projections and targets under its plans for the next financial year;	Page 33 – Measuring our
(ab	the council's performance against its annual business plan for the relevant financial year;	Performance
Coı	uncil Member content	Page 39 – Council
Sch	nedule 4, Clause 1, Local Government Act 1999 (mandatory)	Member
(f) ii	nformation on allowances paid to members of the council or a council committee;	Allowances and
N	ote – this includes allowances paid to members of the Audit Committee and other ammittees established under section 41 of the <i>Local Government Act</i> 1999.	Benefits
Sch	edule 4, Clause 2, Local Government Act 1999 (mandatory)	Page 61 – Training and
rele	the training and development activities for members of the council during the vant financial year; yulation 35(2), Local Government (General) Regulations 2013 (mandatory)	Development Page 51 – Travel
(b)	a summary of the details (including the cost) of any interstate and international travel (excluding prescribed interstate travel) undertaken by members of the council during the relevant financial year funded in whole or in part by the council;	and Gifts



Reg		
	gulation 35(2), Local Government (General) Regulations 2013 (mandatory)	
' '	a summary of the details (including the cost) of any gifts above the value of \$50 provided to members of the council during the relevant financial year funded in whole or in part by the council;	
Reg	gulation 35(3) provides that gift includes hospitality.	
Ma	nagement and Staffing	Page 71/72 –
Sch	edule 4, Clause 1, Local Government Act 1999 (mandatory)	Workforce and Remuneration
(g)	information on the number of senior executive officers and information on the kinds of allowances, bonuses and benefits that are made available to those officers as part of a salary package;	Profile Page 76/77 – Travel and Gifts
Reg	gulation 35(2), Local Government (General) Regulations 2013 (mandatory)	Traver and Girls
(c)	a summary of the details (including the cost) of any interstate and international travel (excluding prescribed interstate travel) undertaken by employees of the council during the relevant financial year funded in whole or in part by the council;	
Reg	gulation 35(2), Local Government (General) Regulations 2013 (mandatory)	
(d)	a summary of the details (including the cost) of any gifts above the value of \$50 provided to employees of the council during the relevant financial year funded in whole or in part by the council;	
Reg	gulation 35(3) provides that gift includes hospitality.	
Inte	ernal review of Council actions	Page 61 – Interna
Sch	edule 4, Clause 1, Local Government Act 1999 (mandatory)	Review of a
(3)	other material prescribed by the regulations;	Council Decision
. ,	gulation 35(2), Local Government (General) Regulations 2013	(Section 270
, ,	julation 35(2), Local Government (General) Regulations 2013 the report required under section 270(8) of the Act;	
, ,		(Section 270
Reg	the report required under section 270(8) of the Act;	(Section 270
Reg	the report required under section 270(8) of the Act; Section 270(8) of the Local Government Act 1999 provides: A council must, on an annual basis, initiate and consider a report that relates	(Section 270
(8)	the report required under section 270(8) of the Act; Section 270(8) of the Local Government Act 1999 provides: A council must, on an annual basis, initiate and consider a report that relates to—	(Section 270
(8) (a) (b) (c)	the report required under section 270(8) of the Act; Section 270(8) of the Local Government Act 1999 provides: A council must, on an annual basis, initiate and consider a report that relates to— the number of applications for review made under this section; and the kinds of matters to which the applications relate; and the outcome of applications under this section; and	(Section 270
(8) (a) (b)	the report required under section 270(8) of the Act; Section 270(8) of the Local Government Act 1999 provides: A council must, on an annual basis, initiate and consider a report that relates to— the number of applications for review made under this section; and the kinds of matters to which the applications relate; and	(Section 270
(8) (a) (b) (c) (d)	the report required under section 270(8) of the Act; Section 270(8) of the Local Government Act 1999 provides: A council must, on an annual basis, initiate and consider a report that relates to— the number of applications for review made under this section; and the kinds of matters to which the applications relate; and the outcome of applications under this section; and	(Section 270





Cor	nmunity land and Council facilities	Page 66 –
Sch	edule 4, Clause 2, Local Government Act 1999 (mandatory)	Community Land
(e)	the progress of the council in preparing or finalising any management plans for community land required under Chapter 11;	
Loc	al Nuisance and Litter Control Act and Regulations	Page 69 – Local
Sch	edule 4, Clause 1, Local Government Act 1999 (mandatory)	Nuisance and
(j)	other information to be included in the annual report under this or another Act.	Litter Control Act
Sec	tion 8 of the Local Nuisance and Litter Control Act 2016.	Regulations
	A council must, in its annual report prepared pursuant to section 131 of the Local Government Act 1999 in relation to a particular financial year, include details of the performance by the council during that year of functions conferred on it under this Act.	
Reg	ulation 5 of the Local Nuisance and Litter Control Regulations 2017	
	For the purposes of section 8 of the Act, a council's annual report should include details of—	
(a)	the number of complaints of local nuisance or littering received by the council; and	
(b)	the number and nature of—	
(i)	offences under the Act that were expiated; and	
(ii)	offences under the Act that were prosecuted; and	
(iii)	nuisance abatement notices or litter abatement notices issued; and	
(iv)	civil penalties negotiated under section 34 of the Act; and	
(v)	applications by the council to the Court for orders for civil penalties under section 34 of the Act and the number of orders made by the Court on those applications; and	
(c)	any other functions performed by the council under the Act.	
Cor	nfidentiality	Page 44 –
Sch	edule 4, Clause 1, Local Government Act 1999 (mandatory)	Confidentiality
	a report on the use of sections 90(2) and 91(7) by the council and its council committees containing the information required by the regulations;	,
_	gulation 35(1), Local Government (General) Regulations 2013 provides the owing information to be reported:	
(a)	in the case of a report on the use of section 90(2) of the Act, the following information is required:	
(i)	the total number of orders made under that subsection in the financial year;	
(ii)	the date and subject of each order within the ambit of subparagraph (i);	
(iii)	in relation to each paragraph ((a) to (o)) of section 90(3) of the Act—the number of times in the financial year that an order made under section 90(2) was made on the basis that the information or matter fell within the ambit of the paragraph; and	
(b)	in the case of a report on the use of section 91(7) of the Act, the following	



information is required:

- the total number of orders made under that subsection in the financial year;
- the number of orders made under that subsection that expired, ceased to apply or were revoked during the financial year;
- (iii) the number of orders made under that subsection that remained operative at the end of the financial year (but not including orders made before 15 November 2010):
- (iv) the date and subject of each order within the ambit of subparagraph (i) or (iii).

Freedom of Information Statements

Schedule 4, Clause 1, Local Government Act 1999 (mandatory) 11

 (gb) a report on the applications made to the council under the Freedom of Information Act 1991 during the relevant financial year containing the information required by the regulations;

Separate to the requirement to report on the number of applications received, Section 9(1a) of the *Freedom of Information Act 1991* requires councils to publish a freedom of information statement, at intervals of not more than 12 months. Regulation 5 of the *Freedom of Information (General) Regulations 2017* provides that an information must be published in one or both of the following ways:

- · in the annual report of the agency;
- on a website maintained by the agency.

Section 9(2) and (3) of the *Freedom of Information Act 1991* provide the following requirements for inclusion in an information statement:

- (2) An information statement must contain:
- (a) a description of the structure and functions of the agency (including of any board, committee or other body constituted by two or more persons that is part of the agency or has been established for the purpose of advising the agency and whose meetings are open to the public or the minutes of whose meetings are available for public inspection); and
- (b) a description of the ways in which the functions (including, in particular, the decision-making functions) of the agency affect members of the public; and
- a description of any arrangements that exist to enable members of the public to participate in the formulation of the agency's policy and the exercise of the agency's functions; and
- a description of the various kinds of documents that are usually held by the agency, including—
- (i) a description of the various kinds of documents that are available for inspection at the agency (whether as part of a public register or otherwise) in accordance with the provisions of a legislative instrument other than this Act, whether or not inspection of any such document is subject to a fee or charge; and
- (ii) a description of the various kinds of documents that are available for purchase from the agency; and
- (iii) a description of the various kinds of documents that are available from the agency free of charge; and
- (e) a description of the arrangements that exist to enable a member of the public to obtain access to the agency's documents and to seek amendment of the

Page 66 – Freedom of Information



agency's records concerning his or her personal affairs; and	
(f) a description of the procedures of the agency in relation to the giving of access to the agency's documents and to the amendment of the agency's records concerning the personal affairs of a member of the public, including— (i) the designation of the officer or officers to whom inquiries should be made; and (ii) the address or addresses at which applications under this Act should be lodged.	
(3) An information statement—	
(a) must identify each of the agency's policy documents; and	
(c) must specify the designation of the officer or officers to whom inquiries concerning the procedures for inspecting and purchasing the agency's policy documents should be made; and	
(d) must specify the address or addresses at which, and the times during which, the agency's policy documents may be inspected and purchased.	
(4) Nothing in this section requires the publication of information if its inclusion in a document would result in the document being an exempt document.	
National Competition Policy	Page 64 –
Government Business Enterprises (Competition) Act 1996/Revised Clause 7 Statement (mandatory)	National Competition Policy
(j) other information to be included in the annual report under this or another Act.	
By virtue of the Government Business Enterprise (Competition) Act 1996, the Revised Clause 7 Statement on the application of competition principles to Local Government under the Competition Principles Agreement (September 2002), applies to council.	
The Revised Clause 7 Statement requires councils to:	
include in its annual report, wherever relevant, information in relation to:	
 the commencement or cessation of significant business activities controlled by the agency; 	
 the competitive neutrality measure applied to each significant business activity controlled by the agency; the review and reform of by-laws which restrict competition, including proposals for new by-laws; 	
 complaints received alleging a breach of competitive neutrality principles by the agency; 	
- the structural reform of public monopolies.	
The information included in the annual report may be in summary form	
List of documents available to the public	Page 62 –
Schedule 4, Clause 1, Local Government Act 1999 (mandatory)	Registers, Codes
(b) a list of the registers that are required to be kept under this Act or the Local Government (Elections) Act 1999;	and Policies
(c) a list of the codes of conduct or practice required under this Act or the Local Government (Elections) Act 1999;	
Budget and financial reports	
Section 131, Local Government Act 1999 (mandatory)	
	Page 65 – Legal



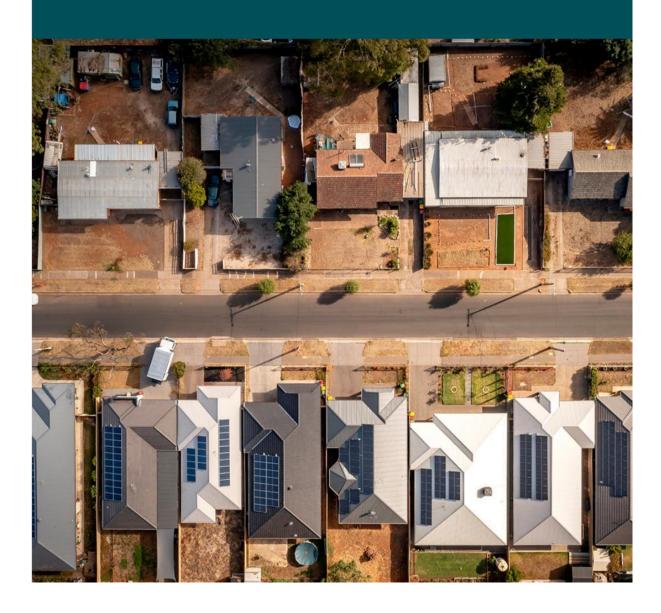
Sch	edule 4, Clause 1, Local Government Act 1999 (mandatory)	
(a) yeai	a copy of the audited financial statements of the council for the relevant financial r;	Appendix 1
Sch	edule 4, Clause 2, Local Government Act 1999 (mandatory)	
(b)	the extent to which activities of the council have been subjected to competitive tender or other measures to ensure services are delivered cost-effectively, and the extent (if any) to which the council has pursued policies for purchasing local goods and services;	Page 64 – National Competition Policy
Reg	ulation 35(2), Local Government (General) Regulations 2013 (mandatory)	Dago 65 Cradit
(f)	a statement of the total amount of expenditure incurred using credit cards provided by the council for use by members or employees of the council during the relevant financial year.	Page 65 – Credit Card Expenditure
Aud	itors	Page 65 –
Sch	edule 4, Clause 1, Local Government Act 1999 (mandatory)	Auditors Payment
(j)	other information to be included in the annual report under this or another Act.	
Sec	tion 128(9) of the Local Government Act 1999	
	information required by section 128(9) of the Local Government Act concerning council auditor	
(9)(e	information on the remuneration payable to its auditor for work performed during the relevant financial year, distinguishing between—	
(i)	remuneration payable for the annual audit of the council's financial statements; and	
(ii		
(9)(£	if a person ceased to be the auditor of the council during the relevant financial year, other than by virtue of the expiration of his or her term of appointment and not being reappointed to the office—the reason or reasons why the appointment of the council's auditor came to an end.	
Sub	sidiaries	Appendices 3 & 4
Sch	edule 4, Clause 1, Local Government Act 1999 (mandatory)	Appendices 3 & 4
(ha)	the annual report of any subsidiary received by the council under Schedule 2 for the relevant financial year;	
Sch	edule 2, <i>Local Government Act 1</i> 999	
Cla	use 12	
(1)	A subsidiary must, at the request of the council, report to the council on any matter, and on any basis, specified by the council.	
(2)	A subsidiary must, on or before a day determined by the council, furnish to the council a report on the work and operations of the subsidiary for the preceding financial year.	
(3)	A report under subclause (2) must—	
	(a) incorporate the audited financial statements of the subsidiary for the relevant financial year; and	

- (b) contain any other information or report required by the council or prescribed by the regulations.
- (4) A report under subclause (2) must be incorporated into the annual report of the

Clause 28

- (1) A regional subsidiary must, on or before a day determined by the constituent councils, furnish to the constituent councils a report on the work and operations of the subsidiary for the preceding financial year.
- (2) A report under subclause (1) must-
 - (a) incorporate the audited financial statements of the subsidiary for the relevant financial year; and
 - (b) contain any other information or report required by the council or prescribed by the regulations.
- (3) A report under subclause (1) must be incorporated into the annual report of each constituent council.

- 1. City of Playford General Purpose Financial Statements 2024/25
- 2. City of Playford Corporate Governance Committee Annual Report 2024/25
- 3. Northern Adelaide Waste Management Authority (NAWMA) Annual Report 2024/25
- **4.** Gawler River Floodplain Management Authority (GRFMA) Annual Report 2024/25





1. City of Playford General Purpose Financial Statements 2024/25

To be added once adopted by Council



2. City of Playford Corporate Governance Committee Annual Report 2024/25

To be added once adopted by Council



3. Northern Adelaide Waste Management Authority (NAWMA) Annual Report 2024/25

To be added once received



4. Gawler River Floodplain Management Authority (GRFMA) Annual Report 2024/25

To be added once received

5.2 CITY OF PLAYFORD TRANSPORT STRATEGY 2025

Responsible Executive Manager: Luke Culhane

Report Author: Michael Whitford

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

Attachments: 1<u>↓</u>. City of Playford Transport Strategy 2025

PURPOSE

To seek Council endorsement of the City of Playford Transport Strategy 2025 (Attachment 1).

STAFF RECOMMENDATION

- 1. Council endorse the City of Playford Transport Strategy 2025 (Attachment 1).
- 2. The CEO is authorised to make further minor amendments to the City of Playford Transport Strategy 2025 (Attachment 1) that do not alter the intent of the Strategy.

EXECUTIVE SUMMARY

The City of Playford Transport Strategy 2025 has been developed to be directly aligned with the City of Playford Community Vision 2043 aspirations for Prosperity, Liveability and Happiness.

It considers the way the transport network is currently used, the significant population growth of the Council, set to continue well into the future, National and State Strategies and the City of Playford Strategic Plan 2025-28 to develop a Transport Vision:

'A transport network in the City of Playford to support the community's aspirations for **prosperity**, **liveability**, and **happiness** by enhancing community connectivity and safety, and promoting economic growth. This will be achieved within the context of significant population expansion, and the drive for sustainability and resilience.'

The Transport Strategy 2025 will become the primary strategic document for planning the transport system for the next 20 years and details the objectives and actions that ultimately guide infrastructure investment and funding advocacy to achieve the aspirations in Council's Strategic Plan 2025-28.

Transport metrics and the impacts of new technologies, ideas, community expectations and the policy environment will be reported to Council as they become available to identify any issues and instigate course corrections, if required.

Projects identified and prioritised in the Strategy will be included in the Four (4) Year Delivery Plan and considered against all other infrastructure projects. Funding for projects will be considered and approved through Annual Business Plans.

1. BACKGROUND

It has long been recognised there is a need for an overarching Transport Strategy to inform and guide investment across the City and to give clear policy direction that aligns with our Community's vision and aspirations.

The draft Transport Strategy has been under development since mid-February 2023. The State of Play report, prepared by Tonkin Consulting Pty Ltd, was completed in February 2024, that provides an overview of the strategic environment and transport challenges in Playford on which to build the Strategy. An Information Session, providing an update to the Council on the development of the Transport Strategy, was held 12 November 2024.

Recent staff changes resulted in further updates to the Strategy, which was presented to Council through Informal Discussion at the Strategy and Services Committee held 9 September 2025.

The Transport Strategy ensures all transport within the city will be considered holistically and will therefore replace the Cycling and Walking Strategy (2014) and Strategic Passenger Transport Plan (2011).

The Transport Strategy is one of the city-wide Strategies and sits within the Plan section of the Council's Strategic Framework that includes documents that guide and prioritise investment in the Council.



The three (3) phases of our Strategic Planning Framework

2. RELEVANCE TO STRATEGIC PLAN

The Transport Strategy will become the primary strategic document for planning the transport system for the next twenty years and details the objectives and actions that ultimately guide infrastructure investment and funding advocacy to achieve the aspirations in the City of Playford Community Vision 2043 and the Community Themes in Councils' Strategic Plan 2025-28.

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

Safety - A transport system that is safer for the community. Connectivity - A transport system that is integrated and easier to drive, walk, cycle, use micromobility and ride public transport. Actions in the strategy support these two (2) objectives, that will prioritise relevant initiatives.

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

The connectivity objective will prioritise initiatives that improve connections for residents who drive, walk, cycle, use micromobility and ride public transport.

3. PUBLIC CONSULTATION

There is no legislative requirement, nor any requirement under Council's Community Engagement Policy, to undertake community engagement for this strategy.

The Transport Strategy has been informed by existing community insight / feedback from customer requests, annual Playford Community Survey and previous community engagement data such as the Annual Business Plan and Strategic Plan 2020-24 and 2025-28. This existing data has provided Council with a clear understanding of community views and behaviours around transport.

Further to this, the draft strategy has been developed to align with technical expertise, and State and National government transport directions to guide decision making. This limits the scope of influence for the community to change inputs and engagement may raise expectations and requests.

4. DISCUSSION

- 4.1 The Transport Strategy:
 - Provides line of sight between the Community Vision 2043 and initiatives, including advocacy, collaborations, studies, projects, programs and services
 - Reviews the strategic environment from National, State and Local strategies and plans
 - Provides a Transport Vision for Playford

"A transport network in the City of Playford to support the community's aspirations for **prosperity**, **liveability**, and **happiness** by enhancing community connectivity and safety, and promoting economic growth. This will be achieved within the context of significant population expansion, and the drive for sustainability and resilience."

- Identifies opportunities and challenges to achieving the Transport Vision
- Provides objectives and actions to leverage the opportunities and meet the challenges

- Provides the criteria for evaluating initiatives including weightings for inclusion in the Four (4) Year Delivery Plan and Annual Business Plan
- Identifies advocacy actions
- Identifies a prioritised list of locations to develop Road Safety Plans and School Road Safety Plans
- Provides the top 25 priority initiatives for consideration in the Annual Business Plan and Budget
- 4.2 The Transport Strategy ensures all transport within the city will be considered holistically and will therefore replace the Cycling and Walking Strategy (2014) and Strategic Passenger Transport Plan (2011). These documents have informed the Transport Strategy, and the routes in the Cycling and Walking Strategy will form the basis of the refined active transport network after review through the lens of the objectives of the Transport Strategy.
- 4.3 The Transport Strategy does not provide a detailed solution for every single traffic or transport issue across the city, but provides the strategic directions that will guide decision-making. Neither does it guide asset renewal for transport assets.
- 4.4 The four (4) objectives identified in the Transport Strategy are used as criteria in assessing initiatives, as well as a fifth criteria, Sustainability and Resilience, that links directly to the Transport Vision. Weightings for each objective have been workshopped internally based on the understanding of Council and community expectations. These can be updated over time if expectations or the strategic environment change.
- 4.5 An initiative list has been developed based on insights from community engagement, the annual Playford Community Survey, customer requests, and citywide datasets. This is a live list with further initiatives added over time as the Road Safety Plans are completed, and as work is completed on master planning growth areas such as Greater Edinburgh Parks, MacDonald Park and Riverlea Park.
- 4.6 The Transport Strategy incorporates a list of the current top 25 priority initiatives utilising the evaluation criteria and weightings. This will form the basis of recommendations to the 2026/27 Annual Business Planning and budgeting process.
- 4.7 Metrics are incorporated into the Transport Strategy to measure each of the objectives and ensure the strategy is being effective. Similarly, the strategy incorporates actions to keep current with the introduction of new technologies, ideas, community expectations and the policy environment. These will be reported to Council as they become available to identify any issues and instigate course corrections, if required.
- 4.8 An informal discussion on the Transport Strategy at the Strategy and Services Committee on 9 September 2025 provided an overview of the strategy. Feedback was collated which helped further shape the Transport Strategy.
- 4.9 Further community engagement opportunities exist through the Annual Business Plan and Local Area Traffic Management Studies for project level input.

