

END OF QUARTER REPORT

Q4 2022/23



**MEANS
THE WORLD**

CITY OF CHARLES STURT — FOURTH QUARTER REPORT — APRIL, MAY AND JUNE 2023

INTRODUCTION

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

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

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

We aim to be a city for all people; wherever you are from, you are home. A city where people feel safe, included and connected to others. We encourage people from all walks of life to harmoniously participate together; we are a place where people feel they belong, and we champion this unity in diversity. As well as this sense of belonging, people choose to live and do business in our City because it is close to the beach, the City (of Adelaide), the Port, the airport and regional shopping facilities. The City of Charles Sturt has long been considered the sporting and entertainment hub of Adelaide with national basketball and soccer stadiums, three privately-owned golf courses, an international rowing course, the River Torrens Linear Park, the Coast and numerous highly regarded local sporting venues. The City is also well catered for in terms of schools, medical services, local sporting and community facilities including libraries and community centres.

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

The City of Charles Sturt has three Divisions reporting to the Chief Executive Officer. Each Division has responsibilities for delivering or supporting the delivery of services to the community in line with the Local Government Act 1999, 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. Michael Howes - Director/Electrical Engineer
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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 April to June Quarter 2023.

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 is nearing completion on the new Ngutungka Henley. JPE Architects are working through the operational requirements and overall design of the facility. An Expression of Interest (EOI) has been conducted and building contractors have been shortlisted. A select tender to occur in August 2023. Construction is anticipated to commence on site in October 2023/24.
Implementing our Disability Access and Inclusion Plan (DAIP)	Various Access and Inclusion projects are currently under way since the endorsement of the CCS Disability Access and Inclusion Plan (DAIP) 2021-2025 in September 2021. The Communication Accreditation project commenced in April which is a major partnership between council and Two-Way Street to provide training and accreditation for our first contact staff across civic, community centres and libraries. The Project will train staff to communicate with non-verbal customers with ease	Complete. Disability Access and Inclusion Plan (DAIP) endorsed by Council September 2021. Training has been delivered by Two Way Street to Community Development, Customer Contact, Libraries teams and other staff as part of the Communication Accreditation process that will be finalised by late 2023. DAIP Working Group have met and provided feedback on the Draft Terms of Reference for Council's soon to be established Disability Access and Inclusion Advisory Group DAiAG. Currently waiting

	providing an inclusive and exemplary customer experience.	for feedback from Executive Leadership Team. Universal Design Training delivered to over 40 employees including site visits at Hindmarsh to review Universal design in relation to real street upgrades.
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OUR LIVEABILITY

A LIVEABLE CITY OF GREAT PLACES

Key Priority	Outcome	Achievements to date
Your Neighbourhood Plan Framework is implemented in key precincts across the city	<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 with stakeholder engagement complete. Design work underway for Spad Street Reserve.</p> <p>YNP plan for West Hindmarsh anticipated for 23/24 to maximise T2D opportunities. Engagement with State Government on 30 Year Plan review commenced.</p> <p>YNP used as base framework for future Council community Plan</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 to late 2023. Works are being delivered in stages to minimise disruption to road users and businesses. Kerbing, path works and landscaping significantly complete between Bower St and the rail corridor, including the Civic Centre plaza. Kerbing, path works, and landscaping is continuing between Port Road and Bower Street.</p> <p>Military Road and Main Street Road and power line works are completed, and Military Road is now fully operational.</p>

		<p>The Main Street Plaza is also complete, and an opening celebration was held in December 2022.</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 is progressing and formal Approval for Stage 1 for PLEC (undergrounding of powerlines) works has been approved at the November 2022 PLEC committee meeting. Approval for stage 2 of PLEC works is expected to be approved in July/August 2023. PLEC works are planned to commence after September 23/24 (subject to contractor availability).</p>
Enhancing liveability by completing existing DPAs and/or Code Amendments	A series of former Development Plan Amendments (DPAs) and recent Code Amendments will be developed to change the zoning and facilitate improved development outcomes for our community. These include:	<p>Kilkenny DPA DPA endorsed by Council with the Minister placing a LMA to restrict heights and then endorsed.</p> <p>West Lakes Code Amendment Engagement Report with amended Code Amendment policy presented and recommended by the City Services Committee on 19 June 2023. Council at its meeting of 26 June 2023 received this recommendation from the City Services Committee but resolved not to accept the Code Amendment as recommended, instead resolved that a further report be prepared regarding options available to Council regarding the potential rezoning of the former SA Water site, that includes a Fauna and Flora Biodiversity Study.</p> <p>Beverley Strategic Employment Zone Code Amendment</p>

		Investigations to inform a draft Code Amendment being finalised.
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 complete. Construction planning has commenced, and construction will continue into next quarter for works on Terminus Street between Gurner Terrace and McLean Avenue.</p> <p>Ongoing discussions are continuing with DIT on partnership opportunities to deliver improvements to the balance of the corridor. A future plan will be included in a future revision of the Transport AMP.</p> <p>Grange Lakes Corridor Construction for Stage 4b section of path between Napier Street and Jetty Street in Grange (adjacent Charles Sturt House) is progressing and completion is expected late July/Early August. Detailed design is completed for stage 9 (from Atkin Street to Henley Beach Road) and procurement for construction is scheduled to commence late August 2023.</p> <p>Further design and consultation is scheduled for next quarter for Stages 7 & 8 with designs to be developed over the balance of 23/24 in preparation for construction in future years.</p> <p>West Lakes Lake Edge Masterplan</p>

		<p>Path upgrades along The Annie Watt Circuit was completed in June 2023.</p> <p>Path upgrade between Tiranna Reserve and Maramba Reserve was completed in June 2023.</p> <p>Consultation is continuing on the future next stage of path upgrades between West Lakes Boulevard and Maramba West Reserve.</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 streetlights replaced on local road with new LED lights.</p> <p>84% of streetlights are now installed with LED technology across the Council area.</p> <p>Main Roads Conversion LED conversion yet to commence. Planning works are ongoing to inform future funding strategies in a future revision of the Public Lighting AMP in 2023/24.</p>
Delivering great clubs and unisex changeroom facilities including Woodville Hockey Club, Pedlar Reserve, Flinders Park Football Club and Grange Recreation Reserve Clubrooms	<p>In order to accommodate the diverse needs of our clubs and the community, whilst ensuring our responsibilities as a building owner are met, a new renewal program to prioritise the upgrade of changeroom facilities to a unisex standard is in progress.</p> <p>This will encourage increased participation amongst differing genders and age groups whilst ensuring the provision of appropriate facilities are equitably provided.</p>	<p>The Woodville Hockey Club Project Complete, Official opening was in March 2022.</p> <p>The Flinders Park Football Club Changerooms completed and functional</p> <p>Fawk Reserve Football Club Changerooms Practical Completion achieved in September 2022</p> <p>Pedlar Reserve and Grange Recreation Reserve clubrooms and changerooms are in various stages of design. Pedlar Reserve is expected to be renewed in 2023. Grange Recreation Reserve is scheduled for onsite works in 2024.</p>

	<p>Council staff regularly meet and discuss the progress of these developments with the relevant developers and State Government agencies to ensure the best possible outcomes and facilities are delivered for our community which align with the strategic directions of Council.</p>	<p>Regular formal meetings with respective stakeholders are continually occurring including:</p> <ul style="list-style-type: none"> • Fortnightly West Project Control Group meetings with Commercial & General, Current focus is the Plaza and oval surrounds to ensure active recreational use is possible. • Project Control Group meetings held on monthly basis with Bowden Renewal SA team. Quarterly meetings with MAB (selected developer of gas works site) on Master plan development and assets to be developed and vested in council. • Council has endorsed an agreement to support Beverley Leisure's upgrade and expansion of the former Titanium Stadium, now the 36ers Arena. Works by Pelligra have commenced on extinguishing the rights of way and preparing planning application. <p>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,</p>
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OUR ENVIRONMENT

AN ENVIRONMENTALLY RESPONSIBLE AND SUSTAINABLE CITY

Key Priority	Outcome	Achievements to date
Address our Climate Change emergency declaration by delivering our Net Zero strategy	<p>The following targets have been achieved:</p> <ul style="list-style-type: none"> • 50% Greenhouse gas emissions reduction based on 2017/18 levels by 2025. 	<p>All strategic areas / working groups are undertaking required actions to meet key targets. Key achievements include:</p> <ul style="list-style-type: none"> • Solar PV has been installed at Arch Patterson Hall, Brocas & Hindmarsh Library

	<ul style="list-style-type: none"> • Net Zero corporate greenhouse gas emissions by 2023/24. • These are met through implementation of Net Zero actions and dedicated sub-targets across the 6 strategic areas: <ul style="list-style-type: none"> ○ Building, Lighting and Open Space ○ Transport ○ Not Waste ○ Renewable Energy Procurement ○ Carbon Offsets ○ Staff Led Initiatives 	<ul style="list-style-type: none"> • Improvements to the Building Management System for heating and cooling at the Civic Centre and library has been undertaken • First two EVs have been purchased and new EV charging infrastructure to be installed at the old Meals on Wheels site in the coming months to support the new EVs. • This financial year 1455 Caddies have been delivered along with 215 rolls of compostable bags. This is in addition to the caddies and bags collected from Council locations. • New 100% renewable electricity contract in place for the next two (2) years
Our Materials Recycling Facility (MRF) is constructed and operational	CAWRA's new MRF will utilise the latest technology to produce clean, recycled commodities ideal for developing local circular economy markets. Designed to process up to 50,000 tonnes a year, the facility will help to future proof SA's kerbside recycling sector. Technology used in the design will drive process efficiency, maximise material recovery and minimise fire risk.	<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>Action is achieved.</p>
Grow our circular economy	We will prioritise recycled content through our procurement policies to support the development of the circular economy. Council has committed to increasing our purchase of recycled content materials to 50% (by weight) of the contents of the kerbside recycling bins by 2025.	<p>Council is continuing to prioritise recycled content, products and materials through all procurement processes, and we are continuing to monitor the changes.</p> <p>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> <p>Recycled content criteria has been incorporated into Asset Management Plans.</p>

<p>Increase our Food Waste Recycling uptake</p>	<p>Increase the percentage of food waste diverted from landfill, with a target of 60% by 2025.</p>	<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>Council has delivered 1455 caddies and bags to households, as well as delivering 215 additional rolls of bags to residents.</p> <p>The weekly FOGO trial commenced in May 2023. Currently around 16% of households have chosen to opt-out of the trial.</p>
<p>Reduce the 'urban heat island effect'</p>	<p>We will implement the AdaptWest climate change adaptation plan and prioritise projects that address climate change risks such as urban heat.</p>	<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 and 6th December 2022, this project was awarded the Australian Institute for Disaster Resilience (AIDR) Resilient Australia Local Government State and National Awards (respectively). The Award was accepted by the AdaptWest Regional Coordinator, Mr Jeremy Miller.</p> <p>An online tool – My Cool Home – has been developed for communities across the AdaptWest region (Cities of West Torrens, Charles Sturt and Port Adelaide Enfield) to learn how to improve the thermal comfort of their homes and improve energy efficiency. This is available on the AdaptWest website.</p> <p>As part of implementing the recommendations from the climate</p>

		<p>change risk and governance assessment (2020), staff are developing a process to understand risks of climate change (including urban heat, drought, flooding, coastal hazards) across council operations and services. There is a current focus on integrating a system into council's asset management planning process as part of the upcoming AMP review.</p> <p>With funding support from the Coast Protection Board, a coastal hazards study has been undertaken to understand the current and future risks to council assets and community land along the coast from sea level rise and coastal erosion.</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>Works are nearing completion for the Stage 3 redevelopment of Adelaide's Breakout Creek.</p> <p>The westernmost section of Adelaide's River Torrens/Karrawirra Pari – known as Breakout Creek – is in the final stages of a redevelopment that's been taking place since March last year. These works have seen this 1.5 km stretch of the river between Tapleys Hill Road in Lockleys and the West Beach outlet transformed from an artificial channel to a more natural waterway.</p> <p>The linear park expected to be open to the public mid-year, contingent on weather conditions.</p> <p>Construction is underway on the new pedestrian river crossing about halfway between Seaview Road and Tapleys Hill Road.</p> <p>The 35 m crossing will give visitors an extra way to cross to the other side of the river. For the first time in the history of the river, pedestrians and cyclists no longer have to walk all the way to the main roads at each extent to cross-over.</p> <p>The crossing is fully accessible and joins the main accessible paths on the north and south sides of the river.</p> <p>The initial concept plans for this project identified 2 possible new</p>

		<p>crossings – this one, and another one closer to the beach. Due to a range of factors, the western low-level crossing could not proceed however the Seaview Road bridge is only 250 m further west of this originally planned crossover.</p> <p>Work at the Kurna reflection space is progressing, with the Kurna shield design being created out of different coloured paths and garden beds being planted.</p> <p>Developed with the involvement of Kurna artist Allan Sumner, this space is tucked on the northern side of the river and will provide a quiet space for visitors to reflect on Kurna culture and history.</p> <p>Planting is underway in the wetlands on the north side of the river, with the southern wetlands planting starting soon.</p> <p>These wetlands include species like bare twig-rush (<i>Baumea juncea</i>), water-milfoil (<i>Myriophyllum crispatum</i>), water ribbons (<i>Triglochin procerum</i>), and even coast saw-sedge (<i>Gahnia trifida</i>) – a threatened species. These plants will provide habitat for water creatures and insects, help clean the water flowing through the wetlands, and look beautiful – just as an added bonus.</p> <p>More than half of the 42,000 square metres of garden beds have now been planted – that’s more than 100,000 individual plants.</p> <p>The site has 11 new staircases to help visitors get into and around the linear park.</p> <p>Handrails are now being installed – the last step in the construction of these staircases.</p> <p>Five new picnic shelters, with tables and seats are now being constructed throughout the precinct.</p> <p>They’ll provide a great shady spot for a bite to eat while enjoying the view when the space reopens.</p> <p>Six new viewing platforms will soon be installed at focal points along the river</p>
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		<p>– they'll get visitors up close to the plants and animals making their homes here.</p> <p>One of site's drawcards will be the new elevated boardwalk which will provide an accessible path to the neighbouring Apex Park, which is undergoing a makeover of its own.</p> <p>The boardwalk has been fabricated off-site and is now complete – it will be installed later in the year and is estimated to be completed early next year, after the linear park is open and the ground dries out.</p> <p>The project is a \$18.7 million partnership between Green Adelaide, the City of Charles Sturt, the City of West Torrens, the South Australian Department for Trade and Investment through the Planning and Development Fund, the Australian Government through the Environment Restoration Fund, and SA Water. The project is committed to working with the Traditional Owners of the Adelaide plains, the Kaurna people.</p>
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OUR ECONOMY

AN ECONOMICAL THRIVING CITY

Key Priority	Outcome	Achievements to date
Bringing energy and vibrancy to the economic recovery.	Economic Support and Stimulus package 2021/22 released including Business Support, #ShopLocal, Live & Local and Creative Cities grant funding programs.	The Economic Support and Stimulus Package 2021/22 grants were advertised and promoted on a regular basis to support local businesses. The program continues to be well received by the business community. 23/24 funding will be available from 1 July 2023.
Promoting economic development of the Western region	<ul style="list-style-type: none"> Building Western Adelaide Strategy and Action Plan endorsed by Council and the Western Alliance Councils. Adelaide Beaches website being updated. Western Regional Tourism Development Action Plan updated and Quarterly 	<p>Actions underway:</p> <ul style="list-style-type: none"> Range of communication and engagement strategies implemented to promote opportunities. Regular meetings occur with member Councils and key stakeholders.

	<p>Regional Visitor Sector Networking events.</p> <p>Living in the West project underway.</p>	<ul style="list-style-type: none"> Adelaide Beaches website updated and relaunched Nov 2022, new content being added. Western Regional Tourism Development Action Plan presented to City Services Committee 20 March 2023. Living in the West project is underway with content developed and included on the Adelaide Beaches website. Content will be promoted in line with the new Visitor Sector Marketing Strategy.
Supporting local business and local supply chain	<p>Collaboration with Western Alliance of Councils and City of Marion to promote local tendering opportunities and support local supply chain.</p>	<p>Tendering opportunities are being promoted via LinkedIn.</p> <p>Regular forums e.g. Defence Industry, held to promote tendering and supply chain opportunities.</p> <p>A learn how to tender workshop is scheduled for 6 July for local businesses. This workshop will showcase opportunities with local government.</p>



OUR LEADERSHIP

A LEADING AND PROGRESSIVE LOCAL GOVERNMENT ORGANISATION

	Outcome	Achievements to Date
Our workplaces and the way we work ensures our commitment to excellence in customer and people experience	<p>Council's Customer Experience (CX) 2020-2025 Strategy is implemented.</p> <p>Staff have been appointed to implement the strategy and key initiatives.</p>	<ul style="list-style-type: none"> CX Excellence staff training sessions delivered in March and October 2022. Work is progressing to implement our new customer relationship management system, with demonstration sessions held in December 2022 attended by over 100 staff members. Implementation of a new Unified Communications project completed. <p>Continuous reporting and action implementation based upon voice of customer feedback.</p>
Progressive leadership and financial management for our community and	<p>Council has adapted our leadership style to provide a dynamic response mechanism for our community.</p>	<p>As COVID-19 pandemic evolves we continue to respond to the many ongoing challenges including cost of living and supply chain pressures.</p>

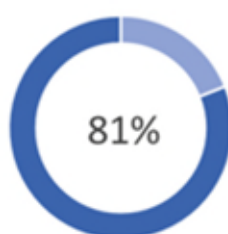
economy during the pandemic in the recovery and beyond		<p>Over 2021/22 we continued to support those in rates hardship through targeted payment arrangements and put in place a targeted rate rebate for businesses impacted by the Revaluation Initiative</p> <p>In 2022/23 we delivered an overall average rate rise of 2.45% well below the June CPI and having regard to the current economic climate and cost of living pressures.</p> <p>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> <p>In 2023/24 we delivered an overall average rate rise of 7.44%, below the current March Adelaide CPI of 7.9%, having regard to feedback from the community and cost of living pressures, noting the rate rise consulted on was 8.59%. Residential ratepayer average increase is 7.39% and for all other land uses 7.5%. Complete.</p>
Our organisational values, our brand and our strategy have clear alignment	Our organisational values and brand have been incorporated into our Organisational Plan as well as our Customer and People Experiences.	This work is complete.

