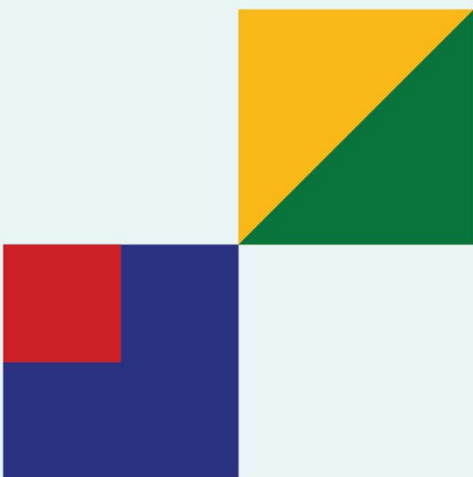


CITY OF CHARLES STURT END OF QUARTER REPORT Q1 2022/23



CITY OF CHARLES STURT – FIRST QUARTER REPORT – JULY, AUGUST AND SEPTEMBER 2022

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, the Community Plan 2016-2027: Charles Sturt a Leading and Liveable City and the Organisational Plan 2021-2025. Each Division has the following broad responsibilities:

CITY SERVICES

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

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

ASSET MANAGEMENT SERVICES

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

- Strategic Planning,
- Asset Management Planning,
- Policy, Lease and Licencing,
- Fleet Management,
- 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 Quarter 2022.

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.

 OUR COMMUNITY A STRONG AND CONNECTED COMMUNITY		
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.	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.	Detailed design has commenced on the new Ngutungka Henley with JPE working through the operational requirements and overall design of the facility. EOI has opened to the market in October 2022 with shortlisting of Construction partners to occur before the end of the year and select tender to occur in early 2023. Construction is anticipated to commence on site in Q1 2023/24.
Implementing our Disability Access and Inclusion Plan (DAIP)	<p>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.</p> <p>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 across civic, community centres and libraries.</p>	<p>The DAIP Annual Survey is currently being finalised for State Authorities. There are 46 specific DAIP outcomes of which all 46 actions have commenced and are under progress, with positive outcomes for people living with disability in our city.</p> <p>The Communication Accreditation Project is currently still in stage 1. The communication toolkit is being tweaked and tested.</p>

	<p>The Project will train staff to communicate with non-verbal customers with ease providing an inclusive and exemplary customer experience.</p>	<p>Two additional Beach walkers have been purchased and are available for community hire at Henley Beach.</p> <p>Disability Awareness Training has been delivered through LGA to staff across business units.</p> <p>Three Changing Places Toilets now in operation across City of Charles Sturt with the opening of Ngutungka West Lakes with a fourth planned for Ngutungka Henley.</p>
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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 in key precincts across the city</p>	<p>A Neighbourhood Plan Pilot project for Albert Park has identified key projects for enhanced community liveability for the next 20 years.</p> <p>Further sites for Neighbourhood Plan concept planning includes Seaton and, David Terrace, Kilkenny.</p> <p>Preliminary discussions have already been held with Housing SA regarding a Seaton Neighbourhood Plan.</p>	<p>Your Neighbourhood Plan complete for Albert Park, Concept planning work commenced for Tapleys Hill Road, design work underway for Spad Street Reserve.</p> <p>Engagement with State Government on 30 Year Plan review commenced.</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 to thrive and opportunities for further economic development.</p>	<p>Woodville Road Contractor appointed and streetscape works between Port Road and the rail corridor have commenced and will continue through until mid 2023.</p> <p>Works are being delivered in stages to minimise disruption to road users and businesses.</p> <p>Military Road and Main Street Road and power line works are nearing completion with many sections of road now open to traffic. Landscaping to continue into the next quarter.</p> <p>Plaza works have commenced and are progressing well. Stakeholder engagement continuing to ensure disruption to residents and businesses is minimised through the construction phase.</p> <p>Chief Street Consultation on concept options complete and preferred concept design was endorsed by the Asset Management Committee/Council in March 2022. Detailed design</p>

		currently scheduled to commence in late 2022. Discussions with PLEC about the potential to underground powerlines as part of the project are progressing and a formal application for PLEC will be submitted in Nov 2022.
Enhancing liveability by completing existing DPAs and/or Code Amendments	<p>A series of former Development Plan Amendments (DPAs) and recent Code Amendments will be developed to change the zoning and facilitate improved development outcomes for our community. These include:</p> <ul style="list-style-type: none"> • Kilkenny Mixed Use DPA (Privately Funded) • Albert Park Mixed Use Code Amendment (Part-Privately Funded) • Kidman Park Residential and Mixed Use Code Amendment (former Metcash site) (Privately Funded) • West Lakes Residential and Mixed Use Code Amendment (Privately Funded) • Beverley Strategic Employment Zone Code Amendment 	<p>Kilkenny DPA DPA endorsed by Council and awaiting a decision from the Minister for Planning.</p> <p>Albert Park Code Amendment Engagement Report prepared and endorsed by Council on 22 August 2022. Submitted to the Minister for Planning for a decision on the Code Amendment.</p> <p>Kidman Park Code Amendment Engagement Report prepared and endorsed by Council on 22 August 2022. Submitted to the Minister for Planning for a decision on the Code Amendment.</p> <p>West Lakes Code Amendment Draft Code Amendment endorsed by Council for the purposes of statutory consultation. Consultation to occur from 28 September to 24 November 2022.</p> <p>Beverley Strategic Employment Zone Code Amendment Investigations to inform a draft Code Amendment underway.</p>
Deliver enhanced walking and cycling opportunities including the Grange Lakes Corridor, West Lakes Lake Edge Masterplan and Grange Greenway	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>Grange Greenway Consultation is complete on alignment options for the section of the Grange Greenway, west of Tapleys Hill Road.</p> <p>Consultation completed in late 2021 on improvements to the Terminus Street (north) section of the Grange Greenway and detailed design is nearing completion.</p> <p>Ongoing discussions are continuing with DIT on partnership</p>

		<p>opportunities to deliver improvements to the balance of the corridor. A future plan will be included in a future revision of the Transport AMP.</p> <p>Grange Lakes Corridor Detailed design completed for the Stage 4b section of path between Napier Street and Jetty Street in Grange (adjacent Charles Sturt House).</p> <p>The procurement process for Stage 4b works was completed in late 2021 but limited submissions were received at very high cost. The project has been re-tendered to the market and procurement is progressing.</p> <p>Consultation commenced for Stages 7,8 & 9 with designs to be developed over the balance of 22/23 in preparation for construction in future years.</p> <p>West Lakes Lake Edge Masterplan Consultation to commence in late 2022 on the next stage of path upgrades between West Lakes Boulevard and Tiranna Reserve. Path upgrades along The Annie Watt Circuit in progress.</p>
Completion of conversion of all council operated Street Lights to LED	This initiative will significantly reduce Council's greenhouse gas emissions while providing an ongoing financial benefit due to the much lower operating costs of these lights.	<p>Local Streets Conversion LED Conversion program (stages 1,2 & 3) are complete. Over 10,000 old and inefficient street lights replaced on local road with new LED lights.</p> <p>Main Roads Conversion LED conversion yet to commence. Works planned to commence in 23/24 onwards.</p>
Delivering great clubs and unisex changeroom facilities including Woodville Hockey Club, Pedlar Reserve, Flinders Park Football Club and	In order to accommodate the diverse needs of our clubs and the community, whilst ensuring our responsibilities as a building owner are met, a new renewal program to prioritise the upgrade of change-	<p>The Woodville Hockey Club Project Complete, Official opening was in March 2022.</p> <p>The Flinders Park Football Club Changerooms completed and functional</p>

Grange Recreation Reserve Clubrooms	<p>room 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>Fawk Reserve Football Club Changerooms</p> <p>Practical completion achieved in September 2022.</p> <p>Pedlar Reserve and Grange Recreation Reserve clubrooms and changerooms are in various stages of concept design. Designs due for completion in June 2022.</p>
<p>Supporting the completion of major developments, including:</p> <ul style="list-style-type: none"> • WEST Development. • Bowden Development and former Brompton Gas Works. • Renewal SA Land adjacent Woodville Station. • Former Metcash land adjacent Findon Road River Torrens linear Park. • Upgrade to former Titanium Basketball Stadium, now Adelaide Arena. • Possible sale of 67-85 Woodville Road. • Henley Hub including consideration of future library and community centre, Henley depot and underutilised assets that can support the redevelopment. 	<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. Asset Services staff now meeting with MAB (selected developer of gas works site) on 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 have commenced on extinguishing the rights of way. • 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, • Detailed design work has commenced on Henley Hub and development application has been lodged. Construction forecast for mid 2023.



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. • 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. 	<p>All strategic areas / working groups are undertaking required actions to meet key targets. Key achievements include:</p> <ul style="list-style-type: none"> • The Environmentally Sustainable Development (ESD) Requirements are being implemented. • Trial of 100% recycled content bins commenced. • Survey of other SA Councils undertaken for benchmarking of carbon offset processes • Presentation to staff administration professionals group delivered to increase consideration on purchasing sustainable office supplies. • Trial underway for use of recyclable/biodegradable tree planting protection guards.
Our Materials Recycling Facility (MRF) is constructed and operational	<p>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.</p>	<p>The Central Adelaide Waste Recycling Authority (CAWRA) MRF has been operating since January 2020. The MRF is currently processing kerbside commingled material from the following Councils:</p> <ul style="list-style-type: none"> - City of Charles Sturt - City of Port Adelaide Enfield - City of Adelaide - City of Unley - East Waste Council's - Rural City of Murray Bridge - City of West Torrens - Mount Barker District Council <p>Outcome 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>The infield trial of 100% recycled content mobile garbage bins commenced on the 25 July with 100 households across three suburbs receiving a new set of bins made from 100% recycled plastic.</p>
Increase our Food Waste Recycling uptake	Increase the percentage of food waste diverted from landfill, with a target of 60% by 2025.	<p>Ventilated kitchen caddies and compostable bags continue to be made available for our community, along with a range of educational resources promoting the diversion of food waste from the green organics bin.</p> <p>Compostable bags continue to be handed out to residents via our libraries and civic centre.</p> <p>Planning has commenced on the weekly FOGO trial which is due to commence in May 2023. Trial areas are being finalised and request for quotes to undertake pre-trial audits have been received. A detailed comms plan is currently being developed.</p>
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>With funding support from SAFECOM, educational resources have been developed that consolidate the learnings from the 'Adapt Now: Changing for Climate Change' series of workshops and the successful regional community event at the Woodville Town Hall (27 October 2021). The resources have also been designed with culturally and linguistically diverse (CALD) communities in mind, and the business sector – https://www.adaptwest.com.au/adaptnow</p> <p>On 24 August 2022, this project was awarded the Australian Institute for Disaster Resilience (AIDR) Resilient Australia Local Government Award (SA) 2022.</p> <p>An online tool – My Cool Home - is in the final stages of development for communities across the AdaptWest region (Cities of West Torrens, Charles Sturt and Port Adelaide Enfield) to learn how to</p>

		<p>improve the thermal comfort of their homes and improve energy efficiency. Once finalised, this resource will be available on the AdaptWest website.</p> <p>With funding support from the Coast Protection Board, a coastal hazards study is being undertaken to understand the current and future risks to council assets and community land along the coast from sea level rise and coastal erosion. Outcomes expected by December 2022.</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>The Breakout Creek Stage 3 Redevelopment project is progressing with on-ground works having commenced and Bardavcol has been appointed as the contractor for the works. Cultural heritage monitoring services are in place in accordance with the Cultural Heritage Management Plan. From Monday 1 August, the northern and southern sides of the River Torrens Linear Park Trail between Seaview and Tapleys Hill Road will be temporarily closed to enable work to take place on the redevelopment.</p> <p>While these paths are closed, there will be no access for pedestrians and cyclists. Detour signage can be found on Seaview Road and Tapleys Hill Road. The horses have been temporarily relocated until their new permanent areas have been established. We are continuing to work closely with Lockleys Riding Club to ensure the welfare of the horses.</p> <p>Public notification of works has been made by way of letter to surrounding properties and key stakeholders. Project communication group has been established to manage all marketing and communications activities pertaining to the project.</p> <p>The third and final stage of redevelopment will:</p> <ul style="list-style-type: none"> • open up 15 hectares of currently fenced-off land, for the community to enjoy

		<ul style="list-style-type: none"> • create new habitat for endangered and rare animals to live and breed • create wetlands that will improve the water quality of the river • remove weeds and plant more than 215,000 new native plants • create new accessible paths and river crossings, a boardwalk, viewing decks, and picnic areas • create new places to learn about Kaurua culture and history • maintain a designated horse area along the river and new bridle path for the local horse riding club near Apex Park • enhance the safety and amenity of the area by improving existing paths, upgrading lighting and improving access for pedestrians, cyclists and maintenance vehicles.
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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 Creative Cities grant funding programs.	Range of available stimulus grants advertised and promoted on a regular basis to support local businesses has been placed on hold due to caretaker provisions however strong demand continues.
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 update being prepared and Quarterly Regional Visitor Sector Networking events. Living in the West project underway. 	<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.
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.	Tendering opportunities being promoted via LinkedIn. Regular forums eg Defence Industry, held to promote tendering and supply chain opportunities.



OUR LEADERSHIP

A LEADING AND PROGRESSIVE LOCAL GOVERNMENT ORGANISATION

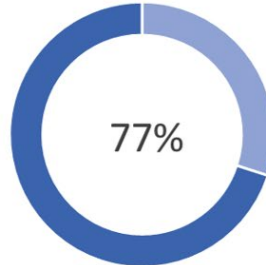
Key Priority	Outcome	Achievements to Date
Our workplaces and the way we work ensures our commitment to excellence in customer and people experience	<p>Council's Customer Experience (CX) 2020-2025 Strategy is implemented.</p> <p>Staff have been appointed to implement the strategy and key initiatives.</p>	<ul style="list-style-type: none">• CX Excellence training sessions delivered in March and scheduled for October 2022.• Significant work progressed and ongoing to implement a new customer relationship management system.• Implementation of a new Unified Communications project completed.• 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. Over 2021/22 we continued to support those in rates hardship through targeted payment arrangements and put in place a targeted rate rebate for businesses impacted by the Revaluation Initiative at a time when our business community was still responding to the impacts of COVID-19.</p> <p>The budget 2022/23 was adopted delivering 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.</p>
Our organisational values, our brand and our strategy have clear alignment	<p>Our organisational values and brand have been incorporated into our Organisational Plan as well as our Customer and People Experiences.</p>	<p>This work is complete.</p>

CUSTOMER INTERACTIONS – CITY OF CHARLES STURT [Q1, 2022 – 2023]

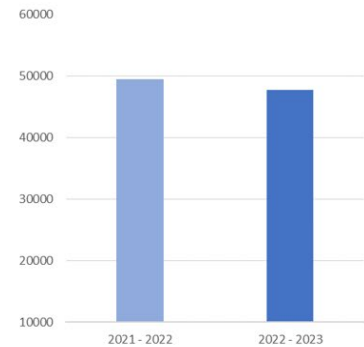
Total Customer Interactions Q1



Resolution of Phone Calls on First Contact



Customer Interactions
Q1 21/22 vs Q1 22/23



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

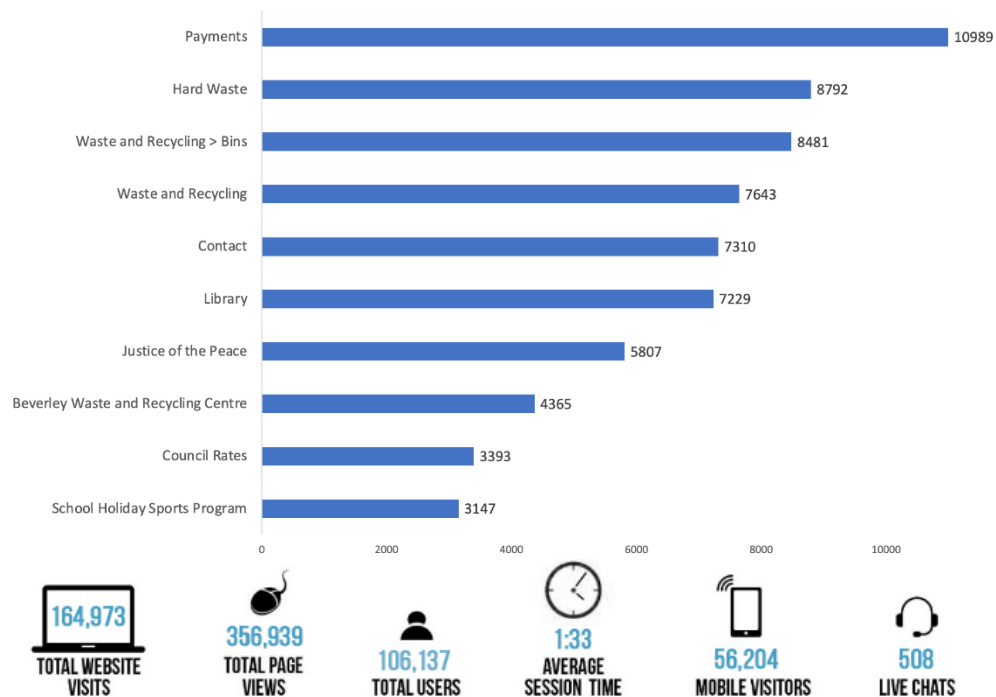
	Q1	Q2	Q3	Q4	YTD Total
Telephone calls to 8408 1111	22,187				
Written correspondence	24,703				
Online chat	508				
Customer Interactions via Socials	306				
Totals 2022-2023	47,704				
Totals 2021-2022	55,584	47,209	45,583	47,960	196,336
Year on year variation	↓ -2.8%				

