




2018/19 ANNUAL REPORT

October 2019



NEXT
GREAT
CITY

Front cover picture: Night event at the Prince George Plaza in the Northern CBD

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About this Report

This Report fulfils our obligations under the *Local Government Act 1999* which requires 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.

The legislation requires Councils to provide prescribed information; however this report also provides additional information as outlined in the LGA Annual Report Guidelines¹.

A copy of this report can also be found on Council's website at www.playford.sa.gov.au

Disclaimer

Every effort has been made to ensure the information in the Annual Report is accurate. No responsibility or liability can be accepted by the City of Playford or the publishers to any inaccuracies or omissions. Please advise the City of Playford of any corrections on 8256 0333 or via email playford@playford.sa.gov.au

1. The Annual Report Guidelines have been developed by the Local Government Association (LGA) for the guidance of and use by member Councils. The LGA is the statutory peak body for Local Government in South Australia, representing all 68 Councils in the State.

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MAYOR AND CEO FOREWORD

Welcome to the 2018/19 City of Playford Annual Report.

It has been a dynamic year for the City of Playford, with the community electing a new Council at November's local government elections.

The election was one of the most memorable in recent history, with 48 candidates contesting 16 vacancies and approximately 15,000 voters having their say about the City's leadership.

The Mayor and six Councillors were re-elected to their roles with nine new faces also elected to Council. Together all elected members offer a broad mix of business and community experience that will help guide the City of Playford over the next four years.

Many things go into shaping a city – who we are, the services we provide, how we plan for the future. As a council, we must balance the needs and wants of our community today, while also planning for the next generation.

To ensure our current residents have the amenities expected of a modern, liveable city, we invested millions of dollars in to improving infrastructure, including road and traffic upgrades, stormwater management, sporting facilities, footpaths, parks and reserves, disability access to bus stops, public lighting and pedestrian crossings.

This included the completion of the Smith Creek Linear Path, installation of a new emu crossing at Elizabeth Vale Primary School, construction of the female change rooms at Angle Vale Community Sports Centre, and upgrades to Brandis Road, Olive Grove and Valliant Road in Munno Para West as part of our Roads to Recovery Program.

These improvements represent significant investment in the foundations of our City and have an immediate impact for our current residents. Our community is proud of their City and these core services improve visual presentation, safety, connections and accessibility. This is reflected in our annual Resident Satisfaction Survey which saw our residents express a high degree of satisfaction with the performance of the City, with 94% of residents at least 'somewhat satisfied' with Council overall.

Unlike many other local governments in South Australia, the City of Playford faces the added challenge as the centre of growth and residential development in the state, facing unprecedented population increases over the next 20 years. We also face once-in-a-generation changes to our economic and employment environment.

In response to these challenges, we continued our focus on developing major projects such as the Playford CBD, Playford Sports Precinct and Playford Health Precinct.

These projects are the catalyst for the attraction of commercial investment in our region, ultimately alleviating the reliance on Council's residential rate base, while transforming the economic and social landscape of the City.

In the CBD, planning for multiple projects commenced during the year such as the Grenville Hub, private medical centre, private hotel and retail tenancies. These developments will create a sense of vibrancy and increased external investment in our City. Much of the planning work completed this year will culminate in on-the-ground construction in 2019/20.

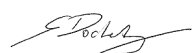
New, state-of-the-art facilities in the Sports Precinct are attracting high-level sporting tournaments to the city, such as the Playford International Tennis Tournament which was held in December/January 2018/19. The award-winning tournament attracted players from around the world, bringing external investment and spending to Playford.

In previous years Council has taken significant steps to facilitate the longer term expansion of the Playford Health Precinct, readying surplus land for potential developers and investors. The development of a Health Precinct vision and a Development Plan Amendment took priority in 2018/19 to facilitate greater development opportunities across the Precinct.

Developing these major projects through their infancy has helped us respond to the challenges of a diverse and growing community and we look forward to their continued progress.

We launch into the new financial year with a sense of optimism and continued emphasis on strong governance, transparency and delivery of quality services to all of the City's stakeholders.




Glenn Docherty
Mayor




Sam Green
CEO

WELCOME TO THE CITY OF PLAYFORD ANNUAL REPORT FOR 2018/19

Welcome to the City of Playford 2018/19 Annual Report.

The Report fulfils our obligations 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 financial year ending in the preceding June.

The report provides an overview of the projects and services that Council has delivered across the City throughout the year, with progress outlined against the six Smart Programs identified in our Strategic Plan 2016-2020:

- Smart Service Delivery
- Smart Living
- Smart Jobs & Education
- Smart CBD
- Smart Sports
- Smart Health

This report also includes the City of Playford General Purpose Financial Statements for the year ended 30 June 2019 as well as the audited statements for Council's subsidiaries – the Gawler River Floodplain Management Authority (GRFMA) and the Northern Adelaide Waste Management Authority (NAWMA).

An online version of the City of Playford 2018/19 Annual Report can be downloaded at

www.playford.sa.gov.au

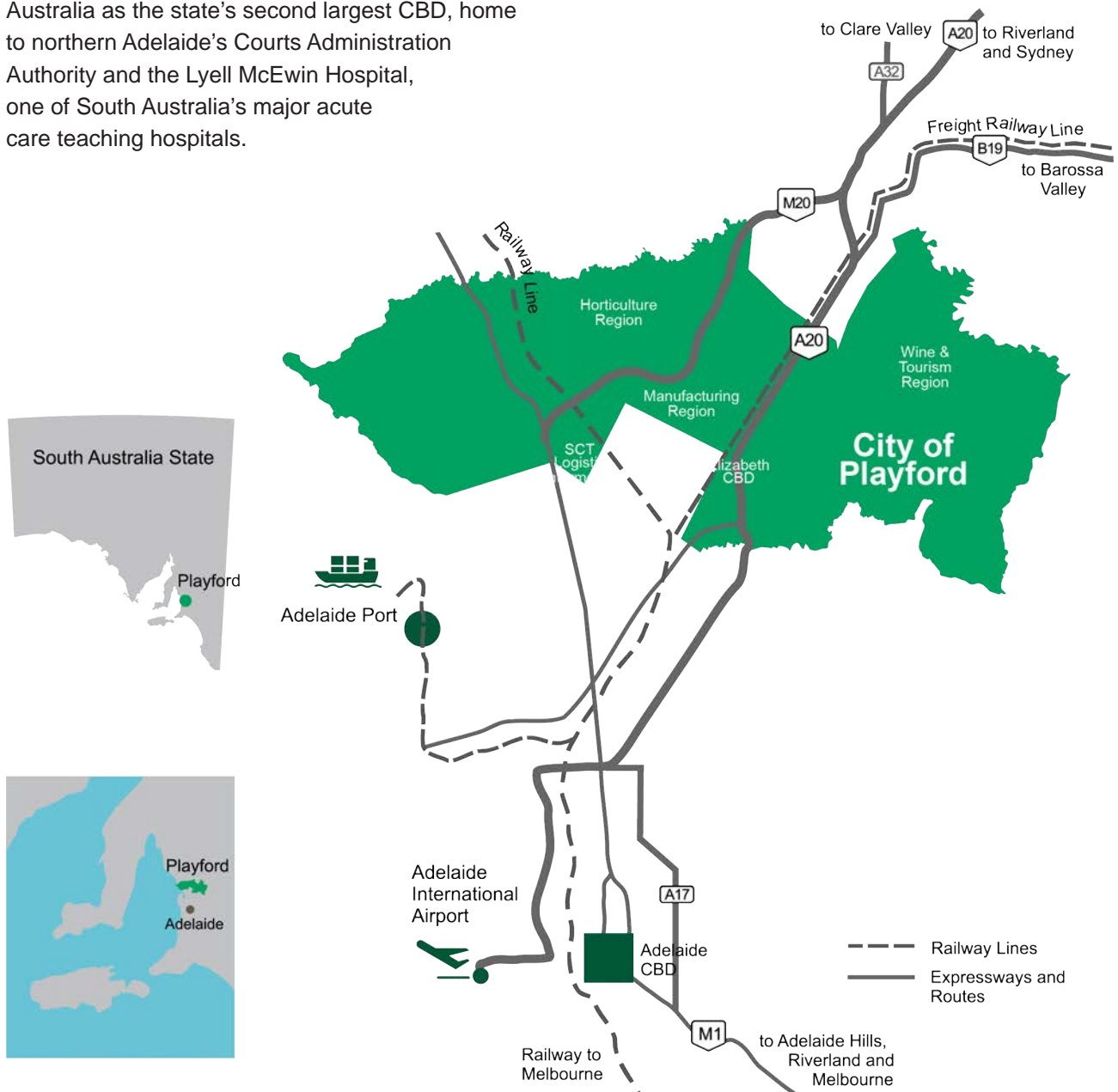
CITY PROFILE

The City of Playford is one of Australia's fastest growing peri-urban areas. Covering 345 square kilometres and located 30 kilometres to the north of South Australia's capital city, Adelaide, it accounts for much of Adelaide's northern perimeter.

Extending from the Adelaide Hills in the east to the Gulf St Vincent in the west, most of Playford's population is concentrated around the suburban centre of Elizabeth. Beyond this urbanised heart is a unique blend of industrial spaces, natural biodiversity and premium horticultural land, with a diverse economic base including health, horticulture and defence/aerospace.

The City rose from the industrialisation of northern Adelaide in the 1950s, becoming Adelaide's first satellite city and home to a thriving community, abundant with a diversity of housing, land-use and cultural backgrounds.

The City of Playford remains highly regarded for its diversity of housing, productive landscape and resilient people. Moreover, it has developed into a regional hub for northern South Australia as the state's second largest CBD, home to northern Adelaide's Courts Administration Authority and the Lyell McEwin Hospital, one of South Australia's major acute care teaching hospitals.



The Northern CBD is bordered by premium agricultural land, boasting the largest undercover growing region in Australia.

Three kilometres west of the CBD is Edinburgh Super Defence Base, one of two Australian Department of Defence superbases. It is home to over 5,000 military personnel, public servants and contractors, and is a key national defence asset that underpins the state's growing defence/aerospace industry.

Moreover, our City holds a unique and strategic geographic position as gateway to the Barossa food and wine region, River Murray, Flinders Ranges and the South Australian outback.



COMMUNITY EVENTS

August 2018

SALA Festival: Square-Eyed installation

SALA Festival: This is your town exhibition



October 2018

SALA Festival: Square-Eyed installation on tour at Read Aloud Fun Day

Carnival in the North



November 2018

Playford Alive Community Fun Day



December 2018

Celebration of Ability

Playford International Tennis Tournament

Playford Alive Outdoor Cinema



January 2019

Australia Day BBQ Breakfast

Australia Day Awards

Citizenship Ceremony



February 2019

Playford Palace (Adelaide Fringe): Fringey Fun Cinema Series

Playford Palace (Adelaide Fringe): The Enchanted Palace Garden

Playford Alive Outdoor Cinema Party

Citizenship Ceremony



March 2019

Playford Palace (Adelaide Fringe): Silver Beat Rock Choir

Playford Palace (Adelaide Fringe): SANAA North – Street Art Fest

Playford Palace (Adelaide Fringe): Tommy Little Live at The Shedley



Playford Palace (Adelaide Fringe): NSS Block party

Harmony Day

Citizenship Ceremony

Playford Alive Outdoor Cinema



April 2019

Anzac Dawn Service

Anzac Overnight Vigil

May 2019

Citizenship Ceremony

DreamBIG Children's Festival

Positive Futures Expo

National Volunteer Week



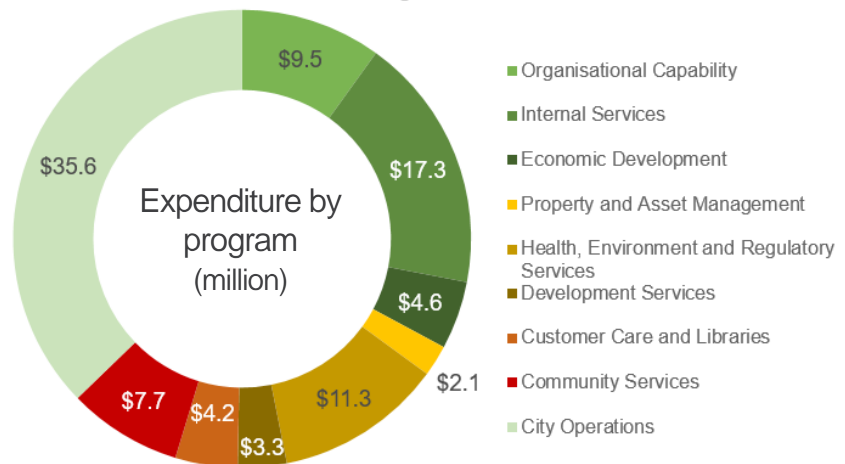
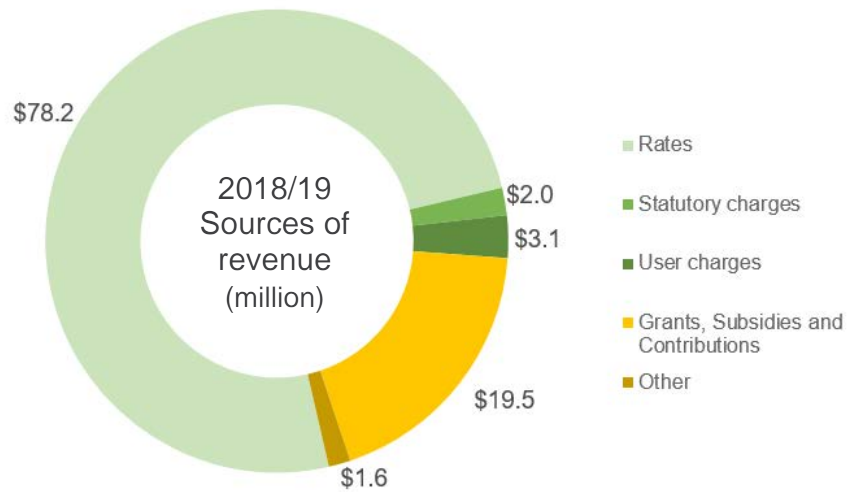
June 2019

Peachey Road Completion Celebration

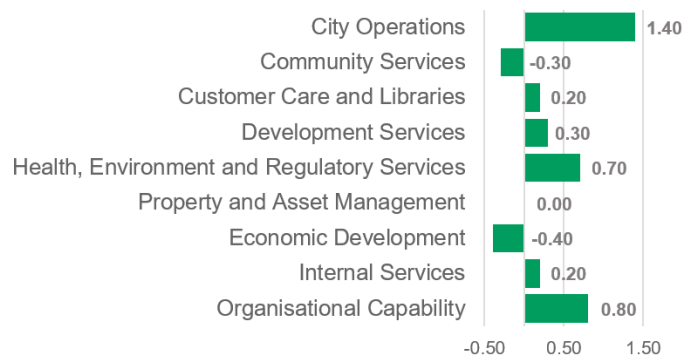


YOUR RATES AT WORK

The City of Playford's revenue for 2018-19 was over \$104 million, with the majority of revenue coming from General Rates and Grants, Subsidies and Contributions. This funding supported existing services and infrastructure, as well as new investment in operational and strategic priorities for the city. The following diagrams provide an overview of revenue and expenditure in 2018-19.



2017/18-2018/19 Change (\$M)



The expenditures include only those that are attributable to a service standard and excludes the impact of internal reallocations. These adjustments are removed from the above expenditure when equating back to the operating expenditure reflected in the Annual Financial Statements. Organisational Capability includes Governance, legal services, WHS and Risk, Marketing, Organisational Development, Finance and Procurement. Internal Services includes ICT, Fleet, Buildings and ASR Water. Economic Development includes Stretton and Strategy and Policy as they are focused on business attraction or the future development of the Council. Property and Asset Management includes our property and asset teams operating expenses. Development Services includes Building and Compliance, Engineering Services and Planning Services. Customer Care and Libraries includes Customer Contact, Libraries and Theatre. Community Services includes Youth Development, Healthy Food Co., Social Inclusion, Events and Commonwealth Home Support Program. City Operations includes streetscapes, storm water, parks and reserves, sports fields, trees and graffiti.

CORPORATE AWARDS AND RECOGNITION

Local Government Professionals, Annual Leadership Excellence Awards 2019

City Operations Cultural Umbrella Team – Excellence in People and Culture Award (Winner)

Management Challenge – New City Kings (Second Place)

Hardship Policy and Respectful Collections Model (Rates Team) – Innovative Management Initiatives (Finalist)

Stretton Connect: NDIS Business Support Program – Excellence in Local Economic Development (Finalist)

Local Government Customer Benchmarking Program (CMT) 2019¹

Net Easy - ease of doing business with Council (First)

Overall Satisfaction (Equal first)

2019 Minister for Health and Wellbeing's Public Health Excellence Awards

Elizabeth Grove Place Based Community Development Project

Tennis SA Awards

City of Playford Tennis International – Most Outstanding Event

Network 10's Australia by Design

Commendation for Hassel's community-minded design of the Stretton Centre. Building voted number seven by the Australia by Design judges as South Australia's and the Northern Territory's Ultimate Architectural Statement.

2019 Australian Landfill and Transfer Stations Awards

Northern Adelaide Waste Management Authority (NAWMA²) - Landfill Excellence category

1 The CMT is conducted by Customer Service Benchmarking Australia and included 13 participating councils

2 NAWMA is a regional subsidiary formed under the *Local Government Act* (SA) 1999 to provide best practice waste management and resource recovery services for its three Constituent Councils: City of Playford, City of Salisbury and Town of Gawler.

STRATEGIC PLANNING FRAMEWORK

Playford Community Vision 2043

The Playford Community Vision 2043 was developed by the Playford community to identify its vision and aspirations of Prosperity, Liveability and Happiness for the expected growth of the City over the next 30 years.

