

6.73 END OF QUARTER REPORT - APRIL - JUNE 2024

TO Council

FROM: Executive Assistant to the GM Corporate Services - Jodie Phillips

DATE: 12 August 2024

Brief

To report on the activities of the City of Charles Sturt for the quarter April, May and June 2024, that contribute towards the priorities and strategies set out in the Organisational Plan 2020-2025.

Recommendation

That the report be received and noted.

Status

This report relates to or impacts upon the following Community Vision 2040 Themes and Outcomes.

Local Neighbourhoods

Our families, friends and neighbours create memories together
Our local businesses know your name
Our neighbourhoods enable us to walk or ride to get what we need
Our places appreciate and reflect their local history and culture
We create local connection within and between neighbourhoods

Valuing Nature

Our City is cool, green and filled with life
Our beaches, open spaces and waterways invite reflection and wellbeing
We work together with our community to protect our environment

Vibrant Places

Our spaces are unique, creative, interesting and engaging
Our city is recognised as a centre for sport, events and for bringing people together
Our businesses contribute to the vibe of the destination

Connecting and Belonging

Our communities have a voice and feel respected and valued
Our community has access to spaces, services and support when needed
We create opportunities for communities to collaborate, engage and connect
Our City is a place where everyone can be healthy and safe
We support and value diversity

Our Transforming City

We respect our heritage as we transform

We support diverse housing and infrastructure for our evolving communities

Our City is resilient to the impacts of climate change

Our City is prosperous, diverse and supported by innovative businesses with a variety of employment opportunities

First Nations

We will acknowledge and embrace our Kurna and First Nations history and communities working towards Reconciliation

Responsible Governance

We will manage our city in a sustainable and affordable way with responsible governance

Excellence in Customer Experience and Service Provision

We will foster an organisational culture focused on continuous improvement and delivering excellence in customer experience and service provision

Story Telling and Connection

We will connect with our community, telling our stories, sharing knowledge, increasing awareness, creating opportunity, strengthening partnerships and promoting achievements

Relevant Council policies are:

- Nil

Relevant statutory provisions are:

- Nil

Background

The Organisational Plan 2020-2025 identifies the key priorities, activities and project outcomes to ensure Council deliver upon the Community Plan 2020-2025. The Quarterly report provides an update on the progress.

Report

The Quarter 4 2023/24 Report (**Appendix 1**) provides an update on the progress of the key priorities, activities and project outcomes for the April, May and June quarter, that align with the Organisational Plan 2020-2025. The Organisational Plan can be assessed via the link [Organisational Plan 2020-2025](#).

Financial and Resource Implications

The Organisations financial performance is reported to the Corporate Services Committee via the regular quarterly financial report.

Customer Service and Community Implications

There are no customer service or community implications.

Environmental Implications

There are no environmental implications.

Community Engagement/Consultation (including with community, Council members and staff)

There is no requirement for community engagement or consultation.

Risk Management/Legislative Implications

There are no risk management or legislative implications.

Conclusion

The City of Charles Sturt End of Quarter Report for the fourth quarter of 2023/24 provides an update of the key priorities, activities and project outcomes that deliver upon the Organisational Plan 2020-2025.

Appendices

#	Attachment
1	Appendix 1 - End of Quarter Report 2023-24 - Q4 - April-June 2024

APPENDIX 1

END OF QUARTER REPORT

Q4 2023/24



**MEANS
THE WORLD**

CITY OF CHARLES STURT

FOURTH QUARTER REPORT

APRIL, MAY, JUNE 2024

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 124,000 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.

Our City is constantly changing, with new developments in Hendon, West Lakes and Seaton on the horizon. We are also delivering major capital works including Ngutungka Henley, Gleneagles Reserve and Freshwater Lakes.

The City of Charles Sturt has three Divisions reporting to the Chief Executive Officer. Each Division has responsibilities for delivering or supporting the delivery of services to the community in line with the Local Government Act 1999, Our Community Vision 2040: A place to call home, A place where we belong. Organisational Plan 2020-2025: Charles Sturt a Leading, Liveable City. Each Division has the following broad responsibilities:

CITY SERVICES

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

- Urban Projects - Policy Planning, Placemaking, Community Engagement, Economic Development and Woodville Town Hall
- Planning and Development - Development Assessment, Building Assessment and Regulatory Compliance
- Public Health and Safety - Community Safety, Environmental Health, Immunisation and Customer Contact

- Community Connections - 5 x Libraries and 6 x Community Centres, Community Development, Ageing Well, Social Inclusion and Youth Development.

ASSET MANAGEMENT SERVICES

The Asset Management Services Division is located across various sites including the Civic Centre, Beverley Centre, Horticultural Centre and the Beverley 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:
 - o 774km of roadways
 - o 437 km of stormwater drains
 - o 1,257km of constructed footpaths
 - o 1,392km of kerb and water table
 - o 20 council operations buildings
 - o 91 independent living units
 - o 25 commercial buildings
 - o 40 sports clubroom buildings
 - o 57.3ha of sportsgrounds
 - o 286ha of reserves
 - o 22ha of tree screens
 - o 9ha of Council owned Properties (gardens)
 - o 2.7ha of West Lakes beaches
 - o 59.5ha of coastal reserves along 12km of coast
 - o 19ha of wetlands
 - o Over 50,000 street trees.

In addition, the Division is responsible for Strategic Environmental Management along with Climate Change Adaptation across the organisation.

CORPORATE SERVICES

The Corporate Services Division predominantly works in partnership with all Business Units across the organisation providing support and advice to enable services to be delivered to our community. The Division is comprised of the following portfolios and primary functions:

- Financial Services – Financial Management, Rates, Debtors and Creditors
- Governance and Operational Support – Governance, Elected Member Support, Contracted Services, WHS, Insurance, Risk and Audit
- Procurement – Business Support
- Information Services – IT Support, Business Analysis, Project Management
- People and Culture – HR and Business Support, Learning and Development
- Media Marketing and Communications – Media Relations, Marketing, Communications including media liaison, communications across traditional and digital platforms, customer experience and Information Management (records).

This end of quarter report is a compilation of all activities of each of the Divisions as they relate to the implementation of the Community and Organisational Plan for the April to June Quarter 2024.

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 is of a high standard and considers both heritage and environmentally sustainable design features to deliver a highly functional and well utilised facility and resource for our community.	- Detailed design is completed on the new Ngutungka Henley and Development approval has been granted. - Construction has commenced and is proceeding on schedule. Construction is anticipated to reach practical completion in December 2024.
Implementing our Disability Access and Inclusion Plan (DAIP)	Ongoing implementation of a various Access and Inclusion initiatives across Council following the endorsement of the CCS Disability Access and Inclusion Plan (DAIP) 2021-2025 in September 2021.	- Complete. Disability Access and Inclusion Plan (DAIP) endorsed by Council September 2021. - Annual DAIP Report submitted as part of State Disability Inclusion Plan and Inclusive SA Reporting in March 2024. - Confirmation of successful accreditation of all Council Libraries, Community Centres and Customer Contact (Civic) has been received. This follows an extensive process that included the development of tailored visual communication tools, Non-Verbal Communication

		Training for all customer facing employees and volunteers and auditing process. • A training video was produced as a resource for new employees and volunteers as part of future inductions and recruitment practices. • Launch of the 'Disability Visibility' video series, raising awareness and breaking down stereotypes of disability in our community.
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OUR LIVEABILITY

A LIVEABLE CITY OF GREAT PLACES

Key Priority	Outcome	Achievements to date
Your Neighbourhood Plan Framework is implemented through agreed priority projects in key precincts across the city	A Your Neighbourhood Plan Pilot for Albert Park and Hendon has identified key projects for enhanced community liveability for the next 20 years. Further areas prioritised for a Your Neighbourhood Plan process include: • The Central Area of the City, focused on Woodville, West Woodville, Findon and Beverley Wards where most future infill development activity is expected. • West Hindmarsh, Welland and Hindmarsh area, anticipated for 2023/24 to maximise opportunities from the Torrens to Darlington motorway; and • Selected local centres including David Terrace-Wilpena Terrace, Kilkenny. The Your Neighbourhood Plan approach will be incorporated into the Community Vision.	Project achievements from the Your Neighbourhood Plan for Albert Park and Hendon include: • Concept planning work for Tapley's Hill Road, Royal Park local centre, with stakeholder engagement complete. Detailed design to occur in 2024/25 • Construction completed and opening of the new Spad Street local park project • Murray Street upgrade works completed in June 2024. • Engagement with State Government on the 30 Year Plan/Greater Adelaide Region Plan review has commenced, initially identifying future growth areas in our City.
Major streetscapes revitalised including: • Woodville Road • Military and Main Street • Chief Street	The delivery of major streetscape projects will ensure that these key streets are renewed and upgraded in a manner that will enhance the	Woodville Road • Streetscape construction works are now complete. • An opening celebration was held in February 2024 and

• Living Streets Program	liveability of current and future generations and provide a platform for existing businesses to thrive and opportunities for further economic development.	the road is now fully operational. Military Road and Main Street • Road and power line works are completed, and Military Road is now fully operational. • The Main Street Plaza is also complete, and an opening celebration was held in December 2022. 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 for the roadway and powerline undergrounding. • Formal Approval for Stage 1A and 1B for PLEC (undergrounding of powerlines) works has been received. • PLEC works commenced in April 2024 and are ongoing. Living Streets Renown Park (North) • Final project scope endorsed by Council in December 2023 • Detailed design is complete, and construction has commenced in Wright Street and Bishop Street.
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:	Character Area Overlay Code Amendment • Council endorsed a proposal to Initiate a Character Area Overlay Code Amendment in April 2024. The Proposal was submitted to the Minister to seek agreement to commence the Code Amendment process.
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.	Grange Greenway • Consultation is complete on alignment options for the section of the Grange Greenway, west of Tapleys Hill Road.

		• Consultation completed in late 2021 on improvements to the Terminus Street (north) section of the Grange Greenway and detailed design is complete. Construction works on Terminus Street between Gurner Terrace and McLean Avenue are complete. Raised intersection works at Charles Sturt Avenue are now complete. • 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. Grange Lakes Corridor • Construction for Stage 4b section of path between Napier Street and Jetty Street in Grange (adjacent Charles Sturt House) now complete. • Construction of stage 9 (from Atkin Street to Henley Beach Road) now complete. • Construction for Stage 7 is now scheduled for the 25/26 financial year • Further consultation has been completed for stage 8 with the design to be refined over the next 12-18 months in preparation for construction in future years (approximately 26/27). West Lakes Lake Edge Masterplan • Path upgrades along The Annie Watt Circuit was completed in June 2023. • Path upgrade between Tiranna Reserve and Maramba Reserve was completed in June 2023. • Consultation and designs are completed for the next stage of path upgrades between West Lakes Boulevard to
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		Maramba West Reserve, Aquatic Reserve to Mariners Reserve and Sportsmans Drive to Midcourse Reserve. These designs will inform future construction projects that will be presented for funding in a future version of the Transport AMP.
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.	Local Streets Conversion • LED Conversion program (stages 1,2 & 3) is complete. • Over 10,000 old and inefficient streetlights replaced on local road with new LED lights. • 82% of streetlights are now installed with LED technology across the Council area. Main Roads Conversion • LED conversion yet to commence. Planning works are completed and conversions will commence on an ongoing basis from 2024/25.
Delivering great clubs and unisex changeroom facilities including • Grange Recreation Reserve Clubrooms • Pedlar Reserve • West Lakes Football Club	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. This will encourage increased participation amongst differing genders and age groups whilst ensuring the provision of appropriate facilities are equitably provided.	• Grange Recreation Reserve clubrooms and changerooms is currently in the detailed design phase and obtaining the relevant development approvals. Construction is expected to commence in September 2024. • Pedlar Reserve Clubroom reached Practical Completion in May 2024 and is fully operational. • West Lakes football club changeroom upgrade is currently in the detailed design phase. Onsite construction is expected to commence in September 2024.



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	The following targets have been achieved: • 50% Greenhouse gas emissions reduction based on 2017/18 levels by 2025. • Net Zero corporate greenhouse gas emissions by 2023/24. • These are met through implementation of Net Zero actions and dedicated sub-targets across the 6 strategic areas: ○ Building, Lighting and Open Space ○ Transport ○ Not Waste ○ Renewable Energy Procurement ○ Carbon Offsets ○ Staff Led Initiatives	All strategic areas / working groups have completed required actions to meet key targets. Key achievements include: • EV numbers increasing, there are now 15 EV's in the fleet. • Embodied emissions project for roads and footpaths being undertaken.
Our Materials Recycling Facility (MRF) is constructed and operational	CAWRA's new MRF utilises 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 is helping to grow the local circular economy. Technology used in the design drives process efficiency, maximise material recovery and minimises fire risk.	• The Central Adelaide Waste Recycling Authority (CAWRA) MRF has been operating since January 2020. Action is achieved.
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.	Council continues to prioritise recycled content, products and materials through all procurement processes, and we are continuing to report on the percentage of recycled material we purchase each year. Council is working with CAWRA to identify potential circular economy opportunities.

Increase our Food Waste Recycling uptake	Increase the percentage of food waste diverted from landfill, with a target of 60% by 2025.	• 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. • Results from the weekly FOGO trial indicate that those households on the weekly FOGO collections are achieving a landfill diversion rate of 78% this is compared to only 48% landfill diversion for those households that opt-out of the trial. • Households that are on the weekly FOGO collection are recovering 61% of food waste compared to only 8% for households that chose to opt-out of the trial. • Work has commenced on investigating potential weekly FOGO service models for Council wide roll out. • A series of FOGO participant focus groups have been held throughout June.
Reduce the 'urban heat island effect'	We will implement the AdaptWest climate change adaptation plan and prioritise projects that address climate change risks such as urban heat.	As part of implementing the recommendations from the climate change risk and governance assessment (2020), staff are developing systems and processes to understand the risks of climate change and management options (including urban heat, drought, flooding, coastal hazards, and the risks associated with transitioning to a low carbon economy) across council operations and services. There is a current focus on: • Integrating a system for considering climate change risks into council's asset management planning process as part of this Asset Management Plan review cycle.

		- Developing an internal process to scan for climate change risks (physical and transition) across the organisation to deliver council's first whole-of-council climate change risk assessment. - This program of work was awarded the 2023/24 LGA Mutual Liability Scheme Risk Management Incentive Award in May 2024. AdaptWest regional work: - 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. Other Regional Climate Partnerships are interested to access this innovative tool and arrangements are being made to make this widely available in SA. A consultancy has been engaged to help deliver a new regional strategic plan for climate change action across western Adelaide. The new Action Plan is to be completed by October 2024.
Complete the Breakout Creek Stage 3 project	Breakout Creek along the River Torrens/Karrawirra Pari is being steadily transformed from an artificial channel into a more natural-flowing and healthy creek. Stage 3 will: - Create wetlands to capture and clean stormwater. - Manage high flows and remove weeds. - Plant native vegetation to both improve biodiversity	The third stage of the revitalisation of the western end of Adelaide's River Torrens / Karrawirra Pari is now open to the public. The newly co-named Breakout Creek / Purrana Pari, the stretch of the Torrens where the river meets the sea at West Beach, has been undergoing a major transformation. And now, visitors can reap the rewards.

	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.	From an artificial channel to a stunning, natural-looking waterway, this 1.5 km redevelopment now boasts improved visitor amenities, a dedicated place for Kurna reflection, habitat pools to aid biodiversity – and a brand-new river crossing. Getting around Breakout Creek / Purruna Pari is easy, with 6.2 km of shared-use trails along and across the river. All new asphalt pathways are wheelchair accessible, and so is the new pedestrian bridge that crosses the river between Seaview and Tapleys Hill roads. The new Kurna Reflection Space is on the northern side of the river, just off Military Road at Henley Beach South. The space has been designed with coloured paths to reflect the Kurna shield and is a quiet area to reflect on Kurna culture and history. Developed with Kurna artist Allan Sumner, this area will be complemented by the 9 Kurna artworks that are being installed across the precinct in the coming months (this is a separate package of works managed by Green Adelaide). Two habitat pools have been created along the river, which will provide new habit for native fish and animals. There are also new wetlands, one on each side of the river, which will provide habitat for water plants and many native creatures. They also capture stormwater and naturally filter it before it enters the river, which improves the quality of the water that flows out to sea. Horses have long-been a fixture along this stretch of the Torrens. As part of the redevelopment, a
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		dedicated horse area has been created that stretches nearly 800 m along the southern riverbank. It was constructed with white cypress pine fencing and seeded with pasture grass mix, which is still growing. Horses are expected to return once the area is established. All up, more than 62,500 square metres of garden beds with 245,000 plants and 111 new trees as well as turf have been planted along this stretch of the river and are establishing. There are also five new picnic shelters, with tables and benches, six new viewing platforms installed at focal points along the river. The project is a \$18.7 million partnership between Green Adelaide, the City of Charles Sturt, the City of West Torrens, the South Australian Department for Trade and Investment through the Planning and Development Fund, the Australian Government through the Environment Restoration Fund, and SA Water. The project is committed to working with the Traditional Owners of the Adelaide plains, the Kurna people.
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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 was made available from 1 July 2023,

		100 applications were received of which 58 were approved. A further three were supported through the Business Chamber Entrepreneurship Programs. The remainder were waitlisted to the new financial year.
Promoting economic development of the Western region	• Building Western Adelaide Strategy and Action Plan endorsed by Council and the Western Alliance Councils. • Adelaide Beaches website being updated. • Western Regional Tourism Development Action Plan updated and Quarterly Regional Visitor Sector Networking events. Living in the West project underway.	Actions underway: • Range of communication and engagement strategies implemented to promote opportunities. • Regular meetings occur with member Councils and key stakeholders. The Adelaide Beaches website was updated and relaunched in Nov 2022, new content is constantly being developed and included. • The Western Regional Tourism Development Action Plan was presented to City Services Committee 20 March 2023. A new Strategy is being developed to run February 2025 – 2029 • Living in the West project is underway with content developed and included on the Adelaide Beaches website. Content will be promoted in line with the new Visitor Sector Marketing Strategy.
Supporting local business and local supply chain	Collaboration with Western Alliance of Councils and City of Marion to promote local tendering opportunities and support local supply chain.	• Tendering opportunities are being promoted via LinkedIn. Regular forums are held to promote tendering and supply chain opportunities.



