



NOTICE

of

ORDINARY COUNCIL MEETING

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

TO BE HELD IN

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

ON

TUESDAY, 28 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, 23 October 2025

MEMBERSHIP

MAYOR GLENN DOCHERTY – PRINCIPAL MEMBER

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

**City of Playford
Ordinary Council Meeting**

AGENDA

TUESDAY, 28 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 Ordinary Council Meeting held 23 September 2025 be confirmed as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

4 MAYOR'S REPORT

5 REPORTS OF REPRESENTATIVES OF COUNCIL ON OTHER ORGANISATIONS

6 REPORTS BY COUNCILLORS

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7 REPORTS OF REPRESENTATIVES (CONFERENCES & TRAINING PROGRAMS)

8 QUESTIONS ON NOTICE

Cr Jane Onuzans - Smithfield Sports and Social Club Building

History

Councillor Jane Onuzans asked the following questions at the Ordinary Council meeting on 23 September 2025.

Question

Could you please provide an update or clarification on whether there are any plans to refurbish the following aspects of the Smithfield Sports and Social Club building:

- Repainting the interior walls to refresh the space
- Updating the kitchen and canteen facilities to better serve members and guests
- Replacing the old trophy cabinet with modern shelving to improve presentation
- Installing solar panels to help reduce energy costs
- Adding speed signage in the carpark to enhance safety
- Refurbishing and securing the cleaners' storage area, including repairing broken locks
- Addressing maintenance needs in the disabled toilet
- Laying new carpet throughout the club rooms.

Answer

In 2023, a quote was sought for a substantial renewal and uplift of the Smithfield Sports and Social Club building. The cost was comparable to that of a new building, so the decision at the time was to masterplan the site to determine the best path forward. The change rooms and social rooms are spread across two (2) separate buildings and there may be an opportunity to consolidate the buildings into a single building.

The need to masterplan the site should be considered alongside other priorities identified in Council's Sports Facility Strategy 2023. The current masterplans underway include Womma/Ramsay Park and Dauntsey Reserve, with Virginia Oval scheduled to follow. Projects identified through these masterplans will then be considered for inclusion in Council's Four (4) Year Delivery Plan. Master planning for the Smithfield Sports and Social Club is to be considered as part of the development of the 2026/27 Annual Business Plan which will inform the strategic direction for the renewal of this asset through the Building Asset Management Program.

Regarding the specific items please see responses below. Also note that clubs who hold the licence for the facility can log all maintenance requests through Councils building maintenance system (IMS). This process is outline in their licence agreement.

- **Repainting the interior walls to refresh the space**

Repairs and repainting the walls was completed in February 2024.

- **Updating the kitchen and canteen facilities to better serve members and guests**

The kitchen was upgraded in 2012 and has a 20-year life expectancy. The bar was upgraded in 2021.

- **Replacing the old trophy cabinet with modern shelving to improve presentation**

The trophy cabinet is the responsibility of the club.

- **Installing solar panels to help reduce energy costs**

Installation of solar panels on existing buildings is the responsibility of the club.

- **Adding speed signage in the carpark to enhance safety**

Overall safety in the carpark is being addressed in the coming weeks and will include speed signage and a pedestrian crossing.

- **Refurbishing and securing the cleaners' storage area, including repairing broken locks**

A customer request for service was raised to review the security of the storage area including the broken locks. This found the locks are not Council property and therefore are within the Club's responsibility to repair or replace (CRS 736778).

- **Addressing maintenance needs in the disabled toilet**

The disabled toilet is compliant and operational.

- **Laying new carpet throughout the club rooms.**

The carpets will be monitored during the formal inspections to ensure they are fit for purpose and will be replaced either through wear and tear or through the renewal program.

Question

Has funding been allocated or sought for the renewal of the building, either in the current or upcoming budget cycle? Is there a projected timeline or scheduled date for when the renewal is expected to take place?

Answer

No funding has been allocated for the renewal of the building in the 2025/26 Annual Business Plan. A masterplan is to be considered as part of the development of the 2026/27 Annual Business Plan due to the facility's age and the need for renewal. This masterplan will establish a clear strategic direction for the site and will consider how the facility can best support community sport and local groups, whilst also considering how the site can continue to enhance Council's ANZAC Day Civic Event.

Question

Has any past consultation been undertaken with facility users concerning the future of the building and its surrounding grounds?

Answer

The Smithfield Sport and Social Club participated in the development of the Sports Facility Strategy 2023 when workshops occurred.

No further consultation has been undertaken with facility users at this stage regarding the future of the site, as there is no approved budget to progress any works. Once funding is allocated for master planning, consultation with user groups will be undertaken to help inform and shape the strategic direction for the site.

Question

Is there an established schedule for regular audits or assessments of building conditions for council owned facilities such as this one?

Answer

All buildings are inspected annually. In addition, Council conducts an inspection when there has been a customer request lodged for maintenance. The Smithfield Sports and Social Club Building was last inspected in August 2025.

Cr Katrina Tarr - Twine Walk, Andrews Farm application outcome

History

At the Ordinary Council Meeting on 23 September 2025, Cr Katrina Tarr asked the below question without notice. Mr Matt Dineen answered the question, taking on notice the outcome of the decision.

Question

Has an application come to Council for the land (Twine Walk, Andrews Farm) to be changed from open space to residential housing?

Answer

Yes, Council has approved a variation proposed by the developer to the 'Brookmont' land division in Andrews Farm. This variation application included the following alterations to the original approval:

- An overall increase in allotment yield to include an additional 40 allotments
- A road realignment within Stage 14
- The removal of a 'minor' reserve (1670m²) along the western alignment of Twine Walk, replacing this with five (5) allotments (see plan extract below)
- The increase in size of the reserve within Stage 15 by 3,870m² resulting in an overall increase in open space provision.

Initial Proposal (Extract)



Approved Variation (Extract)



The proposed reserve adjacent to Twine Walk had not yet been vested to Council and accordingly remained within the balance land under the ownership of the developer. As a result, the removal of the reserve was not subject to revocation processes applied to community land under the *Local Government Act 1999*.

Land division within the Master planned Neighbourhood Zone is not subject to public consultation within the *Planning and Design Code*, and accordingly Council staff are not able to consult with the community during the application process.

The overall development currently exceeds its required open space contributions and properties adjacent to Twine Walk retain access to open space provision within the immediate locality.

9 QUESTIONS WITHOUT NOTICE**10 PETITIONS**

Nil

11 DEPUTATION / REPRESENTATIONS

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

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16 INFORMAL DISCUSSION

Nil

17 CONFIDENTIAL MATTERS

Nil

18 CLOSURE

Reports by Councillors

6.1 INFORMATION SESSION RECORD OF ATTENDANCE

Contact Person: Sarah Schutz

Information Session Record of Attendance

- The Information Session Record of Attendance for October 2025 is provided below.

	14 October 2025		16 October 2025		21 October 2025	
	Attendance	Attendance Comment	Attendance	Attendance Comment	Attendance	Attendance Comment
Mayor Glenn Docherty	✓		✓		✓	
Cr Akram Arifi	✓	Via Zoom	Apology		✓	
Cr Andrew Craig	✓		✓		✓	
Cr Chantelle Karlsen	✓		✓		✓	
Cr Clint Marsh	Apology		Apology		✓	
Cr David Kerrison	✓		Apology		✓	
Cr Gay Smallwood-Smith	✓		✓		Apology	
Cr Jane Onuzans	✓		✓		✓	
Cr Katrina Tarr	Apology		Apology		Not present	
Cr Marilyn Baker	✓		✓		✓	
Cr Misty Norris	✓		Apology		✓	Via Zoom Left at 7:37pm
Cr Peter Rentoulis	Apology		Apology		✓	
Cr Rebecca Vandeppear	✓		Apology		✓	
Cr Shirley Halls	✓		✓		✓	
Cr Tanya Smiljanic	✓		Apology		✓	
Cr Zahra Bayani	✓		Apology		✓	

Motions on Notice

12.1 MOTION ON NOTICE - KINGS ROAD AND PENFIELD ROAD INTERSECTION UPGRADE (CR PETER RENTOULIS)

Contact Person: Sam Green

Why is this matter before the Council or Committee?

Councillor Peter Rentoulis has submitted the following Motion on Notice for Council's consideration.

MOTION ON NOTICE

Noting the motor vehicle accident that occurred at the intersection of Kings Road and Penfield Road at Virginia on 5 October 2025, which resulted in a fatality, Council resolve the following:

1. Council writes to the Department for Infrastructure and Transport ('The Department') to communicate its support for a 'tear drop islands' traffic intervention on the minor approaches of the intersection, inclusive of the installation of lighting;
2. That the Department is advised of all safety measures/strategies implemented in the last 10 years to make the intersection safer, including the installation of rumble strips on both minor approaches of the intersection and the reduction to the speed limit on King Road on the southern approach to the intersection; and
3. That council seeks a response from the Department by the end of November 2025 on its views of the intersection after the recent fatality, and specifically, whether the Department intends to apply for black spot funding for an upgrade to the intersection and if so, the timeline for such an application

COMMITTEE REPORTS

CORPORATE GOVERNANCE COMMITTEE

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

14.1 ADOPTION OF 2024/25 ANNUAL FINANCIAL STATEMENTS

Responsible Executive Manager : Luke Culhane

Report Author : Janey Yang

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

Attachments :

- 1. Financial Statements 2024/25
- 2. Annual Audit Completion Report 2024/25
- 3. Management Representation Letter 2024/25
- 4. Reports on Financial Results 2024/25
- 5. Management Fraud Risk Questionnaire 2024/25

PURPOSE

To present the 2024/25 Annual Financial Statements for Council endorsement in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

STAFF RECOMMENDATION

1. Council notes that the Corporate Governance Committee has reviewed the 2024/25 Annual Financial Statements for the year ended 30 June 2025, including questions of the External Auditor and management, and is satisfied with the process to ensure that they present fairly the state of affairs of the Council.
2. Council notes that Mr Andrew Tickle of BDO provided an Audit Clearance letter on 12 September 2025, stating the intention to issue an unmodified audit opinion.
3. Council receives and adopts the Annual Financial Statements for the year ended 30 June 2025.
4. Council authorises the Mayor and CEO to sign the Annual Financial Statements for the year ended 30 June 2025.

COMMITTEE RECOMMENDATION

1. Council notes that the Corporate Governance Committee has reviewed the 2024/25 Annual Financial Statements for the year ended 30 June 2025, including questions of the External Auditor and management, and is satisfied with the process to ensure that they present fairly the state of affairs of the Council.
2. Council notes that Mr Andrew Tickle of BDO provided an Audit Clearance letter on 12 September 2025, stating the intention to issue an unmodified audit opinion.
3. Council receives and adopts the Annual Financial Statements for the year ended 30 June 2025.
4. Council authorises the Mayor and CEO to sign the Annual Financial Statements for the year ended 30 June 2025.

EXECUTIVE SUMMARY

The 2024/25 Annual Financial Statements present Council's financial performance during the year and the overall financial position at 30 June 2025.

The 2024/25 Annual Financial Statements have been prepared in accordance with Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* as prescribed by the Local Government Association's (LGA) model Financial Statements.

The 2024/25 Annual Financial Statements have been reviewed by Council's External Auditor and an unmodified audit opinion for both the Financial Statements and the Internal Controls has been issued.

1. BACKGROUND

Preparation, audit and the adoption of Annual Financial Statements ensures compliance with the following legislative requirements:

- Section 127(1) of the *Local Government Act 1999* requires Councils to prepare Annual Financial Statements and notes in accordance with standards prescribed by the regulations.
- Section 127(3) of the *Local Government Act 1999* requires the Annual Financial Statements to be reviewed by Council's External Auditor.
- Section 10 of the *Local Government (Financial Management) Regulations 2011* requires Council to consider a report comparing the Financial Result against the Original Budget adopted by Council.
- Section 140 of the *Local Government Act 1999* requires Council to review the performance of its investments at least on an annual basis.

Adoption of the Annual Financial Statements completes the financial regulatory and legislative reporting requirements for the 2024/25 financial year.

2. RELEVANCE TO STRATEGIC PLAN

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

The 2024/25 Annual Financial Statements provide transparent financial reporting to demonstrate to the community that Council is following its Finance Strategy to achieve long-term financial sustainability while still delivering planned services, responsible management of debt and promoting the growth of the city.

3. PUBLIC CONSULTATION

Council is not required to consult the community regarding the 2024/25 Annual Financial Statements.

Copies of the 2024/25 Annual Financial Statements will be made available at Customer Service Centres and on Council's website. A full copy of the 2024/25 Annual Financial Statements will also be included in the Council's Annual Report for 2024/25.

4. DISCUSSION

4.1 2024/25 Annual Financial Statements

The 2024/25 Annual Financial Statements are provided in (Attachment 1).

The Annual Financial Statements have been prepared in accordance with the Australian Accounting Standards, *Local Government (Financial Management) Regulations 2011* and within the format of the LGA Model Financial Statements.

Council recorded an operating surplus of \$21.8M partially attributed to \$9.2M of the 2025/26 Commonwealth Government Financial Assistance Grant received in advance during late June 2025, also including cost savings, interest savings and short-term operational savings related to delays in capital project completion.

Council's performance against key financial indicator targets for the year ended 30 June 2025 demonstrates sound financial performance, asset sustainability and responsible debt management. Performance against both the prescribed financial indicators, as disclosed in the 2024/25 Annual Financial Statements, and three (3) other Council approved financial indicators is provided in the table below.

Three (3) of the six (6) ratios (adjusted) are within the target range, one (1) is marginally above the range, one (1) is above and two (2) are below. The Operating Surplus Ratio, Structural Surplus Ratio, Net financial liabilities and Cash Flow from Operations are all affected by the receipt in advance of \$9.2M Commonwealth Government Grants in June 2025. Employee cost savings, interest savings from lesser borrowings (multi-year capital projects) and short-term operational savings also improved the actual Operating Surplus Ratio and Structural Surplus results.

The Asset Renewal Funding Ratio is lower than the target range caused by annual variation in the asset management plan requirements (the average long-term target is 100% of asset management plan forecast expenditure).

Financial Indicator	Explanation	2024/25 Actual	2024/25 Adjusted* Actual	2024/25 Revised Budget	2024/25 Target	Comments
Operating Surplus Ratio	Gives an indication of Council's ability to service its operations from expected income, while maintaining long term financial sustainability.	13.4%	8.2%	5.3%	1%-10%	Adjusted ratio within target range
Structural Surplus Ratio	Gives an indication of Council's ability to service its operations from expected income, while maintaining long term financial sustainability excluding once-off operating grants and contribution which will be spent on future capital infrastructure.	10.0%	4.0%	0.8%	1%-4%	Adjusted ratio above target range
Cash Flow from Operations Ratio	Measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	186.7%	135.3%	102.7%	Between 90% and 110%	Above target range
Asset Renewal Funding Ratio	Shows if Council is replacing assets at the rate as required in the Asset Management Plan.	77.9%	N.A.	115%	Between 90% and 110%	Below target range

Net Financial Liabilities Ratio	Shows the extent to which Council is managing its debt (borrowings).	57.1%	69.6%	80%	50%-160%	Within target range
Interest Expense Cover Ratio	This ratio shows how much discretionary income is used to pay interest on borrowings	2.3%	N.A.	5.5%	0%-8%	Within target range

**Adjusted ratio corrects the distortion for the receipt of Financial Assistance Grants in advance. Adjustments are also made for developer contributions and grant payments that are recognised as operating income under accounting standards but utilised for capital and future capital spend.*

Local Government Finance Authority (LGFA) variable cash advance debenture (CAD) borrowing interest rates steadily declined in the second half of the financial year. In the first half of the year the rate was steady at 6.15%, but during this period there was reduced use of CAD borrowing due to the receipt of the first two (2) rates instalments. The CAD interest rate reduced to 6% in February, then 5.75% and finally 5.5% in June thus reducing during the cycle of greater use of CAD borrowing.

In accordance with Section 10 of the *Local Government (Financial Management) Regulations 2011*, a detailed comparison of the 2024/25 financial result to the original budget is provided in the Report on Financial Results 2024/25 (Attachment 4).

In accordance with Section 140 of the *Local Government Act 1999* a review of annual investment performance has also been undertaken. Consistent with Council's Treasury Policy, Council uses the maximum cash available on hand to offset Council's borrowings. This cash management approach reduces interest expenditure but also reduces interest income earned as deposits are kept to a minimum. Even with declining interest rates this remains the most effective method of reducing interest costs for Council. As a result, interest earned during 2024/25 was only \$199K based on the range of interest rates detailed in the table below.

<i>Investment Performance from 1/7/2024 to 30/6/2025</i>			
	Highest Interest Rate	Lowest Interest Rate	Average Interest Rate %
LGFA 24-hour account	4.55%	4.30%	4.47%
Commonwealth Bank Operating Account	4.25%	4.00%	4.17%

4.2 External Audit

The 2024/25 Annual Financial Statements have been audited by Council's External Auditor, BDO.

BDO's Annual Audit Completion Report to the Corporate Governance Committee is provided in the Audit Completion Report 2024/2025 (Attachment 2). The purpose of the Annual Audit Completion Report is to communicate significant matters arising from the audit to the Corporate Governance Committee.

BDO expect to issue an unmodified audit report and have provided the proposed audit report at Appendix 1 of the Annual Audit Completion Report. One minor internal control finding is included in the Annual Audit Completion Report relating to a review and offboarding of a casual staff member. There is minimal financial risk as casual staff require an approved timesheet to be paid.

In forming their final opinion BDO will rely on the following management representations:

- **Fraud Questionnaire** - As part of the internal controls audit in March 2025 and Annual Financial Statements audit in August 2025 management have

completed the Fraud Questionnaire with responses provided in (Attachment 5).

- **Management Representation Letter** - This letter will be provided to BDO prior to the final Audit Opinion being issued. It provides assurances around the financial report, the books, records and documentation, related parties, litigation/claims and compliance with laws and regulations. The Management Representation Letter is provided in (Attachment 3).

4.3 Adoption of Statements

The Management Representation Letter provided at (Attachment 3) will be signed by the Chief Executive Officer, General Manager for Corporate Services (CFO) and issued to the Audit Partner of BDO, Mr Andrew Tickle.

Following endorsement by Council the final signed copy, including the Audit Opinion, will be included in the 2024/25 Annual Report.

5. OPTIONS

Recommendation

1. Council notes that the Corporate Governance Committee has reviewed the 2024/25 Annual Financial Statements for the year ended 30 June 2025, including questions of the External Auditor and management, and is satisfied with the process to ensure that they present fairly the state of affairs of the Council.
2. Council notes that Mr Andrew Tickle of BDO provided an Audit Clearance letter on 12 September 2025, stating the intention to issue an unmodified audit opinion.
3. Council receives and adopts the Annual Financial Statements for the year ended 30 June 2025.
4. Council authorises the Mayor and CEO to sign the Annual Financial Statements for the year ended 30 June 2025.

Option 2

Council does not adopt the 2024/25 Annual Financial Statements and seeks further information.

6. ANALYSIS OF OPTIONS

6.1 RECOMMENDATION ANALYSIS

6.1.1 Analysis & Implications of the Recommendation

Adoption of the 2024/25 Annual Financial Statements ensures transparent financial information is presented to our community and that legislative provisions are met.

Risk Appetite

Regulatory Compliance

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

This decision will ensure compliance with all relevant legislation.

6.1.2 Financial Implications

There are no financial or resource implications arising from the adoption of the 2024/25 Annual Financial Statements.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Any changes made by Council will be referred to the Corporate Governance Committee for consideration. These changes will also be required to be reviewed by Council's External Auditor to ensure they are still satisfied in providing an audit certificate to Council. The effect of this may result in Council missing its statutory deadline in relation to the 2024/25 Financial Statements with the potential to be reported to the Minister.

6.2.2 Financial Implications

There may be short term resource implications arising from any amendments to the 2024/25 Financial Statements.



City of Playford General Purpose Financial Statements

For the year ending 30 June 2025



City of Playford

Financial Statements 2025

General Purpose Financial Statements
for the year ended 30 June 2025

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City of Playford

Financial Statements 2025

General Purpose Financial Statements

for the year ended 30 June 2025

Certification of Financial Statements

We have been authorised by the Council to certify the financial statements in their final form.

In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards,
- the financial statements present a true and fair view of the Council's financial position at 30 June 2025 and the results of its operations and cash flows for the financial year,
- internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect the Council's accounting and other records.

Sam Green
Chief Executive Officer

28 October 2025

Glenn Docherty
Mayor

28 October 2025

City of Playford

Financial Statements 2025

Statement of Comprehensive Income
for the year ended 30 June 2025

	Notes	2025 \$ '000	2024 \$ '000
Income			
Rates	2a	113,073	102,176
Statutory charges	2b	4,011	3,034
User charges	2c	4,634	4,161
Grants, subsidies and contributions - capital	2g	6,719	8,789
Grants, subsidies and contributions - operating	2g	31,570	5,290
Investment income	2d	199	319
Reimbursements	2e	1,353	1,123
Other income	2f	542	467
Total income		162,101	125,359
Expenses			
Employee costs	3a	50,877	46,249
Materials, contracts and other expenses	3b	50,040	45,385
Depreciation, amortisation and impairment	3c	34,074	30,173
Finance costs	3d	2,739	3,695
Net loss - equity accounted council businesses	18(a)i	2,599	496
Total expenses		140,329	125,998
Operating surplus / (deficit)		21,772	(639)
Physical resources received free of charge	2h	53,977	37,167
Asset disposal and fair value adjustments	4	(4,867)	(2,584)
Amounts received specifically for new or upgraded assets	2g	9,527	8,733
Net surplus / (deficit)		80,409	42,677
Other comprehensive income			
Amounts which will not be reclassified subsequently to operating result			
Changes in revaluation surplus - I, PP&E	9a	262,554	248,166
Share of other comprehensive income - equity accounted council businesses	9a	—	6,582
Other equity adjustments - equity accounted council businesses	18(a)i	(269)	(3)
Total amounts which will not be reclassified subsequently to operating result		262,285	254,745
Total other comprehensive income		262,285	254,745
Total comprehensive income		342,694	297,422

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

City of Playford

Financial Statements 2025

Statement of Financial Position

as at 30 June 2025

	Notes	2025 \$ '000	2024 \$ '000
ASSETS			
Current assets			
Cash and cash equivalent assets	5a	2,871	1,751
Trade and other receivables	5b	7,734	9,210
Other financial assets	5c	27	26
Inventories	5d	223	266
Other current assets	5e	1,280	1,185
Non-current assets held for sale	19	362	362
Total current assets		12,497	12,800
Non-current assets			
Financial Assets	6a	196	223
Equity accounted investments in council businesses	6b	16,492	16,969
Other non-current assets	6c	35,815	30,683
Infrastructure, property, plant and equipment	7	2,242,831	1,918,154
Total non-current assets		2,295,334	1,966,029
TOTAL ASSETS		2,307,831	1,978,829
LIABILITIES			
Current liabilities			
Trade and other payables	8a	19,639	18,039
Borrowings	8b	4,559	5,364
Provisions	8c	6,376	6,363
Total current liabilities		30,574	29,766
Non-current liabilities			
Borrowings	8b	71,351	86,067
Provisions	8c	1,441	1,225
Total non-current liabilities		72,792	87,292
TOTAL LIABILITIES		103,366	117,058
Net assets		2,204,465	1,861,771
EQUITY			
Accumulated surplus		580,781	495,110
Asset revaluation reserves	9a	1,606,478	1,350,798
Other reserves	9b	17,206	15,863
Total equity		2,204,465	1,861,771

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

City of Playford

Financial Statements 2025

Statement of Changes in Equity
for the year ended 30 June 2025

\$ '000	Notes	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
2025					
Balance at the end of previous reporting period		495,110	1,350,798	15,863	1,861,771
Net surplus / (deficit) for year		80,409	—	—	80,409
Other comprehensive income					
- Gain (Loss) on Revaluation of I,PP&E	7a	—	262,554	—	262,554
Transfer to accumulated surplus on sale of I,PP&E	9a	6,874	(6,874)	—	—
Other equity adjustments - equity accounted council businesses	18(a)ii	(269)	—	—	(269)
Other comprehensive income		6,605	255,680	—	262,285
Total comprehensive income		87,014	255,680	—	342,694
Transfers between reserves		(1,343)	—	1,343	—
Balance at the end of period		580,781	1,606,478	17,206	2,204,465
2024					
Balance at the end of previous reporting period		447,720	1,100,688	15,941	1,564,349
Net surplus / (deficit) for year		42,677	—	—	42,677
Other comprehensive income					
Share of OCI - equity accounted council businesses		—	6,582	—	6,582
- Gain (Loss) on Revaluation of I,PP&E	7a	—	248,166	—	248,166
Transfer to accumulated surplus on sale of I,PP&E	9a	4,638	(4,638)	—	—
Other equity adjustments - equity accounted council businesses	18(a)ii	(3)	—	—	(3)
Other comprehensive income		4,635	250,110	—	254,745
Total comprehensive income		47,312	250,110	—	297,422
Transfers between reserves		78	—	(78)	—
Balance at the end of period		495,110	1,350,798	15,863	1,861,771

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

City of Playford

Financial Statements 2025

Statement of Cash Flows

for the year ended 30 June 2025

	Notes	2025 \$ '000	2024 \$ '000
Cash flows from operating activities			
<u>Receipts</u>			
Rates receipts		113,126	101,220
Statutory charges		4,011	3,034
User charges		4,952	4,442
Grants, subsidies and contributions		32,842	5,493
Investment receipts		199	319
Reimbursements		1,456	1,189
Other receipts		11,086	14,988
<u>Payments</u>			
Payments to employees		(51,089)	(46,432)
Payments for materials, contracts and other expenses		(56,077)	(55,078)
Finance payments		(2,739)	(3,695)
Net cash provided by (or used in) operating activities	11b	57,767	25,480
Cash flows from investing activities			
<u>Receipts</u>			
Amounts received specifically for new or upgraded assets		7,110	8,024
Grants utilised for capital purposes		3,905	6,468
Sale of replaced assets		1,104	934
Sale of surplus assets		780	571
Repayments of loans by community groups		26	23
<u>Payments</u>			
Expenditure on renewal/replacement of assets		(23,618)	(23,577)
Expenditure on new/upgraded assets		(30,326)	(21,516)
Net cash provided (or used in) investing activities		(41,019)	(29,073)
Cash flows from financing activities			
<u>Receipts</u>			
Proceeds from loans		60,427	84,719
Proceeds from bonds, deposits and retentions		26	—
<u>Payments</u>			
Repayments of loans		(75,918)	(94,659)
Repayment of lease liabilities		(163)	(104)
Repayment of bonds and deposits		—	(15)
Net cash provided by (or used in) financing activities		(15,628)	(10,059)
Net increase (decrease) in cash held		1,120	(13,652)
plus: cash & cash equivalents at beginning of period		1,751	15,403
Cash and cash equivalents held at end of period	11a	2,871	1,751

Additional information:

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Contents of the Notes accompanying the General Purpose Financial Statements

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

(1) Basis of preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared on a going concern basis using the historical cost convention in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011*.

1.2 Historical cost convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying Council's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

(2) The local government reporting entity

City of Playford is incorporated under the South Australian *Local Government Act 1999* and has its principal place of business at 12 Bishopstone Road, Davoren Park. These consolidated financial statements include the Council's direct operations and all entities through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

Other entities in which Council has an interest but does not control are reported in Note 18.

(3) Income recognition

The Council recognises revenue under *AASB 1058 Income of Not-for-Profit Entities* (AASB 1058) or *AASB 15 Revenue from Contracts with Customers* (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Council expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the Council to acquire or construct a recognisable non-financial asset that is to be controlled by the Council. In this case, the Council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

In recent years the payment of untied grants (financial assistance grants / local roads / supplementary grants) has varied from the annual allocation as shown in the table below:

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies (continued)

	Cash Payment Received \$ '000	Annual Allocation \$ '000	Difference \$ '000	Net Timing Adjustments \$'000
2022/23	\$19,257	\$14,126	-\$10,216 +\$15,345	\$5,131
2023/24	\$888	\$16,233	-\$15,345 \$0	-\$15,345
2024/25	\$26,065	\$16,884	\$0 +\$9,181	\$9,181

Because these grants are untied, the Australian Accounting Standards require that payments be recognised upon receipt. Accordingly, the operating results of these periods have been distorted compared to those that would have been reported had the grants been paid in the year to which they were allocated.

The Operating Surplus Ratio disclosed in Note 14 has also been calculated after adjusting for the distortions resulting from the differences between the actual grants received and the grants entitlements allocated.

(4) Cash, cash equivalents and other financial instruments

Cash Assets include all amounts readily convertible to cash on hand at Council's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the *Local Government Act 1999*. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments forms part of Note 12.

(5) Inventories

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential. Inventories held in respect of business undertakings have been valued at the lower of cost and net realisable value.

5.1 Other Real Estate Held for Resale

Properties not acquired for development, but which Council has decided to sell as surplus to requirements, are recognised at the carrying value at the time of that decision.

Properties, auctioned for non-payment of rates in accordance with the *Local Government Act* but which failed to meet the reserve set by Council and are available for sale by private treaty, are recorded at the lower of the unpaid rates and charges at the time of auction or the reserve set by Council. Holding costs in relation to these properties are recognised as an expense when incurred.

5.2 Non-current assets or disposal groups classified as held for sale

Non-current assets are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continued use. They are measured at the lower of their carrying amount and fair value less costs of disposal. For non-current assets to be classified as held for sale, they must be available for immediate sale in their present condition and their sale must be highly probable.

An impairment loss is recognised for any initial or subsequent write down of the non-current assets to fair value less costs of disposal. A gain is recognised for any subsequent increases in fair value less costs of disposal of a non-current assets and assets of disposal groups, but not in excess of any cumulative impairment loss previously recognised.

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Financial Statements 2025

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies (continued)

Non-current assets are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of assets held for sale continue to be recognised.

Non-current assets classified as held for sale are presented separately on the face of the statement of financial position, in current assets.

(6) Infrastructure, property, plant and equipment**6.1 Initial recognition**

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and other overhead cost directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner determined by management.

6.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

Examples of capitalisation thresholds applied during the year are included in Note 7. No capitalisation threshold is applied to the acquisition of land or interests in land.

6.3 Subsequent recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.

6.4 Depreciation of non-current assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Major depreciation periods for each class of asset are listed in Note 7. Depreciation periods for infrastructure assets have been estimated based on the best information available to Council, but records covering the entire life cycle of these assets are not available, and care should be used in interpreting financial information based on these estimates.

6.5 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies (continued)

6.6 Borrowing costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with AASB 123 "Borrowing Costs". The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets, are disclosed in Note 3.

(7) Payables

7.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7.2 Payments Received in Advance & Deposits

Amounts other than grants received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

(8) Borrowings

Borrowings are recorded initially at fair value, being the cost of the borrowings, net of transaction costs. The measurement basis subsequent to initial recognition is at amortised cost. Interest is accrued over the period to which it relates, and is recorded as part of "Payables".

(9) Employee benefits

9.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

Weighted avg. discount rate 6.47% (2024, 5.83%)

Weighted avg. settlement period 2.2 years (2024, 1.84 years)

No accrual is made for sick leave as Council experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. Council does not make payment for untaken sick leave.

9.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the nominated fund selected by employees under the "Choice of Fund" legislation.

No changes in accounting policy have occurred during either the current or previous reporting periods. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 17.

(10) Leases

The Council assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

10.1 Council as a lessee

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies (continued)

The Council recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-Use-Assets

The Council recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Building, plant, equipment and other	2 to 5 years
--------------------------------------	--------------

The right-of-use assets are also subject to impairment. Refer to the accounting policies above - 6.5 Impairment.

ii) Lease Liabilities

At the commencement date of the lease, the Council recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Council uses its incremental borrowing rate or the interest rate implicit in the lease.

iii) Short-term leases and leases of low-value assets

The Council applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date). It also applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

(11) Equity accounted Council businesses

Council participates in cooperative arrangements with other councils for the provision of certain services and facilities.

Council's equity in the Northern Adelaide Waste Management Authority (NAWMA) and Gawler River Floodplain Management Authority (GRFMA) are accounted for in accordance with AASB 128 and set out in detail in Note 18.

(12) GST implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

(13) New accounting standards and UIG interpretations

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2025, these standards have not been adopted by Council and will be included in the financial statements on their effective date. Where the standard is expected to have a significant impact for Council then further information will be provided in the relevant note. The following list identifies all the new and amended Australian Accounting Standards, and Interpretation, that were issued but not yet effective at the time of compiling these statements that could be applicable to councils.

Effective for NFP annual reporting periods beginning on or after 1 January 2025

- AASB 2023-5 Amendments to Australian Accounting Standards - Lack of Exchangeability

The adoption of the amendment will not have a material impact on the financial statements.

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025**Note 1. Summary of Material Accounting Policies (continued)**

- AASB 2014-10 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (amended by AASB2015-10, AASB 2017-5 and AASB 2022-7)

The adoption of the amendment will not have a material impact on the financial statements.

Effective for NFP annual reporting periods beginning on or after 1 January 2026

- AASB 2022-9, Amendments to Australian Accounting Standards - Insurance Contracts in the Public Sector
- AASB 2024-2, Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments
- AASB 2024-3, Amendments to Australian Accounting Standards - Annual Improvements Volume 11
- AASB 2025-1, Amendments to Australian Accounting Standards - Contracts Referencing Nature-dependent Electricity
- AASB 2025-2, Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments: Tier 2 Disclosures
- New Accounting Standard, AASB 17 - Insurance Contracts

(14) Comparative figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(15) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 2. Income

	2025 \$ '000	2024 \$ '000
(a) Rates		
General rates		
General rates	116,183	105,666
Less: mandatory rebates	(4,683)	(4,647)
Less: discretionary rebates, remissions and write-offs	(941)	(929)
Total general rates	110,559	100,090
Other rates (including service charges)		
Regional Landscape Levy	1,537	1,289
Total other rates (including service charges)	1,537	1,289
Other charges		
Penalties for late payment	718	585
Legal and other costs recovered	259	212
Total other charges	977	797
Total rates	113,073	102,176
(b) Statutory charges		
Planning, Development and Infrastructure Act fees	2,216	1,605
Animal registration fees and fines	836	727
Parking fines / expiation fees	410	222
Environmental control fines	236	188
Other licences, fees and fines	313	292
Total statutory charges	4,011	3,034
(c) User charges		
Commercial activity revenue	383	218
Hall and equipment hire	2,581	2,362
Sundry	168	184
Commercial Activity - Food Cooperative	271	330
Commercial Activity - Water	612	487
Home and Aged Care	527	507
Immunisation	43	27
Library	49	46
Total user charges	4,634	4,161

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 2. Income (continued)

	2025 \$ '000	2024 \$ '000
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(d) Investment income

Interest on investments		
- Local Government Finance Authority	54	10
- Banks and other	138	302
- Loans to community groups	7	7
Total investment income	199	319

(e) Reimbursements

Other	1,353	1,123
Total reimbursements	1,353	1,123

(f) Other income

Insurance and other recoupments - infrastructure, property, plant and equipment	245	33
Sundry	297	434
Total other income	542	467

(g) Grants, subsidies and contributions

Capital grants, subsidies and contributions

Amounts Received Specifically for New or Upgraded Assets	7,110	8,733
Amounts Received Specifically for New or Upgraded Assets (Joint ventures)	2,417	—
Total amounts received for new or upgraded assets	9,527	8,733

Other grants, subsidies and contributions - capital

Developer Contributions	4,223	4,218
Local Roads and Community Infrastructure Program Grant	1,100	1,501
Roads to Recovery	—	1,378
Special Local Road Program Grant	630	930
Subsidies	63	74
Supplementary Local Road Grant	703	688
Total Other grants, subsidies and contributions - capital	6,719	8,789

Other grants, subsidies and contributions - Operating

Brought Forward Financial Assistance Grant	9,181	—
Developer Contributions	556	261
Financial Assistance Grant (remaining allocation)	16,884	888
Home and Community Care Grant	2,376	2,273
Sundry	2,573	1,868
Total other grants, subsidies and contributions - operating	31,570	5,290

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 2. Income (continued)

	2025 \$ '000	2024 \$ '000
Total grants, subsidies and contributions	47,816	22,812
(i) Sources of grants		
Commonwealth Government	4,060	8,350
State Government	34,417	8,578
Other	9,339	5,884
Total	47,816	22,812
(ii) Individually significant items		
Brought Forward Financial Assistance Grant Recognised as Income	9,181	—
Developers Contribution	4,779	4,479
Local Roads and Community Infrastructure Program Grants	1,100	1,501
Supplementary Local Road Funding	703	688
(h) Physical resources received free of charge		
Land and improvements	1,983	486
Stormwater drainage	3,114	10,573
Infrastructure	48,148	25,687
Parks	732	421
Total physical resources received free of charge	53,977	37,167

Note 3. Expenses

	2025 \$ '000	2024 \$ '000
(a) Employee costs		
Salaries and wages	36,486	33,718
Employee leave expense	6,163	5,864
Superannuation	4,635	4,068
Workers' compensation insurance	1,862	1,640
Other employee related costs	2,975	2,067
Less: capitalised and distributed costs	(1,244)	(1,108)
Total operating employee costs	50,877	46,249
Total number of employees (full time equivalent at end of reporting period)	440	421
(b) Materials, contracts and other expenses		
(i) Prescribed expenses		
Auditor's remuneration - Auditing the financial reports	39	37
Bad and doubtful debts	13	23
Elected members' expenses	513	491
Lease expense - low value assets / short term leases	25	43
Subtotal - prescribed expenses	590	594

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 3. Expenses (continued)

	2025 \$ '000	2024 \$ '000
(ii) Other materials, contracts and expenses		
Advertising	207	147
Bank Fee	250	260
Contractors	13,995	12,344
Contributions	576	416
Energy	3,795	3,787
Insurance Premiums	1,446	1,314
Legal expenses	925	902
Levies - other	243	212
Levies Paid to Government - Regional Landscape Levy	1,537	1,289
Maintenance	4,728	4,162
Parts, accessories and consumables	3,647	3,880
Professional services	2,014	1,601
Recruitment	161	225
Sundry	1,371	1,083
Waste Collection	12,917	11,779
Water	1,638	1,390
Subtotal - Other material, contracts and expenses	49,450	44,791
Total materials, contracts and other expenses	50,040	45,385

(c) Depreciation, amortisation and impairment

Buildings and other structures	4,729	4,228
Infrastructure	18,205	17,162
Stormwater drainage	5,285	4,144
Parks & Sport Fields	3,639	2,351
Right-of-use assets	166	104
Plant and equipment	2,050	2,184
Total depreciation, amortisation and impairment	34,074	30,173

(d) Finance costs

Interest on loans	2,824	3,728
Interest on leases	18	6
Less: capitalised and distributed costs	(103)	(39)
Total finance costs	2,739	3,695

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 4. Asset disposal and fair value adjustments

	2025 \$ '000	2024 \$ '000
Infrastructure, property, plant and equipment		
(i) Assets renewed or directly replaced		
Proceeds from disposal	1,104	934
Less: carrying amount of assets sold	(6,635)	(4,089)
Gain (loss) on disposal	(5,531)	(3,155)
(ii) Assets surplus to requirements		
Proceeds from disposal	780	571
Less: carrying amount of assets sold	(90)	—
Gain (loss) on disposal	690	571
(iii) Assets movement from joint ventures		
Proceeds from disposal	3	—
Less: carrying amount of assets sold	(29)	—
Gain (loss) on disposal	(26)	—
Net gain (loss) on disposal or revaluation of assets	(4,867)	(2,584)

Note 5. Current assets

	2025 \$ '000	2024 \$ '000
(a) Cash and cash equivalent assets		
Cash on hand and at bank	2,871	1,751
Total cash and cash equivalent assets	2,871	1,751
(b) Trade and other receivables		
Rates - general and other	5,097	5,159
Council rates postponement scheme	121	112
Accrued revenues	340	315
Debtors - general	820	3,037
GST recoupment	1,146	455
Sundry	134	71
Debtors - Other	88	82
Subtotal	7,746	9,231
Less: Loss Allowance	(12)	(21)
Total trade and other receivables	7,734	9,210

(*) Minimum \$15,000 is likely to be collected in 2025/26

(c) Other financial assets

continued on next page ...

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 5. Current assets (continued)

	2025 \$ '000	2024 \$ '000
Loans to Community Organisations	27	26
Total Other Financial Assets	27	26

Amounts included in other financial assets that are not expected to be received within 12 months of reporting date are disclosed in Note 12.

(d) Inventories

Stores and materials	223	266
Total inventories	223	266

(e) Other current assets

Prepayments	1,280	1,185
Total other current assets	1,280	1,185

Note 6. Non-current assets

	2025 \$ '000	2024 \$ '000
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(a) Financial Assets

Receivables

Loans to community organisations	196	223
Total financial assets	196	223

	Notes	2025 \$ '000	2024 \$ '000
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(b) Equity accounted investments in council businesses

NAWMA	18	4,112	4,138
GRFMA		12,380	12,831
Total equity accounted investments in Council businesses		16,492	16,969

(c) Other non-current assets

Other

Capital work in progress	35,815	30,683
Total other non-current assets	35,815	30,683

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 7. Infrastructure, property, plant & equipment and investment property

Infrastructure, property, plant and equipment

	Fair Value Level	as at 30/06/24				Asset movements during the reporting period						as at 30/06/25			
		At Fair Value \$ '000	At Cost \$ '000	Accumulated Depreciation \$ '000	Carrying amount \$ '000	Asset Additions New / Upgrade \$ '000	Asset Additions Renewals \$ '000	WDV of Asset Disposals \$ '000	Depreciation Expense (Note 3c) \$ '000	Adjustments & Transfers \$ '000	Revaluation Increments to Equity (ARR) (Note 9) \$ '000	At Fair Value \$ '000	At Cost \$ '000	Accumulated Depreciation \$ '000	Carrying amount \$ '000
Land	2	681,538	—	—	681,538	5,581	—	(90)	—	—	102,978	790,007	—	—	790,007
Buildings and other structures	3	188,092	—	(84,422)	103,670	2,907	2,142	(3)	(4,729)	118	836	200,364	—	(95,423)	104,941
Infrastructure	3	1,570,642	—	(498,791)	1,071,851	59,231	15,118	(4,575)	(18,205)	(368,323)	23,071	1,191,221	—	(413,053)	778,168
Stormwater drainage	3	—	—	—	—	6,446	310	(310)	(5,285)	337,477	133,277	604,453	—	(132,538)	471,915
Parks & Sport Fields	3	72,272	—	(27,402)	44,870	6,075	1,466	(325)	(3,639)	30,728	2,392	133,418	—	(51,851)	81,567
Right-of-use assets		—	1,144	(863)	281	133	—	—	(166)	—	—	—	1,277	(1,029)	248
Plant and equipment		—	26,439	(10,495)	15,944	444	3,069	(1,421)	(2,050)	(1)	—	—	27,598	(11,613)	15,985
Total infrastructure, property, plant and equipment		2,512,544	27,583	(621,973)	1,918,154	80,817	22,105	(6,724)	(34,074)	(1)	262,554	2,919,463	28,875	(705,507)	2,242,831
Comparatives		2,118,412	24,594	(522,309)	1,620,697	53,400	30,154	(4,089)	(30,173)	(1)	248,166	2,512,544	27,583	(621,973)	1,918,154

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 7. Infrastructure, property, plant & equipment and investment property (continued)

Valuation of infrastructure, property, plant & equipment and investment property

Fair Value Measurement

Council measures certain assets and liabilities at fair value where required by Australian Accounting Standards. AASB 13 Fair Value Measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

This section explains the judgements and estimates made in determining the fair values of the assets that are recognised and measured at fair value in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the Council has classified its property, plant and equipment into the three levels prescribed under the accounting standards. An explanation of each level follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset and the level of the fair value hierarchy as explained above.

