

**6.09 END OF QUARTER REPORT - OCTOBER TO DECEMBER 2021**

**TO:** Council

**FROM:** General Manager Corporate Services - Donna Dunbar

**DATE:** 14 February 2022

**Brief**

To report on the activities of the City of Charles Sturt for the quarter October, November and December 2021, towards achieving the priorities and strategies set out in the Organisational Plan 2021 - 2025.

**Recommendation**

**That the report (refer Appendix A) be received and noted.**

**Status**

This report relates to or impacts upon the following Community Plan Objectives 2020-2027.

**Our Community - A strong and connected community**

In our City no one gets left behind; everyone has access to quality resources, services, programs, information and social infrastructure to fully participate in their community. Charles Sturt is made up of strong and vibrant communities; we celebrate our identity; heritage and cultural diversity. People feel a sense of belonging, inclusion and social connectedness.

People embrace healthy living, physical activity and ageing well.

Charles Sturt is a place where people feel safe in their homes, neighbourhoods and public places; they are resilient and manage shocks and stresses to build a stronger community. People learn throughout their lives; they have the skills and abilities to achieve great outcomes for themselves, their families and the opportunity to become leaders in their communities.

**Our Liveability - A liveable City of great places**

A well-designed urban environment that is adaptive to a diverse and growing City.

City assets and infrastructure are developed and enhanced on a strategic and equitable basis in collaboration with local communities and other relevant parties, including industry and government.

Support diverse events and experiences that bring people together and contribute to the history, culture and vitality of our neighbourhoods.

Drive an integrated, responsive transport system and well-maintained network of roads and paths that facilitate safe, efficient and sustainable connections.

Enhance the diversity of open spaces to create innovative, accessible and flexible community spaces.

### **Our Environment - An environmentally responsible & sustainable City**

Greenhouse gas emissions significantly reduce, and we adapt to our changing climate.

Our city is greener to reduce heat island effects and enhance our biodiversity.

Charles Sturt is recognised as a leading partner and educator pursuing a sustainable future with our community.

Reduced waste production across our city, combined with the growth of our circular economy..

We advocate for the protection of our coastal areas and enhancing biodiversity along our coast.

### **Our Economy - An economically thriving City**

The Western Region economy is promoted through leadership and collaboration across all stakeholders and our community.

Local businesses and entrepreneurial activities flourish through the support, engagement and relationships that are developed and maintained.

Businesses and industry sectors continue to grow and diversify.

Our businesses and community have the skills for success to realise job opportunities.

### **Our Leadership - A leading & transformational Local Government organisation**

Our values, leadership and collaborative approach are bold and courageous and enables us to deliver value for our Community and create a leading liveable City.

We provide excellence in customer experience by ensuring our customers are at the heart of everything we do.

We care about our people ensuring we support, develop and motivate our workforce to meet Community needs with capability and confidence.

The management of our city is progressive, responsive and sustainable to ensure a united and unique place for future generations.

Open and accountable governance.

#### **Relevant Council policies are:**

- Nil

#### **Relevant statutory provisions are:**

- Nil

### **Background**

To report on the activities of the City of Charles Sturt for the quarter October, November and December 2021 towards achieving the priorities and strategies set out in the Organisational Plan 2021-2025.

### **Report**

The report contained in **Appendix A** provides an overview of the day to day key activities and performance indicators of the City of Charles Sturt for the October, November and December 2021 quarter, in line with the objectives of the Organisational Plan 2021 - 2025. The Organisational Plan can be accessed by clicking on this link [Organisational Plan 2021 - 2025](#).

**Financial and Resource Implications**

The Organisations Financial Performance is reported to the Corporate Services Committee via the regular quarterly financial report.

**Customer Service and Community Implications**

There are no customer service or community implications.

**Environmental Implications**

There are no environmental implications.

**Community Engagement/Consultation (including with community, Council members and staff)**

There is no requirement for community engagement or consultation.

**Risk Management/Legislative Implications**

There are no risk management or legislative implications.

**Conclusion**

The City of Charles Sturt End of Quarter Report for the first quarter of 2021/22 shows the key day to day activities of the business for the period against the Corporate Plan objectives for Council's consideration.

**Appendices**

#	Attachment
1	Appendix A - End of Quarter Report - October - December 2021

# APPENDIX A



# **CITY OF CHARLES STURT END OF QUARTER REPORT Q2 2021/22**



## **City of Charles Sturt – Second Quarter Report – December 2021**

### **Introduction**

The City of Charles Sturt is one of South Australia's largest metropolitan council areas. The City spans approximately 5,500 hectares, has a population of an estimated 120,000 people and over 59,000 rateable properties. Charles Sturt has developed a reputation for being as diverse as it is large, with the city providing a wide range of opportunities for housing, business, sport and leisure.

People choose to live in the City because it is close to the beach, the City (of Adelaide), the Port, the airport and regional shopping facilities. The City of Charles Sturt has long been considered the sporting and entertainment hub of Adelaide with national basketball and soccer stadiums, three privately-owned golf courses, an international rowing course, the River Torrens Linear Park, the Coast and numerous highly regarded local sporting venues. The City is also well catered for in terms of schools, medical services, local sporting and community facilities including libraries and community centres.

The City is undergoing change including new residential developments in Bowden, the West and Woodville West and is well advanced in delivering major capital works programs – Building for Tomorrow with the new St Clair Recreation Centre complete; the Port Road Drainage Project stage 3 (final stage) complete and Ngutungka West Lakes (Community Centre & Library) underway to name a few.

The City of Charles Sturt council operation has three Divisions reporting to the Chief Executive Officer. Each Division has responsibilities for delivering or supporting the delivery of services to the community in line with the Local Government Act 1999, the [Community Plan 2020 - 2027](#) [Charles Sturt a Leading and Liveable City](#) and the [Organisational Plan 2021-2025](#). Each Division has the following broad responsibilities:

### **City Services**

The City Services Division is primarily focussed on providing external service delivery to meet the needs of our large and diverse community and is comprised of the following portfolios and primary functions:

- Urban Projects - Policy Planning, Placemaking, Community Engagement, Economic Development and Woodville Town Hall;
- Planning and Development - Development Assessment, Building Assessment and Regulatory Compliance;
- Public Health and Safety - Community Safety, Environmental Health, Immunisation and Customer Contact; and
- Community Connections - 5 x Libraries and 6 x Community Centres, Community Development, Aging Well and Youth Development.

## **Asset Management Services**

The Asset Management Services Division is located across various sites including the Civic Centre, Beverley Centre, Horticultural Centre and Recycling and Waste Centre, and is responsible for the following functions:

- Strategic Planning;
- Asset Management Planning;
- Policy, Lease and Licencing;
- Fleet Management; and
- Consultation, Design, Construction and Maintenance of all community assets including:
  - 774km of roadways;
  - 437 km of stormwater drains;
  - 1,257km of constructed footpaths;
  - 1,392km of kerb and water table;
  - 20 council operations buildings;
  - 91 independent living units;
  - 25 commercial buildings;
  - 40 sports clubroom buildings;
  - 57.3ha of sportsgrounds;
  - 283ha of reserves;
  - 22ha of tree screens;
  - 9ha of Council owned Properties (gardens);
  - 2.7ha of West Lakes beaches;
  - 59.5ha of coastal reserves along 12km of coast;
  - 19ha of wetlands; and
  - Over 50,000 street trees.

In addition, the Division is responsible for Strategic Environmental Management along with Climate Change Adaptation across the organisation.

## **Corporate Services**


The Corporate Services Division predominantly works in partnership with all Business Units across the organisation providing support and advice to enable services to be delivered to our community. The Division is comprised of the following portfolios and primary functions:

- Financial Services – Financial Management, Rates, Debtors and Creditors;
- Governance and Operational Support – Governance, Elected Member Support, Contracted Services, WHS, Insurance, Risk and Audit;
- Procurement – Business Support;
- Information Services – IT Support, Business Analysis, Project Management;
- People and Culture – HR and Business Support, Learning and Development; and
- Media Marketing and Communications – Media Relations, Marketing, Communications including social media and Information Management.

This end of quarter report is a compilation of all activities of each of the Divisions as they relate to the implementation of the Community and Organisational Plan for the December Quarter 2021.

### **Organisational Plan Key Priorities**

The following section identifies the key priorities from the 2021-2025 Organisational Plan for which the organisation is responsible. Progress and completion status for each priority is stated.

 <b>OUR COMMUNITY</b> <b>A STRONG AND CONNECTED COMMUNITY</b>		
<b>Key Priority</b>	<b>Outcome</b>	<b>Achievements to date</b>
Creating West Lakes Library and Community Centre.	The newly constructed library and community centre (to be known as Ngutungka West Lakes) will provide a new model for council which combines both our library and community centre and provides our community with a highly functional and adaptable space, which is more accessible and offers a diverse range of community services.	Ngutungka is nearing Practical Completion in Late February 2022 with the opening planned in March 2022.
Creating Henley Library and Community Centre.	The proposed facility will diversify the way Council offers library and community centre activities and resources. The building design will be of a high standard and consider both heritage and environmentally sustainable design features to deliver a highly functional and well utilised facility and resource for our community.	Early concept planning and community consultation is to be completed prior March 2022. A report will then be presented to Council on the project.
Implementing our Disability Access and Inclusion Plan (DAIP).	A staff Steering Group and Working Group will meet throughout 2022 to identify and deliver key initiatives and projects.	The CCS Disability Access and Inclusion Plan (DAIP) 2021-2025 has been endorsed by Council and published in 2021.





## OUR LIVEABILITY

### A LIVEABLE CITY OF GREAT PLACES

Key Priority	Outcome	Achievements to date
Your Neighbourhood Plan Framework is implemented in key precincts across the city.	A Neighbourhood Plan Pilot project for Albert Park has identified key projects for enhanced community liveability for the next 20 years. This plan is to be completed in early 2022. Further sites for Neighbourhood Plan concept planning includes Seaton and, David Terrace, Kilkenny.	Albert Park Neighbourhood Plan endorsed by Council in September 2021. State Government funding to acquire land on Spad Street, Hendon secured. Budget bid for Tapley's Hills Road neighbourhood centre concept plan and upgrade submitted.
Major streetscapes revitalised including: <ul style="list-style-type: none"><li>• <b>Woodville Road;</b></li><li>• <b>Military and Main Street; and</b></li><li>• <b>Chief Street.</b></li></ul>	The delivery of major streetscape projects will ensure that these key streets are renewed and upgraded in a manner that will enhance the liveability of current and future generations and provide a platform for existing businesses to thrive and opportunities for further economic development.	<b>Woodville Road</b> Detailed design for streetscape works largely complete. Tender has been released to the market in December 2021. Early works (undergrounding of power and water main relocation) are complete.  <b>Military Road and Main Street</b> Contractor appointed and works are progressing well. Stakeholder engagement continuing to ensure disruption to residents and businesses is minimised through the construction phase.  <b>Chief Street</b> Consultation on concept options complete and preferred concept to be submitted to the

Key Priority	Outcome	Achievements to date
		Asset Management Committee/Council in early 2022 for endorsement. Detailed design currently scheduled to commence in 22/23.
Implementation of an Arts & Cultural Plan.	<p>Develop a five-year arts and culture plan which will:</p> <ul style="list-style-type: none"> <li>• Articulate a shared vision with our community to grow our arts and cultural context as a creative and liveable City of Charles Sturt;</li> <li>• assist us to share and celebrate cultural stories;</li> <li>• identify opportunities to further support the health and wellbeing, social, economic and cultural development of our community;</li> <li>• identify service delivery gaps and opportunities;</li> <li>• support collaborative partnerships and identify external funding opportunities; and</li> <li>• outline opportunities for temporary and permanent public art to invigorate our neighbourhoods.</li> </ul>	<p><b>Stage 1 Engagement</b> Sector Interviews Complete.</p> <p><b>Stage 2 Engagement</b> Broad Community Engagement to gather ideas on YourSay from 25 October 2021 to 10 December 2021 is complete.</p> <p><b>Draft Plan</b> Draft plan commenced which will be presented to Council early 2022.</p>
Enhancing liveability by completing existing DPAs and/or Code Amendments.	<p>A series of former Development Plan Amendments (DPAs) and recent Code Amendments will be developed to change the zoning and facilitate improved development outcomes for our community. These include:</p> <ul style="list-style-type: none"> <li>• Kilkenny Mixed Use DPA (Privately Funded);</li> <li>• Albert Park Mixed Use Code Amendment (Privately Funded);</li> <li>• Kidman Park Residential and Mixed Use Code Amendment (former Metcash site) (Privately Funded);</li> <li>• West Lakes Residential and Mixed Use Code Amendment (Privately Funded); and</li> <li>• Beverley Strategic Employment Zone Code Amendment.</li> </ul>	<p><b>Kilkenny DPA</b> DPA endorsed by Council and awaiting a decision from the Minister for Planning.</p> <p><b>Albert Park Code Amendment</b> Draft Code Amendment endorsed by Council for the purposes of consultation.</p> <p>Awaiting approval from the State Planning Commission to commence consultation.</p>

Key Priority	Outcome	Achievements to date
		<p><b>Kidman Park Code Amendment</b> Initiation of a Code Amendment endorsed by the Minister.</p> <p>Code Amendment investigations underway to inform the preparation of a draft Code Amendment.</p> <p><b>West Lakes Code Amendment</b> Initiation of a Code Amendment endorsed by Council.</p> <p>Awaiting agreement from the Minister for Planning to commence the Code Amendment process including investigations.</p> <p><b>Beverley Strategic Employment Zone Code Amendment</b> Initiation of a Code Amendment endorsed by Council.</p> <p>Awaiting agreement from the Minister for Planning to commence the Code Amendment process including investigations.</p>

Key Priority	Outcome	Achievements to date
<p>Deliver enhanced walking and cycling opportunities including the Grange Lakes Corridor, West Lakes Lake Edge Masterplan and Grange Greenway.</p>	<p>Delivering and enhancing our strategic walking and cycling corridors will promote active and sustainable travel modes which result in healthier and more connected communities.</p>	<p><b>Grange Greenway</b></p> <p>Consultation is complete on alignment options for the section of the Grange Greenway, west of Tapleys Hill Road.</p> <p>Consultation completed in late 2021 on improvements to the Terminus Street (north) section of the Grange Greenway.</p> <p>Ongoing discussions are continuing with DIT on partnership opportunities to deliver improvements to the balance of the corridor. A future plan will be included in a future revision of the Transport AMP.</p> <p><b>Grange Lakes Corridor</b></p> <p>Detailed design completed for the Stage 4b section of path between Napier Street and Jetty Street in Grange (adjacent Charles Sturt House). The procurement process for Stage 4b works was completed in late 2021 but limited submissions were received at very high cost. The project will be re-tendered to the market in 2022/23</p>

Key Priority	Outcome	Achievements to date
		<p>or when market conditions 'normalise'.</p> <p><b>West Lakes Lake Edge Masterplan</b></p> <p>Consultation to commence early 2022 on the next stage of path upgrades between West Lakes Boulevard and Tiranna Reserve.</p> <p>Path upgrades along The Annie Watt Circuit in progress.</p>
Completion of conversion of all council operated Street Lights to LED.	This initiative will significantly reduce Council's greenhouse gas emissions while providing an ongoing financial benefit due to the much lower operating costs of these lights.	<p><b>Local Streets Conversion</b></p> <p>LED Conversion Stage 1 &amp; 2 complete.</p> <p>Over 10,000 old and inefficient street lights replaced on local road with new LED lights.</p> <p>LED Stage 3 (final stage) in progress.</p> <p><b>Main Roads Conversion</b></p> <p>LED conversion yet to commence. Works planned to commence in 22/23.</p>
Delivering great clubs and unisex changeroom facilities including Woodville Hockey Club, Pedlar Reserve, Flinders Park Football Club and Grange Recreation Reserve Clubrooms.	<p>In order to accommodate the diverse needs of our clubs and the community, whilst ensuring our responsibilities as a building owner are met, a new renewal program to prioritise the upgrade of changeroom facilities to a unisex standard is in progress.</p> <p>This will encourage increased participation amongst differing genders and age groups whilst ensuring the provision of appropriate facilities are equitably provided.</p>	<p><b>The Woodville Hockey Club</b></p> <p>Clubroom completed.</p> <p>Opening scheduled for February 2022.</p> <p><b>The Flinders Park Football Club</b></p> <p>Changerooms completed.</p> <p>Opening scheduled for February 2022.</p>

Key Priority	Outcome	Achievements to date
		<b>Pedlar Reserve, Pennington Reserve and Grange Recreation Reserve</b> clubrooms and changerooms are in various stages of concept design. Designs due for completion in June 2022.
Supporting the completion of major developments, including: <ul style="list-style-type: none"> <li>• WEST Development;</li> <li>• Bowden Development and former Brompton Gas Works;</li> <li>• Renewal SA Land adjacent Woodville Station;</li> <li>• Former Metcash land adjacent Findon Road River Torrens linear Park;</li> <li>• Upgrade to former Titanium Basketball Stadium, now Adelaide Arena;</li> <li>• Possible sale of 67-85 Woodville Road; and</li> <li>• Henley Hub including consideration of future library and community centre, Henley depot and underutilised assets that can support the redevelopment.</li> </ul>	Council staff regularly meet and discuss the progress of these developments with the relevant developers and State Government agencies to ensure the best possible outcomes and facilities are delivered for our community which align with the strategic directions of Council.	Regular formal meetings with respective stakeholders are continually occurring including: <ul style="list-style-type: none"> <li>• Fortnightly West Project Control Group meetings with Commercial &amp; General, Current focus is the Plaza and oval surrounds to ensure active recreational use is possible.</li> <li>• Project Control Group meetings held on monthly basis with Bowden Renewal SA team. Current discussions have centred on the future of the gas works site.</li> </ul> Further to this <ul style="list-style-type: none"> <li>• Council is expecting an announcement on who the developer will be for the Renewal SA land adjacent Woodville station in the coming 3 months</li> </ul>

Key Priority	Outcome	Achievements to date
		<ul style="list-style-type: none"> <li>• Council has endorsed an in-principal agreement to support Beverley Leisures upgrade and expansion of the former Titanium Stadium. Community consultation to occur in February 2022.</li> <li>• An EOI has concluded for the possible sale of 67-85 Woodville Road. Several submissions were received. A report aimed at establishing a shortlist or concluding the project will be presented to Council in February/March 2022.</li> <li>• Consultation and concept development for the Henley Hub is continuing with a report expected to be presented to Council in May 2022 that will also set direction for other Henley Beach assets should the project proceed.</li> </ul>



## OUR ENVIRONMENT

### AN ENVIRONMENTALLY RESPONSIBLE AND SUSTAINABLE CITY


Key priority	Outcome	Achievements to date
Address our Climate Change emergency declaration by delivering our Net Zero strategy.	<p>The following targets have been achieved:</p> <ul style="list-style-type: none"> <li>• 50% Greenhouse gas emissions reduction based on 2017/18 levels by 2025.</li> <li>• Net Zero corporate greenhouse gas emissions by 2023/24.</li> <li>• These are met through implementation of Net Zero actions and dedicated sub-targets across the 6 strategic areas: <ul style="list-style-type: none"> <li>○ Building, Lighting and Open Space;</li> <li>○ Transport;</li> <li>○ Not Waste;</li> <li>○ Renewable Energy Procurement;</li> <li>○ Carbon Offsets; and</li> <li>○ Staff Led Initiatives.</li> </ul> </li> </ul>	<p>All strategic areas / working groups are undertaking required actions to meet key targets.</p> <p>Key achievements include:</p> <ul style="list-style-type: none"> <li>• Energy efficiency assessment and additional solar PV installations are being investigated at 5 Council sites;</li> <li>• Investigations are undertaken to find the most appropriate locations to install EV charging infrastructure at CCS facilities;</li> <li>• Sporting Clubs transition to bulk bin waste, recycling and food waste service (where needed by the club) is complete;</li> <li>• New Trellis software is being utilized to support utilities (electricity, gas and water) and related greenhouse gas emissions data; and</li> </ul>



