

# OUR ORGANISATIONAL PLAN 2020 - 2025

CHARLES STURT – A LEADING, LIVEABLE CITY



MEANS  
THE WORLD

# CONTENTS

Our Vision and Purpose	3
Leadership Team	4
Strategic Planning Framework	5
Our Community Plan Pillars	6
Key Areas for Change	7
Our Community	8
Our Liveability	12
Our Environment	16
Our Economy	20
Our Leadership	24



## ACKNOWLEDGEMENT OF COUNTRY

Ninna Marni is Kurna for “Welcome”. The City of Charles Sturt acknowledges and pays respect to the traditional custodians of the land, the Kurna people of the Adelaide plains. We pay our respect to Elders past, present and emerging. We respect their spiritual beliefs and connections to land which are of continuing importance to the living Kurna people of today. We acknowledge the contributions and important role that Aboriginal people continue to play within our local community in Charles Sturt. We also respect the culture of Aboriginal people visiting from other areas of South Australia and Australia.

Artwork from The Brocas. Artist: Shane Mankitya Cook with students from Seaton High, Woodville High and Bowden Brompton Community School (Ashlin, Kyrin, Braden, Shianne, Jacqueline, Roslyn, Sabrina)



## OUR VISION

THE CITY OF CHARLES STURT –  
A LEADING LIVEABLE CITY

## OUR PURPOSE

WE CHAMPION UNITY IN DIVERSITY.  
WE WILL UNITE OUR CITY AND CREATE  
A SENSE OF BELONGING. WE WILL ENHANCE  
PEOPLE'S QUALITY OF LIFE.

Our Organisational Plan is our four-year plan that translates Our Community Plan aspirations into actions. It highlights our priorities with key performance indicators to track and measure our success against our five pillars:

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

**Our Liveability** – A liveable city of great places

**Our Environment** – An environmentally responsible and sustainable city

**Our Economy** – An economically thriving city

**Our Leadership** – A leading and progressive Local Government organisation

These pillars define how we work together as an organisation and community. Our Organisational Plan delivers upon our purpose. We will report our progress and achievements defined by our five pillars for both Our Community Plan and Our Organisational Plan through our quarterly and annual reports.

Our organisation is structured to deliver a significant range of services, programs and infrastructure for our Community and is comprised of 3 divisions, 13 portfolios and 470 staff. Within our structure our customer and people experience are at the heart of everything we do.

# LEADERSHIP TEAM



**Paul Sutton**  
Chief Executive Officer



**Adrian Ralph**  
General Manager -  
Asset Management Services



**Donna Dunbar**  
General Manager - Corporate Services



**Bruce Williams**  
General Manager - City Services

**Executive  
Office**



**Sam Adams**  
Manager - Engineering Strategy & Assets



**Karin Swiatnik**  
Manager - Information Services



**Adam Filipi**  
Manager - Public Health & Safety



**Sam Higgins**  
Manager - Open Space,  
Recreation and Property



**Annette Martin**  
Manager - Financial Services



**Jacqui Stretton**  
Manager - Community Connections



**Peter Kinnersly**  
Manager - Field Services



**Jacki Done**  
Manager - People & Culture



**Julie Vanco**  
Manager - Planning & Development



**Chris Shallow**  
Asset Management Lead



**Kerrie Jackson**  
Manager - Governance & Operational Support



**Craig Daniel**  
Manager - Urban Projects

**Aly  
McGregor**  
Corporate  
Program  
Manager



**Kristie Johnson**  
Manager - Media, Marketing & Communications



**Jamie Dunnicliff**  
Manager - Strategic Procurement Services

# STRATEGIC PLANNING FRAMEWORK

## OUR COMMUNITY PLAN

### Our Vision

Community Outcomes



## OUR ORGANISATIONAL PLAN

### Our Purpose

Key priorities, actions and KPI's  
Change and Continuous Improvement



## OUR PORTFOLIO PLANS

### Portfolio Context

Core Services and Initiatives

# STRATEGIC PLAN ALIGNMENT TO PILLARS

We have strategic plans and frameworks that contribute to delivering upon each of our pillars.



# KEY AREAS FOR CHANGE

We have identified key areas for change over the next four years. These change initiatives are underpinned by our organisational values and our collaborative work, as well as our customer and people experience.



