



ANNUAL REPORT
2008-09

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MESSAGE FROM THE MAYOR

I am proud to present to our community the [Annual Report for the City of Canada Bay for the 2008/09 year](#).

The past 12 months have proven to be extremely busy, with a continued commitment to improving facilities and services throughout the local government area. Some of the year's highlights included:

- the opening of the new, state of the art, Cabarita Swimming Centre;
- Council continued to develop the new Concord Library building completing some of the finishing touches to the building and upgrading equipment inside;
- upgrades to Massey Park Golf Course;
- a Federal Government grant to redevelop the Drummoyne precinct and construct a new grandstand and upgrade the lighting at the oval;
- upgrades to infrastructure and irrigation in place at Cintra Park,
- resurfacing of Drummoyne Oval cricket pitch; and
- upgrades to the Bay Run.

We have been working hard over the year to ensure the long term sustainability of our assets, facilities and services, and thus completed and adopted our long term community strategy, FuturesPlan20. From this plan, the four year Delivery Plan and the one year Operational Plan were derived. These clearly define how Council will achieve the goals outlined by the community in FuturesPlan20.

We once again engaged with the local business community to assist and educate in all ways possible during the global financial crisis. In addition to the business breakfasts and seminars, of particular note, Canada Bay entered into partnership with four other councils, Ashfield, Burwood, Strathfield and Leichhardt, to stage the Inner West Business Expo. The Expo was

targeted at local business, to provide information on the best ways to deal with the financial downturn.

Over the past year we were able to deliver a series of outstanding events to the community, with record numbers in attendance at Ferragosto and Concord Carnival. Also added to the roster this year was Bay Day, a new festival held at Rhodes. Council has continued its partnership with Communities for Communities to deliver two events, Carols in the Park and Cinema in the Park to the community during the festive season.

The environment and our management of the parks, foreshores and open space within the City is also a key priority for us, with several projects carried out through the year contributing to their safeguarding well into the future. Along with Sydney Water and Leichhardt Council, Canada Bay has employed a Sustainable Business Project Officer, whose role will be to investigate and implement long term energy and water saving solutions in the community. Canada Bay has also been recognised and awarded several times throughout the year for our efforts to reduce our carbon footprint.

In conclusion, I would like to take this opportunity to thank my fellow Councillors, the General Manager and staff of the City of Canada Bay Council for their continuing hard work and commitment throughout 2008/09.



A handwritten signature in black ink that reads "Angelo Stireman". The signature is written in a cursive, flowing style.

MESSAGE FROM THE GENERAL MANAGER

I have the great pleasure of presenting the 2008/09 Annual Report for the City of Canada Bay. The Report outlines Council's performance in relation to the 2008/09 Management Plan.

The Annual Report is divided into two sections:

- The main report documents the financial and strategic outcomes of the Council and its corporate wide achievements. Also detailed in the Report is how Council performed, when measured against the actions documented in the 2008/09 Management Plan. The outcome of every action detailed in the Management Plan is shown for all areas of Council, and has been broken down into the individual sections of Council, Executive Services, Corporate Services, Community Development, Planning and Environment and Technical Services and Operations.
- The Appendices comprise of:
 - Appendix A - a copy of the Payment of Expenses and the Provision of Facilities to Councillors Policy that was in effect for the 2008/09 year;
 - Appendix B - lists the details of sponsorships of Council Activities; and
 - Appendix C - Council's Audited Financial Reports.

Council's financial records have been assessed by our auditors Pricewaterhouse Coopers, and they have summarised our results with the following statement: "Council is considered to be in a sound and stable financial position. All indicators stand better than accepted industry benchmarks."

The maintenance of Council's long term financial sustainability is of paramount importance and as such Council has developed a long term financial strategy, which is being implemented to ensure Council's financial position long in to the future. All factors when taken into consideration, demonstrate continuous good financial management by Council.

Council has endeavoured to deliver the highest level of

service to the community in the area of children's services, and Canada Bay has teamed up with other inner west councils to provide an updated Children's Services Directory. The Wellbank Children's Centre has also expanded its service, and throughout the local government area, major upgrade works have been completed to several of the playground facilities.



Council is committed to the principles of access and equity and aims to continuously improve the services provided to people with a disability, Indigenous Australians, culturally and linguistically diverse communities and older people. Among other things, Council's Access Committee meets regularly to discuss issues of importance, and implement positive changes and, as such, several projects have been conducted over the year to achieve this outcome.

Our organisation is determined to reduce its carbon footprint and preserve the environment, in particular our beautiful parklands and foreshore areas. Council's sustainability team meets regularly to provide a forum for staff members to develop "Green Ideas" and put forward other environmentally conscious improvements Council can implement. In addition to this, Canada Bay has joined forces with Leichhardt and Sydney Water to employ a full time staff member to investigate long term environmental sustainability, another step Council believes is essential in looking towards a greener future.

I would also like to take this opportunity to thank the Mayor, Deputy Mayor, Councillors and dedicated staff for the efforts, professionalism and commitment to achieving our goals.

A handwritten signature in black ink, appearing to read "Gordon" followed by a stylized surname.



OUR CITY AT A GLANCE



The City of Canada Bay is located in the inner-western suburbs of Sydney, about 6-12 kilometres from the Sydney GPO. The City of Canada Bay is bounded by the Parramatta River in the north and east, the Council areas of Ashfield, Burwood and Strathfield in the south and Auburn Council in the west. The City of Canada Bay includes the suburbs of Abbotsford, Breakfast Point, Cabarita, Canada Bay, Chiswick, Concord, Concord West, Drummoyne, Five Dock, Liberty Grove, Mortlake, North Strathfield, Rhodes, Rodd Point, Russell Lea, Strathfield (part) and Wareemba.

Canada Bay is named in remembrance of the 58 French Canadian prisoners deported in 1840, following the Lower Canada Rebellion.

The City of Canada Bay is a predominantly residential area, but also has significant commercial and industrial areas. The City encompasses a total land area of 20 square kilometres, including 140 parks and reserves, and many kilometres of accessible public foreshore.

Our Vision

To create a City that is innovative, dynamic and sustainable through active partnership with the community and the environment.

Our Mission

To maximise the advantages of inner city living through an attitude of pride and dedication by:

- Planning and delivering appropriate services and facilities
- Promoting and encouraging a diverse and consultative community
- Inviting an active partnership between Council and its community
- Providing sensible planning and economic initiatives
- Achieving desirable environmental standards

The Area

- Canada Bay is the product of the amalgamation of Concord and Drummoyne Municipal Councils.
- Canada Bay covers an area of 1,982 hectares or 19.82km².
- The City spans across 17 suburbs.
- Parks and Recreational areas make up 303.4 hectares (15.3%) of the total area.
- There are 29,848 rateable properties in Canada Bay.
- Canada Bay provides 2 state of the art library facilities to the community.
- The Council provides the area with 2 world class swimming facilities in Drummoyne and Cabarita.

The People

- 65,747 people live in the City of Canada Bay Local Government Area (2006). Of that 31,634 (48.1%) were males and 34,113 (51.9%) were females.
- 221 residents of Canada Bay identify as Indigenous Australians (2006).
- 43,656 (66.4%) of Canada Bay's population are aged between 18 and 64.
- 20,681 (31.5%) of population were born overseas -Italy, United Kingdom, China, Republic of Korea and New Zealand.
- Overall, 61.7% of the population spoke English only, and 31.3% spoke a non English language. The dominant language other than English spoken in households was Italian with 10.1% of the population or 6,649 people.
- 14.9% of the population reported performing voluntary work.
- Of the 34,975 person labour force (aged over 15 years) in Canada Bay 96.7% were employed and 3.3% unemployed. 23,760 (67.9%) were employed full time and 9,315 (26.6%) employed part time.
- 66.6% of the households in Canada Bay are connected to the internet with 50.8% having a broadband high speed connection.





YOUR
COUNCILLORS



The City of Canada Bay Council has nine (9) elected Councillors. The area of Canada Bay Council is not divided into Wards and as such, all nine Councillors represent the area as a whole.



Councillor Angelo Tsirekas
Mayor



Councillor Jeanette O'Hara
Deputy Mayor



Councillor Mirjana Cestar



Councillor Tony Fasanella



Councillor Helen McCaffrey



Councillor Michael Megna



Councillor Neil Kenzler



Councillor Marian O'Connell



Councillor Pauline Tyrrell



OUR LEADERSHIP



Our vision is to create a City that is innovative, dynamic and sustainable through active partnership with the community and the environment.

Our mission is to maximise the advantages of inner city living through an attitude of pride and dedication by:

- Planning and delivering appropriate services and facilities;
- Promoting and encouraging a diverse and consultative community;
- Inviting an active partnership between Council and its community;
- Providing sensible planning and economic initiatives; and
- Achieving desirable environmental standards.

As a Council, we value:

- Our residents and volunteers;
- The economic health of our City;
- Our unique environment;
- Our foreshores;
- The quality of our recreation; and

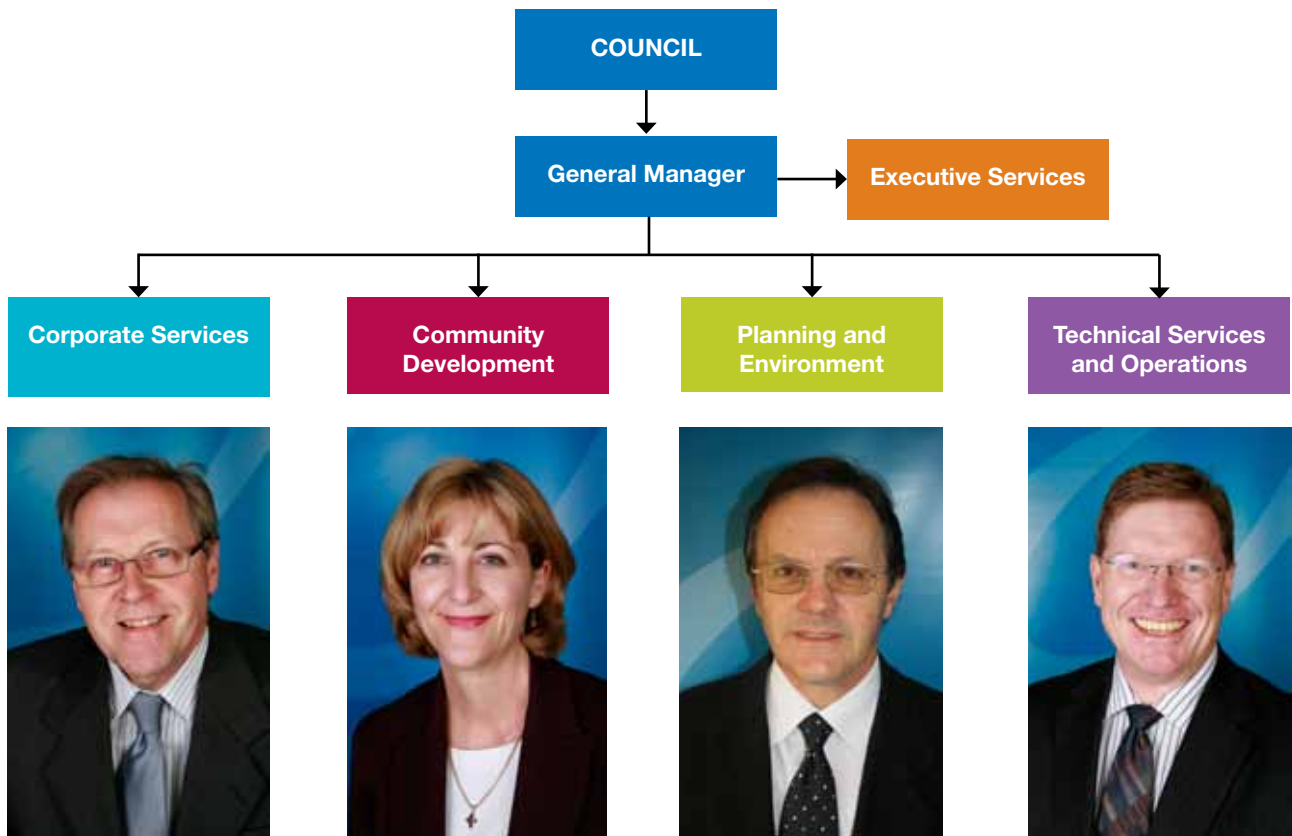
- The character of our culture

As an organisation, we value:

- Our communication and professional skills;
- The motivation of our staff;
- The standards we are achieving;
- Our spirit of goodwill;
- The pleasure of liaising with our community; and
- The teamwork that we apply.

Council's organisation is headed by General Manager, Gary Sawyer. The General Manager has responsibility for policy development and administrative operations that allow Council to function efficiently. The General Manager is directly responsible for Executive Services, Human Resources, Communications and Public Relations and Customer Services.

Other departments of Council are outlined on the next page.



Bruce Cook

Director, Corporate Services

Council's Corporate Services division is responsible for Finance, the collection of rates, Governance, Insurance, Records, Information Systems and Property Services. Corporate Services provides support to other departments of Council in fulfilling their responsibilities to the Community.

Lisa Miscamble

Director, Community Development

Community Development provides quality services and programs to the people of Canada Bay through Economic and Business Development; Parks and Recreation Planning and Provision; Library Services; Cultural Development initiatives such as exhibitions, public art and support to cultural industries; and Community Services including childcare, meals on wheels and seniors bus trips.

Tony McNamara

Director, Planning and Environment

Planning & Environment is responsible for all Statutory Planning matters such as development applications and subdivisions; Strategic Planning, responsible for upgrading the city's planning framework; and Environmental Health & Building who look after construction certificates, building inspections, health, waste and law enforcement.

John Osland

Director, Technical Services and Operations

Technical Services & Operations provides comprehensive servicing plans and standards for roads, open space and building assets as well as traffic and transport issues. The department handles major construction projects for Council and maintains all parks and gardens, nature strips natural bushland. Technical Services and Operations also provides the public with services to private property.

Remuneration packages for senior staff

City of Canada Bay Council employed five senior staff during 2008-09.

	Salary	Bonus, performance other payments	Employers contribution to Superannuation	Total Non-cash Benefits	Total
General Manager	\$211,594	\$4,000	\$13,129	\$9,000	\$237,723
Director, Corporate Services	\$142,798		\$14,461	\$9,636	\$166,895
Director, Community Development	\$141,839		\$16,285	\$8,282	\$166,406
Director, Planning & Environment	\$156,715		\$13,745	\$10,109	\$180,569
Director, Technical Services & Operations	\$141,824		\$13,129	\$11,047	\$166,000



FINANCIAL INFORMATION



A complete copy of Council's Audited Financial reports are contained in Appendix C at the back of this report.

The Financial Reports are also available on Council's website at www.canadabay.nsw.gov.au

Written off rates and charges

Written off Item	Amount
Rates - Pensioner Concessions	1,019,746.45
Rates - Postponements	13,057.80
Interest waived - postponements	5,287.85
Interest waived - write offs	1263.89
Total	\$1,039,355.99

Work carried out on private land

Summary of details of works	Cost of work fully or partly subsidised by Council	Total amount subsidised by Council
Graffiti Removal	\$25,014.30	\$15,027.74
Manly Program	\$314,405.64	\$0.00
Marrickville Council	\$46,950.66	\$0.00
50-60 Victoria Road	\$31,327.75	\$0.00
17 Malvern Street	\$9,769.42	\$0.00
15 Irene Street	\$7,971.91	\$0.00
25 Brent Street	\$4,804.00	\$0.00
30 Barnstaple Road	\$4,794.74	\$0.00
Marrickville Council	\$4,025.96	\$0.00
11 Checkley Street	\$3,983.89	\$0.00
49 Salt Street	\$3,900.00	\$0.00
Other Projects	\$45,723.01	\$0.00
Total	\$502,671.28	\$15,027.74

Contributions and grants

Donations & Contributions	Total
Ad hoc Sponsorships	\$500.00
Barricades-Street Parties	\$1,254.86
Bay Rider	\$22,500.00
Civic Functions	\$24,000.00
Community Events	\$30,000.00
Community Grants	\$60,299.00
Community Projects	\$16,123.11
Drummoyne Community Centre	\$27,500.00
Heritage Assistance	\$19,795.58
Individual Grants	\$3,550.00
Multicultural Initiatives	\$1,203.18
New Resident Tours	\$6,200.00
Parenting Program	\$4,500.00
Youth Theatre	\$3,999.36
Miscellaneous Donations	\$33,826.58
Total	\$255,251.67

Major contracts awarded greater than \$150,000

Contractor	Nature of Service	Value \$
Proline Building Pty Ltd	Construction of Educational Centre at Rhodes Park	\$488,862 + 48,868.20 (gst) \$537,550.20
J & P Professional Golf Services	Management of Barnwell Park Golf Course	15% of total green fees
Massey Park Golf Club	Management of Massey Park Golf Course	\$60,000 + 8% of total green fees

Costs incurred in relation to legal proceedings

	07/08	08/09
Category	Expenses	Expenses
Statutory Planning	\$589,380	\$401,613
Professional Services	\$315,674	\$330,979
Total	\$905,055	\$732,592
Recovered Costs	\$12,808	\$83,505

Costs incurred by Councillors

Fees paid in accordance with Council's policy:

- \$32,093 (Mayor)
- \$14,700 (per Councillor)
- \$164,393 (total)

Expenses and facilities provided were:

- \$22,500 (office equipment)
- \$10,000 (telephone calls)
- \$27,741 (conferences and seminars)
- \$900 (training)
- \$1,144 (childcare)
- \$62,285 (total)

Payments for delegations and visits were:

- \$8,034 (interstate visits)
- \$0 (overseas visits)
- \$0 (accompanying spouse expenses)
- \$8,034 (total)



Category 1 business activities

(LGA Act s428 (2)(r) & Reg. Cl217 (1)(d)(ii,iv,v,vi & vii))

Council is not involved in any Category 1 businesses which meet the determined criteria.