OUR LEADERSHIP

A LEADING AND PROGRESSIVE LOCAL GOVERNMENT ORGANISATION

	Outcome	Achievements to Date
Our workplaces and the way we work ensures our commitment	Council's Customer Experience (CX) 2020-2025 Strategy is implemented.	• Work is progressing to implement our new customer relationship

to excellence in customer and people experience	Staff have been appointed to implement the strategy and key initiatives.	management (CRM) system, with working groups in place to focus on specific aspects of the project. A go-live date of 9 September 2024 has been set. • The City of Port Adelaide Enfield withdrew their support for a single shared tenancy approach for the new CRM system, which triggered a separate project to decouple the solution to create two individual systems. • The decoupling work has now been completed and working groups can progress integrations, business rules and configuration of the CRM system. • Continuous reporting and action implementation based upon voice of customer feedback and call drivers. • Weekly dashboard reporting is distributed to the Leadership Team identifying enquiry drivers to the Customer Contact Team to aid in proactive messaging and service delivery to enhance the experience we deliver to our customers.
Progressive leadership and financial management for our community and economy during the pandemic and in the recovery and beyond	Council has adapted our leadership style to provide a dynamic response mechanism for our community.	As COVID-19 pandemic evolves we continue to respond to the many ongoing challenges including cost of living and supply chain pressures. • Over 2021/22 we continued to support those in rates hardship through targeted payment arrangements and put in place a targeted rate rebate for businesses impacted by the Revaluation Initiative. • In 2022/23 we delivered an overall average rate rise of 2.45% well below the June CPI and having regard to the current economic climate and cost of living pressures.

		- Existing services continue to be delivered as well as an extensive capital works program with new initiatives focused on business, environmental and financial sustainability. - In 2023/24 we delivered an overall average rate rise of 7.44%, below the current March Adelaide CPI of 7.9%, having regard to feedback from the community and cost of living pressures, noting the rate rise consulted on was 8.59%. Residential ratepayer average increase is 7.39% and for all other land uses 7.5%. - In 2024/25 we delivered an overall average rate rise of 6.19% which included funding an increase in service level for our tree canopy project to deliver an increase in tree canopy to 25% by 2024. The residential average increase was 6.22% and commercial /industrial 6.5% based on the preferred distribution adopted by Council Complete.
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 Q3, 2023 — 2024



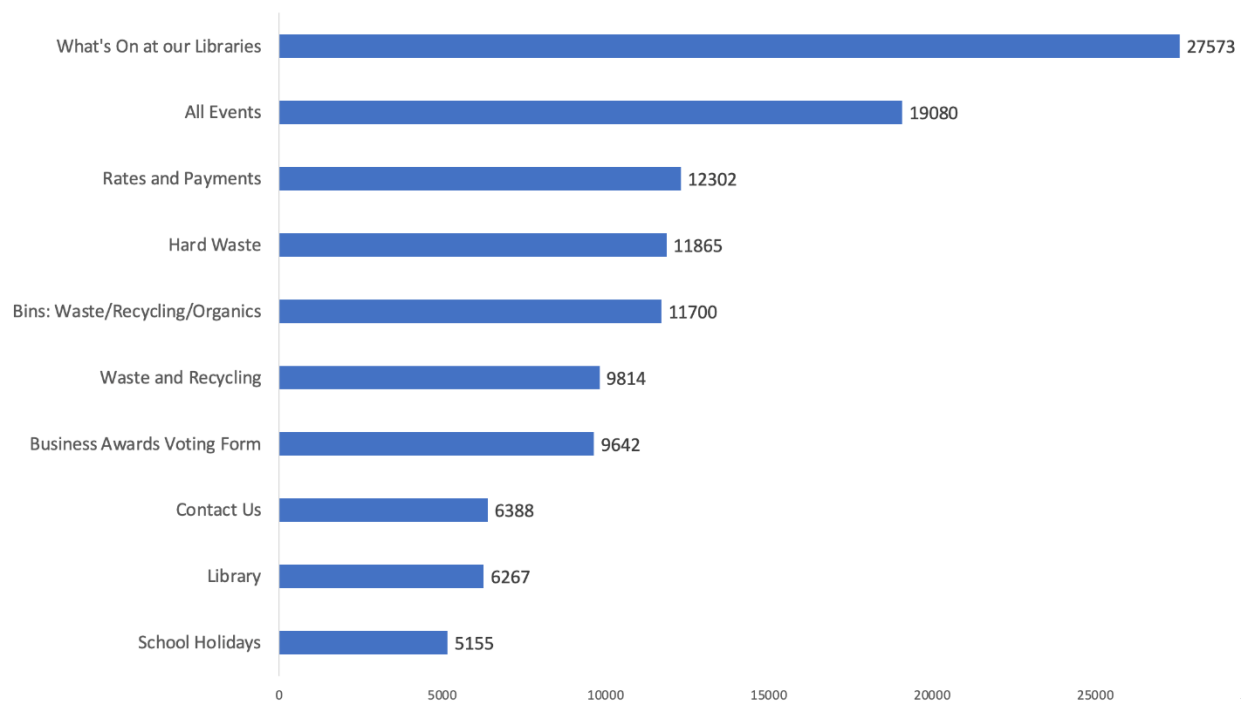
*Statistics provided in customer interaction totals are defined as per the table below.

Customer Interactions	Q1	Q2	Q3	Q4	YTD Total
Telephone calls to 8408 1111	23,617	20,138	21,329	20,112	85,196
Written correspondence	26,028	26,093	25,637	28,143	105,901
Online chat	449	481	379	246	1,555
Customer Interactions via Socials	271	266	327	365	1,229
Totals 2023-2024	50,365	46,978	47,672	48,866	193,881
Totals 2022-2023	47,704	49,225	47,847	46,306	191,082
Year on year variation	5.3%↑	-4.6%↓	-0.4%↓	5.5%↑	1.5%↑

CONNECTING VIA SOCIAL MEDIA

Unique Connections	Q1	Q2	Q3	Q4	YTD Total
Messages Received (direct messages and comments)	2,736	3,045	3,080	4,170	13,031
Content Posts (this includes paid social posts)	328	325	331	341	1,325
Reach (unique people viewing content)	554,100	659,300	677,070	1,500,000	3,390,470
Impressions (unique content displays)	614,580	724,500	856,380	1,290,000	3,485,460
Engagement (comments/likes etc.)	7,050	8,300	6,880	9,070	31,300
Followers	28,510	29,100	29,880	30,666	118,150

CONNECTING VIA OUR WEBSITE



276,129
TOTAL WEBSITE VISITS

470,221
TOTAL PAGE VIEWS

202,909
TOTAL USERS

0:33
AVERAGE SESSION TIME

69,921
MOBILE VISITORS

246
LIVE CHATS

REQUESTS FOR SERVICE

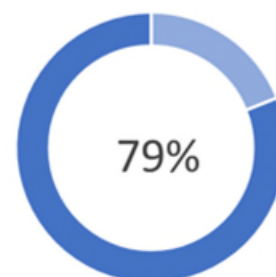
New Requests For Service



Service Requests Closed



Percentage Of Customer Requests Completed In Time



Category	Q1 Number requests	Q2 Number requests	Q3 Number requests	Q4 Number requests	YTD Number requests
Number of new CRM requests 2023-24	6,976	9,285	9,522	7,785	33,568
Number of new CRM requests 2022-23	6,160	8,311	8,357	7,109	29,937
Year on year variation	816 13%↑	974 12%↑	1,165 14%↑	676 10%↑	3,631 12%↑

TOP 5 REQUESTS FOR SERVICE BY SERVICE TYPE

Top 5 Customer Requests for the quarter	Q4 2023-24 Number requests	Q4 2022-23 Number requests	% Variation	YTD 2023-24 Number requests	YTD 2022-23 Number requests	YTD % variation
Vehicle Illegally Parked	620	640	-3%	2,707	2,556	6%
Tree Maintenance	618	558	11%	2,786	2,509	11%
Illegal Dumping - Non-Safety Risk	558	580	-4%	2,338	2,477	-6%
Street Sweeping	420	261	61%	945	750	26%
Loose Rubbish	312	113	176%	1,270	329	286%

PERFORMANCE ON REQUESTS FOR SERVICE

2023-2024	Q1	Q2	Q3	Q4	YTD
Number of open requests	2,232	2,757	2,925	2,362	2,362
Number of open requests in time (%)	695 31%	693 25%	905 31%	674 29%	674 29%
Total number of all open requests overdue (%)	1,537 69%	2,064 75%	2,020 69%	1,688 71%	1,688 71%
Number of service requests completed	5,843	7,490	8,067	6,803	28,203
Number of service requests logged and completed in time within the reporting quarter (%)	4,957 (85%)	6,099 (84%)	6,394 (79%)	5,387 (79%)	22,837 (81%)

COMPLIMENTS, COMPLAINTS, REQUESTS FOR NEW OR INCREASE TO SERVICES

Change / Increase In Service Level



Complaints



Compliments



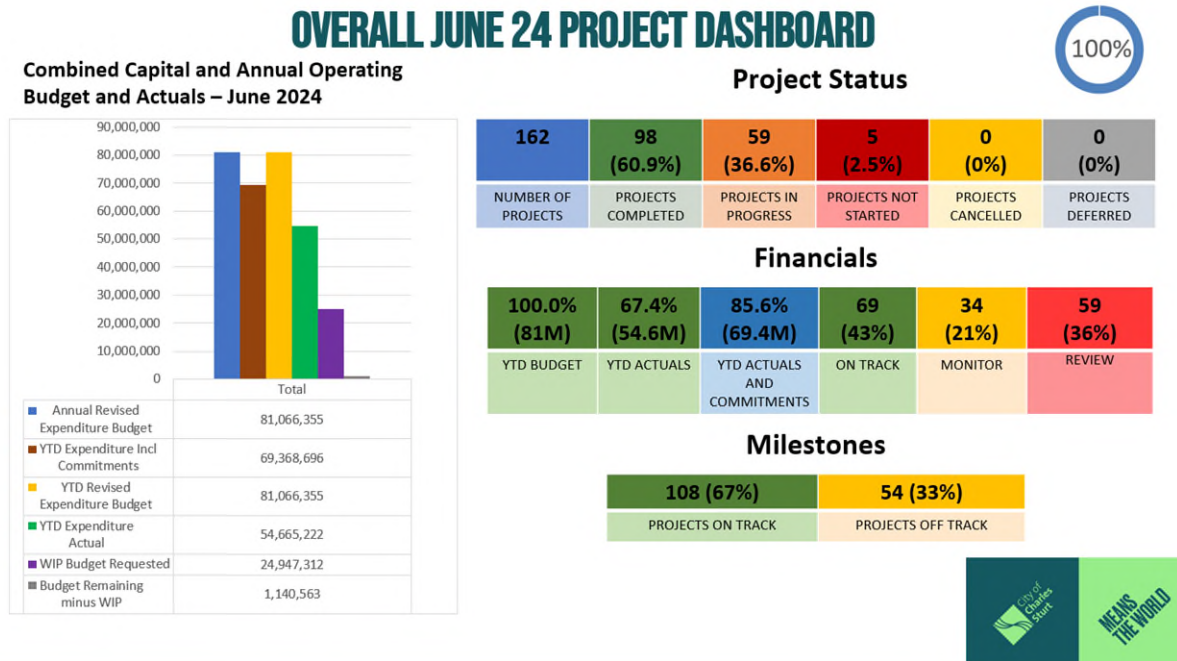
Requests For New Service



	Q1	Q2	Q3	Q4	YTD
Change/Increase in service level	24	34	46	49	153
Complaints	145	120	215	190	670
Compliments	109	175	126	87	497
Request for new service	21	18	26	13	78

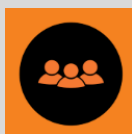
City of Charles Sturt – Quarter 4 Project Status

The table below shows the results and status of the 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.



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

Target Exceeded.

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

In this quarter, 13 new connections and partnerships were created to support outcome delivery. Some key examples of these include:

- Salvation Army (Port Adelaide) - Community Meals on fortnightly basis from Bower Cottages
- Uniting Care Wesley Bowden - Little kids & books program at Bower Cottages.
- Create Foundation – NAIDOC Community Mural at Cheltenham Community Centre
- Multicultural Communities Council SA, Welcoming Australia and One Culture – Refugee Week Human Library Event
- Believe Housing & Unity Housing – Community Neighbour Day Event
- DHS Remote Visitors Outreach team – First Nations Art Program for Women at 19 on Green
- Local Government Youth Music SA – supporting young musicians across Councils
- Dementia Australia – Dementia Friendly Initiative at Findon Community Centres
- Woodville Concert Band – learning experiences through music for local families
- Bazi Farsi Community Group – Regular Play Group and community program at Civic Library
- Uniting Care Wesley Bowden & Child and Family Services – Mobile Outreach and 19 on Green Story Time Sessions and outreach at Plant 4 Bowden.

STATUS

Target Exceeded.

For this quarter, **13** new partnerships.

For this annum, **54** new partnerships.

Create up to five new partnerships (per annum) that tangibly support outcome delivery.

COMMENT

13 new partnerships created to support outcome delivery in this quarter.

**OBJECTIVE
2**

Creatively grow access to services in communities with limited or low access to existing services, facilities and programs.

TARGET

Target Exceeded.

Deliver five 'pop-up' service points per annum in areas with low participation.

STATUS

Target Exceeded.

For this quarter, there were **27** pop ups in the community.

For this annum, there were **46** pop ups in the community.

COMMENT

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.

Examples in this quarter include:

- Doggy Day on the Green (Point Malcolm Reserve) – 19 on Green's Banners to Bags community group raised awareness and sold handmade bags upcycled from Port Road Banners raising funds and awareness about Catherine House.
- Neighbour Day Event (Pennington) - In collaboration with Unity Housing
- School Holiday Pop Up (St Clair) – Pickleball Workshops
- Goodstart Early Learning Centre (Semaphore Park) - Community Engagement
- Brompton Community Garden (Brompton) - Still Life Drawing
- Plant 4 Bowden Village Reserve – Pot Painting
- Neighbour Day Events (Seaton North & Pennington) - Community engagement and Community Centre promotion in collaboration with Unity Housing
- Digital Literacy Pop Ups (Cheltenham)
- Paint the Westside REaD (Cheltenham) led by CCS Libraries with partners Uniting SA, Uniting Care Wesley Bowden, Pennington Children's Centre, Renown Park Community Centre and Cheltenham Community Centre
- All Areas – 14 Ageing Well Advanced Care Directives Workshops and Information Sessions targeting culturally and linguistically diverse communities

**TARGET
STATUS**

Annual 10% increase in the number of people accessing services and programs.

Target not met – This year 84,308 people accessed programs delivered by Community Connections, compared with 103,669 in 2022/2023.

For this quarter, a total of 17,541 people accessed our services and programs, compared to 21,258 for the same quarter last year. This decrease can be attributed to the temporary closure of Henley Library, a decrease in overall numbers of Ageing Well clients due to regular transition of clients to Home Care Packages.

COMMENT

	Q1	Q2	Q3	Q4	YTD
Ageing Well	1,051	714	775	514	3,054
Community Development	12,939	17,558	9,975	8,522	48,994
Libraries	7,217	3,876	5,842	5,616	22,551
Ngutungka West Lakes	2,165	2,517	2,138	2,889	9,709
Total	23,372	24,665	18,730	17,541	84,308

TARGET
STATUS
COMMENT

Annual increase in the number of people participating in our outreach services.
Target met. For this quarter, we had a total of 3,192 participating in our outreach services, compared to 3,214 for the same quarter last year.

The Library Outreach team delivered resources to the homes of 363 customers and 2,325 people utilised the Mobile library. The team also made 149 visits to Aged Care facilities around the city. Community Development had a total of 355 participants benefit from outreach services including at local Childcare Centres and within local schools.

Examples of additional outreach programs and partnerships beyond our existing Library Outreach Services include:

- Ovingham Planter Boxes Art Project: Funded by an Arts Grant – Planter Boxes were painted by a young Aboriginal artist, Mariah Akamarre. The artwork depicts Aboriginal cultural ceremonies that are central to the life of community in Atnwengerrp. Mariah Akamarre’s art focuses on Women’s ‘Awelye’ ceremonies, acknowledging women’s responsibilities to the land and their relationship with the land. Young people participated in this project. Funded by an Art Grant.
- KESAB Composting Workshop at Guardian Child Care Centre
- Refugee Week Event at The Junction Community Centre
- Cheltenham Cemetery Stobie Pole Project
- Early Years Gardening – Led by volunteers from Bower Cottages at Goodstart Early Learning Centre

OBJECTIVE
3
TARGET
STATUS
COMMENT

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

Annual increase in the number of people who utilise our facilities (e.g. libraries, community centres).
484,447 people utilised our community centres and libraries in 2023/2024 in comparison to 484,335 in 2022/2023.

This quarter (Q4) saw a slight increase from the previous quarter (Q3) but a slight decrease of visitation when compared to the same quarter last year with 123,222 people utilising our community centres and libraries, compared to 126,489. This decrease reflects the temporary closure of Henley Library while Ngutungka Henley is constructed.