Key priority	Outcome	Achievements to date
		<ul style="list-style-type: none"> <li>Approximately 50 staff across Council participated in four Net Zero workshops to increase understanding of climate change and put forward initiatives to be implemented by staff.</li> </ul>
Our Materials Recycling Facility (MRF) is constructed and operational.	CAWRA's new MRF will utilise the latest technology to produce clean, recycled commodities ideal for developing local circular economy markets. Designed to process up to 60,000 tonnes a year, the facility will help to future-proof SA's kerbside recycling sector. Technology used in the design will drive process efficiency, maximise material recovery and minimise fire risk.	The Central Adelaide Waste Recycling Authority (CAWRA) MRF is fully operational, and Visy Recycling have transitioned all their existing operations across to the new facility. The official opening event will be held on Monday 31 Jan 2022.
Grow our circular economy.	We will prioritise recycled content through our procurement policies to support the development of the circular economy. Council has committed to increasing our purchase of recycled content materials to 50% (by weight) of the contents of the kerbside recycling bins by 2025.	Council is continuing to prioritise recycled content, products and materials through all procurement processes, and we are continuing to monitor the changes.
Increase our Food Waste Recycling uptake.	Increase the percentage of food waste diverted from landfill, with a target of 60% by 2025.	Ventilated kitchen caddies and compostable bags continue to be made available for our community, along with a range of educational resources promoting the diversion of food waste from the green organics bin. So far in 2021/22 financial year we have

Key priority	Outcome	Achievements to date
		delivered 1209 kitchen caddies to households.
Reduce the 'urban heat island effect.'	We will implement the AdaptWest climate change adaptation plan and prioritise projects that address climate change risks such as urban heat.	Work is continuing to produce educational resources that consolidate the learnings from the 'Adapt Now: Changing for Climate Change' series of workshops and the regional community event at the Woodville Town Hall (27 October 2021). The resources will be developed mainly for culturally and linguistically diverse (CALD) communities and the business sector. This final work will meet the requirements in the funding agreement with SAFECOM.
Complete the Breakout Creek Stage 3 project.	<p>Breakout Creek along the River Torrens / Karrawirra Pari is being steadily transformed from an artificial channel into a more natural-flowing and healthy creek.</p> <p>Stage 3 will:</p> <ul style="list-style-type: none"> <li>• Create wetlands to capture and clean stormwater;</li> <li>• Manage high flows and remove weeds;</li> <li>• Plant native vegetation to both improve biodiversity and slow and clean water coming down the river;</li> <li>• Open the currently fenced-off space for people to enjoy, with trails, picnic areas, signage and art;</li> <li>• Create healthy habitat for fish and bird species; and</li> <li>• Improve the water quality of the Torrens.</li> </ul>	The Breakout Creek Stage 3 Redevelopment project is progressing with the tendering process nearing completion and on-ground works expected to commence in early February 2022. An early works contract has been initiated by SA Water (the project manager) to undertake preliminary activities such as site survey and early procurement work to test market for costing and availability of materials required to

Key priority	Outcome	Achievements to date
		facilitate timely commencement of on-ground works.

 <b>OUR ECONOMY</b> AN ECONOMICALLY THRIVING CITY		
Key Priority	Outcome	Achievements to date
Bringing energy and vibrancy to the economic recovery.	<p>Economic Support and Stimulus package 2021/22 released including:</p> <ul style="list-style-type: none"> <li>• Business Support;</li> <li>• #ShopLocal;</li> <li>• Live &amp; Local; and</li> <li>• Creative Cities grant funding programs.</li> </ul>	<p>Range of available stimulus grants advertised and promoted on a regular basis to support local businesses.</p> <p>Applications assessed by an internal Steering Committee and expenditure progressing in line with budget predictions with 117 grants having been approved to date.</p>
Promoting economic development of the Western region.	<ul style="list-style-type: none"> <li>• Building Western Adelaide Strategy and Action Plan endorsed by Council and the Western Alliance Councils;</li> <li>• Adelaide Beaches website being updated;</li> <li>• Western Regional Tourism Development Action Plan update being prepared and Quarterly Regional Visitor Sector Networking events; and</li> <li>• Living in the West project underway.</li> </ul>	<p>Actions underway</p> <ul style="list-style-type: none"> <li>• Range of communication and engagement strategies implemented to promote opportunities; and</li> <li>• Regular meetings occur with member Councils and key stakeholders.</li> </ul>
Supporting local business and local supply chain.	Collaboration with Western Alliance of Councils and City of Marion to promote local tendering opportunities and support local supply chain.	<p>'Buy Local' event held on 16 September 2021 at Adelaide Entertainment Centre with approximately 150 attendees. Tendering opportunities being promoted via LinkedIn.</p>



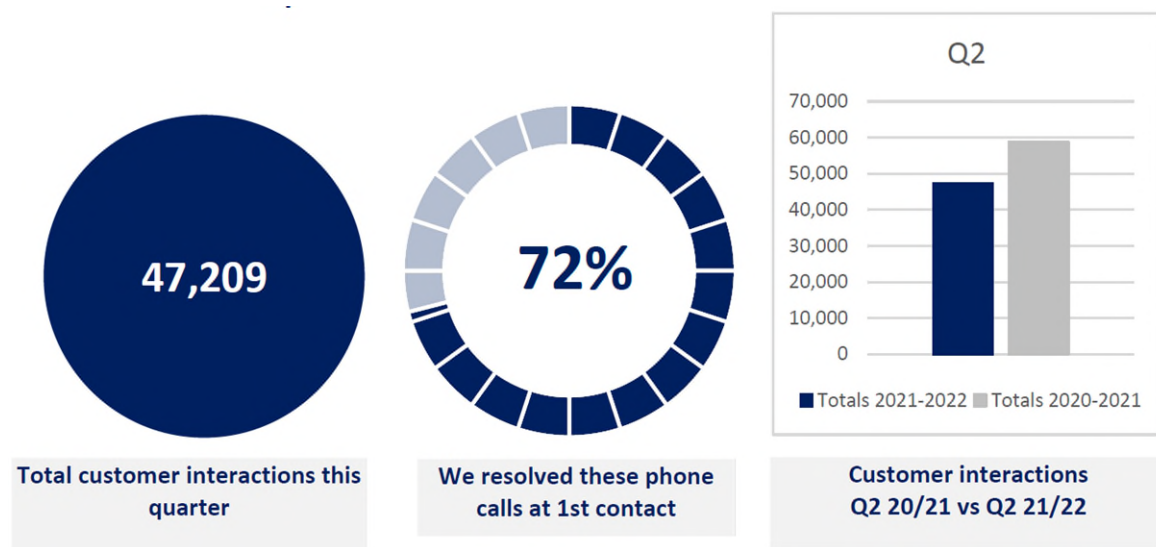
## OUR LEADERSHIP

A LEADING AND PROGRESSIVE LOCAL GOVERNMENT ORGANISATION

Key Priority	Outcome	Achievements to date
Our workplaces and the way we work ensures our commitment to excellence in customer and people experience.	<p>Council's Customer Experience (CX) 2020-2025 Strategy is implemented.</p> <p>Staff have been appointed to implement the strategy and key initiatives.</p>	<ul style="list-style-type: none"> <li>CX Workshops have been held with selected teams, and a training session has been developed to be delivered by an external provider. This was planned to commence in January 2022, however has had to be temporarily delayed due to impacts associated from the COVID-19 pandemic.</li> </ul>
Progressive leadership and financial management for our community and economy during the pandemic in the recovery and beyond.	Council has adapted our leadership style to provide a dynamic response mechanism for our community.	<p>As COVID 19 pandemic evolves we continue to respond to many challenges</p> <p>Compulsory Staff vaccinations by January 4<sup>th</sup> 2022 was endorsed by Executive.</p> <p>We continue to assist our business community with a myriad of grants programs through our economic stimulus program to stimulate business activity.</p> <p>Over 2020/21 we provided rates relief including specific support to those impact by COVID with government restrictions through our COVID hardship policy and continue to support those in</p>

Key Priority	Outcome	Achievements to date
		hardship through targeted payment arrangements.
Our organisational values, our brand and our strategy have clear alignment.	Our organisational values and brand have been incorporated into our Organisational Plan as well as our Customer and People Experiences.	This work is complete.

### **Customer Interactions – City of Charles Sturt [Q2, 2021 – 2022]**



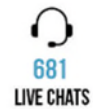
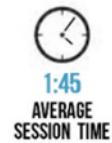
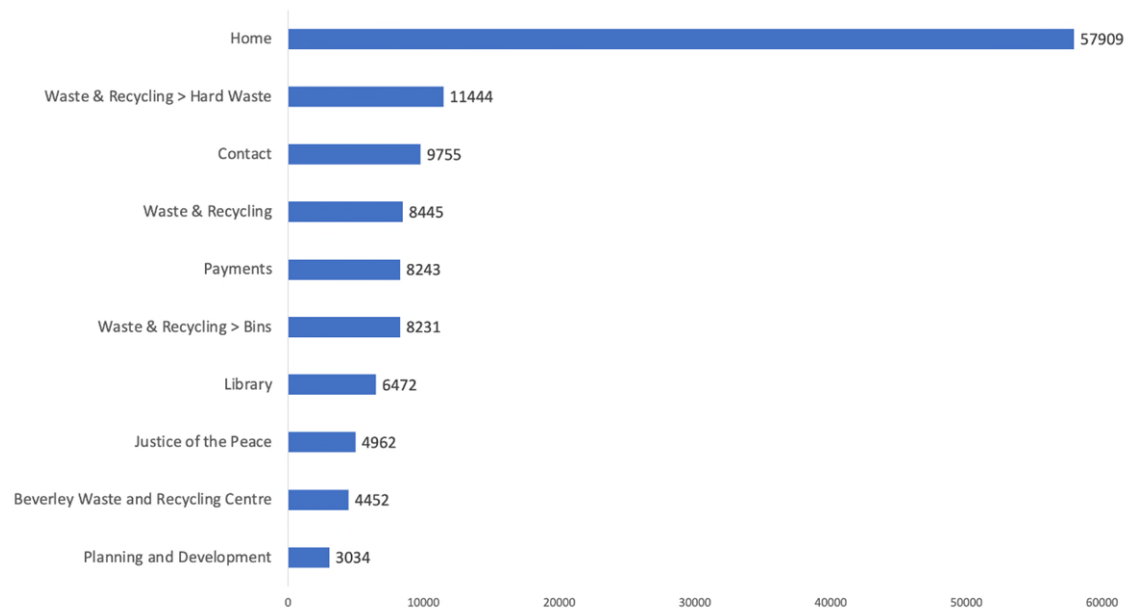
\*Statistics provided in customer interaction totals are defined as per the table on the next page.

	Q1	Q2	Q3	Q4	YTD Total
Telephone calls to 8408 1111	23,222	20,561			43,783
Written correspondence	25,101	22,392			47,493
Civic Centre Front counter interactions	6,144	3,277			9,421
Online chat	821	681			1,502
Customer Interactions via Socials	296	298			594
<b>Totals 2021-2022</b>	<b>55,584</b>	<b>47,209</b>			<b>102,793</b>
Totals 2020-2021	57,199	58,774	59,939	55,002	240,914
Year on year variation	↓-2.8%	↓-19.7%			

### Connecting via Social Media

Unique Connections	Q1	Q2	Q3	Q4	YTD Total
Messages Received	296	298			
Content Posts	314	305			
Reach (unique people viewing content)	345,740	481,830			
Impressions (unique content displays)	417,810	593,730			
Engagement (comments/likes etc.)	5,270	6,110			
Followers	22,740	23,230			

## Connecting via our website



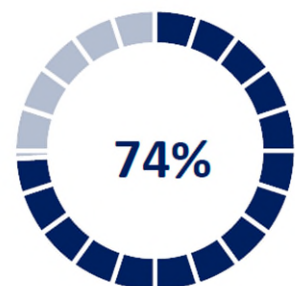
## Requests for Service



**New requests for service**



**Service requests closed**



**% Customer Requests completed in time**

Category	Q1 Number of requests	Q2 Number of requests	Q3 Number of requests	Q4 Number of requests	YTD Number of requests
Number of new CRM requests 2021-22	7,099	7,662			14,761
Number of new CRM requests 2020-21	6,828	7,972			14,800
Year on year variation	(271) 4%↑	(-310) 5%↓			-39 0%

### **Top 5 requests for service by service type**

Top 5 Customer Requests for the quarter	Q2 2021-22 Number of requests	Q2 2020-21 Number of requests	% Variation	YTD 2021-22 Number of requests	YTD 2020-21 Number of requests	YTD% variation
Kitchen Caddy Request*	961	39	2,364%	1,208	39	2,997%
Tree Maintenance	624	698	-11%	1,182	1,085	9%
Illegal Dumping - Non Safety Risk	589	527	12%	1,176	1,122	5%
Vehicle Illegally Parked	565	527	7%	1,112	1,076	3%
Verge Maintenance	280	295	-5%	472	456	4%

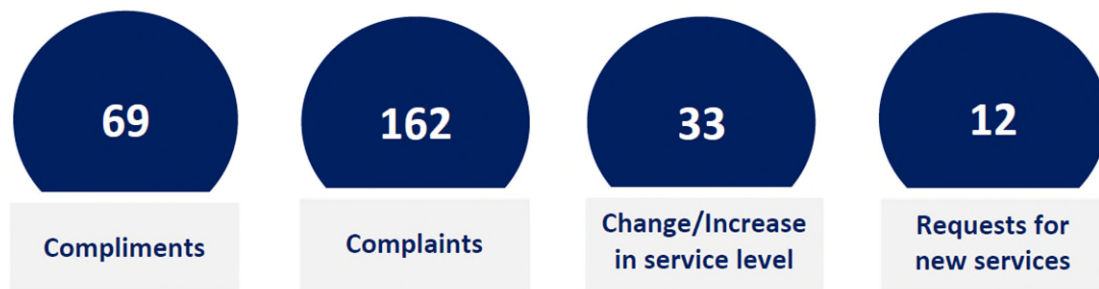
\*Kitchen Caddy delivery process was reviewed and updated in 2021/22 to improve customer experience and subsequent promotion of this service has resulted in a significant increase in demand.

### **Performance on requests for service**

2021-2022	Q1	Q2	Q3	Q4	YTD
Number of open requests	2,982	2,764			5,746
Number of open requests in time (%)	1,258 42.1%	652 23.6%			1,910 33%
Total number of all open requests overdue (%)	1,724 57.8%	2,112 76.4%			3,836 34%
Number of service requests completed	5,435	6,501			11,936
Number of service requests logged and completed in time within the reporting quarter (%)	4,384 80.7%	4,753 73.1%			9,137 77%



## Compliments, complaints, requests for new or increase to services



2021-2022	Q1	Q2	Q3	Q4	YTD
Compliments	62	69			131
Complaints	197	162			364
Change/Increase in service level	49	33			82
Requests for new service	19	12			31



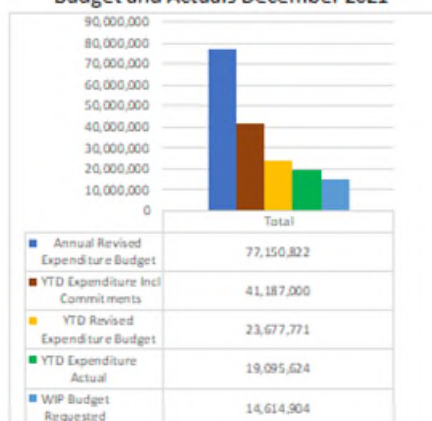
### City of Charles Sturt - Quarter 2 Project Status

The table below show the results and status of capital and operating projects, organisation wide, for the quarter. We continue to monitor the progress and expenditure of each project to ensure delivery and transparency.

## Overall Project Dashboard



Combined Capital and Annual Operating Budget and Actuals December 2021



### Project Status

155	14 (9.03%)	135 (87.09%)	6 (13.25%)	0 (0%)	0 (0%)
NUMBER OF PROJECTS*	PROJECTS COMPLETED	PROJECTS IN PROGRESS	*PROJECTS NOT STARTED	PROJECTS CANCELLED	PROJECTS DEFERRED

\*6 projects not yet scheduled to commence.

### Financials

30.69%	27.75%	53.36%	35 (22.58%)	32 (20.65%)	88 (56.77%)
YTD BUDGET	YTD ACTUALS	YTD ACTUALS AND COMMITMENTS	ON TRACK	MONITOR**	REVIEW**

\*\* 75% target by December 2020

\*\*\*13 projects ahead of YTD budget > \$15k  
14 projects behind YTD budget > \$15k

### Milestones

97(62.58%)	58(37.42%)
PROJECTS ON TRACK	PROJECTS OFF TRACK

## **Organisational Key Actions and Project Outcomes**

The following section identifies key service delivery activities and/or projects being delivered organisation wide. Each service delivery activity or project is aligned to an Organisational Plan Theme, Objective and Strategy.



**OUR COMMUNITY - In our City no one gets left behind; everyone has access to enough resources, services, programs, information and social infrastructure to fully participate in their community**

**Objective:** Develop mutually beneficial partnerships with key stakeholders that effectively respond to local needs and motivates and strengthens our community.

**Target:** Create up to five new partnerships per annum that tangibly support outcome delivery.

**Status/KPI:** In Progress. In this quarter 11 new partnerships were created in Community Connections.

**Comment:** New partnerships formed this quarter include Office of Ageing Well with the Cities of Onkaparinga, Marion and West Torrens to create new opportunities to support Advanced Care Directives being a greater consideration for our community. A partnership was also implemented with the Zonta Club of Adelaide which is an international service organisation for business and professional women. The Spirit of Woman launch was held on 26 November 2021 and attended by Mayor Evans and Cr Nguyen. A partnership was also created with Anglicare for the 16 days of Activism for the prevention of violence against women. The City of Charles Sturt also became members of the Western Collaboration Against Family and Domestic Abuse (WCAFDA).

**Objective:** Creatively grow access to services in communities with limited or low access to existing services, facilities and programs.

**Target:** Deliver five 'pop-up' service points per annum in areas with low participation.

**Status/KPI:** Exceeded KPI with five pop up activities being undertaken in this quarter.

**Comment:** As part of the 16 Days of Activism for the prevention of Violence against women, T-shirts were created through community workshops and displayed on Clotheslines on Port Road and at the Brocas. A community launch of the Ripples public art memorial was held at St Clair.

**Target:** Annual 10% increase in the number of people accessing services and programs.

**Status/KPI:** In Progress. We continue to manually monitor the number of people accessing our services and participating in our programs.

**Comment:** We are currently developing a methodology to capture the virtual/online participation in our services and programs. For libraries, the decline in foot traffic is offset by the ability of customers to access services and programs online. We have not previously reported on this but will do so in future as it shows a more comprehensive view of changing patterns of use during this year and previous years.

**Target:** Annual increase in the number of people participating in our outreach services.  
**Status/KPI:** In Progress. 1,986 people participated in our outreach services this quarter (with a total of 3,868 for the 2021/22 year to date).  
**Comment:** In 2020/21, a total of 9,651 people participated in outreach services. It should be noted that 2020 experienced an unusual increase in access to these services due to the impact of COVID-19 and limited access to library services due to COVID restrictions.