## OUR COMMUNITY

Combined  
libraries and  
community  
centres

## OUR LIVEABILITY

Implement  
Neighbourhood plans



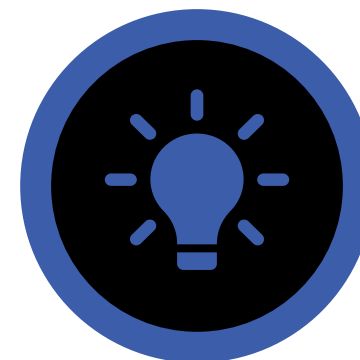
## OUR ENVIRONMENT

Materials Recycling  
Facility constructed  
and operational

Deliver Climate  
Change Adaption -  
achieve Net Zero

## OUR ECONOMY

Continue to deliver  
the Economic  
Stimulus and Support  
Package'



## OUR LEADERSHIP

Collaboration  
Customer Experience  
People experience





# OUR COMMUNITY

## A STRONG AND CONNECTED COMMUNITY



### OUR KEY PRIORITIES OVER THE NEXT 4 YEARS ARE:

- Creating West Lakes Library and Community Centre
- Creating Henley Library and Community Centre
- Implementing our Disability Access and Inclusion Plan (DAIP)



## OUR COMMUNITY GOAL - A STRONG AND CONNECTED COMMUNITY

OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
<p>In our City no one gets left behind; everyone has access to enough resources, services, programs, information and social infrastructure to fully participate in their community.</p>	<ol style="list-style-type: none"> <li>1. Develop mutually beneficial partnerships with key stakeholders that effectively respond to local needs and motivates and strengthens our community.</li> <li>2. Creatively grow access to services in communities with limited or low access to existing services, facilities and programs</li> <li>3. Reconfigure existing facilities to broaden their appeal, maximise resources, enhance/extend service offerings and remove barriers to participation.</li> <li>4. Provide technology infrastructure and programs to support digital inclusion.</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Create up to five new partnerships per annum that tangibly support outcome delivery.</li> <li>2.1 Deliver five 'pop up' service points per annum in areas with low participation.</li> <li>2.2 Annual 10% increase in the number of people accessing services and programs.</li> <li>2.3 Annual increase in the number of people participating in our outreach services.</li> <li>3.1 Annual increase in the number of people who utilise our facilities (e.g. libraries, community centres and halls).</li> <li>3.2 Satisfaction of community facilities maintains or exceeds 85% annually (community survey)</li> <li>4.1 Digital inclusion within our City continues to increase. (annual Australia's Digital Inclusion Index)</li> <li>4.2 Annual increase in the number of people participating in digital literacy and learning activities.</li> <li>4.3 At least a 10% per annum increase in utilisation of available technology.</li> </ol>

OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
<p>Charles Sturt is made up of strong and vibrant communities; we celebrate our identity, heritage and cultural diversity. People feel a sense of belonging, inclusion and social connectedness.</p>	<ol style="list-style-type: none"> <li>1. Connect with traditional owners to identify, promote, respect and protect Kurna heritage and culture.</li> <li>2. Create a more inclusive and accessible City that celebrates, partners and advocates for people of diverse culture and abilities</li> <li>3. Increase volunteer participation by promoting, creating and expanding volunteering opportunities</li> </ol>	<p>1.1 In partnership and collaboration with the City of Port Adelaide Enfield, identify, support and implement at least four projects and events annually across the two cities that recognise and celebrate Kurna led community building.</p> <p>2.1 A Disability Access and Inclusion Plan (DAIP) is developed and endorsed by June 2021.</p> <p>2.2 Annual increase in the percentage of our community who feel a sense of community and belonging. (community survey – slight reword to include belonging)</p> <p>3.1 Increase of 5% per annum in number of active volunteers.</p>
<p>People embrace healthy living, physical activity and ageing well.</p>	<ol style="list-style-type: none"> <li>1. Support citizens to age well in place and participate in community life.</li> <li>2. Provide opportunities for formal and informal recreation, fitness and leisure experiences.</li> <li>3. Develop activities with a key focus on healthy eating, healthy living and ageing well.</li> </ol>	<p>1.1 The number of residents over 65 years participating in Ageing Well programs is increasing annually.</p> <p>2.1 The membership of clubs utilising CCS sporting facilities is increasing annually.</p> <p>3.1 The number of participants attending activities promoting healthy eating, healthy living and ageing well is increasing.</p>
<p>Charles Sturt is a place where people feel safe in their homes, neighbourhoods and public places; they are resilient and manage shocks and stresses to build a stronger community.</p>	<ol style="list-style-type: none"> <li>1. Support community safety and positive public health outcomes through prevention, education, encouragement and enforcement activities.</li> <li>2. Develop and support programs and activities that build individual, family and community resilience.</li> </ol>	<p>1.1 By 2025 at least 75% of our citizens feel safe in their homes, neighbourhoods and public places with an annual increase. (community survey)</p> <p>1.2 The City of Charles Sturt childhood immunisation coverage rates are equal to or greater than the South Australian State average.</p> <p>1.3 Responsible dog ownership is reflected by 95% dogs being registered and microchipped by 2025</p> <p>1.4 Community safety is ensured by inspecting 100% of swimming pools and their safety barriers at time of construction.</p>

OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
		<p>1.5 Building compliance is achieved by inspecting at least 66% of dwellings during construction annually.</p> <p>1.6 Building compliance is achieved by inspecting 90% of class 2-9 buildings during construction annually</p> <p>1.7 More than 65% of routine food premise inspections do not require a follow-up inspection to address non-compliance</p> <p>2.1 Measure and grow our community resilience (community survey new question).</p> <p>2.2 An annual increase in number of programs offered with a focus on building resilience with an 75% participant positive-impact rate</p>
<p>People learn throughout their lives; they have the skills and abilities to achieve great outcomes for themselves, their families and the opportunity to become leaders in their communities.</p>	<ol style="list-style-type: none"> <li>1. Create opportunities for the community to engage in a lifelong love of reading, learning and creative experiences.</li> <li>2. Upskill sporting and community groups to build sustainability</li> <li>3. Create a local leadership development program to grow and support local community leaders and young changemakers by 2022.</li> </ol>	<p>1.1 At least a 10% annual increase in combined library loans (physical and online).</p> <p>1.2 At least a 10% annual increase in library and community centre program participation.</p> <p>2.1 The number of participants in sporting and community clubs is maintained or increasing</p> <p>2.2 An annual increase of sports clubs participating in Council's professional development program.</p> <p>3.1 Annual increase in number of participants in the community leadership development program.</p> <p>3.2 Annual increase in number of participants in the Young Changemakers Program.</p>



# OUR LIVEABILITY

## A LIVEABLE CITY OF GREAT PLACES

### OUR KEY PRIORITIES OVER THE NEXT 4 YEARS ARE:

- Your Neighbourhood Plan Framework is implemented in key precincts across the city
- Major streetscapes revitalised including; Woodville Road, Military and Main and Chief Street.
- Implementation of an Arts & Cultural Plan
- Enhancing liveability by completing DPAs for Kilkenney, Albert Park, Metcash, Trident Plastics
- Deliver enhanced walking and cycling opportunities including the Grange Lakes Corridor and West Lakes Lake Edge masterplan and Grange Greenway
- Completion of conversion of all council operated Street Lights to LED
- Delivering great clubs and unisex changeroom facilities including Woodville Hockey Club, Pedlar Reserve, Flinders Park Football Club and Grange Recreation Reserve Clubrooms.
- Supporting the completion of major developments, including:
  - WEST Development
  - West Beach SLSC
  - Bowden Development and Brompton Gas Works

## OUR LIVEABILITY GOAL - A LIVEABLE CITY OF GREAT PLACES

OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
<p>A well-designed urban environment that is adaptive to a diverse and growing City.</p>	<ol style="list-style-type: none"> <li>1. 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.</li> <li>2. Implement Your Neighbourhood Plan framework</li> </ol>	<ol style="list-style-type: none"> <li>1.1 An annual increase in population growth. (indirect)</li> <li>1.2 The number of new dwellings approved annually will deliver housing choice in the City (indirect)</li> <li>2.1 Increased community satisfaction of amenity within the neighbourhood plan catchment areas. (YNP before and after surveys)</li> </ol>
<p>City assets and infrastructure are developed and enhanced on a strategic and equitable basis and coordinated with industry and government bodies.</p>	<ol style="list-style-type: none"> <li>1. Implement asset improvements and maintenance via Asset Management Plans to ensure they are fit for purpose and meet changing community needs.</li> <li>2. Manage maintenance service levels and asset lifecycles to optimise asset life and achieve service efficiency in line with community needs and diverse urban densities.</li> <li>3. Develop and enhance assets in line with key Council strategies</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Our Asset Management plans are fully funded and aligned to changing community expectations.</li> <li>2.1 Develop operational service level standards for key public Infrastructure assets by 2025</li> <li>2.2 90% of assets are maintained at the desired service level standards</li> <li>3.1 See Our Leadership Outcome 5, measurement 5.2</li> <li>3.2 70% of our community is satisfied with our assets (community survey)</li> </ol>



OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
<p>Support diverse events and experiences that bring people together and contribute to the history, culture and vitality of our neighbourhoods.</p>	<ol style="list-style-type: none"> <li>1. Engage the community in the delivery of events in community and public spaces.</li> <li>2. Develop destinations that cultivate art, culture, place making while recognising heritage principles</li> <li>3. Develop and implement a program to promote street and place activation.</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Increase in the number of collaborative partners involved in delivering events</li> <li>2.1 Number of outdoor dining seats is increasing across our city annually</li> <li>2.2 At least 90% of our community agree that our city is a great place to live (Community survey).</li> <li>2.3 The heritage grant program is 100% allocated each year</li> <li>2.4 The Woodville Town Hall has a 10% annual increase in activation (total attendance numbers).</li> <li>3.1 Number of street and place activation events increases annually</li> </ol>
<p>Drive an integrated, responsive transport system and well-maintained network of roads and paths that facilitate safe, efficient and sustainable connections.</p>	<ol style="list-style-type: none"> <li>1. Continue to implement improvements to our transport network to improve road safety.</li> <li>2. Invest in inclusive upgrades to the whole transport network to promote a balanced distribution of residents driving, walking, cycling and using public transport.</li> <li>3. Continue to support and advocate for shared transport options such as ride shares, car share, shared bike and scooter schemes</li> <li>4. Continue to support and advocate the uptake of electric vehicle ownership and usage</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Develop a CCS Road Safety strategy by June 2022 in response to the State Government Road Safety Strategy to be released in 2021.</li> <li>1.2 At least 80% of our community feels safe using our local streets (community survey)</li> <li>1.3 The number of road crashes on Council managed roads is reducing annually</li> <li>2.1 An annual increase in our community utilising active transport (walking, riding and cycling) and public transport.</li> <li>2.2 An annual increase of community satisfaction in major transport assets (roads and paths) (community survey)</li> <li>3.1 Number of trips made by shared transport solutions increases annually</li> <li>4.1 The number of public electric vehicle charging stations installed within CCS increases by 15% annually for the next 4 years with an annual increase in usage.</li> </ol>

OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
<p>Enhance the diversity of open spaces to create innovative, accessible and flexible community spaces.</p>	<ol style="list-style-type: none"> <li>1. Create public and open spaces in conjunction with our community that are engaging, inclusive, safe and connected, and meet diverse and changing community needs.</li> <li>2. Maximise the use of Council open space and sporting facilities.</li> <li>3. Facilitate provision of and access to recreation facilities by collaborating with schools and clubs and adjoining councils</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Our public spaces receive at least 90% satisfaction by 2025 by surveyed residents (community survey)</li> <li>1.2 An annual increase of programmed tree pruning is completed within service level standards</li> <li>1.3 An annual increase of programmed reserve mowing completed within service level standards is increasing annually</li> <li>2.1 90% of residents will live within 300m of useable open space by 2025.</li> <li>3.1 Our School Holiday Sports program is increasing in participation numbers annually</li> <li>3.2 Access to additional recreation facilities and open space increases annually due to successful Joint Use Agreements.</li> </ol>

# OUR ENVIRONMENT

## AN ENVIRONMENTALLY RESPONSIBLE AND SUSTAINABLE CITY

### OUR KEY PRIORITIES OVER THE NEXT 4 YEARS ARE:

- Address our Climate Change emergency declaration by delivering our Net Zero strategy
- Our Materials Recycling Facility (MRF) is constructed and operational
- Grow our circular economy
- Increase our Food Waste Recycling uptake
- Reduce the heat island effect
- Complete the Breakout Creek Stage 3 project



## OUR ENVIRONMENT GOAL - AN ENVIRONMENTALLY RESPONSIBLE AND SUSTAINABLE CITY

OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
Greenhouse gas emissions significantly reduce, and we adapt to our changing climate.	<ol style="list-style-type: none"> <li>1. Implement our climate change mitigation and adaptation strategies including AdaptWest and Net Zero.</li> <li>2. Effectively manage and operate recycled water systems to provide alternative water sources for parks reserves and other open space environments.</li> </ol>	<p>1.1 Net zero corporate emissions achieved by 2025 and annual targets achieved.</p> <p>2.1 Develop a Water Strategy to guide future decision making by June 2023</p> <p>2.2 Increase of our open space use of recycled water by 2025.</p>
Our city is greener to reduce heat island effects and enhance our biodiversity.	<ol style="list-style-type: none"> <li>1. Protect and enhance our urban tree canopy</li> <li>2. Implement our Biodiversity Action Plan and identify opportunities in capital projects to enhance and protect biodiversity across Council reserves and land</li> <li>3. Develop, manage and maintain green infrastructure, prioritising areas challenged by the urban heat island effect wherever practicable</li> </ol>	<p>1.1 Our tree canopy cover (city, public and private land) increases annually and is greater than 16% by 2025</p> <p>2.1 The number of understorey plants planted in open space and biodiversity sites increases annually.</p> <p>2.2 Our Biodiversity score is improved at the next measure in 2022 and 2025</p> <p>3.1 Our Whole Street Planting program is completed annually</p> <p>3.2 Water Sensitive Urban Design (WSUD) principles are considered in all capital projects.</p> <p>3.3 A verge renewal framework to guide greening our capital works programs infrastructure is completed by June 2022.</p> <p>3.4 Boucatt Reserve is reinvented by 2022 and is cooler in temperature.</p>

OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
<p>Charles Sturt is recognised as a leading partner and educator in pursuing a sustainable future with our community.</p>	<ol style="list-style-type: none"> <li>1. 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</li> <li>2. Incorporate sustainable infrastructure into our community spaces and buildings</li> </ol>	<p>1.1 85% of our community are aware of Councils environmental efforts (community survey – currently 59%)</p> <p>1.2 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).</p> <p>2.1. All capital works and renewal programs adhere to Councils ecologically sustainable design guidelines and responds to long term risks of climate change.</p>
<p>Reduce waste production across our city, and grow the circular economy.</p>	<ol style="list-style-type: none"> <li>1. Take back control of the community's recyclables through construction and operation of our MRF jointly with the City of Port Adelaide Enfield.</li> <li>2. Reduce waste to landfill across our City through education and improvements to the kerbside 3 bin service.</li> <li>3. Educate and facilitate sound corporate practices to increase the use of recycled-content materials in Council operations.</li> </ol>	<p>1.1 Our MRF is constructed and operational by June 2022</p> <p>2.1 Diversion of household recyclable and compostable waste from landfill through Council's 3 bin system improves annually.</p> <p>2.2 Increase in the annual tonnes of material received for recycling at the Beverley Recycling and Waste Centre by 2025</p> <p>2.3 Tonnes of waste to landfill (kerbside 3 bin service) is reducing per household</p> <p>2.4 Increase in percentage of food waste diverted from landfill with a target of 60% by 2025</p> <p>3.1 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>



OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
<p>We advocate for the protection of our coastal areas and enhancing biodiversity along our coast.</p>	<ol style="list-style-type: none"> <li>1. Develop and implement strategies and partnerships in response to coastal risks and influence government led initiatives.</li> <li>2. Improve and increase biodiversity along our coast</li> </ol>	<p>1.1 Partnerships are in place and staff representation at coastal reference groups to ensure the protection of our coast</p> <p>1.2 80% satisfaction with our management and support of environmental efforts (community survey)</p> <p>2.1 The number of indigenous and native plants planted along the coastal reserve increases annually.</p>

# OUR ECONOMY

## AN ECONOMICALLY THRIVING CITY



### OUR KEY PRIORITIES OVER THE NEXT 4 YEARS ARE:

- Bringing energy and vibrancy to the economic recovery
- Promoting economic development of Western region
- Supporting local business and local supply chain

## OUR ECONOMY GOAL - AN ECONOMICALLY THRIVING CITY

OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
<p>The Western Region economy is promoted through leadership and collaboration across all stakeholders and our community.</p>	<ol style="list-style-type: none"> <li>1. Develop a regional promotion plan in collaboration with regional alliances to promote the western region economy.</li> <li>2. Develop strategic and industry alliances to progress economic growth and resource sharing</li> <li>3. Engage with business and key markets to encourage and support market development initiatives.</li> </ol>	<ol style="list-style-type: none"> <li>1.1 The western region Councils deliver a regional promotion plan by December 2022.</li> <li>2.1 30% of our Charles Sturt businesses are WBL members by 2025.</li> <li>2.2 At least four joint economic development projects or events delivered annually between two or more Councils.</li> <li>2.3 80% satisfaction from Western Region businesses participating in business development events.</li> <li>3.1 At least one targeted industry specific communication and event for key sectors in Western Adelaide annually.</li> <li>3.2 Positive feedback from businesses from at least four sectors who have developed market opportunities as a direct result of Council initiatives annually.</li> </ol>
<p>Local businesses and entrepreneurial activities flourish through the support, engagement and relationships that are developed and maintained.</p>	<ol style="list-style-type: none"> <li>1. Support opportunities to 'buy local' in Charles Sturt through our procurement practices.</li> <li>2. Increase local supply chain development through business support and promotions.</li> <li>3. Support our community and economy through the COVID-19 period while remaining financially sustainable.</li> <li>4. Build capabilities to support entrepreneurialism, social enterprise, and grassroots business start-ups.</li> <li>5. Provide a supporting environment and streamlined approach to assist business with establishment, expansion and business advice.</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Annual increase of 2.5% of local spend by Council</li> <li>1.2 All tenders are promoted through the Charles Sturt LinkedIn site.</li> <li>1.3 Annual increase in Gross Regional Product (CCS) overall, with focus on targeted sectors of advanced manufacturing, defence, health, tourism and construction. (indirect KPI)</li> <li>2.1 Annual increase in B2B engagement fostered by CCS.</li> <li>3.1 Deliver Councils Economic Stimulus and Support package through to 30 June 2022.</li> <li>4.1 Net increase in the annual number of business start-ups. (indirect)</li> <li>4.2 Annual increase in number of business in CCS. (indirect)</li> <li>4.3 Increased promotion and utilisation of Council co-working space (civic, community and private) annually.</li> <li>4.4 Continue to support entrepreneur Scholarships annually</li> <li>4.5 Support two social enterprises through CCS procurement practices by 2025.</li> <li>5.1 80% of surveyed Charles Sturt businesses that have received assistance and advice are satisfied with Council support by 2025 with % increase annually.</li> </ol>

OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
<p>Businesses and industry sectors continue to grow and diversify.</p>	<ol style="list-style-type: none"> <li>1. Promote, facilitate and attract businesses to employment lands and commercial precincts to support growth.</li> <li>2. Educate and support local business to adapt to an increasingly changing environment</li> </ol>	<p>1.1 An annual increase in employment in the key focus sectors in CCS; advanced manufacturing, defence, health, tourism and construction. (indirect)</p> <p>1.2 Growth in annual development application value by sector (residential, commercial / industrial).</p> <p>1.3 CCS businesses who have engaged with council are 5% more positive regarding the business outlook than other businesses.</p> <p>2.1 The number of businesses participating in digital solutions programs, adaptation and change programs in increasing annually.</p>
<p>Our businesses and community have the skills for success to realise job opportunities.</p>	<ol style="list-style-type: none"> <li>1. 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).</li> <li>2. Attract and support events and experiences that link to local jobs.</li> </ol>	<p>1.1 80% satisfaction with CCS events by 2025.</p> <p>1.2 80% of attendees at CCS Events achieve job placements or acceptance to further skill development program after attending a CCS programs.</p> <p>1.3 Councils supports at least one project per annum that upskills Charles Sturt residents.</p> <p>2.1 The number of events that council hosts or supports that provide a direct link to local employment and skills supply.</p> <p>2.2 Major events are located in our City that draws visitors to the region and delivers CCS branding to the wider community</p> <p>2.3 Growth in annual employment numbers. (indirect)</p> <p>2.4 Percentage of our community that have qualifications continues to grow. (indirect)</p>







# OUR LEADERSHIP

A LEADING AND PROGRESSIVE LOCAL GOVERNMENT ORGANISATION

## OUR KEY PRIORITIES OVER THE NEXT 4 YEARS ARE:

- Our workplaces and the way we work ensures our commitment to excellence in customer and people experience
- Progressive leadership and financial management for our community and economy during the pandemic, in the recovery and beyond
- Our organisational values, our brand and our strategy have clear alignment

