

**NEXT
GREAT
CITY**



**Strategic
Plan**

2016-2020
Version 2
Updated July 2016



Strategic Plan 2016-2020

Progress Update



July 2018

Introduction

In July 2016, Council endorsed an update to its Strategic Plan providing clearer focus around what it aimed to deliver in the four year period through to June 2020. Now is the halfway point of that period, and this document summarises the progress achieved so far. It is structured around the six key programs as described in the Strategic Plan:

- Smart Service Delivery
- Smart Living
- Smart Jobs and Education
- Smart CBD
- Smart Sport
- Smart Health.

For each one, the document recaps what the program is about, why it is important for the Playford community at this point in time and what success will 'look like' in 2020. It then provides detailed commentary on how Council has progressed against each of the deliverables that were stated in the Strategic Plan.

Smart Service Delivery

The Smart Service Delivery Program is about continuing to provide for the changing needs and expectations of our diverse community, delivering the services that they require. It means making the most of our community's existing strengths, talents and diversity, as well as working smarter to connect our community with each other to contribute to overall community wellbeing and the economic life of the City.

Council will increasingly need to use innovative problem solving approaches and smart technological solutions to ensure we make best use of our available resources to meet these demands.

Why is this important?

The Smart Service Delivery Program is important to create a solid foundation on which to rebuild and reposition our City.

Service delivery is the core of Council's business and we need to live up to our community's expectation that our services and amenities will be delivered to a high quality.

Enhanced city pride and improved reputation will raise the profile of the area and make Playford a more attractive place for people to live, work and do business. This will lead to investment in the City and the growth and diversification of local jobs for local people.

What will success 'look like' in 2020?

The community will see...	The community will experience...
An attractive and well maintained City	A choice of ways to better connect with Council
More efficient ways to deal with Council	An increased sense of pride
More council services available online	A full range of services they desire

How are we tracking so far?

Since the Strategic Plan's adoption, Council has maintained its focus on core service delivery, and is actively evolving the way services are delivered to improve efficiency, customer experience and overall value for money for our community.

The following table provides more detail on progress so far with the Smart Service Delivery Program.

What we said we'd deliver...	Where we are up to so far...
<p>Continue to improve our City presentation ensuring our streetscapes and open space assets are maintained in an attractive way.</p>	<p>Many of Council's routine services contribute to city presentation, including Graffiti Operations, Illegal Dumping, Parks and Reserves, Rapid Response, Sportsfield Maintenance and Streetscape Maintenance and in 2017/18 Council invested over \$45M across these services.</p> <p>In 2016/17 Council increased funding to the Streetscape Maintenance Service Standard by \$434K, which allowed for footpaths, verges, kerbs, signage, road maintenance and trees along streets in the older areas of Playford to be serviced more frequently.</p>
<p>Maintain our infrastructure and assets engendering a sense of pride and encouraging investment in the City.</p>	<p>In 2017/18, Council spent over \$55M on key maintenance services including Urban Streetscape Maintenance (incl footpaths, kerbing and road maintenance), Graffiti Operations, Parks and Reserves, Rapid Response, Rural Road Maintenance, Sportsfield Maintenance and Stormwater Network Maintenance.</p> <p>Year on year, Council also continues to invest heavily in the renewal of City infrastructure that has reached the end of its useful life. In 2016/17 and 2017/18, Council invested \$18.6M and \$17.6M respectively in asset renewal.</p>
<p>Improve our service delivery to add value to the wellbeing of the community.</p> <p>Continually look for ways to work smarter and "do more with less" for our community and improve their satisfaction with our services</p>	<p>Council has an ongoing commitment to Continual Improvement, ensuring a constant focus on providing value for money to the Playford community. During 2016/17 and 2017/18, combined ongoing savings of \$2.3M per annum were realised, with these savings being directed to new and enhanced services.</p> <p>Council is also currently running three key projects which focus on streamlining processes both internally and for its customers. These include:</p> <ul style="list-style-type: none"> • Digital Customer Interface – which will include redeveloping the Council's website and building in a transaction portal to allow customers 24/7 access • Environmental Health Office Mobility – which will allow EHOs to record inspections in-situ and in real time on a mobile device, saving time and improving efficiency. • Field Staff Mobility – which will introduce digital ways of working to streamline processes, increase productivity and deliver greater service efficiency for Council's customers.

