



CITY OF CHARLES STURT END OF QUARTER REPORT Q4 2021/22



CITY OF CHARLES STURT – FOURTH QUARTER REPORT – APRIL, MAY AND JUNE 2022

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
 - 283ha 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 June Quarter 2022.

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.

<div>  OUR COMMUNITY A STRONG AND CONNECTED COMMUNITY </div>		
KEY PRIORITY	OUTCOME	ACHIEVEMENTS TO DATE
Creating West Lakes Library and Community Centre	The newly constructed library and community centre (known as Ngutungka West Lakes) has provided a new model for council which combines both our library and community centre and provides our community with a highly functional and adaptable space, which is more accessible and offers a diverse range of community services.	West Lakes Ngutungka is now open to the community offering both library and Community Facility Services
Creating Henley Library and Community Centre	The proposed facility will diversify the way Council offers library and community centre activities and resources. The building design will be of a high standard and consider both heritage and environmentally sustainable design features to deliver a highly functional and well utilised facility and resource for our community.	Early concept planning and community consultation has been completed and endorsed by Council in May 2022. The next stage includes planning consent and detailed design, with onsite construction due to begin in late 2023.
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 providing an inclusive and exemplary customer experience.	<p>The DAIP has been endorsed by Council and published in 2021. A report to State Government has been completed in October.</p> <p>Two Beach walkers have been purchased and are available for community hire at Henley Beach.</p> <p>Disability Awareness Training has been delivered through LGA to staff across business units</p> <p>Three Changing Places Toilets now in operation across City of Charles Sturt with the opening of Ngutungka West Lakes with a fourth planned for Ngutungka Henley.</p>



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>Albert Park Neighbourhood Plan endorsed by Council in September 2021. State Government funding to acquire land on Spad street, Hendon secured. Budget bid for Tapley's Hill Road neighbourhood centre concept plan and upgrade approved and final plan endorsed by City Services Committee July 2022 meeting.</p>
<p>Major streetscapes revitalised including:</p> <ul style="list-style-type: none"> • Woodville Road • Military and Main Street • Chief Street 	<p>The delivery of major streetscape projects will ensure that these key streets are renewed and upgraded in a manner that will enhance the liveability of current and future generations and provide a platform for existing businesses to thrive and opportunities for further economic development.</p>	<p>Woodville Road Detailed design for streetscape works largely complete. Tender released to the market in December 2021 and post tender processes are in progress. Early works (undergrounding of power and water main relocation) are complete. Civil works expected to commence in May 2022.</p> <p>Military Road and Main Street Contractor appointed and road works are progressing well. Construction of the plaza commenced in June. Stakeholder engagement continuing to ensure disruption to residents and businesses is minimised through the construction phase.</p> <p>Chief Street Consultation on concept options complete and preferred concept design was endorsed by the Asset Management Committee/Council in March 2022. Detailed design currently scheduled to commence in 22/23. Discussions with PLEC about the potential to</p>

		underground powerlines as part of the project are progressing.
Enhancing liveability by completing existing DPAs and/or Code Amendments	<p>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> <ul style="list-style-type: none"> • Kilkenny Mixed Use DPA (Privately Funded) • Albert Park Mixed Use Code Amendment (Part-Privately Funded) • Kidman Park Residential and Mixed Use Code Amendment (former Metcash site) (Privately Funded) • West Lakes Residential and Mixed Use Code Amendment (Privately Funded) • Beverley Strategic Employment Zone Code Amendment 	<p>Kilkenny DPA DPA endorsed by Council and awaiting a decision from the Minister for Planning.</p> <p>Albert Park Code Amendment Statutory consultation on the draft Code Amendment completed 23 May 2022. Public Meeting held on 20 June 2022. Review of written and verbal submissions underway.</p> <p>Kidman Park Code Amendment Statutory consultation on the draft Code Amendment completed 14 June 2022. Public Meeting held on 20 June 2022. Review of written and verbal submissions underway.</p> <p>West Lakes Code Amendment Agreement received from the Minister for Planning to commence the Code Amendment process including investigations in February 2022. Investigations to inform a draft Code Amendment underway.</p> <p>Beverley Strategic Employment Zone Code Amendment Agreement from the Minister for Planning to commence the Code Amendment process including investigations received on 9 May 2022. Investigations to inform a draft Code Amendment underway.</p>
Deliver enhanced walking and cycling opportunities including the Grange Lakes Corridor, West Lakes Lake Edge Masterplan and Grange Greenway	Delivering and enhancing our strategic walking and cycling corridors will promote active and sustainable travel modes which result in healthier and more connected communities.	<p>Grange Greenway Consultation is complete on alignment options for the section of the Grange Greenway, west of Tapleys Hill Road.</p> <p>Consultation completed in late 2021 on improvements to the Terminus Street (north) section of the Grange Greenway and detailed design is nearing completion.</p> <p>Ongoing discussions are continuing with DIT on partnership</p>

		<p>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 Detailed design completed for the Stage 4b section of path between Napier Street and Jetty Street in Grange (adjacent Charles Sturt House). The procurement process for Stage 4b works was completed in late 2021 but limited submissions were received at very high cost. The project will be re-tendered to the market in 2022/23 or when market conditions 'normalise'.</p> <p>West Lakes Lake Edge Masterplan Consultation to commence mid 2022 on the next stage of path upgrades between West Lakes Boulevard and Tiranna Reserve. Path upgrades along The Annie Watt Circuit in progress.</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 street lights replaced on local road with new LED lights.</p> <p>Main Roads Conversion LED conversion yet to commence. Works planned to commence in 23/24 onwards.</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.</p> <p>Pedlar Reserve, Fawk Reserve and Grange Recreation Reserve clubrooms and changerooms are in various stages of concept design. Designs due for completion in June 2022.</p>

<p>Supporting the completion of major developments, including:</p> <ul style="list-style-type: none"> • WEST Development. • Bowden Development and former Brompton Gas Works. • Renewal SA Land adjacent Woodville Station. • Former Metcash land adjacent Findon Road River Torrens linear Park. • Upgrade to former Titanium Basketball Stadium, now Adelaide Arena. • Possible sale of 67-85 Woodville Road. • Henley Hub including consideration of future library and community centre, Henley depot and underutilised assets that can support the redevelopment. 	<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. Asset Services staff now meeting with MAB (selected developer of gas works site) on assets to be developed and vested in council. <p>Further to this</p> <ul style="list-style-type: none"> • A government announcement on a review of the tender process for the gas works site should be completed and announced by end of July 2022 • Council has endorsed an agreement to support Beverley Leisures upgrade and expansion of the former Titanium Stadium, now the 36ers Arena. • 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 Council consideration in August 2022. • Consultation and concept development for the Henley Hub is complete with Council endorsing a strategy including the sale of 378 Seaview Road to help fund the \$9.5 mil project. Detailed design work has commenced.
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OUR ENVIRONMENT

AN ENVIRONMENTALLY RESPONSIBLE AND SUSTAINABLE CITY

Key Priority	Outcome	Achievements to Date
Address our Climate Change emergency declaration by delivering our Net Zero strategy	<p>The following targets have been achieved:</p> <ul style="list-style-type: none"> • 50% Greenhouse gas emissions reduction based on 2017/18 levels by 2025. • Net Zero corporate greenhouse gas emissions by 2023/24. • These are met through implementation of Net Zero actions and dedicated sub-targets across the 6 strategic areas: <ul style="list-style-type: none"> • Building, Lighting and Open Space • Transport • Not Waste • Renewable Energy Procurement • Carbon Offsets • Staff Led Initiatives 	<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 Environmentally Sustainable Development (ESD) Requirements were endorsed by Council on 14 June and are already being used. • Over 200 staff completed the Staff Transport Survey to understand how flexible working conditions have altered travel patterns and contribute to carbon emissions. • For the 21/22 financial year, 2242 Kitchen Caddies have been delivered to residents. • The staff led initiative strategic working group members determined key actions and are developing a communications plan.
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, maximise material recovery and minimise fire risk.</p>	<p>The Central Adelaide Waste Recycling Authority (CAWRA) MRF is fully operational, and Visy Recycling have transitioned all their existing operations across to the new facility. The official opening event was held on Monday 31 Jan 2022.</p> <p>Action is achieved.</p>
Grow our circular economy	<p>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>	<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>Council received a \$13K grant from Green Industries SA to support an infield trial of 100% recycled content mobile garbage bins. Trial streets have been selected and bins delivered the week commencing 25</p>

		July 2022. Letters have been sent to participating households.
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>For the 21/22 financial year, we have delivered 2242 Kitchen caddies this in addition residents who visited council to collect their caddy and bags.</p> <p>Compostable bags continue to be handed out to residents via our libraries and civic centre.</p> <p>Planning has commenced on the weekly FOGO trial which is due to commence in May 2023.</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>An online tool – My Cool Home - is in the final stages of development for our community to learn how to improve the thermal comfort of their homes and improve energy efficiency. Once finalised (anticipated for July 2022), this resource will be available on the AdaptWest website.</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>	The Breakout Creek Stage 3 Redevelopment project is progressing with on-ground works having commenced. Cultural heritage monitoring services are in place in accordance with the Cultural Heritage Management Plan. A temporary horse agistment area has been established to facilitate movement of the horses out of the construction zone and provide continuity in access and horse

	<ul style="list-style-type: none"> • Create wetlands to capture and clean stormwater. • Manage high flows and remove weeds. • Plant native vegetation to both improve biodiversity and slow and clean water coming down the river. • Open the currently fenced-off space for people to enjoy, with trails, picnic areas, signage and art. • Create healthy habitat for fish and bird species. • Improve the water quality of the Torrens. 	<p>management activities for the Lockleys Riding Club. Public notification of works has been made by way of letter to surrounding properties and key stakeholders. Project communication group has been established to manage all marketing and communications activities pertaining to the project. An early works contract has been completed for the preliminary activities of site survey, mobilisation of plant and equipment and early procurement work to test market for costing and availability of materials required to facilitate timely commencement of on-ground works. On-ground works are well underway. The project site is being managed in parts, and therefore some parts will be in 'site preparation' mode while others will be in 'civil works' mode concurrently.</p>
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OUR ECONOMY

AN ECONOMICAL THRIVING CITY

Key Priority	Outcome	Achievements to Date
Bringing energy and vibrancy to the economic recovery.	Economic Support and Stimulus package 2021/22 released including Business Support, #ShopLocal, Live & Local and Creative Cities grant funding programs.	<p>Range of available stimulus grants advertised and promoted on a regular basis to support local businesses.</p> <p>Applications assessed by an internal Steering Committee and expenditure progressing in line with budget predictions with 131 grants having been approved in 2021/22.</p> <p>Budget for 22/23 has been endorsed with 20 applications already awaiting consideration for funding.</p>
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.
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>'Buy Local' event held on 16 September 2021 at Adelaide Entertainment Centre with approximately 150 attendees. Tendering opportunities being promoted via LinkedIn. Regular forums eg Defence Industry, held to promote tendering and supply chain opportunities.</p>

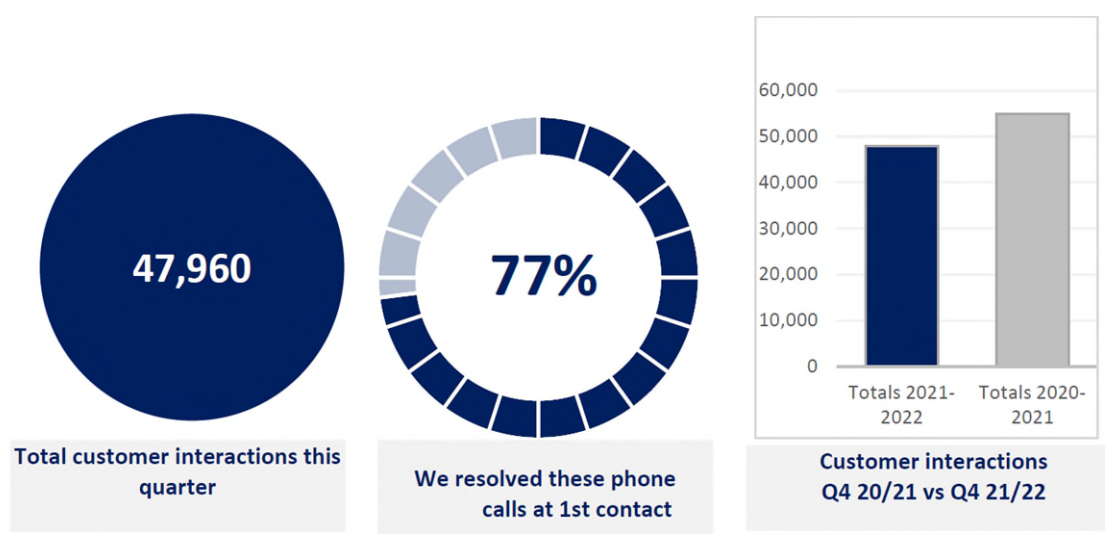


OUR LEADERSHIP

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 people experience	<p>Council's Customer Experience (CX) 2020-2025 Strategy is implemented.</p> <p>Staff have been appointed to implement the strategy and key initiatives.</p>	<ul style="list-style-type: none"> • CX Excellence training sessions delivered in March 2022. • Significant work progressed and ongoing to implement a new customer relationship management system. • 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 challenges.</p> <p>We are ensuring our workforce remains safe and continue to assist our business community with a myriad of grants programs through our economic stimulus program to support and stimulate business activity.</p> <p>Over 2021/22 we continue to support those in rates hardship through targeted payment arrangements and have 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>We are currently working towards adoption of our budget 2022/23 following consultation with a focus on delivering a rate rise having regard to the current economic climate and cost of living pressures. The overall average rate rise proposed is 2.45%, well below the current CPI of 4.7%.</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 IQ4, 2021 – 2022



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

	Q1	Q2	Q3	Q4	YTD Total
Telephone calls to 8408 1111	23,222	20,561	17,872	19,965	81,620
Written correspondence	25,101	22,392	23,023	23,736	94,252
Civic Centre Front counter interactions	6,144	3,277	3,669	3,421	16,511
Online chat	821	681	784	552	2,838
Customer Interactions via Socials	296	298	235 ¹	286	1,115
Totals 2021-2022	55,584	47,209	45,583	47,960	196,336
Totals 2020-2021	57,199	58,774	59,939	55,002	240,914
Year on year variation	↓-2.8%	↓-19.7%	↓-24%	↓ -12.8%	↓ -19%

¹Customer Contact supported the Media Marketing and Communication Portfolio to respond to social media customer enquiries during business hours.

