

MEANS
THE WORLD

OUR ORGANISATIONAL PLAN 2025 - 2030



ACKNOWLEDGEMENT OF COUNTRY

Ngadlu Mikawamangka yuwanthi, Kurna
yartangka. Kumartarna, Yaitya-Miyurna purrutyi
ngadlurlu tampinhi

We are standing on Mikawama, on Kurna land.

We acknowledge all Aboriginal people.

Artist: Brooke Rigney-Lively

ABOUT OUR PLAN

Our Organisational Plan 2025–2030 is the five-year roadmap that turns our Community Vision into action. It defines our commitments and priorities, guides the delivery of key initiatives, and provides clear measures for how we will track success.

The plan is built around five Community Vision themes that reflect the aspirations and values of our community:



Local Neighbourhoods —

Connected, vibrant local places



Valuing Nature — A greener, more sustainable future



Vibrant Places — Engaging, creative, and culturally rich spaces



Connecting and Belonging

— A safe, welcoming, and inclusive City for all



Transforming Our City —

Smart investment and growth for tomorrow

We are committed to delivering meaningful outcomes for our City by enhancing the liveability of our local neighbourhoods, creating vibrant and welcoming places, supporting community wellbeing and connection, protecting and valuing nature, and shaping a sustainable and transformative future.

We will report regularly on our progress, holding ourselves accountable to what matters most to our community.

OUR LEADERSHIP TEAM



Paul Sutton
Chief Executive Officer



Ben Michael
Manager
Performance, BI
and Improvement



Adrian Ralph
General Manager
City Operations



Matt Romaine
General Manager
City Futures



Aly McGregor
General Manager
Corporate Services



Kristie Johnson
General Manager
Engaged Community



Dewald Hartzenberg
Manager
City Maintenance



Sam Adams
Manager
City Infrastructure



Simon Armitage
Manager
Financial Services



Kristy Noakes
Manager
Community Engagement &
Experience



Jamie Dunncliff
Manager
Construction & Delivery



Sam Higgins
Manager
City Property &
Open Space



John Wills
Manager
Information Services



Bec Lyons
Manager
Community Connections



Shane Broadbent
Manager
City Utilities



Julie Vanco
Assessment Manager
Development Services



Kerrie Jackson
Manager
Governance & Risk



Laura Watson
Manager
Community Health
& Safety



Craig Daniel
Manager
City Planning &
Sustainability



Amy Pearce
Manager
People & Culture



Grace Clark
Manager
Strategic Procurement

Our organisation is shaped by a dedicated leadership team and the diverse groups they lead, working together to deliver positive outcomes for our City.

STRATEGIC PLANNING FRAMEWORK

The Strategic Framework ensures clear alignment between our Community Vision, Organisational Plan, and Portfolio Plans to deliver meaningful outcomes for our community.

The diagram below shows how the Charles Sturt Community Vision and our Organisational Plan are informed by corporate, regional, state and national strategies.



OUR COMMUNITY VISION 2040

Our Community Vision shapes the goals and actions in this Organisational Plan, ensuring everything we do is aligned with our community.



HOW WE PLAN TO ACHIEVE OUR COMMUNITY VISION

Our Community Vision is built on a clear framework with one vision, five themes, twenty one outcomes, and key initiatives, all supported by four strong foundations that guide our decisions.

ONE VISION

which connects
the aspirations of our
whole community



TWENTY-ONE

outcomes to focus
our priorities



FOUR

major initiatives to
be delivered over the
next 4 years

FIVE THEMES

set the priorities for
the next decade and
beyond reflecting
feedback, ideas and
insights from our
community



FOUR

underpinning
foundations that will
influence all that
we do



KEY ELEMENTS OF OUR PLAN

Plan Structure and Measurement of Performance

We have a comprehensive set of outcomes, commitments and associated measures to ensure the organisation is progressing against the Community Vision, delivering on our commitments, and meeting broader obligations as a local government organisation in a sustainable way.