CUSTOMER INTERACTIONS – CITY OF CHARLES STURT Q4, 2022 – 2023

Total Customer Interactions Q4



Resolution of Phone Calls on First Contact



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

	Q1	Q2	Q3	Q4	YTD Total
Telephone calls to 8408 1111	26,002*	24,791	23,001	20,039	93,833
Written correspondence	24,703	23,507	23,992	25,001	97,203
Online chat	508	550	574	411	2,043
Customer Interactions via Socials	306	377	280	238	1,201
Totals 2022-2023	51,519	49,225	47,847	45,689	194,897
Totals 2021-2022	55,584	47,209	45,583	47,960	196,336
Year on year variation	↓ -7.3%	↑ +4.3%	↑ +5%	↓ -4.7%	↓ 0.7%

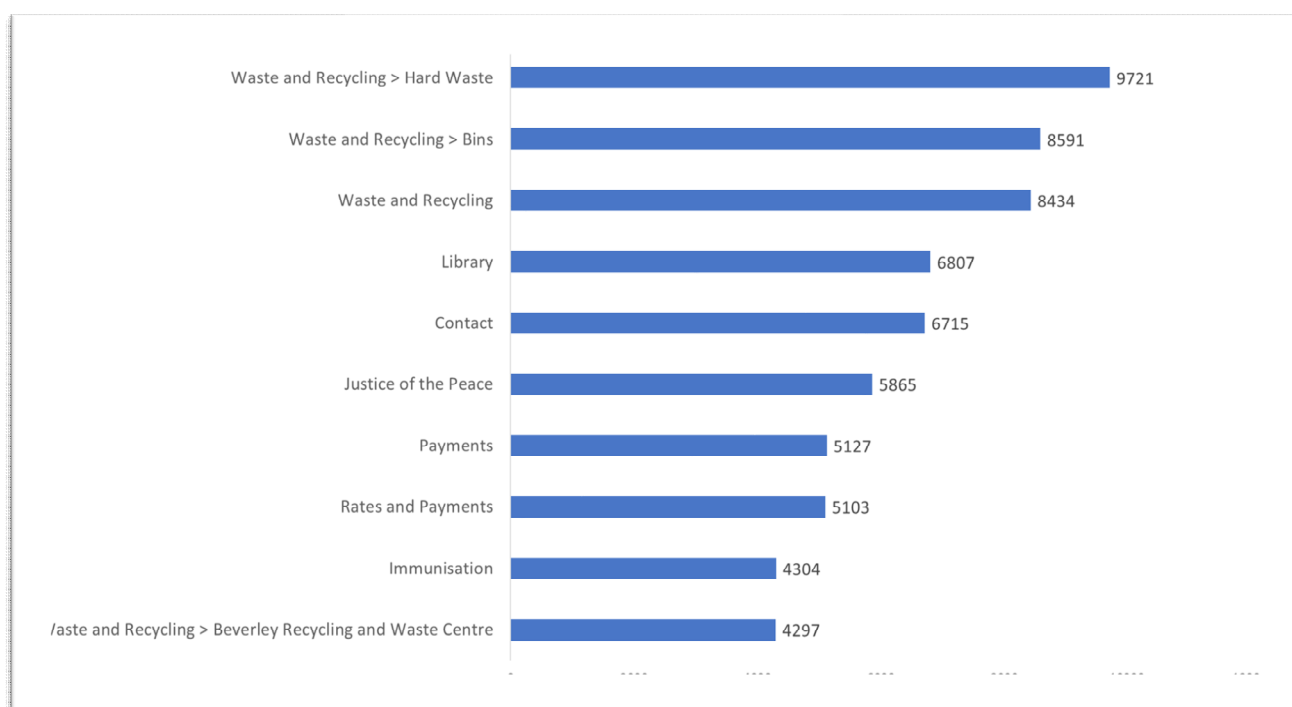
Customer Contact supported the Media Marketing and Communication Portfolio to respond to social media customer enquiries during business hours.

*Statistics provided in Q1 Telephone calls to 8408 1111 differ to data provided in previous End of Quarter Reports due to change in system parameters in the reporting period. In particular the data provided above includes all phone calls made directly to 8408 1111, including where a customer requests a call back. Previous reporting only provided actual answered phone calls.

CONNECTING VIA SOCIAL MEDIA

Unique Connections	Q1	Q2	Q3	Q4	YTD Total
Messages Received (direct messages and comments)	3,621	4,133	3,214	3,110	14,078
Content Posts	286	334	280	315	1,215
Reach (unique people viewing content)	498.67K	827.3K	601.81K	914.09k	2,841,870
Impressions (unique content displays)	541.63K	899.97K	807.92K	1.07m	3,309,520
Engagement (comments/likes etc.)	6.21K	8.84K	6.72K	8.64k	30.41k
Followers	25.49K	26.26K	27.1K	27.84k	106.69k

CONNECTING VIA OUR WEBSITE



166,580
TOTAL WEBSITE VISITS

349,962
TOTAL PAGE VIEWS

108,492
TOTAL USERS

1:43
AVERAGE SESSION TIME

61,027
MOBILE VISITORS

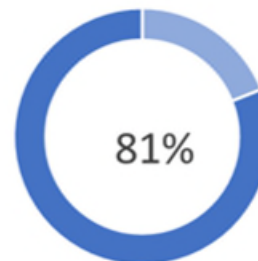
411
LIVE CHATS

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	8,311	8,357	7,109	29,937
Number of new CRM requests 2021-22	7,099	7,662	7,808	7,017	29,586
Year on year variation	(-939) 13% ↓	649 8% ↑	549 7% ↑	92 1% ↑	351 1% ↑

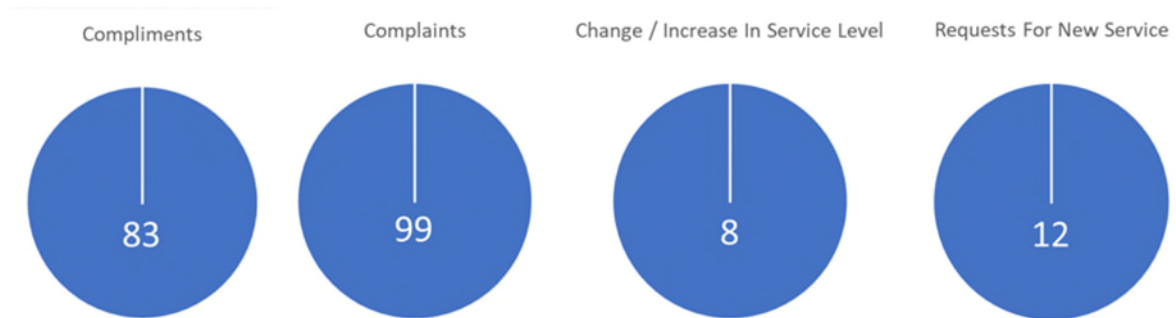
TOP 5 REQUESTS FOR SERVICE BY SERVICE TYPE

Top 5 Customer Requests for the quarter	Q4 22-23 Number of requests	Q4 21-22 Number of requests	% Variation	YTD 2022-23 Number of requests	YTD 2021-22 Number of requests	YTD % variation
Vehicle Illegally Parked	642	528	21.59%	2,561	2,129	20.29%
Illegal Dumping - Non Safety Risk	580	548	5.84%	2,477	2,359	5.00%
Tree Maintenance	558	679	-17.82%	2,509	2,630	-4.60%
Kitchen Caddy	459	722	-36.43%	1,732	2,243	-22.78%
Footpath Maintenance	301	283	6.36%	1,156	1,001	15.48%

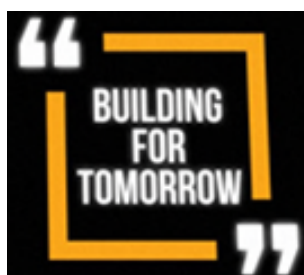
PERFORMANCE ON REQUESTS FOR SERVICE

2022-2023	Q1	Q2	Q3	Q4	YTD
Number of open requests	2,649	3,158	3188	2,510	11,505
Number of open requests in time (%)	755	702	962	562	2,981
Total number of all open requests overdue (%)	71%	78%	70%	77%	74% (Average)
Number of service requests completed	5,160	6,971	7185	6,246	25,562
Number of service requests logged and completed in time within the reporting quarter (%)	80%	76%	78%	81%	79%

COMPLIMENTS, COMPLAINTS, REQUESTS FOR NEW OR INCREASE TO SERVICES

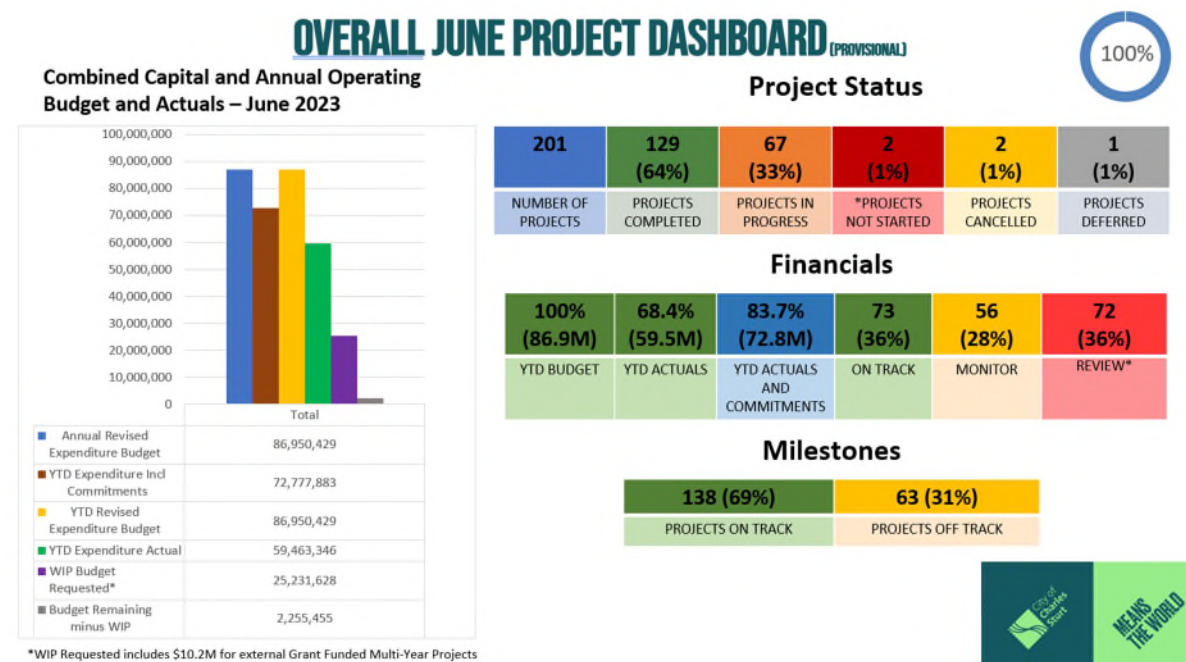


	Q1	Q2	Q3	Q4	YTD
Compliments	50	39	52	83	224
Complaints	115	161	113	99	488
Change/Increase in service level	21	22	21	8	72
Request for new service	8	22	35	12	77



City of Charles Sturt – Quarter 4 Project Status

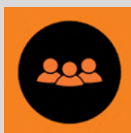
The table below show the results and status of capital and operating projects, organisation wide, for the quarter. We continue to monitor the progress and expenditure of each project to ensure delivery and transparency



This is a provisional June 2023 result on status of Capital and Annual operating projects. Final accruals will be processed and assessment of carry forward budget required to complete projects into 2023/24 following an analysis of external revenue and the correct accounting treatment. WIP is requested where projects have not been completed due to a myriad of external factors beyond councils control.

ORGANISATIONAL KEY ACTIONS AND PROJECT OUTCOMES

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



OUR COMMUNITY

IN OUR CITY NO ONE GETS LEFT BEHIND; EVERYONE HAS ACCESS TO ENOUGH RESOURCES, SERVICES, PROGRAMS AND SOCIAL INFRASTRUCTURE TO FULLY PARTICIPATE IN THEIR COMMUNITY

OBJECTIVE 1

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

TARGET

KPI Exceeded.

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

A significant outcome for Community Connections this quarter is the successful Tender for DHS Community and Neighbourhood Development Program which will see a funding boost of close to \$100,000 per Centre per year for 9 years. The team is now finalising a transition plan and recruitment process for 5 new positions for the Community Development team.

In this quarter, 30 new connections and partnerships were created to support outcome delivery. Some key examples of these include:

- Lit for Life Festival was held in partnership with 6 Councils using Innovation Grant Funding from Public Libraries SA. This partnership was led by CCS, collaborating with Marion, Holdfast Bay, Prospect, Salisbury and PAE Councils, along with the Adelaide Symphony Orchestra, Windmill Theatre and Patch
- Formal MOU with Headspace Port Adelaide to run Queer Quest at Brocas
- A wellbeing and resilience program for young people identifying as LGBTQIA+
- Coordinated Culturally and Linguistically Diverse (CALD) Network Forum at Civic, where multiple CALD providers were in attendance with guest speakers from Arthritis SA and Carers SA.
- MOU draft in place with 19 on Green and Repair Café first event scheduled for September.
- Increase in internal collaboration across business units such as successful Intergenerational baby time sessions held at Arch Paterson Centre and Henley & Grange Community Centre
- MOU in place between 19 on Green and Bowden Brompton Community Garden – Annual Community Spring Fair

	<p>Some examples of the relationships and connections forged this quarter include:</p> <ul style="list-style-type: none"> • Inaugural Advanced Care Directives Advisory (ACD) group meeting to collaborate, implement resources and guidance for ACD project. • Small grant from VSA&NT enabled the creation of an accessible 'easy read' Volunteer Registration form small grant as part of strategy to offer an Inclusive Volunteering Program. • Connecting with Plan Tracker to identify opportunities for partnering and collaboration with people living with disabilities, across Community Connections Business Units and Open Space. • Partnership between Brocas, Wyatt Trust, 19 on Green and Bowden Brompton Community School – Art Mural Project • Working with Status Training Centre to pursue opportunities for targeted adult literacy programs (suitable for delivery in Libraries/Community Centres) as part of reviewing the adult literacy programs across our facilities. • Presented at Uniting Care Wesley Families Forum sharing information on Library services and resources and outreach opportunities • Staff attended UniSA training session to promote outdoor fitness equipment in SA. Sessions included flexible social exercise opportunities for groups in hotter months. Further collaboration with John Wilkinson – open space planner CCS around collaboration to make the experience better for older communities. <p>Mobile Library outreach to Western Food Hub, Puddle Jumpers and Lindy Lodge to better connect with experiencing food insecurity connecting them with Library and Council services and resources</p> <p>STATUS Exceeded KPI. Create up to five new partnerships (per annum) that tangibly support outcome delivery.</p> <p>COMMENT 30 new partnerships created to support outcome delivery in this quarter.</p>
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<p>OBJECTIVE 2</p> <p>TARGET</p> <p>STATUS</p> <p>COMMENT</p>	<p>Creatively grow access to services in communities with limited or low access to existing services, facilities and programs.</p> <p>Deliver five 'pop-up' service points per annum in areas with low participation.</p> <p>Exceeded KPI. For this quarter, there were 18 pop ups in the community.</p> <p>Community Connections continue to run activities that aim to connect with communities not already engaged with our community facilities, one strategy is to offer outreach programs and 'pop' up at community events and places.</p> <p>Examples in this quarter include:</p> <ul style="list-style-type: none"> • Rec in the West at Taoundi Aboriginal College - Mobile Library had a stall featuring our Aboriginal collections. This event further strengthened relationships with our First Nations community members. • Puddle Jumpers and Lindy Lodge connecting with disadvantaged families. Visit to Puddle Jumpers and Lindy Lodge with the Library Outreach Team to connect families in need, connecting them with services and resources while they are displaced. • Partnership with Batry Mental Health Services to conduct four workshops across schools which was in response to schools requesting support and information for students to support mental health for individuals and their peers. • Pop up workshops were organised with Bowden Brompton school as part of an art mural project.
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- Advance Care Directives project met with the Polish Federation to support the group to complete their Advanced Care Directives
- 2 pop up stalls staff at the Mark Butler Seniors Forum amongst other providers across Aged and Community Services.

East/West Corridor event – CHSP networking event and showcase of all support sector development available to join as the current North/East (formally Western Linkages) collaboration.

TARGET STATUS COMMENT

Annual 10% increase in the number of people accessing services and programs.
For this quarter, a total of 22,183 people accessed our services and programs.

	Q1	Q2	Q3	Q4	YTD
Ageing Well	881	870	780	925	3,456
Community Development	13,381	19,255	19,078	10,297	62,011
Libraries	7,369	6,042	6,676	7,743	27,830
Ngutungka West Lakes	2,920	4,234	1,649	3,218	12,021
Total	24,551	30,401	28,183	22,183	105,318

There was a 7% increase in participation in literacy and learning programs across CCS facilities for this period, compared to the same reporting period in 2021/2022 which was 20,674.

TARGET STATUS COMMENT

Annual increase in the number of people participating in our outreach services.
For this quarter we had a total of 3554 participating in our outreach services. The total is a 31% % increase from the same quarter last year which was 2696.
The Library Outreach team delivered to the homes of 334 customers and 2719 people utilised the Mobile library. The team also made 161 visits to Aged Care facilities around the City. Community Development had a total of 340 participants in outreach services including at Findon High and Woodville High, Bowden Brompton Community School and supporting young people to be able to attend statewide Changemaker Summit.

OBJECTIVE 3

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

TARGET STATUS

Annual increase in the number of people who utilise our facilities (e.g. libraries, community centres).
Exceeded KPI - This quarter saw an increase of 25% visitation with 126,489 people utilising our Community Centres and Libraries. The annual percentage also increased with a total of 486,336 people utilising our facilities, compared to 387,302 in 21/22.

COMMENT

This quarter, our Libraries and Community Centres continue to see a return to pre-Covid attendance.

	Q1	Q2	Q3	Q4	YTD
Community Centres	26,135	25,705	24,272	30,664	106,776
Libraries	98,963	90,663	94,108	95,826	379,560
Total	125,098	116,368	118,380	126,490	486,336

TARGET

Satisfaction of community facilities maintains or exceeds 85% annually (Community Survey).

STATUS

In Progress.

COMMENT

The 2022 Community Survey showed an 80.2% satisfaction of community facilities. This is a combined figure from the Libraries and Community Centres. This figure is lower than previous years it is believed that this is a reflection of being in the third year of the COVID-19 pandemic.

**OBJECTIVE
4**

Provide technology infrastructure and programs to support digital inclusion.

TARGET

Digital inclusion within our City continues to increase (Annual Australia's Digital Inclusion Index).

STATUS

In Progress.

COMMENT

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.

The City of Charles Sturt is currently placed at 69.0, in comparison to the National score for digital inclusion of 71.1. This is a growth from the period of 2020 to 2021 which saw City of Charles Sturt placed at 64.0.

TARGET

Annual increase in the number of people participating in digital literacy and learning activities.

STATUS

In Progress. 1136 people participated in digital literacy activity this quarter.

COMMENT

The number of participants for Digital Literacy programs decreased in April-June 2023, compared to same period 21/22 due to digital focussed funding support from Public Libraries SA in the 21/22 period. This funding enabled of 2 additional digital program staff to provide an increase in programs for community.

	Q1	Q2	Q3	Q4	YTD
Community Development	509	372	416	837	2134
Libraries	407	400	410	299	1516
Total	916	772	826	1136	3650

TARGET

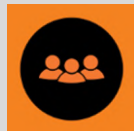
At least a 10% per annum increase in utilisation of available technology.

STATUS

In Progress. In this period 7738 PC sessions were booked across libraries.

COMMENT

There is an increasing need for our community to have access to technology and internet to carry out vital activities such as banking, taxation, access to health records and job seeking. Access to PCs, WiFi and printing therefore continues to be vital with these facilities always in high demand.