Category 2 business activities

(LGA Act s428 (2)(r) & Reg. Cl217 (1)(d)(iii))

Council is not involved in any Category 2 businesses which meet the determined criteria.

Competitive neutrality

(LGA Act s428 (2)(r) & Reg. Cl217 (1)(d)(v))

Council pricing for service provision competing with other businesses is based on full cost recovery having regard to all direct and indirect costs.

Any complaints received by Council regarding Competitive Neutrality are registered in Council's Customer Request Management System (CRMS) and sent to the appropriate Council Officer to address.

There have been no Competitive Neutrality complaints received by Council.

Handling of competitive neutrality complaints

(LGA Act s428 (2)(r) & Reg. Cl217 (1)(d)(vii-ix))

Complaint handling procedure

Council has developed a Complaints Handling Policy which has been designed to include all Competitive Neutrality Complaints that Council may receive.

If an actual or potential competitor of a Council business lodges a complaint as it believes that it is being adversely affected through failure to adopt competitive neutrality – that is, Council is operating with an unfair competitive advantage, the details of the complaint are entered in the Customer Request Management System, and are sent to the appropriate officer.

The General Manager conducts a regular review of all resolved and unresolved Competitive Neutrality Complaints as required. The General Manager is also responsible for forwarding all allegations of corruption to the ICAC under S11 of the NSW Independent Commission Against Corruption Act 1988.

Summary of complaints

No complaints received.

External bodies exercising Council functions

(LGA Act s428 (2)(o))

During 2008/09, there were several external bodies who exercised functions delegated by Council. The City of Canada Bay Access Committee, provided advice on building and development applications; The Canada Bay Traffic Committee assisted and advised on traffic and transport issues; the Canada Bay Community Recreation Association was responsible for the management of the Five Dock Leisure Centre, and the Five Dock Main Street committee, was also in operation throughout the 2008/09 Financial Year.

Companies in which Council has a controlling interest

(LGA Act s428 (2)(p))

Council did not hold a controlling interest in any company during 2008/09.

Statement of partnerships, cooperatives or joint ventures involving Council

(LGA Act s428 (2)(q))

Council is a member of Statewide Mutual and Statecover-Workers Compensation, self insurance groups for public liability/professional indemnity and workers compensation insurances.

Council is part of the Southern Sydney Regional Organisation of Councils (SSROC), an association of 16 major municipal and city councils in the southern area of Sydney. Together these councils represent more than 1.4 million residents. It provides a forum for these councils to discuss common issues and facilitates joint activities. It provides all councils with economic benefits and can greatly reduce the overall cost of major projects.

Council was approached in 07/08 by the Touched by Olivia Foundation, who in partnership with Council wished to develop an upgraded, all access, children's playground in Timbrell Park. The Touched by Olivia Foundation contributed \$140,000 towards the planning and construction of the playground, named Livvi's Place, and this project is now in its final stages of planning.

Council is in partnership with truelocal.com.au. As part of this partnership, truelocal.com.au provides a search facility on Council's GO Local website where users are directed to businesses and services within the local area. This exciting partnership will create benefits for both business and the community.

Public Health Forums offer a model of good health promotion partnerships. They have created effective partnership between practitioners, the health authority and the Council. The health practitioners reviewed Council's Public Health Plan before its adoption, and help promote events, inform clients and provide Council with much information.

Sydney Water, Leichhardt Council and Canada Bay Council entered into partnership to provide a Sustainable Business Project officer at both Councils for a two year period. The program aims to implement long term energy and water saving solutions to major businesses in the area, considered to be high demand users.

Council engaged in partnership with the Department of State and Regional Development to provide monthly business training events under the name of the Small Business Book Club. The Club provides a leading business author, invited to speak at a Council hosted event in the Library.

Council entered into a Memorandum of Understanding (MOU) with Communities for Communities to provide to the community, joint events in the Canada Bay Area. The events held were three Foundations for Communities breakfasts, Carols in the Park and Cinema in the Park.

Council went into partnership with four other Sydney, inner west Council's (Strathfield, Burwood, Leichhardt and Ashfield) as part of the Inner West Business Expo. The Expo was targeted at all businesses throughout the different local government areas, to provide them with information and advice on how the current economic crisis was likely to impact on business and the best ways to deal with it.

Council has in place with the same four inner west councils, 2 MOUs. The first aims to develop an annual program for youth activities in the area and expand on Youth Week. The second is to develop an Inner West Youth Theatre.

Council has an MOU in place to work in partnership with the Police Service for Operation Tabella. The operation provides the community with tamper proof screws for motor vehicle licence plates in an aim to reduce the number of thefts.

Freedom of Information Act 1989

In accordance with Section 428 of the Local Government Act, Council must record all Freedom of Information (FOI) requests during the year.

New FOI Applications for 08-09

How many FOI applications were received, discontinued or completed?	Total
New	23
Brought Forward	0
Total to be processes	23
Completed	18
Discontinued	2
Total Processed	20
Unfinished (Carried Forward)	3

Discontinued Applications 08-09

Why were FOI applications discontinued?	Total
Request transferred to another agency (s.20)	0
Applicant withdrew request	2
Applicant failed to pay advance deposit	0
Applicant failed to amend a request that would have been an unreasonable diversion of resources to complete (s.25(1)(a1))	0
Total Discontinued	2

Completed Applications 08-09

What happened to completed FOI applications?	Total
Granted or otherwise available in full	15
Granted or otherwise available in part	1
Refused	1
No documents held	1
Total Completed	18

Human resource activities

(LGA Act s428 (2)(m))

The Human Resources Team has had another very busy year providing a complete range of Human Resource services and advice to the Council as a whole.

Human Resources policies and procedures are continually being reviewed, updated and implemented. Access to Human Resources Policies and Procedures is easily available to all staff in Council's electronic records system and the use of the intranet is continually growing.

This year "Work, Life, Community at City of Canada Bay" guidelines were developed which encourages more flexible working arrangements. It is Council's goal to enable employees to manage the demands of work and their other life activities while they achieve the objectives of Council for the community we serve. A Bullying Prevention policy was also implemented to ensure a safe and healthy workplace free from bullying and intimidation.

The Recognition of Service Awards and the Employee Excellence Awards continue to be a tremendous success and highlights the effort made by Council staff during the year.

The Induction Day Program for all new staff is a continuing success. Always evolving, this program allows new staff to meet with the Executive and gain an understanding of the structure and functions of Council. More detailed explanation is provided about important Council policies and procedures, and a tour of the City and significant Council facilities is also conducted. Held every 2 months this program greatly assists new staff in feeling part of the team and becoming productive members of the organisation.

Training

Council continues to provide many training opportunities for staff to acquire additional skills and ensure thorough understanding of all legislative requirements so that they are met. Ongoing mandatory and regulatory training continues to be provided, particularly relating to Occupational Health and Safety. (This includes OHS Construction Induction, Traffic Control, First Aid, Dial before you Dig, and Chemical Use)

Annual training plans are developed for each staff member to ensure that position specific training needs are identified and undertaken. Corporate wide training that has been implemented this year includes:

Beyond Blue

The Beyond Blue National Workplace Program was delivered to all staff. The outcomes of this program was to increase the knowledge and the confidence of our people to recognise and deal with depression and anxiety in the workplace.

Engaging Organisation Customer Service

A training program developed for Canada Bay aimed to instill a true customer service culture within the Council when dealing with both internal and external customers. The course developed skills in understanding people and promoted understanding the psychology of customer service. Commenced last year we completed this training over the course of the year.

Staff Education Assistance Policy

The number of staff making use of Council's Staff Education Assistance Policy continues to increase. This assists staff who are undertaking further tertiary study relevant to their positions, in their own time, to mutual benefit of the employee and Council.

Equal Employment Opportunity (EEO)

(LGA Act s428 (2)(n))

EEO is a fundamental practice within the City of Canada Bay Council. Evidence of this is through Council's EEO Management Plan which demonstrates a strong commitment to Equal Employment through the adoption, implementation and regular review of EEO principles and strategies. Council's EEO Management Plan was updated this year and endorsed for the 2008 -2011 period.

The plan outlines specific strategies to ensure that the principles of EEO are normal considerations in day to day operations.

During the year, the following activities were undertaken to implement the plan:

- Establishment of a number of new part time positions.
- The regular conduct of exit interviews.
- All recruitment activities undertaken on the basis of merit selection, as per policy.
- Induction program for new staff includes information on the EEO Management Plan and related policies and procedures.
- Development of Work, Life, Community at City of Canada Bay Council guidelines
- Implementation of Bullying Prevention Policy

Legal proceedings - Land and Environment Court Appeals

(Legal Proceedings under the EPAA 1979 for 2007/08)

Proceedings	Class	Status	Costs Incurred	Costs Awarded
CCBC ats Sapio	Class 4 proceedings in respect of an unauthorised filling of land	Building Certificate lodged 30.7.08 and approved 19.8.08 after site inspection demonstrated that rear retaining wall had been removed. No further action required.	\$2116	Nil at 30/6/09
Hakim & Hakim v CCBC (11203/05)	Class 1 Appeal against refusal to grant development consent for a proposed swimming pool and retaining walls. (Council was not able to grant consent as NSW Maritime declined to issue a Part 3A Permit)	Recovery procedures commenced in the Supreme Court. Awaiting Outcome	\$41, 901	Nil at 30/6/09
Dodaro v CCBC (11303/07)	Class 1 Appeal against deemed refusal of development application for proposed attached dual occupancies on two lots	Appeal upheld by the Land and Environment Court on 15.10.08.	\$29,551	Nil at 30/6/09
Drivas v CCBC (10160/08)	Class 1 Appeal against deemed refusal of development application for demolition of existing dwelling and construction of a new two storey dwelling	Mediation unsuccessful. Matter set down for full hearing on 1 July 2008. Appeal upheld by the Land and Environment Court on 10.11.08	\$20,647.20	Nil at 30/6/09
Cape Bouvard Developments Pty Ltd v CCBC (11127/08)	Class 1 Appeal against deemed refusal of development application for construction of a residential flat building and commercial marina	Call-over set down for 10/12/08 Proceedings discontinued on 5.1.2009 by the applicant following approval of the DA by Committee of the Whole at its meeting of 2/12/2008.	\$1512:50	Nil at 30/6/09
Meriton Apartments Pty Ltd	Class 1 Appeal against deemed refusal of Application to Modify Development Consent for Multi-Unit Housing Development	Listed for a Preliminary Section 34 Conference on 14 May 2009. Listed for a Second Directions Hearing on 21 May 2009.	Estimated costs \$25,000	Nil at 30/6/09

Section 93F Planning Agreements

Council entered into the following Planning Agreements in 2008/2009. Below are the particulars of compliance with, and the effect of, planning agreements in force during the year.

Land Subject of agreement	Development to which the agreement applies	Provisions made by the developer for community benefit.	Agreement compliance mechanisms
3-7 Park Avenue, Drummoyne	DA 624/06	Strata title office suite of not less than 120m ² at ground floor level and 3 basement parking spaces for public purposes.	As per Clause 3.1 in Planning Agreement
13 Hilly Street, Mortlake	DA 534/07	1 strata title unit and single garage for affordable housing.	As per Clause 3.2 in Planning Agreement



ENVIRONMENT AND SUSTAINABILITY



State of the Environment Report

(LGA Act s428 (2)(c) & Reg. cl 218-226)

Council is responding to the increasing demands that the rapidly increasing City population places on our natural environment. Council is addressing these additional demands by developing new environmental programs as part of the Sustainable City Levy.

The State of Environment Report (SoE) is a mechanism to report on the broad range of environmental issues and to communicate this information to the community. This is done by providing information on the state or condition of the local environment, the pressures or human impact upon it and society's responses to those pressures. The report is broken up into eight sections: Heritage, Land, Water, Air, Noise, Biodiversity, Waste and Sustainability.

The process of SoE reporting allows Council to demonstrate how it has addressed these matters and regulatory control. The SoE process also allows Council to prioritise future planning and identify issues that need to be resourced.

Under Local Government Regulations, Council is required to produce a comprehensive SoE Report each year after a full Council election. During intervening years a supplementary SoE Report is required. These supplementary reports contain details of new impacts that have been identified during the previous annual reporting period, as well as the results of any ongoing environmental improvement programs.

This years report details such activities and initiatives as Council's newly developed internal Sustainability Team which includes representatives from all areas of Council who drive environmental improvements within Council, the continuing impact of waste management, environmental citizen awards and green business program advancements and the continuing work of the Sustainable City Committee. The report will also outline improvements to Council's internal systems which aim to continually improve environmental sustainability through our capital works programs.

A copy of the Report is available upon application or will be available on Council's Website. www.canadabay.nsw.gov.au

Companion Animals Act and Regulation Activities

(LGA Act s428 (2)(r) & Reg. CI217 (1)(f))

All pound data returns were lodged with the Department in accordance with the Guidelines on the Exercise of Function under the Companion Animals Act.

Cost of companion animal management and activities:

- pound fees for the year were \$3173
- microchip scanner \$397.27.
- Companion Animal Education Programs - There were no specific Companion Animal Programs held during the year. However, brochures were produced and distributed at Council's Customer Service Centre, Libraries and at major events such as Ferragosto and Concord Street Fairs.
- Promotion of animal de-sexing of dogs and cats - Brochures were produced and distributed at Council's Customer Service Centre, Libraries and at major events such as Ferragosto and Concord Street Fairs.
- Strategies to seek alternatives to euthanasia for unclaimed animals - Council actively investigated owners of animals by following up on microchip data. This strategy proved successful.

Council provides off leash areas for dogs at the following locations:

- Battersea Park (the Concord end of the park)
- Charles Heath Reserve
- Cintra Park
- Drummoyne Park (above Drummoyne Oval)
- Five Dock Park (between Bowling Club and Ingham Avenue)
- Lysaght Park (on Five Dock Bay)
- Majors Bay Reserve
- Powell's Creek Reserve
- St Georges Crescent Reserve (opposite the Sailing Club)
- Timbrell Park (the western end, beyond the children's play area)
- Storey Park

- Brett Park (the flat area)
- Halliday Park (on Hen & Chicken Bay)
- Queen Victoria Reserve
- Taplin Park (western end near Thompson St)

Council did not receive any Companion Animals Funds monies during the year.

Sustainable City Program

In 2005/06 Council introduced a Sustainability Levy to implement a series of projects to enhance the well being of the City under the Sustainable City Program which includes Economic Development, Cultural Development and Social Cohesion.

Below is a report on the outcomes of the Sustainable City Program for 2008/09.

Economic Development

- Published two editions of the Bayside Business News to educate and inform 2000 local businesses.
- Launched a monthly business e - newsletter to better communicate with local business.