CONNECTING VIA SOCIAL MEDIA

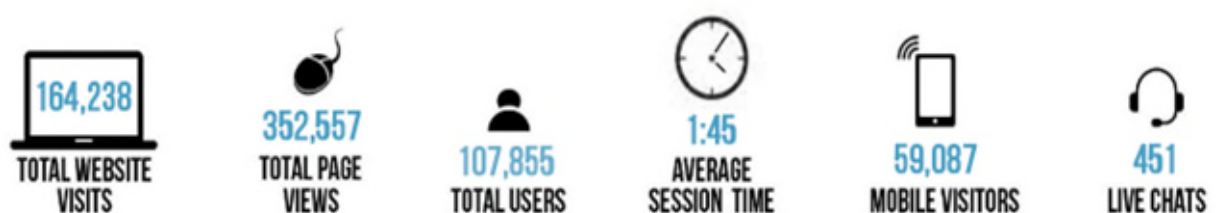
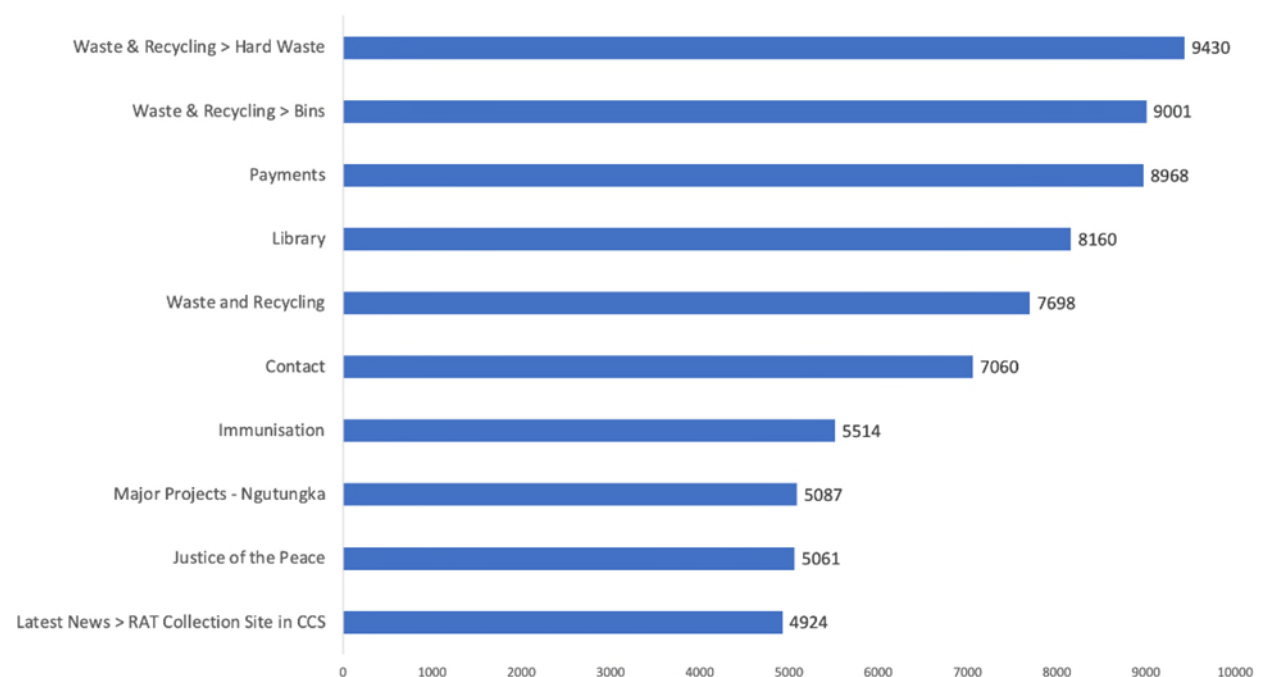
Unique Connections	Q1	Q2	Q3	Q4	YTD Total
Messages Received (direct messages and comments)	1,709*	2,505**	2,443	3,223	9,880
Content Posts	314	305	285	372	1,276
Reach (unique people viewing content)	345,740	481,830	483,590	898,430	2,209,590
Impressions (unique content displays)	417,810	593,730	547,430	1.09M	2,648,970
Engagement (comments/likes etc.)	5,270	6,110	6,160	8,190	25,730
Followers	22,740	23,230	23,740	24,520	94,230

Q4 was supported by a number of paid Facebook and Instagram advertisements which significantly helped to increase the figures.

*revised figure (previously incorrectly recorded as 296)

**revised figure (previously incorrectly recorded as 298)

CONNECTING VIA OUR WEBSITE



REQUESTS FOR SERVICE



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 2021-22	7,099	7,662	7,808	7,017	29,586
Number of new CRM requests 2020-21	6,828	7,972	9,032	6,931	30,763
Year on year variation	(271) 4% ↑	(-310) 5% ↓	(-1,224) 14% ↓	(86) 1% ↑	(-1,177) 4% ↓

TOP 5 REQUESTS FOR SERVICE BY SERVICE TYPE

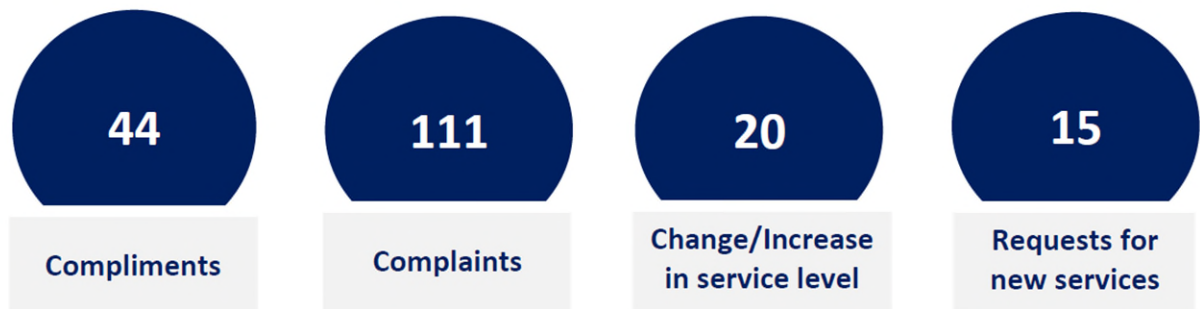
Top 5 Customer Requests for the quarter	Q4, 21-22 Number of requests	Q4, 20-21 Number of requests	% Variation	YTD 2021-22 Number of requests	YTD 2020-21 Number of requests	YTD% variation
Kitchen Caddy	722	856	-15.65%	2,243	1,827	22.77%
Tree Maintenance	679	529	28.36%	2,630	2,456	7.08%
Illegal Dumping – Non Safety Risk	548	519	5.59%	2,359	2,291	2.97%
Vehicle Illegally Parked	528	475	11.16%	2,129	2,152	-1.07%
Footpath Maintenance*	283	N/A	N/A	1,001	N/A	N/A

*Footpath Maintenance was not in the top 5 for Q4 20-21 financial year.

PERFORMANCE ON REQUESTS FOR SERVICE

2021-2022	Q1	Q2	Q3	Q4	YTD
Number of open requests	2,982	2,764	3,093	3,325	12,164
Number of open requests in time (%)	1,258 42.1%	652 23.6%	924 28.9%	708 21.3%	3,542 29%
Total number of all open requests overdue (%)	1,724 57.8%	2,112 76.4%	2,169 70.1%	2,617 78.7%	8,622 71%
Number of service requests completed	5,435	6,501	6,300	5,454	23,690
Number of service requests logged and completed in time within the reporting quarter (%)	4,384 80.7%	4,753 73.1%	4,716 74.9%	4,098 75.1%	17,951 76%

COMPLIMENTS, COMPLAINTS, REQUESTS FOR NEW OR INCREASE TO SERVICES



	Q1	Q2	Q3	Q4	YTD
Compliments	62	69	75	44	250
Complaints	197	162	110	111	585
Change/Increase in service level	49	33	35	20	137
Requests for new service	19	12	20	15	66



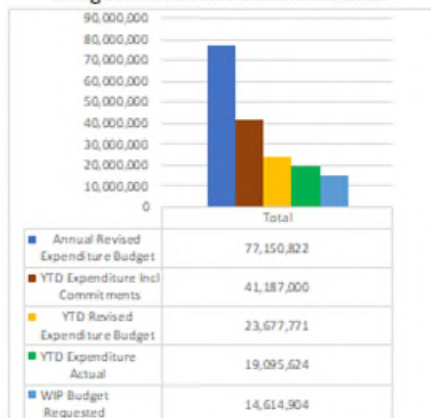
City of Charles Sturt - Quarter 4 Project Status

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

Overall Project Dashboard



Combined Capital and Annual Operating Budget and Actuals December 2021



Project Status

155	14 (9.03%)	135 (87.09%)	6 (13.25%)	0 (0%)	0 (0%)
NUMBER OF PROJECTS*	PROJECTS COMPLETED	PROJECTS IN PROGRESS	*PROJECTS NOT STARTED	PROJECTS CANCELLED	PROJECTS DEFERRED

*6 projects not yet scheduled to commence.

Financials

30.69%	27.75%	53.36%	35 (22.58%)	32 (20.65%)	88 (56.77%)
YTD BUDGET	YTD ACTUALS	YTD ACTUALS AND COMMITMENTS	ON TRACK	MONITOR**	REVIEW**

** 75% target by December 2020

***13 projects ahead of YTD budget > \$15k
14 projects behind YTD budget > \$15k

Milestones

97(62.58%)	58(37.42%)
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:	Create up to five new partnerships per annum that tangibly support outcome delivery.
STATUS/KPI:	Exceeded KPI. In this quarter 5 new partnerships were created in Community Connections. With a total of 41 for 2021/2022.
COMMENT:	<p>Ageing Well have been successful in securing funding (\$100k over 2 years) in conjunction with Port Adelaide Enfield and West Torrens to assist residents through peer support to consider the creation of an Advanced Care Directive.</p> <p>Libraries have been awarded \$85,836 in grant funding from the SA Libraries Board Innovation Fund. With this City of Charles Sturt will lead a collaboration of 6 metro councils and 3 SA arts organisations to provide literacy-based theatre and music performances within each council. <i>Lit for Life</i> will be delivered across 6 council areas to increase community connection to libraries and will highlight the value and enjoyment of books.</p> <p>Libraries have also been granted 5K in funding from <i>The Good Things Foundation</i> to deliver a series of digital literacy programs supporting improved digital health awareness in community. This will allow for digital training for a minimum of 50 community learners across an 8-week period.</p> <p>Libraries have partnered with the Special Education Unit at Fulham Gardens and the Coordinator of our Observation Beehive to connect children and their families to Auslan Storytime and Bee Education presentation. Community Development is working in partnership with the Guardian Children and Education Centre at St Clair, Council's Open Space, Recreation and Property Department and Field Services Team to develop a community Bee & Butterfly Garden at Cheltenham Community Centre. Partnerships have also been formed with C3 Henley and Alcoholics Anonymous Simplicity at Seaton North Neighbourhood Centre.</p>

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: In Progress. Two pop-up service points were delivered this quarter.

COMMENT: Our Mobile Library continues to diversify its route and locations to reach different parts of our community. Students from Star of the Sea Out of School Hours Care benefited from a visit where children were able to join the library service and connecting their families to Henley Library for future visits. The Library Team also presented to residents from the Woodbridge Retirement Village where they were connected to our resources, programs and service offerings across Community Connections.

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

STATUS/KPI: In Progress. For this quarter we had a total of 20,944.

COMMENT: Across the Portfolio we have exceeded our target with access growth and our community continues to benefit from the broad range of programs and services delivered. The number of people accessing our services and programs includes Ageing Well (672) and Community Centre programs (12,948). Libraries program participation has increased by 41% (6,686) and there has been a 42% increase in Library customers accessing online resources.

TARGET: Annual increase in the number of people participating in our outreach services.

STATUS/KPI: In Progress. 2,696 people participated in outreach services in this quarter.

COMMENT: The library team actively works with the community to create new partnerships with local educational facilities so that children's lifelong learning and relationship with us continues from birth and throughout life. Our new stop Guardian Childcare at Grange will be added to our long list of educational stops. Henley and Findon High Schools were also visited by community connections staff during this period.

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 (eg. libraries, community centres).

STATUS/KPI: In Progress. 95,278 people utilised our community centres and Libraries this quarter. The total amount of foot traffic across both libraries and community centres in 2021/22 was 387,302. This is an increase of 11% from last year.

COMMENT: The opening of Ngutunga West Lakes has already seen significant growth in new visitation from residents who had not previously visited the West Lakes Library or the West Lakes Community Centre. The design of this state-of-the-art facility encourages people to visit the Hub for study, work, connection and recreation.

TARGET:	Satisfaction of community facilities maintains or exceeds 85% annually (Community Survey).
STATUS/KPI:	In Progress.
COMMENT:	Data unavailable until Community Survey results are released.

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. Australian Digital Inclusion rate for 2021 was 69, increased from 64 in 2020.
COMMENT:	The increase in participation Digital Inclusion programs can be directly attributed to the once off State Government grant funding which gave a temporary 5 month increase to staffing levels to support community digital literacy programs with 975 digital activities delivered across the Portfolio this quarter. Community laptops were also loaned 563 time during this quarter and our Public PCs were accessed 6,903 times, reducing the digital divide in our community.

TARGET:	Annual increase in the number of people participating in digital literacy and learning activities.
STATUS/KPI:	In Progress. 975 people participated in digital literacy activity this quarter.
COMMENT:	This number includes participants in the Library's Digital inclusion programs. Ageing Well's 'Be Connected' program and various programs across the community centres. Data not collected across all areas previously therefore the target can only be measured in year 2.

TARGET:	At least a 10% per annum increase in utilisation of available technology.
STATUS/KPI:	In Progress. 6,903 people utilised public computers in libraries for this quarter.
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. 6,903 people have utilised our PCs in Libraries this quarter and Community Centres are developing a way to gather this data for future reporting. This is a new data set we are capturing and therefore the target can only be measured from year 2.



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 Kurna heritage and culture.

TARGET:

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

STATUS/KPI:

In Progress. Three projects have been completed in this quarter.

COMMENT:

The Brocas Youth team have partnered with PAE and SAASTA (South Australian Aboriginal Sports Training Academy) on a NAIDOC Week Project. The film involved young people interviewing community leaders, particularly about the ways in which they've incorporated the NAIDOC week theme into their lives - how to GET UP! STAND UP! SHOW UP!

The Brocas Youth Team also worked with FLO students and First Nations learners, along with visual artist Scott Rathman to design and paint a mural as part of the school's Yarning Circle Space. This process has encouraged students to develop a variety of important project planning skills. Students will continue the Work Ready program by participating in mock interviews and work experience placements.

Another session of Aboriginal Cultural Training was held for Community Connections staff and volunteers in the lead up to the opening of Ngutungka West Lakes as the team continue their learning journey.

This year's Reconciliation Week theme was Be Brave. Make Change; urging all non-Indigenous Australians to be allies and take up unfinished reconciliation actions so we can make change for the benefit of all Australians. We hosted a lunch time community and staff discussion with a panel of four Aboriginal community members who reside within the cities of Charles Sturt and PAE to talk about the theme of Reconciliation and the true meaning of being brave and making change.

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 Steering and Working Groups has met throughout 2022 to identify and deliver key initiatives and projects that deliver on the plan. A focus group has been created as part of the Communication Accreditation Project with the aim of continuing the momentum and embedding the DAIP in all areas of our work.

TARGET:	An annual increase in the percentage of our community who feel a sense of community and belonging.
STATUS/KPI:	In progress.
COMMENT:	Information unavailable until the Community Survey results are available.

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 250 active volunteers.
COMMENT:	<p>Participation as a volunteer at CCS has declined following the significant impact of COVID-19. Recruitment is increasing once again with 11 volunteers currently in the onboarding process.</p> <p>The Volunteer Development Officer and the Social Inclusion Coordinator are currently reviewing position descriptions and processes to be more inclusive and to provide more opportunities for our disabled community to participate in meaningful volunteer roles.</p> <p>A review of our volunteer marketing collateral is taking place with MMC to further promote and inspire an interest in our volunteer program.</p>



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 Progress. In this quarter, 1,467 residents participated in Ageing Well programs. Activities included domestic assistance, home maintenance, home modifications, social support groups, individual social support and transport services.
COMMENT:	<p>The slight decrease (-12%) from this time last year is likely to be due to COVID impact to program delivery – availability of staff, contractors and illness and vulnerabilities of residents.</p> <p>Many residents have also moved into packaged Care which CCS does not provide. It is hoped the move to Civic Library where Ageing Well will have a stronger ‘shopfront’ presence will allow increased interaction with community and awareness of services available.</p>

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 every year through annual licence reviews. The 2022 results will be available next quarter.
COMMENT:	In Progress. Total club participation numbers identified through the annual licence fee review and social discount application processes completed during February, March and April period identified 8517 sporting club participants. This represents a very minor (.5%) decrease from the same period in 2021.

