



CITY OF CHARLES STURT END OF QUARTER REPORT Q3 2022/23



CITY OF CHARLES STURT – THIRD QUARTER REPORT – JANUARY FEBRUARY AND MARCH 2023

INTRODUCTION

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

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

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

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

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

The City of Charles Sturt has three Divisions reporting to the Chief Executive Officer. Each Division has responsibilities for delivering or supporting the delivery of services to the community in line with the Local Government Act 1999, the Community Plan 2016-2027: Charles Sturt a Leading and Liveable City and the Organisational Plan 2021-2025. Each Division has the following broad responsibilities:

CITY SERVICES

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

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

ASSET MANAGEMENT SERVICES

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

- Strategic Planning,
- Asset Management Planning,
- Policy, Lease and Licencing,
- Fleet Management,
- Consultation, Design, Construction and Maintenance of all community assets including:
 - 774km of roadways
 - 437 km of stormwater drains
 - 1,257km of constructed footpaths
 - 1,392km of kerb and water table
 - 20 council operations buildings
 - 91 independent living units
 - 25 commercial buildings
 - 40 sports clubroom buildings
 - 57.3ha of sportsgrounds
 - 286ha of reserves
 - 22ha of tree screens
 - 9ha of Council owned Properties (gardens)
 - 2.7ha of West Lakes beaches
 - 59.5ha of coastal reserves along 12km of coast
 - 19ha of wetlands
 - Over 50,000 street trees.

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

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 January to March Quarter 2023.

ORGANISATIONAL PLAN KEY PRIORITIES

The following section identifies the key priorities from the 2021-2025 Organisational Plan for which the organisation is responsible. Progress and completion status for each priority is stated.

 OUR COMMUNITY A STRONG AND CONNECTED COMMUNITY		
KEY PRIORITY	OUTCOME	ACHIEVEMENTS TO DATE
Creating West Lakes Library and Community Centre	The newly constructed library and community centre (known as Ngutunga 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 Ngutunga is now open to the community offering both library and Community Facility Services.
Creating Henley Library and Community Centre	The proposed facility will diversify the way Council offers library and community centre activities and resources. The building design will be of a high standard and consider both heritage and environmentally sustainable design features to deliver a highly functional and well utilised facility and resource for our community.	Detailed design is nearing completion on the new Ngutunga Henley. JPE Architects are working through the operational requirements and overall design of the facility. An Expression of Interest (EOI) has been conducted and building contractors have been shortlisted. A select tender to occur in June 2023. Construction is anticipated to commence on site in August 2023/24.
Implementing our Disability Access and Inclusion Plan (DAIP)	Various Access and Inclusion projects are currently under way since the endorsement of the CCS Disability Access and Inclusion Plan (DAIP) 2021-2025 in September 2021. The Communication Accreditation project commenced in April which is a major partnership between council and Two-Way Street to provide training and accreditation for our first contact staff across civic, community centres and libraries. The Project will train staff to communicate with non-verbal customers with ease	The DAIP Annual Survey has been submitted to State Authorities. There are 46 specific DAIP outcomes of which all 46 actions have commenced and are under progress, with positive outcomes for people living with disability in our city. Social Inclusion Coordinator conducting Desk top audit of other Disability Advisory Groups Terms of Reference and running models across Local Government in preparation for creating our own Group later in the year. The Communication Accreditation Project is currently progressing in stage 2. Staff training will commence in the next quarter. Three Changing Places Toilets now in operation across City of Charles Sturt with

	providing an inclusive and exemplary customer experience.	the opening of Ngutungka West Lakes with a fourth planned for Ngutungka Henley. Investigating the possibility of DHS grant funding for an additional Changing Paces Toilet at Semaphore Surf Lifesaving Club in 2024.
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OUR LIVEABILITY


A LIVEABLE CITY OF GREAT PLACES

KEY PRIORITY	OUTCOME	ACHIEVEMENTS TO DATE
Your Neighbourhood Plan Framework is implemented in key precincts across the city	<p>A Neighbourhood Plan Pilot project for Albert Park has identified key projects for enhanced community liveability for the next 20 years.</p> <p>Further sites for Neighbourhood Plan concept planning includes Seaton and, David Terrace, Kilkenny.</p> <p>Preliminary discussions have already been held with Housing SA regarding a Seaton Neighbourhood Plan.</p>	<p>Your Neighbourhood Plan complete for Albert Park, Concept planning work commenced for Tapleys Hill Road with stakeholder engagement complete. Budget bid for next phase of design and community engagement submitted for 23/24.</p> <p>Design work underway for Spad Street Reserve.</p> <p>YNP plan for West Hindmarsh anticipated for 23/24 to maximise T2D opportunities. Engagement with State Government on 30 Year Plan review commenced.</p>
<p>Major streetscapes revitalised including:</p> <ul style="list-style-type: none"> • Woodville Road • Military and Main Street <p>Chief Street</p>	<p>The delivery of major streetscape projects will ensure that these key streets are renewed and upgraded in a manner that will enhance the liveability of current and future generations and provide a platform for existing businesses to thrive and opportunities for further economic development.</p>	<p>Woodville Road Contractor appointed and streetscape works between Port Road and the rail corridor have commenced and will continue through until mid to late 2023. Works are being delivered in stages to minimise disruption to road users and businesses. Kerbing, path works and landscaping significantly complete between Bower St and Russell Terrace, including the Civic Centre plaza. Kerbing and path works commenced on the north-west side of the road between Port Road and the railway.</p> <p>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.</p> <p>Chief Street Consultation on concept options complete and preferred concept design was endorsed</p>

		by the Asset Management Committee/Council in March 2022. Detailed design has commenced and a formal application for PLEC (undergrounding of powerlines) has been approved at the November 2022 PLEC committee meeting with PLEC works planned to commence in 23/24.
Enhancing liveability by completing existing DPAs and/or Code Amendments	A series of former Development Plan Amendments (DPAs) and recent Code Amendments will be developed to change the zoning and facilitate improved development outcomes for our community. These include:	<p>Kilkenny DPA DPA endorsed by Council and awaiting a decision from the Minister for Planning.</p> <p>Albert Park Code Amendment Submitted to the Minister for Planning for a Decision on the Code Amendment and approved by the Minister on 11 January 2023.</p> <p>Kidman Park Code Amendment Submitted to the Minister for Planning for a decision on the Code Amendment and approved by the Minister on 28 February 2023.</p> <p>West Lakes Code Amendment Draft Code Amendment endorsed by Council for the purposes of statutory consultation. Consultation was completed on 24 November 2022. Public Meeting held on 20 February 2023. A further information report summarising the comments received during the consultation process submitted to Committee on 20 March 2023.</p> <p>Beverley Strategic Employment Zone Code Amendment Investigations to inform a draft Code Amendment being finalised.</p> <p>107 Port Road Thebarton (Thebarton Brewery Precinct) Code Amendment – Information report presented to Committee on 20 March 2023</p>
Deliver enhanced walking and cycling opportunities including the Grange Lakes Corridor, West Lakes Lake Edge	Delivering and enhancing our strategic walking and cycling corridors will promote active and sustainable travel modes which result in healthier and more connected communities.	<p>Grange Greenway Consultation is complete on alignment options for the section of the Grange Greenway, west of Tapleys Hill Road.</p> <p>Consultation completed in late 2021 on improvements to the Terminus Street (north) section of the Grange Greenway and</p>

Masterplan and Grange Greenway		<p>detailed design is complete. Construction planning has commenced, and construction will continue into next quarter for works on Terminus Street between Gurner Terrace and McLean Avenue.</p> <p>Ongoing discussions are continuing with DIT on partnership opportunities to deliver improvements to the balance of the corridor. A future plan will be included in a future revision of the Transport AMP.</p> <p>Grange Lakes Corridor Procurement for Stage 4b section of path between Napier Street and Jetty Street in Grange (adjacent Charles Sturt House) was completed in late 2021 but limited submissions were received at very high cost. The project has been re-tendered to the market and construction has been awarded to a contractor. Works are scheduled to commence at the start of the second quarter in 2023. Consultation is completed for stage 9 (from Atkin Street to Henley Beach Road) and Detailed design is progressing for construction in the 2023/24 financial year.</p> <p>Further consultation is scheduled for next quarter for Stages 7 & 8 with designs to be developed over the balance of 22/23 in preparation for construction in future years.</p> <p>West Lakes Lake Edge Masterplan Path upgrades along The Annie Watt Circuit in progress.</p> <p>Path upgrade between Tiranna Reserve and Maramba Reserve has been procured and construction is progressing.</p> <p>Consultation to commence next quarter on the future next stage of path upgrades between West Lakes Boulevard and Maramba West Reserve.</p>
Completion of conversion of all council operated Street Lights to LED	This initiative will significantly reduce Council's greenhouse gas emissions while providing an ongoing financial benefit due to the much lower operating costs of these lights.	<p>Local Streets Conversion LED Conversion program (stages 1,2 & 3) are complete. Over 10,000 old and inefficient streetlights replaced on local road with new LED lights.</p>

		<p>84% of streetlights are now installed with LED technology across the Council area.</p> <p>Main Roads Conversion LED conversion yet to commence. Planning works in progress to inform future funding strategies in a future revision of the Public Lighting AMP in 2023/24.</p>
Delivering great clubs and unisex changeroom facilities including Woodville Hockey Club, Pedlar Reserve, Flinders Park Football Club and Grange Recreation Reserve Clubrooms	<p>In order to accommodate the diverse needs of our clubs and the community, whilst ensuring our responsibilities as a building owner are met, a new renewal program to prioritise the upgrade of changeroom facilities to a unisex standard is in progress.</p> <p>This will encourage increased participation amongst differing genders and age groups whilst ensuring the provision of appropriate facilities are equitably provided.</p>	<p>The Woodville Hockey Club Project Complete, Official opening was in March 2022.</p> <p>The Flinders Park Football Club Changerooms completed and functional</p> <p>Fawk Reserve Football Club Changerooms Practical Completion achieved in September 2022</p> <p>Pedlar Reserve and Grange Recreation Reserve clubrooms and changerooms are in various stages of design. Pedlar Reserve is expected to be renewed in 2023. Grange Recreation Reserve is scheduled for onsite works in 2024.</p>
	<p>Council staff regularly meet and discuss the progress of these developments with the relevant developers and State Government agencies to ensure the best possible outcomes and facilities are delivered for our community which align with the strategic directions of Council.</p>	<p>Regular formal meetings with respective stakeholders are continually occurring including:</p> <ul style="list-style-type: none"> • Fortnightly West Project Control Group meetings with Commercial & General, Current focus is the Plaza and oval surrounds to ensure active recreational use is possible. • Project Control Group meetings held on monthly basis with Bowden Renewal SA team. Quarterly meetings with MAB (selected developer of gas works site) on Master plan development and assets to be developed and vested in council. • Council has endorsed an agreement to support Beverley Leisure's upgrade and expansion of the former Titanium Stadium, now the 36ers Arena. Works by Pelligra have commenced on extinguishing the rights of way and preparing planning application. • An RFP has concluded for the possible sale of 67-85 Woodville Road and an assessment of tenders has occurred. A

		report is scheduled for the new Council in 2023 including DIT feedback on local train commuter parking,
 OUR ENVIRONMENT AN ENVIRONMENTALLY RESPONSIBLE AND SUSTAINABLE CITY		
KEY PRIORITY	OUTCOME	ACHIEVEMENTS TO DATE
Address our Climate Change emergency declaration by delivering our Net Zero strategy	<p>The following targets have been achieved:</p> <ul style="list-style-type: none"> • 50% Greenhouse gas emissions reduction based on 2017/18 levels by 2025. • Net Zero corporate greenhouse gas emissions by 2023/24. • These are met through implementation of Net Zero actions and dedicated sub-targets across the 6 strategic areas: <ul style="list-style-type: none"> • Building, Lighting and Open Space • Transport • Not Waste • Renewable Energy Procurement • Carbon Offsets <p>Staff Led Initiatives</p>	<p>All strategic areas / working groups are undertaking required actions to meet key targets. Key achievements include:</p> <ul style="list-style-type: none"> • The Cultivate Program for staff professional development on environmentally sustainable development has been well attended with sessions running from Feb to Jun 2023. • First two EVs have been purchased and new EV charging infrastructure to be installed at the old Meals on Wheels site in the coming months to support the new EVs. • Council has extended its food waste recycling service to have replacement rolls of compostable bags delivered to the household, making it easier for our community to recycle their food scraps. <p>Council staff are working with other Local Government organisations to determine the legalities, risks and future opportunities associated with carbon offsets. Al Carbon & Bentley's have been engaged to undertake the research to inform our final policy. This research will be completed in September 2023</p>
Our Materials Recycling Facility (MRF) is constructed and operational	<p>CAWRA's new MRF will utilise the latest technology to produce clean, recycled commodities ideal for developing local circular economy markets. Designed to process up to 50,000 tonnes a year, the facility will help to future proof SA's kerbside recycling sector. Technology used in the design will drive process efficiency,</p>	<p>The Central Adelaide Waste Recycling Authority (CAWRA) MRF has been operating since January 2020. The MRF is currently processing kerbside commingled material from the following Councils:</p> <ul style="list-style-type: none"> • City of Charles Sturt • City of Port Adelaide Enfield • City of Adelaide • City of Unley • East Waste Council's • Rural City of Murray Bridge • City of West Torrens

	maximise material recovery and minimise fire risk.	<ul style="list-style-type: none"> • Mount Barker District Council 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.	<p>Council is continuing to prioritise recycled content, products and materials through all procurement processes, and we are continuing to monitor the changes.</p> <p>The infield trial of 100% recycled content mobile garbage bins commenced on the 25 July with 100 households across three suburbs receiving a new set of bins made from 100% recycled plastic. A mid-term review was undertaken in January assessing the condition and performance of the recycled content binds to date.</p> <p>Work has commenced on incorporating recycled content criteria into Asset Management Plans.</p>
Increase our Food Waste Recycling uptake	Increase the percentage of food waste diverted from landfill, with a target of 60% by 2025.	<p>Ventilated kitchen caddies and compostable bags continue to be made available for our community, along with a range of educational resources promoting the diversion of food waste from the green organics bin.</p> <p>Council is now offering the option for resident to request replacement rolls of compostable bag be delivered where they are unable to collect from our Civic Centre or Libraries.</p> <p>The weekly FOGO trial is due to commence in May 2023. All participating households have received a letter advising them of the trial and start packs will be delivered throughout April.</p>
Reduce the 'urban heat island effect'	We will implement the AdaptWest climate change adaptation plan and prioritise projects that address climate change risks such as urban heat.	<p>With funding support from SAFECOM, educational resources have been developed that consolidate the learnings from the 'Adapt Now: Changing for Climate Change' series of workshops and the successful regional community event at the Woodville Town Hall (27 October 2021). The resources have also been designed with culturally and linguistically diverse (CALD) communities in mind, and the business sector – https://www.adaptwest.com.au/adaptnow</p> <p>On 24 August and 6th December 2022, this project was awarded the Australian Institute</p>

		<p>for Disaster Resilience (AIDR) Resilient Australia Local Government State and National Awards (respectively). The Award was accepted by the AdaptWest Regional Coordinator, Mr Jeremy Miller.</p> <p>An online tool – My Cool Home – has been developed for communities across the AdaptWest region (Cities of West Torrens, Charles Sturt and Port Adelaide Enfield) to learn how to improve the thermal comfort of their homes and improve energy efficiency. This is available on the AdaptWest website.</p> <p>As part of implementing the recommendations from the climate change risk and governance assessment (2020), staff are developing a process to understand risks of climate change (including urban heat, drought, flooding, coastal hazards) across council operations and services. There is a current focus on integrating a system into council's asset management planning process as part of the upcoming AMP review.</p> <p>With funding support from the Coast Protection Board, a coastal hazards study has been undertaken to understand the current and future risks to council assets and community land along the coast from sea level rise and coastal erosion.</p>
Complete the Breakout Creek Stage 3 project	<p>Breakout Creek along the River Torrens/Karrawirra Pari is being steadily transformed from an artificial channel into a more natural-flowing and healthy creek.</p> <p>Stage 3 will:</p> <ul style="list-style-type: none"> • Create wetlands to capture and clean stormwater. • Manage high flows and remove weeds. • Plant native vegetation to both improve biodiversity and slow and clean water coming down the river. 	<p>The Breakout Creek Stage 3 Redevelopment project is progressing with final stages of key works being delivered within the project scope.</p> <p>The redevelopment which commenced construction in February 2022, is the final stage of revitalising the western end of the River Torrens/Karrawirra Pari, creating a healthier, more natural and more accessible environment.</p> <p>It's the longest stretch of the 30-year redevelopment project, transforming 1.5km of the river and banks, from Tapleys Hill Road in Lockleys to the sea.</p>

	<ul style="list-style-type: none"> • Open the currently fenced-off space for people to enjoy, with trails, picnic areas, signage and art. • Create healthy habitat for fish and bird species. • Improve the water quality of the Torrens. 	<p>Work is continuing including building the 540m of gabion walls (walls made from rock-filled wire baskets) and the concrete retaining walls. Construction of the wetlands and habitat pools on the northern banks is almost complete. This includes placement of a clay liner and topsoil. Once the wetlands are complete, they will capture stormwater from the surrounding streets and naturally filter the water before it enters the river. The new wetlands will improve the quality of water flowing into the sea. The stairs leading to the river from the surrounding streets are being constructed.</p> <p>The first garden beds have been completed with topsoil and mulch and now planting of more than 215,000 new native locally grown plants has commenced. Planting is taking place with both organic mulch and rock mulch, depending on the location and the mix of species planted. There's 30,000m² of garden beds with organic mulch and 12,500m² of garden beds with rock mulch. Planting will also include 112 new advanced native trees and 2 hectares of hydroseeding (where a mix of seed, water, fertiliser and mulch is sprayed into the topsoil).</p> <p>The new lighting and electrical cabling are being installed on both sides of the river. The upgraded lighting will enhance the safety for pedestrians and cyclists using the new paths.</p> <p>Kaurna sculptures are on their way with the fabrication of the Kaurna sculptures is taking place off-site. Artists Allan Sumner, Jason Balmer, and Daniel Deck have stated creating the sculptures using wood, cement, steel, clay, shells and other natural materials. The sculptures will be spread out along the whole site including the Kaurna reflection space. This space will be for visitors to reflect on Kaurna culture and history.</p>
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		Construction is expected to be completed by mid-2023.
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OUR ECONOMY