5. OPTIONS

Recommendation

- 1. Council endorse the City of Playford Transport Strategy 2025 (Attachment 1).
- 2. The CEO is authorised to make further minor amendments to the City of Playford Transport Strategy 2025 (Attachment 1) that do not alter the intent of the Strategy.

Option 2

1.	Council endorse the City of Playford Transport Strategy 2025 (Attachment 1) with the following amendments:
	•
	•
	•

2. The CEO is authorised to make further minor amendments to the City of Playford Transport Strategy 2025 (Attachment 1) that do not alter the intent of the Strategy.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Endorsement of the Transport Strategy will guide transport investment for the next 20 years and provide guidance to Council staff on submissions to the Annual Business Plan and Budget process.

Risk Appetite

Reputation

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

This decision will support the Playford Community Vision 2043 and Strategic Plan 2025-2028 and maintain and further advance the Council's status as a well-planned, organised and progressive major growth Council.

6.1.2 Financial Implications

There are no financial or resource implications at this stage. Priority projects identified in the strategy will need to be approved through future Annual Business Plans and Budgets.

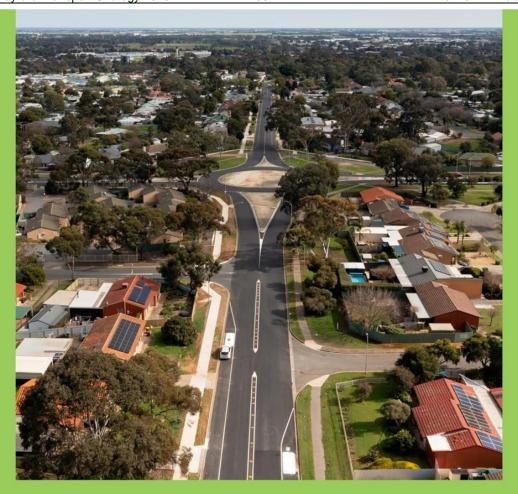
6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

As any amendments are yet to be identified the implications cannot be analysed at this stage.

6.2.2 Financial Implications

There will also be no financial or resource implications at this stage with this option. Priority projects identified in the strategy will need to be approved through future Annual Business Plans and Budgets.



Transport Strategy 2025

'A transport network in the City of Playford to support the community's aspirations for prosperity, liveability, and happiness by enhancing community connectivity and safety, and promoting economic growth. This will be achieved within the context of significant population expansion, and the drive for sustainability and resilience.'



Acknowledgement of Country

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

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



Recognition of Forebears

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



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Overview

As one of South Australia's largest and fastest growing cities, the City of Playford needs strategic direction to plan for a transport system that will keep up with growth, respond to the changes in the way we move and support economic growth that aligns with the community's future vision for prosperity, liveability and happiness.

The City of Playford is forecast to expand from 113,167 people in 2025 to 183,894 people by 2046. This 62 per cent increase in residents could be expected to result in a matching 62 per cent increase in movements and put pressure on the existing, at times congested, movement networks. However, technological and social advancements are changing the way we move as we transition from fossil fuels, embrace smart mobility technologies, home shopping, and undertake employment and education remotely. At the same time, the focus on protecting and restoring the environment, and increasing resilience has never been higher.

In parallel, the urban form being envisaged, in particular for growth areas, is changing. The aspiration of the Greater Adelaide Regional Plan is to 'live locally' where housing, jobs and services are closer together so people can meet most of their daily needs within a comfortable walk, ride or public transport journey from home. This does not necessarily mean less trips on the network, just different trips.

This City of Playford Transport Strategy provides the strategic direction for transport linking the long-term Playford Community Vision 2043 to Council's transport projects, including programs, studies, collaborations and advocacy. It replaces the Cycling and Walking Strategy (2014) and Strategic Passenger Transport Plan (2011). It tackles the challenges identified by the community, with a view to meeting the community's vision.

With an understanding of the City, the way people move and the pressure from significant population growth, combined with the aspirations articulated in the Playford Community Vision 2043 and City of



Playford, State and National strategies, a transport vision has been developed which this Transport Strategy will work towards:

'A transport network in the City of Playford to support the community's aspirations for **prosperity**, **liveability**, and **happiness** by enhancing community connectivity and safety, and promoting economic growth. This will be achieved within the context of significant population expansion, and the drive for sustainability and resilience.'

Data analysis and engagement with the community and key stakeholders has identified several specific opportunities with the City's strategic location, geography and space that can be leveraged to achieve the community's aspirations for prosperity, liveability and happiness and the Transport Vision that has been developed.

Opportunities



Expansion of Playford Health and Wellbeing Precinct



Greater Edinburgh Parks



Working and living locally



Future growth areas



Elizabeth CBD



Strategically located for industry and logistics

In addition, data analysis and engagement with the community and key stakeholders identified transport challenges that are barriers to achieving the community's aspirations for prosperity, liveability and happiness, and the Transport Vision that has been developed.



Challenges



Crashes and crash severities not improving



Lack of road safety plans



Poor speed compliance



Cross intersections in high-speed environments



Public transport patronage



Incomplete walking and cycling networks



Residential growth and freight corridors



Population & employment growth



Changes in technology and decarbonisation



Objectives

In response to the opportunities and challenges identified above as well as National and State strategic drivers, objectives have been developed, which link directly to the higher-level aspirations in the Playford Community Vision 2043.

Safety:

A transport system that is safer for the community.



Connectivity:

A transport system that is integrated and easier to drive, walk, cycle, use micromobility and ride public transport.



Proactive:

A transport system that is ready for more people and businesses, and responds to changes in technology and expectations.



Productivity:

A transport system that enhances the prosperity of the community.



For each of these objectives, a suite of interrelated actions has been developed. A list of initiatives has been created that includes infrastructure projects, programs, studies and collaborations and prioritised based on how well they align with the Objectives.



Implementing and monitoring

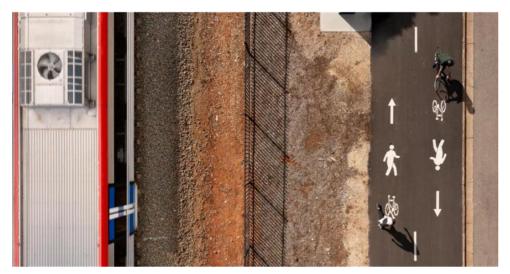
Based on insights from community engagement, the annual Playford Community Survey, customer requests, City-wide datasets, relevant external data and research, additional initiatives will be developed over time. Each year these initiatives will be prioritised based on how well they align with the Transport Strategy Objectives and the community's expectations. These will then feed into the development of the Annual Business Plan and budget.

To achieve some of the objectives, this strategy includes advocacy to the State and National Government. This is due to financial constraints / capacity, or due to some elements of the transport network not being under the control of the City of Playford.

Trends in transport technology and decarbonisation will be monitored throughout the life of the strategy. Recommendations on any course corrections required in the strategy and actions to harness new technologies or better meet the aspirations of the community will be submitted to Council if they are required.

Metrics have been developed to track progress towards the Transport Strategy Objectives. These metrics will be reported to Council as they become available to give an update on the progress of the Transport Strategy, to identify any issues and advise of any recommended course corrections for the strategy, if required.





Introduction

About the Transport Strategy

Why do we need a Transport Strategy?

Guidance is required to assist Council's decision-making and investment in the transport network to ensure alignment with the community's vision of Prosperity, Liveability and Happiness as described in the Community Vision 2043.

What it is

It is the primary strategic document for planning the transport system for the next twenty years and details the objectives and actions that ultimately guide infrastructure investment and funding advocacy.

What it is not

The Strategy is not expected to provide a detailed solution for every single traffic or transport issue across the City, but rather to give the strategic directions that will guide decision-making. Neither does it guide asset renewal for transport assets. It is anticipated that further planning and investigations will be required once initiatives have been clearly identified and prioritised.



How this document works

This document links the Community Vision 2043 to Actions by:

- Reviewing relevant City of Playford, state and national strategies and plans, considering the
 population and travel patterns in the City, and using these to define a Transport Vision that
 aligns with the Community Vision
- Identifying opportunities and challenges to achieving the Transport Vision
- Determining objectives to best meet the opportunities and challenges
- Identifying actions that will achieve the objectives; and
- Detailing advocacy required with the State and Federal Governments to achieve certain objectives
- · Providing a list of priority initiatives.



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Roles and Responsibilities

The planning, delivery, management, operation and maintenance of the transport network in the City of Playford involves all levels of government.

The City of Playford's main responsibilities include planning, delivery and management of local roads, parking, walking and cycling infrastructure. Road reserves, the land on which roads are generally constructed, are vested with Council, and therefore not only the road is the responsibility of Council, but also the verges, street trees, footpaths, shared paths, bicycle paths and stormwater infrastructure.

The State Government, through the Department for Infrastructure and Transport (DIT), is responsible for the planning, delivery, management and operation of public transport under the banner of Adelaide Metro. As buses run on Council's roads, the State Government and Council need to work together to achieve the best outcomes and ensure bus services are integrated with the State controlled commuter train network.

The care and control of some roads - arterial roads such as Main North Road - has been assumed by the State Government. In these cases, the State Government undertakes the planning, delivery, operation and maintenance to ensure these roads meet state-wide objectives.

Another way the State Government is meeting its state-wide objectives is through funding programs for councils and organisations to undertake upgrades or construct new infrastructure, such as the State Bicycle Fund.

The Federal Government is responsible for setting National strategy and policy directions, for example for the movement of freight. It also has included certain corridors on the National Land Transport Network due to their national importance, such as the Northern Expressway. The Federal Government provides funds to the State Government to undertake the planning, delivery, management and operation of these corridors.

In a similar fashion to the State Government, the Federal Government has funding programs to meet nation-wide objectives that local government can apply for. These programs are administered through the State Government, and include Roads to Recovery Program, Special Local Roads Program, National Black Spot Program and Safer Local Roads and Infrastructure Program.

The private sector also has a role to play, as they provide transport infrastructure as part of the construction of new residential areas, to connect developments to the wider road network and to support increased traffic due to changes in land use. Ultimately these works are handed over to Council, or the State Government if it is an arterial road, to operate and maintain.



Our City

The City of Playford is the third largest South Australian metropolitan council by size, covering 345 square kilometres with a population of approximately 113,000 people in 2025, which is expected to expand to approximately 184,000 people by 2046.

The City is diverse in nature, bounded on the west by the South Australian coastline (Gulf St. Vincent) which incorporates the Adelaide International Bird Sanctuary and remnant samphire vegetation. To the east is the Mt Lofty Ranges comprising hilly terrain containing rural living, native vegetation, and farming. In the northwest of the city is one of South Australia's leading horticultural zones, the Virginia Triangle foodbowl, and in the south is an industrial area.

The City also boasts the Playford Health and Wellbeing Precinct containing the Lyell McEwin Hospital and allied services, a growing sports precinct, and retail, bulky goods, fast food, civic and leisure at the Elizabeth CBD.





Our transport network

The City has an extensive transport network of sealed and unsealed roads, footpaths, trails and paths. The State Government is responsible for providing train and bus services and stops.



kms of sealed roads



64 kms of unsealed roads



More than

24 kms of

National Land

Transport

Network – Road



18 bus routes, and 550 bus stops, including approximately 150 with shelters



kms of
State Government
controlled
arterial roads



More than 870 kms of footpaths, shared paths and trails



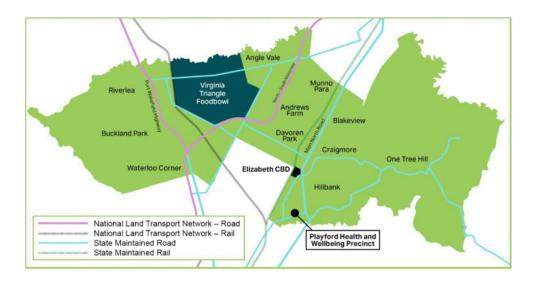
12 kms of commuter rail line, including 5 stations,

stations, 5 at grade level crossings and a grade separation



Over
Second Research
Mational Land
Transport
Network – Rail,
including 5 at grade
level crossings and a
grade separation

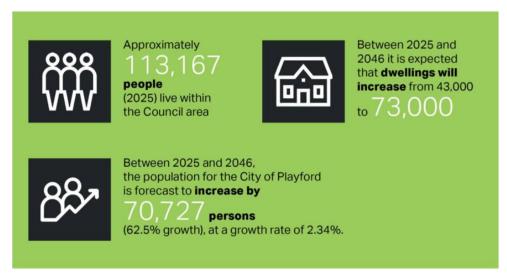




Our population growth

The City is a rapidly growing community, which will increase demands on the transport network as both existing and new residents seek access to goods, services, and opportunities.

Understanding these key statistics will allow us to better plan the transport network to meet the needs of the current and future communities.





How we move

The way we move in the City is car dominated. Understanding the basic reasons for this car dominance will be key to understanding the barriers to people walking, cycling or catching public transport.



Over 76% of the city residents **travel to work by car** compared with 63% for Greater Adelaide



3.3% of the city residents travel by **public transport** compared with 4.5% for Greater Adelaide

The highest usage of public transport is within the Elizabeth Centre, and in Elizabeth Grove, Elizabeth Downs, Smithfield and Munno Para West, with a range of 7-14% by bus or train for work trips.



1.0% of the population walk to work



0.2% of the population cycle to work

compared to 1.9% for walking, 1.0% for cycling for Greater Adelaide



8.8% of the population within the city do not own a car





Compared with 7.5%, 53% and 18% for Greater Adelaide



5.4% work at home compared to 9.8% for Greater Adelaide The information on journey to work is from the August 2021 census that was conducted under the lingering impacts of the COVID-19 pandemic. Some businesses were still operating with work from home operations which is reflected in the number people working from home or not working at all.

In addition to the impacts of the COVID-19 pandemic, the shutdown of the Gawler Line for the electrification project also affected the train patronage from December 2020 to June 2022 when it was reopened.



Where do we travel to work

Understanding where we travel to work allows us to better plan the road network. It is also the trip when most people are moving in a repetitive way.



28% live and work within the City of Playford area

In comparison to other council areas in the Adelaide metropolitan area, Playford has the highest percentage of its population that work and live within the same city.



67% of people living in the city of Playford work outside the city



6% of people living in the city of Playford travel north of the city for work

11% of people who **travel to work in the city** are from the north of the city





59% of people living in the city of Playford travel south of the city for work

48% of people who **travel to work in the city** are from the south of the city





1% of people living in the city of Playford travel east of the city for work

2% of people who **travel to work in the city** are from east of the city





Strategic Context

The Transport Strategy not only needs to consider the visions, aspirations and strategies of the City, and ensure alignment, but also needs to consider and seek alignment with the various State and National strategic directions in order to advocate for transport investment to benefit the community.

Our Strategic Planning Framework

This Transport Strategy is one of the city-wide Strategies and sits within the Plan section of the Council's Strategic Framework that includes documents that guide and prioritise investment in the Council.



The three phases of our Strategic Planning Framework



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

Our **City-wide Strategies** focus on a particular area such as open space or transport and help prioritise initiatives across the city. Our **Masterplans** outline our vision across a particular precinct or project area such as the Playford Health and Wellbeing Precinct and the Virginia Township.



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



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

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



Playford Community Vision 2043

The community vision is the most important of the Council's strategic documents as it sets the long-term aspirations from the community. The community vision includes a vision statement and three guiding aspirations.

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.'



Prosperity – Playford will be a thriving city with the right conditions for people to be able to take advantage of the many opportunities on offer to prosper as individuals and as communities.

Liveability – A diversity of lifestyle choices will be on offer based on being connected, well-planned and attractive with the appropriate infrastructure and services to support a village type atmosphere for both urban and rural living.

Happiness – A sense of happiness will pervade in the City, brought about by a satisfaction with the opportunities that are present to work, live and play in a flourishing environment.

The focus areas from the Community Vision that are influenced by transport are summarised in the table below:

Guiding Aspiration	Aspiration	Focus area	Why relevant to this Transport Strategy?
72g	Economic development: a thriving local economy	Local jobs for local people	Need to consider how to get people to jobs within the City
Prosperity		Foodbowl of South Australia	Requires efficient movement of equipment and goods to and from growers
,		Gateway to the North	The City's strategic position can bring together clusters of specialised industries and services through Transport
		International and National Connections	Leverage the key major road and railway transport networks through the City
		Magnet for investment	Transport connections to underutilised and future employment lands can attract investment



Guiding Aspiration	Aspiration	Focus area	Why relevant to this Transport Strategy?
	Community vitality: refreshed, invigorated, diverse and empowered	Strong and connected neighbourhoods	Want to move people around suburbs and the city more easily
		Improved standard of living	Getting people home quicker or with less hassle for improved work/life balance
Liveability	Safe Communities	Safe design of spaces and places	Reduced number and severity of crashes and the feeling of safety whilst moving around
	Connected communities: physically and socially connected	Accessible and efficient transport network and services	How the network of roads, public transport, walking and cycling paths to link homes, workplaces, shops, schools, and other services
		Walkable communities	Network of footpaths, shared paths and trails
		Self-contained and self-sufficient villages	Providing ease of movement to get to local services and shops
	Village lifestyle: creating diverse density and urban form	Lifestyle choices	Improving connections to shops, cafes, markets, libraries, parks, schools, health and aged care facilities and more
		Village atmosphere	Providing access to places where people meet, shop, learn and work
	Sustainable and responsible community: managing our natural, economic and social resources	Carbon zero	Transport is a key emitter of carbon
		Urban sensitive design	Transport actions can contribute to urban sensitive design
	Environmental care: protecting our natural assets	Preservation of the environment	Transport decisions can be made to preserve the environment
		Protection and enhancement of biodiversity assets	Transport actions can contribute to protecting biodiversity
(2)	Healthy Living	Accessible healthy lifestyle	Network of roads, public transport, walking and cycling paths, and trail network that provide access to parks, playgrounds and schools
Happiness		State of the art health precinct	Access and growth of the Playford Health and Wellbeing Precinct



2025-2028 Strategic Plan

In 2020, Council shifted to a 12-year planning horizon by releasing the first of three, four-year Strategic Plans. These Strategic Plans are to describe what Council will focus on for each of the four-year periods, and how it will go about it.

The first four-year Strategic Plan had a focus on Community and City Foundations and identified five community themes. The second Strategic Plan, released in 2025, builds on the first Strategic Plan by focussing on building stronger foundations and connecting our people.



Four themes were developed for the 2025-2028 Strategic Plan, two related

to the process of building stronger foundations and two related to progress connecting our people. The focus areas from the 2025-2028 Strategic Plan that are influenced by transport are summarised in the table below:

Theme	What is it?	How is it relevant to this Transport Strategy?
Theme 1 Our foundations: Improving safety, accessibility and ease of movement around our city	Travelling around the City safely and easily, with well-planned and maintained roads, footpaths and cycleways. Investment in infrastructure to keep pace with the growth of the City. Welcoming and accessible public spaces.	The Transport Strategy is the primary strategic document in developing a transport network for travelling safely and easily in the City of Playford. The Transport Strategy needs to guide investment to keep pace with the rapid growth in the area.
Theme 2 Our foundations: Lifting city appearance	Pride in the appearance of neighbourhoods that inspires residents to be more involved in how their street and local neighbourhood look. Increased well-being from greener public realm spaces that look and feel nice.	Incorporating aesthetics and tree canopy cover
Theme 3 Building connections: Fostering collaboration and connection to each other	More opportunities to build trusted and reliable networks that connect people with services and organisations across the city Engagement with different groups of people, cultures and abilities	Providing ease of movement to get to services and organisations across the City



Theme	What is it?	How is it relevant to this Transport Strategy?
Theme 4 Building connections: Activating and facilitating welcoming community spaces and events	Plenty of opportunities to connect, with things to do and places to visit that are fit-for-purpose, easily accessible and encourage broad participation.	A connected transport network that is developed with the principle of universal design to ensure ease of movement to get to services and organisations across the City

Key local drivers

From the Playford Community Vision and Strategic Plan the following key local drivers that influence this Transport Strategy have been determined:

- Leveraging the transport network and the City's strategic location to improve the prosperity of people in the City
- Providing more physically connected communities for everyone with more opportunities to walk, cycle, use micromobility and ride public transport to work and leisure
- Providing a transport network that has reduced crashes and enhanced feeling of safety

Government of South Australia

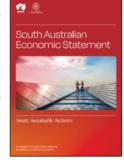
Alignment with Statewide initiatives is essential to ensure that Council's strategic direction complements and supports the overarching State strategies and principles for the development of the state.

South Australian Economic Statement

Released in March 2023, the South Australian Economic Statement is intended to be an important step in evolving the economic development of the state and ensure that choices made will define individual and collective prosperity into the future beyond the four-year election cycle.

It states a vision for an economy that is fit for the future, improving the wellbeing of all South Australians, and is smart, sustainable and inclusive. With missions to capitalise on the global green transition, be a partner of choice in an insecure world, and build South Australia's talent.

