

2006/07 Annual Report



City of Canada Bay Council

2006/07 Annual Report

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40.1 Introduction

40.1.1 Integration of Corporate Plan 10 Year Strategies into Council's Management Plan.

The six main subject headings in the Corporate Plan become the Principal Activities in the Management Plan. These are: Customer Services, Governance and Financial Sustainability, Culture and Well Being, Economic Development, Natural and Built Environment, and Infrastructure.

The Corporate Plan includes 60 strategies, 10 strategies for each of the subject headings. Each Corporate Strategy includes a reference number which is used in both the Corporate and Management Plans. The reference numbers refer to the Corporate Plan Subject heading and numbered from 1 to 10. For example, the second strategy in Governance and Financial Sustainability would be GF.2; likewise the 5th Strategy in Infrastructure is IF.5 and so on.

Corporate Strategies are whole-of-Council strategies and as such may be addressed in more than one program and within any Principal Activity.

40.2 Principal Activity - Customer Services

40.2.1 Program - Customer Services

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Provide a high standard of service to both external and internal customers	The City of Canada Bay is recognised as a leader in Customer Service.	CS.1.5	Contribute to the development of a Council-wide communications strategy by providing information, issues and possible solutions	Level of participation in Communications Strategy development. Report on participation in Quarterly Management Plan reviews.	Assisted in the review of current consultation strategies and actively participated in the preparation of consultation documents Attended all Consultation Reference Group meetings
		CS.1.6	Monitor staffing levels to maintain service standards. Optimize staff resources/skills by rotation through counter, call centre and administration.	90% of customers serviced within 5 minutes 80% of enquiries finalised at Customer Service Centre.	97.4% of customers serviced within 5 minutes 92.5% of enquiries finalised at Customer Service Centre.
		CS.1.7	Develop a multi-skilled Customer Service Team.	Review & update Customer Service assessment program.	Multi-skilled Customer Service team developed. Completed Call Centre assessment program and training manual.
		CS.1.8	Participate in the National Customer Service Benchmarking -Customer Experience project.	Customer expectations are met, and where possible, exceeded.	Customer expectations met and confirmed by Council achieving 3 rd place in Australia in National Customer Services Benchmarking Program.
Give equal emphasis to internal and external customers.	Council develops a communications strategy which requires equal attention to internal and external customers.	CS.2.2	Contribute to the development of a Council-wide communications strategy.	Level of participation in the Communications Strategy development. Report on participation in Quarterly Management Plan reviews.	Assisted in the review of current consultation strategies and actively participated in the preparation of consultation documents Attended all Consultation Reference Group meetings
		CS.2.3	Evaluate Customer Service operations to ensure high standard of service for both internal and external customers.	There is a high standard of service for both internal and external customers.	Reviewed current business forms to ensure improved standard of services to internal and external customers Streamlined procedures using benchmarking.
		CS.2.4	Provide appropriate customer service training in conjunction with Human Resources.	Customer service training includes emphasis of both internal and external customers.	Staff training programs developed by identifying needs outlined in staff appraisals.

40.2.1 Program - Customer Services (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Provide a greater internal focus on training.	Training issues are raised for inclusion in future organisational planning.	CS.3.4	Provide information to Human Resources on suitable training needs for Customer Services staff.	Detail of customer service training provided.	Six staff completed the Certificate 3 in Customer Service at TAFE.
Respond effectively to community expectations.	Systematic communications strategy developed.	CS.5.5	See CS.1		See CS.1.5.
Promote information about Council.	Relevant information is communicated to Canada Bay residents and businesses.	CS.6.2	Disseminate information about Council at Customer Services Centre, Call Centre and at other Council public access areas.	Detail of customer service training provided.	Six staff completed the Certificate 3 in Customer Service at TAFE.
Motivate staff in service delivery.	Staff are encouraged to participate in professional development courses.	CS.8.1	Identify appropriate professional development courses.	Professional development courses identified. Number of staff attending courses.	Staff attended Certificate 3 & 4 at TAFE. Team Leaders participated in Customer Service Management Training.
		CS.8.2	Encourage staff to provide the best possible customer service.	Actions taken to encourage staff provide high level customer service.	Provided training information and opportunities. Reviewed training programs at staff appraisal.
Provide best practice standards of service in response to increasing demands subject to resources available.	Best practice policies developed for high priority areas of Council's activities.	CS.9.6	Contribute with best practice examples and suggestions for improvements and to identify impediments to efficiency.	Detail of best practice examples and suggestions provided.	Awarded DataWorks (Council's customer request and document management system) best practitioner use of innovation of information and technology in Customer Services.
Continue systems of improved communication with the community.	Systematic communications strategy developed.	GF.1.2	See CS.5.1		See CS.1.5.
Regularly review systems and processes.	Council has made some improvements to how it does business through regularly evaluating its systems and processes.	GF.7.4	See objectives CUS.1, CUS.2, CUS.3, and, CUS.5 below.		See objectives CUS.1, CUS.2, CUS.3, and CUS.5.

40.2.1 Program - Customer Services (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Manage the ongoing development and operations of the Customer Request Management System.	Streamlined and effective business processes	CUS.1	Ensure that all Customer Requests (CRMS), processes and transactions are delivered to standards set out in Service Level Agreements (SLA)	90% of complaints/requests/requests completed by specified service standards.	Received 27748 Customer Requests. 91% complete and compliant.
		CUS.2	Review service level agreements with each Department to ensure that they are community-focused.	SLAs reviewed and updated.	All Customer Service SLAs reviewed with relevant changes made to streamline and improve effectiveness of current business processes
		CUS.3	Review business processes, procedures and forms in consultation with relevant staff.	Procedures, forms reviewed and updated.	All Customer Service SLAs reviewed with relevant changes made to streamline and improve effectiveness of current business processes
		CUS.4	Provide monthly reports to the Executive Management Team.	Reports provided last.	Monthly reports presented to Executive Team. Quarterly reports presented to Council.
		CUS.5	Review & develop further protocols for CRMS for the organisation.	Protocols reviewed and updated.	Completed Business protocol and Training Manual.
		CUS.6	Review and update Training Manual to ensure all staff across the organisation utilise the relevant CRMS features.	Manual reviewed after each software update.	Training Manual was reviewed after each software update.
		CUS.7	Develop an education programme for the organisation for each software upgrade to ensure all staff utilise the enhanced features of the software.	Education training programme developed for each software upgrade.	Training program developed with implementation rescheduled for 2007/08.
Manage the development and operations of Council's Call Centre.	A quick and efficient response to all calls.	CUS.8	Ensure calls are answered in a prompt, courteous, friendly and professional manner at all times	Positive feedback from community and staff. 80% of calls resolved at first point-of-contact. Abandoned rate – 4%	Received positive feedback from the community on Call Centre. 95,000 calls handled by Call Centre. 97.4% % of customers serviced within 5 minutes Achieved a reduced abandoned call rate of 0.6%.
		CUS.9	Provide Monthly Reports to the Executive Management Team on call centre statistics and requests for service.	Statistics meet Council's KPIs. Number of calls in queue. Time waiting in queue. % abandoned rate.	95,000 calls handled by Call Centre. 97.4% % of customers serviced within 5 minutes Achieved a reduced abandoned call rate of 0.6%.

40.2.1 Program - Customer Services (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Manage the development and operation of Council's Administration and service counter.	Streamlined administration processes in place and efficient service.	CUS.10	Ensure all applications are processed accurately within agreed timeframes.	Applications completed within agreed KPIs.	99% of applications processed accurately within the 2 days.
		CUS.11	Ensure accuracy of all revenue transactions and processes.	90% accuracy of revenue transactions	Achieved 99% accuracy.
		CUS.12	Provide monthly reports to the Executive Management team on counter statistics and requests for service.	Statistics meet Council's KPIs. Time waiting in queue. Average wait time. Average transaction time.	31,834 calls to Customer services. Average time waiting of 51 seconds. Average transaction time of 5 min, 42 seconds.
Manage the Administration of the Companion Animals Act. (CAA)	Efficient administration of the Companion Animals Act.	CUS.13	Ensure accuracy of all transactions via the CAA Interact Database.	LGA report balanced and reconciled. 98% of transactions are lodged and processed. Outstanding registrations are followed up.	Processed 1432 applications. 100% of transactions were lodged and processed.
Manage the Administration and processing of all Park Bookings	Efficient administration of the Booking system.	CUS.14	Ensure all park casual applications are processed via the corporate booking system.	Statistics meet Council's KPIs. Outstanding accounts are followed up.	Bookings processed Casual 3,517 Seasonal 10,847 Total 14,364
		CUS.15	Ensure all park seasonal applications are processed via the corporate booking system.	Summer seasonal bookings are complete. Winter seasonal bookings are complete.	All summer and winter seasonal bookings were completed.
Manage the Administration of the Companion Animals Act (CAA).	Efficient administration of the Companion Animals Act.	CUS.16	Review existing procedures and protocols to improve the business process.	Existing procedures and protocols manual reviewed. Liaised with software vendor to improve reporting reports	Reviewed existing procedures and protocols, totalling 16 in number. Provided regular communications with software vendor to seek improvements to its application and usable features.
		CUS.17	Prepare a Memorandum of Understanding with sporting bodies for seasonal park booking in conjunction with the Recreation Planner.	Memorandum of Understanding prepared and used with sporting bodies for seasonal park bookings.	Draft Memorandums of Understandings completed. Awaiting final signatures.

40.2.1 Program - Customer Services (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Manage the processing and administration of Street Parking Permits	Streamlined administration processes in place and efficient service.	CUS.18	Ensure all applications are processed accurately within agreed timeframes.	Applications completed within agreed KPIs.	95% of applications processed in agreed time.
		CUS.19	Ensure accuracy of all revenue transactions and processes.	90% accuracy of revenue transactions	95% of applications processed accurately.
		CUS.20	Provide monthly reports to the Executive Management Team on counter statistics and requests for service.	Reports on statistics.	Statistics reports completed and provided to Executive Management team monthly.
Promote a positive image of Customer Service within organisation and the community.	Quality customer service at all times	CUS.21	Review and update community brochures by liaising with relevant staff within Council, and the community.	Reduction in complaints is received.	Reviewed and updated community brochures. Developed a series of Fact Sheets to explain in detail some of Council's procedures and facilities.
		CUS.22	Translate community information into various languages, as appropriate.	Positive feedback from the community and staff.	Received positive feedback from the community and staff.
		CUS.23	Provide quality information and displays for Council's street fairs – Ferragosto and Concord Street Fair and corporate events.	Positive feedback from community and staff.	Received excellent feedback from the community. Council received significant enquiries from the community at their stalls/displays at Ferragosto and Concord Street Fairs.
Use technology to improve service delivery.	Efficient business process and services.	CUS.24	Examine opportunities to implement new technology to improve services to internal and external customers.	Improved service delivery times or quality of service is provided.	Introduced Development Application tracking on Council's website.
		CUS.25	Complete integration of ADI and Authority, phases 1 and 2.	Phase 1 – registration of documents is automated. Phase 2 – centralised client register in place.	Completed Phase 1 and 2 ADI – Authority integration (linking Council's document/request systems to its property systems).
Streamline business processes within Council's corporate software.	Efficient business process and services.	CUS.26	Review and develop further reports via corporate booking system.	Improved service delivery times or quality of service is provided.	Achieved improvements to service delivery times and quality of service.
		CUS.27	Integrate Authority and Centaman receipting.	Improved service delivery times or quality of service is provided.	Integration is 95% completed.
		CUS.28	Upgrade Customer Request Management System (Data Works version 3.4).	Improved service delivery times or quality of service is provided.	Achieved improvements to service delivery times and quality of service.

40.2.2 Program – Communication and Public Relations (formerly Media and Events)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Provide a high standard of service to both external and internal customers	The City of Canada Bay is recognised as a leader in Customer Service.	CS.1.9	Contribute to the development of a Council-wide communications strategy by providing information, issues and possible solutions	Level of participation in Communications Strategy development.	Communication strategies reviewed and considered and a broader communications strategy is to be developed in 2007/08 which will involve extensive community consultation.
Respond effectively to community expectations.	Systematic community consultation protocol developed.	CS.5.6	Contribute to the development of a Council-wide communications strategy by providing information, issues and possible solutions	Level of participation in the Communications Strategy development.	Assisted in the review of current consultation strategies and actively participated in the preparation of consultation documents. Attended all Consultation Reference Group meetings
Promote information about Council.	All of Council's relevant information is communicated to Canada Bay residents, ratepayers and businesses within consultation strategy.	CS.6.1	Develop a promotional program that includes media and other communication strategies.	Communications plan developed in line with Council's statutory requirements and consultation protocol/strategy.	Communications Plan developed and used to promote a range of programs including: Ferrogosto and Concord Street fairs, media releases and advertising.
		CS.6.2	Promote information on Council's website.	Website has information which conforms to the visual standards. Number of hits on Council's Website.	Council's website is regularly updated on an ongoing basis with a wide range of information, all of which conforms with our visual standards.
Promote good health, and active and passive recreation as community priorities		CW.4.1	Included in CS.6.1 above.		See CS 6.1 above.
Promote the benefits of living in the City of Canada Bay.		CW.6.1	Included in CS.6.1 above.		See CS 6.1 above.
Facilitate effective communication with all sections of the community.	The City of Canada Bay is viewed by residents, ratepayers and the community as a good communicator and has a favourable public profile.	GF.1.3	Provide the community with a range of communication avenues, including information in community languages	6 issues of the Mayoral newsletter, the <i>Bayside Brief</i> are produced. Promotion of Council services and events in a range of multicultural publications including <i>La Fiamma</i> and <i>Australian Chinese News Weekly</i> . Ensure newspapers take up 90% of media releases distributed.	6 issues of the Mayoral newsletter, the <i>Bayside Brief</i> were produced. Council services and events were promoted in a range of multicultural publications including <i>La Fiamma</i> and <i>Australian Chinese News Weekly</i> . Media releases were written and distributed in a timely manner to maximise take up opportunities by media.

40.2.2 Program – Communication and Public Relations (formerly Media and Events) (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Facilitate effective communication with all sections of the community.	The City of Canada Bay is viewed by residents, ratepayers and the community as a good communicator and has a favourable public profile.	GF.1.4	Promote Council activities, and increase the awareness of Council's facilities and services.	On a monthly basis 5 Mayoral columns will be produced and will appear in the <i>Inner West Courier</i> , <i>Inner West Weekly</i> and <i>Village Voice</i> . Four corporate advertisements will appear in <i>Urban Life Magazine</i> . Council news and up to date information about Council activities, facilities and services will be featured in Council's newsletter, the <i>Bayside Brief</i> . Council's website is updated regularly.	Mayoral columns were produced and appeared in the <i>Inner West Courier</i> , and <i>Village Voice</i> . (<i>Urban Life Magazine</i> is no longer published). Council news and up to date information about Council activities, facilities and services were featured in Council's newsletter, the <i>Bayside Brief</i> . Council's website was updated regularly.
		GF.1.5	Service the information needs of the media and use the media as a vital communication tool	100% response to media enquiries to meet publication deadlines for <i>The Inner West Weekly</i> , <i>The Village Voice</i> , <i>Inner Western Suburbs Courier</i> and <i>Urban Life Magazine</i> . Ensure local media take up 90% of media releases distributed.	100% of media enquiries were responded to within publication deadlines for <i>The Inner West Weekly</i> , <i>The Village Voice</i> and <i>Inner Western Suburbs Courier</i> . Media releases were written and distributed in a timely manner to maximise take up opportunities by media.
Educate residents through Council's media to promote Council's street cleaning program	Residents are presented with information on Council's street cleaning program	IF.3.1	See GF.1.5 above		See GF.1.5 above.
Clearly brand and promote the City of Canada Bay Council.	Increased awareness of the range of services, facilities and programs of Council.	MEV.3	Ensure Council's Corporate Visual Standards are being met in all outgoing publications.	100% of Council's outgoing newsletters, brochures, flyers and other promotional material are monitored and proofed so they are in line with corporate standards.	100% of Council's outgoing newsletters, brochures, flyers and other promotional material were monitored and proofed to ensure they conformed to corporate standards.

40.2.2 Program– Communication and Public Relations (formerly Media and Events) (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Conduct a range of community events for the enjoyment of residents and visitors.	Residents in the City of Canada Bay enjoy access to a broad range of community events	MEV.4	Review and update Council's community events program in consultation with business groups and residents groups where appropriate.	Attendance at events increases on previous year's figures Positive feedback from visitors, local businesses and other key stakeholders received.	Reviewed and updated Council's community events program in consultation with business and residents groups, where appropriate. This resulted in well organised events that attracted the best possible attendance figures. The Jazz and Blues event attracted some specific positive feedback.
	Partnerships are fostered between the community and Council via community and Council events.	MEV.5	Coordinate, produce and promote Council's events program.	Source corporate sponsorship for the <i>Concord Street Fair, Cinema in the Park, Mayoral Golf Day, Carols at Cabarita and the Jazz & Blues Festival</i> Design and distribution of a 2006/2007 <i>Summer in Our Parks</i> event calendar magnet. Magnet to be distributed to residents with the August edition of the <i>Bayside Brief</i> . Up to date listing of Council's community events program on Council's website. Regular updates of Council's online <i>Summer in Our Parks</i> events calendar.	Obtained an increase in corporate sponsorship for the <i>Concord Street Fair, Cinema in the Park, Mayoral Golf Day, Carols at Cabarita and the Jazz & Blues Festival</i> . (See Appendix C for details) Designed and distributed the 2006/07 <i>Summer in Our Parks</i> event calendar magnet in the August edition of the <i>Bayside Brief</i> . Council's community events program was listed on its website.

40.2.3 Program – Records Management

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Consolidate and utilise the Electronic Document Management System (EDMS) in an efficient and effective manner to its full potential.	EDMS features are available to be used within Council.	RCM.1	Review process of access to information and document procedures consistent with legislative requirements.	100% of applications received for access to information and compliance with legislation requirements are processed within determined parameters.	100% of applications were processed within determined parameters.
		RCM.2	Review the activity undertaken in the Records Section to ensure compliance with the State Records Act.	Report on review outcomes forwarded to Department Director.	Report completed and forwarded to Director for review.
		RCM.3	Review legal documents register to determine currency, relevance and storage.	Register reviewed and documents culled.	Legal Documents have been registered, reviewed with appropriate documents culled in accordance with legislative requirements.
	Records are retrievable and stored safely to ensure the continuation of business.	RCM.4	Develop a Business Continuity Plan for safety of records.	Plan submitted to Executive.	Records Continuity Plan to be incorporated in Council-wide Business Continuity Plan which is scheduled for 2007/08.

40.3 Principal Activity – Governance and Financial Sustainability

40.3.1 Program – Executive Services

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Promote information about Council.	Relevant information is communicated to Canada Bay residents and businesses.	CS.6.4	Disseminate relevant information about meeting room facilities/hall, through Customer Service Centre and Call Centre, on Council's website, press releases, publications, and through advertisements.	Detail of relevant information disseminated. Method used to disseminate information.	Council's halls and venues are promoted via the website, relevant mail outs, brochures and discussions with existing users.
Maintain a team approach between management and elected members.	All major decisions of Council involve discussions between Executive and Councillors.	GF.5.1	Continue with Council workshops 2nd Tuesday of month.	Number and detail of Council workshops.	Councillor workshop held at least monthly during the year.
		GF.5.2	Review Council workshop effectiveness.	Councillor/staff feedback	Completed.
		GF.5.3	Investigate the opportunities for other Councillor workshop on specific major issues	Detail of issues that may require additional Councillor workshops	Councillor workshops are held at least once per month and there is flexibility in the process wherein additional workshops are scheduled and held should the need arise.
To ensure that key venues are economically utilised and maintained and accessible to the community.	Catering for Council functions is streamlined and accommodated.	EXS.1	Develop a procedure for ensuring that functions are catered for.	Report to Executive.	Potential caterers assessed for best price. Reports on catering provided as required.

