

END OF QUARTER REPORT

Q1 2023/24



**MEANS
THE WORLD**

CITY OF CHARLES STURT – FIRST QUARTER REPORT – JULY, AUGUST, SEPTEMBER 2023

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.

The City of Charles Sturt is home to 105 diverse cultures that have made our City a vibrant and dynamic community unlike any other in South Australia. We aim to celebrate this rich tapestry of culture within our community.

Our focus is to connect people, so they know our community means the world, highlighting not only what makes our City unique, but also celebrating the importance of the place we have chosen to call home.

We aim to be a city for all people; wherever you are from, you are home. A city where people feel safe, included and connected to others. We encourage people from all walks of life to harmoniously participate together; we are a place where people feel they belong, and we champion this unity in diversity. As well as this sense of belonging, people choose to live and do business in our 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.

Charles Sturt 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) now open for business, just to name a few.

The City of Charles Sturt 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, Our Community Plan 2020-2027: Charles Sturt a Leading, Liveable City and the Organisational Plan 2020-2025: Charles Sturt a Leading, Liveable City. 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
- Community Connections - 5 x Libraries and 6 x Community Centres, Community Development, Ageing Well, Social Inclusion 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,
- 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
 - 286ha 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
 - 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
- Media Marketing and Communications – Media Relations, Marketing, Communications including media liaison, communications across traditional and digital platforms, customer experience and Information Management (records).

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 July to September 2023 quarter.

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.

<div>  OUR COMMUNITY A STRONG AND CONNECTED COMMUNITY </div>		
Key Priority	Outcome	Achievements to date
Creating West Lakes Library and Community Centre	The newly constructed library and community centre (known as Ngutungka West Lakes) has provided 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.	<ul style="list-style-type: none"> West Lakes Ngutungka is now open to the community offering both library and Community Facility Services.
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.	<ul style="list-style-type: none"> Detailed design is completed on the new Ngutungka Henley. JPE Architects are working through the operational requirements and overall design of the facility. An Expression of Interest (EOI) and the select tender has concluded and the tenders are currently being evaluated. It is anticipated that a building contractor will commence onsite in November 2023.
Implementing our Disability Access and Inclusion Plan (DAIP)	Various Access and Inclusion projects are currently under way since the endorsement of the CCS Disability Access and Inclusion Plan (DAIP) 2021-2025 in September 2021. The Communication Accreditation project commenced in April which is a major partnership between council and Two-Way Street to provide training and accreditation for our first contact staff and volunteers	<ul style="list-style-type: none"> Complete. Disability Access and Inclusion Plan (DAIP) endorsed by Council September 2021. Training has been delivered by Two Way Street to Community Development, Customer Contact, Libraries teams and other staff & volunteers as part of the Communication Accreditation process that will be finalised by late 2023.

	<p>cross civic, community centres and libraries.</p> <p>The Project has trained staff and volunteers to better communicate with non-verbal customers providing an inclusive and exemplary customer experience.</p>	<ul style="list-style-type: none"> • Our front facing volunteers have now been trained in non-verbal communication and a short training video is currently being produced as a resource for new staff and volunteers as part of future inductions and recruitment practices. •
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OUR LIVEABILITY

A LIVEABLE CITY OF GREAT PLACES

Key Priority	Outcome	Achievements to date
<p>Your Neighbourhood Plan Framework is implemented through agreed priority projects in key precincts across the city</p>	<p>A Your Neighbourhood Plan Pilot for Albert Park and Hendon has identified key projects for enhanced community liveability for the next 20 years. Further areas prioritised for a Your Neighbourhood Plan process include:</p> <ul style="list-style-type: none"> • -The Central Area of the City, focused on Woodville, West Woodville, Findon and Beverley Wards where most future infill development activity is expected. • West Hindmarsh, Welland and Hindmarsh area, anticipated for 2023/24 to maximise opportunities from the Torrens to Darlington motorway; and • Selected local centres including David Terrace-Wilpena Terrace, Kilkenny. <p>The Your Neighbourhood Plan approach will be incorporated into the future Council Community Plan.</p>	<p>Project achievements from the Your Neighbourhood Plan for Albert Park and Hendon include:</p> <ul style="list-style-type: none"> • Concept planning work for Tapley's Hill Road, Royal Park local centre, with stakeholder engagement complete. • Consultation, design and procurement is complete for the new Spad Street local park project with construction to commence in early 2024. • The Living Streets program continues with Murray Street being upgraded in early 2024. <p>Engagement with State Government on the 30 Year Plan/Greater Adelaide Region Plan review has commenced, initially identifying future growth areas in our City.</p>
<p>Major streetscapes revitalised including:</p> <ul style="list-style-type: none"> • Woodville Road • Military and Main Street • Chief Street 	<p>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</p>	<p>Woodville Road</p> <ul style="list-style-type: none"> • Contractor appointed and streetscape works are being delivered in stages to minimise disruption to road users and businesses. • Kerbing, path works, and landscaping works are

	to thrive and opportunities for further economic development.	<p>significantly progressed between Port Road and the rail corridor, including the Civic Centre Plaza.</p> <ul style="list-style-type: none"> Asphalt pavement and resurfacing works, improvements within the Port Road Median are expected to commence in October 2023 and be completed prior to the end of the calendar year. <p>Military Road and Main Street</p> <ul style="list-style-type: none"> Road and power line works are completed, and Military Road is now fully operational. The Main Street Plaza is also complete, and an opening celebration was held in December 2022. <p>Chief Street</p> <ul style="list-style-type: none"> Consultation on concept options complete and preferred concept design was endorsed by the Asset Management Committee/Council in March 2022. Detailed design is progressing and formal Approval for Stage 1 for PLEC (undergrounding of powerlines) works has been approved at the November 2022 PLEC committee meeting. Approval for stage 2 of PLEC works is expected to be approved in late 2023. PLEC works are now planned to commence in January/February 2024 (subject to contractor availability).
Enhancing liveability by completing existing DPAs and/or Code Amendments	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>Kilkenny DPA</p> <ul style="list-style-type: none"> DPA endorsed by Council with the Minister placing a LMA to restrict heights and then endorsed. <p>West Lakes Code Amendment</p> <ul style="list-style-type: none"> The Council's City Services Committee at its meeting on

		<p>18 September 2023, endorsed the revised version of the draft Code Amendment document. The Code Amendment was endorsed by Council on 25 September 2023 and will now be submitted to the Minister for Planning.</p> <p>Beverley Strategic Employment Zone Code Amendment</p> <ul style="list-style-type: none"> Investigations to inform a draft Code Amendment being finalised.
<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>Grange Greenway</p> <ul style="list-style-type: none"> Consultation is complete on alignment options for the section of the Grange Greenway, west of Tapleys Hill Road. Consultation completed in late 2021 on improvements to the Terminus Street (north) section of the Grange Greenway and detailed design is complete. Construction works on Terminus Street between Gurner Terrace and McLean Avenue are complete. Raised intersection at Charles Sturt Avenue has been scheduled for construction in early 2024 and is expected to be completed prior to April 2024. 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>Grange Lakes Corridor</p> <ul style="list-style-type: none"> Construction for Stage 4b section of path between Napier Street and Jetty Street in Grange (adjacent Charles Sturt House) now complete. Detailed design is completed for stage 9 (from Atkin Street

		<p>to Henley Beach Road) and procurement for construction is scheduled to commence in October 2023. Construction to commence during school holidays in December 2023.</p> <ul style="list-style-type: none"> • Further design and consultation is scheduled for next quarter for Stages 7 & 8 with designs to be developed over the balance of 23/24 in preparation for construction in future years. <p>West Lakes Lake Edge Masterplan</p> <ul style="list-style-type: none"> • Path upgrades along The Annie Watt Circuit was completed in June 2023. • Path upgrade between Tiranna Reserve and Maramba Reserve was completed in June 2023. • Consultation and design are continuing for the future next stage of path upgrades between West Lakes Boulevard to Maramba West Reserve, Aquatic Reserve to Mariners Reserve and Sportsmans Drive to Midcourse Reserve.
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>Local Streets Conversion</p> <ul style="list-style-type: none"> • LED Conversion program (stages 1,2 & 3) is complete. • Over 10,000 old and inefficient streetlights replaced on local road with new LED lights. • 85% of streetlights are now installed with LED technology across the Council area. <p>Main Roads Conversion</p> <ul style="list-style-type: none"> • LED conversion yet to commence. Planning works are ongoing to inform future funding strategies in a future revision of the Public Lighting AMP in 2023/24.
Delivering great clubs and unisex changeroom facilities including	In order to accommodate the diverse needs of our clubs and the community, whilst ensuring	<ul style="list-style-type: none"> • Pedlar Reserve and Grange Recreation Reserve clubrooms changerooms are

<ul style="list-style-type: none"> • Pedlar Reserve • Flinders Park Football Club • Grange Recreation Reserve Clubrooms 	<p>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>in various stages of design. And construction.</p> <ul style="list-style-type: none"> • Pedlar Reserve Clubroom has commenced onsite and is expected to be completed in May 2024. • Grange Recreation Reserve is scheduled for onsite works in 2024.
	<p>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.</p>	<p>Regular formal meetings with respective stakeholders are continually occurring including:</p> <ul style="list-style-type: none"> • Fortnightly West Project Control Group meetings with Commercial & General, Current focus is the Plaza and oval surrounds to ensure active recreational use is possible. • Project Control Group meetings held on monthly basis with Bowden Renewal SA team. Quarterly meetings with MAB (selected developer of gas works site) on Master plan development and assets to be developed and vested in council. • Council has endorsed an agreement to support Beverley Leisure's upgrade and expansion of the former Titanium Stadium, now the 36ers Arena. Works by Pelligra have commenced on extinguishing the rights of way and preparing planning application. • An RFP has concluded for the possible sale of 67-85 Woodville Road and an assessment of tenders has occurred. A report is scheduled for the new Council in 2023 including DIT feedback on local train commuter parking.

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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"> • 50% Greenhouse gas emissions reduction based on 2017/18 levels by 2025. 	<p>All strategic areas / working groups are undertaking required actions to meet key targets. Key achievements include:</p> <ul style="list-style-type: none"> • Grant funding secured for embodied emissions project

	<ul style="list-style-type: none"> • Net Zero corporate greenhouse gas emissions by 2023/24. • These are met through implementation of Net Zero actions and dedicated sub-targets across the 6 strategic areas: <ul style="list-style-type: none"> ○ Building, Lighting and Open Space ○ Transport ○ Not Waste ○ Renewable Energy Procurement ○ Carbon Offsets ○ Staff Led Initiatives 	<ul style="list-style-type: none"> • EV charging infrastructure installed for Council fleet, allowing our EV's to be charged with renewable energy. • Weekly FOGO Trial in place for 6 months • New Software being utilised for inhouse carbon accounting • Staff participation in Accelerate Zero project • EV numbers increasing, there are now 5 in the fleet with 2 more on order, further reducing our Council emissions.
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 50,000 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.	<ul style="list-style-type: none"> • The Central Adelaide Waste Recycling Authority (CAWRA) MRF has been operating since January 2020. <p>Action is achieved.</p>
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.	<p>Council is continuing to prioritise recycled content, products and materials through all procurement processes, and we are continuing to monitor the changes.</p> <p>In the 22/23 FY we purchased a total of 115% (by weight) of the contents of the kerbside recycling bins. The majority of recycled content materials were purchased for construction and maintenance projects (fly ash, rubble, asphalt, aggregate etc).</p>
Increase our Food Waste Recycling uptake	Increase the percentage of food waste diverted from landfill, with a target of 60% by 2025.	<ul style="list-style-type: none"> • Ventilated kitchen caddies and compostable bags continue to be made available for our community,

		<p>along with a range of educational resources promoting the diversion of food waste from the green organics bin.</p> <ul style="list-style-type: none"> • The weekly FOGO trial commenced in May 2023. Currently around 30% of households have chosen to opt-out of the trial, while 70% of households remain in the trial.
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.	<p>As part of implementing the recommendations from the climate change risk and governance assessment (2020), staff are developing systems and processes to understand the risks of climate change and management options (including urban heat, drought, flooding, coastal hazards, and the risks associated with transitioning to a low carbon economy) across council operations and services. There is a current focus on:</p> <ul style="list-style-type: none"> • Integrating a system into council's asset management planning process as part of this Asset Management Plan review cycle. • Developing an internal process to scan for climate change risks (physical and transition) across the organisation to deliver a whole-of-council climate change risk assessment. Meetings with each business unit to identify risks has been undertaken in this reporting period. <p>AdaptWest regional work:</p> <ul style="list-style-type: none"> • An online tool 'My Cool Home' has been developed for communities across the AdaptWest region (Cities of West Torrens, Charles Sturt and Port Adelaide Enfield) to learn how to improve the thermal comfort of their

		<p>homes and improve energy efficiency. This is available on the AdaptWest website. Other Regional Climate Partnerships are interested to access this innovative tool and arrangements are being made to make this widely available in SA.</p> <p>The procurement process to engage a consultant to help deliver a new regional strategic plan for climate change action across western Adelaide is underway – the preferred consultant is due to be engaged in October 2023.</p>
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"> • Create wetlands to capture and clean stormwater. • Manage high flows and remove weeds. • Plant native vegetation to both improve biodiversity and slow and clean water coming down the river. • Open the currently fenced-off space for people to enjoy, with trails, picnic areas, signage and art. • Create healthy habitat for fish and bird species. • Improve the water quality of the Torrens. 	<p>Breakout Creek along the River Torrens/Karrawirra Pari has been transformed from an artificial channel into a more natural-flowing and healthy creek.</p> <p>Stage 3 works have:</p> <ul style="list-style-type: none"> • Created wetlands to capture and clean stormwater. • Managed high flows and removed weeds. • Planted native vegetation to both improve biodiversity and slow and clean water coming down the river. • Open the currently fenced-off space for people to enjoy, with trails, picnic areas, signage and art. • Create healthy habitat for fish and bird species. • Improve the water quality of the Torrens. <p>The third stage of the revitalisation of the western end of Adelaide's River Torrens / Karrawirra Pari is now open to the public.</p> <p>The newly co-named Breakout Creek / Purrunna Pari, the stretch of the Torrens where the river meets the sea at West Beach,</p>

		<p>has been undergoing a major transformation. And now, visitors can reap the rewards.</p> <p>From an artificial channel to a stunning, natural-looking waterway, this 1.5 km redevelopment now boasts improved visitor amenities, a dedicated place for Kurna reflection, habitat pools to aid biodiversity – and a brand new river crossing.</p> <p>Getting around Breakout Creek / Purruna Pari is easy, with 6.2 km of shared-use trails along and across the river. Just remember that these are trails, so be mindful of other visitors. All new asphalt pathways are wheelchair accessible, and so is the new pedestrian bridge crosses the river between Seaview and Tapleys Hill roads.</p> <p>The new Kurna Reflection Space is on the northern side of the river, just off Military Road at Henley Beach South. The space has been designed with coloured paths to reflect the Kurna shield and is a quiet area to reflect on Kurna culture and history. Developed with Kurna artist Allan Sumner, this area will be complemented by the 9 Kurna artworks that are being installed across the precinct in the coming months (this is a separate package of works managed by Green Adelaide).</p> <p>Two habitat pools have been created along the river, which will provide new habit for native fish and animals. There are also new wetlands, one on each side of the river, which will provide habitat for water plants and many native creatures. They also capture stormwater and naturally filter it before it enters the river, which improves the</p>
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		<p>quality of the water that flows out to sea.</p> <p>Horses have long-been a fixture along this stretch of the Torrens. As part of the redevelopment, a dedicated horse area has been created that stretches nearly 800 m along the southern riverbank. It was constructed with white cypress pine fencing and seeded with pasture grass mix, which is still growing. Horses are expected to return once the area is established.</p> <p>All up, more than 62,500 square metres of garden beds with 245,000 plants and 111 new trees as well as turf have been planted along this stretch of the river and are establishing. There are also five new picnic shelters, with tables and benches, six new viewing platforms installed at focal points along the river The project is a \$18.7 million partnership between Green Adelaide, the City of Charles Sturt, the City of West Torrens, the South Australian Department for Trade and Investment through the Planning and Development Fund, the Australian Government through the Environment Restoration Fund, and SA Water. The project is committed to working with the Traditional Owners of the Adelaide plains, the Kaurna people.</p>
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OUR ECONOMY

AN ECONOMICAL THRIVING CITY

Key Priority	Outcome	Achievements to date
Bringing energy and vibrancy to the economic recovery.	Economic Support and Stimulus package 2021/22 released including Business Support, #ShopLocal, Live & Local and	The Economic Support and Stimulus Package 2021/22 grants were advertised and promoted on a regular basis to

	Creative Cities grant funding programs.	<p>support local businesses. The program continues to be well received by the business community.</p> <ul style="list-style-type: none"> • 23/24 funding was made available from 1 July 2023, 42 applications have been received to date, 27 of which have been approved.
Promoting economic development of the Western region	<ul style="list-style-type: none"> • Building Western Adelaide Strategy and Action Plan endorsed by Council and the Western Alliance Councils. • Adelaide Beaches website being updated. • Western Regional Tourism Development Action Plan updated and Quarterly Regional Visitor Sector Networking events. <p>Living in the West project underway.</p>	<p>Actions underway:</p> <ul style="list-style-type: none"> • Range of communication and engagement strategies implemented to promote opportunities. • Regular meetings occur with member Councils and key stakeholders. <p>Adelaide Beaches website was updated and relaunched in Nov 2022, new content is constantly being developed and included.</p> <ul style="list-style-type: none"> • Western Regional Tourism Development Action Plan presented to City Services Committee 20 March 2023. • Living in the West project is underway with content developed and included on the Adelaide Beaches website. Content will be promoted in line with the new Visitor Sector Marketing Strategy.
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.	<ul style="list-style-type: none"> • Tendering opportunities are being promoted via LinkedIn. Regular forums are held to promote tendering and supply chain opportunities. • A learn how to tender workshop was facilitated on 6 July for local businesses. This workshop shared the opportunities for local businesses to work with local government.