Understanding the Economic Statement is key to understanding the direction of the state government. Of note, it highlights a spatial mismatch



between the location of available jobs and willing workers. With the residential and employment growth areas in the City of Playford it is perfectly placed to address this mismatch. Ensuring the City's liveability will be key to drawing individuals and families.



Greater Adelaide Regional Plan

The Greater Adelaide Regional Plan (GARP), finalised in March 2025, maps the State Government's vision for the region to 2051 and beyond. It identifies where houses and employment land will go, how housing and population will be serviced, which areas need conservation and protection, and what major infrastructure is needed and how it will be provided.

In the City of Playford, it identifies extensive greenfield development areas in Angle Vale, Hillier, Munno Para Downs, MacDonald Park, Riverlea Park, Waterloo Corner and Blakeview. Importantly, it focuses on the concept of living locally, being near employment, amenities, transport options and capitalising on investments in infrastructure and services.



Key opportunities have been identified in the City of Playford, including the development of an Elizabeth Central master plan to cement Elizabeth as the key focal point of the outer north and beyond, and to leverage the Gawler railway line and Northern Expressway to support housing and employment in the region.

Another key consideration raised by GARP is the need to protect state significant employment lands from encroachment, and to protect the operations of key strategic transport passenger and freight infrastructure, including corridors, intermodal facilities and nodes.

GARP also extends the tree canopy cover target introduced in the 30-Year Plan for Greater Adelaide 2017 Update from 20 per cent by 2045, to 30 per cent by 2055.

South Australia's 20-Year State Infrastructure Strategy 2025

In March 2025, the Chair of Infrastructure SA presented to the Premier of South Australia, South Australia's 20-Year State Infrastructure Strategy 2025. The strategy is the second iteration with the first being release in March 2020 that identified key principles and long-term priorities. Transport related long-term priorities from the 2020 strategy were to focus on improving public transport patronage, investing in connectivity between and within key economic precincts, improving the safety of the road network,



promoting active transport options and creating more efficient supply chains with particular reference to improving the efficiency of freight through Adelaide.

The 2025 Infrastructure Strategy maintains a similar focus on improving the competitiveness of key freight corridors, by improving efficiency and resilience, and providing integrated public and active transport networks that are attractive. To align with the Infrastructure Strategy, this strategy needs to have a focus on freight efficiency and resilience, and improving and integrating public and active transport networks.

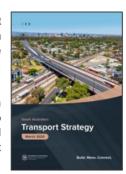
Another key recommendation from the plan is to identify and implement sustainable funding mechanisms for provision of infrastructure to support growth areas and new developments. This is highly relevant to the City with the significant growth areas proposed and Council needs to be involved and pressing the community's issues and values.



South Australia's Transport Strategy

South Australia's Transport Strategy was also released in March 2025. It sets a 30-year vision for a transport system that transforms South Australia by enabling prosperity, sustainability and connectivity. It articulates five strategic outcomes of connected and accessible, safe, prosperous, liveable, and sustainable and resilient.

The Strategy is supported by South Australia's Freight and Supply Chain Strategy and South Australia's Road Safety Strategy to 2031, which are to be followed by the Public Transport Strategy, Active Travel and Personal Mobility Strategy, Carbon Management Strategy and Strategic Asset Management Plan.



The focus of the Transport Strategy is on an improved and integrated network that promotes transport choice, in which the community feels safe and secure, with improved travel times and reliability. It reinforces the drive towards Vision Zero through improved behaviours, safety of the system and integration of new technologies.

Prosperity is to be driven by a connected and efficient freight network, that embraces initiatives that improves productivity along the entire freight supply chain, and supports new and existing industries, tourism and future markets.

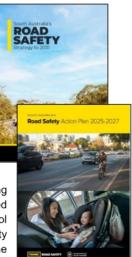
Key to the City of Playford is the actions to invest in the transport system to accommodate housing growth demands, with a focus on public and active transport, and improvement to transport affordability and inequality.

South Australia's Road Safety Strategy

South Australia's Road Safety Strategy and supporting action plans are targeting a reduction in fatalities of 50 per cent and serious injuries of 30 per cent by 2030 as a pathway to Vision Zero, zero fatalities, by 2050 (adopted from the National Road Safety Strategy).

Key highlights of the strategy are the widespread use of Network Safety Plans to plan and prioritise investments in the most effective road safety treatments that reduce the risk to road users; partnerships with Local Government to ensure that planned measures adapt to the needs of the local area; designing forgiving roads; using the movement and place approach; and developing strategies specifically for people who walk or cycle.

The Road Safety Action Plan 2025-2027 identifies a review of existing school-based traffic measures, and the development of guidelines related to best-practice infrastructure treatments and traffic management in school precincts. This is then supported by a proposed investment in road safety infrastructure treatments and Kiss and Drop zones to support the movement of children to and from school.





To align with the Road Safety Strategy, this strategy needs to prioritise the development of Network Safety Plans, embed the movement and place approach, and focus on walking and cycling around schools.

South Australia's Freight and Supply Chain Strategy 2024

South Australia's Freight and Supply Chain Strategy articulates a vision for 'A commercial freight and supply chain network that is safe, productive, sustainable and valued by the community, delivering prosperity to South Australia'.

Key strategic actions are to minimise the potential for conflict between different freight transport modes and road users; respond to constraints and the changing freight task to improve connectivity between modes, regions and jurisdictions; expand the higher productivity vehicle network; engage early with the community, stakeholders and industry throughout the



planning and development process to ensure impacts on supply chain networks and nodes are considered; and preserve and improve supply chain networks and nodes through integrated transport and land-use planning.

To align with the Freight and Supply Chain Strategy, this strategy needs to include actions that defines a freight network that minimises land use conflicts, improves connectivity, expands the higher productivity vehicle network, and integrates transport and land use planning.

South Australia's Walking Strategy 2022-2032

South Australia's Walking Strategy 2022-2032 has a vision for 'More South Australians walking more often, all ages, all abilities'. It is seeking for more South Australians making short trips by walking. The Strategies priorities focus on planning for walkable places that are integrated with public transport, ensuing walking environments are pleasant including main streets, and creating a walking culture in South Australia.

To align with the Walking Strategy, this strategy needs to include the application of movement and place principles to balance traffic flows and pedestrian movements, assess and address gaps in walking networks, and link recreational trails and tracks to public transport.



South Australia's Net Zero Strategy 2024-2030

In May 2022, the South Australian Parliament declared a climate emergency. As a key pillar of the response the Government of South Australia prepared a Net Zero Strategy that outlines the government's objectives, policy priorities, programs and initiatives across sectors to reduce greenhouse gas emissions and achieve Net Zero emissions by 2050.

For the transport sector the strategy is seeking to accelerate the reduction in carbon emissions from vehicles, align transport and urban planning with low emissions transport outcomes and support a shift to public transport and active travel.





These priorities are to be achieved through a series of transport focussed actions that include a net zero aligned transport strategy, aligning transport planning with net-zero emissions outcomes, and to plan for development and urban renewal that creates walkable, connected neighbourhoods and reduces the need for car journeys.

Actions also include encouraging low emissions freight that could have implications for the City's transport network by increasing the axle weight of heavy vehicles impacting pavements, culverts and bridges.

Key State drivers

From the State strategies and plans the following key State drivers that influence this Transport Strategy have been identified as:

- Invest in the transport network to accommodate population growth with a focus on active transport and public transport to support living locally
- Achieve 30 per cent tree canopy cover across metropolitan Adelaide by 2055
- Improve competitiveness and resilience of key freight corridors, provide integrated public and active transport networks that are attractive
- Zero road fatalities (Vision Zero) by 2050 with a 2030 interim target of at least 50 per cent reduction in fatalities and to reduce the annual number of serious injuries by at least 30 per cent
- Develop network safety plans, embed the movement and place approach, and focus on walking and cycling around schools
- Ensure domestic and international supply chains are protected and serviced by resilient and
 efficient key freight corridors, precincts and assets that are integrated with land use planning
 across and between jurisdictional boundaries and transport modes
- Achieve net zero greenhouse gas emissions by 2050

Federal Government

Alignment with Federal Government initiatives will ensure that Council's strategic direction is supporting nationwide objectives and targets and enhance opportunities to secure Federal funding in such programs as the Roads to Recovery Program, Special Local Roads Program, National Black Spot Program and Safer Local Roads and Infrastructure Program.

National Road Safety Strategy 2021-30

The Federal Government released the National Road Safety Strategy in December 2021 and the associated Action Plan in February 2023. The Strategy is targeting a reduction in fatalities of 50 per cent and in serious injuries of 30 per cent by 2030 as a pathway to Vision Zero, zero fatalities, by 2050. The strategy introduces 'lead indicators' in addition to the standard 'lag indicators' of crash rates, serious injuries and fatalities. Lead indicators measure the extent of infrastructure that are known to have improved road safety outcomes. The key lead indicators that relate to this strategy are:



Share of state and territory governments and local councils with a fit-for-purpose road safety risk assessment as an investment plan for its infrastructure



- Share of road lengths on designated motorcycle routes with motorcycle friendly crash barriers
- Share of high pedestrian CBD/town centre areas under Movement and Place or equivalent approaches with posted speed limits ≤ 40 km/h
- Share of roads in urban areas with a posted speed limit ≥ 50 km/h with separated cycle ways, and in urban areas outside of ABS remoteness category 'major cities'
- Share of signalised intersections with a speed limit < 70 km/h
- · Share of vehicles at or below speed limit

The Strategy articulates nine priorities towards achieving Vision Zero. Of note, there is focus on investing in systematic safety improvements on a road corridor basis against baseline assessment network safety plans, which scope safety gaps across the network. It also incorporates speed management where there are conflicts between vehicles and road users and where infrastructure and roadside hazards are likely. The Strategy encourages safe

'The Movement and Place approach recognises roads and streets serve dual functions as essential corridors for moving people and goods, and important public spaces where life unfolds'.

access for all users by implementing the Movement and Place approach across the road network to support best practice speed management and tailored Safe System road treatments to provide safe road environments for pedestrians and cyclists.

The strategy calls for local governments to:

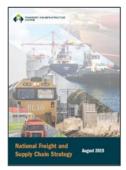
- Engage closely with their communities on the use and design of roads and public spaces
- Develop planning and local law regulations for local areas such as local area speed limits and path-use rules and pursue community health and wellbeing programs / initiatives, linked to state and national initiatives

To align with the Road Safety Strategy and Vision Zero, this strategy needs to incorporate Movement and Place, develop actions that target the lead indicators, and consider local area speed limits.

National Freight and Supply Chain Strategy

In 2019, the Australian Government released the National Freight and Supply Chain Strategy and associated National Action Plan to set an agenda for coordinated and well-planned government and industry actions across all freight modes for the subsequent 20 years and beyond.

With an expectation that the volume of freight is expected to grow by over 35 per cent between 2018 and 2040, and urban freight is forecast to grow by nearly 60 per cent over 20 years to 2040, the Strategy sets a National vision for freight systems and supply chains to contribute to a strong and prosperous Australia.



The National Freight and Supply Chain Strategy identifies six goals and 13 actions. To align with these, this strategy needs to develop actions to improve the resilience and efficiency of freight, integrate transport and land use planning with neighbouring councils and the state government, and strengthen the consideration of freight in all other government planning and decision-making.



Net Zero Plan

The Federal Government is preparing a Net Zero Plan to guide the transition to the legislated target to reduce greenhouse gas emissions by 43% on 2005 levels by 2030, and net zero emissions by 2050. It is also preparing six sectoral emissions reduction plans to capture the full breadth of the economy.

The Transport and Infrastructure Net Zero Consultation Roadmap was released in May 2024. It recommends a pathway to net zero, and whilst the Net Zero Roadmap is not published, the development of this strategy needs to be undertaken in the context of the Roadmap, including consideration to:

- Promoting active and public transport by improving the safety, connectivity and convenience of walking and cycling infrastructure
- · Improving the efficiency of freight and supply chains
- Supporting the introduction of low carbon fuels and electrification
- Incorporating low and zero emission transport modes in transport network planning and project selection frameworks
- Decarbonising our transport infrastructure materials and design via our procurement frameworks

Key National drivers

From the National strategies and plans the following key National drivers that influence this Transport Strategy have been identified:

- Zero road fatalities (Vision Zero) by 2050 with a 2030 interim target of at least 50 per cent reduction in fatalities and to reduce the annual number of serious injuries by at least 30 per cent
- Develop fit for purpose road safety risk assessments that incorporate movement and place, and target lead road safety indicators
- Improve the resilience and efficiency of key freight corridors, precincts and assets, and integrate transport and land use planning across jurisdictions
- Reduce greenhouse gas emissions by 43 per cent on 2005 levels by 2030, and net zero emissions by 2050

Summary

The strategies and plans that guide this transport strategy are clear in their direction, to improve the safety of the transport network, ensure it is integrated and connected to improve liveability, and drives prosperity through productivity and efficiency, all in the context of sustainability and resilience.





Transport Vision

With an understanding of the City, the way people move and the pressure from significant population growth, combined with the community's aspirations articulated in the Playford Community Vision 2043 and national and state strategies, a transport vision has been developed upon which this transport strategy will work towards.

'A transport network in the City of Playford to support the community's aspirations for prosperity, liveability, and happiness by enhancing community connectivity and safety, and promoting economic growth. This will be achieved within the context of significant population expansion, and the drive for sustainability and resilience.'





Opportunities

Opportunities

Data analysis and engagement with the community and key stakeholders has identified several specific opportunities with the City's strategic location, geography and space that can be leveraged to achieve the community's aspirations for prosperity, liveability and happiness and the Transport Vision that has been developed.

Strategically located for industry and logistics

Being at the junction of interstate road and railway corridors to Western Australia, Northern Territory, Queensland and New South Wales, the city is strategically located for industry and logistics. There is room to grow with over 1600 hectares of land earmarked for strategic employment currently in the pipeline.

The interstate road corridors are progressively being upgraded for larger and more efficient freight vehicles and there is an opportunity to leverage this. But the correct corridors need to be developed to get access to the right areas, and these corridors need to be protected from incompatible development.

There is also a need to determine what areas should be provided with access for certain sized heavy vehicles to give confidence to businesses.

Heavy vehicle network

High productivity vehicles, like b-doubles and road trains, increase freight efficiency by transporting more goods per trip. However, these vehicles require roads specifically designed and built to accommodate them.

There is a network of approved heavy vehicle routes for vehicles up to b-double size, and a more limited network for road trains. However, width and weight constraints means more of the network cannot be approved at this time. This results in permit applications through the National Heavy Vehicle Regulator (NHVR) that requires Council to assess the type of vehicle against the route to ensure a safe, efficient, and sustainable road network for industry and other road users.

More than 400 permit requests are submitted to the Council through the NHVR every year costing time and money for ratepayers, and for transportation companies. Even though not every road can be approved and every permit application avoided, the burden can be reduced by increasing the extent of the approved heavy vehicle network.

Oversize / Overmass corridors

Being in northern Adelaide, the City is frequently traversed by oversize and overmass vehicles transporting critical infrastructure and equipment to the resource rich northern areas of the state as well as western New South Wales and Victoria.

Growth of residential and employment areas has restricted and altered the routes for these oversize and overmass vehicles potentially impacting on the cost of developing the State's regions or providing critical infrastructure.

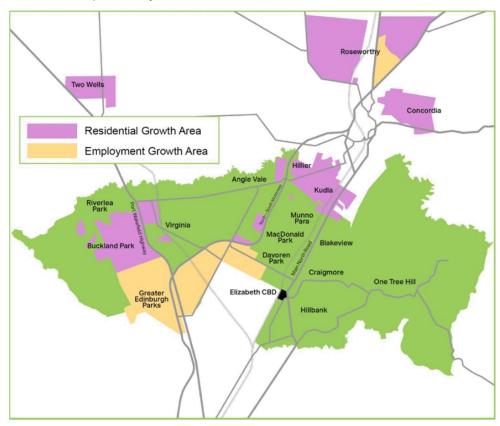


Opportunities

Further to this, with the abundance of land, connections to electricity and water, and strategic location of the City, there is potential for the City to be the home to more industries that require and build these vehicles and loads.

Future growth areas

With a timeframe of 30 years, the Greater Adelaide Regional Plan envisages even more residential growth for areas such as Buckland Park, Virginia, MacDonald Park, Angle Vale and Hillier. Whilst not in the City of Playford, residential growth areas such as Kudla, Concordia, Roseworthy and Two Wells will also impact the City's communities.



The current residential and employment growth areas were built on the previously existing roads which had low volumes and significant sparce capacity. The growth has pushed some of these roads towards and sometimes beyond their design capacity.

The impact of future growth needs to be considered network wide, not in isolation, and strategies developed in collaboration with all levels of government and the private sector for the funding and timely delivery of all transport infrastructure.



Opportunities

On the positive side, best practice in land and transport planning, as well as design, can be employed to vastly improve outcomes compared to previous growth areas. Providing walkable communities, with plenty of tree canopy cover, implementing safe systems to reduce road trauma, and embedding sustainability are all achievable.

In addition, the learnings from the current growth areas can be brought to the table to ensure that the infrastructure is provided to meet the expectations of the community.

Council is currently working with the State Government, City of Salisbury and developers on the future employment areas around Edinburgh known collectively as Greater Edinburgh Parks. This a nationally important employment and economic cluster. The area is located adjacent to high quality transport infrastructure in the Northern Expressway and the ARTC interstate railway line.

The area has the potential to drive the local economy for decades to come and it is imperative that the planned transport infrastructure is aspirational to meet the area's full potential including ensuring prime connectivity to these corridors, to entice private investment and the speedy development of the area.

Elizabeth CBD and Expansion of Playford Health and Wellbeing Precinct

With the recent and future population and employment growth comes increased community needs and expectations for shopping, education, leisure and health services. The State Government and the community have expectations that Elizabeth will be the key focal point and CBD of the north and beyond for shopping, leisure, commercial, community and health services.

The Elizabeth CBD and surrounds is currently home to a large shopping centre, fast food, retail, offices, motor dealerships, civic facilities, emergency services, courts, health services, entertainment, state government agencies, education and community facilities, including the Shedley Theatre.

Land to the west of the Elizabeth CBD and the Gawler railway line, located in the City of Salisbury, is vacant and provides an opportunity for expansion. A growth masterplan for the Elizabeth CBD is proposed by both the State Government and City of Playford and is an opportunity to plan for transport infrastructure that is aspirational to meet the area's full potential.

The Playford Health and Wellbeing Precinct is home to the Lyell McEwin Hospital and complementary health and wellbeing services. The precinct has been redeveloped as the population it serves has increased. In 2011 a masterplan was prepared identifying the opportunity for an interconnected zone of complementary businesses and services that has resulted in substantial private and State investment.

To address the further demand in health services due to the ongoing expansion of population and employment in the northern areas of Greater Adelaide, the State Government has identified the need for long-term investment into health service capability. In addition, the area is identified for medium density housing in close proximity to health services, including the hospital.

As the Playford Health and Wellbeing Precinct grows there is an opportunity to build on the 2011 masterplan, to plan for transport infrastructure that is aspirational to meet the area's full potential.



Working and living locally

Playford's residents like to live close to work as evidenced by the 28 per cent of people who live and work within the City area – the highest percentage of any local government area in the Greater Adelaide region. There is a great opportunity to leverage this high percentage and convert this to more walking, cycling, micromobility and public transport trips.

This will have health benefits for residents and will reduce or delay the need for costly infrastructure upgrades.



Challenges

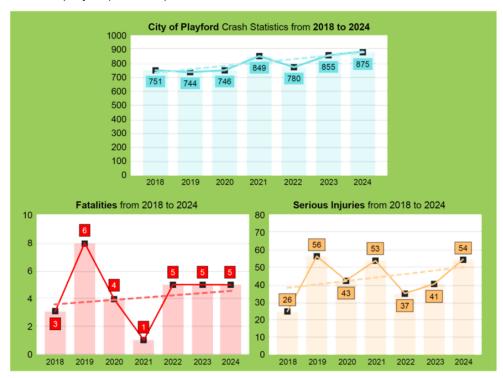
Challenges

In addition to the identified opportunities, data analysis and engagement with the community and key stakeholders has identified challenges that are barriers to achieving the community's aspirations for prosperity, liveability and happiness, and the Transport Vision that has been developed.

Crashes and crash severities not improving

The National and State road safety strategies are both targeting Vision Zero by 2050 with an interim target of a 50 per cent reduction in fatalities and 30 per cent reduction in serious injuries by 2030.

For the baseline period 2018-2020 on average each year there were nearly 750 crashes reported in the City of Playford resulting in averages of 42 serious injuries and four fatalities per year. Since the inception of South Australia's Road Safety Strategy in December 2021 the average number of crashes has increased to almost 840 crashes per year, including averages of 46 serious injuries and 4 fatalities per year (2022-2024).



People who walk, cycle, or use micromobility, collectively called active travel, are the most vulnerable on the City's roads as crashes between these vulnerable users and vehicles are more likely to result in injuries than crashes between vehicles. Improving the safety of active travel needs to be an important focus for this strategy.



Challenges

Similarly, motorcyclists are only a very small proportion of traffic on South Australia's roads (4 per cent) yet represent a disproportionately high crash rate. Rural arterial roads in hilly areas are magnets for motorcyclists, and the crash rates are disproportionately high on some of these roads, such as Black Top Road, Gould Creek.