Council re-assesses level categorisation and determines whether transfers have occurred between levels in the hierarchy, based on the level of inputs that is significant to the fair value measurement as a whole for the asset class.

Refer to Note 7a for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

Valuation Techniques

Council undertakes a formal valuation of land, buildings and infrastructure assets at least every five years. The valuations are performed by independent experts engaged by Council with inhouse desktop valuation undertaken all other years.

The best evidence of fair value is current prices in an active market for similar properties. Where such information is not available the Council considers information from a variety of sources including:

- current prices in an active market for properties of a different nature or recent prices of similar properties in less active markets, adjusted to reflect those differences
- income projections based on a property's estimated net market income
- current replacement cost, being the cost to construct the asset at current prices less the depreciation that would have accumulated since original construction.

Highest and best use

All of Council's non financial assets are considered as being utilised for their highest and best use.

Highest and best use - For land which Council has an unfettered right to sell, the "highest and best use" recognises the possibility of the demolition or substantial modification of some or all of the existing buildings and structures affixed to the land. Much of the land under Council's care and control is Crown land or has been declared as community land under the provisions of the Local Government Act 1999. Other types of restrictions also exist.

For land subject to these restrictions, the highest and best use is taken to be the "highest and best use" available to Council, with a rebuttable presumption that the current use is the "highest and best use". The reason for the current use of a large proportion of Council's assets being other than the "highest and best use" relates to Council's principal role as the provider of services to the community, rather than the use of those assets for the generation of revenue.

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 7. Infrastructure, property, plant & equipment and investment property (continued)

For buildings and other structures on and in the land, including infrastructure, "highest and best use" is determined in accordance with the land on and in which they are situated.

AASB 13 - Fair Value Measurement

The requirements of AASB 13 Fair Value Measurement have been applied to all valuations undertaken since 1 July 2013 as shown by the valuation dates by individual asset classes below.

Capitalisation Thresholds

Capitalisation thresholds used by Council for a representative range of assets are shown below. No capitalisation threshold is applied to the acquisition of land or interests in land.

	\$
Office Furniture & Equipment	2,000
Plant & Equipment	2,000
Buildings and Other Structures	5,000
Infrastructure - Stormwater	5,000
Infrastructure - Streetscape	5,000
Parks & Sport Fields	5,000

Estimated Useful Lives

Useful lives are estimated for each individual asset. In estimating useful lives, regard is had to technical and commercial obsolescence, as well as legal and other limitations on continued use. The range of useful lives for a representative range of assets is shown below:

Building & Other Structures	10 to 100 years
Infrastructure - Stormwater	10 to 120 years
Infrastructure - Streetscape	10 to 100 years
Parks & Sport Fields	10 to 100 years
Plant and Equipment	2 to 15 years
Office Furniture & Equipment	2 to 15 years
Right-of-Use Assets	2 to 3 years
Land	infinite
Infrastructure - Formation	infinite

Land & Land Improvements

- Basis of valuation: Fair Value / Market Value / Written down current replacement cost
- Date of valuation: 01 December 2024. All acquisitions made after the respective date of valuation are recorded at cost.
- Valuer: Valuation undertaken by Liquid Pacific as at 01 July 2021. Council has undertaken a subsequent desktop valuation and update of unit rates as at 01 December 2024.
- Determination of unit rates based on recent average Capital Value & Land tax index value movement.

Buildings & Other Structures

- Basis of valuation: Fair Value / Market Value / Written down current replacement cost
- Date of valuation: 01 December 2024. All acquisitions made after the respective date of valuation are recorded at cost.
- Valuer: Valuation undertaken by Public Private Property as at 01 December 2023. Council has undertaken a subsequent desktop valuation and update of unit rates as at 01 December 2024.
- Indexation of unit rates using industry indexes such as the Local Government Price Index.

Infrastructure*Streetscape*

- Basis of valuation: Written down current replacement cost
- Date of valuation: 01 December 2024. All acquisitions made after the respective date of valuation are recorded at cost.
- Valuer: Valuation undertaken by Liquid Pacific as at 01 July 2021. Council has undertaken a subsequent desktop valuation and update of unit rates as at 01 December 2024.
- Determination of unit rates based on recent Council contracts in place.

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 7. Infrastructure, property, plant & equipment and investment property (continued)

Stormwater

- Basis of valuation: Written down current replacement cost.
- Date of valuation: 01 December 2024. All acquisitions made after the respective date of valuation are recorded at cost.
- Valuer: Valuation undertaken by Rider Levett Bucknall (RLB) as at 01 December 2024.

The rate development methodology used by Rider Levett Bucknall (RLB) in the stormwater revaluation project for the City of Playford involved three main approaches, depending on the level of detail available for each asset type:

1. First Principles Estimating

- Used when: Detailed scope and specifications were available.
- Approach: Built up rates from the ground up using:
 - Material costs
 - Labour costs
 - Plant and equipment usage
- Advantage: Most accurate and tailored to actual construction practices.

2. Benchmark Rates

- Used when: The scope was generally understood but lacked detailed specifications.
- Approach: Applied industry-standard rates or historical data from similar projects.
- Advantage: Efficient and reasonably accurate when full detail is unavailable.

3. Escalated Allowances

- Used when: Minimal or no detail was available about the asset.
- Approach: Applied a general allowance based on similar asset types, adjusted for inflation or market trends.
- Advantage: Provides a placeholder value to ensure completeness, though less precise.

Each rate also included:

- Direct Costs: Materials, labour, plant.
- Indirect Costs:
 - Contractor Preliminaries
 - Contractor Margin and Overheads

Parks and Sport Fields

- Basis of valuation: Written down current replacement cost.
- Date of valuation: 01 December 2024. All acquisitions made after the respective date of valuation are recorded at cost.
- Valuer: Valuation undertaken by Liquid Pacific as at 01 July 2021. Council has undertaken a subsequent desktop valuation and update of unit rates as at 01 December 2024.
- Indexation of unit rates using industry indexes such as the Local Government Price Index.

Structures, Bridges, Car Parks

- Basis of valuation: Market Value / Written down current replacement cost.
- Date of valuation: 01 December 2024. All acquisitions made after the respective date of valuation are recorded at cost.
- Valuer: Valuation undertaken by Liquid Pacific as at 01 July 2021. Council has undertaken a subsequent desktop valuation and update of unit rates as at 01 December 2024.
- Indexation of unit rates based on recent Council contracts in place.

Plant & Equipment

- Basis of valuation: Cost
- Date of valuation: not revalued, carried at cost less accumulated depreciation

Furniture & Fittings

- Basis of valuation: Cost
- Date of valuation: not revalued, carried at cost less accumulated depreciation

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 8. Liabilities

	2025 Current \$ '000	2025 Non Current \$ '000	2024 Current \$ '000	2024 Non Current \$ '000
(a) Trade and other payables				
Goods and services	8,755	—	6,406	—
Payments received in advance	—	—	—	—
- Grants, subsidies, contributions - operating	1,576	—	428	—
- Grants and contributions - capital	3,180	—	5,994	—
Accrued expenses - other	4,001	—	3,096	—
Bonds, deposits & retentions	32	—	6	—
Other	2,095	—	2,109	—
Total trade and other payables	19,639	—	18,039	—

	Notes	2025 Current \$ '000	2025 Non Current \$ '000	2024 Current \$ '000	2024 Non Current \$ '000
(b) Borrowings					
Loans	12	4,413	71,242	5,260	85,886
Lease liabilities	16b	146	109	104	181
Total Borrowings		4,559	71,351	5,364	86,067

(c) Provisions

Employee Benefits (Annual Leave)	2,968	—	2,802	—
Employee Benefits (Long Service Leave)	3,408	1,441	3,561	1,225
Total provisions	6,376	1,441	6,363	1,225

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 9. Reserves

	as at 30/06/24				as at 30/06/25
	Opening Balance \$ '000	Increments (Decrements) \$ '000	Transfers \$ '000	Impairments \$ '000	Closing Balance \$ '000

(a) Asset revaluation reserve

Land	606,392	102,978	(1,044)	–	708,326
Buildings and other structures	94,441	836	(1,275)	–	94,002
Infrastructure	637,966	23,071	(3,976)	–	657,061
Stormwater drainage	–	133,277	(1,556)	–	131,721
Parks & Sport Fields	3,007	2,392	977	–	6,376
JV's / associates - other comprehensive income	8,992	–	–	–	8,992
Total asset revaluation reserve	1,350,798	262,554	(6,874)	–	1,606,478
Comparatives	1,100,688	254,748	(4,638)	–	1,350,798

	as at 30/06/24				as at 30/06/25
	Opening Balance \$ '000	Tfrs to Reserve \$ '000	Tfrs from Reserve \$ '000	Other Movements \$ '000	Closing Balance \$ '000

(b) Other reserves

Developer Contributions	13,977	5,407	(4,710)	–	14,674
Other reserves	91	4	–	–	95
Supplementary Local Roads	1,795	799	(157)	–	2,437
Total other reserves	15,863	6,210	(4,867)	–	17,206
Comparatives	15,941	5,776	(5,854)	–	15,863

Purposes of reserves

Asset Revaluation Reserve

The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non current assets (less any subsequent impairment losses, where applicable).

Developer Contributions

Where developers elect to make a cash contribution to Council in lieu of installing a physical asset, the cash must be paid to Council at the time of processing the planning application. Council sets these funds aside in the Developer Contribution Reserve for construction of the assets after development is completed.

Supplementary Local Roads

The Supplementary Local Road Funding program is an additional allocation of road funding provided by Federal Government. Any unspent funds from the financial year are set aside in the Reserve for construction of future local roads.

Note 10. Assets subject to restrictions

The nature of some of the Council's assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 11. Reconciliation to Statement of Cash Flows

	Notes	2025 \$ '000	2024 \$ '000
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(a) Reconciliation of cash

Cash assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

Total Cash & Cash Equivalents Assets	5	2,871	1,751
Balances per Statement of Cash Flows		2,871	1,751

(b) Reconciliation of Operating Result

Net surplus/(deficit)		80,409	42,677
Non-cash items in income statements			
Depreciation, amortisation and impairment	3c	34,074	30,173
Equity movements in equity accounted investments (increase)/decrease	18(a)i	2,599	496
Non-cash asset acquisitions		(53,977)	(37,167)
Grants for capital acquisitions treated as investing activity	2g	(16,246)	(17,522)
Net (gain)/loss on disposals	4	4,867	2,584
		51,726	21,241
Add (less): changes in net current assets			
Net (increase)/decrease in receivables	5b	1,485	5,165
Change in allowances for under-recovery of receivables	5b	(9)	9
Net (increase)/decrease in inventories	5d	43	(12)
Net (increase)/decrease in other assets	5c,5e	(95)	(288)
Net increase/(decrease) in trade and other payables	8a	4,388	(665)
Net increase/(decrease) in other provisions	8c	229	30
Net cash provided by (or used in) operations		57,767	25,480

(c) Non-cash financing and investing activities

Acquisition of assets by means of:			
Physical resources received free of charge	2h	53,977	37,167
Total non-cash financing and investing activities		53,977	37,167

(d) Financing arrangements

Unrestricted access was available at balance date to the following lines of credit:

Corporate credit cards	255	255
LGFA cash advance debenture facility	36,616	35,435

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 12. Financial instruments

Recognised financial instruments

Bank, deposits at call, short term deposits

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost; interest is recognised when earned.

Terms & Conditions:

Deposits at call have a returning interest rate between 4.10% to 4.50% (2024: 4.17% to 4.47%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables - rates and associated charges (including legals and penalties for late payment)

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Secured over the subject land, arrears attract interest of 2.00% (2024: 2.00%). Each month thereafter a further interest penalty of 0.76% (2024: 0.75%) is added. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables - fees and other charges

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Unsecured, and do not bear interest. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 12. Financial instruments (continued)

Liabilities - creditors and accruals**Accounting Policy:**

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

Terms & Conditions:

Liabilities are normally settled on 30 day terms.

Carrying Amount:

Approximates fair value.

Liabilities - interest bearing borrowings**Accounting Policy:**

Initially recognised at fair value and subsequently at amortised cost using the effective interest rate.

Terms & Conditions:

Secured over future revenues, borrowings are repayable (at maturity or Annual Principal & Interest); interest is charged at fixed or variable rates between 3.40% and 5.50% (2024: 3.40% and 6.15%).

Carrying Amount:

Approximates fair value.

Liabilities - leases**Accounting Policy:**

At the commencement date, a lessee shall measure the right-of-use asset at cost and the lease liability at the present value of the lease payments that are not paid at that date. The lease payments shall be discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the lessee shall use the lessee's incremental borrowing rate.

Terms and conditions:

During 2024/25, 6 leases were acquired for community fleets. The incremental borrowing rate for the new leases is between 5.75% and 6.15%.

The remaining 5 active leases were acquired for community fleets from prior years. The incremental borrowing rate is between 5.50% and 6.15%.

Carrying Amount:

Approximates fair value.

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 12. Financial instruments (continued)

	Notes	Due < 1 year \$ '000	Due > 1 year and ≤ 5 years \$ '000	Due > 5 years \$ '000	Total Contractual Cash Flows \$ '000	Carrying Values \$ '000
Financial assets and liabilities						
2025						
Financial assets						
Cash and cash equivalents	5a	2,871	–	–	2,871	2,871
Receivables	5b	7,740	16	3	7,759	7,734
Other financial assets	5c, 6a	27	124	72	223	223
Total financial assets		10,638	140	75	10,853	10,828
Financial liabilities						
Payables	8a	16,473	7,026	7,347	30,846	14,878
Current borrowings	8b	4,413	–	–	4,413	4,413
Non-current borrowings	8b	–	30,357	40,885	71,242	71,242
Lease liabilities	16b	146	109	–	255	255
Total financial liabilities		21,032	37,492	48,232	106,756	90,788
Total financial assets and liabilities		31,670	37,632	48,307	117,609	101,616
2024						
Financial assets						
Cash and cash equivalents	5a	1,751	–	–	1,751	1,751
Receivables	5b	9,216	19	6	9,241	9,210
Other financial assets	5c, 6a	26	118	105	249	249
Total financial assets		10,993	137	111	11,241	11,210
Financial liabilities						
Payables	8a	13,344	7,563	8,912	29,819	11,574
Current borrowings	8b	5,260	–	–	5,260	5,260
Non-current borrowings	8b	2,500	26,571	56,815	85,886	85,886
Lease liabilities	16b	104	181	–	285	285
Total financial liabilities		21,208	34,315	65,727	121,250	103,005
Total financial assets and liabilities		32,201	34,452	65,838	132,491	114,215

The following interest rates were applicable to Council's borrowings at balance date:

	2025		2024	
	Weighted Avg Interest Rate \$ '000	Carrying Value \$ '000	Weighted Avg Interest Rate \$ '000	Carrying Value \$ '000
Other variable rates	5.50%	17,023	6.06%	22,285
Fixed interest rates	3.66%	58,887	3.79%	69,146
		75,910		91,431

Net fair value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 12. Financial instruments (continued)

Risk exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any impairment. All Council investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of Council's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that Council will encounter difficulty in meeting its financial liability obligations. Council consider borrowings as an organisational response to the need for funds for capital projects or cashflow, without specifically borrowing for a particular project. The term of any borrowings, whether fixed interest or floating interest rate borrowings are sought with a range of maturity dates and standby borrowing facilities to ensure a base level of liquidity is available at all times. This is in accordance with Council's Treasury Policy.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

Expected credit losses (ECL)

Council uses an allowance matrix to measure expected credit losses for receivables from individual customers, which comprise a large number of small balances. As rates and annual charges are secured over subject land no allowance for such receivables is made. The following table provides information about Council's ECLs from receivables (excluding secured rates and charges, GST and other amounts held in trust). Impairment analysis is performed each reporting date. ECLS are based on credit history adjusted for forward looking estimates and economic conditions.

	ECL Rate	Gross carrying amount \$ '000	Expected Loss \$ '000
2025			
Current (not past due)	0.0%	497	—
Past due 1-30 days	0.2%	120	—
Past due 31-60 days	0.6%	43	—
Past due 61-90 days	2.2%	9	—
Past due 91 days +	9.3%	123	11
		<u>792</u>	<u>11</u>
2024			
Current (not past due)	0.2%	2,219	4
Past due 1-30 days	0.9%	671	6
Past due 31-60 days	2.7%	112	3
Past due 61-90 days	8.0%	16	1
Past due 91 days +	16.3%	41	7
		<u>3,059</u>	<u>21</u>

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 12. Financial instruments (continued)

Set out below is the movement in the allowance for expected credit losses:

	2025 \$ '000	2024 \$ '000
As at 1 July	21	12
Provisions	13	23
Write-off	(22)	(14)
As at 30 June	12	21

Note 13. Capital expenditure and investment property commitments

	2025 \$ '000	2024 \$ '000
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Capital commitments

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Land	143	1,080
Buildings	300	166
Infrastructure	5,352	2,255
Plant and equipment	137	1,352
Stormwater	537	146
	6,469	4,999

These expenditures are payable:

Not later than one year	6,469	4,999
	6,469	4,999

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 14. Financial indicators

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024 2023	
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Financial Indicators overview

These Financial Indicators have been calculated in accordance with Information paper 9 - Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.

Adjustments to Ratios

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.

1. Operating Surplus Ratio

Operating surplus	21,772	13.4%	(0.5)%	12.8%
Total operating income	162,101			

This ratio expresses the operating surplus as a percentage of total operating revenue.

Adjusted Operating Surplus Ratio

Operating surplus	5,872	4.0%	5.5%	2.7%
Total operating income	146,201			

2. Net Financial Liabilities Ratio

Net financial liabilities	92,538	57%	84%	75%
Total operating income	162,101			

Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.

Adjusted Net Financial Liabilities Ratio

Net financial liabilities	101,719	70%	79%	96%
Total operating income	146,201			

3. Asset Renewal Funding Ratio

Asset renewals	22,514			
Infrastructure and Asset Management Plan required expenditure	28,883	78%	114%	65%

Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level planned, and excludes new capital expenditure on the acquisition of additional assets.

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 15. Uniform presentation of finances

	2025	2024
	\$ '000	\$ '000

The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.

All councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all councils provide a common 'core' of financial information, which enables meaningful comparisons of each council's finances.

Income

Rates	113,073	102,176
Statutory charges	4,011	3,034
User charges	4,634	4,161
Grants, subsidies and contributions - capital	6,719	8,789
Grants, subsidies and contributions - operating	31,570	5,290
Investment income	199	319
Reimbursements	1,353	1,123
Other income	542	467
Total Income	162,101	125,359

Expenses

Employee costs	(50,877)	(46,249)
Materials, contracts and other expenses	(50,040)	(45,385)
Depreciation, amortisation and impairment	(34,074)	(30,173)
Finance costs	(2,739)	(3,695)
Net loss - equity accounted council businesses	(2,599)	(496)
Total Expenses	(140,329)	(125,998)

Operating surplus / (deficit)

Net timing adjustment for general purpose grant funding	(9,181)	15,345
Less: grants, subsidies and contributions - capital	(6,719)	(8,789)
Adjusted Operating surplus / (deficit)	5,872	5,917

Net outlays on existing assets

Capital expenditure on renewal and replacement of existing assets	(23,618)	(23,577)
Finance lease payments for right of use assets on existing assets	(116)	(93)
Add back depreciation, amortisation and impairment	34,074	30,173
Add back proceeds from sale of replaced assets	1,104	934
	11,444	7,437

Net outlays on new and upgraded assets

Capital expenditure on new and upgraded assets (including investment property and real estate developments)	(30,326)	(21,516)
Finance lease payments for right of use assets for new and upgraded assets	(62)	(15)
Add back grants, subsidies and contributions - capital new/upgraded	6,719	8,789
Add back amounts received specifically for new and upgraded assets	7,110	8,024
Add back proceeds from sale of surplus assets (including investment property, real estate developments and non-current assets held for resale)	780	571
	(15,779)	(4,147)

Annual net impact to financing activities surplus/(deficit)

	1,537	9,207
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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 16. Leases

(i) Council as a lessee

Terms and conditions of leases

Building

Community building leases include the Elizabeth Rise Community Centre.
The rent is increased by market rent review or CPI annually.

Plant and Equipment

Includes photocopiers and vehicles leasing. The leases are fixed repayments.

Set out below are the carrying amounts of right-of-use assets recognised within Infrastructure, Property, Plant and Equipment and the movements during the period:

(a) Right of use assets

	Building \$ '000	Plant and Equipment \$ '000	Total \$ '000
2025			
Opening balance	41	240	281
Additions to right-of-use assets	5	128	133
Depreciation charge	(24)	(142)	(166)
Balance at 30 June	22	226	248
2024			
Opening balance	61	102	163
Additions to right-of-use assets	3	219	222
Depreciation charge	(23)	(81)	(104)
Balance at 30 June	41	240	281

(b) Lease liabilities

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the period:

	2025 \$ '000	2024 \$ '000
Balance at 1 July	285	167
Additions	133	222
Accretion of interest	18	6
Payments	(180)	(110)
Balance at 30 June	256	285
Classified as:		
Current	147	104
Non-current	109	181

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 16. Leases (continued)

	2025	2024
	\$ '000	\$ '000

The maturity analysis of lease liabilities is included in Note 12.

The following are the amounts recognised in the Statement of Comprehensive Income:

Depreciation expense of right-of-use assets	166	104
Interest expense on lease liabilities	18	6
Total amount recognised in profit or loss	184	110

(ii) Council as a lessor

Council owns various buildings, plant and other facilities that are available for hire or lease (on a non-cancellable basis wherever practicable). Rentals received from such leases are disclosed in user charges (hall and equipment hire) in Note 2.

	2025	2024
	\$ '000	\$ '000

Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:

Not later than one year	1,170	913
Later than one year and not later than 5 years	2,282	994
Later than 5 years	1,956	174
	5,408	2,081

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 17. Superannuation

Contribution to Superannuation Scheme

The Council makes employer superannuation contributions in respect of its employees to HostPlus Super (formerly Statewide Super Superannuation Scheme). There are two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (11.50% in 2024/25; 11.00% in 2023/24). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2023/24) of "superannuation" salary.

In addition, Council makes a separate contribution of 3% (3% 2023/24) of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.34(a), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 20 June 2022. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

Contributions to other superannuation schemes

Council also makes contributions to other superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 18. Interests in other entities

All joint ventures and associates are required to prepare Annual Financial Statements that comply with the SA Local Government Model Financial Statements.

	Council's Share of Net Income		Council's Share of Net Assets	
	2025	2024	2025	2024
	\$ '000	\$ '000	\$ '000	\$ '000
Council's share of net income				
Joint ventures	(2,599)	(496)	16,492	16,969
Total Council's share of net income	(2,599)	(496)	16,492	16,969

((a)i) Joint ventures, associates and joint operations

(a) Carrying amounts

	Principal Activity	2025	2024
		\$ '000	\$ '000
Northern Adelaide Waste Management (NAWMA)	Waste Management	4,112	4,138
Gawler River Flood Management Authority (GRFMA)	Floodplain Management	12,380	12,831
Total carrying amounts - joint ventures and associates		16,492	16,969

Northern Adelaide Waste Management (NAWMA)

The Northern Adelaide Waste Management Authority (NAWMA) manages recycling, waste collection and waste disposal for the City of Playford, City of Salisbury and Town of Gawler. Contributions are made towards waste collection, disposal and kerbside recycling and administration.

The City of Playford has a 34.37% equity interest in NAWMA for the year ended 30 June 2025 (2024: 33.92%). NAWMA has borrowings of \$5.05million (2024: \$7.21million) as at 30 June 2025. The City of Playford's share of borrowings is \$1.74million (2024: \$2.45 million).

Gawler River Flood Management Authority (GRFMA)

The Gawler River Floodplain Management Authority (GRFMA) was established in August 2002 to construct, operate and maintain flood mitigation infrastructure in the Gawler River area. Contributions are made to the administrative expenses of the Authority.

The City of Playford has a 29.56% equity interest in GRFMA as at 30 June 2025 (2024: 30.33%).

(b) Relevant interests

	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2025	2024	2025	2024	2025	2024
Northern Adelaide Waste Management (NAWMA)	34.4%	33.9%	34.4%	33.9%	33.3%	33.3%
Gawler River Flood Management Authority (GRFMA)	29.6%	30.3%	29.6%	30.3%	17.0%	17.0%

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City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 18. Interests in other entities (continued)

(c) Movement in investment in joint venture or associate

	Northern Adelaide Waste Management (NAWMA)		Gawler River Flood Management Authority (GRFMA)	
	2025	2024	2025	2024
	\$ '000	\$ '000	\$ '000	\$ '000
Opening Balance	4,138	3,690	12,831	6,487
Share in Operating Result	(2,472)	(307)	(127)	(189)
Share in Amounts Received Specifically for New and Upgraded Assets	2,417	709	—	—
Share in Other Comprehensive Income	—	—	—	6,582
Adjustments to Equity	55	46	(324)	(49)
Share in Asset Disposal & Fair Value Adjustments	(26)	—	—	—
Council's equity share in the joint venture or associate	4,112	4,138	12,380	12,831

(d) Share of Joint Operations Expenditure Commitments

Expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:

	2025	2024
	\$ '000	\$ '000
Not later than one year	13,647	10,722
Later than one year and not later than 5 years	47,698	1,025
Later than 5 years	38,601	—
	99,946	11,747

Note 19. Non-current assets held for sale and discontinued operations

	2025	2024
	\$ '000	\$ '000

Carrying Amounts of Assets and Liabilities

Assets

Asset Held for Sale	362	362
Total assets	362	362
Net assets	362	362

This asset was previously classified as part of Land in Note 7.

Prior to transferring to non-current assets held for sale, the land was revalued to reflect its fair value.

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 20. Contingencies and assets/liabilities not recognised in the balance sheet

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. Land under roads

Council is of the opinion that it is not possible to attribute a value sufficiently reliably for these assets to qualify for recognition, and accordingly land under roads has not been recognised in the reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

At reporting date, Council controlled 968 km of road reserves of average width 17.4 metres.

2. Potential insurance losses

Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At any time, it is likely that claims will have been made against Council that remain unsettled.

Council insures against all known insurable risks using a range of insurance policies, each of which is subject to deductible "insurance excesses", the amount of which varies according to the class of insurance.

Council has recognised the potential losses arising from claims known at reporting date based on average historical net cost (including insurance excess) of similar types of claims. Other potential claims not reported to Council may have existed at reporting date.

3. Bank guarantees

Council may guarantee certain loans and other banking facilities advanced to community organisations and sporting bodies. As at 30 June 2025 the amount guaranteed was \$nil (2024: \$nil).

Council holds guarantee for certain procurement contracts. As at 30 June 2025 the amount held in guarantees was \$1.6M (2024: \$1.4M).

4. Legal expenses

Council is the planning consent authority for its area under the *Planning, Development & Infrastructure Act 2016* (as amended). Pursuant to that Act, certain persons aggrieved by a planning decision of the Council, or the Council Assessment Panel may appeal. It is normal practice that parties bear their own legal costs. At the date of these reports, Council had notice of four (4) appeals against planning decisions made prior to reporting date. All known costs have been recognised for two (2) appeals. Two (2) appeals have yet to be resolved, and all known costs associated are yet to be determined. Council had notice of two (2) appeals against planning decisions lodged in the previous FY (23/24). These have now been resolved and all known costs have been recognised.

Note 21. Events after the balance sheet date

Events that occur after the reporting date of 30 June 2025, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Council is unaware of any material or significant "non adjusting events" that should be disclosed

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 22. Related party transactions

Key management personnel

Transactions with key management personnel

The Key Management Personnel of the Council include the Mayor, Councillors, CEO and certain prescribed officers under section 112 of the Local Government Act 1999. In all, 46 persons were paid the following total compensation.

	2025	2024
	\$ '000	\$ '000

The compensation paid to key management personnel comprises:

Short-term employee benefits	5,112	4,879
Termination benefits	37	15
Councillor Allowances	481	463
Total	5,630	5,357

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

Receipts from key management personnel comprise:

Other than amounts paid as ratepayers or residents (e.g. rates, swimming pool entry fees, etc.), Council received the following amounts in total:

Planning and building application Fees	1	1
Total	1	1

Two close family members of key management personnel are employed by Council in accordance with the terms of the Award, and as recorded in the public Register of Salaries maintained in accordance with section 105 of the Local Government Act 1999.

Key management personnel or close family members (including related parties) lodged a total of one planning and building applications during the year. These people took no part in the assessment or approval process for this applications.

City of Playford

Financial Statements 2025

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 23. Council information and contact details

Principal place of business:

10 Playford Boulevard
Elizabeth SA 5112

Contact details**Mailing Address:**

12 Bishopstone Road
Davoren Park SA 5113

Telephone: 08 8256 0333**Facsimile:** 08 8256 0578**Opening hours:**

9am-5pm
Monday to Friday

Internet: www.playford.sa.gov.au**Email:** playford@playford.sa.gov.au**Officers****Chief Executive Officer**

Sam Green

AUDITORS

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Elected members**Mayor**

Glenn Docherty

Councillor

Cr Agapios (Peter) Rentoulis

Cr Akram Arifi

Cr Andrew Craig

Cr Chantelle Karlsen

Cr Clint Marsh

Cr David Kerrison

Cr Esperanza (Jane) Onuzans

Cr Gay Smallwood-Smith

Cr Katrina Stroet

Cr Marilyn Baker

Cr Misty Norris

Cr Rebecca Vandeppear

Cr Shirley Halls

Cr Tanya Smiljanic

Cr Zahra Bayani

Other information

ABN: 99 397 793 662

City of Playford

Financial Statements 2025

General Purpose Financial Statements
for the year ended 30 June 2025

Independent Auditor's Report - Financial Statements

City of Playford

Financial Statements 2025

General Purpose Financial Statements for the year ended 30 June 2025

Independent Auditor's Report - Internal Controls

City of Playford

Financial Statements 2025

General Purpose Financial Statements for the year ended 30 June 2025

Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of City of Playford for the year ended 30 June 2025, the Council's Auditor, BDO has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

Sam Green
Chief Executive Officer

Mark Labaz
Presiding Member, Corporate Governance
Committee

Date: dd MMMM yyyy

City of Playford

Financial Statements 2025

General Purpose Financial Statements

for the year ended 30 June 2025

Statement by Auditor

I confirm that, for the audit of the financial statements of City of Playford for the year ended 30 June 2025, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.

Auditor's Name

Audit Firm Name

Date: dd MMM yyyy





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Dear Corporate Governance Committee

We are pleased to present this report to the Corporate Governance Committee of City of Playford in relation to the 30 June 2025 annual audit.

As at the date of this report, we have substantially completed our audit and subject to the satisfactory resolution of the matters outlined in the Executive Summary, we expect to issue an unmodified audit report.

We have set out in this document the significant matters arising from our audit. This summary covers those matters we believe to be material in the context of our work.

We look forward to the Corporate Governance Committee meeting on 7 October 2025 where we will have the opportunity to discuss this report.

Should you require clarification on any matter in this report before this date, please do not hesitate to contact me on +61 8 7324 6082.

We would like to take this opportunity to extend our appreciation to management for their assistance and cooperation throughout the course of our audit.

Yours faithfully



Andrew Tickle

Engagement Partner

Adelaide, 12 September 2025

Executive summary

Purpose

The purpose of this report is to communicate significant matters arising from our audit to the Corporate Governance Committee. This report has been discussed with management.

Scope

Our audit was conducted in accordance with Australian Auditing Standards and the *Local Government Act 1999 and Local Government (Financial Management) Regulations 2011* for the year ended 30 June 2025.

Status of the audit

Our audit of the financial report is substantially complete. We expect to issue an unmodified audit report, subject to satisfactory completion of the following:

- Review of events subsequent to 30 June 2025 to date of signing the audit report
- Receipt of written management representations on various matters
- Receipt of formally adopted financial statements and agreement of these to drafts previously provided

A draft of the proposed audit report is included at Appendix 1.

Summary of misstatements

We have identified misstatements during our audit. The list of corrected misstatements is included in the respective [section](#) of this report.

We have not identified any uncorrected misstatements that, in our judgement, either individually or in aggregate, could have a material effect on the financial report for the year ended 30 June 2025.

Areas of audit focus

In performing our audit, we have identified those matters that, in the auditor's judgement, were of the most significance in the audit of the financial report. Our audit procedures also focused on areas that were considered to represent significant and elevated risks of material misstatement. These areas of focus are outlined below:

- Revaluation of infrastructure, property, plant and equipment
- Accounting treatment of Capital Work in Progress (WIP)
- Cut-off of grant funding and accuracy of any amounts deferred at 30 June 2025
- Management override of controls

Refer to the relevant section for details on the significant risk areas and other areas focused on during the audit.

Areas of audit focus

In assessing the risks of material misstatement at the planning phase, we used a spectrum of risk based on the likelihood of a misstatement occurring and the magnitude of the misstatement in the context of our materiality. Our audit procedures focused on areas that were considered to represent risks of material misstatement.

We set out the areas that were considered key areas of focus along with an outline of the work performed and a summary of findings.

REVALUATION OF INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT		
Description	Audit work performed	Summary of findings
Council's infrastructure, property, plant and equipment is carried at valuation. There is a risk that these balances are misstated as a result of the application and inappropriate valuation methodologies, or incorrect underlying assumptions.	This year Land / Buildings / Infrastructure / Parks and Sportfields were revalued by Council employees based on an indexation reflecting annual average movement value of like assets. We have obtained details of these calculations and tested their accuracy, including the appropriateness of the indexation. During the year, the Council's assets have been revalued by the Council's employees in conjunction with independent valuers. Also, during the year the unit rates for Stormwater assets were revalued using an independent valuer. We evaluated the competency, capability and objectivity of the independent valuers used in the valuation process. We obtained an understanding of their work and evaluate its appropriateness of conclusions reached.	We noted that the revaluation resulted in the following increments, rounded to the nearest '000: - Land \$102,977,000 - Buildings \$831,000 - Infrastructure \$158,219,000 There were no other findings noted during our testing.

Areas of audit focus *continued*

ACCOUNTING TREATMENT OF CAPITAL WORK IN PROGRESS (WIP)		
Description	Audit work performed	Summary of findings
There is a risk that the accounting treatment of items captured within Capital WIP may not be in accordance with Australian Accounting Standards.	We obtained the Capital WIP schedule and reviewed in detail a sample of projects outstanding at the end of the year to ensure they are likely to generate assets. We also reviewed a sample of assets transferred out of Capital WIP to check that the categorisation and value allocated to the relevant fixed asset class was appropriate.	No issues were noted in relation to the accounting treatment of capital work in progress.

MANAGEMENT OF OVERRIDE OF INTERNAL CONTROLS		
Description	Audit work performed	Summary of findings
Australian Auditing Standards require that we presume there is a risk that management has the ability to manipulate accounting records and override control that otherwise appear to be operating effectively.	We reviewed key internal controls at the Council to mitigate the risk of management override. We tested the appropriateness of journal entries and other adjustments made in the preparation of the financial report. We also reviewed accounting estimates for bias, and evaluated the business rationale (or lack of) of any significant transactions that are outside of the normal course of business or that otherwise appeared to be unusual.	The was no evidence of misstatement due to management override of controls noted.

Areas of audit focus *continued*

CUT-OFF OF GRANT FUNDING AND ACCURACY OF ANY AMOUNTS DEFERRED AT 30 JUNE 2025		
Description	Audit work performed	Summary of findings
There is a risk of error in the calculation of grant income recognised and deferred at the end of the year by reference to grant agreements and Australian Accounting Standards.	We obtained the schedule of grant income recognised and deferred at year end. We selected a sample of grants and obtain the agreements to test that funding had been recognised in accordance with AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities.	We noted that the treatment of one capital grant was recognised based on milestone payments rather than when the Council satisfied its performance obligations of constructing the asset. This resulted in grant funding being overstated and unexpended grants understated by \$850,775. This misstatement was corrected and appears on our Summary of Misstatements. As a result of the above, we have reviewed other significant capital expenditure grants to ensure that the appropriate accounting treatment had been applied, no other issues were noted in relation to the accounting treatment of grant funding.

Summary of misstatements

Corrected misstatements

We identified the following misstatements during the course of our audit which have been corrected:

DESCRIPTION	ASSETS	(LIABILITIES)	RESERVES	(PROFIT)/LOSS
Correction of revenue recognition for the Minister for Education Mark Oliphant Kiss and Drop funding	-	(850,775)	-	850,775
	-	(850,775)	-	850,775

Internal control

Current year

In accordance with ASA 265 *Communicating Deficiencies in Internal Control to Those Charged with Governance and Management*, we are required to communicate in writing, significant deficiencies in internal control identified during our audit to those charged with governance on a timely basis.

The standard defines a deficiency in internal control as:

1. A control is designed, implemented or operated in such a way that it is unable to prevent, or detect and correct, misstatements in the financial report on a timely basis; or
2. A control necessary to prevent, or detect and correct, misstatements in the financial report on a timely basis is missing.

Significant deficiency in internal control means a deficiency or combination of deficiencies in internal control that, in the auditor's professional judgement, is of sufficient importance to merit the attention of the Corporate Governance Committee.

Our audit procedures did not identify any significant deficiencies that in our professional judgment are of sufficient importance to merit the attention of the Corporate Governance Committee.

Internal control - *Better Practice Model*

We have completed the testing of internal controls for the purpose of providing an audit opinion on Council’s internal controls. This work focuses on controls exercised by the Council in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are sufficient to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law.

Our assessment of internal controls is based on the criteria in the Better Practice Model - Financial Internal Control for South Australian Councils as issued by the Local Government Association of South Australia.

The Better Practice Model emphasises a risk based approach to internal financial controls. It states that a Council should design and implement internal financial controls activities and monitoring systems that prioritise extreme and high financial risk as identified by the Council’s risk tolerance framework.

We have been advised by the management that no risk assessment was performed for this financial year. Instead, self-assessment was performed over all ‘core controls’ that are suggested per Better Practice Model.

For the purpose of our internal control audit opinion, we have performed our own risk assessment to identify the key financial risks facing the Council, determine the inherent risk level and evaluate core controls activities to address this risk. Based on this work, we have not noted any material exceptions that would lead to a qualification to the audit report on internal controls.

Below is a table that shows the results of the work completed on internal controls in 2025:

RISK CATEGORY	CONTROLS TESTED	EFFECTIVE	INEFFECTIVE
Strategic Financial	-	-	-
Assets	20	20	-
Liabilities	8	8	-
Revenue	15	15	-
Expenses	29	28	1
External Services	-	-	-
Financial Governance	-	-	-
Total	72	72	-

Internal control - *Better Practice Model continued*

Current period

As noted in the above, during our testing of internal controls, we identified a control operating ineffectively in the payroll business cycle within the expenses risk category, which we have noted in the below table. While we do not consider this deficiency to be significant, we believe it is important to bring it to management’s attention to support continuous improvement in the control environment.

DEFICIENCY IN INTERNAL CONTROL		POTENTIAL EFFECTS	RECOMMENDATION	MANAGEMENT COMMENTS
1	We noted one instance whereby there was a lack of timely review of employee status and formal offboarding procedures in relation to an inactive casual staff member.	The lack of timely review of employee status and formal offboarding procedure could result in inaccurate employee records, potential payroll errors, and increased risk of inappropriate system access.	It is recommended to implement periodic reviews of inactive employees and a formal offboarding process, including timely system deactivation and documentation.	We did identify the issue when this case first happened. We have communicated with OD about how we can improve the process in the future, especially for some casual staff when they are not engaged for an extended period.

Other reporting requirements

Independence and ethics

In conducting our audit, we are required to comply with the independence requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) 2011* and Part 4A of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)*.

We have obtained independence declarations from all staff engaged in the audit.

We also have policies and procedures in place to identify any threats to our independence, and to appropriately deal with and if relevant mitigate those risks.

We have not become aware of any issue that would cause any member of the engagement team, BDO or any BDO network firm to contravene any ethical requirement or any regulatory requirement that applies to the audit engagement.

BDO has not provided any other services during the audit to City of Playford.

The *Local Government Act 1999* and the *Local Government (Financial Management) 2011* requires the lead auditor to make a declaration to the directors regarding independence. We are in a position to make this declaration, a draft of which has been included at Appendix 3.

Non-compliance with laws and regulations

We have made enquiries in relation to any non-compliance with laws and regulations during the course of our audit. We have not identified any instances of non-compliance with laws and regulations as a result of our enquiries.

We have not identified any reportable matters during the course of our audit.

Fraud

Management have confirmed that there were no matters of fraud identified for the period under audit, or subsequently. It should be noted that our audit is not designed to detect fraud however should instances of fraud come to our attention we will report them to you.

We have not identified any instances of fraud during the course of our audit.

Appendix 1 Proposed audit report

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CITY OF PLAYFORD

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of City of Playford (the Council), which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including material accounting policy information and the declaration by those charged with governance.