It facilitates the community, government and stakeholders working together to deliver the community's vision.

Strategic Plan

Council's Strategic Plan was endorsed in July 2016 and focuses on six Smart Programs which are key to the City of Playford progressing towards the community's long-term vision of creating a more liveable, prosperous and happy City.

Smart City, Connected Community

Six Smart Programs are identified in the Strategic Plan:

Smart Service Delivery

Smart Living

Smart Jobs & Education

Smart CBD

Smart Sports

Smart Health

These programs are the key focus for Council's activities and influence budget prioritisation decisions and allocation of resources.

However, in pursuing these projects, Council will maintain its clear focus on continually improving its core service delivery and the overall liveability of the City.

Long Term Financial Plan


The City of Playford's Long Term Financial Plan (LTFP) ensures that Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner. A key component of the LTFP is the measurement and reporting of Council's financial sustainability ratios. These ratios ensure that Council is operating in a fiscally responsible manner and guides decision-making on major projects. Council uses its financial ratios to ensure that its finances remain sustainable in the long term.

Asset Management Plan

Council's Asset Management Plans (AMPs) represent the: current service level; asset values; projected operations; maintenance; capital renewal and replacement; capital upgrade/new and asset disposal expenditures; and projected expenditure values incorporated into the Council's Long Term Financial Plan. A key component of developing the AMP is a long-term (10 year) projected Asset Renewal Workplan, which provides a forecast of what finances the City requires to be sustainable over the longer term. A detailed annual renewal workplan for the year ahead is also produced, and the budget required to deliver this workplan forms part of the respective Annual Business Plan and Budget.

Annual Business Plan & Budget




This Annual Business Plan and Budget details the services and projects that will be funded in the next 12 months to deliver against Council's Strategic Plan and progress our Smart City, Connected Community agenda.



Community Vision 2043

Looking forward 30 years

Community Aspirations

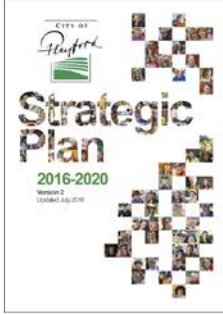
10-20 year outlook



Long Term Financial Plan




Asset Management Plan




Strategic Plan

Council's Four Year Focus


A Smart and Connected Community




Smart Service Delivery




Smart Living




Smart Jobs & Education




Smart CBD



Smart Sport



Smart Health



Annual Business Plan and Budget 2019/20

Council's one-year budget

Delivering the Strategic Plan

- A business plan securing funding towards Council's goals
- Services and projects that will be delivered to the community in the next 12 months

STRATEGIC DIRECTIONS & YEAR IN REVIEW

Council's Strategic Plan identifies six Smart Programs which build on our ongoing commitment to continuous improvement by looking for smarter, more innovative and efficient ways to meet our community needs.

The 2018/19 Annual Business Plan identified the services and projects to be undertaken during the year to support each of the Smart Programs in our Strategic Plan.

This section of the Annual Report gives an overview for each Smart Program of how our services have performed over the last 12 months. Progress made on our key projects and other achievements throughout the year is also noted.

The status of each service or project has been assessed as being completed, commenced, an ongoing service or deferred, and is illustrated by the icons below:

-  Completed
-  Commenced
-  Ongoing Service
-  Deferred

SMART SERVICE DELIVERY















The Smart Delivery Program is about continuing to provide for the changing needs and expectations of our diverse community, delivering the services it requires. It means making the most of our community's existing strengths, talents and diversity, as well as working smarter to connect the members of 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 that we make best use of our available resources to meet these demands.

Outcomes

- ▶ High quality services and amenities
- ▶ Improved service delivery
- ▶ Working smarter with our community
- ▶ Enhanced City presentation, community pride and reputation

Services and Projects

-  Club and Sporting Governance
-  Community Development
-  Community Inclusion
-  Community Venues
-  Customer Contact
-  Environmental Health
-  Environmental Sustainability
-  Event Management
-  Graffiti Operations
-  Health Initiatives
-  Illegal Dumping
-  Immunisation
-  Kerbside Waste
-  Library

-  Parks and Reserves
-  Rapid Response
-  Regulatory Services
-  Rural Streetscape
-  Sportsfield Maintenance
-  Tree Services
-  Urban Streetscape
-  Volunteer Development
-  The Precinct (112 Coventry Road Rejuvenation)
-  Business Continuity – Phone, Touchpoint and Webchat
-  ICT Minor Works
-  Local Government Elections
-  Smart Working Program

 Completed

 Commenced

 Ongoing Service

 Deferred



Smart Service Delivery is at 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 standard.

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.

Each year Council maintains its focus on core service delivery and actively evolves the way services are delivered to improve efficiency, customer experience and overall value for money for our community. Our annual resident Satisfaction Survey (RSS) helps us to better understand the views of our community in order to meet its needs and aspirations.

The table below shows the net operating cost of our service standards in 2018/19.

Service Standards

The City of Playford has a total of 25 Council services formally defined, measured and reported on as part of the organisation's Service Standard System. Measuring Service Standards enables consistent service delivery, sets expectations for our community, identifies whether levels of service are improving or declining, and identifies trends, patterns and improvements in the delivery of services. The annual

Service Standard	Net Operating Cost \$'000
Club and Sporting Governance	816
Community Development	675
Community Inclusion	704
Community Venues	1472
Customer Contact	2160
Environmental Health	1181
Environmental Sustainability	244
Events	700
Graffiti	300
Health Initiatives	706
Illegal Dumping	1181
Immunisation	226
Kerbside Waste	11,054
Library	3305
Parks and Reserves	7824
Rapid Response	873
Regulatory Services	754
Rural Streetscape	4902
Sportsfield Maintenance	5375
Stormwater Network	3751
Tree Services	3027
Urban Streetscape Maintenance	22,310
Volunteer Strategy & Development	187

Resident Satisfaction Survey (RSS) feeds into this process, by offering the community a mechanism to rate the importance and satisfaction on all Council's external services.

Our organisational culture of using data and information to improve decision making and service delivery has improved data input and collection. The availability of improved data has increased opportunities for measurement. A review of the community outcomes and measures of all services was undertaken in 2018/19 and whilst no new services were defined some services have undergone a name change to align with Council's current terminology. Tree Services was previously reported under Urban Streetscapes but this service now has its own service standard. This is the first annual report on these reviewed measures.

Resident Satisfaction

Resident satisfaction levels across many key performance indicators and services and facilities have remained consistent with the results received in previous years. Once again residents expressed a high degree of satisfaction with the performance of Council, with 94% of residents at least 'somewhat satisfied' with Council overall. Residents are proud and connected to where they live, with strong intentions of continuing to live in the area.

There is a significant increase in residents'

level of satisfaction with kerbside waste collection, immunisation service, library service, presentation of ovals and sports grounds and Council events. See Measuring Our Performance on page 58 for more info on the RSS results

City Presentation Services

We have continued to improve city presentation ensuring that streetscapes and open space assets are maintained in an attractive way. A proactive focus has enabled the services to effectively identify and



undertake works before the community feels the need to make contact with Council. Sportsfield Maintenance with a 56% decrease, Parks and Reserves with a 55% decrease and Graffiti with 49% have all seen a significant reduction in the work generated by a customer requests compared to the previous year. Urban and Rural Streetscapes, with decreases in work generated by customer requests of 39% and 38% respectively, have also been very successful by focusing on proactive works.

Graffiti has also recorded its lowest number of tags reported by the community since this measure was introduced in 2013/14 and 100% of these reports were removed within five business days.

During the year almost 32,000 tonnes of kerbside rubbish was collected, and our diversion rate away from landfill remained steady at 40%. Residents can now access two (previously one) free at-call hard waste pickups or hard waste vouchers per financial year to dispose of hard waste items that cannot be placed in kerbside bins. The increased access and flexibility to the hard waste collection service continues to be popular with residents and has resulted in a 20% increase of hard waste services accessed from last year. Kerbside waste collection received a high level of importance and satisfaction in the RSS. This also has supported the reduction in maintenance

hours required for the Illegal Dumping service. The increased accessibility in hard waste collection has enabled increased opportunity to educate the community about the services available and enact resident “take backs” of the illegal dumping.

Tree Services

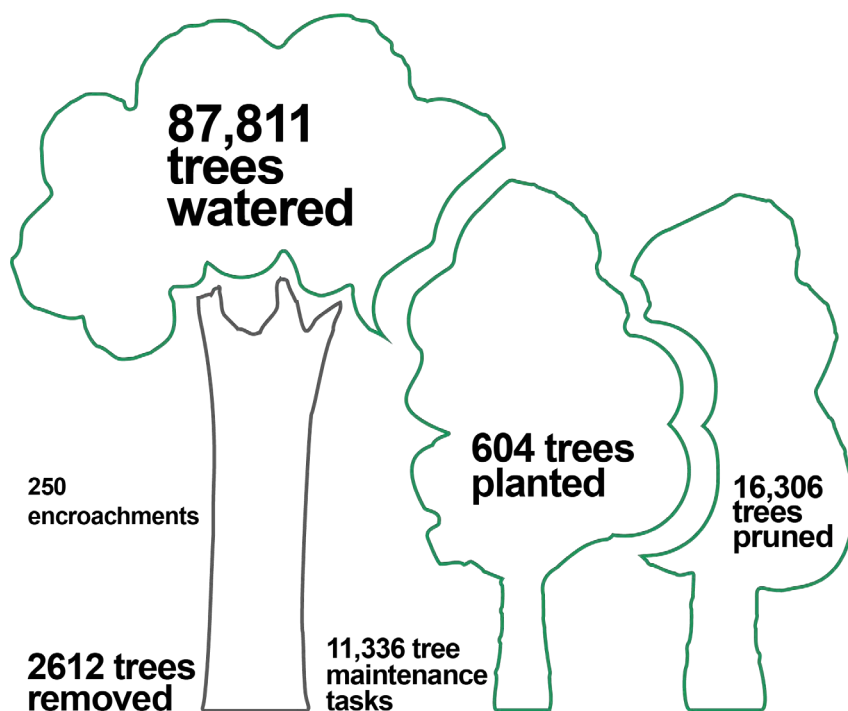
Two teams provide a diverse range of activities relating to tree maintenance including planting, pruning, removals, and reports and plotting.

Regulatory services

Environmental Health has seen a drop in the food inspection compliance rate compared to the previous year however there were significantly more

inspections conducted. The Environmental Health Officer Mobility Project was implemented as part of the Smart Working Program and assisted Council with increasing the number of routine inspections conducted by 20%.

Strategic community education and targeted online media campaigns have helped achieve Council’s highest number of dog registrations since reporting commenced in 2013/14. The community’s awareness of the benefits of dog registration has seen a 27% increase in the number of dogs registered in the last year.



Library Services

Council's libraries saw a decrease in active memberships and items borrowed due to the One Card Network. Library events and programs continued to grow in attendance and, as technology becomes more and more the norm for accessing resources, the number of digital loans more than tripled over the past year.

Customer Care

Our continued effort to provide high quality customer service has been recognised with the highest customer



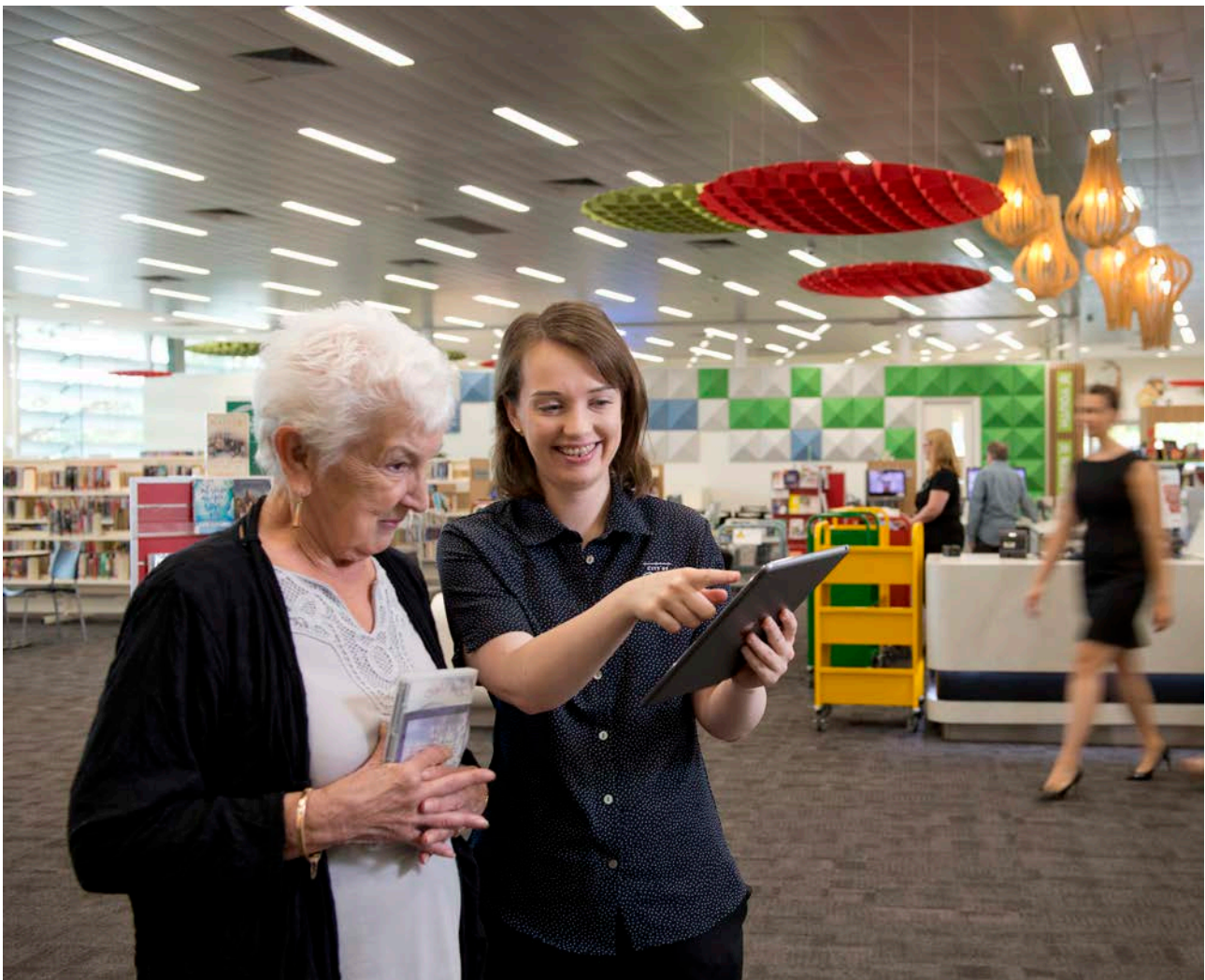
7191 children participated in Library events

satisfaction after interaction result in the six years this measure has been reported on. Customer Contact has reduced the abandoned call rate to 3%, a 77% reduction since first reported

in 2013/14. Average phone queue times to Council's call centre continue to remain under one minute.

Each year the City of Playford participates in the Local Government Customer Benchmarking Program known as the Common Measurement Tool (CMT) conducted by Customer Service Benchmarking Australia.

The CMT Benchmarking Program targeted customers who had recent interactions with Council in February 2019, requesting them to rate their interactions and experience. The results were



positive showing that of the 13 councils across Australia benchmarked, the City of Playford ranked first in Net Easy (ease of doing business with Council) and equal first in Overall Satisfaction. Other positive results were 89% satisfaction with first point of contact (81% in 2018) and 82% satisfaction with quality of service provided by departments (57% in 2018). The 56% first contact resolution result was consistent with the previous year.

New Website

The release of a new City of Playford website with enhanced online services and web chat has made it easier for the community to connect with Council. Accessing

information and services has been improved by mobile friendly design and simple site navigation.

Community Events and Venues

Council continues to strengthen engagement with the community. Events have again seen high levels of attendance despite the cancellation of the largest, the Playford Community Carols, due to extreme weather conditions. See Page 8 for a listing of other community events that took place in our City in 2018/19.

Venues were well utilised by the community with usage increasing by over 40% from last year. Community inclusion and health

and wellbeing programs participation rates have not been impacted by the temporary relocation of the Grenville Hub to the Civic Centre and the Healthy Food Co.'s move to its new premises at The Precinct.

Our Volunteers

Council's volunteer program continues to deliver positive outcomes. In 2018/19 our dedicated team of 578 volunteers contributed 88,396 hours to plan and deliver a wide range of community programs and services. Council volunteers rated their satisfaction at 98%, with comments from respondents including "Meeting amazing, kind and inspiring people interested in similar things to me" and "...being able

Community Development - Training and Employment

Our Community Development Service enables people to gain knowledge, skills, experience and local employment by participating in training and employment programs. Over 200 people interacted and connected to opportunities during the year, including:

Self-employed Contractors

Eleven new self-employed contractors created their own business and are often sub contracted for Council programs.

Council's Industry Participation Policy secured the following outcomes:

- Eighteen Work Experience placements, totalling 684 hours
- Four people gained short-term employment
- Three people gained long-term employment

The overall increase in the learning and employment opportunities provided is in part attributed to the high number of enquiries and placement of Work Experience students and the delivery of a Live Work Training activity.

Live Work Training

Seventeen students undertaking a nationally recognised qualification in Building & Construction from the North East Vocational College refurbished three buildings at The Precinct, Smithfield Plains. These buildings are being utilised by tenants to deliver activities at this new community hub.

Volunteers and Work for the Dole

Six participants gained employment within Council and 26 participants gained employment outside of Council.

Traineeships and Apprenticeships

Five new Traineeships and one Apprenticeship were created in the areas of Fleet, ICT, Tree Services, Parks, and Stretton Centre. Six trainees/ apprentices gained employment within Council and one outside of Council.