However, there are also several roads in the urbanised areas that have disproportionately high motorcycle crash rates despite being in 60km/h posted speed areas or lower. These include the Coventry Road / Heytesbury Road corridor (Davoren Park and Smithfield Plains), Peachey Road (Davoren Park and Smithfield Plains) and Stebonheath Road (Edinburgh North and Davoren Park).

It will be difficult to reverse the current trend of crashes and get close to the 30 per cent reduction in serious injuries from the baseline period by 2030. Further rapid growth will result in additional traffic movements that will make this target even more difficult to achieve.

Lack of Road Safety Plans

There are only a limited number of areas with an active road safety plan or local area traffic management plan such as Blakeview and Munno Para West. Local area traffic management studies are underway or planned for Craigmore, Elizabeth Vale, Hillbank, Davoren Park, Smithfield, One Tree Hill, Andrews Farm and Eyre. However, this only represents a small area of the entire City that will be subject to plans to improve road safety.

The National Road Safety Strategy has set, as a lead indicator, the share of State and Territory Governments and local councils with a fit-for-purpose road safety risk assessment as an investment plan for its infrastructure. To support the National Road Safety Strategy, Road Safety Plans, based on road safety risk assessment, should be prepared for all areas of the network over time to proactively tackle the number of crashes.

Poor speed compliance

The arterial roads that run through the City, such as the Northern Expressway and Port Wakefield Highway, are of high standard and have high posted speed limits, 80 kilometres per hour and greater, to move large numbers of vehicles quickly.

Many roads were historically rural roads servicing agricultural and horticultural areas and catered for very low traffic numbers. These roads had relatively high posted speed limits as was appropriate for the then level of development and standard of the roads. Over time, traffic has significantly increased on these roads as the population has grown.

The posted speed limits have been decreased as adjacent development and traffic volumes have increased, but this has not always been undertaken in combination with changes to the road environment and vehicle speeds have not matched these posted speed limit reductions on some roads. As a result, there are a high number of roads have a high proportion of motorists exceeding the posted speed limit.

Speed affects both the impact of a crash and how quickly a driver can react. In any crash, speed adds to the force that causes injury. Managing speed is essential for safer roads.

The National Road Safety Strategy has set as a lead indicator, the share of motor vehicles at or below the speed limit as an indicator of good safety outcomes. This presents an opportunity to



critically review the speed compliance on the road network with a view to reviewing the speeds and the road environment to achieve safer outcomes and better speed compliance.

Cross intersections in high-speed environments

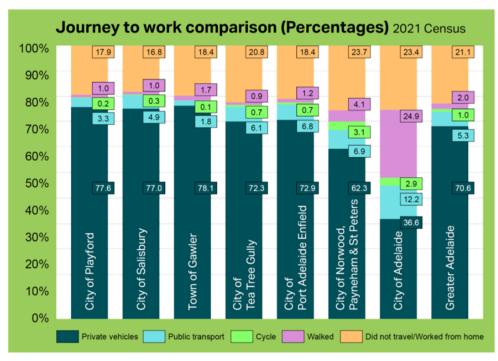
Many roads still service agricultural and horticultural areas, such as Virginia and Penfield Gardens. These areas are now between large residential and employment growth areas and traffic has been increasing significantly on many of these roads.

Historically, there have been issues with the grid pattern of roads forming cross intersections in high-speed environments. The consequences of missing the intersection or misjudging a gap are significant as a car on the intersecting road will impact at right angles where there is minimal protection for motorists and the greatest potential for injury.

The Department for Infrastructure and Transport and the City of Playford have been working diligently to resolve locations that have a crash history but there is still significant risk of further high-speed right-angle crashes occurring.

Public transport patronage

As shown below, the patronage of public transport in the city, 3.3 per cent, is considerably lower than other local government areas in the Greater Adelaide area, and the average for Greater Adelaide is also considerably lower than other capital cities in Australia and cities of comparable size across the globe.





Challenges

The Australian Bureau of Statistics Socio-Economic Indexes for Areas (SEIFA) ranks the City as the lowest local government area in the Greater Adelaide area according to relative socio-economic advantage and disadvantage. The City has a situation where there is the greatest need for utilising public transport and one of the lowest patronage proportions.

The State Government's Greater Adelaide Regional Plan and the Transport Strategy contain outcomes and actions to increase public transport to take a greater share of demand. The Federal Government is also advocating for the shift to public transport to reduce carbon emissions and to address congestion on roads.

Public transport patronage in existing areas

Service frequencies at Elizabeth Interchange and Smithfield Interchange are good, with trains arriving approximately every 15 minutes and a bus service arriving every six to 10 minutes respectively.

Many bus services begin or end at the Elizabeth Interchange or Smithfield Interchange, or at the Salisbury Interchange in the City of Salisbury, and then spread radially from these sites. This results in bus stops being serviced in rapidly reducing frequencies as the distance increases from the interchanges due to individual services operating at 30 minute or 60 minute frequencies. This does not provide for the needs of the community.

Adelaide Metro has a comprehensive network, the Go Zone network, that provides services every 15 minutes between 7:30am and 6:30pm Monday to Friday, every 30 minutes between 6:30pm and 10:00pm Monday to Friday, and every 30 minutes on Saturday, Sunday and Public Holidays. This provides public transport passengers a guaranteed service and encourages walk-up behaviours, and increased patronage. Unfortunately, the Go Zone network only extends as far north as Salisbury East and does not reach the City of Playford.

Train frequencies at the four stations of Munno Para, Broadmeadows, Womma and Elizabeth South, are significantly less than Elizabeth Interchange and Smithfield Interchange. The service frequencies are reflected in the patronage data with the four stations combined recording less boardings than either Elizabeth Interchange or Smithfield Interchange.

The coverage and frequency of Public Transport is not conducive to encouraging high levels of patronage, despite the inequities and disadvantage in the area. In addition, the bus routes are focussed on providing access to Elizabeth Interchange and Smithfield which is intended to allow for easy access to the Adelaide CBD, the highest concentration of jobs within the State. This Adelaide-centric network lacks high frequency routes to easily get on a bus and get around the City of Playford.

Public transport patronage in growth areas

The population has been growing for some time now, with significant residential growth already underway in Blakeview and Playford Alive, and continuing in Playford North Extension, Angle Vale, Virginia and Riverlea Park.

As would be expected with new areas with initially low numbers of residents, bus services are limited to single direction loop services or long terminating services with high travel times and very low frequencies. The road networks in new areas have been prepared with future bus services in mind



Challenges

but the number of potential patrons needs to reach a critical mass before the coverage and frequency of services will increase.

In the meantime, commuter vehicle travel patterns have already been embedded with the initial residents and decision points, such as the purchase of a second or third vehicle, have already passed. These embedded behaviours are at odds with the State Government's Greater Adelaide Regional Plan and will be difficult to reverse in the short term. It is only with a strong public transport focus up front that active travel and public transport travel patterns can be established.

Incomplete walking and cycling networks

There is an extensive network of footpaths, bicycle and shared paths, and trails throughout neighbourhoods and open spaces. Some parts of the network are not contiguous or are disconnected from public transport stations and stops, forcing people onto roads or onto loose surfaces, some parts are old and in need of an update, and other parts are disconnected by traffic.

In some areas, there are rollover kerbs promoting cars to park on the verge illegally. Unfortunately, in many areas the footpaths are adjacent the rollover kerbs and are often interrupted by these cars and other obstructions such as stobie poles, light poles, bus stops, vegetation, and on particular days, rubbish bins.

In comparison, the newer residential growth areas have wider footpaths and a greater network of shared paths, that are generally behind upright kerbs, wider and sufficient distance from the road to allow for light poles, bus stops and rubbish bins. Trees have also been planted that at full maturity, provide a generous tree canopy cover to make walking more comfortable and enjoyable.

The sequencing of residential growth areas is based on the ability of developers to gain access to and sell land. Residential growth areas are not necessarily adjacent to existing residential areas. This is creating gaps in the network of paths, that will ultimately be resolved as developments are undertaken, but in the meantime, it is a barrier for walking, cycling or using micromobility.

In addition, residential growth in townships is separated from other residential areas by the important horticulture and agriculture lands. Travel between these areas to access jobs and schools is on high-speed rural roads with minimal space for cycling. This discourages less experienced cyclists from cycling and leaves more dedicated cyclists at risk.

Not only is the network disconnected in some areas, where established paths are available it is often challenging to cross the road. This is in part due to the road network having a prevalence of roundabouts that are highly efficient at moving traffic but are a challenge for pedestrians and cyclists. In addition, the road network has a low number of traffic signals or other priority measures that can break up the constant stream of vehicle traffic to provide comfortable gaps for pedestrians to cross.

These issues of the network of paths and trails being obstructed, disconnected or challenging, are discouraging walking, cycling and using micromobility.

Residential growth and freight corridors

Historically, the city has consisted of some small townships that support large areas of agricultural and horticultural lands. Heavy vehicles were able to service the agricultural and horticultural areas or pass through the area and the townships for longer distance trips with minimal impact. As



Challenges

residential growth has been concentrated around these townships, the conflict between heavy vehicles and residential areas has increased and some of the historic heavy vehicle routes are no longer compatible with the surrounding land uses. This impacts on heavy vehicle efficiency, and residents' quality of life.

Population and Employment Growth

Existing growth areas

The city has experienced significant growth, commencing with Playford Alive and Blakeview, and continuing with Playford North Extension, Angle Vale, Virginia and Riverlea Park. These areas have been developed with the latest knowledge and experience in building connected and sustainable communities.

As with the rest of Adelaide, infill has been progressing in established suburbs with some blocks being split into two or three resulting in higher dwelling densities. This significant growth is resulting in more commuters, buses and trucks, and more traffic congestion.

Infrastructure Deeds

The more recent growth areas are coupled with infrastructure deeds for stormwater, transport and social infrastructure that are intended to ensure that this infrastructure is provided in a timely manner. The deeds have ensured that connections are provided to existing or future roads in or adjacent the developments.

Despite traffic studies undertaken by the State Government, developers and Council, some of the originally proposed upgrades will only operate below capacity for a few years before needing more extensive, and expensive upgrades.

In addition, as evidenced by the complaints from the community, the deeds have not been implemented in a timely manner or have not considered upgrades to the wider transport network. There is significant congestion on Curtis Road, where it carries more traffic than the State controlled arterial roads of Heaslip Road, Angle Vale Road or Womma Road, and is the number one community transport issue for Council. Approximately 21,000 to 24,000 vehicles use Curtis Road each day with 21,000 vehicles at the Gawler railway line level crossing where during the peak periods, the boom gates can be down for up to 15 minutes every hour.

Curtis Road is not the only concern from the community. There is a limited number of crossings of the 12 kilometres of Gawler railway line in the City, and only one of those being grade separated, traffic from the growth areas to the key shopping centres is funnelled down a few roads, such as Anderson Walk (Smithfield), and Winterslow Road (Elizabeth and Edinburgh North).

It is clear that despite the efforts of Council, the Transport Infrastructure Deeds for growth areas will not deliver all the necessary improvements to the transport network suitable for the longer term.

Changes in Technology and Decarbonisation

We live in an environment of uncertainty caused by rapidly changing technology and the policies of decarbonisation which could change the focus of the Transport Strategy. Council needs to keep abreast of these changes and be adaptive where necessary.



Technology could potentially result in vehicles communicating with other vehicles or infrastructure, and potentially autonomous vehicles could start roaming the streets. Fuel sources could change more rapidly than currently occurring. Information to facilitate transport planning or understand transport issues could become available. The Council's role in changes in technology is not clear however it needs to remain attuned and be adaptive should intervention or support be required.

Similarly, the transport sector is in a process of decarbonisation. The role of this Strategy and Council's policies is not clear, and Council needs to remain attuned to changes and be adaptive should intervention or support be required.



Objectives and Actions

Objectives and Actions

Through examination of the opportunities and challenges, and comparison with the strategic directions from the governments of Australia and South Australia, objectives and actions have been developed. These objectives and actions are directly aligned with at least one of the higher-level aspirations in the **Community Vision 2043** for liveability, prosperity and happiness.

Safety:

A transport system that is safer for the community.



Connectivity:

A transport system that is integrated and easier to drive, walk, cycle, use micromobility and ride public transport.



Proactive:

A transport system that is ready for more people and businesses, and responds to changes in technology and expectations.



Productivity:

A transport system that enhances the prosperity of the community.



For each of the objectives above, a suite of interrelated actions have been developed. Some actions, such as, implement the movement and place approach across the road network, need to be undertaken as a priority, as they support subsequent actions and ensure they have the greatest chance of success.



A list of priority initiatives has been created that includes infrastructure projects, programs, studies and collaborations. These initiatives have been prioritised based on how well they align with the objectives to ensure there is a focus on achieving the Transport Vision.



Safety

Safety

A transport system that is safer for the community

Residents and visitors need to be safe and feel safe when travelling.

Crashes not only cause impacts on the day they occur, but also the weeks, months and years afterwards for families and communities. Council needs to plan for a road network that eliminates this trauma and foster an environment where residents and visitors feel safe to drive, walk, cycle, use micromobility and take public transport.

Safety Actions

- Implement the Movement and Place approach across the road network
- Develop and implement fit for purpose Road Network Safety Plans to proactively tackle potential safety issues
- · Invest in high casualty crash locations
- Implement changes to roads with low rates of speed compliance to encourage improved speed compliance
- Invest in roads that have high motorcycle crash rates
- Invest in improving cross intersections in high-speed environments

The Safety objective links directly to the communities' aspirations for Liveability and addresses several challenges identified in meeting the Transport Vision.

The actions developed for the Safety objective will also support the Connectivity objective by encouraging active transport and public transport patronage, and the Productivity objective by reducing incidents that cause delays.



Connectivity

Connectivity

A transport system that is integrated and easier to drive, walk, cycle, use micromobility and ride public transport

Residents and visitors should be able to move around easily and affordably even if they don't use a car.

Overwhelming evidence shows that active, walkable places produce a wealth of health, social, economic and environmental benefits. Council needs to plan for a connected, safe and accessible active transport network for people with all levels of mobility and access needs. The infrastructure needs to be designed to encourage walking, cycling and micromobility for local trips.

Nevertheless, the Council area is large, and most trips are by private vehicle, and we do not want to lose sight of the need to ensure that getting around by car is vitally important to the community. Council still needs to plan for a connected, safe and accessible commuter network for longer distance travel and ensure this it is seamlessly integrated with the State Government's transport network.

This Connectivity objective has been chosen as it links directly to the communities' aspirations for Prosperity, Liveability and Happiness and addresses several challenges identified in meeting the Transport Vision.

The actions developed for the Connectivity objective will also harness the opportunities provided by the growth master plan for the Elizabeth CBD, growth of the Playford Health and Wellbeing Precinct and the high number of people who live and work within the city area.

Connectivity Actions

- Update the walking and cycling network maps with a focus on activity around shopping centres, schools, health precincts, playgrounds, parks and sporting areas
- Update existing guidelines to further reinforce the aspiration for more walkable neighbourhoods
- Advocate for on-demand services as a precursor to regular bus services in new residential developments and employment growth areas
- Advocate and provide support for a public transport system with more frequent services and extended coverage, particularly east-west movements across the City, and more extensive mass transit
- Support bus services by working with Public Transport South Australia (PTSA) to identify and then implement bus priority and bus only measures
- Advocate for the Elizabeth CBD and Playford Health and Wellbeing Precinct to be serviced with frequent and extensive public transport, linking people to health, cultural, retail, commercial, leisure and sporting offerings on days, nights and weekends
- Provide safe personal mobility access to bus stops and train stations and improve comfort for all weather conditions
- Invest in constructing and upgrading shared paths, cycle paths and footpaths, with a focus on Disability Discrimination Act (DDA) compliance and including appropriately located lighting, wayfinding, seating, bins, bike repair stations and water fountains
- Identify and investigate traffic issues, and undertake upgrades into the capacity and reliability of roads*
- Be open and support the introduction of new technologies and ideas that improve mobility

^{*} This action is also in the Proactive Objective



Proactive

Proactive

A transport system that is ready for more people and businesses, and responds to changes in technology and expectations

Council needs to be proactive and ready for the influx of people and businesses and be flexible to changes in technology and expectations that occur over the life of this strategy.

This will include building on learnings from growth to make better decisions and advocate more strongly, but also look for solutions to the issues that have resulted from growth to create a better future.

This Proactive objective has been chosen as it links directly to the communities' aspirations for Liveability, Prosperity and Happiness, and addresses several challenges identified in achieving the Transport Vision.

The actions developed for the Proactive objective will leverage experiences from existing growth areas to provide better outcomes for the community on future growth areas and harness the opportunities provided by the growth master plan for the Elizabeth CBD, and growth of the Playford Health and Wellbeing Precinct.

Proactive Actions

- Engage with the State Government to deliver a holistic upgrade of the transport network in support of current and future population and employment growth including the duplication of Curtis Road
- Identify and investigate traffic issues, and undertake upgrades into the capacity and reliability of roads
- Review the projects in the growth area infrastructure deeds, based on the latest information and growth projections, and implement fit for purpose projects in a timely manner
- Collaborate with the State Government and City of Salisbury to develop a growth master plan for the Elizabeth CBD as the second CBD for Adelaide, incorporating personal mobility, public transport and commuter considerations
- Collaborate with the State Government to plan for transport infrastructure for the Playford Health and Wellbeing Precinct, incorporating personal mobility, public transport and commuter considerations
- Collaborate with the State Government to ensure that Growth areas in the Greater Adelaide Regional Plan have identified, and robust funding mechanisms implemented, for the timely delivery of infrastructure that also includes the needs of the wider network
- Monitor the transition towards net zero to understand its implications for Playford's transport network both direct and indirect



Productivity

Productivity

A transport system that enhances the prosperity of the community

Residents will have opportunities to be more prosperous because of the transport system.

This includes leveraging the City's strategic location and ensuring employment and horticultural areas are serviced by reliable and efficient freight networks, that includes access requirements during construction and operation.

This Productivity objective has been chosen as it links directly to the communities' aspirations for Prosperity and addresses several challenges identified in meeting the Transport Vision. But also links to the communities' aspirations for Liveability and Happiness.

Productivity Actions

- Develop an aspirational freight network in collaboration with surrounding Councils and DIT that defines the size of heavy vehicles and where they can travel
- Invest in expanding the approved freight network
- Review and make recommendations on existing freight routes adjacent to residential areas to ensure productivity is appropriately balanced with liveability
- Work with DIT and key stakeholders to identify and protect an appropriate oversize / overmass network
- Be open and adapt to the introduction of new freight technologies and freight vehicles

The actions developed for the Productivity objective will also harness the City being strategically located at the junction of the interstate road and railway freight corridors. Greater Edinburgh Parks is located at this junction and has been identified as a nationally important employment (economic) cluster. The State Government, and the Councils of Salisbury and Playford are currently working collaboratively to plan the development of Greater Edinburgh Parks. To leverage this work there are actions to increase the heavy vehicle network and provide oversize / overmass accessibility to meet the areas full potential.

Actions will also support the existing important horticulture and agriculture lands in the Virginia triangle foodbowl and to the east in the Mt Lofty Ranges by improving heavy vehicle access whilst being sensitive to residential areas.



Implementing the Transport Strategy

The Transport Vision is for 'A transport network in the City of Playford to support the community's aspirations for prosperity, liveability, and happiness by enhancing community connectivity and safety, and promoting economic growth. This will be achieved within the context of significant population expansion, and the drive for sustainability and resilience.'

The opportunities and challenges to achieving the vision have been assessed. Objectives and actions to leverage the opportunities and meet the challenges have been developed. To bring these actions to fruition, the City of Playford will be undertaking advocacy, collaborations, and studies that will lead to projects, programs, or the provision of services.

Advocacy

To assist in achieving these objectives, the City of Playford will need support from the State and Federal Government, as financial constraints / capacity, and some elements of the transport network are not under the control of the City of Playford.

The table below highlights the actions identified in this strategy that require advocacy to the State and Federal Government, and how this will be achieved.