In our opinion the accompanying financial report presents fairly, in all material respects, the financial position of the Council as at 30 June 2025, and its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards, the *Local Government Act 1999*, and the *Local Government (Financial Management) Regulations 2011*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Local Government Act 1999*, which has been given to the Council, would be in the same terms if given to the Council as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Those charged with governance are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the annual report Northern Adelaide Waste Management Authority, and Gawler River Floodplain Management Authority for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Appendix 1 Proposed audit report *continued*

Council's Responsibility for the Financial Report

The Council's officers are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as Council determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Council's officers are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Council either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of our auditor's report.

BDO Audit Pty Ltd

Andrew Tickle
Director

Adelaide, XX September 2025

Appendix 1 Proposed audit report *continued*

INDEPENDENT ASSURANCE REPORT OF THE INTERNAL CONTROLS OF THE CITY OF PLAYFORD

Opinion

We have undertaken a reasonable assurance engagement on the design and the operating effectiveness of controls established by City of Playford ('the Council') in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, throughout the period 1 July 2024 to 30 June 2025 relevant to ensuring such transactions have been conducted properly and in accordance with law.

In our opinion, in all material respects:

- a) The controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities were suitably designed to ensure such transactions have been conducted properly and in accordance with law; and
- b) The controls operated effectively as designed throughout the period from 1 July 2024 to 30 June 2025.

Basis for opinion

We conducted our engagement in accordance with Standard on Assurance Engagements ASAE 3150 Assurance Engagements on Controls issued by the Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

The Council's responsibilities for the internal controls

The Council is responsible for:

- a) The receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities;
- b) Identifying the control objectives
- c) Identifying the risks that threaten achievement of the control objectives
- d) Designing controls to mitigate those risks, so that those risks will not prevent achievement of the identified control objectives; and
- e) Operating effectively the controls as designed throughout the period.

Our independence and quality management

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and apply Auditing Standard ASQC 1 Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements in undertaking this assurance engagement.

Assurance practitioner's responsibilities

Our responsibility is to express an opinion, in all material respects, on the suitability of the design to achieve the control objectives and the operating effectiveness of controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities. ASAE 3150 requires that we plan and perform our procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the control objectives and the controls operated effectively throughout the period.

Appendix 1 Proposed audit report *continued*

An assurance engagement to report on the design and operating effectiveness of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the control objectives and the operating effectiveness of controls throughout the period. The procedures selected depend on our judgement, including the assessment of the risks that the controls are not suitably designed or the controls did not operate effectively. Our procedures included testing the operating effectiveness of those controls that we consider necessary to achieve the control objectives identified. An assurance engagement of this type also includes evaluating the suitability of the control objectives.

Inherent limitations

Because of the inherent limitations of an assurance engagement, together with the internal control structure it is possible that fraud, error, or non-compliance with compliance requirements may occur and not be detected.

An assurance engagement on operating effectiveness of controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

BDO Audit Pty Ltd

Andrew Tickle
Director

Adelaide, XX September 2025

Appendix 2 Auditor independence declaration

CERTIFICATION OF AUDITOR INDEPENDENCE

I confirm that, for the audit of the financial statements of the City of Playford for the year ended 30 June 2025, I have maintained my independence in accordance with the requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code), Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.

Andrew Tickle
Director

BDO Audit Pty Ltd

Adelaide, XX September 2025

Appendix 3 New developments

Upcoming changes in financial reporting

AASB 18 *Presentation and Disclosure in Financial Statements*

On 9 April 2024, the International Accounting Standards Board issued IFRS 18 *Presentation and Disclosure in Financial Statements* (AASB 18 in Australia), a new financial statements presentation standard to replace IAS 1 *Presentation of Financial Statements*. Our [bulletin](#) contains a high-level summary of the amendments.

The changes require income and expenses to be classified into five categories - investing, financing, income taxes, discontinued operations and operating ('operating' being the residual or 'catch all' category). Classification follows an entity's 'main business activities' so AASB 18 is likely to result in different presentations across entities. The Statement of Profit or Loss also includes two mandatory subtotals:

- Operating profit or loss - this is a sub-total of all income and all expenses classified as operating
- Profit or loss before financing and income taxes - this is the sub-total of operating profit or loss, and all income and expenses classified as investing.

Our [publication](#) provides in-depth guidance for classifying income and expenses in the Statement of Profit or Loss.

There are also changes to the Statement of Cash Flows, including how interest and dividend cash inflows and interest cash outflows are classified.

Lastly, the financial statements must include new disclosures in single note about 'management-defined performance measures' such as earnings before interest, taxes, depreciation and amortisation (EBITDA), 'adjusted profit', operating profit excluding recurring items, etc.

The new disclosures apply to 'management-defined performance measures' if they are used in public communications outside the financial statements, to communicate to users of financial statements, management's view of an aspect of the entity's financial performance.

They do not apply to certain specific sub-totals in the Statement of Profit or Loss such as gross profit. They also do not apply to social media posts and oral communications, and to non-IFRS information based on financial measures that are not performance-related (such as measures based only on the financial position of the entity). Also, they do not apply if an entity makes no public communications (as may be the case for private companies).

The changes are effective for annual periods beginning on or after 1 January 2027.

If you have any questions or require more information regarding upcoming changes in financial reporting, please contact our [IFRS & Corporate Reporting team](#).

AASB 2024-2 *Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments*

These amendments are effective for annual reporting periods beginning on or after 1 January 2026.

DATE FOR DERECOGNISING FINANCIAL ASSETS AND FINANCIAL LIABILITIES

The first amendment clarifies the appropriate date for derecognising financial assets and financial liabilities. It is likely to have the most widespread impact in practice.

- Financial assets must be derecognised on the date on which the contractual rights to the cash flows expire or the asset is transferred (date when it receives cash in its bank account)

Appendix 3 New developments *continued*

- Financial liabilities are generally derecognised on the settlement date (the date when cash is credited into the supplier's bank account). However, for financial liabilities settled with cash using an electronic payment system, there is an option to deem discharge before the settlement date if the entity has initiated a payment instruction that resulted in:
 - a. The entity having no practical ability to withdraw, stop or cancel the payment instruction
 - b. The entity having no practical ability to access the cash to be used for settlement as a result of the payment instruction, and
 - c. The settlement risk associated with the electronic payment system being **insignificant**.

If an entity elects the option to deem discharge before the settlement date, it is required to do so for all settlements made through the same electronic payment system.

Entities using cheques may be significantly affected by these changes if they derecognise the financial liability when the cheque is issued, rather than on settlement date.

APPLICATION GUIDANCE TO CLARIFY THE 'SPPI TEST'

The second amendment adds Application Guidance to help entities assess whether contractual cash flows are solely payments of principal and interest (that is, whether they meet the 'SPPI test' to be classified and measured at amortised cost). The additional guidance relates to:

- Financial assets with ESG or similar contingent features and non-recourse features
- Investments in contractually linked instruments.

ADDITIONAL DISCLOSURES

There are new disclosures about fair value gains or losses on investments in equity instruments designated at fair value through other comprehensive income (FVOCI).

Additional information is also required in respect to financial assets and financial liabilities measured at amortised cost, and financial assets measured at FVOCI with specific contractual features. This information is to be disclosed on a class-by-class basis and concerns the contractual terms that could change the timing or amount of contractual cash flows based on the occurrence (or non-occurrence) of a contingent event that does not relate directly to changes in basic lending risks and costs (such as the time value of money or credit risk). An example of this could be an instrument with an ESG-linked feature such as where contractual cash flows change if the entity achieves a reduction in its carbon emissions.

Our [bulletin](#) contains further information about the amendments.

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We have prepared this report solely for the use of City of Playford. As you know, this report forms part of a continuing dialogue between the company and us and, therefore, it is not intended to include every matter, whether large or small, that has come to our attention. For this reason we believe that it would be inappropriate for this report to be made available to third parties and, if such a third party were to obtain a copy of this report without prior consent, we would not accept any responsibility for any reliance they may place on it.

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BDO



Mr Andrew Tickle
BDO Audit Pty Ltd
Level 7, BDO Centre
420 King William Street
ADELAIDE SA 5000

October 2024

Dear Mr Tickle

AUDIT FOR YEAR ENDED 30 JUNE 2025 OF THE CITY OF PLAYFORD

This representation letter is provided in connection with your audit of the financial report of City of Playford for the year ended 30 June 2025, for the purpose of expressing an opinion as to whether the financial report presents fairly in accordance with the Australian Accounting Standards.

We confirm that to the best of our knowledge and belief, having made such enquiries as we considered necessary for the purposes of appropriately informing ourselves:

Financial report

1. We have fulfilled our responsibilities for the preparation for the financial report in accordance with Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*. In particular that the financial report presents fairly in accordance therewith.
2. We have established and maintained adequate internal controls to facilitate the preparation of a reliable financial report and adequate records have been maintained. Any and all deficiencies in internal control of which we are aware have been communicated to you.
3. We confirm that the selection and application of accounting policies remains appropriate, and that there have been no changes to the accounting policies applied in the previous annual financial statements or the methods used in applying them.
4. We have no plans or intentions that may materially affect the carrying values, or classification, of assets and liabilities.
5. The entity has satisfactory title to all assets, and there are no liens or encumbrances on such assets that have not been disclosed, nor has any asset been pledged as collateral.
6. All significant judgments related to accounting estimates have taken into account all relevant information of which management is aware and the selection or application of the methods,

City of Playford

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Elizabeth SA 5112

Stretton Centre
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assumptions and data used by management in making the accounting estimates are consistent and appropriate.

7. The assumptions used in determining accounting estimates and related disclosures appropriately reflect management's intent and ability to carry out specific courses of action on behalf of the entity.
8. Disclosures related to accounting estimates, including disclosures describing estimation uncertainty, are complete and reasonable within the context of the applicable financial reporting framework.
9. The appropriate specialised skills or expertise has been applied in making the accounting estimates as applicable.
10. We acknowledge that valuations of Infrastructure, Property, Plant & Equipment have been appropriately undertaken so as to ensure that the carrying amounts do not differ materially from that which would be determined using fair value at the end of the reporting period. Individual classes of Infrastructure, Property, Plant & Equipment are assigned to the appropriate level in the AASB 13 fair value hierarchy.

Books, records and documentation

11. We have provided you with:
 - Access to all information of which we are aware that is relevant to the preparation of the financial report such as records, documentation and other matters;
 - All minutes of meetings held by the Board of Directors, Committees and shareholders since the end of the previous reporting period have been given to you for your inspection;
 - Additional information that you have requested from us for the purpose of the audit;
 - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
12. All transactions have been recorded in the accounting records and are reflected in the financial report.

Uncorrected misstatements

13. No uncorrected misstatements have been brought to our attention.

Related parties

14. We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions.
15. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with Australian Accounting Standards in the financial report.

Fraud

16. We acknowledge our responsibility for the design, implementation and maintenance of accounting and internal control systems that are designed to prevent and detect fraud.
17. We have disclosed to you the results of our assessment of the risk that the financial report may be materially misstated as a result of fraud.
18. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
 - Management;
 - Employees who have significant roles in internal control; or
 - Others where fraud could have a material impact on the financial report.

19. We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial report communicated by employees, former employees, analysts, regulators or others.

Litigation and claims

20. We have disclosed to you all known actual or possible litigation and claims whose effects should be considered in the financial report; and accounted for and disclosed in accordance with Australian Accounting Standards.

Compliance with laws and regulations

21. We have disclosed to you all known actual or possible non-compliance with laws and regulations whose effects should be considered when preparing the financial report.
22. There have been no instances of non-compliance of laws and regulations involving management or employees who have a significant role in internal control.
- There have been no communications from regulatory agencies concerning non-compliance with, or deficiencies in, financial reporting practices that could have a material effect on the financial report.

Subsequent events

23. All events occurring subsequent to the date of the financial report and for which adjustment or disclosure are required, including but not limited to accounting estimates have been adjusted or disclosed.

Other information

24. We have informed you of all the documents that we expect to issue which may comprise other information accompanying the financial report.
25. The financial report and any other information obtained by you prior to the date of the auditor's report are consistent with one another, and the other information does not contain any material misstatements.
26. The final version of the other information will be provided to you when available, and prior to issuance to allow you to complete your procedures over this other information.

Electronic presentation of Financial Report

27. We are responsible for the electronic presentation of the financial report.
28. We will ensure that the electronic version of the audited financial report and the auditor's report on the web site will be identical to the final signed hard copy version.
29. We will clearly differentiate between audited and unaudited information in the construction of the entity's web site as we understand the risk of potential misrepresentation.
30. We have assessed the controls over the security and integrity of data on the web site and that adequate procedures are in place to ensure the integrity of the information published.
31. We will not present the auditor's report on the full financial statements with extracts only of the full financial statements.

Yours faithfully

Sam Green
Chief Executive Officer

Luke Culhane
General Manager, Corporate Services

City of Playford
Statement of Comprehensive Income
For the year ended 30 June 2025

Attachment 4

2023/24 Actual	2024/25 Original Budget	2024/25 Actual	Variance Fav/ (Unfav) Budget	Variance Fav/ (Unfav) Result %	Explanation of variance where considered material
\$000's	\$000's	\$000's	\$000's		
INCOME					
102,176 Rates	113,041	113,073	32	0.0%	
3,034 Statutory Charges	3,134	4,011	877	28%	Additional planning application fees and section 7 searches, dog registrations, building and compliance fines
4,161 User Charges	6,243	4,634	(1,609)	(26%)	Internal ASR revenue impact
319 Investment Income	72	199	127	176%	Additional interest income from better than forecast net cash inflow, e.g. debtors
1,123 Reimbursements	677	1,353	676	100%	Aquadome electricity, onbilled SA Water and tree services reimbursements
467 Other Income	173	542	369	213%	Insurance reimbursements
5,290 Grants, Subsidies and Contributions - operating	21,859	31,570	9,711	44%	Early receipt of 50% of FY 26 Financial assistance grants \$9.2m in June 25
8,789 Grants, Subsidies and Contributions - capital	6,255	6,719	464	7%	Special Local Roads grant for Elizabeth Way offset by LRCI Phase 4
125,359 TOTAL INCOME	151,454	162,101	10,647		
EXPENSES					
46,249 Employee costs	50,391	50,877	(486)	(1%)	
45,385 Materials, Contracts & Other Expenses	51,893	50,040	1,853	4%	Categorised ASR water expense to internal expenditure
3,695 Finance costs	6,363	2,739	3,624	57%	Lower borrowings
30,173 Depreciation, Amortisation and Impairment	34,479	34,074	405	1%	Additional developer contributed assets
496 Net Loss - Equity Accounted Council Businesses	599	2,599	(2,000)	(334%)	Share in operating result for NAWMA
125,998 TOTAL EXPENSES	143,725	140,329	3,396		
(639) Operating Surplus / (Deficit)	7,729	21,772	14,043		
(2,584) Asset Disposal & Fair Value Adjustments	-	(4,867)	(4,867)	(100%)	Loss from infrastructure asset disposals
8,733 Amounts Received Specifically for New or Upgraded Assets	13,932	9,527	(4,405)	(32%)	Grants to be carried forward for capital projects completed in 25/26
37,167 Physical Resources Received Free of Charge	39,460	53,977	14,517	37%	Actual value of assets received is dependant on the progress of developments
42,677 NET SURPLUS / (DEFICIT)	61,121	80,409	19,288		
Other Comprehensive Income					
248,166 Changes in Revaluation Surplus - I,PP&E	31,664	262,554	230,890	729%	Revaluation completed Dec 2024 - Land \$103m, Stormater \$133m
6,582 Share of Other Comprehensive Income - Equity Accounted Council Businesses	-	-	-		
(3) Other Equity Adjustments - Equity Accounted Council Businesses	-	(269)	(269)	(100%)	Non budgeted line
- Impairment (Expense) / Recoupments Offset to Asset Revaluation	-	-	-		
254,745 Total Other Comprehensive Income	31,664	262,285	230,621		
297,422 TOTAL COMPREHENSIVE INCOME	92,785	342,694	249,909		

City of Playford
Year End Financial Position
For the year ended 30 June 2025

Attachment 4

2023/24 Actual		2024/25 Original Budget	2024/25 Actual	Variance Fav/ (Unfav) Budget	Variance Fav/ (Unfav) Budget	Explanation of variance where considered material
\$000's		\$000's	\$000's	\$000's	%	
	CURRENT ASSETS					
1,751	Cash & Cash Equivalents	1,500	2,871	1,371	91%	Target \$1.5m, Y/E creditor payments less than forecast
9,210	Trade & Other Receivables	8,233	7,734	(499)	(6%)	Budget was an estimate based on the best available information at the time.
266	Inventories	255	223	(32)	(13%)	Budget was an estimate based on the best available information at the time.
26	Other Financial Assets	-	27	27	100%	Budget was an estimate based on the best available information at the time.
1,185	Other current assets	878	1,280	402	46%	Budget was an estimate based on the best available information at the time.
362	Non-current assets classified as Held for Sale	8,011	362	(7,649)	(95%)	Timing of Land sale budget
12,800	TOTAL CURRENT ASSETS	18,877	12,497	(6,380)		
	NON-CURRENT ASSETS					
223	Financial Assets	195	196	1	1%	
16,969	Equity Accounted Investments in Council Businesses	8,994	16,492	7,498	83%	Low budget - refer 2023/24 balance
1,918,154	Infrastructure, Property, Plant & Equipment	1,866,599	2,242,831	376,232	20%	Stormwater revaluation
30,683	Other Non-Current Assets	12,726	35,815	23,089	181%	Low budget - refer 2023/24 balance
1,966,029	TOTAL NON-CURRENT ASSETS	1,888,514	2,295,334	406,820		
1,978,829	TOTAL ASSETS	1,907,391	2,307,831	400,440		
	CURRENT LIABILITIES					
18,039	Trade & Other Payables	23,101	19,639	(3,462)	(15%)	Y/E creditor payments less than forecast
5,364	Borrowings	4,442	4,559	117	3%	Reduction in use of CAD at 30 June (financial assistance grant)
6,363	Provisions	6,637	6,376	(261)	(4%)	
29,766	TOTAL CURRENT LIABILITIES	34,180	30,574	(3,606)		
	NON-CURRENT LIABILITIES					
86,067	Long Term Borrowings	126,553	71,351	(55,202)	(44%)	Carry out capital projects - lower borrowings
1,225	Long Term Provisions	1,413	1,441	28	2%	Staff leave provision increase from 30 June 2024
87,292	TOTAL NON-CURRENT LIABILITIES	127,966	72,792	(55,174)		
117,058	TOTAL LIABILITIES	162,146	103,366	(58,780)		
1,861,771	NET ASSETS	1,745,245	2,204,465	459,220		
	EQUITY					
495,110	Accumulated Surplus	556,110	580,781	24,671	4%	Refer Comprehensive Income Statement
1,350,798	Asset Revaluation Reserves	1,178,377	1,606,478	428,101	36%	Stormwater revaluation
15,863	Other Reserves	10,758	17,206	6,448	60%	Low budget - refer 2023/24 balance 88% are developer contributions)
1,861,771	TOTAL EQUITY	1,745,245	2,204,465	459,220		

City of Playford
Statement of Cash Flows
For the year ended 30 June 2025

Attachment 4

2023/24 Actual	2024/25 Original Budget	2024/25 Actual	Variance Fav/ (Unfav) Budget	Variance Fav/ (Unfav) Budget	Explanation of variance where considered material
\$000's	\$000's	\$000's	\$000's	%	
Inflows / (Outflows)	Inflows / (Outflows)	Inflows / (Outflows)	Inflows / (Outflows)		
CASHFLOWS FROM OPERATING ACTIVITIES					
Receipts					
101,220 Rates Receipts	112,630	113,126	496	0.4%	
3,034 Statutory Charges	3,104	4,011	907	29%	Additional planning application fees, section 7 searches, dog registrations, building & compliance fines
4,442 User Charges	6,219	4,952	(1,267)	(20%)	Re categorise ASR user charge income to internal income
5,493 Grants, Subsidies and Contributions	21,555	32,842	11,287	52%	Early receipt of 50% of FY 26 Financial assistance grants \$9.2m in June 25
319 Investment Receipts	71	199	128	180%	Increased interest rates.
1,189 Reimbursements	672	1,456	784	117%	Aquadome electricity, onbilled SA Water and tree services reimbursements
14,988 Other Receipts	179	11,086	10,907	6093%	Gross up of GST not budgeted.
Payments					
(46,432) Payments to Employees	(50,139)	(51,089)	(950)	2%	
(55,078) Payments for Materials, Contracts & Other Expenses	(50,873)	(56,077)	(5,204)	10%	Gross up of GST not budgeted.
(3,695) Finance Payments	(6,363)	(2,739)	3,624	(57%)	Lower debt balance
25,480	37,055	57,767	20,712		
CASH FLOWS FROM FINANCING ACTIVITIES					
Receipts					
84,719 Proceeds from Borrowings	36,413	60,427	24,014	66%	Budget at net amount, Actual at gross amount. Corrected in FY26
- Proceeds from Bonds & Deposits	-	26	26		Non budgeted line/immateral
Payments					
(94,659) Repayments of Borrowings	(5,260)	(75,918)	(70,658)	1343%	Budget at net amount, Actual at gross amount. Corrected in FY26
(15) Repayment of Bonds and Deposits	-	-	-		
(104) Repayment of Finance Lease Liabilities	(52)	(163)	(111)	213%	Additional new leases
(10,059)	31,101	(15,628)	(46,729)		
CASH FLOWS FROM INVESTMENT ACTIVITIES					
Receipts					
934 Sale of Replaced Assets	-	1,104	1,104	100%	Proceeds from vehicle disposals
571 Sale of Surplus Assets	11,211	780	(10,431)	(93%)	Delay land sale
8,024 Amounts Received Specifically for New or Upgraded Assets	9,227	7,110	(2,117)	(23%)	Grants to be carried forward for capital projects completed in 25/26
6,468 Grants utilised for capital purposes	6,468	3,905	(2,563)	(40%)	Grants to be carried forward for capital projects completed in 25/26
23 Repayments of Loans by Community Groups	26	26	-	0%	
Payments					
(23,577) Expenditure on Renewal/Replacement of Assets	(34,125)	(23,618)	10,507	(31%)	Multi year projects continuing into 2025/26
(21,516) Expenditure on New/Upgraded Assets	(60,963)	(30,326)	30,637	(50%)	Multi year projects continuing into 2025/26
(29,073)	(68,156)	(41,019)	27,137		
(13,652)	-	1,120	1,120		
NET INCREASE (DECREASE) IN CASH HELD					
15,403 CASH AT BEGINNING OF REPORTING PERIOD	1,500	1,751	251	17%	Target \$1.5m, Y/E creditor payments less than forecast
1,751	1,500	2,871	1,371		
CASH AT END OF REPORTING PERIOD					

City of Playford¹
Statement of Changes in Equity
For the year ended 30 June 2025

Attachment 4

2023/24 Actual		2024/25 Original Budget	2024/25 Actual	Variance Fav/ (Unfav) Budget	Variance Fav/ (Unfav) Budget	Explanation of variance where considered material
\$000's		\$000's	\$000's	\$000's	%	
ACCUMULATED SURPLUS						
447,720	Balance at end of previous reporting period	492,340	495,110	2,770	1%	
42,677	Net Surplus / (Deficit) for Year	61,121	80,409	19,288	32%	See Statement of Comprehensive Income explanations
(3)	Other Equity Adjustments - Equity Accounted Council Businesses	-	(269)	(269)	(100%)	Non budgeted line
4,638	Transfer to Accumulated Surplus on Sale of I,PP&E	-	6,874	6,874	100%	Non budgeted line
78	Transfers between Reserves	2,649	(1,343)	(3,992)	(151%)	Less reserve funded projects in 24/25
495,110	Balance at end of reporting period	556,110	580,781	24,671		
ASSET REVALUATION RESERVE						
1,100,688	Balance at end of previous reporting period	1,146,713	1,350,798	204,085	18%	
6,582	Other Comprehensive Income	-	-	-		
248,166	Gain(Loss) on revaluation of infrastructure, property, plant & equipment	31,664	262,554	230,890	729%	Stormwater revaluation
-	- Impairment (expense) / recoupments offset to asset revaluation reserve	-	-	-		
(4,638)	Transfers to accumulated surplus	-	(6,874)	(6,874)	(100%)	Non budgeted line
-	Transfers between Reserves	-	-	-		
1,350,798	Balance at end of reporting period	1,178,377	1,606,478	428,101		
OTHER RESERVES						
15,941	Balance at end of previous reporting period	13,407	15,863	2,456	18%	
(78)	Transfers to accumulated surplus	(2,649)	1,343	3,992	(151%)	Less reserve funded projects in 24/25
-	- Transfers from accumulated surplus	-	-	-		
-	- Transfer between Reserves	-	-	-		
15,863	Balance at end of reporting period	10,758	17,206	6,448		
1,861,771	TOTAL EQUITY AT END OF REPORTING PERIOD	1,745,245	2,204,465	459,220		
495,110	Accumulated Surplus	556,110	580,781	24,671	4%	
1,366,661	Reserves	1,189,135	1,623,684	434,549	37%	Stormwater revaluation
1,861,771	TOTAL EQUITY AT END OF REPORTING PERIOD	1,745,245	2,204,465	459,220		

City of Playford
Uniform Presentation of Finances
For the year ended 30 June 2025

Attachment 4

2023/24 Actual	2024/25 Original Budget	2024/25 Actual	Variance Fav/ (Unfav) Budget	Variance Fav/ (Unfav) Budget	Explanation of variance where considered material
\$000's	\$000's	\$000's	\$000's	%	
INCOME					
102,176 Rates	113,041	113,073	32	0%	
3,034 Statutory Charges	3,134	4,011	877	28%	Additional planning application fees and section 7 searches, dog registrations, building and compliance fines
4,161 User Charges	6,243	4,634	(1,609)	(26%)	Re categorise ASR user charge income to internal income
319 Investment Income	72	199	127	176%	Additional interest income from better than forecast net cash inflow, e.g. debtors
1,123 Reimbursements	677	1,353	676	100%	Aquadome electricity, onbilled SA Water and tree services reimbursements
467 Other Income	173	542	369	213%	Timing of Land sale budget
8,789 Grants, Subsidies and Contributions - capital	6,255	6,719	464	7%	Special Local Roads grant for Elizabeth Way offset by LRCI Phase 4 10% withheld until annual report approved
5,290 Grants, Subsidies and Contributions - operating	21,859	31,570	9,711	44%	50% of Financial assistance grants \$9.2m received in advance in 24-25
- Net Gain - Equity Accounted Council Businesses	-	-	-		
125,359 TOTAL INCOME	151,454	162,101	10,647		
EXPENSES					
46,249 Employee costs	50,391	50,877	(486)	(1%)	
45,385 Materials, Contracts & Other Expenses	51,893	50,040	1,853	4%	Categorised ASR water expense to internal expenditure
3,695 Finance costs	6,363	2,739	3,624	57%	Lower borrowings
30,173 Depreciation, Amortisation and Impairment	34,479	34,074	405	1%	Additional developer contributed assets
496 Net Loss - Equity Accounted Council Businesses	599	2,599	(2,000)	(334%)	Share in operating result for NAWMA and GRFMA
125,998 TOTAL EXPENSES	143,725	140,329	3,396		
(639) Operating Surplus / (Deficit)	7,729	21,772	14,043		
15,345 Net timing adjustment for general purpose grant funding	-	(9,181)	(9,181)	(100%)	Non budgeted line
(7,411) Less: grants, subsidies and contributions - capital	-	(6,719)	(6,719)	(100%)	Non budgeted line
7,295 Adjusted Operating surplus/ (deficit)	7,729	5,872	5,873		
Net outlays on existing assets					
(23,577) Capital expenditure on renewal and replacement of existing assets	(34,125)	(23,618)	10,507	(31%)	Capital projects carryout to 2025/26
(93) Finance lease payments for right of use assets on existing assets	-	(116)	(116)	(100%)	Non budgeted line
30,173 add back Depreciation, Amortisation and Impairment	34,479	34,074	(405)	(1%)	
934 add back Proceeds from Sale of Replaced Assets	-	1,104	1,104	100%	Non budgeted line
7,437 Net Outlays on Existing Assets	354	11,444	11,090		
Net outlays on new and upgraded assets					
(21,516) Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(60,963)	(30,326)	30,637	(50%)	Multi year projects continuing into 2025/26
(15) Finance lease payments for right of use assets for new and upgraded assets	-	(62)	(62)	(100%)	Non budgeted line
7,411 add back Grants, subsidies and contributions – Capital New/Upgraded	-	6,719	6,719	100%	Non budgeted line
8,024 add back Amounts Received Specifically for New and Upgraded Assets	9,227	7,110	(2,117)	(23%)	Grants to be carried forward for capital projects completed in 25/26
571 add back Proceeds from Sale of Surplus Assets : (including Investment Property, Real Estate Developments & non-current assets held for sale)	11,211	780	(10,431)	(93%)	Delay land sale
(5,525) Outlays on New and Upgraded Assets	(40,525)	(15,779)	24,746		
9,207 NET LENDING / (BORROWING) FOR FINANCIAL YEAR	(32,442)	1,537	41,709		

City of Playford
Financial Indicators
For the year ended 30 June 2025

Attachment 4

2023/24 Actual	Financial Indicator	Explanation	2024/25 Original Budget	2024/25 Actual	Target	Comments - Non Adjusted
-0.5%	Operating Surplus Ratio	Performance Indicator This ratio expresses Council's operating result as a percentage of Council's total income	5.1%	13.4%	1%-10%	It is not within target due to 50% of financial assistance grants prepaid in 24-25
5.5%		<i>Adjusted for prepaid FA Grants that are recognised as income</i>	N/A	8.2%		Within target
-7.3%	Structural Surplus Ratio	Performance Indicator This ratio expresses Council's ability to service its operations from expected income, while maintaining long term financial sustainability excluding once-off operating grants and contribution which will be spent on future capital infrastructure.	1.5%	10.0%	1%-4%	It is not within target due to 50% of financial assistance grants prepaid in 24-25
-0.5%		<i>Adjusted for prepaid FA Grants that are recognised as income</i>	N/A	4.0%		Lower debt balance
84.4%	Net Financial Liabilities Ratio	Debt Indicator This ratio shows net financial liabilities as a percentage of Total Operating Income.	100.5%	57.1%	50%-160%	Within target
79.4%		<i>Adjusted for FAGS prepaid grants and capital grants that recognised as income</i>	N/A	69.6%		
3.3%	Interest Expense Ratio	Debt Indicator Shows how much discretionary income is used to pay interest on borrowings	5.6%	2.3%	Between 0% and 8%	Within target
114.1%	Asset Renewal Funding Ratio	Infrastructure Indicator This ratio shows whether or not Council is replacing assets at the rate as required in the Asset Management Plan.	118.1%	77.9%	Between 90% and 110%	Below target range due to delayed AMP
103.5%	Cash Flow from Operations Ratio	Infrastructure Indicator Measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	119.8%	186.7%	Between 90% and 110%	Above target due to short term higher level cash available from operating
135.8%		<i>Adjusted for prepaid FA Grants and capital grants that are recognised as income</i>	N/A	135.3%		



BDO	
CLIENT NAME	City of Playford
DOCUMENT NAME	Fraud questionnaire - Management and others
PERIOD END	30 June 2025
DOCUMENT REF	Template version: 2022 - 10

Background

In conducting our audit, we are required to make enquiries of management regarding fraud. These enquiries form part of our risk assessment process and are critical in performing a risk based audit.

This questionnaire has been developed to assist in these discussions.

Questions

Please address the following questions:

Questions	Management response
Questions to gain an understanding of historical frauds perpetrated and the commitment of management regarding fraud prevention, deterrence and detection.	
Do you have any knowledge of any fraud perpetrated, alleged or suspected that could result in a material misstatement of the entity's financial statements?	No.
Do you have any knowledge of any other perpetrated, alleged or suspected fraud (regardless of value)?	No.
Have you received any letters or communications from employees, former employees or others concerning allegations of fraud?	No.
What is the process undertaken by management when such fraud is suspected or perpetrated?	All reports or complaints of suspected or alleged fraud, corruption and other criminal conduct, misconduct and maladministration will be dealt with in accordance with relevant legislation including but not limited to the Independent Commissioner Against Corruption Act 2012 and the Public Interest Disclosure Act 2018.
Questions to gain an understanding of management's fraud risk assessment and responses to identified risks.	
What process do you as management undertake to assess the risk of fraud in the entity?	Risk assessment conducted as part of the process of reviewing the City of Playford's Fraud and Corruption Policy. Internal Audit program assesses risk in audit areas and external Audit conducted



Questions	Management response
	every year. Audit reports reviewed by Executive, Corporate Governance Committee and Council.
What is your understanding about the risks of fraud in the entity, including any specific fraud risks the entity has identified or any account balances or classes of transactions for which a risk of fraud may be more likely to exist, and why?	The risk of significant fraud within the City of Playford is low. Council has in place policies, procedures and processes that are designed to mitigate the risk of fraud generally and also in regard to specific activities, balances and classes of transactions.
What programs and controls have you, as management, established to mitigate specific fraud risks that have been identified, or that otherwise help to prevent, deter and detect fraud?	The City of Playford has implemented a variety of controls to prevent, deter and detect fraud including: • Controls around recruitment (e.g. mandatory police checks) • Strong foundation principles and corporate culture • Internal controls such as segregation of duties, budgeting, regular reporting and investigation of variances, internal audit etc • Establishment of an Integrated Risk Management Framework.
Describe any general policies or procedures in place to discourage fraudulent activities and encourage whistle blowing (e.g. severe punishment of perpetrators, rewards for whistle blowing, guarantees to remain anonymous once reporting suspected fraud, training, etc.)	The City of Playford has a Worker Code of Conduct policy that sets expected standards for employee behaviour including acting with integrity and honesty. It also contains a requirement that employees report workplace behaviour that they suspect is a breach of the Code of Conduct, any other policy or procedure, or breaches of the law. The City of Playford also has a dedicated intranet page enabling employees (and external parties) to report issues by making public interest disclosure.
How do you as management monitor those programs or controls?	The Executive team are advised of any breaches of policies including breaches of the Worker Code of Conduct, or any breach of the law.
Has anyone asked you or others within the entity to withhold information from us, alter documents, or make fictitious entries in the books?	No.



Questions	Management response
Are you aware of any inappropriate or unusual activity relating to the processing of journal entries and other adjustments?	No.
Questions to gain an understanding about how communication around fraud risks is undertaken	
How do you, as management, communicate to employees your views on business practices and ethical behaviour?	New employees undertake a comprehensive corporate induction process which includes mandatory orientation modules. Management also have regular 1:1 and MOR meetings with staff. The CEO conducts monthly Q&A sessions open to all staff. Managers also send out Memos and updates to staff as required.
Have you reported to Those Charged with Governance regarding your processes for identifying and responding to the risks of fraud?	Yes, Council's Finance, Risk and Internal Audit teams and External Audit report regularly to the Corporate Governance Committee and Council.
How have Those Charged with Governance communicated their views on fraud risks to you?	Review and endorsement of the City of Playford's Integrated Risk Management Framework, policies and procedures and Internal Audit plan.
Completed by	Luke Culhane
Position title	General Manager Corporate Services
Signature	
Date	14/3/2025



BDO	
CLIENT NAME	City of Playford
DOCUMENT NAME	Fraud questionnaire - Those charged with governance
PERIOD END	30 June 2025
DOCUMENT REF	Template version: 2022 - 10

Background

In conducting our audit, we are required to make enquiries of Those charged with governance regarding fraud. These enquiries form part of our risk assessment process and are critical in performing a risk based audit.

This questionnaire has been developed to assist in these discussions.

Questions

Please address the following questions:

Questions	TCWG response
Questions to gain an understanding of historical frauds perpetrated and the commitment of Those charged with governance regarding fraud prevention, deterrence and detection.	
Do you have any knowledge of any fraud perpetrated, alleged or suspected that could result in a material misstatement of the entity's financial statements?	No
Do you have any knowledge of any other perpetrated, alleged or suspected fraud (regardless of value)?	No
Have you received any letters or communications from employees, former employees or others concerning allegations of fraud?	No
What incentives and pressures do you perceive to be on management and how are the related fraud risks managed?	All local governance agencies are under pressure to deliver more services to their communities, without increasing rates. Organisational policies, procedures and processes, Councils committee structure (including Corporate Governance Committee) and the Elected Member Body (Council) having to endorse the budget and any adjustments ensures a robust framework is in place to prevent fraud. The Corporate Governance Committee also provides Council with recommendations in relation to budget, compliance, risk and fraud matters as per their Charter. This provides Council with an additional layer of assurance.
Questions to gain an understanding of the role of those charged with governance in terms of management's fraud risk assessment and related controls	



Questions	TCWG response
What process do you undertake to assess the risk of fraud in the entity?	The Governance Team undertake some tasks relating to the prevention of fraud specifically within our area which are: • Managing the policy and procedure framework; • responsibility for the fraud and corruption policy and Public Interest Disclosure Procedure • training and liaison with staff and Council Members in relation to legislative compliance • ensuring payments to Council Members are made in accordance with the Remuneration Tribunal of SA determinations and legislative requirements • Facilitating the delegation process which is in line with the legislative requirements and robust systemised approach including internal role changes and onboarding and offboarding employees There is also a Quarterly strategic risk review conducted by executive in which subject matter experts are required to report/respond to as needed.
What is your understanding about the risks of fraud in the entity, including any specific fraud risks the entity has identified or any account balances or classes of transactions for which a risk of fraud may be more likely to exist, and why?	Council has policies, procedures and processes in place designed to mitigate the risk of fraud. This includes specific activities, balances, and classes of transactions.
What controls are in place to ensure that management has implemented the necessary programs and controls to mitigate specific fraud risks that have been identified, or that otherwise help to prevent, deter and detect fraud?	In addition to the above: • Policy Governance Framework is the mechanism to ensure all Policies and Procedures are updated and reviewed in line with best practice. • Regular reporting on compliance and hierarchy controls in place with regard to procurement in particular Purchase Orders • Regular reporting to the Corporate Governance Committee • Internal Auditor to ensure fraud controls and risk mitigation mechanisms are in place
Describe any general policies or procedures in place to discourage fraudulent activities and encourage whistle blowing (e.g. severe punishment of perpetrators, rewards for whistle blowing, guarantees to remain anonymous once reporting suspected fraud, training, etc.)	• Fraud and Corruption Control Policy • Public Interest Disclosure Procedure • Behavioural Standards for Council Members • Behavioural Management Policy • Worker Code of Conduct



Questions	TCWG response
What controls are in place to ensure that management monitor those programmes or controls?	• The Policy Governance Framework is the mechanism to ensure all Policies and Procedures are updated and reviewed in line with best practice. • Regular reviews in addition to internal auditing. • Online mandatory induction training for all new staff to complete which includes information relating to the ICAC and PID Act. • Mandatory Training program for Council Members
Questions to gain an understanding about how those charged with governance exercise oversight of management's processes in relation to fraud risks.	
How do you communicate your views on business practices and ethical behaviour?	Governance works in partnership with Executive, Senior Leaders and workers to provide best practice and contemporary advice. There is an executive commitment and strong expectation that all workers adhere with the Policy Governance Framework in which Governance partner with the Policy Owners throughout the process
Has management reported to you on the entity's internal control and how management believes internal control serves to prevent, deter, or detect material misstatements due to fraud?	Council's internal auditor, along with the Manager Risk & WHS and risk staff regularly communicate with the management team regarding internal controls.
What controls are in place to ensure that management demonstrate behaviour consistent with your views?	Governance partner with the Executive Team and Council (as required) to ensure consistent messaging and behaviours are demonstrated

Completed by	Zoey Squires
Position title	Manager Governance
Signature	
Date	18/03/2025

14.2 CORPORATE GOVERNANCE COMMITTEE ANNUAL REPORT 2024/25

Responsible Executive Manager : Luke Culhane

Report Author : Sarah Schutz

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

Attachments : 1[↓]. Corporate Governance Committee Annual Report 2024/25

PURPOSE

For Council to receive and note the Corporate Governance Committee Annual Report 2024/25 (Attachment 1) for inclusion in the City of Playford Annual Report 2024/25 in accordance with Section 126(9) of the *Local Government Act 1999*.

STAFF RECOMMENDATION

1. Council receives and notes the Corporate Governance Committee Annual Report 2024/25 (Attachment 1).
2. Council authorise the CEO to make further minor amendments to the Corporate Governance Committee Annual Report 2024/25 (Attachment 1) that do not alter the intent of the document.
3. In accordance with Section 126(9) of the *Local Government Act 1999*, the Corporate Governance Committee Annual Report 2024/25 (Attachment 1) be included in the City of Playford Annual Report 2024/25.

COMMITTEE RECOMMENDATION

1. Council receives and notes the Corporate Governance Committee Annual Report 2024/25 (Attachment 1).
2. Council authorise the CEO to make further minor amendments to the Corporate Governance Committee Annual Report 2024/25 (Attachment 1) that do not alter the intent of the document.
3. In accordance with Section 126(9) of the *Local Government Act 1999*, the Corporate Governance Committee Annual Report 2024/25 (Attachment 1) be included in the City of Playford Annual Report 2024/25.

EXECUTIVE SUMMARY

In accordance with Section 126(8)(b) of the *Local Government Act 1999* (the Act) and the Corporate Governance Committee Charter, the Committee will provide an annual report to the Council on the work of the Committee.

The Corporate Governance Committee Charter requires members of the Committee to complete an annual self-assessment regarding the ongoing role and effectiveness of the Committee. Following the completion of the annual self-assessment, the Corporate

Governance Committee Annual Report for 2024/25 (Attachment 1) has been developed for inclusion in Council's Annual Report.

Section 126(9) of the Act states that a council must ensure that the annual report of its audit and risk committee is included in its annual report.

1. BACKGROUND

Section 126(8)(b) of the Act requires Council's audit and risk committee to provide an annual report to the Council on the work of the Committee. To assist in the development of the annual report, and in accordance with the Corporate Governance Committee Charter, the Committee has undertaken the 2024/25 annual self-assessment to determine the ongoing role and effectiveness of the Committee with regards to:

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

The online self-assessment survey was circulated to Committee Members on 12 August 2025 providing them with the opportunity to provide their feedback on the activities of the Committee and suggesting any areas for improvement. At the request of the Committee, the Executive team were also invited to complete the self-assessment.

The results of the self-assessment are presented within the Corporate Governance Committee Annual Report 2024/25 (Attachment 1). In accordance with Section 126(9) of the Act, the Corporate Governance Committee Annual Report 2024/25 will be included in the City of Playford Annual Report.