¹Customer 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)	3,621				
Content Posts	286				
Reach (unique people viewing content)	498.67K				
Impressions (unique content displays)	541.63K				
Engagement (comments/likes etc.)	6.21K				
Followers	25.49K				

CONNECTING VIA OUR WEBSITE



REQUESTS FOR SERVICE

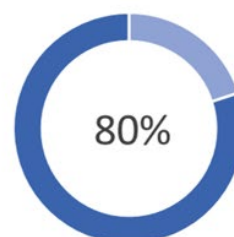
New Requests For Service



Service Requests Closed



Percentage Of Customer Requests Completed In Time



Category	Q1 Number of requests	Q2 Number of requests	Q3 Number of requests	Q4 Number of requests	YTD Number of requests
Number of new CRM requests 2022-23	6,160				
Number of new CRM requests 2021-22	7,099	7,662	7,808	7,017	29,586
Year on year variation	(-939) 13% ↓				

TOP 5 REQUESTS FOR SERVICE BY SERVICE TYPE

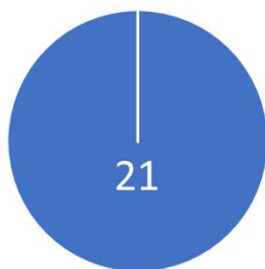
Top 5 Customer Requests for the quarter	Q1 22-23 Number of requests	Q1 21-22 Number of requests	% Variation	YTD 2022-23 Number of requests	YTD 2021-22 Number of requests	YTD % variation
Vehicle Illegally Parked	598	520	15%	598	520	15%
Kitchen Caddy	534	178	200%	534	178	200%
Illegal Dumping – Non Safety Risk	491	511	-4%	491	511	-4%
Tree Maintenance	421	476	-12%	421	476	-12%
Footpath Maintenance	229	229	0%	229	229	0%

PERFORMANCE ON REQUESTS FOR SERVICE

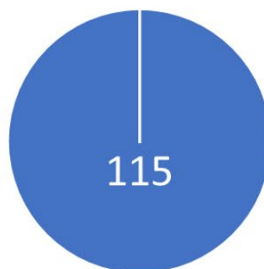
2022-2023	Q1	Q2	Q3	Q4	YTD
Number of open requests	2,649				
Number of open requests in time (%)	755				
Total number of all open requests overdue (%)	71%				
Number of service requests completed	5,160				
Number of service requests logged and completed in time within the reporting quarter (%)	80%				

COMPLIMENTS, COMPLAINTS, REQUESTS FOR NEW OR INCREASE TO SERVICES

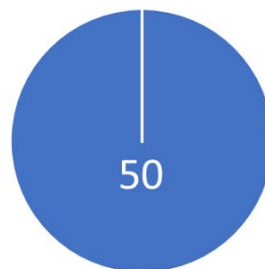
Compliments



Complaints



Change / Increase In Service Level



Requests For New Service



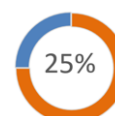
	Q1	Q2	Q3	Q4	YTD
Compliments	21				21
Complaints	115				115
Change/Increase in service level	50				50
Requests for new service	8				8



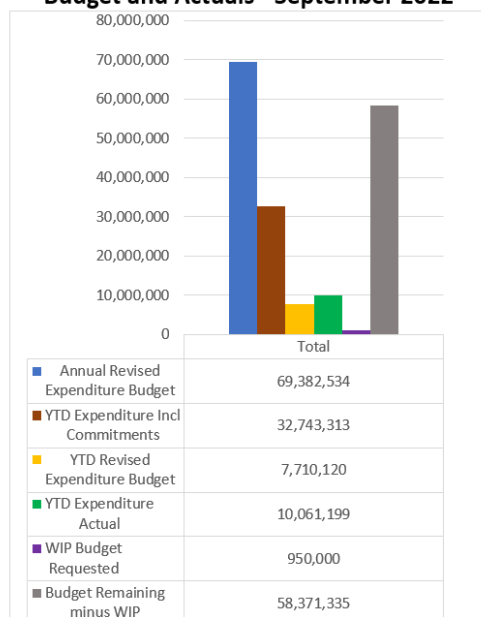
City of Charles Sturt – Quarter 1 Project Status

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.

OVERALL PROJECT DASHBOARD



Combined Capital and Annual Operating Budget and Actuals - September 2022



Project Status

197	12 (6.1%)	137 (69.5%)	48 (24.4%)	0 (0.0%)	0 (0.0%)
NUMBER OF PROJECTS	PROJECTS COMPLETED	PROJECTS IN PROGRESS	*PROJECTS NOT STARTED	PROJECTS CANCELLED	PROJECTS DEFERRED

Financials

11.1% (7.7M)	14.5% (10.1M)	47.2% (32.74M)	100 (50.8%)	9 (4.6%)	88 (44.7%)
YTD BUDGET	YTD ACTUALS	YTD ACTUALS AND COMMITMENTS	ON TRACK	MONITOR	REVIEW*


Milestones

98 (49.7%)	99 (50.3%)
PROJECTS ON TRACK	PROJECTS OFF TRACK



ORGANISATIONAL KEY ACTIONS AND PROJECT OUTCOMES


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


	<h3>OUR COMMUNITY</h3> <p>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</p>
OBJECTIVE	<p>Develop mutually beneficial partnerships with key stakeholders that effectively respond to local needs and motivates and strengthens our community.</p>
TARGET:	<p>Create up to five new partnerships per annum that tangibly support outcome delivery.</p>
STATUS/KPI:	<p>In progress. 14 new partnerships were created in this quarter.</p>
COMMENT:	<p>Community Connections continues to forge strategic partnerships across our City that respond to community need and aim to strengthen community. In this quarter, highlights include the team working with Western Collaboration Against Family and Domestic Abuse to create additional partnerships with local schools participating in the upcoming 16 days of Activism activities.</p> <p>We have engaged Rachel Yorston from Orana to facilitate training for staff with a focus on expanding our volunteer opportunities and ensure they are inclusive of our diverse community including those living with a disability. Through partnering with Maxima, 2 volunteers with disabilities are being supported by a case worker to participate in meaningful volunteer roles at Arch Patterson.</p> <p>Several new partnerships have been developed at Seaton North this quarter that includes a collaboration with Unity Housing - Aboriginal Tenants Support Program, who have commenced holding regular meetings with local Housing SA tenants, supporting tenants with their residencies, assisting to address areas of concern for the neighbourhood and providing valuable links within the community and centre.</p> <p>A partnership between Henley C3, Tiraapendi Wodli, Seaton High School, Kumarninthe, and Ozharvest has been developed to deliver a Community Art Mural project at Seaton North Neighbourhood Centre. Over 4-week period 15 different families and a total of 49 individuals from Seaton have engaged in the service and there has been many positive outcomes for those involved.</p>


OBJECTIVE	Creatively grow access to services in communities with limited or low access to existing services, facilities and programs.					
TARGET:	Deliver five 'pop-up' service points per annum in areas with low participation.					
STATUS/KPI:	In progress.					
COMMENT:	Community Connections continue to run activities that aim to connect with communities not already engaged with our community facilities. An example this quarter include a Tree Planting event at Findon High School in collaboration with the CCS Horticulture Team.					
TARGET:	Annual 10% increase in the number of people accessing services and programs.					
STATUS/KPI:	In Progress. For this quarter a total of 21, 631 people accessed our services and programs.					
COMMENT:		Q1	Q2	Q3	Q4	YTD
	Ageing Well	881				
	Community Development	13,381				
	Libraries	7,369				
	Total	21,631				
TARGET:	Annual increase in the number of people participating in our outreach services.					
STATUS/KPI:	In Progress. For this quarter we had a total of 3,441 participating in our outreach services.					
COMMENT:	<p>The Library Outreach team delivered to the homes of 323 customers and 2,576 people utilised the Mobile library. The team also made 144 visits to Aged Care facilities around the City. The total is a 32% increase from the same quarter last year.</p> <p>Community Development had a total of 398 participants in outreach services. These included the Youth Team visiting Findon High school to deliver a work ready program focussing on interviews skills and resume writing. They also delivered a way-finding sign project at Findon High School and workshops and SALA program with Bowden Brompton School.</p>					

OBJECTIVE	Reconfigure existing facilities to broaden their appeal, maximise resources, enhance/extend service offerings and remove barriers to participation.																												
TARGET:	Annual increase in the number of people who utilise our facilities (eg. libraries, community centres).																												
STATUS/KPI:	In Progress. 125,098 people utilised our Community Centres and Libraries this quarter.																												
COMMENT:	<p>This quarter, our Libraries and Community Centres have started to see a return to pre-Covid attendance. Henley & Grange Community Centre has been impacted by the Military Road Upgrade which has led to occasional centre closures and an overall decrease in participation.</p> <table border="1"> <thead> <tr> <th></th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th><th>YTD</th></tr> </thead> <tbody> <tr> <td>Community Centres</td><td>26,135</td><td></td><td></td><td></td><td></td></tr> <tr> <td>Libraries</td><td>98,963</td><td></td><td></td><td></td><td></td></tr> <tr> <td>Total</td><td>125,098</td><td></td><td></td><td></td><td></td></tr> </tbody> </table>						Q1	Q2	Q3	Q4	YTD	Community Centres	26,135					Libraries	98,963					Total	125,098				
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Community Centres	26,135																												
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Total	125,098																												
TARGET:	Satisfaction of community facilities maintains or exceeds 85% annually (Community Survey).																												
STATUS/KPI:	In Progress.																												
COMMENT:	Data unavailable until Community Survey results are released.																												
OBJECTIVE	Provide technology infrastructure and programs to support digital inclusion.																												
TARGET:	Digital inclusion within our City continues to increase (Annual Australia's Digital Inclusion Index).																												
STATUS/KPI:	In Progress.																												
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 latest data of how 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/KPI:	In Progress. 916 people participated in digital literacy activity this quarter.																												
COMMENT:	<p>Bower Cottages hosts weekly technology drop-in programs and Cheltenham Community Centre and Findon Community Centre conduct weekly Basic Computing Courses. Library Digital Literacy programs this quarter have ranged from creative applications, health and wellbeing apps and building your brand with YouTube. Additional Digital Literacy Grant Funding through Public Library Service for Libraries has now ceased resulting in a reduction of digital literacy programs in libraries.</p> <table border="1"> <thead> <tr> <th></th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th><th>YTD</th></tr> </thead> <tbody> <tr> <td>Community Development</td><td>509</td><td></td><td></td><td></td><td></td></tr> <tr> <td>Libraries</td><td>407</td><td></td><td></td><td></td><td></td></tr> <tr> <td>Total</td><td>916</td><td></td><td></td><td></td><td></td></tr> </tbody> </table>						Q1	Q2	Q3	Q4	YTD	Community Development	509					Libraries	407					Total	916				
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Community Development	509																												
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TARGET:	At least a 10% per annum increase in utilisation of available technology.																												
STATUS/KPI:	In Progress. 8,053 PC sessions were booked in this period across libraries and community centres.																												
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.																												

	<h2>OUR COMMUNITY</h2> <p>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</p>
OBJECTIVE	Connect with traditional owners to identify, promote, respect and protect Kurna heritage and culture.
TARGET:	Identify, support and implement at least four projects and events annually across the two cities that recognise and celebrate Kurna-led community building.
STATUS/KPI:	In Progress. Four projects have been completed in this quarter.
COMMENT:	There have been four initiatives this quarter that have connected with our traditional owners to promote Kurna heritage and culture. The Findon High Work Ready Mural program worked with Aboriginal education students. During NAIDOC Week, in partnership with PAE and SASTA (South Australian Secondary Training Academy) the Get Up! Stand Up! Show Up! Film was launched. Stakeholder engagement has also commenced at Seaton North Neighbourhood Centre to develop an Aboriginal Mural with four community workshops held regarding culture, connection and Aboriginal art.
OBJECTIVE	Create a more inclusive and accessible City that celebrates, partners and advocates for people of diverse culture and abilities.
TARGET:	A Disability Access and Inclusion Plan (DAIP) is developed and endorsed by June 2021.
STATUS/KPI:	Complete. Disability Access and Inclusion Plan (DAIP) endorsed by Council September 2021.
COMMENT:	The DAIP Annual Survey is currently being prepared for State Authorities to be submitted in October. There are 46 specific DAIP outcomes of which all the 46 actions have commenced and are under progress, with positive outcomes for people living with disability in our city. The Communication Accreditation Project is currently still in stage 1 with the toolkit in development and testing phase.
TARGET:	An annual increase in the percentage of our community who feel a sense of community and belonging.
STATUS/KPI:	In Progress
COMMENT:	Data unavailable until the Community Survey results are released.
OBJECTIVE	Increase volunteer participation by promoting, creating and expanding volunteering opportunities.
TARGET:	Increase of 5% per annum in the number of active volunteers.
STATUS/KPI:	In Progress. CCS currently has 250 active volunteers.
COMMENT:	Volunteer Development Services Officer is actively working with Volunteer Program Coordinators to identify opportunities for new roles and volunteer opportunities.

	<h2>OUR COMMUNITY</h2> <h3>PEOPLE EMBRACE HEALTHY LIVING, PHYSICAL ACTIVITY AND AGEING WELL</h3>
OBJECTIVE	Support citizens to age well in place and participate in community life.
TARGET:	The number of residents over 65 years participating in Ageing Well programs is increasing annually.
STATUS/KPI:	In this quarter, 881 individual residents received Ageing Well services. Activities included domestic assistance, home maintenance, home modifications, social support groups, individual social support, and transport services.
COMMENT:	<p>Whilst this is a slight decrease from services for the same period last year it is reflecting communities' hesitancy still to return to group activities, the availability of contractors to deliver services and the increased uptake of Packaged Care.</p> <p>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 will have a stronger 'shopfront' presence has already seem some community members have increased interaction with community and awareness of services available.</p>
OBJECTIVE	Provide opportunities for formal and informal recreation, fitness and leisure experiences.
TARGET:	The membership of clubs utilising CCS sporting facilities is increasing annually.
STATUS/KPI:	In Progress. Membership numbers are captured throughout the year.
COMMENT:	In Progress. Total club participation numbers during this quarter are 8734. This represents a consistent and minor (.5%) decrease from the same period in 2021. With COVID-19 restrictions and infection numbers decreasing it is anticipated that participation numbers will increase throughout the year.
OBJECTIVE	Develop activities with a key focus on healthy eating, healthy living and ageing well.
TARGET:	The number of participants attending activities promoting healthy eating, healthy living and ageing well is increasing.
STATUS/KPI:	In progress. 5,482 participants.
COMMENT:	Examples of programs across our Community Centres include Nature Festival events, Dealing with Chronic Pain workshops delivered by the Adelaide Public Health Network, a variety of gentle exercise classes and OzHarvest Nourish programs.

	<h2>OUR COMMUNITY</h2> <p>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</p>
OBJECTIVE	Support community safety and positive health outcomes through prevention, education, encouragement and enforcement activities.
TARGET:	By 2025 at least 75% of our citizens feel safe in their homes, neighbourhoods and public places with an annual increase.
STATUS/KPI:	The City-wide Community Survey was conducted between July and August 2021.
COMMENT:	The table below itemises the findings from the City-wide Community Survey in response to the question 'On a scale of 0 to 10, where 0 is not at all safe and 10 is extremely safe, how safe do you feel in the following environments:

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

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

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

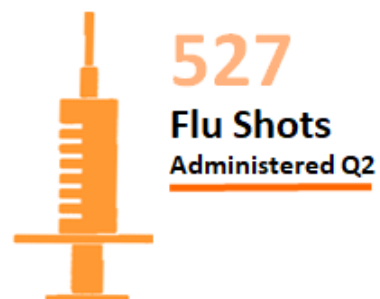
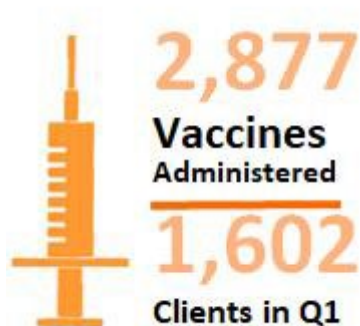
2022 Community Survey data not yet available.

TARGET:	The City of Charles Sturt childhood immunisation coverage rates are equal to or greater than the South Australian State average.
STATUS/KPI:	In Progress. Immunisation rates are starting to increase since the impact of COVID-19 reduced attendance for this service in 2021/22
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%.