Objective	Action(s)	Advocacy	Measure(s) of Success
Proactive	Engage with the State Government to deliver a holistic upgrade of the transport network in support of current and future population and employment growth including the duplication of Curtis Road	Advocate to State and Federal Governments to determine a funding mechanism for the duplication of Curtis Road	A State and /or Federal Government funded upgrade Care and control of Curtis Road assumed by State Government.
Connectivity	Advocate for on-demand services as a precursor to regular bus services in new residential developments and employment growth areas Advocate and provide support for a public transport system with more frequent services and extended coverage, particularly eastwest movements across the city, and more extensive mass transit	Providing submissions to the State Government on Public Transport strategies, plans, and proposals, as well as the Public Transport aspects of code amendments. Advising the State Government of feedback and issues raised by the community.	All new residential and employment growth areas supplied with on-demand services until regular services commence A greater percentage of residents located within 500 metres of a bus service that runs at less than 30 minute frequencies A new mass transit service in the City
Connectivity	Advocate for the Elizabeth CBD and the Playford Health and Wellbeing Precinct to be serviced with frequent and extensive public transport, linking people to health, cultural, retail, commercial, leisure and sporting offerings	Supporting Department for Housing and Urban Development (DHUD) by providing data and participating in the Master Planning exercise for the Elizabeth CBD identified in GARP.	Additional public transport services at the Elizabeth CBD and Playford Health and Wellbeing Precinct



Objective	Action(s)	Advocacy	Measure(s) of Success
	On days, nights and weekends	Liaising with PTSA during the assessment of developments and structure plans for Code Amendments relating to the Elziabeth CBD and Playford Health and Wellbeing Precinct.	
		Utilise the Council's social media channels, and Council website to support the dissemination of information to the community. Advising DHUD of feedback from the community.	
Proactive	Collaborate with the State Government and City of Salisbury to develop a growth master plan for the Elizabeth CBD as the second CBD for Adelaide, incorporating personal mobility, public transport and commuter considerations	Providing submissions to the State Government on Public Transport strategies, plans, and proposals, as well as the Public Transport aspects of code amendments relating to the Elizabeth CBD and Playford Health and Wellbeing Precinct.	An updated Master Plan for the Elizabeth CBD and Playford Health and Wellbeing Precinct incorporating personal mobility, public transport and commuter considerations
	Collaborate with the State Government to plan for transport infrastructure for the Playford Health and Wellbeing Precinct, incorporating personal mobility, public transport and commuter considerations	Contributing to the provision of supporting infrastructure where appropriate, such as footpaths, shared paths and bus stop infrastructure.	
Proactive	Collaborate with the State Government to ensure that Future Growth areas in the Greater Adelaide Regional Plan have identified, and robust funding mechanisms implemented, for the timely delivery of infrastructure that also includes the needs of the wider network	Providing submissions to the State Government on Public Transport strategies, plans, and proposals, as well as the Public Transport aspects of code amendments relating to residential and employment growth areas. Contributing to the provision of supporting infrastructure where community benefit is adequately demonstrated, such as contributing to the funding of road upgrades to existing residents.	Fully funded delivery mechanisms for transport infrastructure in future growth areas that also includes the needs of the wider network.

Priorities

Each year prioritised initiatives will feed into the development of the Annual Business Plan and budget. Initiatives that are well aligned with multiple objectives of the Transport Strategy will be prioritised.



A fifth objective, Sustainability and Resilience, has been developed for the prioritisation to support the Transport Vision, recognising the Transport Strategy is operating within the context of a direction by the State and Federal Governments for sustainability and resilience. In this context, sustainability refers to providing a transport system for the community in a way that is least damaging to the environment. Whilst resilience refers to the ability of the transport system to operate adequately during extreme weather events, such as flooding or extended high temperatures.

The objectives have been weighted based on the focus areas of Council. These can be updated over time to ensure consistency with the Council and community's expectations. The table below highlights what is considered in determining alignment with an objective and the weighting for each Objective.

Objective	Alignment considerations	Weighting	Weighting explanation	
Safety	Reduction in the likelihood or severity of road crashes	30%	Feedback in the development of the Community Vision 2043	
	Residents' perceptions of safety		and the 2025-2028 Strategic Plan has identified safety to	
	Reduction in the likelihood or severity of antisocial behaviours on the transport network		be of paramount importance	
Connectivity	Coverage of the active travel network (footpaths, shared paths, trails)	25%	Being connected to ensure residents can live, work and play locally is an important	
	Ability for active travel to cross barriers such as highly trafficked roads, railway lines or watercourses	such as highly trafficked roads, railway		
	Vehicular access to the road network		Vision 2043 and Strategic Plan 2025-2028	
	Public transport coverage and/or frequency			
Proactive	Timing supports growth	20%	Providing infrastructure in a	
	Timing reduces issues from occurring in the first instance		timely manner is important to maximise efficiency and minimise disruption to the community	
Productivity	Ability to move goods	15%	Improving our productivity is	
	Number of trips required to move goods		important to support the economic development of the	
	Distance or time required to move goods		City and meet the Community Vision 2043 for prosperity	
Sustainability and Resilience	Emission of carbon during the operational phase of the initiative, including change of travel mode to active travel or public transport	10%	Inclusion of this criteria will assist in the drive for sustainability and resilience	
	Tree canopy cover			
	Resilience to extreme weather events			

In order to ensure initiatives have the greatest impact, initiatives that affect a greater number of persons under each of the Objectives are considered to be a higher priority.



Priority studies

To support the National Road Safety Strategy, Road Safety Plans, based on road safety risk assessment, will be prepared for all areas of the network over time to proactively tackle the number of crashes. Based on the size of the area and the number of crashes, particularly serious injury and fatal crashes within an area, twelve area studies have been prioritised to provide fit for purpose road safety plans covering all roads in the City of Playford.

In addition, South Australia's Road Safety Strategy identifies a key strategy to work with local councils to design safer community and pedestrian precincts (schools, main streets, recreation and sports) using a movement and place approach. This requires the preparation of a school road safety plan for each of the thirty school precincts in the City of Playford. School precincts have been prioritised for a program of studies based on the number of enrolments, and in particular the number of Primary School aged enrolments.

Below is a prioritised list of Road Safety Plans to cover all school precincts in the City of Playford.

Priority	Road Safety Plans	School Road Safety Plans
1	Playford Hills Road Safety Plan (Blakeview, One Tree Hill, Guld Creek, Sampson Flat, Humbug Scrub, Yattalunga, Uleybury, Evanston Park and Bibaringa)	Mark Oliphant College and Adelaide North Special School Blakeview Primary School, Trinity College Blakeview and Craigmore High School St Columba College Craigmore South Primary School and Hope Christian College Craigmore
2	Elizabeth Downs, Elizabeth Park and Elizabeth East Road Network Safety Plan Elizabeth Grove and Elizabeth South Road Network Safety Plan	John Hartley School Elizabeth North Primary School Swallowcliffe School Angle Vale Primary School Playford College Catherine McAuley School and Playford Primary School
3	Virginia Township Road Network Safety Plan Virginia, Penfield Gardens, Angle Vale and MacDonald Park Rural Road Network Safety Plan	Trinity College Gawler River Elizabeth Vale Primary School Road Network Safety Plan Virginia Primary School Road Network Safety Plan Elizabeth Downs Primary School Road Network Safety Plan Munno Para Primary School Road Network Safety Plan St Thomas More School Road Network Safety Plan
4	Elizabeth North Road Network Safety Plan Northern Playford Road Network Safety Plan (Angle Vale, Hillier, Munno Para Downs and Munno Para)	Playford International College School Road Network Safety Plan Pinnacle College School Network Safety Plan Riverbanks College School Road Network Safety Plan Elizabeth Park Primary School Road Network Safety Plan Elizabeth Grove Primary School Road Network Safety Plan Garden College - Elizabeth Campus School Road Network Safety Plan



Priority	Road Safety Plans	School Road Safety Plans
5	Angle Vale Township Road Network Safety Plan Smithfield Plains Road Network Safety Plan	Elizabeth South Primary School Road Network Safety Plan One Tree Hill Primary School Road Network Safety Plan Elizabeth East Primary School Road Network Safety Plan Blakes Crossing Christian School Road Network Safety Plan
6	Greater Edinburgh Parks Road Network Safety Plan Buckland Park and St Kilda Rural Road Network Safety Plan	Taparra Primary School Road Network Safety Plan Kaurna Plains School Road Network Safety Plan St Mary Magdalene's School Network Safety Plan Northern Adelaide Senior College School and TAFE SA - Elizabeth Campus, Road Network Safety Plan
7	Riverlea Park Road Network Safety Plan	

As the Road Safety Plans and School Road Safety Plans are progressively completed, projects identified in the plans will be added to a list of initiatives and prioritised.

Priority initiatives

Based on insights from community engagement, the annual Playford Community Survey, customer requests, and city-wide datasets, a list of initiatives has been developed. These initiatives have been prioritised based on how well they align with the objectives and the number of persons affected, with the high priority initiatives summarised in the table below

Further initiatives will be added to the list over time as the Road Safety Plans are completed, and as work is completed on master planning growth areas such as Greater Edinburgh Parks, MacDonald Park and Buckland Park.

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Priority	Initiative	Stages / High Priority Projects	Rationale	Measure of Success
1	Curtis Road upgrade / duplication, Main North Road to Northern Expressway	Collaborate with the State Government and Developers in the implementation of PNE 1, 1A, 2, 2A, & 3 in the Road Infrastructure Deed - Signalisation of the Curtis Road / realigned Andrews Road intersection, and associated works Advocate to the State and Federal Governments to determine a funding mechanism for the duplication of Curtis Road	Aligns with Proactive Actions - Engage with the State Government to deliver a holistic upgrade of the transport network in support of current and future population and employment growth including the duplication of Curtis Road and Review the projects in the growth area infrastructure deeds, based on the latest information and growth projections, and implement fit for purpose projects in a timely manner Aligns with Safety Action – Invest in high crash locations Number one transport issue in City of Playford Traffic volumes are expected to increase with further development in the area	A State and /or Federal Government funded upgrade Care and control of Curtis Road assumed by the State Government Reduced travel times along Curtis Road
		 Support Department for Infrastructure and Transport (DIT) to implement the duplication of Curtis Road 	Aligns with Community Vision 2043 – Accessible and efficient transport network and services	
2	Elizabeth Central Mobility Upgrades	 Collaborate with the Department for Housing and Urban Development (DHUD) on the Elizabeth Central Master Planning identified in the Greater Adelaide Regional Plan (GARP) 	Aligns with Proactive Action - Collaborate with the State Government and City of Salisbury to develop a growth master plan for Elizabeth as the second CBD for Adelaide, incorporating personal mobility, public transport and commuter considerations	A precinct that is easy and safe to move around by active travel encouraging an attractive and vibrant CBD of the north
		 Support implementation of the Master Plan with funding and funding applications - Expected to include upgrades to pedestrian and cyclist connectivity across the area, wider footpaths / shared paths, pedestrian refuges / median walkthroughs, PACs, traffic signals, changes to line marking, protuberances 	Current commitment of State Government Aligns with Community Vision 2043 – A vibrant CBD for the North	Reduced travel times through precinct for active travel
3	Angle Vale Deed, Heaslip Road - Curtis Road to Fradd Road	1. Planning and design to urban road standard in accordance with Road Infrastructure Deed 2. Planning and design of shared path with consideration to comfort for all weather conditions, WSUD, CPTED and DDA incorporating placemaking and canopy cover 3. Implement AV14 - Upgrade with kerbing and footpaths. Road Section Type 1 - median not warranted (excluding extent of Item 16 works - Heaslip Road / Fradd Road junction). Excludes reseal of existing pavement.	Aligns with Connectivity Actions – Invest in constructing and upgrading shared paths, cycle paths and footpaths, with a focus on Disability Discrimination Act (DDA) compliance and including appropriately located lighting, wayfinding, seating, bins, bike repair stations and water fountains, and provide safe personal mobility access to bus stops and train stations and improve comfort for all weather conditions Aligns with Proactive Action – Review the projects in the growth area infrastructure deeds, based on the latest information and growth projections, and implement fit for purpose projects in a timely manner Aligns with South Australia's Walking Strategy Aligns with Community Vision 2043 – Walkable communities	Improved speed compliance Increased participation in active travel Increased length of footpaths, shared paths and trails across the City of Playford Reduced number and severity of crashes
4	Midway Road, entire length, Safety Upgrade	Undertake planning and design Implement upgrades possibly including roundabouts, protuberances, narrow centreline, pedestrian refuges, parking, upgrade to shared path	Aligns with Safety Action - Invest in high casualty crash locations, and implement changes to roads with low rates of speed compliance to encourage improved speed compliance 4.2km length of road with one fatal, four serious injury and 25 minor injury crashes - meets Black Length Criteria Aligns with Community Vision 2043 – Safe design of spaces and places	Reduced number of fatalities and serious injuries along Midway Road Improved speed compliance

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Priority	Initiative	Sta	ges / High Priority Projects	Rationale	Measure of Success
5	Angle Vale Deed, Curtis Road / Frisby Road and Curtis Road upgrade, Frisby Road to Northern Expressway	1.		Aligns with Safety Action - Invest in high casualty crash locations Aligns with Proactive Action – Review the projects in the growth area infrastructure deeds, based on the latest information and growth projections, and implement fit for purpose projects in a timely manner Aligns with Community Vision 2043 – Accessible and efficient transport network and services	Reduced number of fatalities and serious injuries along Curtis Road Improved efficiency and connectivity to and from growth areas Reduced queuing during peak hours
6	Angle Vale Deed, Frisby Road - Curtis Road to Angle Vale Road	1.	Planning and design to urban road standard in accordance with Road Infrastructure Deed Implement AV23 - Upgrade existing 2 lane carriageway with kerbing, pavement, bicycle lanes. Raised central median not warranted.	Aligns with Proactive Action – Review the projects in the growth area infrastructure deeds, based on the latest information and growth projections, and implement fit for purpose projects in a timely manner Aligned with Community Vision 2043 – Accessible and efficient transport network and services Both sides of Frisby Road are currently being developed	Improved efficiency and connectivity to and from growth areas Increased participation in active travel Increased length of footpaths, shared paths and trails across the City of Playford
7	Mark Oliphant College and Adelaide North Special School Road Network Safety Plan Implementation		Develop a School Road Network Safety Plan that uses the movement and place approach to identify best-practice infrastructure treatments and traffic management for the school precinct (refer to Priority Studies above) Implement high priority recommendations from the School Road Network Safety Plan	Aligns with Safety Action – Develop and implement Road Network Safety Plans to proactively tackle potential safety issues Aligns with Connectivity Actions – Update the walking and cycling network maps with a focus on activity around shopping centres, schools, playgrounds, parks and sporting areas and Invest in constructing and upgrading shared paths, cycle paths and footpaths, with a focus on Disability Discrimination Act (DDA) compliance and including appropriately located lighting, wayfinding, seating, bins, bike repair stations and water fountains Aligns with South Australia's Road Safety Strategy and Action Plan for safety community and pedestrian precincts Aligns with Community Vision 2043 – Accessible and efficient transport network and services, Walkable communities, Lifestyle choices and Accessible healthy lifestyle	Reduced speeds around schools at school pick and drop off times Increased percentage of children walking and cycling to and from school
8	Playford Health and Wellbeing Precinct Super Stop	1.	Collaborate with Public Transport South Australia (PTSA) to plan and design a public transport super stop on Haydown Road to service the Playford Health and Wellbeing Precinct Implement a public transport super stop in partnership with PTSA with electronic signage, seating, bins, shelters and canopy cover	Aligns with Connectivity Actions - Support bus services by working with Public Transport South Australia (PTSA) to identify and then implement bus priority and bus only measures, and advocate for the Elizabeth CBD and Playford Health and Wellbeing Precinct to be serviced with frequent and extensive public transport, linking people to health, cultural, retail, commercial, leisure and sporting offerings on days, nights and weekends, and provide safe personal mobility access to bus stops and train stations and improve comfort for all weather conditions Aligns with Proactive Action – Collaborate with the State Government to plan for transport infrastructure for the Playford Health and Wellbeing Precinct, incorporating personal mobility, public transport and commuter considerations Aligns with Community Vision 2043 – Urban sensitive design, equitable access, safe design of spaces and places and state of the art health precinct	Improved community perception of moving around safely Increase in public transport patronage

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Priority	Initiative	Sta	ages / High Priority Projects	Rationale	Measure of Success
9	Angle Vale Deed, Fradd Road - Heaslip Road to Frisby Road	1.	Planning and design of signals in accordance with Road Infrastructure Deed Implement AV34 - Upgrade with kerbing and footpaths to local street standard with bicycle lanes for 900m of unkerbed section at eastern end.	Aligns with Proactive Action – Review the projects in the growth area infrastructure deeds, based on the latest information and growth projections, and implement fit for purpose projects in a timely manner Aligned with Community Vision 2043 – Accessible and efficient transport network and services Significant development along Fradd Road and provides connectivity to Angle Vale Primary School and Angle Vale Sports and Community Centre	Improved efficiency and connectivity to and from growth areas Increased participation in active travel Increased length of footpaths, shared paths and trails across the City of Playford
10	John Rice Avenue shared path, Main North Road to Winklebury Road	1.	Planning and design of shared path with consideration to comfort for all weather conditions, CPTED and DDA Install a shared path along John Rice Avenue, Main North Road to Winklebury Road	Aligns with Connectivity Actions – Invest in constructing and upgrading shared paths, cycle paths and footpaths, with a focus on Disability Discrimination Act (DDA) compliance and including appropriately located lighting, wayfinding, seating, bins, bike repair stations and water fountains, and provide safe personal mobility access to bus stops and train stations and improve comfort for all weather conditions Aligns with South Australia's Walking Strategy Aligns with Community Vision 2043 – Walkable communities	Increased length of footpaths, shared paths and trails across the City of Playford Increased participation in active travel in the area
11	Elizabeth Way Upgrade - Main North Road to Woodford Road	1.	Design and implement modifications to the cross section to resolve speed compliance issues, provide for improved active travel and improve canopy cover	Aligns with Safety Action – Implement changes to roads with low rates of speed compliance to encourage improved speed compliance Aligns with Connectivity Actions – Provide safe personal mobility access to bus stops and train stations and improve comfort for all weather conditions Aligns with National Road Safety Strategy 2021-30 key lead indicator 'Share of vehicles at or below speed limit' Aligns with Community Vision 2043 – Our Values – Good Planning	Improved speed compliance Increased participation in active travel in the area
12 13 14 15 16	Blakeview Primary School, Trinity College Blakeview and Craigmore High School Road Network Safety Plan Implementation St Columba College School Road Network Safety Plan Implementation Craigmore South Primary School and Hope Christian College Craigmore School Road Network Safety Plan Implementation John Hartley School Road Network Safety Plan Implementation Elizabeth North Primary School Road Network Safety Plan Implementation Swallowcliffe School Road Network Safety Plan Implementation Swallowcliffe School Road Network Safety Plan Implementation	2.	Develop a School Road Network Safety Plan that uses the movement and place approach to identify best-practice infrastructure treatments and traffic management for the school precinct (refer to Priority Studies above) Implement high priority recommendations from the School Road Network Safety Plan	Aligns with Safety Action – Develop and implement Road Network Safety Plans to proactively tackle potential safety issues Aligns with Connectivity Actions – Update the walking and cycling network maps with a focus on activity around Shopping centres, schools, playgrounds, parks and sporting areas, and invest in constructing and upgrading shared paths, cycle paths and footpaths, with a focus on Disability Discrimination Act (DDA) compliance and including appropriately located lighting, wayfinding, seating, bins, bike repair stations and water fountains Aligns with South Australia's Road Safety Strategy and Action Plan for safety community and pedestrian precincts Aligns with Community Vision 2043 – Accessible and efficient transport network and services, Walkable communities, Lifestyle choices and Accessible healthy lifestyle	Reduced speeds around schools at school pick and drop off times Increased percentage of children walking and cycling to and from school

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Priority	Initiative	Stages / High Priority Projects	Rationale	Measure of Success
18	Angle Vale Primary School Road Network Safety Plan Implementation			
19	Playford College School Road Network Safety Plan Implementation			
20	Playford Hills Road Network Safety Plan (Blakeview, One Tree Hill, Gould Creek, Sampson Flat, Humbug Scrub, Yattalunga, Uleybury, Evanston Park and Bibaringa) Implementation	 Develop a fit for purpose Road Network Safety Plan that includes a road safety investment plan to reduce the number, potential and severity of crashes (refer to Priority Studies above) Implement high priority recommendations from the Road Network Safety Plan 	Aligns with all Safety Actions Aligns with the National Road Safety Strategy 2021-30 key lead indicator that measures share of state and territory governments and local councils with a fit-for-purpose road safety risk assessment as an investment plan for its infrastructure and key lead indicator 'Share of vehicles at or below speed limit'	Share of Council area with a fit-for- purpose road safety risk assessment Reduced number and severity of crashes Reduced number of crashes involving pedestrians or cyclists
21	Elizabeth Downs, Elizabeth Park and Elizabeth East Road Network Safety Plan Implementation		Aligns with Community Vision 2043 – Safe design of spaces and places	Reduced number of crashes involving motorcyclists Improved speed compliance
22	Elizabeth Grove and Elizabeth South Road Network Safety Plan Implementation			
23	Angle Vale Deed, Angle Vale Road - Chivell Road to Heaslip Road upgrade incorporating a section of the Angle Vale shared path network	 Planning and design to urban road standard in accordance with Road Infrastructure Deed Planning and design of shared path with consideration to comfort for all weather conditions, CPTED and DDA Implement AV3 - Kerb & Gutter plus shared path. Scope excludes lighting and stormwater drainage. 	Aligns with Connectivity Actions – Invest in constructing and upgrading shared paths, cycle paths and footpaths, with a focus on Disability Discrimination Act (DDA) compliance and including appropriately located lighting, wayfinding, seating, bins, bike repair stations and water fountains, and provide safe personal mobility access to bus stops and train stations and improve comfort for all weather conditions Aligns with Proactive Action – Review the projects in the growth area infrastructure deeds, based on the latest information and growth projections, and implement fit for purpose projects in a timely manner Aligns with South Australia's Walking Strategy Aligns with Community Vision 2043 – Walkable communities	Improved speed compliance Increased participation in active travel Increased length of footpaths, shared paths and trails across the City of Playford Reduced number and severity of crashes
24	Virginia Deed, Old Port Wakefield Road and Penfield Road intersection upgrade	 Planning and design of signals in accordance with Road Infrastructure Deed Implement V10 - Signalised intersection with dual lane approaches on the Old Port Wakefield Road and Sheedy Road approaches with single lane departures. On the Penfield Road approach a right turn lane, through lane and a free flowing left turn lane with a single lane departure 	Aligns with Proactive Action – Review the projects in the growth area infrastructure deeds, based on the latest information and growth projections, and implement fit for purpose projects in a timely manner Aligned with Community Vision 2043 – Accessible and efficient transport network and services	Reduced number and severity of crashes Improved efficiency and connectivity to and from growth areas Reduced queuing during peak hours

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Priority	Initiative	Stages / High Priority Projects	Rationale	Measure of Success
25	Catherine McAuley School and Playford Primary School Road Network Safety Plan Implementation	Develop a School Road Network Safety Plan that uses the movement and place approach to identify best-practice infrastructure treatments and traffic management for the school precinct (refer to Priority Studies above) Implement high priority recommendations from the School Road Network Safety Plan	Aligns with Safety Action – Develop and implement Road Network Safety Plans to proactively tackle potential safety issues Aligns with Connectivity Actions – Update the walking and cycling network maps with a focus on activity around Shopping centres, schools, playgrounds, parks and sporting areas, and invest in constructing and upgrading shared paths, cycle paths and footpaths, with a focus on Disability Discrimination Act (DDA) compliance and including appropriately located lighting, wayfinding, seating, bins, bike repair stations and water fountains Aligns with South Australia's Road Safety Strategy and Action Plan for safety community and pedestrian precincts	Reduced speeds around schools at school pick and drop off times Increased percentage of children walking and cycling to and from school
			Aligns with Community Vision 2043 – Accessible and efficient transport network and services, Walkable communities, Lifestyle choices and Accessible healthy lifestyle	



Keeping the Transport Strategy current

The actions to 'Be open and support the introduction of new technologies and ideas that improve mobility' and 'Monitor the transition towards net zero to understand its implications for Playford's transport network both direct and indirect', will be undertaken throughout the life of the Strategy. Recommendations on any course corrections required in the Strategy and actions to harness new technologies or better meet the aspirations of the community will be submitted to Council for consideration.