2. RELEVANCE TO STRATEGIC PLAN

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

The completion of the annual self-assessment and development of the Corporate Governance Committee Annual Report can be used to demonstrate the Committee is fulfilling the role of Council's audit and risk committee in accordance with Section 126 of the Act.

3. PUBLIC CONSULTATION

There is no requirement to consult the community on the Corporate Governance Committee Annual Report 2024/25.

4. DISCUSSION

- 4.1 In accordance with the Corporate Governance Committee Charter, the Committee review their activities on an annual basis in relation to relevance and effectiveness, best practice principles and legislation.

4.2 The Committee's role is to:

- Fulfill the role of Council's audit and risk committee as required under Section 126 of the *Local Government Act 1999*.
- Assist the Council in reviewing the principal risks facing the Council, including those that threaten the Council's strategic direction.
- Assist in the effective management of financial and other risks and the protection of Council assets.
- Review developments and adequacy of principles, policies and practices of financial planning and reporting, corporate governance, risk management, and internal control and make recommendations to Council as appropriate.

4.3 Undertaking the annual self-assessment has enabled the Corporate Governance Committee Annual Report 2024/25 to be developed and presented to the Committee for review and subsequently, to Council for inclusion in Council's Annual Report.

4.4 The report details the role, structure, and self-assessed effectiveness of the Committee for the information of the Council.

4.5 In accordance with Section 126(9) of the Act, the Corporate Governance Committee Annual Report will be included in the City of Playford Annual Report 2024/25.

5. OPTIONS

Recommendation

1. Council receives and notes the Corporate Governance Committee Annual Report 2024/25 (Attachment 1).
2. Council authorise the CEO to make further minor amendments to the Corporate Governance Committee Annual Report 2024/25 (Attachment 1) that do not alter the intent of the document.
3. In accordance with Section 126(9) of the *Local Government Act 1999*, the Corporate Governance Committee Annual Report 2024/25 (Attachment 1) be included in the City of Playford Annual Report 2024/25.

Option 2

1. Council receives and notes the Corporate Governance Committee Annual Report 2024/25 (Attachment 1) subject to the following amendments:
 - _____
 - _____
 - _____
2. Council authorise the CEO to make further minor amendments to the Corporate Governance Committee Annual Report 2024/25 (Attachment 1) that do not alter the intent of the document.

3. In accordance with Section 126(9) of the *Local Government Act 1999*, the Corporate Governance Committee Annual Report 2024/25 (Attachment 1) be included in the City of Playford Annual Report 2024/25.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The Corporate Governance Committee Annual Report 2024/25 supports the evaluation of the Committee's activities against its Charter. This assessment promotes accountability and transparency regarding the operations of the Committee. The receipt of the Corporate Governance Committee Annual Report 2024/25 by Council, and subsequent inclusion in the City of Playford Annual Report 2024/25 ensures that Council meets legislative requirements.

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 role of the Corporate Governance Committee is to assist the Council in the effective management of financial and other risks.

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 can be used to demonstrate that Council is meeting the requirements of Section 126 of the *Local Government Act 1999*.

6.1.2 Financial Implications

There are no financial or resource implications resulting from this recommendation.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

The Council may choose to amend the recommendation and consider alternative changes to the Corporate Governance Committee Annual Report 2024/25.

6.2.2 Financial Implications

There are no financial or resource implications resulting from this recommendation.



Corporate Governance Committee

2024/25 Annual Report

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1. Introduction

This Annual Report documents the operation and activities of the City of Playford Corporate Governance Committee from 1 July 2024 to 30 June 2025.

The Corporate Governance Committee fulfils the role of Council's audit and risk committee as required by Section 126 of the *Local Government Act 1999*. The Committee monitors the integrity of Council's financial statements, internal controls, audit and risk management systems and strategic management plans.

The Committee is made up of five members consisting of the Mayor, one Council Member and three Independent Members.

The term of the Council Members' appointment is generally for two years but does not exceed the next General Election. Independent Members appointed to the Committee may carry over past an election term.

The Presiding Member must be an Independent Member and will be determined by the Committee for a period of two years, after which they may stand for re-election.

Independent Members of the Committee are appointed to bring current and relevant experience and their capacity to act as a mentor to the Council Members of the Committee.

Independent Members of the Corporate Governance Committee are paid for their services and are remunerated in accordance with the Committee's Charter.

During the 2024/25 financial year, the Committee's membership remained unchanged, with Council reappointing Mr Peter Brass as an Independent Member representative in February 2025. Mr Mark Labaz continues in the position of Presiding Member, as resolved by the Committee on 3 October 2023 (Resolution 5585).

Mayor Glenn Docherty continues his role as Mayor representative, with Cr Shirley Halls re-appointed as the Council Member representative in November 2024.

The table below provides a summary of current Committee Membership and Term of Office details.

Term of Office

Appointed Member	Endorsed by Council	Term Concludes
Mr Mark Labaz	27 February 2024	31 March 2026
Mr Martin White	27 February 2024	31 March 2026
Mr Peter Brass	25 February 2025	31 March 2027 (reappointed – initial term expired on 31 March 2025)

City of Playford

2024/25 Corporate Governance Committee Annual Report

Appointed Member	Endorsed by Council	Term Concludes
Mayor Glenn Docherty	29 November 2022	November 2026
Cr Shirley Halls	26 November 2024	November 2026
Cr Jane Onuzans (<i>Deputy</i>)	29 November 2022	30 November 2024

In November 2024, Council did not appoint a Deputy Member for the Corporate Governance Committee. Cr Onuzans' term concluded on 30 November 2024.

2. Role of the Committee

In accordance with Section 126 of the *Local Government Act 1999*, Council must have an audit and risk Committee. The Corporate Governance Committee is to provide independent assurance and advice to Council on accounting, financial management, internal controls, risk management and governance matters.

3. Charter review and update

The Charter was reviewed by Council in November 2024 to ensure it accurately reflects the role of the Committee and continues to meet legislative requirements. In January 2025, an amendment to the Charter was endorsed by Council, providing the Committee the ability to vary the meeting schedule to assist in ensuring scheduling conflicts and consideration of critical items could be managed effectively.

4. Meetings

The Corporate Governance Committee meetings are held on the first Tuesday of the month, commencing at 5:00pm. The Committee meets a minimum of six times per annum and meetings occur at least quarterly. The schedule is determined by the Committee in their work plan.

During the 2024/25 period, the Committee held nine meetings with the average meeting lasting 1 hour and 18 minutes. In accordance with the Committee Charter, three of these meetings were held outside of the work plan schedule to consider critical items.

The Committee considered 41 reports and 12 informal discussion items from 1 July 2024 to 30 June 2025. The Committee went into confidence on thirteen occasions to discuss matters that the Committee considered necessary to consider in confidence. A list of items considered by the Committee is provided at Appendix 1.

4.1 Presiding Member

The Presiding Member oversees the conduct of the Corporate Governance Committee meetings in accordance with the *Local Government Act 1999* and Code of Practice for Council and Committee Meetings. Their role ensures that all Committee Members have the opportunity to participate in debate and discussions in an open and encouraging manner.

At the October 2023 Corporate Governance Committee meeting, the Committee appointed Mr Mark Labaz as Presiding Member for a 2-year period.

4.2 Record of attendance

The below table provides the record of attendance for Corporate Governance Committee meetings (including Special meetings) held from 1 July 2024 to 30 June 2025.

Appointed Member	Total Number of Meetings	Attendance	Attendance Rate
Mr Mark Labaz	9	9	100%
Mr Martin White	9	8	88.88%
Mr Peter Brass	9	8	88.88%
Mayor Glenn Docherty	9	8	88.88%
Cr Shirley Halls	9	9	100%
Cr Jane Onuzans (Deputy Member until 30 November 2024)	0	0	N/A

During this period, the Deputy Member was not required to attend any meetings where the Mayor, or appointed Council Member were unable to attend.

4.3 Administration support

An Executive Officer is appointed by the CEO to support the administration and operation of the Committee. The Executive Officer and relevant staff are available to provide advice during the meeting as required to aid informed decision making. The General Manager Corporate Services held this position during 2024/25.

The CEO has appointed a Minute Taker and Council's Governance team provide administration support, preparing and distributing agendas and meeting papers in advance of the meetings and ensuring minutes are publicly available within five days of the meeting in accordance with the requirements under the *Local Government Act 1999*.

5. 2024/25 Self-assessment

In accordance with the Committee's Charter, members undertook their annual self-assessment for the 2024/25 financial year in August 2025 to assess the ongoing role and effectiveness of the Committee and to report any recommendations to Council as required.

Members of the Executive team were invited to undertake the self-assessment to provide feedback on the performance of the Committee.

All Committee members completed the self-assessment in accordance with 11.1 of the Charter. Three members of the Executive team also completed the assessment.

Activities of the Committee as outlined in the Terms of Reference in the Corporate Governance Committee Charter and a summary of feedback provided via the self-assessment are provided below.

The self-assessment responses are positive with majority of responses rated 'strongly agree' or 'agree'.

A breakdown of the survey responses is provided in Appendix 2.

5.1 Committee members and meetings

Self-Assessment feedback:

- All respondents strongly agreed that the Committee has a sufficient understanding of Council's business to effectively perform its responsibilities. Respondents also strongly agreed that meeting agendas and supporting papers are clear, comprehensive and of sufficient quality to enable informed decision-making.
- The diverse skill mix of the independent Committee members, covering finance, risk management, corporate governance, policy and audit, was noted as a key strength that supports effective Committee performance.
- While no formal training or development opportunities were provided to the Committee during the reporting period, the majority of respondents agreed that Committee Members continue to maintain relevant skills, knowledge and experience.

On average, 89% of respondents expressed strong agreement in this area.

5.2 Committee planning and reporting

At each meeting, the Committee reviewed the work plan which outlines the priorities and objectives guiding the activities of the Committee. In November 2023, following the introduction of new reporting requirements as part of legislative reform, the Committee commenced providing a Communique to Council after each meeting. The Communique summarises the Committee's work during the period preceding the meeting and the key outcomes of the meeting.

Self-Assessment feedback:

- 87.5% of respondents strongly agreed that the Committee's work plan sets out achievable priorities and objectives for the year, with good progress made against the plan.
- All respondents agreed or strongly agreed that recommendations and decisions were monitored, actioned and implemented within agreed timeframes.

The Committee reviews and adjusts its work plan at each meeting to ensure objectives and priorities continue to be met. Looking ahead, the Committee will seek feedback from Council on the usefulness and content of the Communiques to ensure they remain relevant and informative.

5.3 External audit

In October 2024, the Committee met in confidence with the External Auditor, without staff present, to discuss the auditor's remit and matters arising from the external audit process.

During the same month, the Committee also considered Council's contract with the External Auditor in confidence and subsequently made a recommendation to Council regarding the terms of the contract renewal.

The Committee received the External Audit Plan for the 2024/25 financial year from representatives of BDO in preparation for the interim audit scheduled for March 2025. At its February 2025 meeting, the Committee sought clarification on the internal controls risk assessment, provided feedback on the proposed audit scope and formally endorsed the Audit Plan.

In addition, the Committee reviewed Council's 2023/24 annual financial statements, questioning both the External Auditor and management to ensure the statements accurately presented Council's financial position prior to adoption by Council.

Self-Assessment feedback:

- All respondents strongly agreed that the annual financial reports comply with applicable legislation and Australian Accounting Standards and are supported by appropriate management sign-off on the financial statements.

- All respondents agreed or strongly agreed that the Committee has reviewed the processes in place to ensure that financial information included in the annual report is consistent with the signed financial statements.

5.4 Internal audit

The Internal Auditor is responsible for developing a flexible annual strategic audit plan using appropriate risk and consequence-based methodology, including any risks or control concerns for the Committee to review and provide recommendations on any changes.

During the 2024/25 financial year, the Committee received several internal audit reports including financial controls, payroll project scope review and Software as a Service (SaaS) Audit Report.

Self-Assessment feedback:

- The majority of respondents strongly agreed that the Committee has reviewed and approved the internal audit plan.
- Whilst most respondents agreed or strongly agreed that the Committee reviews the effectiveness of the system for monitoring Council's compliance with relevant laws and regulations, one respondent disagreed.

Respondents noted that internal audit resources were sufficient, with bespoke audits outsourced to specialist providers. However, staff turnover and resource constraints have delayed the implementation and updating of the Risk Management Framework, limiting the Committee's opportunity to review and comment on its effectiveness. A respondent noted that the Committee has not yet been briefed on the system used to monitor Council's compliance with relevant laws and regulations and is therefore unable to comment on its effectiveness.

5.5 Other matters

During the 2024/25 financial year, the Committee reviewed and provided feedback on two Prudential Management reports prepared in accordance with Section 48 of the *Local Government Act 1999*, commending staff on the quality of the reports.

The Committee also reviewed several Council policies and procedures providing input and making recommendations that were subsequently endorsed by Council.

The Committee engaged in detailed discussion on the proposed Fraud and Corruption Control Policy and accompanying Guideline, providing amendments and feedback to assist administration in further defining reporting mechanisms prior to considering the Policy for endorsement.

Advice was also provided to Council to support the preparation of the 2025/26 Annual Business Plan, including detailed feedback on financial sustainability. The Committee recommended a proposed funding pathway, highlighted key financial assumptions and

identified cost pressures to assist Council's consideration of the draft Annual Business Plan and Long Term Financial Plan.

At the 22 April 2025 Ordinary Council meeting, Mr Mark Labaz addressed the Chamber on the draft 2025/26 Annual Business Plan and Budget, Long Term Financial Plan and Strategic Asset Management Plan for public consultation. The Committee made a recommendation supporting the proposed rate rise prior to Council's endorsement of public consultation.

Self-Assessment feedback:

- 87.5% of respondents strongly agreed that the Committee reviewed and provided commentary on Prudential Management reports prepared in accordance with Section 48 of the *Local Government Act 1999*.
- All respondents strongly agreed that the Committee demonstrates a thorough understanding of Council's strategic management plans including the Annual Business Plan and provides informed review and recommendations on the sustainability of Council's financial performance, taking into account Council's financial indicators.

5.6 Committee feedback

The Committee was provided the opportunity to reflect on its work over the 2024/25 financial year, including identifying areas that could strengthen its effectiveness, recognising work that has been particularly valuable, and noting areas for improvement. A summary of the feedback is provided below.

Aspects of the Committee's work that have been most effective or valuable:

- Review of the 2025/26 Long Term Financial Plan and draft Annual Business Plan.
- Keeping the Council finances on track with the agreed Annual Business Plan.
- Review of policies.
- Examination of audit results, including significant adjustments, uncorrected misstatements and any difficulties or unresolved disagreements with management.
- Review of Prudential Reports.
- Cyber Security incident updates.
- Receiving CEO updates, which have been highly valuable in understanding the organisation's risks and challenges.
- Providing advice on the Strategic Risk Register and advising on the CBD strategy.
- Overseeing the External Audit tender process.
- Committee Members consistently asking insightful questions to understand and assess Council's risk environment.

Aspects of the Committee's work that were less effective or could have been managed better:

- Provision of advice in respect to the Risk Management Framework and Strategic Risk Register was limited due to staff resourcing constraints.

Recommendations to strengthen the effectiveness of the Committee:

- Greater availability of Independent Committee Members to provide assistance on urgent matters as required, rather than waiting for scheduled meetings.
- Enhanced use of the Committee in considering commercial property-related matters during negotiation and consideration stages.
- Consideration of how quarterly financial reviews could be brought to the Committee prior to review by Council.
- Flexibility to amend meeting dates to avoid clashes with other Committee meetings.

In January 2025, Council endorsed an amendment to the Committee Charter enabling the Committee to vary its meeting schedule to better manage scheduling conflicts and ensure timely consideration of critical items.

City of Playford

2024/25 Corporate Governance Committee Annual Report

Appendix 1 | 2024/25 Committee Agenda Items

Meeting Date	Report Title	Report Type
August 2024	Asset Management Policy and Procedure	Decision Report
August 2024	Corporate Governance Committee Work Plan	Information Report
August 2024	Corporate Governance Committee Self-Assessment 2023/24	Information Report
August 2024	Strategic Risk Register	Information Report
August 2024	Risk Assessment Supporting Documents	Information Report
August 2024	Business Continuity Exercise Report	Information Report
August 2024	Financial Controls Audit report	Information Report
August 2024	Content for Corporate Governance Communique	Informal Discussion
August 2024	Munno Para Prudential Report	Confidential Decision Report
August 2024	Chief Executive Officer Update	Confidential Information Report
October 2024	Adoption of 2023/24 Financial Statements	Decision Report
October 2024	Corporate Governance Committee Annual Report 2023/24	Decision Report
October 2024	Corporate Governance Committee Work Plan	Information Report
October 2024	2024/25 Insurance Portfolio	Information Report
October 2024	Risk Evaluation Action Plans Status Update	Information Report
October 2024	Rolling Revaluation Update	Information Report

City of Playford

2024/25 Corporate Governance Committee Annual Report

Meeting Date	Report Title	Report Type
October 2024	Content for Corporate Governance Committee Communique	Informal Discussion
October 2024	External Audit Contract	Confidential Decision Report
October 2024	Findings of External Audit	Confidential Discussion Informal
November 2024 (Special)	Content for Corporate Governance Committee Communique	Confidential Discussion Informal
November 2024 (Special)	Cyber Security Incident Presentation	Confidential Discussion Informal
November 2024 (Special)	Cyber Security Incident Response	Confidential Information Report
December 2024	Content for Corporate Governance Committee Communique	Informal Discussion
December 2024	Corporate Governance Committee 2025 Meeting Schedule and Work Plan	Decision Report
December 2024	Corporate Governance Committee Work Plan	Information Report
December 2024	Fraud and Corruption Control Policy	Decision Report
December 2024	Revaluation of Assets	Decision Report
December 2024	Risk Assessment Supporting Documents	Information Report
December 2024	Strategic Management Plan Asset Audit Report	Information Report
December 2024	Strategic Risk Report – November 2024	Information Report
December 2024 (Special)	Riverlea Community Land Management Plan	Confidential Decision Report
February 2025	External Auditor Draft Audit Plan 2024/25	Decision Report

City of Playford

2024/25 Corporate Governance Committee Annual Report

Meeting Date	Report Title	Report Type
February 2025	Mid-Year Review – End of Year Forecast	Decision Report
February 2025	Corporate Governance Committee Work Plan	Decision Report
February 2025	Content for Corporate Governance Communique	Informal Discussion
February 2025	Chief Executive Officer Update	Confidential Information Report
February 2025	Long Term Financial Plan 2025/26	Confidential Discussion Informal
17 March 2025 (Special)	Prudential Report – CBD Strategy	Confidential Information Report
17 March 2025 (Special)	External Auditor Tender Process	Informal Discussion
1 April 2025	Corporate Governance Committee Work Plan	Decision Report
1 April 2025	Content for Corporate Governance Communique	Informal Discussion
1 April 2025	Fraud and Corruption Control Policy	Decision Report
1 April 2025	2025 Confidential Orders Review	Decision Report
1 April 2025	2025/26 Draft Annual Business Plan and Long Term Financial Plan	Confidential Decision Report
1 April 2025	SAAS Audit Report	Information Report
1 April 2025	Payroll Project Scope Review Report	Information Report
6 May 2025	Corporate Governance Committee Work Plan	Decision Report
6 May 2025	Content for Corporate Governance Communique	Informal Discussion

City of Playford

2024/25 Corporate Governance Committee Annual Report

Meeting Date	Report Title	Report Type
6 May 2025	Audit Tender Evaluation Criteria	Informal Discussion
6 May 2025	Chief Executive Officer Update	Confidential Information Report
6 May 2025	Internal Audit Work Plan	Information Report
6 May 2025	Interim Audit Management Letter	Information Report
6 May 2025	Strategic Risk Report – April 2025	Information Report

Appendix 2 | 2024/25 Self-Assessment

Committee Members & Meetings

Question	Strongly disagree Below standard	Disagree Poor	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee understands the Council's business sufficiently to enable the Committee to fulfil its responsibilities.	0.00%	0.00%	0.00%	100.00%	0.00%
The mix of skills on the Committee allows it to effectively perform its responsibilities.	0.00%	0.00%	25.00%	75.00%	0.00%
Committee members have maintained relevant skills/knowledge/experience and undertaken relevant training and development.	0.00%	0.00%	25.00%	62.50%	12.50%
The Committee meets frequently enough to be effective.	0.00%	0.00%	0.00%	100.00%	0.00%
Meetings have been conducted in accordance with the agenda issued and allow sufficient time to discuss complex, critical and confidential issues.	0.00%	0.00%	12.50%	87.50%	0.00%
Meeting agenda and supporting papers are of sufficient clarity and quality to make informed decisions.	0.00%	0.00%	0.00%	100.00%	0.00%

City of Playford

2024/25 Corporate Governance Committee Annual Report

Question	Strongly disagree Below standard	Disagree Poor	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee has received all information, presentations or explanations it considers necessary to fulfill its responsibilities.	0.00%	12.50%	0.00%	87.50%	0.00%
Meetings have been conducted to allow Committee members to raise any issue they believe relevant and allow for open, frank and robust discussion of all matters raised.	0.00%	0.00%	0.00%	100.00%	0.00%

Committee Planning & Reporting

Question	Strongly disagree Below standard	Disagree Poor	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee work plan sets out achievable priorities and objectives for the year with appropriate progress against the work plan being achieved.	0.00%	0.00%	12.50%	87.50%	0.00%
Committee recommendations/decisions and agreed actions are monitored and have been implemented within agreed timeframes.	0.00%	0.00%	50.00%	50.00%	0.00%
The Committee reported to Council after each meeting summarising the work of the Committee during the period preceding the meeting and the outcomes of the meeting.	0.00%	0.00%	0.00%	100.00%	0.00%

External Audit

Question	Strongly disagree Below standard	Disagree Poor	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee is satisfied that annual financial reports comply with applicable legislation and Australian accounting standards and are supported by appropriate management sign-off on financial statements.	0.00%	0.00%	0.00%	100.00%	0.00%
The Committee has reviewed the findings of the interim and annual audits with the external auditor.	0.00%	0.00%	12.50%	87.50%	0.00%
The Committee has reviewed the external auditor’s management letter and monitored the implementation of recommendations by management.	0.00%	0.00%	25.00%	75.00%	0.00%
The Committee has reviewed the external audit opinion, including whether appropriate action has been taken in response to audit recommendations and adjustments.	0.00%	0.00%	12.50%	87.50%	0.00%
The Committee has considered contentious financial reporting matters in conjunction with management and external auditors.	0.00%	0.00%	12.50%	75.00%	12.50%

City of Playford

2024/25 Corporate Governance Committee Annual Report

Question	Strongly disagree Below standard	Disagree Poor	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee has reviewed the processes in place to ensure financial information included in the annual report is consistent with the signed financial statements.	0.00%	0.00%	0.00%	100.00%	0.00%
The Committee has met with the external auditor on at least one occasion on a confidential basis, with a majority of Committee members present and no members/employees of the council present (other than council members who are members of the Committee).	0.00%	0.00%	0.00%	100.00%	0.00%

Internal Audit

Question	Strongly disagree Below standard	Disagree Poor	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee has reviewed and approved the internal audit plan.	0.00%	0.00%	12.50%	87.50%	0.00%
The Committee considers the internal audit resources were adequate for the completion of the internal audit program.	0.00%	0.00%	25.00%	75.00%	0.00%
The Committee has monitored the implementation of internal audit recommendations and obtained all information and/or explanations it considers relevant to the progress or implementation of audit recommendations.	0.00%	0.00%	37.50%	62.50%	0.00%

City of Playford

2024/25 Corporate Governance Committee Annual Report

Question	Strongly disagree Below standard	Disagree Poor	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee considers the audit reports provided as appropriate for the business needs of the Council and:	0.00%	0.00%	25.00%	75.00%	0.00%
a) The reports were structured, concise and constructive	0.00%	0.00%	25.00%	75.00%	0.00%
b) The recommendations provided were realistic and resulted in improvements to current procedures	0.00%	0.00%	25.00%	75.00%	0.00%
c) The conclusions reached were adequately supported by relevant evidence and reflected a realistic understanding of the area under review	0.00%	0.00%	25.00%	75.00%	0.00%
The Committee adequately understands and reviews the Council's risk management framework and whether an effective approach is being followed to manage major risks.	0.00%	0.00%	25.00%	75.00%	0.00%
The Committee adequately understands and reviews the Council's financial reporting requirements.	0.00%	0.00%	0.00%	100.00%	0.00%
The Committee reviews the effectiveness of the system for monitoring Council's compliance with relevant laws and regulations.	0.00%	12.50%	25.00%	62.50%	0.00%

City of Playford

2024/25 Corporate Governance Committee Annual Report

Question	Strongly disagree Below standard	Disagree Poor	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee understands and reviews management's systems and arrangements for maintaining effective internal controls.	0.00%	0.00%	12.50%	87.50%	0.00%
The Committee has reviewed the annual report prepared by the CEO in relation to policies and processes adopted to evaluate and improve effectiveness of internal control practices/procedures.	0.00%	0.00%	50.00%	50.00%	0.00%

Other matters

Question	Strongly disagree Below standard	Disagree Poor	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee reviewed and provided comment on any Prudential Management reports prepared in accordance with section 48 of the <i>Local Government Act 1999</i> .	0.00%	0.00%	12.50%	87.50%	0.00%
The Committee appropriately proposed and reviewed the exercise of powers under section 130A (Other Investigations) of the <i>Local Government Act 1999</i> .	0.00%	0.00%	12.50%	25.00%	62.50%

City of Playford

2024/25 Corporate Governance Committee Annual Report

Question	Strongly disagree Below standard	Disagree Poor	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee reviewed and provided feedback on relevant policies and procedures.	0.00%	0.00%	12.50%	87.50%	0.00%
The Committee understands and reviews Council's strategic management plans including the Annual Business Plan, and review and provide recommendations on the sustainability of Council's financial performance considering Council's financial indicators.	0.00%	0.00%	0.00%	100.00%	0.00%



14.3 FEES AND CHARGES POLICY AND PROCEDURE REVIEW

Responsible Executive Manager : Luke Culhane

Report Author : Janey Yang

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

Attachments :

- 1. [Proposed Fees and Charges Policy](#)
- 2. [Proposed Fees and Charges Procedure](#)
- 3. [Tracked Changes - Fees and Charges Policy](#)
- 4. [Tracked Changes - Fees and Charges Procedure](#)

PURPOSE

The purpose of this report is to seek endorsement from the Council on the proposed Fees and Charges Policy (Attachment 1) and Fees and Charges Procedure (Attachment 2).

STAFF RECOMMENDATION

1. Council endorse the proposed Fees and Charges Policy (Attachment 1) and Fees and Charges Procedure (Attachment 2), noting that the next review is due in three years.
2. Council authorise the Chief Executive Officer to make further minor amendments to the Fees and Charges Policy (Attachment 1) and Fees and Charges Procedure (Attachment 2) that do not alter the intent of the documents.

COMMITTEE RECOMMENDATION

1. Council endorse the proposed Fees and Charges Policy (Attachment 1) and Fees and Charges Procedure (Attachment 2), noting that the next review is due in three years.
2. Council authorise the Chief Executive Officer to make further minor amendments to the Fees and Charges Policy (Attachment 1) and Fees and Charges Procedure (Attachment 2) that do not alter the intent of the documents.

EXECUTIVE SUMMARY

The Fees and Charges Policy sets the strategic intention to support and maintain a high level of financial management in accordance with the *Local Government Act 1999* and responds to the provision of Section 188 (Fees and charges). This Policy articulates the City of Playford's strategies to effectively manage the setting, waiving or amending of fees and charges.

1. BACKGROUND

Council creates and maintains a network of policies to set strategic direction and support effective decision making. Council's policies play an important role in communicating Council's intention and obligations and in setting our roles and responsibilities in decision making.

The Fees and Charges Policy and Procedure were adopted by Council on 26 April 2022 (Resolution 4968) and were due for review in March 2025.

2. RELEVANCE TO STRATEGIC PLAN

Decision-making filter: We will stick to our Finance Strategy to achieve long term financial sustainability while still delivering the planned services, responsibly managing debt and promoting the growth of the city.

The proposed Fees and Charges Policy (Attachment 1) and Procedure (Attachment 2) articulates the City of Playford's strategies to effectively manage the setting, waiving or amending of fees and charges. Setting fees and charges that recover the cost of these services ensures a user pays approach, thereby minimising the impact for other ratepayers.

3. PUBLIC CONSULTATION

There is no requirement for community consultation regarding the review of the proposed Fees and Charges Policy (Attachment 1) and Procedure (Attachment 2). Once endorsed, the updated Policy and Procedure will be made available on Council's website.

4. DISCUSSION

- 4.1 The content of the Proposed Fees and Charges Policy (Attachment 1) was reviewed to ensure it continues to provide an effective decision-making framework and clear principles for the setting, waiving or amending of fees and charges. No significant changes have been made except for grammatical, terminological and legislative updates.
- 4.2 Consistent with the Policy Governance Framework, feedback is sought from the Corporate Governance Committee, and option two (2) allows for this to be considered.

5. OPTIONS

Recommendation

1. Council endorse the proposed Fees and Charges Policy (Attachment 1) and Fees and Charges Procedure (Attachment 2), noting that the next review is due in three years.
2. Council authorise the Chief Executive Officer to make further minor amendments to the Fees and Charges Policy (Attachment 1) and Fees and Charges Procedure (Attachment 2) that do not alter the intent of the documents.

Option 2

1. Council endorse the proposed Fees and Charges Policy (Attachment 1) and Fees and Charges Procedure (Attachment 2), noting that the next review is due in three years, and provides the following additional feedback:

- _____
- _____
- _____

2. Council authorise the Chief Executive Officer to make further minor amendments to the Fees and Charges Policy (Attachment 1) and Fees and Charges Procedure (Attachment 2) that do not alter the intent of the documents.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The Fees and Charges Policy ensures the strategic intention to support and maintain a high level of financial management in accordance with the *Local Government Act 1999* and responds to the provision of Section 188 (Fees and Charges). This Policy articulates the City of Playford strategies to effectively manage the setting, waiving or amending of fees and charges.

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; Local Government (General) Regulations 2013; Independent Commissioner Against Corruption (ICAC) Act 2012; Planning, Development and Infrastructure Act 2016; Environment Protection Act (EPA) 1993; Equal Employment Opportunity legislation; National Competition Policy and Public Consultation legislation.

This decision will ensure compliance with relevant legislation.

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

The Proposed Fees and Charges Policy(Attachment 1) and Proposed Fees and Charges Procedure (Attachment 2) documents will be updated to include any additional amendments recommended by the Corporate Governance Committee and provided to Council for endorsement with the Fees and Charges Schedule, with the next review proposed in three (3) years.

6.2.2 Financial Implications

There are no financial or resource implications.



Fees and Charges Policy

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

1. Statement of Intent

The purpose of this Policy is to:

- Establish the principles for the setting, waiving or amending of all fees and charges.
- Ensure a consistent standard and equitable approach to setting of fees and charges.
- Consider the ability of the community to pay the fees and charges set by Council.

1.1. Setting of fees and charges

Section 188 of the *Local Government Act 1999* (the Act) empowers Council to impose fees and charges.

The key principles by which fees and charges are set include:

- the cost of providing the goods or service
- the collective users' ability to pay for the service
- the demand for the goods or services by the community
- comparative market pricing with other like enterprises performing similar services, including Competitive Neutrality principles if they are relevant to the goods or services being provided
- the environmental and social benefit of the goods or services provided
- the requirements of any act or regulations.

These principles will be applied consistently across the organisation to enhance accountability and provide transparency in the setting, waiving or amending of all fees and charges.

GST will be applied where appropriate in the Schedule of Fees and Charges.

1.2. Waiving or reducing fees and charges

The Council may waive or refund the whole, or any part, of any fee or charge if it is satisfied that there are exceptional circumstances that justify such a waiver or refund.

Any waiver (in part or in full) of fees and charges must be applied:

- in line with the *Local Government Act 1999*
- in accordance with the appropriate delegations in the delegations register
- in consideration of the desired outcomes of the Council
- taking into consideration the user pays principle as outlined in the associated procedures.

2. Scope

This Policy and the associated Fees and Charges Procedure apply to all workers with delegated authority within the organisation who are responsible for setting, waiving or amending a fee or charge. This applies to all functions delegated or sub-delegated in accordance with the delegations register.

This Policy applies to all fees and charges listed on Council's Fees and Charges Schedule over which Council is empowered to impose under Section 188 of the *Local Government Act 1999*.

3. Legislation and References

This Policy should be read in conjunction with the Fees and Charges Procedure.

Related documents include:

- *A New Tax System (Goods and Services Tax) Act 1999*
- *Australian Road Rules*
 - Division 7—Permissive parking signs and parking fees
- *Dog and Cat Management Act 1995*
 - Section 41 – Applications and fees
- *Environment Protection Act 1993*
 - Part 6, Division 4 & Part 6A
- *Expiation of Offences Regulations 2011*
 - Section 5 – Reminder notices
 - Section 6 – Expiation enforcement warning notices
- *Fines Enforcement and Debt Recovery Act 2017*
 - Section 5 – Delegation
- *Fire and Emergency Services Act 2005*
 - Section 143 – Fees
- *Food Act 2001*
 - Part 2—Offences relating to food
- *Freedom of Information Act 1991*
 - Section 53 – Fees and charges
- *Land and Business (Sales and Conveyancing) Regulations 2010*
 - Part 3—Dual representation
- *Local Government Act 1999*
 - Section 44 – Delegations
 - Section 188 – Fees and charges
 - Chapter 12, Part 1—By-Laws
- *Local Government (General) Regulations 2013*
 - Section 19 – Certificates of liabilities—fee
 - Section 20 – Fees and charges

- *Local Nuisance and Litter Control Act 2016*
 - Part 4—Offences
- *Planning, Development and Infrastructure Act 2016*
 - Section 56 – Fees and charges
- *Private Parking Areas Act 1986*
 - Section 6 – Offences
- *Road Traffic (Miscellaneous) Regulations 2014*
 - Part 7—Miscellaneous
- *South Australian Public Health (Legionella) Regulations 2013*
 - Section 21 – Fees relating to high risk manufactured water systems
- *South Australian Public Health (Wastewater) Regulations 2013*
 - Part 2—Establishment of community wastewater management systems
 - Part 3—Wastewater system requirements
- Government of South Australia Policy on Competitive Neutrality
- Food Inspection Fee Procedure
- Hardship Policy and Procedure
- City of Playford Schedule of Fees and Charges
- Delegations and sub-delegation registers
- City of Playford Global Glossary

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

4. Application

Council	Annual consideration of the Schedule of Fees and Charges for approval.
Chief Executive Officer	Annual consideration of the Schedule of Fees and Charges for approval.
General Managers	Responsible for approving the appropriate pricing methodology to be used to set discretionary fees and charges in their business unit.
Senior Managers	Responsible for notifying the Finance team of any new, or changes, to existing fees and charges as they occur.
Finance team	Responsible for coordinating and seeking approval for all fees and charges from the CEO or Council as required under the Act and ensuring accurate and accessible information is available regarding all fees and charges.

5. Relevance to Risk Appetite Statement

Financial Sustainability

The City of Playford has a **LOW** appetite for short-term financial risk that adversely impacts the Council's income. The Fees and Charges Policy enables charges to be correctly set, applied and updated.

Reputation

The City of Playford has a **LOW** appetite for negative perceptions that compromise its credibility and reputation. The Policy enables the Council to apply a consistent and transparent approach to the setting and application of fees and charges.

Regulatory Compliance

The City of Playford has **ZERO TOLERANCE** for non-compliance with applicable legislation including the legislation listed within this Policy.

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.	3978125
Version no.	5
Procedure link	Fees and Charges Procedure
Policy author	General Manager – Corporate Services
Endorsed by	Council
Resolution no.	TBC
Legal requirement	<i>Local Government Act 1999</i>
Review schedule	Three years
Date of current version	TBC
Date of next review	TBC

Version history

Version no.	Approval date	Approval by	Change
1	May 2002	Council	



2	June 2019	Council	As per Fees & Charges Summary of Changes – June 2019.
3	25 May 2021	Council Resolution No. 4618	Updated in new template. Policy and procedure content separated into two separate documents.
4	26 April 2022	Council Resolution No. 4968	Reviewed document. No changes. New review schedule of three years.
5	TBC	Council Resolution No. TBC	Scheduled review updated for title changes and minor edits.

Fees and Charges Procedure



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

1. Purpose

This Procedure explains how Council determines and administers fees and charges.

The *Local Government Act 1999* (the Act) allows Council to impose fees and charges for:

- The use of any property or facility owned, controlled, managed or maintained by Council
- Services supplied at a person's request
- Carrying out work at a person's request
- Providing information or materials, or copies of, or extracts from, Council records
- Any application to Council
- Any authorisation, licence or permit granted by Council
- Any matter for which another Act provides that a fee is to be payable
- Any other prescribed matter.

Fees and charges will be reviewed and updated at least annually; however, changes can be made at other times throughout the year if required.

Any waiver of fees and charges, whether in part or in full, must be applied in accordance with Section 44(3)(j) and Section 188 of the *Local Government Act 1999*, as well as the relevant delegations in the Delegations Register. A request to waive a fee application form is available on the Finance Team SharePoint site and must be completed and submitted to an appropriate delegate for approval. A decision to waive a fee or charge must take into account the desired outcomes of the City of Playford and the user pays principle.

The *Local Government Act 1999* requires Council to take reasonable steps to bring the fee or charge, or variation to the fee or charge, to the notice of people who may be affected. Council publishes the Fees and Charges Schedule on its website annually to update the public with the latest fees and charges.

GST will be applied where appropriate in the Schedule of Fees and Charges.

2. References and Supporting Documentation

This Procedure should be read in conjunction with the Fees and Charges Policy.

Related documents include:

- *A New Tax System (Goods and Services Tax) Act 1999*
- *Local Government Act 1999*
 - Section 44 – Delegations
 - Section 188 – Fees and charges

- Chapter 12, Part 1—By-Laws
- *Local Government (General) Regulations 2013*
 - Section 19 – Certificates of liabilities—fee
 - Section 20 – Fees and charges
- Government of South Australia Policy on Competitive Neutrality
- Schedule of Fees and Charges
- Delegations and sub-delegation registers
- City of Playford Global Glossary

3. Application

Council	Annual consideration of the Schedule of Fees and Charges for approval.
Chief Executive Officer	Annual consideration of the Schedule of Fees and Charges for approval.
General Managers	Responsible for approving the appropriate pricing methodology, as set out below, to be used to set discretionary fees and charges in their business unit.
Senior Managers	Responsible for notifying the Finance team of any new, or changes to, existing fees and charges as they occur.
Finance team	Responsible for coordinating and providing the relevant Consumer Price Index and Wage Price Index that may be applied as part of the annual review, and taking into consideration the pricing principles and methodology.

4. Procedure

4.1 Categories

Fees and charges are categorised into two (2) key components:

Statutory fees and charges are those that are set and regulated under the provisions of legislation relevant to Council business. These fees are non-discretionary and must comply with the relevant statute or current Ministerial advice. They are not included in the Schedule of Fees and Charges but may be found in the relevant legislation.

Discretionary fees and charges are not set by legislation and are determined at Council's discretion. These are listed in the Schedule of Fees and Charges.

4.2 Pricing principles

In determining Discretionary fees and charges, the following factors are to be taken into account:

- legislative requirements (as outlined in 4.4 below)
- the cost of providing the goods or service
- the collective users' ability to pay for the service
- the demand for the goods or services by the community

- comparative market pricing with other like enterprises performing similar services, including Competitive Neutrality principles if they are relevant to the goods or services being provided (as defined in section 4.11 below)
- the environmental and social benefit of the goods or services provided.

4.3 Pricing methodology

The following methodology will be adopted when determining fees and charges:

- The principle consideration when determining a fee or charge is the cost of providing the goods or service.
- This determination will only apply when the cost of service provision and the ability of users to pay for that service can be accurately established.
- If neither of these factors can be accurately and efficiently established, the following methodologies are to be used to determine a suitable price level for goods or services provided for approval by the appropriate General Manager.
- The General Manager is responsible for approving the appropriate pricing methodology, as set out below, to be used to set discretionary fees and charges within their business unit.
- Where none of these methodologies are considered appropriate, Council approval must be sought to apply an alternative methodology for setting the specific fee or charge.
- The table below supports the process of determining a fee or charge in each case, based on the seven outlined methodologies.

	Pricing methodology	Guidelines
1	Full cost recovery	(a) the service benefits particular users, making a contribution to their individual income, welfare or profits or a private benefit being provided without any broader benefits to the community and; (b) Council has a monopoly over the provision of the service and there are no community service or equity obligations. The fee or charge is calculated on the full recovery of annual and maintenance costs, on-costs and overheads and debt servicing, if applicable.
2	Partial cost recovery	(a) the benefits from provision of the service accrue to the community as a whole, groups within the community or to individual users; (b) charging prices to recover full cost may result in widespread hardship or evasion; (c) the service targets low income users or a differential service fee is charged according to the classification of users to maximise access to the service and/or; (d) the service promotes or encourages local economic activity.
3	Comparative	(a) the service provided is in competition with that provided by another Council or agency (private or public) and there is pressure to set a price which will attract adequate usage of the service and/or; (b) the service is a profit-making activity and the price paid by users should recover an amount greater than the full cost of providing that service.

	Pricing methodology	Guidelines
4	Statutory	(a) the service is a regulatory or statutory service and the fee is determined by Council in accordance with a pricing principle prescribed in regulations (e.g. a maximum price). (b) the amount of the fees is prescribed in regulations, legislation or Council By-Laws. Council has no discretion to determine the amount of the fee for a service when the amount is fixed by regulation or by another authority.
5	Demand management	The fee or charge is determined at a level greater than the direct cost of the service to provide a disincentive for use, or to recognise indirect costs associated with the provision of the service.
6	No charge	Where the cost to provide the service are considered negligible, the ability to impose the fee is not practical or where a specific reason has been identified and approved by the Chief Executive Officer. Where no specific fee is charged, the overall cost to council is recovered via rates.
7	Security deposit	Refundable deposit against possible loss or damage to Council property.