QUARTER 1 STATISTICS


5 Year Progression	2018/19	2019/20	2020/21	2021/22	2022/23 Q1
Public Clinic vaccines administered	9,696	9,627	7,544	9,636	2,267
School vaccines administered	5,395	5,781	6,152	6,660	610
Worksite vaccines administered	873	689	749	649	0
Staff vaccines administered	293	339	344	277	3
NARI vaccines administered	243	0	0	0	0
No. of clients receiving vaccination	9,209	9,055	7,454	8,448	1,602
Total no. of vaccines administered	16,500	16,624	15,247	17,211	2,877

40	1026	2,267	5	576	610
Public Clinics	Public Vaccine Clients	Public Vaccines Administered	School Clinics	School Vaccine Clients	School Vaccines Administered




TARGET:	Responsible dog ownership is reflected by 95% dogs being registered and microchipped by 2025.
STATUS/KPI:	In progress. Currently 898 dogs are unregistered. 97% of the overall dog registration database is currently microchipped.
COMMENT:	Dog registration renewals were due on the 31 August 2022. The annual dog registration survey program will commence in October 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/KPI:	In Progress. Inspections are routinely undertaken.
COMMENT:	Please note at this point in time accurate inspection data for applications approved in the new PlanSA system is not available.
TARGET:	Building Compliance is achieved by inspecting at least 66% of dwellings during construction annually.
STATUS/KPI:	Ongoing.
COMMENT:	Please note at this point in time accurate inspection data for applications approved in the new PlanSA system is not available.
TARGET:	Building compliance is achieved by inspecting 90% of Class 2-9 building during construction annually.
STATUS/KPI:	Ongoing.
COMMENT:	Please note at this point in time accurate inspection data for applications approved in the new PlanSA system is not available.
TARGET:	More than 65% of routine food premise inspections do not require a follow-up inspection to address non-compliance.
STATUS/KPI:	187 routine food premises inspections and 110 follow up inspections were conducted in the quarter, therefore representing a follow up inspection rate of 58% to address non-compliance with the food safety laws.
COMMENT:	<p>The 58% follow up inspection rate is higher than our KPI and indicates a lower level of compliance with the Food Act and associated Standards for this quarter.</p> <p>Environmental Health Officers work with food business operators to ensure they comply with Food Safety Standards through education and encouragement. However, in a small number of cases when businesses do not address non-compliances by the due dates set by the Environmental Health Officer, then Improvement Notices are served formally under the Food Act 2001. Two food premises were issued with an Improvement Notice during the reporting period as a result of ongoing food safety non-compliances. Two businesses were issued with expiation notices relating to breaches of the Food Act 2001. And one business was issued a Prohibition Order due to significant non compliance with the relevant legislation.</p>

OBJECTIVE	Develop and support programs and activities that build individual, family and community resilience.
TARGET:	Measure and grow our community resilience.
STATUS/KPI:	In Progress. This will be reported on when the Community Survey results become available.
COMMENT:	The City-wide Community Survey was conducted between July and August 2021, with the final report being made available in October 2021. This question was new for 2021, therefore there is no benchmark in place and strategies are being considered to improve this result.
	2022 Community Survey data not available.
TARGET:	An annual increase in number of programs offered with a focus on building resilience with an 75% participant positive-impact rate.
STATUS/KPI:	In Progress. A total of 30 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 Family by Family Coaching, Family Drug Support, OZ Harvest's Nourish Program, Men's Meal Groups, GROW SA support group, Music Therapy programs for families, job seeking support, social connection activities as well as regular exercise and wellbeing programs.

	<h1>OUR COMMUNITY</h1> <p>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</p>					
OBJECTIVE	Create opportunities for the community to engage in a lifelong love of reading, learning and creative experiences.					
TARGET:	At least 10% annual increase in combined library loans (physical and online).					
STATUS/KPI:	In Progress. Library loans for the quarter, both physical items and digital resources is 242,369.					
COMMENT:	Physical loans for the quarter: 203,595. Digital loans: 38,774.					
TARGET:	At least 10% annual increase in library and community centre program participation.					
STATUS/KPI:	In Progress. 12,333 program participants across libraries and community centres.					
COMMENT:		Q1	Q2	Q3	Q4	YTD
	Community Centres	4,964				4,964
	Libraries	7,369				7,369
		12,333				12,333
	*Note: The data for Community Centres represents Centre-led programs only and no longer includes private hirer activity, previous reporting has included all participant contacts including hire of our spaces.					
OBJECTIVE	Upskill sporting and community groups to build sustainability.					
TARGET:	The number of participants in sporting and community clubs is maintained or increasing.					
STATUS/KPI:	In Progress. Total club participation numbers 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 2021.					
COMMENT:	The minor decrease in participation numbers can be attributed to community concerns about gathering as a result of an increase in COVID-19 infections in the community. Staff continue to assist Clubs, and facilitate additional activities where possible, to encourage a return to sporting activities and club membership.					

TARGET:	An annual increase of sports clubs participating in Council's professional development program.
STATUS/KPI:	In Progress. The July-September 2022 quarter yielded four (4) club professional development workshops, including Getting that Grant, Strategic Planning for Sporting Clubs, Planning for Financial Success, and How to Start Inclusion, the latter two workshops being collaborations as part of the Northern Sports & Recreation Network (NSRN).
COMMENT:	These 4 workshops / training opportunities resulted in 132 registrations from 24 different sporting clubs (representing 30% of the approximate 80+ sporting clubs actively engaged across Charles Sturt). Notably, a further two (2) club development workshops are already planned for October and November 2022.
OBJECTIVE	Create a local leadership development program to grow and support local community leaders and young changemakers by 2022.
TARGET:	Annual increase in number of participants in the community leadership development program.
STATUS/KPI:	Not started.
COMMENT:	Preliminary scoping for a Community Leadership Development program will commence in late 2022.
TARGET:	Annual increase in number of participants in the Young Changemakers Program.
STATUS/KPI:	In Progress. Six participants this quarter.
COMMENT:	This quarter 6 young people were supported to deliver projects across the community. These initiatives included the development of an indigenous garden for Allenby Garden Primary School and exploration of a Community Garden in Seaton. Other initiatives included a DJ performance at Henley Square, working with a young person to organise a soccer team for Ukrainian refugee, the completion of a Plover Mural at West Beach and involvement in mural project for the Seaton community.

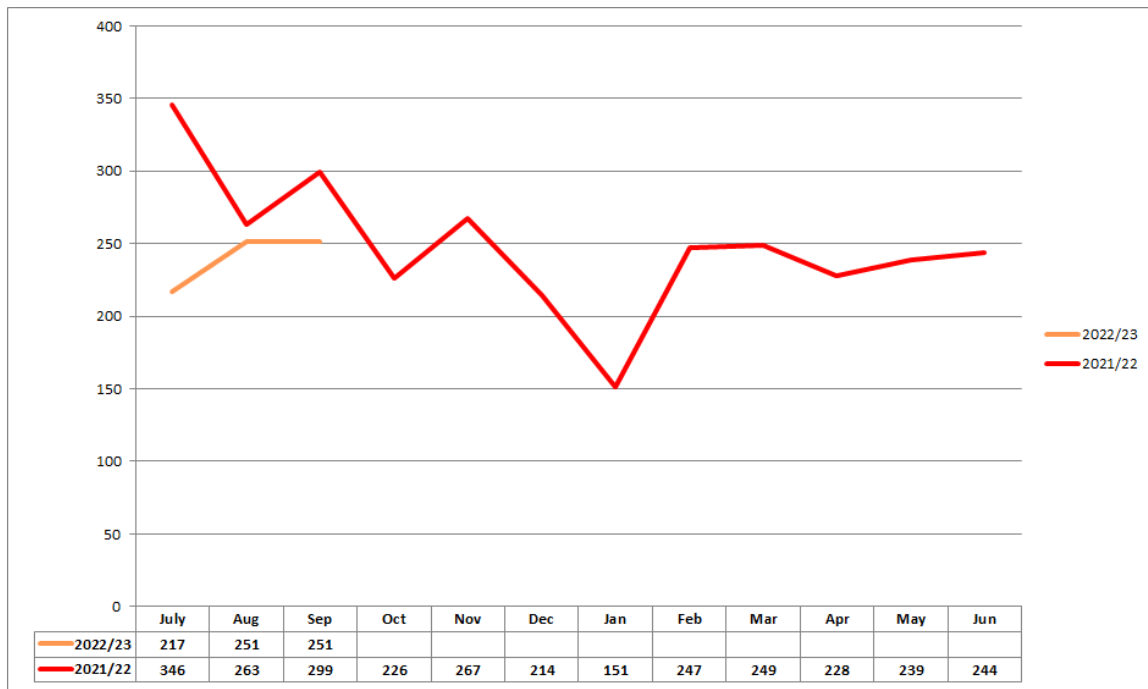
	OUR LIVEABILITY A WELL DESIGNED URBAN ENVIRONMENT THAT IS ADAPTIVE TO A DIVERSE AND GROWING CITY
OBJECTIVE	Support diversity of new and renewal developments which complement and enhance the character and liveability of our city through master planning, policy and development assessment.
TARGET:	An annual increase in population growth (indirect).
STATUS/KPI:	In progress. Ongoing monitoring of REMPLAN population data is undertaken to analyse the changes in the City of Charles Sturt population.
COMMENT:	The 2021 Estimated Residential Population (ERP) is 121,065. This represents an increase from the 2016 ERP of 114,980, or 6,085 persons. (Source: REMPLAN).
TARGET:	The number of new dwellings approved annually will deliver housing choice in the City.
STATUS/KPI:	In Progress. Data is being collected through the new SA Planning Portal.
COMMENT:	Data sourced through the PlanSA DAP system indicates the number of new dwelling applications approved from 1 July 2022 to 30 September 2022 was 152 applications.

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

A total of 719 applications were lodged from 1 July 2022 until 30 September 2022 under the Planning, Development and Infrastructure Act. This represents a decrease of 20.8% compared to the same quarter in 2021/2022 where 908 applications were lodged.

The total estimated development cost for applications lodged for the quarter was \$241.91 million. This is a decrease compared to \$246.79 million for the same quarter in 2021/22.

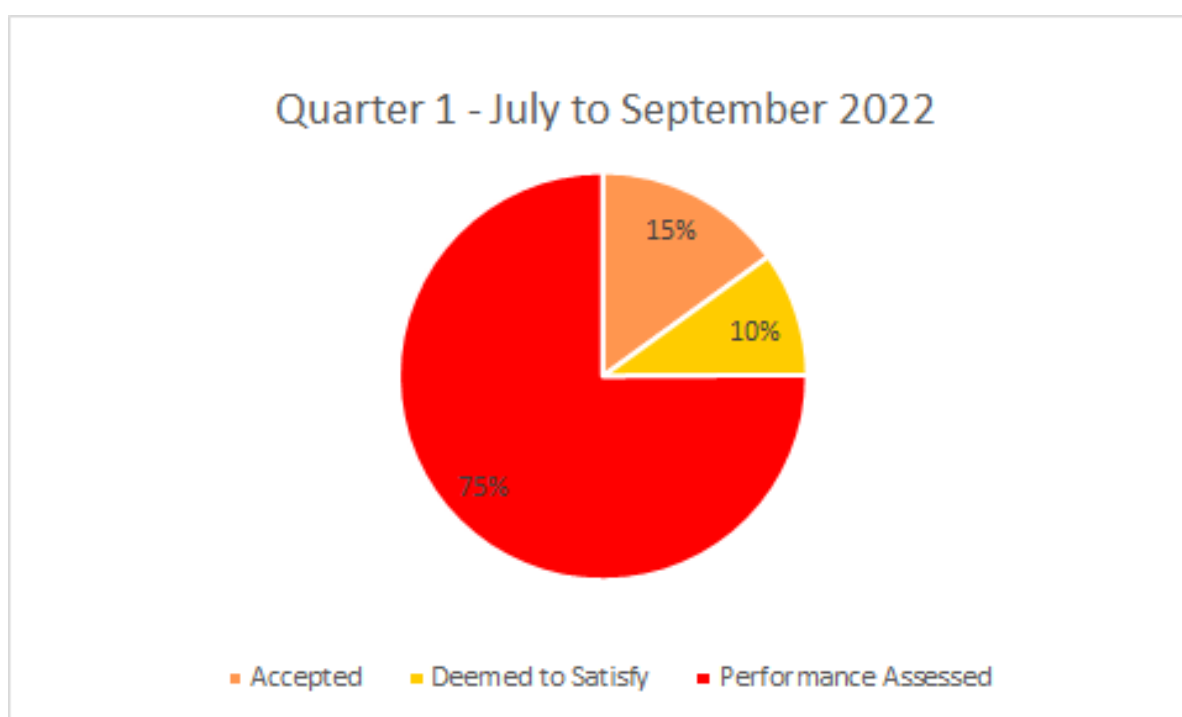
Lodgements	Q1	Q2	Q3	Q4	YTD Total
Applications Lodged	719				719
Estimated Construction Cost (ex fit-out)	\$241,915,863				\$241,915,863



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, 108 were Accepted, 71 were Deemed to Satisfy and 540 were Performance Assessed. Of the Performance Assessed applications 73 require notification to neighbouring property owners compared to 53 for the same quarter in 2021/22.

Types of Application Lodged	Q1	Q2	Q3	Q4	YTD Total
Accepted	108				108
Deemed to Satisfy	71				71
Performance Assessed	540				540



Assessment Times

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

Consent Types with Median/Average Number of Days						
Decision	GRANTED			REFUSED		
Consent Type	Total Consents	Average Days	Median Days	Total Consents	Average Days	Median Days
Building	67	6.94	3	0	0	0
Land Division	1	12.00	12	0	0	0
Planning	356	12.61	11	2	12	12
Planning and Land Division	35	20.29	21	0	0	0
Total	459	12.37	10	2	12	12
Transitional DAs and appealed consents are not included in decision duration calculation.						

Consents by Relevant Authority

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

Consents by Relevant Authority within Council						
Decision	GRANTED		REFUSED		TOTAL	
Assessor	Total Consents	Percent	Total Consents	Percent	Total Consents	Percent
Assessment Manager	387	80.63%	1	0.21%	388	80.83%
Assessment Panel	23	4.79%	1	0.21%	24	5.00%
Council (Building)	68	14.17%	0	0.00%	68	14.17%
Total	478	99.58%	2	0.42%	480	100.00%


In addition to the data above there were a further 6 planning decisions issued under the historical Development Act for applications lodged before 19 March 2021.


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

Planning Consents by Relevant Authority						
Decision	GRANTED		REFUSED		TOTAL	
Assessor	Total Consents	Percent	Total Consents	Percent	Total Consents	Percent
Assessment Manager	387	88.76%	1	0.23%	388	88.99%
Assessment Panel	23	5.28%	1	0.23%	24	5.50%
Private Accredited Professional (Planning)	24	5.50%	0	0.00%	24	5.50%
Total	434	99.54%	2	0.46%	436	100.00%

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

SERVICE ACTIVITY:	Planning and Development Appeals.
COMMENT:	<p>Planning appeals for the quarter were as follows:</p> <p>There were two new planning appeals for the quarter in relation to the following;</p> <ul style="list-style-type: none"> 252/0903/21 - 11-13 Elizabeth Street, Woodville West - an applicant appeal against the CAP decision to refuse the application. This involved two, two storey residential flat buildings each containing three dwellings and associated common driveway and landscaping (six dwellings total). Compromise options are currently being considered. 22014446 – 2A Stanhope Street, West Beach - and applicant appeal against the Assessment Manager decision to refuse the application. The application involved a two-storey detached dwelling and swimming pool. Compromise options are currently being considered. <p>There is one ongoing planning appeal for the quarter:</p> <ul style="list-style-type: none"> 252/0472/21 - 48 Second Street, Brompton - an applicant appeal against the CAP for a land division of three into two boundary realignment and demolition of the existing dwelling and associated outbuildings. <p>One appeal was discontinued for the quarter:</p> <ul style="list-style-type: none"> 21031907 – 353 Esplanade, Henley Beach - an applicant appeal against the Assessment Manager/CAP for increasing balcony 1 by 15.6m² by extending 3 metres towards the western boundary.
SERVICE ACTIVITY:	Building Fire Safety Committee (BFSC).
COMMENT:	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. None of these have been resolved.

SERVICE ACTIVITY:	Planning Compliance - Customer Requests.
COMMENT:	<p>Council's two Planning Compliance Officers managed a high level of ongoing customer requests with 117 outstanding incidents (an increase of 5.4%), compared with the same period last year where there were 111 matters ongoing. There were 30 requests registered during the quarter (a decrease of 57.1%). There were 70 incidents registered for the same period last year.</p> <p>There are currently 13 outstanding building compliance incidents managed by the Building Team (a decrease of 50%), compared with the same period last year where there were 26 matters ongoing. There were 4 new matters reported for the quarter (a decrease of 55.6%), compared with the same period last year where 9 incidents were registered.</p> <p>Total number of planning and building compliance ongoing requests were 130, with 34 registered for the quarter.</p>  <p>The infographic consists of four orange circles connected by wavy lines. The first circle contains a telephone handset icon and the text 'CUSTOMER REQUESTS'. The second circle contains '130 Ongoing Requests'. The third circle contains a downward arrow, '0.5%', and 'Q1 2022/23'. The fourth circle contains '34 Registered Incidents' and another downward arrow with '57%' and 'Q1 2022/23'.</p>
SERVICE ACTIVITY:	Planning Compliance – Appeals
COMMENT:	<p>There were no new planning compliance appeals for the quarter.</p> <p>There are eight ongoing planning compliance appeals as follows:</p> <ul style="list-style-type: none"> • 24 Cedar Avenue, West Croydon – Development without Consent • 361 Grange Road, Findon – Development without approval • 5 McEwin Street, Renown Park – Development without Consent • 13/209 Esplanade, Henley Beach – Development without Consent • 26 William Street, Beverley – Development without Consent • 1/183 Hanson Road, Athol Park – Development without Consent • 42 First Street, Brompton – Development without Consent • 29 Fourth Avenue, Cheltenham – Development without Consent <p>The following planning compliance appeals have now been finalised:</p> <ul style="list-style-type: none"> • 18 Jamaica Avenue, Fulham Gardens – Development without Consent • Lot 2021 McLean Street Beverley – Development without Consent
OBJECTIVE	Implement Your Neighbourhood Plan framework.
TARGET:	Increased community satisfaction of amenity within the neighbourhood plan catchment areas. (YNP before and after surveys).
STATUS/KPI:	Not Started.
COMMENT:	Once key actions have been implemented and projects works undertaken on ground, Council will undertake surveys within the local community to determine levels of satisfaction. This is planned for 2023/2024.