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 we have had 9797 participants across Community Centres, Libraries and Ageing Well focussing on Healthy Eating and Healthy Living. This figure has not previously been recorded.
COMMENT:	<p>All programs have healthy living options within the Ageing Well program. These options continue to expand and include at least one exercise, Tai Chi and/or healthy eating component, including cooking demonstrations. An additional 90 clients received individual social support and exercise components are being introduced to improve client mobility and independence.</p> <p>Examples of programs which support this objective across our community centres include are wellness groups, social games, yoga & meditation, cancer support groups, martial arts, Fruit and Veg Swaps, Alcohol Anonymous, personal training & gentle fitness groups, meditation, Gentle Keep Fit Classes, 50s & Over Clubs, Walking Groups, Table Tennis, OZ Harvest's Nourish Program, Meals on Wheels, Men's Meal Groups, Chair Based Exercise, Carer Support Groups, Singing and Dance groups, Language groups, Senior Indoor Bowls, Bereavement Coffee Groups and Gardening Activities.</p> <p>Libraries presented Move to Music – a health program delivered at Civic Library in partnership with Ageing Well and Uni SA.</p>



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 between July and August 2021.

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	9.0	64.5
At home during the night	8.5	45.3
In your neighbourhood during the day	8.8	57.5
In your neighbourhood during the night	7.7	17.8
In public places during the day	8.7	53.7
In public places at night	7.2	8.6

*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:

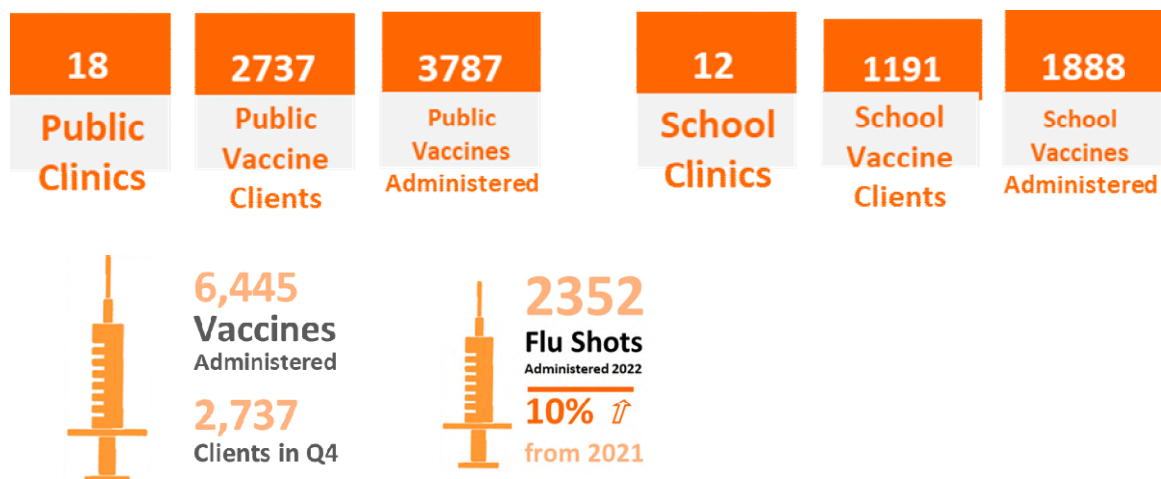
In Progress. Immunisation rates are starting to increase since the impact of COVID-19 reduced attendance for this service in 2020/21.

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 2021/22 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%.

5 Year Progression	2017/18	2018/19	2019/20	2020/21	2021/22
Public Clinic vaccines administered	6,845	9,696	9,627	7,544	9,636
School vaccines administered	4,901	5,395	5,781	6,152	6,660
Worksite vaccines administered	588	873	689	749	649
Staff vaccines administered	286	293	339	344	277
NARI vaccines administered	445	243	0	0	0
No. of clients receiving vaccination	8,295	9,209	9,055	7,454	8,448
Total no. of vaccines administered	13,065	16,500	16,624	15,247	17,211

QUARTER 4 STATISTICS



TARGET:	Responsible dog ownership is reflected by 95% dogs being registered and microchipped by 2025.
STATUS/KPI:	In progress. Currently 99% of the overall 16,519 dogs within the City of Charles Sturt area are registered. Overall, 98% of the overall dog registration database is currently microchipped.
COMMENT:	Dog registration renewals are due annually on the 31 August 2022. The annual dog registration survey program, which assists in following up unregistered dogs as well as identifying new dogs in selected suburbs, has now completed 5 large suburbs and is continuing the follow up of all outstanding non-compliance matters relating to dog ownership.

TARGET:	Community safety is ensured by inspecting 100% of swimming pools and their safety barriers at time of construction.
STATUS/KPI:	In Progress. Inspections are routinely undertaken.
COMMENT:	For swimming pools approved under the Development Act, the table below demonstrates our level of compliance with the State Government's inspection policy for the financial year and the Q4 quarter.

Swimming Pools KPI 1.4						
Policy Standard	Reporting Period	Safety Barrier Notifications Received	Inspections Undertaken	Inspections Required	Total Instructions Issued	Total Inspections within 10 Days
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: 01/07/2021 - 30/06/2022	51	47 (Excludes duplicates) (92.2%)	51	40 (85.1%)	42 (84%)
	Q4: 01/04/2022 - 30/06/2022	3	2 (Includes duplicates) (66.8%)	3	2 (100%)	2 (100%)

TARGET:	Building Compliance is achieved by inspecting at least 66% of dwellings during construction annually.
STATUS/KPI:	Ongoing.
COMMENT:	Refer comment and table in below Target.

TARGET:	Building compliance is achieved by inspecting 90% of Class 2-9 building during construction annually.
STATUS/KPI:	Ongoing.
COMMENT:	For dwellings (class 1) and class 2 to 9 applications approved under the Development Act, the table below demonstrates our level of compliance with the state government's inspection policy for the financial year and the Q4 quarter.

Policy Standard	Reporting Period	Commencements	Inspections Undertaken	Inspections Required	Total Instructions Issued
Class 1 (KPI 1.5)					
Policy Standard - Minimum 66% of building work commenced in the relevant reporting year	YTD: 01/07/2021 - 30/06/2022	463	406 (exc duplicates) (87.7%)	305	118 (29%)
	Q4: 01/04/2022 - 30/06/2022	33	59 inc duplicates) (178.8%)	21	11 (18.6%)
Class 2-9 (KPI 1.6)					
Policy Standard - Minimum 90% of building work commenced in the relevant reporting year	YTD: 01/07/2021 - 30/06/2022	15	9 (exc duplicates) (60%)	13	24 (267%)
	Q4: 01/04/2022 - 30/06/2022	0	9 (inc duplicates) (100%)	0	5 (55.6%)

*Please note at this point in time accurate inspection data for applications approved in the new PlanSA system is not available.

TARGET:	More than 65% of routine food premise inspections do not require a follow-up inspection to address non-compliance.
STATUS/KPI:	188 routine food premises inspections and 95 follow up inspections were conducted in the quarter, therefore representing a follow up inspection rate of 50% to address non-compliance with the food safety laws.
COMMENT:	<p>The 50% follow up inspection rate is lower than our KPI and indicates a higher level of compliance with the Food Act and associated Standards for this quarter.</p> <p>Environmental Health Officers work with food business operators to ensure they comply with Food Safety Standards through education and encouragement. However, in a small number of cases when businesses do not address non-compliances by the due dates set by the Environmental Health Officer, then Improvement Notices are served formally under the Food Act 2001. Two food premises were issued with an Improvement Notice during the reporting period as a result of ongoing food safety non-compliances. Four businesses were issued with expiation notices relating to breaches of the Food Act 2001. And one business was issued a Prohibition Order due to a significant not compliances with the relevant legislation.</p>

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 30 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 Family by Family Coaching, Family Drug Support, OZ Harvest's Nourish Program, Men's Meal Groups, GROW SA support group, Music Therapy programs for families, job seeking support, social connection activities as well as 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

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

TARGET:

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

STATUS/KPI:

In Progress. Library loans for the quarter, both physical items and digital resources is 226,172.

COMMENT:

Physical loans for the quarter: 189,980. Digital loans: 36,192. Consortia loans for Borrowbox were unavailable at time of report. The total number of loans is an increase of 16% despite the reduction in loans due to the closure and relocation of West Lakes library.

TARGET:

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

STATUS/KPI:

In Progress. 9,482 program participants across libraries and community centres. 6,686 in libraries and *2,796 in community centres.

COMMENT:

*Note: The data for Community Centres represents Centre-led programs only and no longer includes private hirer activity, previous reporting has included all participant contacts including hire of our spaces.

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 during February, March and April period identified 8517 sporting club participants. This represents a very minor (.5%) decrease from the same period in 2021.

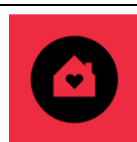
COMMENT:

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 will 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:	Despite COVID-19 implications, the 2021/2022 FY saw a total 6 workshops / training opportunities held, resulting in 260 registrations from 43 different clubs across council. Whilst overall registration numbers were slightly down (partly due to the lower number of club workshops run) the number of local sports clubs participating in Council's professional development program did increase from 41 to 43 clubs over the year.
COMMENT:	The April-June 2022 quarter saw one (1) additional club professional development workshop undertaken; Diversifying Revenue Streams workshop. This session was a workshop collaboration as part of the Northern Sports & Recreation Network (NSRN) resulting in 75 registrations across participating Councils.

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:	Preliminary scoping for a Community Leadership Development program will commence in late 2022.

TARGET:	Annual increase in number of participants in the Young Changemakers Program.
STATUS/KPI:	In Progress. Three participants this quarter.
COMMENT:	The participants engaged in the program this quarter are working on developing an Aboriginal Garden at their primary school, Dj skills and business planning and the development of a Community Garden.



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 121,065. This represents an increase from the 2016 ERP of 114,980, or 6,085 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:

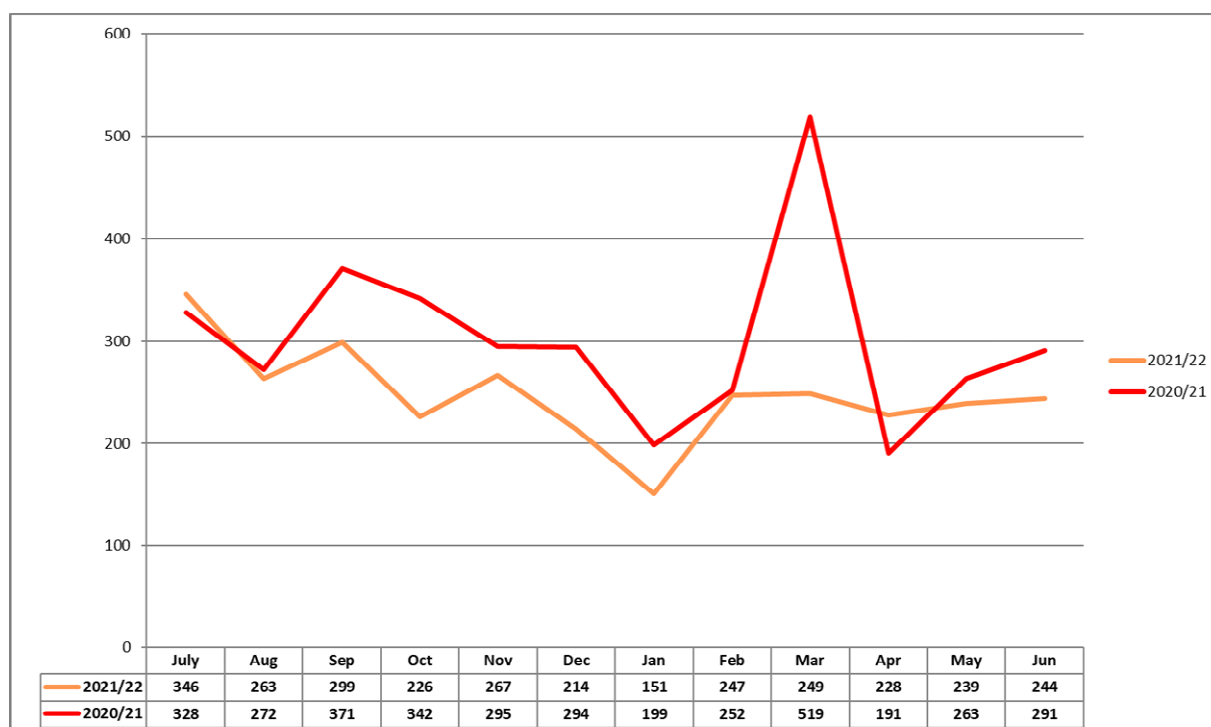
Data sourced through the PlanSA DAP system indicates the number of new dwellings approved from 1 April 2022 to 30 June 2022 was 129 dwellings.

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

A total of 711 applications were lodged from 1 April 2022 until 30 June 2022 under the Planning, Development and Infrastructure Act. This represents a decrease of 4.56% compared to the same quarter in 2020/2021 where 745 applications were lodged.

The total estimated development cost for applications lodged for the quarter was \$211.23 million. This is a decrease compared to \$281.72 million for the same quarter in 2020/21.

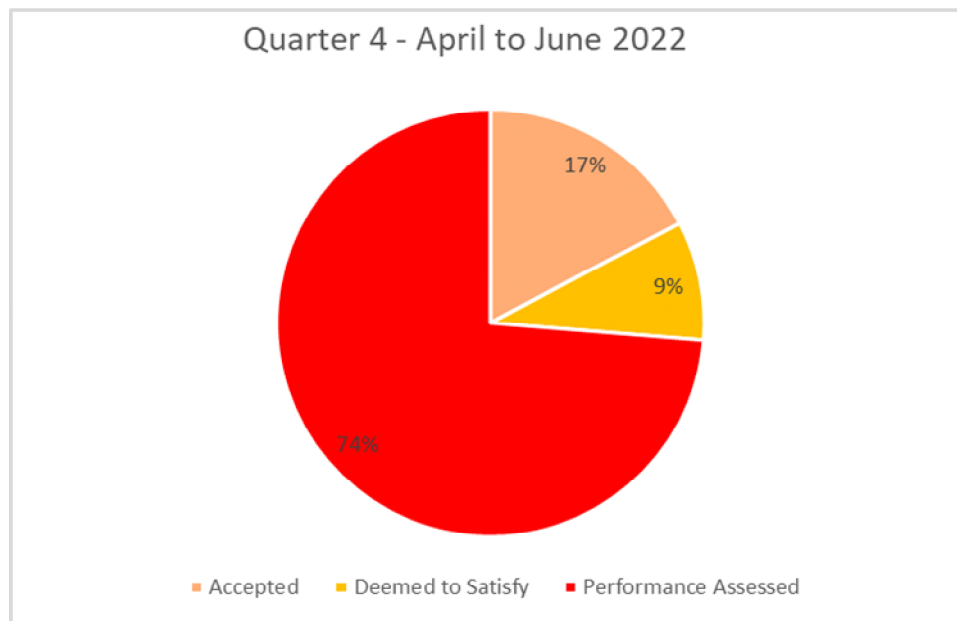
Lodgements	Q1	Q2	Q3	Q4	YTD Total
Applications Lodged	908	707	647	711	2973
Estimated Construction Cost (ex fit-out)	\$246,797,391	\$210,810,788	\$195,624,179	\$211,225,581	\$864,457,938



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, 123 were Accepted, 64 were Deemed to Satisfy and 524 were Performance Assessed. Of the Performance Assessed applications 62 require notification to neighbouring property owners.

Types of Application Lodged	Q1	Q2	Q3	Q4	YTD Total
Accepted	261	172	120	123	676
Deemed to Satisfy	77	79	61	64	281
Performance Assessed	570	456	466	524	2016



Assessment Times

Assessment turnaround times provide a simple indicator of performance in terms of time taken to process development applications. The following table shows the total number of consents, the average days and the median time taken for assessment for each consent type for applications lodged in the quarter.