AN ECONOMICAL THRIVING CITY

KEY PRIORITY	OUTCOME	ACHIEVEMENTS TO DATE
Bringing energy and vibrancy to the economic recovery.	Economic Support and Stimulus package 2021/22 released including Business Support, #ShopLocal, Live & Local and Creative Cities grant funding programs.	Range of available stimulus grants advertised and promoted on a regular basis to support local businesses continues to be well received by business community with 22/23 funds now fully prescribed.
Promoting economic development of the Western region	<ul style="list-style-type: none"> Building Western Adelaide Strategy and Action Plan endorsed by Council and the Western Alliance Councils. Adelaide Beaches website being updated. Western Regional Tourism Development Action Plan update being prepared and Quarterly Regional Visitor Sector Networking events. Living in the West project underway. 	<p>Actions underway:</p> <ul style="list-style-type: none"> Range of communication and engagement strategies implemented to promote opportunities. Regular meetings occur with member Councils and key stakeholders. Adelaide Beaches website updated and relaunched Nov 2022. Western Regional Tourism Development Action Plan presented to City Services Committee 20 March 2023.
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.	<p>Tendering opportunities are being promoted via LinkedIn.</p> <p>Regular forums e.g. Defence Industry, held to promote tendering and supply chain opportunities.</p> <p>Tendering workshop to promote Vendor Panel platform scheduled for 3 May 2023 in collaboration with Cities of Port Adelaide Enfield and Marion.</p>



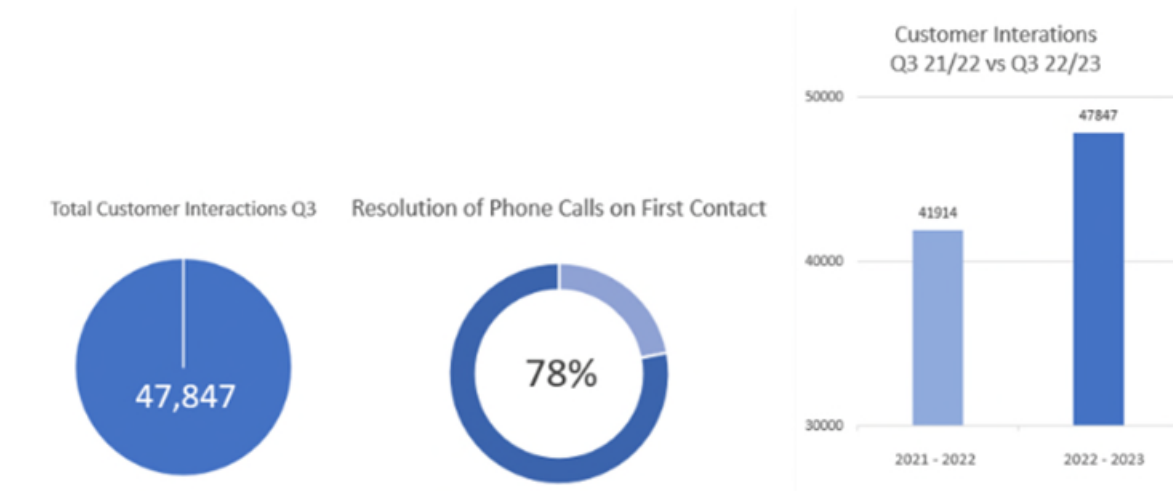
OUR LEADERSHIP

A LEADING AND PROGRESSIVE LOCAL GOVERNMENT ORGANISATION

KEY PRIORITY	OUTCOME	ACHIEVEMENTS TO DATE
Our workplaces and the way we work ensures our commitment to excellence in customer and	<p>Council's Customer Experience (CX) 2020-2025 Strategy is implemented.</p> <p>Staff have been appointed to implement the strategy and key initiatives.</p>	<ul style="list-style-type: none"> CX Excellence staff training sessions delivered in March and October 2022. Work is progressing to implement our new customer relationship management system, with demonstration sessions

people experience		<p>held in December 2022 attended by over 100 staff members.</p> <ul style="list-style-type: none"> • Implementation of a new Unified Communications project completed. • Continuous reporting and action implementation based upon voice of customer feedback.
Progressive leadership and financial management for our community and economy during the pandemic in the recovery and beyond	Council has adapted our leadership style to provide a dynamic response mechanism for our community.	<p>As COVID-19 pandemic evolves we continue to respond to the many ongoing challenges including cost of living and supply chain pressures.</p> <p>Over 2021/22 we continued to support those in rates hardship through targeted payment arrangements and put in place a targeted rate rebate for businesses impacted by the Revaluation Initiative at a time when our business community was still responding to the impacts of COVID-19.</p> <p>The budget 2022/23 was adopted delivering an overall average rate rise of 2.45% well below the June CPI and having regard to the current economic climate and cost of living pressures. Existing services continue to be delivered as well as an extensive capital works program with new initiatives focused on business, environmental and financial sustainability.</p> <p>Complete.</p>
Our organisational values, our brand and our strategy have clear alignment	Our organisational values and brand have been incorporated into our Organisational Plan as well as our Customer and People Experiences.	This work is complete.

CUSTOMER INTERACTIONS – CITY OF CHARLES STURT IQ3, 2022 – 2023



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

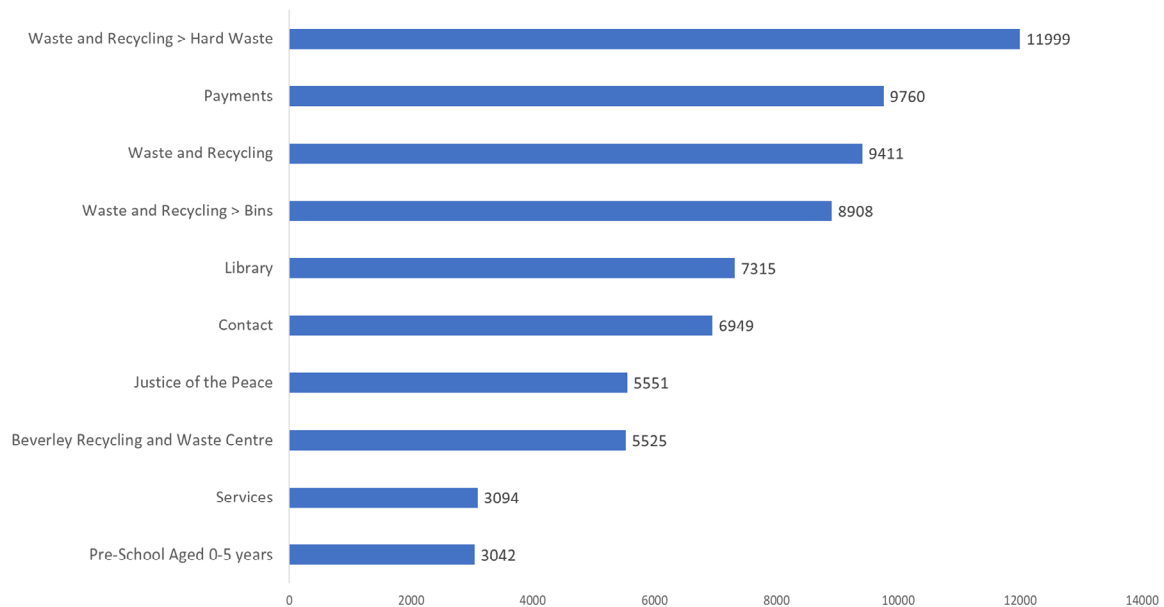
	Q1	Q2	Q3	Q4	YTD Total
Telephone calls to 8408 1111	22,187	24,791	23,001		
Written correspondence	24,703	23,507	23,992		
Online chat	508	550	574		
Customer Interactions via Socials	306	377	280		
Totals 2022-2023	47,704	49,225	47,847		
Totals 2021-2022	55,584	47,209	45,583	47,960	196,336
Year on year variation	↓ -2.8%	↑ +4.3%	↑ +5%		

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

CONNECTING VIA SOCIAL MEDIA

Unique Connections	Q1	Q2	Q3	Q4	YTD Total
Messages Received (direct messages and comments)	3,621	4,133	3,214		
Content Posts	286	334	280		
Reach (unique people viewing content)	498.67K	827.3K	601.81K		
Impressions (unique content displays)	541.63K	899.97K	807.92K		
Engagement (comments/likes etc.)	6.21K	8.84K	6.72K		
Followers	25.49K	26.26K	27.1K		

CONNECTING VIA OUR WEBSITE



168,507
TOTAL WEBSITE VISITS

353,617
TOTAL PAGE VIEWS

110,706
TOTAL USERS

1:48
AVERAGE SESSION TIME

62,705
MOBILE VISITORS

574
LIVE CHATS

REQUESTS FOR SERVICE

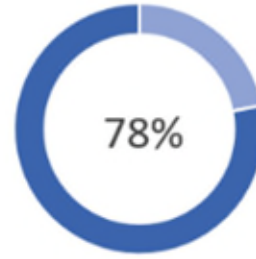
New Requests For Service



Service Requests Closed



Percentage Of Customer Requests Completed In Time



Category	Q1 Number of requests	Q2 Number of requests	Q3 Number of requests	Q4 Number of requests	YTD Number of requests
Number of new CRM requests 2022-23	6,160	8,311	8357		22,828
Number of new CRM requests 2021-22	7,099	7,662	7,808	7,017	29,586
Year on year variation	(-939) 13% ↓	649 8% ↑	549 7% ↑		

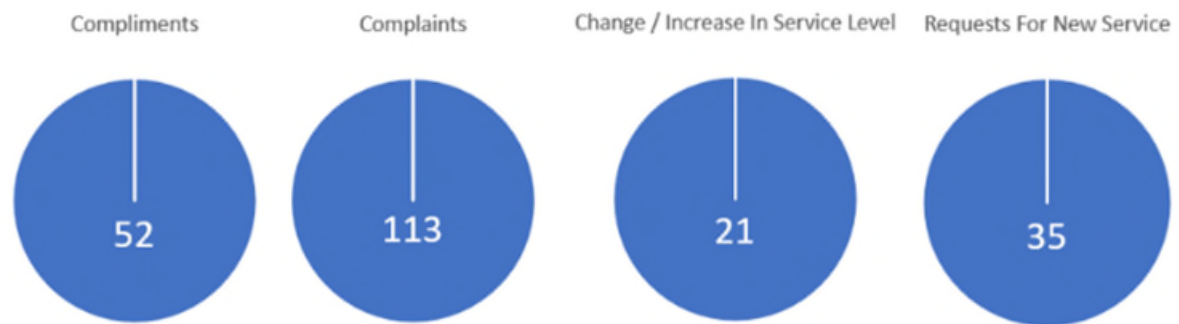
TOP 5 REQUESTS FOR SERVICE BY SERVICE TYPE

Top 5 Customer Requests for the quarter	Q3 22-23 Number of requests	Q3 21-22 Number of requests	% Variation	YTD 2022-23 Number of requests	YTD 2021-22 Number of requests	YTD % variation
Illegal Dumping – Non-Safety Risk	693	590	17% ↓	1,354	2,359	-43%
Tree Maintenance	630	623	1% ↓	1,247	2,629	-53%
Vehicle Illegally Parked	618	565	9% ↓	1,361	2,130	-36%
Dog Unregistered	610	101	504% ↓	620	963	-36%
Verge Maintenance	542	281	93% ↓	808	930	-13%

PERFORMANCE ON REQUESTS FOR SERVICE

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

COMPLIMENTS, COMPLAINTS, REQUESTS FOR NEW OR INCREASE TO SERVICES



	Q1	Q2	Q3	Q4	YTD
Compliments	21	22	52		95
Complaints	115	161	113		389
Change/Increase in service level	50	39	21		110
Requests for new service	8	22	35		65



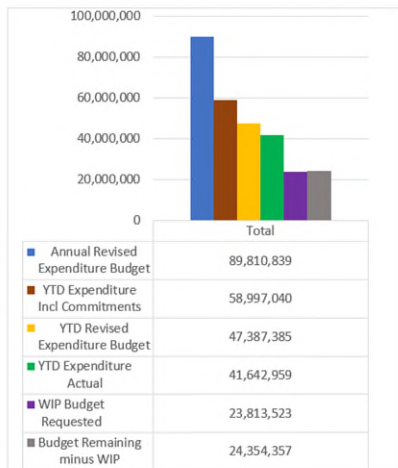
City of Charles Sturt – Quarter 3 Project Status

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

OVERALL PROJECT DASHBOARD



Combined Capital and Annual Operating Budget and Actuals – March 2023



Project Status

201	38 (18.9%)	160 (79.6%)	2 (1.0%)	1 (0.5%)	0 (0.0%)
NUMBER OF PROJECTS	PROJECTS COMPLETED	PROJECTS IN PROGRESS	*PROJECTS NOT STARTED	PROJECTS CANCELLED	PROJECTS DEFERRED

Financials

52.8% (47.4M)	46.4% (41.6M)	65.7% (58.9M)	39 (19.4%)	44 (21.9%)	118 (58.7%)
YTD BUDGET	YTD ACTUALS	YTD ACTUALS AND COMMITMENTS	ON TRACK	MONITOR	REVIEW*

Milestones

109 (54.2%)	92 (45.8%)
PROJECTS ON TRACK	PROJECTS OFF TRACK



ORGANISATIONAL KEY ACTIONS AND PROJECT OUTCOMES

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



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

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

TARGET:

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 partnerships were created to support outcome delivery, and include:

- 1) The Brocas were successful in obtaining a grant from the Wyatt Trust to work with Bowden Brompton Community School on a mural project. Students will learn about street art while working with an artist to consult with community, design and paint 2 murals at 19 on Green Community Centre. The murals will be reflective of student and community voice and will add value to the exterior and interior appearance of 19 on Green Community Centre.
- 2) A new partnership has been formed between the CSIRO Aboriginal STEM girls' program and The Brocas. The partnership is working collaboratively on community programs and the Brocas is providing a youth friendly space for the program to be delivered from.
- 3) A targeted partnership with Volunteering SA & NT has been formed Easy Read documents. City of Charles Sturt has joined a working group to develop easy read English documents to support volunteers from all abilities and backgrounds to participation in volunteering opportunities for the whole community.
- 4) Department of Human Services – Seaton Children's Centre A new working relationship has been established between Seaton's Children's Centre and Seaton North Neighbourhood Centre, to strengthen local Family supports and opportunities for families and ease referral pathways.

- 
- 5) A new partnership between Anglicare SA and the Language and Literacy team which focuses on connecting with parts of community not already accessing libraries. Work with Anglicare, Place Based services to assist us to connect with these families and to have their support to directly promote our services and Library outreach events to them.
 - 6) City of Charles Sturt's Ageing Well unit has developed a new partnership with Bapcare NDIS. Bapcare NDIS will be based in the Ageing Well space at the Civic library once a month for drop-in sessions to support people wanting to access NDIS and seeking assistance and referral to programs and services within the community.
 - 7) Tiraapendi Wodli and the Ageing Well unit have commenced a partnership to support ageing well in the Aboriginal community. Ageing well meet with the Grannies Group (Aboriginal Women's Group) on the February 28 to discuss Advance Care Directives (ACD) and will work with the group to develop a personalized ACD flyer for Aboriginal community. Ageing well will meet again with the Men's Group in May.
 - 8) Puddle Jumpers and Lindy lodge have been added as new stops for the Mobile Library and caddy to support people access library resources.
 - 9) Children attending the Goodstart Childcare Centre adjacent Bower Cottages were consulted about an upgrade to the play space at Bower Cottages. This strengthens the existing partnership between the childcare centre children and staff and Bower Cottages.
 - 10) Adelaide Symphony Orchestra in partnership with Seaton North neighbourhood centre held a free community concert in March. The concert was booked out and extremely well received by the community.
 - 11) A new partnership has been formed between the CSIRO Aboriginal STEM girls' program and The Brocas. The partnership is working collaboratively on community programs and the Brocas is providing a youth friendly space for the program to be delivered from.
 - 12) Local Businesses Mia Piatto, The Daily Fix (West Lakes) Westside Lunch & Coffee Bar, Henley Breeze Cafe, Brown Charlie Co. are a part of a local business project with a new library membership. This involves a reusable cup discount at local cafes surrounding libraries when you bring your library cup.
 - 13) 19 On Green Community Centre has formed two new relationships to deliver playgroups at the centre. They are with the Childhood Cancer Association for children receiving cancer treatment who are unable to attend mainstream childcare services due to compromised immune systems. And Heartkidz for children who have had heart issues or received heart surgery. They attend playgroup in the presence of an Occupational Therapist to see if further support is required for their social/physical development.

STATUS/KPI:	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 **Creatively grow access to services in communities with limited or low access to existing services, facilities and programs.**

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

STATUS/KPI: For this quarter, there were 14 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. Examples in this quarter include a presence at the Western Careers Expo at St Clair Recreation Centre by the Youth team, workshop for mural creation at Bowden Brompton school by 19 On Green and Youth Team and an information session on the Commonwealth Home Support Program at Henley Fulham Uniting Church by the Ageing Well team.

The Summer Series of pop ups has occurred during this quarter this has included 12 pop ups across the City including, Henley Square, Plant 4, Sparrow Reserve (Playgroup in the Park), Challa Gardens PS Expo, Point Malcolm and The Brocas Youth Event, Arndale and Findon Shopping Centres.

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

STATUS/KPI: In Progress. For this quarter, a total of 26,534 people accessed our services and programs.

COMMENT:

	Q1	Q2	Q3	Q4	YTD
Ageing Well	881	870	780		2,531
Community Development	13,381	19,255	19,078		51,714
Libraries	7,369	6,042	6676		20,087
Total	21,631	26,167	26534		74,332

There was a 51% increase in participation in literacy and learning programs across CCS Libraries five sites and program outreach locations in the Jan-March period compared to the same reporting period in 2021/2022. This is due to the targeted increase in program activation between Feb-April 2023 as part of the strategic CCS Libraries review. Libraries have been testing the impact of providing programs for community on weekends and at different times than have previously been offered, to assess how this impacts on community participation with libraries.

TARGET:	Annual increase in the number of people participating in our outreach services.
STATUS/KPI:	In Progress. For this quarter we had a total of 2806 participating in our outreach services.
COMMENT:	The Library Outreach team delivered to the homes of 329 customers and 2167 people utilised the Mobile library. The team also made 209 visits to Aged Care facilities around the City. The total is a 43 % increase from the same quarter last year. Community Development had a total of participants in outreach services including at Findon High school, Bowden Brompton Community School and Guardian Child Care Centre.