Our role as Council is vast with more than 300 measurable functions. A range of key metrics related to the Community Vision outcomes are outlined below.

In addition, an annual Community Survey is undertaken to ensure the outcomes achieved by the organisation are meeting the needs of the community in an evolving world.





FLAGSHIP 1: TREE CANOPY STRATEGY

The tree canopy throughout our City is an important focus for our community. Improving our tree canopy, open spaces, greening, and biodiversity are key priorities, as is addressing climate change and urban heat effects.

The Tree Canopy Strategy will address these growing areas of concern and details how we will drive improvement by delivering our target of 25% canopy across the City by the year 2045. Partnering with our community will ensure that we are well positioned to transform our City into a green and healthy area that is full of life.

FLAGSHIP 2: COMMUNITY RENEWABLES ENERGY PROGRAM

We are committed to reducing our carbon emissions. In 2019, we declared a Climate Emergency and since that time we have been committed to reducing our carbon emissions. We have made a significant reduction in our fuel, electricity and gas emissions through a range of projects and initiatives.

In addition to these positive actions we have also identified a way to assist our community to access renewable energy, further reducing our emissions while continuing to maintain their lifestyles in a time where energy and living costs are increasing.

The Community Renewables Program will allow our community to access affordable solar and battery solutions and be part of a long term vision to establish a local renewable energy network that powers our community sustainably into the future.





FLAGSHIP 3: CENTRAL PRECINCT YOUR NEIGHBOURHOOD PLAN (YNP)

Following the success of the Albert Park and Hendon (YNP) pilot project, the Central Precinct YNP will ensure that we have a well thought out plan to improve the liveability for areas of anticipated growth within the 'central precinct' of our City and ensure Council, State and private sector supplied services are capable of serving an increased population through more liveable neighbourhoods. We will work with our community to identify gaps in services and propose community endorsed projects to address these gaps.



FLAGSHIP 4: LOCAL CENTRE REVITALISATION

We know our local centres are highly valued and we share a collective passion to see them thrive and evolve. Emerging communities also want to support and influence the creation of new centres that align with their needs and interests. The Local Centre Revitalisation program will plan for public realm upgrades and facade renovation to improve the amenity and functionality of our local centres. The program will also support centre owners and operators to better connect with their local communities and understand their needs, ensuring they are sustainable and add value to the people they serve.

LOCAL NEIGHBOURHOODS

Under this theme, we aim to improve neighbourhood facilities, amenities, and public spaces so residents have easy access to services, feel connected, and take pride in their local areas.



Outcomes and key measures: These reflect the results we aim to achieve and how we will track progress.

OUR OUTCOMES	KEY MEASURES
Our families, friends and neighbours create memories together	• Number and participants in community events and programs delivered or supported by council • Community survey: Sense of belonging
Our local businesses know your name	• Number of businesses supported through grants and advisory services • Number of business events, attendees and satisfaction levels
Our neighbourhoods enable us to walk or ride to get what we need	• KM's of new or upgraded walking and cycling paths • Community survey: Satisfaction with local roads, footpaths and shared use paths
Our places appreciate and reflect their local history and culture	• Number of placemaking initiatives delivered • Community survey: Council offers diverse experiences and is culturally rich
We create local connection within and between neighbourhoods	• Delivery of key infrastructure and streetscape upgrades • Community survey: Satisfaction with council services and programs

Commitments and key focus areas: These describe the actions we will take and the major projects /initiatives over the next five years.