Consent Types with Median/Average Number of Days						
Decision	GRANTED			REFUSED		
Consent Type	Total Consents	Average Days	Median Days	Total Consents	Average Days	Median Days
Building	52	6.85	4	0	0	0
Land Division	0	0	0	0	0	0
Planning	325	11.51	11	0	0	0
Planning and Land Division	46	22.52	21	0	0	0
Total	423	12.13	10	0	0	0
Transitional DAs and appealed consents are not included in decision duration calculation.						

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 the quarter.

Consents by Relevant Authority within Council						
Decision	GRANTED		REFUSED		TOTAL	
Assessor	Total Consents	Percent	Total Consents	Percent	Total Consents	Percent
Assessment Manager	391	85.19%	0	0	391	85.19%
Assessment Panel	16	3.49%	0	0	16	3.49%
Council (Building)	52	11.33%	0	0	52	11.33%
Total	459	100.00%	0	0.00%	459	100.00%

In addition to the data above there were a further 10 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	391	90.72%	0	0.00%	391	90.72%
Assessment Panel	16	3.71%	0	0.00%	16	3.71%
Private Accredited Professional (Planning)	24	5.57%	0	0.00%	24	5.57%
Total	431	100.00%	0	0.00%	431	100.00%

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

SERVICE
ACTIVITY:
COMMENT:

Planning and Development Appeals.

Planning appeals for the quarter were as follows:

There were two new planning appeals for the quarter in relation to the following;

- 21031907 - 353 Esplanade, Henley Beach and applicant appeal against the CAP decision to refuse the application. This involved a balcony extending forward of the dwelling toward the beach frontage. Compromise options are currently being considered.
- 252/0472/21 - 48 Second Street Brompton and applicant appeal against the ACP decision to refuse the application. Application involved demolition of a contributory building.

There was one planning appeal resolved for the quarter:

- 252/1185/20 - 295 Esplanade, Henley Beach - third party appeal against the CAP approval of a single storey dwelling. The hearing occurred in November and the decision of the ERD Court was issued on 21 January 2022 where the CAP decision was upheld. The ERD Court agreed with the decision of the CAP however the third parties appealed this to the Supreme Court. The Supreme Court action has been withdrawn due to a subsequent approval of an amended single storey dwelling under a new application under the Planning and Design Code.

SERVICE
ACTIVITY:
COMMENT:

Building Fire Safety Committee (BFSC).

The Committee met twice during the quarter and two sites were inspected. During the quarter the Building Surveying team continued to manage 18 properties as part of ongoing BFSC action and reported on these to the Committee. Two of these have been resolved.

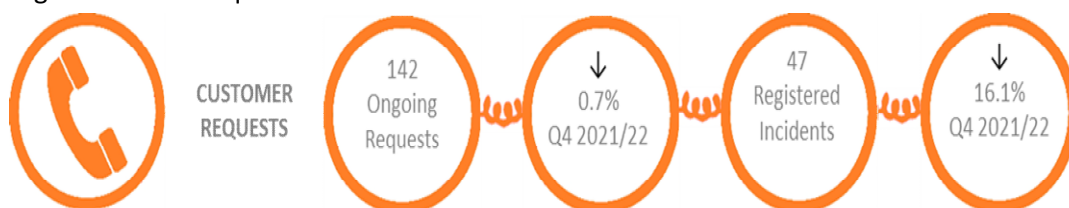
SERVICE
ACTIVITY:
COMMENT:

Planning Compliance - Customer Requests.

Council's two Planning Compliance Officers managed a high level of ongoing customer requests with 108 outstanding incidents (a decrease of 10.7%), compared with the same period last year where there were 121 matters ongoing. There were 38 requests registered during the quarter (a decrease of 28.3%). There were 53 incidents registered for the same period last year.

There are currently 34 outstanding building compliance incidents managed by the Building Team (an increase of 54.5%), compared with the same period last year where there were 22 matters ongoing. There were 9 new matters reported for the quarter (an increase of 200%), compared with the same period last year where 3 incidents were registered.

Total number of planning and building compliance ongoing requests were 142, with 47 registered for the quarter.



**SERVICE
ACTIVITY:
COMMENT:**

Planning Compliance – Appeals.

There were two new planning compliance appeals for the quarter:

- 73 Manton Street Hindmarsh – Development without Consent
- 1 Stanhope Street West Beach – Breach of Development Approval

There are ten ongoing planning compliance appeals as follows:

- 24 Cedar Avenue, West Croydon – Development without Consent
- 361 Grange Road, Findon – Development without approval
- 5 McEwin Street, Renown Park – Development without Consent
- 13/209 Esplanade, Henley Beach – Development without Consent
- Lot 2021 McLean Street Beverley – Development without Consent
- 26 William Street, Beverley – Development without Consent
- 18 Jamaica Avenue, Fulham Gardens – Development without Consent
- 1/183 Hanson Road, Athol Park – Development without Consent
- 42 First Street, Brompton – Development without Consent
- 29 Fourth Avenue, Cheltenham – Development without Consent

The following planning compliance appeals have now been finalised:

- 73 Manton Street Hindmarsh
- 1 Stanhope Street West Beach

OBJECTIVE

Implement Your Neighbourhood Plan framework.

TARGET:

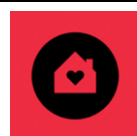
Increased community satisfaction of amenity within the neighbourhood plan catchment areas. (YNP before and after surveys).

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 is about to commence in the 2022/23 Financial Year. Our Asset Management Plans have differing review dates. Asset Management Plan reviews are undertaken following financial assessments and condition audits of major asset classes. Major revision of the Open Space & Recreation Asset Management Plan and Transport

COMMENT:

Asset Management Plans will commence in the 2022/23 Financial Year and be informed by recent condition audits and revaluation exercises

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 due to commence.

Asset Management Plan	Key AMP Activities										Actual Completion Date
	Condition Audit	Valuation	Data Verification	Data System Upload	Data Analysis	Upload to NAMS or SAM	Draft AMP	Present to Committee	Consultation	Final to Committee	
Council Buildings Asset Management Plan											23/03/2020
Open Space & Recreation Asset Management Plan											24/06/2019
Transport Assets Asset Management Plan *											21/09/2020
Public Lighting Asset Management Plan											18/10/2021
Water Infrastructure Asset Management Plan											15/11/2021
Fleet Services Asset Management Plan											25/05/2020
Information Technology Asset Management Plan											22/07/2019

	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 have been documented and are under review and have been included in the scope of activities to be undertaken in the major revision cycle of Council's Asset Management Plans which is about to commence.

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 are currently being reviewed to understand the various elements of feedback received.

COMMENT:

Community Survey questions were updated as part of the 2021 survey to assist Council staff to better understand community satisfaction with our assets. Updated information, including the analysis will be provided as part of a future EOQ report at the conclusion of the next community survey in 2022.

Also see Our Leadership Outcome 5, Measurement 5.2.



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. Events are ongoing.

COMMENT:

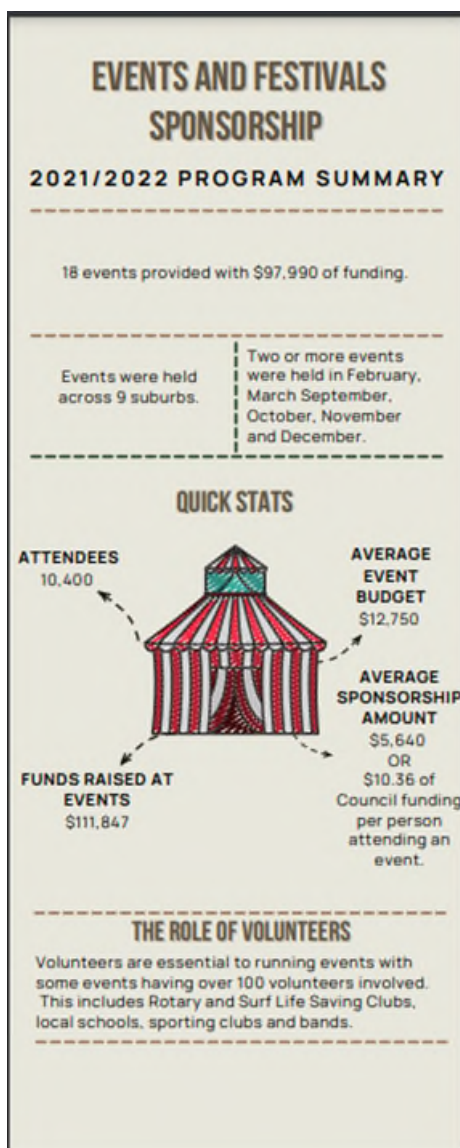
127 collaborative partners have been supported to deliver 207 events in the 21/22 financial year. (This total is excluding Economic Development events listed below).

Events included:

- 18 Theatre Performances funded through the Creative Cities funding program.
- 82 Live & Local Performances funded through the Live & Local grant.
- 5 customer experience events funded through the #shoplocal grant.
- 58 Adelaide Fringe Festival events received a \$50 registration subsidy.
- 4 South Australia Living Artists (SALA) festival events received a \$125 registration subsidy.
- 21 Umbrella Festival events received a \$25 registration subsidy.
- 18 Events & Festival sponsorship events.

Events & Festivals Sponsorship

The following is a summary of the 18 events supported in 21/22. This is an increase of 3 events from 20/21.



Economic Development

24 events were hosted over 2021/22 with a total of 2,654 attendees.

The City of Charles Sturt hosted seven events this quarter. These events focused on small business growth and digital marketing, Urban Development, Health, and NDIS opportunities for businesses. We also partnered on a Jobs Expo with the City of Port Adelaide. These events were all well attended.

Two additional stakeholder roundtables were hosted as part of the broader draft Economic Development Strategy consultation.

- Health Sector - 5 April 2022 – Finding Success as a NDIS (National Disability Insurance Scheme) Provider workshop. A workshop aimed at providers to assist with business planning. Also raised awareness of commercial opportunities and Council support for business, aimed at business looking to become providers, collaborate or increase their

market opportunities. More than 35 attended, including representatives from the Local Jobs Program and current NDIS providers.

- Small Business Growth – 27 April - #shoplocal beer, beverages and fun – a local producer event part funded by #shoplocal funding and supported by the Economic development team held to support local food and beverage producers at Shapeshifter Brewing Co attended by 200. Presentations were heard from Deputy Premier Susan Close, Makro Meats, Shapeshifter Brewing and Switch Start Scale.
- Small Business Growth – 10 May 2022 – Facebook and Google ads for business – to educate local business owners and professionals how to create, target and track Facebook and Google advertising campaigns that deliver outstanding results. The morning seminar at the Healthy Living Precinct was attended by 45 businesses located in Western Adelaide.
- Workforce and Skills - 25 May Western Adelaide Jobs Expo – attended by over 1,100 attendees, 80 exhibitors and workshops throughout the day to support skills development and employment pathways. The Western Adelaide Jobs Expo took place on 25 May 2022, it was attended by over 1,100 job seekers and 80 exhibitors. Feedback received from exhibitors reported they had offered over 110 positions on the day, ranging from full time or part time opportunities, career advancement through work-based training, apprenticeships, and traineeships. This would have a total effect to the economy of \$79,289 million potentially resulting in a further 74 jobs added.
A video from the day can be seen here:
<https://www.youtube.com/watch?v=qJhkOTIk6d4>
- Urban Development – 3 June 2022 – Invest in the West, a breakfast seminar attended by 120 people to highlight the major developments underway in the City of Charles Sturt. Event included presentations from Ross Pelligra and Jenny Mann – Events SA on the Women’s World Cup and Craig Daniel, Manager Urban Projects.
- Entrepreneurship - Re-ignite SA – 7 June - held in partnership with Switch Start Scale at the Royal Adelaide Golf course attended by 120 businesses/key stakeholders and government representatives to highlight local success stories.
- Small Business Growth – 16 June 2022 – Women in the West – the first of the new Western Business Leaders series for women’s networking. This event was attended by 55 attendees at local female-owned business, Jackson Square and included a presentation about courageous conversations by Ally Nitschke of Made for More.
- Economic Development Strategy Stakeholder engagement lunch – 22 June and 28 June, attended by 31 key stakeholders.

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. Council continues to work with local businesses to activate places and provide opportunities for increased outdoor dining.

COMMENT:

Fifteen new outdoor dining applications have been approved this financial year, an annual increase of seven as compared to last financial year.

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 July 2021 and August 2021. Results identified 92% of respondents agreed or strongly agreed.

COMMENT: Results received from the City-wide community survey in 2020 and 2021 identified an improvement of 5%, with 87% and 92% agreement being received for each year respectively.

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. \$10,000 in grants was committed in this quarter by Council. To date \$29,022 was paid out for completed conservation works.

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

STATUS/KPI: 5% increase achieved

COMMENT: Despite the ongoing challenges posed by Covid-19 (including decreased number of bookings that would have normally booked 6-12 months in advance at the height of the pandemic) Woodville Town Hall had 18,250 attendances during 2021-22.

Attendances	2017-18	2018-19	2019-20	2020-21	2021-22
Actual:	21,130	24,437	34,090	17,420	18250

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

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

STATUS/KPI: In Progress. The number of events will initially be collated for 2021/22 to form the baseline for increase.

COMMENT: The following initiatives supported street and place activation events this financial year:

Street Meets

This financial year residents were supported to deliver seven Street Meet events in local neighbourhood streets to bring their local community together.

#Shoplocal funding program

Fifteen projects have been completed under this program in 21/22. There were four customer experience events and eleven façade improvement projects approved. Most recently an event called See and Sip was held in June at Jackson Square at Hindmarsh.

Creative Cities funding program

Nineteen projects have been provided with funding under this program in 21/22. A total of forty-four creative outcomes were delivered, including theatre performances, public art, exhibitions, and arts & cultural workshops to activate publicly accessible places across our city.

Live & Local funding program

Twenty-Four live and local events have been supported through this funding program in 21/22. A total of 82 performances were delivered in venues, businesses, and open spaces in our city.

Capital works projects with a place element (#completed):

The below projects were completed in 2021/2022 financial year:

- West Lakes Ngutungka

The below projects commenced in 2021/2022 and are continuing into next financial year:

- Woodville Road Streetscape (Sculpture artworks detailed design complete, fabrication commenced)
- Military & Main Upgrade
- Ovingham Overpass (9 public artworks, including sculptures and murals, fabrication and installation commenced)
- Renown Park and Albert Park Living Streets
- Hindmarsh Precinct Streetscape Project (integrated artworks, Mural installation commenced)
- Chief Street Streetscape Project



OUR LIVEABILITY

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

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 18th of October 2021.

TARGET:	At least 80% of our community feels safe using our local streets.
STATUS/KPI:	In Progress. Most recent community survey results to be reviewed to track progress in 2022.
COMMENT:	Community survey questions have been updated for 2021's survey to assist Council staff to better understand community satisfaction with CCS assets. Staff will be reviewing feedback from most recent Community Survey in 2022.