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

TARGET:	Annual increase in the number of people who utilise our facilities (e.g. libraries, community centres).
STATUS/KPI:	In Progress. 118,580 people utilised our Community Centres and Libraries this quarter.
COMMENT:	This quarter, our Libraries and Community Centres continue to see a return to pre-Covid attendance. There is a reduction in participation in January at Community Centres due to the Christmas break plus several groups and hirers taking a break over Christmas. Henley and Grange Community Centre has seen an increase in participation as the Military Road Upgrade has been completed reducing the disruption to the service.

	Q1	Q2	Q3	Q4	YTD
Community Centres	26,135	25,705	24,272		76,112
Libraries	98,963	90,663	94,108		283,734
Total	125,098	116,368	118,580		360,046

TARGET:	Satisfaction of community facilities maintains or exceeds 85% annually (Community Survey).
STATUS/KPI:	In Progress.
COMMENT:	The 2022 Community Survey showed an 80.2% satisfaction of community facilities. This is a combined figure from the Libraries and Community Centres. This figure is lower than previous years it is believed that this is a reflection of being in the third year of the COVID-19 pandemic.

OBJECTIVE

Provide technology infrastructure and programs to support digital inclusion.

TARGET:

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

STATUS/KPI:

In Progress.

COMMENT:

The Australian Digital Inclusion Index uses survey data to measure digital inclusion across three dimensions of Access, Affordability and Digital Ability. The digital inclusion programs, access to free (or low cost), digital technology and connectivity provided by the libraries and community centres are ways council supports the community in this vital access and inclusion.

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

TARGET:

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

STATUS/KPI:

In Progress. 826 people participated in digital literacy activity this quarter.

COMMENT:

This quarter a Be Connected course in partnership with Community Centres SA was held at Findon Community Centre. Cheltenham Community Centre and Findon Community Centre conduct weekly Basic Computing Courses. Library Digital learning programs this quarter have ranged from after-school STEM sessions, digital health, virtual reality and 3D printing sessions.

	Q1	Q2	Q3	Q4	YTD
Community Development	509	372	416		1,297
Libraries	407	400	410		1,217
Total	916	772	826		2,514

TARGET:

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

STATUS/KPI:

In Progress. In this period 7756 PC sessions were booked across libraries and community centres.

COMMENT:

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



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

Connect with traditional owners to identify, promote, respect and protect Kaurua heritage and culture.

TARGET:

Identify, support and implement at least four projects and events annually across the two cities that recognise and celebrate Kaurua-led community building.

STATUS/KPI:

In Progress. One project has been completed in this quarter and others have commenced.

COMMENT:

The Cities of PAE and Charles Sturt once again have partnered on the **Walk of Awareness Event** held on Feb 13 for the anniversary of the Kevin Rudd National Apology. Approximately 350 people walked together and enjoyed a shared morning tea and a traditional smoking ceremony to mark the occasion. Mayor Angela Evans, Cr Quinn Tran attended the walk along with numerous council staff.

Reconciliation week planning has commenced with delivery across different sites to occur during Reconciliation week. Miring Aboriginal Elders group has commenced meeting at Bower Cottages during this quarter.

Ngutungka West Lakes and Ngutungka Henley naming project has continued during this quarter.

OBJECTIVE

Create a more inclusive and accessible City that celebrates, partners and advocates for people of diverse culture and abilities.

TARGET:

A Disability Access and Inclusion Plan (DAIP) is developed and endorsed by June 2021.

STATUS/KPI:

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

COMMENT:

The DAIP Annual Survey has been submitted to State Authorities in October. There are 46 specific DAIP outcomes of which all the 46 actions have commenced and are under progress, with positive outcomes for people living with disability in our city. The Communication Accreditation Project is currently in stage 2 with the toolkit in development and testing phase.

TARGET:

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

STATUS/KPI:

In Progress

COMMENT:

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

OBJECTIVE

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

TARGET:

Increase of 5% per annum in the number of active volunteers.

STATUS/KPI:

In Progress. CCS currently has 270 active volunteers this is an increase of 30 volunteers from the same quarter the previous year.

COMMENT:

Volunteer Development Services Officer is actively working with Volunteering SA & NT to support more inclusive processes and explore increased options for people living with a disability to participate in volunteering across council. Volunteer Coordinators have participated in Disability training facilitated by Orana. Commenced working with providers on converting volunteer documents into Easy English.



OUR COMMUNITY

PEOPLE EMBRACE HEALTHY LIVING, PHYSICAL ACTIVITY AND AGEING WELL

OBJECTIVE

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

TARGET:

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

STATUS/KPI:

In this quarter, 780 individual residents received Ageing Well services. Activities included domestic assistance, home maintenance, home modifications, social support groups, individual social support, and transport services.

COMMENT:

Following Covid impacts from last year, re-engaging with residents has been especially important and supporting community to have confidence to access services and re-connect within social settings. Receiving appropriate referrals from My Aged Care for some services is still an ongoing issue.

Staff are proactively sharing information to the community at Expos and community groups about the services that are available and supporting residents to understand the My Aged Care process. The move to Civic Library where Ageing Well has a stronger 'shopfront' presence has already seen some community members have increased interaction with community and awareness of services available.

OBJECTIVE

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

TARGET:

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

STATUS/KPI:

In Progress. Membership numbers are captured throughout the year.

COMMENT:

In Progress. Total club participation numbers during this quarter are 8735. This represents a consistent and minor (.5%) decrease from the same period in 2021. With COVID-19 restrictions and infection numbers decreasing it is anticipated that participation numbers will increase throughout the year.

OBJECTIVE	Develop activities with a key focus on healthy eating, healthy living and ageing well.
TARGET:	The number of participants attending activities promoting healthy eating, healthy living and ageing well is increasing.
STATUS/KPI:	In progress. In this quarter 7055 participants attended activities with a key focus on healthy eating, healthy living and ageing well this quarter.
COMMENT:	There are several programs across all Community Centres with a key focus on healthy eating, healthy living and ageing well. A new initiative which commenced in the last quarter include a healthy snack workshop for local young people. Across this quarter a focus has been on improving healthy living messages in 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	Support community safety and positive health outcomes through prevention, education, encouragement and enforcement activities.
TARGET:	By 2025 at least 75% of our citizens feel safe in their homes, neighbourhoods and public places with an annual increase.
STATUS/KPI:	The City-wide Community Survey was conducted in September 2022.
COMMENT:	The table below itemises the findings from the City-wide Community Survey in response to the question 'On a scale of 0 to 10, where 0 is not at all safe and 10 is extremely safe, how safe do you feel in the following environments:

	Mean	NPS
At home during the day	8.98	65.1
At home during the night	8.31	44.9
In your neighbourhood during the day	8.64	55.6
In your neighbourhood during the night	7.34	10.8
In public places during the day	8.62	55.1
In public places at night	6.92	-5.6

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

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

TARGET:

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

STATUS/KPI:

In Progress. Immunisation rates are increasing since the impact of COVID-19 reduced attendance for this service in 2021/22. The new booking system has reduced attendance numbers somewhat, however an increase in customer experience has resulted.

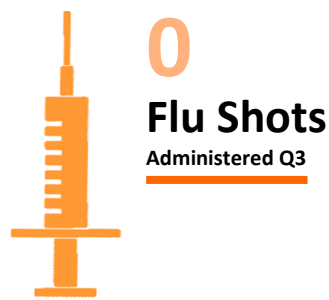
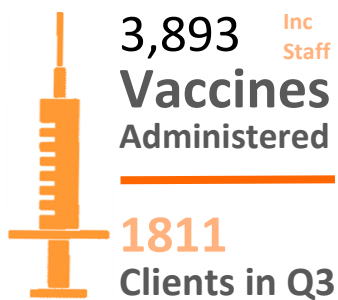
COMMENT:

The State immunisation coverage rates are produced annually at the end of each financial year and are captured in Council's Annual Report. For the 2022/23 year, the State average for immunisation coverage rates for 12–63-month-old children was 94.64% and within the City of Charles Sturt it was 94.62%.

QUARTER 3 STATISTICS

Quarter 3

5 Year Progression	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23 (Q3)
Public Clinic vaccines administered	6845	9696	9627	7,544	1,915	1,958
School vaccines administered	4901	5395	5781	6,152	1,685	1,935
Worksite vaccines administered	588	873	689	749	103	0
Staff vaccines administered	286	293	339	344	2	0
NARI vaccines administered	445	243	0	0	0	0
No. of clients receiving vaccination	8295	9209	9055	7,454	1,767	1,811
Total no. of vaccines administered	13,065	16,500	16,624	15,247	3,705	3,893



Policy Standard	Reporting Period	Commencements	Inspections Undertaken	Inspections Required	% Inspections Undertaken	Inspected within 10 days
Swimming Pools (KPI 20)						
Policy Standard - Councils must inspect 100% of swimming pools and swimming pool safety features constructed over the course of the relevant reporting year within 10 business days of the council being notified.	YTD: 01/07/2022 - 30/06/2023	103	150	103	145.63%	Data unavailable from PlanSA DAP
	Q3: 01/01/2023 - 31/03/2023	23	46	23	200.00%	Data unavailable from PlanSA DAP

TARGET:	Building compliance is achieved by inspecting at least 66% of dwellings during construction annually.
STATUS/KPI:	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 Q3 quarter.

Policy Standard	Reporting Period	Commencements	Inspections Undertaken	Inspections Required	% Inspections Undertaken
Class 1 (KPI 21)					
Policy Standard - Minimum 66% of building work commenced in the relevant reporting year	YTD: 01/07/2022 - 30/06/2023	586	522	387	89.08%
	Q3: 01/01/2023 - 31/03/2023	182	172	120	94.51%

TARGET:	Building compliance is achieved by inspecting 90% of Class 2-9 building during construction annually.
STATUS/KPI:	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 Q3 quarter.

Policy Standard	Reporting Period	Commencements	Inspections Undertaken	Inspections Required	% Inspections Undertaken
Class 2-9 (KPI 22)					
Policy Standard - Minimum 90% of building work commenced in the relevant reporting year	YTD: 01/07/2022 - 30/06/2023	55	51	50	92.73%
	Q3: 01/01/2023 - 31/03/2023	18	19	16	105.56%

TARGET:

More than 65% of routine food premise inspections do not require a follow-up inspection to address non-compliance.

STATUS/KPI:

174 routine food premises inspections and 69 follow up inspections were conducted in the quarter, therefore representing a follow up inspection rate of 40% to address non-compliance with the food safety laws.

COMMENT:

The 40% follow up inspection rate is higher than our KPI and indicates a lower level of compliance with the Food Act and associated Standards for this quarter.

Environmental Health Officers work with food business operators to ensure they comply with Food Safety Standards through education and encouragement. However, in a small number of cases when businesses do not address non-compliances by the due dates set by the Environmental Health Officer, then Improvement Notices are served formally under the Food Act 2001. Five food premises were issued with an Improvement Notice during the reporting period as a result of ongoing food safety non-compliances. There were no business issued expiation notice or prohibition orders relating to breaches of the Food Act 2001.

OBJECTIVE

Develop and support programs and activities that build individual, family and community resilience.

TARGET:

Measure and grow our community resilience.

STATUS/KPI:

In Progress. This will be reported on when the Community Survey results become available.

COMMENT:

The City-wide Community Survey was conducted between July and August 2021, with the final report being made available in October 2021. This question was new for 2021, therefore there is no benchmark in place and strategies are being considered to improve this result.

TARGET:

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

STATUS/KPI:

In Progress. A total of 95 programs were delivered this quarter.

COMMENT:

Community resilience is the sustained ability of communities to withstand, adapt to, and recover from adversity. Across the Community Connections Portfolio, many of our activities and programs support people to learn to cope with and grow from stress or adversity, however the direct outcomes of these can be challenging to measure. Many

of our programs contribute to individual and community resilience with examples of these including drug awareness support, parenting programs, grief and loss support groups, Nourish food programs, study support, counselling services, social connection activities and regular exercise and wellbeing programs.



OUR COMMUNITY

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

OBJECTIVE

TARGET:

STATUS/KPI:

COMMENT:

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

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

In Progress. Library loans for the quarter, both physical items and digital resources is 233,041

Physical loans for the quarter: 188,738. Digital loans: 44303.
A new Make Bake Decorate (Cooking equipment) loanable collection has been added to Civic library at Woodville this is due to the popularity of the collection at Ngutungka West Lakes. During this quarter a Binge box collection has been added to Findon Library.

TARGET:

STATUS/KPI:

COMMENT:

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

In Progress. --- program participants across libraries and community centres.

	Q1	Q2	Q3	Q4	YTD
Community Centres	4,964	9,329	9382		23,675
Libraries	7,369	6,042	6676		20,087
Total	12,333	15,371	16058		43,762

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

OBJECTIVE	Upskill sporting and community groups to build sustainability.
TARGET:	The number of participants in sporting and community clubs is maintained or increasing.
STATUS/KPI:	In Progress. Total club participation numbers identified through the annual licence fee review and social discount application processes completed so to date in this financial year are 8735 in sporting club participation. This represents a very minor (.5%) decrease from the same period in 2021.
COMMENT:	The minor decrease in participation numbers can be attributed to community concerns about gathering as a result of an increase in COVID-19 infections in the community. Staff continue to assist Clubs, and facilitate additional activities where possible, to encourage a return to sporting activities and club membership.

TARGET:	An annual increase of sports clubs participating in Council's professional development program.
STATUS/KPI:	In Progress - the January-March 2023 quarter yielded one (1) additional club professional development workshop - Innovative Strategies for Enhancing Club Performance, which was a collaboration as part of the Northern Sports & Recreation Network (NSRN) hosted by Charles Sturt at St Clair Recreation Centre.
COMMENT:	This club training opportunity resulted in 40 registrations. We have held seven (7) workshops for sporting clubs so far during the 2022/2023 FY, with a total of 254 registrations, from 37 x different CCS clubs (representing 46% of the approximate 80+ sporting clubs actively engaged across Charles Sturt).

OBJECTIVE	Create a local leadership development program to grow and support local community leaders and young changemakers by 2022.
TARGET:	Annual increase in number of participants in the community leadership development program.
STATUS/KPI:	Not started.
COMMENT:	

TARGET:	Annual increase in number of participants in the Young Changemakers Program.
STATUS/KPI:	In Progress. Six participants this quarter.
COMMENT:	This quarter 6 young people were supported to build leadership skills and to deliver projects across the community. Support included sponsorship for 2 young people to attend Morocco for the First Lego World Challenge and sponsorship for one young person to attend Youth Parliament. Initiatives

supported included an initial meeting for the development of a Bush Tucker Garden and Yarning Circle at Grange Primary School; and an initial meeting at Bowden Brompton School for a mural project and a follow up meeting to work out how to add on to the mural on the toilet block at Ozone Reserve, Henley Beach.



OUR LIVEABILITY

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

OBJECTIVE

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

TARGET:

An annual increase in population growth (indirect).

STATUS/KPI:

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

COMMENT:

The 2021 Estimated Residential Population (ERP) is 123,146. This represents an increase (from the 2016 ERP of 114,980) of 8,166 persons. (Source: REMPLAN).

TARGET:

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

STATUS/KPI:

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

COMMENT:

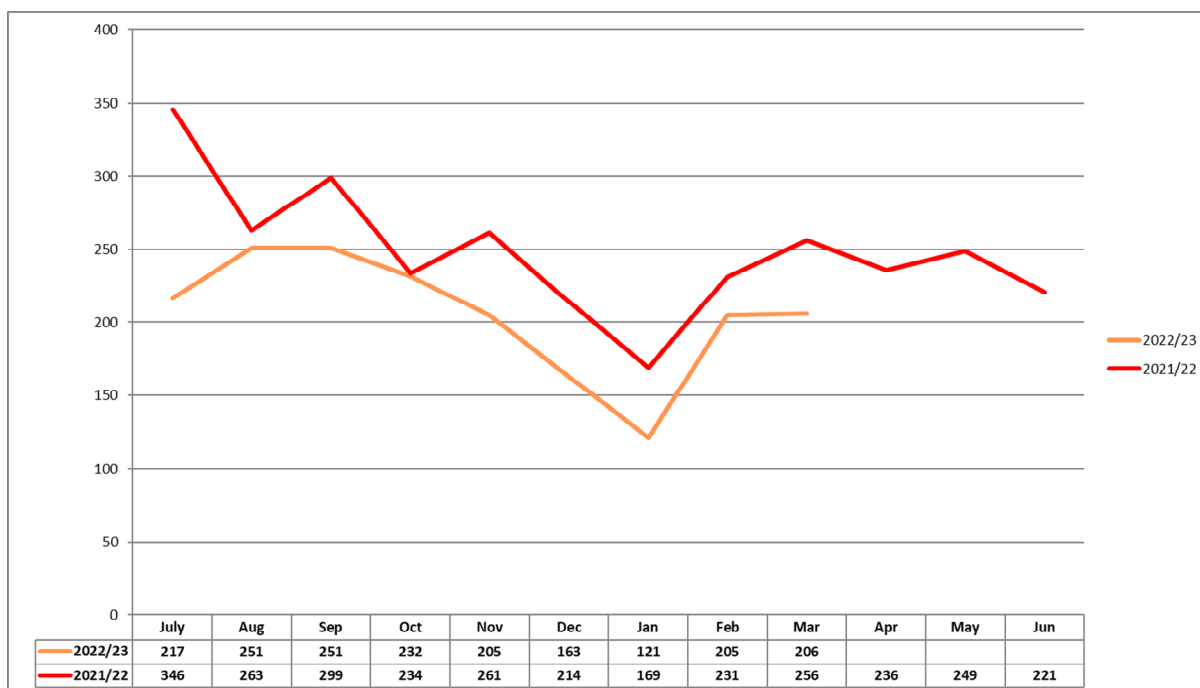
Data sourced through the PlanSA DAP system indicates the number of new dwelling applications approved from 1 January 2023 to 31 March 2023 was 97 applications.

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

A total of 532 applications were submitted from 1 January 2023 until 31 March 2023 under the Planning, Development and Infrastructure Act. This represents a decrease of 18.9% compared to the same quarter in 2021/2022 where 656 applications were submitted.

The total estimated development cost for applications submitted for the quarter was \$133.50 million. This is an increase of 8.69% compared to \$122.83 million for the same quarter in 2021/22.