	Q1	Q2	Q3	Q4	YTD
Community Centres	32,634	26,090	24,271	27,948	110,943
Libraries	101,114	89,537	87,579	95,274	373,504
Total	133,748	115,627	111,850	123,222	484,447

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 rating for 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 reflects being in the third year of the COVID-19 pandemic.

OBJECTIVE 4	Provide technology infrastructure and programs to support digital inclusion.
TARGET	Digital inclusion within our City continues to increase (Annual Australia's Digital Inclusion Index).
STATUS	Complete.
COMMENT	The Australian Digital Inclusion Index uses survey data, released annually in August, 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	3,572 people participated in digital literacy programs throughout 2023/2024 compared with 3,650 in 2022/2023.
COMMENT	777 people participated in digital literacy programs this quarter. The number of participants for Digital Literacy programs decreased from 1,136 for the same period for 22/23. This is due to Libraries previously receiving external funding for the Digital Literacy Programs including the employment of an additional digital officer. This Pilot project enabled more programs to be delivered resulting in higher participation levels in the same reporting period 22/23. Following the Community Connections Review, a second Digital Literacy Officer was appointed in May 2024 which will see an increase in digital programs into the future. The Community Development Team has also started to partner with the Library team to align their digital programs with those delivered through our libraries. This has resulted in a temporary decrease due in this transition.

	Q1	Q2	Q3	Q4	YTD
Community Development	769	498	292	205	1,764
Libraries	368	96	224	283	971
Ngutunkga West Lakes	239	170	139	289	837
Total	1376	764	655	777	3,572

**TARGET
STATUS**

At least a 10% per annum increase in utilisation of available technology.
30,469 PC sessions were booked throughout 2023/2024 compared to 30,935 for the 2022/2023 financial year. In this period 7,599 PC sessions were booked across libraries. The number of PC sessions showed a slight decrease this quarter, compared to 7,738 for the same period 22/23. The temporary closure of Henley Library due to the construction of Ngutungka Henley Beach is likely to impact on these figures due to less PCs available.

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, Wi-Fi 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

Target Exceeded

9 projects this quarter, compared with 6 in the same quarter last year.

32 projects implemented in 2023/2024 in comparison to 13 projects in 2022/2023.

COMMENT

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

- Reconciliation Week Events and Programs across all sites – Community made bush rub medicine, shared histories sessions, weaving workshops and art workshops
- Ovingham Planter Boxes – Aboriginal Art Community Art Program
- Ngutungka Henley – Southern Cultural Immersion and Southern Weavers Group commissioned to weave large-scale sting rays to be suspended from the ceiling of Ngutungka Henley
- The Last Daughter – Guest Speaker, Brenda Matthews at Ngutungka West Lakes. 66 people attended with many stories shared with a focus on the power or healing and reconciliation
- WHS Girls Nunga Program: 20 Young Aboriginal girls have been working with DHS Safer Community Team throughout Term 2 at Woodville High School, with the theme of health relationships and community connection. The DHS Safer Communities Community Development Officer invited the Youth team to one of the sessions to talk about local government and how young people can get involved in their communities. After the session, the girls have asked if we could support them to undertake some community activities and hold some “Nunga” workshops at The Brocas. In Term 3, the young women will come to the Brocas on Friday afternoons to determine the community activities and workshops.

- Ongoing engagement with key community stakeholders including local community members and Elders, Taoundi College and Remote Visitors Outreach Team.

**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

Communication Access Accreditation for all Libraries, Community Centres and Customer Contact (Civic) has been awarded and now in implementation phase. The Annual Report for Council's Disability Access and Inclusion Plan submitted in March 2024, highlighting significant actions Council has taken to improve access and inclusion across the city.

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

Council currently has 253 active volunteers, compared to 268 from the same quarter last year. Over the past 2-years Charles Sturt has maintained a steady number of volunteers through ongoing recruitment.

COMMENT

Recruitment for vacancies across council during this quarter has been steady with several new roles being recruited at Ngutunga West Lakes, Community Centres, the Community Bus & Libraries. There is a nation-wide decrease in traditional volunteering, which has been linked to factors such as changing demographics, reduced community engagement, and the rise of alternative forms of social participation. In response to this, the Volunteer Development Officer is actively working with teams to identify opportunities for new volunteer roles in our organisation while also acting as a referral point to connect community members with other volunteer opportunities in our city. While new volunteers continue to be appointed, the past year has seen some volunteer positions evolve due to a restructure in the Ageing Well Team and the closure of several volunteer programs.



OUR COMMUNITY

PEOPLE EMBRACE HEALTHY LIVING, PHYSICAL ACTIVITY AND AGEING WELL

OBJECTIVE

8

TARGET

STATUS

COMMENT

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

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

In this quarter, 514 individual residents received Ageing Well services. Activities included domestic assistance, home maintenance, home modifications, social support groups, individual social support, and transport services. This figure has decreased from 925, when compared with the same quarter last year.

Receiving appropriate referrals from My Aged Care remains a persistent issue, often resulting in referrals that are not suitable for consumers at the time. Clients often receive Commonwealth Home Support Programme (CHSP) support as a transition service before taking on a Home Care Package. Additionally, staff levels and service adjustments have impacted on outputs as the Ageing Well team has undertaken a significant review of services delivered to ensure alignment with aged care guidelines and funding requirements, while actively informing the community about available services and supporting residents through the My Aged Care process.

OBJECTIVE

9

TARGET

STATUS

COMMENT

Provide opportunities for formal and informal recreation, fitness and leisure experiences.

The membership of clubs utilising CCS sporting facilities is increasing annually.

In Progress. Membership numbers are captured throughout the year.

New initiatives which occurred in the last quarter included Meals on Wheels Men's cooking group, the Nourish Program in partnership with Oz Harvest, Chair Yoga.

OBJECTIVE

10

TARGET

STATUS

COMMENT

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

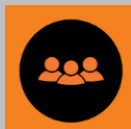
The number of participants attending activities promoting healthy eating, healthy living and ageing well is increasing.

KPI exceeded.

44,146 people participated in activities promoting healthy eating, healthy living and ageing well in 2023/2024 compared with 31,221 in 2022/2023.

This quarter saw 10,600 participants attend activities with a key focus on healthy eating, healthy living and ageing well when compared to the same quarter last year which saw 10,147 participants.

Programs include wellness group, yoga, walking groups, support groups, gardening groups, fruit and vegetable swaps, exercise groups, art and craft groups, Chatterbox, Over 50s, meals programs, digital literacy, English literacy, Financial Counselling, fitness programs, intergenerational groups, university of the third age groups, pet groups, water safety and cooking programs.



OUR COMMUNITY

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

OBJECTIVE 11

TARGET

STATUS

COMMENT

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

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

The City-wide Community Survey was conducted in September 2022. Updated data will be provided when the 2024 Community Survey results are available.

The table below itemises the findings from the City-wide Community Survey in response to the question 'On a scale of 0 to 10, where 0 is not at all safe and 10 is extremely safe, how safe do you feel in the following environments:

Safety

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

Net Promoter Score

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



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

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

TARGET

STATUS

COMMENT

The City of Charles Sturt childhood immunisation coverage rates are equal to or greater than the South Australian State average.

In Progress. Immunisation rates have dropped slightly since the impact of COVID-19. The booking system and the introduction of a charge for those who do not reside in our Council area have reduced attendance numbers, however an increase in customer experience has resulted.

The Year 7 School Based Immunisation Program schedule has changed, reducing Gardasil from two doses to one, therefore reducing school program numbers.

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 2023/24 year, the State average for immunisation coverage rates for 12–63-month-old children was 93.30% and within the City of Charles Sturt it was 95.00%.

FINANCIAL YEAR STATISTICS

5 Year Progression	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Public Clinic vaccines administered	9,696	9,627	7,544	9,627	9,085	8,311
School vaccines administered	5,395	5,781	6,152	5,781	6,032	3,487
Worksite vaccines administered	873	689	749	689	697	698
Staff vaccines administered	293	339	344	339	242	233
No. of clients receiving vaccination	9,209	9,055	7,454	9,055	8,786	7,038
Total no. of vaccines administered	16,500	16,624	15,247	16,624	16,056	12,729



TARGET

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

STATUS

This target has been achieved for the 23/24 financial year. Currently, 99.5% of the overall dog database (16,328 dogs) are registered (leaving 89 (0.5%) unregistered), and 98.9% of dogs are microchipped (leaving 171 (1.1%) unmicrochipped).

COMMENT

The dog registration survey program commenced in October 2023 with 804 unregistered dogs. The program is now completed.

TARGET

Community safety is ensured by inspecting 100% of swimming pools and their safety barriers at time of construction.

STATUS

In Progress. Inspections are routinely undertaken.

COMMENT

For swimming pools approved under the Development Act 1993 and the Planning, Development and Infrastructure Act 2016, the table below demonstrates our level of compliance with the State Government's inspection policy for the financial year and the Q4 quarter. Please note, swimming pool inspections are booked in with the owner and therefore are not always inspected within 10 days. DAP reporting is currently incorrect and does not accurately capture inspections of completion notifications, but our team inspect every completion notification for permanent safety features.

Policy Standard	Reporting Period	Completions	Inspections Undertaken	Inspections Required	% Inspections Undertaken	Inspected within 10 days
Swimming Pools (KPI 20)						
Policy Standard Councils must inspect 100% of swimming pools and swimming pool safety features constructed over the course of the relevant reporting year within 10 business days of the council being notified.	YTD: 01/07/2023 - 30/06/2024	149	134	149	89.93%	66
	Q4: 01/04/2024 - 30/06/2024	41	37	41	90.24%	24

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. Please note, the inspections undertaken for the quarter include multiple inspections to the same site.

Policy Standard	Reporting Period	Commencements	Inspections Undertaken	Inspections Required	% Inspections Undertaken
Class 1 (KPI 21)					
Policy Standard Minimum 66% of building work commenced in the relevant reporting year	YTD: 01/07/2023 - 30/06/2024	638	870	418	136.36%
	Q4: 01/04/2024 - 30/06/2024	183	290	120	158.47%

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. *Please note, the inspections undertaken for the quarter include multiple inspections to the same site.*

Policy Standard	Reporting Period	Commencements	Inspections Undertaken	Inspections Required	% Inspections Undertaken
Class 2-9 (KPI 22)					
Policy Standard Minimum 90% of building work commenced in the relevant reporting year	YTD: 01/07/2023 - 30/06/2024	107	77	95	71.96%
	Q4: 01/04/2024 - 30/06/2024	24	26	22	108.33%

TARGET

More than 70% of routine food premise inspections do not require a follow-up inspection to address non-compliance.

STATUS

173 routine food premises inspections were conducted in the quarter, with 63 follow up inspections during this same period. This represents a follow-up inspection rate of 36% to address non-compliance with the food safety laws.

COMMENT

The 36% follow up inspection rate means that this quarter our KPI of 70% of food businesses being identified as compliant with the Food Act and associated Standards at the time of the routine inspection was not achieved. Environmental Health Officers work with food business operators to ensure they comply with the Food Safety Standards through education and encouragement. However, in a small number of cases when businesses do not address non-compliances by the due dates set by the Environmental Health Officer, or the breach is of a serious matter at the initial inspection, then formal enforcement action is undertaken under the Food Act 2001. Four businesses were issued with formal enforcement action during the reporting period comprising of two Prohibition Orders and two Improvement Notices.

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

Target exceeded.

A total of 106 programs were delivered this quarter, an increase from 40 programs delivered in the same quarter last year.

Overall, in 2023/2024, 862 people participated in programs with a focus on building resilience compared to 347 in 2022/2023.

COMMENT

The Community Connections Portfolio focuses on promoting community resilience, which involves supporting individuals and communities to withstand and adapt to adversity. While many activities and programs contribute to resilience through

various means such as drug awareness support, parenting programs, and social connection activities, measuring their direct outcomes can be challenging.



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 STATUS

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

Target achieved.

Library loans for the quarter have increased, with 242,554 loans compared to last year's total 226,229.

In 2023/2024, 966,177 library loans were recorded compared with 928,558 in 2022/2023. This increase is very positive when considering the Henley Library has been closed while Ngutungka Henley is constructed.

COMMENT

Physical loans for the quarter: 182,756. Digital loans: 59,798

Despite the closure of Henley Beach Library from 30 October 2023, strong physical loans were sustained for this year. The relocation of the Henley Beach collections to our other libraries has been well received and offers greater breadth and depth of collections at our other four Library branches. The Mobile Library has also extended additional outreach in the Henley area during the closure.

TARGET

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

STATUS

A total of 15,460 participants were recorded in this quarter which is an increase from the 14,800 participants for the same period last year.

In 2023/2024, 55,927 people participated in Library and Community Centre programs compared with 60,911 people in 2022/2023.

COMMENT

During the Community Connections Review, there was a temporary decline in participation, but the participation rates are now steadily increasing, with several new programs and partnerships underway since the appointment of new Community Development Officers, Community Centre Officers and Activator Ngutungka West Lakes and Digital Literacy Officer.

	Q1	Q2	Q3	Q4	YTD
Community Centres	4,527	5,509	6,676	6,955	23,667
Libraries	7,217	3,876	5,842	5,616	22,551
Ngutungka West Lakes	2,165	2,517	2,138	2,889	9,709
Total	13,909	11,902	14,656	15,460	55,927

14

TARGET

STATUS

COMMENT

Upskill sporting and community groups to build sustainability.

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

In Progress. Total club participation numbers identified through the annual licence fee review and social discount application processes completed to date in this financial year are 7342 in sporting club participation. This represents a very minor (.5%) decrease from the same period in 2023.

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

STATUS

COMMENT

In Progress. The April-June 2024 quarter saw 2 additional Club development workshops delivered, including 1 session on Volunteer Management, and an extremely successful workshop on Club Sustainability and Sinking Funds.

These 2 club training opportunities netted 87 registrations for this period. As at the end of June 2024, 52 different CCS clubs (65% of the approximate 80+ sporting clubs actively involved in the region) have been represented across 10 club development sessions in 2023/24 FY, with 433 registrations participating.

**OBJECTIVE
15**

TARGET

STATUS

COMMENT

Create a local leadership development program to grow and support local community leaders and young changemakers by 2022.

Annual increase in number of participants in the community leadership development program.

In progress.

A Community Leadership Program has not been developed; however, the viability of this will be explored following the full implementation of the new Community Connections structure.

TARGET

STATUS

COMMENT

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

Target achieved.

This quarter saw 2 Young Changemaker Projects with 18 participants compared to 7 participants in the same period for 22/23.

In 2023/2024, 9 Changemaker Projects were initiated by young people in comparison to 22 projects in 2022/2023. Through the Changemakers Program, partnering with Yankirri Arts and Create Foundation young people under the Guardianship of the Minister, will be undertaking an art project at Cheltenham Community Centre. The Changemakers is a program that is now promoted more broadly across all of our Community Centres.



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 2023 Estimated Residential Population (ERP) is 127,440. This represents an increase (from the 2022 ERP of 124,864) of 2,576 persons or 2.1% growth. (Source: REMPLAN).

TARGET

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

STATUS

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

COMMENT

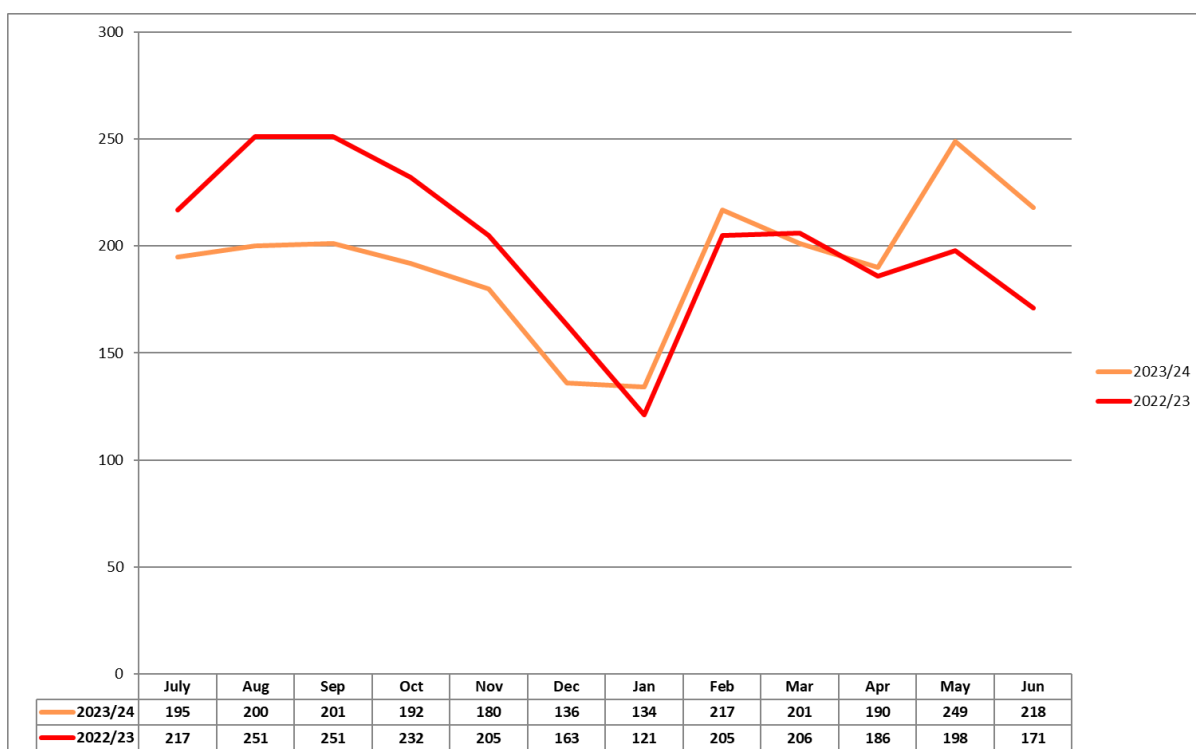
Data sourced through the PlanSA DAP system indicates the number of new dwelling applications approved from 1 April 2024 to 30 June 2024 was 143 applications for a total number of 263 dwellings.