OUR COMMUNITY

CHARLES STURT IS MADE UP OF STRONG AND VIBRANT COMMUNITIES.

WE CELEBRATE OUR IDENTITY, HERITAGE AND CULTURAL DIVERSITY.

PEOPLE FEEL A SENSE OF BELONGING, INCLUSION AND SOCIAL CONNECTEDNESS

**OBJECTIVE
5**

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 that recognise and celebrate Kurna-led community building.

STATUS

Complete KPI exceeded.

COMMENT

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

In conjunction with PAE, 5 Kurna kits, Ngaityu Muiyu Tantu 'my feelings bag' which includes, books, puppets, clapping sticks. Designed to support amies to read, yarn and sing with little ones.

The Mobile Library supported Rec in the West for Reconciliation Week to share our Aboriginal Resources and connect with community, with Brocas and library outreach staff in attendance.

A series of workshops for Reconciliation and NAIDOC weeks including Aboriginal Coastal Walk with Major Moogy Sumner, Basket Weaving with Aunty Elaine and Aunty Janice, Aboriginal Silk Painting with Temaana Sanderson-Bromley, Aboriginal Artefacts workshop with Trent Hill and Aboriginal Poetry writing with Mandy

Brown – included a talk on cultural awareness by a stolen generation survivor and celebrating storytelling culture.
Promotion of Ngutungka West Lakes and Ngutungka Henley including naming project has continued during this quarter.

**OBJECTIVE
6**

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

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

COMMENT

Training has been delivered by Two Way Street to Community Development, Customer Contact, Libraries teams and other staff as part of the Communication Accreditation we are seeking later in the year.

DAIP Working Group have met and provided feedback in the Draft Terms of Reference for Councils soon to be established Disability Access and Inclusion Advisory Group DAIAAG. Currently waiting for feedback from Executive Leadership Team.

Universal Design Training delivered to over 40 employees.

TARGET

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

STATUS

In Progress

COMMENT

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

**OBJECTIVE
7**

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

TARGET

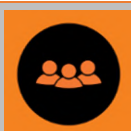
Increase of 5% in the annual number of active volunteers.

STATUS

Exceeded KPI with an increase of 6% of active volunteers this quarter. CCS currently has 268 active volunteers this is an increase of 18 volunteers from the same quarter the previous year.

COMMENT

Volunteer Development Services Officer is actively working with Volunteering SA & NT to support more inclusive processes and explore increased options for people living with a disability to participate in volunteering across council.



OUR COMMUNITY

PEOPLE EMBRACE HEALTHY LIVING, PHYSICAL ACTIVITY AND AGEING WELL

**OBJECTIVE
8**

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

TARGET

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

STATUS

KPI met: In this quarter, 925 individual residents received Ageing Well services. Activities included domestic assistance, home maintenance, home modifications, social support groups, individual social support, and transport services. Comparing to the same quarter last year 819 seeing a **12% increase**.

COMMENT	<p>Following Covid impacts from last year, re-engaging with residents has been especially important and supporting community to have confidence to access services and re-connect within social settings. Receiving appropriate referrals from My Aged Care for some services is still an ongoing issue.</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 has a stronger 'shopfront' presence has already seen an increase of interaction with community members raising greater awareness of services available.</p>
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OBJECTIVE 9 TARGET STATUS COMMENT	<p>Provide opportunities for formal and informal recreation, fitness and leisure experiences.</p> <p>The membership of clubs utilising CCS sporting facilities is increasing annually. In Progress. Membership numbers are captured throughout the year.</p> <p>New initiatives which occurred in the last quarter included Meals on Wheels Men's cooking group, the Nourish Program in partnership with Oz Harvest, Chair Yoga.</p>
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OBJECTIVE 10 TARGET STATUS COMMENT	<p>Develop activities with a key focus on healthy eating, healthy living and ageing well.</p> <p>The number of participants attending activities promoting healthy eating, healthy living and ageing well is increasing.</p> <p>KPI met. In this quarter 10,147 participants attended activities with a key focus on healthy eating, healthy living and ageing well this quarter comparing to the same quarter last with 9483 which sees an 7% increase.</p> <p>Programs include, Youth breakfast program, school holiday workshops, Lunchtime fun, Mediterranean cooking health, Move to Music, Oz Harvest, Gentle Keep Fit, Bosnian Seniors, Dru Yoga, KASA Dance, Chatterbox.</p>
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OUR COMMUNITY

CHARLES STURT IS A PLACE WHERE PEOPLE FEEL SAFE IN THEIR HOMES, NEIGHBOURHOODS AND PUBLIC PLACES; THEY ARE RESILIENT AND MANAGE SHOCKS AND STRESSES TO BUILD A STRONGER COMMUNITY

OBJECTIVE 11 TARGET STATUS COMMENT	<p>Support community safety and positive health outcomes through prevention, education, encouragement and enforcement activities.</p> <p>By 2025 at least 75% of our citizens feel safe in their homes, neighbourhoods and public places with an annual increase.</p> <p>The City-wide Community Survey was conducted in September 2022.</p> <p>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:</p>
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Safety

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

Net Promoter Score

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



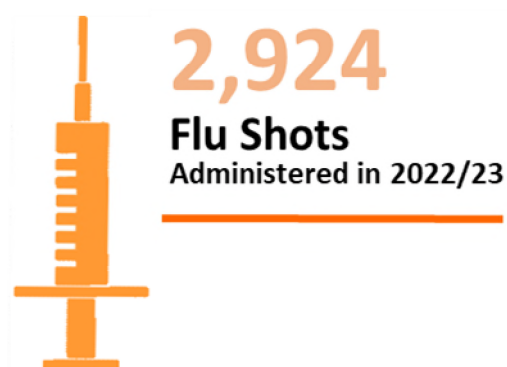
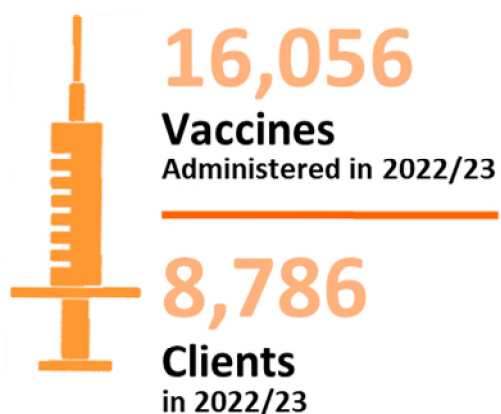
$$\% \text{ PROMOTERS} - \% \text{ DETRACTORS} = \text{NPS (NET PROMOTER SCORE)}$$

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

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

QUARTER 4 STATISTICS

5 Year Progression	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Public Clinic vaccines administered	6,845	9,696	9,627	7,544	1,915	9,085
School vaccines administered	4,901	5,395	5,781	6,152	1,685	6,032
Worksite vaccines administered	588	873	689	749	103	697
Staff flu vaccines administered	286	293	339	344	284	242
NARI vaccines administered	445	243	0	0	0	0
No. of clients receiving vaccination	8,295	9,209	9,055	7,454	1,767	8,786
Total no. of vaccines administered	13,065	16,500	16,624	15,247	3,705	16,056



TARGET

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

STATUS

In progress. Currently 898 dogs are unregistered. 97% of the overall dog database is currently registered and 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	In Progress. Inspections are routinely undertaken.
COMMENT	For swimming pools approved under the Development Act, the table below demonstrates our level of compliance with the State Government's inspection policy for the financial year and the Q1 quarter.

Policy Standard	Reporting Period	Commencements	Inspections Undertaken	Inspections Required	% Inspections Undertaken	Inspected within 10 days
Swimming Pools (KPI 20)						
Policy Standard Councils must inspect 100% of swimming pools and swimming pool safety features constructed over the course of the relevant reporting year within 10 business days of the council being notified.	YTD: 01/07/2022 - 30/06/2023	133	196	133	147.37%	Data unavailable from PlanSA DAP
	Q4: 01/04/2023 - 30/06/2023	27	50	27	185.19%	Data unavailable from PlanSA DAP

TARGET	Building compliance is achieved by inspecting at least 66% of dwellings during construction annually.
STATUS	Ongoing.
COMMENT	For Class 1 applications (dwellings) approved under the Development Act 1993 and the Planning, Development and Infrastructure Act 2016, the table below demonstrates our level of compliance with the state government's inspection policy for the financial year and the Q4 quarter.

Policy Standard	Reporting Period	Commencements	Inspections Undertaken	Inspections Required	% Inspections Undertaken
Class 1 (KPI 21)					
Policy Standard Minimum 66% of building work commenced in the relevant reporting year	YTD: 01/07/2022 - 30/06/2023	733	734	484	100.14%
	Q4: 01/04/2023 - 30/06/2023	149	266	98	178.52%

TARGET	Building compliance is achieved by inspecting 90% of Class 2-9 building during construction annually.
STATUS	Ongoing.
COMMENT	For Class 2 to 9 applications approved under the Development Act 1993 and the Planning, Development and Infrastructure Act 2016, the table below demonstrates our level of compliance with the state government's inspection policy for the financial year and the Q4 quarter.

Policy Standard	Reporting Period	Commencements	Inspections Undertaken	Inspections Required	% Inspections Undertaken
Class 2-9 (KPI 22)					
Policy Standard Minimum 90% of building work commenced in the relevant reporting year	YTD: 01/07/2022 - 30/06/2023	79	68	70	86.08%
	Q4: 01/04/2023 - 30/06/2023	22	17	19	77.27%

TARGET	More than 65% of routine food premise inspections do not require a follow-up inspection to address non-compliance.
STATUS	133 routine food premises inspections and 62 follow up inspections were conducted in the quarter, therefore representing a follow up inspection rate of 46% to address non-compliance with the food safety laws.
COMMENT	<p>The 46% 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. One food premises was issued with an Improvement Notice during the reporting period as a result of ongoing food safety non-compliances. There was one business issued a cautionary expiation notice and no businesses issued prohibition orders relating to breaches of the Food Act 2001.</p>

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

TARGET

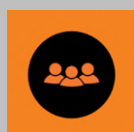
An annual increase in number of programs offered with a focus on building resilience with an 75% participant positive-impact rate.

STATUS

In Progress. A total of 1368 programs were delivered this quarter.

COMMENT

Community resilience is the sustained ability of communities to withstand, adapt to, and recover from adversity. Across the Community Connections Portfolio, many of our activities and programs support people to learn to cope with and grow from stress or adversity, however the direct outcomes of these can be challenging to measure. Many of our programs contribute to individual and community resilience with examples of these including drug awareness support, parenting programs, grief and loss support groups, Nourish food programs, study support, counselling services, social connection activities and regular exercise and wellbeing programs.



OUR COMMUNITY

PEOPLE LEARN THROUGHOUT THEIR LIVES; THEY HAVE THE SKILLS AND ABILITIES TO ACHIEVE GREAT OUTCOMES FOR THEMSELVES, THEIR FAMILIES AND THE OPPORTUNITY TO BECOME LEADERS IN THEIR COMMUNITIES

**OBJECTIVE
13**

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

TARGET

At least 10% annual increase in combined library loans (physical and online).

STATUS

Library loans for the quarter have increased, both physical items and digital resources with 236,839 loans compared to last year's total 226,229

COMMENT

Physical loans for the quarter: 188,608. Digital loans: 48,771.

A toy collection has been added to Hindmarsh library. During this quarter a Binge box collection has been added to Civic Library as well as a Storytime Digital POD, which is new to our resources.

TARGET

At least 10% annual increase in library and community centre program participation.

STATUS

KPI exceeded: Total of **67,365** program participants across libraries and community centres annually. For this quarter a total of 14,800 participants compared with same period 21/22 with 9482 participants. **This is a 56% increase**

COMMENT

Across both the Libraries and Community Centres program numbers are continuing to increase and recover since the impact of COVID-19.

	Q1	Q2	Q3	Q4	YTD
Community Centres	4,964	9,329	9,382	3,839	27,514
Libraries	7,369	6,042	6,676	7,743	27,830
Ngutunga West Lakes	2,920	4,234	1,649	3,218	12,021
Total	15,253	19,605	17,707	14,800	67,365

OBJECTIVE 14	Upskill sporting and community groups to build sustainability.
TARGET	The number of participants in sporting and community clubs is maintained or increasing.
STATUS	In Progress. Total club participation numbers identified through the annual licence fee review and social discount application processes completed so to date in this financial year are 8735 in sporting club participation. This represents a very minor (.5%) decrease from the same period in 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	In Progress - the April-June 2023 quarter yielded two (2) additional club professional development workshops - Improving Parental Engagement in Youth Sport, which was a collaboration as part of the Northern Sports & Recreation Network (NSRN) hosted by City of Playford at Bridgestone Athletics Centre, as well as an Activating Inclusion workshop run by Active Inclusion at St Clair Recreation Centre.
COMMENT	These 2 club training opportunities resulted in 56 registrations. Across the 2022/2023 FY we have now offered a total of (9) workshops for local sporting clubs, with a total of 310 registrations, from 39 x different CCS clubs (representing 49% of the approximate 80+ sporting clubs actively engaged across Charles Sturt).
OBJECTIVE 15	Create a local leadership development program to grow and support local community leaders and young changemakers by 2022.
TARGET	Annual increase in number of participants in the community leadership development program.
STATUS	Not started.
COMMENT	Currently exploring models of community leadership programs to determine best approach.
TARGET	Annual increase in number of participants in the Young Changemakers Program.
STATUS	KPI complete: Seven participants this quarter compared with same period 21/22
COMMENT	Changemaker projects included: <ul style="list-style-type: none"> • Aboriginal STEM girls – Fleet Space Technology working on satellites • Aboriginal Bush Tucker seeds to plants garden project • Bowden Brompton Secondary – individual mural project for school • Woodville High School – Stobie poles art project • Charlotte – Community mural project • Giovanni and Guilio – Lego World Challenge Competition held in Morocco • Pratchita – Youth Parliament



OUR LIVEABILITY

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

OBJECTIVE 16

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

TARGET STATUS

An annual increase in population growth (indirect).

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

COMMENT

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

TARGET

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

STATUS COMMENT

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

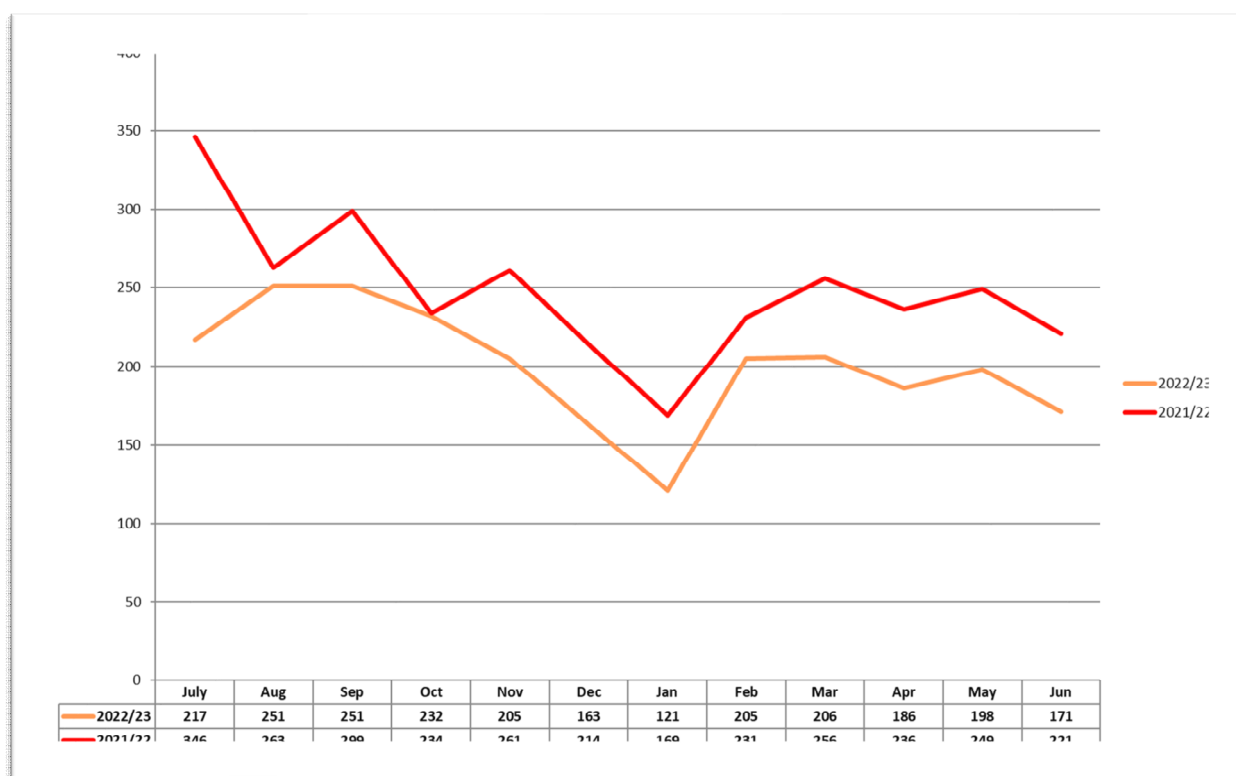
Data sourced through the PlanSA DAP system indicates the number of new dwelling applications approved from 1 April 2023 to 30 June 2023 was 99 applications for a total number of 156 dwellings.

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

A total of 555 applications were submitted from 1 April 2023 until 30 June 2023 under the Planning, Development and Infrastructure Act. This represents a decrease of 21.4% compared to the same quarter in 2021/2022 where 706 applications were submitted.

The total estimated development cost for applications submitted for the quarter was \$140.98 million. This is a decrease of 23.9% compared to \$185.25 million for the same quarter in 2021/22.