OUR COMMITMENTS	WHAT WE WILL DO	KEY FOCUS AREAS AND INITIATIVES (OVER 5 YEARS)
Revitalise our local centres	Deliver annual upgrades to make local centres vibrant, welcoming, and connected.	• Revitalisation plans for David Terrace and Alicia Street • Tapleys Hill Road upgrades (Royal Park, Hendon) • At least one centre revitalisation project per year
Support community to connect, gather and build relationships	Offer local programs, events, and spaces that foster connection and belonging.	• Programs at Ngutungka Henley, Ngutungka West Lakes, Libraries and Community Centres • Street Meets, festivals, arts grants • Support Community Gardens and Greening Groups • Major Sporting and Reserve upgrade program (e.g. Seaside Tennis Club courts, Grange Recreation Reserve Clubroom, Sam Johnson Reserve Clubroom and the Flinders Park Tennis Club courts)
Assist business to adapt, innovate and grow through capacity building and grants	Provide grants, programs, and advisory services to strengthen the local economy.	• Business Support Program • Business events, attendees and satisfaction levels • Delivery of annual business survey to inform targeted enhancements to our support services
Foster and celebrate diverse community activities	Support events and initiatives that showcase our community's diversity.	• Events Grants, Event Sponsorship, Live and Local Grants • Public art and placemaking initiatives in key areas
Connect people to their local neighbourhoods with improved infrastructure and streetscapes	Improve local infrastructure, streetscapes, and transport for better access to services and spaces.	• Delivery of annual streetscape projects (e.g. Chief Street and Gibson Street) • Enhance active transport networks to support sustainable travel to key destinations across our city
Celebrate our unique history and neighbourhoods	Deliver projects that highlight local stories, culture, and heritage, building community pride.	• Explore geotagging and wayfinding solutions • Deliver local placemaking and cultural heritage projects • Uncover and share local history through exhibitions, discoverable collections, storytelling, and digital literacy • Development of a new place naming program



VALUING NATURE

Under this theme, we focus on protecting and enhancing our natural environment, reducing emissions, and building a greener, more sustainable City for future generations.



Outcomes and key measures: These reflect the results we aim to achieve and how we will track progress.

OUR OUTCOMES	KEY MEASURES
Our City is cool and green and filled with life	• Percentage of households within 300 metres of usable open space across the City • Number of trees planted • Percentage of tree canopy coverage across the city • Carbon emissions associated with Council operations • Participation in environmental and climate-related programs • Financial value of conservation grants to maintain and protect Significant and Regulated trees on private land
Our beaches, open spaces and waterways invite reflection and wellbeing	• Community survey: Importance and satisfaction ratings of our cities playgrounds, parks, reserves, open spaces and beaches
We work together with our community to protect the environment	• Engagement and participation in community renewable energy programs • Community survey: Council and community work together to protect the environment

Commitments and key focus areas: These describe the actions we will take and the major projects /initiatives over the next five years.

OUR COMMITMENTS	WHAT WE WILL DO	KEY FOCUS AREAS AND INITIATIVES (OVER 5 YEARS)
Retain and expand the tree canopy on both private and public land	Protect and grow the City's tree canopy to cool neighbourhoods and support biodiversity.	• Continue the accelerated Tree Canopy Planting Program (6,000 trees/year) • Monitor impacts of Planning and Design Code • Review climate-resilient species • Improve tree asset management practices • Undertake biodiversity projects • Implement ecological linkages plan • Maintain Breakout Creek as a key biodiversity corridor • Support community greening through Treebate, Verges Alive and conservation grants
Deliver a community renewable energy program	Expand renewable energy access for community groups, clubs, and households, reducing emissions and energy costs.	• Continue Community Renewables Program and Virtual Power Plant • Expand Council's solar and battery installations • Work with sporting and community clubs to develop electricity supply models that reduce energy cost, consumption and emissions
Protect our environment by being a leader in nature-based design	Integrate nature-based design approaches into Council's planning and decision-making.	• Improve urban design and infrastructure guidelines • Integrate lifecycle environmental impact into decision-making
Empower our community to reduce emissions and the impact of climate change on our environment	Provide education, grants, and programs that enable the community to take local climate action.	• Deliver community-led environmental education programs • Continue and strengthen climate readiness initiatives through the AdaptWest partnership (with the Cities of Port Adelaide Enfield and West Torrens) • Work with State and Federal Government and agencies to expand our alternative water network, reducing potable water demand across the metro area, leveraging natural assets, and keeping neighbourhoods cool and green • Number and percentage of households with rooftop solar photovoltaic (PV) systems installed