What we said we'd deliver...	Where we are up to so far...
<p>Continually monitor the services and infrastructure we provide, and adjust them where needed, in line with up-to-date information and feedback from our community.</p>	<p>Council conducts annual Resident Satisfaction Surveys to gauge how satisfied customers are with Council services. This survey also provides key data on the relative importance of each service to the Playford community, ensuring that as community expectations of Council change, its services can adapt accordingly.</p> <p>Council also regularly reviews its longer term infrastructure plans designed to cater for its growing and changing City. These plans allow Council to prioritise its investment in new and upgraded infrastructure across the City. Recent examples of new/upgraded infrastructure projects include:</p> <ul style="list-style-type: none"> • New Footpath Program • Rural Road Sealing Program • Road Upgrades Program • Jo Gapper Restrooms • Angle Vale Sports Complex Carparking • Dauntsey Reserve Floodlighting • Argana Park Carpark Extension
<p>Seek smart ways to connect our community with other organisations who can meet their needs, in the case of services that Council does not provide.</p>	<p>Council's Customer Contact and Community Inclusion and Development staff are well networked with other organisations operating within Playford, to help connect community members when they need assistance.</p> <p>To support this, the Customer Contact team has developed a comprehensive 'Knowledge Base' to make sure customers are provided with consistent information and connected with the right people both within Council and external to Council wherever possible.</p> <p>Recent examples where Council has assisted in linking service providers with community members include National Disability Insurance Scheme (NDIS) forums to provide practical information about the changes that are underway, as well as Council inviting Feros Care (the Local Area Coordinator for NDIS) to base themselves at the Civic Centre regularly so that members of the public can come and meet with them face to face in their own community.</p>
<p>Lead by example by collaborating with other service providers, focussing on improving the overall end benefit for our community within our collective resources.</p>	<p>As a core part of the way Council operates, staff are continually working to partner and work more effectively with other organisations to improve the overall outcome for the Playford community.</p> <p>One recent example of this was the collaboration between Council, Housing SA, Anglicare, Urban Virons and the Department of Human Services' Northern Connections office in the Street Beautification project at Secombe Street in Elizabeth Grove and Virgo Street in Elizabeth South.</p>

Smart Living

The Smart Living Program is about Council playing its part to make the City more liveable and more connected. This means that as our older suburbs age and our population and urban footprint expands, we will find innovative ways to renew and ‘future proof’ the liveability of our neighbourhoods. This also means ensuring our community has access to smart technologies that further add to their quality of life.

Why is this important?

The Smart Living Program is important to support the ongoing development and renewal cycle of the City, to improve the presentation and community pride in these areas. It is also key to securing the social, environmental and economic future of the City.

We need to ensure that our residential growth and renewal provide the liveable neighbourhoods and urban amenity required for a growing population.

What will success ‘look like’ in 2020?

The community will see...	The community will experience...
Infrastructure to meet their needs	Walkable neighbourhoods
Urban renewal continuing in Playford Alive	Improved wayfinding across the City
Catalyst projects to encourage other urban renewal	
New developments proceeding in an orderly manner	
Deployment of smart technologies	

How are we tracking so far?

In the past two years, in addition to major projects including Playford Alive, the Playford CBD and Playford Sports Precinct, Council has also allocated over \$26M to new and/or improved infrastructure across the City including:

- Road and Traffic - \$6.84M
- Stormwater Management - \$4.10M
- Sporting Facilities - \$4.0M
- Rural Road Sealing - \$3.08M
- Footpaths - \$2.72M
- Parks and Reserves - \$3.37M
- Bus Pads - \$1.66M
- Public Lighting and Pedestrian Crossings - \$0.42M

Council continues to lead the way, innovating with LED lighting, stormwater harvesting and reuse technology, as well as working with developers to set solid foundations for orderly expansion of our residential growth areas into the future.

The following table provides more detail on progress so far with the Smart Living Program.