Skill Development

- 29 Business events hosted. Each event featured business education and networking. Over 800 participants attended these events. Satisfaction rating of above average on each event was achieved. Highlights include: Inner West Small Business Expo: Surviving the Crisis, in response to the global financial crisis, providing practical support and sign posting for local business. Launched a new program in partnership with the Department of State and Regional Development and libraries to host the monthly small business book clubs, featuring best selling business authors and engaging small business to improve their skills. Hosted a Green Business breakfast to support local business and encourage more sustainable practices. Attracted over 80 participants.
- Hosted Sustainability Awards recognising businesses, individuals and community organisations whom excel in economic, environment and social sustainability. Achieved an increase of 28% over previous awards program.
- Launched a business advisory service in Five Dock Library in partnership with local Business Enterprise Centre.

- Gained grant funding to appoint a Sustainable Business Project Officer for two years to work with local businesses to reduce their water and energy consumption. Sydney water provided the grant funding and Leichhardt Council is equal partner in the project.
- Signed and Memorandum of Understanding (MOU) with the Department of Conservation and Climate Change to promote a small business program to fund energy efficiency measures in small business.

Key Industry Support

- Health and Wellbeing
 - Four Health and Wellbeing Cluster meetings and network opportunities hosted. Over 70 practitioners involved in the events. Cluster marketing promotion hosted at Concord Carnival.
- Building and Renovation
 - Renovator Destination Cluster network opportunity developed for the building and renovations industry. 20 businesses participated and formed a cluster for promotion and business development across the city. Four education events hosted partnering business to support the community. Trade show stand at the Sydney Home Show; website hosted; newsletter produced; four cluster media advertising; hosted five direct mail campaigns throughout the year.
- Meeting Incentive, Conference and Events
 - Launched Meeting Incentive, Conferences and Events Cluster with 40 businesses participating at a stand at Australian Events Expo and Christmas Campaign.
- Creative Industries
 - CanCreate cluster created featuring training and online networking opportunities. Support to exhibit and sell works through gallery system in Council libraries.
- Food Industries
 - Support for the food newsletter, cluster marketing promotion Eat Out Week and training events. Over 15 food businesses participated and significant media coverage for local precincts was generated.
- Home Based Business

- Hosted ten Home based business training programs reaching over 250 Home based business practitioners over the year.

Precinct Development

- Developed and displayed four sets of street banners
- Installed cycle parking facilities in 24 precinct locations providing a cycle parking facility in every shopping precinct in the City of Canada Bay.
- Wareemba Village improvements newsletter and working groups developed to communicate streetscape upgrade. Wareemba Celebrates Street event hosted, which featured a range of performers, stalls and cultural activities to support business and attract the local community to the area. Hosted a photographic exhibition featuring local photographers to highlight improved shopping precinct.
- Hosted three meetings of the Five Dock Main Street Committee
- Christmas entertainment and event program hosted in 7 shopping precincts across the City

Market Development

- Hosted seven local shopping promotions Mothers Day. Promotions supported local business and encouraged local residents to shop locally. Over 2000 local residents participated in these short low cost campaigns.
- Distributed 837 shopping trolleys reducing Vehicle Kilometre Trips (VKT) by an estimated 6630 kilometres based on an average saving of kilometres between home and centre at a rate of three times each week.
- Hosted tourism promotion Eat Out Week 2008.
- Produced and distributed 3 Audio walking tours of the local area.
- Hosted an attraction campaign for the corporate event market hosting trade stalls in partnership with local event industry at the Australian Business Event EXPO and campaign to attract corporate Christmas parties to the area.

Social Cohesion

- Adopted the Graffiti Vandalism Management Strategy providing additional rapid removal

resources and developing community engagement projects in business precincts commencing with the Five Dock Laneway Project.

- Completed a series of community safety audits in identified hotspots for the offence, steal from motor vehicles, and continued to work with the police service to improve lighting and visibility and patrols in the area. Achieved a grant of \$50,000 from the NSW Attorney Generals Department to support works.
- Completed a review of Council's Community Bus and Seniors Bus trip programs.
- Commenced a study into the implementation of the Child Friendly Cities Program in Canada Bay.
- Commenced development of the City of Canada Bay Positive Ageing Strategy.
- Commenced development of the City of Canada Bay Community Harmony Strategy.
- Updated the online community profile, purchased more maps and tables and conducted an organisation wide staff training program.
- Coordinated Five Dock Park skate bowl improvements and Public Artwork development.
- Identified cultural partnership opportunities through Events NSW, Crave and Parks NSW.
- Established creative partnerships with regional institutions to enable innovative cultural projects such as the intergenerational project 'What Would Your Mother Say!'
- Implemented a range of activities and programs such as the Urban Nature Photo Exhibition and Photo Safari, NAIDOC Week events, Artist of the Month exhibitions and talks, Youth and Seniors Week projects and International Women's Day Activities.
- Increased promotion of cultural events and activities such as community exhibitions and cultural workshops.

Cultural Development

- Identified arts and cultural grant opportunities and applied for relevant grants including ArtsNSW and Australia Council of the Arts.
- Submitted and supported applications for cultural awards for 'La Famiglia' and 'What Would Your Mother Say!'
- Supported community volunteers and heritage groups to open the City of Canada Bay Museum including building refurbishment, exhibition installation, strategic planning, marketing and events.
- Maintained and reviewed Artist Registry.

Sustainable City Levy

Sustainability Levy	Beginning Balance 30/6/07	Income	Expenditure	Balance 30/06/08
Economic Development	\$46,640.68	\$413,815.91	\$411,835.17	\$48,621.42
Cultural Development	\$209,792.31	\$203,516.11	\$141,678.22	\$271,630.20
Social Cohesion	\$55,350.70	\$61,054.93	\$-1,486.45	\$117,892.08
Total	\$311,783.69	\$678,386.95	\$552,026.94	\$438,143.70



SERVICING
OUR
COMMUNITY



Activities to develop and promote services and programs that provide for the needs of children

(LGA Act s428(2)(r) & Reg. Cl217 (1)(c))

Council recognises the importance in ensuring the needs of children are addressed. In doing so, Council provided four pronged approach.

Promoted children's services in the area:

- Worked in partnership with 5 Inner West Councils to update the Children's Services Directory
- Worked with NSW Families First to provide parenting resources at Concord Carnival
- Worked in partnership with Drummoyne Community Centre to fund and deliver parenting programs for parents of children aged 0-12 and 13-19 years
- Promoted Council's childcare services; the Canada Bay Family Day Care Scheme and Wellbank Children's Centre

Supported local children's services and local families:

- Provided financial assistance to children's services through Council's Community Grants Program
- Provided accommodation for four preschools, three long day services and two occasional child care centres
- Provided accommodation for three early childhood health clinics operated by Sydney South West Area Health Service
- Convened Children's Network meetings to assist local children's services in keeping up with the latest industry information and to encourage greater inter-service cooperation
- Provided activities during NSW Children's Week

Provided direct child care services:

- Operated the City of Canada Bay Family Day Care Service: providing childcare to up to 125 children during 08/09.
- Operated Wellbank Children's Centre: 51 place long day care centre
- Provided playground facilities in many of the parks

- Held four school holiday programs for children

Playground improvements:

- Conducted community consultations on the design to replace playgrounds in Central Park, Roberts Reserve and Dunlop Reserve
- Consulted with the community on the design for a regional playground at McIlwaine Park, in Rhodes
- Continued to work in partnership across Council to progress the design of all access, all abilities, intergenerational playground at Timbrell Park.

Access and equity activities to meet residents' needs

(LGA Act s428 (2)(r) & Reg. CI217 (1)(d)(i))

The City of Canada Bay Council is committed to the principles of access and equity. It is continually working towards improving access to its services, facilities and decision making processes on an equitable basis to all whom, live, work and visit the City.

Below is a summary of Council's actions to addressing Access and Equity issues during 2008/9. Please also note that specific Equity Access and Equity strategies are identified in the tables of principal activities in this report.

People with a Disability

- Improved access to the Development Application process and tracking through Council's Website
- All development applications relating to community facilities are referred to Council's Access Committee for input to ensure facilities meet the needs of the aged and people with disabilities.
- Council administered bi-monthly meetings of the City of Canada Bay Access Committee and hosted two Access Forums in partnership with the Committee. The Forums focussed on accessible transport and making your business accessible.
- Council reviewed the terms of reference of the Access Committee to improve their input into Council's decision making processes.
- Council implemented activities for International Day for People with a Disability, including a partnership community and cultural development project with Lucas Gardens School for Children with Special Needs

- Worked with Parks and Recreation Planner and Landscape Architect to progress the development of a fully accessible playground at Timbrell Park, employing universal design principles.

Aboriginal Persons

- Implemented activities to celebrate NAIDOC Week, including an art exhibition featuring local Indigenous artists.
- Commenced the establishment of a local Aboriginal consultative group.
- Commenced the implementation of the City of Canada Bay Aboriginal Heritage Study

People from Culturally and Linguistically Diverse Backgrounds

- Provided activities to celebrate International Harmony Day
- Hosted an art exhibition to recognise refugee's stories during International Refugee Week attended by a Community Relations Commissioner.
- Consulted with the community to prepare the Draft Community Harmony Strategy.
- Worked in partnership with the NSW Police Service and the Sydney Korean Association to present the Korean Safety Expo, to help build the relationship between Council, the Police and the local Korean Community.
- Hosted lantern and mask making workshops to celebrate the Chinese Moon Festival

Older People

- Regular attendance at the regional HACC Forum
- Provided meals to people with mobility limitations through the Meals on Wheels Service. Service was also promoted to CALD community
- Operated the Concord Senior Citizen's Centre and convened the Concord Senior Citizens Centre Steering Committee
- Managed two seniors bus trips programs, one for isolated seniors and their carers and one for active adults.
- Conducted a review of Council's community bus provision to local community based-organisations for service improvement.
- Continued funding of the Bay Rider Shuttle Service which provides point to point transport for people with mobility limitations in partnership with the

Drummoyne Community Centre.

- Funded and promoted Multi-cultural Men's Health Group
- Implemented a calendar of events across the City for NSW Senior's Week.

Women

- Delivered activities to celebrate International Women's Day: hosted a women's breakfast to recognise achievements of women
- Delivered "What Would Your Mother Say" program: an intergenerational research project whereby young women explored fashion and women's roles in society through interviews and interaction with older women.
- Funded women's programs through the Drummoyne Community Centre.

Young People

- Funded and codelivered performances of the Ashfield Youth Theatre in partnership with 5 Inner West Councils, and co-established the Inner West Youth Theatre. Assisted with representations and funding applications to ArtsNSW to support the regional theatre.
- Continued to support the Youth Reference Group and consult with young people on the re-invigoration of the Group.
- Actively participated in the Inner West Youth Interagency
- Developed in partnership with five Inner West Councils a calendar of regional events during Youth Week, including the Emerge skate festival, theatre performances of "Chatroom" featuring issues on cyber bullying and Rhinoceros and the multi media production "The King is Dead".
- Obtained funding under the Artstart program to support a program of mobile film workshops, production and presentation.
- Consulted with the community on public art at the skatepark in Fivedock.
- Implemented the "What Would Your Mother Say" program: an intergenerational research project whereby young women explored fashion and women's roles in society through interviews and interaction with older women.
- Delivered a range of youth focused programs through library services.

Other activities not included in the 08/09 Management Plan

Crime Prevention

- Adopted the City of Canada Bay Crime Prevention Plan.
- Obtained Ministerial endorsement of the Plan as a Safer Community Compact.
- Attended the NSW Police Service Community Safety Precinct Committee meetings.
- Partnered the NSW Police Service in Operation Tabella: a program to provide non-removable screws for vehicle registration plates.
- Conducted a range of community safety audits in hot spots for the crime of stealing from motor vehicles
- Obtained funding from the NSW Attorney General's Department to support strategies contained in the City of Canada Bay Crime Prevention Plan.

Graffiti Vandalism Management Strategy

- Adopted the Graffiti Vandalism Management Strategy for the City.
- Provided additional resources under the Strategy to Council's Graffiti Rapid Removal Services
- Submitted funding applications under the ArtsNSW and Australia Council for the Arts to support youth performance workshops in Rhodes and Five Dock to provide a means of expression in a positive format and to build relationships between local business and the local community



Report on condition of public works

Council is responsible for maintaining all of its public assets including public buildings and structures, roads and drainage infrastructure. The combined value of these assets, owed and maintained by Council, as at 30 June, 2009 was in excess of \$250 million.

In assessing the standard of Council's public assets, the condition, function and location of each asset has been taken into consideration. The asset has been assessed based on its current state, and no potential or proposed works have been factors in the determination of its condition.

Assets within each Asset Category have been assessed on an overall basis, recognising that an average standard of "satisfactory" may be achieved even though certain assets may be above or below that standard on an individual basis. Council recognises that the standard that it considers to be "satisfactory" may be different from that adopted by other councils.

The information contained in Council's report on the condition of public works comprises accounting estimates formulated in accordance with the NSW Local Government Code of Accounting Practice and Financial Reporting. The full report can be viewed in Special Schedule 7 in Council's Audited Financial Reports, contained in Appendix C.

Stormwater Services Management Charge

Council has established a Stormwater Management Services Charge for the construction of infrastructure to minimise flooding during peak rainfall periods. The revenue generated enables Council to carry out essential improvements to stormwater across the City.

<p>The actual stormwater management services made available by the council during the year (measured in accordance with the criteria set out in the relevant management plan).</p>	<p>The projected stormwater management services that were proposed to be made available (outlined in the management plan relating to the year concerned).</p>	<p>A statement of the reasons for any difference between them or comments.</p>
<p>Two Gross Pollutant Traps constructed in Brays Bay (Lovedale Place) in accordance with Capital Works Programme.</p>	<p>Staged implementation of Homebush Bay Stormwater Management Plan and Lower Parramatta River Stormwater Management Plan (SMP)</p>	<p>Protection of a sensitive environmental area</p>
<p>Asset Management Plan developed at core level; includes an improvement plan.</p>	<p>Continue to develop the asset register and condition assessments of Council's drainage assets by validating data.</p>	
<ul style="list-style-type: none"> • Powells Creek Stormwater Harvesting Project Completed • Concord Oval Stormwater Harvesting project Completed • Cintra Hockey reuse project completed 	<p>Commenced Implementation of water components of the Water Savings Action Plan.</p>	<p>Triple bottom line projects that address quantity, quality and sustainability.</p>
<p>The following capital drainage works were completed:</p> <ul style="list-style-type: none"> • Loch Maree Parade, Killoola Street • Emily Street, Wymston Parade • Blaxland Road, Cometrowe Street • Crane Street, Regatta Road • Quandong Street • Queen Victoria St • Drummoyne Oval 	<p>Identified substandard drainage and required upgrades to drainage facilities to improve stormwater flow and minimise flooding Upgraded drainage facilities to improve stormwater flow and minimise flooding. Constructed and maintained stormwater infrastructure items funded by Stormwater Management Services Charge SMSC and upgraded known problem areas.</p>	<p>On-going program of drainage upgrades.</p>

Due to the lag in starting programs in the first year of the Stormwater Management Services Charge, there was a significant carry over of funds into this reporting period and the expenditure in this period was in excess of the funds generated during the year by the charge. Subsequent years will have a more stable expenditure which will be closer to income. Some capital items were also co-funded from other sources.

Bushfire hazard reduction activities

(LGA Act s428 (2)(i1))

As the City of Canada Bay is in the Inner Western Sydney it is not classified as a bush fire district.

Manual fuel reduction and hazard reduction through bush regeneration (weed control) activities has occurred in the following bushland areas:

- Queen Elizabeth Park II, Concord.
- Dame Edith Walker, Concord.
- Sisters Bay, Drummoyne.
- Fig Tree Reserve, Chiswick.
- Lovedale Place, Concord West.

Council encourages its residents to minimise fire hazards by clearing gutters, removing unwanted wood and debris from around their homes.