Work Experience

99 students from Secondary Schools, Universities and Registered Training Organisation undertook 5315.50 hours of Work Experience within various teams in Council. Work Experience placements ranged from one to 12 week durations.

to help the community and collaborate”.

The development of the Human Resources & Volunteer Management Report – A Shared Approach which was undertaken on behalf of the Volunteer Strategy for South Australia.

The Precinct

A social enterprise precinct was established at the former Para Worklinks site at Coventry Road, Smithfield Plains and is now a hub for a variety of businesses and services bringing tangible benefits to the Playford community.

The Precinct offers businesses and services opportunities to engage

578 volunteers contributed 88,396 hours to plan and deliver a wide range of community programs and services.



local people, organisations and businesses and to work together to tackle social challenges, while stimulating the local economy by offering jobs and training.

Tenants moving in during the year included the Playford Men’s Shed, Lutheran Community Care Op Shop and the Healthy Food Co. (See next section for more information). The Playford Community Fund continued to utilise the site for furniture construction projects.

A cafe enterprise pilot set up at the Healthy Food Co. supported 12 people with disabilities to undertake hospitality training. Career Jumpstart sessions provided support and education for people with a disability to fulfil their potential in a safe, fun and informal environment. Twenty-one participants over two terms were involved in mock interviews, heard from guest speakers and



participated in job skills development.

Aboriginal artist Scott Rathman facilitated a community project bringing vibrancy and culture to The Precinct with a variety of murals on the buildings. Community workshops helped connect people with Aboriginal culture through art. The South Sudanese Equatorians Community Association of SA signed an MOU to rejuvenate the community gardens. The agreements include provision of monthly community workshops to increase knowledge of other cultures and foods from around the world.

Healthy Food Co.

The City of Playford's food cooperative service was re-badged as the Healthy Food Co., and located to its new home at The Precinct on Coventry Road.

The Healthy Food Co. provides healthy and affordable food and groceries to our community and is a much-loved and important community service. All of the

innovative services, including the popular rewards systems and Easy Meal packs, remain in place.

The new brand was needed to reflect that the service continues to benefit the entire Playford community and promises to inspire healthier communities through value-driven, tasty food choices for everyone. The new logo represents a simplified version of the service's former name, the Playford Food Co-op, while reinforcing its mission to provide healthy food for the whole community.



Looking forward

Smart Service Delivery 2019/20 key activities include:

Waste management services

Road and streetscape maintenance

Running community facilities, events and programs

Sporting club development and sport and recreation programs

Public health, regulatory and environment services

Nuisance and Litter Control Act requirements

Smart Working Program including 24/7 accessible online services.

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 that our community has access to smart technologies that further add to their quality of life.


Outcomes

- ▶ Smart development and urban renewal
- ▶ Enhanced City presentation, community pride and reputation
- ▶ Liveable neighbourhoods

Services and Projects

- | | |
|--|--|
|  Development Services |  Playford Alive – Crittenden Road Bridge Crossing |
|  Stormwater Network |  Playford Alive |
|  Angle Vale Community Sports Centre – Female Change Rooms |  Playford Gateway Concept Planning |
|  City-wide Stormwater Management Planning |  Public Lighting Upgrade |
|  DDA Program |  Road Safety Audits |
|  Deed Delivery and Infrastructure Design for Playford Growth Area |  Road Upgrade Program – Black Spot |
|  Footpath Upgrade Program |  Road Upgrade Program – non-growth areas |
|  Fund My Neighbourhood – Blakeview Path |  Road Upgrade Program - Roads to Recovery and Supplementary Local Roads |
|  GEP Stormwater Trunk Outfall – Building Better Regions Fund Bid |  Rural Road Sealing Program |
|  GigCity |  School and Pedestrian Crossing facilities |
|  Growing Council's Recycled Water Business |  Sport and Recreation Minor Works |
|  Kalara Reserve Clubrooms |  Virginia Main Street Upgrade |
|  Outstanding Liabilities – Developer Funded Assets | |

 Completed

 Commenced

 Ongoing Service

 Deferred



The Smart Living Program is important for the support of 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. In the last few years Council has allocated millions of dollars to new and/or

improved infrastructure across the City for road and traffic upgrades, stormwater management, sporting facilities, rural road sealing, footpaths, parks and reserves, bus pads, public lighting and pedestrian crossings.



We continue to lead the way with innovative technologies as well as working with developers to set solid foundations for the orderly expansion of our residential growth areas into the future.

Infrastructure Works

A significant number of new or upgraded infrastructure projects took place during the year including the construction of the female change rooms at the Angle Vale Community Sports Centre. Whilst building works were not completed by the end of June due to the building contractor being placed in liquidation, a new tender process was instigated for another contractor to

complete the works and minimise the delay of this project.

Facilities at Kalara Reserve Clubrooms were upgraded including a new kitchen and storage shed, with a DDA-compliant toilet still to be installed.

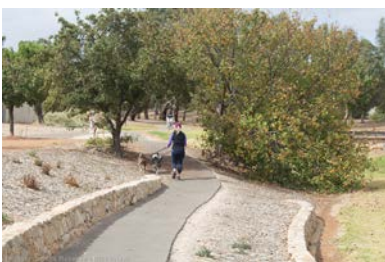
Our road network also benefitted from upgrades, addressing public safety issues and providing safe and efficient ways for our community to traverse the City.

Road Safety Audits took place on our urban and rural road network, including roads in One Tree Hill, Hillbank, Gould Creek, Elizabeth South, Elizabeth Grove and

Elizabeth Park. The audits help to determine road infrastructure improvements, maintenance and safety requirements across the City, providing a guide to future infrastructure budget requirements to improve the safety of the community.

The Black Spot Program upgrades roads impacted by urban development and provides traffic safety devices and signage as required. The Ryan / Tozer Road, Waterloo Corner, and Robert / King Road, Penfield, intersections were identified for upgrade in 2018/19 and design and construction tenders took place.

The Road Upgrade Program





match the urban and modern residential development in the area.

Council's Rural Road Sealing Program was put on hold during the year pending the development of a new Rural Road Sealing Policy to determine the future approach to work in this area.

Other infrastructure works included:

- provision of almost 500 DDA compliant bus stop pads and pram ramps as a combined result of DDA and renewal projects
- completion of the Smith Creek Linear Path
- installation of a new emu crossing at Elizabeth Vale Primary School
- contractor engaged to install a koala crossing at the Playford International College on Crockerton Road, Elizabeth.

for our non-growth areas saw investigations taking place for Mavros Road, Elizabeth Downs and the Fordingbridge Road/Easton Road intersection, Davoren Park. The construction of Brandis Road, Olive Grove and Valiant Road in Munno Para West was completed as part of the Roads to Recovery Program which progressively upgrades roads impacted by urban development. These works provide the community with an improved road to





As part of the State Government's Fund My Neighbourhood initiative, the Blakeview Path project received funding for the sealing of a kilometre of the Smith Creek Trail shared path. The sealed path provides a more walking and cycling friendly neighbourhood.

Stormwater

The development of city-wide Stormwater Management Plans (SMPs) for each of the City's three catchments will provide a comprehensive program of works to identify trigger points necessary to facilitate City growth, enhance the environment and reduce the risk of flooding. Draft Plans were completed for the Greater Edinburgh

Parks/St Kilda catchment and the Smith Creek catchment. Development of the Adams Creek and Helps Road Drain catchment draft plan will continue in the 2019/20 financial year.

Playford Alive

The Playford Alive Urban Renewal Project continued to deliver public realm works in association with Renewal SA's staged development works. Improved streetscapes, footpaths, verge treatments, street trees and Council reserve upgrades were completed as well as plans for the redevelopment of Webster Street Reserve, Davoren Park.

A project to complete the connection between Andrews

Farm and Smithfield Plans will provide improved accessibility for the community to access local services. Following approval of the design, a construction tender was completed with work to commence later in 2019.

Water Business

Our recycled water business continued to expand to enable Council to secure water sources for all existing customers, expand its commercial business and potentially supply recycled water to other reserves within Council and other potential external customers.

Eighteen new sites were connected during the year - 12 internal and six external



(school) customers - with these sites to be included in the upcoming irrigation season.

The Olive Grove site was decommissioned and a new tank installed to provide irrigation at Fremont Park, and a new tank and shed installed at the Ridley irrigation site.

A well at the Yorktown pump station site enables Council to maximise its ground water allocation for turf irrigation across the City and a 7km pipe extension facilitated the supply of recycled water to newly identified customers.

Deed Delivery and Infrastructure Design for Playford Growth Areas

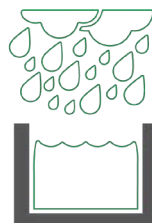
Council is required to undertake detailed investigations to devise appropriate flood mitigation strategies for the Playford Growth Areas. Those strategies will result in the preparation of Stormwater

Management Plans and Infrastructure Deeds with relevant landowners.

Each of the growth areas is at a different stage of the process with Angle Vale North and South nearing completion and the drafting of Final Deeds for Angle Vale commenced.

Playford North Extension West (PNEW) and Playford North Extension East (PNEE) areas are nearing the landowner engagement stage with further work to take place in 2019/20, and engagement with DPTI regarding access to the NEXY stormwater system has been ongoing (PNEW).

Virginia is about to commence the second phase of detailed conceptual



737Megalitres of recycled water distributed for irrigation in 2018/19 worth \$2.3 million

stormwater design now that the final inputs from the Smith Creek Study have been provided.

Infrastructure Deeds

The Playford Growth Areas project resulted in the rezoning of land in Virginia, Angle Vale and Playford North Extension. Council, the State Government and landowners entered into infrastructure deeds for funding of roads, community



facilities (social) and stormwater infrastructure. The infrastructure deeds require Council to report on an annual basis the funds raised within the growth areas and any expenditure of the funds.

In 2018/19 there was \$382,650 of expenditure associated with the Stormwater Infrastructure deeds. This expenditure is for the stormwater management

Infrastructure Deeds

Growth Area	2018/19 Receipts	Balance of Funds received
Virginia	\$12,695	\$77,721
Angle Vale	\$75,281	\$186,393
Playford North Extension	\$39,285	\$59,532
Total Social Contributions	\$127,261	\$323,646

planning project conducted by the Council in accordance with the Council resolution from March 2015. The project is tasked to deliver detailed infrastructure plans for the growth areas. To date there have been no receipts for the stormwater infrastructure deeds.

Angle Vale Community Sports Centre

Female change rooms were constructed at Angle Vale Community Sports Centre to service the existing netball courts and a planned junior oval. The provision of the change rooms paves the way for increased female participation in sport and recreation.

Kalara Reserve

The clubrooms at Kalara Reserve, home of Andrews Farm Soccer Club, benefitted from improvements with an upgraded kitchen, DDA-compliant toilet and construction of a new storage shed.

Looking forward

Smart Living 2019/20 key activities include:

Detailed design for Stage 5 of the Angle Vale Community Sports Centre

Finalisation of Stormwater Plans for the three stormwater catchments covering the City

DDA Program providing enhanced accessibility of transport access for people with a disability

Deed Delivery and Infrastructure Design for Playford Growth Areas delivering final infrastructure deeds for landowners

New adult change facility at Fremont Park

Detailed design for Stage 3 of Fremont Park

New floodlights at Kalara Reserve

Improved public realm and streetscapes works at Playford Alive

Road Safety audits

Upgrade to Stebonheath Road between Roseworthy Drive and Fradd East Road

Upgrades to stormwater infrastructure in Angle Vale North and South Growth Areas

Upgrade of Heaslip Road, Angle Vale

Traffic Management Program to address road safety concerns

SMART JOBS AND EDUCATION

The 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 of our community. This includes providing the right environment for investment and business attraction, and connecting our community with the right skills and education it needs to play its part in the transitioning economy.

Outcomes

- ▶ Growth and diversification of local jobs matched with relevant education and training
- ▶ Commercial and industrial growth
- ▶ Sustainable economic transformation
- ▶ International market connections

Services and Projects

- ↻ Business Support and Industry Development
- Hortex Partnership

✓ Completed

➤ Commenced

Ongoing Service

— Deferred



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 manufacturing, horticulture and food production and health, as well as transport, logistics and other industry 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.

Over the last few years



91 percent of surveyed businesses are satisfied with the support provided by Council

Council has had an increased focus on direct actions that can improve training and employment opportunities in the Playford area.

The Stretton Centre has continued its work providing support for local business growth and diversification. 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 employment opportunities for the future.

Stretton Centre

The Stretton Centre was founded by the City of Playford, the University of Adelaide and Renewal SA, and funded by the Australian Government and the Playford Alive Initiatives Fund.

Opened three years ago, the Centre explores and enables local job creation through using its facilities and working in collaboration with thinkers, networks and industry. It provides a focal point for development of regional economic, industry and employment strategies and identifies and pursues

Stretton Snapshot



Northern Adelaide Jobs Portal

Job Views – 82,200
Jobs Posted – 6500
Job Applications – 2100



Economic Development Services

Investment generated \$18.5M
Grant Value \$1M
New Jobs 149



Co-Working and Meeting Spaces

Co-Workers 32
Jobs Created 36
Visitors 124,200

new industry and workforce development opportunities.

Stretton Connect

Responses from the City of Playford’s annual Business Satisfaction Survey showed that local businesses wanted more engagement, more opportunity to have their say, more access to training and workshops and more networking events.

Stretton Connect was developed to meet this need, delivering a series of high quality programs to suit business owners and professionals at varying stages of their business journey. It aims to bring businesses together to inform, upskill and build on the existing strengths of our business community.

A range of programs and events supporting local job creation in Northern Adelaide were held during the year:

Purpose Business Network - North networking event in collaboration with Don Dunstan Foundation, for those interested in growing

the social enterprise capacity of northern suburbs. This led to the formation of inaugural Purpose Business Network Board to develop a social enterprise strategy.

Young Entrepreneurs Program Pilot – Eleven participants were provided hands-on coaching, mentoring from industry experts and other young entrepreneurs and participated in bi-monthly workshops. A final pitch event was held where participants were able to present their business ideas to the audience. The Program was funded by the Premier, Minister for Education, Minister for Innovation and Skills,

Minister for Human Services.

Rapid Enterprise Development (RED) workshops assist participants to develop enterprise ideas from their initial hunch to a feasible business case. Participants included NDIS providers and local secondary school teachers.

International Women’s Day Lunch

The lunch highlighted and celebrated the contribution of local, successful business women in the northern suburbs of Adelaide, while providing attendees the opportunity to network and take part in one of three short workshops.



Certificate IV in Leadership and Management

In partnership with TAFE SA, the Stretton Centre commenced a Certificate IV in Leadership and Management course with 20 local business leaders enrolling. The course equips managers and leaders with management strategies and leadership skills that create effective and successful teams.

SA Export Accelerator Grant Information Session

In collaboration with AusTrade and the Department for Trade, Tourism and Investment, an information session was held for the South Australian Export Accelerator Grant, providing local businesses with an opportunity to learn more about the grant scheme and support available to assist



311 interactions in support of businesses

with the development of their application.

Hiring – HR for Small Business

This short course equips small business owners with the essential human resource skills required to appropriately hire for their business.

Social Media Masterclass with Social Media AOK

Simone Douglas, strategist and CEO of Social Media AOK, Adelaide's largest social media agency,

delivered a half day Social Media Masterclass to 11 local businesses, with a focus on content creation and paid advertising for Facebook.

South East Asia Horticulture Buyers Mission

Hosted in collaboration with the Department for Trade, Tourism and Investment, the event gave nine local horticultural businesses an opportunity to present to buyers and showcase their high quality products.

Northern Adelaide Plains Food Cluster

The Stretton Centre collaborated with Primary Industries and Regions South Australia to deliver a project facilitating the development of an industry-led cluster.

Following consultation with stakeholders, a formal industry-led governance



council was established, supported by a range of stakeholders including the University of South Australia, University of Adelaide, TAFE SA and Ironwood Institute together with other Government stakeholders. The aim of the Northern Adelaide Plains Food Cluster is to improve the regional profile and support growth of local businesses, increasing profitability and sustainability. The Northern Adelaide Plains website was developed to showcase the region and create connections to consumers, and also to promote the Cluster. The website was launched by Hon Tim Whetstone MP, Minister for Primary Industries and Regional Development. Other projects underway include addressing horticulture farming opportunities and issues, such as reducing plastic waste and addressing the rising cost of energy through collaborative models.

Everyday Gourmet

The Stretton Centre partnered with the City of Playford and Network 10's 'Everyday Gourmet with Justine Schofield,' in May to showcase the premium quality and diverse range of produce and products in the Northern Adelaide Plains. With the television series broadcast across Australia and internationally to 69 countries, the series was an opportunity to expose Northern Adelaide Plains' businesses to countries that



have been identified as key export markets for Playford's food and beverage business community.

In season nine of 'Everyday Gourmet with Justine Schofield, due to air late 2019, the following Northern Adelaide Plains' business as featured, :

- Boutique distillery Virginia Spirits which has been gaining national acclaim, with five Australian Distilled Spirit Awards and four SIP International Spirit Awards under its belt for the 36 Short range
- Traditional land-based open-field farm, T. Musolino & Co which has also diversified its business to include innovative cauliflower and sweet potato rice sold under their brand, Healthy Heart Produce
- One of Australia's largest greenhouse farming

businesses, P'Petual, which produces a variety of tomatoes, cucumbers and eggplants under the brand Ausfresh

- The second-largest privately owned mushroom farm in South Australia, SA Mushrooms, which has recently released Rosetta's Mushroom Cream Sauce, made with the freshest mushrooms from the farm and 100 percent natural ingredients.

Lionsgate

Following the closure of General Motors Holden in 2017, new life is being breathed into the Elizabeth site, bringing more jobs to Playford.

German battery business Sonnen was announced as the first new tenant for the site, purchased by Pelligra Group and renamed

Lionsgate. Sonnen has based its Australian headquarters at Lionsgate, an ideal site for solar battery manufacturing with our local workforce skilled and ready to take up many of the 430 new jobs created.