40.3.2 Program – Human Resources

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Give equal emphasis to internal and external customers.	Council's internal and external communications strategy developed with balance.	CS.2.5	Contribute to the development of a Council-wide communications strategy by providing information, issues and possible solutions	Level of participation in Communications Strategy development.	Human Resources represented at Communications meetings.
Provide a greater internal focus on training.	Training provided is consistent with training plans. 85% staff attendance level. Staff are successfully inducted into the organisation.	CS.3.1	Maintain regular induction programs for employees.	Information on organisational structure and policies are up to date and sessions are conducted bi monthly ensuring that new team members are aware of their rights and responsibilities 6 sessions conducted.	Staff induction programs were held at least every 6 weeks. Induction program included detail on the organisation and employment rights and responsibilities
		CS.3.2	Maintain a corporate learning and development plan that facilitates the continuous improvement and education of staff with respect to Council's immediate and longer term objectives.	Training and development practices and arrangements in Technical Services and Operations are consistent with the rest of the organisation. Individual training requirements are identified and prioritised.	Training & development practices and arrangements in Technical Services & Operations were consistent with the rest of the organisation. Individual training requirements were identified and prioritised.
To create a working environment that is productive and sustainable, supporting the progress of the organisation.	All Human Resource policies and strategies foster sound working relationships, support organisational performance and are consistently applied to all employees of Council.	HRS.1	Conduct regular exit interviews and advise Senior Management on issues.	70% of staff exiting have been interviewed. 100% response to Directors on issues that require action.	At least 70% of exiting staff were interviewed. 100% of issues raised at exit interviews were sent to the relevant Director for appropriate action.
		HRS.2	Provide a comprehensive Employee Assistance Program.	At least 5% of staff are utilising the service over a 12 month period.	6.07% of staff utilised the Employee Assistance Program during the year.
		HRS.3	Maintain a Human Resource Policy Manual which conveys fair and consistent work practices with respect to conditions of employment.	Manual is 100% compiled and appropriately communicated to staff.	Human Resources manual is 100% complete and registered in Council's document management system (DataWorks).

40.3.3 Program – Financial Management

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Apply information technology to maximum advantage.	Service Council's ratepayers in the provision of rating information and payment facilities adapting to their changing needs.	CS.4.4	Promote the payment of rates and provision of rating information online.	Increase number of hits accessing rating information on Council's Web Site.	Promoted options to pay rates on Council's Website. There was a marginal increase in use of Council's Website for paying rates.
		CS.4.5	Review existing suite of payment options and facilities with regard to: Including Amex as an acceptable Credit Card. Introducing payment facilities at other shop fronts, For example – Newsagents	Business cases for inclusion of new facilities prepared and reported to Management.	Reviewed existing payment options. Developed and endorsed Integrated Bill Management Service which is scheduled to commence in 2007/08.
Plan for the continued increase of Council's rate base.	Council's rate base steadily increases and new opportunities are investigated as they arise.	GF.2.1	Analyse the impact of 2006 Land Valuations on 2007/08 Rate Levy.	Report presented to Council, highlighting impact of new valuations Press release issued making community aware of likely variations to rates payable.	Reported to the Council Workshop on the likely impacts to the new land valuations. Publicised rating information in Council's newsletter <i>Bayside Brief</i> which was distributed to all homes and ratepayers
		GF.2.2	Ensure new property parcels at Breakfast Point and Rhodes Peninsula developments are referred to the Valuer General on receiving notice of DP and SP registration.	All properties are rated in the year of registration.	Completed.
		GF.2.3	Timely issue of rate notices and quarterly instalment reminder notices.	Rate Notices issued. 2nd Instalment issued. 3rd Instalment issued. 4th Instalment issued.	Four rating notice instalments were issued.
Maintain forward financial planning policies.	Council has a 5-10 year financial plan.	GF.8.1	Develop a 5-10 year financial plan using Council's 10 year vision and strategies.	Financial planning policies reflect 5 - 10 yr strategies. Frequency of financial planning policies updates.	Developed Long Term Financial Plan which was adopted by Council in October 2006.

40.3.3 Program – Financial Management (cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Pursue all avenues of finance through strengthened links with Government.	Council has established links with other spheres of government regarding potential joint financed projects	GF.9.1	Monitor government funding opportunities.	Detail and frequency of monitoring conducted.	Monitored government funding opportunities on a continual basis. Received 16 grants to the value of \$1,883,960 during the year.
		GF.9.2	Participate in relevant Regional and State networks.	Detail of relevant Regional and State network involvement.	Council was actively involved in the Southern Sydney Region of Councils (SSROC).
		GF.9.3	Monitor government tender offers.	Detail and frequency of monitoring conducted.	Monitored tender offers at least two-weekly basis through a number of email tender alerts (Government and commercial).
		GF.9.4	Investigate opportunities for regional resource sharing.	Detail of State and Federal funds obtained.	Council was actively involved in the Southern Sydney Region of Councils (SSROC).
Keep the community informed about Council's long term financial strategy.	Council has developed a long-term financial strategy which the community is informed.	GF.10	Commence preparations for developing long-term financial strategy.	Detail of long term financial strategy preparations completed.	Developed Long Term Financial Plan which was adopted by Council in October 2006.
Investigate entrepreneurial opportunities.	Joint cooperative ventures are considered in context with LGA Act Private-Public Partnership guidelines (PPP).	ED.4.2	Develop Council procedures for partnerships using the LGA Act as a guide. Guide should highlight the significant benefits of well thought out entrepreneurial ventures and also the processes required minimising risk.	Status and details of Council's PPP procedures	Conducted a review of potential PPPs, resulting in no opportunities during year.
Acknowledge and investigate the risks associated with entrepreneurship.	Council monitors its risks when investigating entrepreneurial opportunities.	ED.6.1	See ED.4.2 above.		Conducted a review of potential PPPs, resulting in no opportunities during year.
Seek opportunities for partnerships through other parties providing investment in the City.	Council has investigated opportunities for joint partnership using the LGA Act guidelines	ED.10.3	Provide support and advice regarding property availability, costs for Council regarding potential business opportunities.	Detail of information and advice provided.	Provided background financial information detailing property availability, potential business opportunities to a Councilor Workshop held in February 2007.

40.3.3 Program – Financial Management(cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Continue to provide quality financial advice and information to support Council's decision making processes	Provide continuously improving financial management information for decision makers. Provide reliable current information to ensure the operations of Council are fully accountable to the community.	FMT.1	Monitor budgets on a regular basis. Assess methods of providing information to Managers.	Information presented to Management within 1 week of end of month. Quarterly Budget Reviews presented to Council within statutory time frames.	Four Quarterly Budget Reviews completed, presented to Management within one week of end of month and presented to Council within statutory time frames.
		FMT.2	Analyse Council's spending patterns to facilitate an optimum mix of capital versus operating expenditure.	Cost efficiencies are identified. Analysis of spending patterns reported to Management.	Conducted a strategic review of Council's costs resulting in a plan to tender for these services.
		FMT.3	Complete the Annual Budget and Revenue Policy for the following year.	Following years Budget and Revenue Policy completed.	Completed.
		FMT.4	Prepare 2005/06 Financial Reports for audit.	Audit commences. Pre-audited statements presented to Council for sign-off in accordance with section 413(2) (c) of the LG Act. Auditors Statements and Auditors Report presented to Council.	Audit completed, which included : Pre-audited statements presented to Council for sign-off in accordance with section 413(2) (c) of the LG Act. Auditors Statements and Auditors Report presented to Council.
Manage Receivables according to existing protocols	Ensure the focus on efficient debt recovery remains an operational priority, not only on a financial basis but on a socially aware basis as well.	FMT.5	Monitor effectiveness of existing Debt Recovery processes.	Report progress of Rate Collections. Rate arrears to be kept below industry benchmark of 5%, with a target of less than 3% at year end being the objective. Percentage of other receivables not collected within 90 days of invoice to be kept below 4%.	Significant improvement achieved in reducing rate arrears from 2.82% in 2005/06 to 1.87% in 2006/07. Less than 4 % of other receivables were not collected, within 90 days of invoice.
Review opportunities for sustainable increases to Council's income.	Manage investment funds to maximise returns.	FMT.6	Implement investment practices to represent a prudent balance between reasonable risk and desired return.	Council's return on investment is better than 90 Day BBSW Benchmark	Achieved.

40.3.4 Program – Information Systems

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Provide a high standard of service to both external and internal customers	The City of Canada Bay is recognised as a leader in Customer Service.	CS.1.10	Contribute to the development of a Council-wide communications strategy by providing information, and possible solutions	Level of participation in Communications Strategy development.	Provided relevant information as required.
Give equal emphasis to internal and external customers.	Council's internal and external communications strategy developed with balance.	CS.2.6	Contribute to the development of a Council-wide communications strategy by providing information, and possible solutions	Level of participation in Communications Strategy development.	Provided relevant information as required.
		CS.2.7	Conduct a survey of internal information system users	Survey conducted. Outcomes of survey. Information from survey used for future planning purposes	Council conducted an Information Systems (IS) Review of all of the systems. This review included extensive consultation with key IS users.
Apply information technology to maximum advantage.	Information technology implementation is developed.	CS.4.1	Implement new software to enable web based mapping and DA tracking facilities	MasterView mapping software implemented. Masterplan planning tools implemented.	MasterView mapping software implemented and went live May 2007. Implementation of Masterplan planning tool placed on hold subject to IS Review recommendations and budgetary constraints.
		CS.4.2	Expand Council's finance and property reporting capability.	Enhanced financial reports (AXSOne) are developed. Enhanced property reports (Authority) are developed.	IS Review identified the need to review Council's financial systems. Detail of the expansion of the Council's finance and property reporting capability will be the subject of that review.
		CS.4.3	Expand Council's mapping capability.	CData/Census mapping is enhanced. Waste collection schedules are mapped. Property sales mapped are developed. Valuation data is mapped.	Enhancement of CData/Census maps has been placed hold until a thorough examination of the 2006 ABS Census. Waste collection schedules were mapped. Completed the mapping of property sales. Completed the mapping of validation data.
Provide best practice standards of service in response to increasing demands subject to resources available.	Best practice policies developed for high priority areas of Council's activities.	CS.9.2	Contribute with best practice examples and suggestions for improvements and to identify impediments to efficiency.	Detail of best practice examples and suggestions provided.	Introduced DA Tracking. IS Review and ThinkTank reviewed current best practice opportunities for improving the efficiency of Council's IS systems

40.3.4 Program – Information Systems (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Regularly review systems and processes.	Council has made some improvements to how it does business through regularly evaluating its systems and processes.	GF.7.6	Identify information system processes that need to be Council processes which include responsibilities, timelines, and reporting mechanisms. These will also include Service Level Agreements.	List of relevant Council processes.	IS Review did identify; current situation, opportunities for improvements and recommendations for the implementation of those improvements.
		GF.7.7	Evaluate current procedures and identify improvement strategies	Status of Service Level Agreements. Detail of the status of Council Processes	IS Review did identify; current situation, opportunities for improvements and recommendations for the implementation of those improvements.
		GF.7.8	Implement approved improvement strategies.	Detail of improvements are implemented.	IS Review did identify; current situation, opportunities for improvements and recommendations for the implementation of those improvements.
Maximise the efficiency of Council's services and facilities in a context of ongoing limited resources.	Council has developed continuous improvement principles	ED.7.5	Conduct key Information System upgrades which include servers and software implementation.	Blackberry Server is upgraded. Software Management Program (SMS) is implemented. Upgrade of Council's remote access systems are completed (Citrix). Software monitoring program (MOM) is implemented. Email server upgraded.	Upgraded Blackberry Server. Software Management Program (SMS) was not implemented due to redirection of resources to new staffing installation requirements. Updated remote access systems. Software Monitoring Program (SMS) was not implemented due to redirection of resources to new staffing installation requirements. Updated Email server
Ensure the protection of Council assets by the formation of long-term plans.	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability.	ED.8.2	Develop a combined asset register and condition assessments Information Systems equipment and facilities	Register of Council's Information System assets completed. Assessment of the condition of Council Information System assets completed.	IS assets register and condition now being incorporated into Council-wide assets register.
		ED.8.3	Develop procurement/replacement/maintenance program for Council's Information Systems	Procurement/replacement/maintenance program developed that schedules significant Information System assets purchases.	IS assets register and condition now being incorporated into Council-wide assets register.
		ED.8.4	Evaluate future Information Systems development in context with the procurement/ replacement/ maintenance program.	All future Information System development considers the procurement/ replacement/ maintenance program.	IS assets register and condition now being incorporated into Council-wide assets register.

40.3.4 Program – Information Systems (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Rationalise the use and planning of assets.	Council has a fully assessed understanding of the state of its assets.	IF.7.4	Integrate the address database of Council's Property and Records software.	Stage one of integration is complete. Stage two of integration is complete.	Completed Stages One and Two of integration.
Implement technology that supports Council's operations for the foreseeable future.	Existing systems and technology are provided and for use by Council team members.	IFS.1	Design information technology into the new Concord Library and Childcare facility.	Design is complete.	Completed new library and childcare information technology design.

40.3.5 Program – Corporate Support

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Give equal emphasis to internal and external customers.	Council's internal and external communications strategy developed with balance.	CS.2.8	Manage the administration of Council's website.	Council's website is maintained to optimise use and communicate appropriate information to the community. Content supplied is placed in appropriate menus to facilitate ease of access to information.	Maintained Council's website is to optimise use and communicate appropriate information to the community. Content supplied is placed in appropriate menus to facilitate ease of access to information.
		CS.2.9	Implement and develop the intranet site.	Focus group is formed to consider content to be included on site. Content is relevant and facilitates effective communication within the organisation.	Developed and implemented Intranet.
Investigate entrepreneurial opportunities.	Joint cooperative ventures are considered in context with LGA Act Private-Public Partnerships guidelines (PPP).	ED.4.2	Jointly develop Council procedures for partnerships using the LGA Act as a guide. Guide should highlight the significant benefits of well thought out entrepreneurial ventures and also the processes required to minimise the risk.	Status and details of Council's PPP procedures	Conducted a review of potential PPPs, resulting in no opportunities arose during year.
		ED.4.3	Jointly establish best practice database of entrepreneurial projects from other Councils. This will provide a framework for staff to expand Council's current options	Detail of relevant best practice entrepreneurial projects Identified best practice PPP examples	Conducted a review of potential PPPs, resulting in no opportunities arose during year.
Maintain a team approach between management and elected members.	All major decisions of Council involve discussions between Executive Team and Councillors.	GF.5.4	Continue with Councillor Workshops 2nd Tuesday of month.	Monthly Council Workshops were held.	Councillor workshop held monthly with key projects presented for initial briefing and discussion prior to presentation on Council Meeting Agenda.

40.3.5 Program – Corporate Support (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Improvement in processes and procedures that enhance the efficient operation of the organisation in achieving its objectives.	Best practice administrative policies and procedures are in place.	CSP.1	Implement without undue delay the decisions of Council.	100% of actions arising from Council meetings are distributed to the responsible officers within 2 days of the minutes are prepared.	100% of actions from Council meetings distributed to responsible officers on time.
		CSP.5	Maintain and review the injury management system which includes: occupational health testing, worker's compensation reviews and suitable duties	The reduction of the following by 5%: Worker's compensation claims Claims costs. Lost time due to injury. Premium costs.	Slight increase in worker claims from 40 to 43. Achieved a reduction in claim costs from \$110,000 (2005/06) to \$103,000 (2006/07). Increase in lost time from 1,171 hours in 2005/06 to 1,553 hours in 2006/07.
		CSP.6	Continue to review the Occupational Health and Safety Plan.	In relation to TS&O, hazards are identified and safe work method statements recorded and updated.	Engaged external consultants to conduct an OH&S Audit.
		CSP.7	Implement and maintain appropriate insurances to protect Council.	Portfolio in place and reviewed on an annual/as needs basis.	Completed.
		CSP.9	Develop insurance claims procedures	Procedures manual compiled.	Completed procedure manuals for addressing Golf Balls, Tree Roots and Motor Vehicles claims
		CSP.10	Identify areas of risk and provide support in implementation of risk management measures.	Reduction in incidents and claims Appropriate training conducted.	Slight increase in worker claims from 40 to 43. Reduction in claim costs from \$110,000 (2005/06) to \$103,000 (2006/07). Increase in lost time from 1,171 hours in 2005/06 to 1,553 hours in 2006/07.
		CSP.11	Review Council's Code of Meeting Practice to ensure consistency with best practice standards.	Code of Meeting Practice reviewed and revised.	Used the Governance Health Check to provide initial review. Full review rescheduled for 2007/08.
		CSP.12	Review delegations register for inclusions or deletions and develop a process for the provision of delegations to new staff or for those who change positions	All staff have delegations appropriate to the performance of their duties The delegations are accessible to all staff on the intra net.	Completed draft delegations.

40.3.5 Program – Corporate Support (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Efficient and effective provision of in-house legal services.	Processes for the management of legal matters are in place.	CSP.13	Call for expressions of interest to be appointed to Council's legal panel.	Legal panel appointed that provides adequate coverage for advice on all legal matters associated with Council.	Appointed Legal Panel.
		CSP.14	Review procedures in relation to public access to information.	Review complete and procedures implemented.	Public access to information procedures reviewed and refined on an ongoing basis
		CSP.15	Implement procedures for the management of legal matters in-house.	All procedures developed, implemented and followed.	Legal matters now addressed by external legal practitioners.

40.3.6 Program – Property Management

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Plan to provide a new administrative centre.	Council office staff long-term accommodation requirements are assessed.	GF.4.1	Provide support and advice regarding property availability, costs of building a new Council administration centre.	Detail of information and advice provided.	Scheduled for consideration in 2007/08.
Ensure the protection of Council assets by the formation of long-term plans.	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability.	ED.8.1	Ensure an updated and maintained Council's land and lease registers.	Council's land and lease registers updated and maintained. Report on the assessment of Council land potential. Report on assessment of lease performance.	Updated and maintained Council's land and lease registers. Reports on Council land potential were carried out on property-by-property basis as needed. Lease performance assessments were carried out on all lease due for renewal.
Seek opportunities for partnerships through other parties providing investment in the City.	Council has investigated opportunities for joint partnership using the LGA Act guidelines	ED.10.4	Provide support and advice regarding property availability, costs for Council regarding potential business opportunities.	Detail of information and advice provided.	Presented detail of property availability, potential business opportunities to a Councillor Workshop in February 2007
Identify asset maintenance as a priority objective.	All asset maintenance scheduled on life cycle management according to condition, usage and financial constraints.	IF.8.2	Assist City Services Program in developing a 3-5 year works and maintenance program that includes Council's major properties.	Detail of information provided.	Provided list of maintenance and repair items to Council's City Services Team to assist in the development of the 3-5 year works program.

40.3.6 Program – Property Management (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
To manage Council's property leases to maximum community benefit.	Council's leases its properties in a fair and equitable manner that acknowledges market rates and provides optimum financial return.	PTM.1	Review expiring leases ensure optimum use of Council's properties and improve the overall performance of all leases.	All renewed leases were the result of a review and assessment of Council's property portfolio. Occupancy factor is greater than 90%. Less than 5% rental arrears.	Reviewed all renewed leases achieving a 96% occupancy of Council's properties Less than 5% rental arrears achieved.
		PTM.2	Review the Business Use of Public Footpath Policy.	Business Use of Public Footpath Policy reviewed, placed on exhibition and endorsed by Council.	Policy review completed, and presented to Council in November 2006.
		PTM.3	Review the Five Dock Awning Policy.	Five Dock Awning Policy reviewed, placed on exhibition and endorsed by Council.	Deferred pending review of budgets and costs associated with policy.
Construct major building facilities to address the growing needs of the City (See also Infrastructure Management and Building Programs).	Council has significantly upgraded its facilities to meet the needs of a growing population.	PROJ.1	Construct a new state of the art library, childcare facilities at former Concord Chambers site. (To be completed in 2007/08)	New facilities are on track to be completed by the end of 2007.	Construction of new facilities on schedule.
		PROJ.2	Construct major refurbishment of Cabarita Pool in accordance to Stage One (1) of Master Plan.	Stage One (1) of Cabarita Pool Master Plan completed.	Completed Stage One Master Plan. Development Application for refurbishment approved.
		PROJ.3	Refurbish the Canada Bay Civic Hall.	Canada Bay Civic Hall refurbishment completed.	Redesigned refurbishment due to budget constraints. Scheduled for completion in 2007/08.

40.3.7 Program – Corporate Planning and Performance Management

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Strengthen internal and external communications	Council's internal and external communications strategy developed.	CS.1.1	Review current communication strategies.	Review complete and considered for consistency, compliance with statutory requirements.	Communication strategies reviewed and considered and a boarder communications strategy which is to be developed in 2007/08 and involve extensive community consultation.
		CS.1.2	Investigate best practice communication strategies.	Documentation on best practice communication examples Evaluation of those practices.	Collated best practice examples from at least 20 councils across Australia and overseas. As a result of evaluating these policies, coupled with a strong corporate commitment, it was decided to expand the scope of Council's communications strategies and ensure ownership by the community and staff.
		CS.1.3	Draft communication strategy.	Draft policy prepared.	Prepared initial draft.
		CS.1.4	Place draft communication strategy on exhibition.	Draft policy placed on exhibition at best practice timeline.	Full Communication Strategy is scheduled for 2007/08.
Give equal emphasis to internal and external customers.	Council's internal and external communications strategy developed with balance.	CS.2.1	See Item No. CS.1 above.		Established a Consultation Reference Group to assist staff in conducting consultations Communications Working Group met to respond to the outcome of Staff Climate survey on internal communications.
Respond effectively to community expectations.	Systematic community consultation protocol developed.	CS.5.1	Review current consultation policies	Review complete and considered consistency, compliance with statutory requirements and provide reasonable.	Consultation Reference Group reviewed consultation policies and practices and provided assistance to staff intending of conducting community consultations Reference Group met 7 times during the year.
		CS.5.2	Documentation on best practice consultation examples. Evaluation of those practices.	Investigate best practice consultation policies in particular the balance between internal and external communications	Collated best practice examples from at least 20 councils across Australia and overseas.
		CS.5.3	Draft policy completed.	Draft policy prepared.	Developed draft Consultation Checklist, Guidelines which will be used as part of the broad Communications Strategy scheduled for 2007/08.