COUNCIL'S PRINCIPAL ACTIVITIES



A report on Council's performance for the year 2008/2009 using the performance measures as outlined in the City of Canada Bay Management Plan is detailed in Section 5 and is broken down as follows:

Executive Services

- Communications & Public Relations
- Customer Service
- Human Resources
- Executive Services

Corporate Services

- Corporate Planning
- Governance & Support Services
- Records Management
- Financial Management
- Information Systems
- Property Management
- Planning & Environment

Community Development

- Community Services & Social Planning
- Cultural Planning
- Economic Development
- Library Services

- Open Space, Recreation & Foreshore Areas

Planning and Environment

- Statutory Planning Services
- Strategic Urban Planning
- Environmental Enhancement
- Public Health
- Public Order & Safety (Law Enforcement)
- Waste Management

Technical Services and Operations

- Buildings
- Drainage
- Foreshore Structures
- Infrastructure Management
- Lighting of Public Places
- Road Safety
- Roads
- Traffic & Transport Management

Executive Services

Communications and Public Relations

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Engage the community to guide Council to optimise its performance in a context of changing demand (OBJ.1)	Council's communication and consultation practices effectively engage and inform community and stakeholders	<p>Complete development of Communication and Consultation Strategy</p> <p>Use participation in development of FuturesPlan20 as a means of determining community's preferred mechanisms for consultation</p> <p>Corporate Identity Guidelines are completed and implemented</p>	<p>Communications and Consultation Strategy is prepared and implemented</p> <p>Appropriate consultation standards to be incorporated into FuturesPlan20 and into the Communications and Consultation Strategy</p> <p>Guidelines are finalised and Council officers trained regarding their use</p>	<p>With the preparation of FuturesPlan20 and the subsequent preparation of the 2009-13 Delivery Plan, it was decided to prepare a Communication and Consultation Strategy to support that Plan. The Strategy will now be prepared in the 2009-10 year.</p> <p>See above</p>
Promote the benefits of living in the City (OBJ.2)	<p>Council's corporate Visual Standards are developed to ensure consistency in all Council publications and public documents</p> <p>Council's events program designed to follow coordinated and strategic directions which meet predetermined objectives</p>	<p>Develop an annual calendar of major community events</p> <p>Implement partnership arrangements with appropriate community organisations to deliver additional events which benefit local residents</p>	<p>Proposals for 2009 major events program incorporating community feedback and suggestions is approved by Council</p> <p>Memorandums of Understanding are agreed between Council and organisations</p>	<p>Council's corporate identity guidelines are now in place and are operating well.</p> <p>A thorough review of Council's major event program was undertaken in 2008. This was used as the basis for scheduling events through 2009 and into 2010.</p> <p>MOU was reached with Communities for Communities to deliver several additional events in 2008-09 (Carols at Halliday Park and Cinema in the Park).</p>

Customer Services

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
<p>Engage the community to guide Council to optimise its performance in the context of changing demands (OBJ.1)</p>	<p>Canada Bay Council to be recognised a leader in quality Customer Service provision</p>	<p>Develop and implement an Organisation Customer Service strategy</p>	<p>Stage 1: Staff Development across the organisation</p> <p>Stage2: Organisation-wide Service Level Agreement</p> <p>Stage 3: Review Business process and protocols</p> <p>Stage 4: Customer Service Audit</p>	<p>Training commenced in May 2008 and was completed in Feb 2009</p> <p>Aim of the training programme was to develop a customer service culture across the organisation</p> <p>194 staff attended the programme- this programme has now formed a part of the HR strategy</p>
		<p>Review and update Council's community information via fact sheets, council forms and brochures to optimise the effectiveness of the information</p> <p>Improve Council's booking arrangements with sporting bodies</p>	<p>95% of current community information reviewed and updated, using feedback from the community and staff</p> <p>Seasonal booking completed within specific timeframes</p> <p>Memorandum of Understanding reviewed and updated</p> <p>Sporting fields information developed for access via Council's website</p> <p>Information fact sheet for passive parks developed for access for public via Council's website</p>	<p>Fact sheets have been developed with various departments and several have been translated in 4 different languages</p> <p>Recreation area has worked over the past 12 months to update information and introduce new technology to the sporting bodies e.g. SMS for wet weather updates</p> <p>Sports fields Fact sheets have been developed for sporting and passive parks</p>
		<p>Promote information about Council's resources, services and facilities at major street fairs</p>	<p>Customer Service Council marquee held at Concord and Ferragusto Street Fair</p> <p>Community involvement by at least four Council departments</p>	<p>Provide a great opportunity for Council to market to the community the good work that Council is doing</p> <p>Great feedback from the Council marquee</p>
		<p>Ensure that the City of Canada Bay maintains its leadership in comparison with other Local Government customer service initiatives</p>	<p>Participate in the National Local Government Benchmarking Project</p> <p>Participate in the National Local Government Mystery shopper project</p>	<p>Excellent results Canada Bay ranked 1st productivity 1st technology 1st operations</p>

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Ensure the Council workforce is resourced to achieve optimum outcomes (OBJ.4)	Provide a multi skilled Customer Service staff	Develop and train staff in Councils Corporate systems	Ensure all staff attend refresher training for the Customer Request management system Ensure all staff attend refresher training for Authority Ensure all staff attend training courses that are relevant to their position	Corporate training has been held over the past 12 months to ensure all staff are trained in Councils Electronic Corporate Management system - 196 staff attended training sessions This training has now formed part of the HR strategy and training is given each month for new staff
		Review individual training program for each Customer Service officer	Quarterly assessment of each officer on call centre, counter and administration	Customer Service have all had extensive training over the past 12 months to ensure that Councils provides to the community a highly multi skilled customer service staff
		Monitor staffing levels to maintain service standards	Provided training requirements to Human Resources as discussed at staff appraisal	Rotating roster has been developed to ensure adequate staffing levels at all critical areas.
Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)	Efficient business process and services	Examine opportunities to implement new technology to improve services to internal and external customers Implementation of Data works Browser software across the organisation	Investigate the implementation of e-lodgement of Applications and Council forms in consultation with relevant staff and report to Executive Training manual is developed for the organisation in consultation with key-users Training programme is developed & implement for all staff	This has been put to the Thinktank committee DataWorks browser software implemented across the organisation. Training sessions carried out successfully to educate all users of program.
		Complete the implementation of Data works Public Access Phase 2 - Rendering	Software upgrade reviewed and assessed with relevant business owners prior to implementation Training manual is developed in consultation with key-users Training programme is developed and implement for all staff	All DataWorks upgrades have been implemented, and training has been conducted for all relevant staff as required.
		Ongoing development of the integration of ADI and Authority software systems	Attend development meeting with Councils to investigate further integration of Councils core application	Meeting was attended and Authority and Dataworks integration is still being worked on.
		Support the IS Think tank committee	Attendance and participation of IS Think tank meeting	Participated in IS think tank

Human Resources

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Ensure the Council workforce is resourced to achieve optimum outcomes (OBJ.4)	Council has good workplace practices which respond to changes in workplace legalisation	<p>Implement Workforce Relations modules of the Local Government Departments "Promoting Better Practice Program"</p> <p>Development of Human Resources Strategy that documents Council's approach to managing the strategic issues facing our workforce</p> <p>Develop and implement Workplace Bullying policy and procedure</p> <p>Succession plans developed for key positions</p> <p>EEO Management Plan developed for 2009-2011 period</p> <p>Develop Grievance Procedure factsheet</p> <p>Review of exit survey format and analysis</p> <p>Establish monthly reporting structure to Executive on key HR issues</p>	<p>Report on achievement of implementation and enhancement of required HR policies and practices including workforce planning issues</p> <p>HR Strategy document developed and implemented that incorporates current policies, procedures and practices with new ones that will provide direction to HR planning and that reflects Council policy and procedure</p> <p>Policy developed through consultation and implemented with training provided to all staff</p> <p>Key positions identified and plans put in place to ensure the continued delivery of the duties/outputs of these positions</p> <p>EEO Management Plan developed which includes:</p> <ul style="list-style-type: none"> ▪ collection of EEO Statistics for all staff ▪ consideration of National Framework for Women in Local Government ▪ regular reporting of achievement of EEO Plan targets <p>Factsheet made available to all staff, clearly outlining Grievance handling procedures as per NAPSA</p> <p>Updated Exit Survey with bi-annual statistical reporting to Executive</p> <p>Monthly report to Executive, outlining:</p> <ul style="list-style-type: none"> ▪ establishment listing/ variations ▪ staff turnover ▪ sick leave ▪ overtime ▪ annual leave > 40 days ▪ training undertaken 	<p>A number of new policies developed around 'work life balance'. Workforce planning will be included in HR strategy to be completed in 2010</p> <p>HR Strategy to be completed in 2010. Components such as leadership development program, and flexible work practices are currently in place.</p> <p>Developed and implemented. Presentations made to all staff.</p> <p>Included in HR Strategy to be undertaken in 2010. Some initial work done in City Service area.</p> <p>EEO management Plan for 2009 -2011 period completed and endorsed by Council following consultation with staff.</p> <p>Factsheet drafted but not finalised.</p> <p>Included in HR Strategy to be undertaken in 2009/2010</p> <p>Monthly HR Statistics are collated and history is being developed. Format of reporting to Executive to be determined.</p>

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
		Employee Climate Survey	Survey undertaken and completed by all staff, with results collated and action plans established to address concerns raised	Employee Opinion Survey completed in November 2008. Follow up analysis of results has been undertaken and presented to all staff. Overall improvement in result compared to 2004. Actions have been put in place to address areas of concern.
	Best practice recruitment practices are used to recruit new staff	Develop and implement training program to assist relevant staff on best practice recruitment practices	All relevant staff are trained in recruitment procedures that ensure merit selection principles applied including EEO and correct documentation.	Individual training and coaching is provided by HR each time there is recruitment happening. More structured internal training will be delivered as part of LDP during 2009/2010.
	Council staff receive training to meet the changing demands of the workplace	Develop and implement a corporate training plan to: - Keep staff up to date with changes in legislation and technology. - Provide opportunities for staff to obtain additional relevant skills	Corporate Training plan developed that draws from individual training plans and corporate initiatives Identifies on-site training to minimise costs.	Corporate training plan developed each year following annual performance reviews
	There is a reduction in the incidence of work related injuries	Increase awareness of Occupational Health and Safety (OHS) in the workplace and all staffs responsibilities.	Update and relaunch OHS Policy focussing on different levels of responsibilities for management and staff Conduct OHS awareness training for all staff Specific OH&S Responsibilities/Physical requirements for each position included in position descriptions	OHS responsibilities more detailed in revised City Services position descriptions

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
		<p>Continue to develop Safe Work Method Statements (SWMS) for all work tasks and functions</p> <p>Ensure safe OHS processes by contractors</p>	<p>SWMS developed for administrative functions</p> <p>Audit City Services SWMS and update and/or produce additional SWMS as identified in audit.</p> <p>Review all tender documents to ensure they outline OH&S obligations as per Procurement Policy</p> <p>Contractor OHS Package implemented and monitored for compliance with all contractors regardless of value of contract</p>	<p>SWMS continually being developed and updated.</p> <p>Contractors package now being used across organisation and OHS Co-ordinator continually working with staff across the organisation to ensure it is appropriately implemented in each area</p>
		<p>Increase consultation with staff to manage workplace health and safety, encouraging input from all staff.</p>	<p>OHS Consultation Policy updated and communicated</p> <p>OHS Committee members to regularly attend team meetings to promote and discuss Committee's role and OHS in general</p>	<p>OHS consultation to be increased in 2009/2010</p>

Corporate Services Corporate Planning

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Engage the community to guide Council to optimise its performance in a context of changing demands (OBJ.1)	Council's internal and external communications strategy developed that provided balance between internal and external customers	Prepare Council's 2007/08 Annual Report	Annual Report conforms to legislative requirements Annual Report assesses Council's performance during 2007/08 Annual Report lodged at Dept of Local Government before deadline Annual report available on Council's website	Council's 07/08 Annual report completed and submitted to the Department of Local Government (DLG) within deadline. All legislative requirements were met in the report. Report was made available to the public via Council's website as soon as it was submitted to the DLG.
Plan for the long-term interests and needs of the community (OBJ.3)	Best practice policies developed for high priority areas of Council's activities	Report to Council on progress of Management Plan Prepare Council's 2009/13 Delivery Plan	Quarterly reports presented to Council on time Key progress indicators used Quarterly reports conform with Local Government Act (LGA) requirements Plan uses key strategies from Community Strategic Plan Delivery Plan provides quadruple bottom-line KPIs and measures Conforms with DLG's Integrated Planning Regulations and LGA regulations All relevant staff consulted and have contributed to its preparation	Quarterly Management Plan reports delivered to Council within time constraints and have met legislative requirements. 2009/13 Delivery Plan has been completed and was adopted by Council on 16 June 2009. After the exhibition period, and extensive community consultation, Council's final Delivery Plan reflects the outcomes the Community desired, as derived from FuturesPlan20. The Delivery Plan meets with DLG's Integrated Planning requirements. The Final Document is available for public viewing on Council's website.

Governance and Support Services

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
<p>Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)</p>	<p>Regularly review systems and processes to identify and action improvements</p> <p>Review existing procedures so as to streamline and standardise Councils handling of incoming claims</p>	<p>Management of Council Risk Management Group to identify risks to Council & implement strategies and procedures to mitigate that risk</p> <p>Review and where required develop insurance claim procedures</p>	<p>Implementation of strategies identified</p> <p>Procedures documented and implemented</p>	<p>Implementation of key risk management strategies has been closely tied in with development of Internal Audit function at Council. Action deferred for further assessment.</p> <p>Insurance procedures reviewed, with improvements made where required.</p>
	<p>Manage 2008 Local Government Election</p>	<p>Manage and run an effective election, in keeping with legislative obligations</p> <p>Develop Councillor Induction Program, to guide new Council into their term</p>	<p>Successful management of Election</p> <p>Implementation of program for new Council, with effective supporting procedures in place.</p>	<p>Election held and carried out successfully. New Council was appointed.</p> <p>Induction program was held which outlined all the important requirements of the position and responsibilities to the community.</p>
<p>Develop long term plans to ensure the sustainability of Council's operations (OBJ.8)</p>	<p>Best Practice Policies developed for high priority areas of Council's activities</p>	<p>Review of Tendering and Purchasing Policy, ensuring compliance with best practice models</p> <p>Review of Access to Information and associated Privacy policies and procedures</p>	<p>Development of an integrated Purchasing and Tendering Policy, with supporting procedures and systems and training package for staff.</p> <p>Development of specialised policies, overseeing the operation of Council's Access to Information, FOI and Privacy Management processes, in line with revised procedures</p>	<p>Review has been deferred pending implementation of Internal Audit review.</p> <p>Access to information, FOI policies and privacy policies have been reviewed with improvements made where required.</p>
	<p>The protection of Council's assets and operations through the formation of long term plans and review of current policy and procedure</p>	<p>Implement Council Risk Management Policy to outline Councils position on risk issues</p> <p>Implementation of Business Continuity Plan</p> <p>Review and address the governance issues associated with Council's long term plans</p>	<p>Implementation of Risk Management Policy, through adoption by Council and continuing training program for staff.</p> <p>Finalise development of Plan through consultation with Management and Key staff, followed by implementation program</p> <p>Policy and strategies developed in line with prioritised list and their respective completion timetable. Governance Manager to act as advisor in the development and implementation of Council-specific strategies and policy.</p>	<p>Risk Management Policy has been drafted and is under review.</p> <p>Business Continuity Plan is currently being developed. All key staff and management have been consulted, and final draft is currently being compiled for presentation to Executive.</p> <p>Council policies and strategies are being updated regularly to fall in line with legislative requirements and so as to reflect Councils long term goals and ideals.</p>

Records Management

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Ensure the Council workforce is resourced to achieve optimum outcomes (OBJ.4)	The Electronic Document Management System (EDMS) are consolidated and utilised	Continue Training Program for staff that use the EDMS	New and existing staff competently trained in the use of Council's EDMS and any ongoing revisions	Training in the EDMS is an ongoing action. All new staff are trained soon after commencement and revision training is available for all staff as required.
Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)	All Council Policies are consolidated and integrated into the EDMS	Identify all current & revised Council Policies and ensure a copy of each Policy is registered into the EDMS	Ongoing maintenance of Council's Policy Register, with annual policy audit	All current Policies that have been identified are registered into Council's Policy Register. Any new Policies that are created are also included in the Policy Register once they are adopted.
	Council has Strategic Plan for the gradual reduction of records stored off site in accordance with the State Records General Disposal Authority (GDA10)	Development of Disposal Policy, for deployment through all Council records reserves Assessment of all Council records stored off site and a strategic plan which conforms to the State Records General Disposal Authority GDA 10 for the culling of records	Implementation of disposal schedule, in keeping with legislative and procedural obligations Review in line with developed Disposal and Records Management Policies	Disposal Policy to be drafted. Some of Council's records that have been stored off site have been assessed and are in the process of being recorded for retention, archiving or destruction. In line with the State Records Act a record is kept of all documents that are destroyed.
	All Council legal documents consolidated	Review Legal Documents Register and Procedures to determine currency, relevance and storage requirements	Indexation and specified storage of Council's legal documents complete	All legal documents are securely stored and are currently being assessed for retention, archiving or destruction.