Stretton liased with Lionsgate to explore investment opportunities for the site.

NDIS Business Support Program

The Stretton Centre supported businesses to bring National Disability Insurance Scheme (NDIS) services to local consumers, creating jobs and opportunities in the City.

The Stretton Connect: NDIS Business Support Program supported 20 local businesses to navigate the challenges faced by new, small-to-medium enterprises entering the disability market.

Fortnightly workshops at the Stretton Centre covered business planning, finance, marketing and human



495 children participated in robotics workshops at our libraries

resources, while one-on-one mentoring to address specific business requirements was also provided.

As at May 2019, the pilot program supported participating businesses to create 75 new jobs. Additionally, they collectively experienced an increase of over 220 new clients. Many of the businesses diversified into new services, providing NDIS participants with greater choice and control over their care.

The program is unique to South Australia, created in

partnership and in response to the opportunities driven by the implementation of the NDIS in the northern suburbs of Adelaide. Importantly, the workshop and mentoring content was co-designed with the participating businesses and tailored to their specific needs to ensure relevance.

The Stretton Connect: NDIS Business Support Program is funded by the Government of South Australia's Department for Innovation and Skills and delivered in collaboration with the National Disability Services.

Northern Adelaide Jobs Portal

The Northern Adelaide Jobs Portal covers an extensive range of industries and projects active in the north to support local communities and businesses.

Managed by the Stretton Centre, the website is a simple way for the local community to access current employment vacancies across northern Adelaide. For employers it provides a free and efficient way to advertise vacancies and access local people who are looking for work in the region.

The Northern Adelaide Jobs Portal covers local government areas including Playford, Light, Gawler, Adelaide Plains, Barossa, Salisbury, Port Adelaide Enfield and Tea Tree Gully. Throughout 2018/19 there were 6500 jobs posted and 82,200 job views.



Grants and Funding

Local businesses benefitted from a number of grants to support their growth:

SA Export Accelerator Program, Department for Trade, Tourism and Investment

\$11,000 for a business to conduct export market development activities in SE Asia, creating three full-time jobs and supporting an overall project worth \$44,000

Trade Waste Initiative Implementation

\$300,000 for a business to support the installation of energy efficient technologies
Funding was also received for the following projects:

Office of the Hon Nick Champion MP, Federal Funding

\$20,000 grant to support fit-out of the Australian Advanced Materials Precinct as the second co-working GigCity facility in Playford

Building Better Regions Fund, Australian Federal Government's Department of Industry, Innovation and Science

\$49,600 grant to support the development of the Northern Adelaide Plains Food Cluster project through the delivery of a Master Plan for the region.

HortEx

The City of Playford has a Partnership Agreement with HortEx to support the economic development of the Northern Adelaide Plains Food and Wine Region.

This has facilitated the development of a strong working relationship between the Stretton Centre and HortEx, which has helped to accelerate the Stretton Centre's understanding of the local food and horticultural industry.

During the year, HortEx has been a key supporter in the development of Northern Adelaide Plains Food Cluster, as well as reviewing food loss opportunities in the region and identifying potential opportunities for future direction.

Looking forward

Smart Jobs and Education 2019/20 key activities include:

Opportunities for training and employment in the creative sector, as part of the Creative Industries Precinct

Facilitation of growth and attraction of new opportunities in the horticulture sector



SMART CBD

The Smart CBD Program relates to Council's long-term strategy for the redevelopment 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 office for various businesses and high-density housing in the form of multi-storey apartments.

Outcomes

- ▶ Expanded range of local services
- ▶ Growth and diversification of local jobs in the CBD
- ▶ Greater housing choice
- ▶ Increased social connections
- ▶ Commercial growth

Services and Projects

- » Creative Industries Precinct
- » Northern CBD

✓ Completed

» Commenced

🔄 Ongoing Service

— Deferred





92% of Playford residents are somewhat supportive, supportive or completely supportive of the Northern CBD



The redevelopment of our CBD is an important project for the City of Playford as we look to provide an expanded range of services to support our growing community.

The culmination of subdivisions and construction works over previous years led to more art and cultural events in the CBD for our community to enjoy, creating a sense of vibrancy and increased external investment in our City.

Planning for multiple other projects commenced during the year such as the Grenville Hub, medical centre, hotel and retail tenancies such as Fasta Pasta. These activities

all serve to bring more jobs to our community.

Grenville Hub

Since 1982, the Grenville Hub has provided a venue for activities and social interaction, support services and advice, healthy affordable meals and a welcoming community environment for our over 50s community.

As part of the CBD development, a purpose-built centre with upgraded and state-of-the-art amenities designed to meet the evolving needs of the Grenville community is being constructed.

During the year, consultation with the Grenville Hub community took place to ensure the new building fits the needs of members both now and into the future. The new building will retain key features of the old building, such as a dance hall and stage, kitchen, dining and activity areas, together with the office space and amenities necessary to deliver the full range of services and programs currently delivered.

The new building, to be located at the top of Prince George Plaza, next to the Playford Civic Centre, will be a great improvement on the



old site, providing an extra 40 per cent floor space with flexibility for both current and potential future uses.

The existing Grenville building was demolished in 2019 to make way for a privately funded and built 4.5 storey hotel. While the new Grenville Hub is being constructed, Grenville services operate from a temporary location at the Playford Civic Centre with programs and activities continuing uninterrupted.

Hotel

With the Grenville site cleared, a private developer progressed its plans for the design and construction of the new 4.5 star, multi-storey hotel which will be the centrepiece of the CBD. The hotel will feature more than 200 rooms, a rooftop bar, in-house ground level restaurants, fitness and day spa facilities.

The community will benefit from the ongoing economic benefit the hotel will bring to the local community, regional commerce and tourism.

Windsor Carpark

The Windsor Carpark opened for business in November 2018. The new carpark, located on the corner of Main North Road and Philip Highway, will service the parking requirements of our growing CBD and cater for community events around Prince George Plaza and Fremont Park.

Car parking space is a critical factor in ensuring the success of the new CBD hotel, retail ventures, medical hub and offices as these projects will greatly increase visitation to the CBD, creating the need for parking spaces.

The carpark received State Government funding and



created 64 construction jobs during its build.

The carpark's colours were chosen to represent the diversity of our City.

Fremont Park

Following community consultation in 2017/18, work progressed on Stage 2 of the upgrade of Council's iconic community park. A detailed design tender was completed for delivery of an inclusive playspace and new picnic facilities, including new barbeques and increased shade.

Medical Centre

Planning consent was granted for a \$12m medical hub in the CBD that will bring increased medical services and support to northern suburbs residents.

The multi-level medical facility will feature consulting rooms, a pharmacy, café and landscaped surrounds.

Among the medical services available at the centre, to be constructed at the corner of Philip Highway and Playford Boulevard, will be bulk-billing GP services, pathology, radiology and day surgery.

The privately-funded and developed project will create approximately 100

construction jobs and 150 ongoing jobs once opened.

Retail tenancies

South Australian franchise success story, Fasta Pasta, was confirmed as Prince George Plaza's first tenant. Construction work began on the 240sqm commercial property, based on the Plaza's northern side.

Fasta Pasta will be one of two tenants in the new building (that will overlook Windsor Green) providing licenced and alfresco dining. This family restaurant in Prince George Plaza will help bring the CBD to life, as well as provide critical employment opportunities in our community. Fifty jobs were created during construction, with around 20 ongoing full-time and casual





“The creative Industries project aims to offer a range of training opportunities in creative industry courses”

equivalent positions being created once Fasta Pasta opens its doors.

Creative Industries Precinct

Using the outstanding and internationally recognised Council asset of the Northern Sound System (NSS), the Creative Industries project aims to offer a range of training opportunities in creative industry courses, working alongside industry professionals to ensure that young people gain relevant industry training, live work placement and

build significant employment networks.

Given South Australia's burgeoning creative sector, NSS is well placed to leverage industry skill and employment demand by piloting a number of innovative programs in the Playford area.

During 2018/19, NSS partnered with South Australian Game Development company Mighty Kingdom and international visual effects company, Technicolor Academy, to develop

project based-initiatives involving local Playford youth. Both projects focused on innovative digital skill development with creative outputs, including a virtual reality game and, currently in development, a visual effects creative scene.

Mums in the northern suburbs took to the mic in a seven-week podcasting trial project, The Podmother, at NSS. The program gave women an avenue to talk candidly on a topic they were passionate about. Local budding podcasters opened up the conversation

on motherhood, travel, South Australia and their own personal stories.

The Podmothers, with support from industry mentors, developed high-quality podcasts, learning all the tricks from behind the mic to the editing room.

These projects all gave young people a live training experience with an opportunity to learn from industry professionals, launching them to further training, work placement or employment.

Partnership development

across all levels of government, education, community and industry has been an added outcome that extends to greater engagement and youth opportunity in the future.

Lighting up our CBD

Hundreds of families and the arts community gathered for the official opening of the South Australian Living Artists (SALA) Festival in Playford.

An award winning art installation lit up the Civic Centre precinct as part of the Festival, with Elizabeth



Grove Primary School students taking home a SALA Festival school award for their interactive installation, Square-Eyed.

The installation was made up of 26 large-scale cubes painted and activated by sound, describing what the students loved about their community.

Following this success, Square-Eyed was also showcased as part of the Read Aloud Open Day at Parafield Airport and at the 2019 DreamBIG Festival at the Adelaide Festival Centre.

Squared-Eyed, funded by the City of Playford and Anglicare SA's Communities for Children initiative, saw more than 4500 interactions throughout August.



Looking forward

Smart CBD 2019/20 key activities include:

Planning for the next steps of the CBD revitalisation

Commencement of construction of the Grenville Hub

Construction of privately developed hotel and medical centre

Fremont Park Stage 2

Opening of Fasta Pasta retail tenancy

SMART SPORT

Council has a long-term vision to create the Playford Sports Precinct, a 50-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.

Outcomes

- ▶ Enhanced community pride and reputation
- ▶ Healthy and socially connected community
- ▶ Access to elite sporting facilities

Services and Projects

- ✓ Shared path and park furniture
- Playford Sports Precinct signage

✓ Completed

➤➤ Commenced

🔄 Ongoing Service

— Deferred





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 our City, leading to enhanced community pride and 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.

With the Adelaide United Football Club setting up its official training base on Ridley Reserve in 2015, and more recently the development of the Playford Tennis Centre and Playford Bowling Club, our City's sporting culture has grown significantly over the last four years.

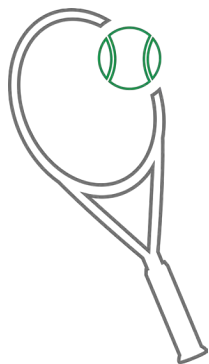
The new, state-of-the-art facilities in the Sports Precinct are attracting high-level sporting tournaments and bringing external investment and spending to our City, as well as providing locals with entry level opportunities in sport and fitness, and pathways for aspiring athletes to compete at elite levels.

Work has also taken place at other sporting venues across the City, providing improved facilities or access to sport and passive recreation.

Playford Tennis Centre

The Playford Tennis Centre hosted its second Men's Challenger and Women's ITF Futures tournaments for seven days over the New Year period, featuring players warming up for Melbourne's Australian Open. The tournament is South Australia's most prestigious tennis event, with players competing for \$100,000 in sponsors' prizemoney.

The tournament attracted players from around the world, including French tennis legend Henri Leconte. Increased media coverage showcased Playford to the wider community, and allowed local people access to international sport.



Tennis by Numbers

470 people registered in Coaching Programs

- ▶ Hot Shots accounting for approximately 70% of registrations

180 Social competitions

- ▶ peaked at 180 during term 1 of 2019
- ▶ 469 social competition registrations - increase in 17.2% from previous year

21 League teams - 2018 winter season

63 League teams - 2018 summer season

65 League teams - 2019 winter season

- ▶ Large growth due to partnership with Trinity College

538 total members

- ▶ 220 Playford Coaching and 318 Playford Tennis Club

300 average centre visitations per week (when no tournaments on)

27 schools Tennis Gear partnerships

- ▶ Main school partners – Trinity College, Elizabeth North Primary School and Pinnacle College

8 Tennis SA and Tennis Australia sanctioned events



Along with the large numbers of locals who attended the event, there were many hard-working volunteers in a variety of roles. Children from Elizabeth North Primary School acted as ball kids, opening up great opportunities and the potential to participate as a ball kid at future Australian Open tournaments.

Aside from the on-court action, fun activities for our young future tennis superstars were provided at the Kids Racquet Zone, and a Hot Shots program provided a chance to learn some skills. A Splash 'n' Bounce Inflatable Water Park at Ridley Reserve, directly opposite the Playford Tennis Centre, also added to the family fun.

Local residents are taking advantage of the high-quality facilities that now exist on their doorstep, leading to improved health and fitness outcomes. Since opening in July 2017 Tennis Centre membership has grown from 450 in its first season, to 538 for the 2018/19 season.

A number of teams now make the facility their home and weeknight social competitions are full.

Job Creation

The Tennis Centre has also created career opportunities for a number of Playford residents.

The Centre employs 10 people, 90% of whom are locals, in roles such as a full-time junior co-ordinator

who has introduced the sport to hundreds of local school children.

Through the work of these staff, the centre has partnered with 27 schools, including Elizabeth North Primary School, Trinity College and Pinnacle College.

Ridley Reserve

Completion of the Ridley Reserve shared path provides a cycling and walking connection to all facilities within the Playford Sports Precinct from the Elizabeth Rail Interchange to the Tennis Centre.

The loop path around the Reserve has created an active destination for the community and is ideal for



joggers, walkers, dog walkers and personal fitness trainers. The loop path is supported by infrastructure such as shelters, bench seats, drink fountains and an outdoor fitness station.

Playford International Soccer Tournament

Ridley Reserve also played host to the second annual Playford Invitational Soccer Tournament for local high school students. The tournament saw eight different schools play a round-robin competition

across three different divisions. Unlike a traditional soccer carnival there was music pumping from the Northern Sound System, as well as a plethora of activities for the students to enjoy throughout the day. Triple M and Adelaide United also got involved, with high-profile W-League players Emily Condon and Emily Hodgson speaking to the students. The annual tournament is a collaboration between Adelaide United, Playford International College and the City of Playford.



Looking forward

Smart Sports 2019/20 key activities include:

Event attraction and best practice operation

Hosting the City of Playford Tennis International

Growth in grassroots tennis participation program

The Playford United Invitational soccer tournament

Playford Bowling Club to host its first sanctioned Bowls SA tournament

SMART HEALTH

In the longer term, the City of 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 Health 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.

Outcomes

- ▶ Access to quality, local health services
- ▶ Increased employment opportunities in health, disability and aged sectors

Services and Projects

» Lyell McEwin Hospital Strategic Investigations

✓ Completed

» Commenced

↻ Ongoing Service

— Deferred

The Smart Health Program 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, while at the same time meet the health needs of our community.

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. In previous years Council has taken significant steps to facilitate



97 percent of Playford Residents are somewhat supportive, supportive or completely supportive of the development of the Lyell McEwin Health Precinct

the longer term expansion of the Precinct, readying surplus land for potential developers and investors.

The federal reforms to the disability sector also started rolling out, with Council actively encouraging local people to access their full benefits under the new scheme, and secure a boost for the Playford economy by attracting new service providers to set up locally.

The development of a Health Precinct vision and a Development Plan Amendment took priority in 2018/19 to facilitate greater development opportunities across the Precinct. The projects all progressed to different stages throughout the year.



Lyell McEwin Hospital turns 60

The Lyell McEwin Hospital celebrated its 60th anniversary in April 2019.

The Hospital has grown with our community, adapting to changing needs and building a proud record of service and medical innovation. Its place in history will soon become

even more significant as the centrepiece of the Playford Health Precinct.

Plans are also underway for the construction of further health facilities on the western side of the hospital.



Development Plan Amendment

The Playford Health Precinct is one of Council's key initiatives and is important for the provision of health facilities and employment to the greater northern region. A Development Plan Amendment (DPA) is required to change the zoning of land in the Playford Health Precinct to make additional land available for health, allied health, health education, consulting rooms and a range of supporting activities. With the take up of land in the precinct for developments like the ACH 'Healthia' facility, there is now a shortage of appropriately zoned land to enable additional development. The availability of additional land will enable the continued growth of the Precinct into a health and innovation precinct of State-wide significance. During the year the Development Plan Amendment process commenced.



In the City of Playford, Health Care and Social Assistance is the largest employer, generating 6553 local jobs

Health Precinct Report

The *Playford Health Precinct - A Vision in the Making* was produced by Deloitte and provides a vision for the Precinct with supporting data to help attract development to the precinct.

Health and Wellness Precinct

Council attracted investment in the Health Precinct as plans progressed for the ACH Group's new \$80m health and wellness development alongside the Lyell McEwin Hospital at Elizabeth Vale.

The Healthia project will include the Group's flagship ViTA development, a state-of-the-art health, aged care, teaching and research facility. It will combine residential, restorative health services, teaching, wellbeing and support services of people aged 50-plus and younger people with a disability.

The development will provide a range of employment opportunities in the northern metropolitan region, both during construction and on an ongoing basis through hospitality, education, health care, administration and service provision.



Driverless Bus Trial

A driverless bus trial at the Health Precinct provided an easier way for staff and visitors to get to the Lyell McEwin Hospital. French driverless vehicle manufacturer EasyMile partnered with Transit Australia Group (TAG), based at Edinburgh, in a trial supported by the South Australian Government's Future Mobility Lab Fund.

The autonomous shuttle bus provided a free service to transport people from the former Holden carpark, on the corner of Oldham Road and Philip Highway, to the regional health precinct. The six-month trial was important for the Health Precinct project, addressing parking issues in the area, and received a positive response from passengers and the community.