	OUR LIVEABILITY CITY ASSETS AND INFRASTRUCTURE ARE DEVELOPED AND ENHANCED ON A STRATEGIC AND EQUITABLE BASIS AND COORDINATED WITH INDUSTRY AND GOVERNMENT BODIES
OBJECTIVE	Implement asset improvements and maintenance via Asset Management Plans to ensure they are fit for purpose and meet changing community needs.
TARGET:	Our Asset Management plans are fully funded and aligned to changing community expectations.
STATUS/KPI:	The next major revision cycle for Council's Asset Management Plans has commenced. 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 and Transport Asset Management Plans is underway and will be informed by recent condition audits and revaluation exercises
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 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										Jun-23		
Transport Assets Asset Management Plan *										Jun-23		
Public Lighting Asset Management Plan										Nov-20	18/10/2021	
Water Infrastructure Asset Management Plan										Nov-20	15/11/2021	
Fleet Services Asset Management Plan										Nov-23		
Information Technology Asset Management Plan											22/07/2019	


Completed

Underway

Future

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


OBJECTIVE	Manage maintenance service levels and asset lifecycles to optimise asset life and achieve service efficiency in line with community needs and diverse urban densities.
TARGET:	Develop operational service level standards for key public infrastructure assets by 2025.
STATUS/KPI:	In Progress. Current operational standards for major activities have been documented and are under review and have been included in the scope of activities to be undertaken in the major revision cycle of Council's Asset Management Plans which is now underway.
COMMENT:	The current standards are being reviewed to inform appropriate service levels for significant infrastructure. 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/KPI:	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. This review will be undertaken in conjunction with the major revision of Council's Asset Management Plans.
OBJECTIVE	Develop and enhance assets in line with key Council strategies.
TARGET:	70% of our community is satisfied with our assets.
STATUS/KPI:	In Progress. Recent Community Survey results are currently being reviewed to understand the various elements of feedback received and included in a future revision of future asset management plans.
COMMENT:	Community Survey questions were updated as part of the 2021 survey to assist Council staff to better understand community satisfaction with our assets. Updated information, including the analysis will be provided as part of a future EOQ report at the conclusion of the next community survey in 2022.

	OUR LIVEABILITY SUPPORT DIVERSE EVENTS AND EXPERIENCES THAT BRING PEOPLE TOGETHER AND CONTRIBUTE TO THE HISTORY, CULTURE AND VITALITY OF OUR NEIGHBOURHOODS
OBJECTIVE	Engage the community in the delivery of events in community and public spaces.
TARGET:	Increase in the number of collaborative partners involved in delivering events.
STATUS/KPI:	In Progress. Community Events sponsorship for 2022/23 has been allocated with only limited funding available for the balance of the financial year. Brixpo was the only event held in the first quarter. A \$5,000 Grant was provided and 6,800 people attended.
COMMENT:	<p>Economic Development</p> <p>The City of Charles Sturt hosted five events this quarter. These events focused on small business growth, the circular economy and tourism. We also partnered with State Government facilitating the Small Business Roundtable with Minister Michaels Office, the Office of Small and Family Business. We also partnered with the Western Adelaide Council to deliver the Western region Tourism Networking Event. These events were all well attended.</p> <p>These included:</p> <ul style="list-style-type: none"> • Visitor Sector: Tourism Networking Event Hosted as part of the Western Adelaide Tourism Alliance with the Cities of Port Adelaide Enfield, Holdfast Bay and West Torrens. To raise awareness of the opportunities for tourism in the western region and build networking opportunities. Attendees: 35 • Business Growth 27 July 2022 – Grant Writing Workshop facilitated by Keith Wheelan the Grants Guy. To raise awareness of what grants are available to enable business growth and market expansion. Attendees: 60 • Business Growth – 17 August - Ask Me Anything. Presented by the Urban Projects team to showcase the Economic Support and Stimulus Grant Package available to support business, artists and venues. Over 100+ attendees. • Business Growth/Manufacturing – 6 September 2022 – Circular Economy for your Business – Invitation only for manufacturers and food producers. Presentations from Green Industries SA provided information for businesses to look at how to transition to a circular economy and grow their market. Attendees: 32 • Women in the West – 29 September An opportunity to be inspired by local businesswomen, provide a networking opportunity in a supportive environment. Attendees: 85 • Western Region Small Business Roundtable with Minister Michaels Office An opportunity for small business owners employing 2 – 20 staff to provide feedback on the challenges and opportunities for small business and input into the State’s Small Business Strategy.

	<p>Collaboration with Cities of Holdfast Bay, Port Adelaide Enfield and West Torrens. Attendees: 42</p> <ul style="list-style-type: none"> Small Business Growth – 29 September 2022 – Women in the West – the second event as part of a new series of Western Business Leaders events for women in Business. This event was attended by 85 attendees at local female-run business, The Mosaic Hotel and included presentations from Kelly Delfos, The Studio at West Beach, Carly Thompson Barry SA Woman and Joanne Stubble, Darlin Dal. Attendees: 85
OBJECTIVE	Develop destinations that cultivate art, culture, place making while recognising heritage principle
TARGET:	Number of outdoor dining seats is increasing across our city annually.
STATUS/KPI:	In Progress. Council continues to work with local businesses to activate places and provide opportunities for increased outdoor dining. A particular focus on Hindmarsh, Kilkenny Tapley's Hill Road, Royal Park and Albert Park.
COMMENT:	
TARGET:	At least 90% of our community agree that our city is a great place to live.
STATUS/KPI:	In Progress. City wide community survey was conducted in July 2021 and August 2021. Results identified 92% of respondents agreed or strongly agreed.
COMMENT:	Results received from the City-wide community survey in 2020 and 2021 identified an improvement of 5%, with 87% and 92% agreement being received for each year respectively.
	2022 Community Survey data not yet available.
TARGET:	The Heritage Grant Program is 100% allocated each year.
STATUS/KPI:	In Progress. The grants program is ongoing, and applications are assessed on a regular basis.
COMMENT:	Funding is provided to applications which meeting the criteria of the program on an ongoing basis subject to budget availability. \$12,000 in grants was committed in this quarter by Council. To date \$8,000 was paid out for completed conservation works.
TARGET:	The Woodville Town Hall has a 10% annual increase in activation (total attendance numbers).
STATUS/KPI:	5% increase achieved
COMMENT:	Despite the ongoing challenges posed by Covid-19 (including decreased number of bookings that would have normally booked 6-12 months in advance at the height of the pandemic) Woodville Town Hall had 18,250 attendances during 2021-22.

Attendances	2018-19	2019-20	2020-21	2021-22	2022-23
Actual:	24,437	34,090	17,420	18250	

OBJECTIVE	Develop and implement a program to promote street and place activation.
TARGET:	Number of street and place activation events increases annually.
STATUS/KPI:	Council continues to allocate funding for Shop Local Events and Arts and cultural programs including live music. The grants program has been put on hold due to caretaker provision. No street meets were held in the first quarter.
COMMENT:	

	OUR LIVEABILITY DRIVE AN INTEGRATED, RESPONSIVE TRANSPORT SYSTEM AND WELL MAINTAINED NETWORK OF ROADS AND PATHS THAT FACILITATE SAFE, EFFICIENT AND SUSTAINABLE CONNECTIONS
OBJECTIVE	Continue to implement improvements to our transport network to improve road safety.
TARGET:	Develop a CCS Road Safety strategy by June 2022 in response to the State Government Road Safety Strategy to be released in 2021.
STATUS/KPI:	In Progress. Initial road safety procedure completed and will form part of a future revision of the City of Charles Sturt Transport Plan.
COMMENT:	A Road Safety Assessment process for new traffic control devices that will be included in a future Road Safety Strategy has been developed by staff with Council's input and was endorsed by the Asset Management Committee on the 18 th of October 2021.
TARGET:	At least 80% of our community feels safe using our local streets.
STATUS/KPI:	In Progress. Most recent community survey results to be reviewed to track progress in 2022 and results will be used to inform service levels in a future Transport Asset Management Plan.
COMMENT:	Community survey questions have been updated for 2021's survey to assist Council staff to better understand community satisfaction with CCS assets. Staff will be reviewing feedback from most recent Community Survey in 2022.
TARGET:	The number of road crashes on Council-managed roads is reducing annually.
STATUS/KPI:	Ongoing. Data is continually collected to allow us to track crash data and make improvements where required to our road network.
COMMENT:	<p>Road crashes on Council-managed roads have been steadily declining over the last 4 years by approximately 15%-20% each year. In 2020, 47 of crashes occurred on Council-managed local roads. This is a reduction of 24 crashes compared to 71 crashes in 2019.</p> <p>A minor increase in crashes on Council-managed local roads has been observed in 2022 to date. 60 crashes occurred in 2022 so far. This is still a reduction compared to the number of crashes that occurred in 2019.</p>


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

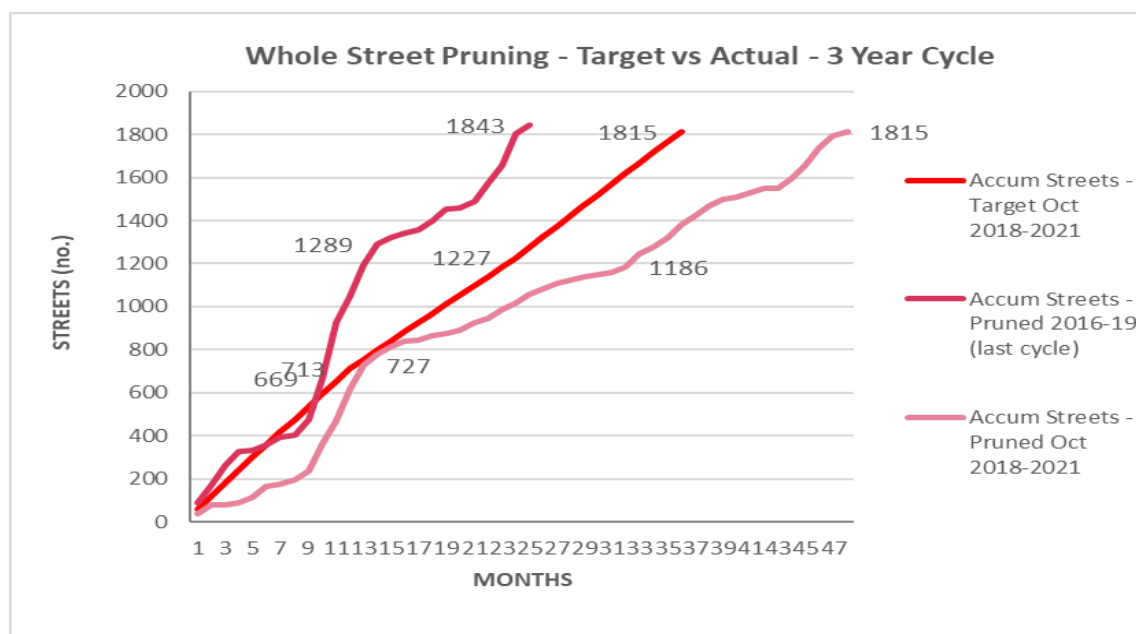
Calendar Year	Minor Injury Crashes	Serious Injury Crashes	Fatal Crashes	Total
2017	71	11	1	83
2018	53	6	1	60
2019	56	14	1	71
2020	44	2	1	47
2021	50	10	0	60

NOTE: Crash data is supplied to Council on a yearly basis from the Department for Infrastructure and Transport. 2022 data will be available for reporting after June 2023 and included in the next available EOQ report.

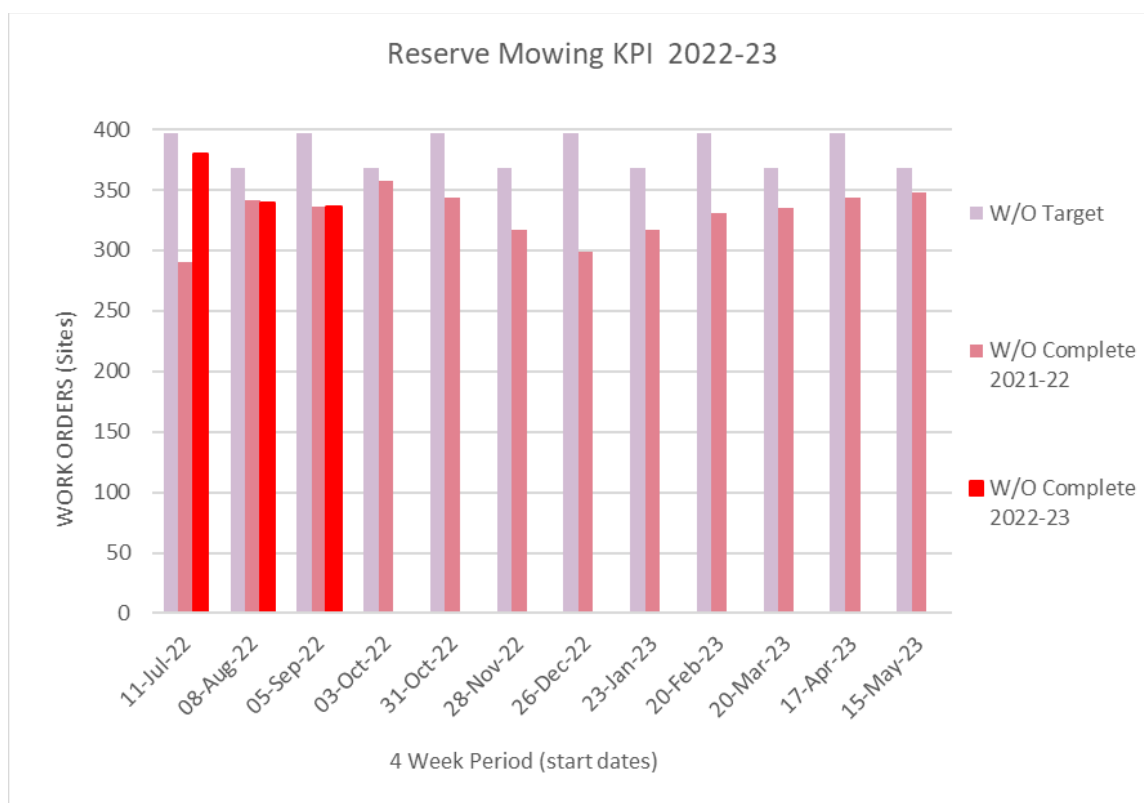
OBJECTIVE	Invest in inclusive upgrades to the whole transport network to promote a balanced distribution of residents driving, walking, cycling and using public transport.
TARGET:	An annual increase in our community utilising active transport (walking, riding and cycling) and public transport.
STATUS/KPI:	Ongoing. Fixed bicycle counters have been set up in chosen locations across the city.
COMMENT:	<p>Fixed bicycle counters in the Council shows cycling activity increasing along the River Torrens Linear Park Path and Outer Harbor Greenway.</p> <p>Users of the River Torrens Linear Park Path have doubled since 2018 - from 437 to approximately 880 users per day in 2022. 40%-45% of users accounted for pedestrians and 55%-60% of users accounted for cyclists in 2022.</p> <p>It is projected that usage will continually increase 10%-20% per year and early trend data suggests greater than 900 cyclists and pedestrians using the River Torrens Linear Park path each day by the end of 2022 and into 2023.</p> <p>The Outer Harbor Greenway has seen a large increase in cyclist usage as the Greenway approaches completion of its full length. Since 2018 usage of the route has increased from 111 to 239 cyclists per day in 2022 (recorded near Woodville Road). It is projected that 300 cyclists per day could be using the route by the end of 2022 and into 2023.</p>
TARGET:	An annual increase of community satisfaction in major transport assets (roads and paths). (Community survey).
STATUS/KPI:	In progress. Community survey questions were updated and included as part of the 2021 survey to assist Council staff to better understand community satisfaction with CCS assets.
COMMENT:	This will inform future decision making as it relates to our community satisfaction with transport assets in a future revision of the Transport Asset Management Plan.

OBJECTIVE	Continue to support and advocate for shared transport options such as ride shares, car share, shared bike and scooter schemes.
TARGET:	Number of trips made by shared transport solutions increases annually.
STATUS/KPI:	In Progress. Council continues to seek and identify opportunities for shared transport solutions.
COMMENT:	<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 2022 however COVID-19 has seen utilisation decline significantly at the last half 2021. It is expected uptake in usage towards the end of Summer in 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.</p>
OBJECTIVE	Continue to support and advocate the uptake of electric vehicle ownership and usage.
TARGET:	The number of public electric vehicle charging stations installed within CCS increases by 15% annually for the next 4 years (with a minimum of 15 chargers installed by 2025) with an annual increase in usage.
STATUS/KPI:	In Progress. Council continues to seek and plan for additional infrastructure opportunities to improve the EV network.
COMMENT:	6 Public fast charge EV chargers have now been installed. Additional chargers are planned within the Port Road median, Woodville Road Streetscape Project and Main Street Carpark in Henley Beach in 2022 and 2023.