Financial Management

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Develop long term plans to ensure the sustainability of Council's operations (OBJ.8)	Council's accounts are valued at fair value and conducted every four years	Account for the revaluation of property, plant and equipment, land and buildings which will be conducted for 2008/09	Accounts comply with Accounting Code of Practice and Financial Reporting and ASSB116 Revaluation cycle scheduled for every four years and thereafter Relevant staff to attend training on revaluing assets at fair value	Condition assessments of road and drainage networks underway to enable fair valuations for these assets to be brought to account for the year ending 30 June 2010.
	Council's Long Term Financial Sustainable Plan is used to plan and manage its funds and budgets	Monitor progress to achieving outcomes identified in Council's Long Term Financial Plan (LTFP).	Quarterly budget review includes report on progress with Long Term Financial Plan	Progress against LTFP has been impacted by the Global Financial Crisis. Further, Council's application for Special Variation was refused by the Minister for 2010. A review of Council's LTFP in conjunction with comprehensive asset management plans will be undertaken during the 2010 Financial Year.

Information Systems

CORPORATE OBJECTIVES	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Ensure the Council workforce is resourced to achieve optimum outcomes (OBJ.4)	Recommendations of the 2006 Information Systems (IS) Review are addressed	Implement IS Review recommendation using the Steering Committee's priorities	IS Review recommendations recommended for 2008/09 are completed	All agreed recommendations from the Steering Committee have been implemented.
	Maintain newly established IS and services commissioned for the Concord Library and Long Day Child Care Centre	Provide ongoing support for new Centres	Relevant workplace IS requirements provided	IS have maintained and upgraded services and systems including desktop, laptop, server and printer refresh, network restructure, PABX upgrade, and Storage Area Network implementation.
	IS Requirement for a changing workforce are reviewed and planned	Provide IS facilities and services to meet requirements of proposed relocations, additional staff and proposed new facilities	Relevant workplace IS requirements provided	IS have implemented new training facilities at the Depot and also upgraded training facilities in the Council Chambers as part of the PC refresh project. No new facilities or relocations implemented during the 08/09 financial year.

Property Management

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Plan for the long-term interests and needs of the community (OBJ.3)	Council has an identified site for Council's new administration centre	Evaluate potential land and sites and their suitability for addressing Council's accommodation needs Present the outcomes of the preliminary site assessment report to Councillors at a workshop	Potential new administration sites are presented to Councillors at a workshop	Project on hold, waiting finalisation of LEP
Develop long term plans to ensure the sustainability of Council's operations (OBJ.8)	Council's land and buildings are protected using best practice management, market testing and contracts	Review property leases and usage by market testing and tendering Monitor the performance of Councils leases, contracts against agreements and property market trends Amend existing or create a new Council Land Register, including reference to any agreements, leases and licenses and Plans of Management pertaining to any Council owned or managed land and any other peripheral information which relates to the land to ensure it complies with Section 53(2) of the Local Government Act 1993.	Every new or renewed lease is market tested Tendering is used on all major land/property uses All relevant property usage agreements monitored and their performance evaluated Land Register complies with Section 53(2) of the Local Government Act 1993	All new or renewed agreements have been market tested through Expression of Interest, Tender or market valuation. Responsibilities within Property agreements reviewed and evaluated. Matter under further review.
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Opportunities for establishing partnerships in the process of redeveloping unused or under utilised Council land is investigated All of Council's leased and licensed assets are maintained in accordance with the licence terms and conditions	Identify entrepreneurial and property development opportunities Commence the process of redeveloping Council's underutilised properties Conduct annual inspection of leased and licensed properties and preparation of condition reports Establish a rolling maintenance program for leased and licenced properties Prepare a policy and procedures manual which includes all matters relating to Property Services e.g. leasing, acquisition etc	Council's property portfolio is assessed for its commercial potential A property development and investment rolling program is developed All leased licensed buildings inspected and condition reports completed for each Maintenance of building conditions status at acceptable levels Number of policies and procedures prepared versus number of related Property Services activities	Matter under further review Process is ongoing Inspection undertaken and building maintenance program formed to prioritise works. Annual review with TS&O commenced, ongoing development of program. Item partially complete, ongoing.

Community Development Community Development and Social Planning

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Engage the community to guide council to optimise its performance in a context of changing demands (OBJ.1)	A cohesive community where there is a high level of social capital	<p>Deliver Futures Plan 20 - a 20 year plan for the City of Canada Bay Community</p> <p>Establish effective partnerships with local schools including;</p> <ul style="list-style-type: none"> ▪ Conduct a Principals forum to form links and provide information about projects ▪ Distribute a newsletter to schools about what we are doing - quarterly + link in with school holiday programs. ▪ Identify and establish partnerships with local schools ▪ Explore the potential 'school readiness' Expo to assist schools in promoting self + also assist families in moving into school system. 	<p>Draft plan prepared and endorsed by Council for exhibition</p> <p>Forum attended by 5 school representatives and ongoing program involvement agreed.</p> <p>2 editions of the newsletter distributed</p> <p>Evidence of 6 successful partnerships established</p> <p>Feasibility plan produced and agreed with key school partners</p>	<p>FuturesPlan20 completed and adopted by Council at its meeting on 15 December 2008.</p> <p>Principals Forum held September 2008. Representatives from 5 schools attended. Access to sporting fields was key interest. Principals advised that participation in community projects would be assessed on a project by project basis due to busy school calendars and long lead times for project planning.</p> <p>Information on School Holiday Programs provided to Drummoynes Public School prior to each holiday period for 08. 4 Editions distributed.</p> <p>Partnership program with Lucas Gardens School completed for International Day for People with Disabilities - three art workshops were delivered during November and culminated in an exhibition at School Open Day on 3 December 2008.</p> <p>Key projects completed during Youth week in April 2009 included two partnerships with schools:</p> <ol style="list-style-type: none"> 1. MOU signed with Concord High School for Cyber Bullying Prevention Project: Theatre Performance of Chatroom and Subsequent Workshops with Point Zero. 2. Partnership with Domremy College for school students to design and implement the project "What Would Your Mother Say". This was an intergenerational project that explored the impact of fashion on women's roles and status in society. Domremy students researched fashion eras and interviewed women from these eras on their experiences around fashion and society. The Project won the National Local Government Award for innovation in community engagement.

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Plan for the long terms interests and needs of the community (OBJ.3)	Council policies and plans are inline with community needs and compatible with State and Federal	<p>Strengthening Community resources and organisations to deliver responsive services including:</p> <ul style="list-style-type: none"> Participate in key local and regional forums and networks to identify and implement regional projects. Convene and administer local Children's Services Network to capture childcare demand and to share resources / costs for training and service development Develop a program of workshops to provide information and skill development. Engage community on key issues, plans and policies. 	<p>Integration of key regional network forums attended and projects developed and implemented.</p> <p>Participation in the planning and deliver of community and Council internal consultations during the development of FuturesPlan20.</p> <p>Community Connections Forum - providing networking and partnership opportunities for community groups and organisations.</p> <p>Positive Ageing Strategy</p>	<p>A review of the Youth Reference Group commenced in May 2009. A series of meetings was held between Council staff and School Principals on how to involve schools in projects and the Youth Reference Group. This project continues into 09/10 with a planned community youth forum and continued liaison with Schools.</p> <p>Inner West HAACC; Inner West Youth, Inner West Disability; Inner West Children's Forums attended monthly.</p> <p>Community consultation program linked to the development of FP20 completed.</p> <p>Quarterly Community Connections Forums convened by Council 3 forums completed in July; Sept; Nov 08. Linked to FP20.</p> <p>Background research completed.</p> <p>Position papers on health, housing, transport, remaining connected, being informed and engaged, considering differing needs and circulated to community & within council.</p> <p>Community survey developed and distributed to seniors groups, individuals and services.</p> <p>Focus groups planned.</p> <p>Background research completed.</p> <p>Community consultation and project launch held during International Harmony Day in March 2009.</p>

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
	directions	<p>Completed the City of Canada Bay Crime Prevention Plan</p> <p>Graffiti Vandalism Management Strategy</p> <p>Build on the network of the Aboriginal Cultural Heritage study to establish a formal Memorandum of Understanding, after appropriate consultation</p> <p>Develop a Community Harmony Strategy to promote cultural diversity</p> <p>Include Council staff Cultural Awareness training in the strategy</p> <p>Continue to provide funding for the Bayrider service to provide transport for disadvantaged community members.</p>	<p>Policy consulted on, developed and adopted.</p> <p>Priority strategies are time-framed, partners and resources are identified.</p> <p>Plan adopted by NSW Attorney General as a Safer Community Compact.</p> <p>Policy consulted on, developed and adopted.</p> <p>Priority strategies are time-framed, partners and resources are identified.</p> <p>Stronger relationships evident with the Aboriginal Community</p> <p>Council officers are informed and sensitive to CALD and Disability issues</p> <p>Service delivery is flexible & appropriate for the group or individual. Information is available in alternative formats</p> <p>Service is funded and is meeting community demand. Bus capacity 80% filled across the year</p>	<p>Commenced writing draft Community Harmony Strategy.</p> <p>Crime Prevention Plan refined following review of amendments to Police crime prevention management structure and initiatives.</p> <p>Amended plan adopted by Council in February 2009.</p> <p>Plan referred to NSW Attorney General's Department for adoption as a Safer Community Compact in May 2009.</p> <p>Graffiti Vandalism Management Strategy refined following review of amendments to graffiti legislation and Council's rapid removal program.</p> <p>Research completed on amendments to the law and Police procedures and Council's rapid removal and graffiti reporting mechanisms.</p> <p>Consultations held with relevant Council staff to update graffiti management practices and reflect them in the Strategy.</p> <p>Draft due to Council in late 2009</p> <p>Initial consultations held with local individuals and contact made with the local Aboriginal Land Council.</p> <p>Project launch & community consultation on International Harmony Day in Mar 09.</p> <p>Research and consultation Apr/May 09.</p> <p>Draft strategy prepared Jun 09.</p> <p>Funding provided in for the provision of the Bayrider service.</p>
(Cont.) Plan for the long terms interests and needs of the community (OBJ.3)	Improve access to Council and community services and resources by marginalised groups and individuals			

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
		<p>Improve access to the skate facility area enabling it to be a desired location for a range of age groups and interests including:</p> <ul style="list-style-type: none"> Provide suitable seating and public art opportunities Investigate access to on site toilets, shade, BBQ facilities and mobile cafe <p>Deliver on the Affordable Living Policy including:</p> <ul style="list-style-type: none"> Implement management arrangements for the Affordable Living dwellings including: units in George St 	<p>Plan of staged implementation in place</p> <p>Improvements to Basketball area</p> <p>12 units provided in line with the affordable housing policy</p>	<p>Bayrider utilisation to be examined within Council Community Bus review.</p> <p>Skate park designer and contractors have been consulted. The works will include improved skate surface as well as Public Art component.</p> <p>Community Consultation to be undertaken with works scheduled to be completed by October 09.</p> <p>16 Units completed in George Street and 4 Units completed in Cooper St, North Strathfield.</p> <p>St George Community Housing Co-op was appointed as Property Manager. Agreement finalised in May 09.</p>
<p>Plan for the long terms interests and needs of the community (OBJ.3)</p>	<p>Promote a well city</p>	<p>Support the continued delivery of health and wellbeing programs including:</p> <p>Investigate the feasibility of developing a local "Men's Shed" for men post retirement and post trauma</p> <p>Ensure inclusion of culturally and linguistically diverse communities in all Council initiatives including:</p> <ul style="list-style-type: none"> Network and coordinate healthy living projects with community organisations servicing CALD communities 	<p>Feasibility study completed and evaluated</p>	<p>Deferred until 2010/11.</p> <p>Council co funded CALD Men's exercise group at Concord Senior Citizen's Centre for 09/10 period. Partners with SHARE and SSWAHS. Ongoing.</p> <p>Inner West Ethnic Network attended monthly. Partnership projects included CALD family support information in Chinese and Korean at Concord Carnival Oct 08 and Inner West Community Korean Community Safety Expo in partnership with the Police in Nov 08.</p> <p>Funded English classes at Drummoynes Community Centre throughout 08/09.</p> <p>Harmony Day event and Community Harmony Strategy Launch in Mar 09.</p> <p>Refugee Week photographic exhibition at Concord Library in Jun 09.</p> <p>Mollwaine Friends of the Park participated in Bay</p>

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Plan for the long terms interests and needs of the community (OBJ.3)	Create challenging and dynamic learning opportunities	<p>including;</p> <p>Pilot "Friends of the park " program to create a stronger sense of ownership through the playgrounds at McIlwaine Park</p> <p>Involve the local community in the design of programs and in particular with community cultural opportunities including:</p> <ul style="list-style-type: none"> o Timbrell Park o McIlwaine Park <p>Investigate intergenerational opportunities, including pilot programs with health professionals for use in playgrounds for older people</p> <p>Promote and encourage community partnerships in the staging of programs and events including partnerships with Drummoyne Community Centre, active communities and Grandparent Day initiatives.</p> <p>Establish a program of events in local parks including Wellness Week.</p>	<p>Pilot and evaluation after 12 months</p> <p>Community input into the designs</p> <p>Pilot and evaluation after 12 months</p> <p>3 partnerships operating</p> <p>3 park events delivered</p> <p>75% of participants at event rate it as good or excellent.</p>	<p>Day in March 09 including assisting with tree planting. Friends of the Park have also been actively involved in design of playground and consultant process with the broader community.</p> <p>Community project Officer attends monthly meetings of FOP.</p> <p>Woolworths grant opportunity sourced for McIlwaine Playground by FOP.</p> <p>Timbrell Park - ongoing liaison with Touched by Olivia Foundation and Leighton's regarding the funding and development of the Park.</p> <p>Community Service team involvement in Bayday in McIlwaine Park included a Banner making project to promote Friends of the Park, a community consultation on the playground design and a family tree planting program.</p> <p>Program planning and funding application made to support community development project "Intersections at Rhodes". Community & cultural development performing arts program.</p> <p>Council funded the "Grandparents Day Out" organised by the Drummoyne Community Centre as a component of the Centre's parenting programs (which are also funded by Council). The day was held in Drummoyne Park and attended by the Burwood Playwan. The day included intergenerational activities.</p> <p>Community Services hosted community consultations in Roberts and Central Parks on playground refurbishment design.</p> <p>NAIDOC week indigenous artist exhibition held at Concord Library. Jul 08.</p> <p>Access Committee BBQ for IDPWD supported. Dec 08.</p>

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
		<p>NAIDOC Week International Women Day International Day of (dis)Ability (Regional)</p> <p>Increase the capacity of families by providing training and education initiatives including:</p> <p>Work in partnership with Drummoyne Community Centre, early childhood services and Families NSW to deliver local affordable parenting programs</p> <p>Address the specific needs for young people to develop new creative skills including:</p> <p>Pilot a leadership program in partnership with NAPCAN and the Youth Reference Group</p> <p>Implement key findings from the Canada Bay Crime Prevention Plan including:</p> <p>Participate in Police Community Safety Precinct Committee</p> <p>Conduct safety audits of identified areas within the LGA that are of a concern from a crime and safety perspective and develop implementation plan to address.</p>	<p>30 local parents attended an event and rated the event as good or excellent</p> <p>Participation at the public forums is over 60 participants who rate the events good or excellent.</p> <p>Empower the Youth Reference group to become self managing</p> <p>Meetings attended quarterly by Mayor or representative, Director Technical Services and Operations and Community Project Officer responsible for Crime Prevention.</p> <p>2 safety audits conducted annual</p>	<p>Children's week activated provided as part of Concord Carnival in Oct 08.</p> <p>Partnership program at Lucas Gardens School for IDPWD. Dec 08.</p> <p>IWD activities included an intergenerational project titled "What Would Your Mother Say", in which young women researched older women's experience on fashion and society over the generations.</p> <p>Senior's Week activities held in Mar 09 included a harbour cruise, social dance and Seniors Expo at Concord Library.</p> <p>Youth Week activities held in Apr 09 included, What Would Your Mother Say project, Emerg Band and Skate Competition and the play by Edna Walsh "Chatroom".</p> <p>Parenting programs funded at Drummoyne Community Centre.</p> <p>Partnership with IW Ethnic Network and Families First to provide family resources at Concord Carnival. Oct 08.</p> <p>NAPCAN advised CCBC withdrawal from Pilot program due to incomplete project direction & unclear requirements of Council.</p> <p>Youth surveyed on re-invigoration of Youth Group. Nov08. Forum held Dec08.</p> <p>Police Community Safety Precinct Committee meetings attended in Apr & Jun 09.</p> <p>Safety audits of Drummoyne Peninsula, Rhodes Shopping Centre, Waterview and Kings Rd Carparks Fivedock conducted in May/June 09 in accordance with Crime Prevention Grant Application as early stages of a campaign to reduce incidents of Stealing from Motor Vehicles.</p> <p>Development Applications for community public</p>