OUR LEADERSHIP

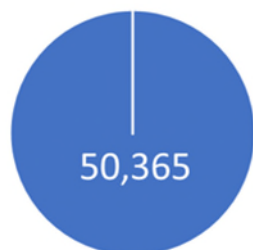
A LEADING AND PROGRESSIVE LOCAL GOVERNMENT ORGANISATION

	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">• CX Excellence staff training sessions delivered in March and October 2022.• Work is progressing to implement our new customer relationship management (CRM) system, with demonstration sessions held in December 2022 attended by over 100 staff members.• Implementation of a new Unified Communications project in August 2022.• A Council Member workshop was held in September 2023 regarding data security and proposed amendments to Council's Privacy Policy to collaborate with the City of Port Adelaide Enfield to enable data sharing and the ability to enhance CX via the new CRM system.• Staff CRM business readiness workshops held with key internal stakeholders in September 2023, with work ongoing to ensure the new CRM solution is fit for purpose and delivers an enhanced people and customer experience.• Continuous reporting and action implementation based upon voice of customer feedback.
Progressive leadership and financial management for our community and economy during the pandemic in the recovery and beyond	<p>Council has adapted our leadership style to provide a dynamic response mechanism for our community.</p>	<p>As COVID-19 pandemic evolves we continue to respond to the many ongoing challenges including cost of living and supply chain pressures.</p> <ul style="list-style-type: none">• Over 2021/22 we continued to support those in rates hardship through targeted payment arrangements and

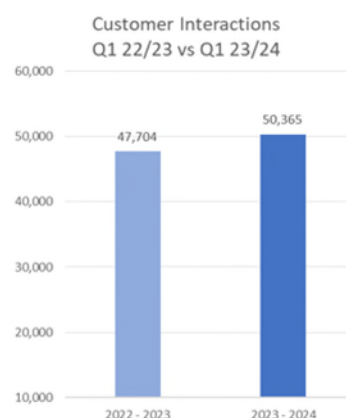
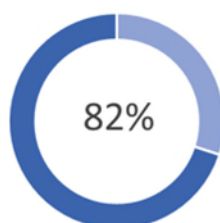
		<p>put in place a targeted rate rebate for businesses impacted by the Revaluation Initiative.</p> <ul style="list-style-type: none"> • In 2022/23 we delivered an overall average rate rise of 2.45% well below the June CPI and having regard to the current economic climate and cost of living pressures. • Existing services continue to be delivered as well as an extensive capital works program with new initiatives focused on business, environmental and financial sustainability. • In 2023/24 we delivered an overall average rate rise of 7.44%, below the current March Adelaide CPI of 7.9%, having regard to feedback from the community and cost of living pressures, noting the rate rise consulted on was 8.59%. Residential ratepayer average increase is 7.39% and for all other land uses 7.5%. <p>Complete.</p>
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 Q1, 2023 — 2024

Total Customer Interactions Q1



Customer Contact Phone Calls not transferred out of Call Centre



*Statistics provided in customer interaction totals are defined as per the table below.

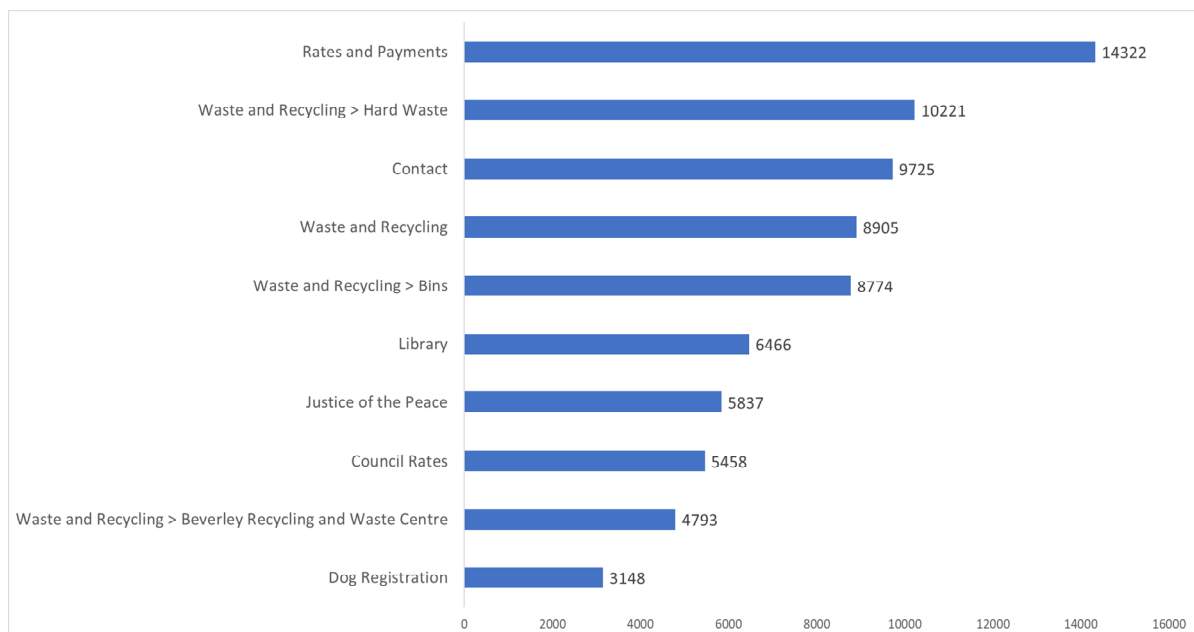
Customer Interactions	Q1	Q2	Q3	Q4	YTD Total
Telephone calls to 8408 1111	23,617				23,617
Written correspondence	26,028				26,028
Online chat	449				449
Customer Interactions via Socials	271				271
Totals 2023-2024	50,365				50,365
Totals 2022-2023	47,704	49,225	47,847	46,306	191,082
Year on year variation	5.3%↑				

Customer Contact supported the Media Marketing and Communication Portfolio to respond to social media customer enquiries during business hours.

CONNECTING VIA SOCIAL MEDIA

Unique Connections	Q1	Q2	Q3	Q4	YTD Total
Messages Received (direct messages and comments)	2,736				2,736
Content Posts	328				328
Reach (unique people viewing content)	554.1k				554.1k
Impressions (unique content displays)	614.58k				614.58k
Engagement (comments/likes etc.)	7.05k				7.05k
Followers	28.51k				28.51k

CONNECTING VIA OUR WEBSITE



178,639
TOTAL WEBSITE VISITS

369,283
TOTAL PAGE VIEWS

110,874
TOTAL USERS

1:42
AVERAGE SESSION TIME

67,285
MOBILE VISITORS

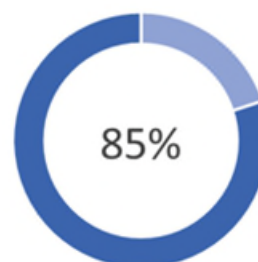
449
LIVE CHATS

REQUESTS FOR SERVICE

New Requests For Service

Service Requests Closed

Percentage Of Customer Requests Completed
In Time



Category	Q1 Number requests	Q2 Number requests	Q3 Number requests	Q4 Number requests	YTD Number requests
Number of new CRM requests 2023-24	6,976				6,976
Number of new CRM requests 2022-23	6,160	8,311	8,357	7,109	29,937
Year on year variation	816 13%↑				

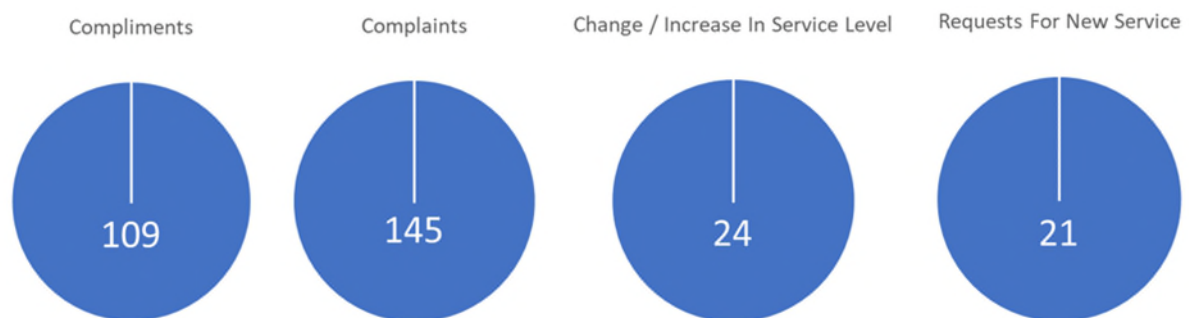
TOP 5 REQUESTS FOR SERVICE BY SERVICE TYPE

Top 5 Customer Requests for the quarter	Q1 2023-24 Number requests	Q1 2022-23 Number requests	% Variation	YTD 2023-24 Number requests	YTD 2022-23 Number requests	YTD % variation
Vehicle Illegally Parked	640	598	7%	640	598	7%
Illegal Dumping - Non-Safety Risk	559	491	14%	559	491	14%
Tree Maintenance	411	421	-2%	411	421	-2%
Wheelie Bin Requests New/Additional	287	220	30%	287	220	30%
Footpath Maintenance	279	229	22%	279	229	22%

PERFORMANCE ON REQUESTS FOR SERVICE

2023-2024	Q1	Q2	Q3	Q4	YTD
Number of open requests	2,232				2,232
Number of open requests in time (%)	695 31%				695 31%
Total number of all open requests overdue (%)	1537 69%				1537 69%
Number of service requests completed	5843				5843
Number of service requests logged and completed in time within the reporting quarter (%)	4,957 (85%)				4,957 (85%)

COMPLIMENTS, COMPLAINTS, REQUESTS FOR NEW OR INCREASE TO SERVICES

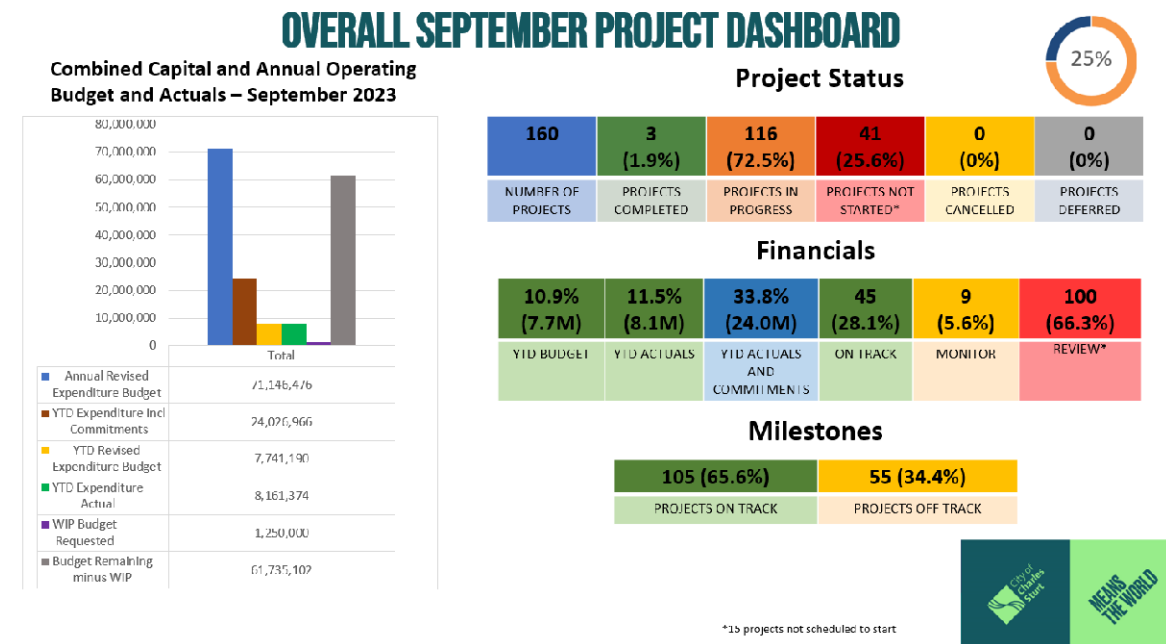


	Q1	Q2	Q3	Q4	YTD
Compliments	109				109
Complaints	145				145
Change/Increase in service level	24				24
Request for new service	21				21



City of Charles Sturt – Quarter 1 Project Status

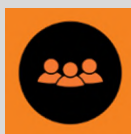
The table below show the results and status of capital and operating projects, organisation wide, for the quarter. We continue to monitor the progress and expenditure of each project to ensure delivery and transparency



This is the current result as at 30 September, it's important to note of the 41 projects currently not started, 15 aren't scheduled to have started yet.

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 AND SOCIAL INFRASTRUCTURE TO FULLY PARTICIPATE IN THEIR COMMUNITY

OBJECTIVE 1

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

TARGET

KPI Exceeded.

Community Connections continues to forge strategic partnerships across our City that respond to community need and aim to strengthen community.

Following the successful Tender for DHS Community and Neighbourhood Development Program, which will see a funding boost of close to \$100,000 per Centre per year for 9 years. The team is in the final stages of recruitment and induction of 5 new positions for the Community Development team.

In this quarter, 16 new connections and partnerships were created to support outcome delivery. Some key examples of these include:

- Partnership with Semaphore Surf Lifesaving Club supporting accessible beaches and programs.
- Cheltenham Community Centre and ECH – Social Connection program to support community members to connect through games and socialising.
- 19 on Green Repair Café - First Repair Café undertaken led by volunteers with the aim of reducing waste and promoting sustainability by extending the lifespan of a wide range of items.
- Ageing Well - Partnership with Catalyst SA to utilise Care Finder services, empowering team to refer vulnerable clients to ensure access to services in local community.
- Increase in internal collaboration such as virtual reality sessions at Ngutunga West Lakes to Ageing Well clients as part of SA Week of Ageing Well to create opportunities that create interest in technology for the older community.
- Partnership with United Care Wesley Bowden to develop a First Nations Library Collection focusing on materials to support the community in a culturally meaningful way, in both a physical and electronic format.
- AVOID project partnership with Adelaide PHN and University of Adelaide – grant partner for an evidence based public health approach to frailty in older residents in the City of Charles Sturt.

<div></div>	<ul style="list-style-type: none"> Ngutungka West Lakes Young at Heart Intergenerational Playgroup has partnered with Meals on Wheels and Uniting SA. This will expand the intergenerational Playgroup to visit 'Older Friends' at the neighbouring Uniting SA. <p>Some examples of the relationships and connections forged this quarter include:</p> <ul style="list-style-type: none"> Australian Refugee Organisation – Settlement Action Network Meeting with a focus on positive ageing for people of CALD backgrounds, presenting our Advanced Care Directives project. Orana - Disability Training for Volunteers. Two workshops delivered to volunteers to help train and identify potential volunteers to buddy with people who may need assistance to volunteer. Sixteen volunteers attended. <p>STATUS Exceeded KPI. Create up to five new partnerships (per annum) that tangibly support outcome delivery.</p> <p>COMMENT 16 new partnerships created to support outcome delivery in this quarter.</p>
<p>OBJECTIVE 2</p> <p>TARGET</p> <p>STATUS</p> <p>COMMENT</p>	<p>Creatively grow access to services in communities with limited or low access to existing services, facilities and programs.</p> <p>Deliver five 'pop-up' service points per annum in areas with low participation.</p> <p>Exceeded KPI. For this quarter, there were 7 pop ups in the community.</p> <p>Community Connections continue to run activities that aim to connect with communities not already engaged with our community facilities, one strategy is to offer outreach programs and 'pop' up at community events and places.</p> <p>Examples in this quarter include:</p> <ul style="list-style-type: none"> Doggy Day at the Beach - Mobile Library promoting Library Services within our community. 'Volunteering For Everyone Expo' at Kilburn Community Centre. Hosted by Volunteering SA&NT & Northern Volunteering. An opportunity to meet other volunteer organisations and promote volunteering with the City of Charles Sturt and connect volunteering opportunities to the local community 2 pop up stalls at shopping centres, Armanda Arndale and Findon Plaza, promoting Ageing Well and other Council Services. The primary objectives of these engagements were to enhance awareness about Ageing Well programs and services while establishing a more visible presence among the public. Both successful with future dates booked. Pop-up Health at Findon Community Centre – Offering 5th Booster vaccinations – engagement with participants who wouldn't normally attend the Community Centre. Facilitating workshops at Brompton Community School planning Mural, increasing students' knowledge of 19 on Green and teaching students about the importance of community consultation.

**TARGET
STATUS
COMMENT**

Annual 10% increase in the number of people accessing services and programs.
For this quarter, a total of 23,372 people accessed our services and programs.

	Q1	Q2	Q3	Q4	YTD
Ageing Well	1051				1051
Community Development	12,939				12,939
Libraries	7,217				7,217
Ngutungka West Lakes	2,165				2,165
Total	23,372				23,372

There was a 6% increase in participation in programs and visitation across CCS facilities for this period, compared to the same reporting period in 2021/2022 which was 21,946.

**TARGET
STATUS
COMMENT**

Annual increase in the number of people participating in our outreach services.
For this quarter we had a total of 2,982 participating in our outreach services. The total is a 21% increase from the same quarter last year which was 2,344.
The Library Outreach team delivered resources to the homes of 103 customers and 2,520 people utilised the Mobile library. The team also made 51 visits to Aged Care facilities around the City.
Community Development had a total of 308 participants benefit from outreach services including at local Childcare Centres and within local schools where young people were supported to participate in Community Plan Stakeholder sessions.

**OBJECTIVE
3**

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

**TARGET
STATUS**

Annual increase in the number of people who utilise our facilities (e.g. libraries, community centres).
Exceeded KPI - This quarter saw an increase of 7% visitation with 133,748 people utilising our Community Centres and Libraries, increase from the same quarter last year which was 124,222.

COMMENT

This quarter, our Libraries and Community Centres had a slight increase in visitation numbers.

	Q1	Q2	Q3	Q4	YTD
Community Centres	32,634				32,634
Libraries	101,114				101,114
Total	133,748				133,748

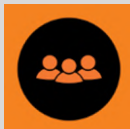
TARGET	Satisfaction of community facilities maintains or exceeds 85% annually (Community Survey).
STATUS	In Progress.
COMMENT	The 2022 Community Survey showed an 80.2% satisfaction of community facilities. This is a combined figure from the Libraries and Community Centres. This figure is lower than previous years it is believed that this is a reflection of being in the third year of the COVID-19 pandemic.

OBJECTIVE 4	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	Complete (ongoing).
COMMENT	<p>The Australian Digital Inclusion Index uses survey data to measure digital inclusion across three dimensions of Access, Affordability and Digital Ability. The digital inclusion programs, access to free (or low cost), digital technology and connectivity provided by the libraries and community centres are ways council supports the community in this vital access and inclusion.</p> <p>The City of Charles Sturt is currently placed at 69.0, in comparison to the National score for digital inclusion of 71.1. This is a growth from the period of 2020 to 2021 which saw City of Charles Sturt placed at 64.0.</p>

TARGET	Annual increase in the number of people participating in digital literacy and learning activities.
STATUS	In Progress. 1376 people participated in digital literacy activity this quarter.
COMMENT	On target, the number of participants for Digital Literacy programs increased by 3% this quarter, compared to same period 21/22.

	Q1	Q2	Q3	Q4	YTD
Community Development	769				769
Libraries	368				368
Ngutunkga West Lakes	239				239
Total	1376				1376

TARGET	At least a 10% per annum increase in utilisation of available technology.
STATUS	In Progress. In this period 7,993 PC sessions were booked across libraries. The number of PC sessions increased by 3% this quarter, compared to same period 22/23.
COMMENT	There is an increasing need for our community to have access to technology and internet to carry out vital activities such as banking, taxation, access to health records and job seeking. Access to PCs, WiFi and printing therefore continues to be vital with these facilities always in high demand.



OUR 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

5

TARGET

STATUS

COMMENT

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

Identify, support and implement at least four projects and events annually that recognise and celebrate Kurna-led community building.

Complete KPI exceeded – 11 projects this quarter

This quarter we have continued to work in partnership with Aboriginal community leaders and organisations:

- Engagement with the Men's Group at Tiraapendi Wodli, prior to delivering an Advance Care Directive information session. These interactions focused on establishing a connection with the group and understanding the most effective way to deliver the workshop.
- Engaged Aboriginal Artists to design and construct a large Aboriginal art piece for the new Ngutungka Henley site.
- A series of workshops including Basket Weaving with Aunty Elaine, Aboriginal Artefacts workshop with Trent Hill and Aboriginal Children's Book Session with Mandy Brown.
- First Nations Artist Workshop, with David Booth, Warumungu Yuggera man, now living on Peramangk country. David dedicates his work and life to building cultural understanding, working together with Aboriginal and non-Aboriginal people to understand culture and become role models within their community.