Improve our biodiversity by maximising the opportunities for creation of wild and green spaces	Protect and enhance biodiversity through strategic monitoring, coastal stability work, and connecting green spaces.	• Biodiversity corridors mapped, and opportunities for enhancement or connectivity investigated • Develop tools to track biodiversity markers • Work on dune stabilisation and coastal biodiversity initiatives • Infrastructure will maximise opportunities for urban green opportunities (e.g. extending recycle water network incorporating greening into street design, and using water sensitive urban design)
Advocate and work with State Government to keep our beaches and waterways healthy	Collaborate with State Government and neighbouring councils to protect and enhance coastal and waterway health.	• Maintain partnerships with State Government on coastline and waterways • Partner on River Torrens Linear Park management strategy • Deliver Stage 2 of Coast Park in partnership with the South Australian Government
Work together to reduce waste to landfill and promote a circular economy	Reduce landfill and promote resource efficiency through advocacy, education, and partnerships.	• Advocate for State FOGO rollout policy • Educate businesses on sustainable waste practices • Review options for public litter recycling via the Central Adelaide Waste and Recycling Authority
Advocate and work with State Government to keep our beaches and waterways healthy	Push for stronger climate and sustainability requirements in State planning policies to improve environmental outcomes.	• Advocate for more significant penalties for non-compliance with sustainable building requirements and climate-friendly planning

VIBRANT PLACES

Under this theme, we focus on creating lively spaces that foster community interaction, cultural expression, and local economic activity.



Outcomes and key measures: These reflect the results we aim to achieve and how we will track progress.

OUR OUTCOMES	KEY MEASURES
Our spaces are unique, creative, interesting and engaging	• Number of public art assets across the City • Numbers and percentage of initiatives incorporating community-led design • Number of outdoor dining seats • Number of events and attendance figures for Woodville Town Hall • Value of Event Grants and Event Sponsorship • Community survey: The City of Charles Sturt is culturally rich and offers diverse experiences
Our City is recognised as a centre for sport, events and for bringing people together	• Number of major events and festivals held • Community survey: There's always a lot to do in my community
Our businesses contribute to the vibe of the destination	• Number and value of Shop Local Improvement Grants • Uptake of outdoor dining by businesses • Increase in spending at local businesses by residents and visitors

Commitments and key focus areas: These describe the actions we will take and the major projects /initiatives over the next five years.

OUR COMMITMENTS	WHAT WE WILL DO	KEY FOCUS AREAS AND INITIATIVES (OVER 5 YEARS)
Embrace community-led design	Extend community involvement in shaping local projects, spaces, and experiences across the City.	• Strengthen early-stage community input in design and consultation • Enhance community participation into placemaking and public art projects • Deliver a structured placemaking and activation program • Support community rail corridor plantings
Activate and enhance public spaces in partnership with local traders and the creative sector	Deliver a formal placemaking program and strengthen key civic and creative spaces in partnership with businesses and the creative sector.	• Develop a public art online gallery and art trails • Implement a proactive program to enhance art and culture across the city • Enhance Woodville Town Hall, including venue upgrades, and support for Fringe and community events
Attract and partner with major event organisers to ensure their success	Support event partners to deliver high-quality, inclusive, and accessible events that draw people together.	• Drive outcomes through the Events and Sponsorship Policy and Program • Provide resources and materials that help event holders improve accessibility and inclusion
Support arts and cultural groups to help shape our City	Provide grants, programs, and spaces for local artists, cultural groups, and performers to enrich the City's cultural life.	• Deliver the Arts and Culture Grants Program • Develop or support the delivery of cultural events and celebrations at community centres and libraries
Encourage and support shop owners and traders to enhance customer and visitor experience	Help local businesses improve their streetscapes, enhance outdoor offerings, and create vibrant local destinations.	• Provide Shop Local Improvement Grants for façade, streetscape, and customer experience upgrades • Support businesses in setting up outdoor dining by simplifying processes and offering clear guidance in key precincts



CONNECTING AND BELONGING

Under this theme, we focus on fostering a safe, inclusive City where everyone feels welcome, valued, and able to connect, engage, and thrive.