4.4 Legislative requirements

Section 188(1) of the *Local Government Act 1999* allows Council to impose fees and charges for the following;

Fee type	Pricing methodology	Delegation permitted
The use of any property or facility owned, controlled, managed or maintained by Council – Section 188(1)(a)	Need not be fixed by reference to the cost to Council. One or more of the pricing methodologies (outlined in 4.3) may be employed.	Yes
Services supplied at a person's request – Section 188(1)(b)	Need not be fixed by reference to the cost to Council. One or more of the pricing methodologies (outlined in 4.3) may be employed.	Yes
Carrying out work at a person's request – Section 188(1)(c)	Need not be fixed by reference to the cost to Council. One or more of the pricing methodologies (outlined in 4.3) may be employed.	Yes
Providing information or materials, or copies of, or extracts from, Council records – Section 188(1)(d)	Fixed only (can be a numerical range). Must not exceed a reasonable estimate of direct costs to the Council in providing information, materials, copies or extracts. One or more of the pricing methodologies (outlined in 4.3) may be employed.	No*

Fee type	Pricing methodology	Delegation permitted
Any application to Council – Section 188(1)(e)	Fixed only (can be a numerical range). One or more of the pricing methodologies (outlined in 4.3) may be employed.	No*
Any authorisation, licence or permit granted by Council – Section 188(1)(f)	Fixed only (can be a numerical range). Statutory pricing methodology should be used.	No*
Any matter for which another Act provides that a fee under this Act is to be payable – Section 188(1)(g)	Fixed only (can be a numerical range). Section 188(4) of the Act stipulates that Council cannot set fees and charges when set by another Act or when an Act specifies that no fee or charge can be set. Statutory pricing methodology should be used.	No*
Any other prescribed matter – Section 188(1)(h)	Fixed only (can be a numerical range). One or more of the pricing methodologies (outlined in 4.3) may be employed.	No*

**Section 44(3)(j) of the Local Government Act 1999 states that Council cannot delegate the power to fix, vary or revoke a fee that is set under Sections 188(1)(d) to (h). Fees and charges set under Section 188(1)(d) must not exceed a reasonable estimate of the direct cost to the Council in providing the information.*

The provisions of Section 188(3) of the Act also state a council may provide for:

- specific fees and charges;
- maximum fees and charges and minimum fees and charges;
- annual fees and charges;
- the imposition of fees or charges according to specified conditions or circumstances;
- the variation of fees or charges according to specified factors;
- the reduction, waiver or refund, in whole or in part, of fees and charges.

The setting of fees and charges should take into account Council's pricing methodology (outlined in 4.3).

4.5 Annual review of fees and charges

Fees and charges must be endorsed by Council at least annually, prior to the 1st of July each year. Fees and charges can be amended, added or revoked at any time during the year by Council.

Fees and charges will be reviewed by the responsible manager of the service in conjunction with the Senior Manager of the service. The Finance team is responsible for coordinating and providing the relevant Consumer Price Index and Wage Price Index that may be applied as part of the annual review, and taking into consideration the pricing principles and methodology set out above. When a change is proposed by the responsible manager, the pricing principles as outlined in this document must be considered in conjunction with the relevant legislation to ensure any changes are compliant.

Any statutory fees or charges covered by a separate act or regulation will be updated when released by the appropriate government body.

Fees and charges often reflect the on charging of costs relating to both time and materials. Council may elect to increase fees and charges to adequately cover inflationary costs associated with the delivery of goods and services to the community.

4.6 New or varied fees and charges

- Under the provisions of the Act, Council is to take reasonable steps to bring all fees and charges, or variations to a fee or charge, to the notice of persons who may be affected.
- A new fee, or the methodology for setting a fee, may be approved by Council outside of the normal annual fees and charges review cycle.
- Once approved, these additions or variations should be added to the Fees and Charges Schedule for the attention of users.
- Council may also approve the variation of a current fee, or the methodology underpinning the fee, if it sees fit.
- Once approved by Council, the Fees and Charges Schedule should be amended to reflect any variation.
- The Fees and Charges Schedule will be placed on the Council website and will be available at Council's customer service counters.
- Associated systems and or external bodies (such as Dogs and Cats Online) will need to be updated in order to charge the appropriate fees from the 1st of July each year.

4.7 User charges – Council buildings

Council owned buildings that are available for lease have an attributed commercial rate value (GST inclusive) that is based on a square meterage rate that incorporates the asset valuation as well as the service, quality and functionality of the building. These stay fixed until the next valuation, usually for a period of 5 years.

The base community rate for use of such buildings is 50% of the commercial rate value.

Sporting clubs and community groups that meet the ATO definition as not for profit and are incorporated (or operating under the auspice of an incorporated body) are eligible for Council's community infrastructure licence pricing model. This pricing model allows the licensee a discount of up to 95% of the base community rate.

4.8 Discount fees and charges

Waste collection fees and charges may be discounted in the following instances:

(a) Charity and not for-profit organisations:

Registered charities and incorporated not for profit organisations may apply for a 25% discount on the first additional bin and collection of each type (red, yellow or green lidded). Any further bin collections are charged at the standard price.

(b) Medical conditions:

Eligible residents may apply for a 25% discount on the first additional red lidded bin and collection to assist with the removal of additional items due to a medical condition. Any further bin collections are charged at the standard price. Discounts based on medical conditions must be applied for annually.

4.9 Waiving of fees and charges

Under Section 188(1)(d) to (h) of the *Local Government Act 1999*, Council cannot delegate the power to fix, vary or revoke a fee.

Section 188(3)(f) of the *Local Government Act 1999* states that Council may provide for a reduction, waiver or refund, in whole or in part, of fees or charges set under Section 188(1)(a) to (c).

For fees and charges not set under Section 188 of the Act, relevant legislation or regulations may allow for fees and charges to be waived, reduced or withdrawn.

Any waiver (in part or in full) of fees and charges must be applied per the appropriate legislation or regulations and delegations in the Delegations Register. A decision to waive fees (in part or in full) must be made in consideration of the desired outcomes of City of Playford and the principles discussed in 4.3 of this Procedure.

4.10 Goods and services tax (GST)

Goods and services tax (GST) applies to a number of goods and/or services supplied by Council. Those goods and/or services that are subject to GST have been identified in the Schedule of Fees and Charges. In accordance with the A New Tax System (Goods and Services Tax) Act 1999, the final prices shown for those goods and/or services are the GST inclusive price.

Some goods and/or services supplied by Council have been declared "GST free" or are excluded under this legislation. Those goods and/or services excluded from GST are indicated in the Schedule of Fees and Charges.

4.11 Competitive neutrality

The South Australian Government Policy on Competitive Neutrality (The Policy) states that competitive neutrality ensures that government businesses should not enjoy any net competitive advantages over private businesses operating in the same market simply as a result of their public sector ownership.

Competitive neutrality applies to two categories of business activities (Section 5.2 of The Policy)

- Category 1 – revenue greater than \$2 million and assets more than \$20 million
- Category 2 – all other significant business activities, where:
 - It possesses market power to create a competitive impact in the market that is more than nominal or trivial *and*
 - Its size relative to the size of the market as a whole is more than nominal or trivial

To be considered a business activity, Section 5.1 of The Policy provides that:

- (a) The activity falls within the Australian Bureau of Statistics classification of "Public Trading Enterprise" and "Public Financial Enterprise" or
- (b) Where:
 - i. The activity is primarily involved in producing goods or services for sale in the market *and*
 - ii. The activity has a commercial or profit making focus *and*
 - iii. There is user charging for goods and/or services *or*
- (c) Where a Government agency submits a tender as part of a tendering process in competition with the private sector.

An activity is not a business activity if:

- (a) It provides goods or services to government, and, for reasons of policy or law, there is no competition with alternate suppliers or
- (b) It is clear that the intention of government is that the activity's predominant role is regulatory or policy-making, or where the achievement of public policy outcomes is the main priority of the activity.

Competitive neutrality can be achieved by Council through cost reflective pricing. Section 3.3 of The Policy sets out a two-stage process to achieve this:

- Calculation of the competitively neutral cost, accounting for various cost advantages and disadvantages arising from government ownership, to determine the net competitive advantage
- From that cost basis, determine an appropriate market price, which must be equal to or above the competitively neutral cost.

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.	3978188
Version no.	3
Policy link	Fees and Charges Policy
Procedure author	General Manager – Corporate Services
Endorsed by	Council
Resolution no.	TBC
Legal requirement	<i>Local Government Act 1999</i>
Review schedule	Three years
Date of current version	TBC
Date of next review	TBC

Version history

Version no.	Approval date	Approval by	Change
1	25 May 2021	Council Resolution No. 4618	New document. Procedure content moved out of policy into the new procedure document.
2	26 April 2022	Council Resolution No. 4968	Reviewed document. New review schedule of three years and additional clarity of when to set no charge.
3	TBC	Council Resolution No. TBC	Updated for minor changes and reflect current titles.



Fees and Charges Policy

Policy Author	General Manager – Strategy and Corporate Services
Date of next review	March-April-2028 TBC

1. Statement of Intent

The purpose of this [Policy](#) is to:

- Establish the principles for the setting, waiving or amending of all fees and charges.
- Ensure a consistent standard and equitable approach to setting of fees and charges.
- Consider the ability of the [Community](#) to pay the fees and charges set by Council.

1.1. [Setting of Fees-fees and Charges-charges](#)

Section 188 of the *Local Government Act 1999* ([the Act](#)) empowers Council to impose fees and charges.

The key principles by which fees and charges are set include:

- the cost of providing the goods or service
- the collective users' ability to pay for the service.
- the demand for the goods or services by the community.
- comparative market pricing with other like enterprises performing similar services, including Competitive Neutrality principles if they are relevant to the goods or services being provided.
- the environmental and social benefit of the goods or services provided.
- the requirements of any [Act](#) or [Regulations](#).

These principles will be applied consistently across the organisation to enhance accountability and provide transparency in the setting, waiving or amending of all fees and charges.

GST will be applied where appropriate in the [Schedule](#) of [Fees](#) and [Charges](#).

1.2. [Waiving or Reducing-reducing Fees-fees and Charges-charges](#)

The Council may waive or refund the whole, or any part, of any fee or charge if it is satisfied that there are exceptional circumstances that justify such a waiver or refund.

Any waiver (in part or in full) of fees and charges must be applied:

- in line with the *Local Government Act 1999* and
- in accordance with the appropriate delegations in the ~~Delegations~~ delegations register and
- in consideration of the desired outcomes of the Council and
- taking into consideration the user pays principle as outlined in the associated procedures.

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4.2. Scope

This Policy and the associated Fees and Charges Procedure apply to all workers with delegated authority within the organisation who are responsible for setting, waiving or amending a fee or charge. This applies to all functions delegated or sub-delegated in accordance with the delegations register.

This Policy applies to all fees and charges listed on Council's Fees and Charges Schedule over which Council is empowered to impose under Section 188 of the *Local Government Act 1999*.

5.3. Legislation and References

This Fees and Charges Policy should be read in conjunction with the Fees and Charges Procedure.

Related documents include:

- A New Tax System (Goods and Services Tax) Act 1999 (Cth)
- Australian Road Rules
 - Division 7—Permissive parking signs and parking fees
- Hardship Policy
- Food Inspection Fee Procedure
- City of Playford Global Glossary
- Delegations and Sub-Delegation Registers
- Government of South Australia Policy on Competitive Neutrality
- Local Government Act 1999
 - S44—Delegations
 - S188—Fees and charges
 - Chapt 12, Part 1—By-Laws
- Local Government (General) Regulations 2013
 - S19—Certificates of liabilities—fee
 - S20—Fees and charges
- A New Tax System (Goods and Services Tax) Act 1999 (Cth)
- Fines Enforcement and Debt Recovery Act 2017
 - S5—Delegations
- Road Traffic (Miscellaneous) Regulations 2014
 - Part 7
- Development Regulations 2008

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- ~~S96~~ — Fees
- Dog and Cat Management Act 1995
 - Section 41 – Applications and ~~f~~Fees
- Environment Protection Act 1993
 - Part 6, Division 4 & Part 6A
- Expiation of Offences Regulations 2011
 - Section 5 – Reminder notices&
 - Section 6 – Expiation enforcement warning notices
- ~~Fines Enforcement and Debt Recovery Act 2017~~
 - Section 5 – Delegation
- Fire and Emergency Services Act 2005
 - Section 143 – Fees
- Food Act 2001
 - Part 2—Offences relating to food
- Freedom of Information Act 1991
 - Section 53 – Fees and ~~G~~charges
- Land and Business (Sales and Conveyancing) Regulations) 2010
 - Part 3—Dual representation
- ~~Local Government Act 1999~~
 - Section 44 – Delegations
 - Section 188 – Fees and charges
 - Chapter 12, Part 1—By-Laws
- ~~Local Government (General) Regulations 2013~~
 - Section 19 – Certificates of liabilities—fee
 - Section 20 – Fees and charges
- Local Nuisance ~~and~~& Litter Control Act 2016
 - Part 4—Offences
- ~~Planning, Development and Infrastructure Act 2016~~
 - Section 56 – Fees and charges
- ~~Private Parking Areas Act 1986~~
 - Section 6 – Offences
- ~~Road Traffic (Miscellaneous) Regulations 2014~~
 - Part 7—Miscellaneous
- ~~South Australian Public Health (Legionella) Regulations 2013~~
 - Section 21 – Fees relating to high risk manufactured water systems
- ~~South Australian Public Health (Wastewater) Regulations 2013~~

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- [Part 2—Establishment of community wastewater management systems &](#)
- [Part 3—Wastewater system requirements](#)
- [Public Health \(Legionella\) Regulations 2013](#)
- [S21—Fees relating to high risk manufactured water systems](#)
- [South Australia Road Rules](#)
- [Division 7—Permissive parking signs and parking fees](#)
- [Planning, Development and Infrastructure Act 2016](#)
- [Section 56—Fees and charges](#)
- [Private Parking Areas Act 1986](#)
- [Section 6—Offences](#)
- [Government of South Australia Policy on Competitive Neutrality](#)
- [Food Inspection Fee Procedure](#)
- [Hardship Policy and Procedure](#)
- [City of Playford Schedule of Fees and Charges](#)
- [Delegations and Subsub—Ddelegation rRegisters](#)
- [City of Playford Global Glossary](#)

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

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8.4. Application

Council	Annual consideration of the sSchedule of Fees and Charges for approval .
Chief Executive Officer	Annual consideration of the Sschedule of Fees and Charges for approval Ensure accurate and accessible information is available regarding all fees and charges
General Managers	Responsible for approving the appropriate pricing methodology to be used to set discretionary fees and charges in their business unit.
Senior Managers	Responsible for notifying the Finance team of any new, or changes, to existing, fees and charges as they occur.
Finance team	Finance is rResponsible for coordinating and, seeking approval for all fees and charges from the CEO or Council as required under the Act, andAct and ensuring accurate and accessible information is available regarding all fees and charges.

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	Responsible for assisting Managers with the calculation and review of fees and charges
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11.5. Relevance to Risk Appetite Statement

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Financial Sustainability

The City of Playford has a **LOW** appetite for short-term financial risk that adversely impacts the Council's income. The Fees and Charges Policy enables charges to be correctly set, applied and updated.

Reputation

The City of Playford has a **LOW** appetite for negative perceptions that compromise its credibility and reputation. The Policy enables the Council to apply a consistent and transparent approach to the setting and application of Fees and Charges.

Regulatory Compliance

The City of Playford has **ZERO TOLERANCE** for non-compliance with applicable legislation including the legislation listed within this Policy.

12.6. Feedback

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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. 3978125

Version no. [54](#)

Procedure link Fees and Charges Procedure

Policy author General Manager – [Corporate Services](#)[Strategy & Corporate](#)

Endorsed by Council

Resolution no. [TBC](#)

Legal requirement *Local Government Act 1999*

Review schedule Three years

Date of current version [March](#) [April 2025](#) [TBC](#) [2](#)

Date of next review [TBC](#) [April](#) [March 2028](#) [5](#)

Version history

Version no.	Approval date	Approval by	Change
1	May 2002	Council	

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2	June 2019	Council	As per Fees & Charges Summary of Changes – June 2019.	Formatted: Line spacing: single
3	25 May 2021	Council Resolution No. 4618	Updated in new template. –Policy and procedure content separated into two separate documents.	Formatted: Line spacing: single
4	26 April 2022	Council Resolution No. 4968	Reviewed document. No changes. New review schedule of three years.	Formatted: Line spacing: single Formatted Table
5	April 2025 TBC	Council Resolution No. TBC	<u>Scheduled review updated for title changes and minor edits.</u>	Formatted: Line spacing: single

Fees and Charges Procedure



Policy Author	General Manager – Strategy & Corporate Services
Date of next review	March-April-2028 TBC

1. Purpose

This ~~P~~procedure explains how Council determines and administers fees and charges.

The ~~L~~*ocal Government Act 1999 (the Act)* allows Council to impose fees and charges for:

- The use of any property or facility owned, controlled, managed or maintained by Council
- Services supplied at a person's request
- Carrying out work at a person's request
- Providing information or materials, or copies of, or extracts from, Council records
- Any application to Council
- Any authorisation, licence or permit granted by Council
- Any matter for which another Act provides that a fee is to be payable
- Any other prescribed matter.

Fees and charges will be reviewed and updated ~~at least~~ annually ~~at a minimum~~; however, changes can be made at other times ~~during throughout~~ the year if required.

Any waiver ~~(in part or in full)~~ of fees and charges, ~~whether in part or in full~~, must be applied in line ~~accordance~~ with ~~Section 44(3)(j) and Section 188 of the Local Government Act 1999, as well as the appropriate relevant delegations in the Delegations register~~*Register*. ~~A request to waive a fee application form is available on the Finance Team sSharePoint site and must be completed and forwarded submitted to an appropriate delegate for approval.~~ A decision to waive a fee or charge must ~~take into account be made in consideration of~~ the desired outcomes of the City of Playford and ~~also taking into consideration~~ the user pays principle.

The ~~L~~*ocal Government Act 1999* requires Council ~~to keep a schedule of its fees and charges on public display during ordinary office hours at the principal office. Council is also required to take reasonable steps to bring the fee or charge, or the variation of to the fee or charge, to the notice of people who may be affected. Council publishes the Fees and Charges Schedule on its website annually to update the public with the latest fees and charges.~~

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GST will be applied where appropriate in the ~~s~~Schedule of ~~F~~Fees and ~~C~~Charges.

2. References and Supporting Documentation

This ~~Fees and Charges~~ Procedure should be read in conjunction with the Fees and Charges Policy.

Related documents include:

- *A New Tax System (Goods and Services Tax) Act 1999* ~~(Commonwealth)~~
- *Local Government Act 1999*
 - Section 44 ~~—~~ Delegations
 - Section 188 ~~—~~ Fees and charges
 - Chapter 12, Part 1 ~~—~~ By-Laws
- *Local Government (General) Regulations 2013*
 - Section 19 ~~—~~ Certificates of liabilities—fee
 - Section 20 ~~—~~ Fees and charges
- Government of South Australia Policy on Competitive Neutrality
- Schedule of Fees and Charges
- City of Playford Global Glossary
- Delegations and Subsub-Delegation-delegation Registers-registers
- City of Playford Global Glossary

3. Application

Council	Annual consideration of the S chedule of ly- consider Fees and Charges schedule for approval.
Chief Executive Officer	<u>Annual consideration of the Sschedule of Fees and Charges for approval. Ensure accurate and accessible information is available regarding all fees and charges</u>
General Managers	Responsible for approving the appropriate pricing methodology, as set out below, to be used to set discretionary fees and charges in their business unit.
<u>Senior</u> Managers	Responsible for notifying <u>the</u> Finance <u>team</u> of any new, or changes to, existing, fees and charges as they occur.

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Finance <u>team</u>	Finance is r Responsible for coordinating, and providing the relevant Consumer Price Index and Wage Price Index that may be applied as part of the annual review, and taking into consideration the pricing principles and methodology. Responsible for assisting Managers with the calculation and review of fees and charges.	Formatted: Space Before: 6 pt, After: 6 pt
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4. Procedure

4.1 Categories

Fees and ~~Charges-charges~~ are categorised into two (2) key components:

Statutory ~~Fees-fees~~ and ~~Charges-charges~~ are those that are set and regulated under the provisions of the legislation ~~relevant~~ to Council business. These fees are non-discretionary and must align ~~comply~~ with the relevant statute or current Ministerial advice. They are not included in the Schedule of Fees and Charges but may be found in the ~~respective~~relevant legislation.

Discretionary ~~Fees-fees~~ and ~~cCharges~~ are not ~~regulated-set~~ by legislative-legislation statute and are ~~determined~~ at Council's discretion ~~to-determine~~. These are listed in the Schedule of Fees and Charges.

4.2 Pricing Principles-principles

In determining Discretionary ~~Fees-fees~~ and ~~Chargescharges~~, the following factors are to be taken into account:

- legislative requirements ~~(as outlined in 4.4 below)~~
- the cost of providing the goods or service.
- the collective users' ability to pay for the service.
- the demand for the goods or services ~~s~~ by the community.
- comparative market pricing with other like enterprises performing similar services, including Competitive Neutrality principles if they are relevant to the goods ~~s~~ or services ~~s~~ being provided. (as defined in section 4.11 below).
- the environmental and social benefit of the goods or services provided.

4.3 Pricing Methodology-methodology

The following methodology will be adopted when determining fees and charges:

- ~~I~~the principle consideration when determining a fee or charge is the cost of providing the goods or service.
- This determination will only apply when the cost of service provision and the ability of users to pay for that service can be accurately established.
- ~~I~~f neither of these factors can be accurately and efficiently established, the following methodologies are to be used to determine a suitable price level for goods or services provided for approval by the appropriate General Manager.

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- ~~The~~ General Manager is responsible for approving the appropriate pricing methodology, as set out below, to be used to set discretionary fees and charges within their business unit.
- ~~Where~~ none of these methodologies are considered appropriate, ~~then~~ Council approval ~~is~~ ~~must~~ be sought ~~to apply an alternative in regard to a different methodology for setting that the specific fee or charge.~~
- ~~The~~ table below ~~assists supports~~ the ~~determination process of determining in which a fee or charge is set in each case, according based to on the seven outlined methodologies outlined.~~

PRICING METHODOLOGY	GUIDELINES Guidelines
1 Full Cost-cost Recovery recovery	(a) (a) the service benefits particular users, making a contribution to their individual income, welfare or profits or a private benefit being provided without any broader benefits to the community and; (b) (b) Council has a monopoly over the provision of the service and there are no community service or equity obligations. The fee or charge is calculated on the full recovery of annual and maintenance costs, on-costs and overheads and debt servicing, if applicable.
2 Partial Cost-cost Recovery recovery	(a) (a) the benefits from provision of the service accrue to the community as a whole, groups within the community or to individual users; (b) (b) charging prices to recover full cost may result in widespread hardship or evasion; (c) (c) the service targets low income users or a differential service fee is charged according to the classification of users to maximise access to the service and/or; (d) (d) the service promotes or encourages local economic activity.
3 Comparative	(a) (a) the service provided is in competition with that provided by another Council or agency (private or public) and there is pressure to set a price which will attract adequate usage of the service and/or; (b) (b) the service is a profit-making activity and the price paid by users should recover an amount greater than the full cost of providing that service.
4 Statutory	(a) (a) the service is a regulatory or statutory service and the fee is determined by Council in accordance with a pricing principle prescribed in regulations (e.g. a maximum price). (b) (b) the amount of the fees is prescribed in regulations, legislation or Council By-Laws. Council has no discretion to determine the amount of the fee for a service when the amount is fixed by regulation or by another authority.
5 Demand Management management	The fee or charge is determined at a level greater than the direct cost of the service to provide a disincentive for use, or

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	<u>Pricing methodology</u> RICING METHODOLOGY	<u>GUIDELINES-Guidelines</u>
		to recognise indirect costs associated with the provision of the service.
<u>6</u>	<u>No Charge-charge</u>	Where the cost to provide the service are considered negligible, the ability to impose the fee is not practical or where a specific reason has been identified and approved by the Chief Executive <u>Officer</u> . Where no specific fee is charged, the overall cost to council is recovered via rates.
<u>7</u>	<u>Security Deposit-deposit</u>	Refundable deposit against possible loss or damage to Council property.

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4.4 Legislative Requirements-requirements

Section 188-(1) of the *Local Government Act 1999* allows Council to impose fees and charges for the following;

Fee Type	Pricing Methodology	Delegation permitted
The use of any property or facility owned, controlled, managed or maintained by Council – Section 188(1)(a)	Need not be fixed by reference to the cost to Council. One or more of the pricing methodologies outlined in 4.3 above may be employed.	Yes
Services supplied to a person's request – Section 188(1)(b)	Need not be fixed by reference to the cost to Council. One or more of the pricing methodologies outlined in 4.3 above may be employed.	Yes
Carrying out work at a person's request – Section 188(1)(c)	Need not be fixed by reference to the cost to Council. One or more of the pricing methodologies outlined in 4.3 above may be employed.	Yes
Providing information or materials, or copies of, or extracts from, Council records – Section 188(1)(d)	Fixed only (can be a numerical range). Must not exceed a reasonable estimate of direct costs to the Council in providing information, materials, copies or extracts. One or more of the pricing methodologies outlined in 4.3 above may be employed.	No*
Any application to Council – Section 188(1)(e)	Fixed only (can be a numerical range). One or more of the pricing methodologies outlined in 4.3 above may be employed.	No*
Any authorisation, licence or permit granted by Council – Section 188(1)(f)	Fixed only (can be a numerical range). Statutory pricing methodology should be used.	No*
Any matter for which another Act provides that a fee under this Act is to be payable – Section 188(1)(g)	Fixed only (can be a numerical range). Clause Section 188(4) of the Act stipulates that Council cannot set fees and charges when set by another Act or when an Act specifies that no fee or charge can be set. Statutory pricing methodology should be used.	No*
Any other prescribed matter – Section 188(1)(h)	Fixed only (can be a numerical range). One or more of the pricing methodologies outlined in 4.3 above may be employed.	No*

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*Section 44(3)(i) of the Local Government Act 1999 s44(3)(i) states that Council cannot delegate the power to fix, vary or revoke a fee that is set under Sections 188(1)(d) to (h). Fees and charges set under Section 188(1)(d) must not exceed a reasonable estimate of the direct cost to the Council in providing the information.

The provisions of Section 188(3) of the Act, also state a council may provide for:

- specific fees and charges;
- maximum fees and charges and minimum fees and charges;
- annual fees and charges;
- the imposition of fees or charges according to specified conditions or circumstances;
- the variation of fees or charges according to specified factors;
- the reduction, waiver or refund, in whole or in part, of fees and charges.

The setting of fees and charges should take into account Council's pricing methodology (outlined in 4.3) above.

4.5 Annual Review review of Fees fees and Chargescharges

Fees and charges ~~are required to~~ must be endorsed ~~at least annually~~ by Council ~~at least annually~~ prior to the 1st of July each year. Fees and charges can be amended, added or revoked at any time during the year by Council.

Fees and charges will be reviewed by the responsible manager of the service in conjunction with ~~the Senior Manager of the service. The Finance team is responsible for coordinating, and providing the relevant Consumer Price Index and Wage Price Index that may be applied as part of the annual review, and;~~ taking into consideration the pricing principles and methodology set out above. ~~When a change is proposed by the responsible manager, the pricing principles as outlined in this document must be considered in conjunction with the relevant legislation to ensure any changes are compliant.~~

Any statutory fees or charges covered by a separate ~~a~~Act or ~~r~~Regulation will be updated when released by the appropriate government body.

Fees and charges often reflect the on charging of costs relating to both time and materials. Council may elect to increase fees and charges to adequately cover inflationary costs associated with the delivery of goods and services to the ~~c~~Community.

4.6 New or Varied varied Fees fees and Chargescharges

- Under the provisions of the Act, Council is to take reasonable steps to bring all fees and charges, or ~~the variations of to~~ a fee or charge, to the notice of persons who may be affected.
- A new fee, or the methodology for setting a fee, may be approved by Council outside of the normal annual fees and charges review cycle.
- Once approved, these additions or variations should be added to the Fees and Charges Schedule for the attention of users.
- Council may also approve the variation of a current fee, or the methodology underpinning the fee, if it sees fit.

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- Once approved by Council, the Fees and Charges Schedule should be amended to reflect any variation.
- The Fees and Charges Schedule will be placed on the Council website and will ~~also~~ be available at Council's customer service counters.
- Associated systems and or external bodies (such as Dogs and Cats Online) will need to be updated in order to charge the appropriate fees from ~~the 1st~~ of July each year.

4.7 ~~User Charges-charges~~ – Council Buildingsbuildings

Council owned buildings that are available for lease have an attributed commercial rate value (GST inclusive) that is based on a square meterage rates that incorporates the asset valuation as well as the service, quality and functionality of the building. ~~This-These~~ stays fixed until the next valuation, usually ~~for~~ a period of 5 years.

The base community rate for use of such buildings is 50% of the commercial rate value.

Sporting ~~Clubs-clubs~~ and ~~Community-community Groups-groups~~ that meet the ATO definition as not for profit and are incorporated (or operating under the auspice of an incorporated body) are eligible for Council's community infrastructure licence pricing model. This pricing model allows the licensee a discount of up to 95% of the base community rate.

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4.8 Discount Fees-fees and Chargescharges

Waste Collection-collection Fees-fees and charges may be discounted in the following instances:

(a) Charity and ~~Net-not~~ for-profit organisations:

Registered charities and incorporated not for profit organisations may apply for a 25% discount on the first additional bin and collection of each type (red, yellow or green lidded). Any further bin collections are charged at the standard price.

(b) Medical conditions:

Eligible residents may apply for a 25% discount on the first additional red lidded bin and collection, to assist with the removal of additional items due to a medical condition. Any further bin collections are charged at the standard price. Discounts based on medical conditions must be applied for annually.

4.9 Waiving of Fees-fees and Chargescharges

Under Section 188(1)(d) to (h) of the Local Government Act 1999, Council cannot delegate the power to fix, vary or revoke a fee-under Section s188 (1)(d) to (h).

Section 188(3)(f) of For fees and/or charges set under Section s188 (1)(a) to (c), the Local Government Act 1999 (s188(3)(f)) states that Council may provide for a reduction, waiver or refund, in whole or in part, of fees or charges set under Section 188(1)(a) to (c).

For fees and charges not set under s188-Section 188 of the Local Government Act 1999Act, relevant the Legislation or rRegulations that are relevant may allow for fees and charges to be waived, reduced or withdrawn.

Any waiver (in part or in full) of fees and charges must be applied per the appropriate legislation or regulations and delegations in the Delegations Register. A decision to waive fees (in full-part or in partfull) must be made in consideration of the desired outcomes of City of Playford and the principles discussed in section 4.3 of this Procedure.

4.10 Goods and Services-services Tax-tax (GST)

Goods and services s tax (GST) applies to a number of goods and/or services supplied by Council. Those goods and/or services that are subject to GST have been identified in the Schedule of Fees and Charges. In accordance with the tax legislationA New Tax System (Goods and Services Tax) Act 1999, the final prices shown for those goods and/or services are the GST inclusive price.

Some goods and/or services supplied by Council have been declared "GST free" or are excluded under the-this legislation. Those goods and/or services excluded from GST are indicated in the schedule of fees and Charges.

4.11 Competitive Neutralityneutrality

The South Australian Government Policy on Competitive Neutrality (The Policy) states that Competitive-competitive Neutrality-neutrality ensures that government businesses should not enjoy any net competitive advantages over private businesses operating in the same market simply as a result of their public sector ownership.

Competitive Neutrality-neutrality applies to two categories of business activities (s5Section 5.2 of The Policy)

- Category 1 – revenue greater than \$2 million and assets more than \$20 million
- Category 2 – all other significant business activities, where:

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○ It possesses market power to create a competitive impact in the market that is more than nominal or trivial <i>and</i> ○ Its size relative to the size of the market as a whole is more than nominal or trivial	
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To be considered a business activity, s6Section 5.1 of TheThe Policy provides that:	
(e)(a) The activity falls within the Australian Bureau of Statistics classification of "Public Trading Enterprise" and "Public Financial Enterprise" <u>or</u>	Formatted: Font: Not Italic
(d)(b) Where:	
a-i. The activity is primarily involved in producing goods or services for sale in the market <i>and</i>	
b-ii. The activity has a commercial or profit making focus <i>and</i>	
c-iii. There is user charging for goods and/or services <i>or</i>	
(e) Where a Government agency submits a tender as part of a tendering process in competition with the private sector.	
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An activity is not a business activity if:	
(a) It provides goods or services to government, and, for reasons of policy or law, there is no competition with alternate suppliers <u>or</u>	Formatted: Font: Not Italic
(b) It is clear that the intention of government is that the activity's predominant role is regulatory or policy-making, or where the achievement of public policy outcomes is the main priority of the activity.	
(b)	
Competitive Neutrality-neutrality can be achieved by Council through cost reflective pricing. Section 35.3 of The Policy sets out a two-stage process to achieve this:	
• Calculation of the competitively neutral cost, accounting for various cost advantages and disadvantages arising from government ownership, to determine the net competitive advantage	Formatted: Font: Not Bold
• From that cost basis, determine <u>an</u> appropriate market price, which must be equal to <u>or above</u> the competitively neutral cost.	
5. Feedback	Formatted: Font:
• 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.	Formatted: Normal, Right: 0 cm, No bullets or numbering
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Administration use only

ECM document set no. 3978188

Version no. [32](#)

Policy link Fees and Charges Policy

Procedure author General Manager – [Strategy & Corporate Services](#)

Endorsed by Council

Resolution no. [TBC](#)

Legal requirement *Local Government Act 1999*

Review schedule Three years

Date of current version [March-April-2025TBC2](#)

Date of next review [April-March-2028TBC5](#)

Version history

Version no.	Approval date	Approval by	Change
1	25 May 2021	Council Resolution No. 4618	New document. Procedure content moved out of policy into the new procedure document.
2	26 April 2022	Council Resolution No. 4968	Reviewed document. New review schedule of three years and additional clarity of when to set no charge.
3	April-2025TBC	Council Resolution No. TBC	Updated for minor changes and reflect current titles.

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COMMITTEE REPORTS

STRATEGY AND SERVICES COMMITTEE

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

14.4 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 :** 1¹. [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).
2. 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.

COMMITTEE RECOMMENDATION

1. Council adopts the City of Playford Annual Report 2024/25 (Attachment 1).
2. 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).
2. 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:
 - _____
 - _____
 - _____
2. 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 Kurna 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 long-term 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.




Glenn Docherty
Mayor




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.



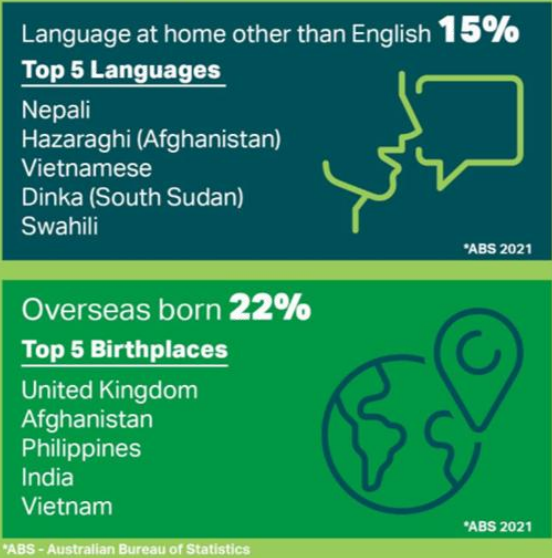
Playford at a glance

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 car parks, as well as bridges, traffic islands and fencing



Footpaths & Signage



MORE THAN
870KM

of paths plus signage, bus pads and pram ramps

Parks & Sportsfields

OVER
1100

hectares of open space including 27 sportsfields and 107 playgrounds



Buildings

196

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



Stormwater

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



3910

items of technology equipment including computers, mobile devices and community audio-visual 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.



Strategic Planning Framework



The three phases of our Strategic Planning Framework:



PLAN

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

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



INVEST

We continue to invest in our growing community by undertaking new projects and delivering new services. The **Long Term Financial Plan*** ensures Council can deliver services, 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.



REVIEW

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

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

Year in review

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



Year in review



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.

Year in review



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.

Year in review



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.

Year in review



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 knowledge-sharing. 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.

Year in review



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.

Year in review



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

Suburb	Location	Status
Roads – Asphaltic Concrete/Pavement Design/Reinforced Concrete/Spray Seal Overlay/Reconstruction		
Andrews Farm	Grace Avenue Harwood Place	Completed Completed
Blakeview	Aldgate Lane Galleon Close Lynton Court Park Lake Boulevard	Completed 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
Davoren Park	Brookside Close Burry Street Mitchell Street Searle Road	Completed 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 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 Groteley Street Hale Street Hecker Street	Completed Completed Completed Completed Completed Completed

Year in review



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

Year in review



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
Virginia	Virginia Grove – Footbridge	Completed
Traffic Safety		Status
Elizabeth	Frobisher Road Traffic Controller	Completed

[#]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

Year in review



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

[#] Multi-year project

*Renewal is being supplemented by upgrade projects

Streetscapes

Suburb	Location	Status
Footpaths		
Andrews Farm	Greenfields Drive	Completed
	Hughes Street	Completed
Blakeview	Uley Road	Completed
Craigmore	Adams Road	Completed
	Baldina Crescent	Completed
	Blair Park Drive [#]	Completed
	Coolibah Avenue	Completed
	Tea Tree Drive	Completed
	Uley Road	Completed
Elizabeth	Goodman Road	Completed
Elizabeth Downs	Crisp Road	Completed
	Haldane Street	Completed
	McKenzie Road	Completed
	Midway Road	Completed
	St Leonard Crescent	Completed
Elizabeth East	Aylwin Street	Completed
	Holcomb Street	Completed
	Kinkaid Road	Completed
	Yorktown Road	Completed
Elizabeth Park	Hayles Road	Completed
	Seatown Road	Completed
	Shillabeer Road	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

Year in review



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

Year in review



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	Home, away & referee changeroom	Completed
	Virginia Recreation Centre	Male cubicles in changeroom	Completed
	Virginia Horticulture Centre	Front reception & back office fit out	Completed
		Electrical upgrade & blinds, evaporative air conditioner x 6, fan coil unit	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

Year in review



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, Kerbs & Verge Compacted Fines		
Davoren Park	Lock Street	Completed
	Rowe Street	Completed
	Skewes Street*	Completed
	Ward Street	Completed
	Redcliff Street#	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.

Year in review



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
Virgo Street Reserve and Barrow Crescent Reserve Upgrades	Construction

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

- Green Bin Rollout
- Community Organisation Support Framework

Year in review



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.

Social Infrastructure Deeds

Virginia	Amount	
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	Amount	
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

Year in review



Playford North Extension	Amount	
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	Amount	
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



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

- 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	Amount
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

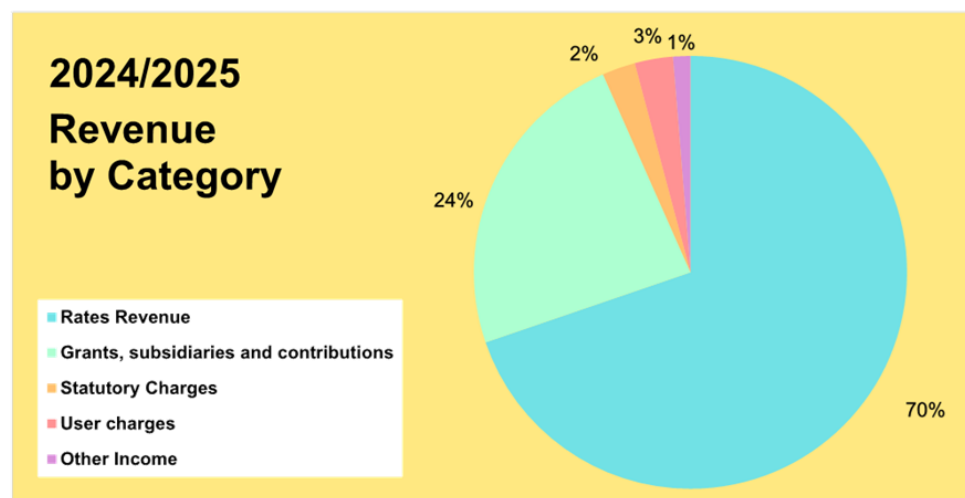
Item	2024/25 Actual \$M
Operating income	162.1
Operating expenses	140.3
Operating result	21.8

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



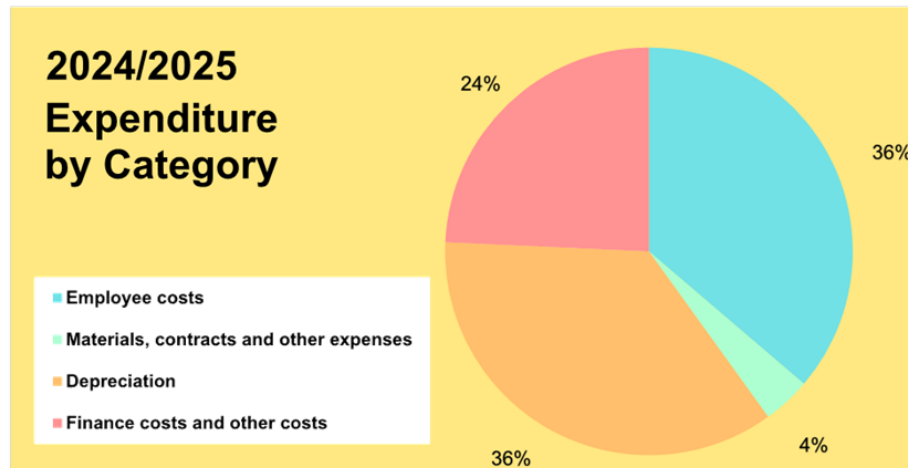
The City of Playford received income of \$162.1M in 2024/25. The main sources of revenue were rates revenue (commercial and residential) of \$113.1M, and grants, subsidies and contributions

Financial snapshot



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

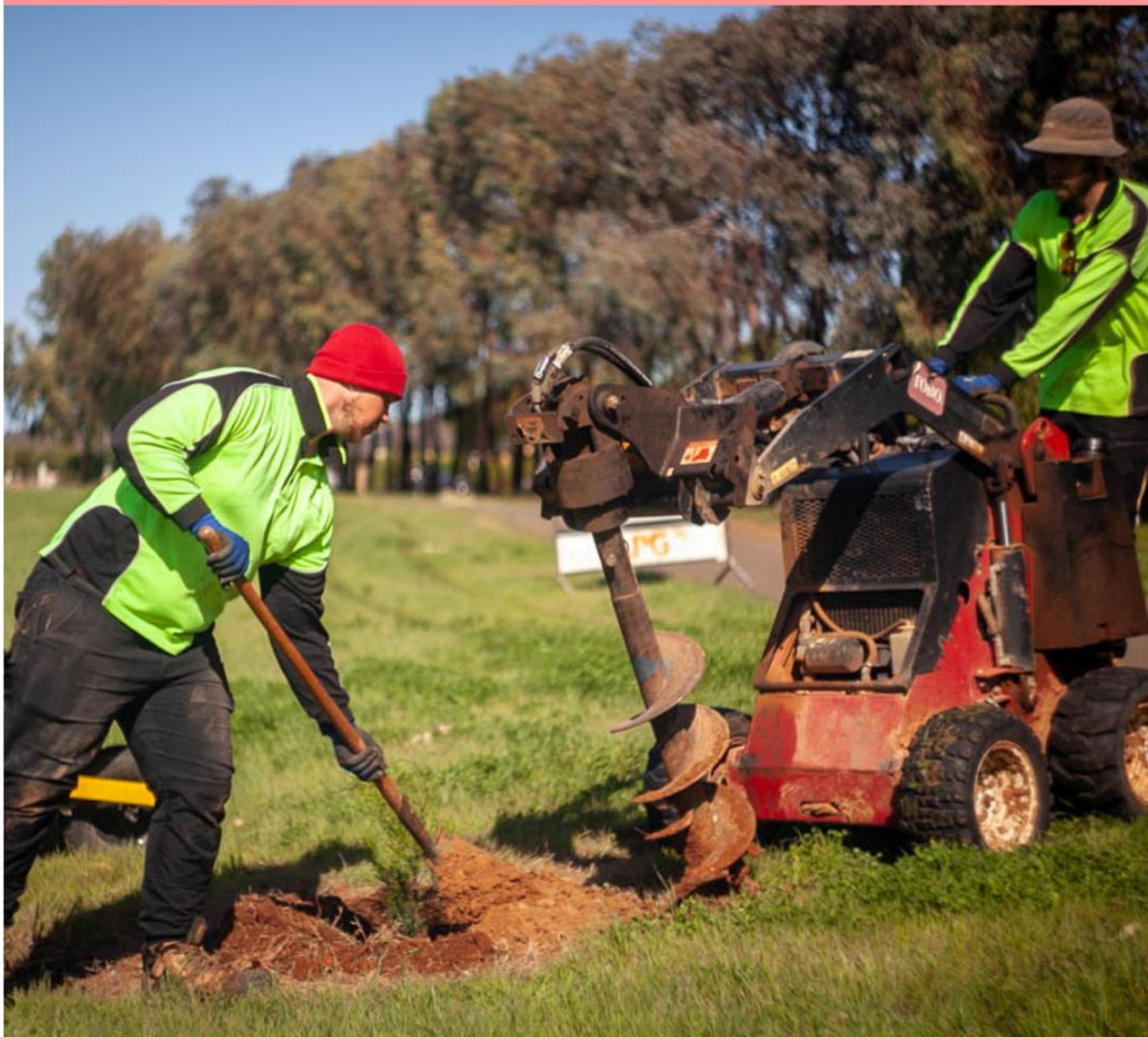
What Council's money was spent on



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 performance

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



Measuring our performance



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



Theme 1

Improving safety, accessibility and ease of movement around our city

3.48



Theme 2

Lifting city appearance

3.32



Theme 3

Fostering collaboration and connection to each other

3.45



Theme 4

Activating and facilitating welcoming community spaces and events

3.5



Average community sentiment

3.05



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	<i>Performance Indicator</i> This ratio expresses Council's operating result as a percentage of Council's total income.	13.4% 4.0% adjusted²	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	<i>Performance Indicator</i> 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% adjusted²	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	<i>Infrastructure Indicator</i> 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	<i>Debt Indicator</i> This ratio shows net financial liabilities as a percentage of Total Operating Income.	57.1% 69.6% adjusted²	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	<i>Debt Indicator</i> 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.