What we said we'd deliver...	Where we are up to so far...
<p>Continue to deliver the Playford Alive urban renewal project and be on track to finalise it by 2022.</p>	<p>The Playford Alive project is in its 11th year. Council's recent contributions to this joint partnership have included public streetscape upgrades in strategic locations to complement investment by the private and public sector including the completion of Peachey Road transformation project. Other projects include:</p> <ul style="list-style-type: none"> • Webster Reserve Upgrade – Community consultation has occurred and draft concepts being prepared to present back to the community. • Crittenden Road Bridge - Detailed design is underway with construction to start in late 2018. • Smith Creek Linear Park Project – provides a shared path connecting Curtis Road along Smith Creek to Stebonheath Park with shelter, table setting, drinking fountain and lighting. <p>The project is scheduled to be finalised in 2022.</p>
<p>Pursue innovative solutions for renewing our other older suburbs and increasing the diversity of housing choices.</p>	<p>The Elizabeth Park Urban Renewal Project is also in its final stages with streetscape upgrades, verge and street trees improvements occurring as dwellings are completed, and final components are scheduled for early 2018/19.</p> <p>While the Playford Alive project remains the main focus of Council's direct urban renewal activity, recent investment in the Elizabeth Regional Centre (Northern CBD), Sports Precinct and Health Precinct are all expected to result in knock-on benefits for urban renewal and housing choice in these key locations.</p>
<p>Develop city-wide structure plans to guide the development of smart, liveable and connected neighbourhoods and employment zones.</p> <p>Safeguard the delivery of these plans with clear infrastructure agreements between Council, landholders, developers and other levels of Government.</p>	<p>Sector-leading infrastructure agreements are in place for traffic and social infrastructure across each of Council's residential growth areas and are now starting to take effect. Technical investigations to underpin stormwater infrastructure agreements are now nearing completion. Although these have taken longer than the agreements for the other infrastructure types, Council has worked proactively with prospective developers wherever possible to allow orderly development to continue, while at the same time not compromising the liveability and safety of future neighbourhoods in these growth areas.</p> <p>Council also regularly updates its longer term plans for other infrastructure across the City. These plans allow Council to prioritise its investment in new and upgraded infrastructure to cater for a growing and changing City. An update to Council's Open Space Strategy is due for completion in early 2018/19 and Council's first City-wide Stormwater Management Plan is also underway, in conjunction with the City of Salisbury, Town of Gawler, Stormwater Management Authority and the Natural Resources Management Board.</p>

What we said we'd deliver...	Where we are up to so far...
<p>Encourage climate ready, sustainable and efficient building techniques to create more liveable communities.</p>	<p>The 'Adapting Northern Adelaide' climate change plan prepared in collaboration with the City of Salisbury identified potential actions for the Councils in response to this issue. These include raising community and industry awareness, as well as proposing amendments to the Building Code of Australia and council development plans.</p>
<p>Advocate for investment to improve the ease of commute and movement on our public transport system.</p> <p>Advocate for essential infrastructure such as the electrification of the Adelaide-Gawler train line and the NBN.</p>	<p>Council has been consistently lobbying for the electrification of the Adelaide-Gawler train line through direct channels as well as part of the National Growth Areas Alliance. For the electrification to reach all the way from Adelaide through to Gawler (rather than only to Salisbury), additional funding commitment was required from both the State and Commonwealth Government and this has now been secured.</p> <p>The federal government's NBN roll out is well progressed across the Council area. In addition to this, negotiations for three Gig City connections have been successful, with ultra-fast internet speeds now available at the Northern Sound System, the Advanced Additives Metals Precinct and Fluid Solar House within the Lyell McEwin Health Precinct, as well as the existing Gig City connection at the Stretton Centre..</p>
<p>Promote the inclusion of smart technologies in new developments as well as greater focus on urban green space and natural environments to cope with climate impacts.</p>	<p>Leading by example, in the past two years, Council has completed significant solar and energy efficiency upgrades on key Council properties including the Civic Centre, Stretton Centre, Northern Sound System and the works depot, as well several sporting clubs and community halls.</p> <p>Playford also became the first South Australian Council to change over all non-decorative streetlights to LED technology and is now advocating for the LED infrastructure to be installed up front in new developments. Council is also currently investigating options to switch all remaining lights under council control to LED.</p> <p>The 'Adapting Northern Adelaide' climate change plan prepared in collaboration with the City of Salisbury identified potential actions for the Councils including developing connected natural spaces and corridors and increasing tree planting rates in urban areas.</p> <p>To be in the best position to protect the City's green assets and build a lasting urban forest, Council has established a dedicated tree team servicing the entire city – from planting new trees through to maintaining mature trees. This is means a more effective whole-of-life approach to caring for the City's trees.</p> <p>Council is further building on this work through urban heat mapping and vegetation mapping which will provide critical data for identifying ways to safeguard the community's thermal comfort, natural amenity and biodiversity resources in response to climate impacts.</p>

What we said we'd deliver...

Where we are up to so far...

Expand the use of recycled water to existing and new Council reserves.

Between 2016/17 and 2018/19 Council will have invested in excess of \$3M to extend its recycled water infrastructure to additional Council reserves and external customers such as local schools. This investment will be recovered through lower water costs for Council (compared to using potable supply from SA Water) and increased revenue from external water sales. This work increases the reliability of irrigation water supply in the City, allows Council to keep the City looking greener and indirectly reduces reliance on other sources such as the River Murray.