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
	<p>Provide a range of services that are relevant and responsive to community needs</p>	<p>Refer relevant development applications to Police for assessment using Crime Prevention through Safer by Design principles.</p> <p>Develop and implement community safety education campaigns</p> <p>Continue to provide a quality family day care services including: Operate play sessions during school terms Implement quality assurance procedures Prepare a promotional campaign for the City of Canada Bay Family Day Care Scheme</p> <p>Provide for the needs of older members of our community through: Encourage greater use of Concord Seniors Centre by seniors including seniors from Culturally and Linguistically Diverse (CALD) Backgrounds</p>	<p>Weekly play sessions held with 90% participation rates 100% of carers informed/trained in quality assurance procedures. Promotional campaign developed that schedules specific advertising strategies throughout the year Promotional campaign implemented.</p> <p>10% increase in the number of senior groups using the Centre 90% participation rates by committee members</p>	<p>buildings referred to the Police for assessment under Crime Prevention Through Environmental Design principles.</p> <p>MOU and planning commenced for Council to work in partnership with Police on Operation Tabella. Program to install non-removable screws on vehicle license plates.</p> <p>Planning commenced and grant applications developed to support youth art programs in Five Dock laneways to reduce graffiti vandalism. A strategy contained in Council's Graffiti Management Strategy.</p> <p>Review of Family Day Care Scheme operations completed in Apr 09.</p> <p>FDC Policies and procedures updated Feb/May 09.</p> <p>Carer and staff training held Regular meetings with all stakeholders</p> <p>Weekly Play session in the park held at Timbrell Park and Five Dock Leisure Centre, FDC cottage and Abbotsford</p> <p>Article highlighting Carers in Bayside Brief</p> <p>Information for website currently being updated by Customer Service department Newsletters</p> <p>Brochure/Fact sheet available in libraries.</p> <p>Material provided to local services within LGA</p> <p>IMF (quality framework monitoring by DADHC) completed Apr 09 action plan provide Jul 09. Review MOW service operations commenced May 09. Ongoing.</p>

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
		<p>Providing of the seniors bus trips Provision of the Drummoyne Meals on wheels service in close collaboration with Concord Food services</p> <p>Increase the health and wellbeing of local residents, targeting primary school aged children and parents. (Pilot project Active Kids/Active Families)</p> <p>Provide a diverse Vacation Activities program for children 5-12 years and youth 13-18 years Widely promote the service to attract new users</p>	<p>Baseline statistics on pilot project which include numbers of: activities and events provided across LGA children and parents participating parents participating in Family afternoons Promotion of local facilities, parks and sporting organisations Database established</p> <p>Activities provided meet participants expectations through feedback and survey 20% increase in number of participants 10% increase in the number of activities provided On budget and on time</p>	<p>Volunteer position descriptions, handbooks and application kits produced.</p> <p>Volunteer identification badges produced.</p> <p>Review Council Community Bus programs - including Seniors Trips commenced 08 - draft review completed Jun 09.</p> <p>Active Kids program implemented for Children 5-12 yrs each school holiday period. Database established.</p> <p>Information on School Holiday Programs provided to local public schools prior to each holiday period for 08/09. 4 Editions.</p>

Cultural Planning

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Investigate and provide facilities and activities to meet the cultural and social needs of our residents (OBJ.6)	Council facilitates and promotes the local/regional arts/cultural sector	Facilitate and develop networks with: Key regional and local stakeholders Local, State and Federal Governments Regional and Arts/Cultural sectors Investigate and develop opportunities for cultural infrastructure and public arts Facilitate and/or promote the development of Cultural Activity Program	Regular contact with regional and local organisations established Forward plans on potential cultural infrastructure and public arts opportunities prepared Facilitation of business plans, strategic plans and management policies for relevant cultural infrastructure and public art initiatives Arts and Cultural Activity Program facilitated	Meetings held with ArtsNSW for strategic planning and infrastructure. Developing relations for PassionART and infrastructure report with Leichhardt. Workshop to be run with infrastructure research. Meetings held with City of Sydney, Ashfield and Burwood councils. Participated in LGSA seminars for networking and resources, discussing possibility of setting up workshop early next year. Currently developing strategies for Community Arts and Culture planning with Manager Community Services and Community Project Officers. Conducted program of events, for museum opening, What Would Your Mother Say (fashion and identity), Photo Safari with Parramatta River Catchment Group. Artist of the month exhibitions and artist talk for Wellness week
		Investigate opportunities for funding/partnerships/sponsorship	Examination/facilitation of grants opportunities and pursuing appropriate grants/partnerships/sponsorships	Developing relations for PassionART and infrastructure report with Leichhardt Council. Have had strategic conversations with Australia Council for the Arts. Have had communication with EventsNSW to develop partnership for 'GRAVE'.
Implement the strategies in the new Cultural Plan and Public Arts Policy	Strategic implementation of the Cultural Plan and Public Arts Policy	Investigate and support in a collaborative approach with Economic Development, Communication and Public Relations to increase cultural industry/tourism promotion and feasibility for cultural industry initiatives Commence implementing strategies of the new Cultural Plan and Public Arts Policy	Key recommendations and implemented with relevant staff contributions	Connecting business opportunities with exhibitions such as Marconi. Worked with CPR and libraries to promote exhibitions and talks. Currently implementing public art strategies in Drummoyne Oval and Skate Park.

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
<p>Ensure cultural input into designing, planning and developing of major capital works projects such as new facilities, new release areas/development, Urban streetscapes and foreshore parks</p>	<p>Strategic and integrated planning approach to ensure the establishment arts/cultural development for the City</p>	<p>Investigate opportunities and feasibility for inclusion of facilities and public art in all major Council projects, Master Plans and Private Public Partnership's (PPPs)</p> <p>Investigate opportunities to include cultural icons, heritage features and interpretive elements and public art to foreshore parks/ walks/cycle ways</p> <p>Establish a strategic and integrated planning approach to ensure sustainable arts/cultural development for the City</p>		<p>Currently implementing public art strategies in Drummoine Oval and Skate Park. Through the Night Skies program, working towards public art planning and protocols connected to Rhodes open spaces.</p> <p>Conducted program of events for museum opening connecting to local business. What Would Your Mother Say (fashion and identity), Photo Safari with Parramatta River Catchment Group. Artist of the month and artist talk for Wellness week</p> <p>Initial research underway.</p>

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
		<ul style="list-style-type: none"> ▪ Establish the cluster involving collecting relevant members ▪ Organize a launch event for the new program. <p>Expand the capacity of outdoor venues to accommodate a range of cultural events, including the piloting of Fred Kelly Place for street performances</p> <p>Work to meet the location needs of creative industries in local, regional and global business environments as part of a broader strategy. Develop a focus for creative industries for each town centre</p> <p>Provide skill development and capacity building opportunities for the creative industries through industry clusters and networks.</p> <p>Promote the beautification of local shopping centres through: <ul style="list-style-type: none"> ▪ physical infrastructure programs such as banners and illuminations ▪ upgrade of the Wareemba Village and providing business and community liaison for this physical improvement program. ▪ involve local community in the creation of banner designs ▪ support business involvement in the development of local precincts </p> <p>Promote a range of activities to residents to encourage them to bring friends and visitors to the area.</p> <p>Attract visitors to the city through meetings conferences and events and develop the Canada Bay region as an alternate location for Conferences and events</p> <p>Recognise the role that town centres play in fostering community cultural identity and plan to</p>	<p>Outdoor entertainment program delivered.</p> <p>Strategy adopted and implemented.</p> <p>Involvement of creative business in to business training program</p> <p>Improvements in the visual appearance of precincts. Improved contact between Council and local business in local precincts</p> <p>Network established and program implemented</p> <p>Program implemented.</p>	<p>Christmas campaign.</p> <p>6 performers used at Wareemba Christmas Event Great North Road including 2 performers Chorister events in Mortlake, Concord, North Strathfield, Wareemba, Drummoyne, Concord West</p> <p>Place making program part of wider departmental initiative Wareemba featured locally design public art banners for launch and industry network launched, face book site created, training and info pack developed. Christmas Creative industry cluster launched. Factsheets planned.</p> <p>8 training places support so far. Positive verbal feedback but no forms supplied.</p> <p>2 Audits completed. Template revisions under way. Completed Wareemba program - features 4 newsletters and a weekly ezine. 4 meetings with business and residents hosted stakeholder meetings. 2 Mainstreet committee meetings hosted. No meetings with Chambers as their meetings are not happening. Touched base with Secretary and members regularly.</p> <p>Used Australian Events Expo and Sydney Business Events marketing to distribute. Cluster established. 50 Businesses have participated in some element of the program Downloads to be measured post dedicated launch. Australian Event Expo hosted and Christmas marketing campaign completed. Colours of Canada Bay brochures distributed through local realtors 4 banner programs implemented (Wellness Week FuturesPlan 20, Launch of Wareemba, Christmas</p>

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
	Grow local purchasing activities across the City of Canada Bay	<p>maximise this function in Canada Bay.</p> <p>Conduct promotions that encourage purchasing locally, including: promotion of local precincts, networking local businesses to encourage purchasing from each other and the creation of strategic alliances and partnering TrueLocal to deliver the GO Local through TrueLocal program</p> <p>Encourage walking to local shopping centres rather than driving.</p> <p>Develop public and active transport promotions around local shopping precincts by including public transport information in the tourism signs and libraries</p>	<p>Promotions conducted and evidence of local participation</p> <p>Strategies implemented and signage in place.</p>	<p>program)</p> <p>3 Visitor signs displayed</p> <p>New stand installed at Wareemba</p> <p>Promotions hosted Wareemba celebrate, Ferratubulous, Eat Out Week, Christmas Traditions, Cycle and Shop, Mothers Day and Wellness Week.</p> <p>Over 2000 residents have participated in promotions</p> <p>Completed in 3 locations</p> <p>New sign at Wareemba and new information in existing structures.</p>

Library Services

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Engage the community to guide Council to optimise its performance in a context of changing demands (O.B.J.1)	Sustain and enhance informational, recreational and cultural opportunities for reading, listening, viewing and interacting	<p>Plan and deliver 'Artist of the Month' series in our libraries.</p> <p>Develop and deliver a program of HSC Lectures</p> <p>Develop and implement a program of displays and events that reflect the community</p>	<p>Programs implemented Attendance numbers</p> <p>Programs implemented</p> <p>Programs implemented</p>	<p>Program delivered</p> <p>Two talks held in May and June 27 students / 2 Parents</p> <p>Ongoing. Displays done at both Libraries</p>
		<p>Introduce more multicultural projects within the Library</p> <ul style="list-style-type: none"> ▪ Create partnerships with local Culturally and Linguistically Diverse organisations ▪ Celebrate harmony week <p>Develop and deliver adult/seniors programs including:</p> <ul style="list-style-type: none"> ▪ Gardening workshops ▪ Knitting workshops ▪ Health Lecture Series for seniors <p>Deliver improved programs for youth including:</p> <ul style="list-style-type: none"> ▪ Developing a youth web page which includes a my-space page and blog for young people ▪ Conduct a seminar for parents about online social networking eg. Face book, my space etc ▪ Provide information session for students and parents on research skills 	<p>Programs implemented</p> <p>Programs implemented</p> <p>Programs implemented</p>	<p>Multicultural Children's Storytime sessions conducted:</p> <ul style="list-style-type: none"> ▪ NAIDOC (Jul 08) 230 kids / 110 adults ▪ Harmony Day (March) 98 kids/ 66 adults. <p>Activities in conjunction with the Seniors Expo Grandparents story time (69 kids/ 51 adults) and involvement with "What Would Your mother Say?" inter-generational fashion project.</p>
Develop a positive profile of library resources and services in our community		<p>Develop and implement Marketing Plan/retail Strategy</p>	<p>Marketing plan developed and implemented</p>	<p>Youth Librarian assisted in running the intergenerational fashion project</p> <p>Jeans Genies creative literacy workshops launched the State wide project. 31 participants</p>
		<p>Promote the libraries by celebrating 'Library and Information Week' in May 2009</p> <p>Provide improved information about the Library collection, including:</p> <ul style="list-style-type: none"> ▪ Develop 'new to the shelves' booklet ▪ Develop 'staff recommended reads' ▪ Promote the LIAC collection by celebrating Law Week 	<p>Promotion held</p> <p>New to shelves list produced monthly</p> <p>Staff recommended produced monthly</p> <p>Law week promotion conducted</p>	<p>Kevin Hannah, Retail Display consultant visited both libraries to begin process.</p> <p>2 Staff members attended Kevin Hannah workshops and are working on ways of improving library branding and display techniques</p> <p>Marketing plan being developed</p> <p>Finalised</p> <p>Planning underway</p> <p>A monthly article is being published in the Village Voice, with themed book reviews and book list</p>

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Plan for the long term interests of the cultural, social recreational and demographic needs of the community (OBJ.3)	Council has plans that provide long term strategies	Prepare 5-10 year Library Services Plan	5-10 year Library Services plan completed	Deferred until 2009/10
To provide an expanded and current reference resources	Strengthen the library's resources and services to be responsive, diverse and relevant to changing community needs	<p>Review and refine collection management policy</p> <p>Conduct an Adult Book Buying Day once a year – to select Fiction</p> <p>Conduct a Young People book and AV buying day once a year</p> <p>Develop and implement Technology Plan in order to operate more efficiently and to expand services to the public.</p> <p>Promote the use of self check-out stations for customers</p> <p>Purchase and promote reference e-titles</p>	<p>Policy reviewed</p> <p>Event held</p> <p>Event held</p> <p>Technology plan implemented</p> <p>Increased usage of self checkers</p> <p>Increase in reference e-titles</p>	<p>Policy reviewed - revised draft being prepared.</p> <p>Not yet held due to time constraints. Customers are encouraged to submit purchase suggestions</p> <p>"Family Spending Spree" organised for July 09</p> <p>Draft being completed in light of implementation of RFID and shelf program ready</p> <p>SSROC Tender being prepared for shared services RFID project</p> <p>Ancestry.com online added - Jul 08</p> <p>World Book online added - Jan 09</p> <p>Overdrive Inner West Consortia grant successful - implementation being planned with other 4 libraries.</p> <p>History week and National Trust Heritage Festival displays and events completed.</p>
Provide a well regarded and comprehensive Local Studies collection	Local Studies resources to satisfy the needs and expectations of the community	<p>Promote the Local Studies collection:</p> <ul style="list-style-type: none"> ▪ Conducting History Week activities and displays ▪ Conducting activities and displays as part of the National Trust Heritage Festival. ▪ Contributing to the Library's program of displays and events wherever appropriate. ▪ Working with local primary schools as part of the 'local community' section of the syllabus. 	Increased enquiries on Local History matters – 5%	

Open Space, Recreation and Foreshore Areas

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Promote the benefits of living in the City (OBJ. 2)	Open space activities include programs and facilities for the arts and culture	Investigate opportunities to incorporate arts and cultural activities including aboriginal heritage into open space projects Incorporate cultural activities into open space planning documentation	Details of arts and cultural activities developed in consultation with Council's Cultural Development Officer Plans of Management and master plans include cultural planning initiatives Cultural planning initiatives developed in consultation with Council's Cultural Development Officer	Ongoing development of cultural events and projects. Aboriginal cultural heritage studies completed for Bay Run upgrade and Drummoyne Rowers rock overhang removal projects. Cultural planning incorporated into Plan of Management (POM) and Master plan (MP) for the Drummoyne Oval Precinct, the Timbrell Park all access playground and the draft Rodd Point POM.
Ensure the protection of the environment of Canada Bay (OBJ.9)	Additional foreshore access is constructed Council has identified foreshore areas which are difficult to access Priority foreshore works identified in accordance with Master Plans.	Develop opportunities to improve access to the foreshore throughout the city Pursue grant funding to assist Council to provide additional foreshore access in accordance with Council's Master Plan Develop Master plans for Rodd Point Reserve and to extend the foreshore walk adjacent to Majors Bay Reserve.	08/09 program of works developing foreshore access undertaken Ongoing upgrades to Bay Run undertaken Grant applications submitted to meet deadlines 08/09 Master plans complete Priority works developed and scheduled in 09/10 draft capital works program	Latest stage of Bay Run upgrade works complete. Sport and Recreation applications submitted for playground projects. Green space and SSHAP applications complete for 2009. Draft Rodd Point POM and MP complete Draft proposals to improve foreshore access in Mortlake complete.
There is a continual improvement in the level of usage of open space		Review site-specific Plans of Management in accordance with the Local Government and Crown Lands Act	Reviews to site-specific Plans of Management completed Community consultation conducted. Capital works priorities identified and scheduled in 09/10 draft capital works program	See above POMs.
Infrastructure requirements associated with	Develop Barnwell Park and Massey Park Golf Courses developed in accordance with the current Master Plans		Course improvements undertaken in 08/09 as scheduled Priority works developed and scheduled in the 09/10 draft capital works program Statistics on golf course usage reviewed	Stage 1 - Golf course signage complete.
Ensure the long term financial sustainability of Council's assets	Develop innovative projects to upgrade the quality of open space areas		Projects progressively developed and scheduled in 09/10 draft capital works program	See above POMs.