Your Council

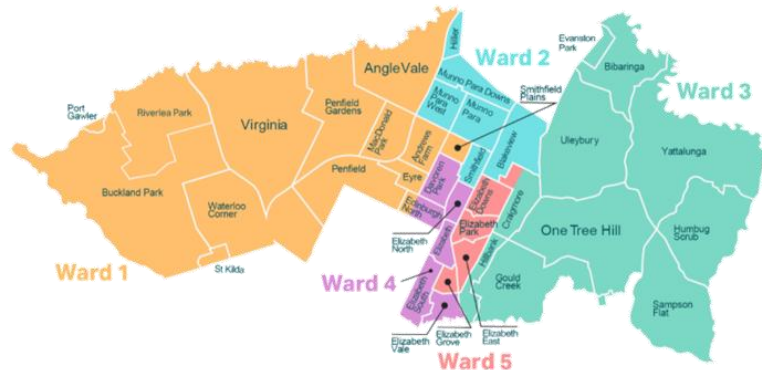
The City of Playford is divided into five wards, with a Mayor and 15 Councillors. Each ward is represented by three Councillors. The ward boundaries endeavour to provide an equal number of electors represented by a Councillor.



Your Council



Mayor Glenn Docherty



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 Karlisen

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 Halls

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

Your Council



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	Council Members	Electors	Rep. Quota	Number of Wards	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.

Your Council



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

**Includes allowance received as presiding member of Strategy and Services Committee

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

Your Council



Council and Committee Structure

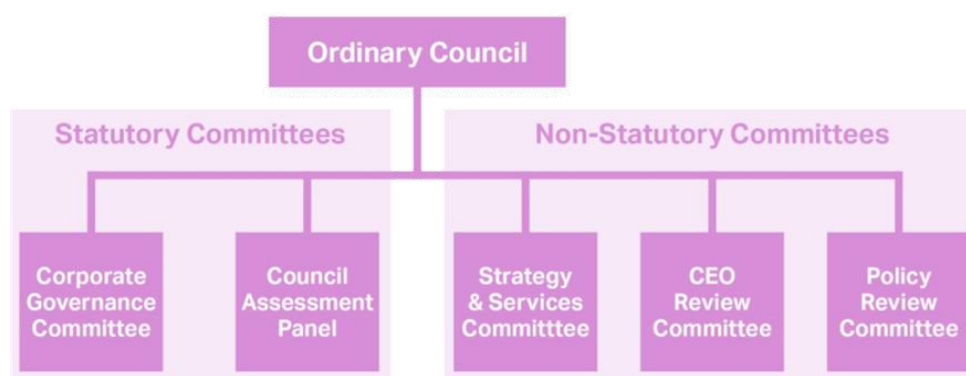
Council has established a number of statutory and non-statutory committees to assist with its decision-making. The committee structure is detailed below.

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.

Your Council



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

Your Council



Council Member	Council / Committee
Cr Rebecca Vandeppear	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 Vandeppear	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

Your Council



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 Vandeppear	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	a	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

Your Council



Confidential 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	a	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)	a	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

Your Council



Confidential 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	a	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

Your Council



Confidential 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	a	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	a	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

Your Council



Confidential 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	a	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	a	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

Your Council



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	a	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
(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)	12
(b) information the disclosure of which (i) could reasonably be expected to confer a commercial advantage on a person with whom the Council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the Council and (ii) would, on balance, be contrary to the public interest	33
(c) information the disclosure of which would reveal a trade secret	0
(d) commercial information of a confidential nature (not being a trade secret) the disclosure of which (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party and (ii) would, on balance, be contrary to the public interest	8

Your Council



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 of Information Act 1991</i>	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

Your Council



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).

Previous orders still in 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

Your Council



Previous orders still in 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

Your Council



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

Your Council



Previous orders still in 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

Your Council



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

Your Council



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

Your Council



Previous orders still in 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

Your Council



Previous orders still in 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

Your Council



Previous orders still 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

Your Council



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 (General) Regulations 2017</i>			Section 13 (2)(a) provision
Meeting	Date	Subject	
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)

Your Council



Confidential Orders made under <i>Planning, Development and Infrastructure (General) Regulations 2017</i>			Section 13 (2)(a) provision
Meeting	Date	Subject	
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

Your Council



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 mid-term 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

Your Council



- 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	\$1,819.35
	National Growth Areas Alliance – Research Launch 2024	\$97.01
	ALGA National General Assembly 2025	\$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

Your Council



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.

Your Council



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.

Your Council



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 Council



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 0333.

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.

Your Council



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.

Your Council



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.

Our workforce

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



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

Our workforce



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 Procedure.

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

Our workforce



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

- Financial Services**
 - Finance
 - 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
- Development Services**
 - 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

Our workforce



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

Our workforce



- 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 peer-learning 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 technology-based solutions explored to improve user-experience in this process.

Our workforce



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:

Travel	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

Our workforce



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 Council's 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%

Legislative check list

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

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.

Legislative Requirement	Page Reference
Representation quota <i>Schedule 4, Clause 1, Local Government Act 1999 (mandatory)</i> (h) a statement of— (i) the council's representation quota; and (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; Schedule 4, Clause 3 defines representation quota for the purpose of the annual report 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 <i>Local Government (Elections) Act 1999</i>) by the number of members who constitute the council (ignoring any fractions resulting from the division and expressed as a quota).	Page 39 – Council Members and Representation
Strategic Management Plans <i>Schedule 4, Clause 2, Local Government Act 1999 (mandatory)</i> (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; (ab) the council's performance against its annual business plan for the relevant financial year;	Page 12 – Year in Review Page 33 – Measuring our Performance
Council Member content <i>Schedule 4, Clause 1, Local Government Act 1999 (mandatory)</i> (f) information on allowances paid to members of the council or a council committee; Note – this includes allowances paid to members of the Audit Committee and other committees established under section 41 of the <i>Local Government Act 1999</i>. <i>Schedule 4, Clause 2, Local Government Act 1999 (mandatory)</i> (ca) the training and development activities for members of the council during the relevant financial year; <i>Regulation 35(2), Local Government (General) Regulations 2013 (mandatory)</i> (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;	Page 39 – Council Member Allowances and Benefits Page 61 – Training and Development Page 51 – Travel and Gifts

Legislative check list



<i>Regulation 35(2), Local Government (General) Regulations 2013 (mandatory)</i> <i>(d) 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;</i> Regulation 35(3) provides that gift includes hospitality.	
Management and Staffing <i>Schedule 4, Clause 1, Local Government Act 1999 (mandatory)</i> <i>(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;</i> <i>Regulation 35(2), Local Government (General) Regulations 2013 (mandatory)</i> <i>(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;</i> <i>Regulation 35(2), Local Government (General) Regulations 2013 (mandatory)</i> <i>(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;</i> Regulation 35(3) provides that gift includes hospitality.	Page 71/72 – Workforce and Remuneration Profile Page 76/77 – Travel and Gifts
Internal review of Council actions <i>Schedule 4, Clause 1, Local Government Act 1999 (mandatory)</i> <i>(3) other material prescribed by the regulations;</i> Regulation 35(2), Local Government (General) Regulations 2013 • the report required under section 270(8) of the Act; Section 270(8) of the Local Government Act 1999 provides: <i>(8) A council must, on an annual basis, initiate and consider a report that relates to—</i> <i>(a) the number of applications for review made under this section; and</i> <i>(b) the kinds of matters to which the applications relate; and</i> <i>(c) the outcome of applications under this section; and</i> <i>(d) such other matters as may be prescribed by the regulations.</i>	Page 61 – Internal Review of a Council Decision (Section 270 Review)
<i>Schedule 4, Clause 1, Local Government Act 1999 (mandatory)</i> <i>Pursuant to section 126(9) of the Local Government Act, a council must ensure that the annual report of its audit and risk committee is included in its annual report.</i>	Appendix 2

Legislative check list



Community land and Council facilities <i>Schedule 4, Clause 2, Local Government Act 1999 (mandatory)</i> (e) <i>the progress of the council in preparing or finalising any management plans for community land required under Chapter 11;</i>	Page 66 – Community Land
Local Nuisance and Litter Control Act and Regulations <i>Schedule 4, Clause 1, Local Government Act 1999 (mandatory)</i> (j) <i>other information to be included in the annual report under this or another Act.</i> Section 8 of the Local Nuisance and Litter Control Act 2016. <i>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.</i> Regulation 5 of the Local Nuisance and Litter Control Regulations 2017 <i>For the purposes of section 8 of the Act, a council's annual report should include details of—</i> (a) <i>the number of complaints of local nuisance or littering received by the council; and</i> (b) <i>the number and nature of—</i> (i) <i>offences under the Act that were expiated; and</i> (ii) <i>offences under the Act that were prosecuted; and</i> (iii) <i>nuisance abatement notices or litter abatement notices issued; and</i> (iv) <i>civil penalties negotiated under section 34 of the Act; and</i> (v) <i>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</i> (c) <i>any other functions performed by the council under the Act.</i>	Page 69 – Local Nuisance and Litter Control Act Regulations
Confidentiality <i>Schedule 4, Clause 1, Local Government Act 1999 (mandatory)</i> (ga) <i>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;</i> Regulation 35(1), <i>Local Government (General) Regulations 2013</i> provides the following information to be reported: (a) <i>in the case of a report on the use of section 90(2) of the Act, the following information is required:</i> (i) <i>the total number of orders made under that subsection in the financial year;</i> (ii) <i>the date and subject of each order within the ambit of subparagraph (i);</i> (iii) <i>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</i> (b) <i>in the case of a report on the use of section 91(7) of the Act, the following</i>	Page 44 – Confidentiality



Legislative check list

information is required: (i) the total number of orders made under that subsection in the financial year; (ii) 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 (c) 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 (d) 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



Legislative check list

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 <i>Government Business Enterprises (Competition) Act 1996/Revised Clause 7 Statement (mandatory)</i> (j) other information to be included in the annual report under this or another Act. By virtue of the <i>Government Business Enterprise (Competition) Act 1996</i>, the <i>Revised Clause 7 Statement on the application of competition principles to Local Government under the Competition Principles Agreement (September 2002)</i>, 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. <i>The information included in the annual report may be in summary form</i>	Page 64 – National Competition Policy
List of documents available to the public <i>Schedule 4, Clause 1, Local Government Act 1999 (mandatory)</i> (b) a list of the registers that are required to be kept under this Act or the <i>Local Government (Elections) Act 1999</i>; (c) a list of the codes of conduct or practice required under this Act or the <i>Local Government (Elections) Act 1999</i>;	Page 62 – Registers, Codes and Policies
Budget and financial reports <i>Section 131, Local Government Act 1999 (mandatory)</i> (1a) The annual report must include the amount of legal costs incurred by the council in the relevant financial year.	Page 65 – Legal Costs



Legislative check list

Schedule 4, Clause 1, Local Government Act 1999 (mandatory) (a) <i>a copy of the audited financial statements of the council for the relevant financial year;</i> Schedule 4, Clause 2, Local Government Act 1999 (mandatory) (b) <i>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;</i> Regulation 35(2), Local Government (General) Regulations 2013 (mandatory) (f) <i>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.</i>	Appendix 1 Page 64 – National Competition Policy Page 65 – Credit Card Expenditure
Auditors Schedule 4, Clause 1, Local Government Act 1999 (mandatory) (j) <i>other information to be included in the annual report under this or another Act.</i> Section 128(9) of the Local Government Act 1999 The information required by section 128(9) of the Local Government Act concerning the council auditor (9)(a) <i>information on the remuneration payable to its auditor for work performed during the relevant financial year, distinguishing between—</i> (i) <i>remuneration payable for the annual audit of the council's financial statements; and</i> (ii) <i>other remuneration;</i> (9)(b) <i>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.</i>	Page 65 – Auditors Payment
Subsidiaries Schedule 4, Clause 1, Local Government Act 1999 (mandatory) (ha) <i>the annual report of any subsidiary received by the council under Schedule 2 for the relevant financial year;</i> Schedule 2, Local Government Act 1999 Clause 12 (1) <i>A subsidiary must, at the request of the council, report to the council on any matter, and on any basis, specified by the council.</i> (2) <i>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.</i> (3) <i>A report under subclause (2) must—</i> (a) <i>incorporate the audited financial statements of the subsidiary for the relevant financial year; and</i>	Appendices 3 & 4

Legislative check list



(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 council. 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.	
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Appendices

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



Appendices



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

To be added once adopted by Council

Appendices



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

To be added once adopted by Council

Appendices



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

To be added once received

Appendices



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

To be added once received

14.5 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 : 1¹. 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.

COMMITTEE 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 2025-2028 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 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 2025-2028.

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, nor does it guide asset renewal for transport assets. but instead provides the strategic directions that will guide decision-making
- 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 city-wide 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

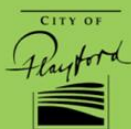
The City of Playford acknowledges that we are situated on the traditional land of the Kurna people and that we respect their spiritual relationship with their country.

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.

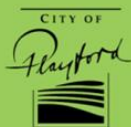


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Overview



Overview

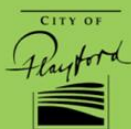
As one of South Australia's largest and fastest growing cities, the City of Playford needs strategic direction to plan for a transport system that will keep up with growth, respond to the changes in the way we move and support economic growth that aligns with the community's future vision for prosperity,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



Overview

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.



Overview

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



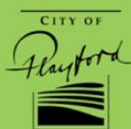
Residential growth and freight corridors



Population & employment growth



Changes in technology and decarbonisation



Overview

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.



Overview

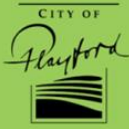
Implementing and monitoring

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.

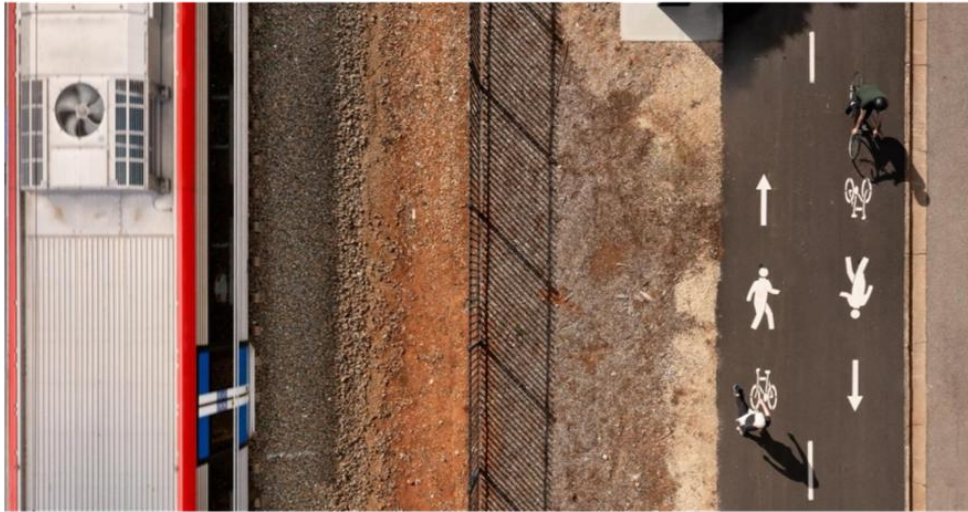
To achieve some of the objectives, this strategy includes advocacy to the State and National Government. This is due to financial constraints / capacity, or due to some elements of the transport network not being under the control of the City of Playford.

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



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.

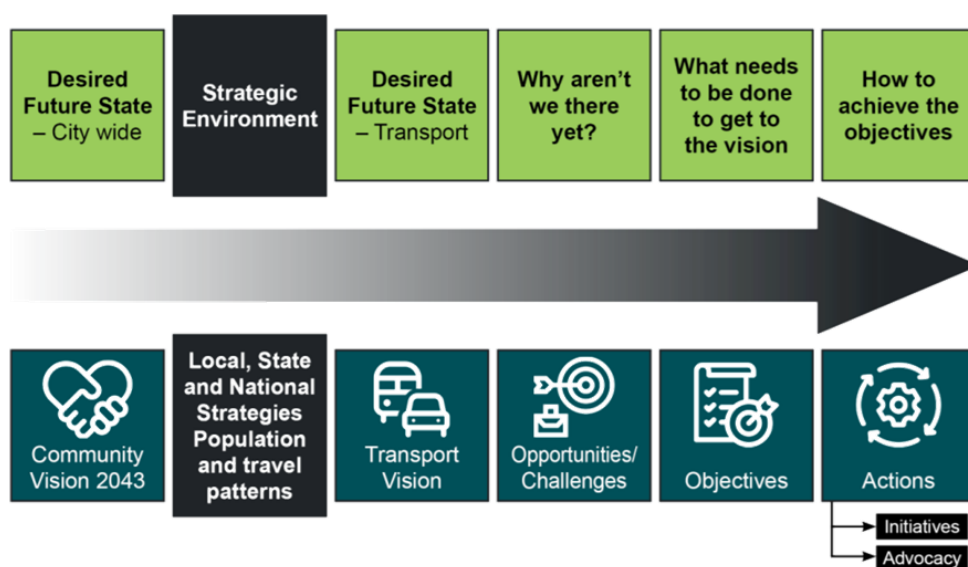


Introduction

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.





Introduction

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.

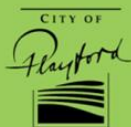
The care and control of some roads - arterial roads such as Main North Road - has been assumed by the State Government. In these cases, the State Government undertakes the planning, delivery, operation and maintenance to ensure these roads meet state-wide objectives.

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.



Introduction

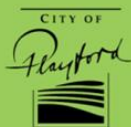
Our City

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.

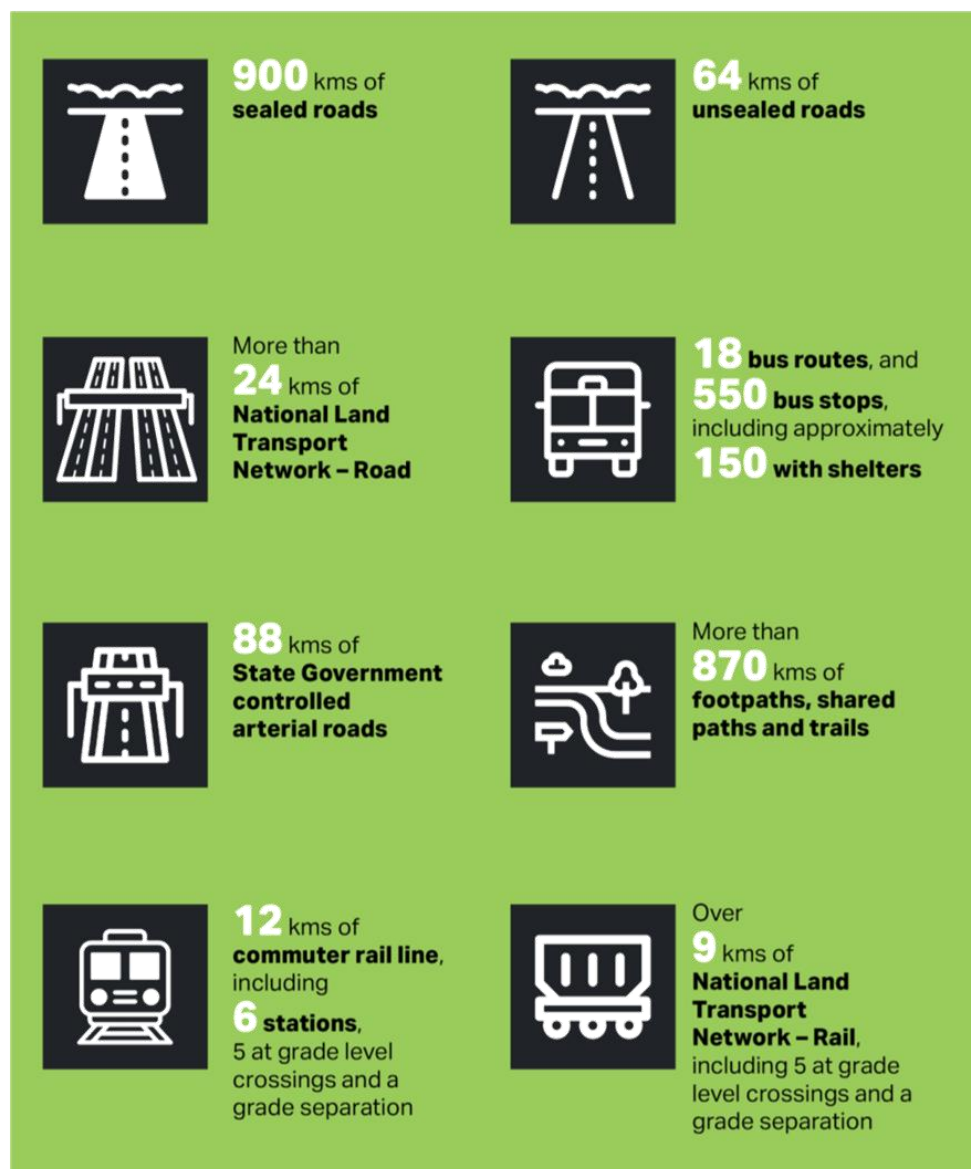


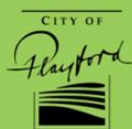


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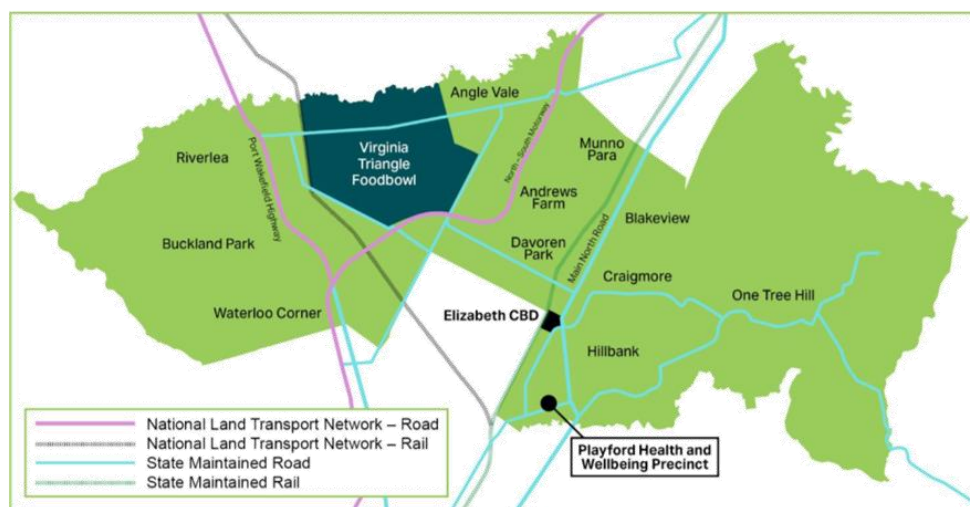
Our transport network

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.





Introduction



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.



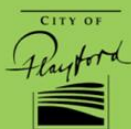
Approximately
113,167
people
(2025) live within
the Council area



Between 2025 and
2046 it is expected
that **dwelling** will
increase from 43,000
to **73,000**



Between 2025 and 2046,
the population for the City of Playford
is forecast to **increase by**
70,727 persons
(62.5% growth), at a growth rate of 2.34%.



Introduction

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

+50% own two
or more cars

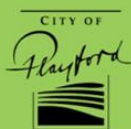
+18% own three
or more cars



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.

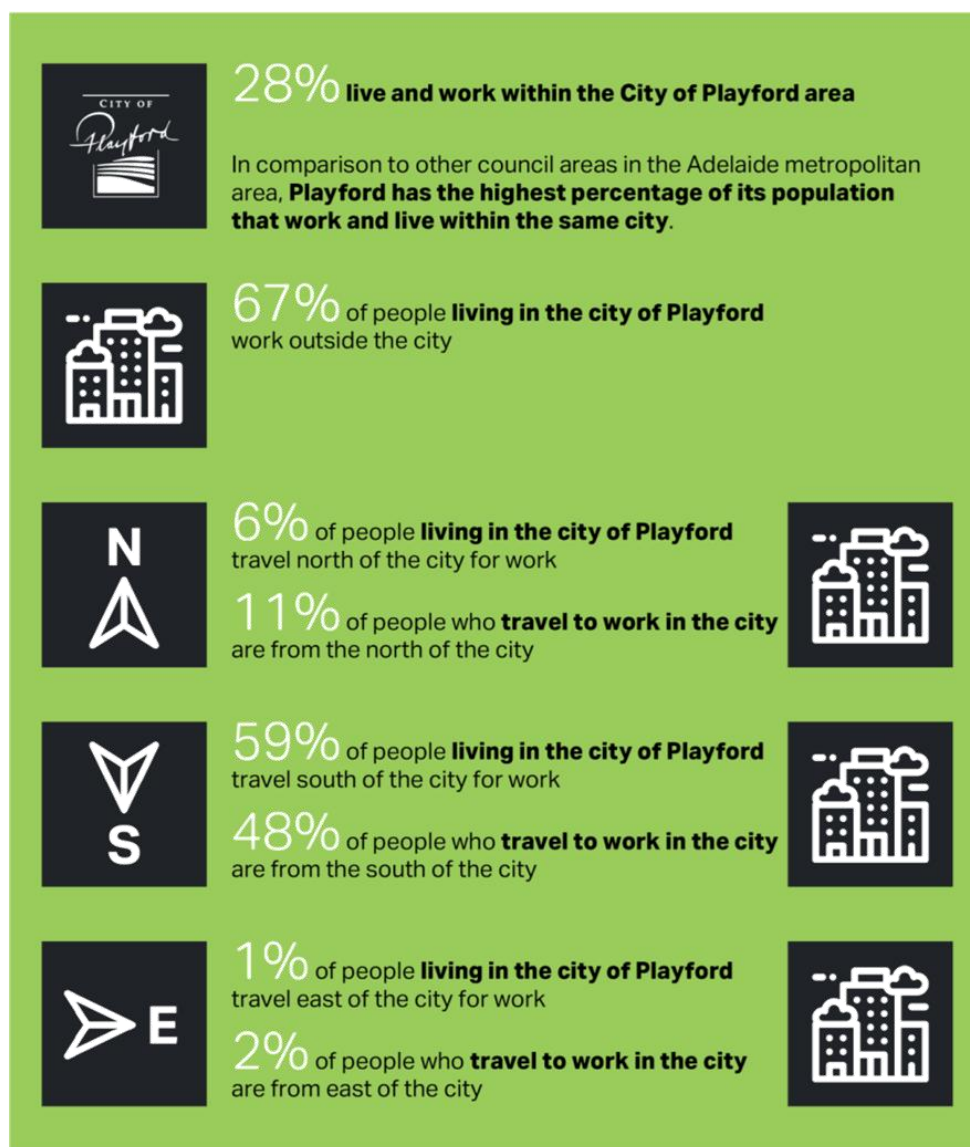
In addition to the impacts of the COVID-19 pandemic, the shutdown of the Gawler Line for the electrification project also affected the train patronage from December 2020 to June 2022 when it was reopened.



Introduction

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.





Strategic Context

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



PLAN

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

Our **City-wide Strategies** focus on a particular area such as open space or transport and help prioritise 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.



INVEST

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.



REVIEW

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

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



Strategic Context

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?
 Prosperity	Economic development: a thriving local economy	Local jobs for local people	Need to consider how to get people to jobs within the City
		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



Strategic Context

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
 Happiness	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
		State of the art health precinct	Access and growth of the Playford Health and Wellbeing Precinct



Strategic Context

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



Strategic Context

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.





Strategic Context

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.



Strategic Context

South Australia's Transport Strategy

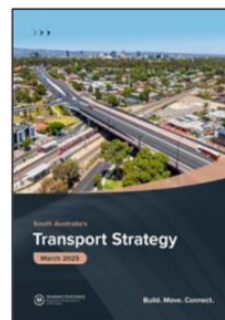
South Australia's Transport Strategy was also released in March 2025. It sets a 30-year vision for a transport system that transforms South Australia by enabling prosperity, sustainability and connectivity. It articulates five strategic outcomes of connected and accessible, safe, prosperous, liveable,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





Strategic Context

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.

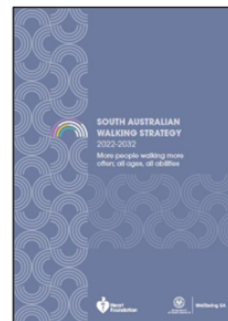
To align with the Freight and Supply Chain Strategy, this strategy needs to include actions that defines a freight network that minimises land use conflicts, improves connectivity, expands the higher productivity vehicle network, and integrates transport and land use planning.



[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, ensuring 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.





Strategic Context

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

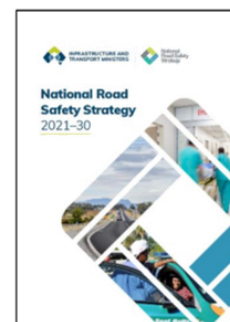
Federal Government

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





Strategic Context

- 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 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 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'.

The strategy calls for local governments to:

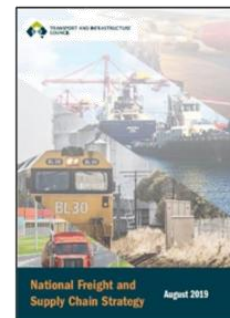
- Engage closely with their communities on the use and design of roads and public spaces
- Develop planning and local law regulations for local areas – such as local area speed limits and path-use rules and pursue community health and wellbeing programs / initiatives, linked to state and national initiatives

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.



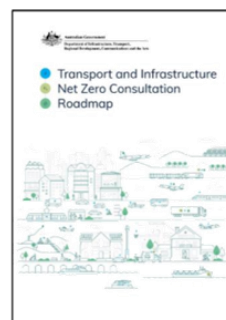
Strategic Context

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.



Vision

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.

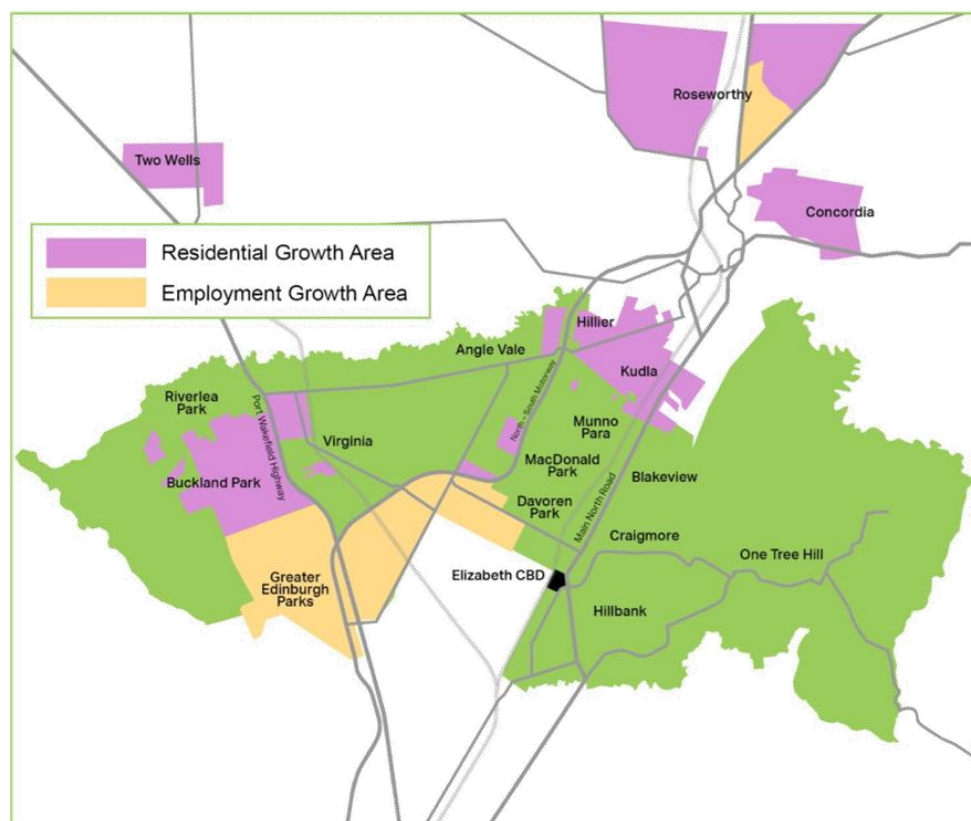


Opportunities

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 spare 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 is 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.



Opportunities

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

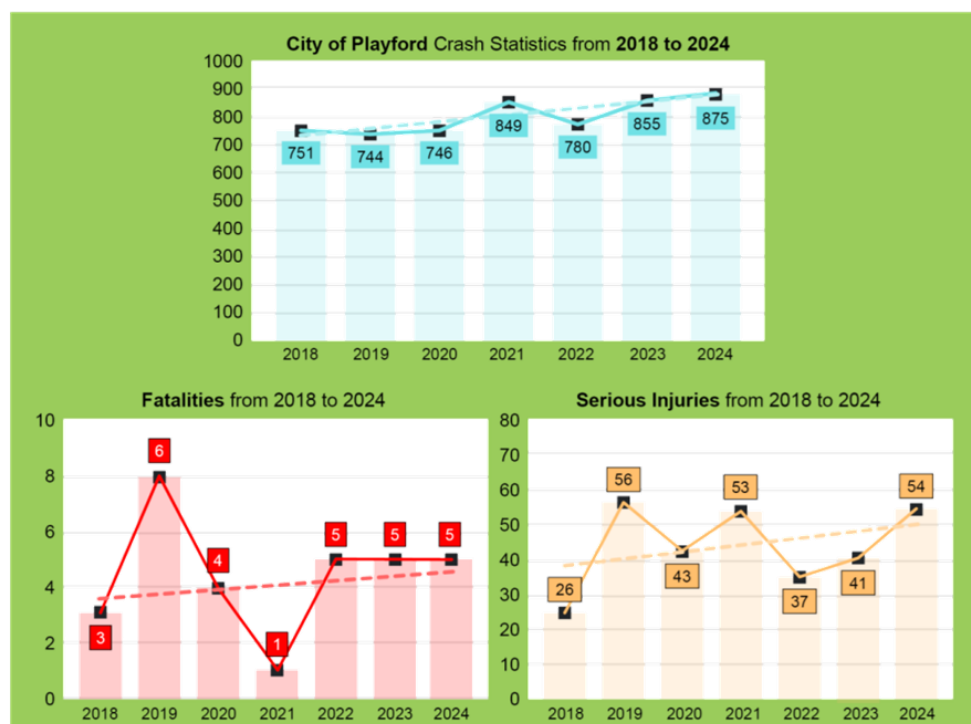
Challenges

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 Craigmare, 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



Challenges

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

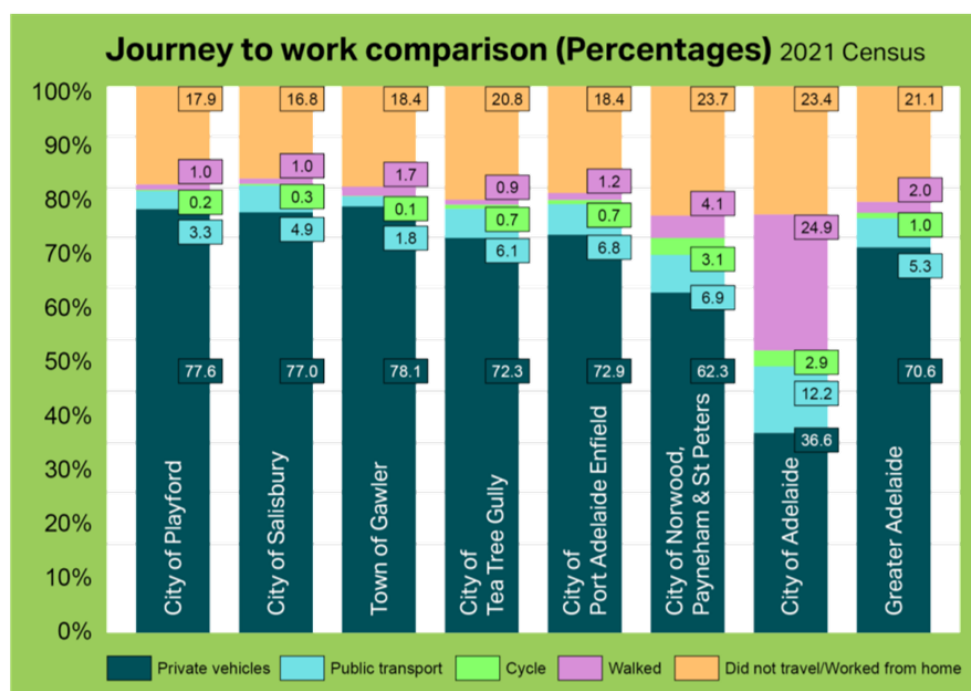
Many roads still service agricultural and horticultural areas, such as Virginia and Penfield Gardens. These areas are now between large residential and employment growth areas and traffic has been increasing significantly on many of these roads.

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.



Challenges

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.

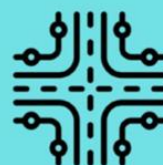
Safety:

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.



Objectives and Actions

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.

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.

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



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.

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.

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



Implementing the Transport Strategy

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 east-west 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



Implementing the Transport Strategy

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 Elizabeth 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 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	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. Contributing to the provision of supporting infrastructure where appropriate, such as footpaths, shared paths and bus stop infrastructure.	An updated Master Plan for the Elizabeth CBD and Playford Health and Wellbeing Precinct incorporating personal mobility, public transport and commuter considerations
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.



Implementing the Transport Strategy

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

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.



Implementing the Transport Strategy

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



Implementing the Transport Strategy

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.