OBJECTIVE

6

TARGET

STATUS

COMMENT

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

A Disability Access and Inclusion Plan (DAIP) is developed and endorsed by June 2021.

Complete. Disability Access and Inclusion Plan (DAIP) endorsed by Council September 2021

Training has been delivered by Two Way Street to Community Development, Customer Contact, Libraries teams and other staff. Training has now also been delivered to all front facing volunteers within libraries and community centres. Staff are practicing utilising communication tools in preparation for 'mystery shoppers' visits in coming weeks.

The Terms of Reference for Council's Disability Access and Inclusion Advisory Group DAIAAG have been drafted.

Universal Design Training delivered to over 40 employees.

TARGET

STATUS

COMMENT

An annual increase in the percentage of our community who feel a sense of community and belonging.

In Progress

The Community Survey results in September 2022, indicated that 70% of people surveyed felt a sense of community and belonging.

OBJECTIVE 7	Increase volunteer participation by promoting, creating and expanding volunteering opportunities.
TARGET	Increase of 5% in the annual number of active volunteers.
STATUS	In progress CCS currently has 265 active volunteers this is an increase of 14 volunteers (5%) from the same quarter the previous year.
COMMENT	Volunteer Development Services Officer is actively working with Volunteering SA & NT to support more inclusive processes and explore increased options for people living with a disability to participate in volunteering across council. Also working collaboratively with Marketing and Communication on a marketing campaign to promote volunteer opportunities within the City of Charles Sturt.



OUR COMMUNITY

PEOPLE EMBRACE HEALTHY LIVING, PHYSICAL ACTIVITY AND AGEING WELL

OBJECTIVE 8	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 exceeded: In this quarter, 1051 individual residents received Ageing Well services. Activities included domestic assistance, home maintenance, home modifications, social support groups, individual social support, and transport services. Comparing to the same quarter last year 882 seeing a 19% increase.
COMMENT	Following Covid impacts, re-engaging with residents has been especially important and supporting community to have confidence to access services and re-connect within social settings. Receiving appropriate referrals from My Aged Care for some services is still an ongoing issue. Staff are proactively sharing information to the community at Expos and community groups about the services that are available and supporting residents to understand the My Aged Care process. The move to Civic Library where Ageing Well has a stronger 'shopfront' presence has already seen an increase of interaction with community members raising greater awareness of services available.

OBJECTIVE 9	Provide opportunities for formal and informal recreation, fitness and leisure experiences.
TARGET	The membership of clubs utilising CCS sporting facilities is increasing annually.
STATUS	In Progress. Membership numbers are captured throughout the year.
COMMENT	New initiatives which occurred in the last quarter included Meals on Wheels Men's cooking group, the Nourish Program in partnership with Oz Harvest, Chair Yoga.

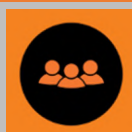
**OBJECTIVE
10****TARGET****STATUS****COMMENT**

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

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

KPI met. In this quarter 15,794 participants attended activities with a key focus on healthy eating, healthy living and ageing well this quarter comparing to the same quarter last with 5,315 which sees an 66% increase.

Programs include, wellness group, yoga, walking groups, support groups, gardening groups, fruit and vegetable swaps, exercise groups, art and craft groups, Chatterbox, Over 50s, meals programs, digital literacy, English literacy, Financial Counselling, fitness programs, and cooking programs.



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
11****TARGET****STATUS****COMMENT**

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

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

The City-wide Community Survey was conducted in September 2022.

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:

Safety

	Mean	NPS
At home during the day	9.0	65.1
At home during the night	8.3	44.9
In your neighbourhood during the day	8.6	55.6
In your neighbourhood during the night	7.3	10.8
In public places during the day	8.6	55.1
In public places at night	6.9	-5.6

Net Promoter Score

We refer to Net Promoter Score regularly throughout these results. Here is an explanation of how it's calculated and what it means:



$$\% \text{ PROMOTERS} - \% \text{ DETRACTORS} = \text{NPS (NET PROMOTER SCORE)}$$

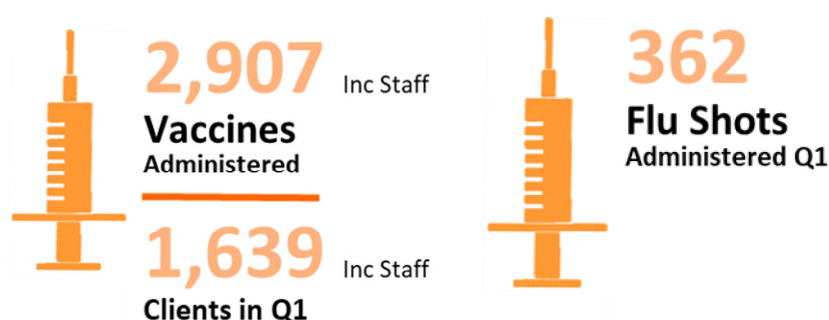
Net Promoter Score is calculated by disregarding the passive scorers (7s and 8s), adding the promoter score percentages (9s and 10s) and subtracting the detractor score percentages (0 through 6). Across a total sample this will provide an indication of how likely people will be to promote a product or service.

TARGET	The City of Charles Sturt childhood immunisation coverage rates are equal to or greater than the South Australian State average.
STATUS	In Progress. Immunisation rates are increasing since the impact of COVID-19 reduced attendance for this service in 2021/22. The new booking system has reduced attendance numbers somewhat, however an increase in customer experience has resulted.
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 2022/23 year, the State average for immunisation coverage rates for 12–63-month-old children was 94.64% and within the City of Charles Sturt it was 94.62%.

FINANCIAL YEAR STATISTICS

5 Year Progression	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 YTD
Public Clinic vaccines administered	9,696	9,627	7,544	9,627	9,085	2,099
School vaccines administered	5,395	5,781	6,152	5,781	6,032	808
Worksite vaccines administered	873	689	749	689	697	0*
Staff vaccines administered	293	339	344	339	242	0*
No. of clients receiving vaccination	9,209	9,055	7,454	9,055	8,786	1,639
Total no. of vaccines administered	16,500	16,624	15,247	16,624	16,056	2,907

*staff flu vaccinations and worksite vaccinations usually occur in the last quarter of the year.



TARGET	Responsible dog ownership is reflected by 95% dogs being registered and microchipped by 2025.
STATUS	Currently in progress. Currently there are 859 dogs unregistered. As such, 95% of the overall dog database is currently registered, and approximately 99% overall are microchipped.
COMMENT	Dog registration renewals were due on the 31 August 2023. The annual dog registration survey program will commence in October 2023 to assist in following up unregistered dogs as well as identifying new dogs in selected suburbs.

TARGET	Community safety is ensured by inspecting 100% of swimming pools and their safety barriers at time of construction.
STATUS	In Progress. Inspections are routinely undertaken.
COMMENT	For swimming pools approved under the Development Act 1993 and the Planning, Development and Infrastructure Act 2016, the table below demonstrates our level of compliance with the State Government's inspection policy for the financial year and the Q1 quarter. Please note, the inspections undertaken for the quarter include multiple inspections to the same site.

Policy Standard	Reporting Period	Completions	Inspections Undertaken	Inspections Required	% Inspections Undertaken	Inspected within 10 days
Swimming Pools (KPI 20)						
Policy Standard 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: 01/07/2023 - 30/06/2024	36	36	36	100.00%	Data unavailable from PlanSA DAP
	Q1: 01/07/2023 - 30/09/2023	36	61	36	169.44%	Data unavailable from PlanSA DAP

TARGET	Building compliance is achieved by inspecting at least 66% of dwellings during construction annually.
STATUS	Ongoing.
COMMENT	For Class 1 applications (dwellings) approved under the Development Act 1993 and the Planning, Development and Infrastructure Act 2016, the table below demonstrates our level of compliance with the state government's inspection policy for the financial year and the Q1 quarter. Please note, the inspections undertaken for the quarter include multiple inspections to the same site.

Policy Standard	Reporting Period	Commencements	Inspections Undertaken	Inspections Required	% Inspections Undertaken
Class 1 (KPI 21)					
Policy Standard Minimum 66% of building work commenced in the relevant reporting year	YTD: 01/07/2023 - 30/06/2024	155	292	101	188.39%
	Q1: 01/07/2023 - 30/09/2023	155	453	101	292.26%

TARGET	Building compliance is achieved by inspecting 90% of Class 2-9 building during construction annually.
STATUS	Ongoing.
COMMENT	For Class 2 to 9 applications approved under the Development Act 1993 and the Planning, Development and Infrastructure Act 2016, the table below demonstrates our level of compliance with the state government's inspection policy for the financial year and the Q1 quarter. Please note, the inspections undertaken for the quarter include multiple inspections to the same site.

Policy Standard	Reporting Period	Commencements	Inspections Undertaken	Inspections Required	% Inspections Undertaken
Class 2-9 (KPI 22)					
Policy Standard Minimum 90% of building work commenced in the relevant reporting year	YTD: 01/07/2023 - 30/06/2024	22	21	19	95.45%
	Q1: 01/07/2023 - 30/09/2023	22	25	19	113.64%

TARGET	More than 70% of routine food premise inspections do not require a follow-up inspection to address non-compliance.
STATUS	222 routine food premises inspections were conducted in the quarter, with 67 follow up inspections during this same period. This represents a follow-up inspection rate of 30% to address non-compliance with the food safety laws.
COMMENT	<p>The 30% follow up inspection rate is aligned to our KPI of 70% of food businesses being identified as compliant with the Food Act and associated Standards at the time of the routine inspection.</p> <p>Environmental Health Officers work with food business operators to ensure they comply with the 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, or the breach is of a serious matter at the initial inspection, then formal enforcement action by way of Improvement Notices, Expiation Notices and/or Prohibition Orders are served under the Food Act 2001. No food premises was issued with formal enforcement action during the reporting period.</p>

OBJECTIVE 12	Develop and support programs and activities that build individual, family and community resilience.
TARGET	Measure and grow our community resilience.
STATUS	Ongoing. Reported with the 2022 Community Survey results.
COMMENT	The City-wide Community Survey was conducted between July and August 2022, with the final report being made available in October 2022. In the Community Survey, those more likely to rate that The City of Charles Sturt promotes resilience and offers support in times of crisis higher than the average are aged 18-24 years, and 70-84 years, single people, those unemployed and students, and those living in Grange, Henley and Findon. Those who rate Charles Sturt lower than the average is aged 50-59 years, and 85+ years, young couples, mature couples/singles, those in home duties and those living in West Woodville, Woodville and Hindmarsh.

TARGET	An annual increase in number of programs offered with a focus on building resilience with an 75% participant positive-impact rate.
STATUS	In Progress. A total of 416 programs were delivered this quarter.
COMMENT	Community resilience is the sustained ability of communities to withstand, adapt to, and recover from adversity. Across the Community Connections Portfolio, many of our activities and programs support people to learn to cope with and grow from stress or adversity, however the direct outcomes of these can be challenging to measure. Many of our programs contribute to individual and community resilience with examples of these including drug awareness support, parenting programs, intergenerational programs, grief and loss support groups, Nourish food programs, study support, counselling services, digital literacy programs, supporting people to live in their own homes longer, social connection activities and regular exercise and wellbeing programs.



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 13	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	Library loans for the quarter have increased (both physical items and digital resources) with 253,660 loans compared to last year's total 247,225
COMMENT	Physical loans for the quarter: 195,365. Digital loans: 58,241. We have received some great feedback and sharing on our 'Make Bake Decorate' Collection this quarter with customers sharing photos of their baking – especially birthday number cakes through social media. A pasta maker was recently returned by a customer who borrowed it to take to scout camp where the kids who used it 'had a ball!'.

TARGET	At least 10% annual increase in library and community centre program participation.
STATUS	KPI in progress: For this quarter a total of 13,909 participants compared with same period 22/23 with 14,682 participants. This is a -6% decrease
COMMENT	There has been a gradual decline in program participation across both the Libraries and Community Centres. The outcomes of the Community Connections Review aim to address some of these challenges and better position resources to address this decrease.

	Q1	Q2	Q3	Q4	YTD
Community Centres	4527				4527
Libraries	7217				7217

Ngutungka West Lakes	2165				2165
Total	13,909				13,909

**OBJECTIVE
14**

Upskill sporting and community groups to build sustainability.

TARGET

The number of participants in sporting and community clubs is maintained or increasing.

STATUS

In Progress. Total club participation numbers identified through the annual licence fee review and social discount application processes completed so to date in this financial year are 8735 in sporting club participation. This represents a very minor (.5%) decrease from the same period in 2022.

COMMENT

The minor decrease in participation numbers can be attributed to the increased cost of living, with the reduction of discretionary spending for structured sporting activities evident. Staff will continue to assist Clubs, and facilitate additional cost-effective activities where possible, to encourage a positive return on club membership.

TARGET

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

STATUS

In Progress - the July-September 2023 quarter of the new FY yielded three (3) club professional development workshops, including Enhancing communication for better relationships & coaching performance run by the Adaptability Movement, and two (2) separate RSA courses run at local club venues.

COMMENT

These club training opportunities resulted in 80 registrations, with 29 x different sporting clubs engaged in club development activities during this quarter (representing 36% of the approximate 80+ sporting clubs actively involved across Charles Sturt).

**OBJECTIVE
15**

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

Not met

COMMENT

A Community Leadership Program has not been developed; however the opportunity will be explored following the finalisation of the Community Connections Review.

TARGET

Annual increase in number of participants in the Young Changemakers Program.

STATUS

KPI in progress: Five participants this quarter compared with 6 in the same period 22/23.

COMMENT

Changemaker projects included:

- Reconciliation Week – workshops driven by young people
- Mural Art
- Aboriginal Art project
- STEM Girls – Bush Tucker Garden
- Kidman Park Primary – Resilience program



OUR LIVEABILITY

A WELL-DESIGNED URBAN ENVIRONMENT THAT IS ADAPTIVE TO A DIVERSE AND GROWING CITY

OBJECTIVE 16

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 STATUS

An annual increase in population growth (indirect).

In progress. Ongoing monitoring of REMPLAN population data is undertaken to analyse the changes in the City of Charles Sturt population.

COMMENT

The 2022 Estimated Residential Population (ERP) is 124,906. This represents an increase (from the 2021 ERP of 123,146) of 1,760 persons or 1.4% growth. (Source: REMPLAN).

TARGET

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

STATUS

In Progress. Data is being collected through the new SA Planning Portal.

COMMENT

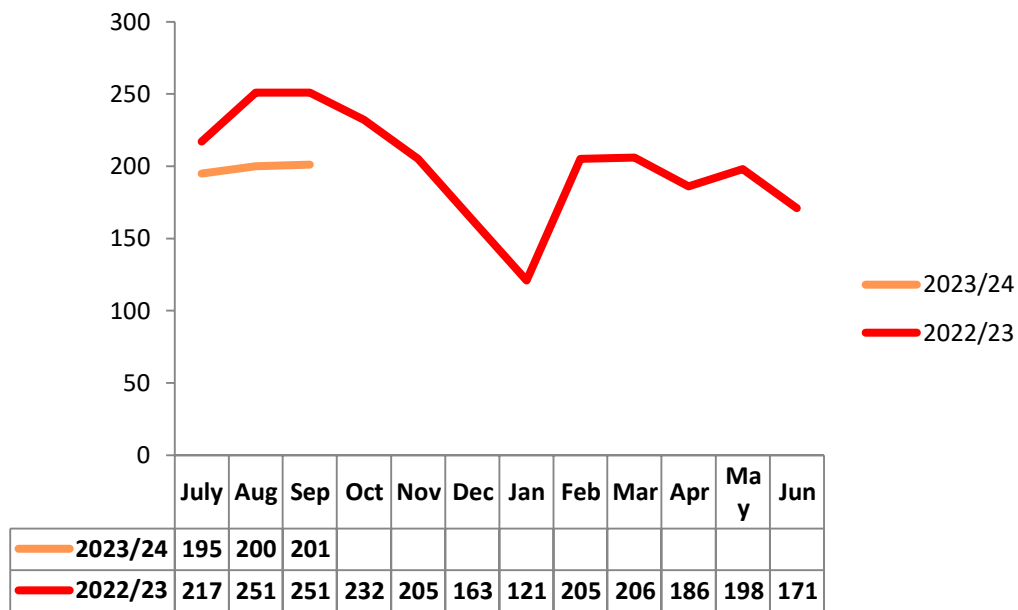
Data sourced through the PlanSA DAP system indicates the number of new dwelling applications approved from 1 July 2023 to 30 September 2023 was 77 applications for a total number of 123 dwellings.

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

A total of 596 applications were submitted from 1 July 2023 until 30 September 2023 under the Planning, Development and Infrastructure Act. This represents a decrease of 17.11% compared to the same quarter in 2022/2023 where 719 applications were submitted.

The total estimated development cost for applications submitted for the quarter was \$163.56 million. This is a decrease of 96% compared to \$241.88 million for the same quarter in 2022/23.

Applications	Q1	Q2	Q3	Q4	YTD Total
Applications Submitted	596				596
Estimated Construction Cost (ex fit-out)	\$163.56 M				\$163.56 M



Of the 596 applications submitted, the following is an analysis of the workload for the quarter compared to the same quarter in 2022/23:

Workload Analysis	Quarter 1 – 2023/24	Quarter 1 – 2022/23
Consents Submitted	596	594
Additional Information Requests prior to Lodgement	291	249
Assessments Commenced	522	496
Requests for Further Information after Lodgement	300	251
Public Notifications Required	44	73
Consents Decided	517	485
Consents Granted	513	474
% of Decisions within Time	95.36%	94.02%
Average Days for Decision	14.22	15.25
No of Performance Assessed Applications	393	473
No of Performance Assessed Applications without Referral and Public Notification	201	312
No of Performance Assessed Applications assessed in less than 5 days	79	69
No of Performance Assessed Applications assessed in less than 10 days	134	182

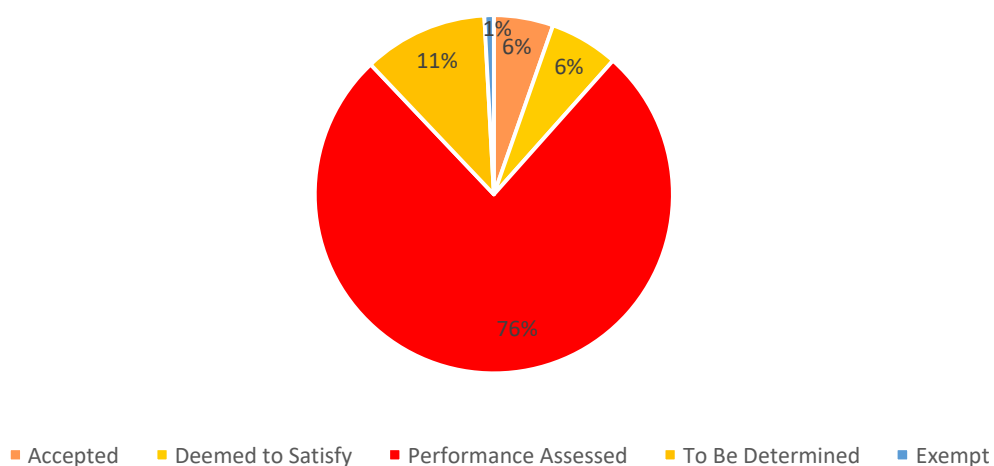
** Information has been provided in relation to performance assessed applications as this represents the bulk of the planning work.*

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, 32 were Accepted, 37 were Deemed to Satisfy and 455 were Performance Assessed. There were an additional 67 to be determined and 5 Exempt applications. Of the Performance Assessed applications 44 require notification to neighbouring property owners compared to 73 for the same quarter in 2022/23.