40.3.7 Program – Corporate Planning and Performance Management (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Respond effectively to community expectations. (Cont.)	Systematic community consultation protocol developed. (Cont.)	CS.5.4	Place draft policy on exhibition.	Draft policy placed on exhibition at best practice timeline.	Not completed. Communications strategy obsolesces this action.
		CS.9.1	Review best practice policies and procedures from other relevant organisations	Best Practice processes are identified.	Collated best practice examples from organisations across Australia and internationally.
		CS.9.2	Consult with staff on subject to obtain suggestions for improvements and to identify impediments to efficiency.	Detail of staff consultations and suggestions or issues.	Consulted with managers, particularly in relation with the DLG's Promoting Better Practice checklist.
		CS.9.3	Draft best practice policy framework.	Best practice policy framework is drafted.	Completed first version in-house of the Promoting Better Practice Checklist. As a result the better practice policy framework was not completed.
		CS.9.4	Modify Best Practice policy in light of feedback.	Draft policy amended in response to relevant feedback	Rescheduled for 2007/08 following review of Promoting Better Practice Review outcomes.
		CS.9.5	Present Best Practice Policy to Council for endorsement.	Best Practice Policy presented to Council.	Rescheduled for 2007/08.
Involve senior management in a mentoring role for the organisation.	Senior management participate in a mentoring program.	CS.10	To be considered in 2007/08.		To be considered in 2007/08.
Continue systems of improved communication with the community.	Communications strategy developed.	GF.1.3	Review Council's communications Strategy.	Policy review timetable is developed.	Communication strategies reviewed and considered and a boarder communications strategy which is to be developed in 2007/08 which will involve extensive community consultation.
		GF.1.4	Jointly review Council's exhibition policy.	Council's exhibition policy reviewed.	See above.
		GF.1.5	Develop whole of Council communications strategy.	Whole-of-Council consultation strategy is developed.	Scheduled for 2007/08 due to the need for extensive community consultation.
		GF.1.6	Monitor Council's performance in context with the Communications Strategy.	Council's performance in context with the Consultation Strategy.	Scheduled for 2007/08.

40.3.7 Program – Corporate Planning and Performance Management (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Ensure that a balance is achieved with consultation in decision-making.	Consultation strategy developed.	GF.3.1	See GF.1 above.		As a result of evaluating current consultation and communication policies and a strong corporate commitment it was decided to expand the scope of Council's communications strategies and ensure ownership by the community and staff.
Observe all statutory obligations through care and good organisation.	Council's statutory obligations are met.	GF.6.1	Prepare corporate calendar outlining Council's statutory obligations and specific deadline dates where appropriate.	Corporate calendar produced yearly.	Distributed to relevant officers strategic actions calendar. Prepared and distributed timetables for major Council management planning projects
		GF.6.2	Regularly update Council's statutory obligations.	6 monthly update is complete.	Prepared, distributed and updated timetable and calendars as required.
		GF.6.3	Review Council's compliance to its statutory obligations.	100% of Council's statutory obligations are met.	Achieved 100% Compliance.
Regularly review systems and processes.	Council has made some improvements to how it does business through regularly evaluating its systems and processes.	GF.7.1	Identify all relevant Council processes which include responsibilities, timelines and reporting mechanisms. These will also include Service Level Agreements.	List of relevant Council processes.	Distributed to relevant officers strategic actions calendar. Prepared and distributed timetables for major Council management planning projects A review during the year determined that Service Level Agreements should be used where relevant.
		GF.7.2	Evaluate current procedures and identify improvement strategies	Status of Service Level Agreements. Detail of the status of Council Processes	Evaluated relevant SLAs. Notably, the SLAs between Statutory Planning Services and Customer Services have been updated following regular evaluations
		GF.7.3	Implement approved improvement strategies.	Detail of improvements implemented.	Implemented relevant improvements throughout Council. An example of was the continual refinement and improvements made to the Development Assessment Processes through the review of Service Level Agreements.

40.3.7 Program – Corporate Planning and Performance Management (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Consult with the community on development.	Consultation policy and procedures developed, implemented.	NB.7.3	See GF.1 above.		As a result of evaluating current consultation and communication policies and a strong corporate commitment it was decided to expand the scope of Council's communications strategies and ensure ownership by the community and staff.
Seek to provide value added services.	Continuous improvement reporting is established.	IF.9.1	Investigate Best Practice examples of Continuous Improvement.	Report of relevant best practice continuous improvement examples	Obtained best practice examples from relevant organisations across Australia and internationally.
		IF.9.2	Draft Continuous Improvement procedure policy.	Status of draft Continuous Improvement procedure policy.	Completed first version in house of DLG's Promoting Better Practice Checklist. Continuous Improvement procedure policy will be developed following review of the latest version of the Promoting Better Practice Checklist which is scheduled for 2007/08.
		IF.9.3	Prepare and present report to Council for endorsement.	Report and draft Continuous Improvement policy. Outcome to Council of report.	Rescheduled for 2007/08 as a response to the outcomes of the Promoting Better Practice Checklist.
Improvement in processes and procedures that enhance the efficient operation of the organisation in achieving its objectives.	Best practice administrative policies and procedures are in place.	CPLG.1	Conduct governance health check of Council Policies.	Governance health check conducted in accordance with the Manual.	Conducted internally the Governance Health Check. Outcomes used in conjunction with Promoting Better Practice Checklist for the development of Council's plan to address the issues

40.3.7 Program – Corporate Planning and Performance Management (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Improvement in processes and procedures that enhance the efficient operation of the organisation in achieving its objectives.(Cont.)	Best practice administrative policies and procedures are in place. (Cont.)	CPLG.2	Prepare Council's 2007/08 Management Plan.	Community participates in preparation of Draft Management Plan. Management Plan conforms to community needs and legislative requirements. Performance measures enable assessment of outcomes to objectives on a quarterly basis	Exhibited Draft Management Plan documents in a special edition of the Council's newsletter <i>Bayside Brief</i> outlining key initiatives of the Management Plan to over 28,000 residences throughout the City. Comments from the community resulted in the addition of actions relating to global climate and revision of Council's plans for playgrounds Management Plan conforms to legislative requirements. Appropriate performance measures were used that enable quarterly assessment.
		CPLG.3	Report to Council on progress of Management Plan.	Quarterly Management Plan review presented to Council. Performance is assessed against Management Plan performance measures.	Four Quarterly Reviews presented to Council outlining status of progress against 2006/07 Management Plan.
		GPLG.4	Prepare Council's 2005/06 Annual Report.	Annual Report conforms to legislative requirements Annual Report assesses Council's performance during 2005/06.	Annual Report prepared, distributed to relevant organisations, placed on website and sent to DLG prior to deadlines. Annual Report conforms to legislative requirements.
		CPLG.5	Review each service level agreement with relevant officers	100% of service level agreements are reviewed.	A review during the year determined that Service Level Agreements should be used only where relevant.
		CPLG.6	Identify and assist relevant officers in preparing or modifying service level agreements.	Report on details of assistance is provided.	A review during the year determined that Service Level Agreements should be used only where relevant.
		CPLG.7	Present results (Customer Satisfaction Survey) to Council.	Presentation of report to Council outlining performance comparison with first and second surveys.	Conducted 3 rd Customer Satisfaction Survey. Outcomes of Survey, including comparisons with previous two surveys presented to Councilor Workshop and Council.

40.3.7 Program – Corporate Planning and Performance Management (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Improvement in processes and procedures that enhance the efficient operation of the organisation in achieving its objectives.(Cont.)	Best practice administrative policies and procedures are in place. (Cont.)	CPLG.8	Include performance outcomes in Annual Report and Management Plan.	2007-08 Management Plan and Annual report include Satisfaction Survey KPIs and benchmarks.	2007-08 Management Plan and Annual report includes Satisfaction Survey KPIs and benchmarks.

40.4 Principal Activity - Culture and Wellbeing

40.4.1 Program - Community Services and Social Planning

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Ensure responsiveness to cultural, social, recreational and demographic needs.	Community Profile prepared using 2006 Census information. Social Plan updated.	CS.7.1	Prepare Council's Community Profile and Social Plan utilising the 2006 Census demographic information.	Council's Community Profile completed. Social Plan review completed.	Review of current Social Plan and Community Profile scheduled for 2007/08.
		CS.7.2	Establish a CALD Advisory Committee. A&E	CALD Advisory Committee is established.	Rescheduled to 2007/08.
		CS.7.3	Work in partnership with existing and new service providers to keep informed of local needs and to develop strategies to meet those needs	Bimonthly consultations held with existing and new service providers.	Held bimonthly consultations with existing and new service providers.
		CS.7.4	Network with Aboriginal service providers to improve communication, referral networks and resourcing. (SPA1 & A9)	Council is working with the Aboriginal and Torres Strait Islander (ATSI) Network to identify information needs of residents and advising on how to access Aboriginal specific services	Rescheduled to 2007/08.
		CS.7.5	Develop an understanding of community needs in new residential developments. A&E	Number of consultation sessions held. Report outlining service and social needs with priorities	Council is to conduct a major rewrite of its Social Plan in 2007/08. This will involve extensive community consultations to obtain understandings of the whole City, including the new residential areas.
		CS.7.6	Encourage the participation of residents in new residential developments in City-wide services and facilities	Number of activities established. Resident participation.	Council is to conduct a major rewrite of its Social Plan in 2007/08. This will involve extensive community consultations to obtain understandings of the whole City, including the new residential areas.
Promote good health, and active and passive recreation as community priorities	Council is known as a promoter of good health.	CW.4.2	<i>Concord Senior Citizens Centre Committee.</i> Coordinate Senior Centre bookings. Encourage greater use of Centre by seniors including seniors from Culturally and Linguistically Diverse (CALD) Backgrounds. A&E	10% increase in the number of senior groups using the Centre. 90% participation rates by committee members	Attained a 10% increase in the number of senior groups using the Centre. Achieved a 90% participation rates by committee members

40.4.1 Program – Community Services and Social Planning (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Respond to obligations in the provision of child care.	Council has a good understanding of childcare demand and can respond where feasible.	CW.7.1	Convene Children's Network meetings and collate regular childcare demand information for inclusion in child care needs review.	Meetings held. Council has a good understanding of childcare demand.	Convened Children's Network meetings and collated regular childcare demand information for inclusion in the child care needs review.
		CW.7.2	City of Canada Bay Family Day Care Operate weekly play sessions during school terms. Operate a well managed toy library. Implement quality assurance procedures Increase the number of childcare places Conduct a feasibility study of operating a mobile play van service.	Weekly play sessions held with 90% participation rates. 100% of carers informed/trained in quality assurance procedures. Number of children in EFT care. Funding sourced for mobile play session.	Held weekly play sessions were achieving a 90% participation rates. 100% of carers were informed/trained in quality assurance procedures. Achieved an EFT which ensured the offered grant income was received. Mobile Play Van deemed unfeasible at this point in time.
		CW.7.3	Prepare a promotional campaign for the City of Canada Bay Family Day Care Scheme. Implement ongoing improvements to the cottage site.	Promotional campaign developed that schedules specific advertising strategies throughout the year. Promotional campaign implemented. Increased carers and children. Space more accessible and safe for children and carers.	Conducted promotional campaign resulting in the recruitment of 5 new carers.
Plan for the provision of aged accommodation.	Social Plan addresses the need for aged accommodation.	CW.8.1	Include assessment of aged accommodation in the review of Council's Social Plan.	Council's Social Plan included assessment of aged accommodation needs within the City.	Review of current Social Plan is scheduled for 2007/08.
Maintain and improve safety and security in the area.	Council is kept well informed of local and regional needs, policies and strategies. It is working in partnership with other services.	CW.9.1	Convene Safety Committee meetings	Quarterly Safety Committee meetings held, with minutes presented to Council.	Held quarterly Safety Committee meetings with minutes presented to Council.
		CW.9.2	Develop a safety plan for the City.	Safety Plan created and presented to Council for endorsement.	Developed a Draft Crime Prevention and Safety Plan.
		CW.9.3	Implement key recommendations from the Safety Plan.	Detail of recommendations of Safety Plan implemented.	Awaiting endorsement of Draft Crime Prevention and Safety Plan.
		CW.9.4	Ensure question, 'How safe do you feel?' is included in Customer Satisfaction Survey.	'How safe do you feel?' is asked in survey. 'How safe do you feel' score compared with previous results.	'How safe do you feel?' was included in Customer Satisfaction Survey and used to support the development of a Crime Prevention Plan.

40.4.1 Program – Community Services and Social Planning (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Examine links between Council programs such as Community Services and Economic Development.		ED.5.1	Investigate the employment and training needs of young people in the City of Canada Bay. (SPY9 & Y10): Consult with local schools, businesses, regional employment services and other relevant stakeholders. Review and report findings. Promote existing employment and education networks to young people within the area. Initiate relevant programs as identified in collaboration with local youth service providers	Consultation reports documented and presented to Council. Youth employment working party established.	Held Skills Youth training and Youth Theatre Workshops at Youth Centre.
Continue systems of improved communication with the community.	Communications protocol developed.	GF.1.7	Contribute to the review of Council's Consultation Strategy.	Policy review timetable developed.	Assisted in the review of current consultation strategies and participated in the preparation of consultation documents.
		GF.1.8	Ensure that community information (LINCS) is current and well promoted.	Council's database updated at least twice per year. Current information on Council's Webpage.	Council's database was updated twice during the year. Up-to-date information placed on Council's Webpage.
		GF.1.9	Develop and maintain a youth website for young people in Canada Bay. Liaise with Council webmaster to set up format and upload information. Consult with young people regarding content. Explore options for developing Inner West Youth Interagency (IWWI) website & young people electronic database.	Young people utilizing the website to access information and to be consulted.	Website complete.

40.4.1 Program – Community Services and Social Planning (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Ensure that planning is in the long-term interests of the community.	The community have a series of activities and programs that address the increasing demands of a developing City.	NB.1.1	Apply for funding to provide a capital facility for the co-location and expansion of aged services (via the Home and Community Care program): Prepare concept plans for the Gipps Street site. Plan to relocate Drummoyne Meals on Wheels to the facility.	Grant Application prepared and lodged with timeframes. Site plans options explored. Council's contribution identified and reported.	Prepared and submitted Capital facility proposal to the State Government who are currently assessing it.
		NB.8.8	Undertake Council/community projects that develop skill and enhance social interaction.	Two (2) projects undertaken.	Held Mental Health Forum. Youth Theatre Program developed with active participation of young people.
Include village and neighbourhood in service and planning initiatives	Demographic data at collector district level is used to identify localised needs	IF.5.2	Include local needs analysis in review of Social Plan.	Social Plan review includes analysis of local needs	Review of current Social Plan scheduled for 2007/08.
Support access to and improvement of essential and safe transport facilities and services	City has increased level of safe transport facilities	IF.10.4	In partnership with the Drummoyne Community Centre (DCC) operate a trial "Bay Rider" shuttle service to provide transport for disadvantaged residents to access facilities and services across the LGA.	Occasions of service. Bus service expanding route and frequency according to community needs/request.	Progress Report on Bay Rider Shuttle Service was presented to Council. Council endorsed the continuation of funding for the service for another 2 years.
To develop an understanding of the needs of the community of the City of Canada Bay and to identify services required to address those needs	Council has developed relevant plans and identified (and implemented) appropriate strategies in consultation with local residents, commercial and social groups, and other non-government and government agencies	COM.1	Access Committee Provide support to the Access Committee. A&E Continue an Access Awards Program to encourage good practice by local businesses Ensure relevant policies are presented to the Access Committee for comment. A&E	Regular Access Committee meetings held with minutes presented to Council. Local businesses that provide best practice disability access are presented with an Access Award at a Council ceremony. Access Committee consulted on all relevant Council policies.	Held regular Access Committee meetings with minutes presented to Council. Issues addressed at the Access Committee included: <ul style="list-style-type: none"> • Access DCP • Footpath Dining Policy • Draft Consolidated LEP • Access Business Awards.
		COM.2	Provide support to Youth Committee (SPY3)	Current committee format reviewed and modified with input from young people. 2 Committee initiatives established and supported.	Established a Youth Reference Committee using an innovative mentoring model. Youth Reference Group assisted in the preparation of a Graffiti Forum.

40.4.1 Program – Community Services and Social Planning (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
To develop an understanding of the needs of the community of the City of Canada Bay and to identify services required to address those needs. (Cont.)	Council has developed relevant plans and identified (and implemented) appropriate strategies in consultation with local residents, commercial and social groups, and other non-government and government agencies (Cont.)	COM 3	Investigate the need for youth crisis accommodation and related homelessness issues for young people of Canada Bay (SP).	Consultations with relevant youth service providers and young people documented and reviewed.	Council is to conduct a major rewrite of its Social Plan in 2007/08 which will include extensive community consultations to obtain understandings of the whole city, including young people.
	Council is kept well informed of local and regional needs, policies and strategies. It is working in partnership with other services.	COM.4	Graffiti Committee: Attend regular quarterly meetings. Consult with relevant stakeholders to develop preventative educational programs and community arts projects Liaise with Economic Development and local businesses to ensure safety strategies are implemented in the sale of aerosol paints.	Quarterly meetings attend. Preventative programs developed and presented to Committee.	Graffiti Committee no longer meets The Graffiti Committee assisted in: <ul style="list-style-type: none"> • The establishment of a Graffiti Removal Service that removes graffiti as quickly as possible and quickly • The preparation of the Crime Prevention and Safety Plan.
		COM.5	Assist and support relevant services and groups and provide regular attendance/participation at: HACC Forum. Inner West Youth Interagency. Disability Forum. Aboriginal interagency. Families First. Inner West Settlement Services Inner West Ethnic Network. Inner West Domestic Violence Committee. Inner West Food services forum.	Documented information on local and regional community needs Critical issues and needs presented to Council. One (1) regional project initiated with the Inner West Youth Interagency.	Assisted and supported relevant services and groups and regularly attended/participated in: <ul style="list-style-type: none"> • HACC Forum • Inner West Youth Interagency - including regional Youth Week event • Disability Forum • Families First • Inner West Settlement Services • Inner West Ethnic Network • Inner West Domestic Violence Committee • Inner West Food Services Forum.

40.4.1 Program – Community Services and Social Planning (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
To work with residents and community organisations and assist them to access resources to meet their needs	The community sector is well informed of available opportunities and resources.	COM.6	Provide financial support to the community via: Council's Community Grants Program by actively promoting the grants program to multicultural groups (SPE1) and other service organisations and placing grants information on Council's website. Council's Individual Grants Program. Participation in the CDSE Program (Community Development Support Expenditure) with local Clubs by providing administrative support and identifying local priorities for funding. Working in collaboration with other fundraising organisations such as Communities for Communities to support community based programs and initiatives	Grants are distributed equitably to the level funded by Council. The grants programs are promoted and advertised in a variety of formats. A wide range of organisations and individuals are supported by Council.	Provided financial support to the community via: <i>Council's Community Grants Program</i> by actively promoting the grants program to multicultural groups (SPE1) and other service organisations and placing grants information on Council's website. <i>Council's Individual Grants Program</i> . Participation in the <i>CDSE Program</i> (Community Development Support Expenditure) with local Clubs by providing administrative support and identifying local priorities for funding. Worked in collaboration with other fundraising organisations such as Communities for Communities to support community based programs and initiatives
		COM.7	Develop a Council LEAPS policy that ensures Council delivers service in an equitable and accessible way.	Plan had been develop. Priority strategies are time-framed and being implemented.	Rescheduled for 2007/08.
		COM.8	Drummoyne Meals on Wheels Service Work with other Food Services to ensure quality and access across the Canada Bay LGA. Recruit and train suitable volunteers as needed. Investigate and develop strategies to increase the usage of the service by people with disabilities and from CALD backgrounds.	10% increase in volunteers Service is implementing national standards. Service is promoted to CALD community.	Obtained a 10% increase in volunteers. Service is implementing national standards. Promoted the service to the CALD community.