Outcomes and key measures: These reflect the results we aim to achieve and how we will track progress.

OUR OUTCOMES	KEY MEASURES
Our communities have a voice and feel respected and valued	• Community-facing projects with consultation undertaken • Households with access to key services within defined distances • Projects delivered that adopt universal design principles • Volunteer numbers and hours • Community survey: Our community feel that can have a say about what is happening in their community
Our community has access to spaces, services, and support when needed	• Number of visitors to our libraries and community centres • Sporting and community facilities offering open access and inclusion discounts • Sporting and community club membership numbers • Residential properties within 1km of a community centre, sporting club, reserve or library • Community survey: The City of Charles Sturt offers services and support when I need it
We create opportunities for communities to collaborate, engage, and connect	• Engagement with programs and events supporting active living, health, and wellbeing • Community survey: The City of Charles Sturt is an inclusive and safe place for all people
Our City is a place where everyone can be healthy and safe	• Delivery of Disability Access and Inclusion Plan (DAIP) outcomes • Cultural diversity reflected in community activities • Community survey: Community feels safe in their home, neighbourhood, and public places • Community survey: Importance and satisfaction with public lighting across our City

Commitments and key focus areas: These describe the actions we will take and the major projects /initiatives over the next five years.

OUR COMMITMENTS	WHAT WE WILL DO	KEY FOCUS AREAS AND INITIATIVES (OVER 5 YEARS)
Involve, encourage, and listen to diverse perspectives of community	Enhance consultation and community engagement, ensuring all voices are heard and valued.	- Strengthen how we connect with the community to shape Council initiatives together - Supporting community learning and connection through events, programs and initiatives that respond to local trends
Be equitable with our decision-making and resource allocation	Ensure fair and inclusive distribution of council resources and services across the community.	Delivering services, projects and programs that are equitable across our city as prioritised through our City Plan and Asset Management Plans
Bring people together and accommodate their diverse needs through universal design	Apply universal and nature-based design principles to create spaces that serve all members of the community.	Embed universal design in our public Realm Infrastructure Guidelines and Initiative Delivery Manual
Connect and support communities, community groups, and sporting clubs	Help sporting clubs and community groups thrive, ensuring open access and inclusive participation.	- Promoting social inclusion discounts for sporting/community clubs - Supporting clubs with facility improvements through state and federal grant funding programs - Continuing the upgrade program for sporting clubs (e.g. Woodville South Sports Club, Sam Johnson Reserve, Grange Hockey Club, Trust Reserve, Henley Memorial Oval, Collins Reserve) - Undertaking a masterplan of the St Clair precinct, including opportunities to increase public parking - Assessing opportunities to expand the Community Garden network
Promote opportunity and build capacity for volunteering	Expand and strengthen volunteering opportunities across council and the broader community.	Reviewing volunteering opportunities to increase capacity for connection