Types of Application Lodged	Q1	Q2	Q3	Q4	YTD Total
Accepted	31				31
Deemed to Satisfy	37				37
Performance Assessed	455				455
To be Determined	67				67
Exempt	5				5

Quarter 1 - July to September 2023



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 Quarter 1.

Consents by Relevant Authority within Council						
Decision	GRANTED		REFUSED		TOTAL	
Assessor	Total Consents	Percent	Total Consents	Percent	Total Consents	Percent
Assessment Manager	388	75.49%	0	0.00%	388	75.49%
Assessment Panel	47	9.14%	0	0.00%	47	9.14%
Council (Building)	79	15.37%	0	0.00%	79	15.37%
Total	514	100.00%	0	0.00%	514	100.00%

In addition to the data above there were no 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 within City of Charles Sturt						
Decision	GRANTED		REFUSED		TOTAL	
Assessor	Total Consents	Percent	Total Consents	Percent	Total Consents	Percent
Assessment Manager	388	84.16%	0	0.00%	388	84.16%
Assessment Panel	47	10.20%	0	0.00%	47	10.20%
Private Accredited Professional (Planning)	23	4.99%	0	0.00%	23	4.99%
State Planning Commission	3	0.65%	0	0.00%	3	0.65%
Total	461	100.00%	0	0.00%	461	100.00%

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

**SERVICE
ACTIVITY
COMMENT**

Planning and Development Appeals.

Planning appeals for the quarter were as follows:

There was one new planning appeal for the quarter in relation to the following:

- 22025638 – 1 Adele Avenue Kidman Park – an applicant appeal against a delegated CAP decision to refuse the application. The application involved construction of a four-storey building with a maximum height of 15 metres comprising auto carwash facilities, an indoor recreation facility (gym) and offices (over two levels), with self-serve carwash and vacuum bays, at-grade car parking, 2.1m high acoustic boundary treatments on 1 Adele Avenue and a freestanding pylon sign (4m high) and fascia signage, and removal of truck parking provision and outdoor storage at 318A Findon Road.

There was one appeal withdrawn:

- 22029654 – 14 Sturt Close, Grange – an applicant appeal against an Assessment Manager decision. This involved a shade sail forward of a dwelling.

**SERVICE
ACTIVITY
COMMENT**

Building Fire Safety Committee (BFSC).

The Committee met once during the quarter and no sites were inspected. 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. One of these has been resolved.

**SERVICE
ACTIVITY
COMMENT**

Planning Compliance - Customer Requests.

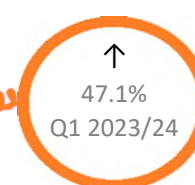
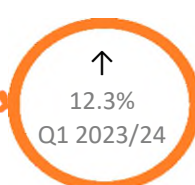
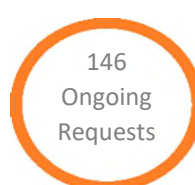
Council's two Planning Compliance Officers managed a high level of ongoing customer requests with 132 outstanding incidents (an increase of 12.8%), compared with the same period last year where there were 117 matters ongoing. There were 43 requests registered during the quarter (an increase of 43.3%). There were 30 incidents registered for the same period last year.

There are currently 14 outstanding building compliance incidents managed by the Building Team (an increase of 7.7%), compared with the same period last year where there were 13 matters ongoing. There were 7 new matters reported for the quarter (an increase of 75%), compared with the same period last year where 4 incidents were registered.

Total number of planning and building compliance ongoing requests were 146 with 50 registered for the quarter.



**CUSTOMER
REQUESTS**



**SERVICE
ACTIVITY
COMMENT**

Planning Compliance – Appeals

There was one new planning compliance appeal for the quarter which was withdrawn:

- 14 Sturt Close, Grange – Development without Consent

There are seven ongoing planning compliance appeals as follows:

- 24 Cedar Avenue, West Croydon – Development without Consent
- 361 Grange Road, Findon – Development without Consent
- 5 McEwin Street, Renown Park – Development without Consent
- 42 First Street, Brompton – Development without Consent
- 55 Crown Terrace, Royal Park – Breach of Approval to application 252/0074/19
- 13/209 Esplanade, Henley Beach – Development without Consent
- 12 Circuit Drive, Hendon – Development without Consent

No planning compliance appeals were finalised.

**OBJECTIVE
17
TARGET
STATUS
COMMENT**

Implement Your Neighbourhood Plan framework.

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

Not Started.

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
18**

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

The next major revision cycle for Council's Asset Management Plans has commenced and our Asset Management Plans have differing review dates with Asset Management Plan reviews undertaken following financial assessments and condition audits of major asset classes.

Major revision of the Open Space & Recreation Asset Management Plan, Council Buildings Asset Management Plan, Public Lighting Asset Management Plan, Fleet Asset Management Plan and Transport Asset Management Plans are now well underway and will be informed by recent condition audits, revaluation exercises & revision of maintenance service standards.

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 with all Asset Management Plans current and the next major review cycle now underway.

Asset Management Plan	Key AMP Activities											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	Expected Completion Date	
Council Buildings Asset Management Plan											Nov-23	
Open Space & Recreation Asset Management Plan											Nov-23	
Transport Assets Asset Management Plan *											Nov-23	
Public Lighting Asset Management Plan											Nov-23	
Water Infrastructure Asset Management Plan											Nov-24	
Fleet Services Asset Management Plan											Nov-23	
Information Technology Asset Management Plan											Nov-24	

	Completed
	Underway
	Future

*Transport Assets AMP (incorporates road, carpark, road safety, footpath, bus stop and bridge assets)

OBJECTIVE 19

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

In Progress.

COMMENT

Current operational standards for major activities have been documented and are under review as part of the scope of activities to be undertaken in the major revision cycle of Council's Asset Management Plans which is now underway. The current standards are being reviewed to inform appropriate service levels for significant infrastructure with open space maintenance standards and footpath and kerb and gutter intervention levels among the first to be completed. This is a significant body of work which will be incorporated into the revision process for Council's Asset Management Plans and be completed by 2025.

TARGET

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

STATUS

In Progress. Existing operational standards are being maintained and monitored.

COMMENT

Current operational standards for major activities are undergoing review to ensure we achieve desired service level standards with open space maintenance standards and footpath and kerb and gutter intervention levels among the first to be completed. This review is being undertaken in conjunction with the major revision of Council's Asset Management Plans.

OBJECTIVE 20

Develop and enhance assets in line with key Council strategies.

TARGET

70% of our community is satisfied with our assets.

STATUS

In Progress. Community consultation and feedback is being sought with regard to community satisfaction with infrastructure assets. Consultation is scheduled to close in July 2023. The results of this additional consultation will help shape the next Asset Management Plan revisions for Transport, Lighting and Water assets.

COMMENT

A survey of our public infrastructure closed in July 2023 and results will be presented with a future revision of the Transport Asset Management Plan in 2023/24.



OUR LIVEABILITY

SUPPORT DIVERSE EVENTS AND EXPERIENCES THAT BRING PEOPLE TOGETHER AND CONTRIBUTE TO THE HISTORY, CULTURE AND VITALITY OF OUR NEIGHBOURHOODS

OBJECTIVE 21 TARGET STATUS

Engage the community in the delivery of events in community and public spaces.

Increase in the number of collaborative partners involved in delivering events.

Complete. 3 events were completed during this quarter as follows:

- BRIXPO 2023 on 15-16 July 2023 at the St Clair Recreation Centre - Lego interactive play and model exhibitions
- Festa of Maria SS Di Tutte Le Grazie on 23 September 2023 at the Mater Christi Church – Procession, Mass and Celebration of Italian Culture
- Make it Mine Market on 24 September 2023 at Henley Beach

15 events were approved as part of the Events and Festival Sponsorship this financial year as follows:

- Southern Bricks Lego User Group, Brixpo - \$5,000
- Sinopolese Maria Ss Di Tutte Le Grazie Association, Festa Di Maria - \$7,500
- Australian Masters Games - \$2,000
- Wara Wayingga Tennyson Dunes Reserve Open Day - \$3,250
- Phillippine Fiesta of SA - \$2,000
- Woodville District Basketball Club, St Clair Christmas Basketball Carnival - \$2,000
- Theresa LaRocca – St Clair Carols - \$5,500
- Christian Family Centre, Christmas in the Square - \$15,000
- Rotary Club of West Lakes, Kids Fun for Kids - \$5,500
- Santa Eufemia Association, St Eufumia Calabrian Festival - \$7,500
- Bulgarians' Educational and Friendly Society Incorporated, Zdravei Bulgarian Festival 2023 - \$4,000
- South Australian Athletic League Inc, Henley Gift - \$1,000
- Australian Melanoma Research Foundation Melanoma March - \$300
- Shapeshifter Brewing – WestFest - \$7,500
- Making it Mine Market - \$5,000

Urban Projects arts and culture grant funding have directly helped bring to life some fantastic projects that began in this quarter that are benefiting the community, businesses and artists including:

- Henley Beach Art by the Sea Art Walk – an event featuring businesses and artists in the SALA festival
- The SALA Westside Bus tour – a sold out guided art bus tour event showcasing artists, galleries and murals that call Charles Sturt home
- Make it shine Brazilian dance workshops in Henley Beach – free to CCS residents with a public performance scheduled for West Lake near new Brazilian Café - Nosso
- A collaborative story capture project inspired by nature and significant trees in CCS with older residents Helen Lawry and ECH
- A documentary on the local Woodville identity and story behind the Smile Sign guy on Port Road with film Maker Yogi Devgan

COMMENT

- Woodville West community gardens open day workshops and demonstration for the local community
- A new stobie pole art project with the community led by Hindmarsh Greening

In addition, Urban Projects have initiated a subsidy and rebate program supporting registrations for anyone creating events for the Fringe and Tasting Australia. These subsidies have been a key incentive in bringing new ideas, events and economic activity to Charles Sturt spaces, venues and businesses for these high-profile major festivals.

Seven sector specific workshops were held during this quarter targeting Business growth and Visitor sector, these also helped to foster business to business relationships. These events were very well attended and provided information on further market opportunities for business as well as employment opportunities for residents. These included:

- **City of Charles Sturt and IntoJobs Presents Exploring Self-Employment, Civic Centre, 28 June, 5 July, 7 July, 10 July, and 12 July 2023**

Attendees: 13

Local City of Charles Sturt residents were invited to unlock the potential of their side hustle or business idea by joining a five-day self-employment workshop series.

- **Business Growth: Western Business Leaders – Grants and Tenders, The Healthy Living Precinct, 6 July 2023**

Attendees: 30

Workshop facilitated by Business Advisor, Peter Nicolaci, to help business owners and our wider community learnt about grant and tender writing processes.

- **Business Growth: How to get the best out of your City of Charles Sturt, Official Grants Launch Event, The Healthy Living Precinct, 25 July 2023**

Attendees: 70

Official grants program launch event to inspire and educate future grant applicants. The event included two Business Support Program case studies, an Arts and Events Panel, and introductions to our Business Advisors.

- **Business Growth: Responsible Cafes Pilot Program Launch, Joy of Flora Cafe, 31 July 2023**

Attendees: 10

Intimate launch event with pilot program participants to learn about Responsible Cafes, who are providing our local café community the tools, education and platform to help them reduce waste and make sustainable business decisions.

- **Inspiring Business Stories – AUKUS, Export, Events, Sports, and networking, Switch Start Scale, The Lady Daly Hotel, 1 August 2023**

Supported by the Economic Development team fostering opportunities in education, events, experiences, products, services, sport, recreation, tourism, and trade. A networking event held where FIFA Women's World Cup Australia & New Zealand 2023™ is on in Hindmarsh and when England is playing China. Attendees: 80

- **Visitor Sector: Tourism Networking Event, South Australian Maritime Museum, 17 August 2023**

	<p>Attendees: 60</p> <p>Hosted the City of Port Adelaide Enfield as part of the Western Adelaide Tourism Alliance with the Cities of Holdfast Bay and West Torrens. This event raised awareness of the opportunities for tourism in the western region and build networking opportunities.</p> <ul style="list-style-type: none"> Business Growth: Western Business Leaders – Email Marketing and AI Strategies, The Healthy Living Precinct, 21 September 2023 <p>Attendees: 54</p> <p>Workshop facilitated by Business Advisors, Twin Social, to help business owners and professionals learn about email marketing and artificial intelligence strategies.</p>
OBJECTIVE 22 TARGET STATUS COMMENT	<p>Develop destinations that cultivate art, culture, place making while recognising heritage principle</p> <p>Number of outdoor dining seats is increasing across our city annually.</p> <p>In Progress.</p> <p>Council continues to work with local businesses to activate places and support has been provided for increased outdoor dining through the #shoplocal grant. This support includes supporting infrastructure such as awnings, planter boxes and tables and chairs.</p>
TARGET STATUS COMMENT	<p>At least 90% of our community agree that our city is a great place to live.</p> <p>In Progress. City wide community survey was conducted in 2022.</p> <p>Overall, in the <i>2022 Community Survey</i> City of Charles Sturt residents feel safe in our City, with positive net promoter scores (NPS) received for all questions on safety. Safety at home during the day, at home at night, in your neighbourhood during the day and in public places during the day rated the highest. The NPS for safety in your neighbourhood during the night and in public places at night, while still positive, was lower and down when compared to the 2021 survey.</p>
TARGET STATUS COMMENT	<p>The Heritage Grant Program is 100% allocated each year.</p> <p>In Progress. The grants program is ongoing, and applications are assessed on a regular basis.</p> <p>Funding is provided to applications which meeting the criteria of the program on an ongoing basis subject to budget availability. \$6,000 in grants was committed in this quarter by Council. \$9,900.00 was paid out in grants for completed conservation works in 2022/23.</p>
TARGET STATUS COMMENT	<p>The Woodville Town Hall has a 10% annual increase in activation (total attendance numbers).</p> <p>We have achieved a 46% increase in Q1 compared to Q1 last financial year.</p> <p>The Covid Pandemic hugely impacted Woodville Town Hall as evidenced by the drop of attendances from a healthy trajectory in 2018-19 and 2019-20 to a halving from 2019/20 to 2020/21. In 2022/23 we saw over 30,000 attendances, a 69% increase on the previous financial year, taking us back to almost pre-covid levels.</p> <p>We have increased from 6,493 attendances in Quarter 1 22/23 to over 9,500 in Quarter 1 23/24 – a 46% increase.</p>

	Attendances	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Aim (pre-covid):			34,200	42,000	48,900	N/A
	Actual:	24,437	34,090	17,420	18,250	30,979	9,735 YTD

OBJECTIVE 23

TARGET STATUS

COMMENT

Develop and implement a program to promote street and place activation.

Number of street and place activation events increases annually.

Ongoing.

Subsidies for the SALA festival registration took place in August with 7 artists taking up this offer.

Arts Fund, Live and Local fund and Neighbourhood projects fund grants are on target for another successful year with 10 grants awarded to a diverse range of arts and culture projects including community art projects, live music, visual arts / murals, dance workshops, a documentary and story capture project.

No Street Meets were held in this quarter.



OUR LIVEABILITY

DRIVE AN INTEGRATED, RESPONSIVE TRANSPORT SYSTEM AND WELL-MAINTAINED NETWORK OF ROADS AND PATHS THAT FACILITATE SAFE, EFFICIENT AND SUSTAINABLE CONNECTIONS

OBJECTIVE 24

TARGET

STATUS

COMMENT

Continue to implement improvements to our transport network to improve road safety.

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

Completed. A Road Safety Assessment Procedure and proposed traffic control works program has been developed and endorsed by Council with the new strategy and process to be included in the next revision of the City of Charles Sturt Transport Plan and the relevant Asset Management Plan

A Road Safety Assessment Procedure and proposed traffic control works program was endorsed by the Asset Management Committee on 18 October 2021.

TARGET STATUS

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

In Progress. Community consultation and feedback is being sought with regard to community satisfaction with infrastructure assets. Consultation is scheduled to close in July 2023. The results of this additional consultation will help shape the next Asset Management Plan revisions for Transport, Lighting and Water assets.

COMMENT

A survey of our public infrastructure closed in July 2023 and results will be presented with a future revision of the Transport Asset Management Plan in 2023/24. Staff will use the outcomes of this survey to inform a review of service levels as part of the future revisions of asset management plans.

TARGET
STATUS
COMMENT

The number of road crashes on Council-managed roads is reducing annually. Ongoing. Data is continually collected to allow us to track crash data and make improvements were required to our road network.

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

A minor increase in crashes on Council-managed local roads was observed in 2021. 60 crashes occurred in 2021 however number of crashes is still below the longer-term average. Further analysis of 2021 crash data is occurring.

The table below shows a trend of reported crashes on roads owned and maintained by the City of Charles Sturt since 2017

Calendar Year	Minor Injury Crashes	Serious Injury Crashes	Fatal Crashes	Total
2018	53	6	1	60
2019	56	14	1	71
2020	44	2	1	47
2021	50	10	0	60
2022	TBC	TBC	TBC	TBC

NOTE: Crash data is supplied to Council on a yearly basis from the Department for Infrastructure and Transport. 2022 data is yet to be received from the Department for Infrastructure and Transport and will be included in the next available report.

OBJECTIVE
25

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

Ongoing. Fixed bicycle counters have been set up in chosen locations across the city.

An agreement has been entered into with a bus shelter provider to provide bus shelters at strategic locations across the Council area. Shelter installations are ongoing over the next 5 years.

COMMENT

Fixed bicycle counters in the Council shows cycling activity increasing along the River Torrens Linear Park Path and Outer Harbor Greenway.

Usage of the River Torrens Linear Park Path continues to increase since 2018 and has established itself as Council's highest walking and cycling corridor. Demand has increased from approximately 437 users to 800 users per day in 2023.

Approximately 40% of users are pedestrians and 60% of users were cyclists.