**Objective:** Reconfigure existing facilities to broaden their appeal, maximise resources, enhance/extend service offerings and remove barriers to participation.

**Target:** Annual increase in the number of people who utilise our facilities (e.g. libraries, community centres and halls).  
**Status/KPI:** In Progress. 94,857 people utilised our facilities this quarter. The total amount of foot traffic across both libraries and community centres in 2020/21 was 347,399.  
**Comment:** Of note here in 2020/21 is the impact of COVID-19 lockdowns and changing restrictions on foot traffic and room space capacities compared to previous years. To provide true comparative data we need restrictions to normalise.

**Target:** Satisfaction of community facilities maintains or exceeds 85% annually (Community Survey).  
**Status/KPI:** In Progress. Council's Libraries rated 8.9/10 for their importance to our community and 8.8/10 in respect to our performance, exceeding our 85% target. Community Centres and Council Halls rated 7.9/10 in respect to the importance of these facilities to our community, who rated our performance in providing these facilities at 8/10.  
**Comment:** The City-wide Community Survey was conducted between July 2021 and August 2021, with a final report being made available in October 2021. These results will be further analysed and inform future decision making around how we will improve satisfaction rates associated with our community facilities.

**Objective:** Provide technology infrastructure and programs to support digital inclusion.

**Target:** Digital inclusion within our City continues to increase (Annual Australia's Digital Inclusion Index).  
**Status/KPI:** In Progress. Annual Australia's Digital Inclusion Index data just released.  
**Comment:** The Australian Digital Inclusion Index is a relative measure of inclusion. Using a score of 0-100, it compares the degree to which individuals can be considered more digitally included than others based on three dimensions: Access, Affordability and Digital Ability. South Australia is one of the least digitally included states in Australia, with our rate being 69. City of Charles Sturt as an LGA also has a rating of 69 which is below the national average. Between 2020-21, there has been an improvement from a 64 to a 69 point rating for Charles Sturt. With Council's facilities providing free (or low cost) access to devices and the internet, as well as access to digital literacy training and support, we are assisting to address these 3 critical aspects.

- Target:** Annual increase in the number of people participating in digital literacy and learning activities.
- Status/KPI:** In Progress. 291 people participated in digital literacy activity this quarter.
- Comment:** This figure is based largely on one-to-one sessions for this quarter. We are devising a method of accurately collecting data for this KPI across the whole Portfolio for inclusion in the next EOQ Report.
- Target:** At least a 10% per annum increase in utilisation of available technology.
- Status/KPI:** In Progress. 8,417 people utilised public computers in this quarter.
- Comment:** This is a new data set we are capturing and therefore the target can only be measured from year 2.



**COMMUNITY - Charles Sturt is made up of strong and vibrant communities; we celebrate our identity, heritage and cultural diversity. People feel a sense of belonging, inclusion and social connectedness**

**Objective:** Connect with traditional owners to identify, promote, respect and protect Kurna heritage and culture.

- Target:** In partnership and collaboration with the City of Port Adelaide Enfield (PAE), identify, support and implement at least four projects and events annually across the two cities that recognise and celebrate Kurna-led community building.
- Status/KPI:** In Progress. One collaborative project has been completed in this quarter.
- Comment:** Charles Sturt is currently working with the City of Port Adelaide Enfield on the Walk of Awareness event which will be held in February 2022. The walk brings the community together to remember the Apology to Australia's Indigenous peoples.

**Objective:** Create a more inclusive and accessible City that celebrates, partners and advocates for people of diverse culture and abilities.

- Target:** A Disability Access and Inclusion Plan (DAIP) is developed and endorsed by June 2021.
- Status/KPI:** In Progress. Disability Access and Inclusion Plan (DAIP) endorsed by Council September 2021.
- Comment:** The DAIP Steering and Working Groups will meet throughout 2022 to identify and deliver key initiatives and projects to deliver on the plan.
- Target:** An annual increase in the percentage of our community who feel a sense of community and belonging.
- Status/KPI:** In progress. The City-wide Community Survey was conducted between July and August 2021. 79% of respondents agreed or strongly agreed that they felt a sense of community and belonging in the City of Charles Sturt.
- Comment:** The question in the 2021 City-wide Community Survey changed significantly, with people asked pre 2021 to what extent they felt a part of the City of Charles Sturt community. The results from the previous question in 2020 identified 49% of respondents agreed or strongly agreed with this indicator.

**Objective:** Increase volunteer participation by promoting, creating and expanding volunteering opportunities.

**Target:** Increase of 5% per annum in the number of active volunteers.

**Status/KPI:** In Progress. CCS currently has 260 active volunteers.

**Comment:** Participation as a volunteer at CCS has declined following the significant impact of COVID-19. The new West Lakes Ngutunga facility has attracted many interested volunteers of which will be recruited in the upcoming months.



## **OUR COMMUNITY - People embrace healthy living, physical activity and ageing well**

**Objective:** Support citizens to age well in place and participate in community life.

**Target:** The number of residents over 65 years participating in Ageing Well programs is increasing annually.

**Status/KPI:** In Progress. In this quarter, 940 residents participated in Ageing Well programs. Activities included domestic assistance, home maintenance, home modifications, social support groups, individual social support and transport services.

**Comment:** In this quarter 7,019 hours of Ageing Well services were delivered directly to our community with 3,369 trips.

**Objective:** Provide opportunities for formal and informal recreation, fitness and leisure experiences.

**Target:** The membership of clubs utilising CCS sporting facilities is increasing annually.

**Status/KPI:** In Progress. Membership numbers are captured in December and January every year through annual licence reviews. The 2021 results will be available next quarter.

**Comment:** Membership numbers decreased significantly in 2020 from 2019 (28,000 to 21,033) due to COVID-19 pandemic and cancellation of many sports. This trend is expected to continue in the 2021 results. Sporting club membership as a percentage of Charles Sturt population increased marginally to 17.8% from 17.7% in 2020, consistent with reduced sporting activities and COVID-19 restrictions.

**Objective:** Develop activities with a key focus on healthy eating, healthy living and ageing well.

**Target:** The number of participants attending activities promoting healthy eating, healthy living and ageing well is increasing.

**Status/KPI:** In progress. 49 participants attended sessions during the quarter.

**Comment:** Programs included sessions on Living Well with Loss, Scams and Digital Safety, Ageing in Diversity and Resilience and Anxiety.



**OUR COMMUNITY - Charles Sturt is a place where people feel safe in their homes, neighbourhoods and public places; they are resilient and manage shocks and stresses to build a stronger community**

**Objective:** Support community safety and positive health outcomes through prevention, education, encouragement and enforcement activities.

**Target:** By 2025 at least 75% of our citizens feel safe in their homes, neighbourhoods and public places with an annual increase.

**Status/KPI:** The City-wide Community Survey was conducted between July and August 2021.

**Comment:** The table below itemises the findings from the City-wide Community Survey in response to the question 'On a scale of 0 to 10, where 0 is not at all safe and 10 is extremely safe, how safe do you feel in the following environments:

	Mean	NPS
At home during the day	9.0	64.5
At home during the night	8.5	45.3
In your neighbourhood during the day	8.8	57.5
In your neighbourhood during the night	7.7	17.8
In public places during the day	8.7	53.7
In public places at night	7.2	8.6

\*mean is considered the average of the results received. Therefore in the table above, a rating of 9.0 reflects the total average of all respondent results scoring 9 out of 10.

\*NPS stands for Net Promoter Score which is a common customer experience metric to report customers who are likely to recommend or talk positively about an organisation. It is reported as a number from -100 to +100, with the higher the score the better.

**Target:** The City of Charles Sturt childhood immunisation coverage rates are equal to or greater than the South Australian State average.

**Status/KPI:** In Progress. Immunisation rates are starting to increase since the impact of COVID-19 reduced attendance for this service in 2020/21.

5 Year Progression	2017/18	2018/19	2019/20	2020/21	2021/22 (Q1 & Q2)
Public clinic vaccines administered	6845	9696	9627	7,544	3,934
School vaccines administered	4901	5395	5781	6,152	3,087
Worksite vaccines administered	588	873	689	749	40
Staff vaccines administered	286	293	339	344	11
NARI vaccines administered*	445	243	0	0	0

5 Year Progression	2017/18	2018/19	2019/20	2020/21	2021/22 (Q1 & Q2)
No. of clients receiving vaccination	8295	9209	9055	7,454	3,944
Total No. of vaccines administered	13,065	16,500	16,624	15,247	7,061

\*Program no longer delivered.

#### Quarter 2 Statistics:

34	763	1,790	6	475	482
Public Clinics	Public Vaccine Clients	Public Vaccines Administered	School Clinics	School Vaccine Clients	School Vaccines Administered

**Comment:** The State immunisation coverage rates are produced annually at the end of each financial year and are captured in Council's Annual Report. For the 2020/21 year, the State average for immunisation coverage rates for 12-63 month old children was 94.57% and within the City of Charles Sturt it was 94.59%.

**Target:** Responsible dog ownership is reflected by 95% dogs being registered and microchipped by 2025.

**Status/KPI:** In progress. Currently 98% of the overall 15,978 dogs within the City of Charles Sturt area are registered. Overall, 98% of the overall dog registration database is currently microchipped. This is a 2% improvement from last quarter.

**Comment:** Dog registration renewals were due on the 31 August 2021. The annual dog registration survey program, which assists in following up unregistered dogs as well as identifying new dogs in selected suburbs, has now completed 3 large suburbs and is continuing the follow up of all outstanding non-compliance matters relating to dog ownership.

**Target:** Community safety is ensured by inspecting 100% of swimming pools and their safety barriers at time of construction.

**Status/KPI:** In Progress. Inspections are routinely undertaken.

**Comment:** For swimming pools approved under the Development Act, the table below demonstrates our level of compliance with the State Government's inspection policy for the financial year and the Q2 quarter.



Swimming Pools KPI 1.4						
Policy Standard	Reporting Period	Safety Barrier Notifications Received	Total Inspections Undertaken	Inspections Required	Total Instructions Issued	Total Inspections within 10 Days
<u>Policy Standard</u> Councils must inspect 100% of swimming pools and swimming pool safety features constructed over the course of the relevant reporting year within 10 business days of the council being notified	YTD 01/07/2021 - 30/06/2022	41	39 (exc duplicates) (95%)	41	33 (85%)	33 (85%)
	Q2 01/10/2021 - 31/12/2021	16	15 (inc duplicates) (94%)	16	19 (127%)	13 (87%)

**Target:** Building Compliance is achieved by inspecting at least 66% of dwellings during construction annually.

**Status/KPI:** Ongoing.

**Comment:** Refer comment and Table in below Target.

**Target:** Building compliance is achieved by inspecting 90% of Class 2-9 building during construction annually.

**Status/KPI:** Ongoing.

**Comment:** For dwellings (class 1) and class 2 to 9 applications approved under the Development Act, the table below demonstrates our level of compliance with the state government's inspection policy for the financial year and the Q2 quarter.

Class 1 (KPI 1.5)					
Policy Standard	Reporting Period	Commencements	Inspections Undertaken	Inspections Required	Total Instructions Issued
<u>Policy Standard</u> Minimum 66% of building work commenced in the relevant reporting year	YTD 01/07/2021 - 30/06/2022	421	356 (exc duplicates) (85%)	277	89 (25%)
	Q2 01/10/2021 - 31/12/2021	158	150 inc duplicates) (95%)	104	41 (27%)



Class 2-9 (KPI 1.6)					
<u>Policy Standard</u> Minimum 90% of building work commenced in the relevant reporting year	YTD 01/07/2021 - 30/06/2022	18	9 (exc duplicates) (50%)	19	14 (54%)
	Q2 01/10/2021 - 31/12/2021	3	17 (inc duplicates) (567%)	2.7	6 (35%)

\*Please note at this point in time accurate inspection data for applications approved in the new PlanSA system is not available.

- Target:** More than 65% of routine food premise inspections do not require a follow-up inspection to address non-compliance.
- Status/KPI:** 49 routine food premises inspections and 51 follow up inspections were conducted in the quarter, therefore representing a follow up inspection rate of over 100% to address non-compliance with the food safety laws.
- Comment:** The 104% follow up inspection rate is higher than our 65% KPI and reflects non-compliance with the food safety laws. This is in part due to a higher proportion of high risk food premises being inspected during the reporting period and a small number of businesses requiring multiple follow up inspections.

Environmental Health Officers work with food business operators to ensure they comply with Food Safety Standards through education and encouragement. However, in a small number of cases when businesses do not address non-compliances by the due dates set by the Environmental Health Officer, then Improvement Notices are served formally under the Food Act 2001. Five food premises were issued with an Improvement Notice during the reporting period as a result of ongoing food safety non-compliances. Two business were issued with expiation notices relating to breaches of the Food Act 2001.

**Objective:** Develop and support programs and activities that build individual, family and community resilience.

- Target:** Measure and grow our community resilience.
- Status/KPI:** In Progress. 58% of respondents to the annual City-wide community survey identifies that the City of Charles Sturt promotes resilience and offers support in times of crisis.
- Comment:** The City-wide Community Survey was conducted between July and August 2021, with the final report being made available in October 2021. This question was new for 2021, therefore there is no benchmark in place and strategies are being considered to improve this result.

- Target:** An annual increase in number of programs offered with a focus on building resilience with an 75% participant positive-impact rate.
- Status/KPI:** In Progress. A total of 52 people participated in 2 programs.
- Comment:** Young Women's Wellbeing is a group supporting young women in general; giving them a safe space to chat, form friendships, listen to speakers, get information on relevant topics and to build connections and empowerment. LGBTIQ+ group supports young people who identify as Gay, Bi, Transgender, Intersex, Queer or Asexual. It's where they can come and chat in a safe space with others who identify like them, get support and listen to guest speakers.



**OUR COMMUNITY - People learn throughout their lives; they have the skills and abilities to achieve great outcomes for themselves, their families and the opportunity to become leaders in their communities**

**Objective:** Create opportunities for the community to engage in a lifelong love of reading, learning and creative experiences.

- Target:** At least 10% annual increase in combined library loans (physical and online).
- Status/KPI:** In Progress. Library loans, both physical items and digital resources is 344,942.
- Comment:** This total comprises 184,617 physical loans and 160,325 digital loans. We are currently reviewing our methodology for collecting data on loans in order to ensure comparative data is comparable as a key supplier of digital resources has significantly changed their reporting software.
- Target:** At least 10% annual increase in library and community centre program participation.
- Status/KPI:** In Progress. 8,924 program participants across libraries and community centres (4,229 in libraries and 4,695 in community centres).
- Comment:** The data for Community Centres is only for Centre-led programs and does not include private hirer activity. We have not previously reported on Centre-led activity in isolation from participant contacts (which also includes private hire of our spaces).

**Objective:** Upskill sporting and community groups to build sustainability.

- Target:** The number of participants in sporting and community clubs is maintained or increasing.
- Status/KPI:** In Progress. Total club participation numbers are identified through the annual licence fee review and social discount application processes completed during the year and reported in January. Annual participation numbers will be available in the next quarter.
- Comment:** Early indications are the 2021 participation numbers will have decreased from the previous year given community concerns about gathering during the ongoing COVID-19 pandemic, recent outbreak, and reintroduction of restricted activities and attendance at club rooms. Staff will assist Clubs, and facilitate additional activities where possible, to encourage a return to sporting activities and club membership.

**Target:** An annual increase of sports clubs participating in Council's professional development program.

**Status/KPI:** In Progress. We are aware of approximately 80 active sporting clubs operating across Charles Sturt. In the 2020/21 financial year, 9 workshops / training opportunities were conducted, resulting in 308 registrations across 41 different clubs (more than 51% of known clubs engaged).

**Comment:** The Oct-Dec 2021 quarter saw 2 club professional development workshops undertaken, both as part of the Northern Sports & Recreation Network (NSRN). The first of these was the Creating a Positive Club Culture Workshop held at the City of TTG on 18 Oct (with 52 registrations across all participating Councils) followed by the Promoting your club workshop hosted by Charles Sturt at St Clair, resulting in 41 registrations across 5 councils (17 x CCS registrations, from 12 different CCS clubs). Whilst the overall number of participants participating is down due to COVID-19, we continue to track well towards last year's overall number of clubs participating (41 clubs / 51%) with 29 different clubs currently involved across the 4 workshops offered to-date. Two club development workshops are currently planned between Feb-June 2022 (COVID pending) with further details to be reported in the next EOQ report.

**Objective: Create a local leadership development program to grow and support local community leaders and young changemakers by 2022.**

**Target:** Annual increase in number of participants in the community leadership development program.

**Status/KPI:** Not started.

**Comment:** Preliminary scoping for this program will commence in 2022.

**Target:** Annual increase in number of participants in the Young Changemakers Program.

**Status/KPI:** In Progress. No participants this quarter.

**Comment:** In 2020/21 there was a total of 11 participants in this grant program.



**OUR LIVEABILITY - A well-designed urban environment that is adaptive to a diverse and growing City**

**Objective: Support diversity of new and renewal developments which complement and enhance the character and liveability of our city through master planning, policy and development assessment.**

**Target:** An annual increase in population growth (indirect)

**Status/KPI:** In Progress. Ongoing monitoring of REMPLAN population data is undertaken to analyse the changes in the City of Charles Sturt population.

**Comment:** The 2020 Estimated Residential Population (ERP) is 120,733. This represents an increase from the 2016 ERP of 114,980, or 5,753 persons. The annualised growth rate from 2016-2020 was 1.23%, compared to 0.98% for Western Adelaide (Source: REMPLAN).

**Target:** The number of new dwellings approved annually will deliver housing choice in the City.

**Status/KPI:** In Progress. Data is being collected through the new SA Planning Portal.

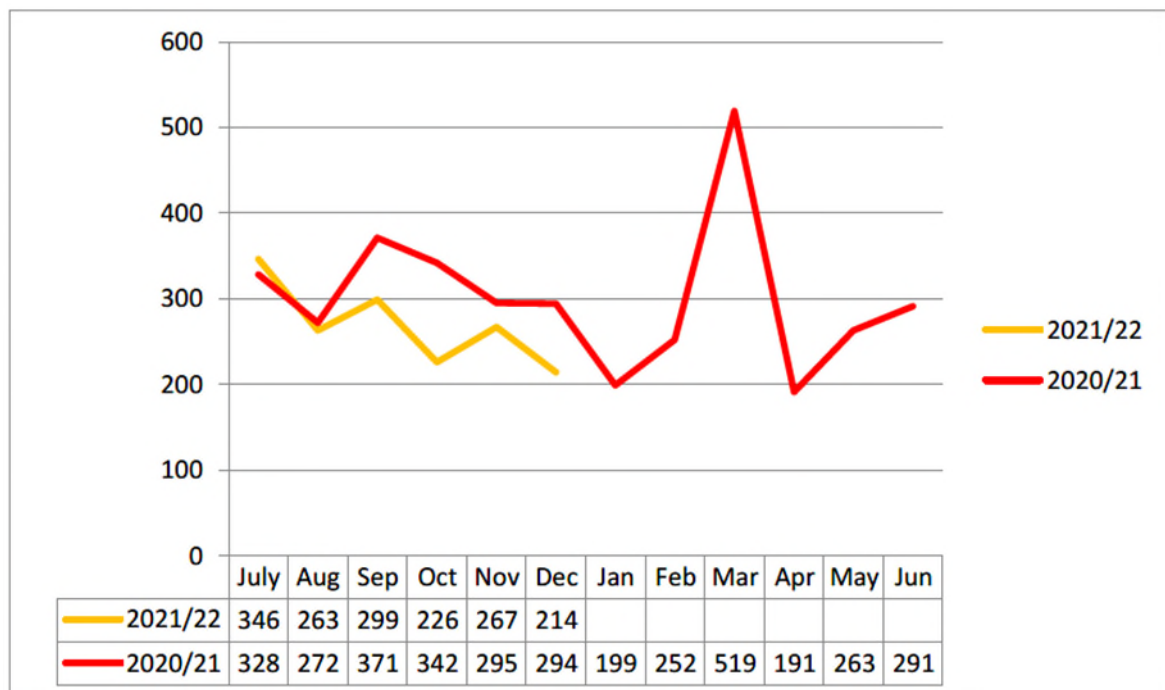
**Comment:** Data sourced through the PlanSA DAP system and Council's Property and Rating system, indicates the number of new dwellings approved from 1 October 2021 to 31 December 2021 was 228 dwellings.