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:	<p>Road crashes on Council-managed roads have been steadily declining over the last 4 years by approximately 15%-20% each year. In 2020, 47 of crashes occurred on Council-managed local roads. This is a reduction of 24 crashes compared to 71 crashes in 2019.</p> <p>NOTE: Crash data is supplied to Council on a yearly basis from the Department for Infrastructure and Transport. 2021 data will be available for reporting after June 2022 and included in the next available EOQ report.</p>

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.
COMMENT:	<p>Fixed bicycle counters in the Council shows cycling activity increasing along the River Torrens Linear Park Path and Outer Harbor Greenway.</p> <p>Users of the River Torrens Linear Park Path have doubled since 2018 - from 437 to 880 users per day in 2022. 40%-45% of users accounted for pedestrians and 55%-60% of users accounted for cyclists in 2022.</p> <p>It is projected that usage will continually increase 10%-20% per year and early trend data suggests greater than 900 cyclists and pedestrians using the River Torrens Linear Park path each day by the end of 2022.</p> <p>The Outer Harbor Greenway has seen a large increase in cyclist usage as the Greenway approaches completion of its full length. Since 2018 usage of the route has increase from 111 to 339 cyclists per day in 2022. This exceeds the expected projection of more than 300 cyclists per day using the route by the end of 2022.</p>

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 to assist Council staff to better understand community satisfaction with CCS assets.
COMMENT:	This will inform future decision making as it relates to our community satisfaction with transport assets.

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:	In Progress. Council continues to seek and identify opportunities for shared transport solutions.
COMMENT:	<p>Council has partnered with the Western Alliance of Councils and E-scooter providers in a trial to deliver shared E-scooter travel services along sections of the coast. In 2020, 4,543 rides were taken up by 2,860 users on the E-scooters and 10,843km was travelled using the E-scooters. The trial is continuing into 2022 however COVID-19 has seen utilisation decline significantly at the last half 2021. It is expected uptake in usage towards the end of Summer in 2023.</p> <p>Council staff are exploring uptake of ride share facilities trials in the Bowden Urban Village and expect to report on the availability of this in the future.</p> <p>Council staff are also exploring opportunities for E-bike providers for CCS.</p>

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:	6 Public fast charge EV chargers have now been installed.



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 2021 Community Survey is being undertaken.

COMMENT:

Community survey questions were updated for 2021 to assist Council staff to better understand community satisfaction with Council's open space and recreation assets. Public spaces are developed and maintained in accordance with strategic plans, considering current and future community needs. Further promotion of our public spaces will continue using both print and digital media.

TARGET:

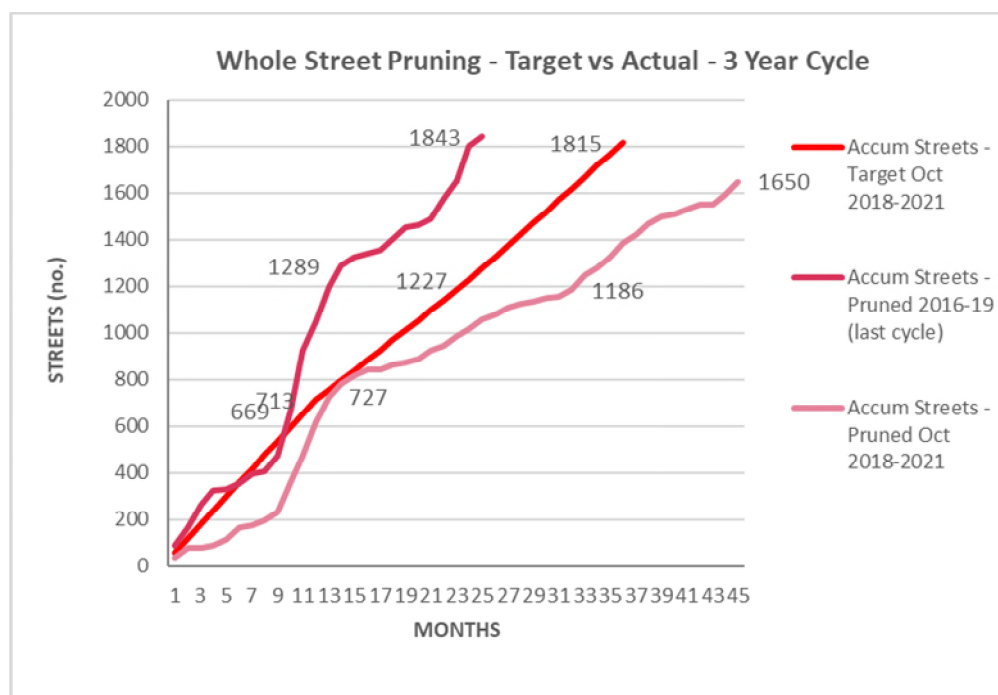
An annual increase of programmed tree pruning is completed within service level standards.

STATUS/KPI:

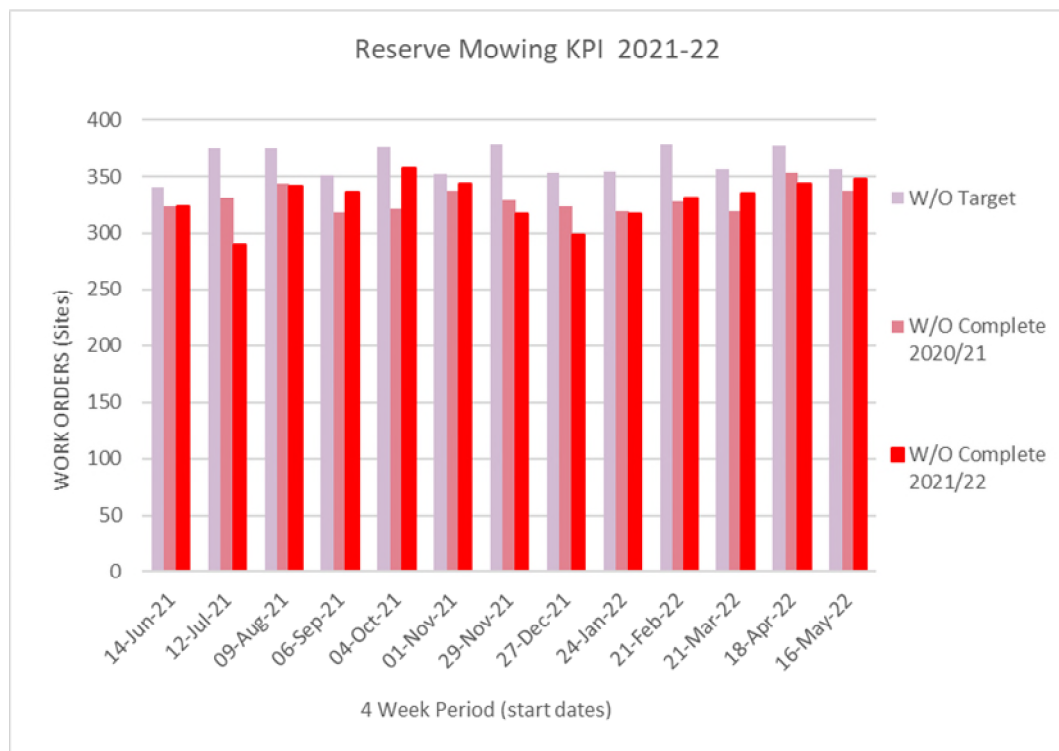
In Progress. 90.9% complete.

COMMENT:

Year 1 & Year 2 complete for the 2018-2021 cycle. Year 3 is 72% complete. This 3-year cycle was scheduled to be completed end-September 2021, but progress has been delayed due to storm damage events, extreme heat conditions, increase in reactive tree maintenance requests and staff leave related to COVID-19 issues.



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 3% below the average for the same period in 2020/21.
COMMENT:	Staff achieved an average 97.8% for this quarter compared to the overall average of 90.7% for the 2021-22 Financial Year. Heavy rain events and Covid related issues 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 85% of residents will live within 300m of useable open space in 2021, compared to 86% in 2020. This is due to increases in residential property development and no open space development in these areas. 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. The first SHS program ran from Friday, 24 September - Sunday, 10 October 2021, with 1,170 children participating, from a record 21 clubs/sport providers offering 72 activity sessions across the region. The subsequent April 2022 SHS program ran from Friday, 15 April – Sunday 1 May, involving 19 sports providers and almost 60 activity sessions, resulting in 1,257 participants. The total SHS participation for 2021/2022 was 2,427.
COMMENT:	Whilst this overall number represented a slight decrease from the previous FY (2,687), the high level of interest from participating Clubs was extremely encouraging.
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. Once complete, staff will then undertake consultation with key stakeholders in the first half of 2022. 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.



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:

The actions within Net Zero are progressing well and we are on our way to meeting the areas targets and overarching targets. Key action progress highlights over the past quarter include:

Building, lighting and Open Space

- The Environmentally Sustainable Development (ESD) Requirements were endorsed by Council on 14 June and are already being used and referenced in both major projects and maintenance activities.
- The Property Portfolio continue to look at opportunities to disconnect from natural gas with Beverley Depot now gas free and The Brocas soon to be. Building redevelopments no longer have gas connections specified as part of the design.

Transport

- An external consultant has been engaged to undertake a review of existing infrastructure at each of the preferred council sites and ability to support EV charging infrastructure and also to provide recommendations on the most appropriate EV charging infrastructure for our needs. A final report from the consultant was received in June 2022 and findings are currently being considered by staff.
- Over 200 staff completed the Staff Transport Survey to understand how flexible working conditions have altered travel patterns and contribute to carbon emissions. Results are currently being reviewed.
- Council has recently endorsed a position that will allow a third-party bus shelter provider to install and maintain some 160 new advertising bus shelters at strategic bus stops across the City. The shelters will provide improved comfort and facilities for existing bus users and assist in attracting new users. The first shelters are expected to be installed in early 22/23.
- Data received from JOLT Charge (third party provider of EV charging station infrastructure within CCS) showed that the number of charging events at most sites doubled since the last quarter which is significant growth and a sign of increased use EV's within CCS.

Not Waste

- Meetings with key contractors have commenced for the weekly FOGO trial in early 2023 and potential trial areas have been identified for shortlisting.
- For the 21/22 financial year, 2242 Kitchen Caddies have been delivered to residents.

Renewable energy procurement

- The CCS has partnered with Trellis and Green Industries SA with regard to the creation of a Local Government sector analysis. The CCS is presently using the

	<p>Trellis platform to capture utility data associated with our facilities including solar generation and use. The project would utilise Local Govt data that already exists within the Trellis system to undertake benchmarking, with primary benefits being:</p> <ul style="list-style-type: none"> • To compare resource consumption and emissions between councils; • To understand the likely emissions profile of each council; and • To undertake a compilation and analysis of LG greenhouse gas emission reduction strategies and net zero targets. • The final report will only be made available to Green Industry SA and participating Councils. <p>Carbon Offset</p> <ul style="list-style-type: none"> • An external consultant has been engaged and is using available data to determine total greenhouse gas emissions to support decision for climate active certification and purchasing of carbon offsets. <p>Staff Led In initiatives</p> <ul style="list-style-type: none"> • A number of actions have been identified by a cross council team of nine staff. Actions include focusing on office equipment and supplies, sustainable staff commuting options, use of materials and transport at the depot, getting further advice from our super fund on making sustainable investment choices and a strong communications plan.
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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. Identifying current supply opportunities and constraints, potential partners, and collaborative councils.
COMMENT:	<p>Discussions with key stakeholders are ongoing</p> <p>Actions underway:</p> <ul style="list-style-type: none"> • Negotiating water entitlements and allocations with the regulator. • Exploring the current available entitlements within the market. • -identifying appropriate water demand hot spots. • Clarifying the ideal alternative water sources for the respective locations.
TARGET:	Increase our open space use of recycled water by 2025.
STATUS/KPI:	Budget approved, Planning works schedule underway.
COMMENT:	Budget approved will allow connection to two reserves and design further connections for construction in the following years.



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.

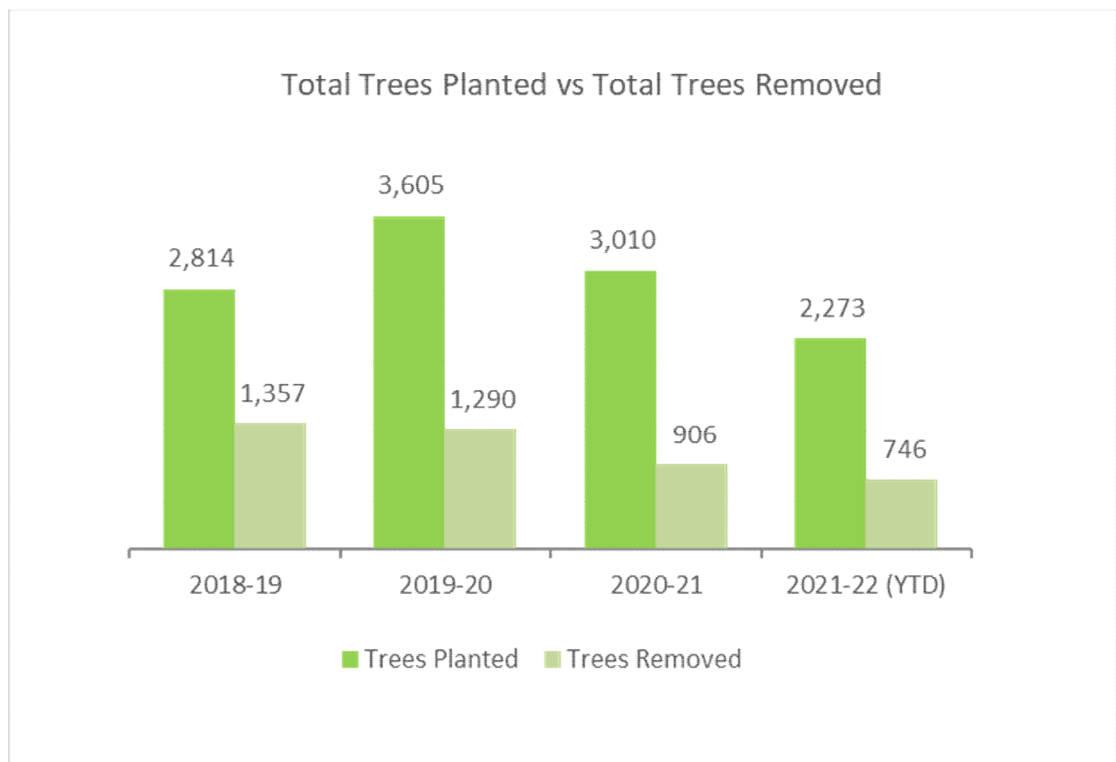
STATUS/KPI:

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

COMMENT:

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





OBJECTIVE

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

TARGET:

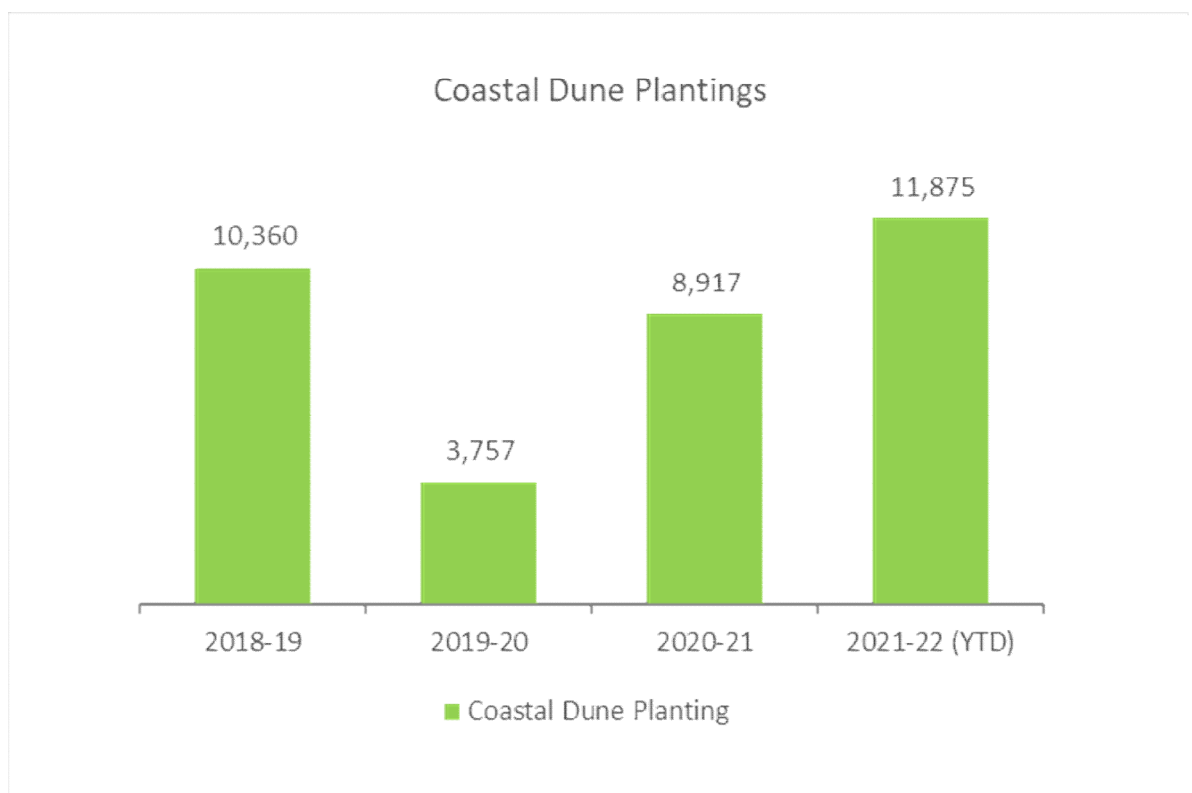
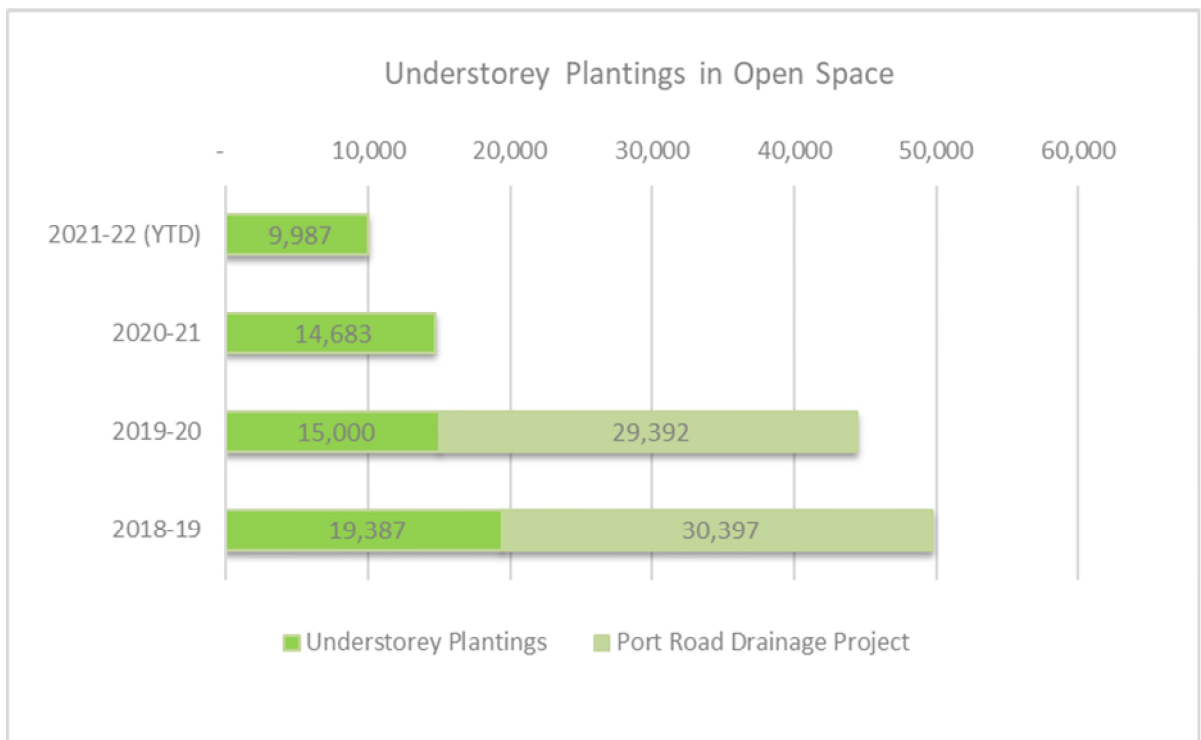
The number of understorey plants planted in open space and biodiversity sites increases annually.

STATUS/KPI:

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

COMMENT:

Current understorey planting numbers are consistent with the average number of landscaping projects. The following graphs highlight the number of understory 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:	Not Started.
COMMENT:	The next measure will be undertaken in 2022 by way of a citizen science project in September 2022.

OBJECTIVE	Develop, manage and maintain green infrastructure; and protect and enhance our urban tree canopy.
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TARGET:	Our Whole Street Planting program is completed annually.
STATUS/KPI:	Complete
COMMENT:	950 trees planted in 29 streets.

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:	<p>WSUD initiatives included in 2021/22 major capital works projects, including:</p> <ul style="list-style-type: none"> • Military Road and Main Street Streetscape Upgrade (ongoing) • Fairford Terrace Road Reconstruction project (ongoing) • Hindmarsh Precinct Streetscape Upgrade • May Street Streetscape Upgrade <p>Opportunities to include WSUD in future works programs currently being explored.</p> <p>Planning for 2022/23 projects is in progress.</p>

TARGET:	A verge renewal framework to guide the greening of our capital works programs infrastructure is completed by June 2022.
STATUS/KPI:	In Progress. Verge greening is critical in ensuring a reduction in the urban heat island effect and can be incorporated within our capital projects.
COMMENT:	Draft verge renewal framework has been developed and circulated to internal stakeholders for comment. Feedback from stakeholders currently being reviewed and draft framework to be updated and finalised in first quarter of 22/23 ready for implementation and use with future projects.

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:	Following community consultation and design, works to increase tree canopy and vegetation were completed in July 2021. Works include the installation of an arbor and ten large above-ground plant pots, with trees and other vegetation strategically located in the hottest sections of the reserve. The Open Space Planner is now measuring and documenting air and surface temperature, and vegetation growth at the reserve on an ongoing basis.



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:	<p>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. Net Zero was featured in the June 2022 edition of Kaleidoscope.</p> <p>In addition to this current work, in the 2021 Community Survey, our residents were asked to rate the statement 'The City of Charles Sturt is environmentally green'. A score of 7.2 (out of 10) was given by residents surveyed. Pre 2021 we asked residents to rate Council's overall performance in terms of environmental sustainability. There is a significant difference in the questions asked, which may have an impact on the achievement of the KPI, however we will continue to monitor and undertake activities which contribute to the overall satisfaction rating as it relates to environmental efforts.</p>

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:	<p>A Net Zero Communications Plan is being implemented and work is under way to promote through various Council media our Net Zero actions. General and targeted community engagement will ensure we bring the community along with us on our journey and learn from and support them to tackle the Climate Emergency.</p> <p>In April 2021, the AdaptWest partnership (Cities of Charles Sturt, Port Adelaide Enfield and West Torrens) undertook a community survey to understand the values, knowledge, awareness, behaviours and attitudes towards climate change for people living or working in western Adelaide. This was undertaken primarily to see whether the community-led values that underpin the AdaptWest Climate Change Adaptation Plan (2016) are still held by our diverse communities. The survey also sought to understand what action individuals are currently undertaking to adapt to climate change or reduce carbon emissions.</p> <p>A total of 448 respondents completed the survey which ran from 17 March to 7 April 2021. Just over half of the respondents lived in or worked in the City of Charles Sturt.</p> <p>The survey indicated that the importance of the values associated with the AdaptWest Plan still rate very well with the community (0 is not important and 10 is extremely important):</p> <ul style="list-style-type: none"> • A strong and connected community – 7.8/10 • Regional productivity and economic contribution to the state – 8.0/10 • Infrastructure and essential services – 8.4/10 • Management and use of stormwater – 8.7/10 • Amenity and quality of life – 8.8/10 • Coastal and riverine water quality – 8.9/10 • Our coastal environment – 9.0/10 <p>The comprehensive responses regarding climate action being undertaken by the AdaptWest community can be found in the full survey report accessible on the AdaptWest website:</p> <p>https://www.adaptwest.com.au/sites/adaptwest/media/pdf/incs011-adaptwest-community-survey-report.pdf</p>

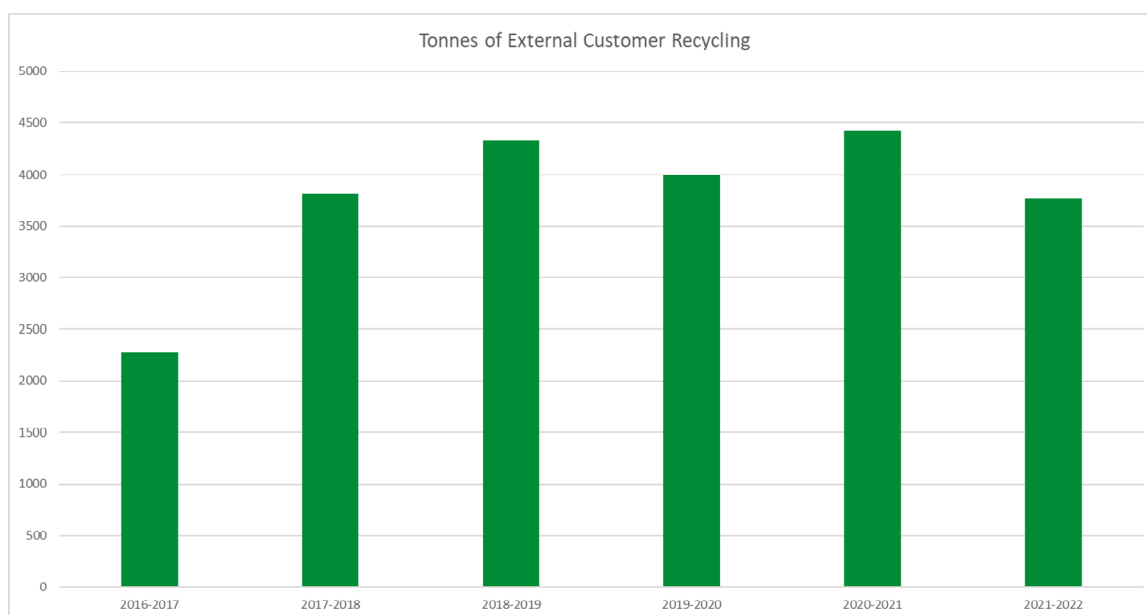
OBJECTIVE	Incorporate sustainable infrastructure into our community spaces and buildings.
TARGET:	All building capital works and renewal programs adhere to Council's Environmentally Sustainable Design (ESD) guidelines and respond to long term risks of climate change.
STATUS/KPI:	In Progress. Climate change adaptation building solutions are increasingly included in capital projects with heightened industry awareness evident.
COMMENT:	The Environmentally Sustainable Design (ESD) Requirements for Council Buildings were endorsed by council 14 June 2022. This document will assist in defining 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.



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 is now fully operational and is accepting both the Cities of Charles Sturts and Port Adelaide Enfield recyclable material. In addition, Visy recycling has also transferred all their existing operations across to the new facility.</p> <p>Cawra was recently awarded a Green Industries SA grant to purchase additional equipment to improve the MRF's performance.</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>New 'which bin' fridge magnets and stickers have been developed and are being sent out on request.</p> <p>Community talks and presentations are continuing upon request.</p>
TARGET:	Increase in the annual tonnes of material received for recycling at the Beverley Recycling and Waste Centre by 2025.
STATUS/KPI:	In progress - 2021/22 Q4 External Customer Recycling currently 3766 tonnes.
COMMENT:	Q4 saw an increase of 965 tonnes from 2801 to 3766. Q4 is behind target as the Centre witnessed a larger volume of municipal waste than was expected. Disposed waste exceeded the previous years by 990 tonnes as customers are disposing of lots of non-recyclables, further investigation into expanding recyclable waste streams is ongoing.



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>Recent audits indicate that the level of contamination in the recycling bin has increased, with contamination moving from around 12 % in 2020 to 20% in 2022. This is believed to be partly because of Covid-19 impacts as well as in an overall reduction in the amount of fibre in the recycling bin as people transition more and more to digital media and bills etc. This is a trend being seen national and is not limited to Charles Sturt or South Australia.</p> <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>

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. For the 21/22 financial year, we have delivered 2242 Kitchen Caddies to households.</p> <p>Council received a grant of \$70k from Green Industries SA to support a trial of weekly FOGO (food and organics) bin collections. Planning for the project has commenced a short list of potential trial areas has been identified. The trial will commence in May 2023.</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:

Requirements for recycled content products and materials have been included in our tender documentation and all staff are continuing to look for opportunities to purchase materials with recycled content.

Council received a grant of \$13K from Green Industry SA to support the in-field trial of 100% recycled content mobile garbage bins. Trial households have been identified and a letter has been sent to all participants. The new bins will be rolled out in the week beginning 25 July 2022.

**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 bi-monthly Metropolitan Seaside Council Committee meetings, 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.

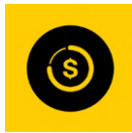
STATUS/KPI:

In Progress. Annual review with Community Survey questions.

COMMENT:

Our resident perception with environmental protection (reducing carbon emissions, increasing tree canopy etc.) was measured slightly differently in the 2021 community survey. We asked how residents rate the environmental protection services provided by the City of Charles Sturt. We received a score of 7.2, compared to 6.4 in 2020. Whilst a slight difference in the KPI reporting, this measure is considered acceptable for the purposes of this report and will be updated with future community surveys.

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:	Planting of 10,000 tube stock will occur in June 2022. Works will be coordinated with the Coast Protection Board, including the sand replenishment program (Securing the Future of our Coastline).



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 are currently being 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 is being 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:	There are currently 9,539 businesses in the City of Charles Sturt, 1,400 of these (14.7%) 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.

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 on 25 May 2022 and attended by over 1,100 job seekers and 80 exhibitors. Western Alliance projects include Live in the West regional promotion and the Adelaide Beaches website upgrade. The review of the Western Regional Tourism Development Action Plan is currently underway and quarterly Western Adelaide Networking events continue to be hosted.</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 in events to allow us to continually improve our programs.
COMMENT:	<p>The Economic Development team have hosted seven events this quarter and supported a further two. 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>A YourSay page has been created to host the relevant stages of the Economic Development Strategy 2022-2026. The results of the business survey have been shared on this page to help inform the development of the new Strategy and future support and business development events.</p> <p>100% of businesses that accessed business support, received a grant to support their business, art or venue or attended an event said their experience working with us was good, very good or excellent.</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:	<p>Urban Development, Business Growth and the Health sectors were targeted for events. These events were very well attended and are outlined below.</p> <ul style="list-style-type: none"> • Health Sector - 5 April 2022 – Finding Success as a NDIS (National Disability Insurance Scheme) Provider workshop – to raise awareness of commercial opportunities and Council support for business, aimed at business looking to become providers, collaborate or increase their market opportunities. More than 35 attended, including representatives from the Local Jobs Program and current NDIS providers. • Small Business Growth – 27 April - #shoplocal beer, beverages and fun – a local producer event part funded by #shoplocal funding and supported by the Economic development team held to support local food and beverage producers at Shapeshifter Brewing Co attended by 200. Presentations were heard from Deputy Premier Susan Close, Makro Meats, Shapeshifter Brewing and Switch Start Scale. • Small Business Growth – 10 May 2022 – Facebook and Google ads for business – to educate local business owners and professionals how to create, target and track Facebook and Google advertising campaigns that deliver outstanding results. The morning seminar at the Healthy Living Precinct was attended by 45 businesses located in Western Adelaide. • Urban Development – 3 June 2022 – Invest in the West, a breakfast seminar attended by 120 people to highlight the major developments underway in the City of Charles Sturt. Event included presentations from Ross Pelligra and Jenny Mann – Events SA on the Women’s World Cup 2023. • Small Business Growth - Entrepreneurship - Re-ignite SA – 7 June - held in partnership with Switch Start Scale at the Royal Adelaide Golf course attended by 120 businesses/key stakeholders and government representatives to showcase local success.