40.4.1 Program – Community Services and Social Planning (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
To work with residents and community organisations and assist them to access resources to meet their needs (Cont.)	The community sector is well informed of available opportunities and resources. (Cont.)	COM.9	Prepare and implement a promotional campaign for the Drummoyne Meals on Wheels Service.	Promotional campaign developed that schedules specific advertising strategies throughout the year. Promotional campaign implemented through local media, other agencies and services 4 media releases 3 editorials.	Drummoyne Meals on Wheels are now collocated at the Concord Food Services premises. Extensive promotion and advisory campaign was conducted to inform customers and raise the profile of both services. Promotion of services was also targeted to people and services of CALD Backgrounds. At least three media releases and editorials were achieved including notices in Mayoral Columns, <i>Bayside Brief</i> and local press.
To provide a range of quality community facilities and programs to meet identified needs.	All members of the community have equal access to well managed and appropriate facilities and services	COM.10	Promote and coordinate relevant community events: Children's Week. Youth Week. Seniors Week. International Women's Day. International Day of Disability. And other relevant multicultural celebrations	Informative events held delivering a range of activities. 10% increase in the number of people attending in relation to last year's events. Regional Youth Festival conducted.	Held successful Children's Week program in October. Actively contributed to a regional Youth Week event held at Ashfield involving Skateboarding and live music. Celebrated International Day of Disability with a BBQ at Quarantine Park. Conducted extensive Seniors Week activities across the City. Held a Business Breakfast to celebrate International Women's day.
To encourage participation in recreation and cultural pursuits through the promotion of a broad range of quality facilities and services	Residents have access to a diverse range of leisure and cultural opportunities that are well promoted, at reasonable cost, and provided in a safe environment.	COM.11	Provide a diverse Vacation Activities program for children 5-12 years and youth 13-18 years.	Activities provided meet participants expectations 20% increase in number of participants Wide range of activities. On budget and on time.	Provided quarterly vacation activities programs for children 5-12 years and youth 13-18 years. Achieved at least a 20% increase in number of participants, and on budget.
		COM.12	Provide a well managed and diverse program for Seniors (Bus Trips for Seniors).	Activities provided meet participants expectations 90% participation rates. Wide range of activities held. On budget and on time.	Conducted monthly and weekly Bus Trips for both active seniors and isolated seniors and their carers (respite).

40.4.1 Program – Community Services and Social Planning (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
<p>To work with residents and community organisations and assist them to access resources to meet their needs</p>	<p>The community sector is well informed of available opportunities and resources.</p>	COM.24	<p>City of Canada Bay Youth Centre. Increase the profile of the Youth Centre. Offer a wide range of activities and programs at the Centre. Promote the Youth Centre as a venue appropriate for outreach services and provide these services with support (SP Y4). Adequately signpost the Youth Centre (SP Y5). Structural modifications made to ensure safety and improve access.</p>	<p>Promotional campaign developed and implemented. 20% increase in young people using the Youth Centre. Adequate signage erected. Structural modifications of Youth Centre completed. Thoroughfare constructed between Youth Centre and St Luke's Park</p>	<p>Promoted Youth Centre activities program throughout the year achieving an increase of at least a 20% increase in young people using the Youth Centre. Erected adequate signage. Completed structural modifications of Youth Centre to ensure optimal use of the Youth Centre. Constructed a thoroughfare between the Youth Centre and St Luke's Park</p>
		COM.25	<p>Youth Activities: Establish youth after school activities in Drummoyne and Five Dock. Update Youth Services Map that covers youth service providers in the Inner West (SP Y1). Undertake youth creative art opportunities (SP Y6). Council support relevant youth projects and initiatives, namely: young women's programs, social justice activities and health education (SP Y8).</p>	<p>Two outreach programs conducted per quarter. Youth Services Map updated, printed and distributed in collaboration with Burwood, Leichhardt and Ashfield Councils 2 new youth art initiatives undertaken.</p>	<p>Conducted two outreach programs per quarter. These were coordinated in collaboration with Burwood, Leichhardt and Ashfield Councils. These included, film projects, youth theatre, youth forum on graffiti, art shows and project Youth Services Map updated, printed Two new youth art initiatives were undertaken.</p>

40.4.2 Program – Social Cohesion

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Introduce Community City Program and activities from the Sustainability Levy	The community have a series of activities and programs that address the increasing demands of a developing City.	NB.8.6	Establish community newsletter.	Number of newsletters produced.	It was resolved to insert information in Council's <i>Bayside Brief</i> , rather than producing a specific Community City Program newsletter.
		NB.8.7	Establish community forums	Detail of Community forums established.	Established Graffiti Forum.
		NB.8.9	Expand the Bay Rider Service.	Bay Rider Service expanded to increase the frequency of use.	Reviewed Bay Rider service and obtained a further 2 years funding. Service not expanded.
		NB.8.10	Establish a mobile outreach service for children and young people.	Children and young people can access suitable activities across the City.	Research proved project inappropriate at this point in time.
		NB.8.11	Launch the opening of the Skate Park.	Skate Park launched. Young people use the skate facility.	Skate Park completed, launched with active use by young people.
		NB.8.12	Establish activities utilizing the Skate Park facility.	After school activities and events held at Skate Park.	Completed several events for skaters & BMX riders and skills workshop in each holiday program.

40.4.3 Program – Recreation and Leisure

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Respond effectively to community expectations.	Systematic communications Strategy developed.	CS.5.7	Contribute to the development of a Council-wide communications strategy by providing information, issues and possible solutions	Level of participation in the Communications Strategy development.	Contributed to preparation of the Communication Strategy.
Promote information about Council.	Relevant information is communicated to Canada Bay residents and businesses.	CS.6.6	Disseminate relevant information about Council at Customer Services Centres and Call Centres, on Council's website, press releases, and publications and through advertisements.	Detail of relevant information are disseminated. Methods used to disseminate information.	Disseminated information using Council's a website, mail out and public meetings
Ensure responsiveness to cultural, social, recreational and demographic needs.	Council's Recreation Plan updated utilising the 2006 Census data.	CS.7.8	Ensure Council is responsive to the communities needs via appropriate planning e.g. Recreation Plan.	Review Census data.	Reviewed Census data. Awaiting release of ABS 2006 Census Data.
Promote good health and active and passive recreation as community priorities	Council is a known as a promoter of well being.	CW.4.3	Promote diverse opportunities to the community to be active within the city eg. bike paths, foreshore walkways, sports fields and leisure facilities and pools.	Information provided to Community, Council, and appropriate agencies via website, brochures and services. Social Planning funding obtained.	Disseminated information using Council's a website, mail-outs and public meetings
Maintain and improve safety and security in the area.	Improvement from 2004 to 'How safe do you feel' Satisfaction Survey score.	CW.9.5	Consider safety and security issues in developing recreation facilities and plans.	Safety and security issues are addressed appropriately in recreation plans and construction of new facilities	Safety by design principals considered in planning for recreation facilities
		CW.9.6	Contribute to the safety plan by providing relevant information and advice.	Information provided to Community Services and Social Planning funding obtained.	Contributed to the preparation of the Draft Crime Prevention and Safety Plan.
Ensure that planning is in the long-term interests of the community.	Council has long term plans that have been involved input by the community and study of demographics.	NB.1	See CW.9 above.		Census data considered in establishing priorities for future capital works.
Utilise open space in a better manner.	There is a continual improvement in the level of usage of our open space.	NB.9.3	Provide Recreation and Leisure input to assist in the development of a Forward Plan for all open space areas.	Information and assistance is provided.	Contributions made to the development of master plans and plans of management.

40.4.3 Program – Recreation and Leisure (Cont)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
To encourage participation in recreation and cultural pursuits through the promotion of a broad range of quality facilities and services	Residents have access to a diverse range of leisure and cultural opportunities that are well promoted, at reasonable cost, and provided in a safe environment.	RCL.1	Install basketball half courts.	Location and works completed (Subject to funding availability).	Developed the generic design and estimate for future installations
		RCL.2	Install double cricket nets.	Location and works completed. (Subject to funding availability)	Turf practice wickets being considered with the Drummoyn Oval Precinct upgrade.
		RCL.3	Concord Oval Scoreboard.	Work completed.	Tenders called for construction.
To improve access and equity to sport and recreation activities	An increase in the number of groups and individuals that is currently under-represented in sport and recreation activities using Council facilities and services	RCL.4	Work with regional and local sporting groups to encourage participation of minorities and people with disabilities into sports and leisure activities (SP D13).	Increase participation of minorities and people with disabilities into sports and leisure activities.	Equity issues addressed in Recreation Plan. Support for minority groups in the allocation of seasonal facilities
To ensure that facilities and services are well promoted and managed to ensure they are socially, economically and environmentally sustainable.	Sustainable Recreation Provision.	RCL.5	Commuter and recreational bike routes promoted to encourage environmentally friendly transport, eg. Bay Cycleway.	10,000 cycleway brochures are developed, printed and distributed.	Discussions underway with the "Walking Volunteers" to develop signage and provide brochures for city walks.
		RCL.6	Develop further the foreshore walks to include manageable loops e.g. 5 -8 km and connect places of interest e.g. commercial centres, parks and recreation facilities.	Integrated cycle plan for CCBC developed. Inclusion in the DIPNR regional walks brochure.	Plans underway to provide additional facilities in Mortlake and at Yaralla.
		RCL.8	Work with Council facility lessees to ensure that services and facilities are current with community needs, e.g. development of the Five Dock Leisure Centre Master Plan.	One (1) sustainability change achieved at each Council owned facility.	Contribution made to the development of the Five Dock Leisure Centre Master Plan and Feasibility Study.

40.4.3 Program – Recreation and Leisure (Cont)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
To ensure that facilities and services are well promoted and managed to ensure they are socially, economically and environmentally sustainable. (Cont.)	Sustainable Recreation Provision. (Cont.)	RCL.9	Further develop state and regional networks, sporting groups, professional groups and individuals to better develop Council's vast recreation/leisure facilities and services.	New networks accessed and existing ties with networks strengthened.	Contributions made to the development of strategic directions in recreation.
		RCL.10	Continue with the staged program to bring non-compliant playgrounds up to standard.	Detail of playgrounds progressively improved.	Awaiting outcomes of Playground Strategy. Community Advisory Group formed to address Playground Strategy issues
		RCL.11	Continue the strategy to provide shade over Council's playgrounds	1 to 2 shade structures are erected per annum.	See above.

40.4.4 Program – Cultural Planning

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Ensure responsiveness to cultural, social, recreational and demographic needs.	Cultural plan completed with recommendations implemented.	CS.7.9	Implement key initiatives from the adopted Cultural Plan.	Existing cultural services/programs and facilities identified.	Identified existing cultural services/programs and facilities. Developed Draft Cultural Plan. Established Community Gallery. Provided key support to the establishment of arts precinct at Cockatoo Island. Drafted Public Arts Policy.
Promote the development of arts and culture.	Council promotes the development of arts and culture.	CW.1	Assist the development of networks for the exchange of information and skill amongst individuals, groups and organizations See also CW.5 below.	Development of networking opportunities in place.	Developed and maintained artist register and database. Conducted extensive consultation with artists and relevant groups to assist in the preparation of the Draft Cultural Plan and Public Arts Policy.
Investigate the establishment of a community radio station.	Assessment of the feasibility for a Community Radio Station and Council resolved to respond according in the recommendations	CW.2.1	Investigate the need for a community radio station through the cultural planning process.	Needs assessment completed.	Completed needs assessment for use in the Draft Cultural Plan and Public Arts Policy. The establishment of a community radio station was not considered a need or priority identified in Cultural Plan and Public Arts Policy consultations.
Increase cultural activities, events and festivals	Canada Bay celebrates cultural activities through a range of activities, events and established facilities	CW.5.1	Facilitate the establishment of high quality public art programs.	High quality public art program in place.	Established high quality Community Gallery at Five Dock Leisure Centre. Assisting the development of the Cockatoo Island as a major regional arts facility.
		CW.5.2	Identify opportunities for additional funding/partnerships to support new high quality cultural activities and facilities	Identified opportunities.	Identified opportunities for funding/partnerships to support new high quality cultural activities and facilities were Power House – Breakfast Point, Cockatoo Island, McDonald College – performance facility, Yaralla – artist in residence.

40.4.4 Program – Cultural Planning (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Include village and neighbourhood in service and planning initiatives	Demographic data at collector district level is used to identify localised needs	IF.5.3	Develop a Draft Cultural Plan which includes assessment of varying Cultural needs within the City	Draft Cultural Plan completed and identifies localised cultural needs.	Completed Draft Cultural Plan that identifies localised cultural needs.
		IF.5.4	Ensure ongoing consultation with residents, artists, service providers and community groups	On-going consultation.	Conducted on-going consultations, provided advice and support by establishing a community Artist Register and database.
		IF.5.5	Identify, research and recommend to Council new cultural development strategies.	Researched, identified and recommendations made to Council.	Completed needs assessment for use in the Draft Cultural Plan and Public Arts Policy. Established Memorandums of Understanding for potential arts developments. Researched and recommended to Council new cultural development strategies which included: Draft Cultural Plan and Public Arts Policy, Cockatoo Island, McDonald College theatre complex, Breakfast point Power House, Yarralla Artist in residence and the Rhodes Development.

40.4.5 Program – Library Services

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Provide a high standard of service to both external and internal customers	The City of Canada Bay is recognised as a leader in Customer Service.	CS.1.11	Contribute to the development of a Council-wide communications strategy by providing information, issues and possible solutions	Level of participation in Communications Strategy development.	Library Services represented at Communications meetings.
Give equal emphasis to internal and external customers.	Council's internal and external communications strategy developed with balance.	CS.2.10	See CS.1.11 Above.		See above CS 1.11.
Motivate staff in service delivery.	Improve Climate Survey scores. Strategies to address poor response areas developed.	CS.8.3	Identify appropriate professional development courses.	Professional development courses identified. Number of staff attending courses.	Participated in the following workshops: <ul style="list-style-type: none"> • MPLA (Metropolitan Public Libraries Association) Conference - 'Ever Ready and Powered Up' – at Penrith • 'Making Connections' at the State Library • Frontline Management • Digital Preservation: where are we at, where are we going?' – National Library of Australia • 'My House: Sources within the NSW State Archives' at the Western Sydney Records Centre • 'Digital Preservation of Archival material and other relevant Local Studies Issues' • 2006 Census Online Training • LIAC (Legal Information Access Centre) Level 2 Training • 'Rewarding Reading' Readers Advisory Training – held at the State Library • Constructive Performance Review • St John's First Aid Course • Database training – in house.

40.4.5 Program – Library Services (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Motivate staff in service delivery. (Cont.)	Improve Climate Survey scores Strategies to address poor response areas developed. (Cont.)	CS.8.3 (Cont.)	Identify appropriate professional development courses(Cont.)	Professional development courses identified. Number of staff attending courses.	Participated in the following workshops: <ul style="list-style-type: none"> Emergency Procedures Training at Five Dock Library Pre-Book Week Extravaganza at Marrickville Council Lap Sit Programme – held at Strathfield Library HSC Forum at North Sydney LibrariesAustralia Document Delivery LibrariesAustralia Cataloguing.
		CS.8.4	Jointly encourage staff to provide the best possible customer service by. Providing customer service training when appropriate. Recognising and promoting outstanding customer service at staff meetings through emails Conducting a staff survey.	Customer service training is provided, when appropriate. Outstanding customer service is recognised and promoted at staff meetings and through emails Survey conducted.	Consulted Staff on an ongoing basis regarding their training and other needs Regular staff meetings used to obtain feedback and opportunities for improvement.
Continue systems of improved communication with the community.	Communications strategy developed,	GF.1.10	See CS.1.11 Above.		Library Services represented at Communications meetings.
Pursue all avenues of finance through strengthened links with Government.	Council has established links with other spheres of government regarding potential joint financed projects	GF.9.5	Monitor govt. funding opportunities	Continual examination of grant opportunities and pursuing appropriate grants as they come along.	Pursued grant opportunities, when available. This resulted in Council obtaining grant for CD players and stock for Home library service. Submitted application for self-service book checkout.
		GF.9.6	Participate in relevant regional and state networks.	Report on detail of relevant regional and state network involvement.	Participated in four Metropolitan Library Association meetings.
Maximise the efficiency of Council's services and facilities in a context of ongoing limited resources.	Council's has developed continuous improvement principles.	ED.7.4	Participate in the development of Continuous Improvement policies.	Detail of contributions provided.	Reviewed Library usage and attendance statistics to identify opportunities for improvement.

40.4.5 Program – Library Services (Cont)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Ensure that planning is in the long-term interests of the community.	Council has plans that provide long term strategies addressing the long term interests of the community.	NB.1.3	Prepare 5-10 year Library Services plan.	5-10 year Library Services Plan completed	Reviewed existing Library Strategic Plan 2000-2009 in light of the new Concord Library.
Seek to provide value added services.		IF.9.4	See ED.7.4 above.		Reviewed Library usage and attendance statistics to identify opportunities for improvement.
Provide an effective and efficient Library Service for City of Canada Bay.	Well regarded Library Service satisfactorily servicing the needs and expectations of the community.	LIB.1	Assist in the planning of the new library to be built on the corner of Flavelle and Wellbank Streets, Concord.	Attend 100% of relevant meetings and detail of information New library plans assessed and evaluated 100% within specified timelines Provide positive suggestions (from survey results) to architects for inclusion in final product within timeframe.	Actively participated in 100% of meetings to plan the new Concord Library. Meetings involved establishing library needs, design options, identifying facilities required. Reviewed 100% of new library plans within timelines Provided positive suggestions to architect.
		LIB.2	Assist with final layout and fit out of the new library building when it is partially completed.	Attend 100% relevant meetings and detail of information provided. New library layout and fit-out plans assessed and evaluated 100% within specified timelines	Actively participated in 100% of meetings to plan the new Concord Library. Meeting involved establishing library needs, design options, identifying facilities required. Assessed and evaluated 100% of layout and fit-out plans within timelines
		LIB.3	Plan and purchase new stock in anticipation of service delivery being provided from 2 locations instead of the present 3.	Number of new stock purchased. Number and nature of stock ordered or planned for purchase.	Commenced planning the purchasing of stock for new library. Most of the new stock will be delivered to the new Concord Library on completion of construction work 6 months prior to opening of new library.

40.4.5 Program – Library Services (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Provide an effective and efficient Library Service for City of Canada Bay. (Cont.)	Well regarded Library Service satisfactorily servicing the needs and expectation of the community. (Cont.)	LIB.4	Plan for closure of Concord and Concord West libraries in mid 2007 by: Advising public of changes to library services Moving relevant stock and relevant fittings to new library Informing suppliers and other relevant persons/organisations with new contact details.	Detail of notifications to public, with 100% within 1 months notice. Notifications to include: local media, notice boards, Council branch libraries, Customer service Centres. Detail of stock moved and set up prior to new library opening. Detail of information distributed to suppliers and other relevant persons/organisations.	Developed a plan for closure of Concord (Bent St) and Concord West libraries Implementation of plan scheduled for after establishment of new Concord Library.
Undertake physical improvements within the libraries to make them more efficient and effective.	Better usage by patrons.	LIB.5	Evaluate recommendations by staff and clients on facility improvements and incorporate into the 2007/08 Management Plan where possible.	Positive feedback from patrons Increase of usage figures – 3% Increase of visitors to library – 3%	Received regular positive feedback from patrons. 485,834 items were accessed during the year. This was an increase of 2.5% 411,188 visitors to library with and increase of 7.5%.
Continue to expand the Local Studies resources.	Effective Local Studies resources.	LIB.6	Purchase new items and seek donation of historically significant material	No of items purchased. Increased amount of items donated.	37 new items were purchased. 54 items donated.
		LIB.7	Purchase of microfiche reader/ printer – (Funded by State Library)	Enquiries on Local Studies Involvement with the relevant groups	Purchased microfiche reader/printer.
Continue to serve the Housebound patrons.	Satisfaction for patrons as service meets their needs and expectations.	LIB.8	Promote the service to Housebound residents	Stable usage.	Usage stable.
		LIB.9	Purchase of resources to support the Housebound usage	Increased usage figures.	Usage stable.
		LIB.10	Provide housebound patrons access to CDs by purchasing CD players for their use at home (Funded by State Library)	Usage figures for CDs Increased satisfaction by patrons – (survey results).	Usage increased by housebound library users.