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
(OBJ.10)	population changes are included in medium/long term plans	Maintain and upgrade the standard of leased recreation venues	Regular liaison with lessees at Swimming centres, Golf courses and Leisure centre. Maintenance works scheduled	Regular meetings and liaison being held with lessees at swimming centres and golf courses.
		Develop concept and construction plans in accordance with Plans of Management, Master Plans and Capital Works Program	08/09 program of works completed Plans consider and include cultural and heritage issues	Park and playground upgrades being undertaken in accordance with program and plans developed through consultation process.
		Develop and install the open space signage system and address interpretive and ordinance requirements	Staged roll out of signage suite completed	Signage being installed with playground upgrades
		Develop policies which promote equitable usage of open space areas	Develop walking volunteers mapping and support health professionals using parks Develop proposals in accordance with "Lets Play". Implement 08/09 program of works as scheduled	Guidelines for trainers using parks developed. Works program in accordance with Let's Play underway, including works at Warbrick, Roberts, Dunlop, Central, McIlwaine and Timbrell Playgrounds.
		Identify opportunities to address sustainability	08/09 program of works including solar lighting and tree planting completed Projects progressively developed and scheduled in 09/10 draft capital works program	Tree planting scheme for 2009/10 under development.
		Seek funding opportunities for landscape, recreation and sports facility improvements	Grant applications submitted to meet deadlines 08/09	As above. Applications also submitted for playground project to DLG, however, unsuccessful.
		Develop projects to upgrade sporting facilities	Projects progressively developed and scheduled in 09/10 draft capital works program 08/09 program of works including floodlighting and upgrade of amenities completed	Concept proposals developed for Campbell Park and the Drummoyne Oval and Taplin Park Precinct and currently working through DA process.
	Respond effectively to community expectations	Engage local sporting groups to discuss options for active recreation development within CCBC	Groups actively engaging with Council to management and develop facilities	Consultation in partnership with Customer services ongoing including: <ul style="list-style-type: none"> physical was at Warbrick, Roberts, Central, Dunlop, Timbrell and McIlwaine. Continued support and activities through Friends of the Park at McIlwaine Playground.
	Provide best practice standards of service in response to increasing demands, subject to resources	Implement the Let's Play strategy	Playgrounds upgraded in accordance with strategy. Key stakeholders consulted effectively 08/09 program of works completed	Program of works scheduled and underway, consultation ongoing.
	Engage the community to guide Council to optimise its performance in a context of changing demands (OBJ.1)			

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Encourage the development of and support of local businesses (OBJ.7)	available Investigating entrepreneurial opportunities	Investigate potential to develop businesses in Council's open space areas	Opportunity developed to establish kayak hire and tour launches from Rodd Point Reserve	Consultation ongoing with two companies who wish to operate from council foreshore areas. EOJ also provided for food and beverage outlets.
Develop long term plans to ensure the sustainability of Council's operations. (OBJ.8)	Ensuring the protection of Council assets by the formation of long-term plans	Input into Council's Asset Management system regarding development of parks and recreation facilities	Asset register contains priority listings for upgrades, redevelopments and augmentations of Councils parks and recreation assets	Consultation with TS&O ongoing regarding development of asset management plan.

Planning and Environment Statutory Planning Services

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
<p>Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)</p>	<p>All standard Council formats, standard conditions and assessment procedures comply with statutory obligations and are beyond legal challenge</p>	<p>Development Application Templates are reviewed with a view to simplification whilst ensuring assessments and determinations arising from those templates remain legally robust if challenged</p>	<p>The quality of assessments and determinations remain high and determinations are legally valid.</p>	<p>Standard Conditions of Development Consent required review due to legislative changes and project initiated to incorporate new standard conditions into revised standard report formats for individual land use types. Standard Conditions now completed and standard report formats are 50% completed.</p>
<p>(Cont.) Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)</p>	<p>Development applications are processed within reasonable time frames and consistent with community and legal expectations</p>	<p>Statutory Planning procedures be reviewed and refined in order to achieve improved processing times.</p>	<p>That processing times be reduced by 10% in 2008/09 period.</p>	<p>Abovementioned improvements to standard conditions and report formats will assist assessment planning staff in producing reports in a more timely and efficient manner. Improvements have also been made to lodgement and checking procedures for DA's to ensure a greater level of completeness of information upon lodgement to reduce delays resulting from the need to seek further information from applicants.</p>
<p>(Cont.) Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)</p>	<p>Development applications are processed within reasonable time frames and consistent with community and legal expectations</p>	<p>Statutory Planning procedures be reviewed in response to any new legislation enacted as a result of the Planning Reform Discussion Paper released in November 2007.</p>	<p>That processes and procedures are consistent with any legislative obligations arising out of the Planning Reform proposals by the Department of Planning</p>	<p>Reforms to the NSW Planning System are extensive and ongoing. The reforms have resulted in changes to assessment procedures, standard conditions and standard report formats and these processes will need to be further refined as the reforms continue to occur and be enacted by the State Government.</p>
		<p>Review service level agreements in consultation with City Assets, Environmental Services, Community Services and Strategic Planning Services</p>	<p>Quarterly review of Service Level Agreements commenced Delays in development application process due to requests for additional information are reduced by 30% Delays in development application process due to lengthy referral requirements are minimised with 80% of referrals returned within 21 days</p>	<p>Referral of DA's to engineering, landscaping, traffic, environmental health, building surveying and other staff have all been reviewed and improvements have been achieved. Process is ongoing as further improvements are required and the process needs to be regularly reviewed to ensure that improvements continue to occur.</p>

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
<p>Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)</p>	<p>All standard Council formats, standard conditions and assessment procedures comply with statutory obligations and are beyond legal challenge</p>	<p>Development Application Templates are reviewed with a view to simplification whilst ensuring assessments and determinations arising from those templates remain legally robust if challenged</p>	<p>The quality of assessments and determinations remain high and determinations are legally valid.</p>	<p>Standard Conditions of Development Consent required review due to legislative changes and project initiated to incorporate new standard conditions into revised standard report formats for individual land use types. Standard Conditions now completed and standard report formats are 50% completed.</p>
<p>Development applications are processed within reasonable time frames and consistent with community and legal expectations</p>	<p>Development applications are processed within reasonable time frames and consistent with community and legal expectations</p>	<p>Statutory Planning procedures be reviewed and refined in order to achieve improved processing times.</p>	<p>That processing times be reduced by 10% in 2008/09 period.</p>	<p>Abovementioned improvements to standard conditions and report formats will assist assessment planning staff in producing reports in a more timely and efficient manner. Improvements have also been made to lodgement and checking procedures for DA's to ensure a greater level of completeness of information upon lodgement to reduce delays resulting from the need to seek further information from applicants.</p>
<p>Increase planning, urban design, heritage skills</p>	<p>Source relevant courses and provide positive encouragement for Planning Officers to improve their skills by way of relevant professional development</p>	<p>Statutory Planning procedures be reviewed in response to any new legislation enacted as a result of the Planning Reform Discussion Paper released in November 2007.</p>	<p>That processes and procedures are consistent with any legislative obligations arising out of the Planning Reform proposals by the Department of Planning</p>	<p>Reforms to the NSW Planning System are extensive and ongoing. The reforms have resulted in changes to assessment procedures, standard conditions and standard report formats and these processes will need to be further refined as the reforms continue to occur and be enacted by the State Government.</p> <p>Development assessment staff have been booked in to attend further training sessions and conferences on the NSW Planning Reforms and their affect on DA assessment procedures etc. Training in this area in particular will be ongoing for the foreseeable future as the NSW Planning Reforms continue to be rolled out across the state.</p>

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<p>Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)</p>	<p>All standard Council formats, standard conditions and assessment procedures comply with statutory obligations and are beyond legal challenge</p>	<p>Development Application Templates are reviewed with a view to simplification whilst ensuring assessments and determinations arising from those templates remain legally robust if challenged</p>	<p>The quality of assessments and determinations remain high and determinations are legally valid.</p>	<p>Standard Conditions of Development Consent required review due to legislative changes and project initiated to incorporate new standard conditions into revised standard report formats for individual land use types. Standard Conditions now completed and standard report formats are 50% completed.</p>
	<p>Development applications are processed within reasonable time frames and consistent with community and legal expectations</p>	<p>Statutory Planning procedures be reviewed and refined in order to achieve improved processing times.</p>	<p>That processing times be reduced by 10% in 2008/09 period.</p>	<p>Above mentioned improvements to standard conditions and report formats will assist assessment planning staff in producing reports in a more timely and efficient manner. Improvements have also been made to lodgement and checking procedures for DA's to ensure a greater level of completeness of information upon lodgement to reduce delays resulting from the need to seek further information from applicants.</p>
<p>Ensure the protection of the environment of Canada Bay (OBJ.9)</p>	<p>All relevant information on Development Applications may be viewed on Council's Web Site</p>	<p>Statutory Planning procedures be reviewed in response to any new legislation enacted as a result of the Planning Reform Discussion Paper released in November 2007.</p>	<p>That processes and procedures are consistent with any legislative obligations arising out of the Planning Reform proposals by the Department of Planning</p>	<p>Reforms to the NSW Planning System are extensive and ongoing. The reforms have resulted in changes to assessment procedures, standard conditions and standard report formats and these processes will need to be further refined as the reforms continue to occur and be enacted by the State Government.</p> <p>The NSW Department of Planning is currently running a pilot project across several NSW Councils to trial an e-portal system for the electronic lodgement of Development Applications. Once the pilot project has been completed and decisions have been finalised regarding the portal, Council will then be in a position to finalise e-lodgement procedures.</p>
		<p>Introduce e-lodgement facilities for Development application customers</p>		

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Ensure the best possible management of Council resources in a context of its statutory obligations (OBU.5)	All standard Council formats, standard conditions and assessment procedures comply with statutory obligations and are beyond legal challenge	Development Application Templates are reviewed with a view to simplification whilst ensuring assessments and determinations arising from those templates remain legally robust if challenged	The quality of assessments and determinations remain high and determinations are legally valid.	Standard Conditions of Development Consent required review due to legislative changes and project initiated to incorporate new standard conditions into revised standard report formats for individual land use types. Standard Conditions now completed and standard report formats are 50% completed.
	Development applications are processed within reasonable time frames and consistent with community and legal expectations	Statutory Planning procedures be reviewed and refined in order to achieve improved processing times.	That processing times be reduced by 10% in 2008/09 period.	Above mentioned improvements to standard conditions and report formats will assist assessment planning staff in producing reports in a more timely and efficient manner. Improvements have also been made to lodgement and checking procedures for DA's to ensure a greater level of completeness of information upon lodgement to reduce delays resulting from the need to seek further information from applicants.
		Statutory Planning procedures be reviewed in response to any new legislation enacted as a result of the Planning Reform Discussion Paper released in November 2007.	That processes and procedures are consistent with any legislative obligations arising out of the Planning Reform proposals by the Department of Planning	Reforms to the NSW Planning System are extensive and ongoing. The reforms have resulted in changes to assessment procedures, standard conditions and standard report formats and these processes will need to be further refined as the reforms continue to occur and be enacted by the State Government.
		Review all information contained on Council's website every quarter to insure that it is up to date, clear and reflects all current statutory requirements as those requirements change	Current planning and development information is available to the public on the Council's web site at all times and that information is clear and in plain English All new information updates are agreed to by Strategic Planning Services	A review of all information, links, documents and updates of legislation has been carried out for the Planning and Development section of the web page. This review has now been completed and the new look section of the web page is fully operational.

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<p>Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)</p>	<p>All standard Council formats, standard conditions and assessment procedures comply with statutory obligations and are beyond legal challenge</p>	<p>Development Application Templates are reviewed with a view to simplification whilst ensuring assessments and determinations arising from those templates remain legally robust if challenged</p>	<p>The quality of assessments and determinations remain high and determinations are legally valid.</p>	<p>Standard Conditions of Development Consent required review due to legislative changes and project initiated to incorporate new standard conditions into revised standard report formats for individual land use types. Standard Conditions now completed and standard report formats are 50% completed.</p>
	<p>Development applications are processed within reasonable time frames and consistent with community and legal expectations</p>	<p>Statutory Planning procedures be reviewed and refined in order to achieve improved processing times.</p>	<p>That processing times be reduced by 10% in 2008/09 period.</p>	<p>Above mentioned improvements to standard conditions and report formats will assist assessment planning staff in producing reports in a more timely and efficient manner. Improvements have also been made to lodgement and checking procedures for DA's to ensure a greater level of completeness of information upon lodgement to reduce delays resulting from the need to seek further information from applicants.</p>
		<p>Statutory Planning procedures be reviewed in response to any new legislation enacted as a result of the Planning Reform Discussion Paper released in November 2007.</p>	<p>That processes and procedures are consistent with any legislative obligations arising out of the Planning Reform proposals by the Department of Planning</p>	<p>Reforms to the NSW Planning System are extensive and ongoing. The reforms have resulted in changes to assessment procedures, standard conditions and standard report formats and these processes will need to be further refined as the reforms continue to occur and be enacted by the State Government.</p>
	<p>All agreements under s93F of the Environmental Planning and Assessment Act are managed and recorded</p>	<p>To prepare a new procedure for the administration of s93F Agreements once they have been entered into by the parties.</p>	<p>A detailed procedure be established which clearly prescribes the managements and recording of legal documents associated with s93F in accordance with Council policy and in accordance with the EPA Regulations</p>	<p>Project involves review of the administration process for registering Section 93F Agreements. Preliminary review has commenced and is being co-ordinated by the Director Planning and Environment and administration staff.</p>

Strategic Urban Planning

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Plan for the long-term interests and needs of the community (OBJ.4)	Council has a Comprehensive Local Environment Plan (LEP) to guide future development in the City of Canada Bay	Prepare a draft Comprehensive LEP that incorporates future growth potential in Canada Bay and projections over the next 30 years under the provisions of the Sydney Metropolitan Strategy and Council's Housing and Employment Study	<p>Draft Comprehensive LEP for Canada Bay prepared which conforms with legislative requirements and addresses issues including:</p> <ul style="list-style-type: none"> ▪ Dwelling projections ▪ Housing needs (affordability, choice, adaptability) ▪ Opportunities for areas of increased residential development ▪ Opportunities for increased employment ▪ Opportunities for cultural activities 	<p>Priority was given to the preparation of a Local Planning Strategy. This Strategy was workshoped with the Councillors and the Department of Planning. It was placed on public exhibition during June 2009.</p> <p>The Local Planning Strategy will provide a framework for land use planning in Canada Bay and will guide the preparation of the comprehensive LEP.</p> <p>Work has begun on the preparation of the LEP but the time frame for completion was amended to accommodate the time frame with the Strategy and advice from the Department of Planning..</p>
	<p>Conduct meaningful community consultation to identify and seek comment on the draft Comprehensive LEP</p> <p>Facilitate gazettal of Comprehensive LEP in conjunction with the Department of Planning</p>	<p>Conduct meaningful community consultation to identify and seek comment on the draft Comprehensive LEP</p> <p>Facilitate gazettal of Comprehensive LEP in conjunction with the Department of Planning</p>	<ul style="list-style-type: none"> ▪ Public submissions received ▪ Relevant amendments made in response to consultation <p>Gazettal of Comprehensive LEP</p>	<p>The LEP has not been publicly exhibited.</p> <p>Gazettal date dependent on advice from the Department of Planning.</p>
A Section 94 Strategy is prepared which levies development contributions for works for the social, cultural, built and natural environment arising out of demand created by new development		<p>Prepare a Section 94 Strategy and Contribution Plan(s)</p> <p>Note: Dependent on the outcomes of State Planning Reforms</p>	<ul style="list-style-type: none"> • Preparation of Contributions Strategy that identifies a capital works program which addresses the likely demand for public facilities from new development and provides a sound basis for the levying of Section 94 Contributions from new development • A document that identifies appropriate areas/levels of expenditure and sound management practices • Draft Section 94 Plan(s) prepared • Public submissions received • Relevant amendments made in response to consultation 	<p>The State Government's Planning Reform program has led to a delay in the commencement of this project.</p> <p>See above</p>
Council's Comprehensive and Site Specific and Precinct DCPs are up to date		<p>Conduct meaningful community consultation to identify and seek comment on the draft Section 94 Plans</p> <p>Review and update Comprehensive DCP and Site Specific and Precinct DCPs as required</p>	<p>DCPS are updated and exhibited to reflect Comprehensive LEP provisions and amendments made as required</p>	<p>Review undertaken and amended DCP prepared.</p>