Applications	Q1	Q2	Q3	Q4	YTD Total
Applications Submitted	719	600	532		1851
Estimated Construction Cost (ex-fit-out)	\$241.91m	\$164.50m	\$133.50m		\$539.88m



Of the 532 applications submitted, the following is an analysis of the workload for the quarter compared to the same quarter in 2021/22:

Workload Analysis	Quarter 3 – 2022/23	Quarter 3 – 2021/22
Consents Submitted	532	656
Additional Information Requests prior to Lodgement	176	237
Assessments Commenced	458	525
Requests for Further Information after Lodgement	196	233
Public Notifications Required	63	50
Consents Decided	414	497
Consents Granted	403	480
% of Decisions within Time	90.58%	94.77%
Average Days for Decision	16.44	13.72
No of Performance Assessed Applications	293	470
No of Performance Assessed Applications without Referral and Public Notification	118	304
No of Performance Assessed Applications assessed in less than 5 days	40	88
No of Performance Assessed Applications assessed in less than 10 days	89	164

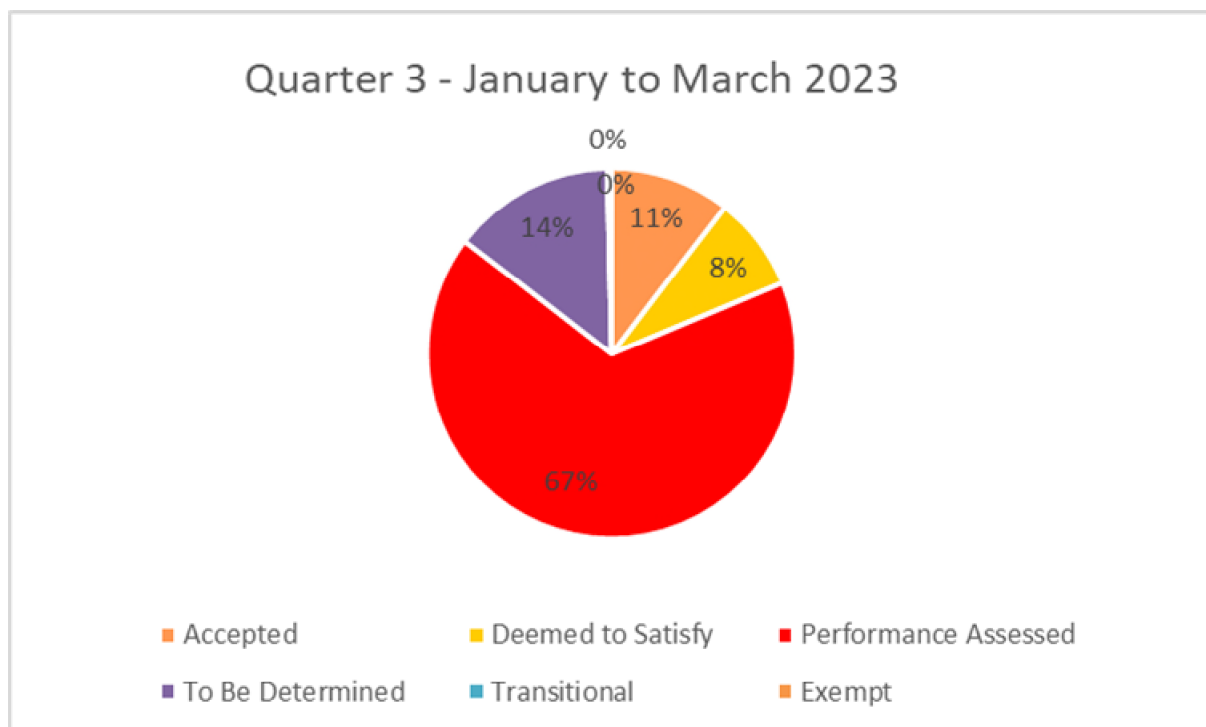
** Information has been provided in relation to performance assessed applications as this represents the bulk of the planning work.*

Types of Development Applications Lodged

The application pathways relevant to assessment within Council under the PDI Act Planning and Design Code are 'Accepted', 'Deemed to Satisfy' and 'Performance Assessed'. Of the applications lodged for the quarter, 56 were Accepted, 44 were Deemed to Satisfy and 354 were Performance

Assessed. There were an additional 76 to be determined, no Transitional applications and 2 Exempt applications. Of the Performance Assessed applications 69 require notification to neighbouring property owners compared to 49 for the same quarter in 2021/22.

Types of Application Lodged	Q1	Q2	Q3	Q4	YTD Total
Accepted	108	48	56		216
Deemed to Satisfy	71	45	44		159
Performance Assessed	540	360	354		1363
To be Determined	-	74	76		150
Transitional	-	21	0		21
Exempt	-	4	2		6



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 3.

Consents by Relevant Authority within Council						
Decision	GRANTED		REFUSED		TOTAL	
Assessor	Total Consents	Percent	Total Consents	Percent	Total Consents	Percent
Assessment Manager	321	70.70%	5	1.10%	326	71.81%
Assessment Panel	57	12.56%	3	0.66%	60	13.22%
Council (Building)	66	14.54%	2	0.44%	68	14.98%
Total	444	97.80%	10	2.20%	454	100.00%

In addition to the data above there were a further 9 planning decisions issued under the historical Development Act for applications lodged before 19 March 2021.

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

Planning Consents by Relevant Authority						
Decision	GRANTED		REFUSED		TOTAL	
Assessor	Total Consents	Percent	Total Consents	Percent	Total Consents	Percent
Assessment Manager	321	79.06%	5	1.23%	267	80.30%
Assessment Panel	57	14.04%	3	0.74%	20	14.78%
Private Accredited Professional (Planning)	20	4.93%	0	0.00%	21	4.93%
Total	398	98.03%	8	1.97%	308	100.00%

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

SERVICE ACTIVITY:

Planning and Development Appeals.

COMMENT:

Planning appeals for the quarter were as follows:

There were four new planning appeals for the quarter in relation to the following:

- 22035326 – 6 Commane Avenue, Seaton – an applicant appeal against the Assessment Manager decision to refuse the application. The application involved the construction of four, two-storey row dwellings.
- 22029301 – 31 Milton Avenue, Fulham Gardens – an applicant appeal against the CAP decision to refuse the application. This involved three, two storey dwellings.

	<ul style="list-style-type: none"> • 21041549 – 2 Wattle Avenue, Royal Park – an applicant appeal against the CAP decision to refuse the application to convert a dwelling to a dwelling and light industry. • 21042344 – 750 Port Road, Beverley – an applicant appeal against the CAP decision to refuse the application for a variation to car park layout and addition of storage areas to the rear of the carpark and shipping container adjacent to Woodlands Crescent. <p>Two appeals were withdrawn this quarter:</p> <ul style="list-style-type: none"> • 252/0472/21 - 48 Second Street, Brompton - an applicant appeal against the CAP for a land division of three into two boundary realignment and demolition of the existing dwelling and associated outbuildings. • 22028991 – 6 Dorset Avenue, Fulham Gardens – an applicant appeal against the Assessment Manager decision to refuse the application. The application involved the construction of a two-storey residential flat building comprising three dwellings and a two-storey group dwelling. <p>There were two compromise decisions reached for the quarter:</p> <ul style="list-style-type: none"> • 252/0903/21 - 11-13 Elizabeth Street, Woodville West - an applicant appeal against the CAP decision to refuse the application. This involved two, two storey residential flat buildings each containing three dwelling and associated common driveway and landscaping (six dwellings total). Compromise options are currently being considered. • 22035326 – 6 Commune Avenue, Seaton – an applicant appeal against the Assessment Manager decision to refuse the application. The application involved the construction of four, two-storey row dwellings.
SERVICE ACTIVITY:	Building Fire Safety Committee (BFSC).
COMMENT:	The Committee met once during the quarter and no sites were inspected. During the quarter the Building Surveying team continued to manage 18 properties as part of ongoing BFSC action and reported on these to the Committee. One of these has been resolved.
SERVICE ACTIVITY:	Planning Compliance - Customer Requests.
COMMENT:	<p>Council's two Planning Compliance Officers managed a high level of ongoing customer requests with 70 outstanding incidents (a decrease of 11.4%), compared with the same period last year where there were 79 matters ongoing. There were 37 requests registered during the quarter (a decrease of 15.9%). There were 44 incidents registered for the same period last year.</p> <p>There are currently 15 outstanding building compliance incidents managed by the Building Team (a decrease of 55.9%), compared with the same period last year where there were 34 matters ongoing. There were 8 new matters reported for the quarter (an increase of 33.3%), compared with the same period last year where 6 incidents were registered.</p> <p>Total number of planning and building compliance ongoing requests were 121 with 45 registered for the quarter.</p>



**SERVICE
ACTIVITY:**

Planning Compliance – Appeals

COMMENT:

There were no new planning compliance appeals for the quarter.

There are seven ongoing planning compliance appeals as follows:

- 24 Cedar Avenue, West Croydon – Development without Consent
- 361 Grange Road, Findon – Development without Consent
- 5 McEwin Street, Renown Park – Development without Consent
- 13/209 Esplanade, Henley Beach – Development without Consent
- 26 William Street, Beverley – Development without Consent
- 42 First Street, Brompton – Development without Consent
- 55 Crown Terrace Royal Park – Breach of Approval to application 252/0074/19.

No planning compliance appeals have been finalised.

OBJECTIVE

Implement Your Neighbourhood Plan framework.

TARGET:

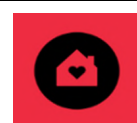
Increased community satisfaction of amenity within the neighbourhood plan catchment areas. (YNP before and after surveys).

STATUS/KPI:

Not Started.

COMMENT:

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



OUR LIVEABILITY

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

OBJECTIVE

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

TARGET:

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

STATUS/KPI:

The next major revision cycle for Council's Asset Management Plans has commenced. Our Asset Management Plans have differing review dates with Asset Management Plan reviews undertaken following financial assessments and condition audits of major asset classes. Major revision of the Open Space & Recreation Asset Management Plan. Council


Buildings Asset Management Plan and Transport Asset Management Plans is underway and will be informed by recent condition audits and revaluation exercises

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

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

 Completed

 Underway

 Future

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

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

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

STATUS/KPI: In Progress. Current operational standards for major activities are documented and are under review as part of the scope of activities to be undertaken in the major revision cycle of Council's Asset Management Plans which is now underway.

COMMENT: The current standards are being reviewed to inform appropriate service levels for significant infrastructure. This is a significant body of work which will be incorporated into the revision process for Council's Asset Management Plans and be completed by 2025.

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

STATUS/KPI: In Progress. Existing operational standards are being maintained and monitored.

COMMENT: Current operational standards for major activities are undergoing review to ensure we achieve desired service level standards. This review will be undertaken in conjunction with the major revision of Council's Asset Management Plans.

OBJECTIVE

Develop and enhance assets in line with key Council strategies.

TARGET:

70% of our community is satisfied with our assets.

STATUS/KPI:

In Progress. Recent Community Survey results have been reviewed to understand the feedback received and to help inform a further consultation to occur in 2023 about our infrastructure assets. The results of this additional consultation will help shape the next Asset Management Plan revisions for Transport, Lighting and Water assets.

COMMENT:

A survey of our public infrastructure satisfaction is in progress

**OUR LIVEABILITY**

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

OBJECTIVE

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

TARGET:

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

STATUS/KPI:

In Progress. 19 events have been approved this financial year compared with 18 events in the 21/22 financial year.

Five sponsored events occurred in this quarter:

- Cyprus Festival
- Make it Mine Market
- Zdravei Bulgarian Festival 2023
- Women on the Run Fun Run
- Melanoma March

COMMENT:**Economic Development**

The City of Charles Sturt hosted four events and partnered with the Western Adelaide Councils to deliver the Western Adelaide Tourism Networking Event and the City of port Adelaide Enfield to deliver the Western Adelaide Jobs Expo 2023 this quarter. These events focused on business growth, health and tourism. These events were all extremely well attended.

- Business Growth - #shoplocal event, Thursday 2 February a partnership event with Switch Start Scale and Pizza Meccanica promoting local business stories of success
Attendees: 100+
- Women in the West – Re-starting your career, Tuesday 7 February - A workshop designed to support women in exploring options for local work, understand where the current jobs are and what employers are looking for. 10 local businesses/direct employers there on the day with local job opportunities.
Attendees: 60

	<ul style="list-style-type: none"> • An introduction to Work in the Care Sector, Wednesday 8 February Attendees: 45 Presentations and discussions centred around pathways into the care sector, the carer experience and apprenticeships opportunities. Employers in the care sector and Training Organisations also attended to answer questions from participants on the day. • Visitor Sector: Tourism Networking Event, West Beach Parks, Thursday 9 February. Attendees: 85 Hosted as part of the Western Adelaide Tourism Alliance with the Cities of Port Adelaide Enfield, Holdfast Bay and West Torrens. Featured presentations were from Erik De Roos of the South Australian Tourism Commission, Kate Anderson from West Beach Parks and Peter Cox, founder of Gelista. This event raised awareness of the opportunities for tourism in the western region and build networking opportunities. • The Western Adelaide Jobs Expo 2023 Attendees: 2,000+ Council partnered with the City of Port Adelaide Enfield and Workforce Australia - Local Jobs Program Adelaide North, with gold sponsor Mas National, to run the second annual Western Adelaide Jobs Expo on 21 March 2023 at St Clair Recreation Centre. The expo was an outstanding success, with over 80 local businesses and training providers exhibiting on the day and sharing local job opportunities. Almost 2,000 job seekers, students, and delegates attended. Free resume writing assistance, professional headshots, workshops and jobs board sharing over 300 additional jobs were also offered on the day. This expo connected employers with job seekers to meet labour market gaps and facilitate job placements and apprenticeships. • Business Growth: Western Business Leaders Women in the West International Women's Day event 29 March promoting women in business and women in STEM. Attendees: 62
OBJECTIVE	Develop destinations that cultivate art, culture, place making while recognising heritage principle
TARGET:	Number of outdoor dining seats is increasing across our city annually.
STATUS/KPI:	In Progress.
COMMENT:	Council continues to work with local businesses to activate places and support has been provided for increased outdoor dining through the #shoplocal grant. This support includes supporting infrastructure such as awnings, planter boxes and tables and chairs.

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

STATUS/KPI: In Progress. City wide community survey was conducted in 2022.

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

TARGET: The Heritage Grant Program is 100% allocated each year.

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

COMMENT: Funding is provided to applications which meeting the criteria of the program on an ongoing basis subject to budget availability. \$16,500 in grants was committed in this quarter by Council. To date this financial year \$34,000 has been paid out for completed conservation works.

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

STATUS/KPI: 67% increase on Q1-3 last FY year achieved

COMMENT: The Covid Pandemic hugely impacted the Woodville Town Hall as evidenced by the drop of attendances from a healthy trajectory in 2018-19 and 2019-20 to a halving from 2019-20 to 2020-21. In 2022-23 we have seen 20,619 attendances so far, a 67% increase on the 12,350 we had through the same period in 2021-22. Though the impact of the pandemic and cost of living concerns are still being felt, this increase in attendance is a welcome and very positive sign.

Attendances	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Aim (pre-covid):				34,200	42,000	48,900
Actual:	21,130	24,437	34,090	17,420	18,250	20,619 (YTD)

OBJECTIVE **Develop and implement a program to promote street and place activation.**

TARGET: Number of street and place activation events increases annually.

STATUS/KPI: Through the Arts Fund, Live and Local fund and Neighbourhood projects fund, 14 grants were awarded this quarter to applicants creating new live music performances, workshops, theatre productions, art tours and community public art projects in CCS. This in addition to our Adelaide Fringe registration support created a diverse range of vibrant

	arts and culture experiences and assisted established and new businesses and venues to participate in, and benefit from the summer festival season arts and culture economy.
COMMENT:	Seven #shoplocal grants were approved this quarter. Funding is being utilised to support masterclasses, workshops, events and façade improvements including signage for a new business, planter boxes and painting. One Street Meet was held in this quarter.

	<h2>OUR LIVEABILITY</h2> <p>DRIVE AN INTEGRATED, RESPONSIVE TRANSPORT SYSTEM AND WELL MAINTAINED NETWORK OF ROADS AND PATHS THAT FACILITATE SAFE, EFFICIENT AND SUSTAINABLE CONNECTIONS</p>
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OBJECTIVE	Continue to implement improvements to our transport network to improve road safety.
TARGET:	Develop a CCS Road Safety strategy by June 2022 in response to the State Government Road Safety Strategy to be released in 2021.
STATUS/KPI:	In Progress. Initial road safety procedure completed and will form part of a future revision of the City of Charles Sturt Transport Plan.
COMMENT:	A Road Safety Assessment process for new traffic control devices that will be included in a future Road Safety Strategy has been developed by staff with Council's input and was endorsed by the Asset Management Committee on the 18 th of October 2021.
TARGET:	At least 80% of our community feels safe using our local streets.
STATUS/KPI:	In Progress. Recent Community Survey results are currently being reviewed to understand the various elements of feedback received and inform a consultation to inform service levels for a future revision of the transport and public lighting asset management plans.
COMMENT:	Community Survey questions were updated as part of the 2021 survey review to assist Council staff to better understand community satisfaction with our assets. These questions have been included in the infrastructure satisfaction survey that is currently in progress and staff will use the outcomes of this survey to inform a review of service levels as part of the future revisions of asset management plans.
TARGET:	The number of road crashes on Council-managed roads is reducing annually.
STATUS/KPI:	Ongoing. Data is continually collected to allow us to track crash data and make improvements were required to our road network.
COMMENT:	Road crashes on Council-managed roads have been steadily declining over the last 4 years by approximately 15%-20% each year. In 2020, 47 crashes occurred on Council-managed local roads. This is a reduction of 24 crashes compared to 71 crashes in 2019. A minor increase in crashes on Council-managed local roads was observed in 2021. 60 crashes occurred in 2021 however number of crashes is still below the longer-term average. Further analysis of 2021 crash data is occurring.

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

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

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

OBJECTIVE

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

TARGET:

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

STATUS/KPI:

Ongoing. Fixed bicycle counters have been set up in chosen locations across the city. An agreement has been entered into with a bus shelter provider to provide bus shelters at strategic locations across the Council area.

COMMENT:

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 cycling corridor. Demand has increased from approximately 437 users to 880 users per day in 2023. In Q1 2023 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 from 111 to 350 cyclists per day in 2023 (recorded near Woodville Road).

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). (Community survey).

STATUS/KPI:

In progress. Community survey questions were updated and included as part of the 2021 survey review to assist Council staff to better understand community satisfaction with CCS assets for consultation in the future.

COMMENT:

Community Survey questions were updated as part of the 2021 survey review to assist Council staff to better understand community satisfaction with our assets. These questions have been included in the infrastructure satisfaction survey that is currently in

progress and staff will use the outcomes of this survey to inform a review of service levels as part of the future revisions of asset management plans.

OBJECTIVE

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

TARGET:

Number of trips made by shared transport solutions increases annually.

STATUS/KPI:

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 31st of October 2023.