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

A total of 657 consents were submitted from 1 April 2024 until 30 June 2024 under the Planning, Development and Infrastructure Act. This represents an increase of 18.38% compared to the same quarter in 2022/2023 where 555 applications were submitted.

The total estimated development cost for applications submitted for the quarter was \$172.68 million. This is an increase of 22.49% compared to \$140.98 million for the same quarter in 2022/23.

Applications	Q1	Q2	Q3	Q4	YTD Total
Consents Submitted	596	508	552	657	2,313
Estimated Construction Cost (ex fit-out)	\$163.56m	\$190.34m	\$149.32m	\$172.68m	\$675.90m



Of the 657 applications submitted, the following is an analysis of the workload for the quarter compared to the same quarter in 2022/23:

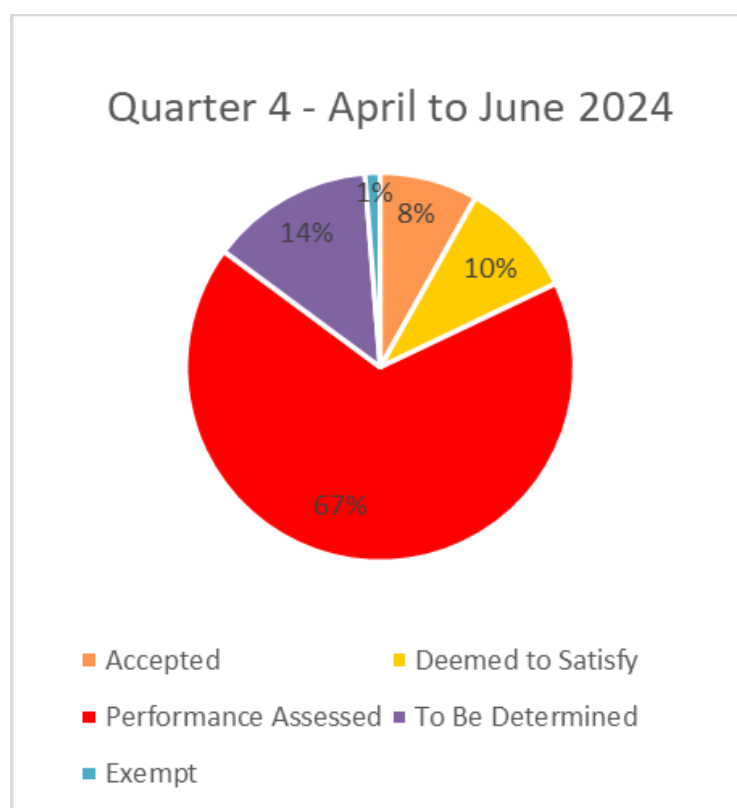
Workload Analysis	Quarter 4 – 2023/24	Quarter 4 – 2022/23
Consents Submitted	657	551
Additional Information Requests prior to Lodgement	280	280
Assessments Commenced	552	465
Requests for Further Information after Lodgement	283	248
Public Notifications Required	28	77
Consents Decided	475	455
Consents Granted	464	434
% of Decisions within Time	95.16%	92.97%
Average Days for Decision	15.04	16.10
No of Performance Assessed Consents	475	433
No of Performance Assessed Applications without Referral and Public Notification	160	229
No of Performance Assessed Applications assessed in less than 5 days	32	62
No of Performance Assessed Applications assessed in less than 10 days	63	148

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

Types of Development Applications Lodged (not the same database as previous table)

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, 43 were Accepted, 55 were Deemed to Satisfy and 470 were Performance Assessed. There were an additional 86 to be determined and 3 Exempt applications. Of the Performance Assessed applications 28 required notification to neighbouring property owners compared to 77 for the same quarter in 2022/23.

Types of Application Lodged	Q1	Q2	Q3	Q4	YTD Total
Accepted	32	36	45	43	156
Deemed to Satisfy	37	52	54	55	198
Performance Assessed	455	338	371	475	1,639
To be Determined	67	82	75	86	310
Exempt	5	0	7	3	15



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	370	78.22%	4	0.92%	374	79.07%
Assessment Panel	26	5.50%	1	0.21%	27	5.71%
Council (Building)	71	15.01%	1	0.21%	72	15.22%
Total	467	98.73%	6	1.27%	473	100.00%

In addition to the data above there were no planning decisions issued under the historical Development Act for applications lodged before 19 March 2021.

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

Planning Consents by Relevant Authority within City of Charles Sturt						
Decision	GRANTED		REFUSED		TOTAL	
Assessor	Total Consents	Percent	Total Consents	Percent	Total Consents	Percent
Assessment Manager	370	84.86%	4	0.92%	374	85.78%
Assessment Panel	26	5.96%	1	0.23%	27	6.19%
Private Accredited Professional (Planning)	14	3.21%	0	0.00%	14	3.21%
Minister for Planning	2	0.46%	0	0.00%	2	0.46%
State Planning Commission	19	4.36%	0	0.00%	19	4.36%
Total	431	98.85%	5	1.15%	436	100.00%

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

**SERVICE
ACTIVITY
COMMENT**

Planning and Development Appeals.

There were no new planning appeals for the quarter.

There is one ongoing appeal in relation to the following:

- 23014559 – 16 Sturt Close, Grange – an applicant appeal against an Assessment Manager decision to refuse the application. The application was for an open sided carport forward of the dwelling.

One appeal was finalised with an ERD Court Compromise in relation to the following:

- 22025638 – 1 Adele Avenue, Kidman Park – an applicant appeal against a delegated CAP decision to refuse the application. The application involved construction of a four-storey building with a maximum height of 15 metres comprising auto carwash facilities, an indoor recreation facility (gym) and offices (over two levels), with self-serve carwash and vacuum bays, at-grade car parking, 2.1m high acoustic boundary treatments on 1 Adele Avenue and a freestanding pylon sign (4m high) and fascia signage, and removal of truck parking provision and outdoor storage at 318A Findon Road.
- The compromise involved the construction of a three-storey building with a maximum height of 11.85 metres comprising auto carwash facilities, an indoor recreation facility (gym) and offices, with self-serve carwash and vacuum bays, at grade carparking, 2.1m high acoustic boundary treatments, a freestanding pylon sign (2.82m high), fascia signage, and removal of truck parking provision and outdoor storage.

**SERVICE
ACTIVITY
COMMENT**

Building Fire Safety Committee (BFSC).

The Committee met twice during the quarter and two sites were inspected. During the quarter the Building Surveying team continued to manage 19 properties as part of ongoing BFSC action and reported on these to the Committee. Four of these properties were resolved.

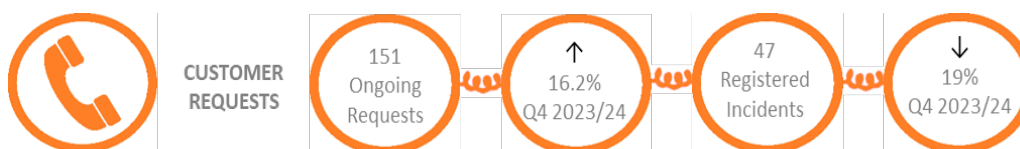
**SERVICE
ACTIVITY
COMMENT**

Planning Compliance - Customer Requests.

Council's two Planning Compliance Officers managed a high level of ongoing customer requests with 136 outstanding incidents (an increase of 15.3%), compared with the same period last year where there were 118 matters ongoing. There were 38 customer requests registered during the quarter (a decrease of 30.9%). There were 55 incidents registered for the same period last year.

There are currently 15 outstanding building compliance incidents managed by the Building Team (an increase of 25%), compared with the same period last year where there were 12 matters ongoing. There were 9 new matters reported for the quarter (an increase of 200%), compared with the same period last year where 3 incidents were registered.

Total number of planning and building compliance ongoing requests were 151 with 47 registered for the quarter.



**SERVICE
ACTIVITY
COMMENT**

Planning Compliance – Appeals

There were no new planning compliance appeals for the quarter.

There are six ongoing planning compliance appeals as follows:

- 24 Cedar Avenue, West Croydon – Development without Consent
- 361 Grange Road, Findon – Development without Consent
- 55 Crown Terrace, Royal Park – Breach of Approval to application 252/0074/19
- 13/209 Esplanade, Henley Beach – Development without Consent
- 42 Glyde Street, Albert Park – Development without Consent

One planning compliance appeal was resolved this quarter:

- 5 McEwin Street, Renown Park – Development without Consent

**OBJECTIVE
17**

TARGET

STATUS

COMMENT

Implement Your Neighbourhood Plan Framework.

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

This to be considered more broadly with the context of measuring Councils Community plan where many of the YNP indicators have been adopted.

General achievement as reflected in the Community Survey.



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**

TARGET

STATUS

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

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

The next major revision cycle for Council's Asset Management Plans is nearly complete. 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 and Recreation Asset Management Plan, Council Buildings Asset Management Plan, Lighting Asset Management Plan, Transport Asset Management Plans and Fleet, Plant and Equipment Asset Management is completed with the revised plans now adopted by Council. The draft Water Infrastructure Asset Management Plan is about to commence community consultation seeking feedback. Work is also progressing on the Information Technology Asset Management Plan.

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 the current major review cycle now almost completed.

Asset Management Plan	Key AMP Activities										Actual Completion Date
	Condition Audit	Valuation	Data Verification	Data System Upload	Data Analysis NAMS or SAM	Draft AMP	Present to Committee	Consultation	Final to Committee	Expected Completion Date	
Council Buildings Asset Management Plan									Apr-24	Nov-23	22/04/2024
Open Space & Recreation Asset Management Plan									Apr-24	Nov-23	22/04/2024
Transport Assets Asset Management Plan *									Apr-24	Nov-23	22/04/2024
Public Lighting Asset Management Plan									Apr-24	Nov-23	22/04/2024
Water Infrastructure Asset Management Plan										Jul-24	
Fleet Services Asset Management Plan									May-24	Feb-24	27/05/2024
Information Technology Asset Management Plan										Nov-24	

	Completed
	Underway
	Future

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

OBJECTIVE 19

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

TARGET

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

STATUS

In Progress.

COMMENT

Current operational standards for major activities have been documented and reviewed as part of the scope of activities undertaken in the major revision cycle of Council's Asset Management Plans, which is now almost completed. This is a significant body of work which has been included in the revision process for Council's Asset Management Plans and will be completed by 2025.

TARGET STATUS

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 have been documented and reviewed as part of the scope of activities undertaken in the major revision cycle of Council's Asset Management Plans which is now almost completed.

This is a significant body of work which has been included in the revision process for Council's Asset Management Plans and will be completed by 2025.

COMMENT

On target for completion in 2025.

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 was sought in mid-2023 regarding community satisfaction with infrastructure assets. A total of 620 people responded to the Community infrastructure Survey. 93% of respondents were residents and 7% of respondents were visitors.

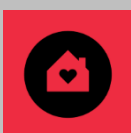
Community infrastructure survey results show;
77% of people who responded are satisfied with the Public Lighting Assets.
55% of people who responded are satisfied with local streets (Road Assets).

COMMENT

64% of people who responded are satisfied with Path Assets. Of those 64% 51% of people who responded were satisfied with footpaths and 77% of people who responded were satisfied with shared use paths.

49% of people who responded are satisfied with Stormwater Management.

The results of this consultation have determined current satisfaction with Infrastructure Assets. Satisfaction continues to be high for Public Lighting Assets and is trending towards targets for Path and Road Assets. We are currently reviewing customer satisfaction results for stormwater assets as part of our review of the Water Infrastructure Asset Management Plan.



OUR LIVEABILITY

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

OBJECTIVE 21

TARGET STATUS

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

Increase in the number of collaborative partners involved in delivering events.
Complete. 4 sponsored events were completed during this quarter as follows:

- Winter Wonderland
- Sangamam
- Bengali New Year
- SummerSalt

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

- Southern Bricks Lego User Group, Brixpo - \$5,000
- Sinopolese Maria Ss Di Tutte Le Grazie Association, Festa Di Maria - \$7,500
- Australian Masters Games - \$2,000
- Wara Wayingga Tennyson Dunes Reserve Open Day - \$3,250
- Philippine Fiesta of SA - \$2,000
- Woodville District Basketball Club, St Clair Christmas Basketball Carnival - \$2,000
- Theresa LaRocca – St Clair Carols - \$5,500
- Christian Family Centre, Christmas in the Square - \$15,000
- Rotary Club of West Lakes, Kids Fun for Kids - \$5,500
- Santa Eufemia Association, St Eufumia Calabrian Festival - \$7,500
- Bulgarians' Educational and Friendly Society Incorporated, Zdravei Bulgarian Festival 2023 - \$4,000
- South Australian Athletic League Inc, Henley Gift - \$1,000
- Australian Melanoma Research Foundation Melanoma March - \$300
- Shapeshifter Brewing – WestFest - \$7,500
- Make it Mine Market - \$5,000
- No Strings Attached – Winter Wonderland – \$5,500
- West Beach Surf Life Saving Club – Pink and Blue Run, Swim and Walk - \$7,000
- Cyprus Community of SA – Cyprus Festival - \$5,000
- Vietnamese Community in Australia – Tet Festival - \$15,000
- Adelaide Tamil Association – Sangamam - \$3,000

COMMENT	• Bengali New Year - \$3,000 • Face to Face touring – SummerSalt - \$15,000 • Kiteboarding SA – Kiteboarding SA Freestyle State Titles - \$1,500 • Arts Fund, Neighbourhood Projects and Live and Local – The Urban Projects Arts and Culture Grant Fund supported 29 projects which have directly helped bring to life some fantastic music, art, dance, technology, photography and community projects. • Peet Movie Night – 26 April 2024 - The Urban Projects Team partnered with Peet and the Vipers Soccer Club to hold a community movie night (Sing 2) on the 26 April 2024 at St Clair Oval. The night was well attended and well received by the community. Council supported the event with the funding of a musician, balloon artist and coordination of the reserve hire fee and booking. • Tasting Australia 3 May – 12 May 2024 - Registration fee support initiative supported 12 new events in Charles Sturt. • James Brickworks Open Day – Sunday 26 May 2024 - The Urban Projects Team led a History Festival event, which was a strategic event to reactivate this site in Beverley to better highlight the cultural significance of the brickworks and also in response to the local community in Beverley who are seeking more activities in their suburb. • Coastal Sounds – Monday 10 June 2024 - Coastal Sounds returned for a 3rd year. This exciting walking event ran from West Beach to Semaphore extending along 13km of coastline. The Events and Festival Sponsorship fund has been fully allocated for this financial year. The fund is supporting a diverse range of events including cultural, food, sporting and creative events being held across the City of Charles Sturt.
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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. The Community Safety team approved 1 outdoor dining permit during this quarter.
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TARGET STATUS COMMENT	At least 90% of our community agree that our city is a great place to live. In Progress. The most recent city-wide community survey was conducted in 2022. Overall, in the 2022 <i>Community Survey</i> City of Charles Sturt residents feel safe in our City, with positive net promoter scores (NPS) received for all questions on safety. Safety at home during the day, at home at night, in your neighbourhood during the day and in public places during the day rated the highest. The NPS for safety in your neighbourhood during the night and in public places at night, while still positive, was lower and down when compared to the 2021 survey.
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TARGET STATUS COMMENT	The Heritage Grant Program is 100% allocated each year. Ongoing. 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. \$17,925.00 was committed in this quarter by Council. \$13,990.00 was paid out in grants for completed conservation works in 2023/24 for this quarter.
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TARGET
STATUS
COMMENT

The Woodville Town Hall has a 10% annual increase in activation (total attendance numbers).
Target achieved.
With venue and hirer's events combined, 2019 calendar year saw 31,000 unique visits to Woodville Town Hall. The following year the attendance rate dropped by half due to the impact of the COVID-19 Pandemic. This low level of attendance continued through 2021/22. In 2022/23, over 30,000 attendances visited the Woodville Town Hall, a 69% increase on the previous financial year, returning close to pre-covid levels.
With 15,011 attendances alone in Quarter 4 2023/24, we have now achieved 45,114 in attendance during the 2023/24 financial year. The total number of attendees surpassing 2019 calendar year by 40%.

**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.

Tasting Australia 3 May – 12 May 2024

The registration fee support initiative assisted to facilitate 12 new events in Charles Sturt, including 4 sold out events at Ngutungka West Lakes in collaboration with 4 local community groups. The cooking workshops showcased South Indian, Italian, Vietnamese and Ugandan cuisine.

James Brickworks Open Day – Sunday 26 May

The Urban Projects Team led a History Festival event. This was a strategic event to reactivate this site in Beverley to better highlight the cultural significance of the brickworks and also in response community in Beverley who are seeking more activities in their suburb. The aim of the event was to showcase the location to the community and to inspire other creative events. The event included a guided tour, live music, the official launch of the Big James – a Big Augmented Reality Thing (BART) and a lego building activity for kids.

Following the event we have negotiated that the site be open on weekends as previously it was only open during the week.

Coastal Sounds – Monday 10 June

Coastal Sounds returned for a 3rd year. This exciting event occurred between West Beach and Semaphore, extending along 13km of coastline. This year we partnered with Port Adelaide Enfield Council to extend the event into Semaphore. The programming also expanded this year and diversified from music to include dance and dance workshops.

Arts Fund, Live and Local fund, Neighbourhood projects and the Events and Festivals Sponsorship fund have all been exhausted of funds. Funded initiatives include:

- 1 film production
- 1 storytelling and creative writing project
- 10 art projects (murals, mosaics, stobie poles and exhibitions)
- 2 theatre productions
- 2 dance productions
- 9 music projects
- 1 photography project and exhibition



- 1 augmented reality artwork
- 1 community garden open day
- 1 street party
- 1 movie night



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

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

TARGET

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

STATUS

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.