Council has further strengthened its long term water security by securing up to 300ML of recycled wastewater via the Virginia Pipeline Scheme, providing additional protection for the City's green assets in the event of drought or water restrictions.

Smart Jobs and Education

Our Smart Jobs and Education Program is about Council leading by example and advocating to other organisations to support the diversification of our local economy and improve the employment prospects for our community – both in the immediate future as we face the closure of GM Holden and in the longer-term as the local industrial base transitions. This includes providing the right environment for investment and business attraction. It also means connecting our community up with the right skills and education they need to play their part in the transitioning economy.

Why is this important?

The Smart Jobs and Education Program is important as employment is one of the lead indicators of an individual's and a community's overall wellbeing

We need to ensure that our local workers have the right training and skills to take advantage of the growth of jobs in new industries such as advanced design and manufacturing, horticulture and food production and health, as well as transport, logistics and other supply chain sectors.

By making the most of our comparative advantages and building on our current assets and skills we can contribute to a sustainable economic transformation and ongoing prosperity for current and future generations.

What will success 'look like' in 2020?

The community will see...	The community will experience...
Local jobs for local people	Confidence in their future financial security
Education and training opportunities located close to where they live	More flexible pathways to employment
The creation of an e-learning infrastructure	
Increased economic activity leading to a more sustainable economy	

How are we tracking so far?

In early 2016, Council reviewed its role in developing the local economy, which placed an increased focus on direct Council actions that could improve training and employment opportunities in the Playford area. Subsequent successes in that regard are detailed in the following table.

In addition to the general work of the Stretton Centre and key internal policy changes, there has been focused engagement with the horticulture sector and potential overseas markets as well as strong advocacy to resolve regional stormwater management challenges, protect existing local enterprises and open up additional employment lands for the future.

What we said we'd deliver...	Where we are up to so far...
<p>Foster local job creation via the Stretton Centre, using its agility and access to the best thinkers, networks, research and industry. Programs and research conducted through the Stretton Centre will ensure that education and training choices available to Playford residents better match the future job opportunities within the region.</p>	<p>The Stretton Centre is successfully fostering job creation via a number of streams.</p> <p>The Stretton Centre is a member of the Additive Manufacturing Applied Research Network (AMARN) which is supporting the establishment of Australia's first commercially run 3D Metal printing bureau in Edinbough North. Other members of AMARN include: the University of Adelaide, CSIRO and the Innovative Manufacturing CRC.</p> <p>As at May 2018, the Stretton Centre has either directly or through supporting local industry and our stakeholders, supported the leveraging of \$3.6M in grant funding, which in turn has supported \$77.5M in local investment and business/entrepreneur growth initiatives. These investments and initiatives have created 426 new direct jobs.</p> <p>The Centre has housed over 60 businesses and organisations in its purpose built co-working space. Currently there are 35 co-working businesses working out of the Centre. Since the centre opened, this alone has seen the creation of 34 local jobs.</p> <p>The Stretton Centre also operates the Northern Adelaide Jobs portal. As at April 2018, Northern Adelaide Jobs has had approximately 1.65 million views, facilitated 14,500 job applications and posted 10,200 jobs.</p>
<p>Increase our focus on providing entry level work opportunities, work experience and live training sites for local job seekers. Wherever practical, Council will update/refocus our existing services to include educational and/or employment outcomes and connections.</p>	<p>In 2016, Council refocused some existing resources to create a dedicated Pathway to Employment Coordinator role. This role networks extensively with Council project managers and procurement staff as well as external agencies and registered training providers to link job seekers and work experience students with relevant opportunities. Council also makes sites available to providers for live training opportunities. Recent opportunities have included basic landscaping, civil construction, civil engineering and architecture placements.</p> <p>Between July 2016 and March 2018, Council has provided over 120 work experience placements and facilitated almost 80 live training or Work for the Dole opportunities. During the same period, Council has taken on 18 trainees, 1 apprentice and 3 cadets, and over 20 new Council volunteers or Work for the Dole participants have gone on to employment, mostly with organisations external to Council.</p>