Applications	Q1	Q2	Q3	Q4	YTD Total
Applications Submitted	719	600	532	555	2,406
Estimated Construction Cost (ex fit-out)	\$241.88m	\$164.50m	\$133.50m	\$140.98m	\$680.86m



Of the 555 applications submitted, the following is an analysis of the workload for the quarter compared to the same quarter in 2021/22:

Workload Analysis	Quarter 4 – 2022/23	Quarter 4 – 2021/22
Consents Submitted	555	706
Additional Information Requests prior to Lodgement	216	248
Assessments Commenced	476	617
Requests for Further Information after Lodgement	248	279
Public Notifications Required	80	56
Consents Decided	451	595
Consents Granted	440	575
% of Decisions within Time	93.79%	94.12%
Average Days for Decision	16.1	15.47
No of Performance Assessed Applications	325	488

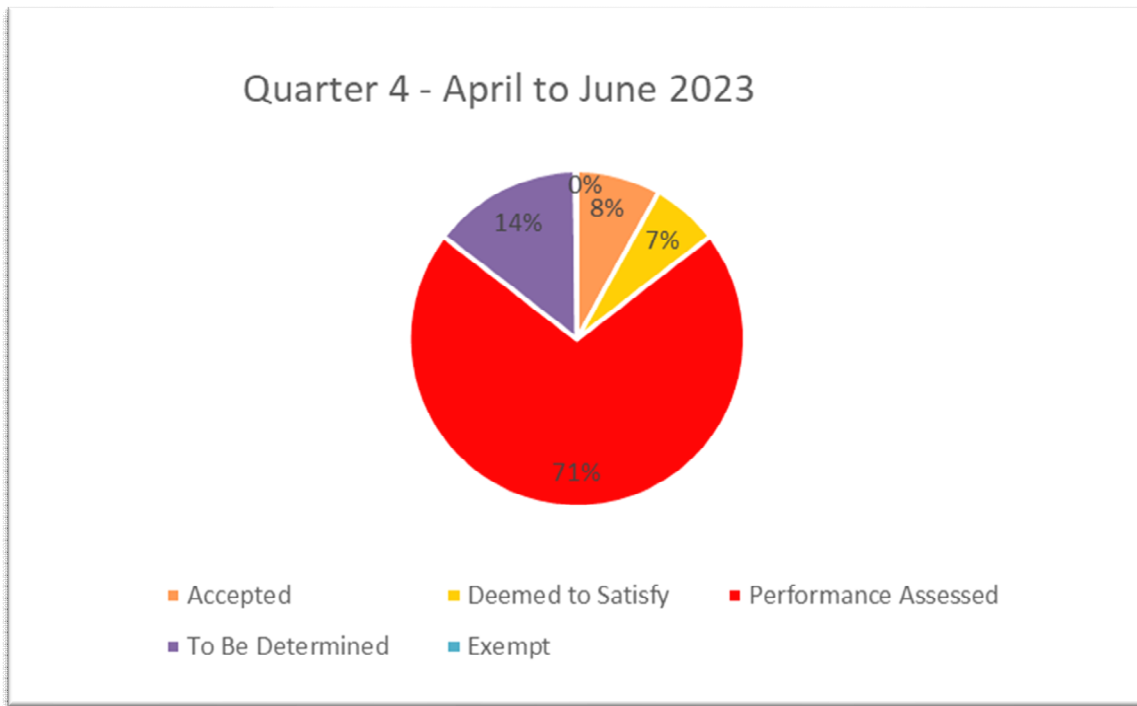
No of Performance Assessed Applications without Referral and Public Notification	134	330
No of Performance Assessed Applications assessed in less than 5 days	50	85
No of Performance Assessed Applications assessed in less than 10 days	108	186

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

Types of Development Applications Lodged

The application pathways relevant to assessment within Council under the PDI Act Planning and Design Code are 'Accepted', 'Deemed to Satisfy' and 'Performance Assessed'. Of the applications lodged for the quarter, 45 were Accepted, 36 were Deemed to Satisfy and 393 were Performance Assessed. There were an additional 80 to be determined and 1 Exempt application. Of the Performance Assessed applications 62 require notification to neighbouring property owners compared to 62 for the same quarter in 2021/22.

Types of Application Lodged	Q1	Q2	Q3	Q4	YTD Total
Accepted	108	52	56	45	261
Deemed to Satisfy	71	44	44	36	195
Performance Assessed	540	469	354	393	1756
To be Determined	-	31	76	80	187
Exempt	-	4	2	1	7



Consents by Relevant Authority

The table below indicates the number and percentage of Consents issued by the Relevant Authorities within Council for applications lodged in Quarter 4.

Consents by Relevant Authority within Council						
Decision	GRANTED		REFUSED		TOTAL	
Assessor	Total Consents	Percent	Total Consents	Percent	Total Consents	Percent
Assessment Manager	363	70.90%	5	98%	368	71.88%
Assessment Panel	69	13.48%	3	59%	72	14.06%
Council (Building)	69	13.48%	3	59%	72	14.06%
Total	501	97.85%	11	2.15%	512	100.00%

In addition to the data above there was one planning decision 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.

Consents by Relevant Authority within Council						
Decision	GRANTED		REFUSED		TOTAL	
Assessor	Total Consents	Percent	Total Consents	Percent	Total Consents	Percent
Assessment Manager	363	77.90%	5	1.07%	368	78.97%
Assessment Panel	69	14.81%	3	0.64%	72	15.45%
Private Accredited Professional (Planning)	26	5.58%	0	0.00%	26	5.58%
Total	458	98.28%	8	1.72%	466	100.00%

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

SERVICE ACTIVITY COMMENT

Planning and Development Appeals.

Planning appeals for the quarter were as follows:

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

- 22029654 – 14 Sturt Close, Grange – an applicant appeal against the Assessment Manager decision to refuse the application. The application involved a shade sale forward of the existing dwelling.

There were three appeals resolved for the quarter;

- 22029301 – 31 Milton Avenue, Fulham Gardens – an applicant appeal against the CAP decision to refuse the application. This involved three, two storey dwellings. Appeal withdrawn after separate application was submitted that met the Planning and Design Code.
- 21041549 – 2 Wattle Avenue, Royal Park – an applicant appeal against the decision to refuse the application to convert a dwelling to a dwelling and light industry. Non-residential use area and signs reduced on the land.
- 21042344 – 750 Port Road, Beverley – an applicant appeal against the decision to refuse the application for a variation to car park layout and addition of storage areas to the rear of the carpark and shipping container adjacent to Woodlands Crescent. Amended plans showing suitable landscaping and placement of storage with updated carparking and access arrangements was supported.

SERVICE ACTIVITY COMMENT

Building Fire Safety Committee (BFSC).

The Committee met twice during the quarter and one site was inspected. During the quarter the Building Surveying team continued to manage 17 properties as part of ongoing BFSC action and reported on these to the Committee. Two of these have been resolved.

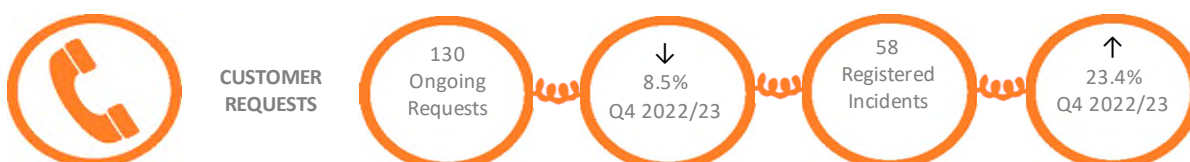
**SERVICE
ACTIVITY
COMMENT**

Planning Compliance - Customer Requests.

Council's two Planning Compliance Officers managed a high level of ongoing customer requests with 118 outstanding incidents (an increase of 9.3%), compared with the same period last year where there were 108 matters ongoing. There were 55 requests registered during the quarter (an increase of 44.7%). There were 38 incidents registered for the same period last year.

There are currently 12 outstanding building compliance incidents managed by the Building Team (a decrease of 64.7%), compared with the same period last year where there were 34 matters ongoing. There were 3 new matters reported for the quarter (a decrease of 66.7%), compared with the same period last year where 9 incidents were registered.

Total number of planning and building compliance ongoing requests were 130 with 58 registered for the quarter.



**SERVICE
ACTIVITY
COMMENT**

Planning Compliance – Appeals

There was one new planning compliance appeal for the quarter;

- 12 Circuit Drive Royal Park – Development without Consent

There are five ongoing planning compliance appeals as follows;

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

Two planning compliance appeals were finalised;

- 26 William Street, Beverley – Development without Consent
- 13/209 Esplanade, Henley Beach – Development without Consent

**OBJECTIVE
17**

TARGET

STATUS

COMMENT

Implement Your Neighbourhood Plan framework.

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

Not Started.

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



OUR LIVEABILITY

CITY ASSETS AND INFRASTRUCTURE ARE DEVELOPED AND ENHANCED ON A STRATEGIC AND EQUITABLE BASIS AND COORDINATED WITH INDUSTRY AND GOVERNMENT BODIES

OBJECTIVE 18

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

TARGET

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

STATUS

The next major revision cycle for Council's Asset Management Plans is well underway, our Asset Management Plans have differing review dates with Asset Management Plan reviews undertaken following financial assessments and condition audits of major asset classes. Major revision of the Open Space & Recreation Asset Management Plan, Council Buildings Asset Management Plan and Transport Asset Management Plans will be informed by recent condition audits, revaluation exercises & revision of maintenance service standards.

COMMENT

The Local Government Act 1999 requires Council to review its Asset Management Plans within 2 years of a general election. The table below provides a status update of the review schedule with all Asset Management Plans current and the next major review cycle now underway.

Asset Management Plan	Condition Audit	Valuation	Data Verification	Data Upload	Data Analysis	NAMS or SAM	Draft AMP	Present to Committee	Consult	Final to Committee	Expected Completion Date	Actual Completion Date
Council Buildings Asset Management Plan											Nov-23	
Open Space & Recreation Asset Management Plan											Nov-23	
Transport Assets Asset Management Plan *											Nov-23	
Public Lighting Asset Management Plan											Nov-24	
Water Infrastructure Asset Management Plan											Nov-24	
Fleet Services Asset Management Plan											Nov-23	
Information Technology Asset Management Plan											Nov-24	

	Completed
	Underway
	Future

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

**OBJECTIVE
19**

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

TARGET

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

**STATUS
COMMENT**

In Progress.

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

**TARGET
STATUS
COMMENT**

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

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

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

**OBJECTIVE
20**

Develop and enhance assets in line with key Council strategies.

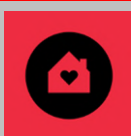
**TARGET
STATUS**

70% of our community is satisfied with our assets.

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

COMMENT

A survey of our public infrastructure satisfaction is in progress and feedback is scheduled to close in July 2023.



OUR LIVEABILITY

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

**OBJECTIVE
21**

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

**TARGET
STATUS**

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

Complete. 19 events were approved as part of the Events and Festival Sponsorship this financial year as follows:

- Southern Bricks Lego User Group, Brixpo - \$5,000
- Rotary Club of West Lakes, Kids Christmas by the Lake - \$5,000
- The Korea and South East Asia Forces Association of Australia (SA Branch), Missing in Action Service - \$2,500
- Christian Family Centre, Christmas in the Square - \$15,000
- West Beach Surf Life Saving Club, Pink and Blue Swim - \$7,000

- Kiteboarding Australia, Kiteboarding Expo - \$3,500
- Messinian Association of SA Inc, Festa di Maria - \$7,500
- Cyprus Community of SA, Cyprus Festival - \$10,000
- The Society of Saint Hilarion, Feast Day - \$10,000
- Telugu Association of South Australia, Deepivali - \$1,700
- Bulgarians' Educational and Friendly Society Incorporated, Zdravei Bulgarian Festival 2023 - \$4,000
- Feast Queer Arts & Cultural Festival, Pride at Plant 4 - \$7,500
- Wara Wayingga Tennyson Dunes Reserve Open Day - \$3,900
- Zahra Foundation Women on the Run Fun Run - \$3,400
- Australian Melanoma Research Foundation Melanoma March - \$2,000
- People Welfare Association Siragugal - \$2,000
- Adelaide Tamil Association Sangamam - \$2,000
- Triathlon South Australia West Lakes Triathlon - \$2,000
- Making it Mine Market - \$5,000

The Urban Projects team ran a successful coastal sounds event on the June long weekend. The event stretched across 10km of coastline. The event featured 17 live performances across West Beach, Henley Beach, Grange and Semaphore Park's Point Malcolm Reserve

The event featured:

- Adam Page
- Kelly Menhennett
- Nat Luna
- Jimmybay Music
- Adelaide Ukulele Appreciation Society
- Les Gitans Blancs
- Zooma Zooma
- Molfettese Singing Group
- Alannah Wood – Henley High School
- Elizabeth Ruyi
- Ella & Sienna
- Naomi Keyte
- InU
- Angela Tripodi – Adelaide Musicians Live
- Free Guru Dudu Adelaide – Silent Disco Tours
- And Park Choir *Harmonise* with Deborah Brennan

COMMENT

Economic Development

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

Visitor Sector: Become a part of Tasting Australia 2024 in the City of Charles Sturt, Simon Bryant's Warehouse, 3 April 2023

Attendees: 20

Council hosted a 2024 Tasting Australia information session for our local hospitality businesses at Simon Bryant's Brompton depot. Foodies heard from

Tasting Australia Co-Director, Karena Armstrong and Tasting Australia Patron, Simon Bryant, about how they can be involved with the program in the future. ·

Business Growth: Capital & Cashflow, Crowd Funding & Investment, Switch Start Scale, Food on the Table, 11 May 2023

Attendees: 100+

Supported by the Economic Development team promoting local business stories of success Local speakers included Sajan Peter, Optus Business Centre Adelaide North, Tanya Cole, Founder and CEO Hessel Group, and Nikki Voxx, Quintessential Being by Nikki Voxx. ·

Business Growth/ Urban Development Western Business Leaders – Invest in the West, Adelaide Entertainment Centre, 23 May

Attendees: 95

With Bowden redefining city and urban living in Adelaide and remediation set to begin on the former Brompton Gasworks site shortly, the morning provided some highly anticipated insights into investment, housing and future urban development in the City of Charles Sturt. Speakers included: Hon Nick Champion MP Minister for Trade and Investment, Minister for Housing and Urban Development, and Minister for Planning; Chris Menz, Chief Executive, Renewal SA; and David Hall, Chief Operating Officer, MAB Corporation. ·

Business Growth: Western Business Leaders - Women in the West, The Gov, 7 June 2023

Attendees: 85

Promoting women in family business Speakers included Hon Andrea Michaels MP, Minister for Small and Family Business, Consumer and Business Affairs, and Arts; Melissa Tonkin, The Gov; and Dr Anisha Sanghavi, Incredible Smiles Woodville. ·

Visitor Sector: Tourism Networking Event, Threefold Distilling, 8 June 2023

Attendees: 45.

Hosted the City of Holdfast Bay as part of the Western Adelaide Tourism Alliance with the Cities of Port Adelaide Enfield and West Torrens. Featured local City of Charles Sturt tourism trade tables from Big Heart Adventure, Big Shed Brewing, and ESC Rooms. This event raised awareness of the opportunities for tourism in the western region and build networking opportunities. ·

Business Growth: Adapting or Advancing your Business or Idea, Switch Start Scale, Murree Smith Hall, Woodville Town Hall, 21 June 2023.

Attendees: 46

Supported by the Economic Development team fostering local business growth and development. Event was hosted in the Murree Smith Hall to showcase venue hire opportunities. ·

City of Charles Sturt and IntoJobs Presents Exploring Self-Employment, Civic Centre, 28 June 2023

Attendees: 13

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

**OBJECTIVE
22
TARGET
STATUS
COMMENT**

Develop destinations that cultivate art, culture, place making while recognising heritage principle

Number of outdoor dining seats is increasing across our city annually.

In Progress.

Council continues to work with local businesses to activate places and support has been provided for increased outdoor dining through the #shoplocal grant. This support includes supporting infrastructure such as awnings, planter boxes and tables and chairs.

**TARGET
STATUS
COMMENT**

At least 90% of our community agree that our city is a great place to live.

In Progress. City wide community survey was conducted in 2022.

Overall, in the 2022 *Community Survey* City of Charles Sturt residents feel safe in our City, with positive net promoter scores (NPS) received for all questions on safety. Safety at home during the day, at home at night, in your neighbourhood during the day and in public places during the day rated the highest. The NPS for safety in your neighbourhood during the night and in public places at night, while still positive, was lower and down when compared to the 2021 survey.

**TARGET
STATUS
COMMENT**

The Heritage Grant Program is 100% allocated each year.

In Progress. The grants program is ongoing, and applications are assessed on a regular basis.

Funding is provided to applications which meeting the criteria of the program on an ongoing basis subject to budget availability. \$6,390 in grants was committed in this quarter by Council. \$55,615 was paid out in grants for completed conservation works in 2022/23.

**TARGET
STATUS
COMMENT**

The Woodville Town Hall has a 10% annual increase in activation (total attendance numbers).

We have achieved a 69% increase on last financial year.

The Covid Pandemic hugely impacted Woodville Town Hall as evidenced by the drop of attendances from a healthy trajectory in 2018-19 and 2019-20 to a halving from 2019-20 to 2020-21. In 2022-23 we have seen over 30,000 attendances, a 69% increase on last financial year. Though the impact of the pandemic and cost of living concerns are still being felt, this increase in attendance is a welcome and very positive sign. We are almost back to pre-covid levels and looking forward to a strong year ahead.

Attendances	17-18	18-19	19-20	20-21	21-22	22-23
Aim (pre-covid):				34,200	42,000	48,900
Actual:	21,130	24,437	34,090	17,420	18,250	30,979

**OBJECTIVE
23****TARGET****STATUS****COMMENT****Develop and implement a program to promote street and place activation.**

Number of street and place activation events increases annually.

Ongoing.

In June Council held “mural month” and 6 new murals were painted across the city:

- Australasian Bittern and Pouched Lamprey mural at Halsey Road Pump Station
- Hooded Plovers and Dogs on Leash at the Torrens Outlet mural
- Henley and Grange RSL mural
- Dogs on leash mural at Collins Reserve
- Exeloo artwork at Grange Lakes Reserve
- 19 on Green Artwork

Some of the murals involved community involved in voting for their favourite design and contributing to the painting of the artwork.

Subsidies for the SALA festival registration taking place in August were offered and 8 artists took up this offer.

Through the Arts Fund, Live and Local fund and Neighbourhood projects fund, 46 grants were awarded this financial year to applicants creating new live music performances, workshops, theatre productions, art tours and community public art projects in CCS.

One Street Meet was held in this quarter.

**OUR LIVEABILITY**

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

**OBJECTIVE
24****TARGET****STATUS****COMMENT****Continue to implement improvements to our transport network to improve road safety.**

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

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

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

**TARGET
STATUS**

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

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

COMMENT

A survey of our public infrastructure satisfaction is in progress and feedback is scheduled to close in July 2023. Staff will use the outcomes of this survey to inform a review of service levels as part of the future revisions of asset management plans.