**The following information outlines the DA breakdown and is provided for Council's information.**

A total of 707 applications were lodged from 1 October 2021 until 31 December 2021 under the Planning, Development and Infrastructure Act. This represents a decrease of 24.06% compared to the same quarter in 2020/2021 where 931 applications were lodged.

The total estimated development cost for applications lodged for the quarter was \$210.81 million. This is a significant increase compared to \$128.97 million for the same quarter in 2020/21.

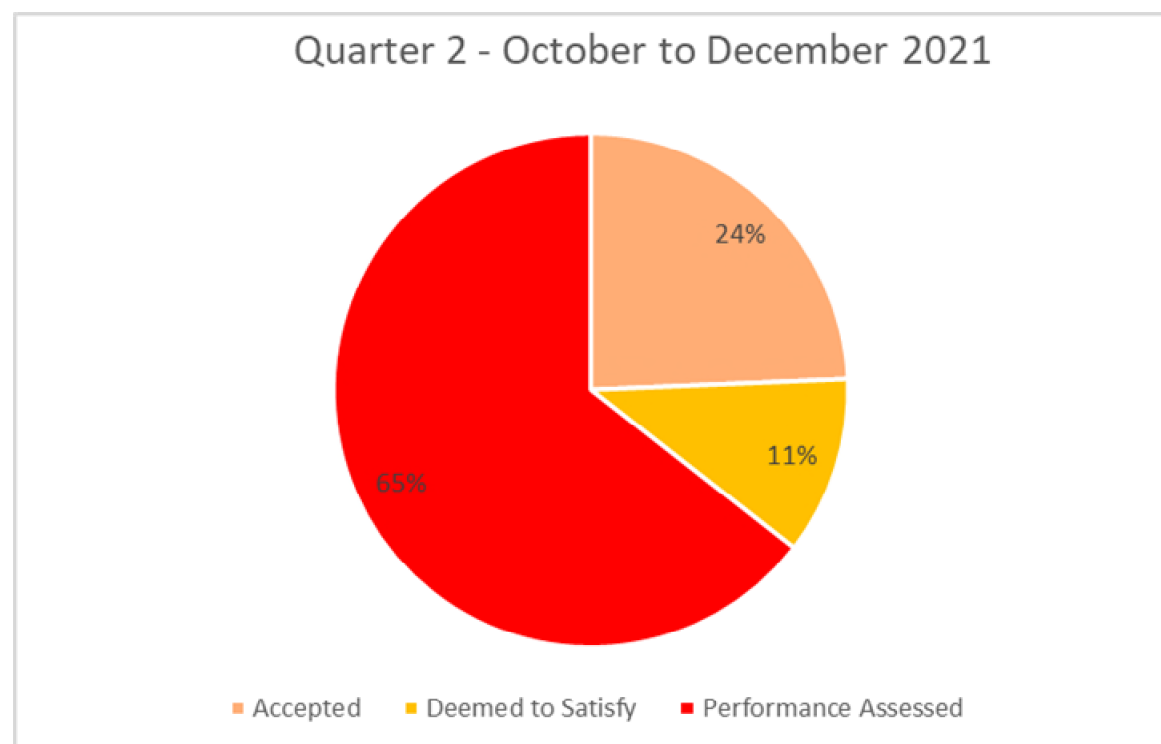
Lodgements	Q1	Q2	Q3	Q4	YTD Total
Applications Lodged	908	707	0	0	1615
Estimated Construction Cost (ex fit-out)	\$246,797,391	\$210,810,788	\$0	\$0	\$457,608,179



### **Types of Development Applications Lodged**

The application pathways relevant to assessment within Council under the PDI Act Planning and Design Code are 'Accepted', 'Deemed to Satisfy' and 'Performance Assessed'. Of the applications lodged for the quarter, 172 were Accepted, 79 were Deemed to Satisfy and 456 were Performance Assessed. Of the Performance Assessed applications 53 were notified to neighbouring property owners.

Types of Application Lodged	Q1	Q2	Q3	Q4	YTD Total
Accepted	261	172			433
Deemed to Satisfy	77	79			156
Performance Assessed	570	456			1026



### **Assessment Times**

Assessment turnaround times provide a simple indicator of performance in terms of time taken to process development applications. The following table shows the total number of consents, the average days and the median time taken for assessment for each consent type for applications lodged in the quarter.

Consent Types with Median/Average Number of Days						
Decision	GRANTED			REFUSED		
Consent Type	Total Consents	Average Days	Median Days	Total Consents	Average Days	Median Days
Building	53	8.02	6	0		
Land Division	1	4	4	0		
Planning	282	9.89	8	2	22.5	23
Planning and Land Division	52	15.42	10	0		
<b>Total</b>	<b>388</b>	<b>10.36</b>	<b>7</b>	<b>2</b>	<b>22.5</b>	<b>23</b>
Transitional DAs and appealed consents are not included in decision duration calculation.						

### Consents by Relevant Authority

The table below indicates the number and percentage of Consents issued by the Relevant Authorities within Council for applications lodged in the quarter.

Consents by Relevant Authority within Council						
Decision	GRANTED		REFUSED		TOTAL	
Assessor	Total Consents	Percent	Total Consents	Percent	Total Consents	Percent
Assessment Manager	405	85.08%	2	0.42%	407	85.50%
Assessment Panel	13	2.73%			13	2.73%
Council (Building)	56	11.76%			56	11.76%
<b>Total</b>	<b>474</b>	<b>99.58%</b>	<b>2</b>	<b>0.42%</b>	<b>476</b>	<b>100.00%</b>

In addition to the data above there were a further 52 planning decisions issued under the historical Development Act for applications lodged before 19 March 2021.

The table below indicates the number and percentage of Planning Consents issued by the Relevant Authority within the City of Charles Sturt for applications lodged in the quarter.

Planning Consents by Relevant Authority						
Decision	GRANTED		REFUSED		TOTAL	
Assessor	Total Consents	Percent	Total Consents	Percent	Total Consents	Percent
Assessment Manager	405	89.21%	2	0.44%	407	89.65%
Assessment Panel	13	2.86%			13	2.86%
Private Accredited Professional (Planning)	34	7.49%			34	7.49%
<b>Total</b>	<b>452</b>	<b>99.56%</b>	<b>2</b>	<b>0.44%</b>	<b>454</b>	<b>100.00%</b>

\*All data is based on information extracted from the PlanSA DAP system.

**Service activity/Project:**

**Comment:**

Planning and Development Appeals

Planning appeals for the quarter were as follows:

There was one new planning appeal for the quarter.

- 252/1449/21 – 85 Seaview Road, Tennyson - Alterations and additions to existing dwelling by enclosing the existing bar/deck and converting existing roof to deck.

This matter is ongoing.

There is one ongoing planning appeal.

- 252/1185/20 - 295 Esplanade, Henley Beach – third party appeal against the CAP approval of a single storey dwelling.

**Service activity/Project:**

**Comment:**

Building Fire Safety Committee (BFSC)

The Committee met twice during the quarter and one site was inspected twice. During the quarter the Building Surveying team continued to manage 18 properties as part of ongoing BFSC action and reported on these to the Committee. Two of these have now been resolved.

**Service activity/Project:**

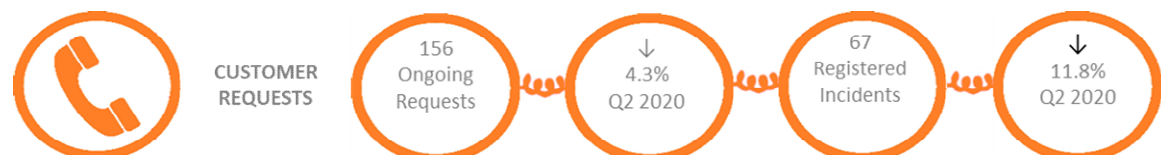
**Comment:**

Planning Compliance - Customer Requests

Council's two Planning Compliance Officers managed a high level of ongoing customer requests with 125 outstanding incidents (a decrease of 6%), compared with the same period last year where there were 133 matters ongoing. There were 52 requests registered during the quarter (a decrease of 17.5%). There were 63 incidents registered for the same period last year.

There are currently 31 outstanding building compliance incidents managed by the Building Team (an increase of 3.3%), compared with the same period last year where there were 30 matters ongoing. There were 15 new matters reported for the quarter (an increase of 15.4%), compared with the same period last year where 13 incidents were registered.

Total number of planning and building compliance ongoing requests were 137, with 79 registered for the quarter.



**Service activity/Project:**

**Comment:**

Planning Compliance – Appeals

There was one new planning compliance appeal for the quarter:

- Lot 2021 McLean Street Beverley – Development without Consent
- There are five ongoing planning compliance appeals as follows:

- 25 Selth Street, Albert Park – Breach of Development Approval;
- 24 Cedar Avenue, West Croydon – Development without Consent;
- 361 Grange Road, Findon – Development without approval;
- 5 McEwin Street, Renown Park – Development without Consent; and
- 13/209 Esplanade, Henley Beach – Development without Consent.

The following planning compliance appeal has now been finalised:

- 1/280 Grand Junction Road Athol Park.

**Objective: Implement Your Neighbourhood Plan framework.**

**Target:** Increased community satisfaction of amenity within the neighbourhood plan catchment areas. (YNP before and after surveys).

**Status/KPI:** Not Started.

**Comment:** Once key actions have been implemented and projects works undertaken on ground, Council will undertake surveys within the local community to determine levels of satisfaction. This is planned for 2023/2024.



**OUR LIVEABILITY – City assets and infrastructure are developed and enhanced on a strategic and equitable basis and coordinated with industry and government bodies**

**Objective: Implement asset improvements and maintenance via Asset Management Plans to ensure they are fit for purpose and meet changing community needs.**

**Target:** Our Asset Management plans are fully funded and aligned to changing community expectations.

**Status/KPI:** In Progress. Our Asset Management Plans have differing review dates. When reviews are undertaken, financial assessments and condition audits of major asset classes are undertaken concurrently.

**Comment:** The Local Government Act 1999, requires Council to review its Asset Management Plans within 2 years of a general election. The table below provides a status update of the review schedule.



Asset Management Plan	Key AMP Activities											Expected Completion Date	Actual Completion Date
	Condition Audit	Valuation	Data Verification	Data System Upload	Data Analysis	Upload to NAMS or SAM	Draft AMP	Present to Committee	Consultation	Final to Committee			
Council Buildings Asset Management Plan												11/2019	23/03/2020
Open Space & Recreation Asset Management Plan													24/06/2019
Transport Assets Asset Management Plan *												02/2020	21/09/2020
Public Lighting Asset Management Plan												11/2021	18/10/2021
Water Infrastructure Asset Management Plan												11/2021	15/11/2021
Fleet Services Asset Management Plan												02/2020	25/05/2020
Information Technology Asset Management Plan													22/07/2019

\*Transport Assets AMP (includes road assets, path, bus stop & bridge assets)

**Objective:** Manage maintenance service levels and asset lifecycles to optimise asset life and achieve service efficiency in line with community needs and diverse urban densities.

**Target:** Develop operational service level standards for key public infrastructure assets by 2025.

**Status/KPI:** In Progress. Current operational standards for major activities have been documented.

**Comment:** The current standards are being reviewed to inform appropriate service levels for significant infrastructure. This is a significant body of work and will be completed by 2025.

**Target:** 90% of assets are maintained at the desired service level standards.

**Status/KPI:** In Progress. Current operational standards are being maintained.

**Comment:** Current operational standards for major activities are undergoing review to ensure we achieve desired service level standards.

**Objective:** Develop and enhance assets in line with key Council strategies.

**Target:** 70% of our community is satisfied with our assets.

**Status/KPI:** In Progress. Recent Community Survey results are currently being reviewed to understand the various elements of feedback received.

**Comment:** Community Survey questions were updated as part of the 2021 survey to assist Council staff to better understand community satisfaction with our assets. Updated information, including the analysis will be provided as part of a future EOQ report at the conclusion of the next community survey in 2022.



## OUR LIVEABILITY - Support diverse events and experiences that bring people together and contribute to the history, culture and vitality of our neighbourhoods

**Objective:** Engage the community in the delivery of events in community and public spaces.

**Target:** Increase in the number of collaborative partners involved in delivering events.

**Status/KPI:** In Progress. Events are ongoing.

**Comment:** A total of 114 events have been supported this financial year. The following events have been supported to date:

- **SALA 2021** - 11 events
- **Umbrella Festival 2021** - 12 events
- **Adelaide Fringe Festival 2022** - \$50 registration subsidy for 58 events to held in City of Charles Sturt during the 2022 Adelaide Fringe Festival season.

**Events & Festivals Sponsorship:** The program opened in July 2021. Six applications have been approved. The following events were held this quarter:

- Ceylon Tamil Association October Gathering - 16 October 2021;
- Deepavali - 13 November 2021;
- Pride at Plant 4 - 21 November 2021;
- No Strings Attached Theatre of Disability - Reconnect – 1 – 3 December 2021;
- Kids Christmas by the Lake - 5 December 2021;
- Sindhi Cultural Day - 5 December 2021; and
- St Clair Christmas Festival - 11 December 2021.

The funds for this program have now been exhausted. Sixteen events in total have been supported this financial year.

**Live & Local:** The program opened in July 2021. Twelve applications have been approved. Three events have been postponed this quarter due to current COVID-19 restrictions. Thirty live music gigs were delivered this quarter:

- City of Charles Sturt led event Coastal Sounds, 8 performances in total, 4 performances on 31 October 2021 along Coast Park from Grange Jetty to Henley Square and 4 performances on 7 November 2021 in West Beach;
- The Borderers band and Rough Diamonds Choir performance at the Governor Hindmarsh on 7 November 2021;
- Kaurina Cronin, 1 performance, an afternoon of folk music at Oddio, 31 Drayton Street Bowden, on 5 December 2021;
- Glen Skuthorpe, 2 performances, 8 October 2021 at Big Shed Brewing and the Lady Daly Hotel on 10 December 2021;
- Jason Sym Choon, 10 performances, every Friday night commencing 15 October at the Governor Hindmarsh;
- Kelly Menhennett, 3 performances at 22 Belmore Terrace, Woodville Park on 4, 11, and 17 December 2021;
- Sam Clemente, 3 performances at Crave Coffee, Croydon on 4, 11 and 18 December; and

- Tom & Rose, 2 performances at Willow Bend Roasters, Croydon on 20 October 2021 and at Grange Jetty Café on 4 December 2021.

**Economic Development:** The City of Charles Sturt hosted three events this quarter promoting the Buy Local agenda, visitor sector, and start-up community. We also partnered on two further events. These events were very well attended and are outlined below:

- 19 October 2021 - A hands on Tender Writing Workshop was hosted at the Civic Centre to build the capability of local businesses to apply for local tenders and promote local procurement. 12 businesses attended;
- 27 October 2021 - Changing for Climate Change – held in partnership with Adapt West at the Woodville Town Hall attended by over 100 people;
- 28 October 2021 - Launch Party for South Australian Businesses with Female Founders was hosted by the City of Charles Sturt in partnership with Switch Start Scale at a new venue in Charles Sturt - Jackson Square attended by over 100 people;
- 10 November 2021 - Partnership launch of the GigCity Network at the Healthy Living Precinct attended by Department of Innovation and Skills Minister and over 60 health providers and local businesses; and
- 11 November 2021 - A Western Region Visitor Networking event was hosted by City of Charles Sturt at Melt, Henley Beach attended by over 80 tourism operators and visitor sector businesses. Collaborations were encouraged through this dedicated business to business gathering and ongoing relationships fostered.

**Objective:** Develop destinations that cultivate art, culture, place making while recognising heritage principle.

**Target:** Number of outdoor dining seats is increasing across our city annually.  
**Status/KPI:** In Progress. Council continues to work with local businesses to activate places and provide opportunities for increased outdoor dining. 14 Applications have been approved this financial year.

**Comment:** The facade-to-street activation program commenced in 2021 to assist businesses with matched funding for changes or improvements to their building facade or implementing temporary or permanent footpath activations such as bollards to assist outdoor dining. Two applications that enhanced the outdoor dining areas were approved this quarter.

**Target:** At least 90% of our community agree that our city is a great place to live.  
**Status/KPI:** In Progress. City wide community survey was conducted in July 2021 and August 2021. Results identified 92% of respondents agreed or strongly agreed.

**Comment:** Results received from the City-wide community survey in 2020 and 2021 identified an improvement of 5%, with 87% and 92% agreement being received for each year respectively.

**Target:** The Heritage Grant Program is 100% allocated each year.  
**Status/KPI:** In Progress. The grants program is ongoing, and applications are assessed on a regular basis.  
**Comment:** Funding is provided to applications which meeting the criteria of the program on an ongoing basis subject to budget availability. \$41,802 in grants has been committed up to December 2021. To date \$22,485 has been paid out for completed conservation works.

**Target:** The Woodville Town Hall has a 10% annual increase in activation (total attendance numbers).  
**Status/KPI:** In Progress. Attendance numbers were significantly down in 2020-2021 and continue to be in 2021-2022.  
**Comment:** The low numbers are due to the ongoing impact of COVID-19. The venue was closed for 4 months, several events have been cancelled and other enquiries and bookings unable to proceed due to COVID-19 restrictions. Events that normally book 6-12 months in advance were not made due to the uncertainty in the peak of the pandemic.

However, this quarter we saw a positive sign as 6,883 people attended the Woodville Town Hall across October 2021 to December 2021, up from 2,995 in the same quarter the year prior. This is likely to be again adversely impacted upon due to third quarter COVID-19 restrictions.

**Objective: Develop and implement a program to promote street and place activation.**

**Target:** Number of street and place activation events increases annually.  
**Status/KPI:** In Progress. The number of events will initially be collated for 2021/22 to form the baseline for increase.  
**Comment:** Several events have been held; these are listed below:  
**Street Meets:** City of Charles Sturt have partnered with Play Australia's initiative, 1000 Play Streets, to encourage our community to share our streets in a safe and respectful manner so more children can play outside and to encourage neighbourhood connections. Three community led 'Street Meet' activities were held this quarter in West Beach, Woodville and Cheltenham.

**#Shoplocal:** Eleven projects have been approved. Projects that have been completed this quarter include:

- Facade improvements at Crave Café, Local Boy, Frys Meat Store and Oh My Brow and No Ink; and
- Customer Experiences including planter box making courses at the Joy of Flora Café.

**Creative Cities - Neighbourhood Projects:** Program opened in July 2021. Eight creative projects have been approved for funding this financial year. One project was completed this quarter:

- Rotary Club West Lakes, decoration and lighting of 17 trees at Neighbourhood reserve, Bartley Terrace, West Lakes Shore.