What we said we'd deliver...	Where we are up to so far...
<p>Refresh our Procurement Policy to encourage and promote the economic benefit to the State, Playford and Northern region from labour, capital and supply inputs in Council's procurement activities.</p>	<p>The City of Playford adopted an Industry Participation Policy (IPP) in June 2016. This Policy is in line with the South Australian IPP and in addition to traditional commercial and technical criteria, it assesses potential contractors in terms of the benefits they provide back to the State or region through:</p> <ul style="list-style-type: none"> • Employment – principal place of residence of it and its subcontractor employees • Supply inputs – the value of supplies sourced from the state or regional area • Investment – the willingness to invest in the state or regional area • Training and Development – the commitment to train and/or employ residents from the Northern Regional Area for either the duration of the contract or ongoing <p>Through this initiative alone, Council has been successful in facilitating 28 work experience placements, 21 short-term employment opportunities and four ongoing or long-term employment opportunities.</p>
<p>Continue to encourage commercial and industrial growth in the city through targeted rating policy and incentives.</p>	<p>Council undertook an extensive Rating Review process in 2017 which provided valuable feedback that will be incorporated into a future strategy to promote commercial growth in the city. Council has a strategy in place to reduce commercial rates as the commercial sector grows.</p>
<p>Assist our business community to explore green and low carbon growth opportunities in response to climate change.</p>	<p>Council has not specifically targeted this type of engagement with the local business community to date, but is able to support enterprises on a case-by-base basis as opportunities arise.</p>
<p>Support the up-skilling and sustainable growth of the food sector in the Adelaide Plains Food and Wine Region.</p>	<p>In February 2017, Council endorsed a three year Partnership Agreement with HortEx. This has developed a strong relationship between the Stretton Centre and HortEx and has been a catalyst for the current momentum to support the development of the region.</p> <p>An economic development roadmap for the industry has been developed. Key to this is a Primary Industries and Regions South Australia (PIRSA) Cluster development initiative. In June 2018, 170 stakeholders attended an industry dinner to discuss this opportunity. Projects aligned to the cluster initiative, including Food Innovation Workshops and a Food Loss Opportunity Mapping project are also being progressed.</p>

What we said we'd deliver...

Where we are up to so far...

Continue to strengthen our connections with key international markets, including China.

Since July 2016, we have deepened connections with China by investing in three distinct relationships:

- City of Zibo, Shandong Province - The key platforms for this relationship are sport and education. The AUFC Junior Squad has competed in an international tournament in Zibo and the Playford International College has developed a friendly school relationship with Zibo Liquan Middle School.
- Shanghai District of Yangpu – An Intention Agreement was signed in Playford in 2017.
- China Federation of Industry & Commerce (Beauty and Natural Products Chamber) – Following the signing of a Memorandum of Understanding in Playford in 2016, the chamber has visited Playford twice and Council has facilitated introductions between their representatives, the state government, Business SA and local industries.

Introduce smart regional stormwater management to maximise economic return and jobs growth in industrial and horticultural enterprises.

Council is working hard to attract investment for vital stormwater infrastructure to open up the economic potential of the Greater Edinburgh Parks employment zone. This work has also included involvement in the state government's Northern Connector project to ensure it caters for regional stormwater and economic development issues.

Through its membership of the Gawler River Flood Management Authority, Council has progressed the case for additional flood mitigation infrastructure to safeguard the future of horticultural enterprises on the Adelaide Plains, and is advocating for the necessary funding to see the infrastructure implemented.

Council has also been actively involved in SA Water's Northern Adelaide Irrigation Scheme project, consistently advocating for the best possible outcomes for the Playford economy and in particular the horticultural sector.

Smart CBD

The Smart CBD Program relates to Council’s long term strategy for the re-development and expansion of the Elizabeth Regional Centre. In the longer term Elizabeth can expect to be home to a number of facilities and services such as hospitals, specialist health services, a university, major art gallery, significant retail services, medium to high density commercial offices, peak business organisations, the head offices for various organisations and high density housing in the form of multi-storey apartments. Over the next four years the first stages of this longer term plan will be realised.

Why is this important?

The redevelopment of the CBD is important as we look to provide an expanded range of local services to support our growing community. The growth and diversification of local jobs will also be evidenced in the CBD. A Smart CBD will introduce greater housing choice and stimulate development in the City. The thriving and vibrant CBD will increase social connections, encouraging community connections leading to an improved sense of health and wellbeing. The CBD will attract new commercial development, and therefore commercial rates, reducing the burden on the residential rate base and providing additional funds for Council use.

What will success ‘look like’ in 2020?