**TARGET
STATUS**

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

COMMENT

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

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

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

Calendar Year	Minor Injury Crashes	Serious Injury Crashes	Fatal Crashes	Total
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
25**

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

TARGET

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

STATUS

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

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

COMMENT	<p>Fixed bicycle counters in the Council shows cycling activity increasing along the River Torrens Linear Park Path and Outer Harbor Greenway.</p> <p>Usage of the River Torrens Linear Park Path continues to increase since 2018 and has established itself as Council's highest walking and cycling corridor. Demand has increased from approximately 437 users to 800 users per day in 2023.</p> <p>Approximately 40% of users are pedestrians and 60% of users were cyclists.</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 significantly from 111 to 315 cyclists per day in 2023 (recorded near Woodville Road).</p> <p>**Note cyclist numbers are an average and fluctuate on an ongoing basis**</p> <p>Claude Outdoor continues to progress shelter installations across the Council area.</p>
TARGET	An annual increase of community satisfaction in major transport assets (roads and paths). (Community survey).
STATUS	In Progress. Community consultation and feedback is being sought with regard to community satisfaction with infrastructure assets. Consultation is scheduled to close in July 2023. The results of this additional consultation will help shape the next Asset Management Plan revisions for Transport, Lighting and Water assets.
COMMENT	Community Survey questions were updated as part of the 2021 survey review to assist Council staff to better understand community satisfaction with our assets. These questions have been included in the infrastructure satisfaction survey that is currently in progress and staff will use the outcomes of this survey to inform a review of service levels as part of the future revisions of asset management plans.
OBJECTIVE 26	Continue to support and advocate for shared transport options such as ride shares, car share, shared bike and scooter schemes.
TARGET	Number of trips made by shared transport solutions increases annually.
STATUS	Ongoing. Council continues to seek and identify opportunities for shared transport solutions.
COMMENT	<p>Council has partnered with the Western Alliance of Councils and E-scooter providers in a trial to deliver shared E-scooter travel services along sections of the coast. In 2020, 4,543 rides were taken up by 2,860 users on the E-scooters and 10,843km was travelled using the E-scooters. The trial is continuing into 2023 however COVID-19 has seen utilisation decline significantly at the last half 2021 and through 2022. At the March 2023 Asset Management Committee meeting the trial was extend until the 31st of October 2023.</p> <p>Council staff are exploring uptake of ride share facilities trials in the Bowden Urban Village and expect to report on the availability of this in the future.</p> <p>Council staff are also exploring opportunities for E-bike providers for CCS and further E-scooter routes on an ongoing basis.</p>

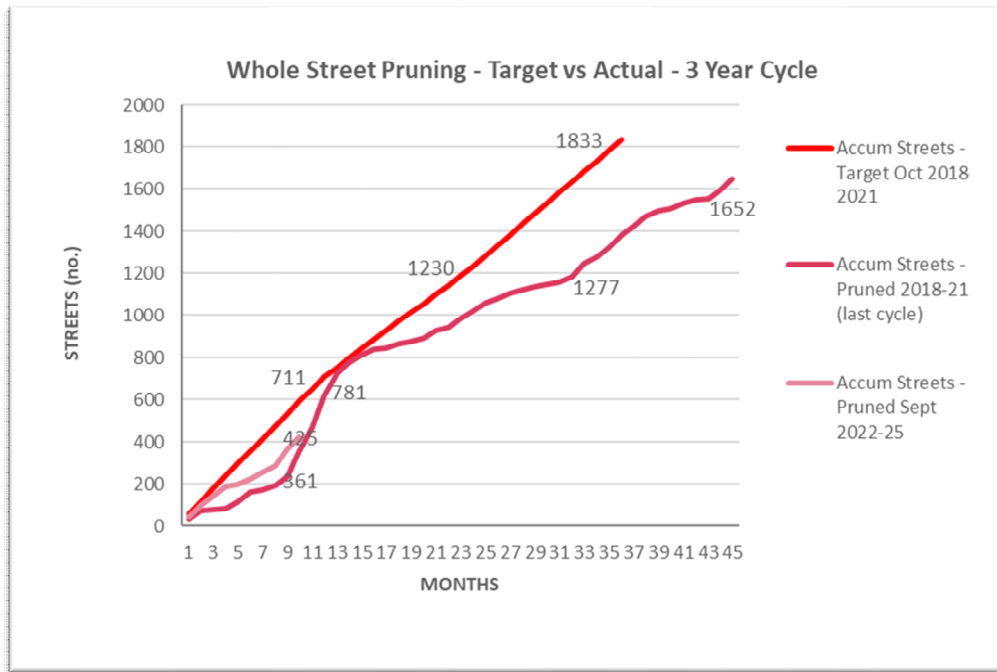
OBJECTIVE 27	Continue to support and advocate the uptake of electric vehicle ownership and usage.
TARGET	The number of public electric vehicle charging stations installed within CCS increases by 15% annually for the next 4 years (with a minimum of 15 chargers installed by 2025) with an annual increase in usage.
STATUS	In Progress. Council continues to seek and plan for additional infrastructure opportunities to improve the EV network.
COMMENT	10 public fast charge EV chargers have now been installed across the Council area. An additional charger is expected to be installed in 2023 as part of the Woodville Road Streetscape Project. Future opportunities to install EV chargers are being explored as part of the re-development of the Bowden Urban Village and the future streetscape upgrade of Chief Street in Brompton.



OUR LIVEABILITY

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

OBJECTIVE 28	Create public and open spaces in conjunction with our community that are engaging, inclusive, safe and connected, and meet diverse and changing community needs.
TARGET	Our public spaces receive at least 90% satisfaction by 2025 by surveyed residents.
STATUS	In Progress. Analysis of information received from the 2022 Community Survey is complete.
COMMENT	Community survey questions were updated for 2022 to assist Council staff to better understand community satisfaction with Council's open space and recreation assets. The results of the 2022 survey show a satisfaction rating of 79%, which is a reduction from the 2021 rating of 84%. It is noted that satisfaction ratings for all services in 2022 were less than 2021. Strategies to improve this rating will continue to be explored, including further promotion of our public spaces.
TARGET	An annual increase of programmed tree pruning is completed within service level standards.
STATUS	Current 3-year cycle in progress.
COMMENT	2022-2025 3-year cycle commenced in September 2022 and is slightly behind pruning targets for Year 1 due to an increase in reactive requests, staff absences (COVID) and a storm damage event in February 2023. 425 streets pruned to date.



TARGET

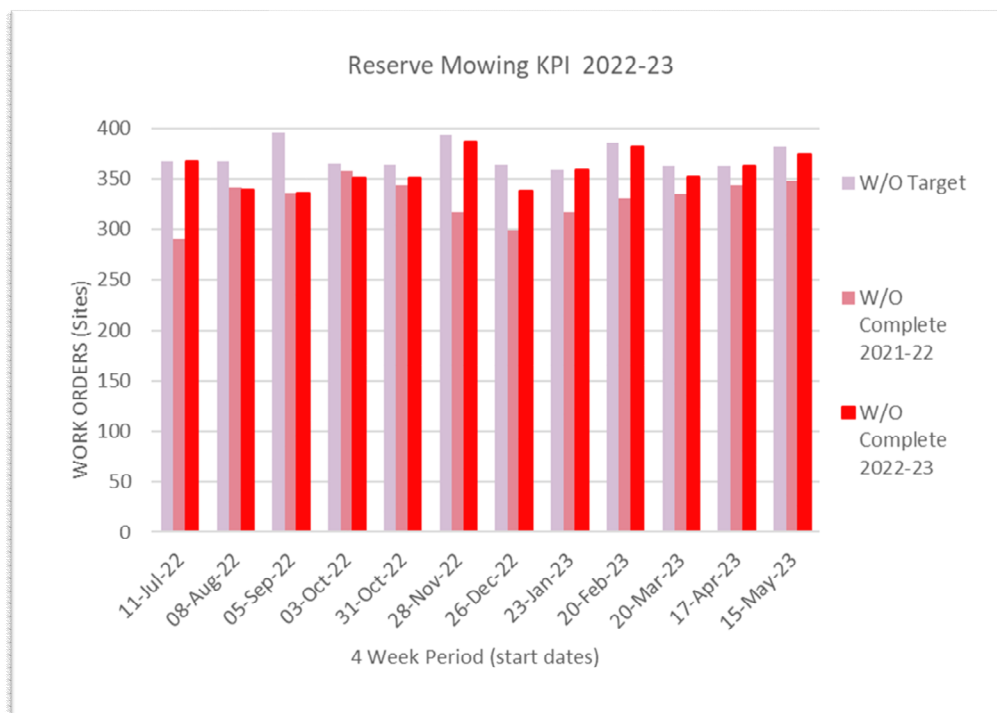
An annual increase of programmed reserve mowing completed within service level standards is increasing annually.

STATUS

Complete. Reserve mowing service levels were 6% higher than the average for the 2021-22.

COMMENT

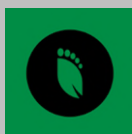
Staff achieved an average of 97.9% for this quarter compared to the overall average of 90.7% for the 2021-22 Financial Year. Staff leave and inclement weather have impacted our ability to achieve 100% this quarter. The Work Order target is higher in alternate months due to a 3-week frequency for each individual section of Port Road Median.



OBJECTIVE 29	Maximise the use of Council open space and sporting facilities.
TARGET	90% of residents will live within 300m of useable open space by 2025.
STATUS	In Progress. Council staff continue to investigate opportunities for additional open space within new and existing development areas.
COMMENT	A recent analysis shows 86% of residents will live within 300m of useable open space in 2022, compared to 85% in 2021 and 86% in 2020. Changes are due to the handover of new residential developments. Work across multiple Council departments continues to ensure adequate open space is included in new developments, and walkability to existing open space is improved.

OBJECTIVE 30	Facilitate provision of and access to recreation facilities by collaborating with schools and clubs and adjoining councils.
TARGET	Our School Holiday Sports (SHS) program is increasing in participation numbers annually.
STATUS	School Holiday Sports programs are held twice a year (April & October). Council continually promotes the program to increase participation numbers, with 3,025 children participating in SHS programs in the 2022/2023 FY (up from 2,427 participants in the corresponding 2021/2022 FY period).
COMMENT	Building on the 1,657 children registering for SHS programs across 60 activities in September/October 2022, the most recent SHS program held in April 2023 involved 16 sport providers offering more than 60 activities across the City, resulting in almost 1,400 participants in April 2023 (up from 1,257 attendees in April 2022).

TARGET	Access to additional recreation facilities and open space increases annually due to successful Joint Use Agreements.
STATUS	In Progress. A strategic approach to additional Shared Use Agreement opportunities will align with the Department of Education's strategic focus for community use of school land outside of school hours.
COMMENT	A review of existing Joint Use Agreements 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. Other partnerships are currently being explored.



OUR ENVIRONMENT

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

OBJECTIVE

31

TARGET

STATUS

COMMENT

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

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

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

Building, lighting and Open Space

- The Cultivate Program for staff professional development on environmentally sustainable development for council buildings has been well attended with sessions running from Feb to Jun 2023.
- New Solar PV installed at Brocas, Arch Patterson Hall and Hindmarsh library

Transport

- First two EVs have been purchased and new EV charging infrastructure to be installed at the old Meals on Wheels site in the coming months to support the new EVs.
- There has been strong uptake of hybrid vehicles with new hybrid vehicle options continuing to be added to the fleet list which will further support uptake.
- As of 31/03/23 there are 29 hybrid vehicles in the fleet, and we have now exceeded our target of 27 vehicles.

Not Waste

- This financial year 1455 Caddies have been delivered along with 215 rolls of compostable bags. This is in addition to the caddies and bags collected from Council locations.
- Council extended its food waste recycling service to allow for resident to request replacement rolls of compostable to be delivered making it easier for our community to recycle their food scraps
- The weekly FOGO trial has commenced including significant community education and engagement

Renewable energy procurement

- New 100% renewable electricity contract in place for the next two (2) years

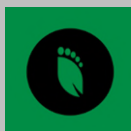
Carbon Offsets

- Council staff continue to work with other Local Government organisations to determine the legalities, risks and future opportunities associated with carbon offsets. Al Carbon & Bentley's have delivered their initial report which is currently being considered.

Staff Led In initiatives

Staff Lunch Time Learning sessions continue to be held monthly to support staff learning of emission reduction opportunities.

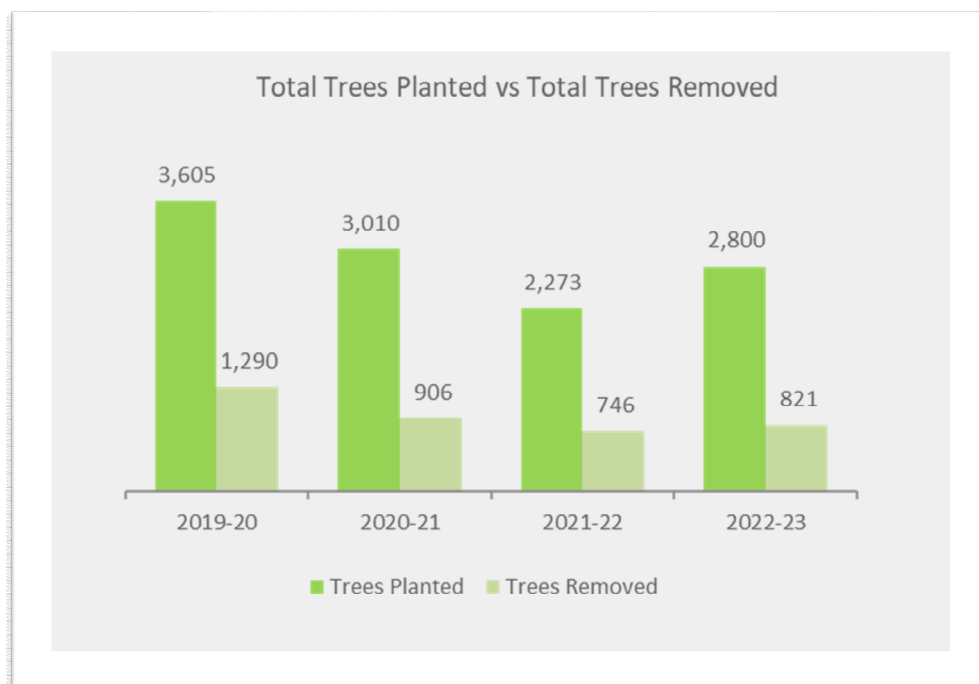
OBJECTIVE 32	Effectively manage and operate recycled water systems to provide alternative water sources for parks reserves and other open space environments.
TARGET	Develop a Water Strategy to guide future decision by June 2023.
STATUS	Identified current supply opportunities and constraints, potential partners, and collaborative councils. Waiting for regulatory and grant approval from State and Federal agencies.
COMMENT	<p>Actions complete:</p> <ul style="list-style-type: none"> • Negotiate water entitlements and allocations with the regulator. • Explore the current available entitlements within the market. • Identify appropriate water demand hot spots. • Clarify the ideal alternative water sources for the respective locations. <p>Actions underway:</p> <ul style="list-style-type: none"> • Complete awaiting response - Entitlement and allocation modifications with the regulator. • Complete awaiting response - Grant applications with State and Federal agencies for additional funding.
TARGET	Increase our open space use of recycled water by 2025.
STATUS	New 2022/23 connections complete. Budget for 2023/24 Approved.
COMMENT	<p>Connections completed:</p> <p>Robert Haigh Reserve</p> <p>Pennington Oval</p>



OUR ENVIRONMENT

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

OBJECTIVE 33	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	Complete. 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
34**

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

TARGET

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

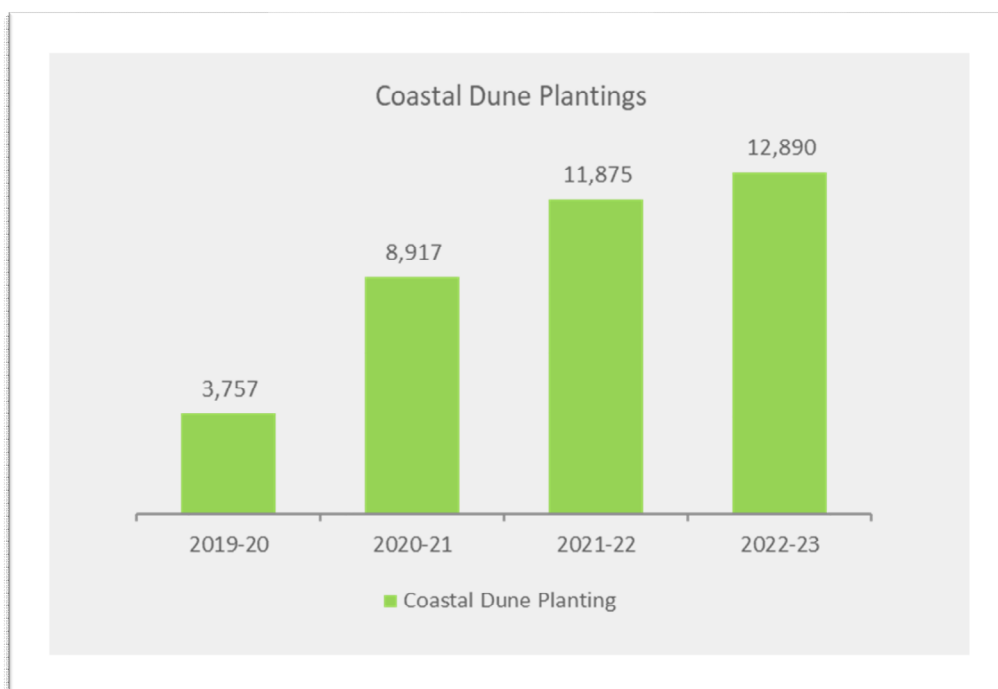
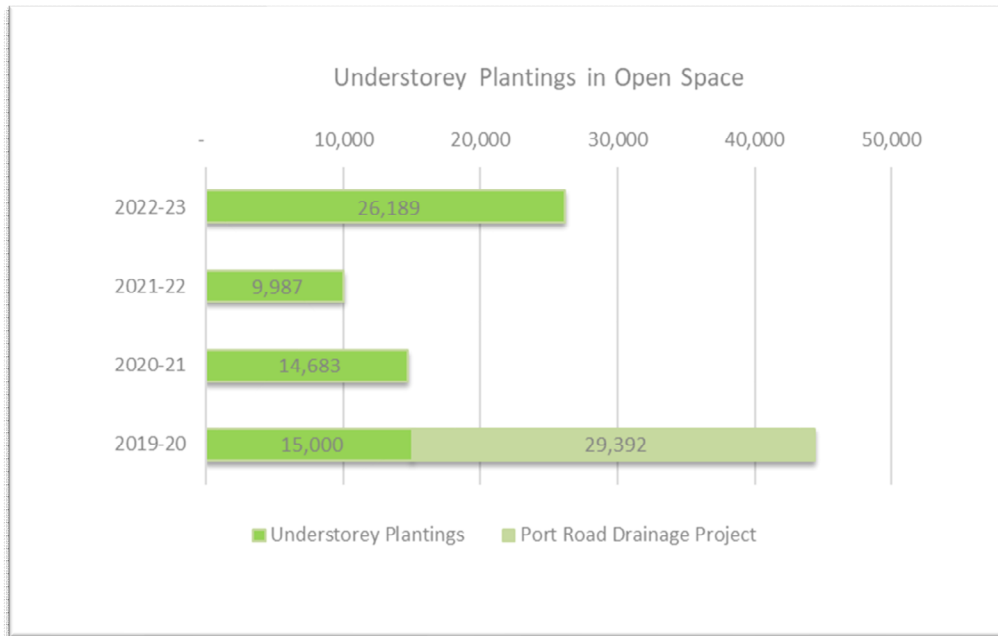
STATUS

Complete. 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. For 2022/23 the understorey plantings included the Ovingham Overpass project. The major increase in 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	Improvement achieved.
COMMENT	<p>By 2022, protection, enhancement and creation of fauna habitats through ongoing management of new and existing sites has improved current urban biodiversity (e.g. diversity, abundance, and/or distribution) and functional landscape connectivity, and reduced current threats to biodiversity.</p> <p>We have achieved this improvement goal in 2022 – through a number of key activities including:</p> <ul style="list-style-type: none"> • Breakout Creek along the River Torrens/Karrawirra Pari is being steadily transformed from an artificial channel into a more natural-flowing and healthy creek. At completion in 2023, the project will: <ul style="list-style-type: none"> ○ Create wetlands to capture and clean stormwater ○ Manage high flows and remove weeds; Plant native vegetation (215,000 plants including trees) to both improve biodiversity and slow and clean water coming down the river ○ Create healthy habitat for fish and bird species ○ Improve the water quality of the Torrens. • Gains in the urban forest with an increase in the number of trees planted our street network and reserves. • The number of understorey plants planted in open space and biodiversity sites annually. Council undertakes annual revegetation programs within our reserves, including biodiversity sites along the River Torrens Linear Park and the Coastal Reserve. • Threat management activities include locating fox dens and follow up-control, mitigation of dog-based impacts (e.g. on plovers), cat owner education about responsible management, plus control of declared pest plants. • Creation of habitat opportunities for hollow-dependant fauna had delivered approximately 200 wildlife boxes City wide and demonstrated an increase in number of hollow-dependant fauna occupation. <p>Findings of citizen science monitoring – we work with Birdlife Australia identifying trends in local bird populations year-on-year to indicate biodiversity management successes</p>

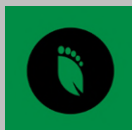
OBJECTIVE 35	Develop, manage and maintain green infrastructure; and protect and enhance our urban tree canopy.
TARGET	Our Whole Street Planting program is completed annually.
STATUS	Complete.
COMMENT	Streets selected, consultation undertaken to finalise tree species. Council endorsed the Whole Street Planting program in December 2022. Tree planting undertaken April-June 2023.