**Capital works projects with a place element (#completed):** No projects were completed during this quarter, however current projects underway include:

- Woodville Road Streetscape;
- Military & Main Upgrade;
- West Lakes Ngutunga;
- Ovingham Overpass (9 public artworks);
- Renown Park and Albert Park Living Streets;
- Hindmarsh Precinct Streetscape Project (integrated artworks); and
- Chief Street Streetscape Project.



**OUR LIVEABILITY – Drive an integrated, responsive transport system and well-maintained network of roads and paths that facilitate safe, efficient and sustainable connections**

**Objective:** Continue to implement improvements to our transport network to improve road safety.

**Target:** Develop a CCS Road Safety strategy by June 2022 in response to the State Government Road Safety Strategy to be released in 2021.

**Status/KPI:** In Progress. Initial investigations have commenced and waiting on the release of the Department for Infrastructure and Transport's Final strategy.

**Comment:** A Road Safety Assessment process for new traffic control devices that will be included in a future Road Safety Strategy has been developed by staff with Council's input and was endorsed by the Asset Management Committee on the 18<sup>th</sup> of October 2021.

**Target:** At least 80% of our community feels safe using our local streets.

**Status/KPI:** In Progress. Most recent community survey results to be reviewed to track progress in 2022.

**Comment:** Community survey questions have been updated for 2021's survey to assist Council staff to better understand community satisfaction with CCS assets. Staff will be reviewing feedback from most recent Community Survey in 2022.

**Target:** The number of road crashes on Council-managed roads is reducing annually.

**Status/KPI:** In Progress. Data is continually collected to allow us to track crash data and make improvements were required to our road network.

**Comment:** Road crashes on Council-managed roads have been steadily declining over the last 4 years by approximately 15%-20% each year. In 2020, 47 of crashes occurred on Council-managed local roads. This is a reduction of 24 crashes compared to 71 crashes in 2019.

**Note:** Crash data is supplied to Council on a yearly basis from the Department for Infrastructure and Transport. 2021 data will be available for reporting in June 2022 and included in the next available EOQ report.

**Objective:** Invest in inclusive upgrades to the whole transport network to promote a balanced distribution of residents driving, walking, cycling and using public transport.

**Target:** An annual increase in our community utilising active transport (walking, riding and cycling) and public transport.

**Status/KPI:** In progress. Fixed bicycle counters have been set up in chosen locations across the city.

**Comment:** Fixed bicycle counters in the Council shows uptake of cycling increasing along the River Torrens Linear Park Path and Outer Harbor Greenway.

The River Torrens Linear Park Path has seen a 75% increase in users since 2018 - from 437 to 770 users per day in 2021. 45% of users accounted for pedestrians and 55% of users accounted for cyclists in 2021.

A 100% increase since 2018 is projected in 2022 as early trend data suggests greater than 900 cyclists and pedestrians using the River Torrens Linear Park path each day in 2022.

The Outer Harbor Greenway has seen a large increase in cyclist usage as the Greenway approaches completion of its full length. Since 2018 usage of the route has increase from 111 to 293 cyclists per day in 2021. More than 300 cyclists per day are projected by the end of 2022.

**Target:** An annual increase of community satisfaction in major transport assets (roads and paths). (community survey)

**Status/KPI:** In progress. Community survey questions were updated and included as part of the 2021 survey to assist Council staff to better understand community satisfaction with CCS assets.

**Comment:** This will inform future decision making as it relates to our community satisfaction with transport assets.

**Objective:** Continue to support and advocate for shared transport options such as ride shares, car share, shared bike and scooter schemes.

**Target:** Number of trips made by shared transport solutions increases annually

**Status/KPI:** In Progress. Council continues to seek and identify opportunities for shared transport solutions.

**Comment:** Council has partnered with the Western Alliance of Councils and E-scooter providers in a trial to deliver shared E-scooter travel services along sections of the coast. In 2020, 4,543 rides were taken up by 2,860 users on the E-scooters and 10,843km was travelled using the E-scooters. The trial is continuing into 2022 however COVID-19 has seen utilisation decline significantly at the last half 2021. It is expected uptake in usage towards the end of Summer in 2022.

Council staff are also exploring the uptake of ride share facilities in the Bowden Urban Village and expect to report on the availability of this in the future.

**Objective:** Continue to support and advocate the uptake of electric vehicle ownership and usage.

**Target:** The number of public electric vehicle charging stations installed within CCS increases by 15% annually for the next 4 years (with a minimum of 15 chargers installed by 2025) with an annual increase in usage.

**Status/KPI:** In Progress. Council continues to seek and plan for additional infrastructure opportunities to improve the EV network.

**Comment:** 6 Public fast charge EV chargers have now been installed.



## **OUR LIVEABILITY – Enhance the diversity of open spaces to create innovative, accessible and flexible community spaces**

**Objective:** Create public and open spaces in conjunction with our community that are engaging, inclusive, safe and connected, and meet diverse and changing community needs.

**Target:** Our public spaces receive at least 90% satisfaction by 2025 by surveyed residents.

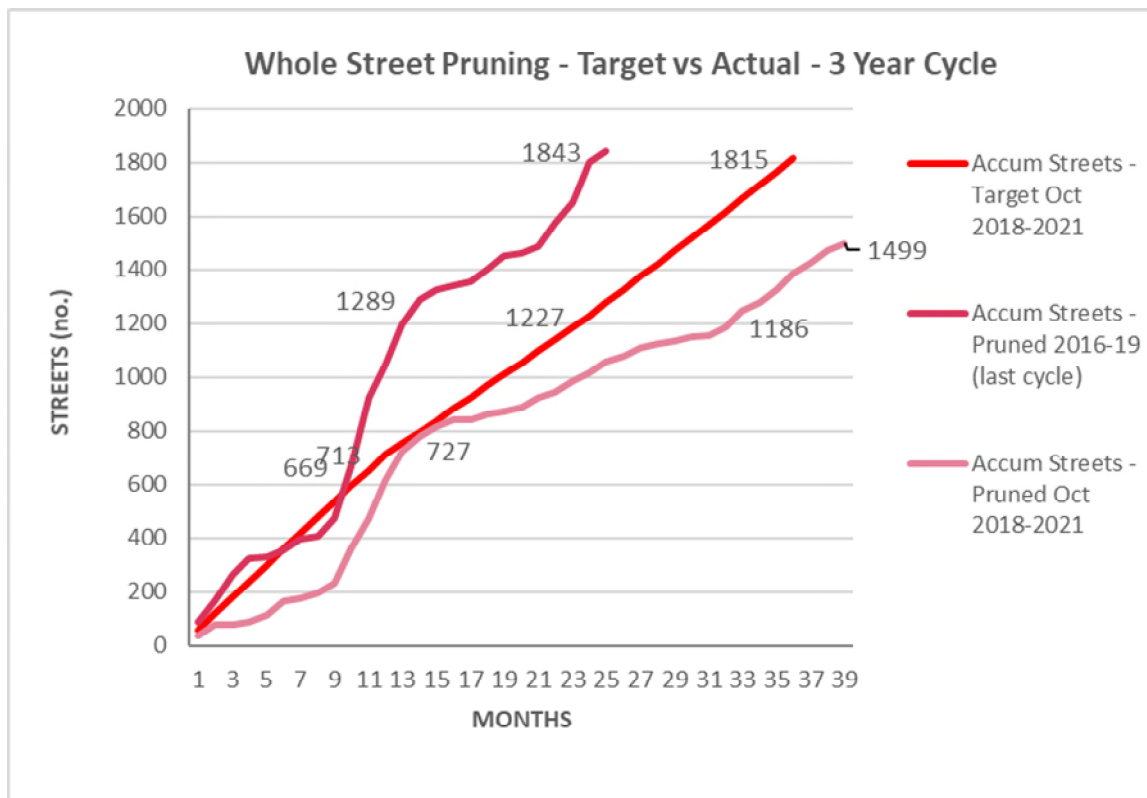
**Status/KPI:** In Progress. Analysis of information received from the 2021 Community Survey is being undertaken.

**Comment:** Community survey questions were updated for 2021 to assist Council staff to better understand community satisfaction with Council's open space and recreation assets. Public spaces are developed and maintained in accordance with strategic plans, considering current and future community needs. Further promotion of our public spaces will continue using both print and digital media.

**Target:** An annual increase of programmed tree pruning is completed within service level standards.

**Status/KPI:** In Progress. 83% complete.

**Comment:** Year 1 & Year 2 complete for the 2018-2021 cycle. Year 3 is 47% complete. This 3-year cycle was scheduled to be completed end-September 2021, but progress has been delayed due to storm damage events, extreme heat conditions and constraints related to COVID-19 restrictions.

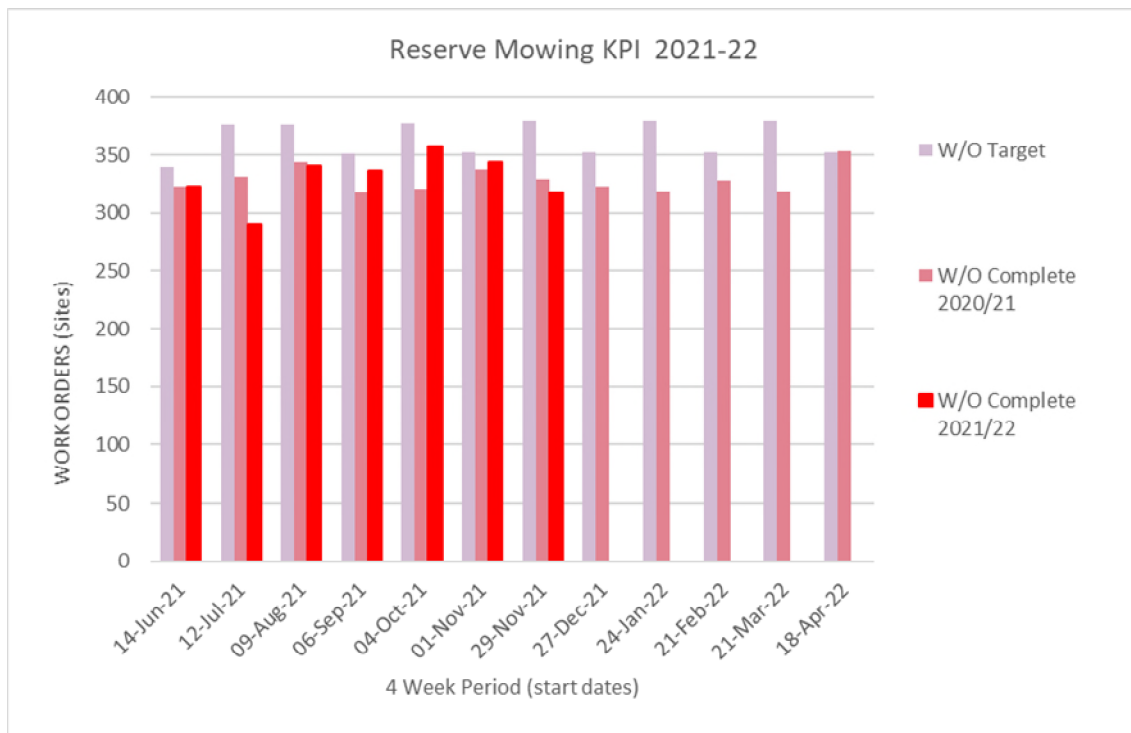


**Target:** An annual increase of programmed reserve mowing completed within service level standards is increasing annually.

**Status/KPI:** In Progress. Reserve mowing service levels are 5% below the 2020/21 average.

**Comment:** Staff achieved an average 92% for this quarter compared to the overall average of 95.3% for the 2020-21 Financial Year. Inclement weather and staff leave have impacted our ability to achieve 100% this quarter. The Work Order target is higher in alternate months due to a 3-week frequency for each individual section of Port Road median.





**Objective:** Maximise the use of Council open space and sporting facilities.

**Target:** 90% of residents will live within 300m of useable open space by 2025.

**Status/KPI:** In Progress. Council staff continue to investigate opportunities for additional open space within new and existing development areas.

**Comment:** A recent analysis shows 85% of residents will live within 300m of useable open space in 2021, compared to 86% in 2020. This is due to increases in residential property development and no open space development in these areas. Work across multiple Council departments continues to ensure adequate open space is included in new developments, and walkability to existing open space is improved.

**Objective:** Facilitate provision of and access to recreation facilities by collaborating with schools and clubs and adjoining councils.

**Target:** Our School Holiday Sports (SHS) program is increasing in participation numbers annually.

**Status/KPI:** In Progress. School Holiday Sports programs are held twice a year. Council continually promotes the program to increase participation numbers.

**Comment:** On the back of the COVID-cancelled program in April 2020, some 2,687 children participated in the SHS program in the 2020/21 FY (1,453 in Oct 2020, and 1,234 in April 2021). The most recent School Holiday Sports (SHS) program ran from Friday, 24 September - Sunday, 10 October, with 1,170 children participating. The program saw a record 21 clubs/sport providers offering 72 activity sessions across the region. Whilst program demand remained high, numbers for this period were slightly impacted by ongoing technical issues with the EVANCED online booking system. With the next SHS program fast approaching in April 2022, a new Eventbrite booking process is being established. It is hoped this will make the booking process much

smoother for staff and participants, which will positively impact participation numbers.

- Target:** Access to additional recreation facilities and open space increases annually due to successful Joint Use Agreements.
- Status/KPI:** In Progress. A strategic approach to additional Shared Use Agreement opportunities will align with the Department of Education's strategic focus for community use of school land outside of school hours.
- Comment:** A review of existing Joint Use Agreements is currently underway, considering the recommendations of the Open Space Strategy and other relevant plans, to understand areas of priority and the scope of the project. Once complete, staff will then undertake consultation with key stakeholders in November 2021.



## **OUR ENVIRONMENT – Greenhouse gas emissions significantly reduce, and we adapt to our changing climate**

**Objective:** Implement our climate change mitigation and adaptation strategies including AdaptWest and Net Zero.

- Target:** Net zero corporate emissions achieved by 2025 and annual targets achieved.
- Status/KPI:** In Progress. Our Net Zero Strategy guides all business decisions as we work towards reducing corporate emissions.
- Comment:** The actions within Net Zero are progressing well and we are on our way to meeting the areas targets and overarching targets. Key action progress highlights over the past quarter include:

### **Building, Lighting + Open Space**

- Council is pursuing the transition away from gas in all council facilities, in consultation with building users and Property staff have gained increased knowledge of contemporary, all electric alternatives.
- Energy efficiency assessment and additional solar PV installations are being investigated at 5 Council sites.

### **Transport**

- Investigations are undertaken to find the most appropriate locations to install EV charging infrastructure at CCS facilities with two sites having been prioritised, the existing vehicle compound for the Civic Centre (behind NNQ restaurant) and the Meals on Wheels site. The final preferred location will be determined once outcomes of the possible sale and development of the informal park and ride land adjacent to Woodville station is known.
- There has been strong uptake of Hybrid vehicles with new hybrid vehicle options continuing to be added to the fleet list which will further support uptake. However, hybrid vehicles are on order but there is delay in taking ownership as a result of high demand and supply issues.
- Council issued a letter of support to the State Government outlining our commitment to the Electric Vehicle Fleet Pledge.

### **Not Waste**

- Council provided funding via the LGA to support the Woolworths trial of compostable fruit and vegetable bags. The funding will be used to support the provision of kitchen caddies via store once they have introduced compostable fruit and vegie bags to all stores across metro Adelaide in 2022.
- Initial review of neighbouring Councils alternative organics services has been undertaken to determine the potential demand and budget requirements of implementing an organics incentive program at the Beverley Recycling Centre.
- Sporting Clubs transition to bulk bin waste, recycling and food waste service (where needed by the club) is complete.

### **Renewable Energy Procurement**

- Council continues to be a key representative on the LGA Procurement group for renewable energy.
- New Trellis software is being utilized to support utilities (electricity, gas and water) and related greenhouse gas emissions data.

### **Carbon Offsets**

- Investigating the opportunity to collaborate with Unley Council on carbon offsets policy.
- Currently working with a consultant to determine additional greenhouse gas data requirements (Scope 3)

### **Staff Led Initiatives**

- Approximately 50 staff across Council participated in four Net Zero workshops to increase understanding of climate change and put forward a number of initiatives to be implemented by staff.
- Several staff nominated to be part of a strategic working group to consider initiatives put forward during the workshops and develop and implement action plans.

**Objective:** Effectively manage and operate recycled water systems to provide alternative water sources for parks reserves and other open space environments.

**Target:** Develop a Water Strategy to guide future decision by June 2023.

**Status/KPI:** In Progress. Scoping and research has been undertaken to inform our strategy.

**Comment:** Discussions with key stakeholders have commenced and are ongoing with further updates to be provided in the next quarter report.

**Target:** Increase our open space use of recycled water by 2025.

**Status/KPI:** In Progress. Council is aware of several sites which would benefit from the use of recycled water.

**Comment:** A strategic review of recycled water supply, demand and future directions across the City, is considered critical to ensure the sustainability of our water supply. The study is in progress.



## OUR ENVIRONMENT – Our city is greener to reduce heat island effects and enhance our biodiversity

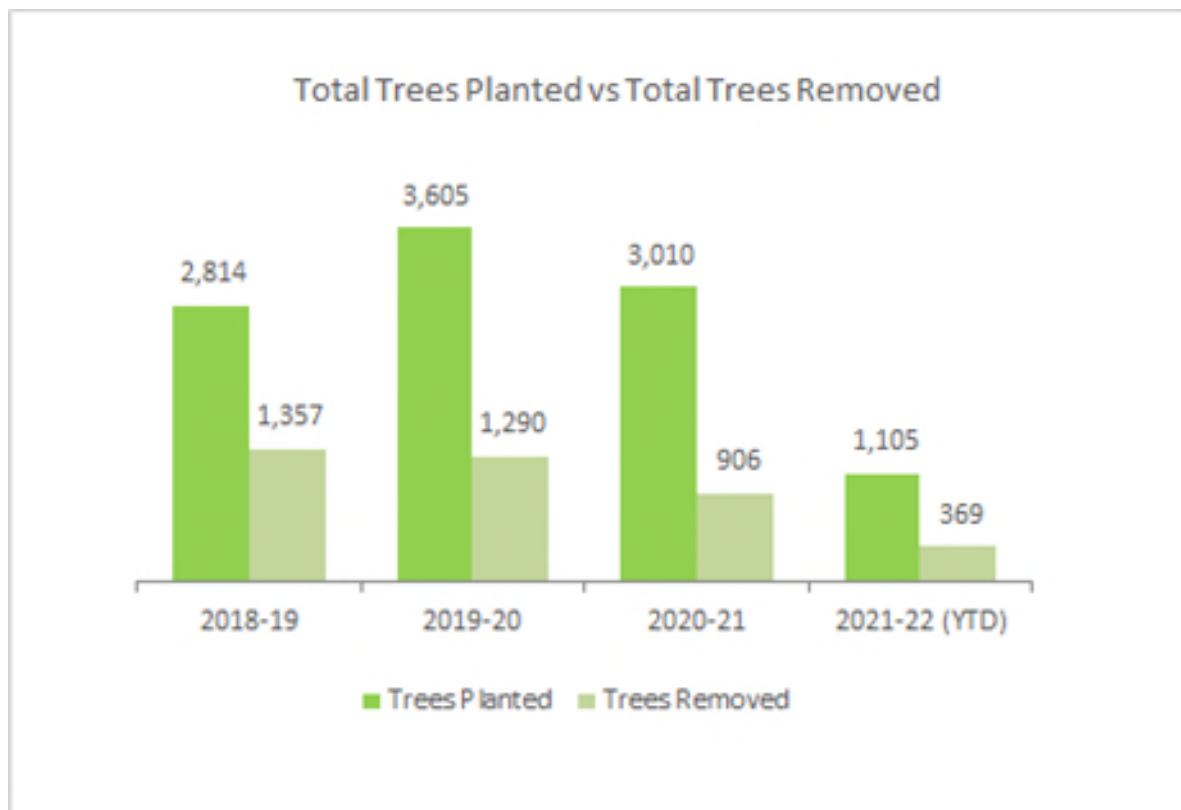
**Objective:** Protect and enhance our urban tree canopy.