The community will see...	The community will experience...
Transformation of Playford Boulevard into a vibrant main street	Increased social and physical connections through the provision of places and spaces where people can socialise and do business
Construction of a new Grenville Centre and a multi-deck car park	More of their retail, social, cultural and educational needs being met in one place
A new public space in the heart of the City	Better pedestrian connections throughout the CBD
An upgraded Fremont Park	
Increased activity in the CBD	

How are we tracking so far?

Following the physical subdivision and construction works in the CBD Precinct over the last two years, the longer term community benefits are now starting to be seen in the form of increased arts and cultural activities, increased activity and vibrancy in the precinct and increased external investment in our City. This has been achieved at a crucial time for the northern Adelaide community, helping to cement pride in the north and optimism for the future in spite of the social and economic impacts of the GM Holden closure in October 2017.

The following table provides more detail on progress so far with the Smart CBD Program.

What we said we'd deliver...	Where we are up to so far...
Undertake the development of Prince George Plaza as well as an associated multi-storey carpark to service the expanding CBD.	<p>Prince George Plaza was officially opened on 6 October 2017 with the event including a performance by the Adelaide Symphony Orchestra. The opening also saw the return of the original Windsor Green Fountain to pride of place in the new centre of Playford.</p> <p>Construction of a 361-bay 5.5-storey carpark commenced in December 2017 and is expected to be completed by November 2018. Council was successful in securing \$1.5M in State Government funding towards this project.</p>
Upgrade Fremont Park.	<p>Stage 1 of the upgrade to Fremont Park was completed in December and included creek remediation, a new shared use pathway and upgraded lighting.</p> <p>The second stage of the upgrade is due to get underway in the second half of this year and will include improvements to the central play space, picnic area and BBQ facilities.</p>
Construct a new Grenville Centre.	<p>Council has committed funding for the new Grenville Centre in the 2018/19 budget. Preliminary concept planning is now well underway with a broad range of patrons and stakeholders.</p> <p>Due to other development within the CBD, the Grenville Centre programs will need to be temporarily offered out of the Civic Centre Function Rooms until such time as the new facility is ready. The expected completion of the new centre is mid 2019.</p>

What we said we'd deliver...	Where we are up to so far...
<p>Establish a mixed use multi-storey building to showcase the sustainability and potential of the area, and increase the residential population.</p>	<p>Following the subdivision of the Stage 1 precinct into development-ready allotments and the upgrade of Playford Boulevard, there has been strong interest from a range of entities looking to be part of the Playford CBD.</p> <p>A developer and operator have been secured for a seven-storey luxury 4.5-star hotel with a commanding outlook across Prince George Plaza and surrounding developments. The hotel will provide accommodation for visitors to the City of Playford who are attending conferences, major sporting events and other activities within the CBD, Health & Sports Precincts.</p> <p>Final negotiations are also underway with café and restaurant tenants to activate two new tenancies being built adjacent to the Civic Centre, overlooking Prince George Plaza. Likewise negotiations for a multi-story medical centre are nearing completion, with the development likely to include a bulk billing clinic, emergency GP services, radiology facilities, allied health and day surgery.</p> <p>Council is working to secure a large State Government presence in the precinct, housed within a mixed-use multi-storey development.</p> <p>In addition to this, an interest-free loan facility provided by the State Government has enabled the go-ahead for the Playford Arena development by Ice Rinks Adelaide. This \$40M development will be the largest multi-purpose ice sports, entertainment, function centre and rock-climbing facility in the southern hemisphere.</p> <p>At the time of writing, initial interest has also been received from residential developers who are now seeing the momentum and potential of the Northern CBD. An increased residential population within the precinct itself will play an important part in the ongoing revitalisation of the area, further building on the vibrancy of the precinct and offering greater housing choice.</p>
<p>Activate existing and new public spaces with art, cultural activities and other events.</p>	<p>Since February 2017, in excess of 10,000 people have accessed council activities and events including community markets, facility launches and arts and culture events. A popular drawcard was Council's delivery of Fringe Festival activities. In its new home at Prince George Plaza, Playford Palace celebrated its second year. Our northern metropolitan community and visitors to the region experienced a range of free and low cost entertainment, with Fringe activities showcasing a diverse range of entertainment genres including street and stage performances in music, dance, comedy and cultural diversity. 2018 ticket sales saw 98 per cent sold to northern residents indicating the festival's strong support by northern families. As well as this, Council's participation in Street Art has grown with the commissioning of three large scale community pieces.</p>

Smart Sport

Council has a long term vision to create the Playford City Sports Precinct, a fifty hectare development adjacent to the Elizabeth Regional Centre providing local community, state and national level sports facilities. The Smart Sport Program is about creating a focus on healthy communities and promoting greater participation in sport and physical activity. It will also support the renewal of adjoining suburbs.