Advocate for and deliver equitable services and infrastructure that keep our diverse community healthy and safe	Deliver programs and services that support health, wellbeing, public safety, and inclusive access.	• Delivering programs focused on active living, health, and wellbeing across libraries and community centres • Continuing to deliver road safety and public lighting programs
Fulfil our commitments under the Public Health Act and Dog and Cat Management Act	Embed public health and animal management into council's daily operations and community services.	• Develop and implement our Animal Management Plan, reflecting our commitment to provide dog and cat ownership education and subsidised pet desexing and microchipping programs • Promote positive public health outcomes via immunisation, food safety, and environmental health initiatives
Actively deliver, review, and refresh our Disability Access and Inclusion Plan (DAIP)	Keep improving accessibility and inclusion outcomes across the City.	• Developing and launching a new DAIP 2026-2030 to guide inclusion and accessibility actions • Establishing a Disability, Access and Inclusion community reference group • Developing programs and sharing stories of lived experience with disability • Embed universal design in our Public Realm Infrastructure Guidelines
Ensure our older population is provided with care, support, and assistance	Embed age-friendly approaches and intergenerational programs into council activities and community offerings.	• Engage with older people to understand their lived experience of ageing in Charles Sturt, and co-design services and spaces that reflect their needs and aspirations • Develop intergenerational activities and programs to build connections between younger and older residents, reducing isolation and strengthening community ties
Celebrate and share the diverse cultures and backgrounds of our people	Foster cultural understanding, inclusion, and celebration through events, programs, and partnerships.	• Incorporating cultural themes into council programs, events, and festivals • Developing a cultural awareness program to foster respect and understanding • Facilitating delivery of community-led programs

OUR TRANSFORMING CITY

Under this theme, we focus on investing in essential infrastructure and innovative projects that shape the future of our City, driving growth, connectivity, and accessibility.



Outcomes and key measures: These reflect the results we aim to achieve and how we will track progress.

OUR OUTCOMES	KEY MEASURES
We respect our heritage as we transform	• Number and value of heritage grants issued • Dwelling density and growth in dwelling numbers • Housing diversity mix (freestanding, terrace, unit, multi-storey) • Affordable housing stock percentage • Maintenance and expansion of the Character and Historic Area Overlays within the City of Charles Sturt's Land Use Policy Codes • Adaptive reuse of State and Local Heritage Properties
We support diverse housing and infrastructure for our evolving communities	• Investment in climate mitigation initiatives • Vehicles per household/resident • Public transport patronage growth • Number and percentage of dwellings using non-car ways for journeys to work
Our City is resilient to the impacts of climate change	• Development and implementation of a climate risk tolerance and resilience investment framework
Our City is prosperous, diverse, and supported by innovative businesses with a variety of employment opportunities	• Percentage of employment rates • Percentage of residents employed locally within the City • Local business success (growth in number of businesses, new/closure rates) • Community survey: The City of Charles Sturt is a place of opportunity for businesses

Commitments and key focus areas: These describe the actions we will take and the major projects /initiatives over the next five years.

OUR COMMITMENTS	WHAT WE WILL DO	KEY FOCUS AREAS AND INITIATIVES (OVER 5 YEARS)
Develop a plan to improve liveability for the anticipated growth within the central precinct of our City	Planning for the future needs of our central areas, ensuring growth aligns with liveability, open space, and infrastructure needs.	- Your Neighbourhood Plans guide future initiatives through the City Planning process - Development of River Park Reserve, Wallman Reserve and the continued investigation of open space options in West Hindmarsh - Partner with the State Government to undertake a structure plan for the key Hindmarsh employment precinct
Advocate for a mixture of density and housing types to achieve housing affordability and liveability	Partnering with State Government and stakeholders to ensure diverse, affordable housing and efficient land use.	- Partner with State Government on relevant code amendments to address housing diversity - Review council land and building initiatives in the context of the housing crisis including assessing options arising from the renewal of the Beverley Depot
Advocate for improved and expanded public transport services	Improving public transport connectivity and reviewing local transport options to reduce congestion and improve access.	- Work with the State Government to improve public transport services throughout the City - Continue to investigate service based mobility solutions to compliment state and public transport services
Work to reduce the environmental impact of movement through the City	Improving transport connectivity while managing the impacts of urban infill on traffic, parking, and the environment.	Improve transport connectivity and minimise the impacts of urban infill on parking and traffic congestion
Protect, maintain, and repurpose heritage buildings and structures	Preserving the City's historical character while adapting heritage assets for future use.	- Continue to work with the State Government on the Planning Heritage overlay. - Continue to provide heritage conservation grants for conservation, maintenance, and restoration work on local and Representative heritage buildings and structures