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

	<p>has increased significantly from 111 to 315 cyclists per day in 2023 (recorded near Woodville Road).</p> <p>**Note cyclist numbers are an average and fluctuate on an ongoing basis**</p> <p>Claude Outdoor continues to progress shelter installations across the Council area.</p>
TARGET	An annual increase of community satisfaction in major transport assets (roads and paths). (Community survey).
STATUS	In Progress. Community consultation and feedback is being sought with regard to community satisfaction with infrastructure assets. Consultation is scheduled to close in July 2023. The results of this additional consultation will help shape the next Asset Management Plan revisions for Transport, Lighting and Water assets.
COMMENT	Community Survey questions were updated as part of the 2021 survey review to assist Council staff to better understand community satisfaction with our assets. These questions have been included in the infrastructure satisfaction survey that is currently in progress and staff will use the outcomes of this survey to inform a review of service levels as part of the future revisions of asset management plans.
OBJECTIVE 26	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	Ongoing. Council continues to seek and identify opportunities for shared transport solutions.
COMMENT	<p>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 2023 however COVID-19 has seen utilisation decline significantly at the last half 2021 and through 2022. At the March 2023 Asset Management Committee meeting the trial was extend until the 31st of October 2023.</p> <p>Council staff are exploring uptake of ride share facilities trials in the Bowden Urban Village and expect to report on the availability of this in the future.</p> <p>Council staff are also exploring opportunities for E-bike providers for CCS and further E-scooter routes on an ongoing basis.</p>
OBJECTIVE 27	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	In Progress. Council continues to seek and plan for additional infrastructure opportunities to improve the EV network.
COMMENT	<p>9 public fast charge EV chargers have now been installed across the Council area. An additional charger is expected to be installed in 2023 as part of the Woodville Road Streetscape Project.</p> <p>Future opportunities to install EV chargers are being explored as part of the re-development of the Bowden Urban Village and the future streetscape upgrade of Chief Street in Brompton.</p>



OUR LIVEABILITY

ENHANCE THE DIVERSITY OF OPEN SPACES TO CREATE INNOVATIVE, ACCESSIBLE AND FLEXIBLE COMMUNITY SPACES

OBJECTIVE 28

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 STATUS

Our public spaces receive at least 90% satisfaction by 2025 by surveyed residents. In Progress. Analysis of information received from the 2022 Community Survey is complete.

COMMENT

Community survey questions were updated for 2022 to assist Council staff to better understand community satisfaction with Council's open space and recreation assets. The results of the 2022 survey show a satisfaction rating of 79%, which is a reduction from the 2021 rating of 84%. It is noted that satisfaction ratings for all services in 2022 were less than 2021. Strategies to improve this rating will continue to be explored, including further promotion of our public spaces.

TARGET

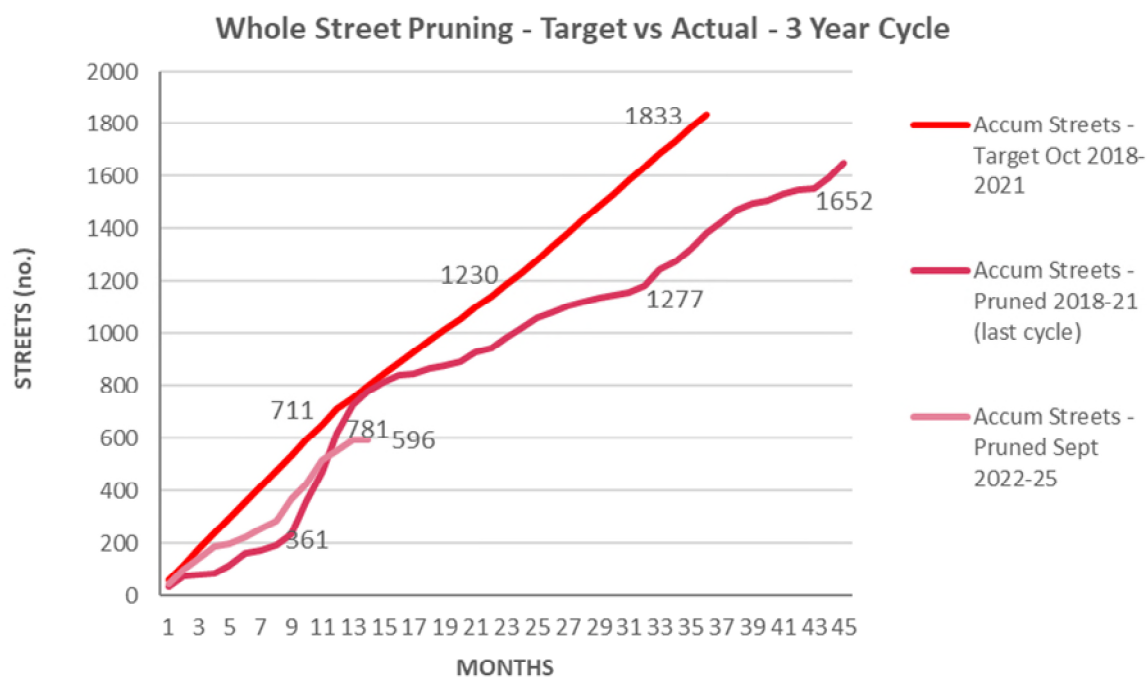
An annual increase of programmed tree pruning is completed within service level standards.

STATUS

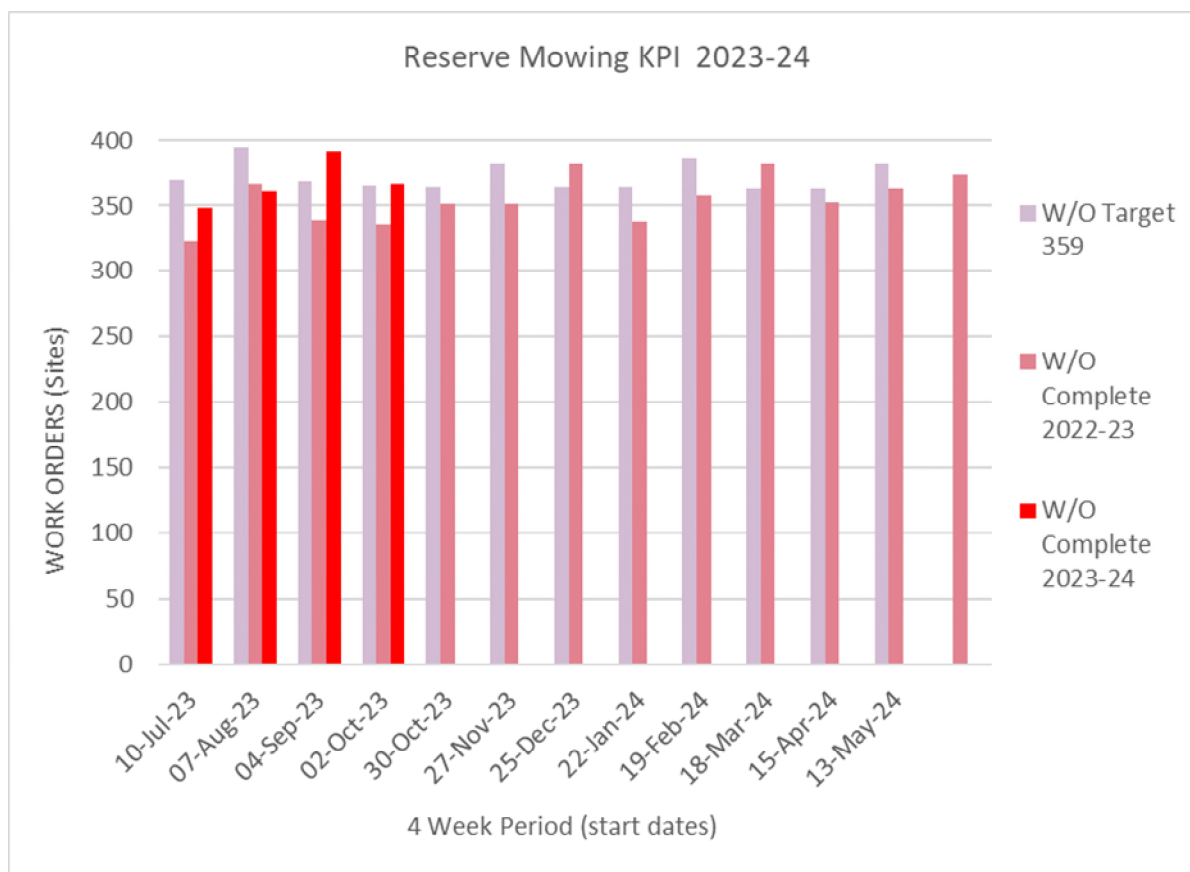
Current 3-year cycle in progress. Year 1 89% complete.

COMMENT

2022-2025 3-year cycle commenced in September 2022 and is slightly behind pruning targets for Year 1 due to an increase in reactive requests, storm damage event in February 2023 and a shortage of skilled casual labour to backfill vacant FTE and secondment positions. 596 streets pruned to date.



TARGET	An annual increase of programmed reserve mowing completed within service level standards is increasing annually.
STATUS	In progress. Reserve mowing service levels achieved an average of 98.8% for this quarter.
COMMENT	Staff achieved an average of 98.8% for this quarter compared 92.4 % for the same quarter last financial year. Staff leave and inclement weather 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 29	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	In Progress. Council staff continue to investigate opportunities for additional open space within new and existing development areas.
COMMENT	A recent analysis shows 86% of residents will live within 300m of useable open space in 2022, compared to 85% in 2021 and 86% in 2020. This data will be updated in late 2023. Changes are due to the handover of new residential developments. 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
30**

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

In Progress. School Holiday Sports programs are held twice a year (April & October) with 3,025 kids involved during the 2022/2023 FY. The next SHS program runs from Friday, 29 September to Sunday, 15 October 2023, and has attracted 19 different activity providers offering 63 activities across the city.

COMMENT

As the SHS program is not run during this first quarter, there are no participation numbers to report for this period, though early registrations indicate another highly successful program is on track for October 2023.

TARGET

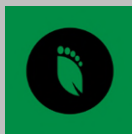
Access to additional recreation facilities and open space increases annually due to successful Joint Use Agreements.

STATUS

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 has been completed, considering the recommendations of the Open Space Strategy and other relevant plans, to understand areas of priority and the scope of the project. Discussions are continuing with the Department of Education regarding potential new agreements and renewed agreements at Seaton High School and Henley High School. An upgrade of Fulham Gardens Primary School for greater community use has also been completed. Other partnerships are currently being explored.



OUR ENVIRONMENT

GREENHOUSE GAS EMISSIONS SIGNIFICANTLY REDUCE AND WE ADAPT TO OUR CHANGING CLIMATE

**OBJECTIVE
31**

Implement our climate change mitigation and adaptation strategies including Adapt West and Net Zero.

TARGET

Net zero corporate emissions achieved by 2025 and annual targets achieved.

STATUS

In Progress. Our Net Zero Strategy guides all business decisions as we work towards reducing corporate emissions.

COMMENT

Key action from the past quarter have included:

Building, Lighting and Open Space

- Grant funding secured to undertake an embodied emissions project for roads and footpaths.
- Council AMPs currently being reviewed with an increased focus on both asset vulnerability to climate change and sustainability objectives.

Transport

- EV charging infrastructure has been installed at the old Meals on Wheels site (Kemp Street) and at the Beverley Centre to support the new EVs.
- Further 5 EVs have been ordered with delivery of these vehicles anticipated during the second quarter of the financial year.

Not Waste

- FOGO trial has been in place for 6 months and mid-term audits will occur in the coming weeks.

	<p>Renewable Energy Procurement</p> <ul style="list-style-type: none"> • Council entered into a two (2) year contract in July 2023, for 100% renewable electricity as per the previous contract, with a 10% saving on current pricing realised through the LGAP competitive tender process. <p>Carbon Offsets</p> <ul style="list-style-type: none"> • New software is being utilised to undertake inhouse carbon accounting for scope 1, 2 and 3 emissions and improve data requirements. <p>Staff Led Initiatives</p> <ul style="list-style-type: none"> • Presentation from South Australians for Climate Action on the current Accelerating to Net Zero project in partnership with State Government. • 2 Climate Change Conversations sessions held with staff as part of Accelerating to Net Zero project.
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OBJECTIVE 32	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	Identified current supply opportunities and constraints, potential partners, and collaborative councils. Waiting for regulatory and grant approval from State and Federal agencies.
COMMENT	<p>Actions complete:</p> <ul style="list-style-type: none"> • Negotiate water entitlements and allocations with the regulator. • Explore the current available entitlements within the market. • Identify appropriate water demand hot spots. • Clarify the ideal alternative water sources for the respective locations. <p>Actions underway:</p> <ul style="list-style-type: none"> • Complete awaiting response - Entitlement and allocation modifications with the regulator. • Complete awaiting response - Grant applications with State and Federal agencies for additional funding. <p>Strategic direction is being held up by the outcome of the Entitlement and Allocation decisions of the regulator and the grant application currently sitting with the Federal Government.</p>
TARGET	Increase our open space use of recycled water by 2025.
STATUS	New 2022/23 connections complete. Budget for 2023/24 Approved.
COMMENT	<p>Connections completed:</p> <ul style="list-style-type: none"> • Robert Haigh Reserve • Pennington Oval <p>Further 2023/24 connections awaiting response to grant application with Federal agencies.</p>



OUR ENVIRONMENT

OUR CITY IS GREENER TO REDUCE HEAT ISLAND EFFECTS AND ENHANCE OUR BIODIVERSITY

OBJECTIVE 33

TARGET

STATUS

COMMENT

Protect and enhance our urban tree canopy.

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

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.

Current tree planting numbers are consistent with the average number of open space landscaping projects. The following graphs highlight the number of trees planted in both streets and open spaces and total tree plantings versus tree removals.



**OBJECTIVE
34**

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

TARGET

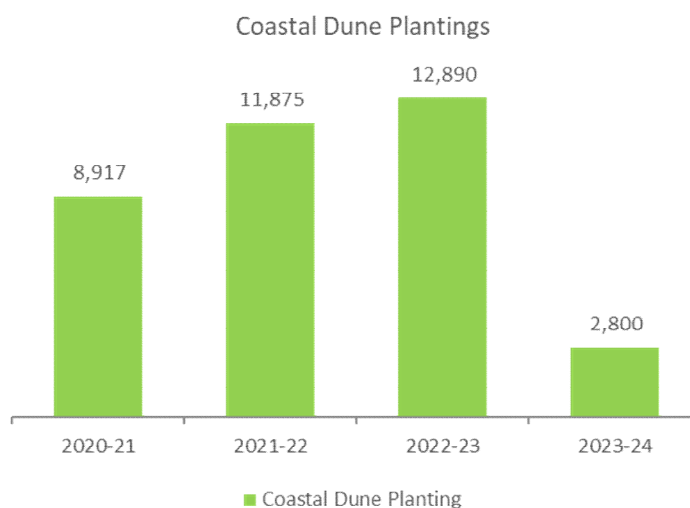
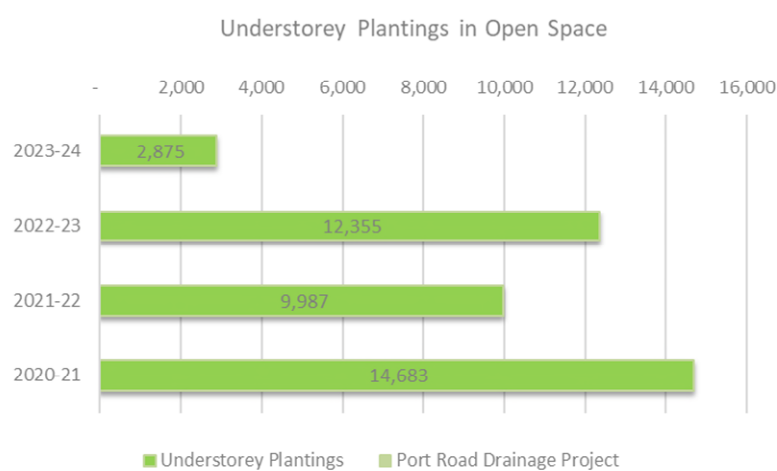
The number of understorey plants planted in open space and biodiversity sites increases annually.

STATUS

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 the average number of landscaping projects and maintenance replanting. The following graphs highlight the number of understorey plantings planted in both open space and coastal dune locations.

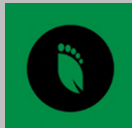


TARGET	Our Biodiversity score is improved at the next measure in 2022 and 2025.
STATUS	Improvement achieved.
COMMENT	<p>By 2022, protection, enhancement and creation of fauna habitats through ongoing management of new and existing sites has improved current urban biodiversity (eg. diversity, abundance, and/or distribution) and functional landscape connectivity, and reduced current threats to biodiversity.</p> <p>We have achieved this improvement goal in 2022 – through a number of key activities including:</p> <ul style="list-style-type: none"> • Breakout Creek along the River Torrens/Karrawirra Pari is being steadily transformed from an artificial channel into a more natural-flowing and healthy creek. At completion in 2023, the project will: <ul style="list-style-type: none"> ○ Create wetlands to capture and clean stormwater ○ Manage high flows and remove weeds; Plant native vegetation (245,000 plants including 111 trees) to both improve biodiversity and slow and clean water coming down the river ○ Create healthy habitat for fish and bird species ○ Improve the water quality of the Torrens. • Gains in the urban forest with an increase in the number of trees planted our street network and reserves. • The number of understorey plants planted in open space and biodiversity sites annually. Council undertakes annual revegetation programs within our reserves, including biodiversity sites along the River Torrens Linear Park and the Coastal Reserve. • Threat management activities include locating fox dens and follow up-control, mitigation of dog-based impacts (e.g. on plovers), cat owner education about responsible management, plus control of declared pest plants. • Creation of habitat opportunities for hollow-dependant fauna had delivered approximately 200 wildlife boxes City wide and demonstrated an increase in number of hollow-dependant fauna occupation. <p>Findings of citizen science monitoring – we work with Birdlife Australia identifying trends in local bird populations year-on-year to indicate biodiversity management successes</p>

OBJECTIVE 35	Develop, manage and maintain green infrastructure; and protect and enhance our urban tree canopy.
TARGET	Our Whole Street Planting program is completed annually.
STATUS	In progress.
COMMENT	Streets selected, report and Community Engagement Approach endorsed at August Asset Management Committee. Consultation process for tree species selection within nominated streets commenced in mid-September and ending in early October 2023.

TARGET	Water Sensitive Urban Design (WSUD) principles are considered in all capital projects.
STATUS	In Progress. Council staff communicate internally to continually seek opportunities for WSUD options to be included in major projects.
COMMENT	<p>WSUD initiatives included in 2022/23 major capital works projects, include:</p> <ul style="list-style-type: none"> • Military Road and Main Street Streetscape Upgrade (completed) • Fairford Terrace Road Reconstruction project (completed)

	<ul style="list-style-type: none"> • Bridgman Avenue Road Reconstruction (completed) • Jetty Street Road Reconstruction (completed) • Hindmarsh Place Hindmarsh (completed) • Living Streets – Wright, Bishop and Tait Streetscape upgrades (Design completed for Wright Street, Renown Park) <p>WSUD initiatives in 2023/24 major capital works projects, include</p> <ul style="list-style-type: none"> • Murray Street, Alber park (design completed) • Aberfeldy Avenue, Woodville (design in progress)
TARGET	A verge renewal framework to guide the greening of our capital works programs infrastructure is completed by June 2022.
STATUS	Complete. Verge greening is critical in ensuring a reduction in the urban heat island effect and can be incorporated within our capital projects.
COMMENT	An internal verge renewal framework has been developed and following a review by internal stakeholders it has now been finalised for implementation as part of future capital works programs.
TARGET	Boucatt Reserve is reinvented by 2022 and is cooler in temperature.
STATUS	In Progress. Upgrade works have been completed in the Reserve to encourage community use in a cooler environment.
COMMENT	An arbour and ten large above-ground plant pots, including trees and vegetation, have been installed. Staff are now measuring and documenting air and surface temperature, and vegetation growth at the reserve on an ongoing basis. Findings indicate that air and surface temperatures at the reserve are cooler because of the planting. A report will be prepared in late-2023 to summarise the findings from the previous 2 years.



