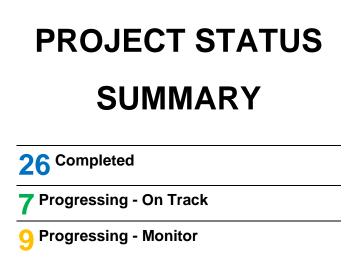
Organisational Service Plan Fourth quarter 2023/24 progress report

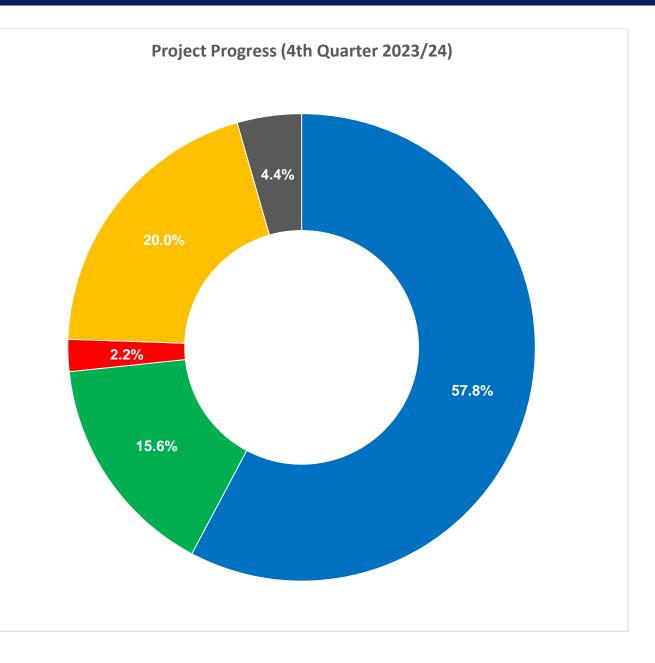






1 Progressing - Off Track

2 Deferred





FOCUS AREA: Community Life

We support diversity, health and well-being, community cohesion and connections, and create opportunities to learn and enjoy the local area.

Strategic Objective: A diverse, inclusive	and welcoming con	nmunity.				
Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Commence development of a City of West Torrens Reconciliation Plan in partnership with First Nations people.	Office of the Mayor and CEO	01/07/2023	30/06/2024		50%	Planned Reconciliation training for Elected Members will occur 30 July 2024. This training will give Elected Members the opportunity to significantly contribute to the development of the City of West Torrens Reconciliation Plan.
Strategic Objective: Active and healthy	lifestyles for all ages	and abilities	•			
Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Establish a new community garden (Beare Ave, Netley) that is accessible and features place-making elements.	Community Services	01/07/2023	30/06/2024		60%	Community consultation on designs returned favourably and building works are projected to commence in July 2024. The Department of Infrastructure and Transport has approved Council's formal request to extend the grant deadline to 30 November 2024.
Strategic Objective: Recognition of our	unique local cultural	identity and	heritage			
Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Project Commence a review of Heritage Listed Buildings, Areas and Items located within the City of West Torrens.	Lead Department Strategy and Business	Start Date 01/07/2023	End Date 30/06/2024	Status	Progress 95%	Progress Comments Minor changes to the final document are being made by the consultant. This is expected to be completed in the near future
Commence a review of Heritage Listed Buildings, Areas and Items located within the	Strategy and			Status	•	Minor changes to the final document are being made by the
Commence a review of Heritage Listed Buildings, Areas and Items located within the City of West Torrens. Plan and manage the major redevelopment	Strategy and Business	01/07/2023	30/06/2024	Status	95%	Minor changes to the final document are being made by the consultant. This is expected to be completed in the near future. Works have commenced on the redevelopment of Thebarton Theatre with demolition works completed and civil works relating to the plaza and carpark underway. Due to delays experienced in finalising the contract with the successful contractor, it is

STATUS Not Processing- Progressing- Progressing- Not Due to Completed Deferred Off Track Monitor

FOCUS AREA: Built Environment

improve outcomes.

We ensure housing, urban development and infrastructure contribute to attractive and safe neighbourhoods, and how we travel in and beyond our area.

Strategic Objective: An attractive, safe and cohesive urban environment that supports better quality development assessment outcomes, diverse housing choice and compatible nonresidential development.

Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Undertake a Land Use Strategic Directions review to identify future land use needs in response to population growth and change in housing needs.	Strategy and Business	01/07/2023	30/06/2024		100%	Council approved the Organisational Service Plan 2024/25 at the 18 June 2024 Council meeting, including the project to 'Undertake a Structure Plan to guide future land use and development of key sites' to supersede this project.
Undertake an 'Infill Case Study' to determine the effects of infill development and urban corridor development on Neighbourhood type zones and identify the potential gaps and improvements to policy that could	Strategy and Business	01/07/2023	30/06/2024		100%	At the 21 May 2024 meeting of Council, it was approved for the case study to not be undertaken. A review of Employment Lands is to be undertaken in 2024/25.

Strategic Objective: Infrastructure that meet the needs of a changing city and climate.

Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Continue to partner with other councils and the Brown Hill Keswick Creek Board to contribute to the Brown Hill Keswick Creek Flood Mitigation Scheme project.	City Assets	01/07/2023	30/06/2024		100%	The Administration continued to contribute to Brown Hill Keswick Creek Board meetings and reviews of designs. Works are close to completion in the lower Brown Hill Creek section from Watson Avenue to Harvey Terrace, including the Harvey Terrace road crossing.
Continue to work in partnership with the Department of Infrastructure and Transport on the North/South Corridor project.	City Assets	01/07/2023	30/06/2024		100%	The Administration continued to participate in scheduled meetings.
Project manage the staged upgrade of the stormwater drainage systems in Kurralta Park; North Plympton/Plympton; and various local area minor drainage systems to mitigate the risk of flooding.	City Assets	01/07/2023	30/06/2024		90%	All underground service relocations are currently being undertaken by the relevant service authorities. Tender documentation for Stage 1 works will be released in early July 2024, with works scheduled to commence in the 2nd Quarter of 2024/25. The provision of concrete pipes for the project have been procured.



Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Project manage the staged establishment of the Thebarton Riverbank shared pathway.	City Assets	01/07/2023	30/06/2024		90%	A concept plan and consultation support information have been developed for the linear path between South Road and Port Road. Due to the Administration awaiting advice from Renewal SA for the portion of path to be located through the former West End Brewery site, community consultation on the proposed new linear pathway has been delayed and will now commence in July 2024. Detailed design and construction for the section of pathway adjacent to the new Warriappendi School and Torrensville Bowling Club development (formally the Bio-Science precinct) is being funded and delivered by the State Government in association with the T2D project. Detailed design for the section of new linear pathway adjacent to the former University site is near completion. Coordination with the private development works currently occurring on the subdivision of the former University site will be required to ensure subdivision services are installed prior to physical pathway works commencing.
Project manage the staged upgrade of the Reece Jennings Bicycle Path and the installation of bicycle racks and facilities in reserves.	City Assets	01/07/2023	30/06/2024		100%	Design works have been completed for the last stage of works through to Africaine Road. Allocations for cycling infrastructure have been scheduled and budgeted for 2024/25.

Strategic Objective: Neighbourhoods designed to promote safe, active travel and strengthen connections, amenity and accessibility

Strategic Objective: A variety of indoor and outdoor sport, recreation and community facilities and open spaces.

Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Commence planning for the relocation of Thebarton Community Centre.	City Property	01/07/2023	30/06/2024		100%	The implementation of the approved strategy for the relocation of services and activities from Thebarton Community Centre to other Council-owned facilities is complete for the current financial year. An initial survey has been completed to gain an understanding of the uses required and master planning of approved potential sites is underway and will continue in the next financial year. Negotiations continue with the State Government regarding potential land available for a new facility in and around Torrensville. Council will continue to be informed of progress.

STATUS	Not	Processing-	Progressing-	Progressing-	Not Due to	Completed	Deferred
	Started	Off Track	Monitor	On Track	Start		

Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Develop a Masterplan for a new lawn bowls facility at Lockleys Oval.	City Property	01/07/2023	30/06/2024		95%	Following Council's in-principle approval to proceed with the development of a detailed design development report for the proposed upgrade of the Lockleys Bowling Club facility, contractors have been engaged and are refining the design for the site. Works for 2023/24 have been completed and the project will continue over the next financial year.
Manage the staged major redevelopment of Apex Park.	City Property	01/07/2023	31/12/2024		35%	This project has experienced delays due to the ongoing Breakout Creek Stage 3 upgrade. The delayed completion of Breakout Creek works has impacted Apex Park Stage 2 as the contractors assigned to Apex Park are subsequently engaged on other projects and are therefore unavailable to return until August 2024.
Manage the staged major redevelopment of Frank Norton Reserve (Torrensville).	City Property	01/07/2023	31/12/2024		60%	The Administration was advised that an application for funding through the State Government's Open Space fund was unsuccessful. Consequently, the Administration commenced the procurement process, and the work will commence in the 2024/25 financial year.
Manage the staged major redevelopment of Richmond Oval.	City Property	01/07/2023	30/06/2024		95%	A draft design development report has been completed for the redevelopment of Richmond Oval. In the next financial year, the Administration will continue to refine the draft report with the West Adelaide Football Club and the SANFL to ensure the design meets the needs of the Club as well as the local community and user groups currently located at the Thebarton Community Centre.
Manage the staged major redevelopment of Thebarton Oval Precinct.	Office of the Mayor and CEO	01/07/2023	30/06/2024		100%	During the last quarter, work has been progressing to ensure that the relevant parties satisfy their obligations under the transactional documents and to meet the conditions precedent. As at the time of this report, it was anticipated that the relevant conditions precedent are on track to be met.
Manage the staged redevelopment of Karkungka (previously known as Kesmond Reserve).	City Property	01/07/2023	30/06/2024		95%	The upgrade of the Open Space component of Karkungka is complete and the site is open and available for use by the public. The carpark remains closed due to remedial works required. Minor modifications will be made to the pump track in the 2024/25 financial year and public art signage will be installed.

STATUS

FOCUS AREA: Prosperity

We support jobs, businesses and industries to generate local economic growth and activity.

Strategic Objective: A diverse, resilient and competitive economy, including small business, tourism and export sectors.

Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Continue to participate in and work with partner councils on the Building Western Adelaide Strategy to improve economic prosperity.	Office of the Mayor and CEO	01/07/2023	30/06/2024		100%	This ongoing relationship continues and Council will continue to participate in and work with partner councils on the Building Western Adelaide Strategy to improve economic prosperity.
Strategic Objective: Optimise the bene	efits of local activity a	nd key emplo	yment preci	ncts.		
Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Develop a main street vision for Henley Beach Rd Precinct.	City Assets	01/07/2023	30/06/2024		80%	The Henley Beach Road Investigation report has been completed. A draft Visioning Statement and Guiding Principles has been developed and will be presented to the July 2024 meeting of Council for endorsement and release for public consultation.

Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Continue to partner with Adelaide Airport Ltd. in assisting to achieve the objectives of the Adelaide Airport Master Plan.	Office of the Mayor and CEO	01/07/2023	30/06/2024		100%	Regular meetings were held with AAL management to discuss major projects/issues as and when required.



FOCUS AREA: Environment and Sustainability

We protect and conserve the natural environment, reuse and recycle resources, support biodiversity and respond to climate change.

Strategic Objective: Sustainably manage our resources through reuse, recycling and circular economy.

Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Undertake a trial for weekly collection of Food Organics and Garden Organics across the City of West Torrens.	Compliance and Waste	01/07/2023	30/06/2024		100%	As per previous comments, a trial is no longer required. Planning is underway to engage Elected Members to determine appetite to work towards transition to a weekly Food Organics and Garden Organics collection and fortnightly general waste collection service.
Strategic Objective: Reduce the City's in	mpact on the enviror	nment.				
Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Continue with the transitioning of Council- owned street lighting to LED.	City Assets	01/07/2023	30/06/2024		90%	The Administration has prepared the remaining procurement documentation for the Novar Gardens LED lighting upgrade works, scheduled to be released for tender in late July/early August 2024.
Develop a Waste Education package for use with schools, businesses and community groups.	Compliance and Waste	01/07/2023	30/06/2024		100%	This project was completed in the 3rd Quarter of 2023/24.
Develop an Emissions Reduction Plan, which includes setting an emissions reduction target and actions to achieve that target.	Strategy and Business	01/07/2023	30/06/2024		95%	The consultant has delivered a draft Carbon Reduction Plan that has been reviewed by staff and the Executive Management Team. The draft plan will be presented to Elected Members at a pre-brief workshop on 23 July 2024. Input from the workshop will support finalisation of the plan, which will be recommended to Council for approval at the appropriate time.
Implement water use efficiency initiatives across a range of facilities and spaces, using the outcomes of the Optimal Water Mix Study and the Water Efficiency Audit.	City Operations	01/07/2023	30/06/2024		100%	The program for the current financial year is now complete and was delivered as outlined within the strategy document.



Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Investigate the option of lodging an Expression of Interest for eligibility in the Community Batteries Funding Round 2 program from the Australian Renewable Energy Agency (ARENA).	Strategy and Business	01/07/2023	30/06/2024		100%	Staff have monitored the ARENA website and communications for announcements regarding a round 2 funding program. In the meantime, CWT has been liaising with State Government Department of Energy and Mining on potential sites in West Torrens for its proposed community batteries as part of its application to ARENA. A site in West Torrens has been short- listed and a site visit to progress their assessment process will occur in July 2024.
Undertake an education and engagement program with tenants of City of West Torrens owned buildings and facilities on reducing energy consumption and water-sensitive behaviour and practices.	Strategy and Business	01/07/2023	30/06/2024		0%	As reported in the 3rd Quarter, this project was approved by Executive to be deferred to the 2024/25 financial year.
Strategic Objective: Prepare for and res	pond to the challeng	es of a chang	ging climate.			
Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Continue to offer a range of rebates to the community to support environmentally sustainable outcomes, including the Rainwater tank rebates, the Tree Incentive rebates and the Significant and Regulated Tree Assistance rebates.	Strategy and Business	01/07/2023	30/06/2024		100%	Council has offered environmentally sustainable rebates including Rainwater tank rebates, Tree Incentive rebates, and Significant and Regulated Tree Assistance rebates throughout the 2023/24 financial year.



Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Continue to partner with other organisations to deliver a range of community greening activities, such as the Native Plant Giveaway program, Grow It Local and community planting events.	Strategy and Business	01/07/2023	30/06/2024		100%	The Arbor Day community planting event was held 2 June at Lockleys, adjacent the River Torrens, and an additional planting event was held at the West Beach dunes with the Adelaide Sailing Club. These events included the removal of weeds and the planting of native seedlings to help restore these important environments and ensure they are resilient to climate change. Both were sellout events, which demonstrate the community's strong interest in conservation activities. Another successful Native Plant Giveaway event was held on 15 June where 5,000 native plants were distributed to the West Torrens community, with residents each receiving a pack of 12 native seedlings. The inaugural Shady Tree Giveaway event was also held on 15 June with over 100 advanced trees distributed to residents, helping to enhance greening and cooling on private land. The events received support from Green Adelaide, Greening Adelaide, and SA Water.
Continue to work with partner councils and stakeholders on progressing the implementation of the AdaptWest Climate Adaptation Plan	Strategy and Business	01/07/2023	30/06/2024		75%	The consultant has provided a draft Action Plan that recommends a range of projects and actions for consideration by the 3 partner Councils. Key staff are reviewing the draft plan and feedback will be provided to the consultant in July 2024. The project will now extend into FY2024/25. Elected Members will be provided with the proposed AdaptWest Action Plan for consideration at the appropriate time.
Undertake a 'Tree Canopy Modelling Study' to determine a canopy target and resources required to meet that target.	Strategy and Business	01/07/2023	30/06/2024		100%	Edge Impact Consulting presented outcomes of its tree canopy target modelling study to Elected Members on 4 June 2024. The study used data from Green Adelaide's mapping project which confirmed an increase in canopy growth. A continued upward trend needs to be confirmed with additional data capture before setting our canopy target. The study demonstrated the value of applying improved tree planting techniques to reach a mature tree canopy faster, and sustaining it for longer, compared to a business-as-usual approach. Improved plantings lead to reduced asset maintenance costs in the long term. The study reinforced the need for more trees to be planted on Council land and private land to ensure our community enjoys the benefits that trees provide. The study highlighted benefits from quality plantings, not merely increasing the quantity of trees planted. Planting of additional ground cover and shrubs was encouraged to support all aspects of urban greening.

STATUS Not Processing- Progressing- Progressing- Not Due to Completed Deferred

Strategic Objective: Open spaces that foster the natural environment, support biodiversity and encourage people to spend time outdoors.

Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Work in partnership with Green Adelaide on the River Torrens Recovery project to undertake environmental improvement works along River Torrens Linear Park.	Strategy and Business	01/07/2023	30/06/2024		100%	The Arbor Day community planting event was held on Sunday 2 June where 84 volunteers planted 3,000 native seedlings along the River Torrens in Lockleys. The event also featured a Welcome to Country and Smoking Ceremony, which was positively received by the volunteers in attendance. This event has been instrumental in removing invasive weeds and enhancing biodiversity along the Torrens with the assistance from a \$30,000 grant from Green Adelaide's Urban River Torrens Recovery Program.