Ensure our Asset Management Plans anticipate and respond to growth and climate change	Embedding climate resilience, environmental impact, and sustainable materials into all asset planning and infrastructure decisions.	• Protect our community from flooding by investing in flood prevention projects • Investigate and increase the use of non-potable water across our City • Expanding battery and solar investments on council assets • Create and apply a design and construction guide that supports circular economy principles for council assets • Incorporating lifecycle environmental impact in decision-making
Work with State Government and developers to deliver high-quality and sustainable development	Strengthening sustainability outcomes in private development and public-private partnerships.	• Collaborating on major development sustainability standards • Advocate and encourage private developments to apply consistent guidelines that support good quality urban design and infrastructure • Enhance access and quality open space at the Seaton urban renewal site
Protect and create new job opportunities and assist people to prepare for meaningful jobs of the future	Driving local investment, industry growth, and future-focused workforce development.	• Partner with industry, training providers, and government to deliver workforce development projects and promote local employment opportunities. • Deliver the Western Adelaide Jobs Expo and complementary programs that connect jobseekers with employers, training, and future skills pathways
Advocate for a diverse and adequate mix of education and training opportunities	Supporting access to a broad range of education and training options to build a skilled, adaptable workforce.	• Partner with educational institutions for expanded training, upskilling and employment opportunities (including engagement with Findon Technical College) • Engaging with industry to promote investment and employment • Create diverse employment opportunities within Council, including graduate and apprenticeship roles

EXCELLENCE IN CUSTOMER EXPERIENCE AND SERVICE PROVISION

Fostering a culture focused on continuous improvement and delivering excellence in customer experience.

OUR OUTCOMES	KEY MEASURES
We will foster an organisational culture focused on continuous improvement and delivering excellent customer experience and service provision.	- Employee engagement score - Lost Time Injury Frequency Rate - Compliments and complaints received - Grade of service - Net Promoter Score - Number and percentage of customer service requests closed within target resolution timeframes - Community survey: I am satisfied with the services and programs provided - Community survey: Council provides good value for my rate dollar - Community survey: Does Council meet expectations in terms of delivering to the community

OUR COMMITMENTS	WHAT WE WILL DO	KEY FOCUS AREAS AND INITIATIVES (OVER 5 YEARS)
We will foster an organisational culture focused on continuous improvement and delivering excellence in customer experience and service provision.	Strengthen leadership, workforce capacity, systems, and processes to improve organisational performance, customer outcomes, and community value.	- Build leadership, employee engagement, and workforce capability - Improve safety outcomes and embed formal business improvement and performance tracking - Deliver cost-neutral process improvement projects (eg. online timesheets, grants automation, system integration) - Enhance customer experience via improved feedback, reporting, and improvement initiatives - Report annually to the community on performance against the Community Vision - Advance ICT, data governance, and enterprise project management - Maintain the graduate program and strengthen diversity and sector capability - Streamline people management through improved HR systems