	<h2>OUR LIVEABILITY</h2> <p>ENHANCE THE DIVERSITY OF OPEN SPACES TO CREATE INNOVATIVE, ACCESSIBLE AND FLEXIBLE COMMUNITY SPACES</p>
OBJECTIVE	<p>Create public and open spaces in conjunction with our community that are engaging, inclusive, safe and connected, and meet diverse and changing community needs.</p>
TARGET:	<p>Our public spaces receive at least 90% satisfaction by 2025 by surveyed residents.</p>
STATUS/KPI:	<p>In Progress. Analysis of information received from the 2021 Community Survey is being undertaken.</p>
COMMENT:	<p>Community survey questions were updated for 2021 to assist Council staff to better understand community satisfaction with Council's open space and recreation assets. Public spaces are developed and maintained in accordance with strategic plans, considering current and future community needs. Further promotion of our public spaces will continue using both print and digital media.</p>
	<p>2022 Community Survey data not yet available.</p>
TARGET:	<p>An annual increase of programmed tree pruning is completed within service level standards.</p>
STATUS/KPI:	<p>Current 3-year cycle 100% complete.</p>
COMMET:	<p>2018-2021 3-year cycle was completed 30 September 2022, 12 months later than target. Ability to complete pruning within the 3-year target was delayed due to storm damage events, extreme heat conditions, increase in reactive tree maintenance requests, staff leave related to COVID-19 issues and difficulties with finding suitable skilled staff to back fill vacant FTE positions during 2021/22. Note: The numbers of streets to prune this cycle was less than the previous 3-year cycle due asset register review and updates.</p>




TARGET:	An annual increase of programmed reserve mowing completed within service level standards is increasing annually.
STATUS/KPI:	In Progress. Reserve mowing service levels are 3% higher than the average for the same period in 2020/21.
COMMENT:	Staff achieved an average 90.8% for this quarter compared to the overall average of 90.7% for the 2021-22 Financial Year. Heavy rain events and staff leave have impacted our ability to achieve 100% this quarter. The Work Order target is higher in alternate months due to a 3-week frequency for each individual section of Port Road median.



OBJECTIVE	Maximise the use of Council open space and sporting facilities.
TARGET:	90% of residents will live within 300m of useable open space by 2025.
STATUS/KPI:	In Progress. Council staff continue to investigate opportunities for additional open space within new and existing development areas.
COMMENT:	A recent analysis shows 86% of residents will live within 300m of useable open space in 2022, compared to 85% in 2021 and 86% in 2020. Work across multiple Council departments continues to ensure adequate open space is included in new developments, and walkability to existing open space is improved.

OBJECTIVE	Facilitate provision of and access to recreation facilities by collaborating with schools and clubs and adjoining councils.
TARGET:	Our School Holiday Sports (SHS) program is increasing in participation numbers annually.
STATUS/KPI:	School Holiday Sports programs are held twice a year (April & October). Council continually promotes the program to increase participation numbers. NOTE: some 2,427 children participated in the SHS program in the 2021/2022 FY.
COMMENT:	The first SHS program for the 2022/23 FY gets underway from Friday, 30 Sept to Sunday, 16 Oct 2022) with 22 sport providers/clubs engaged, offering 64 activity sessions across the region.
TARGET:	Access to additional recreation facilities and open space increases annually due to successful Joint Use Agreements.
STATUS/KPI:	In Progress. A strategic approach to additional Shared Use Agreement opportunities will align with the Department of Education's strategic focus for community use of school land outside of school hours.
COMMENT:	A review of existing Joint Use Agreements is currently underway, considering the recommendations of the Open Space Strategy and other relevant plans, to understand areas of priority and the scope of the project. Discussions are continuing with Henley High School regarding potential opportunities, including the ongoing use of the netball courts on Cudmore Terrace. An upgrade of Fulham Gardens Primary School for greater community use has also been completed.

	<h2>OUR ENVIRONMENT</h2> <h3>GREENHOUSE GAS EMISSIONS SIGNIFICANTLY REDUCE AND WE ADAPT TO OUR CHANGING CLIMATE</h3>
OBJECTIVE	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/KPI:	In Progress. Our Net Zero Strategy guides all business decisions as we work towards reducing corporate emissions.
COMMENT:	<p>Building, lighting and Open Space</p> <ul style="list-style-type: none"> The Environmentally Sustainable Development (ESD) Requirements for Council buildings is being promoted on the Council website along with the All Electric Beverley Centre which is also in the current Kaleidoscope Magazine <p>Transport</p> <ul style="list-style-type: none"> Opportunities to increase the uptake of rideshare and bike/scooter share modes is also being explored. <p>Not Waste</p> <ul style="list-style-type: none"> Trial of 100% recycled content bins has commenced. Planning for the weekly FOGO trial is well underway and development of the communication plan has commenced. <p>Renewable energy procurement</p> <ul style="list-style-type: none"> The shared utilities team and other key staff across the 3 Councils are engaged with the LGA Procurement process to seek 100% renewable electricity in the next contact cycle (Jan 2023). <p>Carbon Offset</p> <ul style="list-style-type: none"> Consultants draft report received demonstrating Councils carbon emissions and requirement for offsets. Report findings are being analysed. Survey of other SA Councils undertaken for benchmarking of carbon offset processes. <p>Staff Led In initiatives</p> <ul style="list-style-type: none"> Presentation to staff administration professionals group delivered to increase consideration on purchasing sustainable office supplies. Trial underway for use of recyclable/biodegradable tree planting protection guards.

OBJECTIVE	Effectively manage and operate recycled water systems to provide alternative water sources for parks reserves and other open space environments.
TARGET:	Develop a Water Strategy to guide future decision by June 2023.
STATUS/KPI:	Continued progress ongoing. Identifying current supply opportunities and constraints, potential partners, and collaborative councils.
COMMENT:	Discussions with key stakeholders are ongoing Actions underway: <ul style="list-style-type: none"> • Negotiating water entitlements and allocations with the regulator. • Exploring the current available entitlements within the market. • Identifying appropriate water demand hot spots. • Clarifying the ideal alternative water sources for the respective locations.
TARGET:	Increase our open space use of recycled water by 2025.
STATUS/KPI:	Budget approved, connections scheduled for November.
COMMENT:	Budget approved will allow connection to two reserves and design further connections for construction in the following years.



OUR ENVIRONMENT

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

OBJECTIVE Protect and enhance our urban tree canopy.

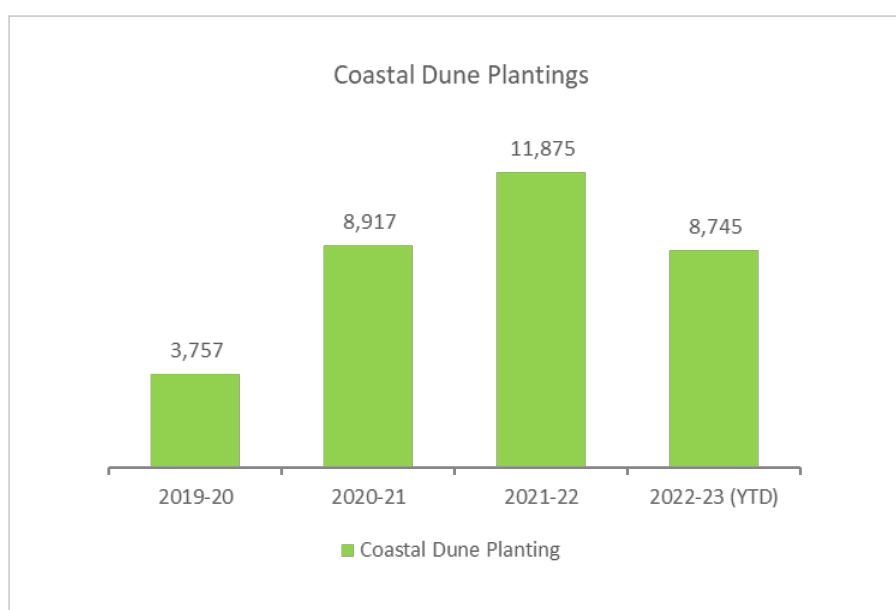
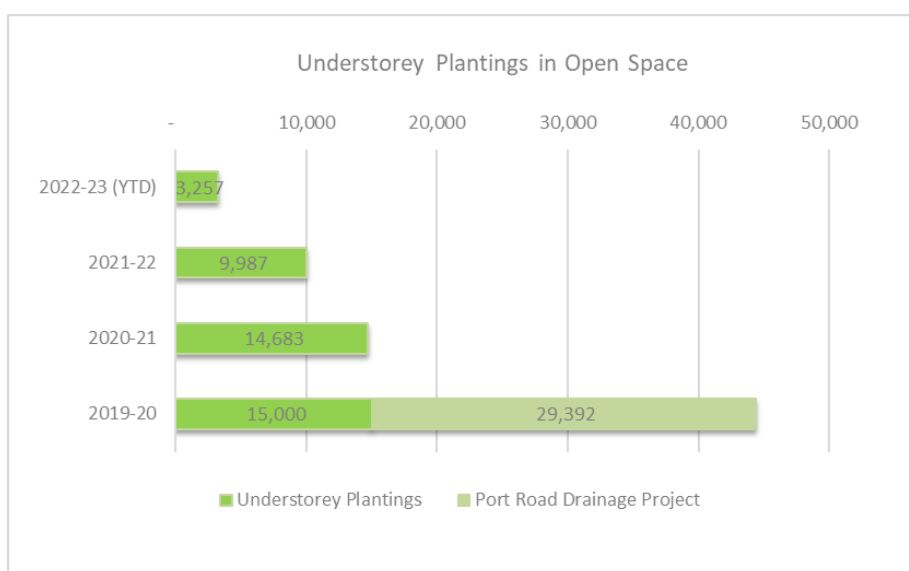
TARGET: Our tree canopy cover (city, public and private land) increases annually and is greater than 16% by 2025.

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

COMMENT: Current tree planting numbers are consistent with 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	Implement our Biodiversity Action Plan and identify opportunities in capital projects to enhance and protect biodiversity across Council reserves and land.
TARGET:	The number of understorey plants planted in open space and biodiversity sites increases annually.
STATUS/KPI:	In progress. Council undertakes annual revegetation programs within our reserves, including biodiversity sites along the River Torrens Linear Park and the Coastal Reserve.
COMMENT:	Current understorey planting numbers are consistent with the average number of landscaping projects. The following graphs highlight the number of understorey plantings planted in both open space and coastal dune locations. Note: a major increase in open space plantings for 2019-20 and 2020-21 financial years was due the Port Road Drainage major project.



TARGET:	Our Biodiversity score is improved at the next measure in 2022 and 2025.
STATUS/KPI:	In progress
COMMENT:	The next measure will be undertaken in 2022 by way of a citizen science project delivered in October 2022.
OBJECTIVE	Develop, manage and maintain green infrastructure; and protect and enhance our urban tree canopy.
TARGET:	Our Whole Street Planting program is completed annually.
STATUS/KPI:	In progress.
COMMENT:	Streets selected and currently under consultation to finalise tree species. Tree planting scheduled April-June 2023.
TARGET:	Water Sensitive Urban Design (WSUD) principles are considered in all capital projects.
STATUS/KPI:	In Progress. Council staff communicate internally to continually seek opportunities for WSUD options to be included in major projects.
COMMENT:	<p>WSUD initiatives included in 2022/23 major capital works projects, including:</p> <ul style="list-style-type: none"> • Military Road and Main Street Streetscape Upgrade (ongoing) • Fairford Terrace Road Reconstruction project (ongoing) • Bridgman Avenue Road Reconstruction • Jetty Street Road Reconstruction <p>Opportunities to include WSUD in future works programs currently being explored. Planning for 2023/24/25 capital projects is in progress.</p>
TARGET:	A verge renewal framework to guide the greening of our capital works programs infrastructure is completed by June 2022.
STATUS/KPI:	In Progress. Verge greening is critical in ensuring a reduction in the urban heat island effect and can be incorporated within our capital projects.
COMMENT:	A draft verge renewal framework has been developed and circulated to internal stakeholders for comment. The framework has been amended following stakeholder comment and is in the process of being finalised ready for implementation and use with future projects.
TARGET:	Boucatt Reserve is reinvented by 2022 and is cooler in temperature.
STATUS/KPI:	In Progress. Upgrade works have been completed in the Reserve to encourage community use in a cooler environment.
COMMENT:	An arbor and ten large above-ground plant pots, including trees and vegetation, have been installed. The Open Space Planner is now measuring and documenting air and surface temperature, and vegetation growth at the reserve on an ongoing basis. This monitoring will continue during summer 2022/23.



OUR ENVIRONMENT

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

OBJECTIVE	Facilitate opportunities and educate, promote and implement environmentally sustainable business practices to minimise our adverse impact on the environment and to provide learning to the community.
TARGET:	85% of our community are aware of Council's environmental efforts. (Community survey – currently 59%).
STATUS/KPI:	In Progress. Council continues to work with our community to raise awareness, educate and engage in relation to climate change adaptation and mitigation.
COMMENT:	<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. The Net Zero Communications Plan is developed to articulate and identify the communications measures that will be undertaken to ensure key stakeholders are appropriately informed and engaged on the Net Zero initiatives Council are actioning to mitigate the Climate Emergency. Net Zero actions continue to be promoted with the Environmentally Sustainable Development (ESD) Requirements for Council buildings is being promoted on the Council website along with the All Electric Beverley Centre which is featured in the September 22 Kaleidoscope Magazine.</p> <p>The 2022 Community Survey was recently undertaken, and results are being analysed.</p>
TARGET:	An increase percentage of our community surveyed has awareness of and is taking action to reduce impacts of climate change. (New community survey question as per AdaptWest survey).
STATUS/KPI:	In progress.
COMMENT:	<p>A Net Zero Communications Plan is being implemented and work is under way to promote through various Council media our Net Zero actions. 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.</p> <p>In April 2021, the AdaptWest partnership (Cities of Charles Sturt, Port Adelaide Enfield and West Torrens) undertook a community survey to understand the values, knowledge, awareness, behaviours and attitudes towards climate change for people living or working in western Adelaide. This was undertaken primarily to see whether the community-led values that underpin the AdaptWest Climate Change Adaptation Plan (2016) are still held by our diverse communities. The survey also sought to understand what action individuals are currently undertaking to adapt to climate change or reduce carbon emissions.</p> <p>A total of 448 respondents completed the survey which ran from 17 March to 7 April 2021. Just over half of the respondents lived in or worked in the City of Charles Sturt.</p> <p>The survey indicated that the importance of the values associated with the AdaptWest Plan still rate very well with the community (0 is not important and 10 is extremely important):</p> <ul style="list-style-type: none"> • A strong and connected community – 7.8/10 • Regional productivity and economic contribution to the state – 8.0/10 • Infrastructure and essential services – 8.4/10

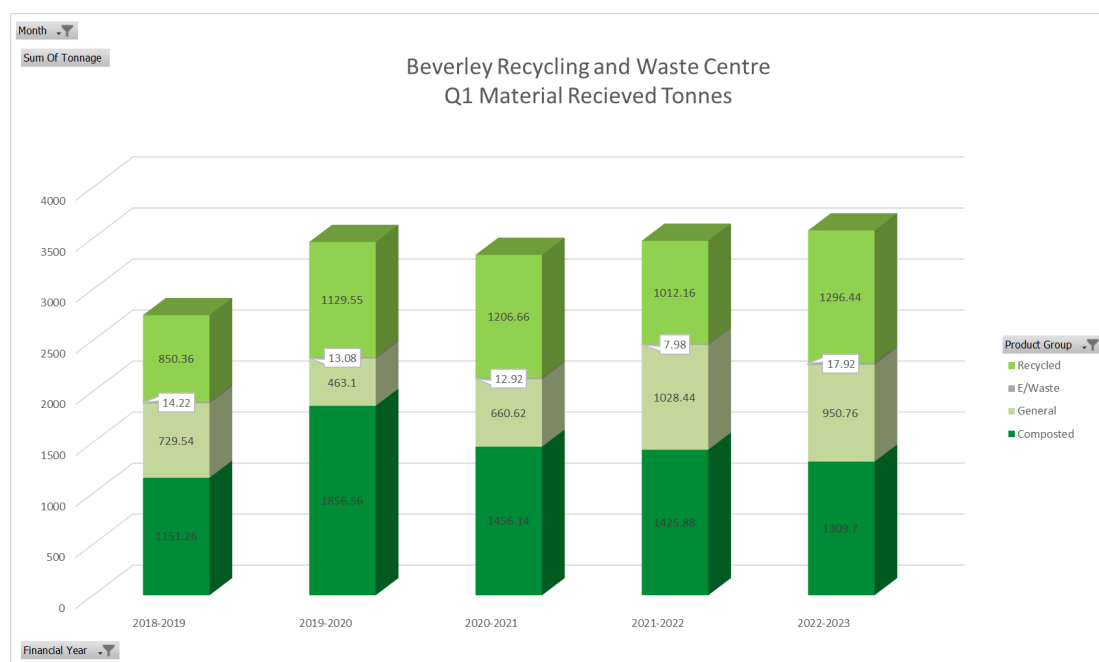
	<ul style="list-style-type: none"> • Management and use of stormwater – 8.7/10 • Amenity and quality of life – 8.8/10 • Coastal and riverine water quality – 8.9/10 • Our coastal environment – 9.0/10 <p>The comprehensive responses regarding climate action being undertaken by the AdaptWest community can be found in the full survey report accessible on the AdaptWest website:</p> <p>https://www.adaptwest.com.au/sites/adaptwest/media/pdf/incs011-adaptwest-community-survey-report.pdf</p>
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OBJECTIVE	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/KPI:	In Progress. Climate change adaptation building solutions are increasingly included in capital projects with heightened industry awareness evident.
COMMENT:	<p>The Environmentally Sustainable Design (ESD) Requirements for Council Buildings were endorsed by council 14 June 2022. This document will assist in defining minimum standards for the development and maintenance of council’s building assets, in order to meet Council’s strategic environmental outcomes including achieving Net Zero carbon buildings and buildings that are resilient to the impacts of climate change.</p> <p>A process has commenced to strengthen the integration of climate change risks and opportunities within council’s Asset Management Plans as part of the upcoming review process. This was a recommendation from council’s climate change risk and governance assessment (2020).</p> <p>Through the Regional Climate Partnerships arrangements, AdaptWest has an observer role on the Resilient Asset Management Project (RAMP) - <i>RAMP — Resilient South</i>. 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.</p>