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

	<ul style="list-style-type: none"> • Fairford Terrace Road Reconstruction project (completed) • Bridgman Avenue Road Reconstruction (completed) • Jetty Street Road Reconstruction (in progress) • Hindmarsh Place Hindmarsh (completed) • Living Streets – Design Wright, Bishop and Tait Streetscape upgrades (in progress) <p>Opportunities to include WSUD in future works programs currently being explored. Planning for 2023/24/25 capital projects is in progress.</p>
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TARGET	A verge renewal framework to guide the greening of our capital works programs infrastructure is completed by June 2022.
STATUS	Complete. Verge greening is critical in ensuring a reduction in the urban heat island effect and can be incorporated within our capital projects.
COMMENT	An internal verge renewal framework has been developed and following a review by internal stakeholders it has now been finalised for implementation as part of future capital works programs.

TARGET	Boucatt Reserve is reinvented by 2022 and is cooler in temperature.
STATUS	In Progress. Upgrade works have been completed in the Reserve to encourage community use in a cooler environment.
COMMENT	An arbour and ten large above-ground plant pots, including trees and vegetation, have been installed. 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. Recent findings indicate that air and surface temperatures at the reserve are cooler as a result of the planting. A report will be prepared in mid-2023 to summarise the findings from the previous 2 years.



OUR ENVIRONMENT

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

OBJECTIVE 36	Facilitate opportunities and educate, promote and implement environmentally sustainable business practices to minimise our adverse impact on the environment and to provide learning to the community.
TARGET	85% of our community are aware of Council's environmental efforts. (Community survey – currently 59%).
STATUS	In Progress. Council continues to work with our community to raise awareness, educate and engage in relation to climate change adaptation and mitigation.
COMMENT	The Environmental Management Officer (Climate Emergency Response) is actively working with the Media, Marketing and Communications team to promote Net Zero both internally and externally. The Net Zero Communications Plan is developed to articulate and identify the communications measures that will be undertaken to ensure key stakeholders are appropriately informed and engaged on the Net Zero initiatives Council are actioning to mitigate the Climate Emergency.

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	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>The recent survey of community members for the Community Emissions Reduction Project, found that of the 219 surveyed the majority recycle, reuse or compost, over half have solar panels and over half want to personally take more action to reduce greenhouse gas emissions. The results of this survey will enable opportunities to support community to take action to reduce greenhouse gas emissions through the development of a Community Emissions Reduction Action Plan.</p> <p>The 2022 Community Survey which asked community a number of questions about climate found that there was little change in community response from 2021 to 2022. Two (2) key questions included 'I have a good knowledge of climate change already' and 'Taking action on climate change is important to me personally' found that a high number of respondents agreed or strongly agreed. The below table shows the change in response from 2021 to 2022.</p>

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

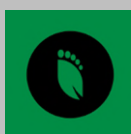
Total respondents- 2022 Panel n=128, Non-panel n=752
Total respondents- 2021 Panel n=162, Non-panel n= 823

OBJECTIVE 37	Incorporate sustainable infrastructure into our community spaces and buildings.
TARGET	All building capital works, and renewal programs adhere to Council's Environmentally Sustainable Design (ESD) guidelines and respond to long term risks of climate change.
STATUS	In Progress. Climate change adaptation building solutions are increasingly included in capital projects with heightened industry awareness evident.
COMMENT	The <i>Environmentally Sustainable Development (ESD) Requirements for Council Buildings</i> were endorsed by council 14 June 2022. This document has influenced positive sustainability outcomes in building projects since, including Henley Ngutungka and Aquatic Reserve Clubrooms. This policy is redefining minimum standards for the development and maintenance of council's building assets, in order to meet Council's strategic environmental outcomes including achieving Net Zero carbon buildings and buildings that are resilient to the impacts of climate change. A bespoke regional training program is being delivered for property staff

at the Cities of Charles Sturt, Port Adelaide Enfield and Marion, to embed the knowledge and skills needed to implement this new direction for council buildings.

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

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



OUR ENVIRONMENT

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

OBJECTIVE 38

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

TARGET STATUS

Our MRF is constructed and operational by June 2022.

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

COMMENT

The CAWRA MRF has been fully operational since January 2020. The facility is accepting and processing materials from the following Councils:

- City of Charles Sturt
- City of Port Adelaide Enfield
- City of Adelaide
- East Waste Councils
- City of West Torrens
- City of Unley
- Rural City of Murray Bridge
- District Council of Mount Barker

CAWRA has several facility upgrades programmed for late 2023 to improve operational efficiencies and overall MRF performance.

OBJECTIVE 39

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

TARGET

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

STATUS

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

COMMENT

Cleanaway continue to send contamination letters to households who are using their recycling and/or organics bins incorrectly. The letters include images of the

identified contaminant and information about what can and can't go in each of the bins, along with link to the 'Which Bin' website.

Community talks and presentations are continuing upon request and focus on using the three-bin system correctly.

An increased focus on food waste recycling has seen the development of detailed education material to support the trial of Weekly FOGO (food organics, garden organics) collections. Material has been sent to all participating households who are part of the trial which commenced in May 2023.

TARGET

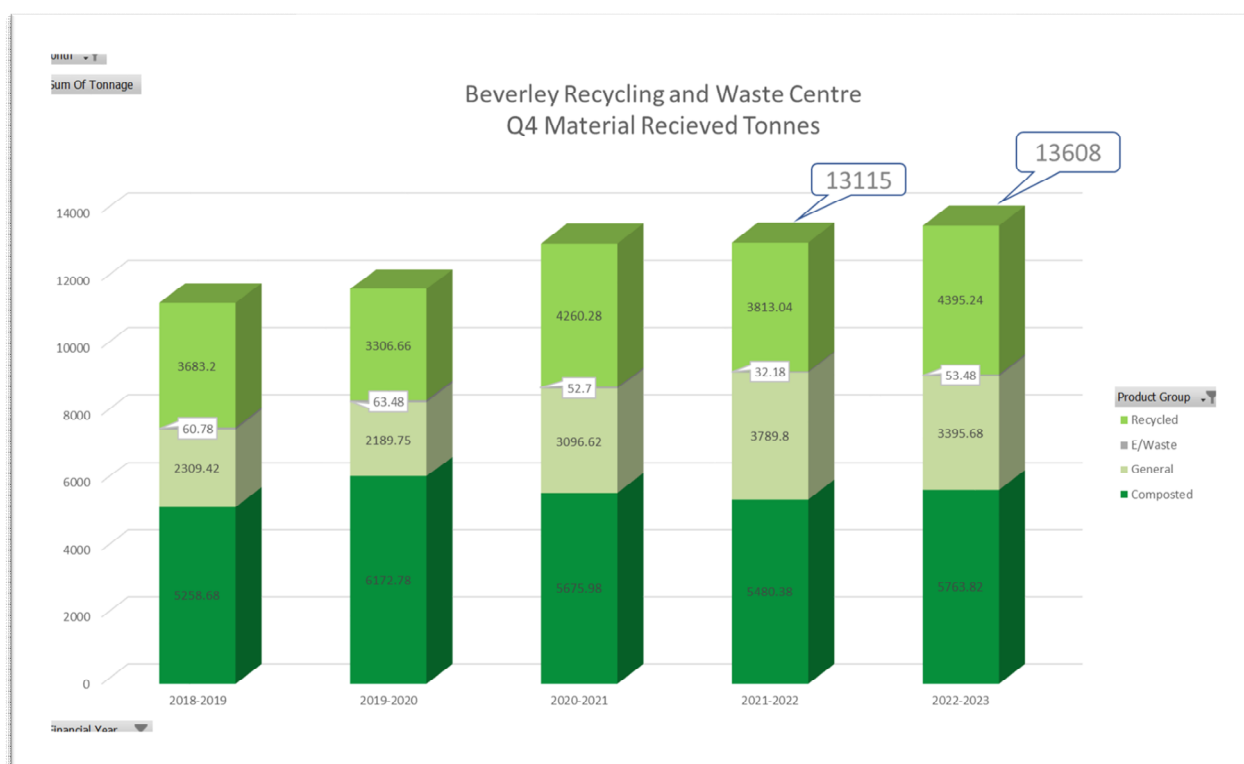
Increase in the annual tonnes of material received for recycling at the Beverley Recycling and Waste Centre by 2025.

STATUS

2022/23 Q4 Material Received 13608 tonnes.

COMMENT

The volume received for the 2022/23 financial year increased by 493 tonnes, bringing the total from 13115 tonnes in the previous year to 13608 tonnes. This is the highest volume received by the Recycling and Waste Centre over the last five years.



TARGET

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

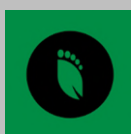
STATUS

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

COMMENT

Council in partnership with Cleanaway continue to send contamination letters to households who are using their recycling and/or organics bins incorrectly. 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>The Weekly FOGO trial commenced in May 2023. All participating households have received communications outlining the details of the trial and providing them with key information and resources to support them throughout the 12-month trial.</p> <p>On average each household produced around 7kg of general waste per week in 22/23 this is compared to an average of 8 kg per household per week in 21/22 and 8.55kg per week in 20/21.</p> <p>CAWRA has developed an education plan to help support Council with education targeting problem items they are observing at the MRF which has now been approved by the board for implementation. A Green Industries SA grant of \$59,000 was received by CAWRA to develop interactive education opportunities at CAWRA. CAWRA has also engaged an education officer to commence tours of the MRF starting July 2023.</p>
TARGET STATUS COMMENT	<p>Increase in percentage of food waste diverted from landfill with a target of 60% by 2025.</p> <p>Ongoing. The food waste recycling program continues to be available free to all households upon request.</p> <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. Residents are now also able to request for replacement rolls of compostable bags to be delivered, rather than having to collect them in person. In the 22/23 financial year we delivered 1455 caddies and 215 additional rolls of compostable bags.</p> <p>Council received a grant of \$70k from Green Industries SA to support a trial of weekly FOGO (food and organics) bin collections. The trial commenced in May 2023 and all participating households have received communications about the trial, including information and resources to support them throughout the trial.</p>
OBJECTIVE 40 TARGET STATUS COMMENT	<p>Educate and facilitate sound corporate practices to increase the use of recycled-content materials in Council operations.</p> <p>We will track and increase our purchase of recycled content materials (by weight) to 50% of the contents of kerbside recycling bins by 2025.</p> <p>Ongoing. Opportunities are continually being identified to improve standard business practices.</p> <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 is undertaking an 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. Recycled content criteria have been incorporated into Asset Management Plans.</p>



OUR ENVIRONMENT

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

OBJECTIVE 41

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

TARGET

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

STATUS

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

COMMENT

Attendance at formalised Adelaide Coastal Council Network meetings, hosted by the LGA, West Beach & Henley Community Reference Group meetings and Securing the Future of our Coastline Community Reference Group meetings is ongoing.

TARGET

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

STATUS

In Progress.

COMMENT

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

OBJECTIVE 42

Improve and increase biodiversity along our coast.

TARGET

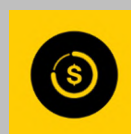
The number of indigenous and native plants planted along the coastal reserve increases annually.

STATUS

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

COMMENT

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



OUR ECONOMY

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

OBJECTIVE 43

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

TARGET

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

STATUS

In Progress.

COMMENT

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

A 'Live in the West' Strategy has been developed to promote the liveability and opportunities of the Western Region. The Adelaide Beaches website was

	<p>transitioned to a new platform to launch this strategy and will commence from July 2023.</p> <p>An Invest in the West, Investment Attraction Prospectus is being developed and will be finalised by September 2023. A marketing strategy will be run to promote the opportunities in the City of Charles Sturt and the broader Western Adelaide region.</p>
OBJECTIVE 44 TARGET STATUS COMMENT	<p>Develop strategic and industry alliances to progress economic growth and resource sharing.</p> <p>30% of our Charles Sturt businesses are WBL members by 2025.</p> <p>In progress. Many businesses across all sectors are currently registered as Western Business Leader members.</p> <p>There are currently more than 11,900 businesses in the City of Charles Sturt, 1,855 of these (15.6%) are registered Western Business Leader members, an increase of almost 400 businesses on last quarter. Council is continuing to promote the Western Business Leaders and encourage additional membership.</p> <p>Several videos were created highlighting the benefits of membership and a more targeted marketing campaign commenced in May 2023.</p>
TARGET STATUS COMMENT	<p>At least four joint economic development projects or events delivered annually between two or more Councils.</p> <p>In progress. Council continues to collaborate with other Councils to identify opportunities for economic development partnerships and events.</p> <p>A Jobs Expo was held in collaboration with the City of Port Adelaide Enfield at the St Clair Recreation Centre on 21 March 2023 and attended by over 2,000 job seekers and 80 exhibitors. Planning is underway for the 2024 expo.</p> <p>Other Western Alliance projects include</p> <ul style="list-style-type: none"> - Live in the West regional promotion - The Adelaide Beaches website upgrade. The refreshed and updated Adelaide Beaches website was launched on 27 November 2022 at the Western Regional Visitor Sector Network Event in Thebarton. - The Western Regional Tourism Development Action Plan was presented to the 20 March 2023 City Services Committee. - Quarterly Western Regional Visitor Sector Network events continue to be held. The most recent event was hosted by the City of Holdfast Bay at Threefold Distillery, Glenelg East on 8 June 2023 <p>Attendees: 45</p> <p>This event featured local City of Charles Sturt tourism trade tables from Big Heart Adventure, Big Shed Brewing, and ESC Rooms. This event raised awareness of the opportunities for tourism in the western region and encouraged collaboration between visitor businesses, many successful connections were made as a result. The next event is planned for August.</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	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 seven events this quarter. 100% of respondents to surveys when asked how they would rate the events hosted by the City of Charles Sturt said the events were good, very good or excellent. Stakeholder and attendee feedback was collected for the Western Adelaide Jobs Expo 2023 to plan the 2024 expo.</p> <p>Further feedback was also sought from businesses as part of the annual Business Survey 2023. The results can be found on our YourSay page here: https://www.yoursaycharlessturt.com.au/business-survey-2023</p>

OBJECTIVE 45	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	In progress.
COMMENT	<p>Business Growth, the Startup ecosystem, Health 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 January 2023 to promote the visitor networking event in February.</p> <ul style="list-style-type: none"> Seven sector specific workshops were held during this quarter targeting Business growth, Urban Development and Visitor sector, these also helped to foster business to business relationships. These events were very well attended and provided information on further market opportunities for business as well as employment opportunities for residents. These included: Visitor Sector: Become a part of Tasting Australia 2024 in the City of Charles Sturt, Simon Bryant's Warehouse, 3 April 2023 Attendees: 20 Council hosted a 2024 Tasting Australia information session for our local hospitality businesses at Simon Bryant's Brompton depot. Foodies heard from Tasting Australia Co-Director, Karena Armstrong and Tasting Australia Patron, Simon Bryant, about how they can be involved with the program in the future. Business Growth: Capital & Cashflow, Crowd Funding & Investment, Switch Start Scale, Food on the Table, 11 May 2023 Attendees: 100+ Supported by the Economic Development team promoting local business stories of success Local speakers included Sajan Peter, Optus Business Centre Adelaide North, Tanya Cole, Founder and CEO Hessel Group, and Nikki Voxx, Quintessential Being by Nikki Voxx.

- **Business Growth/ Urban Development Western Business Leaders – Invest in the West, Adelaide Entertainment Centre, 23 May**
Attendees: 95
With Bowden redefining city and urban living in Adelaide and remediation set to begin on the former Brompton Gasworks site shortly, the morning provided some highly anticipated insights into investment, housing and future urban development in the City of Charles Sturt. Speakers included: Hon Nick Champion MP Minister for Trade and Investment, Minister for Housing and Urban Development, and Minister for Planning; Chris Menz, Chief Executive, Renewal SA; and David Hall, Chief Operating Officer, MAB Corporation.
- **Business Growth: Western Business Leaders - Women in the West, The Gov, 7 June 2023**
Attendees: 85
Promoting women in family business
Speakers included Hon Andrea Michaels MP, Minister for Small and Family Business, Consumer and Business Affairs, and Arts; Melissa Tonkin, The Gov; and Dr Anisha Sanghavi, Incredible Smiles Woodville.
- **Visitor Sector: Tourism Networking Event, Threefold Distilling, 8 June 2023**
Attendees: 45
Hosted the City of Holdfast Bay as part of the Western Adelaide Tourism Alliance with the Cities of Port Adelaide Enfield and West Torrens. Featured local City of Charles Sturt tourism trade tables from Big Heart Adventure, Big Shed Brewing, and ESC Rooms. This event raised awareness of the opportunities for tourism in the western region and build networking opportunities.
- **Business Growth: Adapting or Advancing your Business or Idea, Switch Start Scale, Murree Smith Hall, Woodville Town Hall, 21 June 2023**
Supported by the Economic Development team fostering local business growth and development. Event was hosted in the Murree Smith Hall to showcase venue hire opportunities.
Attendees: 46

City of Charles Sturt and IntoJobs Presents Exploring Self-Employment, Civic Centre, 28 June 2023

Attendees: 13

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

TARGET

**STATUS
COMMENT**

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

In progress. A range of sector specific workshops held.