OUR ENVIRONMENT

CHARLES STURT IS RECOGNISED AS A LEADING PARTNER AND EDUCATOR IN PURSUING A SUSTAINABLE FUTURE WITH OUR COMMUNITY

OBJECTIVE 36	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	In Progress. Council continues to raise awareness, educate and engage our community in relation to climate change adaptation and mitigation.
COMMENT	<p>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.</p> <p>The Environmental Management Officer (Energy + Climate Change) is actively working with the Media, Marketing and Communications team to promote council's climate change action. This has included promoting the work of staff delivering council's <i>Environmentally Sustainable Development Requirements for Council Buildings</i>, including their participation in the innovative Professional</p>

	Development series, <i>Cultivate</i> , and the pilot project delivered as part of the Aquatic Reserve Clubrooms project. An information flier has been developed and there are plans for signage at the facility to improve understanding of the elements integrated to improve comfort and environmental outcomes.
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TARGET

STATUS

COMMENT

An increase percentage of our community surveyed has awareness of and is taking action to reduce impacts of climate change.

In progress.

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.

The 2022 survey of community members for the Community Emissions Reduction Project, found that of the 219 surveyed the majority recycle, reuse or compost, over half have solar panels and over half want to personally take more action to reduce greenhouse gas emissions. The results of this survey will enable opportunities to support community to take action to reduce greenhouse gas emissions through the development of a Community Emissions Reduction Action Plan.

The 2022 Community Survey which asked community a number of questions about climate found that there was little change in community response from 2021 to 2022. Two (2) key questions included *‘I have a good knowledge of climate change already’* and *‘Taking action on climate change is important to me personally’* found that a high number of respondents agreed or strongly agreed. The below table shows the change in response from 2021 to 2022.

Community Survey Question 14	% Strongly agree and agree			
	Panel		Non-Panel	
	2021	2022	2021	2022
I have a good knowledge of climate change already	75	77	73	78
<u>Taking action</u> on climate change is important to me personally	78	70	77	77

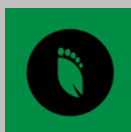
Total respondents- 2022 Panel n=128, Non-panel n=752
Total respondents- 2021 Panel n=162, Non-panel n= 822

OBJECTIVE 37	Incorporate sustainable infrastructure into our community spaces and buildings.
TARGET	All building capital works, and renewal programs adhere to Council's Environmentally Sustainable Design (ESD) guidelines and respond to long term risks of climate change.
STATUS	In Progress. Climate change adaptation building solutions are increasingly included in capital projects with heightened industry awareness evident.
COMMENT	The Environmental Management Officer (Energy + Climate Change) created a partnership between the City of Charles Sturt and Adelaide University to reimagine playgrounds for the future. Masters' students from the School of Architecture and Civil Engineering are participating in this Experiential Design Studio to design a low carbon / climate resilient Croydon Playground Reserve. Staff are excited to learn from the students about the latest ideas and approaches that could inform council's asset management planning in the future.

The *Environmentally Sustainable Development (ESD) Requirements for Council Buildings* were endorsed by council 14 June 2022. This document has influenced positive sustainability outcomes in building projects since, including Henley Ngutungka and Aquatic Reserve Clubrooms. This policy is redefining 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. A bespoke regional training program has been delivered for property staff at the Cities of Charles Sturt, Port Adelaide Enfield and Marion, to embed the knowledge and skills needed to implement this new direction for council buildings.

A process has commenced to strengthen the integration of climate change risks and opportunities within council's Asset Management Plans as part of this review process. This was a recommendation from council's climate change risk and governance assessment (2020).

Through the Regional Climate Partnerships arrangements, AdaptWest has an observer role on the Resilient Asset Management Project (RAMP) - [RAMP — Resilient South](#). The observer is the City of Charles Sturt's Manager Asset Management Planning, Mr Chris Shallow. Chris will share learnings back to key assets staff at the Cities of West Torrens, Charles Sturt and Port Adelaide Enfield.



OUR ENVIRONMENT

REDUCE WASTE PRODUCTION ACROSS OUR CITY, AND GROW THE CIRCULAR ECONOMY

OBJECTIVE 38

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

TARGET STATUS

Our MRF is constructed and operational by June 2022.
Council continues to collaborate with the City of Port Adelaide Enfield to operate the new MRF at Kilburn through the Central Adelaide Waste and Recycling Authority (CAWRA) regional subsidiary.

COMMENT

The CAWRA MRF has been fully operational since January 2020.

CAWRA has commenced several facility upgrades to improve operational efficiencies and overall MRF performance.

OBJECTIVE 39

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

Ongoing. Continued education resources are being developed and produced to support the community to use the 3-bin service correctly.

COMMENT

Cleanaway continue to send contamination letters to households who are using their recycling and/or organics bins incorrectly. The letters include images of the identified contaminant and information about what can and can't go in each of the bins, along with link to the 'Which Bin' website.

A community tour of CAWRA was held in September, with further tours planned for National recycling Week in November.

Continued focus on food waste education to support the trial of Weekly FOGO (food organics, garden organics) collections. Material has been sent to all participating households who are part of the trial.

TARGET

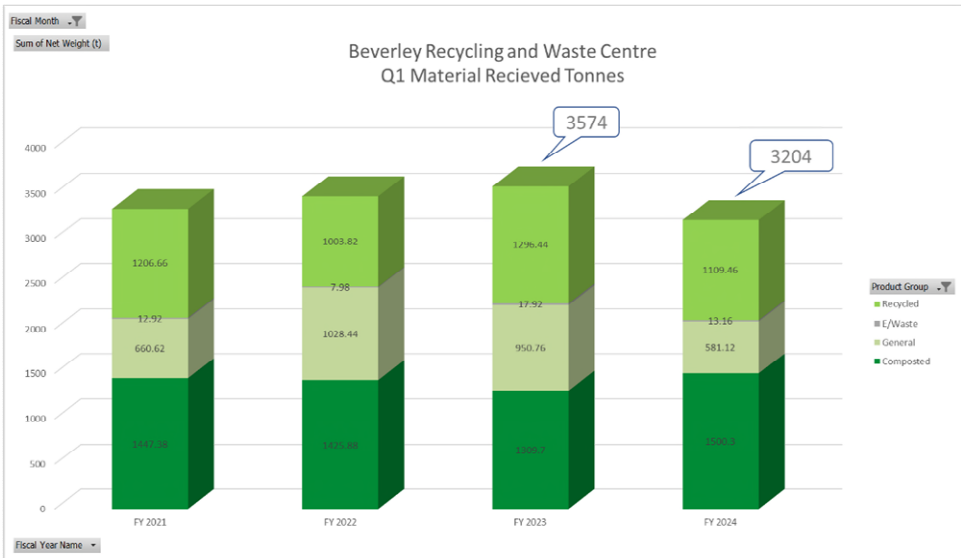
Increase in the annual tonnes of material received for recycling at the Beverley Recycling and Waste Centre by 2025.

STATUS

2023/24 Q1 Material Received 3204 tonnes.

COMMENT

The volume received for q1 23/24 decreased by 370 tonnes compared to the same time last year with a total of 3204 tonnes processed at the facility. This is the first volume reduction by the Recycling and Waste Centre over the last 3 years.



TARGET

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

STATUS

Ongoing. Continued education resources are being developed and produced to support the community to use the 3-bin service correctly.

COMMENT

Council in partnership with Cleanaway continue to send contamination letters to households who are using their recycling and/or organics bins incorrectly.

The Weekly FOGO trial commenced in May 2023. All participating households have received communications outlining the details of the trial and providing them with key information and resources to support them throughout the 12-month trial. A community tour of CAWRA was held in September to help residents better understand what can and can't be placed in their kerbside recycling (yellow lid) bin. Planning is underway for education session as part of National Recycling Week in November.

TARGET

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

STATUS

Ongoing. The food waste recycling program continues to be available free to all households upon request.

COMMENT

Residents can 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.

The weekly FOGO (food and organics) trial commenced in May 2023. Approximately 70% of households in the trial areas have chosen to be part of the trial.

**OBJECTIVE
40**

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.

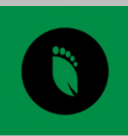
STATUS

Ongoing. 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.

In the 22/23 FY we purchased a total of 115% (by weight) of the contents of the kerbside recycling bins. The majority of recycled content materials were purchased for construction and maintenance projects (fly ash, rubble, asphalt, aggregate etc).



OUR ENVIRONMENT

WE ADVOCATE FOR THE PROTECTION OF OUR COASTAL AREAS AND MAINTAINING BIODIVERSITY ALONG OUR COAST

**OBJECTIVE
41**

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

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

COMMENT

Attendance at formalised Adelaide Coastal Council Network meetings, hosted by the LGA, 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

In Progress.

COMMENT

Our resident perception with environmental protection (reducing carbon emissions, increasing tree canopy etc.) was again measured slightly differently in the 2022 community survey. We asked how residents rate the environmental protection services provided by the City of Charles Sturt. We received a score of 6.4, compared to 7.2 in 2021. This lower score was representative of the whole survey where most scores in 2022 were lower than in 2021.

**OBJECTIVE
42**

Improve and increase biodiversity along our coast.

TARGET

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

STATUS

In Progress. Council undertakes annual revegetation programs to improve biodiversity across the City.

COMMENT

10,000 tube stock were planted along the coast in June 2023 as part of Councils annual revegetation program. Works were coordinated with the Coast Protection Board and Green Adelaide to ensure species diversity and locations were chosen based on the highest erosion risk.



OUR ECONOMY

THE WESTERN REGION ECONOMY IS PROMOTED THROUGH LEADERSHIP AND COLLABORATION ACROSS ALL STAKEHOLDERS AND OUR COMMUNITY

**OBJECTIVE
43**

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

In Progress.

COMMENT

Various marketing opportunities were investigated to deliver the best return on investment.

A 'Live in the West' Strategy has been developed to promote the liveability and opportunities of the Western Region. The Adelaide Beaches website was transitioned to a new platform to launch this strategy and will commence during 2023.

A City of Charles Sturt Invest in the West, Investment Attraction Prospectus has been developed and is in design. A targeted investment attraction and marketing strategy will be run to promote the opportunities in the City of Charles Sturt and the broader Western Adelaide region.

**OBJECTIVE
44**

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

In progress. Many businesses across all sectors are currently registered as Western Business Leader members.

COMMENT

There are currently more than 11,900 businesses in the City of Charles Sturt, 1,862 of these (15.6%) are registered Western Business Leader members. Council is continuing to promote the Western Business Leaders and encourage additional membership.

Several videos were created highlighting the benefits of membership and a more targeted marketing campaign commenced in May 2023.

TARGET

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

STATUS

In progress. Council continues to collaborate with other Councils to identify opportunities for economic development partnerships and events.

COMMENT

A Jobs Expo was held in collaboration with the City of Port Adelaide Enfield at the St Clair Recreation Centre on 21 March 2023 and attended by over 2,000 job seekers and 80 exhibitors. Planning is underway for the 2024 expo.

Other Western Alliance projects include:

- Live in the West regional promotion

	<ul style="list-style-type: none"> • The Adelaide Beaches website upgrade. The refreshed and updated Adelaide Beaches website was launched on 27 November 2022 at the Western Regional Visitor Sector Network Event in Thebarton. • The Western Regional Tourism Development Action Plan presented to the 20 March 2023 City Services Committee. • Quarterly Western Regional Visitor Sector Network events continue to be held. <p>The most recent event was hosted by the City of Port Adelaide Enfield at the South Australian Maritime Museum on 17 August. This event raised awareness of the opportunities for tourism in the western region and build networking opportunities, many successful connections were made as a result. The next events are planned for November and February.</p> <p>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.</p>
TARGET STATUS COMMENT	<p>80% satisfaction from Western Region businesses participating in business development events.</p> <p>In progress. Council continues to seek feedback from participants at events to allow us to continually improve our programs.</p> <p>The Economic Development team have hosted seven events this quarter. 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. Stakeholder and attendee feedback was collected for the Western Adelaide Jobs Expo 2023 to plan the 2024 expo.</p> <p>Further feedback was also sought from businesses as part of the annual Business Survey 2023. The results can be found on our YourSay page here: https://www.yoursaycharlessturt.com.au/business-survey-2023</p>
OBJECTIVE 45 TARGET STATUS COMMENT	<p>Engage with business and key markets to encourage and support market development initiatives.</p> <p>At least one targeted industry specific communication and event for key sectors in Western Adelaide annually.</p> <p>In progress.</p> <p>Business Growth, the Startup ecosystem, and the Visitor sector were targeted for events this quarter. These events were very well attended and are outlined below.</p> <ul style="list-style-type: none"> • City of Charles Sturt and IntoJobs Presents Exploring Self-Employment, Civic Centre, 28 June, 5 July, 7 July, 10 July, and 12 July 2023 Attendees: 13 Local City of Charles Sturt residents were invited to unlock the potential of their side hustle or business idea by joining a five-day self-employment workshop series. • Business Growth: Western Business Leaders – Grants and Tenders, The Healthy Living Precinct, 6 July 2023 Attendees: 30 Workshop facilitated by Business Advisor, Peter Nicolaci, to help business owners and our wider community learn about grant and tender writing processes.

- Business Growth: How to get the best out of your City of Charles Sturt, Official Grants Launch Event, The Healthy Living Precinct, 25 July 2023**
Attendees: 70
Official grants program launch event to inspire and educate future grant applicants. The event included two Business Support Program case studies, an Arts and Events Panel, and introductions to our Business Advisors.
- Business Growth: Responsible Cafes Pilot Program Launch, Joy of Flora Cafe, 31 July 2023**
Attendees: 10
Intimate launch event with pilot program participants to learn about Responsible Cafes, who are providing our local café community the tools, education and platform to help them reduce waste and make sustainable business decisions.
- Inspiring Business Stories – AUKUS, Export, Events, Sports, and networking, Switch Start Scale, The Lady Daly Hotel, 1 August 2023**
Supported by the Economic Development team fostering opportunities in education, events, experiences, products, services, sport, recreation, tourism, and trade. A networking event held where FIFA Women's World Cup Australia & New Zealand 2023™ is on in Hindmarsh and when England is playing China.
Attendees: 80
- Visitor Sector: Tourism Networking Event, South Australian Maritime Museum, 17 August 2023**
Attendees: 60
Hosted the City of Port Adelaide Enfield as part of the Western Adelaide Tourism Alliance with the Cities of Holdfast Bay and West Torrens. This event raised awareness of the opportunities for tourism in the western region and build networking opportunities.
- Business Growth: Western Business Leaders – Email Marketing and AI Strategies, The Healthy Living Precinct, 21 September 2023**
Attendees: 54
Workshop facilitated by Business Advisors, Twin Social, to help business owners and professionals learn about email marketing and artificial intelligence strategies.

TARGET

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

STATUS COMMENT

In progress. A range of sector specific workshops held.

Seven sector specific workshops were held during this quarter targeting Business growth and Visitor sector, these also helped to foster business to business relationships. These events were very well attended and provided information on further market opportunities for business as well as employment opportunities for residents. These included:

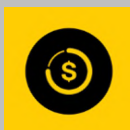
- City of Charles Sturt and IntoJobs Presents Exploring Self-Employment, Civic Centre, 28 June, 5 July, 7 July, 10 July, and 12 July 2023**
Attendees: 13
Local City of Charles Sturt residents were invited to unlock the potential of

their side hustle or business idea by joining a five-day self-employment workshop series.

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Attendees: 30
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Intimate launch event with pilot program participants to learn about Responsible Cafes, who are providing our local café community the tools, education and platform to help them reduce waste and make sustainable business decisions.
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Supported by the Economic Development team fostering opportunities in education, events, experiences, products, services, sport, recreation, tourism, and trade. A networking event held where FIFA Women's World Cup Australia & New Zealand 2023™ is on in Hindmarsh and when England is playing China.
Attendees: 80
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Attendees: 54
Workshop facilitated by Business Advisors, Twin Social, to help business owners and professionals learn about email marketing and artificial intelligence strategies.

Positive feedback was received from all these events and when asked businesses felt they were able to implement their learnings. Further feedback was also sought from businesses as part of the annual Business Survey 2023. The results can be found on our YourSay page here:

[City of Charles Sturt Business Survey 2023 | Your Say Charles Sturt](#)



OUR ECONOMY

LOCAL BUSINESS AND ENTREPRENEURIAL ACTIVITIES FLOURISH THROUGH THE SUPPORT, ENGAGEMENT AND RELATIONSHIPS THAT ARE DEVELOPED AND MAINTAINED

OBJECTIVE 46

TARGET STATUS

Support opportunities to 'buy local' in Charles Sturt through our procurement practices.

Annual increase of 2.5% of local spend by Council.

In progress.

\$4.6 M (or 5.2% of the total spend) was spent using 238 suppliers based in the City of Charles in the last financial year 2022/23.

This is in comparison to a total spend of \$4.1 M (or 5.9% of the total spend) spent using 221 suppliers in 2021/22.

COMMENT

Council is continuing to support the buy local agenda and monitor the baseline established. A Western Business Leaders Tender Writing Workshop was run on 6 July at the Healthy Living Precinct facilitated by TSM Consulting. This workshop helped businesses learn how to access and win tenders including those at the City of Charles Sturt.

TARGET STATUS COMMENT

All tenders are promoted through the Charles Sturt LinkedIn site.

In progress.

Tenders were promoted on LinkedIn July through to September 2023 they were also promoted through the Western Business Leaders newsletter and Charles Sturt Business Facebook page. Tenders will continue to be promoted through LinkedIn and the success monitored.

A Western Business Leaders Tender Writing Workshop was run on 6 July 2023 at the Healthy Living Precinct.

TARGET

STATUS

COMMENT

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

In progress. This is an indirect KPI which Council does not control; however, we contribute to the increase.

Between March and May 2023 there was a small decrease in Gross Regional Product from \$6.54 billion to \$6.52 billion a decline of 0.31%.

OBJECTIVE 47

TARGET STATUS

Increase local supply chain development through business support and promotions.

Annual increase in Business to Business (B2B) engagement fostered by CCS.

In progress. B2B engagement is fostered through events, newsletters, social media and direct engagement with businesses.

COMMENT

The Business Facebook page continues to grow, and newsletters consistently have an above average open rate.

The team consistently go out and meet with local business owners and share their stories. A very popular 'Meet the Business Community' segment has been created. Targeted engagement is also working well for sector specific communications and events.

Seven sector specific workshops were held during this quarter targeting Business Growth and the Visitor sector, these also helped to foster business to business relationships. These events were very well attended and provided information on further market opportunities for business as well as employment opportunities for residents. These included:

- **City of Charles Sturt and IntoJobs Presents Exploring Self-Employment, Civic Centre, 28 June, 5 July, 7 July, 10 July, and 12 July 2023**

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Attendees: 70

Official grants program launch event to inspire and educate future grant applicants. The event included two Business Support Program case studies, an Arts and Events Panel, and introductions to our Business Advisors.

- **Business Growth: Responsible Cafes Pilot Program Launch, Joy of Flora Cafe, 31 July 2023**

Attendees: 10

Intimate launch event with pilot program participants to learn about Responsible Cafes, who are providing our local café community the tools, education and platform to help them reduce waste and make sustainable business decisions.