**Target:** Our tree canopy cover (city, public and private land) increases annually and is greater than 16% by 2025.

**Status/KPI:** In Progress. Council has endorsed the Tree Canopy Improvement Strategy “Growing Green” which contains a number of actions to reach a target of 25% cover by 2045. Council undertakes annual tree planting programs to improve our canopy cover.

**Comment:** Current tree planting numbers are consistent with previous Financial Years. The following graphs highlight the number of trees planted in both streets and open spaces and total tree plantings versus tree removals.



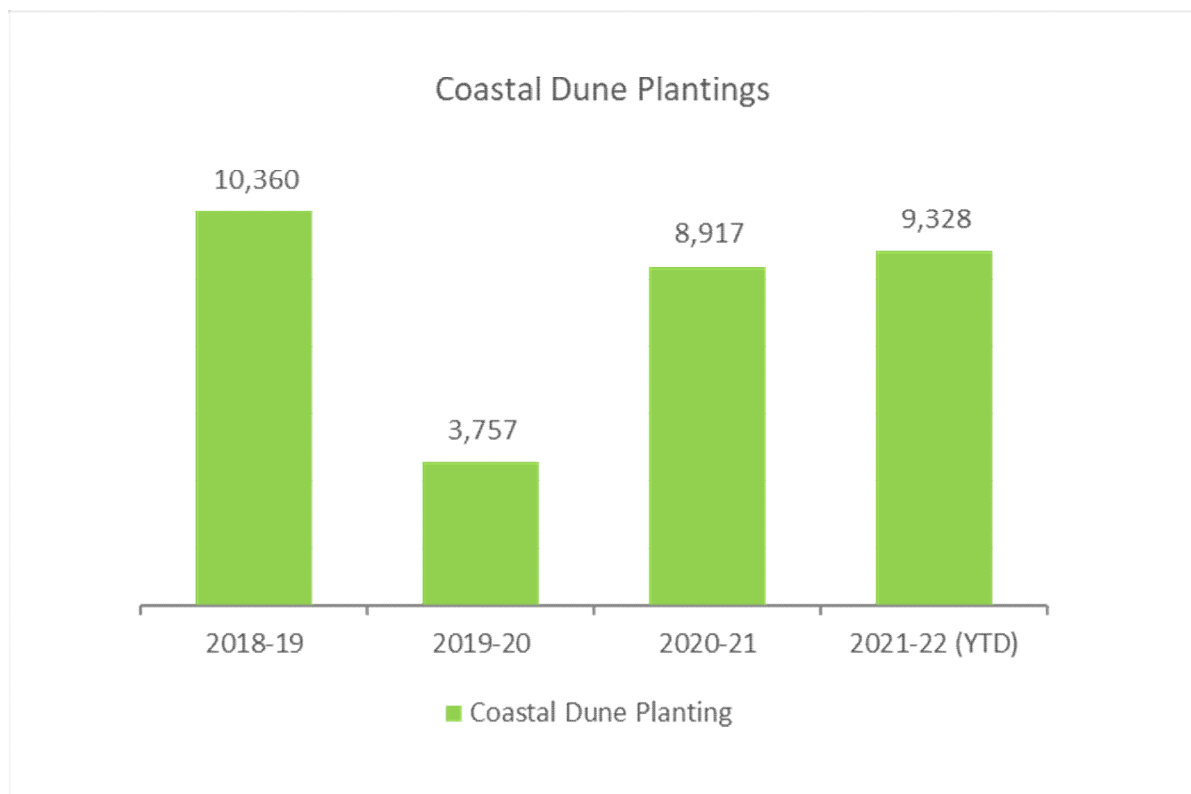
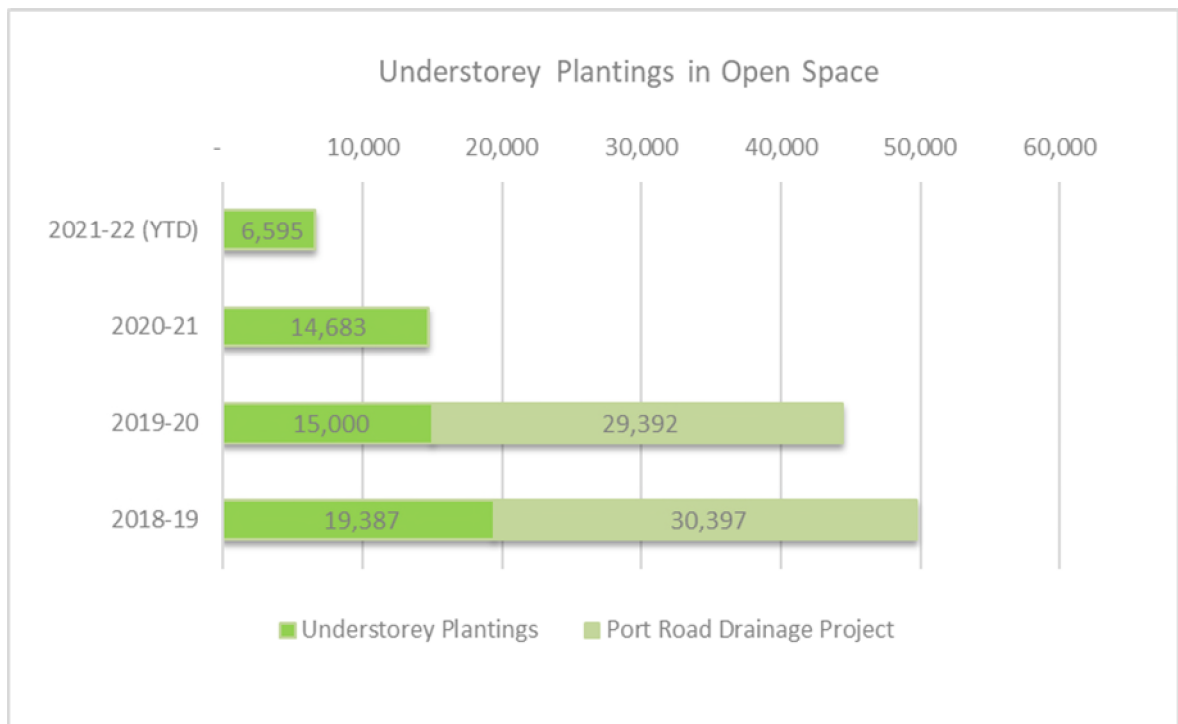


**Objective:** Implement our Biodiversity Action Plan and identify opportunities in capital projects to enhance and protect biodiversity across Council reserves and land.

**Target:** The number of understorey plants planted in open space and biodiversity sites increases annually.

**Status/KPI:** In progress. Council undertakes annual revegetation programs within our reserves, including biodiversity sites along the River Torrens Linear Park and the Coastal Reserve.

**Comment:** Current understorey planting numbers are consistent with previous financial years. The following graphs highlight the number of understory plantings planted in both open space and coastal dune locations. Note: a major increase in open space plantings for 2019-20 and 2020-21 financial years was due the Port Road Drainage major project.



**Target:** Our Biodiversity score is improved at the next measure in 2022 and 2025.  
**Status/KPI:** Not Started.  
**Comment:** The next measure will be undertaken in 2022.

**Objective: Develop, manage and maintain green infrastructure; and protect and enhance our urban tree canopy.**

**Target:** Our Whole Street Planting program is completed annually.

**Status/KPI:** In progress.

**Comment:** Public consultation in relation to the Whole Street planting program is complete and a report presented to Council at its December meeting outlining the results and recommendations for planting in 2022.

**Target:** Water Sensitive Urban Design (WSUD) principles are considered in all capital projects.

**Status/KPI:** In Progress. Council staff communicate internally to continually seek opportunities for WSUD options to be included in major projects.

**Comment:** WSUD initiatives included in 2021/22 major capital works projects, including:

- Military Road and Main Street Streetscape Upgrade;
- Fairford Terrace and Bartley Terrace Road Reconstruction project;
- Hindmarsh Precinct Streetscape Upgrade; and
- May Street Streetscape Upgrade.

Opportunities to include WSUD in future works programs currently being explored.

Planning for 2022/23 projects has commenced.

**Target:** A verge renewal framework to guide the greening of our capital works programs infrastructure is completed by June 2022.

**Status/KPI:** In Progress. Verge greening is critical in ensuring a reduction in the urban heat island effect and can be incorporated within our capital projects.

**Comment:** Discussions have occurred with internal stakeholders on current and upcoming capital works to ensure that verge treatments are being properly considered. Outcomes of these discussions will be used to develop a formal procedural framework/guideline.

**Target:** Boucatt Reserve is reinvented by 2022 and is cooler in temperature.

**Status/KPI:** In Progress. Upgrade works have been completed in the Reserve to encourage community use in a cooler environment.

**Comment:** Following community consultation and design, works to increase tree canopy and vegetation were completed in July 2021. Works include the installation of an arbor and ten large above-ground plant pots, with trees and other vegetation strategically located in the hottest sections of the reserve. The Open Space Planner is now measuring air and surface temperature at the reserve on a regular basis.



## OUR ENVIRONMENT – Charles Sturt is recognised as a leading partner and educator in pursuing a sustainable future with our community

**Objective:** Facilitate opportunities and educate, promote and implement environmentally sustainable business practices to minimise our adverse impact on the environment and to provide learning to the community.

**Target:** 85% of our community are aware of Council's environmental efforts. (Community survey – currently 59%).

**Status/KPI:** In Progress. Council continues to work with our community to raise awareness, educate and engage in relation to climate change adaptation and mitigation.

**Comment:** The Environmental Management Officer (Climate Emergency Response) is actively working with the Media, Marketing and Communications team to promote Net Zero both internally and externally. The Net Zero Communications Plan is developed to articulate and identify the communications measures that will be undertaken to ensure key stakeholders are appropriately informed and engaged on the Net Zero initiatives Council are actioning to mitigate the Climate Emergency. Net Zero was featured in the December 2021 edition of Kaleidoscope.

The AdaptWest partnership has recently had a strong community engagement focus for its program delivery, through the Red Cross Climate Ready Communities program and the development of the AdaptNow! Changing for Climate Change event. This includes various workshops held across the region for businesses and community members; the content of which shaped the public event held on 27 October at the Woodville Town Hall. Both programs have sought to engage with community about how prepared they are for the impacts of climate change and to provide learnings about what action can be taken at a household and business level to adapt to our changing climate and reduce carbon emissions.

Follow up work to consolidate the learnings from the workshops and event is occurring to create educational resources, specifically for culturally and linguistically diverse (CALD) and business communities. It was identified that there is a lack of information currently available for these two broad groups around climate change adaptation.

**Target:** An increase percentage of our community surveyed has awareness of and is taking action to reduce impacts of climate change. (new community survey question as per AdaptWest survey)

**Status/KPI:** In progress.

**Comment:** A Net Zero Communications Plan is being developed and work is under way to promote through various Council media our Net Zero actions and. General and targeted community engagement will ensure we bring the community along with us on our journey and learn from and support them to tackle the Climate Emergency.

In April 2021, the AdaptWest partnership (Cities of Charles Sturt, Port Adelaide Enfield and West Torrens) undertook a community survey to understand the values,



knowledge, awareness, behaviours and attitudes towards climate change for people living or working in western Adelaide. This was undertaken primarily to see whether the community-led values that underpin the AdaptWest Climate Change Adaptation Plan (2016) are still held by our diverse communities. The survey also sought to understand what action individuals are currently undertaking to adapt to climate change or reduce carbon emissions.

A total of 448 respondents completed the survey which ran from 17 March to 7 April 2021. Just over half of the respondents lived in or worked in the City of Charles Sturt.

The survey indicated that the importance of the values associated with the AdaptWest Plan still rate very well with the community (0 is not important and 10 is extremely important)

- A strong and connected community – 7.8/10;
- Regional productivity and economic contribution to the state – 8.0/10;
- Infrastructure and essential services – 8.4/10;
- Management and use of stormwater – 8.7/10;
- Amenity and quality of life – 8.8/10;
- Coastal and riverine water quality – 8.9/10; and
- Our coastal environment – 9.0/10.

The comprehensive responses regarding climate action being undertaken by the AdaptWest community can be found in the full survey report accessible on the AdaptWest website:

<https://www.adaptwest.com.au/sites/adaptwest/media/pdf/incs011-adaptwest-community-survey-report.pdf>

**Objective: Incorporate sustainable infrastructure into our community spaces and buildings.**

**Target:** All capital works and renewal programs adhere to Council’s ecologically sustainable design guidelines and respond to long term risks of climate change.

**Status/KPI:** In Progress. Climate change adaptation building solutions are increasingly included in capital projects with heightened industry awareness evident.

**Comment:** The Environmentally Sustainable Development (ESD) Requirements for Council Buildings are being finalised following extensive consultation with key stakeholders. This document will assist in defining minimum standards for the development and maintenance of council’s building assets, in order to meet Council’s strategic environmental outcomes including achieving Net Zero carbon buildings and buildings that are resilient to the impacts of climate change.



## OUR ENVIRONMENT – Reduce waste production across our city, and grow the circular economy

**Objective:** Take back control of the community's recyclables through construction and operation of our MRF jointly with the City of Port Adelaide Enfield.

**Target:** Our MRF is constructed and operational by June 2022.

**Status/KPI:** In Progress. Council continues to collaborate with the City of Port Adelaide Enfield to deliver this project.

**Comment:** The CAWRA MRF is now fully operational and is accepting both the Cities of Charles Sturts and Port Adelaide Enfield recyclable material. In addition, Visy recycling has also transferred all their existing operations across to the new facility. The official opening event will be held on Monday, 31 January 2022.

**Objective:** Reduce waste to landfill across our City through education and improvements to the kerbside 3 bin service.

**Target:** Diversion of household recyclable and compostable waste from landfill through Council's 3 bin system improves annually.

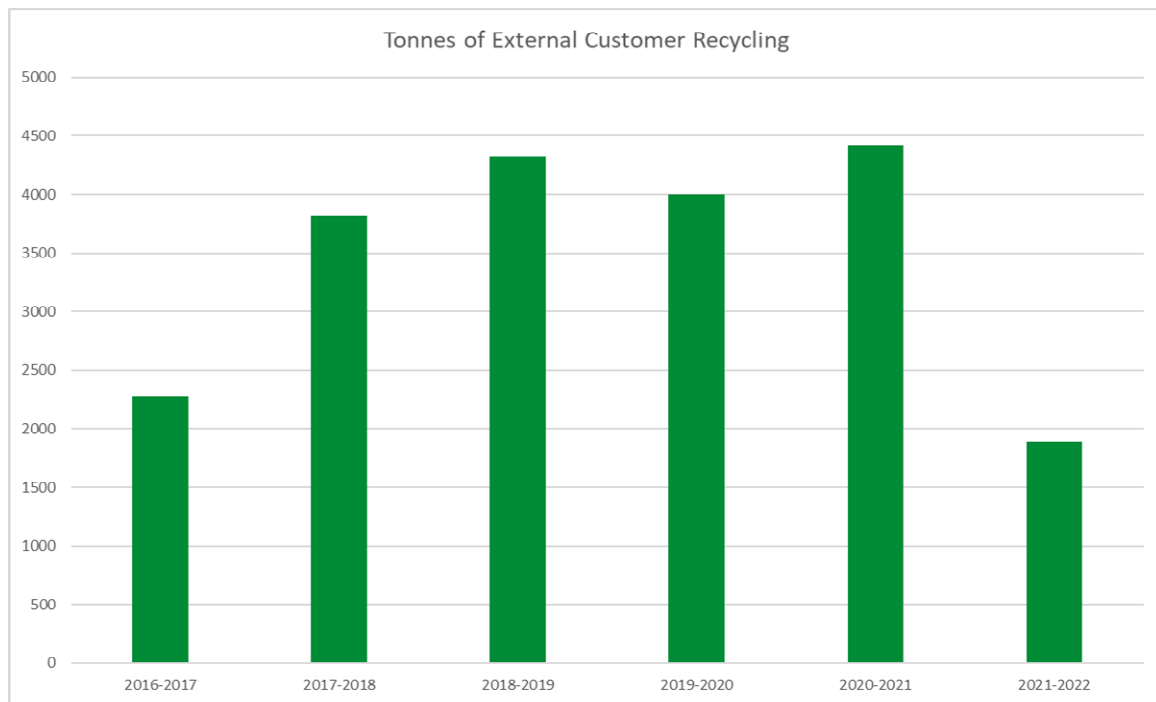
**Status/KPI:** In Progress. Continued education resources are being developed and produced to support the community to use the 3 bin service correctly.

**Comment:** Council's annual waste and recycling calendar have been designed and sent to print ready for distribution to all households in mid-April. A range of recycling tips were communicated via Council's social media platforms in the lead up to Christmas.

**Target:** Increase in the annual tonnes of material received for recycling at the Beverley Recycling and Waste Centre by 2025.

**Status/KPI:** In progress - 2021/22 Q2 External Customer Recycling currently 1889 tonnes.

**Comment:** Q2 saw an increase of 1151 tonnes from 738 to 1889. Q2 is behind the target half year target of 2500 tonnes as the Centre witnessed a larger volume of municipal waste than was expected. Anecdotal evidence suggested that the current environment has encouraged customers to clean out and tidy up homes disposing of lots of non recyclables.



**Target:** Tonnes of waste to landfill (kerbside 3 bin service) is reducing per household.

**Status/KPI:** In Progress. Continued education resources are being developed and produced to support the community to use the 3 bin service correctly.

**Comment:** Council's annual waste and recycling calendar have been designed and sent to print ready for distribution to all households in mid-April. A range of recycling tips were communicated via Council's social media platforms in the lead up to Christmas.

**Target:** Increase in percentage of food waste diverted from landfill with a target of 60% by 2025.

**Status/KPI:** In Progress. The food waste recycling program is continuing.

**Comment:** Residents have been able to request the delivery of a kitchen caddy and compostable bag via the CCS website or alternatively they can collect directly from any of the libraries or civic centre. Community demand is strong with 1209 caddies being delivered directly to households so far in the 21/22 financial year. This is on top of the caddies that residents collect directly from Council.

**Objective:** Educate and facilitate sound corporate practices to increase the use of recycled-content materials in Council operations.

**Target:** We will track and increase our purchase of recycled content materials (by weight) to 50% of the contents of kerbside recycling bins by 2025.

**Status/KPI:** In Progress. Opportunities are continually being identified to improve standard business practices.

**Comment:** Requirements for recycled content products and materials have been included in our tender documentation and all staff are continuing to look for opportunities to purchase materials with recycled content. Council continues to be involved in the LGA circular procurement pilot program and will report each year via its annual report total tonnes of recycled material purchased.



## **OUR ENVIRONMENT – We advocate for the protection of our coastal areas and enhancing biodiversity along our coast**

**Objective:** **Develop and implement strategies and partnerships in response to coastal risks and influence government led initiatives.**

**Target:** Partnerships are in place and staff representation at coastal reference groups to ensure the protection of our coast.