	<h2>OUR ENVIRONMENT</h2> <h3>REDUCE WASTE PRODUCTION ACROSS OUR CITY, AND GROW THE CIRCULAR ECONOMY</h3>
OBJECTIVE	Take back control of the community's recyclables through construction and operation of our MRF jointly with the City of Port Adelaide Enfield.
TARGET:	Our MRF is constructed and operational by June 2022.
STATUS/KPI:	Council continues to collaborate with the City of Port Adelaide Enfield to deliver this project.
COMMENT:	<p>The CAWRA MRF has been fully operational since January 2020. The facility is accepting and processing materials from the following Councils:</p> <ul style="list-style-type: none"> - City of Charles Sturt - City of Port Adelaide Enfield - City of Adelaide - East West Councils - City of West Torrens - City of Unley - Rural City of Murray Bridge - District Council of Mount Barker <p>CARWA received a Green Industries SA grant to purchase additional equipment to improve the MRF's performance and is working on a number of continuous improvement projects.</p>

OBJECTIVE	Reduce waste to landfill across our City through education and improvements to the kerbside 3 bin service.
TARGET:	Diversion of household recyclable and compostable waste from landfill through Council's 3 bin system improves annually.
STATUS/KPI:	In Progress. Continued education resources are being developed and produced to support the community to use the 3 bin service correctly.
COMMENT:	<p>Cleanaway continue to send contamination letters to households who are using their recycling and/or organics bins incorrectly. These letters include images of the identified contaminant and information about what can and can't go in each of the bins.</p> <p>New 'which bin' fridge magnets and stickers have been developed and are being sent out on request.</p> <p>Community talks and presentations are continuing upon request.</p>

STATUS/KPI:	2022/23 Q1 Material Received 3574 tonnes.
COMMENT:	2022/23 Q1 saw an increase of 100 tonnes from the previous year volume of 3474 tonnes to 3574 tonnes. This is the highest first quarter volume received in the last 5 years.



TARGET:	Tonnes of waste to landfill (kerbside 3 bin service) is reducing per household.
STATUS/KPI:	In Progress. Continued education resources are being developed and produced to support the community to use the 3 bin service correctly.
COMMENT:	<p>Recent audits indicate that the level of contamination in the recycling bin has increased, with contamination moving from around 12 % in 2020 to 20% in 2022. Council in partnership with Cleanaway continue to send contamination letters to households who are using their recycling and/or organics bins incorrectly. These letters include images of the identified contaminant and information about what can and can't go in each of the bins. In addition, key messaging around contamination is continued to be distributed via social media platforms etc.</p> <p>CAWRA is developing a detailed education plan to help support Council with education targeting problem items they are observing at the MRF.</p>

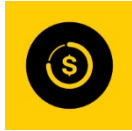
TARGET:	Increase in percentage of food waste diverted from landfill with a target of 60% by 2025.
STATUS/KPI:	In Progress. The food waste recycling program is continuing.
COMMENT:	<p>Residents have been able to request the delivery of a kitchen caddy and compostable bag via the CCS website or alternatively they can collect directly from any of the libraries or civic centre.</p> <p>Council received a grant of \$70k from Green Industries SA to support a trial of weekly FOGO (food and organics) bin collections. Trial areas have been identified and a detailed communications plan is being developed. Request for quotes have been received to undertake pre-trial audits.</p>
OBJECTIVE	Educate and facilitate sound corporate practices to increase the use of recycled-content materials in Council operations.
TARGET:	We will track and increase our purchase of recycled content materials (by weight) to 50% of the contents of kerbside recycling bins by 2025.
STATUS/KPI:	In Progress. Opportunities are continually being identified to improve standard business practices.
COMMENT:	<p>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.</p> <p>Council received a grant of \$13K from Green Industry SA to support the in-field trial of 100% recycled content mobile garbage bins. The trial commenced on the 25 July with 100 households across three different suburbs receiving a new set of bins made from 100% recycled plastic. Bin condition is being monitored and a mid-term review of bin condition will occur in Jan 2023.</p>



OUR ENVIRONMENT

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

OBJECTIVE	Develop and implement strategies and partnerships in response to coastal risks and influence government led initiatives.
TARGET:	Partnerships are in place and staff representation at coastal reference groups to ensure the protection of our coast.
STATUS/KPI:	In Progress. Council staff work with external stakeholders to be included as part of the decision-making framework for coastal matters.
COMMENT:	Attendance at bi-monthly Metropolitan Seaside Council Committee meetings, West Beach & Henley Community Reference Group meetings and Securing the Future of our Coastline Community Reference Group meetings is ongoing.
TARGET:	80% satisfaction with our management and support of environmental efforts.
STATUS/KPI:	In Progress. Annual review with Community Survey questions.
COMMENT:	Our resident perception with environmental protection (reducing carbon emissions, increasing tree canopy etc.) was measured slightly differently in the 2021 community survey. We asked how residents rate the environmental protection services provided by the City of Charles Sturt. We received a score of 7.2, compared to 6.4 in 2020. Whilst a slight difference in the KPI reporting, this measure is considered acceptable for the purposes of this report and will be updated with future community surveys.
	2022 Community Survey data is not yet available.
OBJECTIVE	Improve and increase biodiversity along our coast.
TARGET:	The number of indigenous and native plants planted along the coastal reserve increases annually.
STATUS/KPI:	In Progress. Council undertakes annual revegetation programs to improve biodiversity across the City.
COMMENT:	10,000 tube stock were planted along the coast between June 2002 and August 2022. 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	Develop a regional promotion plan in collaboration with regional alliances to promote the western region economy.
TARGET:	The Western Region Councils deliver a regional promotion plan by December 2022.
STATUS/KPI:	In Progress. Various marketing opportunities are currently being investigated to deliver the best return on investment.
COMMENT:	A 'Live in the West' Strategy has been developed to promote the liveability and opportunities of the Western Region. Work is being undertaken to transition the Adelaide Beaches website to a new platform from which to launch this strategy.
OBJECTIVE	Develop strategic and industry alliances to progress economic growth and resource sharing.
TARGET:	30% of our Charles Sturt businesses are WBL members by 2025.
STATUS/KPI:	In progress. Many businesses across all sectors are currently registered as Western Business Leader members.
COMMENT:	There are currently more than 11,000 businesses in the City of Charles Sturt, 1,443 of these (14.7%) are registered Western Business Leader members, a slight increase on last quarter. Council is continuing to promote the Western Business Leaders and encourage additional membership.
TARGET:	At least four joint economic development projects or events delivered annually between two or more Councils.
STATUS/KPI:	In progress. Council continues to collaborate with other Councils to identify opportunities for economic development partnerships and events.
COMMENT:	<p>A Jobs Expo was held in collaboration with the City of Port Adelaide Enfield on 25 May 2022 and attended by over 1,100 job seekers and 80 exhibitors. Planning is underway for the 2023 event.</p> <p>A Circular Economy event was recently hosted in partnership with the City of Port Adelaide Enfield, CAWRA and Green Industries SA at the Materials Recovery Facility to showcase the opportunities for a circular economy in our city.</p> <p>Other Western Alliance projects include Live in the West regional promotion and the Adelaide Beaches website upgrade. The review of the Western Regional Tourism Development Action Plan is currently underway and quarterly Western Adelaide Networking events continue to be hosted. The most recently one being held in July at Glenelg.</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:	80% satisfaction from Western Region businesses participating in business development events.
STATUS/KPI:	In progress. Council continues to seek feedback from participants at events to allow us to continually improve our programs.
COMMENT:	<p>The Economic Development team have hosted five events this quarter and supported an additional two events. 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.</p> <p>A YourSay page was created to host the relevant stages of the Economic Development Strategy 2022-2026. The results of the business survey and round table sessions have been shared on this page and helped to inform the development of the new Strategy including future support and business development events.</p>
OBJECTIVE	Engage with business and key markets to encourage and support market development initiatives.
TARGET:	At least one targeted industry specific communication and event for key sectors in Western Adelaide annually.
STATUS/KPI:	In progress.
COMMENT:	<p>Business Growth, manufacturing and the Visitor sector were targeted for events this quarter. These events were very well attended and are outlined below.</p> <p>Targeted visitor sector communications were sent out in June 2022 to promote the visitor networking event in July 2022.</p> <ul style="list-style-type: none"> <p>Visitor Sector: Tourism Networking Event</p> <p>Hosted as part of the Western Adelaide Tourism Alliance with the Cities of Port Adelaide Enfield, Holdfast Bay and West Torrens.</p> <p>To raise awareness of the opportunities for tourism in the western region and build networking opportunities.</p> <p>Attendees: 35</p> <p>Business Growth 27 July 2022 – Grant Writing Workshop facilitated by Keith Wheelan the Grants Guy.</p> <p>To raise awareness of what grants are available, making the submission, doing the work and reporting.</p> <p>Presentation from Council staff and from Switch Start Scale, the State Entrepreneurship facilitator on the grants available.</p> <p>Attendees: 60</p> <p>Business Growth – 17 August - Ask Me Anything.</p> <p>Presented by the Urban Projects team to showcase the Economic Support and Stimulus Grant Package available to support business, artists and venues.</p> <p>Over 100+ attendees.</p> <p>Business Growth/Manufacturing – 6 September 2022 – Circular Economy for your Business – Invitation only for manufacturers and food producers. A fantastic opportunity for business to enjoy a behind the scenes look at the new Central Adelaide Materials Recovery Facility and learn:</p> <ul style="list-style-type: none"> what the circular economy is and what it isn't best practice for transitioning to a circular economy

	<ul style="list-style-type: none"> • how you can save money and what grants are out there. This event also provided an opportunity to tell Council how we could support businesses on their circular economy journey. Attendees: 32 • Business Growth – 29 September 2022 – Women in the West – the second event as part of a new series of Western Business Leaders events for women in Business. An opportunity to be inspired by local businesswomen, provide a networking opportunity in a supportive environment. This event was attended by 85 attendees at local female-run business, The Mosaic Hotel and included presentations from Kelly Delfos, The Studio at West Beach, Carly Thompson Barry SA Woman and Joanne Stubtley, Darlin Dal. Attendees: 85 • Western Region Small Business Roundtable with Minister Michaels Office An opportunity for small business owners employing 2 – 20 staff to provide feedback on the challenges and opportunities for small business and input into the State’s Small Business Strategy. Collaboration with Cities of Holdfast Bay, Port Adelaide Enfield and West Torrens. Attendees: 42
TARGET:	Positive feedback from businesses from at least four sectors regarding developing further market opportunities as a direct result of Council initiatives annually.
STATUS/KPI:	In progress. A range of sector specific workshops held.
COMMENT:	<ul style="list-style-type: none"> • A range of sector specific workshops were held during this quarter targeting Business Growth, Manufacturing and the Visitor sector. These events were very well attended and provided information on further market opportunities. These included: • Visitor Sector: Tourism Networking Event Hosted as part of the Western Adelaide Tourism Alliance with the Cities of Port Adelaide Enfield, Holdfast Bay and West Torrens. To raise awareness of the opportunities for tourism in the western region and build networking opportunities. Attendees: 35 • Business Growth 27 July 2022 – Grant Writing Workshop facilitated by Keith Wheelan the Grants Guy. To raise awareness of what grants are available to enable business growth and market expansion. Attendees: 60 • Business Growth – 17 August - Ask Me Anything. Presented by the Urban Projects team to showcase the Economic Support and Stimulus Grant Package available to support business, artists and venues. Over 100+ attendees. • Business Growth/Manufacturing – 6 September 2022 – Circular Economy for your Business – Invitation only for manufacturers and food producers. Presentations from Green Industries SA provided information for businesses to look at how to transition to a circular economy and grow their market. Attendees: 32

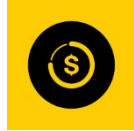
	<ul style="list-style-type: none"> Business Growth – 29 September 2022 – Women in the West – the second event as part of a new series of Western Business Leaders events for women in Business. An opportunity to be inspired by local businesswomen, provide a networking opportunity in a supportive environment. This event was attended by 85 attendees at local female-run business, The Mosaic Hotel and included presentations from Kelly Delfos, The Studio at West Beach, Carly Thompson Barry SA Woman and Joanne Stubtley, Darlin Dal. Attendees: 85 Positive feedback was received from all these events and when asked businesses felt they were able to implement their learnings. Further feedback from other sectors was sought as part of the consultation process for the new Economic Development Strategy.
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 <h2>OUR ECONOMY</h2> <h3>LOCAL BUSINESS AND ENTREPRENEURIAL ACTIVITIES FLOURISH THROUGH THE SUPPORT, ENGAGEMENT AND RELATIONSHIPS THAT ARE DEVELOPED AND MAINTAINED</h3>	
OBJECTIVE	Support opportunities to 'buy local' in Charles Sturt through our procurement practices.
TARGET:	Annual increase of 2.5% of local spend by Council.
STATUS/KPI:	In progress, \$11,937,475 (or 15.02% of the total spend) was spent using 178 suppliers based in the City of Charles in the last financial year 2021/2022.
COMMENT:	Council will continue to buy local and monitor this baseline established.
TARGET:	All tenders are promoted through the Charles Sturt LinkedIn site.
STATUS/KPI:	In progress.
COMMENT:	Tenders were promoted on LinkedIn July 2022 through to September 2022 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.
TARGET:	Annual increase in Gross Regional Product (CCS) overall, with focus on targeted sectors of advanced manufacturing, defence, health, tourism, and construction.
STATUS/KPI:	In progress. This is an indirect KPI which Council does not control; however, we contribute to the increase.
COMMENT:	Between March 2022 and October 2022 there was a decrease in Gross Regional Product from \$6,076 million to \$6,015 million a decline of 1%.

OBJECTIVE	Increase local supply chain development through business support and promotions.
TARGET:	Annual increase in Business to Business (B2B) engagement fostered by CCS.
STATUS/KPI:	In progress. B2B engagement is fostered through events, newsletters, social media and direct engagement with businesses.
COMMENT:	<p>The Business Facebook page continues to grow, and newsletters consistently have an above average open rate.</p> <p>Targeted engagement has worked well for sector specific communications and events.</p> <p>Seven events have been held this quarter aimed at fostering B2B engagement. A sample of the events are included below.</p> <ul style="list-style-type: none"> <p>Visitor Sector: Tourism Networking Event</p> <p>Hosted as part of the Western Adelaide Tourism Alliance with the Cities of Port Adelaide Enfield, Holdfast Bay and West Torrens.</p> <p>To raise awareness of the opportunities for tourism in the western region and build networking opportunities.</p> <p>Attendees: 40</p> <p>Business Growth 27 July 2022 – Grant Writing Workshop facilitated by Keith Wheelan the Grants Guy.</p> <p>To raise awareness of what grants are available, making the submission, doing the work and reporting.</p> <p>Presentation from Council staff and from Switch Start Scale, the State Entrepreneurship facilitator on the grants available.</p> <p>Attendees: 60</p> <p>Business Growth – 17 August - Ask Me Anything.</p> <p>Presented by the Urban Projects team to showcase the Economic Support and Stimulus Grant Package available to support business, artists and venues.</p> <p>Attendees: Over 100</p> <p>Business Growth/Manufacturing – 6 September 2022 – Circular Economy for your Business – Invitation only for manufacturers and food producers. Presentations from Green Industries SA provided information for businesses to look at how to transition to a circular economy and grow their market.</p> <p>Attendees: 38</p> <p>Western Region Small Business Roundtable with Minister Michaels Office</p> <p>An opportunity for small business owners employing 2 – 20 staff to provide feedback on the challenges and opportunities for small business and input into the State’s Small Business Strategy.</p> <p>Collaboration with Cities of Holdfast Bay, Port Adelaide Enfield and West Torrens.</p> <p>Attendees: 42</p> <p>Business Growth – 29 September 2022 – Women in the West – the second event as part of a new series of Western Business Leaders events for women in Business. An opportunity to be inspired by local businesswomen, provide a networking opportunity in a supportive environment. This event was attended by 85 attendees at local female-run business, The Mosaic Hotel and included presentations from Kelly Delfos, The Studio at West Beach, Carly Thompson Barry SA Woman and Joanne Stubble, Darlin Dal.</p> <p>Attendees: 85</p> <p>Direct engagement continues to be captured through the Economic Development Customer Relationship Management system.</p>

OBJECTIVE	Support our community and economy through the COVID-19 period while remaining financially sustainable
TARGET:	Deliver Council's Economic Stimulus and Support package through to 30 June 2022.
STATUS/KPI:	In progress. The program has been successful in supporting our local economy.
COMMENT:	<p>Council will continue to buy local and monitor this baseline established.</p> <p>Several different grant programs have been approved this financial year:</p> <ul style="list-style-type: none"> The following is a summary of programmes supported: <ul style="list-style-type: none"> Business Support Program 123 businesses applied to be part of the Business Support program in 2021/22, 77 businesses were approved. To date 105 applications have been received of which 41 have been approved and are currently upskilling. A further 35 businesses are in the pre-assessment stage with their business advisor but have been placed on hold during the current caretaker period. The remainder are working to refine their scope of works. #shoplocal – 6 applications have been approved this quarter Live and Local – 4 applications have been supported to date Creative Cities – 6 creative outcomes have been supported through the Arts Fund and 4 applications have been approved for Live and Local Funding supporting 19 events. <p>Promotion of the grant program will recommence upon the completion of Council elections</p>
OBJECTIVE	Build capabilities to support entrepreneurialism, social enterprise, and grassroots business start-ups.
TARGET:	Net increase in the annual number of business start-ups (indirect).
STATUS/KPI:	In progress. Increase of 186 business entries in 2021/22 compared to 2020/21.
COMMENT:	In 2020/21 there were 785 business entries, in 2021/2022 there were 971, an increase of 186.
TARGET:	Annual increase in number of businesses in CCS (indirect).
STATUS/KPI:	In progress. There has been an increase of 454 businesses.
COMMENT:	Business counts: June 2020 - 9,085 June 2021 – 9,539
TARGET:	Increased promotion and utilisation of Council co-working space (civic, community and private) annually.
STATUS/KPI:	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/KPI:	In progress, we are committed to engaging with our local community to promote and support scholarships.