Implementing the Transport Strategy

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 - Support Department for Infrastructure and Transport (DIT) to implement 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 Aligns with Community Vision 2043 – Accessible and efficient transport network and services	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
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) - 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	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 Current commitment of State Government Aligns with Community Vision 2043 – A vibrant CBD for the North	A precinct that is easy and safe to move around by active travel encouraging an attractive and vibrant CBD of the north Reduced travel times through precinct for active travel
3	Angle Vale Deed, Heaslip Road - Curtis Road to Fradd Road	- 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, WSUD, CPTED and DDA incorporating placemaking and canopy cover - 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



Implementing the Transport Strategy

Priority	Initiative	Stages / 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. Planning and design of roundabout at Curtis Road / Frisby Road, and upgrade to urban road standard in accordance with Road Infrastructure Deed the section of Curtis Road from Frisby Road to Northern Expressway 2. Implement AV21 - Install a roundabout to support the Angle Vale growth area in lieu of channelised t junction in the Road Infrastructure Deed 3. Implement AV27 - Upgrade existing 2 lane carriageway with bicycles. Road Section Type 2.	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 2. 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	1. 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) 2. 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 2. 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



Implementing the Transport Strategy

Priority	Initiative	Stages / 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 2. 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 2. 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	Blakeview Primary School, Trinity College Blakeview and Craigmore High School Road Network Safety Plan Implementation	1. 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) 2. 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
13	St Columba College School Road Network Safety Plan Implementation			
14	Craigmore South Primary School and Hope Christian College Craigmore School Road Network Safety Plan Implementation			
15	John Hartley School Road Network Safety Plan Implementation			
16	Elizabeth North Primary School Road Network Safety Plan Implementation			
17	Swallowcliffe School Road Network Safety Plan Implementation			



Implementing the Transport Strategy

Priority	Initiative	Stages / High Priority Projects	Rationale	Measure of Success
18	Angle Vale Primary School Road Network Safety Plan Implementation	1. 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) 2. 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' Aligns with Community Vision 2043 – Safe design of spaces and places	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 Reduced number of crashes involving motorcyclists Improved speed compliance
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			
21	Elizabeth Downs, Elizabeth Park and Elizabeth East Road Network Safety Plan Implementation			
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	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, CPTED and DDA 3. 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	1. Planning and design of signals in accordance with Road Infrastructure Deed 2. 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



Implementing the Transport Strategy

Priority	Initiative	Stages / High Priority Projects	Rationale	Measure of Success
25	Catherine McAuley School and Playford Primary School Road Network Safety Plan Implementation	1. 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) 2. 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



Implementing the Transport Strategy

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

Active Travel	Walking, cycling, or use of micromobility that is human powered
CBD	Central Business District
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
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	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	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 sustainably manage stormwater

COMMITTEE REPORTS

STRATEGY AND SERVICES COMMITTEE

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

14.6 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 :

1. [Community Support and Grant Program Policy](#)
2. [Community Support and Grant Program Procedure - Financial Support](#)
3. [Community Support and Grant Program Financial Support Guidelines](#)
4. [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

COMMITTEE 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 M (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.

Community Support and Grant Program Policy



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

Council Members	Ensure the Policy and Procedure are adhered to when endorsing Community Development and Event Grants and Building Spaces and Financial Support applications.
Chief Executive Officer	Delegate to appropriate staff to ensure compliance with this Policy.
General Manager City Services	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.
Senior Manager Ageing and Inclusion	Ensure the Policy and Procedure are adhered to across the application of the Community Support Grant Program.
Manager Connection and Inclusion	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.
Grants Officer	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.
Grant Assessment Panel Members	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.
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.

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 5868Amended 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

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.
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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 (Resolution 5868)	New Procedure



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

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

1



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 well-being 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%

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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.

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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		\$100,000.00	\$100,000.00	\$100,000.00						
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 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 counselling 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: - Reduced isolation and improved mental health for families who have experienced trauma - Increased access to trauma recovery services - Stronger community connections and volunteer 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%	500 per year	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 community need with Playford having some of SA's highest rates of trauma. 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 thorough 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 Wellbeing in Partnership with Safe Pets Safe Families	Year 1 - \$100,000 Year 2 - \$100,000 Year 3 - \$100,000	\$50,000.00	\$50,000.00	\$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, basic 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 capital 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 experiencing housing insecurity or other hardship, improving overall pet welfare in the region - Youth programs that build empathy, confidence, and reduce violence - Dedicated northern location for SPSF to run operations including pet food relief and free pop-up vet clinics - Greater financial resilience through access to NILS, with loans supporting essential costs such as vet care, housing stability, or schooling. - Meaningful connection for isolated and elderly residents - Inclusive space for LGBTQIA+, neurodivergent, and diverse community members	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		\$100,000.00	\$100,000.00	\$100,000.00						
Difference		\$0.00	\$0.00	\$0.00						

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	\$19,437.80	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 ongoing 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.
Asabiyah 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 Asabiyah - 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, multidisciplinary, 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 café 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	\$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 wvill be served, along with a visit from Santa who will distribute gifts.	55%	80%	75%	100	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 toilet 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 Playford 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 Playford residents cast as key characters and "villagers." The project includes: - Educational tours for Playford 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). While 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%	2420	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 co-contribution 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 targeting 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 disadvantaged 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	\$50,000.00	In December 2025, Playford City Soccer Club will proudly participate in the prestigious IberCup tournament in Portugal—one of the largest and most internationally recognised youth football competitions in the world. The IberCup 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%	14 players x 2 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	\$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 Craigmare 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%	300	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 organisation 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 second years is required.
TOTAL	\$2,194,446.23	\$901,360.41	\$719,525.01	\$672,551.21						
Difference	-\$1,894,446.23	-\$801,360.41	-\$619,525.01	-\$572,551.21						

STAFF REPORTS

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

15.1 FIRST BUDGET REVIEW 2025/26

Responsible Executive Manager : Luke Culhane

Report Author : Janey Yang

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

Attachments : 1↓. Uniform Statements 25/26 BR1

PURPOSE

The purpose of the First Budget Review 2025/26 is to adjust for any changes in circumstances and priorities since adoption of the Budget in June 2025.

STAFF RECOMMENDATION

1. That the First Budget Review 2025/26, incorporating the Uniform Presentation of Finances presented in Attachment 1, be adopted.
2. Note the Revised Budget consists of:
 - Revised operating income of \$167.0M
 - Revised operating expenditure of \$155.9M
 - An operating surplus of \$11.1M
 - A Structural surplus of \$1.8M
 - Revised capital expenditure of \$70.4M supported by revenue (grant funding and third-party contributions) for new/upgraded assets of \$9.9M (a net capital budget of \$60.5M).
3. Note a Revised Balance sheet net asset movement of \$0.2M.
4. Note no change to the existing maximum debt facility of \$150M.
5. That Council notes the funding pathway for Curtis Road and Andrews Road Intersection Upgrade is through growth allocation, which will be undertaken during the remainder of the financial year. This will be further represented at the Second Budget Review.

EXECUTIVE SUMMARY

Following endorsement of the First Budget Review 2025/26, all changes will be incorporated into end of month reporting. The impacts of the proposed changes on the operating and capital budgets are presented in the revised Uniform Presentation of Finances (Attachment 1).

1. BACKGROUND

In accordance with Regulation 9 of the *Local Government (Financial Management) Regulations 2011*, Council must reconsider its Budget at least two (2) times throughout the

year, between 30 September and 31 May, restating the impact in the Uniform Presentation of Finances.

This is the first major budget reconsideration by Council for the 2025/26 financial year. The purpose of this review is to adjust the Budget for any changes in circumstances and priorities since the adoption of the Budget in June 2025.

The Revised Budget takes account of changed operating conditions and recent Council decisions which have an ongoing impact to Council's operating result. It also adjusts for once off grant funding for capital projects.

Other once-off adjustments that do not result in a change to the ongoing Budget, are not included in the Revised Budget. These are instead reported via forecasting in Council's monthly Budget Update Report.

All items included in the Revised Budget have considered Council's ability to deliver the work based on resourcing, capacity and Council's financial sustainability. Items not included in this Budget Review but will form part of the Second Budget Review and include those projects that will continue into 2026/27.

2. RELEVANCE TO STRATEGIC PLAN

Decision-Making Filter:

We will stick to our Finance Strategy to achieve long term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of the city.

This item ensures we meet legislative requirements under the *Local Government (Financial Management) Regulations 2011* and Section 123(13) of the *Local Government Act 1999*. It also provides transparent financial reporting to our community that council is sticking to its Finance Strategy to achieve long-term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of the city.

3. PUBLIC CONSULTATION

Council is not required to consult with the community concerning the First Budget Review 2025/26. Financial information is provided to residents through the Annual Report and monthly Budget Update Reports presented to Council.

4. DISCUSSION

4.1 Operating Budget Review Recommendations

First Budget Review 2025/26 provides a revised operating surplus of \$11.12M, an increase of \$0.44 and structural surplus of \$1.76M, a decrease of \$0.28M.

The Operating Budget has been adjusted for the following items:

- Reduced Financial Assistance Grant allocation
- Reduced Identified Local Roads Grant allocation
- Special Local Roads Grant allocation for renewal roads
- Additional operating expense associated with additional capital.

The table below summarises the impact of these updates:

Operating Position 2025/26	Operating \$000's (Unfav)/Fav	Structural \$000's (Unfav)/Fav
Original Budget	10,682	2,040
Grant Funding (Financial Assistance Grant)	(87)	(87)
Grant Funding (Identified Local Roads Grant)	(77)	(77)
Grant Funding (Special Local Roads Grant)	720	-
Additional Operating Expenses associated with Capital	(118)	(118)
Total Value of Changes	438	(282)
Revised Budget Surplus	11,120	1,758

4.2 Capital Budget Review Recommendations

The 2025/26 Capital Budget was developed in conjunction with the 4-year delivery plan.

The First Budget Review 2025/26 is an opportunity to update project budgets based on Council resolutions, timing of works, additional budget requirements or savings, new identified works and allocation of grant funding.

Summary	Capital Revenue \$000's	Capital Expense \$000's	Operating \$000's
Realignment of project budgets	(4,430)	(47,052)	-
Additional budget request on existing projects	902	677	75
New Projects	-	265	55
Projects not delivered	-	(206)	(12)
Total	(3,528)	(46,316)	118

4.2.1 Approved projects via resolution

Project	Resolution	Net Capital \$000's	Operating \$000's
Curtis Road and Andrews Road Intersection Upgrade	6388	-	-
Total		-	-

Council's deed obligations for Curtis Road and Andrews Road Intersection Upgrade requires capital expenditure budget and associated ongoing operating costs.

The works are proposed to be funded through growth allocation, which will be determined during the remainder of the financial year. This will be further represented at the Second Budget Review.

4.2.2 Realignment of project budgets between financial years

Realigning project budgets between financial years based on actual work to be completed in the coming year and the updated schedule of works for the current year. This includes works already committed through purchase orders or projects undertaken over multiple years. This change does not result in a change to the approved project budget.

Project	Net Capital \$000's	Operating \$000's
AMP net projects carry-in	7,372	-
New/Upgrade net projects carry-in	3,341	-
AMP net projects carry-outs	(11,300)	-
New/Upgrade net projects carry-outs	(42,035)	-
Total	(42,622)	-

4.2.3 Additional budget request on existing projects

AMP – Argana Car Park

AMP allocation for the road and car park components of the Argana Park upgrade.

AMP Kalara Reserve – Sports Lighting Alterations

Replacement of cages for light poles that have been relocated due to new layout of the soccer pitches at Kalara Reserve and replacement of floodlights to LED to meet current standards.

ICT Priority Projects

ICT hardware associated with the new Asset and GIS Data officer position.

Munno Para Sportsground Stage 1

Receipt of \$0.75M State grant from Power of Her – Infrastructure and Participation Program towards construction of clubroom, synthetic soccer and multi-purpose oval at Munno Para Regional Sportsground and receipt of \$2.1M contribution by the Playford Alive Development for the Munno Para Regional Sports Facility. Net adjustment of \$0.85M required as \$2.0M is already part of project revenue budget. Expenditure associated with grant will be addressed as part of 2026/27 Annual Business Plan.

Playford Water Business Expansion

Receipt of additional grant from the State led Resilient Rivers Water Infrastructure Program.

Repurposing Assets – Mingari Street

New paved footpaths and ramps within the surrounding streetscapes adjoining the retail/commercial development at Lot 479 Mingari St, Munno Para. Associated capital for this project has been funded by existing budget.

Sheedy Road Upgrade

Revenue budget adjustment for reserve funding from Capital to Operating. This change does not result in a change to the approved project budget.

Sports and Recreation Minor Projects 25-26

Receipt of grant from the South Australian Cricket Association Places to Play Program towards new synthetic cricket pitches at Kalara Reserve and Blakeview Oval. Associated expenditure already budgeted.

Traffic Management Minor Projects 25-26

Receipt of State grant - Way2Go program for the installation of a school emu crossing at Munno Para Primary School.

Virgo Street and Barrow Street Reserve Upgrades

Operating expense associated with additional costs for Sout Australian Power Network pit at Barrow Street reserve and SA Water connections at both reserves. Associated Capital for this project has been funded by savings.

Project	Capital Revenue \$000's	Capital Expense \$000's	Operating \$000's
AMP – Argana Car Park	-	500	27
AMP Kalara Reserve – Sports Lighting Alterations	-	72	4
ICT Priority Projects	-	5	8
Munno Para Sportsground Stage 1	850	-	-
Playford Water Business Expansion	75	75	-
Repurposing Assets – Mingari St	-	-	30
Sheedy Rd Upgrade	(87)	-	-
Sports and Recreation Minor Projects 25-26	39	-	-
Traffic Management Minor Projects 25-26	25	25	-
Virgo Street and Barrow Street Reserve Upgrades	-	-	6
Total	902	677	75

4.2.4 New Projects

Craigmore Road New Irrigation

Additional scope for Craigmore Road to include new irrigation hardware associated with expanded turf areas alongside current renewal works. Associated capital for this project has been funded by savings.

Northern Central Business District – Fence

Installation of a new fence around lot 50. Associated Capital and ongoing Operating costs for this project has been funded by savings.

Playford Sports Precinct – Softball Change and Club Rooms

The Playford Sports Precinct (Ridley Reserve) Softball Change and Club Rooms project will deliver a regional level multi-sport facility for the community. The project will provide compliant multi code changing and social space amenities and will future proof the site as the home of softball in the North.

This project was originally scheduled for an additional year of concept design in the 2025/26 Annual Business Plan. However, given its current progress it will be brought forward into the detailed design in 2025/26.

Advancing to the detailed design stage will position Council to pursue external funding opportunities, including the State Government's Power of Her – Infrastructure and Participation Program, which closed in August 2025 with successful candidates to be

notified at the end of 2025. A review of the sport and recreation projects in the Annual Business Plan identified Ridley Reserve West Softball change and club rooms as the only project under the 'Infrastructure Stream' that is both eligible and feasible to meet the commencement and completion dates stipulated in the Power of Her funding eligibility criteria.

Sound Console – Shedley Theatre

Purchase of a new sound console for Shedley Theatre. Associated Capital for this project has been funded by savings.

Windsor Carpark Ramp Modifications

Design review of Windsor Car Park ramp access for Grenville Centre. Associated Capital for this project has been funded by savings.

Youth Hub Trial – Capital

Costs for set up of Youth Hub including equipment and furniture. Associated Capital for this project has been funded by savings.

Project	Capital Revenue \$000's	Capital Expense \$000's	Operating \$000's
Craigmore Road Irrigation	-	-	6
Playford Sports Precinct – Softball Change and Clubrooms	-	265	36
Sound Console – Shedley Theatre	-	-	7
Windsor Carpark Ramp Modifications	-	-	3
Youth Hub Trail – Capital	-	-	3
		265	55

4.2.5 Projects not delivered

This project is a stormwater detailed design with an interdependency on the Department of Infrastructure and Transport road upgrade. Works are not progressing, and no start date is known. The budget for this project is being removed and will be requested at a future date when required.

Project	Capital Revenue \$000's	Capital Expense \$000's	Operating \$000's
Angle Vale Road West Upgrade	-	(206)	(12)
		(206)	(12)

4.2.6 Capital Summary

Overall, a \$42.8M net decrease to the Capital Budget is proposed as summarised in the table below.

Capital Budget 2025/26	Revenue \$000's	Expense \$000's	Net Capital \$000's
Original Budget	13,481	116,724	103,243
BR1 Amendments			
Realignment of project budgets	(4,430)	(47,052)	(42,550)
Additional budget request on existing projects	902	677	(297)
New Projects	-	265	265
Projects not delivered	-	(206)	(206)
Total Value of Changes	(3,528)	(46,316)	(42,788)
Revised Capital Budget	9,953	70,408	60,455

The table below summarises the net capital adjustment by new or renewal:

Capital Budget 2025/26	Original Budget \$000's	Net BR1 Change \$000's	Revised Net Capital Budget \$000's
AMP	41,401	(3,356)	38,045
New/Upgraded Assets	61,842	(39,432)	22,410
Total Capital Budget	103,243	(42,788)	60,455

The table below summarises the net capital adjustment by Asset Class:

Asset Class	Original Budget \$'000	Net BR1 Change \$'000	Revised Capital Budget \$000's
Building	12,748	(6,791)	5,957
Fleet	4,543	(1,054)	3,489
IT	663	696	1,359
NCBD	620	(502)	118
Other	1,537	556	2,093
Playford Alive	4,262	(1,307)	2,955
Parks	35,481	(27,702)	7,779
Stormwater	3,382	(891)	2,491
Streetscapes	10,678	401	11,079
Transport	26,202	(3,268)	22,934
Wetlands	3,127	(2,926)	201
Change in Capital Expenditure	103,243	(42,788)	60,455

4.3 Revised Balance Sheet Recommendations

The revised balance sheet reflects the updated capital position and considers changes in revenue and expenditure, identified above, that have a flow on impact to cash, infrastructure, property plant and equipment, borrowings, and equity and takes into account final 30 June 2025 position.

4.4 Revised Debt Recommendations

The budget revisions result in a revised 30 June 2026 debt position of \$74.8M, \$69.6M lower than the original budget of \$144.4M. No change to the maximum debt facility of \$150.0M is required.

5. OPTIONS

Recommendation

1. That the First Budget Review 2025/26, incorporating the Uniform Presentation of Finances presented in Attachment 1, be adopted.
2. Note the Revised Budget consists of:
 - Revised operating income of \$167.0M
 - Revised operating expenditure of \$155.9M
 - An operating surplus of \$11.1M
 - A Structural surplus of \$1.8M
 - Revised capital expenditure of \$70.4M supported by revenue (grant funding and third-party contributions) for new/upgraded assets of \$9.9M (a net capital budget of \$60.5M).
3. Note a Revised Balance sheet net asset movement of \$0.2M.
4. Note no change to the existing maximum debt facility of \$150M.
5. That Council notes the funding pathway for Curtis Road and Andrews Road Intersection Upgrade is through growth allocation, which will be determined during the remainder of the financial year. This will be further represented at the Second Budget Review.

Option 2

1. That the First Budget Review 2025/26, incorporating the Uniform Presentation of Finances be adopted with the following amendments:
 - _____
 - _____
 - _____
2. Note no change to the existing maximum debt facility of \$150M.
3. That Council notes the funding pathway for Curtis Road and Andrews Road Intersection Upgrade is through growth allocation, which will be determined during the remainder of the financial year. This will be further represented at the Second Budget Review.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The recommendation ensures Council incorporates all known changes and issues that have arisen since the adoption of the Budget in June 2025 and meets statutory obligations to review the Budget.

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 regulatory compliance where it must reconsider its budget at least two (2) times throughout the year, between 30 September and 31 May, restating the impact in the Uniform Presentation of Finances.

6.1.2 Financial Implications

The Revised Operating surplus is \$11.12M, an increase of \$0.44M and structural surplus of \$1.76M, a decrease of \$0.28M. The change is largely caused by the decrease in Federal Assistance Grant allocation, once off grant funding.

Carry overs already have approved funding pathways so do not result in any change to the operating surplus.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Option 2 allows Council to adopt the Revised Budget and Uniform Presentation of Finance incorporating requested amendments.

6.2.2 Financial Implications

The financial impact under Option 2 is unknown and subject to any amendments requested by Council.

City of Playford
Statement of Comprehensive Income
For the year ended 30 June 2026

Attachment 1

2024/25 Actual \$000's		2025/26 Original Budget \$000's	2025/26 Revised Budget 1 \$000's	Variance Fav/ (Unfav) \$000's	Variance Fav/ (Unfav) %	Explanation of variance where considered material
	INCOME					
113,073	Rates	123,772	123,772	-	0%	
4,011	Statutory Charges	3,443	3,443	-	0%	
4,634	User Charges	4,518	4,518	-	0%	
199	Investment Income	89	89	-	0%	
1,353	Reimbursements	663	663	-	0%	
542	Other Income	258	258	-	0%	
31,570	Grants, Subsidies and Contributions - operating	23,574	24,564	990	4%	Reduced 25/26 Financial Assistance Grant allocation offset by additional Blackspot program grant
6,719	Grants, Subsidies and Contributions - capital	8,383	9,103	720	9%	Special Local Road grant
-	Net Gain - Equity Accounted Council Businesses	635	635	-	0%	
162,101	TOTAL INCOME	165,335	167,045	1,710	1%	
	EXPENSES					
50,877	Employee costs	55,998	55,998	-	0%	
50,040	Materials, Contracts & Other Expenses	54,402	56,230	(1,828)	(3%)	Blackspot program grant and extra growth allocation
2,739	Finance costs	6,692	6,235	457	7%	Redistribute growth allocation to Materials, Contracts & Other Expenses
34,074	Depreciation, Amortisation and Impairment	37,365	37,266	99	0%	Redistribute growth allocation to Materials, Contracts & Other Expenses
2,599	Net Loss - Equity Accounted Council Businesses	196	196	-	0%	
140,329	TOTAL EXPENSES	154,653	155,925	(1,272)	(1%)	
21,772	Operating Surplus / (Deficit)	10,682	11,120	438	4%	
(4,867)	Asset Disposal & Fair Value Adjustments	-	-	-	0%	
9,527	Amounts Received Specifically for New or Upgraded Assets	11,480	7,539	(3,941)	(34%)	Capital grant deferral
53,977	Physical Resources Received Free of Charge	39,460	39,460	-	0%	
80,409	NET SURPLUS / (DEFICIT)	61,622	58,119	(3,503)	(6%)	
	Other Comprehensive Income					
262,554	Changes in Revaluation Surplus - I,PP&E	53,489	53,489	-	0%	
-	Share of Other Comprehensive Income - Equity Accounted Council Businesses	-	-	-		
(269)	Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-	0%	
-	Impairment (Expense) / Recoupments Offset to Asset Revaluation	-	-	-	0%	
262,285	Total Other Comprehensive Income	53,489	53,489	-	0%	
342,694	TOTAL COMPREHENSIVE INCOME	115,111	111,608	(3,503)	(3%)	

City of Playford
Year End Balance Sheet
For the year ended 30 June 2026

Attachment 1

2024/25 Actual \$000's		2025/26 Original Budget \$000's	2025/26 Revised Budget 1 \$000's	Variance Fav/ (Unfav) \$000's	Variance Fav/ (Unfav) %	Explanation of variance where considered material
CURRENT ASSETS						
2,871	Cash & Cash Equivalents	1,500	1,500	-	0%	
7,734	Trade & Other Receivables	8,143	8,310	167	2%	An estimate based on the best available information at the time.
223	Inventories	286	304	18	6%	An estimate based on the best available information at the time.
27	Other Financial Assets	29	29	-	0%	An estimate based on the best available information at the time.
1,280	Other current assets	1,128	1,316	188	17%	An estimate based on the best available information at the time.
362	Non-current assets classified as Held for Sale	4,387	8,787	4,400	100%	Timing of Land sale
12,497	TOTAL CURRENT ASSETS	15,473	20,246	4,773	31%	
NON-CURRENT ASSETS						
196	Financial Assets	167	167	-	0%	
16,492	Equity Accounted Investments in Council Businesses	16,810	16,931	121	1%	
2,242,831	Infrastructure, Property, Plant & Equipment	2,422,301	2,346,392	(75,909)	(3%)	Capital projects carryout
35,815	Other Non-Current Assets	30,683	35,815	5,132	17%	
2,295,334	TOTAL NON-CURRENT ASSETS	2,469,961	2,399,305	(70,656)	(3%)	
2,307,831	TOTAL ASSETS	2,485,434	2,419,551	(65,883)	(3%)	
CURRENT LIABILITIES						
19,639	Trade & Other Payables	16,653	20,605	(3,952)	(24%)	
4,559	Borrowings	3,559	3,590	(31)	(1%)	
6,376	Provisions	6,739	6,704	35	1%	
30,574	TOTAL CURRENT LIABILITIES	26,951	30,899	(3,948)	(15%)	
NON-CURRENT LIABILITIES						
71,351	Long Term Borrowings	140,856	71,203	69,653	49%	Capital projects carryout
1,441	Long Term Provisions	1,364	1,376	(12)	(1%)	
72,792	TOTAL NON-CURRENT LIABILITIES	142,220	72,579	69,641	49%	
103,366	TOTAL LIABILITIES	169,171	103,478	65,693	39%	
2,204,465	NET ASSETS	2,316,263	2,316,073	(190)	0%	
EQUITY						
580,781	Accumulated Surplus	634,081	636,366	2,285	0%	
1,606,478	Asset Revaluation Reserves	1,664,648	1,659,967	(4,681)	(0%)	
17,206	Other Reserves	17,534	19,740	2,206	13%	Higher opening balance due to more developer contributions in 24/25
2,204,465	TOTAL EQUITY	2,316,263	2,316,073	(190)	0%	

City of Playford
Statement of Cash Flows
For the year ended 30 June 2026

Attachment 1

2024/25 Actual \$000's		2025/26 Original Budget \$000's	2025/26 Revised Budget 1 \$000's	Variance Fav/ (Unfav) \$000's	Variance Fav/ (Unfav) %	Explanation of variance where considered material
Inflows / (Outflows)		Inflows / (Outflows)	Inflows / (Outflows)			
	CASHFLOWS FROM OPERATING ACTIVITIES					
	Receipts					
113,126	Rates Receipts	123,379	123,289	(90)	(0%)	
4,011	Statutory Charges	3,406	3,297	(109)	(3%)	See Statement of Comprehensive Income
4,952	User Charges	4,501	4,281	(220)	(5%)	See Statement of Comprehensive Income
32,842	Grants, Subsidies and Contributions	23,583	24,331	748	3%	See Statement of Comprehensive Income
199	Investment Receipts	89	91	2	2%	See Statement of Comprehensive Income
1,456	Reimbursements	664	658	(6)	(1%)	See Statement of Comprehensive Income
11,086	Other Receipts	354	256	(98)	(28%)	See Statement of Comprehensive Income
	Payments					
(51,089)	Payments to Employees	(55,735)	(55,735)	-	0%	
(56,077)	Payments for Materials, Contracts & Other Expenses	(53,353)	(55,114)	(1,761)	(3%)	See Statement of Comprehensive Income
(2,739)	Finance Payments	(6,691)	(6,235)	456	7%	See Statement of Comprehensive Income
57,767	NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	40,197	39,119	(1,078)	(3%)	
	CASH FLOWS FROM FINANCING ACTIVITIES					
	Receipts					
60,427	Proceeds from Borrowings	72,605	63,412	(9,193)	(13%)	Capital carry out into 26/27
26	Proceeds from Bonds & Deposits	-	-	-		
	Payments					
(75,918)	Repayments of Borrowings	(34,413)	(64,413)	(30,000)	(87%)	Capital carry out into 26/27
	Repayment of bonds and deposits					
(163)	Repayment of Finance Lease Liabilities	(112)	(171)	(59)	53%	New leases
(15,628)	NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	38,080	(1,172)	(39,252)	(103%)	
	CASH FLOWS FROM INVESTMENT ACTIVITIES					
	Receipts					
1,104	Sale of Replaced Assets	-	-	-		
780	Sale of Surplus Assets	18,560	14,160	(4,400)	(24%)	Timing of Land sale
7,110	Amounts Received Specifically for New/Upgraded Assets	11,415	7,596	(3,819)	(33%)	Capital grant deferral
3,905	Grants utilised for capital purposes	8,445	9,307	862	10%	Special Local Road grant
26	Repayments of Loans by Community Groups	27	27	-	0%	
	Payments					
(23,618)	Expenditure on Renewal/Replacement of Assets	(41,401)	(38,045)	3,356	8%	Multi year projects continuing into 26/27
(30,326)	Expenditure on New/Upgraded Assets	(75,323)	(32,363)	42,960	57%	Multi year projects continuing into 26/27
(41,019)	NET CASH PROVIDED BY (USED IN) INVESTMENT ACTIVITIES	(78,277)	(39,318)	38,959	50%	
1,120	NET INCREASE (DECREASE) IN CASH HELD	-	(1,371)	(1,371)	0%	
1,751	CASH AT BEGINNING OF REPORTING PERIOD	1,500	2,871	-	0%	
2,871	CASH AT END OF REPORTING PERIOD	1,500	1,500	-	0%	

City of Playford
Statement of Changes in Equity
For the year ended 30 June 2026

Attachment 1

2024/25 Actual \$000's		2025/26 Original Budget \$000's	2025/26 Revised Budget 1 \$000's	Variance Fav/ (Unfav) \$000's	Variance Fav/ (Unfav) %	Explanation of variance where considered material
ACCUMULATED SURPLUS						
495,110	Balance at end of previous reporting period	575,780	580,781	5,001	1%	See Statement of Comprehensive Income
80,409	Net Surplus / (Deficit) for Year	61,622	58,119	(3,503)	(6%)	
-	- Adjustments (Correction of Prior Period Errors)	-	-	-	0%	
(269)	Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-	0%	
6,874	Transfer to Accumulated Surplus on Sale of I,PP&E	-	-	-	0%	
(1,343)	Transfers between Reserves	(3,321)	(2,534)	787	(24%)	
580,781	Balance at end of reporting period	634,081	636,366	2,285	0%	
ASSET REVALUATION RESERVE						
1,350,798	Balance at end of previous reporting period	1,611,159	1,606,478	(4,681)	(0%)	
-	- Other Comprehensive Income	-	-	-	0%	
262,554	Gain(Loss) on revaluation of infrastructure, property, plant & equipment	53,489	53,489	-	0%	
-	- Impairment (expense) / recoupments offset to asset revaluation reserve	-	-	-	0%	
(6,874)	Transfers to accumulated surplus	-	-	-	0%	
-	- Transfers between Reserves	-	-	-	0%	
1,606,478	Balance at end of reporting period	1,664,648	1,659,967	(4,681)	(0%)	
OTHER RESERVES						
15,863	Balance at end of previous reporting period	14,213	17,206	2,993	21%	
-	- Transfers to accumulated surplus	3,321	2,534	(787)	(24%)	
-	- Transfers from accumulated surplus	-	-	-		
1,343	Transfer between Reserves	-	-	-		
17,206	Balance at end of reporting period	17,534	19,740	2,206	13%	
2,204,465	TOTAL EQUITY AT END OF REPORTING PERIOD	2,316,263	2,316,073	(190)	(0%)	
580,781	Accumulated Surplus	634,081	636,366	2,285	0%	
1,623,684	Reserves	1,682,182	1,679,707	(2,475)	(0%)	
2,204,465	TOTAL EQUITY AT END OF REPORTING PERIOD	2,316,263	2,316,073	(190)	(0%)	

City of Playford
Uniform Presentation of Finances
For the year ended 30 June 2026

Attachment 1

2024/25 Actual \$000's		2025/26 Original Budget \$000's	2025/26 Revised Budget 1 \$000's	Variance Fav/ (Unfav) \$000's	Variance Fav/ (Unfav) %	Explanation of variance where considered material
INCOME						
113,073	Rates	123,772	123,772	-	0%	
4,011	Statutory Charges	3,443	3,443	-	0%	
4,634	User Charges	4,518	4,518	-	0%	
199	Investment Income	89	89	-	0%	
1,353	Reimbursements	663	663	-	0%	
542	Other Income	258	258	-	0%	
6,719	Grants, Subsidies and Contributions - capital	8,383	9,103	720	9%	See Statement of Comprehensive Income
31,570	Grants, Subsidies and Contributions - operating	23,574	24,564	990	4%	See Statement of Comprehensive Income
-	Net Gain - Equity Accounted Council Businesses	635	635	-	0%	
162,101	TOTAL INCOME	165,335	167,045	1,710	1%	
EXPENSES						
50,877	Employee costs	55,998	55,998	-	0%	
50,040	Materials, Contracts & Other Expenses	54,402	56,230	1,828	3%	See Statement of Comprehensive Income
2,739	Finance costs	6,692	6,236	(456)	(7%)	
34,074	Depreciation, Amortisation and Impairment	37,365	37,266	(99)	(0%)	
2,599	Net Loss - Equity Accounted Council Businesses	196	196	-	0%	
140,329	TOTAL EXPENSES	154,653	155,926	1,273	1%	
21,772	Operating Surplus / (Deficit)	10,682	11,119	437	4%	
(9,181)	Net timing adjustment for general purpose grant funding	-	-	-	-	
(6,719)	Less: grants, subsidies and contributions - capital	(8,383)	(9,103)	(720)	9%	Special Local Road grant
5,872	Adjusted Operating surplus/ (deficit)	2,299	2,016	(283)	(12%)	
Net outlays on existing assets						
(23,618)	Capital expenditure on renewal and replacement of existing assets	(41,401)	(38,044)	3,357	(8%)	AMP carry in to 25/26
(116)	Finance lease payments for right of use assets on existing assets	(121)	(184)	(63)	52%	New finance leases
34,074	add back Depreciation, Amortisation and Impairment	37,365	37,266	(99)	(0%)	
-	add back Proceeds from Sale of Replaced Assets	-	-	-	-	
10,340	Net Outlays on Existing Assets	(4,157)	(962)	3,195	(77%)	
Net outlays on new and upgraded assets						
(30,326)	Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(75,323)	(32,363)	42,960	57%	Capital projects carryout
(62)	Finance lease payments for right of use assets for new and upgraded assets	-	-	-	0%	
6,719	add back Grants, subsidies and contributions – Capital New/Upgraded	8,383	9,103	720	(9%)	Special Local Road grant
7,110	add back Amounts Received Specifically for New and Upgraded Assets	11,415	7,596	(3,819)	(33%)	Capital grant deferral
-	add back Proceeds from Sale of Surplus Assets :	-	-	-	-	
780	(including Investment Property, Real Estate Developments & non-current assets held for sale)	18,560	14,160	(4,400)	(24%)	Timing of Land sale
(15,779)	Outlays on New and Upgraded Assets	(36,965)	(1,504)	35,461	96%	
433	NET LENDING / (BORROWING) FOR FINANCIAL YEAR	(38,823)	(450)	38,373	99%	

City of Playford
Financial Indicators
For the year ended 30 June 2026

Attachment 1

2024/25 Actual	Financial Indicator	Explanation	2025/26 Original Budget	2025/26 Revised Budget 1	Target	Comments - Non Adjusted
13.4%	Operating Surplus Ratio	Performance Indicator This ratio expresses Council's operating result as a percentage of Council's total income	6.5%	6.7%	1%-10%	Within target
8.2%		<i>Adjusted for FA Grants prepaid grants</i>	N/A	1.2%		Within target
10.0%	Structural Surplus Ratio	Performance Indicator This ratio expresses Council's ability to service its operations from expected income, while maintaining long term financial sustainability excluding once-off operating grants and contribution which will be spent on future capital infrastructure.	1.3%	1.1%	1%-4%	Within target
4.0%		<i>Adjusted for FA Grants prepaid grants</i>	N/A	-5.0%		\$9.2M financial assistance grant prepaid in FY25
57.1%	Net Financial Liabilities Ratio	Debt Indicator This ratio shows net financial liabilities as a percentage of Total Operating Income.	96.4%	56.0%	50%-160%	Within target
69.6%		<i>Adjusted for FA Grants prepaid grants and capital grants that recognised as income</i>	N/A	63.3%		Within target
2.3%	Interest Expense Ratio	Debt Indicator Shows how much discretionary income is used to pay interest on borrowings	5.4%	5.0%	Between 0% and 8%	Within target
77.9%	Asset Renewal Funding Ratio	Infrastructure Indicator This ratio shows whether or not Council is replacing assets at the rate as required in the Asset Management Plan.	107.8%	99.1%	Between 90% and 110%	Within target
186.7%	Cash Flow from Operations Ratio	Infrastructure Indicator Measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	119.0%	115.8%	Between 90% and 110%	Above target due to short term higher level cash available from operating
157.0%		<i>Adjusted for FA Grants prepaid grants</i>	N/A	88.7%		

15.2 COUNCIL MEETING SCHEDULE - DECEMBER 2025 AND JANUARY 2026

Responsible Executive Manager : Sam Green

Report Author : Kiraly Gosnell

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

PURPOSE

For Council to consider amendments to the established Ordinary Council meeting schedule for December 2025.

STAFF RECOMMENDATION

1. The following amendments are made to the December 2025 meeting schedule:
 - Ordinary Council meeting to be held on Tuesday, 16 December 2025.
2. Council note that:
 - the Strategy and Services Committee meeting, followed by an Information Session (if required) will take place as scheduled on Tuesday, 9 December 2025. No other Information Sessions are currently scheduled for December 2025.
 - in accordance with the Strategy and Services Committee Charter, no committee meeting will be held in January 2026.
 - no Information Sessions are currently scheduled for January 2026.
 - the January Ordinary Council meeting is scheduled for Tuesday, 27 January 2026.

EXECUTIVE SUMMARY

The Ordinary Council meeting schedule for the month of December requires adjustment to allow for the annual shutdown and to enable Council Members and staff to have a period of leave. With the fourth Tuesday in December 2025 being the week of Christmas, it is proposed to bring the Ordinary Council meeting forward one (1) week to Tuesday, 16 December 2025.

1. BACKGROUND

The schedule for Ordinary Council meetings is set by Council resolution. At the Ordinary Council meeting on 29 November 2022, Council resolved to hold Ordinary Council meetings on the fourth Tuesday of each month (Resolution 5207). With the fourth Tuesday in December 2025 being the week of Christmas, an adjustment to the meeting schedule for this month is recommended. Previously the Ordinary Council meeting has been brought forward in December to cater for the festive season.

The schedule for Committee meetings is determined in accordance with their respective Charters.

2. RELEVANCE TO STRATEGIC PLAN

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

Council is legislatively required to have one (1) Council meeting per calendar month and in accordance with Section 81(1) of the *Local Government Act 1999*, a resolution of the Council is required to determine the time and place of Ordinary Council meetings.

3. PUBLIC CONSULTATION

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

4. DISCUSSION

- 4.1 Ordinary Council meetings are scheduled for the fourth Tuesday of each month, with the December meeting scheduled for Tuesday, 23 December 2025.
- 4.2 The annual shutdown for Council will be from 25 December 2025 to 1 January 2026 (inclusive). It is proposed that the Ordinary Council meeting is brought forward to Tuesday, 16 December 2025, with the Information Session on the third Tuesday of the month forfeited, in order to facilitate meeting administration requirements and compliance with access to meeting documents.
- 4.3 The Strategy and Services Committee meeting scheduled on Tuesday, 9 December 2025 is not affected by public holidays, annual shutdown of Council or the rescheduling of the December Ordinary Council meeting. In accordance with the Strategy and Services Committee Charter, no meeting is held in January.
- 4.4 In accordance with Council decision 5207, the Ordinary Council meeting schedule will resume in January 2026 with the meeting date not impacted by public holidays.

December 2025						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

January 2026						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1

	Ordinary Council Meeting		Corporate Governance Committee
	Strategy and Services Committee		Annual Shutdown Period
	Council Assessment Panel		Public Holiday

5. OPTIONS

Recommendation

1. The following amendments are made to the December 2025 meeting schedule:
 - Ordinary Council meeting to be held on Tuesday, 16 December 2025.
2. Council note that:
 - the Strategy and Services Committee meeting, followed by an Information Session (if required) will take place as scheduled on Tuesday, 9 December 2025. No other Information Sessions are currently scheduled for December 2025.
 - in accordance with the Strategy and Services Committee Charter, no committee meeting will be held in January 2026.
 - no Information Sessions are currently scheduled for January 2026.
 - the January Ordinary Council meeting is scheduled for Tuesday, 27 January 2026.

Option 2

1. The following amendments are made to the December 2025 meeting schedule:
 - Ordinary Council meeting to be held on _____.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The fourth Tuesday in December 2025 falls on 23 December, which falls one (1) day prior to the annual shutdown. By amending the meeting schedule for December 2025 to bring the Ordinary Council meeting forward one (1) week, it enables all decision making and associated meeting administration to be completed prior to the annual shutdown period.

Any matters in January 2026 requiring a decision of Council will be sent direct to Council and will not flow through Strategy and Services Committee. Special Committee meetings may still be called if the need arises.

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 that Council is meeting its legislative requirements by holding one (1) Council meeting per month.

6.1.2 Financial Implications

There are no financial implications associated with amending the date of the December 2025 Ordinary Council meeting. Savings will be achieved due to the reduced number of meetings being held in December.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

The Council may wish to choose an alternative date in December to hold the Ordinary Council meeting.

6.2.2 Financial Implications

There are no financial implications associated with amending the date of the December 2025 Ordinary Council meeting. Savings will be achieved due to the reduced number of meetings being held in December.

15.3 APPOINTMENT OF THE 2026 CITIZEN OF THE YEAR AWARDS PANEL

Responsible Executive Manager : Tina Hudson

Report Author : Thomas Madigan

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

PURPOSE

To appoint Council Members to the 2026 Citizen of the Year Awards Selection Panel.

STAFF RECOMMENDATION

1. Council appoints the Mayor, Cr _____, Cr _____, Cr _____ and Cr _____ to the 2026 Australia Day Awards Selection Panel.
2. If required, the private ballot process outlined in the Code of Practice for Council and Committee Meetings – Section 16 can be utilised to elect representatives, with the results of the ballot becoming the outcome.

EXECUTIVE SUMMARY

The Citizen of the Year Awards provide an opportunity to recognise and reward the valued work and commitment of community members who give their time generously to help others and make a significant contribution to the City of Playford and our community.

The Awards Program includes the following award categories:

- Citizen of the Year
- Young Citizen of the Year
- Community Group or Initiative of the Year
- Sports Club of the Year
- Active Citizenship
- Young Active Citizenship

The Citizen of the Year Awards are proudly presented by the Australia Day Council of South Australia and the City of Playford.

1. BACKGROUND

Each year, the City of Playford celebrates the positive contribution of our residents through the Citizen of the Year Awards.

The Awards are promoted widely through community networks, facilities, and social media. Anyone can nominate local community members, groups and/or initiatives that have made a significant contribution to the community and who meet the awards criteria. Nominations are

collated by Council staff and presented to a Selection Panel to assess against the selection criteria.

Since 2022, the Citizen of the Year Awards Selection Panel has been appointed by the Council.

The Awards are provided by the Australia Day Council of South Australia and are administered by the City of Playford.

2. RELEVANCE TO STRATEGIC PLAN

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

The Citizen of the Year Awards provides an important opportunity for the Council and the community to connect with each other encouraging mentorship and volunteering in Playford.