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

residents. These included:

- **Visitor Sector: Become a part of Tasting Australia 2024 in the City of Charles Sturt, Simon Bryant's Warehouse, 3 April 2023**
Attendees: 20
Council hosted a 2024 Tasting Australia information session for our local hospitality businesses at Simon Bryant's Brompton depot. Foodies heard from Tasting Australia Co-Director, Karena Armstrong and Tasting Australia Patron, Simon Bryant, about how they can be involved with the program in the future.
- **Business Growth: Capital & Cashflow, Crowd Funding & Investment, Switch Start Scale, Food on the Table, 11 May 2023**
Attendees: 100+
Supported by the Economic Development team promoting local business stories of success
Local speakers included Sajan Peter, Optus Business Centre Adelaide North, Tanya Cole, Founder and CEO Hessel Group, and Nikki Voxx, Quintessential Being by Nikki Voxx.
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Attendees: 85
Promoting women in family business
Speakers included Hon Andrea Michaels MP, Minister for Small and Family Business, Consumer and Business Affairs, and Arts; Melissa Tonkin, The Gov; and Dr Anisha Sanghavi, Incredible Smiles Woodville.
- **Visitor Sector: Tourism Networking Event, Threefold Distilling, 8 June 2023**
Attendees: 45
Hosted the City of Holdfast Bay as part of the Western Adelaide Tourism Alliance with the Cities of Port Adelaide Enfield and West Torrens. Featured local City of Charles Sturt tourism trade tables from Big Heart Adventure, Big Shed Brewing, and ESC Rooms. This event raised awareness of the opportunities for tourism in the western region and build networking opportunities.

- **Business Growth: Adapting or Advancing your Business or Idea, Switch Start Scale, Murree Smith Hall, Woodville Town Hall, 21 June 2023**
Supported by the Economic Development team fostering local business growth and development. Event was hosted in the Murree Smith Hall to showcase venue hire opportunities.
Attendees: 46
- **City of Charles Sturt and IntoJobs Presents Exploring Self-Employment, Civic Centre, 28 June 2023**
Attendees: 13
Local City of Charles Sturt residents were invited to unlock the potential of their side hustle or business idea by joining a five-day self-employment workshop series.
- Positive feedback was received from all these events and when asked businesses felt they were able to implement their learnings.

Further feedback was also sought from businesses as part of the annual Business Survey 2023. The results can be found on our YourSay page here:

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



OUR ECONOMY

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

OBJECTIVE 46

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

TARGET STATUS

Annual increase of 2.5% of local spend by Council.

COMMENT

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.

Council is continuing to support the buy local agenda and monitor the baseline established. An event promoting the new VendorPanel e-marketplace was scheduled for Wednesday 3 May but was cancelled due to low registrations.

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

TARGET STATUS COMMENT

All tenders are promoted through the Charles Sturt LinkedIn site.

In progress.

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

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

TARGET	Annual increase in Gross Regional Product (CCS) overall, with focus on targeted sectors of advanced manufacturing, defence, health, tourism, and construction.
STATUS	In progress. This is an indirect KPI which Council does not control; however, we contribute to the increase.
COMMENT	Between March and May 2023 there was a small decrease in Gross Regional Product from \$6.54 billion to \$6.52 billion a decline of 0.31%.

OBJECTIVE 47	Increase local supply chain development through business support and promotions.
TARGET	Annual increase in Business to Business (B2B) engagement fostered by CCS.
STATUS	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>The team consistently go out and meet with local business owners and share their stories. A very popular 'Meet the Business Community' segment has been created. Targeted engagement is also working well for sector specific communications and events.</p> <p>Seven sector specific workshops were held during this quarter targeting Business growth, Urban Development and Visitor sector, these also helped to foster business to business relationships. These events were very well attended and provided information on further market opportunities for business as well as employment opportunities for residents. These included:</p> <ul style="list-style-type: none"> Become a part of Tasting Australia 2024 in the City of Charles Sturt, Simon Bryant's Warehouse, 3 April 2023 Attendees: 20 Council hosted a 2024 Tasting Australia information session for our local hospitality businesses at Simon Bryant's Brompton depot. Foodies heard from Tasting Australia Co-Director, Karena Armstrong and Tasting Australia Patron, Simon Bryant, about how they can be involved with the program in the future. Capital & Cashflow, Crowd Funding & Investment, Switch Start Scale, Food on the Table, 11 May 2023 Attendees: 100+ Supported by the Economic Development team promoting local business stories of success Local speakers included Sajan Peter, Optus Business Centre Adelaide North, Tanya Cole, Founder and CEO Hessel Group, and Nikki Voxx, Quintessential Being by Nikki Voxx. Western Business Leaders – Invest in the West, Adelaide Entertainment Centre, 23 May Attendees: 95 With Bowden redefining city and urban living in Adelaide and remediation set to begin on the former Brompton Gasworks site shortly, the morning provided some highly anticipated insights into investment, housing and future urban development in the City of Charles Sturt. Speakers included: Hon Nick Champion MP Minister for Trade and Investment, Minister for Housing and Urban Development, and Minister for

Planning; Chris Menz, Chief Executive, Renewal SA; and David Hall, Chief Operating Officer, MAB Corporation.

- **Business Growth: Western Business Leaders - Women in the West, The Gov, 7 June 2023**
Attendees: 85
Promoting women in family business
Speakers included Hon Andrea Michaels MP, Minister for Small and Family Business, Consumer and Business Affairs, and Arts; Melissa Tonkin, The Gov; and Dr Anisha Sanghavi, Incredible Smiles Woodville.
- **Visitor Sector: Tourism Networking Event, Threefold Distilling, 8 June 2023**
Attendees: 45
Hosted the City of Holdfast Bay as part of the Western Adelaide Tourism Alliance with the Cities of Port Adelaide Enfield and West Torrens. Featured local City of Charles Sturt tourism trade tables from Big Heart Adventure, Big Shed Brewing, and ESC Rooms. This event raised awareness of the opportunities for tourism in the western region and build networking opportunities.
- **Adapting or Advancing your Business or Idea, Switch Start Scale, Murree Smith Hall, Woodville Town Hall, 21 June 2023**
Supported by the Economic Development team fostering local business growth and development. Event was hosted in the Murree Smith Hall to showcase venue hire opportunities.
Attendees: 48
- **City of Charles Sturt and IntoJobs Presents Exploring Self-Employment, Civic Centre, 28 June 2023**
Attendees: 13
Local City of Charles Sturt residents were invited to unlock the potential of their side hustle or business idea by joining a five-day self-employment workshop series.

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

OBJECTIVE
48

TARGET
STATUS

COMMENT

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

Deliver Council's Economic Stimulus and Support package through to 30 June 2022. Delivered this program which has been overwhelmingly successful in supporting our local economy.

Council will continue to buy local and monitor this baseline established. Several different grant programs have been approved this financial year:

- The following is a summary of programmes supported:
 - Business Support Program.
123 businesses applied to be part of the Business Support program in 2021/22, 77 businesses were approved.
107 businesses applied to be part of the Business Support Program in

	<p>2022/23 of which 76 were approved. A further three were approved and provided a scholarship with the Business SA SAYES program. 18 businesses were placed on a waitlist when funds were fully committed. These businesses are being supported in other ways. The remaining 13 businesses did not meet the grant criteria.</p> <ul style="list-style-type: none"> • #shoplocal – Two applications were approved this quarter and a total of 19 applications have been approved this financial year. Ten of these grants were for customer experience events and nine were for façade improvements, which added to the amenity, vibrancy and liveability of the City’s streetscape. <p>Creative Cities – Three applications were approved this quarter for Live and Local and Arts fund activities. This included Coastal Sounds which is outlined in detail in KPI 40. This financial year the program supported 46 projects in total. These projects have directly supported over 200 artists/musicians and over 100 performances, exhibitions, forums, and public art. These grants have also enabled projects to feature in the Adelaide Fringe and the upcoming SALA festival, providing artists with the opportunity to further increase their audience.</p>
OBJECTIVE 49 TARGET STATUS COMMENT	<p>Build capabilities to support entrepreneurialism, social enterprise, and grassroots business start-ups.</p> <p>Net increase in the annual number of business start-ups (indirect).</p> <p>In progress. Decrease of 240 business entries in 2022/23 compared to 2021/22.</p> <p>In 2021/22 there were 1,025 business entries, in 2022/2023 there were 785, a decrease of 240. While there has been a decrease in business entries compared to 2021/22, there is still a very healthy number of business startups and growth in the number of businesses.</p>
TARGET STATUS COMMENT	<p>Annual increase in number of businesses in CCS (indirect).</p> <p>In progress. There has been an increase of 781 businesses.</p> <p>Business counts: June 2022: 11,192 June 2023: 11,973 (Source: ABR, Remplan)</p>
TARGET STATUS COMMENT	<p>Increased promotion and utilisation of Council co-working space (civic, community and private) annually.</p> <p>In progress. Formal and informal co-working spaces are promoted on the Council website.</p> <p>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.</p>
TARGET STATUS COMMENT	<p>Continue to support entrepreneur scholarships annually.</p> <p>In progress, we are committed to engaging with our local community to promote and support scholarships.</p> <p>Scholarships for the SAYES and Encore program continue to be supported. Three local participants have been provided with scholarships to participate in the programs.</p>

**TARGET
STATUS**

Support two social enterprises through Council procurement practices by 2025.
In progress. An indirect approach has currently been adopted to support local enterprises.

COMMENT

The current procurement policy reflects an indirect approach to social procurement through preferencing goods and suppliers that minimise impacts to the environment. New procurement guidelines are being developed to increase local business and industry participation as well as skill development and social inclusion through the employment of Aboriginal people, trainees and apprentices, local people with barriers to employment.

A partnership has been formed with Multicultural Communities Council of SA to work on a Building Employer Confidence and Inclusion in Disability project. As a result of this, a 3-month internship has been provided for a student from a Culturally and Linguistically Diverse (CALD) background with a disability to work with the Economic Development team on an Accessible Tourism project.

**OBJECTIVE
50**

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

Ongoing

COMMENT

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.

98% of businesses that attended workshops or events hosted by Council were happy or very happy with the assistance and support they received.

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

52 businesses told us they had been in contact with Council in the last two years.

49 told us their experience working with us was good, very good or excellent.

83% of business respondents couldn't think of any disadvantages of doing business in the City of Charles Sturt.

The results can be found on our YourSay page here:

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



OUR ECONOMY

BUSINESSES AND INDUSTRY SECTORS CONTINUE TO GROW AND DIVERSIFY

**OBJECTIVE
51**

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

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

COMMENT

Current job numbers:

	<p>Healthcare & Social Assistance: 9,752 jobs</p> <p>Construction: 5,838 jobs</p> <p>Manufacturing: 4,085 jobs</p> <p>Tourism: 2,171 jobs</p>
TARGET	Growth in annual development application value by sector (residential, commercial /industrial).
STATUS	In Progress. We continue to monitor the number of Development Applications by sector.
COMMENT	<p>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 for the quarter is:</p> <p>Applications lodged from 01/04/2023 to 30/06/2023 - \$113,624,640</p> <p>Applications approved from 01/04/2023 to 30/06/2023 - \$10,303,735</p>
TARGET	CCS businesses who have engaged with Council are 5% more positive regarding the business outlook than other businesses.
STATUS	In progress and ongoing.
COMMENT	<p>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.</p> <p>The 2023 annual business survey closed 3 February 2023 and was completed by 74 businesses. The results can be found on our YourSay page here: https://www.yoursaycharlessturt.com.au/business-survey-2023</p> <p>54 businesses had engaged with Council 79.6% of these were fairly confident or extremely confident about the future.</p> <p>16 businesses had not had contact with Council, 56.3% of these were fairly confident or extremely confident about the future. Two businesses were unsure if they had previous contact with Council.</p> <p>100% of businesses (grant recipients) that received support as part of the Business Support Program were happy with the support and advice, they received because of taking part in the program.</p>
OBJECTIVE 52	Educate and Support local business to adapt to an increasing changing environment.
TARGET	The number of businesses participating in digital solutions
STATUS	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"> • Business Support Program. 107 businesses applied to be part of the Business Support Program in 2022/23 of which 76 were approved. 18 businesses were placed on a waitlist when funds were fully committed. These businesses are being supported in other ways. The remaining 13 businesses did not meet the grant criteria. • 3 businesses are also being supported to participate in the Business SA SAYES and ENCORE mentoring programs <p>Sharing the outcomes of the grant program is ongoing through various channels.</p>



OUR ECONOMY

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

OBJECTIVE 53

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

TARGET STATUS

80% satisfaction with Council events by 2025.

In progress.

We continue to seek feedback to allow us to adapt and change based on feedback received.

COMMENT

The Economic Development team have hosted seven events this quarter, some in collaboration with other partners. 98% of respondents to surveys when asked how they would rate the events hosted by the City of Charles Sturt said the events were good, very good or excellent.

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

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

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

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

TARGET

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

STATUS

Ongoing.

COMMENT

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

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

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

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

	<p>Council is currently planning the next Western Adelaide Jobs Expo for 20 March 2024 at Sunnybrae Estate with the City of Port Adelaide Enfield and Workforce Australia - Local Jobs Program Adelaide North. The lead-up to the expo will also feature three complimentary events, in partnership with Workforce Australia - Local Jobs Program Adelaide North.</p>
TARGET	Councils supports at least one project per annum that upskills Charles Sturt residents.
STATUS	In progress. Our programs reach many community members and offer diverse opportunities.
COMMENT	<p>During April to June the following Digital Literacy Programs were offered through our libraries:</p> <p><u>Libraries - Digital Literacy Programs for our Community</u></p> <p>202 x digital literacy sessions delivered</p> <p>299 x participants</p> <p>59 x unique program types offered</p> <p>City of Charles Sturt and IntoJobs Presents Exploring Self-Employment, Civic Centre, 28 June 2023</p> <p>Attendees: 13</p> <p>During June, local City of Charles Sturt residents were invited to unlock the potential of their side hustle or business idea by joining a five-day self-employment workshop series.</p>
OBJECTIVE 54	Attract and support events and experiences that link to local jobs.
TARGET	The number of events that council hosts or supports that provide a direct link to local employment and skills supply.
STATUS	In progress. Our programs reach many community members and offer diverse opportunities.
COMMENT	<p>Commitment has been made through the endorsed Economic Development Strategy to supporting jobs and employment.</p> <p>Council partnered with the City of Port Adelaide Enfield and Workforce Australia - Local Jobs Program Adelaide North, with gold sponsor Mas National, to run the second annual Western Adelaide Jobs Expo on 21 March 2023 at St Clair Recreation Centre. The expo was an outstanding success, with almost 2,000 job seekers, students, and delegates attending. The atmosphere was a hive of activity with free resume writing assistance, professional headshots, workshops, jobs board, 84 exhibitors, and an amazing race to win prizes. This expo connected employers with job seekers to meet labour market gaps and facilitate job placements and apprenticeships.</p> <p>Council collected feedback from attendees and exhibitors about the 2023 expo to track outcomes from attendees and to plan the 2024 expo.</p> <p>A video from the day can be seen here: https://youtu.be/DB8C4fXjxhw.</p> <p>Council is currently planning the next Western Adelaide Jobs Expo for 20 March 2024 at Sunnybrae Estate with the City of Port Adelaide Enfield and Workforce Australia - Local Jobs Program Adelaide North. The lead-up to the expo will also</p>

	feature three complimentary events, in partnership with Workforce Australia - Local Jobs Program Adelaide North.
TARGET	Major events are located in our City that draws visitors to the region and delivers Council branding to the wider community.
STATUS	Ongoing. The following events occurred this quarter that are being sponsored by Council:
COMMENT	<ul style="list-style-type: none"> • Make it Mine Market (held at Henley Beach) • Siragugal (Tamil event by the People Welfare Association in the Woodville Town Hall) • Sangamam (Adelaide Tamil Association in the Woodville Town Hall) <p>West Lakes Triathlon (Triathlon South Australia held in West Lakes).</p>
TARGET	Growth in annual employment numbers (indirect).
STATUS	In progress. Between 2016 and 2021 jobs grew by 5,381.
COMMENT	2021: 47,543 jobs 2016: 42,162 jobs.
TARGET	Percentage of our community that have qualifications continues to grow (indirect).
STATUS	Ongoing. Between 2016 and 2021, percentage of qualifications grew by 24.7 percent.
COMMENT	2021: 64.7% 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 55	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	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 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 June 2023 his metric has a score of 80.
TARGET	Values-based decision making is applied and visible across the organisation at all levels by June 2021. (Measured by our pulse survey).
STATUS	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	As at 30 June Our Teamgage Pulse Survey measures the following statements: Engagement I would recommend Charles Sturt as a great place to work.

	<p>Leader Support Leaders at Charles Sturt provide direction to help me understand my purpose.</p> <p>Communication Leaders at Charles Sturt keep us informed about what is happening.</p> <p>Quality We strive to deliver work we can be proud of.</p> <p>Safety & Wellbeing I believe the organisation is committed to protecting my physical and psychological safety.</p> <p>Integrity I feel like the culture/work environment is one of honesty, transparency and integrity.</p> <p>As at 30 June 2023 these metrics had a score of 83.</p>
<p>TARGET</p> <p>STATUS</p> <p>COMMENT</p>	<p>Our values are understood, lived and embedded in our People Experience by June 2021.</p> <p>In progress. Values have been launched and employee awareness has been measured using our Teamgage Pulse Survey and more recently in our values based culture survey.</p> <p>Employee awareness of our values continue to be measured through our Teamgage bi-monthly pulse survey and in February 2023 we launched our first values-based culture survey. This survey provided us with a report that details the health and strength of our culture based on how we align to our values. The survey results have indicated that the Leadership Team is strongly aligned with our corporate values and that they are well embedded. The values of caring, progressive and passionate are well embedded in the organisational current culture report. Our culture score of 51 is equal to global average and better than industry average.</p> <p>We are now using our report results to collectively craft a clear and precise picture of our organisation's present and future dynamics that flow into action plans based on accurate insights. We will also continue to celebrate our values through recognition of values-based achievements through our various social media and internal communication channels.</p>
<p>OBJECTIVE 56</p> <p>TARGET</p> <p>STATUS</p> <p>COMMENT</p>	<p>Analyse, identify and develop or change ways of delivering services to improve efficiencies, reduce red tape and ensure value for money.</p> <p>At least 2 service reviews undertaken each year with recommendations implemented.</p> <p>On going.</p> <p>As a result of the cross-council collaboration between CCS, CoM and PAE for the Open Space Maintenance Review, Council endorsed a report (CL22-10-24) to increase our capital investment to purchase new equipment including the purchase of wide area mowers to drive efficiencies and service level improvements. Due to supply chain issues the new wide area mowers will not be received until Quarter 1, 2024. Improvements will include increased mowing efficiencies, reduce the need for increased labour in the Parks team over the next two years, increase turf renovation on reserves (increased coring and fertilising), create a reactive support team and allow teams that are currently assisting with mowing return to horticulture maintenance.</p>

TARGET
STATUS
COMMENT

To complete at least 4 internal audits per year
All audits for 2022/23 were completed as per the Internal Audit Plan.
All audits were completed in accordance with the plan and work has commenced on scoping the program timelines for the 23/24 Audit Plan.

OBJECTIVE
57

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

TARGET
STATUS
COMMENT

50% of procurements are undertaken with other Councils or local government bodies by 2025 with an average of 10 tenders annually.
In Progress. Collaborative tenders have been undertaken this Financial Year, with our collaboration partnering councils.
There have been 12 collaborative tenders undertaken with our collaborative partners so far this Financial Year.

TARGET
STATUS
COMMENT

At least 10 tenders a year negotiate value-add (cost savings, additional scope).
There have been no tenders with negotiated value add achieved this quarter.
Tenders finalised this financial year have not achieved value adds in the form of financial savings, however changes made to the processes and presentation have seen tenders with pricing within budget, which is an improvement on the preceding 12-18 month period.