40.4.5 Program – Library Services (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Provide activities reflective of local needs for all age groups.	Satisfaction for patrons as service meets their needs and expectations.	LIB.11	Organise special events for children: eg. Questacon, Zoomobile, Pyjama Parties.	Number and detail of children attended. Feedback from patrons.	Response to activities is always positive. However the number of activities was limited by space availability at Concord (Bent St) and Concord West branch libraries. Held 52 Special Events with 1429 children and 400 adults attending. 17 Preschool/ School / Play group visits were made – 292 children and 70 adults attended. Held 287 <i>Storytime</i> sessions were with 5026 children and 3451 adults attending. Held 7 <i>Rhymetime</i> sessions for Canada Bay with 132 babies and 93 adults attending.
		LIB.12	Organise occasional weekend storytelling sessions (positive feedback – survey 2005/06).	Number and detail of children attended. Feedback from patrons	Held one session held where five children and five adults attended.
		LIB.13	Organise guest speakers/ author visits on topics relevant to school and life skills Eg. HSC Talks.	Number and detail of children attended. Feedback from patrons	Held two Sessions held with 77 students attending.
		LIB.14	Organise Internet/ Email lessons for adults (Basic/ Intermediate / Advance) and training on Basic Database searching (Sessions driven by demand).	Training sessions well attended by patrons.	Conducted 486 training sessions.
Continue to expand the library collection with current material.	Satisfaction for patrons as service meets their needs and expectations.	LIB.15	Increase the number of available databases as they become available.	Increased usage figures	206 Database accesses were made.
		LIB.16	Update the School Collection in keeping with the curriculum.	Increased usage figures.	2704 Individual uses were made.
		LIB.17	Continue to purchase current books, periodicals and audio visual items.	Purchases made within the budget and reflecting need of the community.	Purchased 12,532 books, periodicals and audio visual items.
Maintain stock relevant to needs	Satisfaction for patrons as service meets their needs and expectations.	LIB.18	Continue to withdraw old, worn out, irrelevant material.	Progressive improvements of resources.	Withdrew 15,120 items Withdrawal increased in preparation for closure of Concord and Concord West libraries and the opening of the new library in Concord.

40.4.5 Program – Library Services (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Providing quarterly reports to Council on Library Service.	Accurate and relevant snap shot of the Library Service.	LIB.19	Compile statistics, examine trends with a view to forward planning.	Reports completed within agreed time frames.	Prepared and presented four Quarterly reports to Council. Reports outlined usage statistics, trends, and any relevant issues. All four Quarterly Reports were completed within the agreed timeframes.
Promotion of the Library Service.	Library Service integral part of City life.	LIB.20	Provide regular information to library patrons, eg. "What's on in your local library"?	Promotional information to media and public relations unit on a monthly basis.	Promoted all of Library activities and facilities on Council's Website. Provided regular notices in local press to promote events and what the library provides.
Professional Development of staff.	Staff are well equipped to assist patrons.	LIB.21	Train staff in the use of the Library Management System as new versions are introduced.	Number of staff trained in Library Management System. Time between implementation of new versions and staff trained.	Upgraded Library Management System to version 5.2. Refresher workshops planned.
Professional Development of staff.	Staff are well equipped to assist patrons.	LIB.22	Staff attendance at current and relevant training programs	Detail of skill development of staff. Examples of improved teamwork.	Training programs conducted during year included: <ul style="list-style-type: none"> Digital Preservation: "Where are we at, where are we going?" – National Library of Australia 'My House: Sources within the NSW State Archives' at the Western Sydney Records Centre Consulted Staff on an ongoing basis regarding their training and other needs Regular staff meetings used to obtain feedback and opportunities for improvement. Also See CS.8.3.

40.4.6 Program – Open Space and Foreshore Areas

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Promote the development of arts and culture.	Open space activities include programs, facilities for arts and culture.	CW.1.2	Investigate opportunities to incorporate cultural activities into open space projects.	Develop joint projects in consultation with the Cultural Planner.	Recognition in Plans of Management and contribution made to development of Cultural Plan. <i>Isuiva Day</i> artwork delivered.
Promote and expand the cultural assets of the City.	Open Space plans include to cultural activities.	CW.10.3	Incorporate cultural activities into open space planning documentation.	In consultation with the Cultural Planner include cultural planning initiatives in Plans of Management and Master Plans.	As above.
Seek opportunities to expand foreshore area and their usage, when available.	Additional foreshore access areas constructed.	NB.2.3	Pursue grant funding to assist Council to provide additional foreshore access in accordance with Master plans.	Grant submissions completed.	Prepared and presented Grant submission for the Bay Run (SSHAP) and Cabarita Park (Green space).
	Plan of Management to identify all publicly accessible foreshore areas.	NB.2.4	Complete Generic Plan of Management.	Generic Plan of Management adopted by Council.	Completed.
	Identify foreshore areas which may present difficulties to develop access.	NB.2.5	Develop opportunities to improve access to foreshore throughout the City.	Investigation underway.	Undertook investigations for expansion of the Bay Run and Cabarita Park. Further opportunities being investigated at Figtree and Rea Reserves, Yaralla and Mortlake.
	Priorities for foreshore works scheduled in accordance with Master plans.	NB.2.6	Develop Master plans for Rodd Point Reserve and extend foreshore walk adjacent to Majors Bay Reserve.	Master plans developed. Priority works, identified in master plans, scheduled to pursue funding options.	Rodd Point POM and Mortlake foreshore Master plan underway.
Utilise open space in a better manner.	There is a continual improvement in the level of usage of our open space.	NB.9.1	Review Plans of Management in accordance with the Local Government and Crown Lands Acts.	Progressively review site specific Plans of Management. Appropriate community consultation undertaken. Priority works scheduled in Forward Plan.	Completed Generic Plan of Management and Cabarita POM completed. Plans of Management for Rodd Point Reserve and Drummoyn/Taplin Parks are underway.
		NB.9.2	Develop a Forward Plan for all open space areas.	Forward Plan developed with input from Plans of Management, Master Plans, Councillors, officers and the community. Estimates developed for priorities across the city. Forward Plan utilised for preparation 2007/08 budget.	Prepared estimates for priority projects listed for consideration in the draft 2007/08 Capital Works Program.

1.4.6 Program – Open Space and Foreshore Areas (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Utilise open space in a better manner. (Cont.)	There is a continual improvement in the level of usage of our open space. (Cont.)	NB.9.3	Develop Barwell Park and Massey Park Golf Courses in accordance with the current Master plans.	Course improvements undertaken annually. Forward Plan for program of future works developed.	Developed tender documentation to reconstruct No17 at Massey Park. Developed hole signage prototype with estimates listed for consideration in draft 07/08 Capital Works Program.
Provide infrastructure services proportionately to increased population.	Infrastructure requirements associated with population changes and included in medium/long term plans.	IF.4.3	Develop innovative open space projects for 2006/07.	Estimates included in Forward Plan.	Developed estimates for consideration in the draft 07/08 Capital Works Program for a dinghy storage pilot.
		IF.4.4	Review street tree management systems	Annual street tree planting and aerial bundle cabling works undertaken.	Street tree design and estimate developed for the Concord Library site.
		IF.4.5	Develop Bushland Management Plans	Annual program of works completed. Review of Management Plans on bush regeneration sites undertaken.	Estuarine Management Plan funded by grant. New site established in Wymston Parade.
		IF.4.6	Develop concept and construction plans in accordance with Plans of Management and Master Plans.	Works completed in accordance with annual program.	Completed Montrose Reserve construction.
		IF.4.7	Develop and install City wide signage system and address interpretive and ordinance requirements	Staged roll out of signage suite within available funding.	Installed signage in selected park locations on priority basis.
		IF.4.8	Develop policies which promote equitable usage of open space areas.	Dinghy storage policy investigation.	Undertook an investigation into Dinghy storage opportunities to rollout racks to be pursued through grant programs and as a business opportunity.
		IF.4.9	Identify solar lighting opportunities.	Projects included in Forward Plan. Works completed in accordance with annual program.	Developed an estimate list for consideration in the draft 2007/08 Capital Works Program. Solar lighting project undertaken at Montrose Reserve.
		IF.4.10	Seek funding opportunities for landscape and sports facility improvements.	Grant applications submitted to meet deadline throughout year.	Submitted grant applications to support the electronic scoreboard at Concord Oval, floodlighting at Campbell Park and amenities at Neild Park.

1.4.6 Program – Open Space and Foreshore Areas (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Provide infrastructure services proportionately to increased population.(Cont.)	Infrastructure requirements associated with population changes and included in medium/long term plans.(Cont.)	NB.9.3	Develop Barwell Park and Massey Park Golf Courses in accordance with the current Master plans.	Course improvements undertaken annually. Forward plan for program of future works developed.	Developed tender documentation to reconstruct No17 at Massey Park. Developed hole signage prototype with estimates listed for consideration in draft 2007/08 Capital Works Program.
		IF.4.11	Develop projects to upgrade sporting facilities	Projects progressively developed and scheduled in Forward Plan. Works completed in accordance with annual program.	Projects being developed with potential sponsors for floodlighting at Timbrel and Goddard Parks and for the scoreboard at Concord Oval.
		OSF.1	Improve access to foreshore in Montrose Reserve.	Stage 1 works completed provided grant funding received.	Complete.

40.5 Principal Activity – Economic Development

40.5.1 Program –Economic Development

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Respond effectively to community expectations.	Systematic communications Strategy developed.	CS.5.7	Contribute to the development of a Council-wide communications strategy by providing information, issues and possible solutions	Level of participation in the Communications Strategy development.	Contributed to the Consultation Reference Group throughout the year. This included the presentation of a number of surveys and ideas through the team. Eg: Residents Guide Feedback survey. Ongoing now through the new Communications and Public Relations Team.
Promote information about Council.	Relevant information is communicated to Canada Bay residents and businesses.	CS.6.7	Disseminate relevant information about Council at Customer Services Centres and Call Centres, on Council's website, press releases, publications, and through advertisements.	Produce Bayside Business News. Distribute to businesses and for public access at Council's Customer Services counter. Work with Media and Events to produce media events and press releases for major events.	Published four separate <i>Bayside Business News</i> editions. Two of these editions were published as part of the <i>Bayside Brief</i> Media Release information provided with each Council event and publication. Worked on major events participation and support. Provided targeting and development approaches and policy to assist in obtaining sponsorship opportunities
Ensure that the City continues to attract high employment levels.	Employment levels are the same or better.	CW.3.1	Assist in identifying sustainable and compatible industry and business.	Five (5) key industries are identified.	Identified the following industries <ul style="list-style-type: none"> • Renovation industry (construction is the largest employing industries in City) • Health and Wellbeing industry (one of largest employing industries in the city and fastest growing markets) • Meetings and conference and events industry • Home based business cluster • Creative industries sector.
		CW.3.2	Help identify commercial land and actions for protection.	Quarterly meetings with Strategic Planning to identify commercial areas and advice on methods for protection.	Contributed to strategic planning discussions as required.

40.5.1 Program – Economic Development (Cont)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Ensure that the City continues to attract high employment levels. (Cont.)	Employment levels are the same or better. (Cont.)	CW.3.3	Ensure Council plans and policies facilitate the growth of key industry and businesses.	Quarterly meetings with key staff from Planning and TS&O for briefing on Council policy and upcoming activities Advice provided on impact to businesses Businesses advised on activities and policies that may affect them.	Participated in the RTA stakeholder groups for the upgrade of Victoria Road. Participated in the Waremba Village Upgrade Steering Group with TS&O Supported parking options review for neighbourhoods with Strategic Planning.
Continue systems of improved communication with the community.	The City of Canada Bay is viewed by residents, ratepayers and the community as a good communicator and has a favourable public profile.	GF.1.11	Assist in the development of whole of council consultation strategy.	Whole of council consultation strategy developed.	Contributed to the Consultation Reference Group throughout the year. This included the presentation of a number of surveys and ideas through the team. eg. Residents Guide Feedback survey. Ongoing now through the new Communications and Public Relations Team.
		GF.1.12	Undertake best practice consultation and communication with business networks and groups.	Investigate options for establishing a City wide Business Group Undertake plan to establish a City-Wide Business Group. Investigate options for establishing a Corporate Leaders Reference Group. Facilitate meeting of Corporate Leaders reference group.	Completed brief for this program Key stakeholders identified and comments from business leaders being sought. Scoping paper developed to address needs of corporate partners in the area. Support for upcoming workshop with corporate leaders about the arts.
		GF.1.13	Liaise with other areas of Council to assist them when consulting businesses	Meet quarterly with Operations and Technical Services and Planning Directorates to assess future needs for communicating with businesses and develop appropriate communication strategies.	Participated in the RTA stakeholder groups for the upgrade of Victoria Road with TS&O. Participated in the Waremba Village Upgrade Steering Group with TS&O Supported parking options review for neighbourhoods with Strategic Planning.

40.5.1 Program – Economic Development (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Retain Canada Bay as a good place to do business.	Canada Bay is branded as a good place to do business and a good place for key business and professional people to live.	ED.1.1	Encourage new investment and the establishment of appropriate business through engagement and promotion.	Develop a business prospectus for City.	This project reviewed and not seen as appropriate at this time. This initiative should be linked to new LEP due in 2009.
Develop and promote local and regional tourism policies.	Canada Bay has a medium term policy for encouraging, developing and promoting tourism opportunities.	ED.2.1	Assess tourism opportunities	Economic opportunities and costs of promoting tourism assessed.	Reviewed draft Tourism Strategy and agreed to revise this in line with the Cultural Plan once it is completed in 2008. Costs dependant upon the Cultural Plan programs.
		ED.2.2	Use Council's Customer Satisfaction Survey to identify broad community's opinion.	Community's broad opinion used in developing Council's Tourism policy.	Comments and questions included in the Customer Satisfaction Survey.
		ED.2.3	Review previous tourism strategies	Previous tourism strategies are reviewed	Draft Tourism Reviewed agreed to revise this in line with the Cultural Plan once complete. Costs dependant upon the Culture Plan programs.
		ED.2.4	Identify existing tourism resources.	Audit of current tourism attractions.	See above.
		ED.2.5	Prioritise branding and marketing opportunities with local and regional tourism organisations.	Local and regional tourism organisation participate in prioritising potential branding and marketing opportunities.	Contribution to the bid for international Cities conference with Sydney Olympic Park Authority (SOPA). Discussed possibilities with Economic Development Australia for conference study tour. Provided <i>Colours of Canada Bay</i> visitor and natural attractions guide.
		ED.2.6	Prepare Tourism policy.	Tourism policy complete	Draft Tourism Reviewed is to be revised in line with the Cultural plan once complete. Costs dependant upon the Cultural Plan programs.
Pursue economic development potential beyond local business interests.	Council's Economic Development Plan includes regional strategies.	ED.3.1	Develop Economic Development Plan.	Economic Development Plan completed. Council's Economic Development Plan includes regional strategies.	Draft Economic Development plans reviewed agreed to revise this in line with the Cultural Plan, once complete. Costs dependant upon the Cultural Plan programs.

40.5.1 Program – Economic Development (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Investigate entrepreneurial opportunities.	Joint cooperative ventures are considered in context with LGA Act Private-Public Partnership guidelines (PPP).	ED.4.1	Jointly develop Council procedures for partnerships with Financial Management Program, using the LGA Act as a guide. Guide should highlight the significant benefits of well thought out entrepreneurial ventures and also the processes required minimising risk.	Status and details of Council's PPP procedures developed.	No PPP envisaged at this stage. Will use Local Government Act requirements to guide if applicable.
Develop longer term economic development plans.	Council works strategically with economic development.	ED.9.1	Develop Economic Development Plan.	Economic Development Plan is completed.	Agreed to review Draft Economic Development Plans in line with the Cultural Plan once it is completed. Costs dependant upon the Cultural Plan program.
Seek opportunities for partnerships through other parties providing investment in the City.	Council has investigated opportunities for joint partnership using the LGA Act guidelines	ED.10.1	Jointly investigate opportunities for joint investment in major projects.	Investment opportunities investigated with Strategic Planning.	No PPP envisaged at this stage. Would use Local Government Act requirements to guide if applicable.
Include village and neighbourhood in service and planning initiatives	Demographic data at collector district level is used to identify localised needs	IF.5.1	Develop Economic Development Plan that considers local areas.	Economic Development Plan completed and identifies localised business needs.	Agreed to review Draft Economic Development Plans in line with the Cultural Plan once it is completed. Costs dependant upon the Cultural Plan outcomes.
		IF.5.2	Liaise with City Precincts Program regarding local business district consideration in developing Economic Development Plan.	Local business district information included in Economic Development Plan.	See above.
Work with other areas of Council to develop a plan for achieving long-term commercial vision.	Council has a long – term vision and a plan action that ensures sustainable economic growth.	EDV.1	Prepare a long-term commercial vision for Council.	Meetings with Strategic Planning to identify develop long term strategic plan for encouraging and supporting commercial activity in the City. Key business leaders and investors consulted on Sustainable Economic Development Plan.	This program has not been completed as it will be a key priority for any City Wide Forum or Economic Advisory Panel that is formed. Consulted regularly with Strategic Planning on this matter.
		EDV.2	Prepare a long term plan to action the long-term commercial vision.	Action Plan prepared.	This program has not been completed as it will be a key priority for any City-wide forum or economic advisory panel that is formed.

40.5.2 Program – City Precinct Program

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Pursue economic development potential beyond local business interests.	Council's Economic Development Plan includes regional strategies.	ED.3.2	Assist in the preparation of an Economic Development Plan.	Economic Development Plan prepared.	Agreed to review Draft Economic Development Plans in line with the Cultural Plan once it is completed. Costs dependant upon the Cultural Plan program.
Introduce Community City Program and activities from the Sustainability Levy.	Support existing key businesses and industry through training, networking and other services.	NB.8.1	Conduct training to develop skills that will help grow local businesses.	Bayside Business Exchange Networking Events with key note speaker or networking held.	Hosted Bayside Business Exchanges which included the Cultural Plan and , 'Selecting the right IT Tools For your Small Business'
		NB.8.2	Establish and foster networks for business people.	Meeting conducted for key industry networks.	Organised five Health and Wellbeing Cluster meetings and network opportunities. Supported the Renovator Destination Cluster network
	Encourage growth and sustainable development in key shopping and activity centres.	NB.8.4	Support other Council events such as Concord Street Fair and Ferragosto.	Manage local business participation in event. Work carried out with Media and Events to ensure goals of events include economic development outcomes.	Encouraged business involvement and sought feedback at Ferragosto using an on-the-day-survey. Economic Development team hosted stall Health and Wellbeing Cluster provided with a stall to promote the networks and reach customers.
		NB.8.6	Support and develop Business Breakfasts through the Bayside Business Exchange.	Business Breakfasts are held with motivational speaker or speaker on current affairs or finance topics of relevance to business.	Organised Business Breakfast on: <ul style="list-style-type: none"> • A glimmer of hope for the NSW Economy • International Women's Day Event • 'Economic Outlook for 2007 – 'What it means for your business'.
Include village and neighbourhood in-service and planning initiatives	Demographic data at collector district level is used to identify localised needs	IF.5.2	Liaise with City Precinct Program regarding local business district consideration in developing Economic Development Plan.	Local business district information included in Economic Development Plan.	Agreed to review Draft Economic Development Plans in line with the Cultural Plan once it is completed. Costs dependant upon the Cultural Plan program.

40.5.2 Program –City Precinct Program (Cont)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Develop an effective City Precinct Program for key areas.	Develop a positive awareness of Five Dock and Wareemba.	CPP.1	Implement a strategic marketing and promotional plan.	One (1) event each six months in two key City precincts undertaken. One (1) promotion per quarter in two key City precincts undertaken. One (1) City Wide marketing/promotion activity undertaken.	Hosted Precinct Breakfasts at Wareemba, Five Dock and Concord Held Wellness Week event. Promoted Renovator's Destination. Resident Guide development encompasses local precinct promotions. Hosted three <i>Go Local</i> promotions. Promoted Mothers Day event and School Holiday Fever activities.
	Communicate effectively with local businesses	CPP.2	Implement Quarterly Business Forums	Business Forums for two (2) key City precincts per quarter coordinated. Four (4) Main Street Committee Meetings are held per annum.	Hosted Precinct Breakfasts at Wareemba, Five Dock and Concord. Targets not met in light of the decision to review roles of CPC and changes being made to their role to be economic development coordinators Hosted two Five Dock Main Street Committee meetings. Attended Concord Chamber planning and general meetings.
		CPP.3	Work to support and establish committees/panels in the City area.	Contributions made to the development of City-wide chamber to ensure the needs of the key City precincts are represented. Established rapport with local business groups where available.	City-wide Forum Plans approved in February. Benefits paper produced and working with possible members to improve this program. Feedback from members slow suggesting that intention to participate is there but time to contribute is not. Project to be revisited in 2007/08.

40.5.2 Program – City Precinct Program (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Develop an effective City Precinct Program for key areas. (Cont.)	Communicate effectively with local businesses (Cont.)	CPP.4	Enhance communication with businesses individually and with business groups.	Newspaper produced as required. Work with team to improve database and communicate with businesses to their preferred method. Reports taken from businesses in a year and passed on/acted within Council.	Published two editions of the <i>Bayside Business News</i> and two editions published as part of the <i>Bayside Brief</i> . <i>Main Street Matters</i> produced. Distributed by mail out information on marketing and promotional opportunities to all businesses. Maintained an up to date business database. Sent email alerts on events, sponsorship and partnerships to relevant business. Reports taken from businesses and passed to appropriate Council departments as required.
		CPP.5	Provide assistance for businesses to increase their skills/business performance.	Industry specific training held at least once per year for City precinct businesses. At least 10 businesses provided with individual consultation on specific business needs.	Hosted Precinct breakfasts. Held Wellness Week event and supported the Health and Wellbeing Network. Hosted the Renovator's Destination Breakfast program. Provided 10 Home based business training programs during the year. Over 120 information alerts sent to over 800 businesses across the year.