3. PUBLIC CONSULTATION

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

4. DISCUSSION

- 4.1 With nominations for the 2026 Citizen of the Year Awards soon to close, a Selection Panel must be appointed to consider and assess the nominations and select the award recipients.
- 4.2 Since 2022, the Citizen of the Year Awards Panel has been appointed by the Council. The appointment of a Selection Panel requires a Council decision.
- 4.3 Council staff administer the Awards Program – promoting the awards, receiving nominations, answering any enquiries and compiling the Nominations Pack that includes all eligible nominations. This, along with the selection criteria and any other relevant documentation, will be provided to the Selection Panel for review prior to the Selection Panel meeting.
- 4.4 The Selection Panel will meet once to consider nominations. This meeting is anticipated to be held on Wednesday 17 December 2025. At this meeting, the nominations will be considered and award recipients chosen.
- 4.5 The announcement of the award winners will occur on Australia Day on 26 January 2026.

5. OPTIONS

Recommendation

1. Council appoints the Mayor, Cr _____, Cr _____, Cr _____ and Cr _____ to the 2026 Australia Day Awards Selection Panel.
2. If required, the private ballot process outlined in the Code of Practice for Council and Committee Meetings – Section 16 can be utilised to elect representatives, with the results of the ballot becoming the outcome.

Option 2

That Council elect to not have a 2026 Citizen of the Year Awards Selection Panel, and that Council determine award winners at the December 2025 Ordinary Council Meeting.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Council's Citizen of the Year Awards have a clear connection to Council's Strategic Plan – Theme 3: Fostering collaboration and connection to each other. Recognising and rewarding individuals and organisations who are making outstanding contributions to our community through mentorship, volunteering and participation.

Nominating the Mayor and Council Members to the Australia Day Awards Selection Panel supports Council oversight of the Citizen of the Year Award nominations and winners. This provides clear connection with our community and shows a willingness to take part and support the recognition of our community leaders.

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 build community trust and transparency that our Australia Day Citizen of the Year Awards are managed appropriately.

6.1.2 Financial Implications

There are no financial implications.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Council may choose to have the award winners determined by Council at the specified Ordinary Council Meeting. This will require substantial work to be undertaken by each Council Member prior to the meeting to review and rank all candidates across the six (6) award categories. The process of determining winners is likely to be a lengthy process which will have an impact on the agenda and the length of the meeting.

Consideration should be given to ensuring that this is both manageable and supports effective and efficient decision making

6.2.2 Financial Implications

There are no financial implications.

15.4 STATE BIYCLE FUND 2025/26 - ADAMS ROAD, GARLICK ROAD, YORKTOWN ROAD**Responsible Executive Manager :** Luke Culhane**Report Author :** Janey Mitson**Delegated Authority :** Matters which cannot be delegated to a Committee or Staff**Attachments :** 1¹. 2025/26 State Bicycle Fund Deed**PURPOSE**

The purpose of this report is for Council to authorise the application of the Common Seal of the City of Playford, to execute the 2025/26 State Bicycle Fund Funding Deed with the Minister for Infrastructure and Transport (Grantor) for construction of new/widened paths to Shared Use Path width.

STAFF RECOMMENDATION

1. Pursuant to Section 38 of the *Local Government Act 1999*, Council authorises the application of the Common Seal of the City of Playford to execute the State Bicycle Fund Deed (Attachment 1) with the Minister for Infrastructure and Transport (Grantor) for shared use path construction at Adams Road, Garlick Road and Yorktown Road.

EXECUTIVE SUMMARY

Council has been successful in securing funding for installation of shared use paths (\$529,829 plus GST) from the State Bicycle Fund administered by the Government of South Australia Department for Infrastructure and Transport (DIT).

To accept the funding, the Mayor and Chief Executive Officer of the City of Playford Council must execute the 2025/26 State Bicycle Funding Deed (Attachment 1) which has been provided by DIT.

1. BACKGROUND

On 23 May 2025, Council applied for funding to the 2025/26 State Bicycle Fund for four (4) Shared Use Path (SUP) projects included in the 2025/26 Annual Business Plan and Budget. The grant is capped at \$200,000 per project and requires a matching Council contribution.

Project	Total Budget Estimate	State Bicycle Fund grant (plus GST)
Adams Road, Elizabeth Downs	\$1,247,870	\$200,000
Garlick Road, Elizabeth Downs	\$296,946	\$129,829
Yorktown Road, Elizabeth Downs	\$478,075*	\$200,000

*This is the 'new' funding only for Yorktown Road, the project budget also includes the additional renewal amount of \$252,879.

To accept the funding, the Mayor and Chief Executive Officer of the City of Playford must execute the 2025/26 State Bicycle Funding Deed (Attachment 1) which has been provided by DIT.

2. RELEVANCE TO STRATEGIC PLAN

Decision-making filter: We will work with other levels of government and stakeholders to ensure we maximise opportunities to leverage external funding.

- Accepting the funding offer (Attachment 1) and delivering this project is consistent with Council's commitment to work with other levels of government and stakeholders to ensure we maximise any opportunity to leverage external funding.

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

- The installation of shared use paths will improve safety for cyclists and pedestrians mitigating and reducing interaction with road vehicles, while providing safe and designated footpath network connections.
- The installation of footpaths, pram ramps and pedestrian refuges will improve access for all members of the community and provide designated safe crossing points.

3. PUBLIC CONSULTATION

Public consultation to execute the Funding Deed is not required. The works were included in the 2025/26 Annual Business Plan.

4. DISCUSSION

- 4.1 The City of Playford applied for funding for four (4) existing Annual Business Plan projects through the 2025/26 State Bicycle Fund.
- 4.2 On 08 October 2025, DIT advised the City of Playford that three (3) applications for shared use paths at Adams Road, Garlick Road and Yorktown Road were successful, providing total grant funding of \$529,829 plus GST.

5. OPTIONS

Recommendation

1. Pursuant to Section 38 of the *Local Government Act 1999*, Council authorises the application of the Common Seal of the City of Playford to execute the State Bicycle Fund Deed (Attachment 1) with the Minister for Infrastructure and Transport (Grantor) for shared use path construction at Adams Road, Garlick Road and Yorktown Road.

Option 2

Council does not execute the State Bicycle Fund deed and does not accept the grant funding.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Council has previously committed to these projects through their inclusion in the Annual Business Plan. Given this previous commitment it is appropriate that Council accepts the funding offer.

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 maintain Council's reputation with the grant funding body and community by delivering the full scope of the Annual Business Plan and grant application.

6.1.2 Financial Implications

There are no ongoing operating financial implications, as the capital expenditure associated with the grant was included in the 2025/26 Annual Business Plan.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Not executing the funding agreement would mean that Council will miss the opportunity to receive the grant funding and will lose credibility with the funding body.

6.2.2 Financial Implications

There are no ongoing operating financial implications for Option 2.

OFFICIAL**FUNDING DEED under STATE BICYCLE FUND**

1. Adams Road, Uley Road to Yorktown Road, Shared Path Design and Construction
\$200,000
 2. Garlick Road, Argana Park to Yorktown Road
\$129,829
 3. Yorktown Road, Midway Road to Dwight Reserve, Shared Path Design and
Construction
\$200,000
- Total: \$529,829

Between

MINISTER FOR INFRASTRUCTURE AND TRANSPORT

(Minister)

And

THE COUNCIL NAMED IN THE SCHEDULE

(Council)

OFFICIAL

DEED dated the day of

PARTIES:

MINISTER FOR INFRASTRUCTURE AND TRANSPORT, a body corporate pursuant to the *Administrative Arrangements Act 1994*.....(**Minister**)

And

THE COUNCIL NAMED IN THE SCHEDULE a body corporate under the *Local Government Act 1999*.....(**Council**)

It is agreed:

1. **FUNDING**

- 1.1 Subject to this deed, the Minister will pay the Council up to the amount of money specified in the Schedule (**Funding**).
- 1.2 The Council must only use the Funding for the **Purpose** set out in clause 3 of the Schedule.
- 1.3 For the purposes of this deed, the **Funding Period** is the period commencing on the Start Date and, subject to funding being available, will continue until the End Date. The **Start Date** and **End Date** are set out in the Schedule.
- 1.4 The Funding is payable by way of a lump sum in accordance with the Schedule. During the Funding Period, the Council is entitled in accordance with the conditions set out in the Schedule to invoice the Minister for the payment of the Funding.
- 1.5 At the end of the Funding Period the Council must provide a report on the level of any unexpended Funding.
- 1.6 The Council must repay any part of the Funding which is unexpended at the end of the Funding Period to the Minister unless the Minister gives written approval for the Council to retain the money.
- 1.7 The Council must pay at least fifty per cent of the total cost of the works undertaken for the Purpose.

Unless otherwise agreed in writing with the Minister, if by the end of the Funding Period, the total cost of the works for the Purpose is less than double the amount of the grant (GST Exclusive) then in addition to repaying any unexpended Funding, the Council must repay to the Minister the difference between the amount of the Funding and a half of the actual cost of the works.

2. **GST**

- 2.1 In addition to any amounts payable by the Grantor as part of the Funding (**Base Payment**), the grantor must, if in relation to a Taxable Supply for which the grantor has received a Tax Invoice, pay to the Council an additional amount (**GST Payment**) calculated by multiplying the Base Payment by the rate at which GST is levied at the time of this deed.
- 2.2 The GST Payment is payable at the same time and subject to the same conditions as the Base Payment. "Taxable supply", "GST" and "Tax Invoice" have the meaning attributed under the *A New Tax System (Goods and Services Tax) Act 1999*.

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3. ADMINISTRATION OF DEED

- 3.1 Any power or discretion exercisable by the Minister under this deed may be exercised by the person (**Minister's Representative**) for the time being in the position within the Department for Infrastructure and Transport (**Department**) set out in the Schedule.
- 3.2 Any power or discretion exercisable by the Council under this deed may be exercised by the person (**Council's Representative**) for the time being in the position within the Council set out in the Schedule.

4. PROVISION OF FINANCIAL INFORMATION

- 4.1 The Council must provide the Minister with appropriate and regular information, records and reports as the Minister may request from time to time about:
- 4.1.1 the administration and financial affairs of the Council;
 - 4.1.2 the progress of and any change to the authorised scope of the Purpose;
 - 4.1.3 any significant changes to the nature and scope of the activities conducted by the Council;
 - 4.1.4 any other matter relevant to the granting of assistance;
 - 4.1.5 any other funding or financial assistance promised or received from any source other than the Minister;
 - 4.1.6 the Council's management of the Funding, including, but not limited to, the economic and efficient use of resources to achieve the outcomes of the Purpose; and
 - 4.1.7 the performance of the Council's undertakings and obligations under this deed.
- 4.2 The information provided by the Council must be sufficient for the Minister to make an informed judgement about:
- 4.2.1 the Council's ongoing financial position and its resources and expertise in relation to the Purpose;
 - 4.2.2 the Council's performance in managing public moneys, acquiring, and using resources economically and efficiently and in achieving specified objectives in relation to the Purpose;
 - 4.2.3 the overall effectiveness of the Funding throughout the Funding Period;
 - 4.2.4 compliance with legislation and generally accepted accounting principles; and
 - 4.2.5 compliance with the Council's constitution and the conditions of this deed.
- 4.3 The Council must permit any officer authorised by the Minister:
- 4.3.1 to enter the Council's premises and to have access to all accounting records, equipment, documents, and information in possession of the Council; and
 - 4.3.2 to interview employees of the Council on matters pertaining to the operations of the Council.

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5. OBLIGATIONS OF THE COUNCIL

The Council must:

- 5.1 ensure that any works undertaken towards the Purpose are undertaken in accordance with (and to the standard required by) any applicable Standards published by Austroads and Standards Australia Limited;
(all bicycle facilities must be planned, designed, and constructed in accordance with Austroads guidelines, AS 1742.9 – Manual of uniform Traffic Control Devices Part 9: Bicycle Facilities, and South Australia's Active Travel Design Guide – current version);
- 5.2 maintain accounting records of the Funding in accordance with generally accepted accounting principles;
- 5.3 ensure that any activity carried out by the Council in connection with the Council's use of the Funding complies with the laws from time to time in force in South Australia;
- 5.4 comply with its constitution;
- 5.5 comply with the reporting requirements set out in the Schedule;
- 5.6 prepare financial statements in accordance with Australian Accounting Standards at the end of the Funding Period and submit the financial statements, signed by a senior office holder of the Council, to the Minister no later than one calendar month after the expiry of the Funding Period; and
- 5.7 where requested by the Minister, provide to the Department management accounts, annual reports, financial statements and any other information or documents relevant to the Council's operations.

6. TERMINATION

- 6.1 If the Council fails to comply with this deed, the Minister may:
 - 6.1.1 require the Council to repay either the whole or a portion of the Funding (whether expended or not);
 - 6.1.2 withhold all future funding from the Council;
 - 6.1.3 pursue any legal rights or remedies which may be available to the Minister; and
 - 6.1.4 terminate or curtail any program or project conducted by the Minister of which the Purpose conducted by the Council is part.
- 6.2 The Minister may review any decision made pursuant to this clause if the Council is able to satisfy the Minister within a period of 30 days from the decision that the Council has complied with the conditions of this deed.
- 6.3 Nothing in this deed is to be taken to limit the Minister's discretion to determine whether and how any program or project of the Minister is to be conducted, except if and to the extent that the Minister gives an express undertaking in that regard.

7. INSURANCE

The Council warrants that it is a member of the Local Government Association Mutual Liability Scheme (**Scheme**) and is bound by the Scheme pursuant to section 142 and Schedule 1, Part 2 of the *Local Government Act 1999* (SA) (**Act**) and in the event that the Council ceases to be a member of the Scheme it will forthwith, pursuant to Section 142(1) of the Act and the regulations under that Act, take out and maintain insurance

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to cover its civil liabilities at a minimum level of cover of AUD \$50 million.

8. **ACKNOWLEDGEMENTS**

The Council acknowledges that the Funding represents a one-off contribution by the Minister towards the Purpose, and the Council agrees that any request for subsequent funding will require a new application to the Minister.

The Minister is under no obligation to agree to pay any subsequent funding to the Council.

The Council further acknowledges and agrees that the Minister will not be liable to reimburse the Council for any losses (or cost over runs) that may result from the operation of this Agreement or the carrying out of the Purpose or a Project.

9. **INDEMNITY**

The Council acknowledges and agrees that it remains at all times solely responsible for the conduct of the Purpose and any Project and it releases and indemnifies the Minister, the Commissioner of Highways and the Crown in right of the State of South Australia together with their employees, contractors and agents (**those indemnified**) from and against any loss or liability incurred or suffered by any of those indemnified as a result of any claim, suit, demand, action or proceeding brought by any person against any of those indemnified in respect of the works to carry out the Purpose and/or a Project or otherwise caused by any breach or default of the Council under this Agreement.

10. **AUDIT**

The Minister may direct the Council to arrange for the financial accounts relating to the Funding to be audited at the Council's expense. The Minister may specify the minimum qualifications to be held by a person appointed to conduct the audit.

11. **ASSIGNMENT**

The Council must not assign, novate, or encumber any of its rights or obligations under this deed.

12. **PUBLICITY**

The Council must not make or permit a public announcement or media release to be made about any aspect of this deed without first obtaining the Minister's consent.

13. **CONSENT**

If the Council requires the Minister's consent under this deed, the Minister may, in its absolute discretion, give or withhold its consent and if giving consent, the Minister may impose any condition on that consent that it considers appropriate. The Minister's consent will not be effective unless it is in writing and signed.

14. **ENTIRE DEED**

This deed incorporates any attached schedules and annexures. This deed contains the entire agreement between the parties with respect to its subject matter and supersedes any prior agreement, understanding or representation of the parties on the subject matter.

15. **PROPER LAW**

The laws in force in South Australia apply to this deed.

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16. JURISDICTION OF COURTS

The courts of South Australia have non-exclusive jurisdiction to determine any proceeding in relation to this deed. Any proceeding brought in a Federal Court must be instituted in (and remain with) the Adelaide Registry of that Federal Court.

17. COMPLIANCE WITH LAWS

The Council must comply with the laws in force in South Australia in the course of performing its obligations under this deed.

18. NOTICES

A notice is properly given or served if the party delivers it by hand, posts it or transmits it by electronic mail or facsimile, to the address of the Representative of the other party. A notice is taken to be received:

- 18.1 if sent by post, at the time it would have been delivered in the ordinary course of the post to the address to which it was sent;
- 18.2 if sent by electronic mail, only in the event that the sender receives confirmation that the e-mail has been successfully transmitted to the correct e-mail address; or
- 18.3 if delivered by hand, the party who sent the notice holds a receipt for the notice signed by a person employed at the physical address for service.

19. PERFORMANCE AND FUTURE PROPOSALS

The satisfactory completion of the works for the Purpose and on-going compliance with reporting obligations, may be taken into account as a factor in assessing any future applications by the Council for funding under the State Bicycle Fund.

20. WAIVER

Any waiver of any provision of this deed is ineffective unless it is in writing and signed by the party waiving its rights. A waiver by either party in respect of a breach of a provision of this deed by the other party is not a waiver in respect of any other breach of that or any other provision. The failure of either party to enforce any of the provisions of this deed at any time must not be interpreted as a waiver of that provision.

21. VARIATION

Any variation of this deed must be in writing and signed by each party (or its Representative).

Any request by the Council for agreement to vary the Funding or the Purpose must be accompanied by sufficient details explaining the reasons for the requested variation to enable the Minister to have regard to its merits.

22. READING DOWN AND SEVERANCE

In the event that any provision (or portion of any provision) of this deed is held to be unenforceable or invalid by a Court of competent jurisdiction, the validity and enforceability of the remaining provisions (or portions of such provisions) of this deed shall not be adversely affected.

The offending provision or part of a provision shall be read down to the extent necessary to give it legal effect or shall be severed if it cannot be read down, and the remaining part and provisions of this deed shall remain in full force and effect.

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23. AUDITOR GENERAL

Nothing in this deed derogates from the powers of the Auditor-General under the *Public Finance and Audit Act 1987* (South Australia). Without limiting this clause, the Council acknowledges the Auditor General's obligations and powers under sections 32 and 34 of the *Public Finance and Audit Act 1987* (South Australia).

24. PUBLIC DISCLOSURE

The Minister may disclose this deed and/or information relating to this deed in both printed or electronic form and either generally to the public or to a particular person as a result of a specific request. Nothing in this clause derogates from the Council's obligations under any provision of this deed or the provisions of the *Freedom of Information Act, 1991*.

25. ADDITIONAL CONDITIONS

The additional conditions set out in the Schedule (if any) form part of this deed.

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EXECUTED as a DEED

**THE COMMON SEAL of the
MINISTER FOR INFRASTRUCTURE
AND TRANSPORT**

was affixed on:

(Date above)

in the presence of:

(Affix Seal Above)

Witness Signature:.....

Print name:.....

By the Council

**THE COMMON SEAL of the
COUNCIL NAMED IN THE SCHEDULE**

on:.....

(Insert date above)

by:

Chief Executive Officer

.....

(print name above)

and:

Principal Member of Council

(Affix Seal above)

(print name above)

(print name above)

KNet Reference: #23865045

SBF 2025-26 DEED

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SCHEDULE**1. THE COUNCIL**

Legal Name: City of Playford
Trading Name: City of Playford
Site Address: 12 Bishopstone Road, DAVOREN PARK SA 5113
Postal Address: 12 Bishopstone Road, DAVOREN PARK SA 5113
ABN: 99 397 793 662

2. REPRESENTATIVES

Minister's Representative		Council's Representative	
Name:	Mr Daniel Osborne	Name:	Mr Matthew Pilcher
Position:	Manager, Transport Planning	Position:	Manager - Asset Management
Address:	Level 7, 83 Pirie Street, ADELAIDE SA 5000	Address:	12 Bishopstone Road, DAVOREN PARK SA 5113
Telephone:	7133 2576	Telephone:	0466 396 094
E-mail:	Daniel.Osborne@sa.gov.au	E-mail:	mpilcher@playford.sa.gov.au

3. PURPOSE

The Funding is provided for the Purpose of the Council undertaking (within the Funding Period) the **Projects** described below (and in the proposal and plans attached to this deed) in accordance with (and to the standard required by) any applicable Standards published by Austroads and Standards Australia Limited.

Description of Projects

Adams Road, Uley Road to Yorktown Road, Shared Path Design and Construction – Construct 1.46 kilometres of 3-metre-wide shared use path alongside Adams Road between Uley Road, Elizabeth Downs and Yorktown Road, Craigmore. (\$200,000)

Garlick Road, Argana Park to Yorktown Road – Construct 380 metres of 3-metre-wide shared use path alongside Garlick Road, Elizabeth Downs between Argana Park and Yorktown Road. (\$129,829)

Yorktown Road, Midway Road to Dwight Reserve, Shared Path Design and Construction – Construct 930 metres of 3-metre-wide shared use path alongside Yorktown Road, Elizabeth Downs between Midway Road and Dwight Reserve. (\$200,000)

4. FUNDING PERIOD

Start Date: 01 July 2025

End Date: 30 June 2026

5. FUNDING

Amount (AUD): \$529,829 (GST exclusive)

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6. **MANNER & CONDITIONS OF PAYMENT**

Limit on payments

The Funding of \$529,829 (GST exclusive) is the maximum total amount the Minister may be liable to pay the Council under this deed.

Invoice

The Minister is **not** obligated to pay an invoice unless properly rendered. An invoice is properly rendered if it:

- (a) is issued in respect of a payment for which the Council is entitled to invoice for under this deed;
- (b) quotes the relevant purchase order number allocated by the Minister;
- (c) reflects the correct amount for payment under this deed; and
- (d) is a valid Tax Invoice in accordance with GST Law.

Payment Term

Provided that the total amount of the Funding has not been (or will be) exceeded, the Minister must pay the amount of a properly rendered invoice for the Funding within 30 days of receiving the Council's invoice.

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7. **ADDITIONAL REPORTING REQUIREMENTS**

Report (Title)	Frequency (By when)	Requirements (Information and applicable standard)
Project Report	31 January 2026 and 30 April 2026 or 7 days from request.	• The progress of the Project and scheduling of works. • Updated Expenditure forecasts during the term of the funding period • The management of the Funding (i.e., break down of expenditure of the Funding). • Any changes to the authorised scope of the Project. • Any significant changes to the nature and scope of the activities conducted by the Council. • Any operational matters requested from time to time by the Minister for inclusion in the Project Report.
Financial Statements (As referred to in clause 5)	Within 30 days from the expiry of the Funding Period.	Financial Statements prepared in accordance with Australian Accounting Standards setting out in detail the Council's expenditure of the Funding (with invoices attached from any contractors engaged for the Purpose) and signed by a senior office holder of the Council.

8. **SPECIAL CONDITIONS****Alteration to DIT Roads or other Assets**

If the Project requires any traffic management, alteration to (or effect on) a road or other asset that is under the care, control, and management of (or is otherwise the responsibility of) the Commissioner of Highways or is the responsibility of the Department for Infrastructure and Transport (**DIT**), the Council must seek the written approval of the appropriate DIT Regional Manager prior to commencing any work.

Traffic Control Devices

The installation of Traffic Control Devices must comply with the requirements outlined in the Manual of Legal Responsibilities and Technical Requirements for Traffic Control devices – Part 2 – Code of Technical Requirement (current version).

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STAFF REPORTS

Matters for Information

15.5 CORPORATE GOVERNANCE COMMITTEE COMMUNIQUE

Responsible Executive Manager : Luke Culhane

Report Author : Sarah Schutz

Delegated Authority : Matters for Information

Attachments : 1[↓]. Corporate Governance Committee Communique October 2025

Purpose

To provide the Council with an update from the Corporate Governance Committee concerning matters discussed at the most recent meeting, held on 7 October 2025.

STAFF RECOMMENDATION

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

Relevance to Strategic Plan

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

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

Relevance to Community Engagement Policy

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

Background

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

Current Situation

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

Future Action

The Council will receive a report from the Corporate Governance Committee regarding matters discussed following each meeting of the Committee in accordance with Section 126(8)(a) of the Act.

Communique

Corporate Governance Committee – October 2025

At the Corporate Governance Committee meeting held on 7 October 2025, the Committee considered and reviewed eleven (11) items, comprising of Staff Reports and other matters, through Information Updates, for consideration by the Committee only.

The matters considered included:

- Adoption of 2024/25 Annual Financial Statements
- Corporate Governance Committee Annual Report 2024/25
- Fees and Charges Policy and Procedure Review
- Rolling Revaluation Update
- Strategic Risk Report – August 2025
- 2025-26 Insurance Portfolio
- Grants Management Internal Audit Report
- Review of the Committee Work Plan for 2025
- First Budget Review 2025/26

Two (2) matters were considered by the Committee in confidence in relation to:

- Findings of External Audit
- Chief Executive Officer Update

The Committee provides the following overview of key matters for Council's information.

Adoption of 2024/25 Annual Financial Statements

The Committee reviewed the 2024/25 Financial Statements for the year ended 30 June 2025, including asking questions of Management and the External Auditor. The Committee was satisfied that the Statements present fairly the financial state of affairs of Council. A minor internal control finding regarding the review and offboarding of a casual staff member was acknowledged, and the Committee were pleased to note that corrective processes are being implemented. It was also noted that the Committee Chair will also be asked to complete the Fraud Questionnaire by the External Auditor in future annual financial statement reviews.

Corporate Governance Committee Annual Report 2024/25

The Committee reviewed the Corporate Governance Committee Annual Report 2024/25 and recommended its inclusion in the City of Playford Annual Report 2024/25. The Committee also noted the consensus views expressed by members through the annual self-assessment process as well as the inclusion of commentary in this years' assessment to provide additional transparency and information to Council on its activities and effectiveness.

Fees and Charges Policy and Procedure Review

The Committee discussed amendments to the Fees and Charges Policy and Procedure and supported the proposed changes, noting these were minor in nature.

Rolling Revaluation Update

An update was provided to the Committee on the progress of the current revaluation of Council assets and useful lives, undertaken in line with legislative and accounting requirements. The Committee noted the importance of completing asset revaluations in

accordance with the five-year rolling schedule. As part of the approved program, Infrastructure-Streetscapes is scheduled for external revaluation in 2025/26.

Strategic Risk Report – August 2025

The Committee considered the quarterly Strategic Risk Report, noting that whilst most likelihood ratings remained unchanged, Strategic Risk 2: Failure to Plan for Natural Disasters increased from unlikely to possible in light of recent significant national environment and climate change events, including unexpectedly high rainfall and flooding.

2025-26 Insurance Portfolio

The Committee received an overview of Council's insurance portfolio for the 2025/26 financial year, noting that premiums varied, with both increases and decreases observed. Cyber Security coverage was highlighted as being particularly strong.

Grants Management Internal Audit Report

The Committee received the results of the recent internal audit of Community Support and Grant Programs. The audit assessed compliance with approved policies and procedures and examined whether appropriate systems and controls are in place to support fairness, transparency, and the effective use of resources, while identifying opportunities for continuous improvement.

First Budget Review 2025/26

The Committee received an overview of the first budget review for the 2025/26 financial year noting the Revised Budget reflects updated operating conditions, recent Council decisions, and once-off grant funding for capital projects. The Committee noted the budget ensures delivery remains within available resources and supports Council's financial sustainability.

Findings of External Audit

The Committee met with the External Auditor, in confidence and without staff present, to discuss their remit and matters arising from the External Audit.

The Committee acknowledged the contributions of BDO, Council's External Auditor, over the past 5 years.

Chief Executive Officer Update

The Chief Executive Officer provided an update on strategic matters in confidence. The Committee valued the update and agreed it is critical to receive ongoing briefings from the Chief Executive Officer.

15.6 BUDGET UPDATE REPORT

Responsible Executive Manager : Luke Culhane

Report Author : Janey Yang

Delegated Authority : Matters for Information

Attachments : 1¹. Budget Update Report

Purpose

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

STAFF RECOMMENDATION

Council notes the Budget Update Report (Attachment 1) for the period ending 30 September 2025.

Relevance to Strategic Plan

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

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

Relevance to Community Engagement Policy

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

Background

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

Current Situation

Budget Position

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

Operating Position

Year to Date

The result on 30 September 2025 is an operating surplus of \$3.6M compared with a budgeted surplus of \$1.9M, \$1.7M favourable. This comprises operating income being favourable to budget by \$2.3M mainly due to \$0.2M additional planning application fees, \$0.2M reimbursements, \$1.8M other income and contributions offset by unfavourable operating expenditure of \$0.6M.

The structural surplus of \$2.1M compares with a budgeted structural surplus of \$1.5M for the period. The structural surplus excludes the one-off operating grants/contributions which will fund future infrastructure projects and other non-recurrent items.

Full Year Forecast

As at 30 September 2025, the forecast is an operating surplus of \$2.8M compared with a budgeted operating surplus of \$10.7M, unfavourable by \$7.9M and structural deficit of \$7.0M compared with a budgeted structural surplus of \$2.0M. This largely reflects the timing difference of the \$9.2M Financial Assistance Grants being received in advance in the previous financial year (June 2025) and higher developer contributions offset by additional material and contractor costs.

Capital Position

As at 30 September 2025, the full year net capital forecast of \$61.3M is \$41.9M less than the net capital budget of \$103.2M. This is the result of a retiming of capital expenditure due to multiyear projects from 2024/25 that have carried over into 2025/26 and projects that will be continued into 2026/27. These projects will require a budget adjustment will be during the First Budget Review and will reduce the amount of borrowing this financial year.

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

Debt Position

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

Actual borrowings as at 30 September 2025 were \$66.2M, well below the approved maximum debt facility.

Future Action

Further updates to be provided on a monthly basis.

Budget Update Report

September 2025

YTD Result as at September 2025

The table below shows the year to date position for income and expense with a year to date net Surplus of \$2.1M (excluding non-structural items) which is favourable to YTD Budget by \$0.6M.

	YTD Actual \$'000	YTD Budget \$'000	Variance Fav/(Unfav) \$'000	%	Explanation of variance where considered material
Income					
RATES REVENUES	31,003	30,914	89	0%	
STATUTORY CHARGES	1,498	1,265	233	18%	Planning application fees, Section 7 searches and parking fines
USER CHARGES	1,058	1,062	(4)	0%	
INVESTMENT INCOME	16	22	(6)	(27%)	Interest revenue
REIMBURSEMENTS	398	211	187	89%	Tree Services reimbursements, court booking system reimbursement and Aquadome electricity
OTHER INCOME	287	60	227	378%	NAWMA additional bin income, NAIDOC in the North, Career Expo sponsorship and insurance reimbursements
GRANTS, SUBSIDIES, CONTRIBUTIONS	5,256	3,719	1,537	41%	Special local roads funding and TAFE SA external work
Total Income	39,516	37,253	2,263	6%	
Expense					
EMPLOYEE COSTS	12,971	12,977	6	0%	
MATERIALS CONTRACTS OTHER EXPENSES	13,050	12,187	(863)	(7%)	Uni Study Hub and Aquadome subsidy
FINANCE COSTS	700	1,141	441	39%	Lower debt balance
DEPRECIATION, AMORTISATION & IMPAIRMENT	9,237	9,084	(153)	(2%)	
Total Expense	35,958	35,389	(569)	(2%)	
Net Surplus/(Deficit)	3,558	1,864	1,694		
Non-Structural Items ¹	1,467	363	1,104		
Net Structural Surplus/(Deficit)	2,091	1,501	590		

Notes:

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

Budget Update Report

September 2025

Full Year Forecast Result as at September 2025

The table below shows the full year forecasted result for income and expense with a net Deficit of \$7M (excluding non-structural items) which is unfavourable to Budget by \$9M.

	Full Year Forecast \$'000	Full Year Budget \$'000	Variance Fav/(Unfav) \$'000	%	Explanation of variance where considered material
Income					
RATES REVENUES	123,950	123,772	178	0%	
STATUTORY CHARGES	3,713	3,443	270	8%	Planning application fees, Section 7 Searches, parking fines and Building and Compliance fines
USER CHARGES	4,419	4,518	(99)	(2%)	Reduced Food Co-op user charges
INVESTMENT INCOME	50	89	(39)	(44%)	Lower forecast to reflect actuals
REIMBURSEMENTS	941	663	278	42%	Reimbursements for Aquadome electricity , tree services, planning Services legal fees and TAFE SA external work
OTHER INCOME	487	258	229	89%	NAWMA additional bin income, NAIDOC in the North, Career Expo sponsorship and insurance reimbursements
GRANTS, SUBSIDIES, CONTRIBUTIONS	24,819	31,957	(7,138)	(22%)	Prepayment of Financial Assistance grant offset by additional grants
NET GAIN - JOINT VENTURES & ASSOCIATES	635	635	-	0%	
Total Income	159,014	165,335	(6,321)	(4%)	
Expense					
EMPLOYEE COSTS	56,260	55,998	(262)	0%	Grant funded positions are not budgeted
MATERIALS CONTRACTS OTHER EXPENSES	57,144	54,402	(2,742)	(5%)	Uni Study Hub, Aquadome subsidy and Youth Hub trial, Condition Monitoring, Strategic Projects, Kerbside Waste
FINANCE COSTS	5,259	6,692	1,433	21%	Lower debt balance
DEPRECIATION, AMORTISATION & IMPAIRMENT	37,386	37,365	(21)	(0%)	
NET LOSS- JOINT VENTURES & ASSOCIATES	196	196	-	0%	
Total Expense	156,245	154,653	(1,592)	(1%)	
Net Surplus/(Deficit)	2,769	10,682	(7,913)		
Non-Structural Items ¹	9,719	8,642	1,077		
Net Structural Surplus/(Deficit)	(6,950)	2,040	(8,990)		
<i>For comparative purposes only</i>					
Adjustment for advance payment of FA Grants	9,181		9,181		
Adjusted Net Structural Surplus/(Deficit)	2,231	2,040	191		

Notes:

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

Budget Update Report

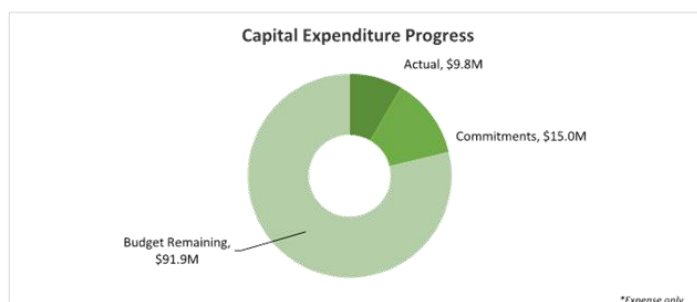
September 2025

Capital Full Year Movement (2025-2026)

The table below shows the full year forecasted net capital expenditure of \$61.3M which is less than Budget by \$42.0M.

	Full Year Forecast	Full Year Budget	Variance Less/ (Greater)	Explanation of variance where considered material
Revenue	(4,250)	(13,481)	9,231	Multiyear projects: Playford Water Business Expansion and Riverlea District Sportsground (North) Stage 1 to continue in 26/27
Expenses	65,543	116,724	51,181	AMP Kerbs and Reseal – one road on hold; roads still being scoped. Multiyear projects: Dwight Clubrooms and Changerooms currently being redefined and construction will continue into 2026/27, Munno Para Sportsground, Riverlea District Sportsground (North) Stage 1 and Playford Water Business Expansion will also continue in 26/27
Total Net Capital Expenditure	61,293	103,243	41,950	

	Full Year Forecast \$'000	Full Year Budget \$'000	Variance Less/ (Greater) \$'000	Explanation of variance where considered material
Buildings	5,534	12,748	7,214	Multiyear projects: Dwight Clubrooms and Changerooms currently being redefined and construction will continue into 2026/27
Fleet	2,630	4,543	1,913	Vehicles to be ordered
IT	1,246	663	(583)	Carry in for BR1
Northern CBD	13	620	607	Infrastructure costs under negotiation with developers
Other	1,475	1,537	62	Development costs under negotiation with developers
Playford Alive	3,039	4,262	1,223	Alternative verge treatment will result in savings in this program
Parks	12,738	35,481	22,743	Multiyear projects: Munno Para Sportsground and Riverlea District Sportsground (North) Stage 1 will both continue in 2026/27
Stormwater	3,764	3,382	(382)	Carry in for BR1
Streetscapes	10,707	10,678	(29)	
Transport	19,533	26,202	6,669	AMP Kerbs and Reseal – one road on hold; roads still being scoped. Deed roads still in Definition.
Wetlands	614	3,127	2,513	Multiyear projects: Playford Water Business Expansion to continue in 26/27
Total Net Capital Expenditure	61,293	103,243	41,950	

Capital Expenditure Progress as at September

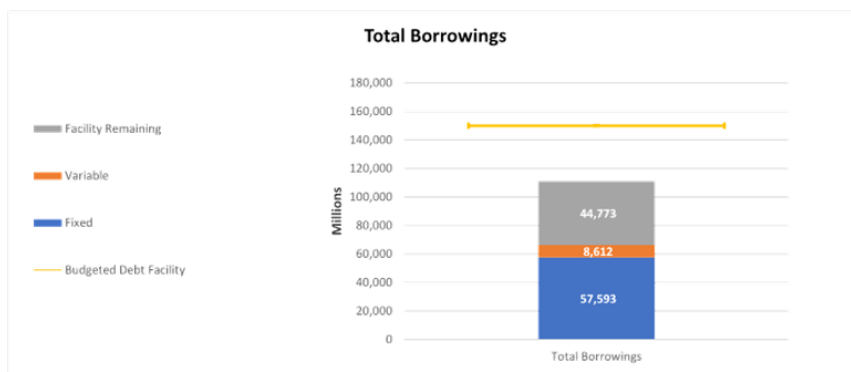
Borrowings/Investment Summary (2025/2026)**Debt Mix:**

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

Council's total borrowings as at the end of September 2025 are \$66.2M, comprising \$57.6M in fixed rate borrowings and \$8.6M of variable rate borrowings; total facilities accumulate to \$111.0M.

Total borrowings, net of repayments, have decreased \$4.1M from \$70.3M the prior month. This is consistent with Council's capital spend timing and receipts.

The LTFP has a budgeted debt facility of \$150.0M based on the assumption of full delivery of capital programs and an allowance for Treasury cash flow management. These borrowings fall within the approved budget, Council's adopted financial indicators and the LTFP. Forecasted Debt as at 30 June 2026 is \$95.4M.

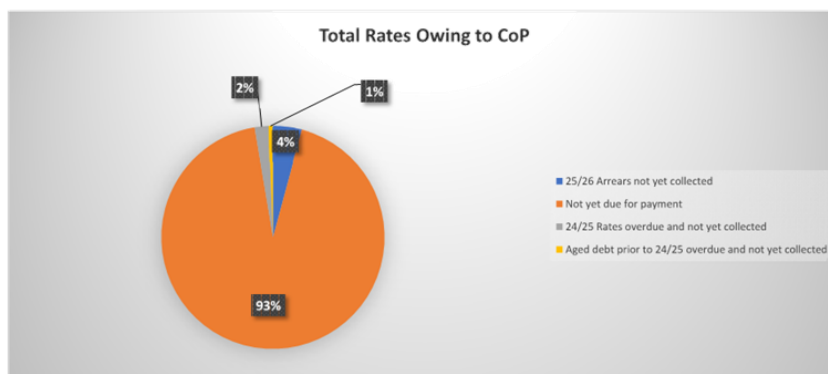
**Rates Recovery:**

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

Total rates owing of \$85.5M (66.5%) as at September 2025 reflects a decrease of 0.8% compared to September 2024.

7.9% of ratepayers are proactively utilising Council's bill smoothing options including direct debit and centrepay.

1% of councils ratepayers have arrangements in place under councils hardship policy.



Budget Update Report

September 2025

Reserves

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

The forecasted balance of reserves as at 30 June 2026 is \$21.4M.

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

Reserve	Opening Balance	Forecasted Developer Contributions & State Govt Grants	Forecasted Expenditure	Estimated Interest	Forecasted Closing balance
	\$'000	\$'000	\$'000	\$'000	\$'000
Open Space Reserve	6,269	1,426	(362)	270	7,603
Stormwater Infrastructure Deed - Virginia	(171)			(6)	(177)
Stormwater Infrastructure Deed - Angle Vale	3,044	1,456		166	4,666
Stormwater Infrastructure Deed - Playford North Extension	(662)			(24)	(686)
Social Infrastructure Deed - Virginia	238	55		11	304
Social Infrastructure Deed - Angle Vale	2,288	227		92	2,607
Social Infrastructure Deed - PNE	1,545	449		73	2,067
Supplementary Local Roads	2,437	716	(606)	94	2,641
Playford Alive Initiative Fund	671	368	(27)	37	1,049
Urban fund tree	94	7		4	105
Gawler Rail Vegetation Offset	223			8	231
Other one-off Reserves	1,230		(295)	35	970
	17,206	4,704	(1,290)	760	21,380

Financial Indicators

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

Financial sustainability enables Council to:

- Deliver and maintain intergenerational equity
- Maintain a solid and healthy financial position
- Maintain a degree of stability and predictability for future rate increases
- Manage its debt levels

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

Financial Indicator	Explanation	Target	Forecast	Adjusted Forecast	Budget	Points to note on indicators outside of target range
Operating Surplus Ratio	Gives an indication of Council's ability to service its operations from expected income, while maintaining long term financial sustainability.	Between 1% and 10%	✓ 1.7%	✓ 7.1%	✓ 6.5%	Adjusted \$9.2M Financial Assistance grant prepaid in June 2025
Structural Surplus Ratio	Operating Surplus Ratio excluding one off grants, contributions, reserves and investments	Between 1% and 4%	✗ -4.6%	✓ 1.3%	✓ 1.3%	Adjusted \$9.2M Financial Assistance grant prepaid in June 2025
Cash Flow from Operations Ratio*	Measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	Between 90% and 110%	✓ 97.8%	✓ 91.6%	✗ 119.0%	Adjusted \$9.2M Financial Assistance grant prepaid in June 2025 and capital grants/contributions recognised as income
Asset Renewal Funding Ratio	Shows whether or not Council is replacing assets at the rate as required in the Asset Management Plan.	Between 90% and 110%	✗ 84.6%	✗ 84.6%	✓ 107.8%	Renewal projects on hold or in definition stage
Net Financial Liabilities Ratio**	Shows the extent to which Council is managing its debt.	Between 50% and 160%	✓ 78.8%	✓ 79.5%	✓ 96.4%	Adjusted \$9.2M Financial Assistance grant prepaid in June 2025 and capital grants/contributions recognised as income
Interest Expense Ratio	Shows how much discretionary income is used to pay interest on borrowings	Between 0% and 8%	✓ 4.3%	✓ 4.3%	✓ 5.4%	
Adjusted Forecast corrects the distortion created due to accounting treatment of the advance payment of FA Grants allocation, and creates a more accurate basis for comparison.						