COMMENT

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

TARGET

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

STATUS

Ongoing.

COMMENT

Community consultation and feedback was sought in mid-2023 with regard to community satisfaction with infrastructure assets. A total of 620 people responded to the Community infrastructure Survey. 93% of respondents were residents and 7% of respondents were visitors. 55% of people who responded are satisfied and feel safe with local streets. The results of this consultation have helped shape service levels in the approved Asset Management Plan revisions for Transport Assets and will also inform future revisions of Council's Transport Plan and Road Safety Strategy.

TARGET

The number of road crashes on Council-managed roads is reducing annually.

STATUS

Ongoing.

COMMENT

Data is continually collected to allow us to track crash data and make improvements were required to our road network. Crash data is supplied to Council on a yearly basis from the Department for Infrastructure and Transport. A new road safety assessment procedure and traffic control program was endorsed in 2021. Staff received crash data for 2022 and 2023 in June 2024, review of this data against the road assessment procedure intervention requirements is in progress and initiatives will be included in Council's new traffic control program where required in the future.

The table below shows a trend of reported crashes on roads owned and maintained by the City of Charles Sturt since 2018.

	Calendar Year	Minor Injury Crashes	Serious Injury Crashes	Fatal Crashes	Total
	2018	53	6	1	60
	2019	56	14	1	71
	2020	44	2	1	47
	2021	50	10	0	60
	2022	39	5	0	44
	2023	53	10	1	64
	2024	TBC	TBC	TBC	TBC

NOTE: Crash data is supplied to Council on a yearly basis from the Department for Infrastructure and Transport.

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.

COMMENT

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.

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

Usage of the River Torrens Linear Park Path continues to increase since 2018 and has established itself as Council's highest walking and cycling corridor. Demand continues to increase with more than 800 users per day. Approximately 40% of users are pedestrians and 60% of users were cyclists.

The Outer Harbor Greenway has seen a large increase in cyclist usage as the Greenway approaches completion of its full length. Since 2018 usage of the route has increased significantly to approximately 300 cyclists per day.

****Note cyclist numbers are an average and fluctuate on an ongoing basis****

Claude Outdoor continues to progress shelter installations across the Council area.

TARGET

An annual increase of community satisfaction in major transport assets (roads and paths).

STATUS

Community consultation and feedback was sought in mid-2023 regarding community satisfaction with infrastructure assets. A total of 620 people responded to the Community Infrastructure Survey. 93% of respondents were residents and 7% of respondents were visitors.

COMMENT

Community infrastructure survey results show:

- Satisfaction continues to be high for Public Lighting Assets. 77% of people who responded are satisfied with the lighting in their local area.
- Satisfaction for Transport Assets continues to trend above 50%. 55% of people who responded are satisfied with local streets, 51% of people who responded are satisfied with footpaths and 77% of people who responded are satisfied with shared use paths.

Results are being worked through as part of the Water AMP revision process for Water Assets.

The results of this consultation have helped shape service levels in the approved Asset Management Plan revisions for Transport Assets and Lighting assets and future revision for Water Assets.

**OBJECTIVE
26**

Continue to support and advocate for shared transport options such as ride shares, car share, shared bike and scooter schemes.

**TARGET
STATUS**

Number of trips made by shared transport solutions increases annually.

Ongoing. Council continues to seek and identify opportunities for shared transport solutions.

COMMENT

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 31 October 2023.

Since the conclusion of the trial Department for Infrastructure and Transport (DIT) have extended the legislation for the trial to continue for an additional 12 months.

A short term (6 month) permit to the current E-scooter operators was granted to allow them to continue the trial through the 2023/2024 peak summer season. This short-term extension of the trial ended in April 2024.

Staff are continuing discussions with DIT regarding the outcomes of the state consultation and future legislation for E-scooters expected to be released in early 2025 prior to implementing any other potential E-scooter routes across the City of Charles Sturt.

**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.

COMMENT

Council continues to seek and plan for additional infrastructure opportunities to improve the EV network. 9 public fast charge EV chargers have now been installed across the Council area. An additional charger is expected to be installed on Woodville Road in 2024.

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.

EV charging infrastructure has been installed at the Civic Centre and Beverley Depot sites to support the rollout of Council EV fleet.



OUR LIVEABILITY

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

OBJECTIVE 28

Create public and open spaces in conjunction with our community that are engaging, inclusive, safe and connected, and meet diverse and changing community needs.

TARGET STATUS

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

COMMENT

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

TARGET

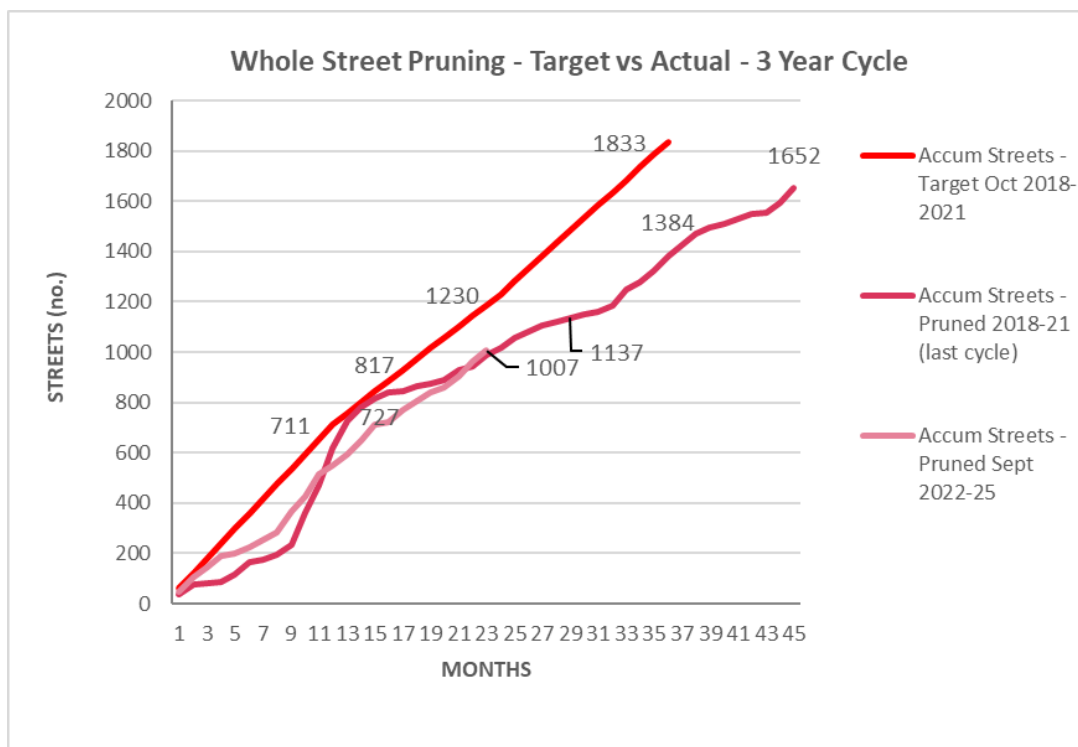
An annual increase of programmed tree pruning is completed within service level standards.

STATUS

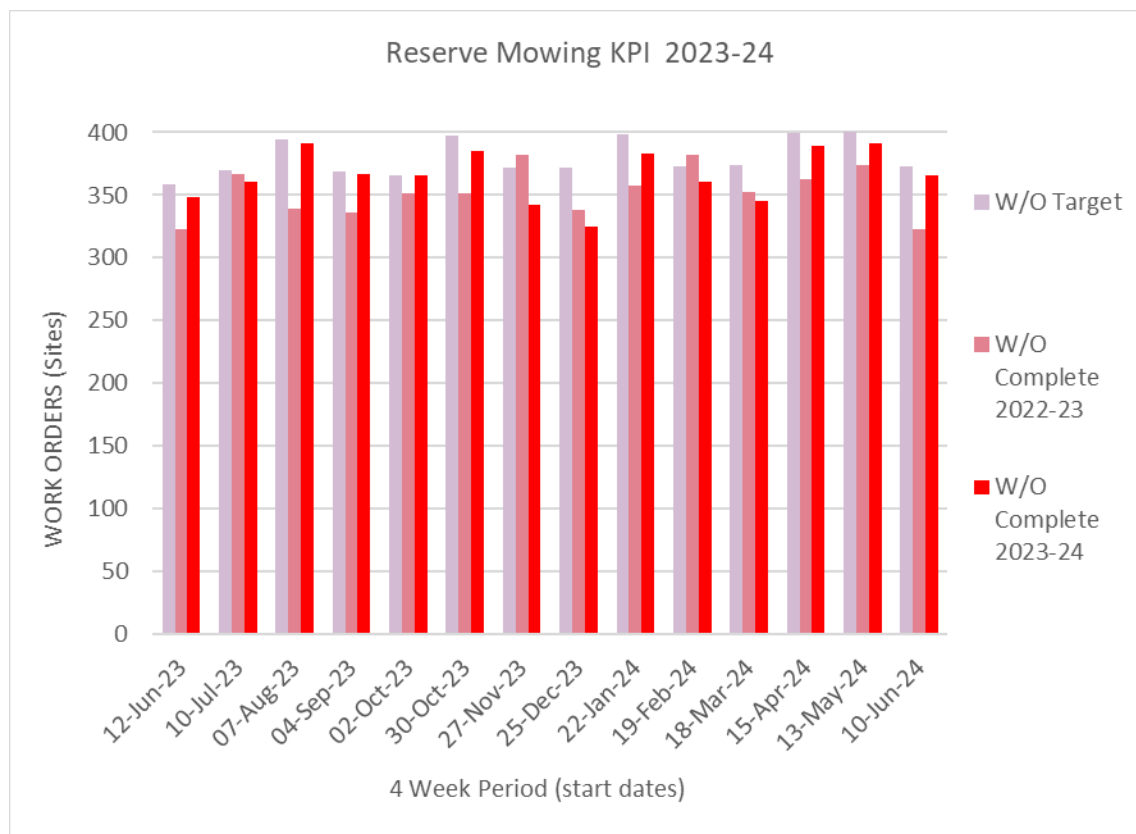
In Progress. Current 3-year cycle in progress. Year 1 is complete. Year 2, 66% complete.

COMMENT

2022-2025 3-year cycle commenced in September 2022 and is slightly behind pruning targets for Year 2 due to an increase in reactive requests, storm damage event in February 2023 and a shortage of skilled casual labour to backfill vacant FTE and secondment positions in early 2024. 1,007 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 achieved an average of 97.8% for this quarter.
COMMENT	Staff achieved an average of 96.2% this financial year compared to an average of 96.3 % last financial year. Staff leave, inclement weather and Public Holidays have impacted our ability to achieve 100%. 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 85% of residents live within 300m of useable open space in 2023, compared to 86% in 2022 and 85% in 2021. Changes are due to the handover of new residential developments. Work across multiple Council departments continues to ensure adequate open space is included in new developments, and walkability to existing open space is improved.

OBJECTIVE 30	Facilitate provision of and access to recreation facilities by collaborating with schools and clubs and adjoining councils.
TARGET	Our School Holiday Sports (SHS) program is increasing in participation numbers annually.
STATUS	In Progress.
COMMENT	School Holiday Sports (SHS) programs are held twice a year (April and October) with almost 3,000 children involved in 2023. The April SHS program ran from Friday, 12 March to Sunday, 28 April 2024, with 19 clubs and sport providers

providing 55 different activities across the City. This resulted in 1,269 children registering in April 2024, very similar to the same April period in 2023. The next SHS program is due to run from Friday, 27 September – Sunday, 13 October 2024.

TARGET

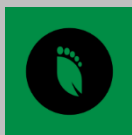
Access to additional recreation facilities and open space increases annually due to successful Joint Use Agreements.

STATUS

In Progress. A strategic approach to additional Shared Use Agreement opportunities will align with the Department of Education's strategic focus for community use of school land outside of school hours.

COMMENT

A review of existing Joint Use Agreements has been completed, considering the recommendations of the Open Space Strategy and other relevant plans, to understand areas of priority and the scope of the project. An upgrade of Fulham Gardens Primary School for greater community use was completed in 2022. In May 2024, Council endorsed a lease agreement with the Department of Education for the community use of tennis courts at Seaton High School, which will be renewed in late 2024. Other partnerships are currently being explored.



OUR ENVIRONMENT

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

**OBJECTIVE
31**

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

TARGET

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

STATUS

In Progress.

COMMENT

Our Net Zero Strategy guides all business decisions as we work towards reducing corporate emissions. Key actions from the past quarter have included:

- Building, Lighting and Open Space
- Embodied emissions project for roads and footpaths being undertaken.
- Council AMPs being updated and consulted on with an increased focus on both asset vulnerability to climate change and sustainability objectives.

Transport

- A total of 15 EVs are part of our passenger fleet.

**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

In Progress.

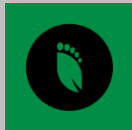
COMMENT

Identified current supply opportunities and constraints, potential partners, and collaborative councils. Waiting for regulatory and grant approval from State and Federal agencies.

Actions complete:

- 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.
- Entitlement and allocation modification to single pool approved.

	Actions underway: • Complete awaiting response - Grant applications with State and Federal agencies for additional funding. Strategic direction is being held up by the outcome of the Entitlement and Allocation decisions of the regulator and the grant application currently sitting with the Federal Government.
TARGET STATUS COMMENT	Increase our open space use of recycled water by 2025. New 2022/23 connections complete. Budget for 2023/24 Approved. Connections completed: • Robert Haigh Reserve • Pennington Oval Further 2023/24 connections awaiting response to grant application with Federal agencies. 2023/24 - Will be actioned in 2024/25.



OUR ENVIRONMENT

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

OBJECTIVE
33
TARGET
STATUS
COMMENT

Protect and enhance our urban tree canopy.

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

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.

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

TARGET

STATUS

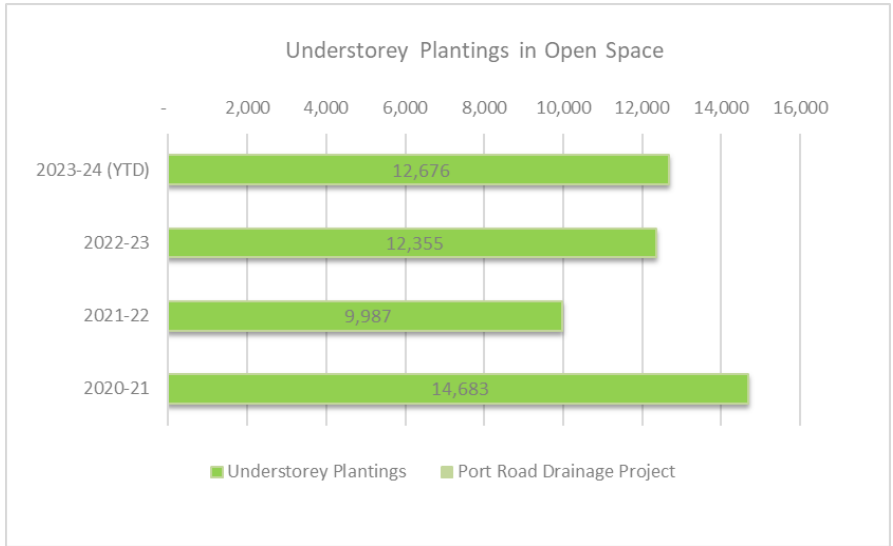
COMMENT

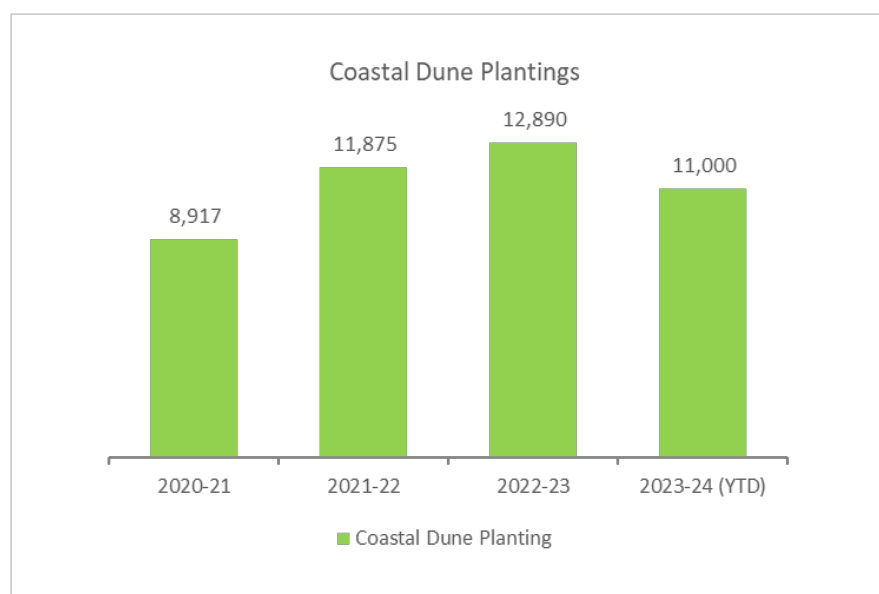
Implement our Biodiversity Action Plan and identify opportunities in capital projects to enhance and protect biodiversity across Council reserves and land.

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

Complete. Council undertakes annual revegetation programs within our reserves, including biodiversity sites along the River Torrens Linear Park and the Coastal Reserve.

Current understorey planting numbers are consistent with the average number of landscaping projects and maintenance replanting. The following graphs highlight the number of understory plantings planted in both open space and coastal dune locations.





TARGET

Our Biodiversity score is improved at the next measure in 2022 and 2025.

STATUS

Improvement achieved.