40.5.2 Program – City Precinct Program (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Develop an effective City Precinct Program for key areas. (Cont.)	Communicate effectively with local businesses (Cont.)	CPP.6	Work with Strategic Planning and Operations and Technical Services to ensure street scaping activities meet needs to businesses and consumers.	Meetings held with relevant Council staff for briefings on upcoming street scaping activities undertaken. Detail of liaison between businesses and Council to communicate information on street scaping.	Installed in consultation with TS&O visitor tourism signs in Five Dock and Concord - Installed Information Board signage Five Dock and Concord. Installed banner installation at Concord and Five Dock. Developed Illumination Program and scheduled for implementation in August 2007. Developed and implemented Christmas Decoration Program. Developed Wareemba Village Improvements Newsletter and working groups. Communicated Victoria Road issues to businesses. Developed the look and feel of the Bakehouse Quarter Plan. Consulted businesses regarding parking issues. Contributed to the report on parking provision for restaurants.
		CPP.7	Manage and support branding programs established in 2005/06.	Promotions and marketing activities which support and establish branding.	Hosted meeting for North Strathfield businesses on theming. Developed banner theming for Chiswick, Mortlake, Cabarita and Rodd Point. Promoted Renovators Destination Program. Hosted and promoted Wellness Week and Eat Out week events.
		CPP.8	Increase promotion opportunities for shopping precincts.	Seasonal entertainment and promotional program for major shopping areas are developed and implemented.	Developed Christmas program to decorate precincts to celebrate the festive season. Conducted <i>Go Local</i> Mothers Day competition and shopping promotion. Launched School Holiday Fever competition and promotion.

40.5.2 Program – City Precinct Program (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Develop an effective City Precinct Program for key areas. (Cont.)	Communicate effectively with local businesses (Cont.)	CPP.9	Promote Bayside Business Development Program (BBDC) events to businesses and encourage their participation.	BBDC events community to businesses through newsletters and flyers.	Sent 120 information alerts sent to over 800 businesses. Hosted 16 events run throughout the year.
	Effective centre based management for Five Dock and Waremba.	CPP.10	Liaise with business owners and report issues to relevant Council Unit.	Detail of relationship developed with businesses and liaison between businesses and Council.	Distributed any business requests relating to Council on to relevant departments. Attended at the Concord Chamber of Commerce meetings.
		CPP.11	Create a cosmetic streetscape plan for appropriate key City precincts in conjunction with other Council units.	Key City Precincts which require streetscape improvements are identified. Advice provided to Technical Services and Operations and other areas of Council on how streetscape. Town Plan for Five Dock is developed in conjunction with Strategic Planning and Assets team.	Identified streetscape improvements for Waremba. Conducted consultations with community and Waremba businesses. Provided information and advice in relation to streetscape design.

40.6 Principal Activity – Natural and Built Environment

40.6.1 Program – Strategic Urban Planning

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Plan for the continued increase of Council's rate base.	Council's rate base steadily increases and new opportunities are investigated as they arise.	GF.2.4	Provide potential future development information to Financial Management to assist them in preparing future plans for increasing Council's rate base.	Detail of information provided.	Provided information provided on potential new housing developments
Ensure that planning is in the long-term interests of the community.	Council has plans that provide long term strategies for sustainable growth in the LGA.	NB.1.1	Prepare Consolidated LEP, DCP and Comprehensive LEP, Section 94 Strategy. (See SUP.1, SUP.5, SUP.8 and SUP.16)	Report on progress. Consolidated LEP, DCP and Comprehensive LEP, Section 94 Strategy are prepared and used to assist in the long-term planning of the City.	Drafted and exhibited Consolidated LEP and Comprehensive DCP. Assessed submissions received. Section 94 review complete.
Seek opportunities to expand foreshore area and their usage, when available.	Additional foreshore access areas acquired.	NB.2.1	Provide advice on potential opportunities to expand public access to foreshore areas	Land identified.	Identified new areas for public access to the foreshore at Mortlake which will be incorporated into future development in the area.
		NB.2.2	Incorporate into Council's planning documents opportunities for expanding public access to foreshore areas.	Council's planning documents include provisions for opportunities for public access to foreshore areas.	Provision placed in Consolidated LEP and Comprehensive DCP.
Include foreshore areas in City Plan.		NB.4	See NB.1 above.		Drafted and exhibited Consolidated LEP and DCP. Assessed submissions received.
Preserve older style residential buildings as part of a Heritage Program.	Heritage of Canada Bay is preserved.	NB.5.1	Ensure appropriate development controls are included in DCP and LEP.	Council's planning documents include provisions to preserve heritage buildings and conservation areas.	Provision placed in Consolidated LEP and Comprehensive DCP publicly exhibited.
		NB.5.2	Provide advice on heritage matters.	Advice and improvement information provided.	Placed heritage information on Council's website. Heritage Advisor provided regular heritage advice to the community.
Consult with the community on development.	Community is consulted in accordance with statutory requirements and Council's Communications Strategy.	NB.7.1	Advertise planning studies, controls and plans to seek comment from the community.	Statistics on advertisements, exhibitions and community submissions.	Community consultation goes beyond the statutory requirements. These included personalised letters, advertisements in papers, information sessions, fact sheets and relevant information on Council's website.

40.6.1 Program – Strategic Urban Planning (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Accept only quality styles of development for the City.	Council's planning documents incorporate best practice principles	NB.10.1	Contribute to the preparation of improved development planning documents.	Relevant information provided. Preparation of a Comprehensive DCP.	Completed.
Include village and neighbourhood in-service and planning initiatives	Demographic data at collector district level is used to identify localised needs	IF.5.1	Include local needs analysis in the preparation of the LEP and DCPs.	LEPs and DCP include relevant localised information and controls.	Completed.
To prepare a Consolidated Local Environmental Plan (LEP) for the City of Canada Bay.	A Consolidated LEP which sets out a statutory framework for development in the City of Canada Bay.	SUP.1	Prepare a draft Consolidated LEP in standard LEP template.	Draft Consolidated LEP in standard template format prepared.	Completed.
		SUP.2	Submit draft Consolidated LEP to Dept of Planning.	Draft consolidated LEP sent to Dept of Planning.	Completed.
		SUP.3	Place Consolidated LEP on public exhibition.	Draft consolidated LEP exhibited. Public submissions/comments received.	Completed.
		SUP.4	Ensure the gazettal of the consolidated LEP.	LEP is gazetted.	Awaiting ministerial gazettal.
Prepare and develop a Comprehensive DCP for the City of Canada Bay.	A comprehensive DCP to guide future development in the City of Canada Bay.	SUP.5	Prepare prescriptive and performance based development controls, for general planning, environment, ecologically sustainable development, energy efficiency, heritage, urban design, etc.	Preparation of a Comprehensive DCP for Canada Bay. Adoption of City of Canada Bay DCP by Council.	Completed. Effective on gazettal of Consolidated LEP.
		SUP.6	Place DCP on public exhibition with Consolidated LEP.	Draft DCP exhibited. Public submissions/comments received.	Completed.
		SUP.7	Present DCP to Council for adoption.	DCP adopted by Council.	Prepared, exhibition awaiting adoption in 1 st quarter 2007/08.
Prepare and develop a Comprehensive LEP for the City of Canada Bay.	A Comprehensive LEP to guide future development in the City of Canada Bay.	SUP.8	Prepare a Comprehensive LEP that incorporates future growth potential in Canada Bay and the projections under the Sydney Metropolitan Strategy over the next 30 years and the Planning Reform, including Parramatta Road project.	Preparation of a Comprehensive LEP for Canada Bay. Public submissions and comments received. Gazettal of City of Canada Bay LEP.	Preparation of LEP on schedule for completion in 2008/09.

40.6.1 Program – Strategic Urban Planning (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
To prepare a Planning Study for the Five Dock Commercial Centre.	A comprehensive Planning Study for the Five Dock Commercial Centre, including Urban Design Strategy, Public Domain Strategy and development controls	SUP.9	Prepare a Five Dock Commercial Centre Planning Study.	Preparation of the Five Dock Commercial Centre Planning Study which addresses all relevant issues to facilitate future sustainable development of the site. Outcomes of the Planning Study.	Initial research undertaken – to be used to inform the Local Environmental Study for the Comprehensive LEP.
		SUP.10	Present outcomes of the planning study to Councillors.	Study reviewed by Councillors.	As above.
		SUP.11	Place outcomes on public exhibition.	Public submissions/comments received.	As above.
		SUP.12	Present DCP to Council for adoption.	DCP adopted by Council.	As above.
		SUP.13	Present draft Five Dock Commercial Centre Planning Study outcomes to Councillor Workshop.	Planning Study presentation given Councillors for discussion and review.	As above.
		SUP.14	Place draft Five Dock Commercial Centre Planning Study outcomes on public exhibition.	Draft outcomes exhibited. Public submissions/comments received.	As above.
		SUP.15	Present draft Five Dock Commercial Centre Planning Study outcomes to Council for review and endorsement.	Draft Five Dock Commercial Centre Planning Study outcomes presented to council for endorsement.	As above.
To prepare a Section 94 Contributions Strategy in accordance with the provisions of the EP&A Act 1979.	A Section 94 Strategy is determined which levies development contributions for works to the social, built and natural environment arising out of demand created by new development.	SUP.16	Prepare Section 94 Strategy.	Preparation of a contributions strategy that identifies capital works programs to address the likely demand for public facilities from new developments and provides a sound basis for the appropriate levying of Section 94 Contributions for the new developments. A document that identifies appropriate areas of expenditure and sound management of accounting practices Adoption of Section 94 Contributions Plan by Council.	Completed Section 94 Review. Adopted and implemented of S94A Contributions Plans Adopted and implemented Planning Agreements Policy.

40.6.2 Program – Statutory Planning Services (formerly Assess and Regulatory Services)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Promote information about Council.	Relevant information is communicated to Canada Bay residents and businesses.	CS.6.7	Provide a public education program to encourage the use and installation of smoke detectors in all properties	Promotional information. Press releases Articles, brochures produced and their distribution.	Implemented a proactive fire safety facility review for all existing residential flat buildings and Commercial premises. Offered low cost fire inspection services. Provided smoke detector information and other fire safety information on Council's web site.
		CS.6.8	Review reporting template for development assessment.	Improvements made to reporting template. Reporting template amended and in use.	Revised report template on an ongoing basis Full review of the DA process is scheduled using the outcomes of the Councillor Workshop held on 12 June 2007.
		CS.6.9	Supply assessment information to community via Council's publications and Customer access centres and web site.	Assessment information provided to the community i.e. Publications update schedules.	Supplied assessment information through the Council's Customer Services Centres and Website. Advertisements placed in local press on specific DA issues
		CS.6.10	Introduce tracking of development applications on Council's web site.	Council's web site contains development application tracking.	DA Tracking now available on Council's web site.
Motivate staff in service delivery.	Staff participate on a regular basis in professional development courses.	CS.8.1	Identify appropriate professional development courses.	Professional development courses identified Number of staff attending courses.	Training needs of all staff assessed in their performance appraisals.
		CS.8.2	Jointly encourage staff to provide the best possible customer service.	Report on action taken to encourage staff.	Encouraged staff to provide best possible customer service through an ongoing agenda item on staff team meetings
Provide best practice standards of service in response to increasing demands subject to resources available.	Best practice policies developed for high priority areas of Council's activities.	CS.9.7	Contribute with best practice examples and suggestions for improvements and to identify impediments to efficiency.	Detail of best practice examples and suggestions provided.	DA Tracking now on Council's Website Commenced investigation into the provision of electronic DA lodgement.
Continue systems of improved communication with the community.	Communications strategy developed.	GF.1.14	Review current Assessment and Regulatory Service methods of community consultation.	Review complete with outcomes used to develop Council's Communications Strategy.	Review is not incorporated into Council's organisation wide Communications Strategy.
		GF.1.15	Contribute to the development of a Council Communications Strategy.	Relevant information provided. Detail of other contributions made.	See above.

40.6.2 Program – Statutory Planning Services (formerly Assessment and Regulatory Services) (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Ensure that a balance is achieved with consultation in decision-making.	Communications strategy developed.	GF.3.2	Participate in corporate review of Communications strategy and decision making.	Contributions made to review of Communications Strategy. Feedback given on draft Communication Strategy.	See above.
Observe all statutory obligations through care and good organisation.	Council's statutory obligations are met.	GF.6.4	Review Council's performance in meeting its assessment and regulatory statutory obligations	100% conformity to the assessment and regulatory statutory obligations.	100 % conformity achieved.
		GF.6.5	Review Council's standard report template to best practices.	Revised report template in use. Detail of improvements.	Report template revised on an ongoing basis Full review of the DA process will be conducted using the outcomes of the Councillor Workshop held on 12 June 2007.
Ensure that planning is in the long-term interests of the community.	20 year City vision developed with 5 year benchmarks. Plans include; economic, cultural, development/ planning matters and social impact included access and equity principles. Plan is best practice.	NB.1.1	Jointly contribute to the long term planning with particular focus on DA assessments, exhibitions and advisory information.	Relevant issues and possible areas for improvement for the long term community interest are raised.	Supplied assessment information supplied through the Council's Customer Services Centres and Website. Placed advertisements in local press on specific DA issues
Seek opportunities to expand foreshore areas and their usage, when available.	Opportunities for expanding foreshore areas assisted through relevant use and EP&A Act.	NB.2.6	Provide relevant information to assist in achieving expanded access to foreshore areas.	Detail of information provided.	Any DAs that backed on to foreshores were assessed to ensure compliance with current foreshore access requirements.
Preserve older style residential buildings as part of a Heritage Program.	Streetscape of Canada Bay's established areas is maintained and celebrated.	NB.5.3	Assess relevant DA's with respect to Heritage program.	100% of relevant DA assessments conform to Council's Heritage Program.	100% of relevant DA assessments conform to Council's Heritage Program.
		NB.5.4	Provide advice on issues and possible improvements to the current heritage program.	Advice and possible improvement of information provided.	Provided relevant advice to Strategic Urban Planning Unit.

40.6.2 Program – Statutory Planning Services (formerly Assessment and Regulatory Services) (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Incorporate energy considerations, global warming and other external influences as policy issues.	Council reports on environmental savings as part of all of its relevant activities	NB.6.4	Contribute to the development of policies and processes that could contribute to long term environmental issues.	Relevant information provided.	Provided input into the development of the Draft consolidated LEP and Draft Comprehensive DCP.
		NB.6.5	Assess relevant Development Applications in terms of good energy efficiency standards.	All relevant Development Applications assessed for good energy efficiency.	All DAs assessed and required to conform with BASIX.
Consult with the community on development.	Community is consulted in accordance with statutory requirements and Council's Communications Strategy.	NB.7.1	Advertise relevant DAs to seek comment from the community.	Statistics on advertisements, exhibitions and community submissions relating to DAs.	All relevant DAs are advertised and notifications are distributed in accordance to planning codes and statutory legislation.
		NB.7.2	Include community comments in the assessment of DA's.	Council reports include community comments	100% of DA reports include details of community comments made.
Accept only quality styles of development for the City.	Council's planning policies incorporate best practice principles.	NB.10.2	Contribute to the preparation of improved development planning instruments	Relevant information provided.	Provided input into the development of the Draft consolidated LEP and Draft Comprehensive DCP.
		NB.10.3	Assess all Development Applications in relation to good design.	100% of development applications assessed.	100% of DAs are assessed in relation to good design. Engaged an Urban Design Consultant to prepare best practice Urban Design principles when assessing DAs.
Establish a Pre-development Application Panel Service.	Fully functioning pre-application advisory panel is provided to assist the customers of Council and that this service is publicised.	ASR.1	Seek and obtain endorsement of the Panel Structure from Council, including a fee schedule for the service.	Provision of a positive service to potential applicants.	Panel established.
		ASR.2	Develop an internal procedure for the conduct of the Pre-Development Advisory service.	Unnecessary delays for the determination of development applications are avoided. Applicants are encouraged to submit development applications that are consistent with Council and community expectations.	Developed internal procedures for the conducting the Pre-Development Advisory Service.

40.6.2 Program – Statutory Planning Services (formerly Assessment and Regulatory Services) (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Establish a Pre-development Application Panel Service. (Cont.)	Fully functioning pre-application advisory panel is provided to assist the customers of Council and that this service is publicised (Cont.)	ASR.3	Review service level agreements from other sections of the Council that will be needed to support the Panel and provide specific professional advice external to Assessment and Regulatory Services.	Relevant Service Level Agreements prepared. 6 monthly review of Service Level Agreements completed.	Reviewed relevant SLAs to streamline and improve effectiveness of current business processes.
		ASR.4	Develop new application forms for Panel Submissions.	Development Applications are processed as effectively and efficiently as possible.	Developed new application forms.
		ASR.5	Publicise the Panel both in local media and on Council's Website.	Legal costs associated with appeal to the NSW Land and Environment Court are reduced. Reports outlining legal costs and statistics of development applications completed and presented to Council.	Advertised Pre-Development Advisory Service in both in local media and on Council's Website.
To monitor the built environment to ensure adequate compliance with the development consents	Unauthorised development is minimised in the City.	ASR.6	Progress inspections of building construction are undertaken.	Report on conduct audit of completed developments	All developments are inspected and assessed for compliance prior to issuing Occupancy Certificates.
		ASR.7	Investigate complaints for illegal works efficiently and effectively.	Report on complaints investigated with 24 hours for urgent matters and 5 working days for other matters.	100% of complaints for urgent matters were investigated with 24 hours. All other complaints investigated within 5 working days.
		ASR.8	Council's policy in relation to compliance procedures is clarified and publicised.	To institute appropriate proceedings against unauthorised works within 5 days of those works being discovered. Reports outlining legal costs and statistics of development applications completed and presented to Council.	100% of appropriate proceedings against unauthorised works within 5 days of those works being discovered were instituted. Completed and presented to Council three reports outlining legal costs and statistics of development applications.

40.6.2 Program – Statutory Planning Services (formerly Assessment and Regulatory Services) (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
To audit essential services and undertake fire safety inspections.	No buildings in the City fail to comply with Essential Services Requirements of the BCA.	ASR.9	Prepare an audit of relevant buildings in the City.	Essential services register fully updated and correct.	Project up and running.
		ASR.10	Inspect premises for levels of fire safety.	Inspected at least 50% of all listed properties.	At least 50% of all listed properties were inspected.
		ASR.11	Assess existing development applications for strata subdivision for compliance with the Building Code of Australia.	Certificates are correct and issued by authorised persons.	All certificates were correct and issued by authorised persons.
		ASR.12	Register and monitor building stock to ensure that essential services are maintained.	80% of building stock registered and monitored.	50% of building stock registered and is currently underway. Reduction in outcome due to need to reallocate resources.
Compliance with the Swimming Pool Act.	All Swimming Pools comply with requirements of the Swimming Pool Act.	ASR.13	Data base of swimming pools established.	A register of swimming pools established.	50% completion of a register and inspection of all pools. Unable to commence due to increase in compliance activities.
		ASR.14	Monitor swimming pools in the City for compliance with the Swimming Pools Act.	All complaints in relation to swimming pools are investigated within 5 working days. Complaints in relation to unfenced pools investigated within 24 hours and where necessary notices issued within 5 working days. Quarterly report prepared outlining swimming pool compliance, statistics and relevant issues.	100% of complaints in relation to swimming pools were investigated within 5 working days. 100% of complaints in relation to unfenced pools were investigated within 24 hours and where necessary notices issued within 5 working days. Due to the small number of complaints received the Reports were prepared when an appropriate number of complaints were received.
To promote the greater public awareness of the development and construction process.	All council codes, policies, control and procedures are available in a 'Plain English' format on the Website.	ASR.15	Prepare 'Plain English' documents regarding the Development Application process and post application processes on the Website.	Customers seeking to submit development applications have a greater understanding of the Council process.	All DA documents are reviewed on an ongoing basis to ensure that they are written in Plain English to maximise customers understanding of the process and post-application processes. This documentation was placed on the Website.

40.6.2 Program – Statutory Planning Services (formerly Assessment and Regulatory Services) (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
To promote the greater public awareness of the development and construction process. (Cont.)	All council codes, policies, controls and procedures are available in a 'Plain English' format on the Website. (Cont.)	ASR.14	Prepare a detailed Development Application submission checklist for placement on the website.	Development Application submissions are improved and delays associated with requests for additional information reduced. Quarterly report outlining quality of Development Applications.	Detailed Development Application submission checklist prepared and placed on the website.
Ensure appropriate conditions applied to consents	All relevant consents consider the storm water code.	ASR.15	Ensure the Storm water Code provides clear advice to applicants.	Reduced assessment time for applications	Storm water Code written to provide clear advice.
		ASR.16	Revise engineering consent conditions	Appropriate conditions of consent on approvals.	New draft standard conditions of consent for storm water management are under review.