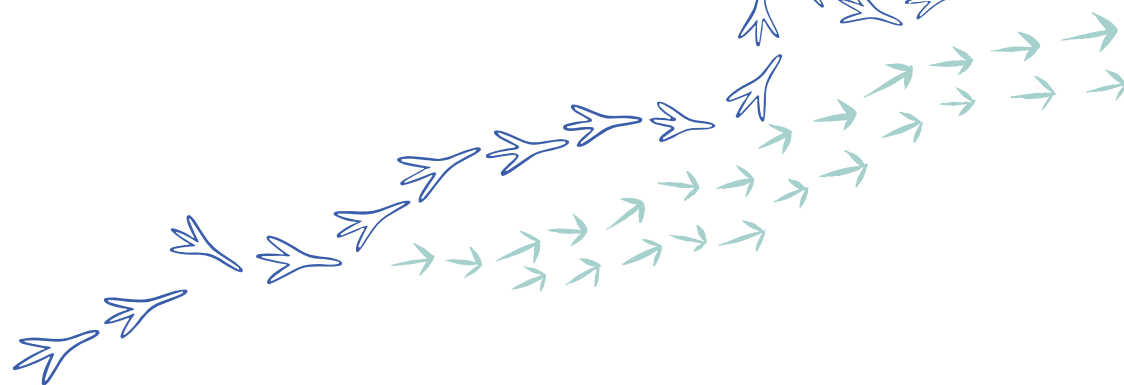
STORYTELLING AND CONNECTION

Connecting with our community through storytelling, sharing knowledge, creating opportunities, strengthening partnerships, and celebrating achievements.

OUR OUTCOMES		KEY MEASURES
We will connect with our community, telling stories, sharing knowledge, increasing awareness, creating opportunity, strengthening partnerships, and promoting achievements.		• Monthly eNewsletters sent to the City of Charles Sturt database • Quarterly Kaleidoscope magazine delivered across our City • Regular information on services, projects and two-way connection opportunities are shared on our digital platforms.

OUR COMMITMENTS	WHAT WE WILL DO	KEY FOCUS AREAS AND INITIATIVES (OVER 5 YEARS)
We will connect with our community, telling stories, sharing knowledge, increasing awareness, creating opportunity, strengthening partnerships, and promoting achievements.	Provide regular, meaningful communication and opportunities for storytelling, connection, and knowledge sharing across all channels.	• Share stories through in-person connections, digital platforms, and written communications • We adopt a formalised approach to engaging with all levels of government to advocate on behalf of our community • Use geospatial tools and analysis as an enabler for storytelling and community engagement

FIRST NATIONS



Acknowledging and embracing our Kurna and First Nations history and communities, working towards reconciliation.

OUR OUTCOMES		KEY MEASURES
We will acknowledge and embrace our Kurna and First Nations history and communities, working towards reconciliation.		• Regular Reference Group meetings and outcomes • Engage with a variety of First Nations communities • Increased number and percentage of staff that have completed cultural awareness training • Community survey: The City of Charles Sturt acknowledges and embraces our Kurna and First Nations history
OUR COMMITMENTS	WHAT WE WILL DO	KEY FOCUS AREAS AND INITIATIVES (OVER 5 YEARS)
We will acknowledge and embrace our Kurna and First Nations history and communities, working towards reconciliation.	Implement our principles of engagement and partner with First Nations stakeholders to guide our efforts to close the gap.	• Truth-telling to share the stories of First Nations people and the history of our City • Advocating for strengthened inclusion of First Nations perspectives • Further embedding a First Nations lens across Council processes and plans • Providing First Nations cultural awareness training to all employees

RESPONSIBLE GOVERNANCE

Managing our City in a sustainable, affordable, and accountable way with strong governance.

OUR OUTCOMES	KEY MEASURES
We will manage our City in a sustainable and affordable way with responsible governance.	• Asset Renewal Funding Ratio • Actual performance to budget (operating surplus) • Operating surplus ratio • Interest cover ratio • Net financial liabilities ratio • Proportion of organisational initiatives delivered on time and within budget • Number of risks outside of tolerance • Number of Freedom of Information requests received and processed • Community survey: I value the services Council provides • Community survey: Council is reliable and accountable

OUR COMMITMENTS	WHAT WE WILL DO	KEY FOCUS AREAS AND INITIATIVES (OVER 5 YEARS)
We will manage our City in a sustainable and affordable way with responsible governance.	Deliver transparent financial management, strong asset stewardship, risk management, and ongoing organisational improvements.	• Manage assets in accordance with current Asset Management Plans, considering utilisation data and relevance tests • Embed climate risk treatments in asset and organisational planning • Maintain good financial governance and deliver committed projects and programs • Drive service reviews to enhance community value and deliver positive environmental, social and governance outcomes • Leverage technology to increase grant funding and improve governance practices