FOCUS AREA: Organisational Strength

Council ensures its services lead to quality outcomes and exceptional experiences for our community

Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments		
Undertake a comprehensive review of Council's Community Plan 2030.	Strategy and Business	01/07/2023	30/11/2024		70%	The draft Community Plan 2034 is undergoing graphic design and will be presented to the August 2024 Council meeting for approval to release for final community consultation.		
Strategic Objective: An inclusive, innova	ative, and collaborati	ive organisat	ion.					
Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments		
Develop and implement a Human Resource Management Dashboard Reporting System.	People and Safety	01/07/2023	30/06/2024	•	50%	This project has not progressed during the fourth quarter due to pending Executive feedback/direction. A new software program is being implemented in July/August 2024 which will assist with one component of the dashboard report ie: workforce planning data. This project will continue in the 2024/25 financial year.		
Facilitate, identify, assist to implement and measure improvements using LEAN framework for the following: - data governance process; - organisational service levels; and - customer relationship management process (customer requests).	Office of the Mayor and CEO	01/07/2023	30/06/2024		100%	A new Operational Performance Report is ready for roll-out on 1 July 2024. All other LEAN projects are on track, including the Lease Review, Deceased Animal Process, Community Centre Booking Process and Chart of Accounts Review.		

Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Continue to undertake the program to become certified as an accredited White Ribbon organisation.	People and Safety	01/07/2023	30/06/2024		100%	Council's Injury Management and Well-being Officer has been working in consultation with the City of Tea Tree Gully Council, after they successfully obtained White Ribbon Accreditation, to gain a better understanding of the entire scope and what is involved with obtaining this accreditation. The White Ribbon Accreditation application will be progressed through to full approval by end of June 2025.

STATUS Not Processing- Progressing- Progressing- Not Due to Completed Deferred

Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Commence the development of a City of West Torrens Organisational Workforce Strategy.	People and Safety	01/07/2023	30/06/2024		100%	All meetings have taken place with the Managers to gather information to form the Strategy. In the 2024/25 financial year, managers will be provided with a tool to populate with their future needs and succession planning, with the Plan anticipated to be provided to the Executive by November 2024.
Strategic Objective: Technology as a too	ol to help innovate h	ow we interac	ct with each	other and	l our comm	unity.
Project	Lead Department	Start Date	End Date	Status	Progress	Progress Comments
Develop and contribute to the Council's Cyber Security Management System, including tailored alignment with the Australian Cyber Security Centre, the South Australian Cyber Security Framework and the Council's overall business strategy to manage and mitigate cyber risk.	Information Services	01/07/2023	30/06/2024		100%	The independent audit on Council's cyber security was completed and acknowledged the work done over the last two years. The audit confirmed Council's approach is sound.
Expand our use of business intelligence functionality to underpin decision making related to customer service and management of community assets.	Information Services	01/07/2023	30/06/2024		100%	Council's Business Intelligence skill set has been expanded and multiple applications of Microsoft's Power BI have been provided. BI initiatives have been conducted in relation to council assets, customer information and field operations. Building BI skills in our non-IT workforce have commenced.
Improve the governance and management of sensitive and/or critical personal information to support protecting individuals' identities.	Information Services	01/07/2023	30/06/2024		100%	Council's first Information Management Administration Policy has been approved. The policy helps Council align our information management with the expanded State Records 5 principle approach to information, data and systems. The Administration now identifies sensitive and/or critical information that is not to be recorded and use other digital methods to acknowledge the information has been seen but is not being recorded. eg. employee drivers licences.
Provide platforms that support self-service, customer relationship management, customer awareness and customer engagement.	Information Services	01/07/2023	30/06/2024		30%	The business requirements of the Contact Centre team have been documented. The project is on hold until the new management structure is in place, at which point the new Manager will be engaged to re- assess the scope and business requirements prior to proceeding.

Not

Started

Processing- Progressing-Off Track Monitor Progressing-On Track



 Strategic Objective: A resilient organisation that is able to effectively respond to emergency incidents and events.

 Project
 Lead Department
 Start Date
 End Date
 Status
 Progress
 Progress Comments

 Conduct a community resilience campaign 'Coping in the Heat'.
 Governance and Risk
 01/07/2023
 30/06/2024
 0
 100%
 This project was completed in the 3rd Quarter of 2023/24.