Bus Super Stop

As part of the on-going Health Precinct development and expansion, the construction of a Bus Super Stop along Haydown Road (54B Westside) was identified and initiated.

Due to the number of bus stops within the vicinity of the Health Precinct, consideration has been made to consolidate these services into one facility. By integrating regular bus services into a single facility, the overall level of passenger comfort, safety and security while waiting for buses between services will be improved significantly.



Looking forward

Smart Health 2019/20 key activities include:

Master planning, rezoning and expression of interest process for future development

Parking review to determine requirements for expansion of the area

CAPITAL WORKS

Asset Management Plan 2018/19 Overview

Council's capital budget of \$73.36 million included \$25.3 million allocated to the Asset Management Plan (AMP). Council's goal in managing assets is to meet the required level of service in the most cost effective manner for the present and future community.

Stormwater infrastructure

\$676,000 of renewals completed at the following sites:

- Kentish Road, Elizabeth Downs – 50m of pipe
- Maltarra Road, Munno Para – 180m of pipe, three pits and one headwall

Parks and Recreation

\$1.48M of open space infrastructure renewal works completed at the following sites:

- ▶ Virginia Horticulture Information Centre, Virginia - irrigation
- ▶ Duncan Anderson Reserve, Elizabeth Vale - irrigation
- ▶ Chellaston Reserve, Munno Para West - irrigation
- ▶ Argana Park, Elizabeth Downs - fences, bins, benches, coaches' boxes, scoreboard cricket nets and pitches
- ▶ Winterslow Road, Elizabeth - irrigation
- ▶ Dwight Reserve, Elizabeth Park - coaches' boxes, cricket nets and pitches
- ▶ Smithfield Oval, Smithfield - coaches' boxes, benches, cricket nets and pitches
- ▶ Virginia Oval, Virginia - scoreboard, cricket pitch and drinking fountain
- ▶ Dauntsey Reserve, Elizabeth - fences, cricket nets and pitches
- ▶ Womma Park Rugby Oval, Edinburgh North - cricket pitch
- ▶ Craigmore Park West, Craigmore - basketball hoop
- ▶ Springvale Reserve, Blakeview - basketball hoop
- ▶ Mofflin Reserve, Elizabeth South/Vale - coaches boxes and scoreboard
- ▶ Curtis Road Wetland, Munno Para - irrigation
- ▶ Various bins and benches were also replaced across multiple locations
- ▶ Virginia Oval Tennis Courts are still in progress.

Buildings

Building renewals completed in 2018/19 included:

- ▶ Aquadome, Elizabeth - replacement water slide staircase
- ▶ Arura Reserve Hall, Davoren Park – internal fitout
- ▶ Kalara Reserve Hall, Davoren Park – internal fitout
- ▶ Spruance Hall, Elizabeth East – carpark solar lighting
- ▶ The Precinct, Smithfield Plains – internal fitout
- ▶ Smithfield Oval, Smithfield – floodlighting replacement
- ▶ Virginia Oval, Virginia – floodlighting tower replacement and public toilet fitout
- ▶ Virginia Community Centre, Virginia – external painting
- ▶ Shedley Theatre, Elizabeth – ceiling upgrade

Work on the lighting at Kooranowa Reserve, Smithfield Plains, and the pump shed at Ridley Reserve, Elizabeth, is still in progress.

Footpaths and Transport

The 2018/19 Asset Management Plan (AMP) set out to replace 20km of footpath, 40km of road and 4km of kerb. As a combined result of the AMP and various new initiatives 43km of footpath, 52km of road and 8km of kerb were replaced throughout the City. A summary of the renewal works by suburb is listed below:

Andrews Farm

- 81m of footpath

Bibaringa

- 4.4km of road along Kentish Road.
- Potts Road reseal was postponed for further pavement investigation.

Blakeview

- 6km of footpath and 1.8km of road across 13 sites.
- Bentley Road footpath was not renewed as it underwent maintenance improvements.

Buckland Park

- Carmello Road reseal required further investigation and design and is still in progress.

Craigmore

- 5.6km of footpath across four sites.

Davoren Park

- 3.4km of footpath, 3.6km of kerb and 5.12km of road across 22 sites.
- Dartmouth Street footpath was replaced with the renewal of Meadows Lane

Elizabeth

- 4.3km of footpath, 659m of kerb and 1.6km of road across eight sites
- Langford Drive footpath was put on hold due to street tree concerns.

Elizabeth Downs

- 3km of footpath, 1.8km of kerb and 10.8km of road across 23 sites
- Douglas Street footpath was not renewed as it underwent maintenance improvements.

Elizabeth East

- 722m of footpath, 242m of kerb and 4.1km of road across 13 sites.

Elizabeth Grove

- 3.2km of footpath, 48m of kerb and 1.8km of road across eight sites.

Elizabeth North

- 2.5km of footpath, 709m of kerb and 5.3km of road across 18 sites.

Elizabeth Park

- 2.7km of footpath and 2.6km of road across 10 sites.
- Burdon Street footpath was not renewed due to local construction.

Elizabeth South

- 862m of footpath and 1km of road across six sites.

Elizabeth Vale

- 1.9km of footpath and 2.9km of road across nine sites

Munno Para

- 1.4km of footpath, 340m of kerb and 5.3km of road across 13 sites.

Munno Para West

- 1.8km of road across five sites

Penfield

- Andrews Road renewal deferred to align with development works.
- Robert Road renewal deferred to align with work planned for 2019/20

Smithfield

- 498m of kerb and 778m of road across six sites.

Smithfield Plains

- 517m of footpath, 71m of kerb and 2.6km of road across seven sites

Waterloo Corner

- Symes, Supple and Tozer Road surfaces all required further investigation and design and are still in progress

Virginia

- Old Port Wakefield Road footpath was not renewed due to major road upgrades planned
- Baker Road surface required further investigation and design and is still in progress.

MEASURING OUR PERFORMANCE

Council undertakes an annual Resident Satisfaction Survey to better understand the views of our community in order to meet their needs and aspirations for a prosperous, liveable and happy City. The 2019 survey was undertaken in July 2019 with a sample of 600 residents across the five Council wards and sought to examine community attitudes and perceptions towards current and future services provided by Council and explored the community's responses to the service areas as outlined below:

Service Standard Outcome Measure	2019 RSS Score <i>2018 RSS Score</i>
Business Support & Industry Development	3.58 3.74
Club and Sporting Governance	3.94 3.99
Community Development*	3.53 3.61
Community Inclusion	3.76 3.83
Community Venues	4.02 4.02
Customer Contact	3.89 4.18
Development Services	3.58 3.74
Environmental Health	3.82 3.82
Environmental Sustainability	3.81 3.77
Events	4.11 4.04
Graffiti	3.68 3.54
Health Initiatives	3.86 3.87
Illegal Dumping	3.17 3.14
Immunisation	4.35 4.27
Kerbside Waste*	4.23 4.23
Library	4.33 4.27
Parks and Reserves*	3.94 3.93
Rapid Response	3.85 3.87
Regulatory Services	3.66 3.65
Rural Streetscape	3.15 3.28
Sportsfield Maintenance	4.14 4.06
Stormwater Network	3.47 3.65
Urban Streetscape Maintenance**	3.27 3.34
Volunteer Strategy & Development	3.91 3.98
Tree Services	3.50 3.43

*Average RSS Score from two questions relating to the service activities.

**Average RSS Score from six questions relating to the service activities.

Residents' Overall Satisfaction with Council

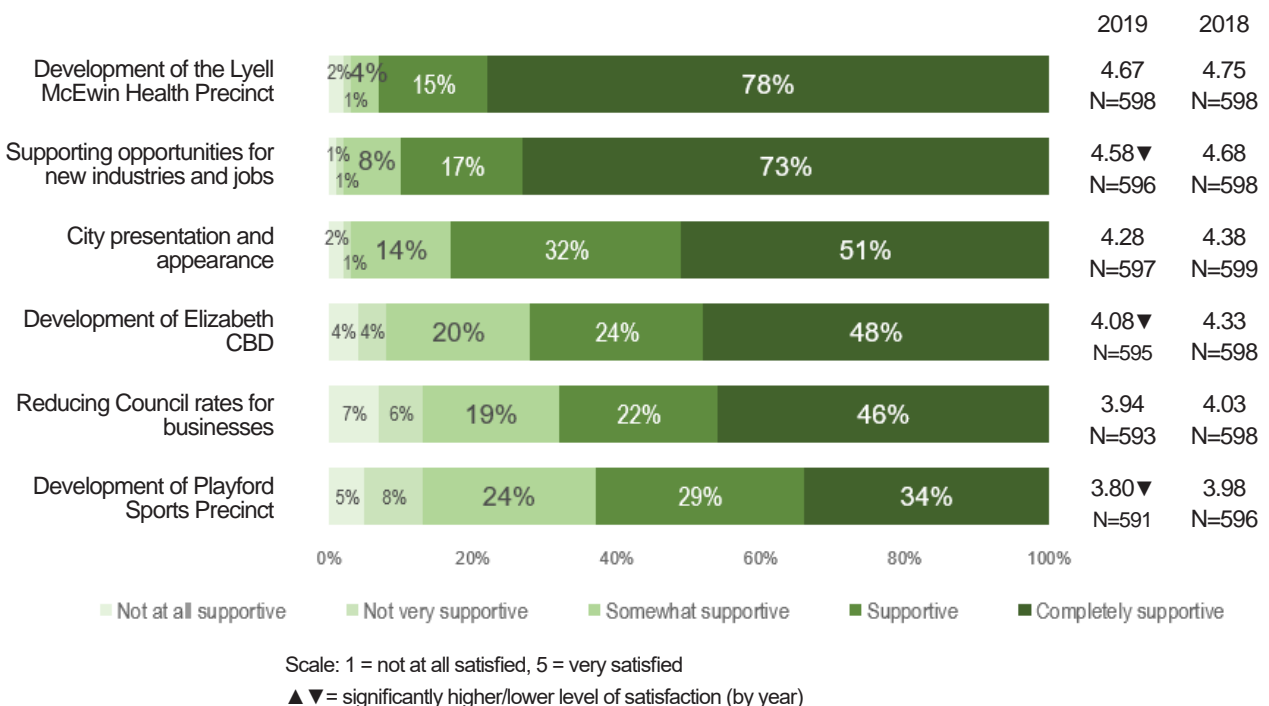
Residents expressed a high degree of satisfaction with the performance of the City of Playford, with 94% of residents at least 'somewhat satisfied' with Council overall. The results have remained on par with the 2018 research. Council has been undertaking this survey for a number of years and the graph below illustrates a 72% overall satisfaction rating with the City of Playford.



Strategic Priorities

Residents' support for all six strategic priorities is high, with more than 87% of respondents at least 'somewhat supportive' of all priority areas.

As in 2018 the community's support was strongest for 'development of the Lyell McEwin Health Precinct' and 'supporting opportunities for new industries and jobs', with 97% of residents at least 'somewhat supportive'.



Key Performance Measures

Key organisational performance measures (continuous measures) are set by Council to monitor our achievements over time and the results for 2019 comparative to the previous nine years are outlined in the table below.

In 2019 resident satisfaction with the Council overall, 'Council's level of customer service', the 'presentation of the City' and 'planning for the future' was in the range moderate to moderately high.

Despite a softening in satisfaction level in 2019, the seven key performance indicators remain relatively on par with the 2018 and 2017 results.

Organisational Performance Measures											
Indicator	Measure	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
Overall Council satisfaction	Overall customer satisfaction with the City of Playford as an organisation	3.72	3.81	3.68	3.76	3.57	3.35	3.50	3.50	3.60	3.65
City wide presentation	Customer satisfaction with level of appearance of public realms	3.61	3.61	3.56	3.64	3.57	3.50	3.45	3.45	3.35	N/A
Customer Service	Satisfaction with the level of organisation wide customer service	3.89▼	4.18	3.83	3.95	3.76	3.90	3.90	4.00	3.80	3.6
Accountability	Satisfaction with Council being open and accountable to the community in its operations	3.22	3.38	3.36	3.25	3.32	3.00	3.25	3.20	3.30	2.85
Community Engagement	Satisfaction with how Council invites community participation in decision making	3.16	3.30	3.25	3.16	3.23	2.80	3.05	3.05	2.95	2.60
Managing growth	Customer rating for how Council plans for the future	3.66	3.65	3.55	3.56	3.55	3.30	3.45	3.45	3.50	2.90
Efficiency and Effectiveness	Customer satisfaction with value for money for rates paid	2.97	3.11	2.98	2.94	3.00	2.60	2.85	2.65	2.80	2.85

Scale: 1 = not at all satisfied, 5 = very satisfied
 ▲ ▼ = significantly higher/lower level of satisfaction (by year)

Key Drivers of Satisfaction

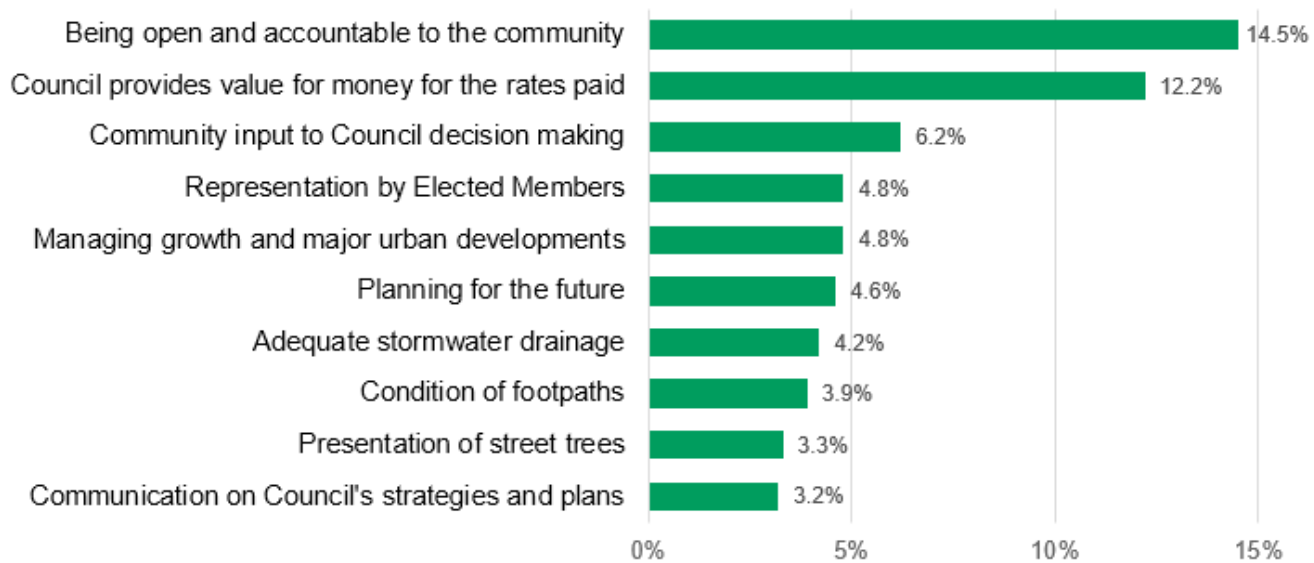
The results in the following chart provide a complete picture of the intrinsic community priorities and motivations, and identify what attributes are the key drivers in community satisfaction.

These top 10 attributes contribute for almost 62% of overall satisfaction with Council. The remaining 30 attributes, comparatively, have a lesser impact on the community's satisfaction. So, while all 40 attributes are important, only a number of them are significant drivers of the community's overall satisfaction with Council.

The top drivers of satisfaction, 'being open & accountable to the community' and 'Council provide value for money for the rates paid' have both increased in contribution in 2019 and are key barriers influencing current satisfaction levels.

This annual Resident Satisfaction Survey fulfils our obligations under the *Local Government Act 1999* to assess performance of Council against our objectives for the financial year. A full copy of the 2018 Resident Satisfaction Survey Results is available on our website at www.playford.sa.gov.au

The Top 10 indicators that contribute to almost 62% of overall satisfaction with Council



The contributors to satisfaction are not to be misinterpreted as an indication of current dissatisfaction

FINANCIAL SNAPSHOT

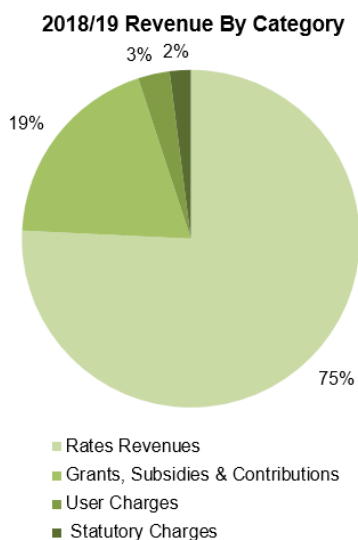
2018/19 Performance

Item	2018/19 Actual \$M	2017/18 Actual \$M
Operating income	104.4	100.1
Operating expenses	99.3	96.4
Operating result	5.1	3.7

The operating surplus for 2018/19 is \$5.1M against a final adjusted budgeted deficit of (-\$7.6M). This favourable result is mainly due to an increase in the Federal Assistance Grant and a delay in capital projects, as well as lower material costs.

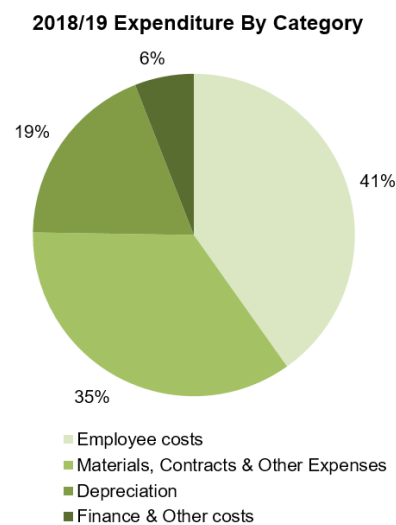
Revenue was higher than 2017/18 by \$4.3M due to Council receiving higher than anticipated developer contributions and a prepayment of funding for Supplementary Local Roads.