COMMENT

By 2022, protection, enhancement and creation of fauna habitats through ongoing management of new and existing sites has improved current urban biodiversity (eg. diversity, abundance, and/or distribution) and functional landscape connectivity, and reduced current threats to biodiversity.

We have achieved this improvement goal in 2022 – through a number of key activities including:

- 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 December 2023, the project has:
 - Created wetlands to capture and clean stormwater
 - Manages high flows and removed weeds; Planted native vegetation (245,000 plants including 111 trees) to both improve biodiversity and slow and clean water coming down the river
 - Creates healthy habitat for fish and bird species
 - Improves 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.

Findings of citizen science monitoring – we work with Birdlife Australia identifying trends in local bird populations year-on-year to indicate biodiversity management successes

OBJECTIVE
35
TARGET
STATUS
COMMENT

Develop, manage and maintain green infrastructure; and protect and enhance our urban tree canopy.

Our Whole Street Planting program is completed annually.

Complete.

Streets selected, report and Community Engagement Approach endorsed at August Asset Management Committee. Consultation process for tree species selection within nominated streets undertaken from mid-September and ended in early October 2023. Council endorsed the program in December 2023. Tree removals commenced late March, planting commenced April and was completed by June 2024.

TARGET
STATUS
COMMENT

Water Sensitive Urban Design (WSUD) principles are considered in all capital projects.

In Progress. Council staff communicate internally to continually seek opportunities for WSUD options to be included in major projects.

WSUD initiatives included in 2022/23 major capital works projects, include:

- Military Road and Main Street Streetscape Upgrade (completed)
- Fairford Terrace Road Reconstruction project (completed)
- Bridgman Avenue Road Reconstruction (completed)
- Jetty Street Road Reconstruction (completed)
- Hindmarsh Place Hindmarsh (completed)

WSUD initiatives in 2023/24 major capital works projects, include

- Murray Street, Albert Park (construction complete)
- Living Streets – Wright, Bishop and Tait Streetscape upgrades (Design completed, construction will continue into 24/25)

TARGET
STATUS
COMMENT

A verge renewal framework to guide the greening of our capital works programs infrastructure is completed by June 2022.

Complete. Verge greening is critical in ensuring a reduction in the urban heat island effect and can be incorporated within our capital projects.

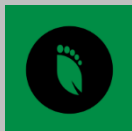
An internal verge renewal framework has been developed and following a review by internal stakeholders it has now been finalised for implementation as part of future capital works programs.

TARGET
STATUS
COMMENT

Boucatt Reserve is reinvented by 2022 and is cooler in temperature.

Completed. Upgrade works have been completed in the Reserve to encourage community use in a cooler environment.

An arbour and ten large above-ground plant pots, including trees and vegetation, have been installed. A report was presented to the Asset Management Committee on 18 March 2024, providing an overview of the upgrades and evidence that areas of the reserve are cooler in temperature.



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.
COMMENT	Council continues to raise awareness, educate and engage our community in relation to climate change adaptation and mitigation. 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. In addition, workshops and events are being held for community members to participate in opportunities to learn about practical action they can take to reduce emissions and live more sustainably. The Environmental Management Officer (Energy + Climate Change) is actively working with the Media, Marketing and Communications team to promote council's climate change action. This has included promoting the work of staff delivering council's <i>Environmentally Sustainable Development Requirements for Council Buildings</i>, including their participation in the innovative Professional Development series, <i>Cultivate</i>, and the pilot project delivered as part of the Aquatic Reserve Clubrooms project. An information flier has been developed and there are plans for signage at the facility to improve understanding of the elements integrated to improve comfort and environmental outcomes.
TARGET	An increase percentage of our community surveyed has awareness of and is taking action to reduce impacts of climate change.
STATUS	In progress.
COMMENT	General and targeted community engagement will ensure we bring the community along with us on our journey and learn from and support them to tackle the Climate Emergency. The 2022 Community Survey which asked the 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>I have a good knowledge of climate change already</i>' and '<i>Taking action on climate change is important to me personally</i>' found that a high number of respondents agreed or strongly agreed. The below table shows the change in response from 2021 to 2022. Updated data will be provided when the 2024 Community Survey results are available.

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= 822

OBJECTIVE 37

TARGET

STATUS

COMMENT

Incorporate sustainable infrastructure into our community spaces and buildings.

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.

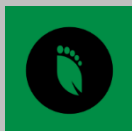
In Progress. Climate change adaptation building solutions are increasingly included in capital projects with heightened industry awareness evident.

The Environmental Management Officer (Energy + Climate Change) created a partnership between the City of Charles Sturt and Adelaide University to reimagine playgrounds for the future. Masters' students from the School of Architecture and Civil Engineering are participating in this Experiential Design Studio to design a low carbon / climate resilient Croydon Playground Reserve. Staff have been excited to learn from the students about the latest ideas and approaches to inform council's asset management planning in the future.

The *Environmentally Sustainable Development (ESD) Requirements for Council Buildings* were endorsed by council 14 June 2022. This document has influenced positive sustainability outcomes in building projects since, including Henley Ngutungka and Aquatic Reserve Clubrooms. This policy is redefining minimum standards for the development and maintenance of council's building assets, in order to meet Council's strategic environmental outcomes including achieving Net Zero carbon buildings and buildings that are resilient to the impacts of climate change. A bespoke regional training program has been delivered for property staff at the Cities of Charles Sturt, Port Adelaide Enfield and Marion, to embed the knowledge and skills needed to implement this new direction for council buildings.

A decision support tool has been established to increase awareness of climate change risks and opportunities, as well as quantify the costs of building our assets resilience to these risks, within council's Asset Management Plans. This tool has been used as part of the 23/24 AMP review process and will continue to be refined over time as knowledge and markets evolve. This work was developed following 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 COMMENT

Our MRF is constructed and operational by June 2022.

Complete.

The CAWRA MRF has been fully operational since January 2020.

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. CAWRA has completed several facility upgrades to improve operational efficiencies and overall MRF performance and has commenced work on a regional waste and recycling strategy.

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 COMMENT

Ongoing.

Continued education resources are being developed and produced to support the community to use the 3-bin service correctly. Cleanaway continue to place stickers on contaminated bins and then send contamination information letters to households who are using their recycling and/or organics bins incorrectly.

Annual waste and recycling calendars have been printed ready for distribution and include clear, simple messages about what goes in each bin, along with a focus to encourage up-take of food waste recycling.

Continued focus on food waste education to support the trial of Weekly FOGO (food organics, garden organics) collections. A feature article promoting the results of the mid-term review have been included in Council's magazine.

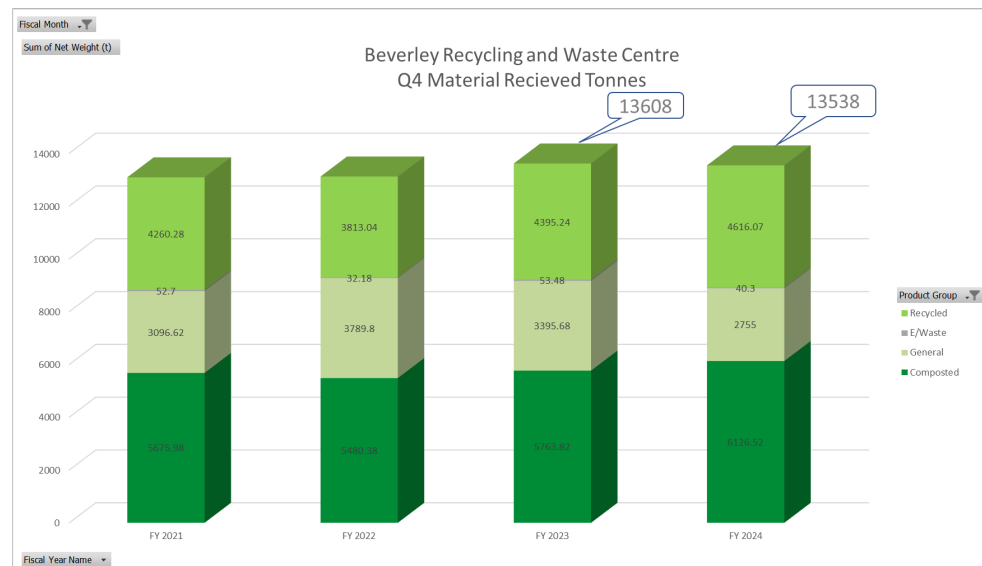
TARGET

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

STATUS COMMENT

In Progress.

The volume received for Q4 23/24 decreased by 70 tonnes compared to the same period last year, totalling 13,538 tonnes processed at the facility this year. While the total volume is consistent with the previous year, there has been a reduction in the amount sent to landfill and an increase in the volume sent for recycling.



TARGET
STATUS
COMMENT

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

Continued education resources are being developed and produced to support the community to use the 3-bin service correctly. Council in partnership with Cleanaway continue to send contamination letters to households who are using their recycling and/or organics bins incorrectly.

The Weekly FOGO trial commenced in May 2023. Results from the mid-term audit indicate that households that are part of the weekly FOGO collection trial are achieving a landfill diversion rate of 78% this is compared to a diversion rate of only 48% diversion rate for those households that chose to opt-out of the trial.

TARGET
STATUS
COMMENT

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

Ongoing.

The food waste recycling program continues to be available free to all households upon request. Residents can request the delivery of a kitchen caddy and compostable bag via the CCS website or alternatively they can collect directly from any of the libraries or civic centre.

The weekly FOGO (food and organics) trial commenced in May 2023 and results from the mid-term review indicate that those households in the trial area are achieving a combined landfill diversion rate of 68%. Those households within the trial area that remain on the weekly FOGO collections are achieving a landfill diversion rate of 78% and those who chose to opt-out are only diverting 48% of material from landfill.

Investigations and financial modelling into how Weekly FOGO might be implemented Council wide have commenced.

OBJECTIVE 40	Educate and facilitate sound corporate practices to increase the use of recycled-content materials in Council operations.
TARGET	We will track and increase our purchase of recycled content materials (by weight) to 50% of the contents of kerbside recycling bins by 2025.
STATUS	Ongoing. Opportunities are continually being identified to improve standard business practices.
COMMENT	Requirements for recycled content products and materials have been included in our tender documentation and all staff are continuing to look for opportunities to purchase materials with recycled content. Council has been working with CAWRA to identify new opportunities to increase the amount of recycled content materials purchased.



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 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 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. Updated data will be provided when the 2024 Community Survey results are available

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. 10,000 additional tube stock were being planted in the dunes at the time of writing this report, with completion in late July 2024.



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 was developed to promote the liveability and opportunities of the Western Region, and the Adelaide Beaches website transitioned to a new platform to launch this strategy. Both the Cities of Port Adelaide Enfield and Holdfast Bay are developing new Economic Development Strategies and regular meetings have been held with the four Western Councils to review the alignment to a broader strategy. A City of Charles Sturt Invest in the West, Investment Attraction Prospectus has been developed and was launched in early 2024. Further research work is being undertaken on the status of employment lands and future jobs. Following this a targeted investment attraction and marketing strategy will be run to promote the opportunities in the City of Charles Sturt and the broader Western Adelaide region.
OBJECTIVE 44	Develop strategic and industry alliances to progress economic growth and resource sharing.
TARGET	30% of our Charles Sturt businesses are Western Business Leaders (WBL) members by 2025.
STATUS	In progress. Many businesses across all sectors are currently registered as Western Business Leader members.
COMMENT	There are currently 12,271 (Source: ABR, Remplan) businesses in the City of Charles Sturt, 1,969 of these are registered Western Business Leader members. Council is continuing to promote the Western Business Leaders and encourage additional membership. Several videos were created highlighting the benefits of membership and a more targeted marketing campaign continued this quarter.
TARGET	At least four joint economic development projects or events delivered annually between two or more Councils.
STATUS	In progress. Council continues to collaborate with other Councils to identify opportunities for economic development partnerships and events.
COMMENT	A Jobs Expo was held in collaboration with the City of Port Adelaide Enfield at Sunnybrae Estate, Regency Park on 20 March 2024 and attended by over 2,000 job seekers and 80 exhibitors. Other Western Alliance projects include: • 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 at the Grange Golf Club. • The Western Regional Tourism Development Action Plan presented to the 20 March 2023 City Services Committee. • Quarterly Western Regional Visitor Sector Network events continue to be held. The most recent Western Regional Visitor Sector Network event was hosted by the City of Holdfast Bay at the Brighton Surf Life Saving Club on 16 May 2024. The event raised awareness regarding the opportunities for tourism in the Western Region and encouraged business to business networking, resulting in many successful connections. The next event is planned for 22 August 2024 hosted by City of Charles Sturt at Big Shed Brewing. 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.
TARGET	80% satisfaction from Western Region businesses participating in business development events.
STATUS	In progress. Council continues to seek feedback from participants at events which allow us to continually improve our programs.
COMMENT	The Economic Development team have hosted 3 events this quarter and partnered to deliver an additional event for our multicultural community. 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 2024.
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. All sectors were engaged through this quarter's events and are outlined below. Multicultural Business Networking Event, Civic Centre City of Charles Sturt - 9 April 2024 Attendees: 45 Speakers: Mayor Angela Evans welcome Navtej Bal: CEO of Ironwood Institutes, presenting on "Building leadership skills in challenging environments." Amol Punni: Real Estate Consultant, eXp Australia, offering insights into the "Property Market and Investment." Sunita Miranda & Narayan Ramchandran: Director & Co-founder of Cornerstone Alliance, discussing "Transforming Business through Technology" Selma Barlow – Council support for your business

COMMENT**City of Charles Sturt Business Recognition Awards, Woodville Town Hall - 9 May 2024**

Attendees: 300+

Inaugural awards event emceed by Mike Smithson from Channel 7, with speeches from Mayor Angela Evans and Detmold CEO and Chair of the South Australian Business Chamber, Sascha Detmold Cox.

Women in the West Workshop, Connecting Women in Business, Elevating Women's Visibility, The Healthy Living Precinct – 20 May 2024

Attendees: 100

Keynote speaker – Amy Springhall from the Visibility Project focused on raising the visibility of Women in the West.

This was the first of the events funded by the Office for Small and Family Business Connecting Women in Business grant.

Business Growth: Western Business Leaders Personal Brand & TikTok – 19 June 2024, Jarmers Kitchen

Attendees: 100

Speakers – Maddy Ragno, Made Creative & Dianne Dumanovic, Topknot Management

Positive feedback was received from all these events and when asked businesses felt they were able to implement their learnings.

TARGET

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

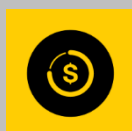
STATUS

In progress. A range of sector specific workshops held.

COMMENT

Business Growth, the Startup ecosystem, Women in Business and Multicultural business were targeted for events this quarter. These events were very well attended and are listed below, but summarised in the comments above.

- Multicultural Business Networking Event, Civic centre City of Charles Sturt, 9 April 2024
- City of Charles Sturt Business Recognition Awards, Woodville Town Hall, 9 May 2024
- Women in the West Workshop, Connecting Women in Business, Elevating Women's Visibility, The Healthy Living Precinct, 20 May 2024
- Business Growth: Western Business Leaders Personal Brand & TikTok – 19 June 2024, Jarmers Kitchen



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

Annual increase of 2.5% of local spend by Council.

STATUS	In progress.
	\$2.8M (or 7.1% of the total spend) was spent using 173 suppliers based in the City of Charles in the 2023/24 financial year.
	This is in comparison to a total spend of \$5.6 M (or 5.2% of the total spend) spent using 238 suppliers in 2021/22.
COMMENT	Whilst actual spend has decreased in dollar terms, the overall percentage of spend has increased 1.9% for the financial year. Tenders continue to be promoted via the Charles Sturt LinkedIn site.
TARGET	All tenders are promoted through the Charles Sturt LinkedIn site.
STATUS	In progress.
COMMENT	Tenders were promoted on LinkedIn, the Western Business Leaders newsletter and the Charles Sturt Business Facebook page. Tenders will continue to be promoted through LinkedIn and the success monitored.
TARGET	Annual increase in Gross Regional Product (CCS) overall, with focus on targeted sectors of advanced manufacturing, defence, health, tourism, and construction.
STATUS	In progress. This is an indirect KPI which Council does not control; however, we contribute to the increase.
COMMENT	Between December 2023 and April 2024 there was a decrease in Gross Regional Product of \$99.5 million, 1.4 % from \$7.2 billion to \$7.1 billion.
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	The City of Charles Sturt Business Facebook page continues to grow, and newsletters consistently have an above average open rate. The team consistently go out and meet with local business owners and share their stories. A very popular 'Meet the Business Community' segment has been created. Targeted engagement is also working well for sector specific communications and events. Events held in the quarter are summarised below, but have been discussed in detail in other sections of this report. • Multicultural Business Networking Event, Civic Centre City of Charles Sturt, 9 April 2024 • City of Charles Sturt Business Recognition Awards, Woodville Town Hall, 9 May 2024 • Women in the West Workshop, Connecting Women in Business, Elevating Women's Visibility, The Healthy Living Precinct, 20 May 2024 • Business Growth: Western Business Leaders Personal Brand & TikTok, 19 June 2024, Jarmers Kitchen Direct engagement is now being captured through the Economic Development Customer Relationship Management System which measures the quality of business engagement.
OBJECTIVE 48	Support our community and economy through the COVID-19 period while remaining financially sustainable
TARGET	Deliver Council's Economic Stimulus and Support package through to 30 June 2022.
STATUS	Complete.

COMMENT

Delivered this program which has been overwhelmingly successful in supporting our local economy. Council will continue to buy local and monitor this baseline established.

The following is a summary of programmes supported:

Business Support Program.

2021/22

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

2022/23

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

18 businesses were placed on a waitlist when funds were fully committed.

These businesses were supported in other ways. The remaining 13 businesses did not meet the grant criteria.