**Status/KPI:** In Progress. Council staff work with external stakeholders to be included as part of the decision-making framework for coastal matters.

**Comment:** Attendance at bi-monthly Metropolitan Seaside Council Committee meetings, West Beach & Henley Community Reference Group meetings and Securing the Future of our Coastline Community Reference Group meetings is ongoing.

**Target:** 80% satisfaction with our management and support of environmental efforts.

**Status/KPI:** In Progress. Awaiting outcomes of the 2021 community survey for further analysis to be undertaken.

**Comment:** Once analysis is complete, we can have a better understanding of community awareness and interest in our environmental matters and better plan for the future.

**Objective:** **Improve and increase biodiversity along our coast.**

**Target:** The number of indigenous and native plants planted along the coastal reserve increases annually.

**Status/KPI:** In Progress. Council undertakes annual revegetation programs to improve biodiversity across the City.

**Comment:** Scoping is underway to determine appropriate sites for planting in June 2022. Works will be coordinated with the Coast Protection Board, including the sand replenishment program (Securing the Future of our Coastline). Plant order placed in December 2021 for planting in May – June 2022.



## **OUR ECONOMY - The Western Region economy is promoted through leadership and collaboration across all stakeholders and our community**

**Objective:** **Develop a regional promotion plan in collaboration with regional alliances to promote the western region economy.**

**Target:** The Western Region Councils deliver a regional promotion plan by December 2022.

**Status/KPI:** In Progress. Various marketing opportunities are currently being investigated to deliver the best return on investment.

**Comment:** A 'Live in the West' Strategy has been developed to promote the liveability and opportunities of the Western Region. Work is being undertaken to transition the Adelaide Beaches website to a new platform from which to launch this strategy.

**Objective: Develop strategic and industry alliances to progress economic growth and resource sharing.**

**Target:** 30% of our Charles Sturt businesses are WBL members by 2025.

**Status/KPI:** In Progress. Several businesses are currently registered as Western Business Leader members.

**Comment:** There are currently 9,390 businesses in the City of Charles Sturt, 1,312 of these (14.0%) are registered Western Business Leader members, a slight increase on last quarter. Council is continuing to promote the Western Business Leaders and encourage additional membership; a dedicated marketing campaign will be launched once face to face events are possible.

**Target:** At least four joint economic development projects or events delivered annually between two or more Councils.

**Status/KPI:** In Progress. Council continues to collaborate with other Councils to identify opportunities for economic development partnerships and events.

**Comment:** A Western Region Visitor Networking event was hosted by City of Charles Sturt at Melt, Henley Beach on 11 November 2021 and attended by over 80 people. Western Alliance projects include Live in the West regional promotion and the Adelaide Beaches website upgrade. The Western Regional Tourism Development Action Plan update is currently underway.

Further collaboration has occurred with the Cities of Salisbury and Port Adelaide Enfield on an Engagement Plan for business advisors and Economic Development Officers to encourage innovative collaboration.

**Target:** 80% satisfaction from Western Region businesses participating in business development events.

**Status/KPI:** In Progress. Council continues to seek feedback from participants in events to allow us to continually improve our programs.

**Comment:** The Economic Development team have hosted three events this quarter and supported a further two. 100% of respondents to surveys when asked how they would rate the events hosted by the City of Charles Sturt said the events were good, very good or excellent.

A Your Say page has been created and business survey shared to help inform the development of the new Economic Development Strategy 2022-2026 and future business development events.

**Objective: Engage with business and key markets to encourage and support market development initiatives.**

**Target:** At least one targeted industry specific communication and event for key sectors in Western Adelaide annually.

**Status/KPI:** In Progress.

**Comment:** Three events have been held this quarter promoting the Buy Local agenda, Tourism, and start-up community. City of Charles Sturt also supported a further two events. These events were very well attended and are outlined below:

- 19 October 2021 - A hands on Tender Writing Workshop was hosted to build the capability of local businesses to apply for local tenders and promote local procurement. 12 businesses attended;
- 27 October 2021 – Changing for Climate Change – in partnership with Adapt West attended by over 100 people;
- 28 October 2021- Launch Party for South Australian Businesses with Female Founders was hosted by the City of Charles Sturt in partnership with Switch Start Scale attended by over 100 people;
- 10 November 2021 – Partnership launch of the GigCity Network at the Healthy Living Precinct attended by Department of Innovation and Skills Minister and over 60 health providers and local businesses; and
- 11 November 2021 - A Western Region Visitor Networking event was hosted by City of Charles Sturt at Melt, Henley Beach attended by over 80 tourism operators and visitor sector businesses. Presentations from SA Tourism and Salty Sips.

Targeted tourism communications were sent out in October 2021 and November 2021.

**Target:** Positive feedback from businesses from at least four sectors regarding developing further market opportunities as a direct result of Council initiatives annually

**Status:** In Progress. A range of COVID impact workshops held.

**Comment:** Visitor sector workshops assisting with the challenges associated to border closures and general COVID restrictions were well received and a focus of the last 3 months. Further feedback from other sectors will be sought as part of the current business survey and reported in the next quarter.



**OUR ECONOMY - Local businesses and entrepreneurial activities flourish through the support, engagement and relationships that are developed and maintained**

**Objective:** Support opportunities to ‘buy local’ in Charles Sturt through our procurement practices.

**Target:** Annual increase of 2.5% of local spend by Council.

**Status/KPI:** In Progress. \$12,970,442 (or 15.90% of the total spend) was spent using 204 suppliers based in the City of Charles in the financial year 2020/2021.

**Comment:** Council will continue to buy local and monitor this baseline established.

**Target:** All tenders are promoted through the Charles Sturt LinkedIn site.

**Status/KPI:** In Progress. Tenders were promoted on LinkedIn October 2021 to December 2021, they were also promoted through the Western Business Leaders newsletter and Charles Sturt Business Facebook page.

**Comment:** Tenders will continue to be promoted through LinkedIn and the success monitored.

**Target:** Annual increase in Gross Regional Product (CCS) overall, with focus on targeted sectors of advanced manufacturing, defence, health, tourism and construction.

**Status/KPI:** In Progress. This is an indirect KPI which Council does not control; however, we contribute to the increase.

**Comment:** Between April 2021 and Sept 2021 there was a decrease in Gross Regional Product of \$39.461m.

**Objective:** Increase local supply chain development through business support and promotions.

**Target:** Annual increase in Business to Business (B2B) engagement fostered by Council.

**Status/KPI:** In Progress. B2B engagement is fostered through events and direct engagement with businesses.

**Comment:** Three events have been held this quarter aimed at fostering B2B engagement. City of Charles Sturt also supported a further two events.

- 19 October 2021 - A hands on Tender Writing Workshop was hosted to build the capability of local businesses to apply for local tenders and promote local procurement. 12 businesses attended;
- 27 October 2021 – Changing for Climate Change – held in partnership with Adapt West attended by over 100 people;
- 28 October 2021 - Launch Party for South Australian Businesses with Female Founders was hosted by the City of Charles Sturt in partnership with Switch Start Scale attended by over 100 people;
- 10 November 2021 – Partnership launch of the GigCity Network at the Healthy Living Precinct attended by Department of Innovation and Skills Minister and over 60 health providers and local businesses; and
- 11 November 2021 - A Western Region Visitor Networking event was hosted by City of Charles Sturt at Melt, Henley Beach attended by over 80 tourism operators and visitor sector businesses. Collaborations were encouraged through this dedicated B2B gathering and ongoing relationships fostered.

Direct engagement is now being captured through the Economic Development Customer Relationship Management system.

**Objective:** Support our community and economy through the COVID-19 period while remaining financially sustainable.

**Target:** Deliver Council's Economic Stimulus and Support package through to 30 June 2022.

**Status/KPI:** In Progress. The program has been successful in supporting our local economy.

**Comment:** Several different grants have been approved this financial year, including:

- Business Support Program – 65 grant applications have been received with 41 approved to date.
- #shoplocal – 37 applications have been approved. The funding for 2021/2022 has been fully allocated.
- Live and Local – 11 applications have been approved to date.
- Creative Cities – 8 applications have been approved to date.

**Objective: Build capabilities to support entrepreneurialism, social enterprise, and grassroots business start-ups.**

**Target:** Net increase in the annual number of business start-ups (indirect).

**Status/KPI:** In progress. Decrease of 12 business start ups in 2020/21 compared to 2019/20.

**Comment:** In 2019/2020 there were 797 business entries, in 2020/2021 there were 785, a decrease of 12. This may be a direct result of COVID-19 and hesitancy in the community to invest in new opportunities.

**Target:** Annual increase in number of businesses in CCS (indirect).

**Status/KPI:** In Progress. There has been an increase of 198.

**Comment:** Business counts: June 2019 - 9,192 June 2020 - 9,390. New data for June 2021 will be available February 2022.

**Target:** Increased promotion and utilisation of Council co-working space (civic, community and private) annually.

**Status/KPI:** In Progress. Co-working spaces are now promoted on the Council website.

**Comment:** The 19 on Green Co-working space was promoted on the City of Charles Sturt Business Facebook Page and additional opportunities for promotions and utilisation are being investigated.

**Target:** Continue to support entrepreneur scholarships annually.

**Status/KPI:** In Progress, we are committed to engaging with our local community to promote and support scholarships.

**Comment:** Scholarships for the SAYES and Encore program continue to be supported. Three local participants have been provided with scholarships to participate in the programs.

**Target:** Support at least two social enterprises through Council procurement practices by 2025.

**Status/KPI:** In Progress. An indirect approach has currently been adopted to support local enterprises.

**Comment:** The current procurement policy reflects an indirect approach to social procurement through preferencing goods and suppliers that minimise impacts to the environment.

**Objective: Provide a supporting environment and streamlined approach to assist business with establishment, expansion and business advice.**

**Target:** 80% of surveyed Charles Sturt businesses that have received assistance and advice are satisfied with Council support by 2025 with % increase annually.

**Status/KPI:** In Progress – This is measured through an annual business climate survey and grants program survey.

**Comment:** A Your Say page has been created and business survey shared to help inform the development of the new Economic Development Strategy 2022-2026 and assess the level of satisfaction with Council by business. The survey will close end of February 2022 and an update will be provided in the next quarter report.





## OUR ECONOMY - Businesses and industry sectors continue to grow and diversify

**Objective:** Promote, facilitate and attract businesses to employment lands and commercial precincts to support growth.

**Target:** An annual increase in employment in the key focus sectors in CCS: advanced manufacturing, defence, health, tourism and construction (indirect).

**Status/KPI:** In Progress. Data is updated every 5 years, as part of the census period.

**Comment:** Current job numbers:

- **Healthcare & Social Assistance** - 7,813 jobs,
- **Construction** - 4,647 jobs,
- **Manufacturing** - 4,568 jobs and
- **Tourism** - 2,431 jobs.

**Target:** Growth in annual development application value by sector (residential, commercial/industrial).

**Status/KPI:** In Progress. We continue to monitor the number of Development Applications by sector.

**Comment:** We are unable to provide the breakdown by sector data from the PlanSA System at this point in time. The value of applications lodged and applications approved is:

- Applications lodged from 1/10/21 to 31/12/21 **\$210,810,788**
- Applications approved from 1/10/21 to 31/12/21 **\$98,951,542**

**Target:** CCS businesses who have engaged with Council are 5% more positive regarding the business outlook than other businesses.

**Status/KPI:** In Progress. This is measured through an annual business climate survey and grants program survey.

**Comment:** A Your Say page has been created and business survey shared to help inform the development of the new Economic Development Strategy 2022-26 and assess the business outlook by business. The survey will close end of February 2022 and an update will be provided in the next quarter report. Grant recipients have completed their Business Support Program surveys results, 100% of those completing the survey were happy with the program.

**Target:** The number of businesses participating in digital solutions programs, adaptation and change programs in increasing annually.

**Status/KPI:** In Progress. The business support program funds businesses to adapt and innovate their businesses as part of the Economic Support and Stimulus package.

**Comment:** The following is a summary of programmes supported:

- 65 businesses have applied so far to be part of the program in 2021/22.
- 41 businesses been approved to date in 2021/22 for a business support grant and are currently upskilling.



## OUR ECONOMY - Our businesses and community have the skills for success to realise job opportunities

**Objective:** Build capability and skills for our community by facilitating connections and support programs and raising awareness of training and development programs (both internal and external).

**Target:** 80% satisfaction with Council events by 2025.

**Status/KPI:** In Progress. We continue to seek feedback to allow us to adapt and change based on feedback received.

**Comment:** The Economic Development team have hosted three events this quarter and supported a further two. 100% of respondents to surveys when asked how they would rate the events hosted by the City of Charles Sturt said the events were good, very good or excellent.

A Your Say page has been created and business survey shared to help inform the development of the new Economic Development Strategy 2022-26 and future business development events.

**Target:** 80% of attendees at have found further opportunities through placements and other skills developments after attending a CCS programs

**Status/KPI:** In progress. Planning for job expo to be undertaken in the next quarter.

**Comment:** Council is partnering with the City of Port Adelaide Enfield and Local Jobs Program to run a Jobs Expo which was initially delayed due to COVID-19 restrictions. The expo has now been scheduled to occur on 25 May 2022. This will connect employers with job seekers to meet labour market gaps and facilitate job placements and apprenticeships.

**Target:** Councils supports at least one project per annum that upskills Charles Sturt residents.

**Status/KPI:** In Progress. Our programs reach many community members and offer diverse opportunities.

**Comment:** For the October to December 2021 quarter, 30 digital programs were provided with 187 session delivered.

**Objective:** Attract and support events and experiences that link to local jobs.

**Target:** The number of events that council hosts or supports that provide a direct link to local employment and skills supply.

**Status/KPI:** In Progress. Our programs reach many community members and offer diverse opportunities.

**Comment:** Event scheduled for 30 November 2021 with the Local Employment Facilitator, the Local Jobs Program and other employment and training providers had to be postponed due to COVID restrictions. A Western Adelaide Jobs Expo is scheduled for February 2022.

**Target:** Major events are located in our City that draws visitors to the region and delivers Council branding to the wider community.

**Status/KPI:** In Progress. This will be developed through the development of strategic partnerships.

**Comment:** Networking and attendance at relevant forums is ongoing to develop partnerships. Events this quarter included:

**Events & Festivals Sponsorship**

16 applications have been approved that will take place through the 20/21 financial year. The following events were held this quarter:

- Ceylon Tamil Association October Gathering - 16 October 2021;
- Deepavali – 13 November 2021;
- Pride at Plant 4 - 21 November 2021;
- No Strings Attached Theatre of Disability – Reconnect – 1 – 3 December 2021;
- Kids Christmas by the Lake - 5 December 2021;
- Sindhi Cultural Day – 5 December 2021; and
- St Clair Christmas Festival – 11 December 2021.

**Target:** Growth in annual employment numbers (indirect). [2021 Census employment data due Oct 2022].

**Status/KPI:** In Progress. Between 2011 and 2016 jobs grew by 670.

**Comment:** **2011:** 41,492 jobs, **2016:** 42,162 jobs.

**Target:** Percentage of our community that have qualifications continue to grow (indirect).

**Status/KPI:** Ongoing. Between 2011 and 2016, percentage of qualifications grew by 5.3 percent.

**Comment:** **2011:** 34.7%, **2016:** 40%.



**OUR LEADERSHIP – Our values, leadership and collaborative approach are bold and courageous and enables us to deliver value for our Community and create a leading liveable City**

**Objective:** Implement and embed our organisational values by taking a values-based approach to our decision making.

**Target:** Organisational values are developed and communicated to all employees by February 2021.

**Status/KPI:** Completed.

**Comment:** Our Teamgage Pulse Survey currently measures the following statement “Engagement – I know about our new organisational values and brand”. As at 31 December 2021 this metric had a score of 83.

**Target:** Values-based decision making is applied and visible across the organisation at all levels by June 2021. (measured by our pulse survey)

**Status/KPI:** In Progress. Our Pulse survey is a short and simple method of understanding employee satisfaction at a given point in time. The survey is undertaken monthly.

**Comment:** Our Teamgage Pulse Survey currently measures the following statements:

- **Engagement**  
“I know about our new organisational values and brand”

- **Leadership**  
“My leader provides clear expectations, regular feedback, encourages development and creates a caring environment”
- **Quality**  
“I strive to be progressive and accountable and feel I am valued for the work I do”.
- **Safety & Wellbeing**  
“I feel safe in my work environment and the organisation cares about me”.

As at 31 December 2021 these metrics had a score of 82.

**Target:** Our values are understood, lived and embedded in our People Experience by June 2021.

**Status/KPI:** In progress. Values have been launched and employee awareness has been measured using our Teamgage Pulse Survey. During this quarter we launched the inaugural Team Values Awards, providing a further opportunity to embed our values through storytelling and celebrating how our teams live our Values.

**Comment:** The Team Values Awards were scheduled for November 2021, however due to the emerging COVID-19 situation were postponed until February 2022.

**Objective:** **Analyse, identify and develop or change ways of delivering services to improve efficiencies, reduce red tape and ensure value for money.**

**Target:** At least 2 service reviews undertaken each year with recommendations implemented.

**Status/KPI:** In Progress. Civil Maintenance review completed; summary report to be received in (October) with opportunity / action plan arising from the review to be developed.

**Comment:** Additional Service level reviews will be undertaken in the coming months.

**Target:** At least 4 internal audits undertaken each year with recommendations implemented.

**Status/KPI:** In Progress. Internal audits planned for the year are on track to be completed in line with the progress timeline set out within the Internal Audit Plan.

**Comment:** Follow up agreed actions are monitored, reviewed and reported on bi-annually to the Audit Committee.

**Objective:** **Leverage strategic opportunities to work with other councils and external organisations to continue to innovate and achieve benefits for our community.**

**Target:** 50% of procurements are undertaken with other Councils or local government bodies by 2025 with an average of 10 tenders annually.

**Status/KPI:** In Progress. Collaborative tenders have been undertaken this Financial Year, with our collaboration partnering councils.

**Comment:** There have been six collaborative tenders undertaken this financial year, with a further seven planned for the remainder of the financial year.

**Target:** At least 10 tenders a year negotiate value-add (cost savings, additional scope).  
**Status/KPI:** In Progress. Three tenders have negotiated value add in this quarter.  
**Comment:** These tenders include:

Tender	Annual Benefit Value	Benefit Type
Upgrade of Harold & Cynthia Anderson Reserve	\$93,259	Negotiated Scope
Henley Library Architectural Documentation	\$2,540	Cost Avoidance – Once off
Woodville Hockey Club	\$17,315	Cost Avoidance – Once off

**Target:** Increase our strategic networks by having 30% of leadership staff representation on industry networking organisations or boards by 2025.  
**Status/KPI:** In Progress. A number of our leadership team currently represent CCS on various industry forums.  
**Comment:** Target achieved as at 30 September 2021.

**Target:** Every year our cross-council collaboration projects are identified, reviewed, prioritised and action plans implemented.  
**Status/KPI:** In Progress. Collaborative initiatives continue to be operationalised and progressed.  
**Comment:** These will be collated and listed in future reports.

**Objective: Modernise our IT applications to ensure optimised service delivery.**

**Target:** 50% cloud-base software applications by 2025 with an average of two migrations or implementations each financial year.  
**Status/KPI:** In Progress. Procurement of a cloud-based Unified Communications and Contact Centre solution has commenced, along with a Customer Relationship Management (CRM) solution.  
**Comment:** These projects will continue to be implemented and additional updates provided.