Council staff are exploring uptake of ride share facilities trials in the Bowden Urban Village and expect to report on the availability of this in the future.

Council staff are also exploring opportunities for E-bike providers for CCS and further E-scooter routes.

OBJECTIVE

Continue to support and advocate the uptake of electric vehicle ownership and usage.

TARGET:

The number of public electric vehicle charging stations installed within CCS increases by 15% annually for the next 4 years (with a minimum of 15 chargers installed by 2025) with an annual increase in usage.

STATUS/KPI:

In Progress. Council continues to seek and plan for additional infrastructure opportunities to improve the EV network.

COMMENT:

10 public fast charge EV chargers have now been installed across the Council area. An additional charger is expected to be installed in 2023 as part of the Woodville Road Streetscape Project.

Future opportunities to install EV chargers are being explored as part of the re-development of the Bowden Urban Village and the future streetscape upgrade of Chief Street in Brompton.



OUR LIVEABILITY

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

OBJECTIVE

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

TARGET:

Our public spaces receive at least 90% satisfaction by 2025 by surveyed residents.

STATUS/KPI:

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 will continue using both print and digital media.

TARGET:

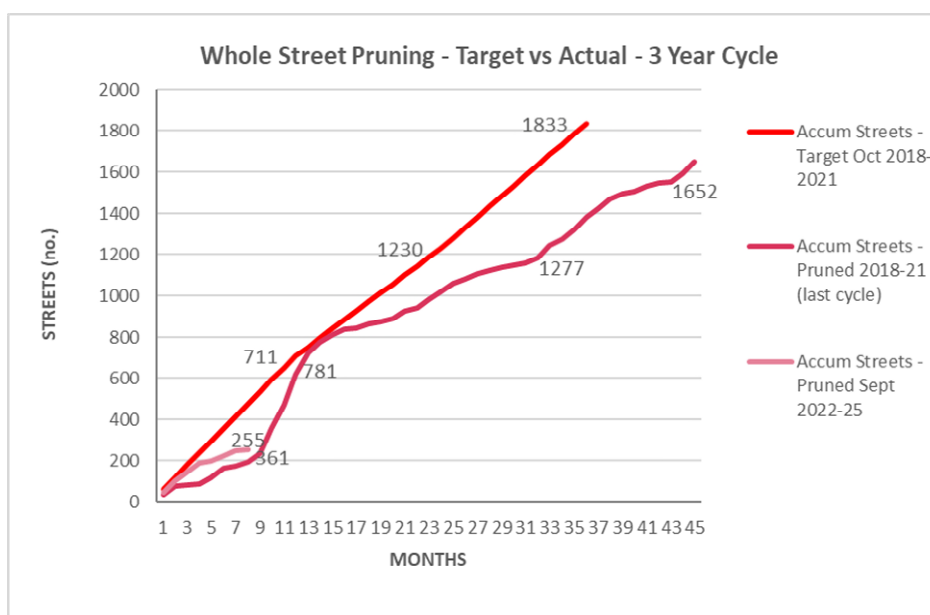
An annual increase of programmed tree pruning is completed within service level standards.

STATUS/KPI:

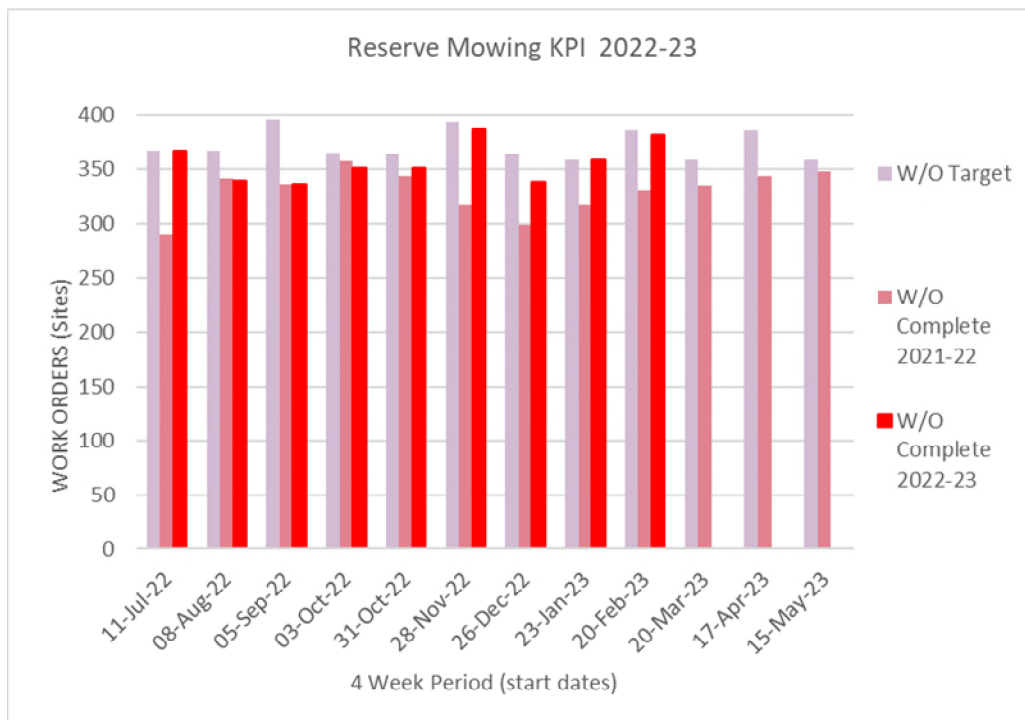
Current 3-year cycle in progress.

COMMENT:

2022-2025 3-year cycle commenced in September 2022 and is slightly behind pruning targets for Year 1 due to staff absences (COVID) and a storm damage event in February 2023. 255 streets pruned to date.



TARGET:	An annual increase of programmed reserve mowing completed within service level standards is increasing annually.
STATUS/KPI:	In Progress. Reserve mowing service levels are 10% higher than the average for the same period in 2020/21.
COMMENT:	Staff achieved an average of 97.2% for this quarter compared to the overall average of 90.7% for the 2021-22 Financial Year. Storm events and staff leave have impacted our ability to achieve 100% this quarter. The Work Order target is higher in alternate months due to a 3-week frequency for each individual section of Port Road Median.



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

OBJECTIVE

Facilitate provision of and access to recreation facilities by collaborating with schools and clubs and adjoining councils.

TARGET:

Our School Holiday Sports (SHS) program is increasing in participation numbers annually.

STATUS/KPI:

School Holiday Sports programs are held twice a year (April & October). Council continually promotes the program to increase participation numbers. NOTE: some 2,427 children participated in the SHS program in the 2021/2022 FY.

COMMENT:

The first SHS program for the 2022/23 FY ran from Friday, 30 Sept to Sunday, 16 Oct 2022) with 22 sport providers engaged. This resulted in 1,657 children registering across 60 activities held in the region (up from 1,257 in April 2022) and is the largest SHS

TARGET:

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

STATUS/KPI:

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

COMMENT:

A review of existing Joint Use Agreements is currently underway, considering the recommendations of the Open Space Strategy and other relevant plans, to understand areas of priority and the scope of the project. Discussions are continuing with Henley High School regarding potential opportunities, including the ongoing use of the netball courts on Cudmore Terrace. An upgrade of Fulham Gardens Primary School for greater community use has also been completed. Other joint projects at Westport Primary School and Seaton High School are currently being explored.



OUR ENVIRONMENT

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

OBJECTIVE

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

TARGET:

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

STATUS/KPI:

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

COMMENT:

Building, lighting and Open Space

- The Cultivate Program for staff professional development on environmentally sustainable development for council buildings has been well attended with sessions running from Feb to Jun 2023.

Transport

- First two EVs have been purchased and new EV charging infrastructure to be installed at the old Meals on Wheels site in the coming months to support the new EVs.

- There has been strong uptake of hybrid vehicles with new hybrid vehicle options continuing to be added to the fleet list which will further support uptake.
- As of 31/03/23 there are 29 hybrid vehicles in the fleet, and we have now exceeded our target of 27 vehicles.

Not Waste

- Council recently extended its food waste recycling service to allow for resident to request replacement rolls of compostable to be delivered making it easier for our community to recycle their food scraps
- The weekly FOGO trial is due to commence in May and significant community education and engagement has been undertaken in preparation for the trial commencement.

Carbon Offsets

- Council staff are working with other Local Government organisations to determine the legalities, risks and future opportunities associated with carbon offsets. Al Carbon & Bentley's have been engaged to undertake the research to inform our final policy. This research will be completed in September 2023.

Staff Led In initiatives

- Staff Lunch and Learn sessions are being held monthly to support staff learning of emission reduction opportunities.

OBJECTIVE

Effectively manage and operate recycled water systems to provide alternative water sources for parks reserves and other open space environments.

TARGET:

Develop a Water Strategy to guide future decision by June 2023.

STATUS/KPI:

Continued progress ongoing. Identified current supply opportunities and constraints, potential partners, and collaborative councils.

COMMENT:

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.

Actions underway:

- Complete awaiting response - Entitlement and allocation modifications with the regulator.
- Complete awaiting response - Grant applications with State and Federal agencies for additional funding.
- Liaise with internal departments to determine the best AMP to deliver the Water Strategy.

TARGET:

Increase our open space use of recycled water by 2025.

STATUS/KPI:

New 2022/23 connections 90% complete. Budget for 2023/24 requested.

COMMENT:

Two reserves for 2022/23 90% completed and design further connections for construction in the following years underway.



OUR ENVIRONMENT

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

OBJECTIVE

Protect and enhance our urban tree canopy.

TARGET:

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

STATUS/KPI:

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

COMMENT:

Current tree planting numbers are consistent with the average number of open space landscaping projects. The following graphs highlight the number of trees planted in both streets and open spaces and total tree plantings versus tree removals.





OBJECTIVE

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

TARGET:

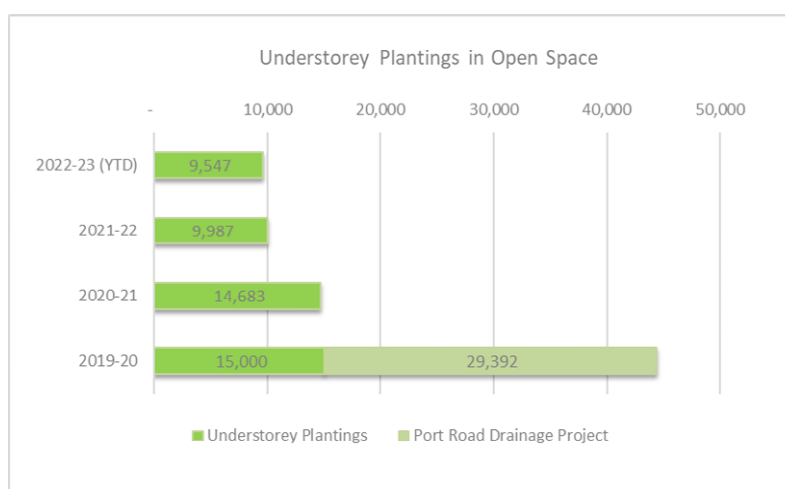
The number of understorey plants planted in open space and biodiversity sites increases annually.

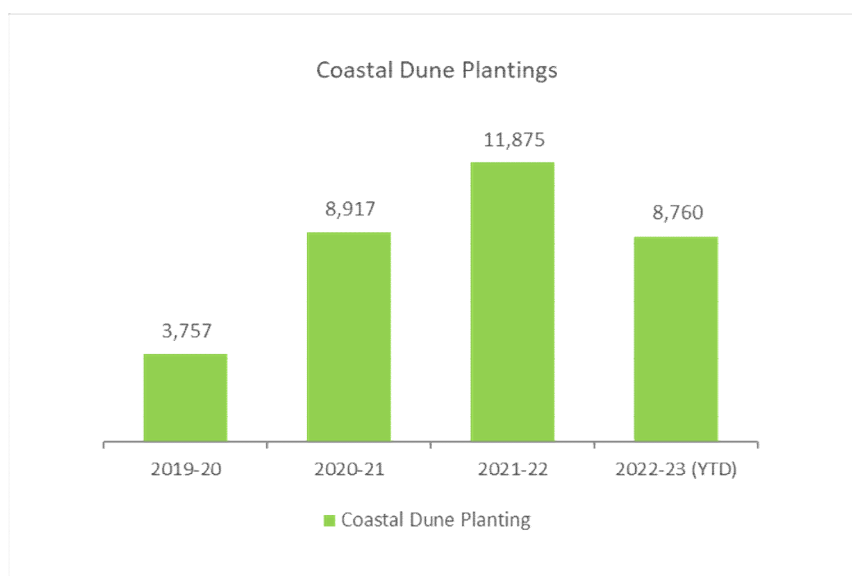
STATUS/KPI:

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

COMMENT:

Current understorey planting numbers are consistent with the average number of landscaping projects. The following graphs highlight the number of understorey plantings planted in both open space and coastal dune locations. Note: a major increase in open space plantings for 2019-20 and 2020-21 financial years was due the Port Road Drainage major project.





TARGET:

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

STATUS/KPI:

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 (e.g. 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 2023, the project will:
 - Create wetlands to capture and clean stormwater
 - Manage high flows and remove weeds; Plant native vegetation (215,000 plants including trees) to both improve biodiversity and slow and clean water coming down the river
 - Create healthy habitat for fish and bird species
 - Improve the water quality of the Torrens.
- Gains in the urban forest with an increase in the number of trees planted our street network and reserves.
- The number of understorey plants planted in open space and biodiversity sites annually. Council undertakes annual revegetation programs within our reserves, including biodiversity sites along the River Torrens Linear Park and the Coastal Reserve.
- Threat management activities include locating fox dens and follow up-control, mitigation of dog-based impacts (e.g. on plovers), cat owner education about responsible management, plus control of declared pest plants.
- Creation of habitat opportunities for hollow-dependant fauna had delivered approximately 200 wildlife boxes City wide and demonstrated an increase in number of hollow-dependant fauna occupation.

- 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

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

TARGET:

Our Whole Street Planting program is completed annually.

STATUS/KPI:

In progress.

COMMENT:

Streets selected, consultation undertaken to finalise tree species. Council endorsed the Whole Street Planting program in December 2022. Tree planting scheduled April-June 2023.

TARGET:

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

STATUS/KPI:

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

COMMENT:

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

- Military Road and Main Street Streetscape Upgrade (ongoing)
- Fairford Terrace Road Reconstruction project (ongoing)
- Bridgman Avenue Road Reconstruction
- Jetty Street Road Reconstruction
- Hindmarsh Place Hindmarsh
- Living Streets – Design Wright, Bishop and Tait Streetscape upgrades

Opportunities to include WSUD in future works programs currently being explored.

Planning for 2023/24/25 capital projects is in progress.

TARGET:

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

STATUS/KPI:

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

COMMENT:

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

TARGET:

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

STATUS/KPI:

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

COMMENT:

An arbor and ten large above-ground plant pots, including trees and vegetation, have been installed. The Open Space Planner is now measuring and documenting air and surface temperature, and vegetation growth at the reserve on an ongoing basis. This monitoring will continue during summer 2022/23. Recent findings indicate that air and surface temperatures at the reserve are cooler as a result of the planting. A report will be prepared in mid-2023 to summarise the findings from the previous 2 years.



OUR ENVIRONMENT

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

OBJECTIVE

Facilitate opportunities and educate, promote and implement environmentally sustainable business practices to minimise our adverse impact on the environment and to provide learning to the community.

TARGET:

85% of our community are aware of Council's environmental efforts. (Community survey – currently 59%).

STATUS/KPI:

In Progress. Council continues to work with our community to raise awareness, educate and engage in relation to climate change adaptation and mitigation.

COMMENT:

The Environmental Management Officer (Climate Emergency Response) is actively working with the Media, Marketing and Communications team to promote Net Zero both internally and externally. The Net Zero Communications Plan is developed to articulate and identify the communications measures that will be undertaken to ensure key stakeholders are appropriately informed and engaged on the Net Zero initiatives Council are actioning to mitigate the Climate Emergency.

TARGET:

An increase percentage of our community surveyed has awareness of and is taking action to reduce impacts of climate change. (New community survey question as per AdaptWest survey).

STATUS/KPI:

In progress.

COMMENT:

A Net Zero Communications Plan is being implemented and work is under way to promote through various Council media our Net Zero actions. General and targeted community engagement will ensure we bring the community along with us on our journey and learn from and support them to tackle the Climate Emergency.

The recent survey of community members for the Community Emissions Reduction Project, found that of the 219 surveyed the majority recycle, reuse or compost, over half have solar panels and over half want to personally take more action to reduce greenhouse gas emissions. The results of this survey will enable opportunities to support community to take action to reduce greenhouse gas emissions through the development of a Community Emissions Reduction Action Plan.

The 2022 Community Survey which asked community a number of questions about climate found that there was little change in community response from 2021 to 2022. Two (2) key questions included *'I have a good knowledge of climate change already'* and *'Taking action on climate change is important to me personally'* found that a high number of respondents agreed or strongly agreed. The below tables show the change in response from 2021 to 2022.

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
<u>Taking action</u> on climate change is important to me personally	78	70	77	77

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

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

OBJECTIVE

Incorporate sustainable infrastructure into our community spaces and buildings.

TARGET:

All building capital works, and renewal programs adhere to Council's Environmentally Sustainable Design (ESD) guidelines and respond to long term risks of climate change.

STATUS/KPI:

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

COMMENT:

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 Ngutunga and Aquatic Reserve Clubrooms. This policy is redefining minimum standards for the development and maintenance of council's building assets, in order to meet Council's strategic environmental outcomes including achieving Net Zero carbon buildings and buildings that are resilient to the impacts of climate change. A bespoke regional training program is being delivered for property staff at the Cities of Charles Sturt, Port Adelaide Enfield and Marion, to embed the knowledge and skills needed to implement this new direction for council buildings.