TARGET
STATUS
COMMENT

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

TARGET
STATUS
COMMENT

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

- Collaborative Procurement: Undertaken jointly with the Cities of Port Adelaide Enfield and City of Marion (ongoing).
- Cross Council Irrigation Installation Team: Undertaken jointly with Cities of Port Adelaide Enfield and City of Marion (ongoing).
- Cross Council Turf and Irrigation Management Service Review: Review Completed 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. Awaiting delivery of mowers from Toro.
- Joint ERP Project: underway and undertaken with the City of Port Adelaide Enfield (ongoing).
- Joint CRM Project: underway and undertaken with the City of Port Adelaide Enfield (ongoing).

- Joint Data Integration Platform Project: Underway jointly with the City of Port Adelaide (ongoing).
- Joint SaaS ERP 'Digital Future' Program: Underway jointly with the City of Port Adelaide (ongoing).

OBJECTIVE 58 **Modernise our IT applications to ensure optimised service delivery.**

TARGET 50% cloud-base software applications by 2025 with an average of two migrations or implementations each financial year.

STATUS A Customer Relationship Management (CRM) solution and data integration platform. Engineering files optimised via cloud services completed.

COMMENT Projects will continue to be implemented, supported by DFP and additional updates provided.

OBJECTIVE 59 **Ensure the services we are providing are meeting our community's expectations.**

TARGET Over 75% of our Residents are satisfied with Council's overall performance annually. (community survey).

STATUS In Progress. The City-wide Community Survey was conducted in September 2022, and will be conducted again in 2023/24, with respondents asked to rate how satisfied they are with Council's overall performance. The mean score from a scale of 0 (being dissatisfied) to 10 (extremely satisfied) was 7.3 with a Net Promoter Score (NPS) of +3.14. This is around 78% satisfaction.

COMMENT This is the second year we have asked a consistent question to our community and can compare results. The figure has dropped by around 8% from 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 In Progress. The City-wide Community Survey was conducted in August 2022, and will be conducted again in 2023/24, with respondents asked to rate how satisfied they are with Council's services and/or programs. The mean score from a scale of 0 (being dissatisfied) to 10 (extremely satisfied) was 7.0 with a Net Promoter Score (NPS) of -2.7. This is around 59% satisfaction.

COMMENT The responses show a significantly reduced level of satisfaction with our services and/or programs compared to 2021. There is opportunity to continue to improve this result and learn from our community feedback.

TARGET Over 75% of our residents recognise our refreshed brand and link it to services we provide by 2025.

STATUS In Progress. The City-wide Community Survey was conducted in August 2022. 9% of respondents recognised 'City of Charles Sturt Means the World'.

COMMENT The 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.

We expect this figure to continually increase over the coming years and will measure this annually as we work towards our target. With a continual brand rollout underway, we expect to see a sharper increase of recognition in our 2023/24 survey.



OUR LEADERSHIP

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

OBJECTIVE 60

TARGET

STATUS

COMMENT

Develop and embed the Customer Experience Strategy.

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

Complete. Strategy finalised with ongoing and sustained implementation.

The 2020-2025 Customer Experience Strategy was finalised and endorsed by Council's Executive Team in 2020 and initiatives related to the strategy are embedded in Portfolio Plans. The Voice of the Customer (VOC) Program continues to capture customer feedback which helps to inform initiatives to enhance customer experience. Work continues the new customer relationship management system (CRM Project) in collaboration with the City of Port Adelaide Enfield. A review of Customer Experience initiatives was completed in May 2023 with actions from the report to be completed in 2023-2024.

TARGET

STATUS

COMMENT

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

In Progress. CRM Project has commenced to establish a single view of the customer.

The CRM Project Team continues to work on the configuration of the test environment, with UAT expected to commence in the first quarter of 2023-24.

TARGET

STATUS

COMMENT

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

In Progress. 7,109 Customer Requests were received in the April - June 2023 quarter, bringing the year to date total for 2022-2023 to 29,937 requests.

81% of requests received in Quarter 4 were completed within their allocated timeframe.

OBJECTIVE 61

TARGET

STATUS

COMMENT

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

Our Net Promoter Score is >8 by 2025.

In Progress. The Customer Experience Strategy is embedded, and 913 Voice of Customer Surveys were completed in Quarter 4, targeting specific customer groups to help identify process improvement opportunities. The average NPS Score for our Voice of Customer Surveys in Quarter 4 was 30.7 and the customer satisfaction score was 73%. We can continue to improve in areas including time taken to speak to someone, timeframes for completing a request and communication with the customer to set clear expectations about the outcome we can deliver.

The City-wide Community Survey was conducted in August 2022. The 2022 Survey provided a range of results for Customer Experience. A NPS Score of 6.0 was

recorded, with 71% of surveyed customers said they were willing to speak positively about their interactions with CCS. A NPS score above 0 is acceptable and a NPS score of 20 or higher is favourable.



OUR LEADERSHIP

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

OBJECTIVE
62
TARGET
STATUS
COMMENT

Develop and embed flexible ways of working for our workforce.

Flexible ways of working are embedded by June 2021.

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

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

Working Environment

“My team support flexibility in the way I do my work.” As of 30 June 2023, this metric had a score of 84.

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

TARGET
STATUS
COMMENT

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

In Progress. The response rate was 50% as at 30 June 2023.

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

TARGET
STATUS
COMMENT

Recommendations are considered and where relevant actioned within six months.

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

An additional question has also been added to understand the employee experience related to this survey which is “The feedback I provided (score rating and/or comments) was acknowledged and discussed a result of the last pulse check survey” This is currently sitting at 78 and we are anticipating an increase because of this new focus in the next quarterly report.

TARGET
STATUS
COMMENT

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

In progress.

Our OCI survey which measured constructive culture bi-annually has now been superseded by our values based culture survey. This survey has provided us with a report that details the health and strength of our culture based on how we align to our values. We are now collectively crafting a clear and precise picture of our

	<p>organisation's present and future dynamics that flow into action plans based on accurate insights. This culture program was launched in December 2022 and the survey was conducted in February 2023. Debrief sessions have been rolled out in quarter 4 with all teams across the organisation. Our culture score of 51 is equal to global average and better than industry average</p> <p>Engagement which is a predictor of culture is currently being measured monthly through pulse surveys and as at June 2023 is sitting at 81%.</p>
OBJECTIVE 63	Continue to maintain and enhance our safety systems to provide our employees with safe and healthy work experience.
TARGET	The Annual KPI WHS Action Plan is developed by October each year and a 100% compliance is achieved.
STATUS	The Annual KPI WHS Action Plan has been developed and endorsed by the Corporate Safety Committee.
COMMENT	As at the end of this quarter the plan was tracking at 100% of scheduled actions.
TARGET	Monthly pulse surveys incorporate questions in relation to employee safety and wellbeing to enable the organisation to continue to evolve its systems and employee support.
STATUS	In Progress. The Pulse Survey has been developed and is ongoing.
COMMENT	The survey results tell us the following - "Safety & Wellbeing – I believe the organisation is committed to protecting my physical and psychological safety". As at 30 June 2023 this metric had a score of 85. Which is a decrease of 3 point from the December quarter.
TARGET	Reduction in Lost Time Frequency Rate.
STATUS	In progress. Regular reports are provided to all Safety Working Parties and the leadership team.
COMMENT	The Lost Time Frequency Rate (LTFR) for the same time the previous year was 8.6 and is currently sitting at 7.6.
OBJECTIVE 64	Ensure our people have the right skills, knowledge and capabilities to deliver quality outcomes for our community now and into the future.
TARGET	An annual development and capability plan is developed and implemented each year to enable our workforce to perform work safely and effectively.
STATUS	In Progress. Capability-based plan to provide a method of identifying the levels of capability required to achieve our workforce strategies has been drafted.
COMMENT	The plan will continue to progress, and updates provided in future EOQ reports.
TARGET	A Workforce Strategy is developed by June 2022 to implement workforce planning and talent management processes to identify and respond to current and future requirements and capabilities, ensuring skills and knowledge are acquired and transferred within the organisation.
STATUS	In Progress. Work has commenced on the creation of an Employee Experience Strategy to align with CCS Customer Experience Strategy which will enable the realisation of a Workforce Development Plan.
COMMENT	The desired employee experience must first be determined to inform the detailed workforce development plan/strategy, an employee experience survey was

	undertaken in Q4 and the results are currently being compiled to inform the project plans which fall under the Employee Experience Strategy.
OBJECTIVE 65	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	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	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 was undertaken in Q3 of 2022/23. A Project Plan has been developed to launch a new modern employee development framework. The first milestone of this project was completed at the end of Q4 with work on this project to continue into the new financial year.
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	In Progress. Our Pulse Survey is undertaken monthly.
COMMENT	<p>The combined Teamgage pulse survey results as at 30 June 2023 was 81, 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



OUR LEADERSHIP

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

OBJECTIVE 66	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	Complete
COMMENT	Our LTFP has now been developed and assumptions reviewed for 2023/24. This was presented to the Audit committee at its meeting 21 Feb 2023 and to the

Corporate Services committee at its meeting 6 March 2023 for adoption by Council 14 March 2023. Year 1 of the adopted LTFP provides the high level parameters were used to guide the development of the annual budget 2023/24. The Draft Annual Business Plan 2023/24 was out for public consultation over April. The feedback was used to inform the final Annual Business plan and budget which was adopted 27 June. The adopted rates increase was 7.52% plus growth (less than the 8.59% over consultation) with the overall average increase 7.44% and for residential ratepayers 7.39%, below the Adelaide March CPI of 7.9%

TARGET

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

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

STATUS COMMENT

In progress

Current ratios for 2022/23 as at Quarter 3 are within key benchmarks for sustainability and on-track.

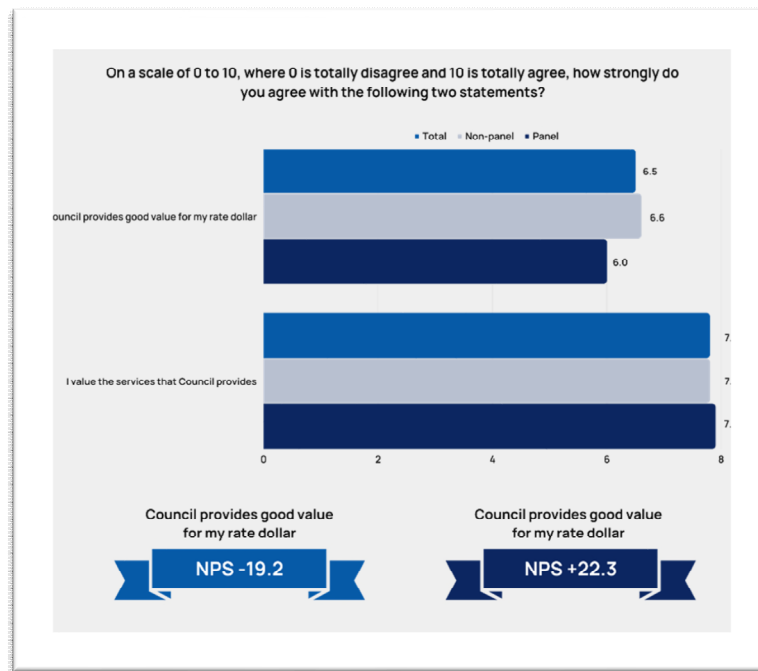
- Operating surplus ratio 3.1%
- Net Financial Liabilities ratio 47.7%
- Asset renewal funding ratio 105.5%

Ratios for June 2023 will be impacted by the accounting treatment of grants received in advance including general purpose funding for which 100% of the 2023/24 allocation was received on June 30 2023 contrary to earlier advice and therefore recognition of that amount will increase the operating surplus over and above forecast expectations.

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

TARGET	Over 60% of residents believe Charles Sturt Council Rates deliver value for money annually. (community survey)
STATUS	In Progress. I value the services that Council provides was 7.8 out of 10 and a negative 9 NPS for City wide survey September 2022.
COMMENT	The following is an extract from the Community Survey.

Ratings on good value of services



OBJECTIVE 67	Develop a central register and strategically pursue grant and co-funding opportunities.
TARGET	A central register for grant and co-funding opportunities has been developed by 2022.
STATUS	In progress
COMMENT	Policy has been reviewed and endorsed by Council. Staff were developing a central register and now given feedback will be using a different application which is currently being built.

TARGET	Annual increase in number of applications for grants and co-funding.
STATUS	The mechanism for capturing data via a central register is currently being reviewed with relevant stakeholders to ensure not overly onerous to maintain and hence why a different application is now being pursued as a preferred alternative.
COMMENT	



OUR LEADERSHIP

OPEN AND ACCOUNTABLE GOVERNANCE

OBJECTIVE
68
TARGET
STATUS
COMMENT

Actively and effectively communicate Council decisions.

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

During this quarter 5.4% of items were held in confidence.

93 Items were considered by Council and Committees in the quarter with 5 considered in confidence.

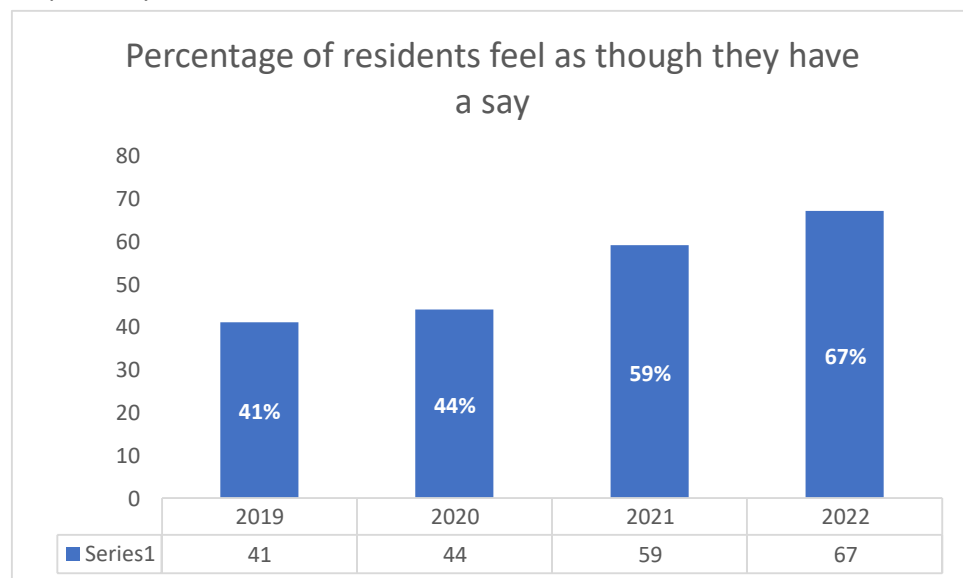
OBJECTIVE
69
TARGET
STATUS|KPI
COMMENT

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

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

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

We have seen an increase in the percent of residents feeling that they have a say on important issues. The results from our Community Surveys in 2019, 2020, 2021 and 2022 are 41%, 44%, 59% and 67% respectively.



TARGET
STATUS
COMMENT

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

The target of a 20% net increase was not reach this quarter.

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 target increase of 1,023 new members by 30 June 2023 to achieve a total membership of 6,142 members. During the April to June 2023 quarter an additional 127 members

signed up bringing the total number of signed up members to 6,102 which is just 40 short of our 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 (+151)	5,388 (+118)	5,975 (+587)	6,102 (+127)	6,102 (+983)

TARGET	A 10% net increase in the number of unique online visitors to <i>Your Say Charles Sturt</i> each year. (Source Your Say Charles Sturt metrics).
STATUS	The target of a 10% net increase was exceeded this quarter.
COMMENT	The number of unique online visitors to Your Say Charles Sturt for the year 2021/2022 was 28,214. A 10% net increase equals a net target increase of 2,821 visitors by 30 June 2023 to achieve a total of 31,035 unique online visitors. The April to June 2023 quarter achieved 9,054 unique online visitors which is above target. Our yearly target however was not reached as we were 410 unique visitors short of 31,035.

	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	5,515	9,106	9,054	30,625

OBJECTIVE 70	Our policies reflect the current legislation, are fit for purpose and enable decision making.
TARGET	Our policies are accessible to the public and reviewed bi-annually.
STATUS	Policies are uploaded to our internet site for public access.
COMMENT	Policies continue to be reviewed on a regular basis and presented to Council for endorsement.

OBJECTIVE 71	Our strategic plans reflect our communities' aspirations while meeting the current legislation.
TARGET	Our strategic documents align to Our Community Plan, are accessible to the public and reviewed within legislative timeframes and our policy framework.
STATUS	Our Community Plan is endorsed by Council and available for public access.
COMMENT	The plan is scheduled to be reviewed again in 2025.

OBJECTIVE 72	Our Community are updated on the progress and delivery of Council's projects for their community.
TARGET	Provide quarterly reports to Council and Community on overall project progress and major projects.
STATUS	In Progress. Quarterly Projects KPI Dashboard allows us to extract this information.

COMMENT

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

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

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

TARGET

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

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

STATUS

In Progress.

COMMENT

FY22/23 EOQ 4 Project delivery currently shows 64% of Projects are Completed with Financial YTD Actuals and Commitments sitting at 83.7%. 33% of project still in progress have requested WIP to enable projects to be completed over 2023/24 of \$25.2m. These are for projects which have been delayed due to a myriad of external factors such as weather, contractor delays ,supply chain and grant funding commitments .

**OBJECTIVE
73**

Implement systems and frameworks to continuously improve management and performance.

TARGET

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

STATUS

Not Started.

COMMENT

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

TARGET

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

STATUS

Not Started.

COMMENT

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

TARGET

Development of Project Management Framework completed by December 2021.

STATUS

In Progress

COMMENT

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

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

	Subject to outcomes of the internal workshops and Audit Committee meeting we are aiming to have the PMF in place in the lead up to the 24/25 Annual Business Plan process.
TARGET	Complete a review of the end-of-month reporting process and implement recommendations by December 2021.
STATUS	Complete.
COMMENT	Improved End of Month Reporting has now been rolled out to the organisation. Financial reporting information is now available to be viewed through an interactive dashboard which highlights issues easier than before. Other dashboards have also been rolled out on employee excessive leave and monitoring of base establishment report. The EOM reporting process is iterative and will continue to be reviewed to ensure adds value.
OBJECTIVE 74	All Portfolios have considered their corporate risks, and these are integrated into the Corporate Risk Register.
TARGET	All Portfolio/Business Units participate in an annual review of their Corporate Risks, and these are reviewed by Executive and presented to the Audit Committee.
STATUS	An updated Risk Management Procedure was endorsed by Council's Audit Committee in February 2023. This provides new guidance on risk appetite, tolerance and risk escalation. Risk training on the new procedure is currently being provided in preparation for risk register reviews across the organisation.
COMMENT	Regular reporting will be provided to the Executive Management Team and the Audit Committee on Council's risk profile and emerging risks.
OBJECTIVE 75	Local Government Act 1999 Reform is implemented efficiently and effectively.
TARGET	All Local Government reforms are implemented within the legislative timeframes.
STATUS	In Progress.
COMMENT	All applicable reforms have been implemented and during this quarter the mandatory training was finalised for the Council Members.