- **Inspiring Business Stories – AUKUS, Export, Events, Sports, and networking, Switch Start Scale, The Lady Daly Hotel, 1 August 2023**

Supported by the Economic Development team fostering opportunities in education, events, experiences, products, services, sport, recreation, tourism, and trade. A networking event held where FIFA Women's World Cup Australia & New Zealand 2023™ is on in Hindmarsh and when England is playing China. Attendees: 80

- **Visitor Sector: Tourism Networking Event, South Australian Maritime Museum, 17 August 2023**

Attendees: 60

Hosted the City of Port Adelaide Enfield as part of the Western Adelaide Tourism Alliance with the Cities of Holdfast Bay and West Torrens. This event raised awareness of the opportunities for tourism in the western region and build networking opportunities.

- **Business Growth: Western Business Leaders – Email Marketing and AI Strategies, The Healthy Living Precinct, 21 September 2023**

Attendees: 54

Workshop facilitated by Business Advisors, Twin Social, to help business owners and professionals learn about email marketing and artificial intelligence strategies.

Direct engagement is now being captured through the Economic Development Customer Relationship Management System which measures the quality of business engagement.

**OBJECTIVE
48**

**TARGET
STATUS**

COMMENT

Support our community and economy through the COVID-19 period while remaining financially sustainable

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

Delivered this program which has been overwhelmingly successful in supporting our local economy.

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

Several different grant programs have been approved this financial year:

The following is a summary of programmes supported:

- **Business Support Program.**

2021/22

123 businesses applied to be part of the Business Support program; 77 businesses were approved.

2022/23

107 businesses applied to be part of the Business Support Program; 76 were approved. A further three were approved and provided a scholarship with the Business SA SAYES program.

18 businesses were placed on a waitlist when funds were fully committed. These businesses were supported in other ways. The remaining 13 businesses did not meet the grant criteria.

2023/24

52 businesses have applied to date; 31 have been approved and are working with their advisor. The remainder are being assessed.

The video from the grants launch event this year can be seen here:

https://www.youtube.com/watch?v=obSBe_hd-SM

Creative Cities – Six applications were approved this quarter for Live and Local, Arts fund and neighbourhood projects activities.

- Make it shine Brazilian dance workshops in Henley Beach – free to CCS residents with a public performance scheduled for West Lake near new Brazilian Café - Noso
- A collaborative story capture project inspired by nature and significant trees in CCS with older residents Helen Lawry and ECH.
- A documentary on the local Woodville identity and story behind the Smile Sign guy on Port Road with film Maker Yogi Devgan
- Woodville West community gardens open day workshops and demonstration for the local community
- A new stobie pole art project with the community led by Hindmarsh Greening

In addition, Urban Projects have initiated a subsidy and rebate program supporting registrations for anyone creating events for the Fringe and Tasting Australia. These subsidies have been a key incentive in bringing new ideas, events and economic activity to Charles Sturt spaces, venues and businesses for these high-profile major festivals.

OBJECTIVE 49	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	In progress. Decrease of 240 business entries in 2022/23 compared to 2021/22.
COMMENT	In 2021/22 there were 1,025 business entries, in 2022/2023 there were 785, a decrease of 240. While there has been a decrease in business entries compared to 2021/22, there is still a very healthy number of business startups and growth in the number of businesses.
TARGET	Annual increase in number of businesses in CCS (indirect).
STATUS	In progress. There has been an increase of 781 businesses.
COMMENT	Business counts: June 2022: 11,192 June 2023: 11,973 (Source: ABR, Remplan)
TARGET	Increased promotion and utilisation of Council co-working space (civic, community and private) annually.
STATUS	In progress. Formal and informal co-working spaces are promoted on the Council website.
COMMENT	The 19 on Green Co-working space, new Ngutungka West Lakes library, and new Business Hub Allenby Gardens were 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	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 were provided with scholarships to participate in the programs in 2022/23 and will graduate in October 2023. Two new applicants have recently been awarded scholarships to participate in the first intake of the program for 2023/24. Interviews are captured throughout the program and are shared on the following page: https://www.charlessturt.sa.gov.au/services/other-services/grants-and-funding/entrepreneur-scholarships
TARGET	Support two social enterprises through Council procurement practices by 2025.
STATUS	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. New procurement guidelines are being developed to increase local business and industry participation as well as skill development and social inclusion through the employment of Aboriginal people, trainees and apprentices, local people with barriers to employment. A partnership has been formed with Multicultural Communities Council of SA to work on a Building Employer Confidence and Inclusion in Disability project. As a result of this, a 3-month internship has been provided for a student from a Culturally and Linguistically Diverse (CALD) background with a disability to work with the Economic Development team on an Accessible Tourism project.

**OBJECTIVE
50
TARGET
STATUS
COMMENT**

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

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

Ongoing

100% of businesses that received support as part of the Business Support Program were very happy with the support and advice they received as a result of taking part in the program.

100% of businesses that attended workshops or events hosted by Council were happy or very happy with the assistance and support they received.

The City of Charles Sturt Business Survey 2023 closed on the 3 February 2023. 74 businesses responded.

52 businesses told us they had been in contact with Council in the last two years. 49 told us their experience working with us was good, very good or excellent. 83% of business respondents couldn't think of any disadvantages of doing business in the City of Charles Sturt.

The results can be found on our YourSay page here:
<https://www.yoursaycharlessturt.com.au/business-survey-2023>.



OUR ECONOMY

BUSINESSES AND INDUSTRY SECTORS CONTINUE TO GROW AND DIVERSIFY

**OBJECTIVE
51
TARGET
STATUS
COMMENT**

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

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

In progress. Data is updated every 5 years, as part of the Census.

Current job numbers:

Healthcare & Social Assistance: 9,752 jobs

Construction: 5,838 jobs

Manufacturing: 4,085 jobs

Tourism: 2,171 jobs

**TARGET
STATUS
COMMENT**

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

In Progress. We continue to monitor the number of Development Applications by sector.

We are unable to provide the breakdown by sector data from the PlanSA System currently from the DAP system.

**TARGET
STATUS
COMMENT**

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

In progress and ongoing.

An annual business survey to inform the new Economic Development Strategy 2022-2026 and assess the business outlook by business was completed in early

2022.

The 2023 annual business survey closed 3 February 2023 and was completed by 74 businesses. The results can be found on our YourSay page here:

<https://www.yoursaycharlessturt.com.au/business-survey-2023>

54 businesses had engaged with Council 79.6% of these were fairly confident or extremely confident about the future.

16 businesses had not had contact with Council, 56.3% of these were fairly confident or extremely confident about the future. Two businesses were unsure if they had previous contact with Council.

100% of businesses (grant recipients) that received support as part of the Business Support Program were happy with the support and advice, they received because of taking part in the program.

**OBJECTIVE
52**

Educate and Support local business to adapt to an increasing changing environment.

**TARGET
STATUS**

The number of businesses participating in digital solutions

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:

- **2022/23**

107 businesses applied to be part of the Business Support Program; 76 were approved. A further three were approved and provided a scholarship with the Business SA SAYES program.

18 businesses were placed on a waitlist when funds were fully committed. These businesses were supported in other ways. The remaining 13 businesses did not meet the grant criteria.

2023/24

52 businesses have applied to date; 31 have been approved and are working with their advisor. The remainder are being assessed.

The video from the grants launch event this year can be seen here:

https://www.youtube.com/watch?v=obSBe_hd-SM

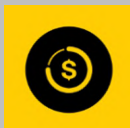
- Scholarships for the SAYES and Encore program continue to be supported.

Three local participants were provided with scholarships to participate in the programs in 2022/23 and will graduate in October 2023.

Two new applicants have recently been awarded scholarships to participate in the first intake of the program for 2023/24.

Interviews are captured throughout the program and are shared on the following page: <https://www.charlessturt.sa.gov.au/services/other-services/grants-and-funding/entrepreneur-scholarships>

Sharing the outcomes of the grant program is ongoing through various channels.



OUR ECONOMY

OUR BUSINESS AND COMMUNITY HAVE THE SKILLS FOR SUCCESS TO REALISE JOB OPPORTUNITIES

OBJECTIVE 53

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 STATUS

80% satisfaction with Council events by 2025.

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 seven events this quarter, some in collaboration with other partners. 98% 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.

An annual business survey to inform the new Economic Development Strategy 2022-2026 and assess the business outlook by business was completed in early 2022.

The 2023 annual business survey closed 3 February 2023 and was completed by 74 businesses. The results can be found on our YourSay page here:
<https://www.yoursaycharlessturt.com.au/business-survey-2023>

100% of businesses (grant recipients) that received support as part of the Business Support Program were very happy with the support and advice, they received as a result of taking part in the program.

TARGET

80% of attendees at have found further opportunities through placements and other skills developments after attending a CCS program.

STATUS

Ongoing.

COMMENT

Commitment has been made through the endorsed Economic Development Strategy to supporting jobs and employment.

Council partnered with the City of Port Adelaide Enfield and Workforce Australia - Local Jobs Program Adelaide North, with gold sponsor Mas National, to run the second annual Western Adelaide Jobs Expo on 21 March 2023 at St Clair Recreation Centre. The expo was an outstanding success, with almost 2,000 job seekers, students, and delegates attending. The atmosphere was a hive of activity with free resume writing assistance, professional headshots, workshops, jobs board, 84 exhibitors, and an amazing race to win prizes. This expo connected employers with job seekers to meet labour market gaps and facilitate job placements and apprenticeships.

Council collected feedback from attendees and exhibitors about the 2023 expo to track outcomes from attendees and to plan the 2024 expo.

A video from the day can be seen here: [Western Adelaide Jobs Expo 2023 - YouTube](#)

Council is currently planning the next Western Adelaide Jobs Expo for 20 March 2024 at Sunnybrae Estate with the City of Port Adelaide Enfield and Workforce Australia - Local Jobs Program Adelaide North. The lead-up to the expo will also feature three complimentary events, in partnership with Workforce Australia -

	Local Jobs Program Adelaide North: Western Migrant and Refugee Careers Forum, Women in the West - Restarting your Career, and Introduction to Work in the Care Sector.
TARGET	Councils supports at least one project per annum that upskills Charles Sturt residents.
STATUS	In progress. Our programs reach many community members and offer diverse opportunities.
COMMENT	<p>During July to September the following Digital Literacy Programs were offered through our libraries:</p> <p><u>Libraries - Digital Literacy Programs for our Community</u></p> <p>176 x digital literacy sessions delivered</p> <p>368 x participants</p> <p>50 x unique program types offered</p> <p>City of Charles Sturt and IntoJobs Presents Exploring Self-Employment, Civic Centre</p> <p>Attendees: 13</p> <p>Dates: 28 June, 5 July, 7 July, 10 July, and 12 July</p> <p>During June, local City of Charles Sturt residents were invited to unlock the potential of their side hustle or business idea by joining a five-day self-employment workshop series.</p>
OBJECTIVE 54	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	In progress. Our programs reach many community members and offer diverse opportunities.
COMMENT	<p>Commitment has been made through the endorsed Economic Development Strategy to supporting jobs and employment.</p> <p>Council partnered with the City of Port Adelaide Enfield and Workforce Australia - Local Jobs Program Adelaide North, with gold sponsor Mas National, to run the second annual Western Adelaide Jobs Expo on 21 March 2023 at St Clair Recreation Centre. The expo was an outstanding success, with almost 2,000 job seekers, students, and delegates attending. The atmosphere was a hive of activity with free resume writing assistance, professional headshots, workshops, jobs board, 84 exhibitors, and an amazing race to win prizes. This expo connected employers with job seekers to meet labour market gaps and facilitate job placements and apprenticeships.</p> <p>Council collected feedback from attendees and exhibitors about the 2023 expo to track outcomes from attendees and to plan the 2024 expo.</p> <p>A video from the day can be seen here: https://youtu.be/DB8C4fXjxhw.</p> <p>Council is currently planning the next Western Adelaide Jobs Expo for 20 March 2024 at Sunnybrae Estate with the City of Port Adelaide Enfield and Workforce Australia - Local Jobs Program Adelaide North. The lead-up to the expo will also feature three complimentary events, in partnership with Workforce Australia - Local Jobs Program Adelaide North: Western Migrant and Refugee Careers Forum, Women in the West - Restarting your Career, and Introduction to Work in the Care Sector.</p>

TARGET
STATUS
COMMENT

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

Ongoing. The following events occurred this quarter that are being sponsored by Council:

- BRIXPO 2023 – St Clair Recreation Centre – Lego interactive play and model exhibitions (15-16 July)
- Festa of Maria SS Di Tutte Le Grazie – Mater Christi Church – Procession, Mass and Celebration of Italian Culture (23 September)
- Make it Mine Market – Henley Beach (24 September)

TARGET
STATUS
COMMENT

Growth in annual employment numbers (indirect).

In progress. Between 2016 and 2021 jobs grew by 5,381.

2021: 47,543 jobs **2016:** 42,162 jobs.

*The next Census will be in 2026.

TARGET
STATUS
COMMENT

Percentage of our community that have qualifications continues to grow (indirect).

Ongoing. Between 2016 and 2021, percentage of qualifications grew by 24.7 percent.

2021: 64.7% **2016:** 40%

*The next Census will be in 2026.



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
55
TARGET
STATUS
COMMENT

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

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

Completed.

Our Teamgage Pulse Survey measured the following statement “Engagement – I know about our new organisational values and brand”. As of 30 September 2022, this metric had a score of 85. These metrics have been refreshed to enable new, energised, and actionable insights. This new set of questions went out to all employees on 31 August 2022. We now measure “Collaboration – My ideas and expertise are valued when offering solutions to problems” as of 30 September 2023 his metric has a score of 82.

TARGET
STATUS
COMMENT

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

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.

As at 30 September Our Teamgage Pulse Survey measures the following statements:

Engagement

I would recommend Charles Sturt as a great place to work.

	<p>Leader Support Leaders at Charles Sturt provide direction to help me understand my purpose.</p> <p>Communication Leaders at Charles Sturt keep us informed about what is happening.</p> <p>Quality We strive to deliver work we can be proud of.</p> <p>Safety & Wellbeing I believe the organisation is committed to protecting my physical and psychological safety.</p> <p>Integrity I feel like the culture/work environment is one of honesty, transparency and integrity.</p> <p>As at 30 June 2023 these metrics had a score of 83.</p>
TARGET	Our values are understood, lived and embedded in our People Experience by June 2021.
STATUS	In progress. Values have been launched and employee awareness has been measured using our Teamgage Pulse Survey and more recently in our values based culture survey.
COMMENT	<p>Employee awareness of our values continue to be measured through our Teamgage bi-monthly pulse survey and in February 2023 we launched our first values-based culture survey. This survey provided us with a report that details the health and strength of our culture based on how we align to our values. The survey results have indicated that the Leadership Team is strongly aligned with our corporate values and that they are well embedded. The values of caring, progressive and passionate are well embedded in the organisational current culture report. Our culture score of 51 is equal to global average and better than industry average.</p> <p>We are now using our report results to collectively craft a clear and precise picture of our organisation's present and future dynamics that flow into action plans based on accurate insights. We will also continue to celebrate our values through recognition of values-based achievements through our various social media and internal communication channels.</p>
OBJECTIVE 56	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	On going.
COMMENT	As a result of the cross-council collaboration between CCS, CoM and PAE for the Open Space Maintenance Review, Council endorsed a report (CL22-10-24) to increase our capital investment to purchase new equipment including the purchase of wide area mowers to drive efficiencies and service level improvements. Due to supply chain issues the new wide area mowers will not be received until Quarter 1, 2024. Improvements will include increased mowing efficiencies, reduce the need for increased labour in the Parks team over the next two years, increase turf renovation on reserves (increased coring and fertilising), create a reactive support team and allow teams that are currently assisting with mowing return to horticulture maintenance.

**TARGET
STATUS
COMMENT**

To complete at least 4 internal audits per year
The 2023/2024 Audit Plan has commenced.
The first audit for the new financial year was the Contract Value for Money which was completed as a collaborative audit with the Cities of Port Adelaide Enfield and Marion.

**OBJECTIVE
57**

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

Ongoing, three major tenders have commenced in a collaborative capacity in the past month.

COMMENT

The FY24 plan is for approximately 15 collaborative tenders to be undertaken.

**TARGET
STATUS
COMMENT**

At least 10 tenders a year negotiate value-add (cost savings, additional scope).
There have been no tenders with negotiated value add achieved this quarter.
Tenders finalised this financial year have not achieved value adds in the form of financial savings. The majority of tenders have been in the construction sector.
Competition has increased with tendering, which is a positive sign for future savings opportunities.

**TARGET
STATUS
COMMENT**

Increase our strategic networks by having 30% of leadership staff representation on industry networking organisations or boards by 2025.
Target achieved and monitored.
47% of our Leadership staff currently represent the City of Charles Sturt on industry networking organisations or boards. Of our 19 Leadership Team members 9 employees currently represent, with some employee's representing on multiple industry networking organisations or boards.

**TARGET
STATUS
COMMENT**

Every year our cross-council collaboration projects are identified, reviewed, prioritised and action plans implemented.
In Progress.
Collaboration initiatives for 2022/23 to date are listed below:

- Collaborative Procurement: Undertaken jointly with the Cities of Port Adelaide Enfield and City of Marion (ongoing).
- Cross Council Irrigation Installation Team: Undertaken jointly with Cities of Port Adelaide Enfield and City of Marion (ongoing).
- Cross Council Turf and Irrigation Management Service Review: Review Completed
- Joint IT delivery team and Service Desk. Complete (Ongoing)
- Joint ERP Project: underway and undertaken with the City of Port Adelaide Enfield (ongoing).
- Joint CRM Project: underway and undertaken with the City of Port Adelaide Enfield (ongoing).
- Joint Data Integration Platform Project: Underway jointly with the City of Port Adelaide (ongoing).
- Joint SaaS ERP 'Digital Future' Program: Underway jointly with the City of Port Adelaide (ongoing).

OBJECTIVE 58	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	A Customer Relationship Management (CRM) solution and data integration platform. Engineering files optimised via cloud services completed.
COMMENT	Projects will continue to be implemented, supported by DFP and additional updates provided.
OBJECTIVE 59	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	In Progress. The City-wide Community Survey was conducted in September 2022, and will be conducted again in 2023/24, with respondents asked to rate how satisfied they are with Council's overall performance. The mean score from a scale of 0 (being dissatisfied) to 10 (extremely satisfied) was 7.3 with a Net Promoter Score (NPS) of +3.14. This is around 78% satisfaction.
COMMENT	This is the second year we have asked a consistent question to our community and can compare results. The figure has dropped by around 8% from the previous survey however is still above our target of 75%. While there are many factors at play, there are some consistent themes around waste collection, verges and footpath concerns from our community. We have 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	In Progress. The City-wide Community Survey was conducted in August 2022, and will be conducted again in 2023/24, with respondents asked to rate how satisfied they are with Council's services and/or programs. The mean score from a scale of 0 (being dissatisfied) to 10 (extremely satisfied) was 7.0 with a Net Promoter Score (NPS) of -2.7. This is around 59% satisfaction.
COMMENT	The responses show a significantly reduced level of satisfaction with our services and/or programs compared to 2021. There is opportunity to continue to improve this result and learn from our community feedback.
TARGET	Over 75% of our residents recognise our refreshed brand and link it to services we provide by 2025.
STATUS	In Progress. The City-wide Community Survey was conducted in August 2022. 9% of respondents recognised 'City of Charles Sturt Means the World'.
COMMENT	The most recent City-wide Community Survey was conducted approximately 18 months after the brand rollout commenced. Given our refreshed brand is still new amongst our community, we are pleased to see an increase in recognition of our brand. We expect this figure to continually increase over the coming years and will measure this annually as we work towards our target. With a continual brand rollout underway, we expect to see a sharper increase of recognition in our 2023/24 survey.