Actual operating costs have increased from 2017/18, by \$2.9M. The increase in operating costs is mainly due to higher materials and contract costs at \$1.6M, depreciation and finance costs \$1.3M.



Where Council's money comes from

The City of Playford received income of \$104.4M in 2018/19. The main sources of revenue were rates revenue (commercial and residential) of \$78.2M and grants, subsidies and contributions totalling \$19.5M. The balance of \$6.7M was generated through statutory charges, user charges and other minor sources.



What Council's money was spent on

The City of Playford spent \$99.3M on delivering services in 2018/19. Operating expenses included employee and labour hire costs of \$40.4M, materials, contracts and general expenses of \$34.4M, depreciation of \$18.9M and finance and other costs \$5.6M.

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 Asset Management Plan, Playford Community Vision 2043, Continuous Improvement and Annual Business Plan.

The 2018/19 LTFP shows that over the next 10 years Council will maintain a solid financial position with the 10 year average for all financial indicators being within the target range.

Financial Indicator	Explanation	2018/19 Actual	2017/18 Actual	Target	Comments
Operating Surplus Ratio	<i>Performance Indicator</i> This ratio expresses Council's operating result as a percentage of Council's total income	5% 3% when adjusted for prepayment of FAGS and SLR prepaid grants.	4% 4% when adjusted for prepayment of FAGS	0%-10%	The ratio has been impacted by Federal Government making advance payments
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 Asset Management Plan. This ratio measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	104% 97% when adjusted for prepayment of FAGS and SLR prepaid grants.	88% 90% when adjusted for prepayment of FAGS.	Between 90% and 110% and not less than 100% over a 10 year period	The ratio has been impacted by Federal Government making advance payments
Asset Sustainability Ratio	<i>Infrastructure Indicator</i> This ratio shows whether or not Council is replacing assets at the rate as required in the Asset Management Plan.	80%	94%	Between 90% and 110% and not less than 100% over a 10 year period	Below target range Planned expenditure carried over into 2019/20
Net Financial Liabilities Ratio	<i>Debt Indicator</i> This ratio shows net financial liabilities as a percentage of Total Operating Income	143%	135%	50%-160%	Within target
Interest Expense Cover Ratio	<i>Debt Indicator</i> This ratio shows how much rate income is used to pay interest on borrowings.	7%	7%	3%-10%	Within target

THE YEAR AHEAD

2019/20 Annual Business Plan and Budget

Council adopted their 2019/20 Annual Business Plan and Budget (ABP) on 2 July 2019. The ABP builds upon our Community Vision 2043 and Strategic Plan, and articulates the services and programs Council will deliver in the upcoming year.

The Plan includes an operating budget of \$105 million, an operating surplus of \$0.229 million and expenditure of \$44.215 million on capital projects. Council will also receive \$8.99 million of assets free of charge from developers.

A rate increase of 3.3% is made up of 1.9% to fund the General Index (cost of living increases), 0.7% to fund the state-government imposed costs pressures (Solid Waste Levy) and 0.7% to fund four initiatives of critical impact to service delivery.

Organisational Performance Measures

Organisational Performance Measures are set by Council to monitor our achievements against our overall strategic goals and to provide focus areas for staff in their day-to-day service delivery.

The measures relate to the areas of community interest, organisational accountability and key organisational priorities and fulfil our obligations under Section 123 of the *Local Government Act 1999*.

The table below show the targets for 2019/20:

Indicator	Measure	2019 Target
Overall Council Satisfaction	Overall customer satisfaction with the City of Playford as an organisation	An overall score between 3.00 – 3.59 (Moderate Satisfaction)
City-wide Presentation	Customer Satisfaction with the level of appearance of public realms ¹	Achievement of a 3.50 score
Customer Service ²	Satisfaction with the level of customer service and experience	An overall score between 3.60 – 3.89 (Moderately High Satisfaction)
Accountability	Satisfaction with Council being open and accountable to the community in its operations	An overall score between 3.00 – 3.59 (Moderate Satisfaction)
Community Engagement	Satisfaction with how Council invites community participation in decision making	An overall score between 3.00 – 3.59 (Moderate Satisfaction)
Managing Growth	Customer rating for how Council plans for the future	An overall score between 3.00 – 3.59 (Moderate Satisfaction)
Continuous Improvement	Customer satisfaction with value for money ³	An overall score between 3.00 – 3.59 (Moderate Satisfaction)

1. This measure of the appearance of public realms aggregates seven (7) customer satisfaction measures including: maintenance of parks, gardens and playgrounds, effectiveness of graffiti and vandalism control, general appearance of the City, verge maintenance, cleanliness of streets, maintenance of side road and footpaths.

2. Customer service refers to the way Council deals with, takes care of and responds to its customers.

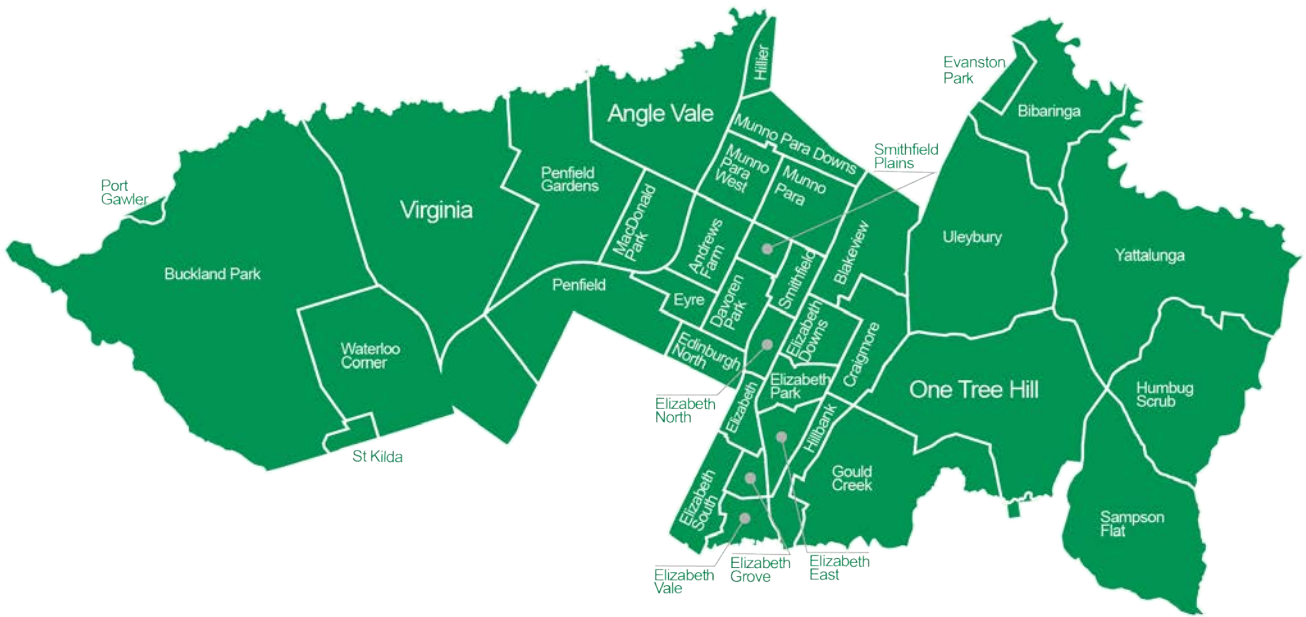
3. Value for money refers to the value residents believe they get from their rates or fee for services

Financial Indicators

As detailed in the Financial Snapshot section, Council has several indicators and targets to assess its financial sustainability.

The targets for 2019/20 are outlined in the table below:

Financial Indicator	Explanation	Target	2019/20 Budget
Operating Surplus Ratio	This ratio is designed to highlight the financial performance for the year and is a key indicator for financial sustainability. The ratio expresses the operating result as a percentage of Council's total income.	0%-10%	0.2%
Net Financial Liabilities Ratio	This ratio shows financial liabilities as a percentage of Operating Income.	50%-160% Operating Income	179.2%
Asset Renewal Funding Ratio	This ratio shows whether or not Council is replacing assets at the rate required in the Asset Management Plan.	Between 90% and 110%	108.3%
Interest Expense Ratio	This ratio shows how much discretionary income is used to pay interest on borrowings	3%-10% of discretionary income	7.9%
Cash Flow from Operations Ratio	The cash generated each year from operations compared to the 20 year average requirements in the Asset Management Plan. This ratio measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	Between 90% and 110%	102.7%



MAYOR



Mayor Glenn Docherty
 mayordocherty@playford.sa.gov.au
 0413 219 868

Chief Executive Officer Review Committee (Chair)
 Civic Events Committee (Ex Officio)
 Corporate Governance Committee
 Ordinary Council (Chair)
 Services Committee
 Strategic Planning Committee



WARD 2



Cr. Stephen Coppins
 crscoppins@playford.sa.gov.au
 0478 283 876

Ordinary Council
 Services Committee
 Strategic Planning Committee
 Council Assessment Panel



Cr. Jane Onuzans
 creonuzans@playford.sa.gov.au
 0432 251 207

Ordinary Council
 Services Committee
 Strategic Planning Committee
 Corporate Governance Committee



Cr. Gay Smallwood-Smith
 crgsmallwoodsmith@playford.sa.gov.au
 0417 016 163

Civic Events Committee (Chair)
 Ordinary Council
 Services Committee
 Strategic Planning Committee



WARD 4



Cr. Marilyn Baker
 Deputy Mayor
 cmbaker@playford.sa.gov.au
 0418 836 685

Ordinary Council
 Services Committee
 Strategic Planning Committee
 Chief Executive Officer Review Committee



Cr. Dennis Ryan
 crdryan@playford.sa.gov.au
 0417 016 167

Ordinary Council
 Services Committee
 Strategic Planning Committee



Cr. Katrina Stroet
 crkstroet@playford.sa.gov.au
 0466 941 362

Ordinary Council
 Services Committee
 Strategic Planning Committee

YOUR COUNCIL

The Local Government Elections of 2018 saw a change to Council's ward boundaries. Council moved from six wards to five, with three Councillors representing each ward and the Mayor as the Principal Member of Council. Voter turnout increased from 21.73% at the

2014 Elections to 25.7% in 2018.

Forty-eight candidates contested the 16 vacancies with the successful candidates taking the Oath of Office on 20 November 2018.

The terms of Councillors Samantha Blake, Denis

Davey, Joe Federico, Michael Joy, Duncan MacMillan, Max O'Rielly and Adam Sherwood concluded on 19 November 2018, following the declaration of the poll for the 2018 Local Government Elections.

WARD 1



Cr. Clint Marsh
crmarsh@playford.sa.gov.au
 0478 283 874

Ordinary Council
 Services Committee
 Strategic Planning Committee
 Council Assessment Panel (Deputy)



Cr. Peter Rentoulis
crarentoulis@playford.sa.gov.au
 0417 016 146

Ordinary Council
 Services Committee
 Strategic Planning Committee (Chair)
 Chief Executive Officer Review Committee



Cr. Cathy-Jo Tame
crctame@playford.sa.gov.au
 0472 283 875

Ordinary Council
 Services Committee
 Strategic Planning Committee
 Civic Events Committee – Until 18 June 2019

WARD 3



Cr. Andrew Craig
cracraig@playford.sa.gov.au
 0417 016 160

Ordinary Council
 Services Committee (Chair)
 Strategic Planning Committee



Cr. Veronica Gossink
cvgossink@playford.sa.gov.au
 0478 283 878

Ordinary Council
 Services Committee
 Strategic Planning Committee



Cr. David Kerrison
crdkerrison@playford.sa.gov.au
 0478 283 879

Ordinary Council
 Services Committee
 Strategic Planning Committee
 Chief Executive Officer Review Committee

WARD 5



Cr. Akram Arifi
craarifi@playford.sa.gov.au
 0431 609 531

Ordinary Council
 Services Committee
 Strategic Planning Committee



Cr. Shirley Halls
crshalls@playford.sa.gov.au
 0419 866 872

Ordinary Council
 Services Committee
 Strategic Planning Committee
 Civic Events Committee



Cr. Misty Norris
crmnorris@playford.sa.gov.au
 0478 283 882

Ordinary Council
 Services Committee
 Strategic Planning Committee

Council Members and Representation

Council	Council Members	Electors	Rep. Quota	Number of Wards	Ward Quota
Playford	16	60,775	3798	5	4052
Tea Tree Gully	13	72,663	5589	6	6055
Onkaparinga	13	123,939	9533	6	10,328
Salisbury	15	94,017	6267	7	6716
Marion	13	64,219	4939	6	5352
Charles Sturt	17	84,425	4966	8	5277
Port Adelaide Enfield	18	83,240	4624	7	4896
Adelaide	12	26,679	2223	3	2425

- Data Source: 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

Council Meetings

In 2018/19 Council met on 12 occasions with eight Special Council meetings held where a decision was required prior to the next Ordinary Council meeting.

Council Meeting Attendance

Council Member	Attendance Council Meetings	Attendance Special Council Meetings	Council Member	Attendance Council Meetings	Attendance Special Council Meetings
Mayor Docherty	12/12	6/8	Cr Dennis Ryan	7/8	6/6
Cr Akram Arifi	8/8	4/6	Cr Gay Smallwood-Smith	11/12	8/8
Cr Marilyn Baker	12/12	8/8	Cr Katrina Stroet	7/8	5/6
Cr Stephen Coppins	7/8	4/6	Cr Cathy-Jo Tame	8/8	6/6
Cr Andrew Craig	11/12	7/8	Cr Samantha Blake	2/4	2/2
Cr Veronica Gossink	8/8	5/6	Cr Denis Davey	3/4	2/2
Cr Shirley Halls	11/12	8/8	Cr Joe Federico	4/4	2/2
Cr David Kerrison	8/8	6/6	Cr Michael Joy	2/4	1/2
Cr Clint Marsh	8/8	6/6	Cr Duncan MacMillan	4/4	2/2
Cr Misty Norris	8/8	5/6	Cr Dino Musolino	3/4	2/2
Cr Jane Onuzans	12/12	8/8	Cr Max O'Rielly	4/4	2/2
Cr Peter Rentoulis	12/12	8/8	Cr Adam Sherwood	2/4	2/2

■ Councillors who served until the Local Government Elections in November 2018

Council Member Allowances

Council Members receive an allowance for discharging their official functions and duties as provided for under Section 76 of the *Local Government Act 1999*.

All Council Members have the option of being provided with technology to support the discharge of official functions and duties. Where a Council Member utilises their personal service provider(s),

for the provision of internet and/or internet services, reimbursement can be sought up to the value prescribed in the Elected Member Support Policy Guidelines. Pursuant to the *Local Government Act 1999*, Council Members may also seek reimbursement for travel and childcare expenses when undertaking Council business. The Mayor has access to a vehicle for Council business and civic duties and is also provided with office space and administrative support.

Council Member	2018/19 Allowance	Council Member	2018/19 Allowance
Mayor Docherty	\$81,250	Cr Dennis Ryan	\$12,665
Cr Akram Arifi	\$12,665	Cr Gay Smallwood-Smith	\$24,997
Cr Marilyn Baker	\$23,479	Cr Katrina Stroet	\$12,665
Cr Stephen Coppins	\$12,665	Cr Cathy-Jo Tame	\$12,665
Cr Andrew Craig	\$24,097	Cr Samantha Blake	\$7,648
Cr Veronica Gossink	\$12,665	Cr Denis Davey	\$7,648
Cr Shirley Halls	\$20,313	Cr Joe Federico	\$9,560
Cr David Kerrison	\$12,665	Cr Michael Joy	\$7,648
Cr Clint Marsh	\$12,665	Cr Duncan MacMillan	\$7,648
Cr Misty Norris	\$12,665	Cr Dino Musolino	\$7,648
Cr Jane Onuzans	\$20,313	Cr Max O'Rielly	\$7,648
Cr Peter Rentoulis	\$22,293	Cr Adam Sherwood	\$7,648

Member allowances are varied due to the Local Government Elections in November 2018 and members serving different terms

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	\$530	\$425
Council Assessment Panel	\$500	\$400

Committee Structure

Council has established a number of statutory and non-statutory committees in order to assist Council with its decision making.

Statutory Committees:

- Strategic Planning Committee
- Council Assessment Panel¹
- Corporate Governance Committee²

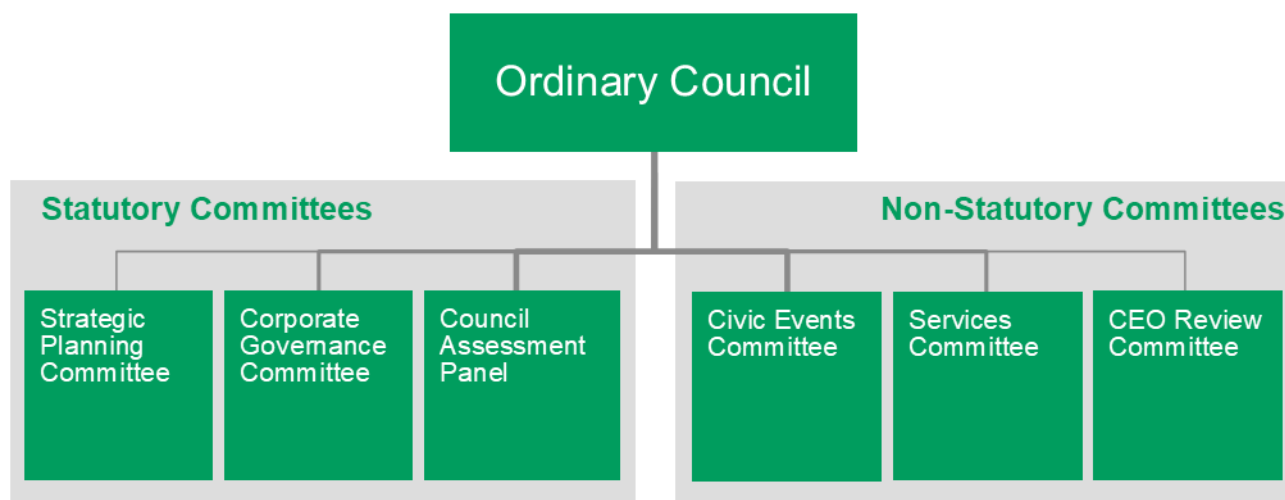
1. In 2018/19, The Council Assessment Panel made 36 decisions relating to planning and development.