COMMENT:	Scholarships for the SAYES and Encore program continue to be supported. Three local participants have been provided with scholarships to participate in the programs.
TARGET:	Support two social enterprises through Council procurement practices by 2025.
STATUS/KPI:	In progress. An indirect approach has currently been adopted to support local enterprises.
COMMENT:	The current procurement policy reflects an indirect approach to social procurement through preferencing goods and suppliers that minimise impacts to the environment.
OBJECTIVE	Provide a supporting environment and streamlined approach to assist business with establishment, expansion and business advice.
TARGET:	80% of surveyed Charles Sturt businesses that have received assistance and advice are satisfied with Council support by 2025 with % increase annually.
STATUS/KPI:	In progress – open for consultation.
COMMENT:	<p>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.</p> <p>100% of businesses that attended workshops or events hosted by Council were happy or very happy with the assistance and support they received</p> <p>The annual business survey was undertaken December 2021 – February 2022 these results were shared with the business community through the newsletter and social media channels.</p> <p>The Draft Economic Development Strategy 2022-2026 was opened for consultation on Your Say which included the learnings of the annual business climate survey.</p> <p>Two stakeholder roundtable discussions were held on the 22 June 2022 (10 attendees) and 28 June 2022 (21 attendees) with targeted key contacts from each sector, to gain feedback on the draft strategy and more importantly insights from the business community as to the external environment. The consultation feedback closed in early July and helped to inform the new strategy.</p>



OUR ECONOMY

BUSINESSES AND INDUSTRY SECTORS CONTINUE TO GROW AND DIVERSIFY

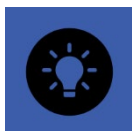
OBJECTIVE	Promote, facilitate and attract businesses to employment lands and commercial precincts to support growth.
TARGET:	An annual increase in employment in the key focus sectors in CCS: advanced manufacturing, defence, health, tourism and construction (indirect).
STATUS/KPI:	In progress. Data is updated every 5 years, as part of the Census.
COMMENT:	Current job numbers: Healthcare & Social Assistance: 7,813 jobs Construction: 4,647 jobs Manufacturing: 4,568 jobs Tourism: 1,638 jobs
TARGET:	Growth in annual development application value by sector (residential, commercial /industrial).
STATUS/KPI:	In Progress. We continue to monitor the number of Development Applications by sector.
COMMENT:	We are unable to provide the breakdown by sector data from the PlanSA System currently from the DAP system. The value of applications lodged, and applications approved is: Applications lodged from 1/04/22 to 30/06/22 \$134,610,000 Applications approved from 1/04/22 to 30/06/22 \$63,750,000
TARGET:	CCS businesses who have engaged with Council are 5% more positive regarding the business outlook than other businesses.
STATUS/KPI:	In progress and ongoing.
COMMENT:	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. 100% of businesses (grant recipients) that received support as part of the Business Support Program were incredibly happy with the support and advice, they received because of taking part in the program.

OBJECTIVE	Educate and Support local business to adapt to an increasing changing environment.
TARGET:	The number of businesses participating in digital solutions
STATUS/KPI:	In progress. The business support program funds businesses to adapt and innovate their businesses as part of the Economic Support and Stimulus package.
COMMENT:	<p>The following is a summary of programmes supported:</p> <ul style="list-style-type: none"> • 123 businesses applied to be part of the Business Support program in 2021/22, 77 businesses were approved • To date 105 applications have been received of which 41 have been approved and are currently upskilling. <p>A further 35 businesses are in the pre-assessment stage with their business advisor but have been placed on hold during the current caretaker period.</p> <p>The remainder have been placed on the waitlist for this program.</p> <p>Sharing the outcomes of the grant program is ongoing through various channels.</p>

 <h2>OUR ECONOMY</h2> <p>OUR BUSINESS AND COMMUNITY HAVE THE SKILLS FOR SUCCESS TO REALISE JOB OPPORTUNITIES</p>	
OBJECTIVE	Build capability and skills for our community by facilitating connections and support programs and raising awareness of training and development programs (both internal and external).
TARGET:	80% satisfaction with Council events by 2025.
STATUS/KPI:	<p>In progress.</p> <p>We continue to seek feedback to allow us to adapt and change based on feedback received.</p>
COMMENT:	<p>The Economic Development team have hosted five events this quarter and supported another (tourism networking event, hosted by the City of Holdfast Bay). 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.</p> <p>A Your Say page with the annual business survey and feedback form for the Draft Economic Development Strategy 2022-2026 was shared to inform the new strategy and assess the business outlook by business. The survey responses have been shared via the YourSay page and the consultation ended in July 2022.</p> <p>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.</p>

TARGET:	80% of attendees at have found further opportunities through placements and other skills developments after attending a CCS programs.
STATUS/KPI:	Ongoing.
COMMENT:	<p>Council partnered with the City of Port Adelaide Enfield and Local Jobs Program to run a Jobs Expo on 25 May 2022.</p> <p>This expo connected employers with job seekers to meet labour market gaps and facilitate job placements and apprenticeships. Feedback received from exhibitors reported they had offered over 110 positions on the day, ranging from full time or part time opportunities, career advancement through work-based training, apprenticeships, and traineeships. This would have a total effect to the economy of \$79.289 million potentially resulting in a further 74 jobs added.</p> <p>A video from the day can be seen here: https://youtu.be/qJhkOTIk6d4</p> <p>Commitment has been made through the newly endorsed Economic development Strategy to supporting Jobs and employment. A second Western Adelaide Jobs Expo is planned for March 2022 in partnership with the City of Port Adelaide Enfield focused on supporting our growth sectors and members of our community who face additional challenges in finding employment.</p>
TARGET:	Councils supports at least one project per annum that upskills Charles Sturt residents.
STATUS/KPI:	In progress. Our programs reach many community members and offer diverse opportunities.
COMMENT:	<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>164 x digital literacy sessions delivered</p> <p>407 x participants</p> <p>41 x unique program types offered</p>

OBJECTIVE	Attract and support events and experiences that link to local jobs.
TARGET:	The number of events that council hosts or supports that provide a direct link to local employment and skills supply.
STATUS/KPI:	In progress. Our programs reach many community members and offer diverse opportunities.
COMMENT:	<p>The Western Adelaide Jobs Expo took place on 25 May 2022, it was attended by over 1,100 job seekers and 80 exhibitors.</p> <p>Feedback received from exhibitors reported they had offered over 110 positions on the day, ranging from full time or part time opportunities, career advancement through work-based training, apprenticeships, and traineeships. This would have a total effect to the economy of \$79.289 million potentially resulting in a further 74 jobs added.</p> <p>A video from the day can be seen here: https://youtu.be/qJhkOTIk6d4</p> <p>Commitment has been made through the newly endorsed Economic development Strategy to supporting Jobs and employment. A second Western Adelaide Jobs Expo is planned for March 2023 in partnership with the City of Port Adelaide Enfield focused on supporting our growth sectors and members of our community who face additional challenges in finding employment.</p>
TARGET:	Major events are located in our City that draws visitors to the region and delivers Council branding to the wider community.
STATUS/KPI:	Ongoing. The following events were funded this quarter:
COMMENT:	<ul style="list-style-type: none"> • 2022 Brixpo
TARGET:	Growth in annual employment numbers (indirect).
STATUS/KPI:	In progress. Between 2011 and 2016 jobs grew by 670.
COMMENT:	<p>2011: 41,492 jobs, 2016: 42,162 jobs.</p> <p>Latest Census data on employment figures will be released late October 2022.</p>
TARGET:	Percentage of our community that have qualifications continues to grow (indirect).
STATUS/KPI:	Ongoing. Between 2011 and 2016, percentage of qualifications grew by 5.3 percent.
COMMENT:	2011: 34.7% 2016: 40%.



OUR LEADERSHIP

OUR VALUES, LEADERSHIP AND COLLABORATIVE APPROACH ARE BOLD AND COURAGEOUS AND ENABLES US TO DELIVER VALUE FOR OUR COMMUNITY AND CREATE A LEADING LIVEABLE CITY


OBJECTIVE	Implement and embed our organisational values by taking a values-based approach to our decision making.
TARGET:	Organisational values are developed and communicated to all employees by February 2021.
STATUS/KPI:	Completed.
COMMENT:	Our Teamgage Pulse Survey measured the following statement “Engagement – I know about our new organisational values and brand”. As of 30 June 2022, this metric had a score of 85. These metrics have been recently 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 this metric has a score of 83.
TARGET:	Values-based decision making is applied and visible across the organisation at all levels by June 2021. (Measured by our pulse survey)
STATUS/KPI:	In Progress. Our Pulse survey is a short and simple method of understanding employee satisfaction at a given point in time. The survey is undertaken monthly.
COMMENT:	<p>As at 31 August Our Teamgage Pulse Survey measures the following statements:</p> <p>Engagement I would recommend Charles Sturt as a great place to work.</p> <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 September 2022 these metrics had a score of 83.</p>


TARGET:	Our values are understood, lived and embedded in our People Experience by June 2021.
STATUS/KPI:	In progress. Values have been launched and employee awareness has been measured using our Teamgage Pulse Survey.
COMMENT:	Our inaugural Values Awards event was held on 10 February 2022 via Zoom almost 300 participants attended. This was a fantastic event with strong engagement. The values continue to be celebrated via ad hoc all staff announcements through various channels. Nominations are now open for our second values awards which will be held later this year at the Woodville Town Hall combining a Staff Forum, Christmas Lunch and Awards Celebration.

OBJECTIVE	Analyse, identify and develop or change ways of delivering services to improve efficiencies, reduce red tape and ensure value for money.
TARGET:	At least 2 service reviews undertaken each year with recommendations implemented.
STATUS/KPI:	3 Reviews Completed: <ul style="list-style-type: none"> • Civil Service review Completed. • Irrigation Service Review Completed (Final Report being formatted). • Turf Management Service Review Completed (Final Report being formatted).
COMMENT:	Service Reviews being undertaken jointly with City of Marion and City of Port Adelaide Enfield, with Adelaide City Council also having input into the Irrigation and Turf Management reviews. Irrigation and turf management reviews have identified a more integrated approach is required between: irrigation, turf mgt (weed control, scarifying / quaking, aerating & fertilizing) and mowing practices. This will result in a cohesive approach to turf care and is predicted to reduce water consumption over the coming seasons (approx. 3 season implementation). A review of mowers is also showing significant productivity improvements.
TARGET:	To complete at least 4 internal audits per year
STATUS/KPI:	The first quarter audits for 22/23 have commenced in accordance with the Internal Audit Plan.
COMMENT:	<ul style="list-style-type: none"> • Staff Attraction/Recruitment • Service Delivery/Community Consultation

OBJECTIVE	Leverage strategic opportunities to work with other councils and external organisations to continue to innovate and achieve benefits for our community.
TARGET:	50% of procurements are undertaken with other Councils or local government bodies by 2025 with an average of 10 tenders annually.
STATUS/KPI:	In Progress. Collaborative tenders have been undertaken this Financial Year, with our collaboration partnering councils.
COMMENT:	There have been three collaborative tenders undertaken with our collaborative partners so far this Financial Year. A further nine are planned to be undertaken collaboratively throughout the remainder of the Financial Year.
TARGET:	At least 10 tenders a year negotiate value-add (cost savings, additional scope).
STATUS/KPI:	Zero tenders have negotiated value add in this quarter.
COMMENT:	Tenders finalised this financial year have not achieved value adds, however the market is beginning to be more competitive, which will lend itself to achieving this target throughout the remainder of the financial year.
TARGET:	Increase our strategic networks by having 30% of leadership staff representation on industry networking organisations or boards by 2025.
STATUS/KPI:	In Progress. A number of our leadership team currently represent CCS on various industry forums.
COMMENT:	Target achieved as at 30 September 2022.
TARGET:	Every year our cross-council collaboration projects are identified, reviewed, prioritised and action plans implemented.
STATUS/KPI:	In Progress.
COMMENT:	<p>Collaboration initiatives for 2022/23 to date are listed below:</p> <ul style="list-style-type: none"> • Collaborative Procurement: Undertaken jointly with the Cities of Port Adelaide Enfield and City of Marion. • Cross Council Irrigation Installation Team: Undertaken jointly with Cities of Port Adelaide Enfield and City of Marion. • Cross Council Turf and Irrigation Management Service Review: Review Completed and undertaken jointly with the Cities of Port Adelaide Enfield and City of Marion. Business case being finalised and will result in procuring replacement mowers and improved turf mgt practices. • Joint CRM Project: underway and undertaken with the City of Port Adelaide Enfield. • Joint Data Integration Platform Project: Underway jointly with the City of Port Adelaide. • Joint SaaS ERP 'Digital Future' Program: Underway jointly with the City of Port Adelaide.


OBJECTIVE	Modernise our IT applications to ensure optimised service delivery.
TARGET:	50% cloud-base software applications by 2025 with an average of two migrations or implementations each financial year.
STATUS/KPI:	In Progress. Implementation of a cloud-based Unified Communications and Contact Centre solution is complete. Implementation of a cloud-based Customer Relationship Management (CRM) solution and data integration platform is underway.
COMMENT:	Projects will continue to be implemented and additional updates provided.
OBJECTIVE	Ensure the services we are providing are meeting our community's expectations.
TARGET:	Over 75% of our Residents are satisfied with Council's overall performance annually. (community survey).
STATUS/KPI:	In Progress. The City-wide Community Survey was conducted in August 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 last year 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/KPI:	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/KPI:	In Progress. The City-wide Community Survey was conducted in August 2022. 9% of respondents recognised 'City of Charles Sturt Means the World'.
COMMENT:	<p>The latest 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.</p> <p>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.</p>

	<h2>OUR LEADERSHIP</h2> <p>WE PROVIDE EXCELLENCE IN CUSTOMER EXPERIENCE BY ENSURING OUR CUSTOMERS ARE AT THE HEART OF EVERYTHING WE DO</p>
OBJECTIVE	Develop and embed the Customer Experience Strategy.
TARGET:	The Customer Experience Strategy is developed and communicated by 30 June 2021.
STATUS/KPI:	Complete. Strategy finalised with ongoing and sustained implementation.
COMMENT:	The 2020-2025 Customer Experience Strategy was finalised and endorsed by Council's Executive Team in 2020 and subsequently presented to each portfolio to raise awareness and embed the strategy's initiatives within Portfolio Plans. Work is continuing on the new customer relationship management system (CRM Project) with a range of collaborative workshops with staff from across the Cities of Charles Sturt and Port Adelaide Enfield to design future state processes.
TARGET:	Customer Experience strategy initiatives are embedded in core IT applications and business processes by December 2025.
STATUS/KPI:	In Progress. CRM Project has commenced to establish a single view of the customer.
COMMENT:	The CRM Project Team are continuing to coordinate workshops to determine system requirements in collaboration with Port Adelaide Enfield Council.
TARGET:	80% of Customer Requests are resolved within their allocated time frames.
STATUS/KPI:	In Progress. 6,160 Customer Requests were received in the July – September 2022 quarter, which represents a decrease of 13% than the same quarter in 2021.
COMMENT:	80% of requests received in Quarter 1 were completed within their allocated timeframe.
OBJECTIVE	Our workplaces and the way we work ensures our commitment to customer experience excellence.
TARGET:	Our Net Promoter Score is >8 by 2025.
STATUS/KPI:	In Progress. The Customer Experience Strategy is embedded, and 481 Voice of Customer Surveys were completed in Quarter 1, targeting specific customer groups to help identify process improvement opportunities. The average NPS Score for our Voice of Customer Surveys in Quarter 1 was 42.2 and the customer satisfaction score was 77%.
COMMENT:	The City-wide Community Survey was finalised in October 2022 with the annual survey to be conducted again in 2023. 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.