40.6.3 Program – Environmental Management

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Incorporate energy considerations, global warming and other external influences as policy issues	Incorporate energy considerations, global warming and other external influences as policy issues	NB.6.1	Reduce the tonnage of greenhouse gases generated by Council's electricity, motor vehicles, and other energy sources.	Reports on tonnage of greenhouse gases generated.	24,362 tonnes of CO ₂ was saved during year.
		NB.6.2	Investigate the feasibility of using alternative energy sources.	Report on outlining options for use of alternative energy.	Completed Energy Plans. Energy review options being conducted.
		NB.6.3	Implement the recommendations of the Total Catchment Committee & Parramatta River Catchment Trust.	Detail of recommendations implemented.	Waiting on regional data to be completed, Council has submitted its own data.
To take an active role in the management of the natural environment in the City of Canada Bay.	Community awareness of environmental issues is heightened, and there is active community participation in environmental programs.	ENV.1	Prepare the annual State of the Environment Report (SoE).	Completion on the SoE on time.	100% Completed.
		ENV.2	School Environmental Awareness Program.	Number of school attended in the city.	100% Completed.
		ENV.3	Local Agenda 21 Committee development of a Local Environment Action Plan.	Completed Action Plan.	Completed Action Plan and commenced actions
		ENV.4	Continue Cities for Climate Protection (CCP) milestone activities - CCP Plus & Water Campaign.	Completion of further milestones as per program timetable.	100% Completed.
		ENV.5	Organise & coordinate the Clean Up Australia Day activities for the City of Canada Bay.	All nominated sites in the area completed and cleaned on the day.	100% Completed.
		ENV.6	Environmental Education Exhibitions	Attendance at annual street fairs.	Attended annual street fairs.
Incorporate energy considerations, global warming and other external influences as policy issues	Council reports on environmental savings as part of all of its relevant activities	ENV.7	Prepare Council's Energy Management Plan.	Plan submitted to Dept. of Energy, Utilities and Sustainability (DEUS).	100% Completed.
		ENV.8	Prepare Council reports that document statistics on: Tonnes of greenhouse gases generated by Council's electricity, motor vehicles, and other energy sources.	Energy consumption is monitored and reported on a quarterly basis.	Due to the extension of the Energy Management Plan deadline. Energy consumption monitoring now scheduled for 2007/08.
		ENV.9	Incorporate water conservation initiatives and Water Savings Plan.	Report on water conservation initiatives implemented.	100% Completed.
		ENV.10	Prepare Council's Water Action Plans	Plan submitted to DEUS.	100% Completed.

40.6.4 Program – Waste Management

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Incorporate energy considerations, global warming and other external influences as policy issues	Council reports on environmental savings as part of all of its relevant activities	NB.6.1	Council reports on environmental savings as part of all of its relevant activities.	Tonnes of landfill saved through recycling. Tonnes of garbage sent to landfill.	22,991 cubic metres of landfill saved through recycling during year. 3,906 tonnes of garbage sent to landfill during quarter.
Promote the importance of recycling.	Environmental management is part of reporting. City has improving ratio of recycled material.	IF.6.1	Provide articles, information to promote recycling in Council's publications and at its festivals.	Recycling statistics. Recycling promotions. Tonnes of landfill saved through recycling.	12,55.9 tonnes – recycling collected during 4 th quarter. 22,991 cubic metres saved from landfill during the year.
Develop a separate food waste disposal strategy.	Conduct a food waste trial within the City.	WMT.1	Commence a food waste trial.	Report on participation rates within the trial area.	Food waste train in progress.
To provide a combined waste collection service for the City of Canada Bay that is economically viable and efficient, and promotes ongoing maximum waste avoidance and resource recovery strategies and programs.	The efficient changeover and operation of a new integrated waste collection service across the City of Canada Bay, having considered all necessary issues in the transition process.	WMT.2	Monitor the performance of the contractor of the waste collection service to ensure that all residents are provided with an efficient & effective service.	Percentage of complaints overdue <5%.	Achieved less than 5% of complaints overdue.
		WMT.3	Provide extensive education material to the community on the operation of the waste collection service.	Level of compliance with the waste collection system.	Achieved a level of compliance with the waste collection system of less than 5%.
		WMT.4	Monitor the Regional Recycling Contract with materials being taken to Visy Recycling at Rydalmere.	Level of contamination being below 5%.	Achieved 7% levels of contamination.
		WMT.5	Reduce material to landfill and an increase in the rate of recycling in the City.	Reduced tonnages of waste disposed of at landfills 50% of total waste reduced. Increased tonnages of recycling collected.	Maintained a tonnage of recycling collected. At 1,251.4 tonnes.
		WMT.6	Develop educational programs targeting recycling in multi occupancy dwellings to reduce contamination of materials	Percentage of contamination as shown by waste auditing procedures	Audit of bin bay signage is nearly completed.
		WMT.7	Work in conjunction with the other Inner City Councils & Visy Recycling in developing a Recycling Education Program.	Implementation of the Recycling Education Program by the development of a schools program within the City.	Developed and commenced School Programs. Delivery program not completed.

40.6.5 Program – Public Health

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Update and revise the Public Health Strategy for the City of Canada Bay Council and implement the recommendations of this strategy.	Recommendations and actions within the Public Health Strategy have been successfully implemented.	PLH.1	Implement the strategy within the stated timeframes	Number of actions implemented in the strategy.	Completed policies and procedures and awaiting presentation to Council.
		PLH.2	Completion of 3 Food Handlers Seminars in various areas in the City.	Completion of the seminars in the timeframe.	Completed seminars on time.
		PLH.3	The development of a policy for mobile food vendors and temporary food stalls	Policy adopted by Council.	Draft completed awaiting Council endorsement.
		PLH.4	Inspection of registered food premises in the area.	Inspection of all premises within the City of Canada Bay.	Inspected all food premises within the City of Canada Bay.
		PLH.5	The inspection of all premises which house registered systems for Legionella control.	Inspection of all premises on the Council's register.	All premises are on the Council's register.
		PLH.6	Maintain regular liaison and work in conjunction with the NSW Department of Health.	Attend regular meetings and training with the Department.	Attended regular meetings and training with the Department and used relevant information to develop policies
		PLH.7	Develop a surveillance program for public swimming pools and spas.	Completion of a register and inspection of all pools	50% completion of a register and inspection of all pools. Unable to commence due to increase in compliance activities.

40.6.6 Program – Public Order and Safety (including Law Enforcement)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Maintain and improve safety and security in the area.	Improvement from 2004 to 'How safe do you feel' Satisfaction Survey score Safety assessments scheduled for all major development sites	CW.9.7	Review Council's design requirements and development guidelines to ensure they address best safety design practice.	Number of specific projects construction completed to address safety and security.	Actively participated in Council's Crime Prevention Committee. The committee reviews safety and security issues and helps to review Council's design requirements and development guidelines to ensure they address best safety design practice.
Support access to and improvement of essential and safe transport facilities and services	City has increased level of safe transport facilities that meet demands of a changing demographic.	IF.10.3	Advocate for the improvement of essential and safe transport facilities to State and Federal Governments.	Number and detail of representations to State and Federal Governments	Advocated for improvements to public transport services in City at state transport forums and networks. Specific issues included the expansion of the 460 and 480 bus services.
To establish and implement a Law Enforcement Program that adopts a balanced approach to the enforcement of regulatory functions in conjunction with key stakeholders, to enhance community protection, health and safety, and environmental protection.	An ongoing Law Enforcement Program that meets community expectations and Council's public order and safety objectives, with an increased capacity for coordination and cooperation between Law Enforcement Officers and other key stakeholders.	POS.1	Develop and implement a parking patrol program throughout the whole City.	Reports provided on "hot spots" and areas of concern.	Conducted parking patrol program throughout the whole City. And is being reviewed on an ongoing basis.
		POS.2	Undertake continuous inspection of development sites to ensure compliance.	Percentage of complaints overdue < 5%.	Less than 5% of complaints were overdue.
		POS.3	Patrol all commercial areas within the City on a regular basis to ensure parking restrictions are maintained and enforced.	Number of Infringements issued in each commercial area.	Statistics on the number of infringements in each commercial area are collated and assessed on an ongoing basis.
		POS.4	Conduct regular patrols and remain highly visible within residential areas where parking is restricted.	Number of Infringements issued in each area. Totalling 4,000 Infringements	Issued 8,184 infringements
		POS.5	Provide the City with an animal impounding service with provides protection for the community and treats all animal humanely.	Number of animals impounded. Number of dog attacks investigated.	Impounded 54 dogs. Investigated four dog attacks.

40.6.7 Program – City Services

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Ensure the protection of Council assets by the formation of long-term plans.	Council has developed a 3-5 yr works and maintenance schedule based on the asset register and condition assessment.	ED.8.5	Implement a Council assets maintenance and works schedule based on Council's Assets register and condition assessment.	Detail of works implemented. Work scheduled and commenced.	Completed works in line with priorities set out in assets register and condition assessments. Patched 3321 sq metres of road potholes. Replaced 1910 sq metres concrete path. Removed 1220 sq metres of graffiti from non council assets. Removed 7271 sq metres of graffiti from council assets.
Educate residents through Council's media to promote and improve Council's street cleaning programs.	Maximise the attractiveness of the commercial areas through the provision of efficient cleaning services.	IF.3.2	Provide information of Council's street cleaning programs to Media and Events to promote what Council is doing.	Updates provided to Media and Events.	Provided regular updates on street cleaning programs to Media and Events (now Communications and Public Relations).
		IF.3.3	Maintain sweeping and rubbish removal services	Sweeping and rubbish removal is conducted according to roster.	Conducted sweeping and the removal of rubbish according to roster. Reviewed contract for these services.
		IF.3.4	Review efficiency of current operations.	Cleaning and Cleansing teams restructured.	Restructured Cleaning and Cleansing teams to improve efficiencies.
	Maintain the amenity of residential areas.	IF.3.5	Sweep all residential streets six times per year. Mow and remove dippings from registered nature strips. Remove dumped rubbish. Issue infringement notices to identify dumpers by Council's Law Enforcement Officers. Control of weeds through spraying. Continue to provide area cleanups.	Maintenance roster operational and updated.	All residential streets were swept or inspected at least six times per year. Registered nature strips were mown and dippings removed in accordance with maintenance roster. Issued infringement notices. Identified dumpers by Council's Law Enforcement Officers.
Identify asset maintenance as a priority objective.	Implementation of a 3-5 year works and maintenance program.	IF.8.1	See ED.8 above.		Completed works in line with priorities set out in assets register and condition assessments. Patched 3321 sq metres of road potholes. Replaced 1910 sq metres concrete path. Removed 1220 sq metres of graffiti from non Council assets. Removed 7271 sq metres of graffiti from Council assets

40.7 Principal Activity – Infrastructure

40.7.1 Program – Infrastructure Management

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Pursue all avenues of finance through strengthened links with Government.	Council has established links with other spheres of government regarding potential joint financed projects	GF.9.1	Monitor Government funding opportunities.	Detail and frequency of monitoring conducted.	Monitored funding opportunities on a regular basis. Obtained Government funding for Sewer mining and Water Safety.
		GF.9.2	Participate in relevant regional and state networks.	Detail of relevant regional and state network involvement.	Participated on an ongoing basis on region networks, Notably Southern Sydney region of Councils (SSROC).
		GF.9.3	Monitor Government tender offers	Detail and frequency of monitoring conducted.	Monitored tender offers at least two weekly through a number of email tender alerts (Government and commercial).
		GF.9.4	Investigate opportunities for regional resource sharing.	Number and level of State and Federal funds obtained.	Regional resource sharing opportunities investigated on a regional basis by SSROC. Council actively participated in these investigations.
Ensure the protection of Council assets by the formation of long-term plans.	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability.	ED.8.2	Develop a combined asset register and conditions assessments of those assets.	Register of Council's assets completed. Assessment of the condition of Council assets completed.	Completed Assets Register Validation of resources is yet to undertaken.
		ED.8.3	Develop a 3-5yr works and maintenance schedules using information from the assets register and condition assessments	3-5yr works and maintenance schedule developed.	Prepared draft 3-5 year works and maintenance schedule.
		ED.8.4	Require private development to design and construct infrastructure in accordance with Council's specifications	Proposed new infrastructure complies with Council's specifications	Council has required private development to design and construct infrastructure in accordance with Council's specifications.
Seek opportunities for partnerships through other parties providing investment in the City.	Council has investigated opportunities for joint partnership using the LGA Act guidelines	ED.10.1	Jointly develop Council procedures for partnerships using the LGA Act as a guide.	Status of Council's joint partnership policy.	Council is involved in joint partnerships with neighbouring council's examples include weed spraying in Marrickville and design of Drummoyne scoreboard.
		ED.10.2	Jointly investigate opportunities for joint investment in major projects. See also Financial Management	Number and brief description of joint opportunities investigated.	Investigated joint opportunities for SES. However was considered unsuitable.

40.7.1 Program – Infrastructure Management (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Manage infrastructure services to accommodate increased population.	Council's 5-10 year assets strategy incorporates planning for the anticipated increase in population.	IF.4.1	Develop a combined asset register and conditions assessments of those assets.	Register of Council's assets completed. Assessment of the condition of Council assets completed.	Completed the register of Council's building assets. Completed assessment of the condition of Council's building assets
		IF.4.2	Use demographic data and population projections to identify future infrastructure demands	Population projections are used to develop strategies to address the anticipated increase in demand. Detail of strategies developed.	Used demographic projections in conjunction with the register and condition assessments of Council's assets to develop program of works. Asset Management Plan will outline long term asset planning and will use population projections and major strategies outlined in Council's long term financial plan Asset management plan scheduled for completion in 2007/08.
Rationalise the use and planning of assets.	Council has a fully assessed understanding of the state of its assets.	IF.7.1	Review current asset management system including fleet management and property management policies.	Status report on current asset management system: Infrastructure. Property. Fleet management.	Council has decided to not purchase asset management software, rather the asset management plan will be prepared using extensive use of condition assessments Provides significant support in the preparation of the Long Term Financial Plan, which forms the basis for the Asset Management Plan.
		IF.7.2	Investigate best practice asset management example.	Detail of relevant best practice asset management examples identified.	Hired best practice consultant to ensure optimum asset management processes.
		IF.7.3	Redraft asset management policy and procedures.	Asset management policy and procedures redrafted.	Policy is to be developed utilising Council's Long Term Financial Plan.
Incorporate energy considerations, global warming and other external influences as policy issues	Council considers and develops strategies at minimising general pollution.	NB.6.1	Enforce compliance with the Environmental Protection Act.	Number of infringement notices.	Issued 13 environmental protection infringement notices.

40.7.1 Program – Infrastructure Management (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
<p>Incorporate energy considerations, global warming and other external influences as policy issues</p>	<p>Council considers and develops strategies at minimising general pollution.</p>	<p>NB.6.2</p>	<p>Implement Energy Savings Plan.</p>	<p>Detail of strategies addressed in the Energy Savings Plan.</p>	<p>Council endorsed the Energy Performance Contract (EPC) for 5 sites as outlined in Energy Savings Plan. Feasibility phase of the Energy Savings Plan commenced with the selection of a contractor and the identification of Energy Savings Measures of a minimum of 20% energy saving. Included energy efficiency & savings measures into the construction of the new library/childcare centre at Concord. As a result, it is anticipated that there will be a reduction in the costs/energy compared with traditional energy usage.</p>
	<p>Council considers and develop strategies at minimising air Pollution</p>	<p>NB.6.3</p>	<p>Investigate the feasibility of using alternative fuels, and review capacity of Council fleet.</p>	<p>Report prepared. Recommendation of the report.</p>	<p>Reviewed Council's lease back and fleet policies resulting in the including of options for small vehicles. Feasibility of alternative fuels was also undertaken as part of this review. Assessing the use of alternative fuel and reducing the engine capacity of Council's fleet.</p>
	<p>Council considers and develop strategies for improving water quality.</p>	<p>NB.6.4</p>	<p>Implement the recommendation of the Total Catchment Committee & Parramatta River Catchment Trust.</p>	<p>Detail of recommendations implemented.</p>	<p>Applied for funding for gross pollutant traps.</p>
	<p>Council considers and develop strategies for improving water quality water conservation</p>	<p>NB.6.5</p>	<p>Implement Water Savings Plan. (WSP)</p>	<p>Reduced water usage.</p>	<p>Installed water recycling facility at St Luke's Park. Integrated best practice energy and water savings facilities at Council's new Concord Library.</p>

40.7.1 Program – Infrastructure Management (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Incorporate energy considerations, global warming and other external influences as policy issues. (Cont.)	Council considers and develop strategies for improving water quality water conservation. (Cont.)	NB.6.7	Implement Actions & Measures identified in WSP.	kL/pa of water saved.	Prepared Council's Water Action Plans. Commenced construction of the Cintra Hockey Water Recycling Project to enable savings of approx. 4,500kL each year Obtained funding to: <ul style="list-style-type: none"> • install Weather stations to manage irrigation more efficiently • install rain water tanks at Concord Oval to save 2-3 million of drinking water each year • construct a water mining facility to provide alternative water supply to irrigate Council's parks and golf courses. When fully operation the facility will be able to save 189 million L of drinking water each year. Obtained joint funding with other Parramatta River Councils to implement a stormwater harvesting project at Powell's Creek reserve playing fields. Stormwater collected will be made available for irrigating the playing fields Investigated trialling waterless urinals
Ensure that future infrastructure projects consider long term maintenance budget implications.	Estimates include life-cycle costing.	IFM.1	Ensure that Life-cycle costing incorporated into Council's annual estimates.	Life-cycle costing incorporated in estimates.	Council's Capital works program includes life cycle costing.
Construct major building facilities to address the growing needs of the City. (See also Property Management and Building Programs)	Council has significantly upgraded its facilities to meet the needs of a growing population.	PROJ.1	Construct a new state of the art library, childcare facilities at former Concord Chambers site.	New facilities are on track to be completed by the end of 2007	Construction of new facilities on schedule.
		PROJ.2	Construct major refurbishment of Cabarita Pool in accordance to Stage One (1) of Master Plan.	Stage One (1) of Cabarita Pool Master Plan completed.	Stage One Master Plan completed Development Application for refurbishment approved.
		PROJ.3	Refurbish the Canada Bay Civic Hall.	Canada Bay Civic Hall refurbishment completed.	Redesigned refurbishment due to budget constraints. Scheduled for completion in 2007/08.

40.7.2 Program – Traffic and Transport Management

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Manage and optimise the traffic flows on Canada Bay road networks.	Urban amenity maintained through the control of traffic.	IF.1.1	To monitor and survey traffic flows.	Outcomes of surveys. Relevant information recorded.	Surveyed 50 streets for traffic volume and speed during year. Information gathered will be used to develop environmental sheet capacity standards (traffic benchmarks in 2007/08).
		IF.1.2	To construct the traffic facilities in accordance with the S94 plans.	Completion of programmed works.	Completed Cabarita/Mortlake Project Stage 2.
Advocate to State and Regional authorities in relation to traffic and its impact.	State and Regional authorities are aware of the impact of local traffic issues.	IF.2.1	Communicate the impact of relevant traffic issues to state and regional authorities. Provide two-way communication on local traffic issues.	Detail of continuous two-way communication with and State and Regional authorities. Detail of participation in Regional and State forums/networks.	Maintained ongoing dialogue with Road and Traffic Authority, Department of Transport, and SSROC.
Support access to and improvement of essential and safe transport facilities and services	To increase the use of public transport.	IF.10.1	Investigate safety at the bus/rail interchange at Strathfield Station.	Detail of safety investigations completed.	Investigated safety issues and interchange conditions for identifying any potential improvements.
		IF.10.2	Investigate the efficiency of Public transport services in City of Canada Bay.	Measures undertaken to improve the public transport system.	Advocated for improvements to public transport services in City at state transport forums and networks. Specific issues included the expansion of the 460 and 480 bus services.
Promote walking and cycling in the City of Canada Bay.	To increase the safe use of bicycles for recreation and transport.	TTM.1	Implement the recommendations of the Canada Bay Bicycle Plan.	Canada Bay Bicycle Plan recommendations implemented.	Completed Bicycle pathways between Concord & Lyons Roads and between Barnstaple Road & Henley Marine Drive.
		TTM.2	To continue Bay Run works. (Subject to State government funding)	Detail of Bay Run works completed.	Constructed Bay Bike way along Henley Marine Drive from \$100,000 in funds received from State Government.
Define pedestrian access routes in the City of Canada Bay.	Develop PAMPS Program.	TTM.3	Implement infrastructure and maintenance items outlined in PAMPS study. (Subject to funding)	Number of ramps constructed. Increase in level of accessibility.	Constructed 50 ramps constructed and resulting in improved accessibility.
Improve walking access opportunities.	To improve the accessibility of civic facilities for pedestrians.	TTM.4	Consult with the Access Committee on pedestrian needs	Detail of issues discussed with Canada Bay Access Committee.	Road Safety Officer attended Access Committee meetings and addressed Road Safety issues and represented Council on Traffic issues.