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

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

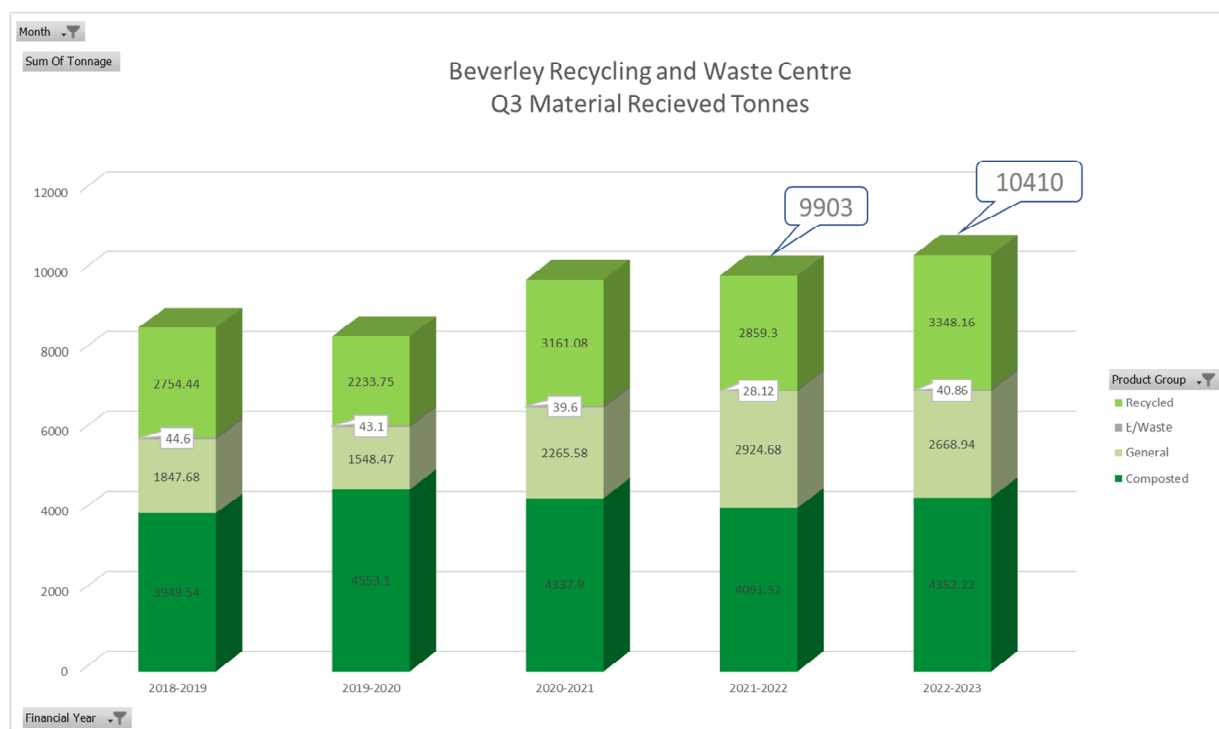


OUR ENVIRONMENT

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

OBJECTIVE	Take back control of the community's recyclables through construction and operation of our MRF jointly with the City of Port Adelaide Enfield.
TARGET:	Our MRF is constructed and operational by June 2022.
STATUS/KPI:	Council continues to collaborate with the City of Port Adelaide Enfield to deliver this project.
COMMENT:	<p>The CAWRA MRF has been fully operational since January 2020. The facility is accepting and processing materials from the following Councils:</p> <ul style="list-style-type: none"> • City of Charles Sturts • City of Port Adelaide Enfield • City of Adelaide • East West Councils • City of West Torrens • City of Unley • Rural City of Murray Bridge • District Council of Mount Barker <p>CARWA received a Green Industries SA grant to purchase additional equipment to improve the MRF's performance and is working on a number of continuous improvement projects.</p>
OBJECTIVE	Reduce waste to landfill across our City through education and improvements to the kerbside 3 bin service.
TARGET:	Diversion of household recyclable and compostable waste from landfill through Council's 3 bin system improves annually.
STATUS/KPI:	In Progress. Continued education resources are being developed and produced to support the community to use the 3 bin service correctly.
COMMENT:	<p>Cleanaway continue to send contamination letters to households who are using their recycling and/or organics bins incorrectly. These letters include images of the identified contaminant and information about what can and can't go in each of the bins.</p> <p>Community talks and presentations are continuing upon request.</p> <p>Detailed communications focused on the Weekly FOGO (food organics, garden organics) trial have been developed and sent to all participating households ready for the commencement of the trial in May 2023.</p>

TARGET:	Increase in the annual tonnes of material received for recycling at the Beverley Recycling and Waste Centre by 2025.
STATUS/KPI:	2022/23 Q3 Material Received 10410 tonnes.
COMMENT:	2022/23 The volume received up to Quarter 3 increased by 507 tonnes, bringing the total from 9903 tonnes in the previous year to 10410 tonnes. This is the highest volume received by the third quarter of the last five years.



TARGET:	Tonnes of waste to landfill (kerbside 3 bin service) is reducing per household.
STATUS/KPI:	In Progress. Continued education resources are being developed and produced to support the community to use the 3 bin service correctly.
COMMENT:	<p>Council in partnership with Cleanaway continue to send contamination letters to households who are using their recycling and/or organics bins incorrectly. These letters include images of the identified contaminant and information about what can and can't go in each of the bins. In addition, key messaging around contamination is continued to be distributed via social media platforms etc.</p> <p>The Weekly FOGO trial is due to commence on 2 May 2023. All participating households have received communications outlining the details of the trial and providing them with key information and resources to support them throughout the 12 month trial.</p> <p>CAWRA has developed an education plan to help support Council with education targeting problem items they are observing at the MRF. The CAWRA education plan is waiting on final board approval.</p>

TARGET:	Increase in percentage of food waste diverted from landfill with a target of 60% by 2025.
STATUS/KPI:	In Progress. The food waste recycling program is continuing.
COMMENT:	<p>Residents have been able to request the delivery of a kitchen caddy and compostable bag via the CCS website or alternatively they can collect directly from any of the libraries or civic centre. Residents are now also able to request for replacement rolls of compostable bags to be delivered, rather than having to collect them in person.</p> <p>Council received a grant of \$70k from Green Industries SA to support a trial of weekly FOGO (food and organics) bin collections. The trial will commence on 2 May 2023 and all participating households have received communications about the trial, including information and resources to support them throughout the trial.</p>

OBJECTIVE	Educate and facilitate sound corporate practices to increase the use of recycled-content materials in Council operations.
TARGET:	We will track and increase our purchase of recycled content materials (by weight) to 50% of the contents of kerbside recycling bins by 2025.
STATUS/KPI:	In Progress. Opportunities are continually being identified to improve standard business practices
COMMENT:	<p>Requirements for recycled content products and materials have been included in our tender documentation and all staff are continuing to look for opportunities to purchase materials with recycled content.</p> <p>Council is undertaking an in-field trial of 100% recycled content mobile garbage bins. The trial commenced on the 25 July with 100 households across three different suburbs receiving a new set of bins made from 100% recycled plastic. Bin condition is being monitored and a mid-term review of bin condition occurred in January.</p> <p>Work has begun on incorporating recycled content criteria into Asset Management Plans.</p>



OUR ENVIRONMENT

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

OBJECTIVE	Develop and implement strategies and partnerships in response to coastal risks and influence government led initiatives.
TARGET:	Partnerships are in place and staff representation at coastal reference groups to ensure the protection of our coast.
STATUS/KPI:	In Progress. Council staff work with external stakeholders to be included as part of the decision-making framework for coastal matters.

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

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

STATUS/KPI: In Progress.

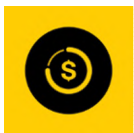
COMMENT: Our resident perception with environmental protection (reducing carbon emissions, increasing tree canopy etc.) was again measured slightly differently in the 2022 community survey. We asked how residents rate the environmental protection services provided by the City of Charles Sturt. We received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

OBJECTIVE **Improve and increase biodiversity along our coast.**

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

STATUS/KPI: In Progress. Council undertakes annual revegetation programs to improve biodiversity across the City.

COMMENT: 10,000 tube stock were planted along the coast between June 2022 and August 2022. Works were coordinated with the Coast Protection Board and Green Adelaide to ensure species diversity and locations were chosen based on the highest erosion risk. Planting will occur again in June 2023.



OUR ECONOMY

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

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

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

STATUS/KPI: In Progress. Various marketing opportunities have been investigated to deliver the best return on investment.

COMMENT: A 'Live in the West' Strategy has been developed to promote the liveability and opportunities of the Western Region. Work has been undertaken to transition the Adelaide Beaches website to a new platform from which to launch this strategy.

OBJECTIVE **Develop strategic and industry alliances to progress economic growth and resource sharing.**

TARGET: 30% of our Charles Sturt businesses are WBL members by 2025.

STATUS/KPI:	In progress. Many businesses across all sectors are currently registered as Western Business Leader members.
COMMENT:	<p>There are currently more than 11,000 businesses in the City of Charles Sturt, 1,463 of these (13.3%) are registered Western Business Leader members, a slight increase on last quarter. Council is continuing to promote the Western Business Leaders and encourage additional membership.</p> <p>A video is being created highlighting the benefits of membership and a more targeted marketing campaign will be undertaken later in 2023.</p>
TARGET:	At least four joint economic development projects or events delivered annually between two or more Councils.
STATUS/KPI:	In progress. Council continues to collaborate with other Councils to identify opportunities for economic development partnerships and events.
COMMENT:	<p>A Jobs Expo was held in collaboration with the City of Port Adelaide Enfield at the St Clair Recreation Centre on 21 March 2023 and attended by over 2,000 job seekers and 80 exhibitors. Planning is underway for the 2024 expo.</p> <p>Other Western Alliance projects include Live in the West regional promotion and the Adelaide Beaches website upgrade. The refreshed and updated Adelaide Beaches website was launched on 27 November 2022 at the Western Regional Visitor Sector Network Event in Thebarton. The Western Regional Tourism Development Action Plan was presented to the 20 March 2023 City Services Committee. Quarterly Western Regional Visitor Sector Network events continue to be held. The most recent event was hosted by the City of Charles Sturt at West Beach Parks on 9 February 2023 and attended by over 80 people. The next event is planned for May.</p> <p>Further collaboration has occurred with the Cities of Salisbury and Port Adelaide Enfield on an Engagement Plan for business advisors and Economic Development Officers to encourage innovative collaboration.</p>
TARGET:	80% satisfaction from Western Region businesses participating in business development events.
STATUS/KPI:	In progress. Council continues to seek feedback from participants at events to allow us to continually improve our programs.
COMMENT:	<p>The Economic Development team have hosted six events this quarter. 100% of respondents to surveys when asked how they would rate the events hosted by the City of Charles Sturt said the events were good, very good or excellent.</p> <p>Stakeholder and attendee feedback is currently being collected for the Western Adelaide Jobs Expo 2023.</p> <p>Further feedback was also sought from businesses as part of the annual Business Survey 2023. The results can be found on our YourSay page here: https://www.yoursaycharlessturt.com.au/business-survey-2023</p>
OBJECTIVE	Engage with business and key markets to encourage and support market development initiatives.
TARGET:	At least one targeted industry specific communication and event for key sectors in Western Adelaide annually.

STATUS/KPI:

In progress.

COMMENT:

Business Growth, the Startup ecosystem, Health and the Visitor sector were targeted for events this quarter. These events were very well attended and are outlined below. Targeted visitor sector communications were sent out in January 2023 to promote the visitor networking event in February.

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

- Business Growth/ Startup Ecosystem - #shoplocal event, Thursday 2 February supported by the Economic Development team promoting local business stories of success
Attendees: 100+
- Business Growth - Women in the West – Re-starting your career, Tuesday 7 February - A workshop designed to support women in exploring options for local work, understand where the current jobs are and what employers are looking for. 10 local businesses/direct employers there on the day with local job opportunities.
Attendees: 60
- Health - An introduction to Work in the Care Sector, Wednesday 8 February
Attendees: 45
Presentations and discussions centred around pathways into the care sector, the carer experience and apprenticeships opportunities. Employers in the care sector and Training Organisations also attended to answer questions from participants on the day.
- Visitor Sector: Tourism Networking Event, West Beach Parks, Thursday 9 February.
Attendees: 85
Hosted as part of the Western Adelaide Tourism Alliance with the Cities of Port Adelaide Enfield, Holdfast Bay and West Torrens. Featured presentations were from Erik De Roos of the South Australian Tourism Commission, Kate Anderson from West Beach Parks and Peter Cox, founder of Gelista. This event raised awareness of the opportunities for tourism in the western region and build networking opportunities.
- Western Business Leaders – Marketing on a Shoestring Budget, 6 March 2023
Attendees: 65
Business growth workshop to assist local business owners to use low budget marketing strategies.
- The Western Adelaide Jobs Expo 2023
Council partnered with the City of Port Adelaide Enfield and Workforce Australia - Local Jobs Program Adelaide North, with gold sponsor Mas National, to run the second annual Western Adelaide Jobs Expo on 21 March 2023 at St Clair Recreation Centre. The expo was an outstanding success, with over 80 local businesses and training providers exhibiting on the day and sharing local job

opportunities.

Almost 2,000 job seekers, students, and delegates attended. Free resume writing assistance, professional headshots, workshops and jobs board sharing over 300 additional jobs were also offered on the day.

This expo connected employers with job seekers to meet labour market gaps and facilitate job placements and apprenticeships.

- Business Growth: Western Business Leaders Women in the West International Women's Day event 29 March promoting women in business and women in STEM.

Attendees: 62

TARGET:

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

STATUS/KPI:

In progress. A range of sector specific workshops held.

COMMENT:

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

- Business Growth - #shoplocal event, Thursday 2 February supported by the Economic Development team promoting local business stories of success
Attendees: 100+
- Women in the West – Re-starting your career, Tuesday 7 February - A workshop designed to support women in exploring options for local work, understand where the current jobs are and what employers are looking for. 10 local businesses/direct employers there on the day with local job opportunities.
Attendees: 60
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- Business Growth: Western Business Leaders Women in the West International Women's Day event 29 March promoting women in business and women in STEM. Attendees: 62
- Positive feedback was received from all these events and when asked businesses felt they were able to implement their learnings.
- Further feedback was also sought from businesses as part of the annual Business Survey 2023. The results can be found on our YourSay page here: <https://www.yoursaycharlessturt.com.au/business-survey-2023>



OUR ECONOMY

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

OBJECTIVE	Support opportunities to 'buy local' in Charles Sturt through our procurement practices.
TARGET:	Annual increase of 2.5% of local spend by Council.
STATUS/KPI:	In progress, \$11,937,475 (or 15.02% of the total spend) was spent using 178 suppliers based in the City of Charles in the last financial year 2021/2022.
COMMENT:	Council is continuing to support the buy local agenda and monitor the baseline established. An event promoting the new Vendor Panel e-marketplace will occur on Wednesday 3 May. This session will also include a presentation from LGA procurement and local businesses who are already successfully tendering with Council. A Learn to Tender Workshop is being planned for the new financial year.

TARGET:	All tenders are promoted through the Charles Sturt LinkedIn site.
STATUS/KPI:	In progress.
COMMENT:	Tenders were promoted on LinkedIn January through to March 2023 they were also promoted through the Western Business Leaders newsletter and Charles Sturt Business Facebook page. Tenders will continue to be promoted through LinkedIn and the success monitored.
TARGET:	Annual increase in Gross Regional Product (CCS) overall, with focus on targeted sectors of advanced manufacturing, defence, health, tourism, and construction.
STATUS/KPI:	In progress. This is an indirect KPI which Council does not control; however, we contribute to the increase.
COMMENT:	Between March 2022 and November 2022 there was a decrease in Gross Regional Product from \$6,076 million to \$5,986 million a decline of 1.4%.

OBJECTIVE	Increase local supply chain development through business support and promotions.
TARGET:	Annual increase in Business to Business (B2B) engagement fostered by CCS.
STATUS/KPI:	In progress. B2B engagement is fostered through events, newsletters, social media and direct engagement with businesses.
COMMENT:	<p>The Business Facebook page continues to grow, and newsletters consistently have an above average open rate.</p> <p>The team consistently go out and meet with local business owners and share their stories. A very popular 'Meet the Business' segment has been created.</p> <p>Targeted engagement is also working well for sector specific communications and events.</p> <p>Seven sector specific workshops were held during this quarter targeting Business growth, Health and Visitor sector, these also helped to foster business to business relationships. These events were very well attended and provided information on further market opportunities for business as well as employment opportunities for residents. These included:</p> <ul style="list-style-type: none"> Car, Beats and Old School Kool #shoplocal event, Thursday 2 February Supported by the Economic Development team promoting local business stories of success Attendees: 100+ Women in the West – Re-starting your career, Tuesday 7 February Attendees: 60 A workshop designed to support women in exploring options for local work, understand where the current jobs are and what employers are looking for. 10 local businesses/direct employers there on the day with local job opportunities. An introduction to Work in the Care Sector, Wednesday 8 February Attendees: 45

Presentations and discussions centred around pathways into the care sector, the carer experience and apprenticeships opportunities. Employers in the care sector and Training Organisations also attended to answer questions from participants on the day.

- **Visitor Sector: Tourism Networking Event, West Beach Parks, Thursday 9 February**
Attendees: 85
Hosted as part of the Western Adelaide Tourism Alliance with the Cities of Port Adelaide Enfield, Holdfast Bay and West Torrens. Featured presentations were from Erik De Roos of the South Australian Tourism Commission, Kate Anderson from West Beach Parks and Peter Cox, founder of Gelista. This event raised awareness of the opportunities for tourism in the western region and build networking opportunities.
- **Western Business Leaders – Marketing on a Shoestring Budget, 6 March 2023**
Attendees: 65
Business growth workshop to assist local business owners to use low budget marketing strategies.
- **Western Adelaide Jobs Expo 2023, 21 March 2023**
Attendees: 2,000+
Council partnered with the City of Port Adelaide Enfield and Workforce Australia - Local Jobs Program Adelaide North, with gold sponsor Mas National, to run the second annual Western Adelaide Jobs Expo on 21 March 2023 at St Clair Recreation Centre. The expo was an outstanding success, with almost 2,000 job seekers, students, and delegates attending. The atmosphere was a hive of activity with free resume writing assistance, professional headshots, workshops, jobs board, 84 exhibitors, and an amazing race to win prizes. This expo connected employers with job seekers to meet labour market gaps and facilitate job placements and apprenticeships.
- **Business Growth: Western Business Leaders - Women in the West - International Women's Day, 29 March 2023**
Attendees: 62
Promoting women in business and STEM.

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

OBJECTIVE

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

TARGET:

Deliver Council's Economic Stimulus and Support package through to 30 June 2022.

STATUS/KPI:

In progress. The program has been successful in supporting our local economy.

COMMENT:

Council will continue to buy local and monitor this baseline established.

Several different grant programs have been approved this financial year:

The following is a summary of programmes supported:

- Business Support Program. 123 businesses applied to be part of the Business Support program in 2021/22, 77 businesses were approved.

To date 103 applications have been received of which 67 have been approved and are currently upskilling. A further 3 businesses are working with their advisors to refine their scope of works. 22 businesses have been placed on a waitlist as funds are fully committed. These businesses are being supported in other ways. The remaining 13 businesses did not meet the grant criteria.