**Objective: Ensure the services we are providing are meeting our community's expectations.**

**Target:** Over 75% of our Residents are satisfied with Council's overall performance annually. (community survey)  
**Status/KPI:** In Progress. The City-wide Community Survey was conducted between July and August 2021, with respondents asked to rate how satisfied they are with Council's services. The mean score from a scale of 0 (being dissatisfied) to 10 (extremely satisfied) was 7.6 with a positive Net Promoter Score of +13.4. This is around 70% satisfaction.  
**Comment:** Whilst asked in a slightly different way to previous years, the responses show a consistent level of satisfaction with our performance. There is opportunity to improve this result, with a particular focus on moving that NPS number to a range of 30+, which is a positive score for local government organisations.

- Target:** Over 80% of our residents are satisfied with the services and/or programs that we provide.
- Status/KPI:** In Progress. The City-wide Community Survey was conducted between July and August 2021, with respondents asked to rate how satisfied they are with Council's services. The mean score from a scale of 0 (being dissatisfied) to 10 (extremely satisfied) was 7.6 with a positive Net Promoter Score of +16.6. This is around 75% satisfaction.
- Comment:** Analysis of these results is underway and will inform future decision making.
- Target:** Over 75% of our residents recognise our refreshed brand and link it to services we provide by 2025.
- Status/KPI:** In Progress. The City-wide Community Survey was conducted between July and August 2021, with respondents asked of their awareness for our brand. 70% of respondents recognised the "Hello I'm Charles Sturt" brand which was shared for 11year across the community. At the time of the survey the new "Means the World" brand had been shared for 3months, with only 1.2% of respondents recognising the refreshed brand.
- Comment:** Time and a concerted campaign to share the "Means the World" brand is underway.



**OUR LEADERSHIP – We provide excellence in customer experience by ensuring our customers are at the heart of everything we do**

**Objective:** Develop and embed the Customer Experience Strategy.

- Target:** The Customer Experience Strategy is developed and communicated by 30 June 2021.
- Status/KPI:** In Progress. Strategy finalised and being implemented.
- Comment:** The 2020-2025 Customer Experience Strategy was finalised and endorsed by Council's Executive Team in 2020 and has been presented to each portfolio to raise awareness and embed the strategy's initiatives within Portfolio Plans.
- Target:** Customer Experience strategy initiatives are embedded in core IT applications and business processes by December 2025.
- Status/KPI:** In Progress. CRM Project has commenced.
- Comment:** The CRM System Business Lead has been appointed to implement the project and workshops were held with relevant business units to understand their system requirements.
- Target:** 80% of Customer Requests are resolved within their allocated time frames.
- Status/KPI:** In Progress. 7,662 Customer requests were received in the October - December 2021 quarter.
- Comment:** 73% of requests received in Quarter 2 were completed within their allocated timeframe.

**Objective:** Our workplaces and the way we work ensures our commitment to customer experience excellence.

**Target:** Our Net Promoter Score is >8 by 2025.

**Status/KPI:** In Progress. The Customer Experience Strategy has been presented to all Portfolios and 295 Voice of Customer Surveys were completed in Quarter 2, targeting specific customer groups to help identify process improvement opportunities. The average NPS Score for Quarter 2 was 47.3.

**Comment:** The City-wide Community Survey was finalised in October 2021, and provided a range of results for Customer Experience. NPS scores are being consolidated across a range of results, however, 74% of surveyed customers said they were willing to speak positively about their interactions with CCS.



**OUR LEADERSHIP – We care about our people ensuring we support, develop and motivate our workforce to meet Community needs with capability and confidence.**

**Objective:** Develop and embed flexible ways of working for our workforce.

**Target:** Flexible ways of working are embedded by June 2021.

**Status/KPI:** In Progress. Working flexibly has been introduced to teams across the organisation.

**Comment:** Our Teamgage Pulse Survey currently measures the following statements:

- **Working Environment**

“I understand that a flexible working environment encompasses where I work, when I work and how I work.”

As at 31 December 2021 this metric had a score of 83.

- **Collaboration**

“The work environment supports us to work together within and across teams.”

As at 31 December 2021 this metric had a score of 79.

- **Integrity**

“I can be honest and open in providing constructive feedback and ideas as we implement new ways of working”

As at 31 December 2021 this metric had a score of 82.

A new Working Flexibly video has been produced as well as an updated Working Flexibly Checklist for employees.

**Target:** Monthly pulse surveys are undertaken to ensure opportunities and challenges are identified and team discussions occur within a month.

**Status/KPI:** In Progress. The response rate was 63% as at 31 December 2021.

**Comment:** Pulse Surveys will continue to engage our staff to identify opportunities and challenges.

**Target:** Recommendations are considered and where relevant actioned within six months.

**Status/KPI:** In Progress. The recording of actions within Teamgage is managed at a team level.

**Comment:** The review and changes to our Teamgage pulse survey metrics and statements are reviewed every six months by the Leadership Team and endorsed by the Executive Team. Current metrics and statements will be reviewed and updated by Q3.

**Target:** 75% of our Portfolios are demonstrating the benchmark level of constructive culture measured bi-annually.

**Status/KPI:** Not Started.

**Comment:** Our next OCI survey is currently scheduled for February 2022.

**Objective:** **Continue to maintain and enhance our safety systems to provide our employees with safe and healthy work experience.**

**Target:** The Annual KPI WHS Action Plan is developed by October each year and a 100% compliance is achieved.

**Status/KPI:** In Progress. The Bi-Annual evaluation was conducted in September 2021 and the results have been received.

**Comment:** The review covered both Council Work Health and Safety and Risk Management System and the outcomes of the review were very positive. The Executive Overview from the Reviewing Officer stated that whilst there are some opportunities for improvements, Council is to be commended on their systems which demonstrate a proactive approach to identifying and managing risk throughout the organisation.

**Target:** Monthly pulse surveys incorporate questions in relation to employee safety and wellbeing to enable the organisation to continue to evolve its systems and employee support offerings by March 2021.

**Status/KPI:** In Progress. The Pulse Survey has been developed and is ongoing.

**Comment:** The survey results tell us the following - "Safety & Wellbeing – I feel safe in my work environment and the organisation cares about me". As at 31 December 2021 this metric had a score of 83.

**Target:** Reduction in Lost Time Frequency Rate.

**Status/KPI:** In progress. Regular reports are provided to all Safety Working Parties.

**Comment:** The Lost Time Frequency Rate (LTFR) for the previous quarter was 8.5 and this quarter has seen a reduction to 7.5

**Objective:** **Ensure our people have the right skills, knowledge and capabilities to deliver quality outcomes for our community now and into the future.**

**Target:** An annual development and capability plan is developed and implemented each to enable our workforce to perform work safely and effectively.

**Status/KPI:** In Progress. Capability-based plan to provide a method of identifying the levels of capability required to achieve our workforce strategies has been drafted.

**Comment:** The plan will continue to progress, and updates provided in future EOQ reports.

**Target:** A Workforce Strategy is developed by June 2022 to implement workforce planning and talent management processes to identify and respond to current and future requirements and capabilities, ensuring skills and knowledge are acquired and transferred within the organisation.

**Status/KPI:** In Progress. Work has commenced with the development of the phases of a CCS employee lifecycle during this quarter.

**Comment:** In the coming months this will support the development of a workforce strategy.



**Objective:** Our people have role clarity, receive regular feedback and have the capability to undertake their roles safely and effectively.

**Target:** Each portfolio has a portfolio plan which enables line of sight to Our Community Plan and our Vision within 12 months of the adoption of Our Community Plan.

**Status/KPI:** Completed. Portfolio plans developed.

**Comment:** Business Units have developed portfolio plans that have outcomes that align with our Community Plan.

**Target:** Feedback on our People Experience is sought at least quarterly from our workforce and improvement actions identified and implemented via our pulse survey.

**Status/KPI:** In Progress. Our Pulse Survey is undertaken monthly.

**Comment:** The combined Teamgage pulse survey results as at 31 December 2021 was 82, which incorporated results on the following metrics:

- Leadership Support;
- Working Environment;
- Engagement;
- Communication;
- Collaboration;
- Integrity;
- Quality; and
- Safety & Wellbeing.



**OUR LEADERSHIP – The management of our City is progressive, responsive and sustainable to ensure a united and unique place for future generations**

**Objective:** Review and continually update the Long-Term Financial Plan to ensure ongoing financial sustainability to meet future community expectations and legislative requirements.

**Target:** Our Long-Term Financial Plan positions Council for anticipated community expectations.

**Status/KPI:** In Progress. Our 10 year LTFP was adopted by Council 9 March 2021 and was used to develop the annual budget for 2021/22 with all key sustainability ratio benchmarks met.

**Comment:** Our LTFP assumptions for the next update of the Plan are scheduled to be reviewed by the Audit committee in February 2022 with the updated 10 year Plan to be reviewed by the Corporate Services Committee in March 2022 as per the endorsed budget development timeline.

Staff are currently reviewing inputs for the next iteration of the LTFP having regard to the current economic circumstances.

**Target:** Our end-of-year actual financial sustainability ratios are within adopted target benchmarks:

- Operating surplus ratio is  $\geq 0\%$  and  $< 10\%$
- Net financial liabilities ratio is  $< 100\%$
- Asset renewal funding ratio is  $> 80\%$

**Status/KPI:** In Progress.

**Comment:** All ratios are within key benchmarks for sustainability and on-track.

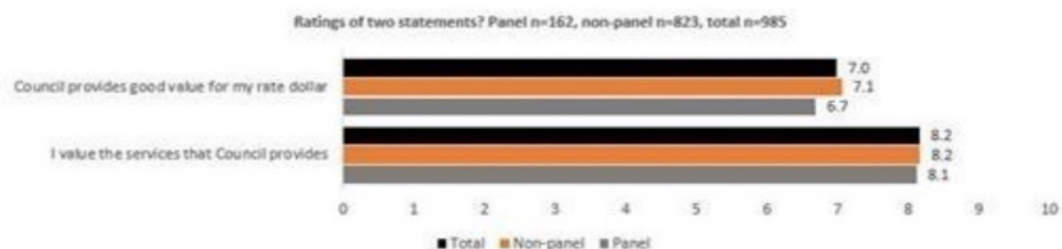
	Original Budget	September budget review	December budget review	March budget review	June Actual
Operating surplus ratio	0.7%	3.8%	3.9%		
Net Financial Liabilities ratio	61.6%	59.5%	59.3%		
Asset renewal funding ratio	95.8%	95.6%	96.1%		

**Target:** Over 60% of residents believe Charles Sturt Council Rates deliver value for money annually. (community survey)

**Status/KPI:** In Progress. Council provides good value for my rate dollar scored 7 out of 10 and a negative 9 NPS for City wide survey October 2021.

**Comment:** The following is an extract from the Community Survey. No change since last update

## Ratings on good value of services



**Objective:** Develop a central register and strategically pursue grant and co-funding opportunities.

**Target:** A central register for grant and co-funding opportunities has been developed by 2022.

**Status/KPI:** Not Started.

**Comment:** This project will commence in January 2022.

**Target:** Annual increase in number of applications for grants and co-funding.

**Status/KPI:** Not Started.

**Comment:** Following the development of the grant register, we will provide ongoing updates regarding the nature and type of grants applied for including their level of success.



## OUR LEADERSHIP – Open and accountable governance

**Objective:** Actively and effectively communicate Council decisions.

**Target:** Less than 3% of Council and Committee items considered in confidence.

**Status/KPI:** In Progress. 4.4 % of Council and Committee items considered in confidence this quarter.

**Comment:** 91 Items were considered by Council and Committees in the quarter with 4 of these confidentially deliberating on 2 topics.

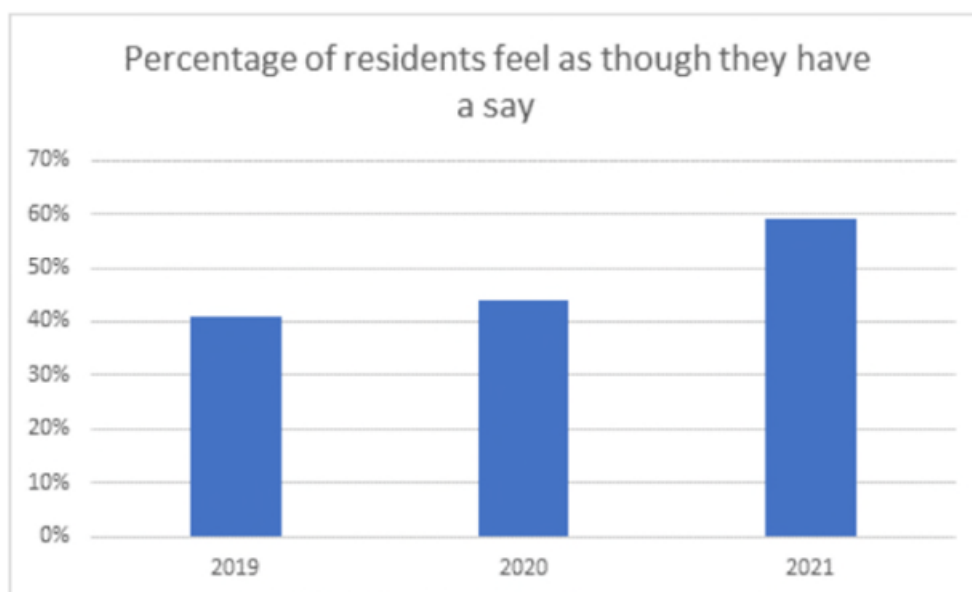
This quarter has seen lower numbers of confidential items when compared as a year-to-date total, with 347 Items considered by Council and Committee, 18 of these heard in-confidence (5.2%) deliberating on 9 topics.

**Objective:** Actively engage our community on Council services, programs and infrastructure.

**Target:** Each year over 50% of our residents feel as though they have a say on important issues in their area.

**Status/KPI:** In Progress. We have exceeded our target as the results of our 2021 Community Survey show that 59% of residents feel as though they have a say on important issues in their area.

**Comment:** We have seen an increase in the percent of residents feeling that they have a say on important issues. The results from our Community Surveys in 2019, 2020 and 2021 are 41%, 44% and 59% respectively.



**Target:** A 20% net increase in the number of community members signed up to *Your Say Charles Sturt* each year. (source Your Say Charles Sturt metrics)

**Status/KPI:** In Progress. It is anticipated we will meet a 20% net increase in signed up community members by 30 June 2022.

**Comment:** The number of community members signed up to Your Say Charles Sturt on 30 June 2021 was 3,854. A 20% net increase on 3,854 members equals a net increase of 771 new members by 30 June 2022 to achieve a total membership of 4,625 members. During the October to December 2021 quarter an additional 403 members signed up bringing the total number of community members to 4,477. This represents an increase of 9%. We are on track to meet a 20% net increase by 30 June 2022.

	Year Total 2020 - 2021	Q1 2021-2022	Q2 2021-2022	Q3 2021-2022	Q4 2021-2022	Year Total 2021 - 2022
Number of community members signed up to Your Say Charles Sturt	3,854	4,077	4,477			4,477

**Target:** A 10% net increase in the number of unique online visitors to *Your Say Charles Sturt* each year. (source Your Say Charles Sturt metrics)

**Status/KPI:** In Progress. It is expected we will meet a 10% net increase in the number of unique online visitors to Your Say Charles Sturt by 30 June 2022.

**Comment:** The number of unique online visitors to Your Say Charles Sturt for the year 2020/2021 was 20,776. A 10% net increase equals a net increase of 2,078 visitors by 30 June 2022 to achieve a total of 22,854 unique online visitors. The October to December 2021 quarter achieved 5,978 unique online visitors and accordingly we are on track to meet a 10% net increase by 30 June 2022.

	Year Total 2020 - 2021	Q1 2021-2022	Q2 2021-2022	Q3 2021-2022	Q4 2021-2022	Year Total 2021 - 2022
Number of unique online visitors to Your Say Charles Sturt	20,776	5,418	5,978			11,396

**Objective:** Our policies reflect the current legislation, are fit for purpose and enable decision making.

**Target:** Our policies are accessible to the public and reviewed bi-annually.

**Status/KPI:** All policies are reviewed and endorsed by Council by their review dates.

**Comment:** All external policies due for review have been completed. Some internal policies are yet to be finalised.

**Objective:** Our strategic plans reflect our communities' aspirations while meeting the current legislation.

**Target:** Our strategic documents align to Our Community Plan, are accessible to the public and reviewed within legislative timeframes and our policy framework.

**Status/KPI:** In Progress. Our Community Plan is endorsed and available for public access.

**Comment:** The plan is scheduled to be reviewed again in 2025.

**Objective:** Our Community are updated on the progress and delivery of Council's projects for their community.

**Target:** Provide quarterly reports to Council and Community on overall project progress and major projects.

**Status/KPI:** In Progress. Quarterly Projects KPI Dashboard allows us to extract this information.

**Comment:** This information is provided via the quarterly Project Reporting Dashboard, with reports presented quarterly at the Corporate Services Committee.

Key projects have been identified for regular reporting to the relevant Committee and Council, including:

- Hindmarsh Streetscape Project (quarterly reporting to Asset Management Services Committee);
- Military and Main Street project (quarterly reporting to Asset Management Services Committee); and
- Woodville Road Streetscape Project (quarterly reporting to Asset Management Services Committee).

**Target:** 85% project completion for Capital and Annual Operating projects annually.

Note: (excluding issues outside on Council's control)

**Status/KPI:** In Progress.

**Comment:** EOQ 2 87.09% projects commenced and 9.03% projects completed.

**Objective: Implement systems and frameworks to continuously improve management and performance.**

**Target:** A Cross-Council Data and Analytics program is implemented and embedded by June 2024.

**Status/KPI:** Not Started.

**Comment:** Council has appointed a Chief Data Officer who will undertake this work and provide updates in future EOQ reports.

**Target:** Once established, the Cross-Council Data and Analytics program identifies at least six opportunities for service improvements annually.

**Status/KPI:** Not Started.

**Comment:** Council has appointed a Chief Data Officer who will undertake this work and provide updates in future EOQ reports.

**Target:** Development of Project Management Framework completed by December 2021.

**Status/KPI:** In Progress. The framework has been delayed due to COVID-19 among other resource priorities.

**Comment:** The current Acting Corporate Program Manager has commenced on this important piece of work and the revised completion date will now be 31/3/2022.

**Target:** Complete a review of the end-of-month reporting process and implement recommendations by December 2021.

**Status/KPI:** In Progress. Review completed and new draft templates prepared ready for implementation when staff return to the office.

**Comment:** A review has been completed of EOM monthly management reporting with feedback sought from Portfolio managers. The revised management reporting with a greater focus on identifying operational risks and opportunities was due to be rolled from January 2022 but with COVID restrictions has been delayed until staff are working back in the office to help facilitate training required.

**Objective: All Portfolios have considered their Corporate risks, and these are integrated into the Corporate Risk Register.**

**Target:** All Portfolio/Business Unit participate in an annual review of their Corporate Risks and endorsed by Executive and presented to the Audit Committee.

**Status/KPI:** In Progress. The Corporate Risk Register was last endorsed by Executive and presented to the Audit Committee at its meeting of 29 March 2021.

**Comment:** Business Units review are currently being undertaken and it is anticipated that a report will be presented to the Audit Committee in May 2022.

**Objective:** Local Government Act 1999 Reform is implemented efficiently and effectively.

**Target:** All Local Government reforms are implemented within the legislative timeframes.

**Status/KPI:** In Progress. There have been two further commencement dates arising from the Statutes Amendment (Local Government Review) Act 2021 the second on 10 December 2021 and the third on 6 January 2022.

**Comment:** Council has been provided with the impacts of these amendments via a public Council report and the relevant managers ensure that any amendments to our policies and procedures are implemented.