40.7.2 Program – Traffic and Transport Management (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Manage high demand of parking around shopping centres, schools and transport facilities	Council optimises and balances the parking and transport facility needs of residents, commuters, shop owners, customers and motorists	TTM.5	Implement and review (if required) the recommendations of parking studies	Detail of study recommendations implemented.	Reviewed parking status at Drummoyne Ave. Five Dock Parking Study completed and presented to Council.
To develop a strategic approach to traffic management in local streets.	Reduced exposure to risk for all road users.	TTM.6	Design and implement Local Area Traffic Management Schemes (LATMs) in consultation with residents A&E	Level of speed is reduced. Accident rate reduced. Devices completed on time.	Completed all Five Dock LATM projects scheduled for 2006/07. Massey Park LATMs constructed on time with construction schedules Currently measuring traffic flows to assess the impact of LATMs
		TTM.7	Construction of Five Dock LATM.	Completion of Five Dock LATM construction.	All Five Dock LATM projects scheduled for 2006/07 completed.

40.7.3 Program – Road Safety

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
To reduce the incidence of speeding by motorists in the City.	A reduction in the incidence of speeding motorists in the City.	RSF.1	Conduct a local speed campaign to educate drivers on inappropriate or urban speeds.	Photo opportunities provided. Number of media releases issued and coverage received. Number of resources distributed. Feedback from RTA, Police, Council and other stakeholders. Number of Traffic Infraction Notices issued by police.	Articles on road safety were published in the <i>Inner West Courier</i> and <i>Inner Western Weekly</i> during the year. Distributed media releases on <i>Operation Road Safe</i> and the introduction of 50Kmph speed limits along Hampden, Hospital Roads Nullawarra Ave and Norman Streets Provided Regular feedback and liaised with RTA, Police and other stakeholders at Traffic Committee and other forums. Monitored traffic infringement and notices issued by police when available.
To reduce the incidence of road related accidents involving pedestrians, bicycle riders and school students in the City.	Reduction of road related accidents involving pedestrians, bicycle riders and school students in the City.	RSF.2	Meet with school communities and Council staff to address school road safety issues.	Satisfaction of participants. Issues raised and dealt with. Feedback from schools Quantity of information distributed. No. and location of meetings held.	Visited all primary schools visited during year receiving positive feedback.
		RSF.3	Promote the use of bicycle usage in Bike Week.	Banner produced /displayed. Media coverage received. No. of cycle ways maps available in libraries and Council foyer. No. of maps taken.	There were no specific activities held for Bike Week during the year. Developed program for Bike Week activities for 2007/08.
To educate motorists to drive safely and encourage the use of occupant restraints for young children in the City.	More motorists use occupant restraints and there is a reduction in motor vehicle accidents.	RSF.4	Conduct a seniors driving and pedestrian program.	Number of seminars held. Attendance at seminars	Held a three day workshop was for Seniors with 24 people participating.
To ensure greater awareness of Road Safety issues are communicated to the Council and community.	Road Safety issues are considered in a wide range of forums within Council and in the community.	RSF.5	Participate in Liquor Accord meetings	Attendance at meetings	Attended and participated in quarterly Liquor Accord meetings
		RSF.6	Organise Liquor Accord workshops for persons with driving offences, including drink driving.	Number of workshops held. Attendance at workshops.	Traffic offenders program was held over an 8 week period at Burwood Police Citizens Youth Club.
		RSF.7	Provide workshops on the Graduated Licensing Scheme for parents and supervisors of learner drivers.	Number of workshops held. Attendance at workshops. Feedback received from attendees.	Held two workshops during the year with approximately 20 people attending. Obtained positive informal feedback.

40.7.3 Program – Road Safety (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
To ensure greater awareness of Road Safety issues are communicated to the Council and community. (Cont.)	Road Safety issues are considered in a wide range of forums within Council and in the community. (Cont.)	RSF.8	Provide residents with relevant safe driving information at Council's fairs.	Resources available and taken. Feedback from fair attendees	Held Street stall at Ferrogosto and Concord Fairs. Staff distributed Road Safety brochures and other information. Staffs were well attended.
		RSF.9	Represent and articulate road safety issues at forums in Council and in the community.	Attendance at meetings Satisfaction of participants. Issues raised and dealt with.	Attended all Access Committee Meetings Issues of road safety concerns of persons who have mobility limitations were noted and communicated to relevant Council staff for consideration in future programs and facilities development.
		RSF.10	Conduct other road safety programs (Subject to external funding)	Detail of safety program sheld.	Conducted <i>Drinking kills</i> safety Program; <i>Driving Skills</i> program. <i>Buckle Up</i> program – encouraging use and safe fitting of child restraints held at the early childhood centres

40.7.4 Program – Roads

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Ensure the protection of Council assets by the formation of long-term plans.	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability.	ED.8.6	Develop an asset register and condition assessments of Council's roads assets.	Register of Council's road assets completed. Assessment of the condition of Council's roads assets completed.	Completed the register of Council's road assets Completed an assessment of the condition of Council's building assets
		ED.8.7	Assist in the development of a total Council assets register and condition assessment	Register of Council's roads assets and roads assessment provided.	Completed the register of Council's road assets. Completed the assessment of the condition of Council's drainage assets.
To prepare and implement a program of works that will retain the road network in a safe and satisfactory condition.	Condition of road network and associated infrastructure maintained to at least 2004 level and improvements secured where possible	RDS.1	Reconstruction of roads from financial assistance Grant and Council funding.	Number and locations of roads reconstructed.	Received Financial Assistance grant funding of \$282,000 for regional roads Works completed in accordance with roads construction schedule.
		RDS.2	Require private development to design and construct roads and associated infrastructure in accordance with Council's specifications	Proposed new roads and infrastructure comply with Council's specifications	All new roads and associated infrastructure was reviewed to ensure compliance with Council specifications
		RDS.3	Prepare Asset Management Plans (AMP)	Asset Management Plans prepared.	Commenced preparation of Asset Management Plan. 50% completed.
		RDS.4	Present Asset Management Plans to Council for endorsement.	Report to Council. Council's response to AMP.	Local Traffic Finance Program (LTFP) presented to Council.
To improve assets with the aim of reducing motor vehicle accidents.	Reduction in traffic accidents and reduction in citizen complaints	RDS.5	Conduct a one-off program which will involve better delineation of traffic facilities	Reduction in citizen complaints Facilities good for 5 to 10 years.	Completed one-off program and reviewed potential compliance.

40.7.5 Program – Drainage

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Ensure the protection of Council assets by the formation of long-term plans.	Council has a 5-10 year strategy to ensure that its assets are managed to optimise use and long term viability.	ED.8.8	Develop an asset register and condition assessments of Council's drainage assets	Register of Council's drainage assets completed. Assessment of the condition of Council's drainage assets completed.	Completed the register of Council's drainage assets Completed the assessment of the condition of Council's drainage assets.
		ED.8.9	Assist in the development of a total Council assets register and condition assessment by providing drainage assets register and condition assessment information.	Register of Council's drainage assets and condition assessment provided.	As above.
Maintain drains in a condition that will provide efficient management of storm water.	Develop Information on storm water assets.	DRN.1	Continue development of City wide drainage model.	Progress reports supplied on development of drainage model.	Tender prepared to develop drainage model.
		DRN.2	Require private development to design and construct infrastructure in accordance with Council's specifications Obtain funds and undertake drainage maintenance to failed and inadequate structures.	Proposed new infrastructure complies with Council's specifications	All new roads and associated infrastructure were reviewed to ensure compliance with Council specifications
To reduce the quantity and improve the quality of water being discharged.	Quantity of water being discharged to be reduced by 10%.	DRN.3	Ensure that private developments comply with the 3 year strategy.	90% compliance with strategy for assessed developments and including appeals	Achieved 90% compliance with strategy for assessed developments and including appeals
		DRN.4	Ensure that all construction and maintenance activities do not contribute to urban pollution. Commence implementation of water re-use components of the Water Savings Action Plan March 2006-04-21 Implement Rainwater Tank/Rainwater Re-Use Policy for development.	Flooding inconvenience minimised. Components implemented All development consents conditioned appropriately.	Regularly cleaned gross pollutant traps, and drainage pits are cleaned prevent clogging. Council also utilised high pressure cleaning.

40.7.5 Program – Drainage (Cont.)

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Incorporate water conservation initiatives and Water Savings Plan.	Significant water savings are made in accordance with the Water Savings Plan recommendations	DRN.5	Contribute to a City wide implementation of the Water Savings Action Plan (WSP).	Reduced water usage. Actions & Measures identified in WSP.	Commenced implementation of the Water Savings Plan.
		DRN.6	Commence implementation of water re-use components of the Water Savings Action Plan.	Components implemented.	Commenced implementation by actively reviewing the usage patterns. Installed sewer mining water recycling at St Luke's Park, and Citra Park water recycling system, weather stations to minimise the need for irrigation.
		DRN.7	Implement Rainwater Tank/ Rainwater re-use policy for development.	All development consents conditioned appropriately.	Implemented Rainwater Tank/ Rainwater re-use policy for development.
To improve the quality of water being discharged.	Staged implementation of Homebush Bay Stormwater Management Plan and Lower Parramatta River Stormwater Management Plan (SMP).	DRN.8	Implement selected area wide high impact items (Dependant upon the success of DRN.11.)	Measures from SMPs implemented.	(Staging over 10 years) Refurbished sand filter at Drummoyne Oval. Applied and received grants for the sewer mining, Citra Park & Powell's Creek water recycling, weather stations and gross pollutant traps.
	Erosion control measures routinely implemented and maintained to a high standard.	DRN.9	Ensure that construction and maintenance activities do not contribute to urban pollution	No recorded instances of urban pollution being discharged to the drainage network. Random monitoring records low level of pollution.	No instance involving Council. Planted trees and vegetation in erosion area.
To reduce the nuisance and damage caused by stormwater.	There is a reduction of damage and nuisance cause by storm water.	DRN.10	Upgrade known problem areas: Identify substandard drainage and upgrade drainage facilities to improve storm water flow and minimise flooding.	Flooding damage and inconvenience minimised at: Pine Ave. Gallipoli St. Brewer St. Quandong St. Davidson Ave.	(10 year rolling program) Implemented the introduction of a Stormwater Management Service Charge to commence in 2007/08 to fund major works.
Obtain increased funding for Stormwater initiatives.	Priority appreciated and additional funding obtained.	DRN.11	Examine feasibility of implementation of Stormwater Management Service Charge.	Additional service charge funds available for Stormwater management.	Completed and approved by Council for levying in 2007/08.

40.7.6 Program – Lighting of Public Places

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Ensure the protection of Council assets by the formation of long-term plans.	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability.	ED.8.10	Develop an asset register and condition assessments of Council's street lighting assets	Register of Council's street lighting assets completed. Assessment of the condition of Council's street lighting assets completed.	Completed the register of Council's lighting assets. Completed the assessment of the condition of Council's lighting assets.
		ED.8.11	Assist in the development of a total Council assets register and condition assessment by providing street lighting assets register and condition assessment information.	Register of Council's street lighting assets and condition assessment provided.	See above.
Incorporate energy considerations, global warming and other external influences as policy issues	Significant reduction in energy consumption.	NB.6.5	Advocate the use of lower power consumption lamps to reduce energy consumption.	Representations made to electricity supplier. Detail of alternative, lower power lamp and their feasibility reports	Compiled initial register.
Preparation of a policy and strategy that will result in a city wide standard of lighting complying with AS1158.	The condition of the lighting network is improved so that new developments, commercial areas and traffic routes are illuminated to a minimum AS1158.	LTG.1	Upgrade general street lighting.	Upgrade complete within budget.	Completed upgrade.
		LTG.2	Ensure street lighting levels in private developments and commercial areas comply with AS1158 and Energy Australia Standards.	Include standard clauses in development conditions to achieve compliance with AS1158.	Included standard clause in development conditions Enforced AS1158 and Energy Australia standards in major developments.

40.7.7 Program – Foreshore Structures

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Ensure the protection of Council assets by the formation of long-term plans.	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability.	ED.8.11	Develop an asset register and condition assessments of Council's foreshore structure assets.	Register of Council's foreshore structure assets completed. Assessment of the condition of Council's foreshore structure assets completed.	Completed the register of Council's foreshore assets. Completed the assessment of the condition of Council's foreshore assets.
		ED.8.13	Assist in the development of a total Council assets register and condition assessment by providing foreshore structure assets register and condition assessment information.	Register of Council's foreshore structure assets and condition assessment provided.	As above.

40.7.8 Program – Buildings

10 Year Corporate Strategy	3 Year Outcome	Item No.	Action for 2006/07	Performance Measure	Results
Ensure the protection of Council assets by the formation of long-term plans.	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability.	ED.8.14	Develop an asset register, and condition assessments of Council's building assets.	Register of Council's building assets completed. Assessment of the condition of Council's building assets completed.	Completed the register of Council's building assets. Completed the assessment of the condition of Council's building assets.
		ED.8.15	Assist in the development of a total Council assets register and condition assessment by providing building assets register and condition assessment information.	Register of Council's building assets and condition assessment provided.	As above.
Maintain and improve safety and security in the area.		CW.9.8	Provide support and advice regarding property availability, costs to prospective aged accommodation development.	Detail of information and advice provided.	Provided drainage advice as needed.
Upgrade Council's amenities facilities	Program of amenity replacement, refurbishment and construction developed.	BLG.1	Require private development to design and construct infrastructure in accordance with Council's specifications	Proposed new infrastructure complies with Council's specifications	Council's new infrastructure complies with established standards.
		BLG.2	Prioritise amenity building upgrades using the buildings conditions assessment.	Prioritised upgrade schedule prepared. Detail of upgrade work completed.	Developed prioritised upgrade schedule using condition assessments. Completed \$55,000 of upgrade works according to prioritised schedule.
		BLG.3	Examine options for extensions to Five Dock Early Childhood centre.	Five Dock Early Childhood Centre extension completed pending outcome of options study.	Conducted a review of extensions to Five Dock and Concord Early Childhood Centres. Awaiting funds
Construct major building facilities to address the growing needs of the City. (See also Property Management and Infrastructure Management Programs)	Council has significantly upgraded its facilities to meet the needs of a growing population.	PROJ.1	Construct a new state of the art library, childcare facilities at former Concord Chambers site.	New facilities are on track to be completed by the end of 2007	Construction of new facilities on track.
		PROJ.2	Construct major refurbishment of Cabarita Pool in accordance to Stage One (1) of Master Plan.	Stage One (1) of Cabarita Pool Master Plan completed.	Completed Stage One Master Plan Development Application for refurbishment was approved.
		PROJ.3	Refurbish the Canada Bay Civic Hall.	Canada Bay Civic Hall refurbishment completed.	Redesigned refurbishment due to budget constraints. Scheduled for completion in 2007/08.

41 [Attachment B – Report of Legal Proceedings under the EP&A Act](#)

Legal Proceedings under the EPAA 1979 for 2006/07

Proceedings	Property	Type	Status
Octopus Media	4 Parramatta Road, Strathfield	Class 1	Dismissed
Gooley	357 Victoria Place, Drummoyne	Class 1	Dismissed
Sapio	22 Archer Street, Concord	Class 4	Discontinued
Hakim & Hakim	10 Fortescue Street, Chiswick	Class 1	Consent Orders
Balsamo	42 Walker Street, Canada Bay	Class 4	Consent Orders
F D Bonnacorso Pty Ltd	12 Chapman Street, Strathfield	Class 4	Decision Reserved
Elkout	40 Noble Street, Rodd Point	Class 4	Discontinued
Antonia Boumelhem	19 Daly Street, Concord	Prosecution	Fine imposed
Zhang & Yeung	22 James Street, Five Dock	Class 1 & 4	Dismissed
Love Child Care	181 First Avenue, Five Dock	Class 1	Dismissed
Sydney Rowing Club	613 Great North Road, Abbotsford	Class 1	Consent Orders
Urbis JHD	19, 19A & 4A Roseby Street, Drummoyne	Class 1	Discontinued
Sunil Raj	49A Dorking Road, Cabarita	Class 1	Upheld
Rahme	41 Barnstaple, Five Dock	Class 1	Upheld
Drivas	41 Thompson, Drummoyne	Class 1	Consent Orders
Saklaoui	8 Bennett Street, Mortlake	Class 1	Consent Orders
Icorp	121 Victoria Road, Drummoyne	Class 1	Discontinued
F D Bonnacorso Pty Ltd	2- 12, 11 - 15 and 21 Chapman Street, Strathfield	Class 4	Upheld
Bechara	24 Walton Crescent, Abbotsford	Class 4	Dismissed
Stavrides	3 Tingara Lane, Cabarita	Class 1	Upheld
Greer	19 Rodd Road, Five Dock	Class 4	Discontinued

42 Attachment C - Report on Sponsorships of Council Activities

As a requirement of Council's Sponsorship Policy, the table below details all sponsorships between the City of Canada Bay and businesses for 2006/07.

Event	Sponsor	Amount/In-kind Value
Ferragosto - 13 August 2006	Club Five Dock	\$10,000
	Sydney Fresh Food Markets	In-kind support valued at \$12,500
	Cleanaway	In-kind support
	Inner West Courier	In-kind support
	Five Dock Hotel	\$1000
	Five Dock Leisure Centre	\$1000
	Meilux	In-kind support
	La Fiamma	In-kind support
Concord Street Fair - 15 October 2006	Cleanaway	In-kind support
Mayoral Golf Day - 17 November 2006	Australand Properties	\$1,000
	BNP Securities	\$1,000
	Briars @ Greenlees	\$1,000
	Cleanaway	\$2,500
	Club Five Dock	\$1,500
	James Tuite and Associates	\$5,000
	LJ Hooker (Strathfield and Concord)	\$2,500
	Recoveries and Reconstructions	\$2,500
	RM Watson Pty Ltd	\$1,500
	Time Realty, Five Dock	\$1,500
	Drummoyne Rotary Club	\$1,500
	Carols at Cabarita - 9 December 2006	Shepherds Bakehouse
Snap Printing, Newington		In-kind support
Birkenhead Point Shopping Centre		\$4,000
Jazz and Blues Festival - 11 March 2006	Principal Sponsor – Club Five Dock	\$5,000
	Supporting Event Sponsor – Birkenhead Point Shopping Centre	\$1,000
Rates Incentive Scheme 2007/ 08	The Cruising Club	In-kind support valued at \$1500
	Five Dock Leisure Centre	In-kind support valued at \$800
	Pro Dive, Drummoyne	In-kind support valued at \$790
	Diveze Photography	In-kind support valued at \$500
	Aquatic Leisure Management	In-kind support valued at \$800
	Blue Earth Kayak, Drummoyne	In-kind support valued at \$200
	Angelo's on the Bay	In-kind support valued at \$200
	Pane e Vino	In-kind support valued \$145
Dedes Restaurant	In-kind support valued at \$100	

43 Attachment C - Report on Sponsorships of Council Activities (Cont.)

Event	Sponsor	Amount/In-kind Value
Mothers Day Promotion 2007	Angelo's on the Bay	In-kind support valued at \$100
	Concord Body Care	In-kind support valued at \$45
	Concord Health and Beauty	In-kind support valued at \$80
	Cupcake Heaven	In-kind support valued at \$20
	Curves Concord	In-kind support valued at \$138
	Dental United	In-kind support valued at \$700
	Jenny Livanos Optometrist	In-kind support valued at \$500
	KI 2 Life	In-kind support valued at \$50
	Moda Hair	In-kind support valued at \$75
	Seido Karate & Joe's Boxing	In-kind support valued at \$75
	Skin Alive	In-kind support valued at \$135
Fathers Day Promotion 2007	Angelo's on the Bay	In-kind support valued at \$100
	Let's Get Fit	In-kind support valued at \$120
	Concord Body Care	In-kind support valued at \$45
	Sea Tow	In-kind support valued at \$155
	Exact Pilates	In-kind support valued at \$85.25
	Cupcake Heaven	In-kind support valued at \$20
	Jenny Livanos Optometrist	In-kind support valued at \$500
	The Posture Centre/Posture Plus	In-kind support valued at \$100
	Baywok Thai	In-kind support valued at \$50
	Seido Karate and Joe's Boxing	In-kind support valued at \$70
	Skin Alive	In-kind support valued at \$100
	Permanence	In-kind support valued at \$40
	Café Birkenhead	In-kind support valued at \$50

For more information, please contact City of Canada Bay Council
Canada Bay Civic Centre
1a Marlborough Street, Drummoyne NSW 2047
Phone: (02) 9911 6555 Fax: (02) 9911 6550
Website: www.canadabay.nsw.gov.au



City of Canada Bay Council