2. In accordance with Section 126 of the *Local Government Act 1999*, the Corporate Governance Committee has also been appointed as the Audit Committee.

Non-Statutory Committees:

- Services Committee
- Chief Executive Officer Review Committee³
- Civic Events Committee

Council and Committee Structure



Informal Gatherings

In 2018/19, 26 Informal Gatherings were held in accordance with Section 90(8)(b) of the *Local Government Act 1999*.

Confidentiality

As prescribed by the *Local Government Act 1999*, matters of a confidential nature may be discussed at closed Council and Committee meetings. As per the Planning, Development and Infrastructure Act 2016, the public may be excluded from meetings of the Council Assessment Panel.

During 2018/19, there were 47 occasions where a Committee or Council were satisfied it was necessary to exclude the public and consider items in confidence.

Confidential Orders made under Section 90(2)			Section 90 (3) provision
Meeting	Date	Subject	
Services Committee	17 Jul 18	Leasing a portion of Allotment 664 Amberdale Road, Blakeview for telecommunication purposes	90 (3) (d)
Ordinary Council	24 Jul 18	Leasing a portion of Allotment 664 Amberdale Road, Blakeview for telecommunication purposes	90 (3) (d)
Ordinary Council	24 Jul 18	Appointment of Council Assessment Panel Independent Member and Presiding Member	90 (3) (a)
Ordinary Council	24 Jul 18	Execute Contract of Sale with Cruachan Investments for the proposed Playford Arena Development	90 (3) (b)
CEO Performance Review Committee	13 Aug 18	Review the Chief Executive Officer's Quarterly Performance	90 (3) (a)

3. From July to November 2018 this committee was called the CEO Performance Review Committee

Confidential Orders made under Section 90(2)			Section 90 (3) provision
Meeting	Date	Subject	
CEO Performance Review Committee	13 Aug 18	Outcomes of the Chief Executive Officer Performance Review for 2017/18 year	90 (3) (a)
Ordinary Council	28 Aug 18	Outcomes of the Chief Executive Officer Performance Review for 2017/18 year	90 (3) (a)
Ordinary Council	28 Aug 18	Playford Arena Prudential Review	90 (3) (b) (d)
Ordinary Council	25 Sep 18	Election of Local Government Association of South Australia President	90 (3) (a)
Ordinary Council	25 Sep 18	Elections for the Positions of Representative Members of the Board of Trustees for the Local Government Finance Authority (LGFA) of South Australia	90 (3) (a)
Ordinary Council	25 Sep 18	Election of Greater Adelaide Regional Organisation of Councils (GAROC) Representatives	90 (3) (a)
Corporate Governance Committee	02 Oct 18	Findings from External Audit	90 (3) (b)
Special Council	05 Nov 18	Workplace Safety	90 (3) (h)
Special Council	07 Nov 18	Workplace Safety	90 (3) (h)
Council Assessment Panel	19 Nov 18	Construction of a place of worship with associated carpark and garden (292/1368/2017)	90 (3) (h)
Special Council	21 Nov 18	Workplace Safety	90 (3) (f) (h)
Corporate Governance Committee	04 Dec 18	Risk Management Work Plan - Risk Identification	90 (3) (e)
Corporate Governance Committee	04 Dec 18	Emerging Risks	90 (3) (e) (f)
Special Council	06 Dec 18	Workplace Safety	90 (3) (f) (h)
Special Council	06 Dec 18	Workplace Safety	90 (3) (f) (h)
Ordinary Council	22 Jan 19	Workplace Safety Investigation Report	90 (3) (a) (h) (i)
Ordinary Council	22 Jan 19	Workplace Safety Delegations	90 (3) (i)
Strategic Planning Committee	12 Feb 19	Playford Health Precinct - Statement of Intent for Development Plan Amendment	90 (3) (m)
Ordinary Council	26 Feb 19	Playford Arena - project update for consideration	90 (3) (b)
Ordinary Council	26 Feb 19	Workplace Safety - Legal Matters	90 (3) (i)
Ordinary Council	26 Feb 19	Employment Conditions - Acting Chief Executive Officer	90 (3) (a)
Corporate Governance Committee	05 Mar 19	Risk Items Update	90 (3) (g)
CEO Review Committee	18 Mar 19	Chief Executive Officer Recruitment Process	90 (3) (d)
Services Committee	19 Mar 19	Grenville Hub Project	90 (3) (d)
Ordinary Council	26 Mar 19	Grenville Hub Project	90 (3) (d)
Ordinary Council	26 Mar 19	Election of Greater Adelaide Regional Organisation of Councils (GAROC) Representatives	90 (3) (a)
Ordinary Council	26 Mar 19	Rate Rebate Agreement	90 (3) (b) (d)
Ordinary Council	26 Mar 19	Chief Executive Officer Recruitment Process	90 (3) (d)
Ordinary Council	26 Mar 19	Ombudsman Correspondence	90 (3) (a) (g)
CEO Review Committee	08 Apr 19	CEO Recruitment Services Tender Scope	90 (3) (b)

Confidential Orders made under Section 90(2)			Section 90 (3) provision
Meeting	Date	Subject	
Special Council	09 Apr 19	Evaluation of the Practices, Policies and Procedures of the City of Playford	90 (3) (j)
Strategic Planning Committee	09 Apr 19	Former Munno Para Bowling Club Site - Allotment 479 Myall Avenue, Munno Para	90 (3) (b)
Ordinary Council	23 Apr 19	2019 Review of Confidential Items	90 (3) (a) (b) (d) (e) (f) (g) (h) (i) (j) (k) (m)
CEO Review Committee	13 May 19	Recruitment Agency Tender Evaluation	90 (3) (d)
Special Council	14 May 19	Workplace Safety - Legal Matters	90 (3) (i)
CEO Review Committee	27 May 19	Recruitment Agency Services Tender Evaluation	90 (3) (d)
Special Council	04 Jun 19	Workplace Safety - Legal Matters	90 (3) (i)
CEO Review Committee	13 Jun 19	Planning and Strategy Workshop for CEO Recruitment	90 (3) (b)
Services Committee	18 Jun 19	Hortex Licence Agreement	90 (3) (d)
Services Committee	18 Jun 19	Rate Rebate Report	90 (3) (b)
Ordinary Council	25 Jun 19	Hortex Licence Agreement	90 (3) (d)
Ordinary Council	25 Jun 19	Rate Rebate Report	90 (3) (b)

During 2018/19, 13 of the Confidential Orders made under Section 90 (2) above expired or were revoked during the financial year and a further three items were revoked at the annual review.

As of 30 June 2019, the total number of items remaining in confidence under Section 91 (7) of the *Local Government Act* 1999 stands at 76, excluding any orders made prior to 15 November 2010.

SECTION 270 Complaints

The Council body and administration make decisions every day which impact our community. 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 a formal review.

In 2018/19, six applications were made under Section 270 of the *Local Government Act* 1999 to have a decision reviewed.

Area of Complaint	Type of Matter	Outcome
Insurance Claim	Determination not to pay damages in relation to an insurance claim	All information provided was considered and reviewed by an external reviewer. Original decision upheld.
Planning and Development	Objection to Development Application approval	Applicant advised appropriate pathway for review of the decision was to apply to the Environment Resources and Development Court for a review of a decision.
Regulatory Services	Decision not to withdraw a parking expiation	All information and the process undertaken was considered and reviewed. Original decision upheld.

Property/ Planning and Development	Renaming of a road	All information and the process undertaken was considered and reviewed. Two administrative errors throughout the process were found, however the errors were of negligible impact and the original decision was upheld.
Health	Decision not to waive expiation notice	All information and the process undertaken was considered and reviewed. Another review of the expiation was undertaken and the original decision was overturned.
Insurance Claim	Determination not to pay damages in relation to an insurance claim	All information provided was considered and reviewed. Original decision upheld.

Training and Development

During 2018/19 a number of Council Members attended training and represented the City of Playford at conferences as noted below:

Mayor Glenn Docherty	ALGA National General Assembly ICAC Elected Members Forum LGA Ordinary General Meeting and Best Practice Showcase LGA Special General Meeting
Cr Stephen Coppins	ICAC Elected Members Forum LGA Ordinary General Meeting and Best Practice Showcase
Cr Andrew Craig	Speakers Institute – Premiere Speakers Bootcamp LGA Annual General Meeting and Local Government Conference
Cr Veronica Gossink	ALGA National General Assembly
Cr Shirley Halls	MDA Annual General Meeting and Conference
Cr David Kerrison	LGA Ordinary General Meeting and Best Practice Showcase
Cr Katrina Stroet	ALGA National General Assembly
Cr Denis Davey	MDA Annual General Meeting and Conference
Cr Dino Musolino	LGA Annual General Meeting and Local Government Conference

Pursuant to Regulation 8AA of the Local Government (General) Regulations 2013 and in accordance with the LGA Training Standards for Council Members; newly elected Council Members are required to complete four mandatory training modules and continuing Council Members are required to complete at a minimum training Modules 2 and 4, within 12 months of the November 2018 Local Government Elections.

- Module 1: Introduction to Local Government
- Module 2: Legal Responsibilities
- Module 3: Council and Committee Meetings
- Module 4: Financial Management and Reporting

Council Members have completed parts of Module 1, and Modules 2 through 4 in their entirety, with remaining parts of Module 1 scheduled for completion in July 2019.

Registers, Codes and Policies

The following documents are available to the public on request, in accordance with the *Local Government Act 1999*

Registers

- Council Members Register of Interests
- Council Member Allowances and Benefits Register
- Officers Register of Salaries
- Fees and Charges
- Community Management Plans
- City of Playford Public Road Register
- By Laws

Codes

- Code of Practice for Public Access to Meetings and to Associated Meeting Documents
- Code of Conduct for Council Members
- Code of Conduct for Council Employees
- Code of Practice for Council and Committee Meetings

Statutory Policies

- Prudential Management Policy
- Procurement Policy
- Public Consultation Policy
- Council Member Support Policy
- Council Member Training and Development Policy
- Internal Controls Policy
- Naming of Assets Policy
- Order Making Policy
- Complaints Handling Policy

Local Government (Elections) Act 1999

Part 14 Campaign Donation Returns prepared by candidates.

Freedom of Information Act

Section 9 Information Statement

Public Consultation

In line with legislation and the City of Playford Public Consultation Policy, the following public consultations took place in 2018/19:

July 2018	<ul style="list-style-type: none"> • Open Space • Resident Satisfaction Survey • Smith Creek Stormwater Management Plan • Stebonheath Regional Park - Proposed Revocation of Community Land Classification • Railway Screening - Proposed Revocation of Community Land Classification
November 2018	<ul style="list-style-type: none"> • Proposed Road Renaming - Olinda Court, Craigmore; a portion of Lawder Road, Blakeview; and Eyre Circuit, Eyre
April 2019	<ul style="list-style-type: none"> • Draft Enforcement Policy
May 2019	<ul style="list-style-type: none"> • Annual Business Plan and Budget 2019/20 • Long Term Financial Plan 2019/20-2028/29 • Asset Management Plans 2019/20-2028/29 • Rating Policy 2019/20 • Rate Rebate Policy 2019/20 • Kaurua Engagement Meeting for Stormwater Management Plans, (Smith Creek, Greater Edinburgh Parks, St Kilda, Adams Creek and Helps Road Drain)
June 2019	<ul style="list-style-type: none"> • Business Support Survey

Community Reference Groups

The City of Playford has formed a number of Community Reference Groups (CRGs) who provide advice to Council concerning a specific issue, enhance communication between Council and the community and complement other areas of community engagement.

The community reference groups in operation for 2018/19 are listed below:

Access and Social Inclusion Advisory Group (ASIAG)

This group provides strategic, expert and impartial advice to Council on the development, implementation, monitoring and review of policies, strategies, projects and plans with the aim to advance the inclusion of people with disability.

The Community Connections Group

This group provides consultation and advice for Council's Commonwealth Home Support Programme (CHSP) funded services, ensuring the provision of services that offer consumer choice and that these are delivered to meet their needs, and that consumers have a say in shaping the services they receive.

Playford Alive Community Reference Group

This group assists with the promotion and coordination of community building through events, community projects and working groups to build and maintain strong links and networks within the community.

Youth Advisory Committee (YAC)

The YAC is a group of local people aged 15 to 25 who work together developing solutions to issues that affect young people and their communities.

Aboriginal and Torres Strait Islander Community Reference Group

This is relatively new reference group which was formed in 2017. The group's key role is to foster positive relationships between Council and the local community and provide advice to Council about how its services can better meet the needs of the local Aboriginal and Torres Strait Islander community.

Elizabeth Riders Committee (ERC)

The Elizabeth Riders Committee (ERC) is made up of young scooter, skate and BMX riders. The committee has been running for nine years and is supported by the City of Playford and Anglicare SA. The Committee operates as a social enterprise, providing demonstrations, workshops, consultancy, screen printing and event management services.

New Grenville Advisory Group

This advisory group was formed in April 2018 to provide advice and information to Council around the design and development of the new Grenville Hub to ensure the new centre will meet the needs of Grenville patrons and the wider community.

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 Principals
- Commitment to protecting human health, safety and welfare
- Ensuring our processes are compliant with relevant legislation and regulations

National Competition Policy

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

There are no Category One business activities operated by the City of Playford.

In 2018/19 the City of Playford had the following significant (Category Two) business activities:

- Food Co-Operatives
- Water Business Unit
- Shedley Café
- Windsor Car Park

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

Auditors Payment

An amount of \$36,000 (excl. GST) in external audit fees were expensed in the 2018/19 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 (FAGS) with approximately 10%

of total operating revenue (adjusted) coming from this source. 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.

Community Land

Community Land Management Plans identify the purpose and objectives of land held for community use in accordance with Section 196 of the *Local Government Act 1999*.

In 2018/19 two parcels of community land located at Stebonheath Park, Andrews Farm and a railway screening reserve at Smithfield were revoked of their community land classification.

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 2017/18 Annual Report 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 \$36.75, 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 deal with applications, Council endeavours to process them as quickly as possible.

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

Your Rights

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

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

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

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

Who to contact

Applications and enquiries relating to Freedom of Information matters may be directed to the Freedom of Information Officer between 9am and 5pm, Monday to Friday by telephone 8256 0227.

Freedom of Information applications

Twenty six applications were received under Freedom of Information legislation and 25 applications were assessed within 30 days in the 2018/19 year, with one application carried forward into 2019/20. Eighteen applications were determined for full release. One application was refused as documents did not exist, one application was refused for fees unpaid, one application was refused as information was personal affairs and one for safety and welfare reasons. Three applications were determined for partial release. Determination to refuse access for one application is currently the subject of an external review by the Ombudsman.

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 the Council's website.

Local Nuisance and Litter Control Act and Regulations

The total number of complaints of local nuisance or littering received by Council reached 845. The number and nature of:

- offences under the Act that were expiated – 19
- offences under the Act that were prosecuted – two
- nuisance abatement notices or litter abatement notices issued – three
- there were neither 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 and the number of orders made by the Court on those applications.

Rebates and Concessions

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

Pensioner Concessions and State Beneficiaries of Concessions

From 1 July 2015 Council concessions were replaced with the new State Government cost of living concession for pensioners.

For information on concession eligibility, applications and payments contact the Department of Communities and Social Inclusion (DCSI):

Website www.sa.gov.au/concessions

Email concessions@sa.gov.au

Concessions Hotline: 1800 307 758

Rate Relief

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

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.

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

The City of Playford 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 the rates team can set up an affordable payment schedule through Centrepay or Direct Debit.

Our 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 longer-term debt repayment arrangement. Section 182 of the *Local Government Act 1999* advises Council can grant rates relief due to hardship or extenuating circumstances.

OUR WORKFORCE

As at 30 June 2019 City of Playford employed 460 employees from a broad demographic base. It's headcount by position status and gender are as follows:

Headcount - Workforce Size

Status	N ^o	%	Male		Female	
			N ^o	%	N ^o	%
Casual	20	4.3%	10	4%	10	4.8%
On-going Full Time	283	61.5%	199	78.7%	84	40.6%
On-going Part Time	63	13.7%	8	3.2%	55	26.6%
Contract Leadership	28	6.1%	16	6.3%	12	5.8%
Fixed Term Contract Full Time	36	7.8%	15	5.9%	21	10.1%
Fixed Term Contract Part Time	30	6.5%	5	2.0%	25	12.1%
Total	460	100%	253	55%	207	45%

Workforce and Remuneration profile

Council is supported in its decision making by an Executive team whose salary packages include the following benefits:

- Annual salary
- Fully maintained vehicle or novated lease vehicle
- Superannuation contributions

The Executive team are also provided with a mobile phone, tablet and laptop as work tools in accordance with Council's Mobile Device Policy.

The total remuneration package of Managers is reported in the table below. Remuneration packages consist of the employer superannuation contribution, the cost of Council supplied vehicles (as appropriate) and their annual salary. Salaries of all other staff are also reported in the table, excluding employer super contribution. No bonuses are paid to any member of staff or management.

Managers with the ability to incur private use of a Council vehicle pay 75% of the 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.