## OUR LEADERSHIP GOAL - A LEADING AND PROGRESSIVE LOCAL GOVERNMENT ORGANISATION

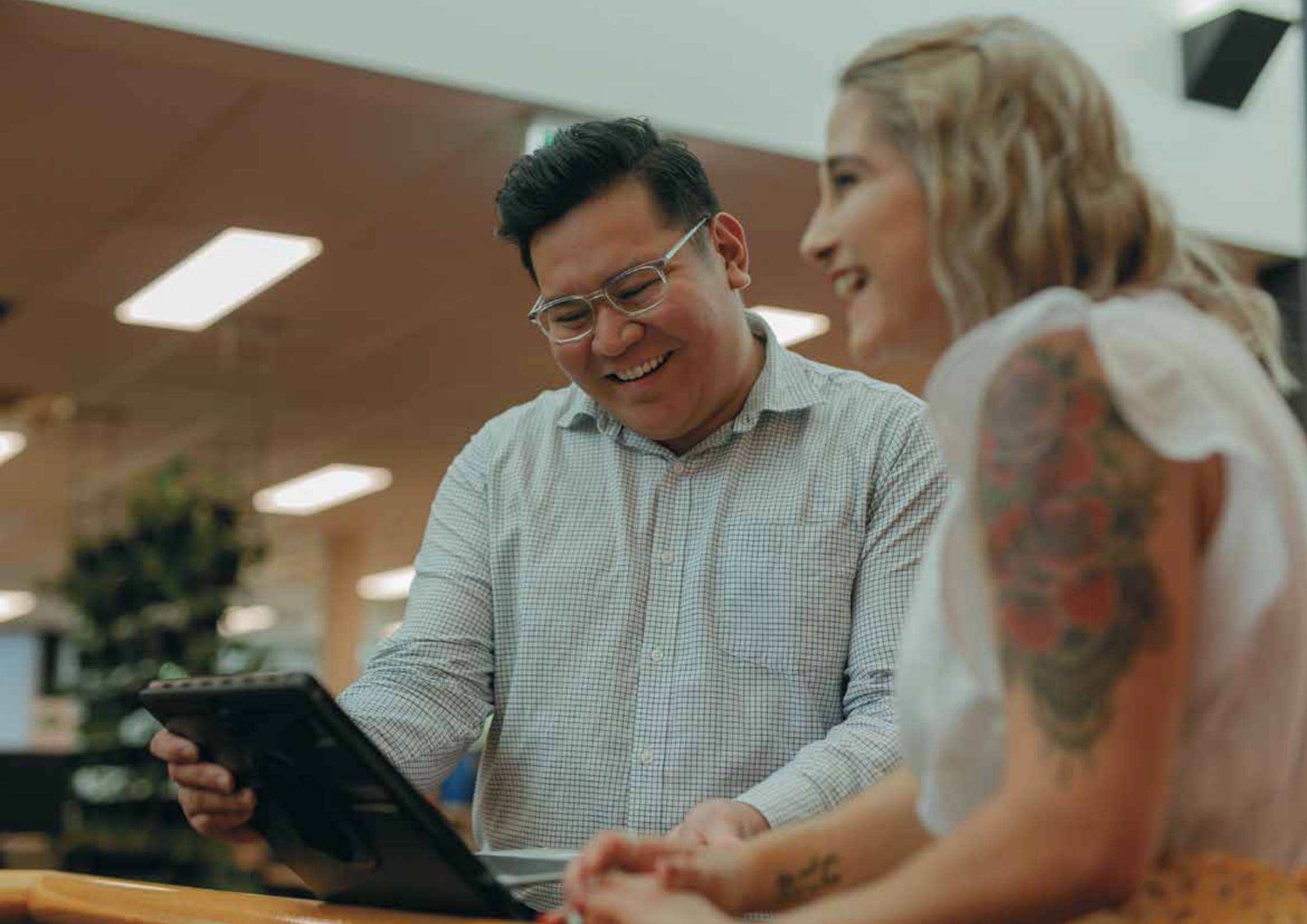
OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
<p>Our values, leadership and collaborative approach are bold and courageous and enables us to deliver value for our Community and create a leading liveable City.</p>	<ol style="list-style-type: none"> <li>1. Implement and embed our organisational values by taking a values-based approach to our decision making.</li> <li>2. Analyse, identify and develop or change ways of delivering services to improve efficiencies, reduce red tape and ensure value for money.</li> <li>3. Leverage strategic opportunities to work with other councils and external organisations to continue to innovate and achieve benefits for our community.</li> <li>4. Modernise our IT applications to ensure optimised service delivery.</li> <li>5. Ensure the services we are providing are meeting our community's expectations.</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Organisational values are developed and communicated to all employees by February 2021.</li> <li>1.2 Values based decision making is applied and visible across the organisation at all levels by June 2021 (measured by our pulse survey).</li> <li>1.3 Our values are understood, lived and embedded in our People Experience by June 2021.</li> <li>2.1 At least 2 service reviews undertaken each year with recommendations implemented.</li> <li>2.2 At least 4 internal audits undertaken each year with recommendations implemented.</li> <li>3.1 50% or procurements are undertaken with other Councils or local government bodies by 2025 with an average of 10 tenders annually.</li> <li>3.2 At least 10 tenders a year negotiate value add (cost savings, additional scope)</li> <li>3.3 Increase our strategic networks by having 30% leadership staff representation on industry networking organisations or boards by 2025</li> <li>3.4 Every year our cross-council collaboration projects are identified, reviewed, prioritised and action plans implemented.</li> <li>4.1 50% cloud base software applications by 2025 with at an average of two migrations or implementations each financial year.</li> <li>5.1 Over 75% of our Residents are satisfied with Council's overall performance annually (community survey)</li> <li>5.2 Over 80% of our residents are satisfied with the services and/or programs that we provide</li> <li>5.3 Over 75% of our residents recognise our refreshed brand and link it to services we provide by 2025.</li> </ol>

OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
<p>We provide excellence in customer experience by ensuring our customers are at the heart of everything we do.</p>	<ol style="list-style-type: none"> <li>1. Develop and embed the Customer Experience Strategy.</li> <li>2. Our workplaces and the way we work ensures our commitment to customer experience excellence.</li> </ol>	<p>1.1 The Customer Experience Strategy is developed and communicated by 30 June 2021.</p> <p>1.2 Customer Experience strategy initiatives are embedded in core IT applications and business processes by December 2025.</p> <p>1.3 80% of Customer Requests are resolved within their allocated time frames.</p> <p>2.1 Our Net Promoter Score is &gt;8 by 2025</p>
<p>We care about our people ensuring we support, develop and motivate our workforce to meet Community needs with capability and confidence.</p>	<ol style="list-style-type: none"> <li>1. Develop and embed flexible ways of working for our workforce.</li> <li>2. Continue to maintain and enhance our safety systems to provide our employees with safe and healthy work experience.</li> <li>3. Ensure our people have the right skills, knowledge and capabilities to deliver quality outcomes for our community now and into the future.</li> <li>4. Our people have role clarity, receive regular feedback and have the capability to undertake their roles safely and effectively</li> </ol>	<p>1.1 Flexible ways of working are embedded by June 2021</p> <p>1.2 Monthly pulse surveys are undertaken to ensure opportunities and challenges are identified and team discussions occur within a month.</p> <p>1.3 Recommendations are considered and where relevant actioned within six months.</p> <p>1.4 75% of our Portfolios are demonstrating the benchmark level of constructive culture measured bi-annually.</p> <p>2.1 The Annual KPI WHS Action Plan is developed by October each year and a 100% compliance is achieved.</p> <p>2.2 Monthly pulse surveys incorporate questions in relation to employee safety and wellbeing to enable the organisation to continue to evolve its systems and employee support offerings by March 2021.</p> <p>2.3 Reduction in Lost Time Frequency Rate</p> <p>3.1 An annual development and capability plan is developed and implemented each to enable our workforce to perform work safely and effectively.</p> <p>3.2 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.</p>

OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
		<p>4.1 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.</p> <p>4.2 Employee development plans are reviewed and updated at least annually.</p> <p>4.3 Feedback on our People Experience is sought at least quarterly from our workforce and improvement actions identified and implemented via our pulse survey.</p>
<p>The management of our City is progressive, responsive and sustainable to ensure a united and unique place for future generations</p>	<ol style="list-style-type: none"> <li>1. Review and continually update the Long-Term Financial Plan to ensure ongoing financial sustainability to community expectations and legislative requirements.</li> <li>2. Develop a central register and strategically pursue grant and co-funding opportunities.</li> </ol>	<p>1.1 Our Long-Term Financial Plan positions council for anticipated community expectations.</p> <p>1.2 Our end of year actual financial sustainability ratios are within adopted target benchmarks</p> <ul style="list-style-type: none"> <li>• Operating surplus ratio is <math>\geq 0\%</math> and <math>&lt; 10\%</math>.</li> <li>• Net financial liabilities ratio is <math>&lt; 100\%</math>.</li> <li>• Asset renewal funding ratio is <math>&gt; 80\%</math>.</li> </ul> <p>1.3 Over 60% of residents believe Charles Sturt Council Rates deliver value for money annually. (community survey)</p> <p>2.1 A central register for grant and co-funding opportunities has been developed by 2022.</p> <p>2.2 Annual increase in number of applications for grants and co-funding.</p>

OUR COMMUNITY PLAN OUTCOMES	HOW WILL WE ACHIEVE THIS?	HOW DO WE KNOW WE HAVE SUCCEEDED?
Open and accountable governance	<ol style="list-style-type: none"> <li>1. Actively and effectively communicate Council decisions.</li> <li>2. Actively engage our community on Council services, programs and infrastructure.</li> <li>3. Our policies reflect the current legislation, are fit for purpose and enable decision making.</li> <li>4. Our strategic plans reflect our communities' aspirations while meeting the current legislation</li> <li>5. Our Community are updated on the progress and delivery of Council's projects for their community</li> <li>6. Implement systems and frameworks to continuously improve management and performance</li> <li>7. All Portfolios have considered their Corporate risks, and these are integrated into the Corporate Risk Register.</li> <li>8. Local Government Act 1999 Reform is implemented efficiently and effectively.</li> </ol>	<p>1.1 Less than 3% of Council and Committee items considered in confidence.</p> <p>2.1 Each year over 50% of our residents feel as though they have a say on important issues in their area. (source Community Survey results)</p> <p>2.2 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)</p> <p>2.3 A 10% net increase in the number of unique online visitors to Your Say Charles Sturt each year. (source Your Say Charles Sturt metrics)</p> <p>3.1 Our policies are accessible to the public and reviewed bi-annually.</p> <p>4.1 Our strategic documents align to Our Community Plan, are accessible to the public and reviewed within legislative timeframes and our policy framework.</p> <p>5.1 Provide quarterly reports to Council and Community on overall project progress and major projects.</p> <p>5.2 85% project completion for Capital and Annual Operating projects annually Note: (excluding issues outside on Councils control).</p> <p>6.1 A Cross-Council Data and Analytics program is implemented and embedded by June 2024.</p> <p>6.2 Once established, the Cross-Council Data and Analytics program identifies at least six opportunities for service improvements annually</p> <p>6.3 Development of Project Management Framework completed by December 2021.</p> <p>6.4 Complete a review of the end of month reporting process and implement recommendations by December 2021.</p> <p>7.1 All Portfolio/Business Unit participate in an annual review of their Corporate Risks and endorsed by Executive and presented to the Audit Committee.</p> <p>8.1 All Local Government reforms are implemented within the legislative timeframes</p>





**COURAGEOUS**

**PASSIONATE**

**PROGRESSIVE**

**CARING**

**“WHEREVER YOU ARE FROM,  
HERE YOU ARE HOME.”**

Mayor Angela Evans

[charlessturt.sa.gov.au](http://charlessturt.sa.gov.au)



**MEANS  
THE WORLD**