- #shoplocal – Seven applications were approved this quarter and a total of 16 applications have been approved this financial year. Nine of these grants have been for customer experience events and the remaining seven have been for façade improvements. 75% of the funding has been utilised and it is expected that the funding will be fully allocated by the end of the financial year.
- The Creative Cities Program has supported 40 projects in total this financial year including 11 applications approved this quarter for Live and Local, arts fund and Neighbourhood projects funding. These projects have directly supported over 200 artists/musicians and over 100 performances, exhibitions, forums, and public art so far for the financial year including 6 new projects and access initiatives that became a part of the Adelaide Fringe. Creative Cities funding pool is currently at 85% exhausted and is projected to be completely exhausted within weeks.
- Neighbourhood Projects - 2 local community driven projects were approved this quarter.
- A record 59 Adelaide Fringe events held in the City of Charles Sturt were created with support this quarter through an event registration fee support program that provided \$75 reimbursed for any event held in CCS

OBJECTIVE

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

TARGET:

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

STATUS/KPI:

In progress. Increase of 186 business entries in 2021/22 compared to 2020/21.

COMMENT:

In 2020/21 there were 785 business entries, in 2021/2022 there were 971, an increase of 186.

TARGET:

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

STATUS/KPI:

In progress. There has been an increase of 737 businesses.

COMMENT:

Business counts: June 2021: 9,530 June 2022: 10,267

TARGET:

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

STATUS/KPI:

In progress. Formal and informal co-working spaces are promoted on the Council website.

COMMENT:

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

TARGET:	Continue to support entrepreneur scholarships annually.
STATUS/KPI:	In progress, we are committed to engaging with our local community to promote and support scholarships.
COMMENT:	Scholarships for the SAYES and Encore program continue to be supported. Three local participants have been provided with scholarships to participate in the programs.

TARGET:	Support two social enterprises through Council procurement practices by 2025.
STATUS/KPI:	In progress. An indirect approach has currently been adopted to support local enterprises.
COMMENT:	The current procurement policy reflects an indirect approach to social procurement through preferencing goods and suppliers that minimise impacts to the environment. 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

OBJECTIVE	Provide a supporting environment and streamlined approach to assist business with establishment, expansion and business advice.
TARGET:	80% of surveyed Charles Sturt businesses that have received assistance and advice are satisfied with Council support by 2025 with % increase annually.
STATUS/KPI:	In progress – open for consultation.
COMMENT:	<p>100% of businesses that received support as part of the Business Support Program were very happy with the support and advice they received as a result of taking part in the program.</p> <p>95% of businesses that attended workshops or events hosted by Council were happy or very happy with the assistance and support they received.</p> <p>The City of Charles Sturt Business Survey 2023 closed on the 3 February 2023. 74 businesses responded.</p> <p>52 businesses told us they had been in contact with Council in the last two years. 49 told us their experience working with us was good, very good or excellent.</p> <p>83% of business respondents couldn't think of any disadvantages of doing business in the City of Charles Sturt.</p> <p>The results can be found on our YourSay page here: https://www.yoursaycharlessturt.com.au/business-survey-2023.</p>



OUR ECONOMY

BUSINESSES AND INDUSTRY SECTORS CONTINUE TO GROW AND DIVERSIFY

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

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

STATUS/KPI: In progress. Data is updated every 5 years, as part of the Census.

COMMENT: Current job numbers:
Healthcare & Social Assistance: 9,752 jobs
Construction: 5,838 jobs
Manufacturing: 4,085 jobs
Tourism: 2,101 jobs

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

STATUS/KPI: In Progress. We continue to monitor the number of Development Applications by sector.

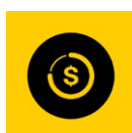
COMMENT: We are unable to provide the breakdown by sector data from the PlanSA System currently from the DAP system. The value of applications lodged and applications approved for the quarter is:
Applications lodged from 1/01/2023 to 31/03/2023 - **\$118,751,611**
Applications approved from 1/01/2023 to 31/03/2023 - **\$10,911,191**

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

STATUS/KPI: In progress and ongoing.

COMMENT: An annual business survey to inform the new Economic Development Strategy 2022-2026 and assess the business outlook by business was completed in early 2022. The 2023 annual business survey closed 3 February 2023 and was completed by 74 businesses. The results can be found on our YourSay page here: <https://www.yoursaycharlessturt.com.au/business-survey-2023>
54 businesses had engaged with Council 79.6% of these were fairly confident or extremely confident about the future.
16 businesses had not had contact with Council, 56.3% of these were fairly confident or extremely confident about the future. 2 businesses were unsure if they had previously had contact with Council
100% of businesses (grant recipients) that received support as part of the Business Support Program were happy with the support and advice, they received because of taking part in the program.

OBJECTIVE	Educate and Support local business to adapt to an increasing changing environment.
TARGET:	The number of businesses participating in digital solutions
STATUS/KPI:	In progress. The business support program funds businesses to adapt and innovate their businesses as part of the Economic Support and Stimulus package.
COMMENT:	<p>The following is a summary of programmes supported:</p> <ul style="list-style-type: none"> • Business Support Program. 123 businesses applied to be part of the Business Support program in 2021/22, 77 businesses were approved. To date 103 applications have been received of which 67 have been approved and are currently upskilling. A further 3 businesses are working with their advisors to refine their scope of works. 22 businesses have been placed on a waitlist as funds are fully committed. These businesses are being supported in other ways. The remaining 13 businesses did not meet the grant criteria. • 3 businesses are also being supported to participate in the Business SA SAYES and ENCORE mentoring programs <p>Sharing the outcomes of the grant program is ongoing through various channels.</p>



OUR ECONOMY

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

OBJECTIVE	Build capability and skills for our community by facilitating connections and support programs and raising awareness of training and development programs (both internal and external).
TARGET:	80% satisfaction with Council events by 2025.
STATUS/KPI:	<p>In progress.</p> <p>We continue to seek feedback to allow us to adapt and change based on feedback received.</p>
COMMENT:	<p>The Economic Development team have hosted six events this quarter, some in collaboration with other partners. 95% of respondents to surveys when asked how they would rate the events hosted by the City of Charles Sturt said the events were good, very good or excellent.</p> <p>An annual business survey to inform the new Economic Development Strategy 2022-2026 and assess the business outlook by business was completed in early 2022. The 2023 annual business survey closed 3 February 2023 and was completed by 74 businesses. The results can be found on our YourSay page here: https://www.yoursaycharlessturt.com.au/business-survey-2023</p> <p>100% of businesses (grant recipients) that received support as part of the Business Support Program were very happy with the support and advice, they received as a result of taking part in the program.</p>

TARGET:	80% of attendees at have found further opportunities through placements and other skills developments after attending a CCS program.
STATUS/KPI:	Ongoing.
COMMENT:	<p>Commitment has been made through the endorsed Economic Development Strategy to supporting jobs and employment.</p> <p>Council partnered with Workforce Australia – Local Jobs Program Adelaide North on two events, focused on supporting our growth sectors and members of our community who face additional challenges in finding employment. The first event was ‘Women in the West - Restarting your Career’ on 7 February 2023, targeted at women considering returning to work and the second event on 8 February 2023, ‘Introduction to work in the care sector’, was to support our health sector and its workforce challenges.</p> <p>Council partnered with the City of Port Adelaide Enfield and Workforce Australia - Local Jobs Program Adelaide North, with gold sponsor Mas National, to run the second annual Western Adelaide Jobs Expo on 21 March 2023 at St Clair Recreation Centre. The expo was an outstanding success, with almost 2,000 job seekers, students, and delegates attending. The atmosphere was a hive of activity with free resume writing assistance, professional headshots, workshops, jobs board, 84 exhibitors, and an amazing race to win prizes. This expo connected employers with job seekers to meet labour market gaps and facilitate job placements and apprenticeships.</p> <p>Council is currently seeking feedback from attendees and exhibitors about the 2023 expo and exploring options for future expos. A video from the day can be seen here: https://www.youtube.com/watch?v=DB8C4fXjxhw</p>

TARGET:	Councils supports at least one project per annum that upskills Charles Sturt residents.
STATUS/KPI:	In progress. Our programs reach many community members and offer diverse opportunities.
COMMENT:	<p>During January to March the following Digital Literacy Programs were offered through our libraries:</p> <p><u>Libraries - Digital Literacy Programs for our Community</u></p> <p>191 x digital literacy sessions delivered 410 x participants 71 x unique program types offered</p>

OBJECTIVE	Attract and support events and experiences that link to local jobs.
TARGET:	The number of events that council hosts or supports that provide a direct link to local employment and skills supply.
STATUS/KPI:	In progress. Our programs reach many community members and offer diverse opportunities.

COMMENT:	<p>Commitment has been made through the endorsed Economic Development Strategy to supporting jobs and employment.</p> <p>Council partnered with Workforce Australia – Local Jobs Program Adelaide North on two events, focused on supporting our growth sectors and members of our community who face additional challenges in finding employment. The first event was ‘Women in the West - Restarting your Career’ on 7 February 2023, targeted at women considering returning to work and the second event on 8 February 2023, ‘Introduction to work in the care sector’, was to support our health sector and its workforce challenges.</p> <p>Council partnered with the City of Port Adelaide Enfield and Workforce Australia - Local Jobs Program Adelaide North, with gold sponsor Mas National, to run the second annual Western Adelaide Jobs Expo on 21 March 2023 at St Clair Recreation Centre. The expo was an outstanding success, with almost 2,000 job seekers, students, and delegates attending. The atmosphere was a hive of activity with free resume writing assistance, professional headshots, workshops, jobs board, 84 exhibitors, and an amazing race to win prizes. This expo connected employers with job seekers to meet labour market gaps and facilitate job placements and apprenticeships.</p> <p>Council is currently seeking feedback from attendees and exhibitors about the 2023 expo and exploring options for future expos.</p> <p>A video from the day can be seen here: https://www.youtube.com/watch?v=DB8C4fXjxhw</p>
TARGET:	Major events are located in our City that draws visitors to the region and delivers Council branding to the wider community.
STATUS/KPI:	Ongoing. The following events occurred this quarter that are being sponsored by Council:
COMMENT:	<ul style="list-style-type: none"> • Cyprus Festival • Make it Mine Market • Zdravei Bulgarian Festival 2023 • Women on the Run Fun Run • Melanoma March
TARGET:	Growth in annual employment numbers (indirect).
STATUS/KPI:	In progress. Between 2016 and 2021 jobs grew by 5,381.
COMMENT:	2021: 47,543 jobs 2016: 42,162 jobs.

TARGET:	Percentage of our community that have qualifications continues to grow (indirect).
STATUS/KPI:	Ongoing. Between 2016 and 2021, percentage of qualifications grew by 24.7 percent.
COMMENT:	2021: 64.7% 2016: 40%.



OUR LEADERSHIP

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

OBJECTIVE	Implement and embed our organisational values by taking a values-based approach to our decision making.
TARGET:	Organisational values are developed and communicated to all employees by February 2021.
STATUS/KPI:	Completed.
COMMENT:	Our TeamGage Pulse Survey measured the following statement “Engagement – I know about our new organisational values and brand”. As of 30 June 2022, this metric had a score of 85. These metrics have been recently refreshed to enable new, energised, and actionable insights. This new set of questions went out to all employees on 31 August 2022. We now measure “Collaboration – My ideas and expertise are valued when offering solutions to problems” as of 30 December this metric has a score of 83.

TARGET:	Values-based decision making is applied and visible across the organisation at all levels by June 2021. (Measured by our pulse survey)
STATUS/KPI:	In Progress. Our Pulse survey is a short and simple method of understanding employee satisfaction at a given point in time. The survey is undertaken monthly.
COMMENT:	<p>As at 31 March Our TeamGage Pulse Survey measures the following statements:</p> <p>Engagement I would recommend Charles Sturt as a great place to work.</p> <p>Leader Support Leaders at Charles Sturt provide direction to help me understand my purpose.</p> <p>Communication Leaders at Charles Sturt keep us informed about what is happening.</p> <p>Quality We strive to deliver work we can be proud of.</p> <p>Safety & Wellbeing I believe the organisation is committed to protecting my physical and psychological safety.</p> <p>Integrity I feel like the culture/work environment is one of honesty, transparency and integrity.</p>

As of 31 March 2023 these metrics had a score of 83.

TARGET:	Our values are understood, lived and embedded in our People Experience by June 2021.
STATUS/KPI:	In progress. Values have been launched and employee awareness has been measured using our TeamGage Pulse Survey.
COMMENT:	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 will provide us with a report that details the health and strength of our culture based on how we align to our values. We will then be able 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 also continue to celebrate our values through ad hoc recognition of values-based achievements through our various social media and internal communication channels.

OBJECTIVE	Analyse, identify and develop or change ways of delivering services to improve efficiencies, reduce red tape and ensure value for money.
TARGET:	At least 2 service reviews undertaken each year with recommendations implemented.
STATUS/KPI:	Irrigation Review - completed in late 2022. Key recommendation: increase preventative maintenance on irrigation assets as breakdowns were impacting service delivery and costs. Turf Management Review - completed in late 2022. Key recommendation: replace the existing John Deere 1570 single deck mowers with wide area triple deck mowers (Large Area Mowers) to improve efficiency (mow larger areas of turf with approximately half the labour).
COMMENT:	<ul style="list-style-type: none">• Irrigation Review: CCS maintenance of irrigation is completely reactive and unstructured following a reduction of maintenance resources several a few years ago. This reduction was too severe and has resulted in a net cost increase and a reduction in service delivery. Action taken: increased irrigation maintenance technicians by 1 staff member, implemented scheduled preventative maintenance programs, and allowed horticultural staff access to irrigation equipment to do regular checks when maintaining reserve flora (and added this to the preventative maintenance schedules for horticulture teams).• Turf Management Review: This will then create opportunity to use spare labour to improve turf management techniques predominantly by implementing turf aeration, which will in turn reduce water use and consumption on our reserves while increasing turf quality. Action taken: Report presented to Council with findings, additional capital for Large Area Mowers endorsed based on the business case presented in the report, Large Area Mowers have been ordered (due in early-mid 2024), other turf management actions to follow in 2024 once large area mowers are in operation.

TARGET:	To complete at least 4 internal audits per year
STATUS/KPI:	The 22/23 have commenced in accordance with the Internal Audit Plan.
COMMENT:	The Staff Attraction and Recruitment and Community Consultation Audits were presented to the Audit Committee in February 2023. Cyber Security and Customer Experience Audits are in progress and on track to be completed by the end of financial year.

OBJECTIVE	Leverage strategic opportunities to work with other councils and external organisations to continue to innovate and achieve benefits for our community.
TARGET:	50% of procurements are undertaken with other Councils or local government bodies by 2025 with an average of 10 tenders annually.
STATUS/KPI:	In Progress. Collaborative tenders have been undertaken this Financial Year, with our collaboration partnering councils.
COMMENT:	There have been eight collaborative tenders undertaken with our collaborative partners so far this Financial Year. A further six are planned to be undertaken collaboratively throughout the remainder of the Financial Year.

TARGET:	At least 10 tenders a year negotiate value-add (cost savings, additional scope).
STATUS/KPI:	There have been no tenders with negotiated value add achieved this quarter.
COMMENT:	Tenders finalised this financial year have not achieved value adds, however the market is beginning to be more competitive, which will lend itself to achieving this target throughout the remainder of the financial year.

TARGET:	Increase our strategic networks by having 30% of leadership staff representation on industry networking organisations or boards by 2025.
STATUS/KPI:	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/KPI:	In Progress.
COMMENT:	<p>Collaboration initiatives for 2022/23 to date are listed below:</p> <ul style="list-style-type: none"> • Collaborative Procurement: Undertaken jointly with the Cities of Port Adelaide Enfield and City of Marion. • Cross Council Irrigation Installation Team: Undertaken jointly with Cities of Port Adelaide Enfield and City of Marion.

	<ul style="list-style-type: none"> • Cross Council Turf and Irrigation Management Service Review: Review Completed and undertaken jointly with the Cities of Port Adelaide Enfield and City of Marion. Business case being finalised and will result in procuring replacement mowers and improved turf mgt practices. • Joint ERP Project: underway and undertaken with the City of Port Adelaide Enfield. • Joint CRM Project: underway and undertaken with the City of Port Adelaide Enfield. • Joint Data Integration Platform Project: Underway jointly with the City of Port Adelaide. • Joint SaaS ERP 'Digital Future' Program: Underway jointly with the City of Port Adelaide.
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OBJECTIVE	Modernise our IT applications to ensure optimised service delivery.
TARGET:	50% cloud-base software applications by 2025 with an average of two migrations or implementations each financial year.
STATUS/KPI:	<p>In Progress. Implementation of a cloud-based Customer Relationship Management (CRM) solution and data integration platform is underway.</p> <p>In Progress - My GeoTab is SaaS (cloud based) fleet management system at implementation phase</p> <p>Completed - SCARDA (Supervisory Control and Data Acquisition) used for Waterproofing the West Project has been migrated from on-premise infrastructure to fully hosted cloud service (SaaS)</p>
COMMENT:	Projects will continue to be implemented and additional updates provided as we enter phases relating to Digital Futures Program.

OBJECTIVE	Ensure the services we are providing are meeting our community's expectations.
TARGET:	Over 75% of our Residents are satisfied with Council's overall performance annually. (community survey).
STATUS/KPI:	In Progress. The City-wide Community Survey was conducted in September 2022, and will be conducted again in 2023/24, with respondents asked to rate how satisfied they are with Council's overall performance. The mean score from a scale of 0 (being dissatisfied) to 10 (extremely satisfied) was 7.3 with a Net Promoter Score (NPS) of +3.14. This is around 78% satisfaction.
COMMENT:	This is the second year we have asked a consistent question to our community and can compare results. The figure has dropped by around 8% from last year however is still above our target of 75%. While there are many factors at play, there are some consistent themes around waste collection, verges and footpath concerns from our community. We have opportunity to improve this result, with a particular focus on moving that NPS number to a range of 30+, which is a positive score for local government organisations.

TARGET:	Over 80% of our residents are satisfied with the services and/or programs that we provide
STATUS/KPI:	In Progress. The City-wide Community Survey was conducted in August 2022, and will be conducted again in 2023/24, with respondents asked to rate how satisfied they are with Council's services and/or programs. The mean score from a scale of 0 (being dissatisfied) to 10 (extremely satisfied) was 7.0 with a Net Promoter Score (NPS) of -2.7. This is around 59% satisfaction.
COMMENT:	The responses show a significantly reduced level of satisfaction with our services and/or programs compared to 2021. There is opportunity to continue to improve this result and learn from our community feedback.