OUR LEADERSHIP

WE PROVIDE EXCELLENCE IN CUSTOMER EXPERIENCE BY ENSURING OUR CUSTOMERS ARE AT THE HEART OF EVERYTHING WE DO

OBJECTIVE 60

Develop and embed the Customer Experience Strategy.

TARGET

The Customer Experience Strategy is developed and communicated by 30 June 2021.

STATUS

Complete. Strategy finalised with ongoing and sustained implementation.

COMMENT

The Customer Experience Strategy for 2020-2025 was approved by the Council's Executive Team in 2020, with strategy-related initiatives integrated into Portfolio Plans. Customer feedback is collected via the Voice of the Customer (VOC) Program, guiding improvements in the customer experience. The collaborative CRM Project, a joint effort with the City of Port Adelaide Enfield, remains a key focus. Actions stemming from the May 2023 Customer Experience Audit will be addressed during the 2023-2024 period.

TARGET

Customer Experience strategy initiatives are embedded in core IT applications and business processes by December 2025.

STATUS

In Progress. CRM Project has commenced to deliver a contemporary customer request management system and online customer portal.

COMMENT

The CRM Project Team continues to work on the configuration of the test environment, with UAT expected to commence in 2024.

TARGET

80% of Customer Requests are resolved within their allocated time frames.

STATUS

In Progress. 6,976 new Customer Requests were received in the July - September 2023 quarter, which is 13% more than the same period in the previous financial year.

COMMENT

85% of requests received in Quarter 1 were completed within their allocated time frame, compared to an average of 79% of requests completed in time in the previous financial year.

OBJECTIVE 61

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

TARGET

Our Net Promoter Score is >8 by 2025.

STATUS

In Progress. The Customer Experience Strategy is embedded in our organisation, with 1,095 Voice of Customer Surveys conducted in Quarter 1, focused on specific customer segments to pinpoint process enhancement prospects. The average NPS Score for Quarter 1 surveys stood at 38, accompanied by a customer satisfaction score of 78%. Enhancements can be achieved by streamlining customer access to our services through their preferred channels and providing timely updates in case of delays.

COMMENT

The City-wide Community Survey was conducted in August 2022. The 2022 Survey provided a range of results for Customer Experience. A NPS Score of 6.0 was recorded, with 71% of surveyed customers said they were willing to speak positively about their interactions with CCS. A NPS score above 0 is acceptable and a NPS score of 20 or higher is favourable.



OUR LEADERSHIP

WE CARE ABOUT OUR PEOPLE ENSURING WE SUPPORT, DEVELOP AND MOTIVATE OUR WORKFORCE TO MEET COMMUNITY NEEDS WITH CAPABILITY AND CONFIDENCE

OBJECTIVE

62

TARGET

STATUS

COMMENT

Develop and embed flexible ways of working for our workforce.

Flexible ways of working are embedded by June 2021.

Completed. Working flexibly has been introduced to teams across the organisation.

Our Teamgage Pulse Survey has recently been updated to measure the following statements:

Working Environment

“My team support flexibility in the way I do my work.” As of 30 September 2023, this metric had a score of 85.

A Working Flexibly video has been produced as well as a Working Flexibly Checklist which has been incorporated in an updated Working Flexibly Policy for employees. Our Working Flexibly principles have been enshrined in our Enterprise Agreements.

TARGET

STATUS

COMMENT

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

In Progress. The response rate was 51% as at 30 September 2023.

To encourage greater engagement the pulse survey metrics have recently been refreshed to enable new, energised, actionable insights. This lifted the response rate by 7% in the first month, however, then saw a 13% decline in the subsequent survey. Culture and engagement have been a strong focus in early 2023 given the launch of our values-based culture survey and we expect to see an increased submission rate as a result and will look to update the engagement survey questions based on the culture survey report.

TARGET

STATUS

COMMENT

Recommendations are considered and where relevant actioned within six months.

In Progress. The recording of actions within Teamgage is managed at a team level.

An additional question has also been added to understand the employee experience related to this survey which is “The feedback I provided (score rating and/or comments) was acknowledged and discussed a result of the last pulse check survey” This is currently sitting at 82 which has increased from 78 from the previous quarter report.

TARGET

STATUS

COMMENT

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

In progress.

Our OCI survey which measured constructive culture bi-annually has now been superseded by our values-based culture survey. This survey has provided us with a report that details the health and strength of our culture based on how we align to our values. We are now collectively crafting a clear and precise picture of our organisation’s present and future dynamics that flow into action plans based on accurate insights. This culture program was launched in December 2022 and the survey was conducted in February 2023. Debrief sessions have been rolled out in quarter 4 with all teams across the organisation. Our culture score of 51 is equal to global average and better than industry average

	Engagement which is a predictor of culture is currently being measured monthly through pulse surveys and as at 30 September 2023 is sitting at 83%.
OBJECTIVE 63	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	The Annual KPI WHS Action Plan has been developed and endorsed by the Corporate Safety Committee.
COMMENT	As at the end of this quarter the plan was tracking at 100% of scheduled actions with 6 actions being closed out.
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.
STATUS	In Progress. The Pulse Survey has been developed and is ongoing.
COMMENT	The survey results tell us the following - "Safety & Wellbeing – I believe the organisation is committed to protecting my physical and psychological safety". As at 30 September 2023 this metric had a score of 84. Which is a decrease of 1 point from the June quarter.
TARGET	Reduction in Lost Time Frequency Rate.
STATUS	In progress. Regular reports are provided to all Safety Working Parties and the leadership team.
COMMENT	The Lost Time Frequency Rate (LTFR) for the same time the previous year was 9.6 and is currently sitting at 5.7.
OBJECTIVE 64	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 year to enable our workforce to perform work safely and effectively.
STATUS	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	In Progress. Work has commenced on the creation of an Employee Experience Strategy to align with CCS Customer Experience Strategy which will enable the realisation of a Workforce Development Plan.
COMMENT	The desired employee experience must first be determined to inform the detailed workforce development plan/strategy, an employee experience survey was undertaken in Q4 and the results are currently being compiled to inform the project plans which fall under the Employee Experience Strategy. The People and Culture Team has recently undergone a restructure to introduce a Workforce Development Lead role to increase the focus on the development and implementation of this workforce development plan.

OBJECTIVE
65
TARGET
STATUS
COMMENT

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

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.

Completed. Portfolio plans developed.

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

TARGET
STATUS
COMMENT

Employee development plans are reviewed and updated at least annually.

In progress - review to be undertaken in 2022.

The redesign of employee development plans are necessary to align with the new organisational values and workforce capability-based planning. A review was undertaken in Q3 of 2022/23. A Project Plan has been developed to launch a new modern employee development framework. The first milestone of this project was completed at the end of Q4 with work on this project progressing in this quarter. The introduction of the new Workforce Development Lead position into the People and Culture Team will assist to implement these project outcomes.

TARGET
STATUS
COMMENT

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

In Progress. Our Pulse Survey is undertaken monthly.

The combined Teamgage pulse survey results as at 30 September 2023 was 83, an increase from 81 from the previous quarter, which incorporated results on the following metrics:

- Leader Support
- Working Environment
- Engagement
- Safety and Wellbeing
- Communication
- Collaboration
- Integrity
- Quality
- Employee Experience



OUR LEADERSHIP

THE MANAGEMENT OF OUR CITY IS PROGRESSIVE, RESPONSIVE AND SUSTAINABLE TO ENSURE A UNITED AND UNIQUE PLACE FOR FUTURE GENERATIONS

OBJECTIVE
66
TARGET
STATUS
COMMENT

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

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

Complete

Our LTFP has now been developed and assumptions reviewed for 2023/24. This was presented to the Audit committee at its meeting 21 Feb 2023 and to the Corporate Services committee at its meeting 6 March 2023 for adoption by Council

14 March 2023. Year 1 of the adopted LTFF provides the high-level parameters were used to guide the development of the annual budget 2023/24. The Draft Annual Business Plan 2023/24 was out for public consultation over April. The feedback was used to inform the final Annual Business plan and budget which was adopted 27 June. The adopted rates increase was 7.52% plus growth (less than the 8.59% over consultation) with the overall average increase 7.44% and for residential ratepayers 7.39%, below the Adelaide March CPI of 7.9%

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

Complete

COMMENT

Current ratios for 2022/23 financial year end are within key benchmarks for sustainability and on-track.

- Operating surplus ratio 2.5%
- Net Financial Liabilities ratio 43%
- Asset renewal funding ratio 117%

Ratios for June 2023 are impacted by the accounting treatment of grants received in advance for general purpose funding for the 2023/24 allocation received on 30 June 2023 and 2022/23 funding received in advance June 2022 plus grants for capital. Excluding these distortions the underlying operating surplus ratio was 0.2%.

	Original Budget	September Budget Review	December Budget Review	March Budget Review	June Actual
Operating surplus ratio	0.9%	2.8%	3.0%	3.1%	2.5%
Net Financial Liabilities ratio	50.1%	47.8%	47.4%	47.7%	43%
Asset renewal funding ratio	98.8%	104.9%	105.1%	105.5%	117%

TARGET

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

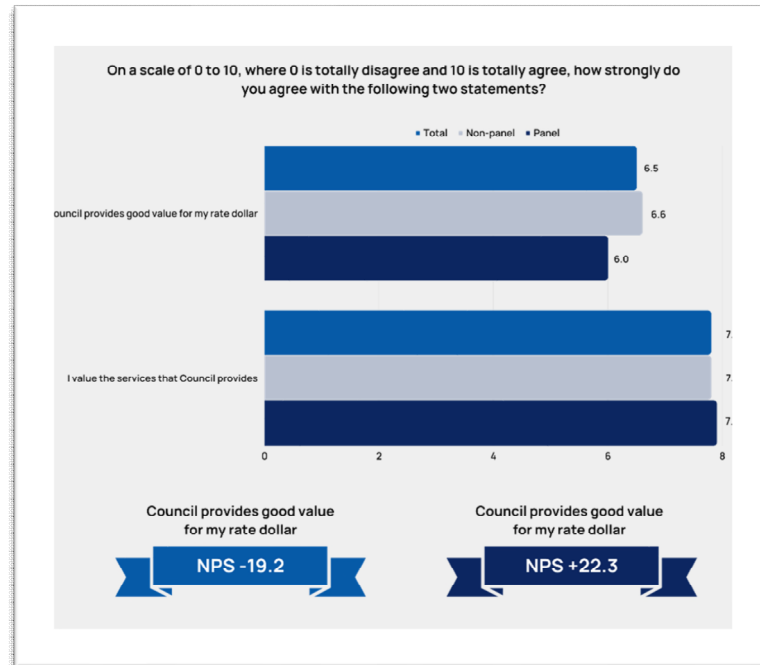
STATUS

In Progress. I value the services that Council provides was 7.8 out of 10 and a negative 9 NPS for City wide survey September 2022.

COMMENT

The following is an extract from the Community Survey.

Ratings on good value of services


OBJECTIVE
67

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

In progress

COMMENT

Policy has been reviewed and endorsed by Council. Staff were developing a central register and have designed the data base with feedback from users. Once SharePoint online project is completed in November the register will be built for go live.

TARGET

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

STATUS

The mechanism for capturing data via a central register is currently being reviewed with relevant stakeholders to ensure not overly onerous to maintain and hence why a different application is now being pursued as a preferred alternative. This will allow ongoing monitoring of grant applications.

COMMENT

In progress.



OUR LEADERSHIP

OPEN AND ACCOUNTABLE GOVERNANCE

OBJECTIVE

68

TARGET

STATUS

COMMENT

Actively and effectively communicate Council decisions.

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

During this quarter 2.6% of items were held in confidence.

78 Items were considered by Council and Committees in the quarter with 2 considered in confidence.

OBJECTIVE

69

TARGET

STATUS|KPI

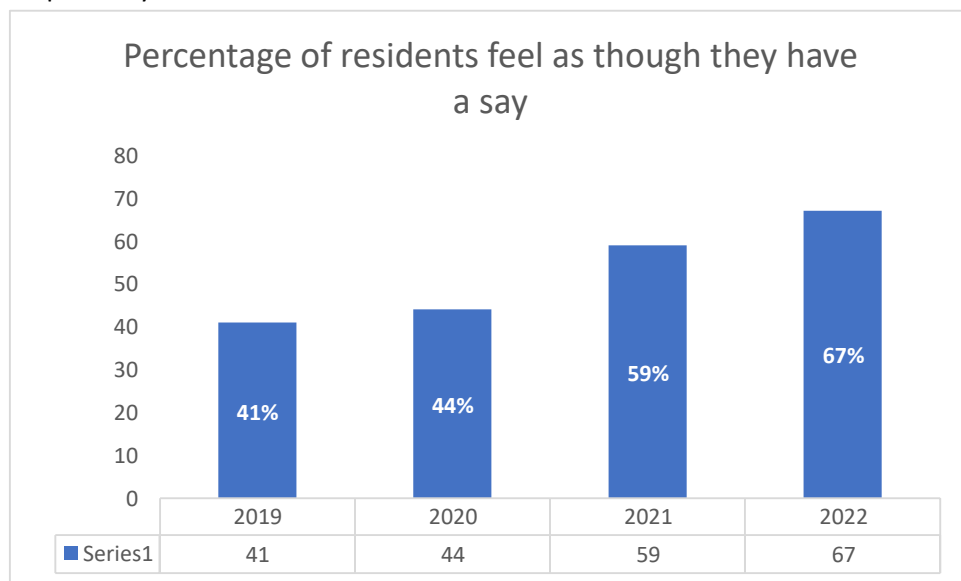
COMMENT

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

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

We have exceeded our target as the results of our 2022 Community Survey show that 67% of residents feel as though they have a say on important issues in their area.

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, 2021 and 2022 are 41%, 44%, 59% and 67% respectively.



TARGET	A 20% net increase in the number of community members signed up to <i>Your Say Charles Sturt</i> each year. (Source Your Say Charles Sturt metrics).
STATUS	The target of a 20% net increase was not reached this quarter.
COMMENT	The number of community members signed up to Your Say Charles Sturt on 30 June 2023 was 6,102. A 20% net increase on 6,102 members equals a net target increase of 1,220 new members by 30 June 2024 to achieve a total membership of 7,322 members. During the July to September 2023 quarter an additional 439 members signed up bringing the total number of signed up members to 6,541 which is ahead of our target.

	Year Total 2022-2023	Q1 2023-2024	Q2 2023-2024	Q3 2023-2024	Q4 2023-2024	Year Total 2023-2024
Number of community members signed up to Your Say Charles Sturt	6,102	439				6541

TARGET	A 10% net increase in the number of unique online visitors to <i>Your Say Charles Sturt</i> each year. (Source Your Say Charles Sturt metrics).
STATUS	The target of a 10% net increase was exceeded this quarter.
COMMENT	The number of unique online visitors to Your Say Charles Sturt for the year 2022/2023 was 30,625. A 10% net increase equals a net target increase of 3,062 visitors by 30 June 2024 to achieve a total of 33,687 unique online visitors. The July to September 2023 quarter achieved 8,888 unique online visitors which is above target.

	Year Total 2022-2023	Q1 2023-2024	Q2 2023-2024	Q3 2023-2024	Q4 2023-2024	Year Total 2023-2024
Number of unique online visitors to Your Say Charles Sturt	30,625	8,888				8,888

OBJECTIVE 70	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	Policies are uploaded to our internet site for public access.
COMMENT	Policies continue to be reviewed on a regular basis and presented to Council for endorsement.

OBJECTIVE 71	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	Our Community Plan is endorsed by Council and available for public access.
COMMENT	Our Work has commenced on reviewing our current Community Plan.

**OBJECTIVE
72**

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

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:

- Woodville Road Streetscape Project (quarterly reporting to Asset Management Services Committee).
- Ngutunga Henley Beach - (quarterly reporting to Asset Management Services Committee).

TARGET

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

STATUS

In Progress.

COMMENT

FY23/24 EOQ 1 Project delivery currently shows 74.4% of projects have commenced or are complete. YTD Actuals and Commitments is sitting at 33.8% of \$24.0m with a YTD financial variance to budget showing overall \$400k ahead.

**OBJECTIVE
73**

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

Not Started.

COMMENT

This project has now been put on hold until a review is undertaken and a possible restructure of how we deliver this service.

TARGET

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

STATUS

Not Started.

COMMENT

This project has now been put on hold until a review is undertaken and a possible restructure of how we deliver this service.

TARGET

Development of Project Management Framework completed by December 2021.

STATUS

In Progress

COMMENT

Staff have been meeting with Ben Keen (General Manager City Services) at the City of Marion to take learnings from their recent process to develop and implement a Project Management Framework (PMF).

The CCS Project Management Framework is currently being developed. An internal stakeholder meeting has been held to understand current project management practices, challenges and opportunities and a working group has been formed to progress the development of the new PMF. A follow up workshop with the initial stakeholder group is planned for October 2023 to present the draft PMF and obtain feedback prior to presenting it to the Leadership group and Audit Committee for endorsement.

	Subject to outcomes of the internal workshops and Audit Committee meeting we are aiming to have the PMF in place in the lead up to the 24/25 Annual Business Plan process.
TARGET	Complete a review of the end-of-month reporting process and implement recommendations by December 2021.
STATUS	Complete.
COMMENT	Improved End of Month Reporting has now been rolled out to the organisation. Financial reporting information is now available to be viewed through an interactive dashboard which highlights issues easier than before. Other dashboards have also been rolled out on employee excessive leave and monitoring of base establishment report. The EOM reporting process is iterative and will continue to be reviewed to ensure adds value. For 2022/23 the process was reviewed again with an increased focus on high level performance reporting by Managers 4 times per year.
OBJECTIVE 74	All Portfolios have considered their corporate risks, and these are integrated into the Corporate Risk Register.
TARGET	All Portfolio/Business Units participate in an annual review of their Corporate Risks, and these are reviewed by Executive and presented to the Audit Committee.
STATUS	A review of the corporate risks was conducted throughout the quarter of high and extreme with work still being conducted with key stakeholders into quarter two. The review has resulted in two of the identified risks being categorised as strategic in nature and one risk has been reduced through control to a moderate risk. The finalised review of the five remaining high risks will be presented to the Audit Committee at its meeting in late October for their consideration.
COMMENT	Regular reporting will be provided to the Executive Management Team and the Audit Committee on Council's risk profile and emerging risks.
OBJECTIVE 75	Local Government Act 1999 Reform is implemented efficiently and effectively.
TARGET	All Local Government reforms are implemented within the legislative timeframes.
STATUS	In Progress.
COMMENT	All applicable reforms have been implemented and during this quarter the mandatory training was finalised for the Council Members.