What does success feel like?

What does success feel like?

Metrics have been developed to track progress towards the Transport Strategy Objectives:

Objective	Metrics
Safety	Crash statistics, including number of fatalities and serious injuries Share of vehicles at or below the speed limit Community perception of moving around safely
Connectivity	ABS Census Journey to work – method of travelling to work ABS Census Journey to work – worker's place of residence Tree canopy cover of footpaths, paths, and trails Community perception of moving around easily Infrastructure meeting DDA requirements
Proactive	Number of complaints relating to traffic congestion per cent of population within 1km of nearest shopping centre
Productivity	ABS Census Average income Percentage of population employed Revenue from primary industry and agribusinesses

These metrics will be reported to Council as they become available to give an update on the progress of the Transport Strategy, to identify any issues and advise of any recommended course corrections, if required.





Glossary

Glossary

aims to reduce crime and improve safety by modifying the physical environment Developer(s) Individuals, groups, landowners or companies that are seeking to undertake a development on land within the City of Playford that is generally of large scale such as commercial, industrial or a residential area DIT Department for Infrastructure and Transport, the State Government's agency for building, managing, operating and maintaining transport and infrastructure Federal Government Federal Government Greater Adelaide Area defined in the Greater Adelaide Regional Plan that extends from Victor Harbor in the south to Light Regional Council in the north, and Gulf St Vincent in the west to Rural City of Murray Bridge in the east Mass Transit Public Transport that moves a large number of people. Trains, trams or the O-bahn are examples Micromobility Transportation by lightweight vehicles typically for short trips A road functional hierarchy based on the understanding that roads and streets serve dual functions as essential corridors for moving people and goods from A to B and important public spaces where life unfolds. It informs road design, takes speed management into consideration and advocates achieving the best fit between the two functions to deliver maximum social and economic benefits. PTSA Public Transport South Australia, the State Government agency for managing, operating and maintaining the public transport network		
CPTED Crime Prevention Through Environmental Design, is an approach that aims to reduce crime and improve safety by modifying the physical environment Developer(s) Individuals, groups, landowners or companies that are seeking to undertake a development on land within the City of Playford that is generally of large scale such as commercial, industrial or a residential area DIT Department for Infrastructure and Transport, the State Government's agency for building, managing, operating and maintaining transport and infrastructure Federal Government Federal Government Federal Government Area defined in the Greater Adelaide Regional Plan that extends from Victor Harbor in the south to Light Regional Council in the north, and Gulf St Vincent in the west to Rural City of Murray Bridge in the east Mass Transit Public Transport that moves a large number of people. Trains, trams or the O-bahn are examples Micromobility Transportation by lightweight vehicles typically for short trips A road functional hierarchy based on the understanding that roads and streets serve dual functions as essential corridors for moving people and goods from A to B and important public spaces where life unfolds. It informs road design, takes speed management into consideration and advocates achieving the best fit between the two functions to deliver maximum social and economic benefits. PTSA Public Transport South Australia, the State Government agency for managing, operating and maintaining the public transport network Public Transport A comprehensive approach aimed at reducing road traffic injuries and fatalities and implementing measures with the understanding that: People make mistakes. A mistake should not cost anyone's life or health. Physics determine the known limits to the amount of force our bodies can take. When a crash occurs (and they will continue to occur because people make mistakes), all the elements within the Safe System should work together to ensure the forces created in the crash do not exceed the physic	Active Travel	Walking, cycling, or use of micromobility that is human powered
aims to reduce crime and improve safety by modifying the physical environment Developer(s) Individuals, groups, landowners or companies that are seeking to undertake a development on land within the City of Playford that is generally of large scale such as commercial, industrial or a residential area DIT Department for Infrastructure and Transport, the State Government's agency for building, managing, operating and maintaining transport and infrastructure Federal Government Federal Government Federal Government Area defined in the Greater Adelaide Regional Plan that extends from Victor Harbor in the south to Light Regional Council in the east Not Victor Harbor in the west to Rural City of Murray Bridge in the east Mass Transit Public Transport that moves a large number of people. Trains, trams or the O-bahn are examples Micromobility Transportation by lightweight vehicles typically for short trips Movement and Place A road functional hierarchy based on the understanding that roads and streets serve dual functions as essential corridors for moving people and goods from A to B and important public spaces where life unfolds. It informs road design, takes speed management into consideration and advocates achieving the best fit between the two functions to deliver maximum social and economic benefits. PTSA Public Transport South Australia, the State Government agency for managing, operating and maintaining the public transport network Trains and bus services, facilities and vehicles provided by the State Government. Safe System A comprehensive approach aimed at reducing road traffic injuries and fatalities and implementing measures with the understanding that: Physics determine the known limits to the amount of force our bodies can take. When a crash occurs (and they will continue to occur because people make mistakes), all the elements within the Safe System should work together to ensure the forces created in the crash do not exceed the physical limits of our bodies and result in a fatal or se	CBD	Central Business District
undertake a development on land within the City of Playford that is generally of large scale such as commercial, industrial or a residential area DIT Department for Infrastructure and Transport, the State Government's agency for building, managing, operating and maintaining transport and infrastructure Federal Government Federal Government Greater Adelaide Area defined in the Greater Adelaide Regional Plan that extends from Victor Harbor in the south to Light Regional Council in the north, and Gulf St Vincent in the west to Rural City of Murray Bridge in the east Mass Transit Public Transport that moves a large number of people. Trains, trams or the O-bahn are examples Micromobility Transportation by lightweight vehicles typically for short trips Movement and Place Aroad functional hierarchy based on the understanding that roads and streets serve dual functions as essential corridors for moving people and goods from A to B and important public spaces where life unfolds. It informs road design, takes speed management into consideration and advocates achieving the best fit between the two functions to deliver maximum social and economic benefits. PTSA Public Transport South Australia, the State Government agency for managing, operating and maintaining the public transport network Trains and bus services, facilities and vehicles provided by the State Government. Safe System A comprehensive approach aimed at reducing road traffic injuries and fatalities and implementing measures with the understanding that: People make mistakes. A mistake should not cost anyone's life or health. Physics determine the known limits to the amount of force our bodies can take. When a crash occurs (and they will continue to occur because people make mistakes), all the elements within the Safe System should work together to ensure the forces created in the crash do not exceed the physical limits of our bodies and result in a fatal or serious injury State Government Universal design Water sensitive Urban Design, a set of	CPTED	Crime Prevention Through Environmental Design, is an approach that aims to reduce crime and improve safety by modifying the physical environment
agency for building, managing, operating and maintaining transport and infrastructure Federal Government Federal Government Federal Government Federal Government Area defined in the Greater Adelaide Regional Plan that extends from Victor Harbor in the south to Light Regional Council in the north, and Gulf St Vincent in the west to Rural City of Murray Bridge in the east Mass Transit Public Transport that moves a large number of people. Trains, trams or the O-bahn are examples Micromobility Transportation by lightweight vehicles typically for short trips A road functional hierarchy based on the understanding that roads and streets serve dual functions as essential corridors for moving people and goods from A to B and important public spaces where life unfolds. It informs road design, takes speed management into consideration and advocates achieving the best fit between the two functions to deliver maximum social and economic benefits. PTSA Public Transport South Australia, the State Government agency for managing, operating and maintaining the public transport network Public Transport Trains and bus services, facilities and vehicles provided by the State Government. Safe System A comprehensive approach aimed at reducing road traffic injuries and fatallities and implementing measures with the understanding that: People make mistakes. A mistake should not cost anyone's life or health. Physics determine the known limits to the amount of force our bodies can take. When a crash occurs (and they will continue to occur because people make mistakes), all the elements within the Safe System should work together to ensure the forces created in the crash do not exceed the physical limits of our bodies and result in a fatal or serious injury State Government Universal design A design philosophy that aims to create environments that are accessible and usable by as many people possible WSUD	Developer(s)	Individuals, groups, landowners or companies that are seeking to undertake a development on land within the City of Playford that is generally of large scale such as commercial, industrial or a residential area
Area defined in the Greater Adelaide Regional Plan that extends from Victor Harbor in the south to Light Regional Council in the north, and Gulf St Vincent in the west to Rural City of Murray Bridge in the east Mass Transit Public Transport that moves a large number of people. Trains, trams or the O-bahn are examples Micromobility Transportation by lightweight vehicles typically for short trips A road functional hierarchy based on the understanding that roads and streets serve dual functions as essential corridors for moving people and goods from A to B and important public spaces where life unfolds. It informs road design, takes speed management into consideration and advocates achieving the best fit between the two functions to deliver maximum social and economic benefits. PTSA Public Transport South Australia, the State Government agency for managing, operating and maintaining the public transport network Trains and bus services, facilities and vehicles provided by the State Government. Safe System A comprehensive approach aimed at reducing road traffic injuries and fatalities and implementing measures with the understanding that: People make mistakes. A mistake should not cost anyone's life or health. Physics determine the known limits to the amount of force our bodies can take. When a crash occurs (and they will continue to occur because people make mistakes), all the elements within the Safe System should work together to ensure the forces created in the crash do not exceed the physical limits of our bodies and result in a fatal or serious injury State Government Universal design A design philosophy that aims to create environments that are accessible and usable by as many people possible WSUD Water sensitive Urban Design, a set of principles that are applied to	DIT	Department for Infrastructure and Transport, the State Government's agency for building, managing, operating and maintaining transport and infrastructure
Victor Harbor in the south to Light Regional Council in the north, and Gulf St Vincent in the west to Rural City of Murray Bridge in the east Public Transport that moves a large number of people. Trains, trams or the O-bahn are examples Micromobility Transportation by lightweight vehicles typically for short trips Movement and Place A road functional hierarchy based on the understanding that roads and streets serve dual functions as essential corridors for moving people and goods from A to B and important public spaces where life unfolds. It informs road design, takes speed management into consideration and advocates achieving the best fit between the two functions to deliver maximum social and economic benefits. PTSA Public Transport South Australia, the State Government agency for managing, operating and maintaining the public transport network Public Transport Trains and bus services, facilities and vehicles provided by the State Government. Safe System A comprehensive approach aimed at reducing road traffic injuries and fatalities and implementing measures with the understanding that: People make mistakes. A mistake should not cost anyone's life or health. Physics determine the known limits to the amount of force our bodies can take. When a crash occurs (and they will continue to occur because people make mistakes), all the elements within the Safe System should work together to ensure the forces created in the crash do not exceed the physical limits of our bodies and result in a fatal or serious injury State Government Universal design A design philosophy that aims to create environments that are accessible and usable by as many people possible WSUD Water sensitive Urban Design, a set of principles that are applied to	Federal Government	Federal Government
Micromobility Transportation by lightweight vehicles typically for short trips A road functional hierarchy based on the understanding that roads and streets serve dual functions as essential corridors for moving people and goods from A to B and important public spaces where life unfolds. It informs road design, takes speed management into consideration and advocates achieving the best fit between the two functions to deliver maximum social and economic benefits. PTSA Public Transport South Australia, the State Government agency for managing, operating and maintaining the public transport network Trains and bus services, facilities and vehicles provided by the State Government. Safe System A comprehensive approach aimed at reducing road traffic injuries and fatalities and implementing measures with the understanding that: People make mistakes. A mistake should not cost anyone's life or health. Physics determine the known limits to the amount of force our bodies can take. When a crash occurs (and they will continue to occur because people make mistakes), all the elements within the Safe System should work together to ensure the forces created in the crash do not exceed the physical limits of our bodies and result in a fatal or serious injury State Government Universal design A design philosophy that aims to create environments that are accessible and usable by as many people possible WSUD Water sensitive Urban Design, a set of principles that are applied to	Greater Adelaide	Area defined in the Greater Adelaide Regional Plan that extends from Victor Harbor in the south to Light Regional Council in the north, and Gulf St Vincent in the west to Rural City of Murray Bridge in the east
Movement and Place A road functional hierarchy based on the understanding that roads and streets serve dual functions as essential corridors for moving people and goods from A to B and important public spaces where life unfolds. It informs road design, takes speed management into consideration and advocates achieving the best fit between the two functions to deliver maximum social and economic benefits. PTSA Public Transport South Australia, the State Government agency for managing, operating and maintaining the public transport network Trains and bus services, facilities and vehicles provided by the State Government. Safe System A comprehensive approach aimed at reducing road traffic injuries and fatalities and implementing measures with the understanding that: People make mistakes. A mistake should not cost anyone's life or health. Physics determine the known limits to the amount of force our bodies can take. When a crash occurs (and they will continue to occur because people make mistakes), all the elements within the Safe System should work together to ensure the forces created in the crash do not exceed the physical limits of our bodies and result in a fatal or serious injury State Government Universal design A design philosophy that aims to create environments that are accessible and usable by as many people possible WSUD Water sensitive Urban Design, a set of principles that are applied to	Mass Transit	Public Transport that moves a large number of people. Trains, trams or the O-bahn are examples
streets serve dual functions as essential corridors for moving people and goods from A to B and important public spaces where life unfolds. It informs road design, takes speed management into consideration and advocates achieving the best fit between the two functions to deliver maximum social and economic benefits. PTSA Public Transport South Australia, the State Government agency for managing, operating and maintaining the public transport network Public Transport Trains and bus services, facilities and vehicles provided by the State Government. Safe System A comprehensive approach aimed at reducing road traffic injuries and fatalities and implementing measures with the understanding that: People make mistakes. A mistake should not cost anyone's life or health. Physics determine the known limits to the amount of force our bodies can take. When a crash occurs (and they will continue to occur because people make mistakes), all the elements within the Safe System should work together to ensure the forces created in the crash do not exceed the physical limits of our bodies and result in a fatal or serious injury State Government Universal design A design philosophy that aims to create environments that are accessible and usable by as many people possible WSUD Water sensitive Urban Design, a set of principles that are applied to	Micromobility	Transportation by lightweight vehicles typically for short trips
managing, operating and maintaining the public transport network Public Transport Trains and bus services, facilities and vehicles provided by the State Government. Safe System A comprehensive approach aimed at reducing road traffic injuries and fatalities and implementing measures with the understanding that: • People make mistakes. • A mistake should not cost anyone's life or health. • Physics determine the known limits to the amount of force our bodies can take. • When a crash occurs (and they will continue to occur because people make mistakes), all the elements within the Safe System should work together to ensure the forces created in the crash do not exceed the physical limits of our bodies and result in a fatal or serious injury State Government Universal design A design philosophy that aims to create environments that are accessible and usable by as many people possible WSUD Water sensitive Urban Design, a set of principles that are applied to	Movement and Place	A road functional hierarchy based on the understanding that roads and streets serve dual functions as essential corridors for moving people and goods from A to B and important public spaces where life unfolds. It informs road design, takes speed management into consideration and advocates achieving the best fit between the two functions to deliver maximum social and economic benefits.
Government. Safe System A comprehensive approach aimed at reducing road traffic injuries and fatalities and implementing measures with the understanding that: • People make mistakes. • A mistake should not cost anyone's life or health. • Physics determine the known limits to the amount of force our bodies can take. • When a crash occurs (and they will continue to occur because people make mistakes), all the elements within the Safe System should work together to ensure the forces created in the crash do not exceed the physical limits of our bodies and result in a fatal or serious injury State Government Universal design A design philosophy that aims to create environments that are accessible and usable by as many people possible WSUD Water sensitive Urban Design, a set of principles that are applied to	PTSA	Public Transport South Australia, the State Government agency for managing, operating and maintaining the public transport network
fatalities and implementing measures with the understanding that: People make mistakes. A mistake should not cost anyone's life or health. Physics determine the known limits to the amount of force our bodies can take. When a crash occurs (and they will continue to occur because people make mistakes), all the elements within the Safe System should work together to ensure the forces created in the crash do not exceed the physical limits of our bodies and result in a fatal or serious injury State Government Universal design A design philosophy that aims to create environments that are accessible and usable by as many people possible WSUD Water sensitive Urban Design, a set of principles that are applied to	Public Transport	Trains and bus services, facilities and vehicles provided by the State Government.
Universal design A design philosophy that aims to create environments that are accessible and usable by as many people possible WSUD Water sensitive Urban Design, a set of principles that are applied to	Safe System	 fatalities and implementing measures with the understanding that: People make mistakes. A mistake should not cost anyone's life or health. Physics determine the known limits to the amount of force our bodies can take. When a crash occurs (and they will continue to occur because people make mistakes), all the elements within the Safe System should work together to ensure the forces created in the crash do not exceed the physical limits of our bodies and result in a
accessible and usable by as many people possible WSUD Water sensitive Urban Design, a set of principles that are applied to	State Government	State Government
	Universal design	
	WSUD	

STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE AND REFERRED TO COUNCIL

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

5.3 COMMUNITY SUPPORT AND GRANT PROGRAM - 2025/26 FINANCIAL SUPPORT

Responsible Executive Manager: Tina Hudson

Report Author: Amy Godfrey

Delegated Authority: Matters which can be delegated to a Committee or Staff but the

Council has decided not to delegate them

Attachments: 14. Community Support and Grant Program Policy

21. Community Support and Grant Program Procedure - Financial

Support

31. Community Support and Grant Program Financial Support

Guidelines

41. Financial Support - Applications Recommended for Funding

5. Financial Support - Applications Not Recommended for

Funding

PURPOSE

This report seeks approval for the allocation of the 2025/26 funding round for the Financial Support category of Council's Community Support and Grant Program.

STAFF RECOMMENDATION

Council approves the successful applications for allocation of the 2025/26 funding round of the Financial Support category for the 2025/26, 2026/27 and 2027/28 periods as follows:

Applicant	Amount Approved 25/26	Amount Approved 26/27	Amount Approved 27/28
Northern Communities of Hope	\$50,000.00	\$50,000.00	\$50,000.00
SJP Wellbeing in Partnership with Safe Pets Safe Families	\$50,000.00	\$50,000.00	\$50,000.00
Total	\$100,000.00	\$100,000.00	\$100,000.00

EXECUTIVE SUMMARY

The Financial Support category within the Community Support and Grant program offers financial support to eligible local community organisations with a project that aims to increase social inclusion and participation and promote health and wellbeing outcomes for Playford residents. This could include start-up funding, financial support for day-to-day operations of a service, or funding for a new program within a current service.

The 2025/26 round of the Financial Support category was open for the period 30 June 2025 to 18 August 2025. For the 2025/26 Financial Support round, funding of up to \$100,000 is available per year which can be provided for three (3) years (2025/26, 2026/27 and 2027/28).

A total of 22 applications were received and were assessed by the Grant Assessment Panel against criteria as set out in the Community Support and Grant Program Financial Support Guidelines (Attachment 3). The Grant Assessment Panel have recommended funding two (2) applications, with a reduction on some of the requested funding. This recommendation has been made with the aim to support as many applications as possible that meet priority criteria within the available budget.

1. BACKGROUND

Council regularly receives requests for support from local community groups and individuals, including sponsorship for events. The Financial Support category within the Community Support and Grant program endorsed by Council at the May 2024 Ordinary Council Meeting (Resolution 5868) offers financial support to eligible local community organisations with a project that aims to increase social inclusion and participation and promote health and wellbeing outcomes for Playford residents.

For the 2025/26 Financial Support round, \$100,000 of funding is available for each of the 2025/26, 2026/27 and 2027/28 financial years.

The Assessment Panel have provided a recommendation on the allocation of funding in line with the eligibility and priorities set out in the current Policy, Procedure and Guidelines (Attachments 1, 2 and 3). The Assessment Panel included the following Council staff:

- Senior Manager Ageing and Inclusion
- Senior Manager Business and Activation
- Manager Connection and Inclusion
- Manager Community Insights
- Finance Partner.