2023/24

100 businesses applied to be part of the Business Support Program; 58 were approved and completed projects with their advisor. The remainder are being assessed however; this program will be heavily over-subscribed again this year. Applications were received from 22 different suburbs across the City from a variety of sectors who have worked on many different projects. Of particular note are 5 businesses who have worked with Fleurieu Milk and Udderway to investigate and implement the removal of single use plastics and 3 businesses seeking support with their NDIS registration.

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

https://www.youtube.com/watch?v=obSBe_hdSM

Arts and Culture Grant Funding

Arts and culture grant funding has directly helped bring to life some fantastic music, art, dance, technology, photography and community projects that were approved or began in this quarter that are benefiting the community, businesses and artists including:

Arts Fund, Live and Local fund, Neighbourhood projects and the Events and Festivals Sponsorship fund have all been exhausted of funds. Funded initiatives include:

- 1 film production
- 1 storytelling and creative writing project
- 10 art projects (murals, mosaics, stobie poles and exhibitions)
- 2 theatre productions
- 2 dance productions
- 9 music projects
- 1 photography project and exhibition
- 1 augmented reality artwork
- 1 community garden open day
- 1 street party
- 1 movie night

Our SALA registration fee support initiative has recently closed and will support 16 new exhibitions that will be on display during August. They range from artists holding their first exhibition in their 80s to professional artists.

**OBJECTIVE
49**

Build capabilities to support entrepreneurialism, social enterprise, and grassroots business start-ups.

**TARGET
STATUS
COMMENT**

Net increase in the annual number of business start-ups (indirect).
In progress.

Increase of 56 business entries in 2023/24 compared to 2022/23. In 2022/2023 there were 785, and in 2023/2024 there were 841 an increase of 56. There is a healthy number of business startups and growth in the number of businesses.

**TARGET
STATUS
COMMENT**

Annual increase in number of businesses in CCS (indirect).
In progress.

There has been an increase of 892 businesses, 7.8% growth. Business counts: Dec 2022: 11,379 Dec 2023: 12,271 (Source: ABR, Remplan)

**TARGET
STATUS
COMMENT**

Increased promotion and utilisation of Council co-working space (civic, community and private) annually.
In progress.

Formal and informal co-working spaces are promoted on the Council website. The 19 on Green Co-working space, new Ngutungka West Lakes, and new Business Hub Allenby Gardens were promoted on the City of Charles Sturt Business Facebook Page and additional opportunities for promotions and utilisation are being investigated.

**TARGET
STATUS
COMMENT**

Continue to support entrepreneur scholarships annually.
In progress.

Scholarships for the South Australian Young Entrepreneurs Scheme (SAYES) and Encore program continue to be supported. Three local participants were provided with scholarships to participate in the programs in 2023/24, two have graduated on 20 June 2024 from SAYES and one is undertaking the Encore program, due to finish early in 2025. Interviews are captured throughout the program and are shared on the following page: <https://www.charlessturt.sa.gov.au/services/other-services/grants-and-funding/entrepreneur-scholarships>.

**TARGET
STATUS
COMMENT**

Support two social enterprises through Council procurement practices by 2025.
In progress.

An indirect approach has currently been adopted to support local enterprises. 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 was 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 was provided for a student from a Culturally and Linguistically Diverse (CALD) background with a disability to work with the Economic Development team on an Accessible Tourism project.

OBJECTIVE
50
TARGET
STATUS
COMMENT

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

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

Ongoing.

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

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

The City of Charles Sturt Business Survey 2024 opened in December 2023 and closed on 2 February 2024. More information can be found here:
<https://www.yoursaycharlessturt.com.au/business-survey-2024>.

In the City of Charles Sturt Business Survey 2024, 102 businesses responded. 87 businesses told us they had been in contact with Council in the last two years. 80 of which told us their experience working with us was good, very good or excellent.



OUR ECONOMY

BUSINESSES AND INDUSTRY SECTORS CONTINUE TO GROW AND DIVERSIFY

OBJECTIVE
51
TARGET
STATUS
COMMENT

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

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

In progress.

Data is updated every 5 years, as part of the Census (2021).

Current job numbers:

Healthcare & Social Assistance: 9,732 jobs

Construction: 5,838 jobs

Manufacturing: 3,990 jobs

Tourism: 2,855 jobs

TARGET
STATUS
COMMENT

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

In Progress.

The number of Development Applications by sector is monitored. Currently the PlanSA System currently from the DAP system does not provide a breakdown of the data by sector.

TARGET
STATUS

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

In progress and 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.

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

The City of Charles Sturt Business Survey 2024 opened in December 2023 and closed on 2 February 2024. More information can be found here:

<https://www.yoursaycharlessturt.com.au/business-survey-2024>.

In the City of Charles Sturt Business Survey 2024, 102 businesses responded.

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

80 of which told us their experience working with us was good, very good or excellent.

7 respondents rated their experiences as 'fair' these related to construction works, permits and parking as well as unsuccessful applications for grants and subsidies. Full results were shared in April 2024 and are also being uploaded to the YourSay page.

100% of businesses that received support as part of the Business Support Program are happy with the support and advice, they are receiving because of taking part in the program.

**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.

COMMENT

The business support program funds businesses to adapt and innovate their businesses as part of the Economic Support and Stimulus package. The following is a summary of programmes supported:

2022/23

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

18 businesses were placed on a waitlist when funds were fully committed.

These businesses were supported in other ways. The remaining 13 businesses did not meet the grant criteria.

2023/24

100 businesses applied; 58 were approved and completed projects with their advisor. The remainder were assessed and assisted where possible however; this program was heavily over-subscribed again this year.

Applications have been received from 22 different suburbs across the City.

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

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

- Three local participants were provided with scholarships to participate in the programs in 2023/24, two graduated on 20 June 2024 from SAYES and one is undertaking the Encore program, due to finish early in 2025. Interviews are captured throughout the program and are shared on the following page: <https://www.charlessturt.sa.gov.au/services/other-services/grants-and-funding/entrepreneur-scholarships>

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



OUR ECONOMY

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

OBJECTIVE 53

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

TARGET STATUS COMMENT

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. The Economic Development team have hosted six events this quarter, some in collaboration with other partners. 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.

An annual business survey to inform the new Economic Development Strategy 2022-2026 and assess the business outlook by business commenced in 2022. The 2024 annual business survey closed 2 February 2024 and was completed by 102 businesses.

The City of Charles Sturt Business Survey 2024 opened in December 2023 and closed on 2 February 2024. More information can be found here:

<https://www.yoursaycharlessturt.com.au/business-survey-2024>.

In the City of Charles Sturt Business Survey 2024, 102 businesses responded.

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

80 of which told us their experience working with us was good, very good or excellent.

7 respondents rated their experiences as 'fair' these related to construction works, permits and parking as well as unsuccessful applications for grants and subsidies. Full results will be shared in April 2024 in the YourSay page.

100% of businesses that received support as part of the Business Support Program are happy with the support and advice, they are receiving because of taking part in the program.

TARGET STATUS COMMENT

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

Ongoing.

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 third annual Western Adelaide Jobs Expo on 20 March 2024 at Sunnybrae Estate Function Centre. The expo was an outstanding success, with more than 2,000 job seekers, students, and delegates attending. The atmosphere was a hive of activity with free career advice, resume writing assistance, professional headshots, workshops, jobs board, 80 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 2024 expo to track outcomes from attendees and to plan a future jobs expo.

A video from the day can be seen here: <https://youtu.be/XMdIVCWupLw>
 The lead-up to the expo also featured three complimentary events, in partnership with Workforce Australia - Local Jobs Program Adelaide North: Western Migrant and Refugee Careers Forum (completed November 2023), Women in the West - Restarting your Career (completed February 2024), and Introduction to Work in the Care Sector (completed February 2024).
 The Economic Development team are currently undertaking a feasibility study on a potential Western Adelaide Jobs Expo 2025 to be hosted by the City of Charles Sturt.

TARGET

Councils supports at least one project per annum that upskills Charles Sturt residents.

STATUS

In progress.

COMMENT

Our programs reach many community members and offer diverse opportunities. The following Digital Literacy Programs were offered through our Libraries and Ngutungka West Lakes for April-June 2024:

52 unique programs delivered
 124 sessions delivered
 283 participants to digital programs

The City of Charles Sturt and IntoJobs Presented Exploring Self-Employment, Civic Centre

Attendees: 13

Dates: 28 June, 5 July, 7 July, 10 July, and 12 July

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.

An article written about one of the successful participants can be found here: <https://www.charlessturt.sa.gov.au/business/local-business-stories/good-news-stories/bowen-and-soul-adelaide>.

IntoJobs Presented Exploring Self-Employment, Western Adelaide Jobs Expo, Sunnybrae Estate

Date: 20 March 2024

Attendees: 45

The self-employment program was further promoted through a presentation at the Western Adelaide Jobs Expo in March 2024. 50% of attendees were from a multicultural or diverse background.

OBJECTIVE

54

TARGET

Attract and support events and experiences that link to local jobs.

STATUS

The number of events that council hosts or supports that provide a direct link to local employment and skills supply.

COMMENT

In progress.

Our programs reach many community members and offer diverse opportunities. 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 third annual Western Adelaide Jobs Expo on 20 March 2024 at Sunnybrae Estate Function Centre. The expo was an outstanding success, with more than 2,000 job

	seekers, students, and delegates attending. The atmosphere was a hive of activity with free career advice, resume writing assistance, professional headshots, workshops, jobs board, 80 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. The Economic Development team are currently undertaking a feasibility study on a potential Western Adelaide Jobs Expo 2025 to be hosted this year by the City of Charles Sturt.
TARGET STATUS	Major events are located in our City that draws visitors to the region and delivers Council branding to the wider community. Complete 4 sponsored events were completed during this quarter as follows: • Winter Wonderland • Sangamam • Bengali New Year • SummerSalt 23 events were approved as part of the Events and Festival Sponsorship fund this financial year as follows: • Southern Bricks Lego User Group, Brixpo - \$5,000 • Sinopolese Maria Ss Di Tutte Le Grazie Association, Festa Di Maria - \$7,500 • Australian Masters Games - \$2,000 • Wara Wayingga Tennyson Dunes Reserve Open Day - \$3,250 • Philippine Fiesta of SA - \$2,000 • Woodville District Basketball Club, St Clair Christmas Basketball Carnival - \$2,000 • Theresa LaRocca – St Clair Carols - \$5,500 • Christian Family Centre, Christmas in the Square - \$15,000 • Rotary Club of West Lakes, Kids Fun for Kids - \$5,500 • Santa Eufemia Association, St Eufumia Calabrian Festival - \$7,500 • Bulgarians' Educational and Friendly Society Incorporated, Zdravei Bulgarian Festival 2023 - \$4,000 • South Australian Athletic League Inc, Henley Gift - \$1,000 • Australian Melanoma Research Foundation Melanoma March - \$300 • Shapeshifter Brewing – WestFest - \$7,500 • Make it Mine Market - \$5,000 • No Strings Attached – Winter Wonderland – \$5,500 • West Beach Surf Life Saving Club – Pink and Blue Run, Swim and Walk - \$7,000 • Cyprus Community of SA – Cyprus Festival - \$5,000 • Vietnamese Community in Australia – Tet Festival - \$15,000 • Adelaide Tamil Association – Sangamam - \$3,000 • Bengali New Year - \$3,000 • Face to Face touring – SummerSalt - \$15,000 • Kiteboarding SA – Kiteboarding SA Freestyle State Titles - \$1,500
COMMENT	The project budget was fully acquitted and supported 23 events in total.
TARGET STATUS COMMENT	Growth in annual employment numbers (indirect). In progress. Between 2016 and 2021 jobs grew by 5,381. 2021: 47,543 jobs 2016: 42,162 jobs. *The next Census will be in 2026.

**TARGET
STATUS
COMMENT**

Percentage of our community that have qualifications continues to grow (indirect).
Ongoing.
Between 2016 and 2021, percentage of qualifications grew by 24.7 percent. **2021:**
64.7% **2016:** 40%
*The next Census will be in 2026.



OUR LEADERSHIP

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

**OBJECTIVE
55
TARGET
STATUS
COMMENT**

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

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

Completed.

Our Teamgage Pulse Survey measured the following statement “Engagement – I know about our new organisational values and brand”. As of 30 September 2022, this metric had a score of 85. These metrics have been refreshed to enable new, energised, and actionable insights. This new set of questions went out to all employees on 31 August 2022. We now measure “Collaboration – My ideas and expertise are valued when offering solutions to problems” as of 30 June 2024 has metric has a score of 83.

**TARGET
STATUS
COMMENT**

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

In Progress. Our Pulse survey is a short and simple method of understanding employee satisfaction at a given point in time. The survey is undertaken monthly.

As at 30 June 2024 Our Teamgage Pulse Survey measures the following statements:

Engagement

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

Leader Support

- Leaders at Charles Sturt provide direction to help me understand my purpose.

Communication

- Leaders at Charles Sturt keep us informed about what is happening.

Quality

- We strive to deliver work we can be proud of.

Safety & Wellbeing

- I believe the organisation is committed to protecting my physical and psychological safety.

Integrity

- I feel like the culture/work environment is one of honesty, transparency and integrity.

As at 30 June 2024 these metrics had a score of 82.

TARGET	Our values are understood, lived and embedded in our People Experience by June 2021.
STATUS	In progress. Values have been launched and employee awareness has been measured using our Teamgage Pulse Survey and more recently in our values based culture survey.
COMMENT	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. 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.

OBJECTIVE 56	Analyse, identify and develop or change ways of delivering services to improve efficiencies, reduce red tape and ensure value for money.
TARGET	At least 2 service reviews undertaken each year with recommendations implemented.
STATUS	On going.
COMMENT	As a result of the cross-council collaboration between City of Charles Sturt, City of Marion and Port Adelaide Enfield 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. 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. The Wide Area Mowers were received in May 2024 and are in use. A register of continuous improvement initiatives is being developed and initiatives will be prioritised as part of the organisational planning process.
TARGET	To complete at least 4 internal audits per year
STATUS	The 2023/2024 Audit Plan has commenced.
COMMENT	The fourth audit for this financial year was Data Governance which has been finalised and was presented to the Audit Committee in July 2024.

OBJECTIVE 57	Leverage strategic opportunities to work with other councils and external organisations to continue to innovate and achieve benefits for our community.
TARGET	50% of procurements are undertaken with other Councils or local government bodies by 2025 with an average of 10 tenders annually.
STATUS	A total of 11 tenders were undertaken collaboratively by Council. With three more imminent for release early FY25.

COMMENT	Out of the total of 34 tenders released, 11 were collaborative or had collaborative elements for the past Financial Year.
TARGET	At least 10 tenders a year negotiate value-add (cost savings, additional scope).
STATUS	There have been three tenders undertaken where negotiations resulted in financial savings in the past quarter, through negotiations. Two have seen significant savings during evaluation stage (approx. \$300k total). Additionally, a 5% (circa \$8k) saving negotiated for a supply contract moving forward.
COMMENT	Many tenders undertaken were for capital based in nature, whereby the scope for negotiation were reduced. There are several upcoming service tenders, which will present an opportunity for value adds.
TARGET	Increase our strategic networks by having 30% of leadership staff representation on industry networking organisations or boards by 2025.
STATUS	Target achieved and monitored.
COMMENT	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	Every year our cross-council collaboration projects are identified, reviewed, prioritised and action plans implemented.
STATUS	In Progress.
COMMENT	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 recommendations implemented separately at each Council. • It was agreed the joint City of Charles Sturt & Port Adelaide Enfield ERP and CRM projects would be de-coupled in October 2023 with the separation of the joint CRM tenancy completed in April 2024. The CCS CRM Team are progressing well with the project and a Go-Live is planned for 9 September 2024. This follows significant replanning and refinement of scope across a range of project streams to ensure a successful Go-Live event. • A review of collaboration opportunities is planned with the City of Marion and City of Port Adelaide in August 2024.
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 transition from on-premise SharePoint to Microsoft SharePoint Online has been implemented to modernise the access to services for both internal staff and external elected members. A legacy and ageing Council Action Tracking System (CAT) was replaced with modern web based hosted platform Versa SRS for council actions. The legacy Telstra Health Care Manager approached end of life (EOL) and has been replaced with SaaS based Health Platform for our Aged Cared Community. Customer Relationship Management (CRM) solution and data integration platform Remain in progress. Planning underway and prerequisites commenced, to transition TechnologyOne enterprise system to cloud.

COMMENT Projects will continue to be implemented, aligned with Digital Future Strategy.

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 between January and March 2024. 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 6.9 with a Net Promoter Score (NPS) of -7.48. This is around 70% satisfaction.

COMMENT This is the third consecutive community wide survey where we have asked a consistent question to our community, allowing us to compare results over time. The Net Promoter Score (NPS) has decreased from +3.14 in 2022. Several factors have influenced this decline, including external impacts such as increased cost of living and increased community expectations. Some consistent themes emerged, including a rise in neutral respondents (20% compared to 16% in the last survey) and comments about inadequate responses, increased expectations for the Council to do more, and issues related to trees, green spaces, road maintenance, and traffic and parking. We have an opportunity to improve these results, with a particular focus on raising the NPS to 30+, which is considered a positive score for local government.

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 early 2024, 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 6.6 with a Net Promoter Score (NPS) of -16.4. Survey results demonstrated 60% satisfaction with the services and programs provided by Council.

COMMENT The responses show a significantly reduced level of satisfaction with our services and/or programs compared. It was noted that there was as an increase in neutral responses, which made up 27% of the response rate. 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 again in early 2024 and 16% of respondents recognised 'City of Charles Sturt Means the World'. This is compared to 8% recall in August 2022.

COMMENT We are pleased to see such a significant increase in recognition of our brand and expect this to continue to increase in coming years as the community become more familiar with the brand.



OUR LEADERSHIP

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

OBJECTIVE 60

Develop and embed the Customer Experience Strategy.