Why is this important?

The Smart Sport Program is an important way in which we can shine the light on Playford through high level sport and high quality sports facilities. It has the ability to change perceptions about the north and in particular our City, leading to enhanced community pride and an improved reputation and profile.

Sports facilities support the existence of a healthy and socially connected community by encouraging interactions through playing and watching sport. The provision of elite sporting facilities also inspires our young people to pursue sport as an avenue towards success.

What will success ‘look like’ in 2020?

The community will see...	The community will experience...
A new tennis complex to cater for community sport and major tournaments	Locally available pathways to progress to a higher level in their chosen sport
A new lawn bowls complex with three synthetic greens and a club facility	An increased sense of health and wellbeing
A playground constructed in Spruance Reserve	Physical connectivity between their communities and the sports facilities
Development of a bicycle/walking track through the Sports Precinct linking it with other parts of the City	

How are we tracking so far?

Even before Council got underway with its own lawn bowls and tennis facilities, the Adelaide United Football Club recognised the potential of the Playford Sports Precinct and set up home on Ridley Reserve in September 2015, making it their official training base. Building upon this great start Council has gone on to deliver the Playford Tennis Centre and the Playford Bowling Club in the Sports Precinct, and worked with the developer in Eyre to ensure related facilities were constructed in time to minimise disruptions to clubs affected by the Sports Precinct developments. These facilities are helping to provide locals with entry level opportunities in sport and fitness, as well as open up pathways for those aspiring to compete at elite levels. In addition, the quality of the new facilities is already attracting high-level sporting tournaments, and these bring with them further external investment and spending in our City.

The following table provides more detail on progress so far with the Smart Sport Program.

What we said we'd deliver...	Where we are up to so far...
Complete the lawn bowls and tennis facilities	<p>The Playford Tennis Centre was opened on 28 October 2017 and has already hosted the first City of Playford Tennis International attracting 120 players from 27 countries as well as over 1000 spectators. Grass roots enthusiasts are also getting on board, with school participation on the increase as well as social tennis numbers growing 35% since the centre opened.</p> <p>The tennis centre project also included a new Spruance Reserve Playspace.</p> <p>The new Playford Bowling Club facility was officially opened on 6 June 2018 and there is already strong interest from potential new members to further activate the facility, the largest undercover bowling facility in the southern hemisphere.</p> <p>Detailed design is now underway for the Ridley Loop Path which will provide a walking and cycling connection between all facilities within the Sports Precinct, ensuring accessibility for people of all ages and abilities. The loop path will also help transform Ridley Reserve into an active recreation destination, creating an appealing space for personal trainers and group fitness classes. Construction is expected to commence in August 2018.</p>
Ensure ongoing operation of existing clubs affected by construction of the Sports Precinct	<p>The former Munno Para Bowls Club and Elizabeth Bowls Club have been amalgamated into the new Playford Bowling Club and now getting to know their new facility and club mates.</p> <p>To make way for the Playford Tennis Centre, the Northern Wolves Soccer Club needed to be relocated. Together with the Eyre Royals Cricket Club and Central Districts Rugby League Club, they have now formed a sports association and will soon all be operating out of brand new facilities at the Eyre Sports Park.</p>
Undertake planning for further stages of the precinct including a softball complex and further soccer facilities	<p>Council has developed concept designs for expansion of soccer and softball facilities in the Precinct and will now look for the most appropriate and cost effective timing to instigate these next stages, with consideration to other key investment priorities across the City.</p>

Smart Health

In the longer term Playford will see the expansion of the area around the Lyell McEwin Hospital into a key precinct featuring tertiary training, research, allied health facilities and residential accommodation, serving the needs of not only northern Adelaide, but regional areas beyond. The precinct will have potential links to advanced manufacturing in assistive devices in health, aged and disability. The Smart Health Program is about Council raising the profile and amenity of the precinct and facilitating new investment.

Why is this important?

Smart Health is important to ensure our growing and evolving community has access to quality, local health services. The health, disability and aged sectors are predicted to experience significant jobs growth so it is important that we are able to capitalise on this to create employment opportunities for our community.

What will success 'look like' in 2020?