TARGET:	Over 75% of our residents recognise our refreshed brand and link it to services we provide by 2025.
STATUS/KPI:	In Progress. The City-wide Community Survey was conducted in August 2022. 9% of respondents recognised 'City of Charles Sturt Means the World'.
COMMENT:	<p>The latest City-wide Community Survey was conducted approximately 18 months after the brand rollout commenced. Given our refreshed brand is still new amongst our community, we are pleased to see an increase in recognition of our brand.</p> <p>We expect this figure to continually increase over the coming years and will measure this annually as we work towards our target. With a continual brand rollout underway, we expect to see a sharper increase of recognition in our 2023/24 survey.</p>



OUR LEADERSHIP

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

OBJECTIVE	Develop and embed the Customer Experience Strategy.
TARGET:	The Customer Experience Strategy is developed and communicated by 30 June 2021.
STATUS/KPI:	Complete. Strategy finalised with ongoing and sustained implementation.
COMMENT:	<p>The 2020-2025 Customer Experience Strategy was finalised and endorsed by Council's Executive Team in 2020 and initiatives related to the strategy are embedded in Portfolio Plans. The Voice of the Customer (VOC) Program continues to capture customer feedback which helps to inform initiatives to enhance customer experience. The compliments and complaints system has been reviewed and is regularly monitored, with training delivered to key staff. Work is continuing on the new customer relationship management system (CRM Project) with a range of collaborative workshops with staff from across the Cities of Charles Sturt and Port Adelaide Enfield to design future state processes.</p>

TARGET:	Customer Experience strategy initiatives are embedded in core IT applications and business processes by December 2025.
STATUS/KPI:	In Progress. CRM Project has commenced to establish a single view of the customer.
COMMENT:	The CRM Project Team have delivered demonstrations in December to over 150 staff and work continues on the development of a test environment, with UAT expected to commence in the first quarter of 2023.

TARGET:	80% of Customer Requests are resolved within their allocated time frames.
STATUS/KPI:	In Progress. 8,357 Customer Requests were received in the January, February, March 2023 quarter, which represents a variation of 7% more than the same quarter in 2021.
COMMENT:	78% of requests received in Quarter 3 were completed within their allocated timeframe.

OBJECTIVE	Our workplaces and the way we work ensures our commitment to customer experience excellence.
TARGET:	Our Net Promoter Score is >8 by 2025.
STATUS/KPI:	In Progress. The Customer Experience Strategy is embedded, and 684 Voice of Customer Surveys were completed in Quarter 2, targeting specific customer groups to help identify process improvement opportunities. The average NPS Score for our Voice of Customer Surveys in Quarter 2 was 25 and the customer satisfaction score was 66%. The results in Quarter 2 were less favourable compared to Quarter 1 which has resulted in initiatives aimed at improving customer experience.
COMMENT:	The City-wide Community Survey was conducted in August 2022. The 2022 Survey provided a range of results for Customer Experience. A NPS Score of 6.0 was recorded, with 71% of surveyed customers said they were willing to speak positively about their interactions with CCS. A NPS score above 0 is acceptable and a NPS score of 20 or higher is favourable.



OUR LEADERSHIP

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

OBJECTIVE	Develop and embed flexible ways of working for our workforce.
TARGET:	Flexible ways of working are embedded by June 2021.
STATUS/KPI:	Completed. Working flexibly has been introduced to teams across the organisation.
COMMENT:	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 31 March 2023, this metric had a score of 85.

A new Working Flexibly video has been produced as well as an updated Working Flexibly Checklist for employees.

TARGET:

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

STATUS/KPI:

In Progress. The response rate was 49% as of 31 March 2023.

COMMENT:

To encourage greater engagement the pulse survey metrics have recently been refreshed to enable new, energised, actionable insights. This lifted the response rate by 7% in the first month, however, then saw a 13% decline in the subsequent survey. Culture and engagement will be 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.

TARGET:

Recommendations are considered and where relevant actioned within six months.

STATUS/KPI:

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

COMMENT:

An additional question has also been added to understand the employee experience related to this survey which is "The feedback I provided (score rating and/or comments) was acknowledged and discussed a result of the last pulse check survey" This is currently sitting at 79 and we are anticipating an increase because of this new focus in the next quarterly report.

TARGET:

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

STATUS/KPI:

In progress.

COMMENT:

OCI survey was scheduled for February 2022 but was delayed due to COVID-19 and staffing impacts. The culture survey model has now been reviewed and the CCS has introduced a new Values Based Culture Survey. Both culture and engagement are critical to business performance, hiring, retention, and innovation across our workforce. This survey will provide us with a report that details the health and strength of our culture based on how we align to our values. We will then be able 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. This culture program has been launched and the survey was conducted in February 2023. Debrief sessions will be rolled out in quarter 4 with all teams across the organisation.

Engagement which is a predictor of culture is currently being measured monthly through pulse surveys and as of March 2023 is sitting at 83%.

OBJECTIVE	Continue to maintain and enhance our safety systems to provide our employees with safe and healthy work experience.
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TARGET:	The Annual KPI WHS Action Plan is developed by October each year and a 100% compliance is achieved.
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STATUS/KPI:	The Annual KPI WHS Action Plan has been developed and endorsed by the Corporate Safety Committee.
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COMMENT:	As at the end of this quarter the plan was tracking at 100% of scheduled actions.
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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.
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STATUS/KPI:	In Progress. The Pulse Survey has been developed and is ongoing.
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COMMENT:	The survey results tell us the following - "Safety & Wellbeing – I believe the organisation is committed to protecting my physical and psychological safety". As of 31 March 2023 this metric had a score of 82. Which is a decrease of 2 point from the December quarter.
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TARGET:	Reduction in Lost Time Frequency Rate.
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STATUS/KPI:	In progress. Regular reports are provided to all Safety Working Parties and the leadership team.
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COMMENT:	The Lost Time Frequency Rate (LTFR) for the same time the previous year was 13.4 and is currently sitting at 7.6.
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OBJECTIVE	Ensure our people have the right skills, knowledge and capabilities to deliver quality outcomes for our community now and into the future.
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TARGET:	An annual development and capability plan is developed and implemented each year to enable our workforce to perform work safely and effectively.
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STATUS/KPI:	In Progress. Capability-based plan to provide a method of identifying the levels of capability required to achieve our workforce strategies has been drafted.
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COMMENT:	The plan will continue to progress, and updates provided in future EOQ reports.
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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.
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STATUS/KPI:	In Progress. Work has commenced on the creation of an Employee Experience Strategy to align with CCS Customer Experience Strategy which will enable the realisation of a Workforce Development Plan.
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COMMENT:	The desired employee experience must first be determined to inform the detailed workforce development plan/strategy, an employee experience survey is scheduled for Quarter 4.
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OBJECTIVE

Our people have role clarity, receive regular feedback and have the capability to undertake their roles safely and effectively.

TARGET:

Each portfolio has a portfolio plan which enables line of sight to Our Community Plan and our Vision within 12 months of the adoption of Our Community Plan.

STATUS/KPI:

Completed. Portfolio plans developed.

COMMENT:

Business Units have developed portfolio plans that have outcomes that align with our Community Plan.

TARGET:

Employee development plans are reviewed and updated at least annually.

STATUS/KPI:

In progress - review to be undertaken in 2022.

COMMENT:

The redesign of employee development plans are necessary to align with the new organisational values and workforce capability based planning. A review 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 will be completed by end of Q4.

TARGET:

Feedback on our People Experience is sought at least quarterly from our workforce and improvement actions identified and implemented via our pulse survey.

STATUS/KPI:

In Progress. Our Pulse Survey is undertaken monthly.

COMMENT:

The combined TeamGage pulse survey results as of 31 March 2023 was 83, 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

Review and continually update the Long-Term Financial Plan to ensure ongoing financial sustainability to meet future community expectations and legislative requirements.

TARGET:

Our Long-Term Financial Plan positions Council for anticipated community expectations.

STATUS/KPI:

In Progress

COMMENT:

Our LTFP has now been developed and assumptions reviewed for 2023/24. This was presented to the Audit committee at its meeting 21 Feb 2023 and to the Corporate Services committee at its meeting 6 March 2023 for adoption by Council 14 March 2023. Year 1 of the adopted LTFP provides the high-level parameters which will guide the development of the annual budget 2023/24. The capital and annual operating projects for consultation was the subject of a council workshop with the Corporate Services committee making recommendations at its meeting 3 April 2023. Once endorsed by Council at its meeting 11 April 2023 the Draft Annual Business Plan 2023/24 will go out to consultation with the wider community with feedback being used to finalise the budget and rates increase required.

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/KPI:

In progress

COMMENT:

Current ratios for 2022/23 as at Quarter 2 are within key benchmarks for sustainability and on-track.

Operating surplus ratio 3.0%

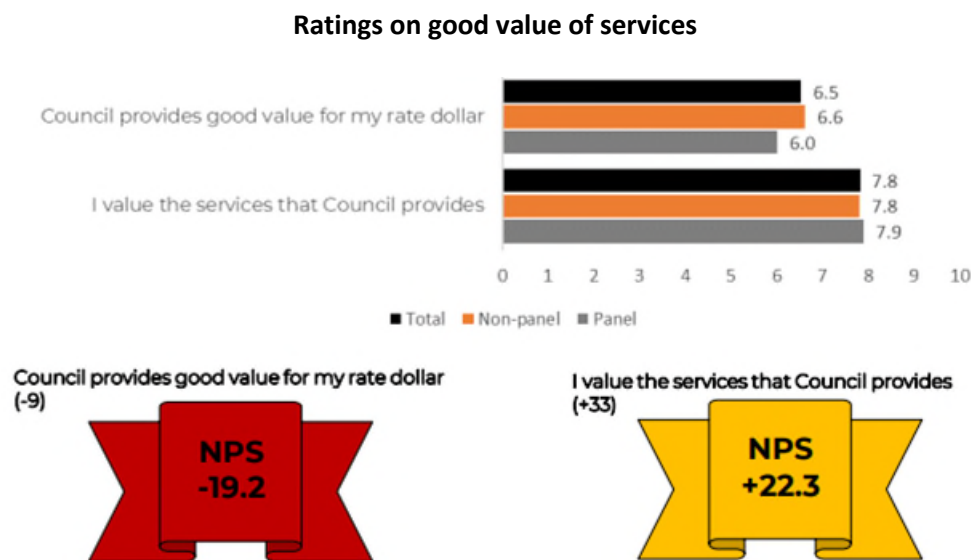
Net Financial Liabilities ratio 47.4%

Asset renewal funding ratio 105.1%

Ratios have been impacted by the accounting treatment of grants received in advance and for works or budget expectations expected in 2022/23.

	Original Budget	September budget review	December budget review	March budget review	June actual
Operating surplus ratio	0.9%	2.8%	3.0%		
Net Financial Liabilities ratio	50.1%	47.8%	47.4%		
Asset renewal funding ratio	98.8%	104.9%	105.1%		

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



OBJECTIVE	Develop a central register and strategically pursue grant and co-funding opportunities.
TARGET:	A central register for grant and co-funding opportunities has been developed by 2022.
STATUS/KPI:	In progress
COMMENT:	Policy has been reviewed and endorsed by Council. Staff are developing a central register which is currently in the test environment for rollout later in year after getting feedback from users.
TARGET:	Annual increase in number of applications for grants and co-funding.
STATUS/KPI:	The mechanism for capturing data via a central register has been developed for testing and review with key stakeholders.



OUR LEADERSHIP

OPEN AND ACCOUNTABLE GOVERNANCE

OBJECTIVE Actively and effectively communicate Council decisions.

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

STATUS/KPI: In Progress. 0% of Council and Committee items considered in confidence this quarter.

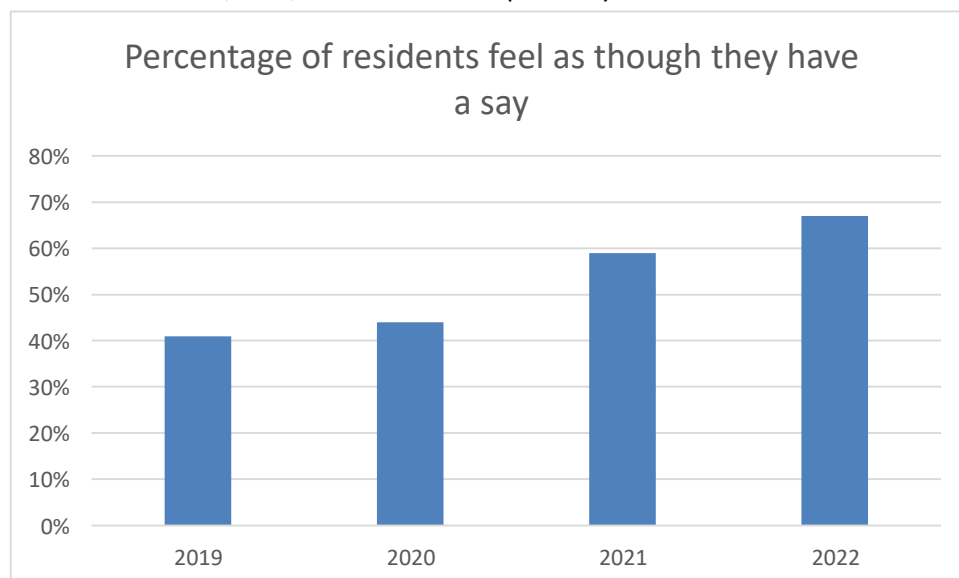
COMMENT: 93 Items were considered by Council and Committees in the quarter with none considered in confidence.

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

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

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

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



TARGET:	A 20% net increase in the number of community members signed up to <i>Your Say Charles Sturt</i> each year. (Source Your Say Charles Sturt metrics).
STATUS/KPI:	The target of a 20% net increase was exceeded this quarter.
COMMENT:	The number of community members signed up to Your Say Charles Sturt on 30 June 2022 was 5,119. A 20% net increase on 5,119 members equals a net increase of 1,023 new members by 30 June 2023 to achieve a total membership of 6,142 members. During the January to March 2023 quarter an additional 588 members signed up bringing the total number of signed up members to 5,975 which is above target.

	Year Total 2021-2022	Q1 2022-2023	Q2 2022-2023	Q3 2022-2023	Q4 2022-2023	Year Total 2022-2023
Number of community members signed up to Your Say Charles Sturt	5,119	5,270	5,388	5,975		21,752

TARGET:	A 10% net increase in the number of unique online visitors to <i>Your Say Charles Sturt</i> each year. (Source Your Say Charles Sturt metrics).
STATUS/KPI:	The target of a 10% net increase was exceeded this quarter.
COMMENT:	The number of unique online visitors to Your Say Charles Sturt for the year 2021/2022 was 28,214. A 10% net increase equals a net increase of 2,821 visitors by 30 June 2023 to achieve a total of 31,035 unique online visitors. The January to March 2023 quarter achieved 9,106 unique online visitors which is above target.

	Year Total 2021 - 2022	Q1 2022- 2023	Q2 2022- 2023	Q3 2022- 2023	Q4 2022- 2023	Year Total 2022 - 2023
Number of unique online visitors to Your Say Charles Sturt	28,214	6,950	5,515	9,106		49,785

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

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

OBJECTIVE	Our Community are updated on the progress and delivery of Council's projects for their community.
TARGET:	Provide quarterly reports to Council and Community on overall project progress and major projects.
STATUS/KPI:	In Progress. Quarterly Projects KPI Dashboard allows us to extract this information.
COMMENT:	<p>This information is provided via the quarterly Project Reporting Dashboard, with reports presented quarterly at the Corporate Services Committee.</p> <p>Key projects have been identified for regular reporting to the relevant Committee and Council, including:</p> <ul style="list-style-type: none"> • Hindmarsh Streetscape Project (quarterly reporting to Asset Management Services Committee) • Military and Main Street project (quarterly reporting to Asset Management Services Committee) • Woodville Road Streetscape Project (quarterly reporting to Asset Management Services Committee). • Ngutungka Henley Beach - (quarterly reporting to Asset Management Services Committee).
TARGET:	85% project completion for Capital and Annual Operating projects annually. Note: (excluding issues outside on Council's control)
STATUS/KPI:	In Progress.
COMMENT:	FY22/23 EOQ 3 Project delivery currently at 18.9% of Projects are Completed with Financial YTD Actuals and Commitments sitting at 65.7%.

OBJECTIVE	Implement systems and frameworks to continuously improve management and performance.
TARGET:	A Cross-Council Data and Analytics program is implemented and embedded by June 2024.
STATUS/KPI:	Not Started.
COMMENT:	This project has now been put on hold until a review is undertaken and a possible restructure of how we deliver this service.

TARGET:	Once established, the Cross-Council Data and Analytics program identifies at least six opportunities for service improvements annually.
STATUS/KPI:	Not Started.
COMMENT:	This project has now been put on hold until a review is undertaken and a possible restructure of how we deliver this service.

TARGET:	Development of Project Management Framework completed by December 2021.
STATUS/KPI:	In Progress
COMMENT:	<p>The Project Management Framework is in draft form getting ready for wider review. The main body of work summarising project treatment at the City of Charles Sturt is nearing completion with decisions to be made about templates to be used, project classifications and requirements.</p> <p>We have been meeting with Ben Keen (General Manager City Services) at the City of Marion as they are also implementing a Project Management Framework, they are ahead of us in the process, and we are taking learnings from their work.</p> <p>We are aiming to have the Project Management Framework completed by 30 June 2023 to enable use for projects next financial year.</p>

TARGET:	Complete a review of the end-of-month reporting process and implement recommendations by December 2021.
STATUS/KPI:	Complete.
COMMENT:	Improved End of Month Reporting has now been rolled out to the organisation. Financial reporting information is now available to be viewed through an interactive dashboard which highlights issues easier than before. Other dashboards have also been rolled out on employee excessive leave and monitoring of base establishment report. The EOM reporting process is iterative and will continue to be reviewed to ensure adds value.

OBJECTIVE	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/KPI:	An updated Risk Management Procedure was endorsed by Council's Audit Committee in February 2023. This provides new guidance on risk appetite, tolerance and risk escalation. Risk training on the new procedure is currently being provided in preparation for risk register reviews across the organisation.
COMMENT:	Regular reporting will be provided to the Executive Management Team and the Audit Committee on Council's risk profile and emerging risks.

OBJECTIVE	Local Government Act 1999 Reform is implemented efficiently and effectively.
TARGET:	All Local Government reforms are implemented within the legislative timeframes.
STATUS/KPI:	In Progress.
COMMENT:	The requirements of the Council Member Mandatory Training have commenced, and it is anticipated that all members would have completed their training in accordance with the legislation.