TARGET

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

STATUS COMMENT

Complete. Strategy finalised with ongoing and sustained implementation.

The Customer Experience Strategy for 2020-2025 was approved by the Council's Executive Team in 2020, with strategy-related initiatives integrated into Portfolio Plans. Customer feedback is collected via the Voice of the Customer (VOC) Program, guiding improvements in the customer experience. The Customer Relationship Management (CRM) Project remains a key focus. Actions stemming from the May 2023 Customer Experience Audit are in progress, noting some actions are related to the CRM Project.

TARGET

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

STATUS

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

COMMENT

During quarter 4, there was significant work completed by the CRM Project Team on finalising revised scope business requirements, configuration, and user acceptance testing. End user training is expected to commence in July 2024.

TARGET

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

STATUS

In Progress. 7,785 new Customer Requests were received in the April - June 2024 quarter, which is 10% more than the same period in the previous financial year.

COMMENT

In Quarter 4, 79% of requests were completed within their allocated time frame. Regular monitoring of active requests is necessary to ensure customers are informed of any delays. Throughout the 2023/2024 financial year, we observed a 12% increase in customer requests. Despite this rise, 83% of requests were completed within the allocated service levels. Customer Experience worked with teams to ensure regular communication with customers in key service categories where service levels were not able to be met due to unforeseen increased demand.

OBJECTIVE 61

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

TARGET

Our Net Promoter Score is >8 by 2025.

STATUS

In Progress. The city-wide Community Survey was conducted in early 2024, recording a Net Promoter Score (NPS) of +11.1 when participants were asked about their willingness to speak positively about their interaction with the Council. This equates to a 70% satisfaction rating. Regarding the City of Charles Sturt being a great place to live, an NPS of +28.6 was recorded. An NPS score above 0 is considered favourable.

COMMENT

The Customer Experience Strategy is embedded in our organisation, with 796 Voice of Customer Surveys completed in Quarter 4, focused on specific customer segments to pinpoint process enhancement prospects. The average NPS Score for Quarter 4 surveys stood at 35.7, accompanied by a customer satisfaction score of 75%. Both the NPS and Customer Satisfaction score was consistent with Q3 and was likely impacted during peak periods with an increase to the overall number of requests received.



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**

Develop and embed flexible ways of working for our workforce.

**TARGET
STATUS
COMMENT**

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 2024, this metric had a score of 85.

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

**TARGET
STATUS
COMMENT**

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

In Progress. The response rate was 49 % as at 30 June 2024.

To encourage greater engagement the pulse survey metrics have recently been refreshed to enable new, energised, actionable insights. 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.

We are now exploring option as to how we might be able to evolve this work again.

**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 80 which is comparable with the previous quarter report results.

**TARGET
STATUS
COMMENT**

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

In progress.

Our OCI survey which measured constructive culture bi-annually has now been superseded by our values-based culture survey. This survey has provided us with a

	report that details the health and strength of our culture based on how we align to our values. We are now collectively crafting a clear and precise picture of our organisation's present and future dynamics that flow into action plans based on accurate insights. This culture program was launched in December 2022 and the survey was conducted in February 2023. Debrief sessions have been rolled out in quarter 4 with all teams across the organisation. Our culture score of 51 is equal to global average and better than industry average. Engagement which is a predictor of culture is currently being measured monthly through pulse surveys and as at 31 March 2024 is sitting at 82%.
OBJECTIVE 63	Continue to maintain and enhance our safety systems to provide our employees with safe and healthy work experience.
TARGET	Significant work has been undertaken with the Senior Management Team to develop a 3-year WHS Plan.
STATUS	The 3-year WSH Plan has been endorsed.
COMMENT	Work has commenced on the plan with 100% of the scheduled actions completed.
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	Completed.
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 31 March 2024 this metric had a score of 8. Which is slightly higher than the comparable with the previous quarter report results.
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 5.7.
OBJECTIVE 64	Ensure our people have the right skills, knowledge and capabilities to deliver quality outcomes for our community now and into the future.
TARGET	An annual development and capability plan is developed and implemented each year to enable our workforce to perform work safely and effectively.
STATUS	In Progress. Capability-based plan to provide a method of identifying the levels of capability required to achieve our workforce strategies has been drafted.
COMMENT	The plan will continue to progress, and updates provided in future EOQ reports.
TARGET	A Workforce Strategy is developed by June 2022 to implement workforce planning and talent management processes to identify and respond to current and future requirements and capabilities, ensuring skills and knowledge are acquired and transferred within the organisation.
STATUS	In Progress. Work has commenced on the creation of an Employee Experience Strategy to align with the CCS Customer Experience Strategy which will enable the realisation of a Workforce Development Plan.
COMMENT	The desired employee experience must first be determined to inform the detailed workforce development plan/strategy, an employee experience survey was undertaken in Q4 and the results are currently being compiled to inform the project plans which fall under the Employee Experience Strategy. The People and

	Culture Team has recently undergone a restructure to introduce a Workforce Development Lead role to increase the focus on the development and implementation of this workforce development plan.
OBJECTIVE 65	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	Portfolios 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 currently being undertaken.
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 progressing in this quarter. The introduction of the new Workforce Development Lead position into the People and Culture Team will assist to implement these project outcomes.
TARGET	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	The combined Teamgage pulse survey results as at 30 June 2024 was 83, a comparable result from the previous quarter, which incorporated results on the following metrics: • Leader Support • Working Environment • Engagement • Safety and Wellbeing • Communication • Collaboration • Integrity • Quality • Employee Experience



OUR LEADERSHIP

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

OBJECTIVE 66	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
COMMENT**

Complete

Our LTFP and assumptions for 2024/25 were reviewed by our Audit committee and Corporate Services committee and then endorsed by Council 12 March 2024 where Yr 1 set the high level framework or development of annual budget. The LTFP updated included revised estimates of our Asset Management Plans and inclusion of the Tree canopy strategy to increase canopy across the City by 25% by 2024. The Draft Annual Business plan completed a consultation on a forecast rate rise of 6.25% plus 1% growth with feedback presented to the Corporate Services Committee. The Council reviewed all recommendations including list of projects and the final budget details including rating strategy, list of capital and annual operating projects and recurrent budget was adopted by Council at its meeting 24 June 2024. The final adopted budget for 2024/25 was aligned with the LTFP with the adopted rates increase maintained of 6.25% plus 1% growth.

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 2023/24 financial year were adopted as part of the Annual budget adoption and are within key benchmarks for sustainability and on-track.

- Operating surplus ratio 4.0%
- Net Financial Liabilities ratio 43%
- Asset renewal funding ratio 117%

Quarterly budget reviews are presented to the Corporate Services committee/council with the March budget review adopted CI 13 May item 2.2.2 item 4.15.

	Original Budget	September Budget Review	December Budget Review	March Budget Review	June Actual *
Operating surplus ratio	4.0%	5.7%	5.2%	5.2%	
Net Financial Liabilities ratio	41.9%	42.9%	42.7%	42.5%	
Asset renewal funding ratio	116.6%	135.1%	126.5%	126.3%	

*Note: The June 23/24 Actuals data will be available once the end of year financial statements are complete.

TARGET

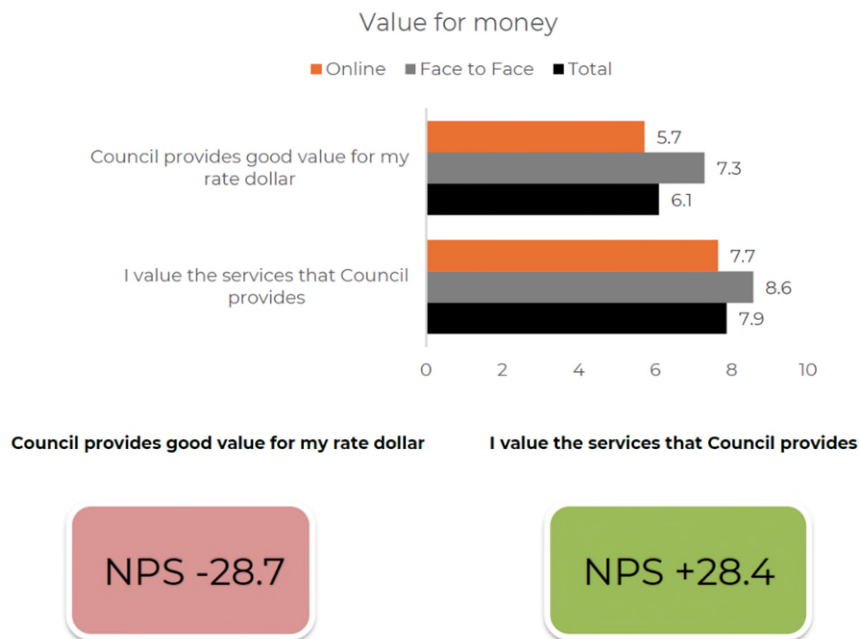
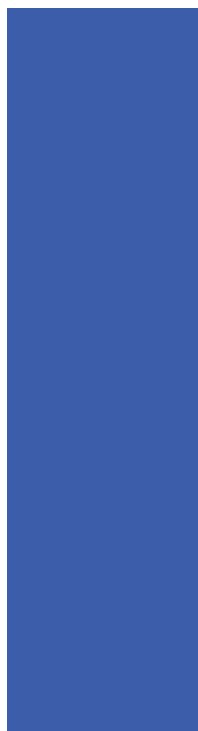
Over 60% of residents believe Charles Sturt Council Rates deliver value for money annually.

**STATUS
COMMENT**

[In progress. Reviewed annually via the Community Survey.](#)

The following is an extract from the Community Survey regarding Council providing value for money and services per recent survey results

Those surveyed gave Council 6.1/10 for providing value but 7.9/10 for valuing the services that Council provides.



OBJECTIVE
67
G
STATUS
COMMENT

Develop a central register and strategically pursue grant and co-funding opportunities.

A central register for grant and co-funding opportunities has been developed by 2022.

Completed.

A central register for grants received by Council has been completed in Sharepoint.

TARGET
STATUS
COMMENT

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

Completed.

A central grant register has been built and is live in Sharepoint, now data is being recorded it will enable easier reporting of grant and co-funding applications.



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 3.6% of items were held in confidence.

83 Items were considered by Council and Committees in the quarter with 3 considered in confidence.

OBJECTIVE
69
TARGET

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

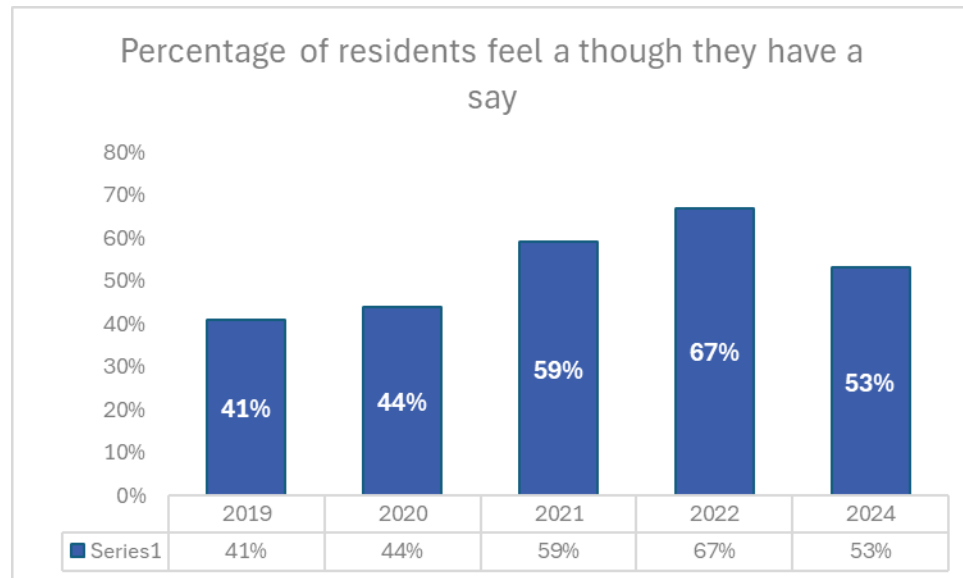
Each year over 50% of our residents feel as though they have a say on important issues in their area.

**STATUS|KP
I**

COMMENT

We have exceeded our target as the results of our 2024 Community Survey show that 53% of residents feel as though they have a say on important issues in their area.

The results are lower than recent years however the 2024 Community Survey respondents included a different group of our community to those surveyed in previous years.



*In 2023 the Community Survey was not undertaken.

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 reached this quarter.

The number of community members signed up to Your Say Charles Sturt on 30 June 2023 was 6,102. A 20% net increase on 6,102 members equals a net target increase of 1,220 new members by 30 June 2024 to achieve a total membership of 7,322 members. During the April to June 2024 quarter, an additional 376 members signed up. The total number of signed up members is 7,316, just 6 members short of the target for the year.

	Year Total 2022-2023	Q1 2023-2024	Q2 2023-2024	Q3 2023-2024	Q4 2023-2024	Year Total 2023-2024
Number of community members signed up to Your Say Charles Sturt	6,102	439	249	155	376	7,316*

*Year Total Memberships may vary depending upon members choosing to opt out of membership throughout the year.

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 was exceeded.
COMMENT	The number of unique online visitors to Your Say Charles Sturt for the year 2022/2023 was 30,625. A 10% net increase equals a net target increase of 3,062 visitors by 30 June 2024 to achieve a total of 33,687 unique online visitors. The April to June 2024 quarter achieved 15,507 unique online visitors which is almost double the quarterly target. The total number of unique visitors for the year 2023/24 was 42,150, well above the target of 33,687.

	Year Total 2022-2023	Q1 2023-2024	Q2 2023-2024	Q3 2023-2024	Q4 2023-2024	Year Total 2023-2024
Number of unique online visitors to Your Say Charles Sturt	30,625	8,888	8,132	9,623	15,507	42,150

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	The updated Community Vision underwent major review in Q1 2023/2024 with more than 300 individuals engaged in face to face discussions on the vision, with final consultation on the draft plan undertaken in April and May 2024. The Community response to the Vision was positive and indicated it reflected the Community's priorities. The Community Vision was endorsed by Council on 27 May 2024.
COMMENT	The organisational planning process has commenced with organisational objectives and measures consulted on across the organisation in May and June, and portfolio planning sessions to gather initiatives for consideration for the organisational plan to be completed by early August.

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:

	Ngutungka Henley - (quarterly reporting to Asset Management Services Committee). New Reserve – Spad St Albert Park Future projects will be; Living Streets Road Reconstruction and Streetscape Project – Bishop Street Renown Park, Gleneagles Reserve Stormwater Detention Upgrade and Chief Street Brompton – Streetscape Renewal.
TARGET STATUS COMMENT	85% project completion for Capital and Annual Operating projects annually. Note: (excluding issues outside on Council's control) In Progress. FY23/24 EOQ 4 Project delivery currently shows 93.8% of projects have commenced or are complete. YTD Actuals and Commitments is sitting at 70.2% or \$56.9m with a YTD financial variance to budget showing overall \$11.4m behind budget. FY23/24 EOQ 4 Project Delivery shows 98 Projects Completed, 59 projects in Progress due to Supply Chain Issues, Multi Year Projects, Grand Funded projects and other issues.
OBJECTIVE 73 TARGET STATUS COMMENT	Implement systems and frameworks to continuously improve management and performance. A Cross-Council Data and Analytics program is implemented and embedded by June 2024. In Progress. CCS has established a stand-alone data and analytics function via the Performance and Innovation Team. Budget has been endorsed in the Long Term Financial Plan for a Business Intelligence environment for the 2025/2026 financial year. The team are in the process of developing tactical dynamic dashboards for a number of functions, commencing with the Program Management Office and Customer Contact and Customer Experience. Field Services and Public Health and Safety will follow.
1TARGET STATUS COMMENT	Once established, the Cross-Council Data and Analytics program identifies at least six opportunities for service improvements annually. Not Started. This project has now been put on hold until a review is undertaken and a possible restructure of how we deliver this service.
TARGET STATUS COMMENT	Development of Project Management Framework completed by December 2021. In Progress The Program Management Framework (now described as the Initiative Delivery Manual) has been drafted to accommodate all outstanding internal audit actions in relation to Program Delivery. The revised Manual will be presented to the Audit and Risk Committee in July for consultation, with training scheduled for all Project Managers at the end of August 2025. Complementary actions include the recruitment of a dedicated Program Management Lead to support oversight of the organisation's initiatives, development of a revised Program Management dashboard to support early identification and remediation of issues affecting delivery, reimplementation of Program Review meetings and the development of an overarching Integrated Planning and Performance Framework that supports the development,

COMMENT

prioritisation, programming and delivery of the organisation's initiatives with strong alignment to delivery of the Community Vision and organisational objectives in a sustainable manner.

TARGET

Complete a review of the end-of-month reporting process and implement recommendations by December 2021.

STATUS

Complete.

COMMENT

Improved End of Month Reporting has now been rolled out to the organisation. Financial reporting information is now available to be viewed through an interactive dashboard which highlights issues easier than before. Other dashboards have also been rolled out on employee excessive leave and monitoring of base establishment report. The EOM reporting process is iterative and will continue to be reviewed to ensure adds value. For 2022/23 the process was reviewed again with an increased focus on high level performance reporting by Managers 4 times per year.

**OBJECTIVE
74**

All Portfolios have considered their corporate risks, and these are integrated into the Corporate Risk Register.

TARGET

All Portfolio/Business Units participate in an annual review of their Corporate Risks, and these are reviewed by Executive and presented to the Audit Committee.

STATUS

A comprehensive review of Council's Corporate Risk Register has been undertaken.

COMMENT

The outcome of this review was presented to the Audit Committee in July.

**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 Council Members are required to undertake refresher training before November 2024 and arrangements all training has been booked in.