Marketing and promotional activities included:

- A targeted marketing approach to ensure visibility of the grant program which included a media release, social media promotion and a feature in Playford News.
- Notification to grant distribution list of over 150 stakeholders in the Playford community.
- Grants Officer proactive support to community in preparing their application, offering support at every stage of the application writing process.

2. RELEVANCE TO STRATEGIC PLAN

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

Community theme 4: Activating and facilitating welcoming community spaces and events.

The Financial Support category offers financial support to community organisations, groups or associations to deliver activities, programs and events across the Playford region that increase social inclusion, build community capacity and strengthen connections within the community.

3. PUBLIC CONSULTATION

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

4. DISCUSSION

- 4.1 Council received 22 applications totalling over \$2.9 Million (over three consecutive years). Of the applications received, two (2) applications were assessed by the Panel to most strongly meet the priorities as set out in the Guidelines.
- 4.2 The Assessment Panel's recommendation would see the total funding available allocated to the successful grant recipients.
- 4.3 The number of eligible applicants recommended for funding is more than the available budget for this grant round. To benefit the most community organisations, the Grant Assessment Panel has recommended to reduce the requested funding amount for both recommended applicants.
- 4.4 The recommended applications for approval in this round are detailed in Financial Support Applications Recommended for Funding document (Attachment 4) including further information on:
 - the high-level project idea and expected outcomes outlined by the applicant.
 - the funding request.
 - approximate percentage of current membership and service delivery in Playford – noting the size and reach of the organisation should also be considered, as it may seem a low percentage of Playford membership, however that may be as it is a larger organisation/association with membership across multiple locations in the state/country. Holding these projects in Playford also aims to increase membership.
 - approximate number of Playford residents who will benefit from the project.
 - Panel's weighting criteria score against priorities set out in the Guidelines.
 - any additional comments made by the Panel.
- 4.5 The applications not recommended for funding have also been detailed in the Financial Support Applications Not Recommended for Funding document (Attachment 5) with similar details.

5. OPTIONS

Recommendation

Council approves the successful applications for allocation of the 2025/26 funding round of the Financial Support category for the 2025/26, 2026/27 and 2027/28 periods as follows:

Applicant	Amount Approved 25/26	Amount Approved 26/27	Amount Approved 27/28
Northern Communities of Hope	\$50,000.00	\$50,000.00	\$50,000.00
SJP Wellbeing in Partnership with Safe Pets Safe Families	\$50,000.00	\$50,000.00	\$50,000.00
Total	\$100,000.00	\$100,000.00	\$100,000.00

Option 2

Council approves the successful applications for allocation of the 2025/26 funding round of the Financial Support category for the 2025/26, 2026/27 and 2027/28 periods as per the Financial Support – Applications Recommended for Funding document (Attachment 4) with the following amendments:

•	 	 	
•	 	 	
•			

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Applications have been individually assessed by a Panel of staff and recommendations made after thorough assessment and analysis against current eligibility and priority criteria within the Guidelines. Where relevant, the knowledge and expertise of other staff has also been sought.

The recommended applications align with the Council endorsed Community Support and Grant Program Policy, Procedure and Guidelines (Attachments 1, 2 and 3).

Risk Appetite

Financial Sustainability

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

This recommendation will alleviate financial risk associated with the funding decisions as the recommendation aligns with the Council endorsed Community Support and Grant Program Policy, Procedure and Guidelines (Attachments 1, 2 and 3).

6.1.2 Financial Implications

There are no financial or resource implications as the total amount of funding recommended will be resourced within the current budget.

The total amount of funding sought and recommended in the current Financial Support round is detailed below.

Financial Year	Total Budget (per year)	Total Funding Recommended (per year)	Budget Surplus / Deficit (per year)
2025/26	\$100,000	\$100,000	Zero surplus/deficit
2026/27	\$100,000	\$100,000	Zero surplus/deficit
2027/28	\$100,000	\$100,000	Zero surplus/deficit

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

This option provides Council the opportunity to make amendments to the staff recommendation. It should be noted, however, that the Assessment Panel's recommended applications to fund align with the Council endorsed Community Support and Grant Program Policy, Procedure and Guidelines (Attachments 1, 2 and 3).

Any changes to the recommendation would potentially be inconsistent with the Policy, Procedure and Guidelines as applied in this instance.

6.2.2 Financial Implications

Increasing an applicant's funding or including additional recipients could create a deficit in the 2025/26, 2026/27 and 2027/28 budget which may not be able to be absorbed within existing budget and could leave less funding available in other grant categories.





Policy Author	General Manager City Services
Date of next review	April 2027

1. Statement of Intent

The Council is committed to delivering a Community Support and Grant Program that ensures fairness, transparency and consistency when assessing, recommending, and approving applications using defined criteria as set out in the guidelines.

The Community Support and Grant Program offers financial and in-kind support, partnership opportunities and subsidized or no cost accommodation in an identified Council community facility to community organisations, groups and associations which contribute to creating a vibrant and stimulating place for people to live, work or visit. Grants are also offered to individuals who are residents and who have made an outstanding achievement in their chosen field of endeavour, and young people who find cost a barrier to participating in club or organised sport to encourage sport and social recreation.

2. Scope

This Policy applies to eligible incorporated community groups and individuals who are residents.

3. Legislation and References

This Policy is to be read in conjunction with the Community Development Support Grant Procedure. Related documents include:

- Local Government Act 1999 Section 137, 7(c) and 7(h)
- Community Support Grant Program Procedure Community Development Grant
- Community Support Grant Program Procedure Individual and Equipment Grant
- Community Support Grant Program Procedure Building Spaces Support
- Community Support Grant Program Procedure Financial Support
- Community Support Grant Program Procedure Program and Event Support
- Building Spaces Support Program Guidelines
- Club Participation Sponsorship Grant Guidelines
- Community Development and Event Grant Guidelines
- Equipment Grant Guidelines
- · Outstanding Achievement Grant Guidelines
- Program and Event Sponsorship Guidelines
- Program and Event Sponsorship Tracking Tool
- City of Playford Strategic Plan

City of Playford Global Glossary

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

4. Application

Ensure the Policy and Procedure are adhered to when endorsing Community Development and Event Grants and Building Spaces and Financial Support applications. Delegate to appropriate staff to ensure compliance with this Policy. Approve requests from Grants Officers to reallocate budgeted
Policy.
Approve requests from Grants Officers to reallocate budgeted
funds from an undersubscribed grant category into an oversubscribed grant category to provide flexibility across categories based on community need.
Ensure the Policy and Procedure are adhered to across the application of the Community Support Grant Program.
Ensure the Policy and Procedure are adhered to in the assessment of Council's Community Development and Event Grant, Equipment Grant, Outstanding Achievement Grant and Club Participation Sponsorship applications.
Implement the Policy and ensure it is adhered to when supporting applicants in the assessment of Community Development and Event Grant, Equipment Grant, Outstanding Achievement Grant and Club Participation Sponsorship applications.
Council Members be invited to attend a celebration to recognise successful Community Development and Event Grant recipients.
Ensure the Policy and Procedure are adhered to in the assessment of the Community Development and Event Grant, Financial Support Program, Building Spaces Support Program and relevant Programs and Events Support applications.
May be requested to assist the assessment panel on an as-needs basis and offer specialised knowledge in relation to a particular topic or applicant.
for Earling Ea

5. Relevance to Risk Appetite Statement

Financial Sustainability

The City of Playford has a **LOW** appetite for short-term financial risk that adversely impacts on the delivery of the Long Term Financial Plan (LTFP) and the City of Playford's overall financial stability and sustainability, as such, this Policy will try to enforce consistency on funding allocations and predetermining the maximum amount of funding an organisation can receive per grant application.

Reputation

The City of Playford has a **LOW** appetite for negative perceptions that compromise its credibility and reputation, and as such, this Policy outlines the parameters for administering the Community Development Grant Program to ensure it is fair, transparent and consistent.

6. Feedback

Your feedback on this Policy is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

Administration use only

ECM document set no. 3948694

Version no. 4

Procedure link Community Support Grant Program Procedure

Policy author General Manager City Services

Endorsed by Council

Resolution no. 5868

Legal requirement N/A

Review schedule 3 Years - per Grant Review Cycle

Date of current version May 2024

Date of next review May 2027

Version history

Version no.	Approval date	Approval by	Change
1	17 April 2018	Ordinary Council Resolution No. 3132	New Policy
2	28 May 2019	Ordinary Council Resolution No. 3575	Amended Policy
3	27 April 2021	Ordinary Council Resolution No 4535	Procedural content removed and added to separate procedure.

New policy statement outlines City of Playford commitment to a Community Development Grants Program.

4

28 May 2024

Ordinary Council Resolution No 5868 Amended Policy



Community Support and Grant Program Procedure – Financial Support

Procedure Author	General Manager – City Services	
Date of next review	May 2027	

1. Purpose

Council recognises that community funding and partnerships can provide a significant opportunity to work collaboratively with community groups, organisations and individuals to deliver activities that increase social inclusion, build community capacity and strengthen connections within the community.

This Procedure details the Financial Support category of the Community Support and Grant Program offered by the City of Playford and references the tools used to assess and approve applications for this category.

2. References and Supporting Documentation

This Procedure is to be read in conjunction with the Community Support and Grant Program Policy and relevant documents referenced.

3. Application

Council Members	Adoption of the Procedure. Endorse successful applicants in adherence with the Procedure and associated documents.
Chief Executive Officer	Ensure the Procedure is implemented and subject to periodic evaluation and review. Approval of changes to the associated Guidelines.
General Manager City Services	Approve requests from Grants Officer to reallocate budgeted funds from an undersubscribed category into an oversubscribed category to provide flexibility across categories based on community need.
Manager Connection and Inclusion	Prepare a Council Decision Report with recommendation from Assessment Panel on successful applications for Council Member endorsement.
Grants Officer	Provide guidance to applicants to support their understanding in meeting eligibility criteria in the Procedure and associated documents.
Assessment Panel Members	Assess applications in accordance with the Procedure and associated documents, and make a recommendation on successful applicants to Council Members

Document Set ID: 4466309 Version: 5, Version Date: 07/08/2024

Employees	Other employees may be requested to assist the assessment panel on an as needs basis and offer specialised knowledge in relation to a particular topic or applicant.
	relation to a particular topic or applicant.
	Employees

4. Procedure

4.1 Category Description

The Financial Support Program provides a mechanism for Council to provide more substantial financial support to community groups who meet eligibility criteria set out in the Financial Support Program Guidelines, to enable service delivery in areas including:

- Support provided for day-to-day operations of a service or an organisation.
- A start-up fund.
- Funding a new program within a current service.

Funding is available via a contestable process, with funding provided for a period of three years.

4.2 Assessment and Endorsement

Applications can be submitted throughout the year but will be assessed once per year in August.

Applications must be submitted using the application form published by the Council on its website or by such other means as detailed in the associated Guidelines.

Applications will be assessed against detailed criteria outlined in the associated Guideline by an Assessment Panel of employees with representation from relevant teams including Business and Activation, Ageing and Inclusion, Child, Families and Young People and Financial Services against weighted criteria in conjunction with the current Policy, Procedures and Guidelines. Other employees may be requested to assist on the assessment panel on an as needs basis and offer specialised knowledge in relation to a particular topic or applicant.

Final endorsement of successful applicants will occur via a Council Decision Report at the October Strategy and Services Committee and Ordinary Council meetings, or a meeting prior to caretaker period (in Council election years). The Decision Report will include the Assessment Panel members and justification for recommendation made to Council.

The Council will endeavour to support as many eligible proposals as possible within available budget.

4.3 Acknowledgements

City of Playford is to be formally recognised as a sponsor/partner on all publicity and promotional material. Successfully funded organisations will be provided with a copy of the logo and Brand Guidelines to ensure appropriate application.

4.4 Reporting and Acquittals

Organisations who have received support under the Financial Support Program must complete a financial and outcomes report as detailed in the associated Guidelines.

4.5 Debt Collection Process

Any funding that has not been successfully acquitted within the allocated timeframe (either outstanding or incomplete acquittals) will be invoiced for the return of funds.

If the funds are not returned within 90 days, Council will begin debt recovery proceedings.

Entities that have been through the debt recovery process in any Community Support and Grant Category will be ineligible until funds are returned.

4.6 Caretaker Period

Council will not endorse any Decision Reports requiring Council assessment during a caretaker period.

Any assessments for the Community Support and Grant Program categories will be assessed by Council at a meeting prior to a caretaker period (in Council election years).

5. Feedback

Your feedback on this procedure is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

Administration use only

ECM document set no. 4466309

Version no. 1

Policy link Community Support and Grant Program Policy

Procedure author General Manager – City Services

Endorsed by Council

Resolution no. 5868

Legal requirement N/A

Review schedule 3 Years – per Grant Review Cycle

Date of current version May 2024

Date of next review May 2027

Version history

Version no. Approval date Approval by Change

1 28 May 2024 Ordinary Council New Procedure

(Resolution 5868)



Community Support and Grant Program

Financial Support Guidelines

Purpose

The Financial Support category offers financial support to local community organisations as a kick-starter for longer term programs or activities.

Community groups may apply for financial support to enable service delivery including, for example:

- a start-up fund;
- support for day-to-day operations of a service; and
- funding a new program within a current service.

Timeline

Action	Dates
Grant Round Opens	Monday, 30 June 2025
Grant Round Closes	Friday, 15 August 2025
Acknowledgement of Outcome	After the October 2025 Ordinary Council Meeting

Application Process

To apply, complete and submit the application form with required attachments, available on Council's website.

Applications will initially be assessed by a Grant Assessment Panel of Council staff against weighted criteria in conjunction with current Policy, Procedure and Guidelines. The Grant Assessment Panel will make a recommendation, and the final decision on the successful application/s will be determined by Council at the Ordinary Council meeting detailed above.

All applicants should contact Council's Grants Officer to discuss their application prior to submission to support applicants in reducing their risk of not meeting eligibility criteria. The Grants Officer can provide support and advice on applications received prior to round closing.

All correspondence from Council, including confirmation of outcome, will be emailed in the first instance.

Funding

\$100,000 of funding is available via a contestable process that will be run once per financial year.

Funding is available for applications of up to \$100,000 (excluding GST) for the 2025/26 financial year. The funding support will be offered each year for a period of 3 years.

City of Playford		Visit		
Call — 08 8256 0333 playford@playford.sa.gov.au	Post 12 Bishopstone Road	Playford Civic Centre 10 Playford Boulevard.	Stretton Centre 307 Peachev Road	
playford.sa.gov.au	Davoren Park SA 5113	Elizabeth SA 5112	Munno Para SA 5115	

playford.sa.gov.au/stayconnected

Document Set ID: 4454153 Version: 12, Version Date: 18/02/2025



Successful applicants can reapply for the next expression of interest process past their three-year term, however successful offers by Council in this program in no way guarantees any ongoing provision of financial support outside of the initial maximum three-year term agreement.

Criteria

Priorities

Proposals will be required to demonstrate:

- activities will provide a public benefit to the Playford community;
- how the funding will decrease social isolation, increase community participation and promote community health and wellbeing;
- · an identified gap in service delivery in the community; and
- · a sustainability plan beyond funded period.

Proposals will be rated against the following criteria:

Strategic objectives	Contributes towards City of Playford's vision of prosperity, liveability, and happiness.	10%
Community benefit	 Demonstrates that activities carried out within the facility will provide a public benefit and indicate how they will benefit the local community. Majority of participants accessing services residing in City of Playford. Demonstrates how use of the facility will increase social inclusion, increase community participation and/or promote health and wellbeing in the community. Identifies a gap in service delivery to the community and demonstrates how their activities provide support to assist the community in relation to this. 	40%
Community relationships	Demonstrates a track record of engaging with local community and a commitment to community involvement.	15%
Equity	 Demonstrates commitment to promoting equal opportunities and does not discriminate on any grounds. Demonstrates inclusive participation opportunities including participation pathways for all people. 	5%
Organisation status	 Demonstrates a clear and transparent purpose, and able to articulate how they will use the facilities/financial support to achieve their goals. Evidence of best practice governance including Quality Management Systems and WHS Compliance. Demonstrates compliance with eligibility criteria outlined below. 	20%
Existing support from Council	Community organisations currently receiving financial support from Council are required to demonstrate the value they have provided to the community during their tenure.	10%

City of Playford Visit

Call — 08 8256 0333 Post Playford Civic Centre Stretton Centre playford@playford.sa.gov.au 12 Bishopstone Road 10 Playford Boulevard, 307 Peachey Road playford.sa.gov.au Davoren Park SA 5113 Elizabeth SA 5112 Munno Para SA 5115

playford.sa.gov.au/stayconnected



Eligibility

Eligible entities must be able to demonstrate:

- non-profit organisation or charity status. In some cases, the applicant may be able to demonstrate their work is equivalent to non-profit purposes;
- a willingness to enter into a relevant legal agreement (e.g. MOU or contract) and demonstrate compliance with all relevant laws and regulations, including health and safety regulations;
- · limited external funding (grant/govt funding) from other sources;
- · limited ability to generate other income; and
- · sustainability plan beyond funded period.

Ineligibility

Funding will not be provided for:

- · applications from public or private educational institutions.
- applications from organisations which receive significant funding from a State or Federal Government source.
- applications from organisations that have not acquitted previous grants from the City of Playford.
- · proposals that limit or restrict accessibility or use of public spaces.
- applicants who are yet to acquit a grant, complete and submit an outcomes report or who have been through the debt recovery process in any City of Playford Community Support and Grant category.
- · applications from groups or organisations that receive poker machine revenue.
- applications which seek funding towards subsidised or waived rent in a City of Playford owned building or space.

Acquittal and Reporting

Entities successful in provision of space under the Financial Support Program must submit an annual financial acquittal and report to Council's Grants Officer and include:

- a summary of activities and initiatives delivered;
- · evidence of participation/volunteer numbers and hours of use;
- evidence of achieving the community needs/outcomes as articulated in the application process;
- · evidence of participation pathways to promote equity in access to activities;
- · evidence of meeting responsibilities in MOU agreement;
- · information related to Governance; and
- annual financial statements, profit and loss statement or audited financial report.

City of Playford		Visit					
Call — 08 8256 0333	Post	Playford Civic Centre	Stretton Centre				
playford@playford.sa.gov.au	12 Bishopstone Road	10 Playford Boulevard.	307 Peachey Road				
playford.sa.gov.au	Davoren Park SA 5113	Elizabeth SA 5112	Munno Para SA 5115				

Financial Support - Applications Recommended for Funding

Applicant	Amount Requested	Amount Recommended 25/26	Amount Recommended 26/27	Amount Recommended 27/28	Project & Expected Outcomes	Panel's Rating Against Criteria	% of current membership in Playford (approx)	% of current services delivered in Playford (approx)	No. Playford residents who will benefit (approx)	Any Additional Panel Comments
Funding Available	2	\$100,000.00	\$100,000.00	\$100,000.00		ë. 1	1		¥ 3	1
Northern Communities of Hope	Year 1 - \$62,100 Year 2 - \$57,100 Year 3 - \$57,100	\$50,000.00	\$50,000.00	\$50,000.00	Since it's inception in 2002, the mission of Northern Communities of Hope (NCOH) is to be a beacon of hope in the suburb of Davoren Park, and in the wider Playford area. bringing renewed hope through creating safe spaces for vulnerable residents to gather and build community. Based on emerging gaps in community, NCOH are seeking funding to establish a new S.A.F.E. (Supportive, Accessible, Family, Empowerment) Space for families in the Playford area who have experienced trauma (particularly, survivors of family and domestic violence). This will be the first trauma-informed community hub of its kind for Playford families, and it will seek to assist survivors of trauma to build a foundation for a life of independence and empowerment. The S.A.F.E. space will be located in a local Playford Council shopping centre (based on a community need - proposed to be either in Davoren Park or Elizabeth North) and plans to include a drop in space of refuge, trauma and financial counseilling services, trauma recovery group programs, a kids/youth program space and emergency relief services. The 'S.A.F.E. Space' will be a place of refuge, safety, and support for vulnerable families who are in need of wrap around, holistic support in their healing and recovery process after experiencing trauma. Funding is requested towards lease of space, 2 x part time workers, counselling service costs (to ensure free access to community), crisis relief packages. Expected outcomes include: Expected outcomes include: Expected outcomes include: Reduced isolation and improved mental health for families who have experienced trauma Increased access to trauma recovery services Stronger community connections and voluntaer engagement, including collaboration with like minded community organisations (such as Hands of Hope Foundation, Womens Safety Services, and Hopestreet) Creation of local jobs for part-time support workers Use of local commercial space to operate the project Promotion of resilience, health, and wellbeing within families	70%	95%	100%		NCOH has an extensive 23 years of successful program delivery in the Playford Community with well established relationships and high volunteer workforce. Proposal clearly addresses a critical need in the community and demonstrates a track record of collaboration with local schools, churches, and service providers. There is a strong alignment with Council's vision and strategic goals and clear comunity need with Playford having some of SA's highest rates of traums. Current services are fragmented: there is currently no single location which is open to the public and integrates counselling, peer support, youth programs, and emergency relief. A thorugh and well-planned application has been submitted with clear project milestones and measures to track/report progress. NCOH has also received in-principal support from other local organisations to be involved in project delivery, and have also demonstrated financial contribution towards the project. Panel have recommend to reduce funding amounts that have been requested for all 3 years in order to come in at approved budget. Reduction in funding will not significantly affect the overall project and the applicant has indicated that their project will go ahead with reduced funding.
SJP Weillbeing in Partnership with Safe Pets Safe Families	Year 1 - \$100,000 Year 2 - \$100,000 Year 3 - \$100,000	\$50,000.00	\$\$0,000.00	\$50,000.00	This joint initiative involves a partnership between Safe Pets Safe Families (SPSF) and SJP Wellbeing. SPSF exists to support people and pets in crisis, providing safety, care, and practical support to ensure the wellbeing of both animals and their human companions—particularly during periods of domestic violence, homelessness, or health hardship. SJP Wellbeing is a community-based private practice that provides inclusive, trauma-informed mental health and wellbeing services across the Playford region. The Playford Human-Animal Hub will provide accessible services for vulnerable and disadvantaged residents in the Playford Council and will operate out of the existing SJP Wellbeing Smithfield premises. This Hub will offer free and modestly charged programs and services. Some examples of the free programs offered to Playford residents will include: Paws and Pals (pet and homeless support program); Fill their Bowl (pet food bank); Pop Up Vet Clinic (pet checks, vaccines, besic pet care); No-Income-Loans-Scheme (NILS) (small loans for humans in crisis). Modestly charged services will include: Low Cost Counselling Clinic (provided by Masters students doing work integrated learning); Trauma-informed Yoga; ADHD support groups (especially for people late diagnosed) and Parenting Support Groups. It's estimated that at least 5,000 contacts will be made to one of the Hub's programs or services across the three year grant period. Funding is requested towards captall works (bathroom renovation, cladding and building works), security, signage, project management and facilitation, student supervision, materials/resources, rent, insurance, utilities and other outgoings. Expected outcomes include: Open up new employment and training pathways for Playford locals through paid roles, volunteer opportunities, and student placements. Affordable counselling and grief support (including pet loss) Dedicated support for people with pets who are unhoused Help to prevent the surrender of animals by supporting people with pets who are	59%	90%	65%	2000	Proposal identifies strong service gap in human-animal welfare services in Playford by focusing on the human-animal bond, the project engages people who may avoid traditional "welfare" services due to stigma or past experiences. The application includes a thorough project plan, demonstrates co-financial contribution and consideration to sustainability of project post-Council funding. Panel have recommend to reduce funding amounts that have been requested for all 3 years in order to come in at approved budget. Reduction in funding will not significantly affect the overall project and the applicant has indicated that their project will go ahead with reduced funding. Panel recommend that funding is prioritised towards program facilitation expenses rather than capital works in a private entity.
TOTAL	3.	\$100,000.00	\$100,000.00	\$100,000.00						
19174		\$100,000.00	\$100,000.00	\$100,000.00						