	<h2>OUR LEADERSHIP</h2> <p>WE CARE ABOUT OUR PEOPLE ENSURING WE SUPPORT, DEVELOP AND MOTIVATE OUR WORKFORCE TO MEET COMMUNITY NEEDS WITH CAPABILITY AND CONFIDENCE</p>
OBJECTIVE	Develop and embed flexible ways of working for our workforce.
TARGET:	Flexible ways of working are embedded by June 2021.
STATUS/KPI:	Completed. Working flexibly has been introduced to teams across the organisation.
COMMENT:	<p>Our Teamgage Pulse Survey has recently been updated to measure the following statements:</p> <p>Working Environment</p> <p>“My team support flexibility in the way I do my work.” As of 30 September 2022, this metric had a score of 86.</p> <p>A new Working Flexibly video has been produced as well as an updated Working Flexibly Checklist for employees.</p>
TARGET:	Monthly pulse surveys are undertaken to ensure opportunities and challenges are identified and team discussions occur within a month.
STATUS/KPI:	In Progress. The response rate was 62% as at 30 September 2022.
COMMENT:	<p>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. 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 79 and we are anticipating an increase because of this new focus in the next quarterly report.</p>
TARGET:	Recommendations are considered and where relevant actioned within six months.
STATUS/KPI:	In Progress. The recording of actions within Teamgage is managed at a team level.
COMMENT:	<p>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 80 and we are anticipating an increase because of this new focus in the next quarterly report.</p>
TARGET:	75% of our Portfolios are demonstrating the benchmark level of constructive culture measured bi-annually.
STATUS/KPI:	Not Started.
COMMENT:	<p>OCI survey was scheduled for February 2022 but has been delayed due to COVID-19 and staffing impacts, culture survey to be scheduled in the new financial year.</p> <p>Engagement which is a predictor of culture is currently being measured monthly through pulse surveys and as at September 2022 is sitting at 84%.</p>

OBJECTIVE	Continue to maintain and enhance our safety systems to provide our employees with safe and healthy work experience.
TARGET:	The Annual KPI WHS Action Plan is developed by October each year and a 100% compliance is achieved.
STATUS/KPI:	The Annual KPI WHS Action Plan has been developed and endorsed by the Corporate Safety Committee.
COMMENT:	
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/KPI:	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 2022 this metric had a score of 85. Which is an increase from of 2 points from the June quarter.
TARGET:	Reduction in Lost Time Frequency Rate.
STATUS/KPI:	In progress. Regular reports are provided to all Safety Working Parties and the leadership team.
COMMENT:	The Lost Time Frequency Rate (LTFR) for the previous quarter was 11.6 and this quarter has seen a reduction to 10.2.
OBJECTIVE	Ensure our people have the right skills, knowledge and capabilities to deliver quality outcomes for our community now and into the future.
TARGET:	An annual development and capability plan is developed and implemented each year to enable our workforce to perform work safely and effectively.
STATUS/KPI:	In Progress. Capability-based plan to provide a method of identifying the levels of capability required to achieve our workforce strategies has been drafted.
COMMENT:	The plan will continue to progress, and updates provided in future EOQ reports.
TARGET:	A Workforce Strategy is developed by June 2022 to implement workforce planning and talent management processes to identify and respond to current and future requirements and capabilities, ensuring skills and knowledge are acquired and transferred within the organisation.
STATUS/KPI:	In Progress. Work has commenced 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 this will occur over the coming months.
OBJECTIVE	Our people have role clarity, receive regular feedback and have the capability to undertake their roles safely and effectively.
TARGET:	Each portfolio has a portfolio plan which enables line of sight to Our Community Plan and our Vision within 12 months of the adoption of Our Community Plan.
STATUS/KPI:	Completed. Portfolio plans developed.
COMMENT:	Business Units have developed portfolio plans that have outcomes that align with our Community Plan.

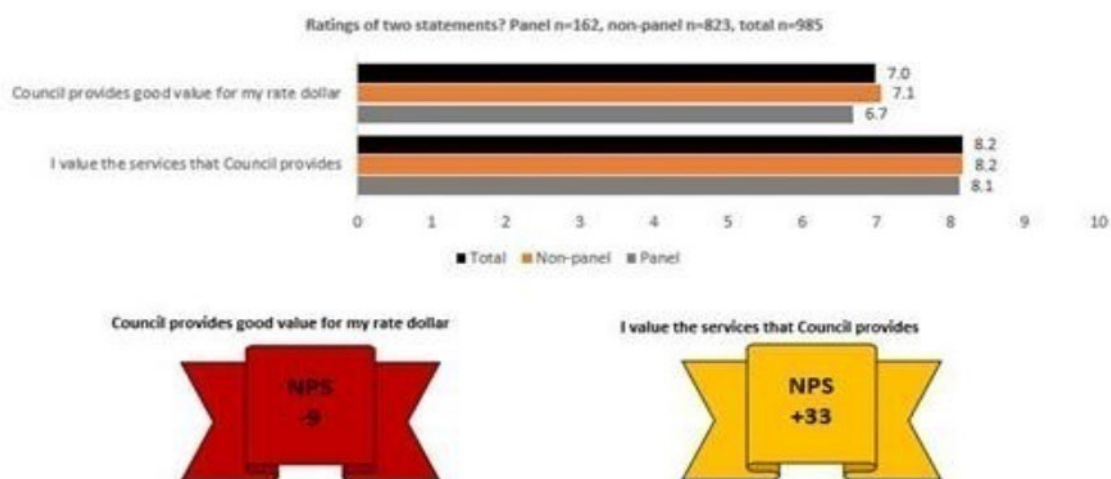
TARGET:	Employee development plans are reviewed and updated at least annually.
STATUS/KPI:	In progress - review to be undertaken in 2022.
COMMENT:	The redesign of employee development plans are necessary to align with the new organisational values and workforce capability based planning. A review will be undertaken in Q2 of 2022/23.
TARGET:	Feedback on our People Experience is sought at least quarterly from our workforce and improvement actions identified and implemented via our pulse survey.
STATUS/KPI:	In Progress. Our Pulse Survey is undertaken monthly.
COMMENT:	<p>The combined Teamgage pulse survey results as at 30 September 2022 was 84, which incorporated results on the following metrics:</p> <ul style="list-style-type: none"> • Leader Support • Working Environment • Engagement • Safety and Wellbeing • Communication • Collaboration • Integrity • Quality • Employee Experience

	<h2>OUR LEADERSHIP</h2> <p>THE MANAGEMENT OF OUR CITY IS PROGRESSIVE, RESPONSIVE AND SUSTAINABLE TO ENSURE A UNITED AND UNIQUE PLACE FOR FUTURE GENERATIONS</p>
OBJECTIVE	Review and continually update the Long-Term Financial Plan to ensure ongoing financial sustainability to meet future community expectations and legislative requirements.
TARGET:	Our Long-Term Financial Plan positions Council for anticipated community expectations.
STATUS/KPI:	Our LTFP was updated and endorsed by Council at its meeting 15 March 2022, Item 2.2.1 after a review by both the Audit committee (AUD 22 February 2022, Item 4.02) and Corporate Services committee (7 March 2022, Item 4.5) and year 1 and provided the high-level parameters for the development of the 2022/23 annual budget
COMMENT:	Our annual budget for 2022/23 has been developed having regard to the high level parameters for Year 1 of the adopted LTFP. The overall average rate rise is 2.4% well below the current CPI/ All key sustainability indicators are within benchmarks
TARGET:	<p>Our end-of-year actual financial sustainability ratios are within adopted target benchmarks:</p> <ul style="list-style-type: none"> Operating surplus ratio is $\geq 0\%$ and $< 10\%$ Net financial liabilities ratio is $< 100\%$ Asset renewal funding ratio is $> 80\%$
STATUS/KPI:	Complete
COMMENT:	<p>All ratios for 2021/22 are within key benchmarks for sustainability and on-track.</p> <p>Operating surplus ratio 7%</p> <p>Net Financial Liabilities ratio 40%</p> <p>Asset renewal funding ratio 93%</p> <p>Ratios have been impacted by the accounting treatment of grants received in advance and for works or budget expectations expected in 2022/23</p>

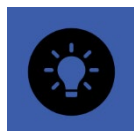
	Original Budget	September budget review	December budget review	March budget review	June actual
Operating surplus ratio	0.7%	3.8%	3.9%	4.1%	7.0%
Net Financial Liabilities ratio	61.6%	59.5%	59.3%	58.6%	40.0%
Asset renewal funding ratio	95.8%	95.6%	96.1%	96.2%	93.0%

TARGET:	Over 60% of residents believe Charles Sturt Council Rates deliver value for money annually. (community survey)
STATUS/KPI:	In Progress. Council provides good value for my rate dollar scored 7 out of 10 and a negative 9 NPS for City wide survey October 2021.
COMMENT:	The following is an extract from the Community Survey. No change since last update

Ratings on good value of services

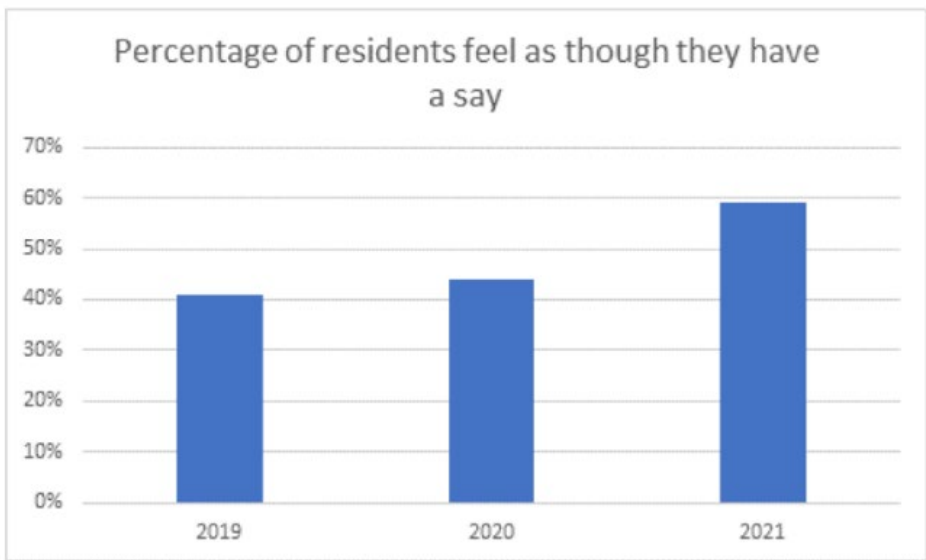


OBJECTIVE	Develop a central register and strategically pursue grant and co-funding opportunities.
TARGET:	A central register for grant and co-funding opportunities has been developed by 2022.
STATUS/KPI:	In progress
COMMENT:	Policy has been reviewed and endorsed by Council. Investigations underway for central register development.
TARGET:	Annual increase in number of applications for grants and co-funding.
STATUS/KPI:	The mechanism for capturing data via a central register has been developed for testing and review with key stakeholders. It is planned for implementation and training following the roll out of the new EOM reporting and dashboards for employee leave which will occur over September/October.



OUR LEADERSHIP

OPEN AND ACCOUNTABLE GOVERNANCE

OBJECTIVE	Actively and effectively communicate Council decisions.								
TARGET:	Less than 3% of Council and Committee items considered in confidence.								
STATUS/KPI:	In Progress. 13.4% of Council and Committee items considered in confidence this quarter.								
COMMENT:	82 Items were considered by Council and Committees in the quarter with 11 of these confidentially deliberating on 8 topics.								
OBJECTIVE	Actively engage our community on Council services, programs and infrastructure.								
TARGET:	Each year over 50% of our residents feel as though they have a say on important issues in their area.								
STATUS/KPI:	We have exceeded our target as the results of our 2021 Community Survey show that 59% of residents feel as though they have a say on important issues in their area.								
COMMENT:	<p>We have seen an increase in the percent of residents feeling that they have a say on important issues. The results from our Community Surveys in 2019, 2020 and 2021 are 41%, 44% and 59% respectively.</p>  <table border="1"> <caption>Percentage of residents feel as though they have a say</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>41%</td> </tr> <tr> <td>2020</td> <td>44%</td> </tr> <tr> <td>2021</td> <td>59%</td> </tr> </tbody> </table>	Year	Percentage	2019	41%	2020	44%	2021	59%
Year	Percentage								
2019	41%								
2020	44%								
2021	59%								
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/KPI:	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 2022 was 5,119. A 20% net increase on 5,119 members equals a net increase of 1,023 new members by 30 June 2023 to achieve a total membership of 6,142 members. During the July to September 2022 quarter an additional 151 members signed up bringing the total number of signed up members to 5,270 which is below target.								

	Year Total 2021-2022	Q1 2022-2023	Q2 2022-2023	Q3 2022-2023	Q4 2022-2023	Year Total 2022-2023
Number of community members signed up to Your Say Charles Sturt	5,119	5,270				

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/KPI:	The target of a 10% net increase was almost reached this quarter.
COMMENT:	The number of unique online visitors to Your Say Charles Sturt for the year 2021/2022 was 28,214. A 10% net increase equals a net increase of 2,821 visitors by 30 June 2023 to achieve a total of 31,035 unique online visitors. The July to September 2022 quarter achieved 6,950 unique online visitors which is close to the target.

	Year Total 2021 - 2022	Q1 2022- 2023	Q2 2022- 2023	Q3 2022- 2023	Q4 2022- 2023	Year Total 2022 - 2023
Number of unique online visitors to Your Say Charles Sturt	28,214	6,950				

OBJECTIVE	Our policies reflect the current legislation, are fit for purpose and enable decision making.
TARGET:	Our policies are accessible to the public and reviewed bi-annually.
STATUS/KPI:	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	Our strategic plans reflect our communities' aspirations while meeting the current legislation.
TARGET:	Our strategic documents align to Our Community Plan, are accessible to the public and reviewed within legislative timeframes and our policy framework.
STATUS/KPI:	In Progress. Our Community Plan is endorsed and available for public access.
COMMENT:	The plan is scheduled to be reviewed again in 2025.

OBJECTIVE	Our Community are updated on the progress and delivery of Council's projects for their community.
TARGET:	Provide quarterly reports to Council and Community on overall project progress and major projects.
STATUS/KPI:	In Progress. Quarterly Projects KPI Dashboard allows us to extract this information.
COMMENT:	<p>This information is provided via the quarterly Project Reporting Dashboard, with reports presented quarterly at the Corporate Services Committee.</p> <p>Key projects have been identified for regular reporting to the relevant Committee and Council, including:</p> <ul style="list-style-type: none"> • Hindmarsh Streetscape Project (quarterly reporting to Asset Management Services Committee) • Military and Main Street project (quarterly reporting to Asset Management Services Committee) • Woodville Road Streetscape Project (quarterly reporting to Asset Management Services Committee). • Ngutungka West Lakes - (quarterly reporting to Asset Management Services Committee). • Ngutungka Henley Beach - (quarterly reporting to Asset Management Services Committee).
TARGET:	85% project completion for Capital and Annual Operating projects annually. Note: (excluding issues outside on Council's control)
STATUS/KPI:	In Progress.
COMMENT:	EOQ 4 88.99% Project Completion adjusted for projects out of our control/cancelled/deferred/multiyear.
OBJECTIVE	Implement systems and frameworks to continuously improve management and performance.
TARGET:	A Cross-Council Data and Analytics program is implemented and embedded by June 2024.
STATUS/KPI:	Not Started.
COMMENT:	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/KPI:	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/KPI:	The Corporate Program Management role is currently vacant.
COMMENT:	Once this position has been filled the Corporate Management Framework will be completed.

TARGET:	Complete a review of the end-of-month reporting process and implement recommendations by December 2021.
STATUS/KPI:	In Progress. Review completed and new EOM reporting operational.
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. Future improvements scheduled to be rolled out over next quarter will capture Employee Expenses including greater visibility over Staff Excessive Leave and Vacant Position tracking.
OBJECTIVE	All Portfolios have considered their Corporate risks, and these are integrated into the Corporate Risk Register.
TARGET:	All Portfolio/Business Unit participate in an annual review of their Corporate Risks and endorsed by Executive and presented to the Audit Committee.
STATUS/KPI:	Ongoing. The full Corporate Risk Register was reviewed by key staff, endorsed by Executive and presented to the Audit Committee on 22 February 2022. Corporate high risks were reviewed and presented to the Audit Committee at its meeting on 29 August 2022.
COMMENT:	This work is ongoing, with the Corporate Risk Register to again be reviewed with all portfolios in the first quarter of 2023.
OBJECTIVE	Local Government Act 1999 Reform is implemented efficiently and effectively.
TARGET:	All Local Government reforms are implemented within the legislative timeframes.
STATUS/KPI:	In Progress.
COMMENT:	Council has been provided with the impacts of amendments as they arise. During this quarter a report was provided to Council on the Mandatory Training Standards for Council Members. These standards will become effective from the Council Elections in November 2022.