The community will see...	The community will experience...
Opportunities for local jobs within healthcare including aged care, disability and assistive devices	Equitable access to healthcare facilities
An education, training and services hub established for the health sector – ability to attract medical, advanced manufacturing and pharmaceutical industries adjacent to the Precinct	A diverse range of health services all in one place, with ease of referrals between different providers
The precinct contribute to the overall rejuvenation of the City and the northern region	Confidence that our current and future growing population health needs are being catered for
A high-value development commenced in the precinct.	Smart digital health care service provision
New allied health services along Haydown and Oldham Roads	Increased employment opportunities
	A more pleasant environment around the hospital

How are we tracking so far?

Council has a history of working closely with the State Government and other stakeholders to realise the best possible local health services and outcomes from the Lyell McEwin Hospital and other providers in the Health Precinct. Council has taken significant steps in the past two years to facilitate the longer term expansion of the Health Precinct, readying surplus land for potential developers and investors that share the same vision for health services in the north. This will translate into visible on-ground progress in late 2018 with the commencement of the Healthia development by the ACH Group on Mark Road.

Feedback from the successful "Health Opportunities North" forum in February 2018 confirmed a bright future for the precinct, as well as flow-on benefits for local people and the local economy.

In the past two years, the federal reforms to the disability sector have also started rolling out with Council taking on a hands-on role in the changes to encourage local people access their full benefits under the new scheme, and secure a further boost for the Playford economy by attracting new service providers to set up locally.

The following table provides more detail on progress so far with the Smart Health Program.

What we said we'd deliver...	Where we are up to so far...
<p>Complete the sale of the Mark Road land within the Lyell McEwin Health Precinct to see it developed in accordance with the precinct master plan.</p>	<p>Following on from a joint master planning process between SA Health and the City of Playford, Council took steps to facilitate the expansion of the Health Precinct through the sale of a parcel of land to ACH Group. ACH Group is set to build "Healthia", a new state-of-the-art restorative health and wellbeing precinct on the land alongside the Lyell McEwin Hospital. The complex will contain a mix of commercial retail and health-oriented services to support the 90 care places, tertiary teaching facilities, therapy services, community facilities, as well as mixed accommodation for students, affordable and private housing. Construction is set to commence in late 2018.</p> <p>Subsequently in late 2017, two further parcels of Council-owned land on the western side of the hospital were revoked as community land and are considered suitable sites for developments such as a private hospital, research and training facilities or allied health services. Council will soon embark on an Expression of Interest process to find suitable interested parties for this land.</p>
<p>Commence public realm improvements within the precinct including signage and streetscape upgrades</p>	<p>Designs for future footpath, streetscape and public realm improvements have been completed, with input from a range of stakeholders including local businesses, health organisations and other interested groups.</p> <p>Council will now look for the most appropriate and cost effective timing to instigate these improvements, in line with other developments occurring throughout the precinct.</p>
<p>Provide new car parking and a traffic management review</p>	<p>Council has completed a Car Parking and Traffic Study for the Health Precinct and has recently commenced a Smart Parking Project, which is delivering real-time parking data within the precinct. This data is being analysed by students of the Adelaide Universities Computer Science Division and will assist in designing an approach to improve parking arrangements in the precinct.</p> <p>Council is actively advocating to the State Government for key traffic upgrades identified through the precinct traffic study, and is also looking for the most appropriate timing to trigger improvements to Council-owned infrastructure.</p>

What we said we'd deliver...	Where we are up to so far...
<p>Facilitate private investment in the precinct and encourage upgrade of the Elizabeth Vale Shopping Centre.</p> <p>Investigate high street activities on Haydown Road</p>	<p>Council is currently preparing a prospectus for the Playford Health Precinct following the successful Health Opportunities North industry forum in February 2018.</p> <p>The prospectus will provide potential investors and project partners with the next level of detailed analysis necessary to inform their investment decisions.</p>
<p>Support community-based health care services including the National Disability Insurance Scheme</p>	<p>Throughout the roll out of the NDIS, Council has been taking an active role in supporting its community to be better informed, to access mainstream and allied health services and break down barriers to participation. Support is available for members of the community with a disability, their carers and families, as well as service providers – both those currently operating within the City and those looking to establish services here.</p> <p>Council also supports community health providers to find and promote local locations for their mobile centres, making it easier for our community to access their services. For example, during visits in September 2017, 325 local women who had never been screened before visited BreastScreen SA mobile centres in Smithfield and the Lyell McEwin Hospital.</p> <p>In 2017, Council was recognised for its contribution to promoting healthy living, winning both the State and National Heart Foundation Local Government Awards as a result of the nutrition review and growth of the Food Coop 'Easy Meals' range and the success of the re-build and activation of the Secombe St Reserve in partnership with the Roger Rasheed Sports Foundation.</p>