- Small Business Growth – 16 June 2022 – Women in the West – the first of the new Western Business Leaders series for women’s networking. This event was attended by 55 attendees at local female-owned business, Jackson Square and included a presentation about courageous conversations by Ally Nitschke of Made for More.
- Targeted visitor sector communications were sent out in June 2022 to promote the upcoming visitor networking event in July 2022.

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:

- A range of sector specific workshops held.
- A Health Sector Workshop focused on business planning for NDIS providers/intenders was held. This also covered commercial opportunities in the National Insurance Disability Scheme was well received and attended by over 35 business representatives.
- Further feedback from other sectors was sought as part of the business survey and shared through the YourSay page.



OUR ECONOMY

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

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, \$8.854m (or 16.46% of the total spend) was spent using 198 suppliers based in the City of Charles in Q3 of the financial year 2021/2022.

COMMENT:

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

TARGET:

All tenders are promoted through the Charles Sturt LinkedIn site.

STATUS/KPI:

In progress.

COMMENT:

Tenders were promoted on LinkedIn April 2022 through to June 2022 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 Sept 2021 and March 2022 there was an increase in Gross Regional Product of \$367 million an increase of 6.4%.

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 and direct engagement with businesses.
COMMENT:	<p>Nine events have been held this quarter aimed at fostering B2B engagement. A sample of the events are included below.</p> <ul style="list-style-type: none"> • Health Sector - 5 April 2022 – Finding Success as a NDIS (National Disability Insurance Scheme) Provider workshop – to raise awareness of commercial opportunities and Council support for business, aimed at business looking to become providers, collaborate or increase their market opportunities. More than 35 attended, including representatives from the Local Jobs Program and current NDIS providers. • Small Business Growth – 27 April 2022 - #shoplocal beer, beverages and fun – a local producer event part funded by #shoplocal funding and supported by the Economic development team held to support local food and beverage producers at Shapeshifter Brewing Co attended by 200. Presentations were heard from Deputy Premier Susan Close, Makro Meats, Shapeshifter Brewing and Switch Start Scale. • Small Business Growth – 10 May 2022 – Facebook and Google ads for business – to educate local business owners and professionals how to create, target and track Facebook and Google advertising campaigns that deliver outstanding results. The morning seminar at the Healthy Living Precinct was attended by 45 businesses located in Western Adelaide. • Workforce and Skills - 25 May 2022 Western Adelaide Jobs Expo – attended by over 1,100 attendees, 80 exhibitors and workshops throughout the day to support skills development and employment pathways. <p>The marketing and communications strategy had an incredible impact:</p> <ul style="list-style-type: none"> • Paid marketing campaign delivered 63,369 impressions, 616 link clicks • Organic (unpaid) social posts: CS 10,100 reach, 11,100 impressions, 460 clicks, PAE 13,000 views • News video in the 2-week lead-up 6,000 views • 2,200 flyers delivered to employers, training organisations, community centres • Fresh FM Radio Campaign two-week promotion reached 196,000 weekly listeners and a highly engaged social audience averaging 150,000 impressions and a reach of over 25,000 per week. • 110 jobs were offered on the day which would have a total effect to the economy of \$79,289 million potentially resulting in a further 74 jobs added. A video from the day can be seen here: https://youtu.be/qJhkOTIk6d4 • Urban Development – 3 June 2022 – Invest in the West, a breakfast seminar attended by 120 people to highlight the major developments underway in the City of Charles

	<p>Sturt. Event included presentations from Ross Pelligra and Jenny Mann – Events SA on the Women’s World Cup.</p> <ul style="list-style-type: none"> • Entrepreneurship - Re-ignite SA – 7 June - held in partnership with Switch Start Scale at the Royal Adelaide Golf course attended by 120 businesses/key stakeholders and government representatives to showcase local success. • Small Business Growth – 16 June 2022 – Women in the West – the first of the new Western Business Leaders series for women’s networking. This event was attended by 55 attendees at local female-owned business, Jackson Square and included a presentation about courageous conversations by Ally Nitschke of Made for More. <p>Direct engagement is now being captured through the Economic Development Customer Relationship Management system.</p>
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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:	<p>Council will continue to buy local and monitor this baseline established.</p> <p>Several different grant programs have been approved this financial year, including:</p> <ul style="list-style-type: none"> • 123 businesses applied to be part of the Business Support program in 2021/22, 77 businesses have been approved and are currently upskilling. A number of the remaining applicants worked through the pre-assessment process with their business advisors. • #shoplocal – 15 applications have been approved for 2021/22 and the funding was fully allocated. • Live and Local – 110 artists were supported at 24 venues, the funding for 2021/22 was fully allocated. • Creative Cities – 44 creative outcomes at 17 venues have been approved for 2021/22 with the funding been fully allocated.

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 454 businesses.
COMMENT:	Business counts: June 2020 - 9,085 June 2021 – 9,539

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.
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>100% 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 annual business survey was undertaken December 2021 – February 2022 these results have been shared with the business community through the newsletter and social media channels.</p> <p>The Draft Economic Development Strategy 2022-2026 was opened for consultation on Your Say which included the learnings of the annual business climate survey. Two stakeholder roundtable discussions were held on the 22 June 2022 (10 attendees) and 28 June 2022 (21 attendees) with targeted key contacts from each sector, to gain feedback on the draft strategy and more importantly insights from the business community as to the external environment. The consultation feedback closed in early July and will inform the new strategy.</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: 7,813 jobs
Construction: 4,647 jobs
Manufacturing: 4,568 jobs
Tourism: 1,505 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.

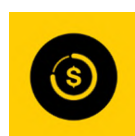
COMMENT: We are unable to provide the breakdown by sector data from the PlanSA System at this time from the DAP system. The value of applications lodged and applications approved is:
Applications lodged from 1/04/22 to 30/06/22 **\$134,610,000**
Applications approved from 1/04/22 to 30/06/22 **\$63,750,000**

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.
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.

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"> 123 businesses applied to be part of the Business Support program in 2021/22, 77 businesses have been approved and are currently upskilling. Several are working to refine their scope of works and are in the pre-assessment stage with their business advisors.



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 seven events this quarter and supported a further two (#shoplocal at Shapeshifter Brewery and #ReigniteSA at the Royal Adelaide Golf Club). 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>A Your Say page with the annual business survey and feedback form for the Draft Economic Development Strategy 2022-2026 has been shared to inform the new strategy and assess the business outlook by business. The survey responses have been shared via the YourSay page and the consultation ends in July 2022.</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 programs.
STATUS/KPI:	Completed.
COMMENT:	<p>Council partnered with the City of Port Adelaide Enfield and Local Jobs Program to run a Jobs Expo on 25 May 2022, which was initially delayed due to COVID-19 restrictions. This expo connected employers with job seekers to meet labour market gaps and facilitate job placements and apprenticeships. Feedback received from exhibitors reported they had offered over 110 positions on the day, ranging from full time or part time opportunities, career advancement through work-based training, apprenticeships, and traineeships. This would have a total effect to the economy of \$79,289 million potentially resulting in a further 74 jobs added.</p> <p>A video from the day can be seen here: https://youtu.be/qJhkOTIk6d4</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:	For the April to June 2022 quarter, 66 unique digital programs were provided with 143 sessions delivered with a total of 484 participants.

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>The Western Adelaide Jobs Expo took place on 25 May 2022, it was attended by over 1,100 job seekers and 80 exhibitors.</p> <p>Feedback received from exhibitors reported they had offered over 110 positions on the day, ranging from full time or part time opportunities, career advancement through work-based training, apprenticeships, and traineeships. This would have a total effect to the economy of \$79,289 million potentially resulting in a further 74 jobs added.</p> <p>A video from the day can be seen here: https://youtu.be/qJhkOTIk6d4</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: Completed. This was developed through the development of strategic partnerships.

COMMENT: The program opened in July 2021. A summary of the project this financial year is available in section 21.

The following events were held this quarter:

- 2022 AusDBF Australian Dragon Boat Championships
- Voice of Adelaide

TARGET: Growth in annual employment numbers (indirect).

STATUS/KPI: In progress. Between 2011 and 2016 jobs grew by 670.

COMMENT: **2011:** 41,492 jobs, **2016:** 42,162 jobs.

TARGET: Percentage of our community that have qualifications continues to grow (indirect).

STATUS/KPI: Ongoing. Between 2011 and 2016, percentage of qualifications grew by 5.3 percent.

COMMENT: **2011:** 34.7% **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 currently measures the following statement “Engagement – I know about our new organisational values and brand”. As at 30 June 2022 this metric had a score of 85.

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>Our Teamgage Pulse Survey currently measures the following statements:</p> <p>Engagement I know about our new organisational values and brand.</p> <p>Leader Support My leader provides clear expectations, regular feedback, encourages development and creates a caring environment.</p> <p>Communication Is regular, open and transparent from my leaders and within my team</p> <p>Quality I strive to be progressive and accountable and feel I am valued for the work I do</p> <p>Safety & Wellbeing I feel safe in my work environment and the organisation cares about me.</p> <p>Integrity I can be honest and open in providing constructive feedback and ideas as we implement new ways of working.</p> <p>As at 30 June 2022 these metrics had a score of 85.</p>

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:	The Values Awards were held on 10 February 2022 via Zoom almost 300 participants attended. This was a fantastic event with strong engagement. The values continue to be celebrated via ad hoc all staff announcements through various channels. The Communications Team was awarded the Excellence in People and Culture Award at the Local Government Professionals SA 21st Annual Leadership Excellence Gala Awards on Friday 27 May 2022.

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:	<p>1 Review Completed and 2 currently underway:</p> <ul style="list-style-type: none"> • Civil Service review completed • Irrigation Service Review underway (draft report stage) • Turf Management Service Review underway. <p>Irrigation and turf management reviews are related and will result in a cohesive approach to turf management. A review of mowers is also showing significant productivity improvements.</p>
COMMENT:	Service Reviews being undertaken jointly with City of Marion and City of Port Adelaide Enfield, with Adelaide City Council also having input into the Irrigation and Turf Management reviews.

TARGET:	To complete at least 4 internal audits per year
STATUS/KPI:	The nominated audits for the 21/22 year were all completed in accordance with the Internal Audit Plan.
COMMENT:	<p>The outcomes of the audits are reported to the Audit Committee and the completed audits were:</p> <ul style="list-style-type: none"> • Collaborative Project(s) Health Check • Contract Management • Project Management • Internal Financial Controls

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 fourteen collaborative tenders undertaken with our collaborative partners.

TARGET:	At least 10 tenders a year negotiate value-add (cost savings, additional scope).
STATUS/KPI:	In Progress. Three tenders have negotiated value add in this quarter.
COMMENT:	Seven tenders saw negotiated savings this Financial Year. Due to the external market conditions, this provided a difficult KPI given the increased overall costs being experienced in tendering and contracting.
TARGET:	Increase our strategic networks by having 30% of leadership staff representation on industry networking organisations or boards by 2025.
STATUS/KPI:	In Progress. A number of our leadership team currently represent CCS on various industry forums.
COMMENT:	Target achieved as at 30 June 2022.


TARGET:	Every year our cross-council collaboration projects are identified, reviewed, prioritised and action plans implemented.
STATUS/KPI:	In Progress. Collaborative initiatives continue to be operationalised and progressed.
COMMENT:	<p>Collaboration initiatives for 2021/22 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. • Cross Council Turf and Irrigation Management Service Review: Underway and undertaken jointly with the Cities of Port Adelaide Enfield and City of Marion. • 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.

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:	In Progress. Implementation of a cloud-based Unified Communications and Contact Centre solution is complete. Procurement is complete for a cloud-based Customer Relationship Management (CRM) solution and data integration platform for implementation in 2022/23.
COMMENT:	Projects will continue to be implemented and additional updates provided.

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 between July and August 2021 and will be conducted again in August 2022, 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 7.6 with a Net Promoter Score (NPS) of 16.6. This is around 86%* satisfaction.
COMMENT:	<p>Whilst asked in a slightly different way to previous years, the responses show a consistent level of satisfaction with our performance. There is 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.</p> <p>*revised number (previously incorrectly recorded as 70%).</p>

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 between July and August 2021, with respondents asked to rate how satisfied they are with Council's services. The mean score from a scale of 0 (being dissatisfied) to 10 (extremely satisfied) was 7.6 with a Net Promoter Score (NPS) of 13.4. This is around 82%* satisfaction.
COMMENT:	<p>The responses show a consistent level of satisfaction with our services and/or programs. There is opportunity to continue to improve this result.</p> <p>*revised number (previously incorrectly recorded as 75%).</p>

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 between July and August 2021. 7% of respondents recognised 'City of Charles Sturt Means the World'.
COMMENT:	The City-wide Community Survey was conducted early in the brand rollout. Recognition of our refreshed brand was expected to be low as it had not been in the market for long. We expect this figure to continually increase over the coming years and will measure this in our next City-wide Community Survey where we aim to see a sharp increase due to implementation of our brand across our City.



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:	The 2020-2025 Customer Experience Strategy was finalised and endorsed by Council's Executive Team in 2020 and over 2020 and 2021 was presented to each portfolio to raise awareness and embed the strategy's initiatives within Portfolio Plans. Ongoing work is being conducted across the organisation and during the quarter work has continued implementing a 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. Furthermore, a new organisational wide new unified communications and call centre solution was implemented. These actions align with the strategic priorities of the Customer Experience Strategy.
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 are continuing to coordinate workshops to determine system requirements in collaboration with Port Adelaide Enfield Council.

TARGET:	80% of Customer Requests are resolved within their allocated time frames.
STATUS/KPI:	In Progress. 7,017 Customer Requests were received in the April - June 2022 quarter, which represents a variation of only 1% compared to the same quarter in 2021.
COMMENT:	75.1% of requests received in Quarter 4 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 1,007 Voice of Customer Surveys were completed in Quarter 4, targeting specific customer groups to help identify process improvement opportunities. The average NPS Score for our Voice of Customer Surveys in Quarter 4 was 50.6.
COMMENT:	The City-wide Community Survey was finalised in October 2021 with the annual survey to be conducted again in August 2022. The 2021 Survey provided a range of results for Customer Experience. A Consolidated NPS Score of 19.9 was recorded, with 74% 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:	<p>Our Teamgage Pulse Survey currently measures the following statements:</p> <p>Working Environment</p> <p>I understand that a flexible working environment encompasses where I work, when I work and how I work.” As at 30 June 2022 this metric had a score of 86.</p> <p>Collaboration</p> <p>The work environment supports us to work together within and across teams.” As at 30 June 2022 this metric had a score of 82.</p> <p>Integrity</p> <p>I can be honest and open in providing constructive feedback and ideas as we implement new ways of working. As at 30 June 2022 this metric had a score of 85.</p> <p>A new Working Flexibly video has been produced as well as an updated Working Flexibly Checklist for employees.</p>

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 58% as at 30 June 2022.

COMMENT: To encourage greater engagement with the pulse survey program the questions will be updated to reflect the changing landscape in 2022. To ensure survey fatigue does not creep in the survey frequency will also be reviewed.

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: The review and changes to our Teamgage pulse survey metrics and statements are reviewed every six months by the Leadership Team and endorsed by the Executive Team. Metrics and statements are currently under review.

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

STATUS/KPI: Not Started.

COMMENT: OCI survey was scheduled for February 2022 but has been delayed due to COVID-19 and staffing impacts, culture survey to be scheduled in the new financial year.

Engagement is currently being measured monthly through pulse surveys.