Financial Support - Applications Not Recommended for Funding

Applicant	Amount Requested (over 3 years)	Amount Requested 25/26	Amount Requested 26/27	Amount Requested 27/28	Project Details	Panel's Rating Against Criteria	% of current membership in Playford (approx)	% of current services delivered in Playford (approx)	No. Playford residents who will benefit (approx)	Justification
Funding Available	\$300,000	\$100,000	\$100,000	\$100,000						
Adelaide Blues Cricket Club Inc	Year 1 (25/26) - \$53,204.00 Year 2 (26/27) - \$26,348.60 Year 3 (27/28) - \$19,437.80	\$53,204.00	\$26,348.60		This community-based sporting organisation is made up predominantly of members from the Bhutanese community. This group aims to support Bhutanese refugee youth and their families as they settle into life in Australia, particularly in the northern suburbs of Adelaide, including the City of Playford. Through the power of sport—specifically cricket—the initiative aims to promote mental well-being, social inclusion, cultural pride, and youth development. As part of its engoing commitment to community development and social inclusion, the Adelaide Blues Cricket Club is planning to establish a strategic partnership with the local cricket league over the period 2025 to 2028. The Club aims to host a national-level Bhutanese cricket tournament in Playford in 2026 it the hopes it will serve as a platform to celebrate Bhutanese culture, strengthen community ties, and provide meaningful opportunities for youth engagement and leadership. Looking ahead, Adelaide Blues is also committed to expanding its reach within the City of Playford and surrounding regions by actively partnering with local cricket clubs and community organisations. This will include efforts to join existing cricket networks and establish collaborative programs that reflect the shared values of inclusiveness, community pride, and healthy living.	37%	80%	100%	500	The club is very new with no recorded income/expenses, no public liability insurance and no evidence of having run an event to this scale. Community need is unclear as there are other local sporting clubs who are inclusive to multicultural groups. Club does not currently have a base in Playford and have not yet confirmed a location for the tournament. While there is potential benefit shown to local economy for this event, the applicant has not considered availability of local accommodation, existing relationships with or interest from interstate teams for this tournament and budget is unclear as the application mentions costs associated with food trucks, entertainment, seating, youth leadership and volunteer training programs but there are no costs associated with this in the budget quotes. Club may benefit from applying for a Community Development grant to support with building relationships and membership to be able to first demonstrate some capability to run a national tournament of this scale.
Amazing Northern Multicultural Services	\$226,242.33	\$75,414.11	\$75,414.11	\$75,414.11	Amazing Northern Multicultural Services aims to employ a Community Garden Project Officer to deliver the Community Garden and Wellbeing project which is a community-led initiative to restore and enhance the garden in Playford formally known as 'ANMS Maize Garden' turning in into a thriving hub for local Playford residents. The Project will be held in their Davoren Park space and aims to benefit 300 people per year, from different diverse backgrounds.	57%	80%	100%	300	Ongoing sustainability is unclear, with no set dates or measurable outcomes listed in application.
Asabiyyah Theatre of Hope	\$177,975.90	\$59,325.30	\$59,325.30	\$59,325.30	This community-led theatre initiative is grounded in the principles of social cohesion, interconnection across cultures and generations, and creative empowerment. Rooted in the meaning of the word Asabitypah - social solidarity that transcends tribal and cultural boundaries - this project uses theatre as a tool to build confidence, amplify underrepresented voices, and foster meaningful dialogue within the Playford community. The project includes funding requested for the following programs at Northern Sound System: 1. Drama Club (Ages 12–17): A free, inclusive program for young people, particularly neurodivergent youth and those from culturally diverse backgrounds, providing a welcoming space for self-expression, confidence-building, and performance skill development. Through collaborative and solo work, participants explore identity and voice in a safe, affirming environment. 2. Drama Club (Ages 18+): A creative space for adults to rediscover their artistic potential, co-create new theatre works, and engage in deep conversations around lived experience. This group often includes first-generation migrants, with a strong emphasis on representation, multidisciplinarity, and shared authorship of original performance work. These creative journeys will culminate in an immersive community-devised performance at the 2026 Adelaide Fringe.	51%	100%	100%	145	No confirmed co-contribution or income diversification and facilitator quotes have not been provided. There is a potential for waived or reduce venue hire through the Program and Support category of the Community Support and Grant program which the applicant will need to discuss directly with Northern Sound System.
Bhutanese Magar Cultural Community of SA Inc	\$15,000.00	\$15,000.00	\$0.00	\$0.00	The Bhutanese Magar Cultural Community of South Australia Inc. (BMCCSA) proposes to deliver three significant cultural and community events in the City of Playford: 1. 2nd Anniversary Celebration (December 2025) 2. Maghe Sankranti Festival (January 2026) 3. Buddha Jayanti Celebration (2026) These events will showcase the rich cultural traditions, language, and heritage of the Bhutanese Magar community while fostering unity, cultural exchange, and social inclusion. Each event will feature cultural performances, traditional food, music, and community activities open to the broader Playford population. The aim is to create inclusive spaces that bring together diverse cultural groups, strengthen social bonds, and celebrate multiculturalism in the region.	49%	98%	98%	300-400	Ongoing sustainability is unclear and governance capacity is low. There is a risk of becoming dependent on Council for funding as this organisation has applied for similar funding through other Community Support and Grant Program funding categories.
CareWorks	\$176,635.00	\$57,147.00	\$58,861.00	\$60,627.00	Funding will secure the rent for our Davoren Park shopfront and fund a dedicated Volunteer Coordination & Pathway Navigation role for the Hope in Action: Safe Spaces, Strong Futures project. This accessible, welcoming space will be the community hub for our cafe and op shop, as well as our youth, family, and community programs — providing a safe place to belong, positive role models, and pathways to purpose.	56%	95%	100%	500+	This organisation continues to make a meaningful contribution to our community and remains a valued partner in service delivery. Council has already made significant investments in initiatives that support young people, including programs delivered by this organisation. As we work to respond to emerging needs and currently underserved areas, our focus is on ensuring resources are distributed in a balanced and equitable way across the community.
Craigmore Cricket Club	\$100,000.00	\$100,000.00	\$0.00		Craigmore Cricket Club seeks funding to deliver three key infrastructure upgrades at Argana Park: 1. Expanded or replacement player shelter on Argana Oval 2 to provide permanent shade and seating for both summer cricket and winter football/soccer 2. White picket fence around Argana Oval 2 to protect pedestrians on new pathways and vehicles in the upgraded carpark 3. Gecko pitch cover systems for Argana Ovals 2 and 3 to enable safe, efficient seasonal changeovers without costly excavation These works address urgent safety concerns, increase participation, and enhance the liveability of a key community sport hub.	44%	95%	100%	1500+	Argana park is currently subjected to a masterplan development. Much of this project pertains to asset purchase. This request better fits within the Sport Facility Strategy and/or Annual Business Plan processes.

Applicant	Amount Requested (over 3 years)	Amount Requested 25/26	Amount Requested 26/27	Amount Requested 27/28	Project Details	Panel's Rating Against Criteria	% of current membership in Playford (approx)	% of current services delivered in Playford (approx)	No. Playford residents who will benefit (approx)	Justification
Cos We Care Ltd	\$15,000.00	\$5,000.00	\$5,000.00	\$5,000.00	Providing a Christmas lunch at Playford Civic Centre for at-risk individuals and families. Cos We Care want to create good memories for people who traditionally haven't experienced that at Christmas time. Christmas lunch wwill be served, along with a visit from Santa who will distribute gifts.	55%	80%	75%		Last year's event was supported via the Program and Support category of the Community Support and Grant program (waived venue hire) and the event demonstrated strong community outcomes. Wwaived venue hire support can be requested through the Program and Event Support again as it is a better fit for this request.
FC Fizi Soccer Club Inc	\$15,084.00	\$5,028.00	\$5,028.00	\$5,028.00	FC Fizi Soccer Club plan to hold a youth soccer tournament every summer at Uley Reserve (if funding is approved). Its main purpose is to help engage and connect over 100 new arrival refugees and migrant young people to a range of sporting opportunities within south Australia.	35%	90%	100%	200+	Ongoing sustainability is unclear and there is limited evidence of broader community engagement (e.g. clear partnerships with schools, local sports clubs, community organisations beyond volunteers are identified).
Golgotha Uniting Church	\$48,841.00	\$48,841.00	\$0.00	\$0.00	The church is requesting the purchase of a community van to primarily serve new arrivals, including migrants, refugees, and other church members without access to reliable transportation. These groups often face barriers to participating in activities vital for their social, emotional, and spiritual well-being. The van will be used for several purposes: 1. Church Services: Providing transport for weekly worship services, ensuring consistent attendance and fostering spiritual connection 2. Community Activities: Supporting participation in educational workshops, social gatherings, and cultural celebrations hosted by the church and other partner organisations 3. Support Programs: Facilitating access to settlement support initiatives, including English language classes, employment guidance, and mental health workshops 4. Outreach: Enabling participation in broader community events and volunteering opportunities, strengthening bonds with the greater community	37%	100%	100%	161	The applicant has not provided enough information regarding community need. The application does not include running costs and other costs will be funded (e.g. insurance, registration, volunteer training and driver accreditation, fuel etc). The application mentions ensuring equity of access for people with mobility issues, but there is no mention of any modifications to the requested vehicle (eg hand rails, fold down steps). The application also requires considerations to WHS for driving a community transport vehicle.
International Clay Target Club Inc	\$15,000.00	\$15,000.00	\$0.00	\$0.00	The club is committed to upgrading their facility by: 1. Providing wheelchair access via concrete paths to all 7 stations 2. Upgrading tollet facilities for disabled people including shower temperature systems 3. Extending concrete area for disabled parking (minimum 4 spaces)	30%	25%	30%	All	Project is not thoroughly scoped and costed. Quotes not provided and while the application mentions that current members will undertake the labour work there is no mention of WHS or relevant licenses to meet WHS requirements.
Joe's Connected Garden	\$61,550.00	\$20,550.00	\$21,500.00	\$19,500.00	Joe's Connected Garden links approximately 11 private gardens in Elizabeth Grove and Elizabeth East into a hands-on, low-cost learning network. This project will deliver 3 annual open days and fix critical gaps (PPE for students/volunteers, weatherproof teaching spaces and essential horticultural infrastructure).	29%	80%	100%	1200	The submitted application requires further detail to be considered achievable or a benefit to the community. Applicant will be encouraged to reapply in the next funding round after including further detail relating to sustainability and project scope.
Lubunga House of SA Inc	\$300,000.00	\$100,000.00	\$100,000.00	\$100,000.00	Masoka Village is an immersive African cultural experience that will transform a City of Pfayford parkland into a living African village. The village will be divided into five "cultural stations," each representing a region of Africa — East, West, Central, North, and South — offering live performances, hands-on workshops, and interactive demonstrations. At the heart of the experience is an original "village story" told through an interactive theatre performance, with Pfayford residents cast as key characters and "villagers." The project includes: - Educational tours for Pfayford schools and community groups - Free community access with ticketed elements for sustainability - Skills development for 10–25 Playford residents annually via a 10-week theatre and performance training program	53%	70%	25%	5,000+	Large amount of financial support required. High dependency on grant funding and providing partial funding would affect project scope. Applicant will be encouraged to start with a smaller community event, potentially funded through the Community Development Grant category for Council to gain trust in their ability to run an effective event.
Midway Road Community House	\$89,277.00	\$29,759.00	\$29,759.00	\$29,759.00	Funding is requested to cover a range of ongoing operational expenses (e.g. insurances, utility costs, security, financial audits, communication and internet costs, cleaning, hygiene expenses and general administration costs). These costs are currently covered by operating funding. Current operating funding may then be re-allocated to support programming and support the increase of their volunteer and participant base.	52%	95%	100%	100	Yearly operational support is currently being provided by Department of Human Services (although this funding can be revoked at any time). White support for day to day operations is eligible, the application focusses on funding existing programs, rather than new or added outcomes for community which is considered a lower priority request.
Nexus Arts	\$249,531.00	\$79,937.00	\$83,134.00	\$86,460.00	Nexus Arts are requesting funding to: 1. Develop a youth program delivered by an artist of culturally diverse background, well-versed in youth engagement, song-writing and rapping - across up to 4 different schools / locations within City of Playford as identified by Northern Sound System. This will support at least 1200 students per year. 2. Deliver a children's program delivered by another artist of culturally diverse background, supporting families and communities of all backgrounds, especially with English as second language, to be engaged and learning through nursery rhymes and common songs. This will also be delivered in four different spaces within City of Playford as identified by Northern Sound System. This will support approximately 600 families per year 3. Offer school holiday initiatives over two days at Northern Sound System, supporting their community with more cultural and artistic programs. This will support approximately 320 youth as well. 4. The Nexus Art Orchestra will highlight First Nations Singer-songwriter Vonda Last, and other musicians of diverse backgrounds - and the performance will cater for at least 100 community members in celebration of Harmony Week.	57%	5%	0%		Applicant is receiving substantial operational funding (\$360,000 from Create SA and \$150,000 from Creative Australia). Their sustainability plan requires further detail and relies on schools and organisations to continue the program after three years without clear evidence of commitment. Only very high level activities and milestones provided with no specific dates. Application is almost entirely artist fees (95%), little evidence of cocontribution beyond in-kind staff hours. Larger paid staff to volunteer ratio.
Nokutenda Disability Foundation Inc	\$277,000.00	\$77,000.00	\$100,000.00	\$100,000.00	The Social and Emotional Wellbeing program delivers culturally sensitive mental health awareness sessions, specifically targetting youth. The organisation plans to inreach into schools and colleges with the aim of mental health awareness. The primary goal is to enhance mental health literacy within CALD and African communities, helping individuals understand mental health challenges, reduce stigma, and promote early intervention. Sessions will be deeply rooted in the African Ubuntu philosophy — a concept that emphasizes interconnectedness, community, and mutual respect. This approach incorporates the five core domains of Ubuntu, including solidarity, humility, and compassion, fostering a supportive environment where people feel heard, understood, and empowered. Nokutenda seeks to fully expand the crisis line service so that it covers both youth and families from all CALD populations, including marginalised and disadvataged populations in Playford. The applicant also seeks to launch mentoring services targeting CALD youth and families in Playford. Finally, Nokutenda wants to expand their Playford Food Hamper services (partnering with Food Bank).	54%	60%	50%	1000	Limited demonstration of governance and financial capacity. Financial statements, insurances, policies and quotes were not provided. Project milestones and sustainability plan requires further detail to be considered a viable project.

Applicant	Amount Requested (over 3 years)	Amount Requested 25/26	Amount Requested 26/27	Amount Requested 27/28	Project Details	Panel's Rating Against Criteria	% of current membership in Playford (approx)	% of current services delivered in Playford (approx)	No. Playford residents who will benefit (approx)	Justification
Playford City Soccer and Community Club	\$150,000.00	\$50,000.00	\$50,000.00		In December 2025, Playford City Soccer Club will proudly participate in the prestigious liberCup tournament in Portugal—one of the largest and most internationally recognised youth football competitions in the world. The liberCup attracts top academy teams and elite clubs from across the globe, providing a rare opportunity for players to test themselves against world-class opposition. Playford City will be sending one elite team, made up of 14 talented players, accompanied by two professional coaches and a team manager and is requesting that Council provide funding for this trip over 3 years.	28%	90%	100%	coaches	Limited benefit to wider community. Co-funding has not been evidenced and entire project is dependent on Council funding. The applicant doesn't adequately explain why funding is requested over 3 years when all costs fall into the first year of funded period.
Smithfield Sports and Social Club	\$35,000.00	\$15,000.00	\$10,000.00		Funding is requested to offer startup packages and cost effective options to families within the community to enjoy a safe and secure surrounding, providing extra events such as Christmas, Easter, Anzac and Halloween events free of charge to all members of public. Purchase sports clothing in club merchandise such as training tops, bags and drink bottles at no extra cost with membership. Club currently has approximately 300 members and 50 underage players that are not entitled to sport vouchers. This funding will allow the club to reduce the cost of playing ensuring a continued ability to engage in sport.	40%	99%	100%	300+	Lack of a clear project management plan (including milestones and responsibilities for achieving outcomes) and limited evidence of delivering new or expanded community outcomes were provided. Entire application is directed to subsidising membership fees, merchandise, and event costs rather than delivering new or expanded outcomes or infrastructure.
The Association of the Burundian Community of SA	\$100,000.00	\$35,000.00	\$35,000.00	\$30,000.00	The Burundian Community of South Australia Inc (Playford) seeks financial support to implement the Community Empowerment and Social Inclusion Initiative, a comprehensive program designed to enhance the social cohesion, wellbeing, and economic participation of Burundian and culturally and linguistically diverse (CALD) residents within the City of Playford. This initiative will deliver a suite of culturally responsive services, including skills development workshops, youth mentorship, health promotion, and community cultural activities. These programs will be conducted in accessible venues throughout Playford, targeting key demographic groups such as youth, women, seniors, and newly arrived migrants.	28%	90%	95%	1100	Further information required relating to project delivery and sustainability, along with a heavy reliance on Council funding.
The Bantu Ethnic Community of SA Inc	\$66,000.00	\$22,000.00	\$22,000.00	\$22,000.00	The proposal is to hire four people to provide essential services to the Bantu Community. Currently there are three people volunteering in the proposed roles. Funding for this project will allow this service to have a greater capacity to provide this essential service to the community. The requested funding will also allow an additional person to be employed. The service will be open for three hours per day. Services will include but are not limited to: resume writing and assistance in finding employment (focussing on students in their final years of high school), translation services, facilitation with government services and women's health services. The service will be delivered in an office space that is yet to be secured, but will be initially delivered at Craigmore High School two days per week. This service is already running on a volunteer basis. The project will be open to all members of the Bantu Ethnic Community. It has currently assisted more than 100 people with the majority being students who attend schools in the Playford area.	36%	98%	100%		Project requires more detail (such as quotes relating to salaries, laptops, phones and office equipment), ongoing sustainability is unclear and further research required for finding a suitable space.
The Gold Foundation Inc	\$76,310.00	\$38,155.00	\$38,155.00	\$0.00	Shine Like Gold!' Mobile Café servicing the City of Playford and providing employment to young autistic people who live in the local area. Young people on the Autism Spectrum aged 14 and over will build real-life practical skills through paid workplace employment. It is a Mobile Café entirely run by young autistic people and will serve a massive part of our local community while giving young autistic people a sense of purpose and achievement in their lives.	59%	20%	25%	1000	According to financials, this organisaton has a greater ability to generate income from other sources. Given that enrolment in program won't start until April 2027, further consideration regarding incurred expenses in first and seccond years is required.
TOTAL	\$2,194,446.23	\$901,360.41	\$719,525.01							
Difference	-\$1,894,446.23	-\$801,360.41	-\$619,525.01	-\$572,551.21						