Employee Categories	Salary Range \$,000	Male	%	Female	%	Total	%
CEO	250-300	1	0.4%	0	0.0%	1	0.2%
General Managers	200-250	2	0.8%	1	0.5%	3	0.7%
Senior Managers	150-200	10	4%	7	3.4%	17	3.7%
Managers and Senior Officers	95-150	38	15%	26	12.6%	64	13.9%
Employees	0-95	202	79.8%	173	83.6%	375	81.5%
Totals		253		207		460	

Management/Staff Ratio

Title	Number
Management	57
Staff (other than Management)	403
Total Council Staff	460

Service Delivery*

Indirect Service FTE Sum	Direct Service FTE Sum	Combined Total FTE
141.58	268.98	410.56

* An FTE of 1.0 means that the person is working the hours equivalent to a full-time worker.

For the purposes of reporting, in the Service Delivery table, indirect services are classified as service delivery staff that are performing roles not directly involved with the delivery of services to the community such as Finance, Organisational Development, ICT, Risk & WHS and Procurement.

Equal Employment Opportunity (EEO)

The City of Playford continues to increase its organisational effectiveness and deliver high quality, responsive council services, through the support and development of its people in a positive working environment.

We have a longstanding commitment to a policy of equal employment and advancement opportunities for all employees without regard to race, colour, gender, marital status, religion, age, national origin or citizenship status, disability, sexual orientation or any other protected characteristic as established by law.

This commitment to fair employment practices applies to every aspect of the employment life cycle, ensuring that equal consideration is extended to all employees and applicants in all aspects of employment including remuneration, recruitment and selection, employee learning and development, performance evaluation, career development and progression opportunities.

Disability

The City of Playford's objectives in relation to disability have been informed by community consultation and ongoing reviews of existing services and responsibilities.

In recent years Council has achieved considerable success in providing improved access and inclusion for people with disability and those who are ageing. Specifically we have seen an increase in the number of programs for people with disability and mental illness, improved access to buildings and other Council assets, including the introduction of hearing assistance technology in key customer contact points.

Council continues to build on these achievements by supporting the needs of our community and employees to achieve the goal of a fully accessible and inclusive City.

Recruitment and Selection

The City of Playford aims to recruit and select employees who demonstrate attributes that are consistent with the organisation's culture and that will best meet the organisation's needs in order to support the achievement of its strategic objectives. Recruitment and selection of employees in the City of Playford complies with all legal requirements including equal opportunity and sound human resource management principles, together with the policies and guidelines as adopted by the City of Playford.

An end-to-end eRecruitment System has been embedded across the Organisation in order to gain efficiency and enhance the effectiveness of our recruitment and selection practices.

Organisational Structure



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 to the community.

The CEO provides leadership and direction on behalf of the Council that promotes a positive culture for the benefit of its staff and the community; ensures the Council's statutory and governance obligations are met in a timely and effective manner; and drives the financial sustainability of Council through the development and implementation of appropriate strategic and operational financial plans.

Key areas of responsibility include: developing and maintaining a strong customer service focus for the organisation, maintaining a positive and collaborative working relationship with the Mayor and Councillors, Leadership and Strategy, Finance and Asset Management, People and Culture.



GREG PATTINSON

Acting General Manager Strategic Projects and Assets

The General Manager Strategic Projects & Assets is responsible for a significant portfolio comprising two distinct components being the management of Council's \$1b asset portfolio and the program management of Council's key strategic projects.

Key areas of responsibility include: providing sustainable and enjoyable parks, playgrounds, sports grounds, streetscapes, cycling and walking trails for the needs of a growing city, development of the northern CBD, fleet, infrastructure asset management, and property portfolios.



GRACE PELLE

Acting General Manager Strategy and Corporate

The General Manager Strategy & Corporate has a diverse and accomplished mix of personnel with a vast range of capabilities and a joint desire to deliver the strategic intent of the Council and continually improve on resident satisfaction and value for money for the community.

Key areas of responsibility include: maintaining the corporate functions of the organisation including Governance, Strategy and Policy, Information Management and Technology, Service Improvement, the Stretton Centre, Organisational Development and Risk/Work Health and Safety.



ANDREW NESBITT

Acting General Manager City Services

The General Manager City Services supports an extensive scope of service delivery to the community from education and training programs through to Development, Environmental Health, Community Events and Marketing.

Key areas of responsibility include: providing direct service delivery areas to the community through links to the NDIS and My Aged Care, Library Services, Youth Programs, Community volunteers, Waste management, environment sustainability and biodiversity, urban design and construction.

Asset Operations

- Development Services
- Buildings
- Fleet
- Operations

City Operations

- Support Services
- Roads & Stormwater
- Parks & Verges
- Parks & Landscapes
- Tree Services

Capital Works & Assets

- Sports & Property
- Assets & Projects

Major Projects

Smart Working Program

Finance

- Finance
- Manager Rates

Strategy & Policy

Organisational Development

Corporate Services

- Governance
- Risk & WHS
- Procurement & Accounts Payable

Stretton Centre

- Operations
- Economic Development
- Advocacy

Service Improvement

- ICT Service Delivery & Records
- ICT Service Solutions

Health, Environment & Regulatory Services

- Regulatory Services
- Environment & Waste

Customer Care, Libraries & Civic Venues

- Customer Contact
- Library Services
- Civic Venues

Community Services

- Community Inclusion
- Community Development

Development Services

- Building & Compliance
- Planning Services
- Engineering Services

Marketing, Communications & the Arts

- Communications
- Events, Art & Culture

Learning and Development

The organisation's commitment to ongoing learning and development supports employees and volunteers to meet the professional, occupational and legislative responsibilities of their employment in both accredited and non-accredited arenas. This is achieved by the ongoing monitoring and evaluation of their work performance, providing employees with a fair, balanced and constructive evaluation of progress in their roles.

Learning and development activities are focussed on achieving an effective balance between organisation and individual needs that facilitate an increase in skills and knowledge across the organisation, building workforce flexibility, change capability, resilience and leadership potential.

City of Playford has delivered a Mental Health program which includes the appointment of designated Mental Health First Aiders and the provision of training for Management to ensure effective support can be provided to those who may be experiencing a mental health problem, or who may be in crisis.

Employee Assistance Program

The Employee Assistance Program (EAP) provides access to confidential and professional counselling services for all City of Playford employees, Councillors and their immediate families for any personal or work-related issues. Counselling is available on site, off site or by telephone, and aims to assist in clarifying any challenges or problems they may be facing, with a focus on building effective strategies and solutions to address those issues.

Risk & Work Health and Safety (WHS)

The City of Playford has adopted the One System for WHS in Local Government. Proactive WHS and Injury Management work continues to be undertaken across the organisation to ensure ongoing employee safety and legislative compliance.

During 2018, Local Government Risk Services (LGRS) undertook a comprehensive audit of the City of Playford's Work Health and Safety Management System. The aim of the audit was to identify positive aspects and any deficiencies (gaps) in the level of conformance with the Return to Work South Australia Performance Standards for Self-Insurers and the Work Health and Safety (WHS) Act and Regulations 2012. Work is in progress to implement the improvements required as well as a strong commitment towards continuous improvement which continues to be a focus across the organisation.

The implementation of an electronic incident and hazard reporting system (Skytrust) continues to deliver efficiency gains in incident and hazard management and more reliable and timely management reporting.

Return to Work (RTW) Claims decreased in 2018/19 by 12, bringing City of Playford in-line with the member group average. Claim numbers have significantly decreased, and our Lost Time Injury (LTI) Days have only reduced by 6% for the year due to a number of claimants requiring surgical intervention with recovery time required.

2016/17*	RTW Claims	LTI Days	Duration Rate (days)
Playford	28	113	8.7
Group Average	28	341	24.8

2017/18*	RTW Claims	LTI Days	Duration Rate (days)
Playford	41	303	25.3
Group Average	31	386	32.8

2018/19*	RTW Claims	LTI Days	Duration Rate (days)
Playford	29	284	23.7
Group Average	29	241	22.2

* Data is accurate from the Local Government Regulatory Services (LGRS) Member Centre as at 7 August 2019 and is subject to change due to on-going claims and costs which may carry over into other financial years.

Claim Costs*			
	2016/17	2017/18	2018/19
Playford	\$150,973	\$439,279	\$278,480
Group Average	\$434,909	\$387,593	\$194,599

* Data is accurate from the Local Government Regulatory Services (LGRS) Member Centre as at 7 August 2019 and is subject to change due to on-going claims and costs which may carry over into other financial years.

Insurance Claims

Liability, Fleet and Assets				
Claim Type	2015/16	2016/17	2017/18	2018/19
Liability	38	61	30	43
Fleet	31	79	51	47
Number of claims	3	9	5	10
Value of claims	\$26,000	\$55,000	\$6000	\$231,000

Liability claims increased and fleet claims decreased over the previous year, however both remain consistent with long-term averages.

There was a significant increase in the value of asset claims over the previous year. This increase was due to a number of infrastructure thefts from Council premises. Council have future-proofed this exposure and made changes to processes and physical elements of its infrastructure to mitigate the risk of theft to valuable infrastructure.

Other Key Activities

City of Playford has also delivered a number of key activities across 2018/19 in line with our WHS Plan. These include:

- Provision of an Income Protection scheme through the Local Government Risk Services (LGRS) that supports staff if they suffer from an injury or illness that occurs outside of the workplace
- Delivery of hearing assessments for staff required to wear hearing protection
- Delivery of annual flu vaccinations for staff
- Development and piloting of a new Safe Work Method Statement (SWMS) model with teams across the organisation.
- Development and trial of a WHS Observation process with supporting tools for safety leaders to undertake; providing encouragement to provide recognition of proactive behaviours and identify opportunities for improvement within our tasks.
- Conducting a broad range of WHS training programs/information sessions including White Card, Workzone Traffic Management, Chain of Responsibility, First Aid and CPR.
- The following activities were undertaken as part of our Healthy Wellbeing Program:
 - Carried out skin cancer checks for staff who regularly work outdoors (and is available to all employees)
 - Carried out annual health assessments for employees
 - Carried out Stretching Sessions for employees
 - Provided employees with an opportunity to participate in online health program
- The following activities were undertaken, with the aim to contribute towards a positive staff culture:
 - Participation in City to Bay Fun Run
 - Participation in Australian Red Cross Blood Challenge, where we were the leading council for SA/NT in 2018
 - Participation in R U OK Day
 - Participation in Australia's Biggest Morning Tea

LEGISLATIVE CHECK LIST

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

Legislative Requirement	Page Reference
<p>Council Report</p> <p>Schedule 4, clause 1(h) requires a statement to be included in the annual report about:</p> <ul style="list-style-type: none"> • Council's representation quota* • Average representation quota for councils of a similar size and type (taking into account various factors prescribed by the regulations if any) • Timing of next representation review as prescribed in section 12(4). • Procedures available for electors to make submissions on representation. 	<p>Page 68 - Council Members and Representation</p>
<p>Schedule 4, clause 2(c) requires annual reports to include information about the decision-making structure of council (ie council structure including council committees - roles, functions, etc - and the council's scheme of delegation)</p> <p>*Schedule 4, clause 3 defines "representation quota" for the purpose of the annual report requirements.</p> <p>Representation quota for a council is an amount ascertained by dividing the number of electors for an 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).</p>	<p>Page 69 – Committee Structure</p>
<p>Strategic Management Plans</p> <p>Schedule 4, clause 2(a) requires a council to report on performance in implementing its strategic management plans during the financial year to which the annual report relates and projections and targets under its plans for the next financial year. (Cross reference to section 122 – Strategic Management Plan provisions).</p> <p>Schedule 4 clause 2(ab) requires councils to report on performance against annual business plans for the financial year to which the annual report relates.</p>	<p>Page 14 – Strategic Directions & Year in Review</p> <p>Page 64 - The Year Ahead</p>
<p>Council Members</p> <p>Schedule 4 requires information about:</p> <ul style="list-style-type: none"> • Allowances paid to council members and council committee members [clause 1(f)] Note, this includes the audit committee. <p>The training and development activities for members of the council during the relevant financial year [clause 2(ca)].</p>	<p>Page 68 – Council Member Allowances</p> <p>Page 73 – Training and Development</p>

Legislative Requirement	Page Reference
<p>Management and Staffing</p> <p>Schedule 4, clause 1(g) requires information about the number of senior executive officers, kinds of allowances, and bonuses and benefits that are made available as part of the salary package/s. (Cross refer to section 105)</p> <p>Schedule 4, clause 2(d) requires information to be included about</p> <ul style="list-style-type: none"> the implementation of equal employment programs, and <p>other human resource management or development programs (Cross refer to section 107).</p>	<p>Page 80 – Workforce and Remuneration Profile and Staff Demographics</p> <p>Page 81 – Equal Employment Opportunity</p>
<p>Budget and Financial Reports</p> <p>Schedule 4 requires:</p> <ul style="list-style-type: none"> A copy of audited financial statements [clause 1(a)] Information about allowances paid to council members and council committee members [clause 1(f)] <p>A report on competitive tendering or other measures to ensure services are delivered cost-effectively, and the extent (if any) to which council has pursued policies for purchasing local goods and services [clause 2(b)]</p>	<p>Page 90 – Audited Financial Statements</p> <p>Page 68 – Council Member Allowances</p> <p>Page 76 – Tendering Arrangements</p>
<p>Community Land and Council Facilities</p> <p>Schedule 4, clause 2(e), requires annual reports to include a report on the progress of preparing or finalising management plans for community land. (Cross refer Chapter 11).</p>	<p>Page 77 – Community Land and Council facilities</p>
<p>List of Documents Available to the Public</p> <p>Schedule 4 requires the following lists to be included in annual reports:</p> <ul style="list-style-type: none"> Lists of registers and of codes of conduct or practice which are required to be kept under the <i>Local Government Act 1999</i> or <i>Local Government (Elections) Act 1999</i> [clauses 1(b) and (c)]. <p>Mandatory registers and codes prescribed in the <i>Local Government Act 1999</i> are attached as Appendix A.</p>	<p>Page 74 – Registers, Codes and Policies</p>
<p>Freedom of Information Statements</p> <p>Section 9(1a) of the <i>Freedom of Information Act 1991</i> requires councils to annually publish up-to-date information statements [clause 1(gb)].</p>	<p>Page 78 – Freedom of Information Statements</p>

Legislative Requirement	Page Reference
<p>Confidentiality</p> <p>Schedule 4, clause 1(ga) of the <i>Local Government Act 1999</i> requires a report to be included in the annual report about the council's and council committee's use of sections 90(2) and 91(7). The content is detailed under regulation 35 of the <i>Local Government (General) Regulations</i>:</p> <p>Report on the use of section 90(2) & (3) of the Act:</p> <ul style="list-style-type: none"> • Total number of orders made under section 90(2) of the Act in the financial year • The date and subject of each order within the ambit of section 90(2) • In relation to section 90(3) paragraphs (a) – (na), the number of times in the financial year that an order was made under section 92 <p>Report on the use of section 91(7)</p> <ul style="list-style-type: none"> • The total number of orders made under the subsection in the financial year • The number of orders made in the financial year that expired, ceased to apply or were revoked during the financial year • The number of orders that remained operative at the end of the financial year (not including orders made before 15 November 2010) <p>Date and subject of each order with the ambit of the above under section 91(7).</p>	<p>Page 70 - Confidentiality</p>
<p>Subsidiaries</p> <p>The annual report of any subsidiary received by the council under Schedule 2 for the financial year [clause 1(ha)].</p>	<p>Page 90 - Appendices</p>
<p>National Competition Policy</p> <p>Schedule 4, clause 1(j) any other information to be included under the <i>Local Government Act 1999</i> or another Act. Therefore by virtue of the <i>Government Business Enterprise (Competition) Act 1996</i> and the Clause 7 Statement 2002 the council is required to submit relevant information on the application of competitive neutrality principles. This includes information on:</p> <ul style="list-style-type: none"> • The commencement or cessation of significant business activities controlled by the council; • The competitive neutrality measure applied to each significant business activity controlled by the council; • 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 council; • The structural reform of public monopolies <p>The information included in the annual report may be in summary form.</p>	<p>Page 76 – National Competition Policy</p>
<p>Freedom of Information applications</p> <p>Councils are required to report on the applications received under section 13 of the <i>Freedom of Information Act</i>, as required by Schedule 4, clause 1(gb). As at the date of these guidelines there is no prescribed format that this report must take under the Regulations.</p>	<p>Page 78 – Freedom of Information Applications</p>

Legislative Requirement	Page Reference
<p>Auditor Independence</p> <p>Councils are required to report on the remuneration payable to the auditor during the year and to differentiate between audit and non-audit fees. Also, to report if the appointment of the auditor is terminated other than by expiry of the contract [Schedule 4, clause 1(j) and section 128(9)].</p>	<p>Page 76 – Auditors Payment</p>
<p>Internal review of Council actions</p> <p>Councils must, on an annual basis initiate and consider a report that relates to the number of applications for review made under section 270(8); the kinds of matters to which the applications relate; the outcome of applications under the section; and such other matters as may be prescribed by the regulations. Section 270(8) of the Act; Schedule 4, clause 1(i) and regulation 35(2).</p>	<p>Page 72 – Section 270 Complaints</p>
<p>Local Nuisance and litter Act</p> <p>Councils must report on:</p> <ul style="list-style-type: none"> • the number of complaints of local nuisance or littering received by the council; and • the number and nature of — <ul style="list-style-type: none"> - offences under the Act that were expiated; and - offences under the Act that were prosecuted; and - nuisance abatement notices or litter abatement notices issued; and - civil penalties negotiated under section 34 of the Act; and - 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 <p>any other functions performed by the council under the Act.</p>	<p>Page 78 – Section Local Nuisance and Litter Act</p>

APPENDICES

- 1. City of Playford General Purpose Financial Statements
for the year ended 30 June 2019 (TO FOLLOW)**
- 2. Gawler River Floodplain Management Authority
Annual Report 2018/19**
- 3. Northern Adelaide Waste Management Authority
2018/19 Annual Report**

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