OBJECTIVE **Continue to maintain and enhance our safety systems to provide our employees with safe and healthy work experience.**

TARGET: The Annual KPI WHS Action Plan is developed by October each year and a 100% compliance is achieved.

STATUS/KPI: Completed. Annual WHS Plan for 2020/2021 was completed (100%) as per the schedule.

COMMENT: The Bi-annual evaluation was undertaken in September and the results have been received and reported to the Audit Committee. The purpose of the risk evaluation is to assess Council's Risk, Work Health Safety (WHS) and Injury Management (IM) systems to ensure our systems meet a sector baseline and conform with Return to Work SA and the Performance Standards for Self-Insurers. The risk component part of the review identified that Council met 23 of the 28 Sector Baselines and these areas of improvement have been accepted by the risk owners and plans have been developed to address the shortfalls. For Work Health & Safety and Injury Management review no non-conformances were identified and this demonstrates Council's commitment to a safety culture and continuous improvement.

TARGET: Monthly pulse surveys incorporate questions in relation to employee safety and wellbeing to enable the organisation to continue to evolve its systems and employee support.

STATUS/KPI: In Progress. The Pulse Survey has been developed and is ongoing.

COMMENT: The survey results tell us the following - "Safety & Wellbeing – I feel safe in my work environment and the organisation cares about me". As at 30 June 2022 this metric had a score of 83. Which was consistent with results at the end of March 2022.

TARGET: Reduction in Lost Time Frequency Rate.

STATUS/KPI: In progress. Regular reports are provided to all Safety Working Parties and the leadership team.

COMMENT: The Lost Time Frequency Rate (LTFR) for the previous quarter was 14.2 and this quarter has seen a reduction to 8.8.

OBJECTIVE **Ensure our people have the right skills, knowledge and capabilities to deliver quality outcomes for our community now and into the future.**

TARGET: An annual development and capability plan is developed and implemented each year to enable our workforce to perform work safely and effectively.

STATUS/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.

COMMENT: The plan will continue to progress, and updates provided in future EOQ reports.

TARGET: A Workforce Strategy is developed by June 2022 to implement workforce planning and talent management processes to identify and respond to current and future requirements and capabilities, ensuring skills and knowledge are acquired and transferred within the organisation.

STATUS/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.

COMMENT: The desired employee experience must first be determined to inform the detailed workforce development plan/strategy this will occur over the coming months.

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 will be undertaken in Q1 of 2022/23.

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:	<p>The combined Teamgage pulse survey results as at 30 June 2022 was 85, which incorporated results on the following metrics:</p> <ul style="list-style-type: none"> • Leader Support • Working Environment • Engagement • Safety and Wellbeing • Communication • Collaboration • Integrity • Quality

	<h2 style="margin: 0;">OUR LEADERSHIP</h2> <p style="margin: 0;">THE MANAGEMENT OF OUR CITY IS PROGRESSIVE, RESPONSIVE AND SUSTAINABLE TO ENSURE A UNITED AND UNIQUE PLACE FOR FUTURE GENERATIONS</p>
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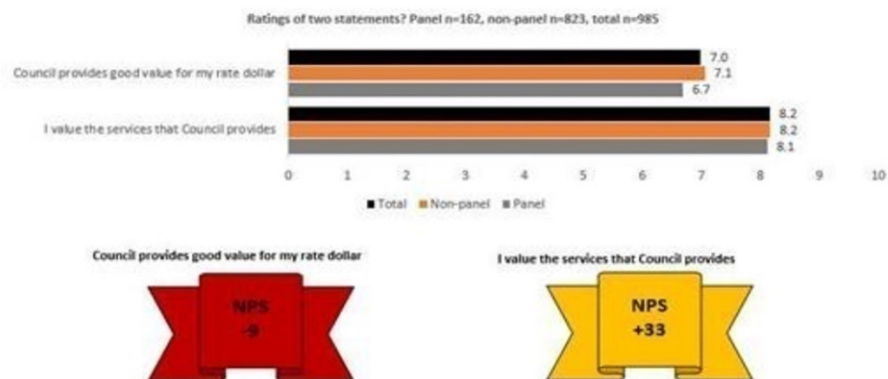
OBJECTIVE	Review and continually update the Long-Term Financial Plan to ensure ongoing financial sustainability to meet future community expectations and legislative requirements.
TARGET:	Our Long-Term Financial Plan positions Council for anticipated community expectations.
STATUS/KPI:	Our LTFP was updated and endorsed by Council at its meeting 15 March 2022, Item 2.2.1 after a review by both the Audit committee (AUD 22 February 2022, Item 4.02) and Corporate Services committee (7 March 2022, Item 4.5) and year 1 and provided the high-level parameters for the development of the 2022/23 annual budget
COMMENT:	Our annual budget for 2022/23 has been developed having regard to the high level parameters for Year 1 of the adopted LTFP. It is proposed to be adopted 11 July 2022 following final valuations and consultation feedback. The overall average rate rise is 2.45% well below the current CPI/ All key sustainability indicators are within benchmarks

TARGET:	Our end-of-year actual financial sustainability ratios are within adopted target benchmarks: <ul style="list-style-type: none"> Operating surplus ratio is $\geq 0\%$ and $< 10\%$ Net financial liabilities ratio is $< 100\%$ Asset renewal funding ratio is $> 80\%$
STATUS/KPI:	In Progress. All ratios for 2021/22 are within key benchmarks for sustainability and on-track.
COMMENT:	All ratios for 2021/21 are within key benchmarks for sustainability and performance is forecast to be better than original expectations, although with works in progress greater than expectations due to supply chain issues the asset renewal funding ratio maybe less than originally forecast

	Original Budget	September budget review	December budget review	March budget review	June actual
Operating surplus ratio	0.7%	3.8%	3.9%	4.1%	TBA
Net Financial Liabilities ratio	61.6%	59.5%	59.3%	58.6%	TBA
Asset renewal funding ratio	95.8%	95.6%	96.1%	96.2%	TBA

TARGET:	Over 60% of residents believe Charles Sturt Council Rates deliver value for money annually. (community survey)
STATUS/KPI:	In Progress. Council provides good value for my rate dollar scored 7 out of 10 and a negative 9 NPS for City wide survey October 2021.
COMMENT:	The following is an extract from the Community Survey. No change since last update

Ratings on good value of services



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:	Commenced.
COMMENT:	Policy has been reviewed and endorsed by Council. Investigations underway for central register development.
TARGET:	Annual increase in number of applications for grants and co-funding.
STATUS/KPI:	In Progress
COMMENT:	<p>This project will commence in January 2022.</p> <p>A central grants register within the End of Month reporting will be established from the commencement of the 2022/23 Financial Year, which will cover the nature and type of grants applied for, including their level of success.</p> <p>Grants received for the current financial year include (but are not limited to)*:</p> <p><i>*amounts exclude GST, and this list excludes annual, operating grants or grants entitled to Council for specific service provisions.</i></p> <ul style="list-style-type: none"> • Stormwater Management Authority (SMA) – West Lakes Catchment Stormwater Management Plan - \$86k across 2020/21 and 2021/22 • Minister for Planning and Local Government, Open Space and Places for People, “Military Road and Main Street Upgrade and Public Plaza” - \$2.6M • Department for Transport and Infrastructure (DIT) – State Bicycle Fund Projects - \$630k • Special Local Roads Program – Fairford Terrace Road Rehabilitation and Traffic Safety Improvements - \$350k • Green Adelaide Board, “Urban Animal & Plant Control Partnership Program” - \$8k • Minister for Environment & Water - \$500k over 2 financial years, including: <ul style="list-style-type: none"> ○ Tracey Avenue Catchment ○ Hindmarsh Precinct ○ Bartley Terrace / Fairford Terrace ○ ‘Living Streets’ ○ ‘Your Neighbourhood Plan’ (May Street) • Department of Infrastructure, Transport, Regional Development and Communications, “Story & Song, a seasonal cabaret series at the Woodville Town Hall, Adelaide” - \$54k • Australian Cricket Infrastructure Fund (SACA & Cricket Australia), “Woodville Oval Lighting Upgrade” - \$80k • LCRI, “Kicking off the World Cup 2023, Hindmarsh Precinct Streetscape Upgrade” - \$1.75M spread over 2 financial years. <p>LRCI Program Phase 3 - up to \$2,594,554, including:</p> <ul style="list-style-type: none"> ○ Henley Ngutunga – Henley Library and Community Centre redevelopment. ○ Ngutunga West Lakes (Library and Community Centre): Cultural works, interpretive art and signage. ○ Your Neighbourhood Plan - Albert Park Reserve ○ Flinders Park Oval Netball Courts ○ City Wide Playground Shade Sails program • Minister for Planning and Local Government Open Space Grant Program, “Creating a new, local, open space in Albert Park” - \$970k

- Stormwater Management Authority (SMA) – Meakin Terrace Sub-Catchment Flood Mitigation Investigations - \$37k

Green Adelaide Board, “Urban River Torrens Recovery Program” - \$5k

- Green Adelaide Board, “Increasing Our Urban Forest” - \$90k
- Green Industries SA, “In-Field Trial of 100% Recycled Content Mobile Garbage Bin Bodies” - \$13,850
- Green Industries SA, “12 Month Food Waste Pilot With Weekly Organics Collections (FOGO Trial)” - \$70,305
- Coast Protection Board, “Coast Protection Infrastructure Assessment and Management Strategy for City of Charles Sturt” - \$35k

In addition, the City of Charles Sturt has received the following Labor candidate funding pledges from the March 2022 State Government Election:

- St Clair Path Lighting - \$180k
- St Clair Community Hub - \$1M
- Almond Reserve, Fencing - \$30k
- St Clair Sports Lighting, Oval No. 2 - \$350k
- Redevelopment of the Grange Recreation Reserve (contribution) - \$3M
- Woodville South Football Club Changeroom Upgrade - \$750k
- Findon Skid Kids Clubroom Upgrade - \$200k
- Woodville Oval Bowling Club, Bowling Greens Lighting Upgrade - \$55k
- SMOSH West Lakes Football Club Redevelopment - \$3M
- Western Strikers Clubroom Upgrade, Carnegie Reserve - \$200k
- Pedlar Reserve Clubroom Redevelopment - \$1.25M



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. 4.2 % of Council and Committee items considered in confidence this quarter.

COMMENT:

96 Items were considered by Council and Committees in the quarter with 4 of these confidentially deliberating on 4 topics.

OBJECTIVE

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

TARGET:

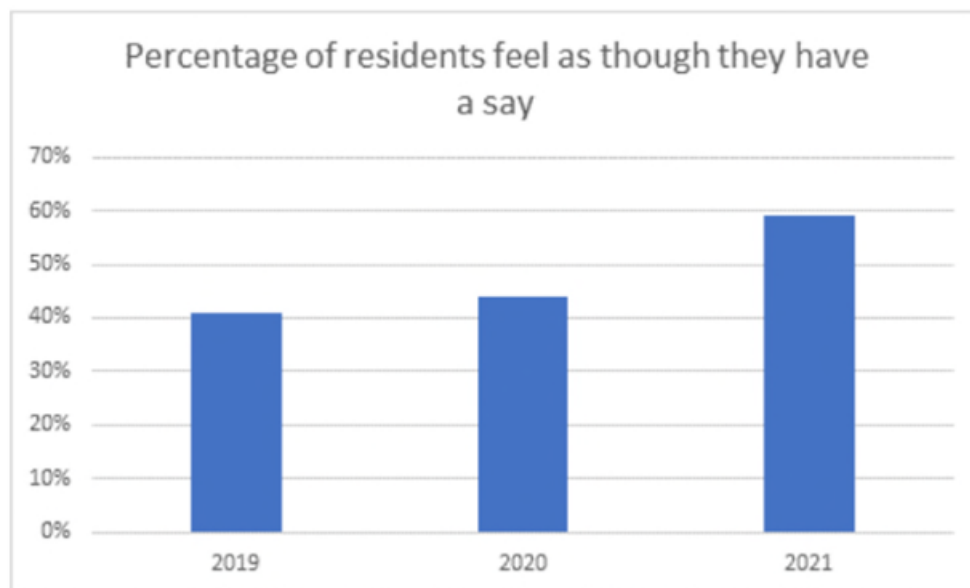
Each year over 50% of our residents feel as though they have a say on important issues in their area.

STATUS/KPI:

We have exceeded our target as the results of our 2021 Community Survey show that 59% 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 and 2021 are 41%, 44% and 59% respectively.

**TARGET:**

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

STATUS/KPI:

We have exceeded the target of a 20% net increase in signed up community members by 30 June 2022.

COMMENT:

The number of community members signed up to Your Say Charles Sturt on 30 June 2021 was 3,854. A 20% net increase on 3,854 members equals a net increase of 771 new members by 30 June 2022 to achieve a total membership of 4,625 members. During the April to June 2022 quarter an additional 188 members signed up bringing the total number of community members to 5,119. We have now exceeded the target of a 20% net increase by 30 June 2022, achieving a net increase of 32.8%.

	Year Total 2020 - 2021	Q1 2021- 2022	Q2 2021- 2022	Q3 2021- 2022	Q4 2021- 2022	Year Total 2021 - 2022
Number of community members signed up to Your Say Charles Sturt	3,854	4,077	4,477	4,931	5,119	5,119

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:	We have now exceeded the target of a 10% net increase in the number of unique online visitors to Your Say Charles Sturt by 30 June 2022.
COMMENT:	The number of unique online visitors to Your Say Charles Sturt for the year 2020/2021 was 20,776. A 10% net increase equals a net increase of 2,078 visitors by 30 June 2022 to achieve a total of 22,854 unique online visitors. The April to June 2022 quarter achieved 8,329 unique online visitors and accordingly we have exceeded the target of a 10% net increase by 30 June 2022, achieving a net increase of 35.8%.

	Year Total 2020 - 2021	Q1 2021- 2022	Q2 2021- 2022	Q3 2021- 2022	Q4 2021- 2022	Year Total 2021 - 2022
Number of unique online visitors to Your Say Charles Sturt	20,776	5,418	5,978	8,489	8,329	28,214

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:	In Progress. Our Community Plan is endorsed 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).

TARGET:	85% project completion for Capital and Annual Operating projects annually. Note: (excluding issues outside on Council's control)
STATUS/KPI:	In Progress.
COMMENT:	EOQ 4 88.99% Project Completion adjusted for projects out of our control/cancelled/deferred/multiyear.

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:	The Corporate Program Management role is currently vacant.
COMMENT:	Once this position has been filled the Corporate Management Framework will be completed.
TARGET:	Complete a review of the end-of-month reporting process and implement recommendations by December 2021.
STATUS/KPI:	In Progress. Review completed and new draft templates being finalised ready for implementation for 2022/23.
COMMENT:	A review has been completed of EOM monthly management reporting with feedback sought from Portfolio managers. The revised management reporting with a greater focus on identifying operational risks and opportunities was due to be rolled from January 2022 but with COVID restrictions has been delayed until staff are working back in the office to help facilitate training required and will occur in new financial year.

OBJECTIVE	All Portfolios have considered their Corporate risks, and these are integrated into the Corporate Risk Register.
TARGET:	All Portfolio/Business Unit participate in an annual review of their Corporate Risks and endorsed by Executive and presented to the Audit Committee.
STATUS/KPI:	In Progress. The Corporate Risk Register was last endorsed by Executive and presented to the Audit Committee at its meeting of 22 February 2022.
COMMENT:	As part of the February 2022 review, risks were examined in consultation with Business Units, duplication was removed, and risk statements were validated.

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. There have been two further commencement dates arising from the Statutes Amendment (Local Government Review) Act 2021 these occurred in April and June 2022.
COMMENT:	Council has been provided with the impacts of these amendments via a public Council report and the relevant managers ensure that any amendments to our policies and procedures are implemented.