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Ensure the protection of the environment of Canada Bay (OBJ.5)	The heritage of Canada Bay is protected and preserved	<p>Review Strathfield Triangle LEP & DCP controls</p> <p>Ensure appropriate development provisions/controls are included in the LEP and DCPs</p> <p>Promote the importance and benefits of heritage and conservation to the community</p>	<p>Draft controls prepared for public exhibition</p> <p>Council's planning documents include strategies to protect Heritage Items and Conservation Areas</p> <ul style="list-style-type: none"> • Residents seek advice from Council's Heritage advisor Prepared Heritage Fact sheets to assist residents and applicants in developing an understanding of heritage matters • Events conducted during Heritage Week and throughout the year where appropriate 	<p>Project commenced and public consultation undertaken.</p> <p>Draft due early September 2009</p> <p>Project completed and appropriate controls have been included.</p> <p>These projects are ongoing.</p>

Environmental Enhancement

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Ensure the protection of the environment of Canada Bay (OBJ.9)	Community awareness of environmental issues is heightened, and there is active community participation in environmental programs	<p>Prepare the annual State of the Environment Report (SoE)</p> <p>Continue Cities for Climate Protection (CCP) milestone activities - CCP Plus & Water Campaign</p> <p>Organise & coordinate the Clean Up Australia Day activities for the City of Canada Bay</p> <p>Hold Environmental Education Exhibitions</p> <p>Development of Local Orders Policy</p>	<p>Completion on the SoE on time</p> <p>Completion of further milestones and projects as per program timetable</p> <p>All nominated sites in the area completed and cleaned on the day</p> <p>Exhibition held at Ferragosto and Concord street fairs</p> <p>Development of policy through consultation and observance of current procedures.</p>	<p>Work has commenced on the 2009 Report.</p> <p>CCP Program has been cancelled due to budget cuts. New program has been developed. Adaptation to Climate Change Program.</p> <p>All sites nominated cleaned and rubbish picked up.</p> <p>Stall manned at Ferragosto One to be manned at Concord.</p> <p>Policies are under constructed at present.</p>
	Council reports on environmental savings as part of all of its relevant activities	<p>Prepare Council reports that document statistics on: Tons of greenhouse gases generated by Council's electricity, motor vehicles, other energy sources</p> <p>Implement Council's adopted Energy Performance Contract</p> <p>Implement the Council's Water Savings Action Plan</p>	<p>Plan activated and measures completed</p> <p>Energy consumption in monitored and reported on a quarterly basis</p> <p>Reduction in Energy consumption for the nominated Council properties</p>	<p>Work currently being undertaken.</p> <p>Awaiting outcome of grant funding.</p> <p>Water Plan Implementation underway as well as monitoring.</p>
	Council to become more sustainable in all processes across all departments in the organisation	<p>Support the operation of the Sustainability Committee made up from all Council Department</p> <p>Complete Sustainability Plan with actions for each department</p>	<p>Number of meetings convened in the year</p> <p>Number of actions implemented</p>	<p>Regular meeting held minutes taken.</p> <p>Not fully ready for implementation.</p>
	Rural Council Partnership Program	<p>Hold a Sustainability Forum for the Community and investigate participation in national Local Government carbon trading scheme.</p>	<p>Completion and presentation of the Sustainability Forum.</p>	<p>Not being undertaken.</p>

Public Health

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Promote the benefits of living in the City (OBJ.2)	New Food Surveillance Program	<p>Completion of 3 Food handlers Seminars in various areas in the city Develop Food Rating scheme</p> <p>Inspection of registered food premises in the area</p>	<p>Completion of the seminars in the timeframe Rating System operational</p>	<p>Foodhandlers Seminars completed in both Five Dock, Concord and Drummoyne. To be developed and implemented by January 2010.</p>
	<p>The Public Health Strategy for the City of Canada Bay is up to date and its recommendations are implemented</p> <p>Legionella Management Plan is implemented to minimise health risks</p>	<p>Review and implement the Public Health Strategy and make amendments</p> <p>Revise and update the Legionella Management Plan</p> <p>The Inspection of all premises which house registered systems for Legionella control</p> <p>Maintain regular liaison and work in conjunction with the NSW Department of Health</p> <p>Council to facilitate and participate in Public Health Forums in conjunction with Economics Development and Concord Hospital.</p> <p>Inspection of registered Skin Penetration premises.</p> <p>Conduct education seminars for all Skin Penetration Premises</p>	<p>Inspection of all premises within the City of Canada Bay</p> <p>All Public Health Strategy actions scheduled for 2008/09 actions are implemented</p> <p>Annual review of plan to ensure the plan is accurate and current</p> <p>Inspection of all premises on the Council's register</p> <p>Attend regular meetings and training with the Department</p> <p>4 per year</p> <p>Annual inspections</p> <p>2 per year.</p>	<p>Due to staff resources being limited and other more urgent matters, not all the shops were inspected in the timeframe. Catch up underway at present.</p> <p>The set tasks were completed and new actions formed. Still ongoing tasks to be maintained.</p> <p>Plan updated and reviewed.</p> <p>Inspections all carried out and action taken where non compliance was observed.</p> <p>Meetings were all attended and training where applicable were attended.</p> <p>PHF were conducted with great success and high numbers of residents in attendance.</p> <p>Program was not completed and has been restarted for the next year.</p> <p>2x Seminars schedule for September/October 2009</p>
Promote the benefits of living in the City (OBJ. 2)	Council is a known as a promoter of good health			

Public Order and Safety (Law Enforcement)

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Plan for the long-term interests and needs of the community (OBJ.3)	Ensure that the existing parking is utilised to its maximum potential and that adequate turnover of spaces is occurring	Review and amend the parking patrol program throughout the whole City	Reports provided on "hot spots" and areas of concern	Parking Patrol Program is fluid in that it is constantly being adjusted to suit the needs of the area and demand for parking.
	Review of Enforcement procedures used with the City	Investigate the installation of trialling a Parking Overstay Detection System (PODS) in a Council carpark in Canada Bay. Development of an Enforcement Policy	A trial being completed and results presented. Development of Policy through consultation and assessment of current practices. Policy implemented with supporting training program	Still under consideration a trial will be a likely outcome. Policy completed and reviewed by staff and Councillors. Is currently on public exhibition before going before Council.

Waste Management

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Promote the benefits of living in the City (OBJ.2)	Environmental management is part of reporting. City has improving ratio of recycled material	Promote recycling in council's publications and at festivals. (See also Environmental Enhancement)	50% of waste is either recycled or garden/organic Three recycling promotions held	Events & Articles - Ferragosto, Concord St Fair, Compost Awareness Week, National Recycling Week, World Environment Day, Household Chemical Clean Out, Community Sharps, Clean Up Australia Day, Fridge Buy Back Articles - Waste Hotline, MUD Guide, kNow waste Art Competition
	Provide extensive education material to the community on the operation of the waste collection service. In particular NESB community members	To monitor the Regional Recycling Contract with materials being taken to Visy Recycling at Smithfield Reduction of material to landfill and an increase in the rate of recycling in the City	The waste collection system attains a compliance level of 95%	Weekly, Monthly and Yearly reports submitted by the Waste Collection Contractor. Community workshop held at Scalabrini Village. It was arranged through Italy Online an organisation who promotes Italian business's and services. 17 staff attended. Multi Lingual brochure disseminated at all local festivals and libraries.
	Develop educational programs targeting recycling in multi occupancy dwellings to reduce contamination of materials	Work in conjunction with the other Inner City Councils & Visy Recycling in developing a Recycling Education Program	Levels of contamination being below 5%	Last audit held Nov 07 - Regional recycling audit due Feb 09 deferred
Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)	To maintain the highest possible standards in municipal waste collection	Develop educational programs targeting recycling in multi occupancy dwellings to reduce contamination of materials Work in conjunction with the other Inner City Councils & Visy Recycling in developing a Recycling Education Program	Reduced tonnages of waste disposed of at landfills 50% of total waste reduced Increased tonnages of recycling collected	In an economic downturn papers, magazines and glass drink bottles are the first items people cut back on which are also the heaviest items in the recycling bin
Ensure the protection of the environment of Canada Bay (OBJ.9)	Conduct a food waste trial within the city	To monitor the performance of the contractor of the waste collection service to ensure that all residents are provided with an efficient & effective service Development of Waste Management Strategy	Contamination level of less than 5% is shown by waste auditing procedures Attendance at the majority of meeting with the Inner Sydney Waste Managers Groups and SSROC Waste Group Percentage of complaints overdue <5%	MUD guide for Bodies Corporate and Strata Managers developed and disseminated. To date 26% of Mud's have requested resources. Attendance and participation in SSROC projects.
	Conduct a food waste trial within the city	Report on the benefits and costs of implementing a food waste service	Development and implementation of strategy outcomes	All complaints are monitored and evaluated at regular interviews. Strategy to be written in conjunction with the next collection contract due to expire June 2011
			Decision on whether to introduce a food waste collection system in the City of Canada Bay.	Waste strategy to compare the environmental and financial benefits of food recovery against AWT.

Technical Services and Operation

Buildings

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
<p>Plan for the long-term interests and needs of the community (OBJ.3)</p>	<p>Council has a 5-10yr strategy to ensure that its assets are managed to meet the needs of the community</p> <p>Council has significantly upgraded its facilities to meet the needs of a changing demographic and growing population</p>	<p>Address Infrastructure Demand Forecasts in an initial short/medium term Building Assets Management Plan</p> <p>Construct major building facilities to address the growing needs of the City</p>	<p>Reviewed relevant information to identify potential future demand, including ABS figures and other Council adopted plans</p> <p>Developed 3- 5 year Demand Management Plan for Council Buildings and include in an initial Building Assets Management Plan</p>	<p>Draft Asset Management Plan and 1, 4 and 10 year draft Capital maintenance and renewal programme completed. Programmed works require annual prioritisation with the available budget.</p> <p>Cabarita Pool Facilities Renewal Completed Rhodes Education Facility Completed</p>

Drainage

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Ensure the protection of the environment of Canada Bay (OBJ.9)	To improve the quality of water being discharged to Parramatta River	Stage implement of Homebush Bay Stormwater Management Plan and Lower Parramatta River Stormwater Management Plan (SMP)	Area wide high impact items implemented as identified in the Capital Works Program (CWP) (See page 111) Measure identified s from SMPs implemented	Two Gross Pollutant Traps constructed in Brays Bay (Lovedale Place) in accordance with Capital Works Programme.
	There is a reduction of the quantity of water being discharged	Ensure that all 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 are conducted	Ongoing management of erosion and sedimentation controls are maintained on all work site
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Councils assets are protected using long term plans	Continue to develop the asset register and condition assessments of Council's drainage assets by validating data	Council has a 5-10 year strategy to ensure that its assets are managed to optimise use and long term viability Fair value assessment completed	Review of Asset Management Plan, 1, 4, 10 year programmes required annually. Review of the Fair value is also required.
	Drainage Network is assessed to ensure efficient management of stormwater	Obtain funds and undertake drainage maintenance to failed and inadequate structures and systems Develop information on extent of flooding and drainage capacity required	Flooding inconvenience are minimised in accordance with CWP (See page 111) Accurate City-wide drainage model of catchments is completed	Maintenance works carried as required throughout the year Council has received 2:1 grant funding under the NSW Floodplain Management Programme City of Canada Bay Floodplain Risk management Plan. The Plan will be prepared of the next three years.
Water conservation initiatives are incorporated in the Water Savings Action Plan		Identify substandard drainage and required upgrade drainages to facilities to improve stormwater flow and minimise flooding	Drainage facilities outlined in CWP to improve stormwater flow and minimise flooding are upgraded (See page 111)	The following capital drainage works were completed: Loch Maree Parade Killoola Street Emily Street Wymston Parade Blaxland Road Cometrowe Street Crane Street Regatta Road Guandong Street
		Make significant water savings in accordance with the Water Savings Action Plan recommendations	Reduced water usage (Subject to CWP) (See page 111)	Project is ongoing
		Contribute to a City wide implementation of the Water Savings Action Plan (WSP)	Actions & Measures identified in WSP	Project is ongoing
		Commence Implementation of water components of the Water Savings Action Plan.	Components implemented	Powells Creek Stormwater Harvesting Project Completed Concord Oval Stormwater Harvesting project Completed

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
<p>Ensure the long term financial sustainability of Council's assets (OBJ.10) (Cont.)</p>	<p>There is a reduction in nuisance and damage caused by stormwater</p>	<p>Upgrade Drainage Facilities to improve stormwater flow and minimise flooding</p>	<p>Flooding damage and inconvenience minimised in accordance with CWP</p>	<p>The following capital drainage works were completed: Loch Maree Parade Killoola Street Emily Street Wymston Parade Blaxland Road Cometrowe Street Crane Street Regatta Road Quandong Street</p>
	<p>Increased construction and maintenance of for stormwater infrastructure achieved</p>	<p>Construct and maintain stormwater infrastructure items funded by Stormwater Management Services Charge SMSC and upgrade known problem areas</p>	<p>All Stormwater Management Services Charge items scheduled for 2008/09 are completed Flooding inconvenience minimised</p>	<p>The following capital drainage works were completed: Loch Maree Parade Killoola Street Emily Street Wymston Parade Blaxland Road Cometrowe Street Crane Street Regatta Road Quandong Street</p>

Foreshore Structures

2008/2009 ANNUAL REPORT DELIVERY SUMMARY			
CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES
Develop long term plans to ensure the sustainability of Council's operations (OBJ.8)	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability	Identify current levels of service provided by Council with respect to foreshore infrastructure	A comprehensive list of current levels of service with respect to Council's foreshore infrastructure is developed Life cycle cost estimates for the provision of Council's foreshore infrastructure are determined
		Develop and implement a foreshore infrastructure replacement, refurbishment, augmentation and demolition strategy	Asset register developed that contains conditions assessments of Council's foreshore structure assets All relevant Council adopted plans and strategies are reviewed and foreshore data is validated A 3-5 year capital works and maintenance program for Council's foreshore infrastructure is developed
Ensure the protection of the environment of Canada Bay (OBJ.9)	Identify potential foreshore infrastructure refurbishments and acquisitions in long term asset management plans	Identify opportunities for foreshore refurbishment and acquisitions through current and future developments	Reviewed all relevant planning strategies (including Master Plans and Plans of Management) List of opportunities for future foreshore development prepared A 3-5 year augmentation plan for Council's foreshore infrastructure is developed
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability	Develop Asset Management Plans that link with Council's new Community Strategic Plan and Long Term Financial Sustainability Plan	As foreshore development occurs, foreshore structures are either held in private ownership or transferred to public ownership. The 1,4,10 year programme of works is unable to be funded under the present funding levels. Alternative funding sources are required to commence programme of works. Repair works are being carried out with maintenance funding

Infrastructure Management

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Plan for the long-term interests and needs of the community (OBJ.3)	Council has a 5-10yr strategy to ensure that its assets are managed to meet the needs of the community	Address Infrastructure Demand Forecasts in an initial short/medium term Asset Management Plan	Review relevant documents, including demographic data and population projections, to identify future infrastructure demands 3- 5 year Demand Management Plan in association with an initial Asset Management Plan developed	1, 4, 10 year programmes are being delivered in accordance with the approved capital works budget demands
Ensure the best possible management of Council resources in a context of its statutory obligations (OBJ.5)	Council complies with asset reporting in accordance with all relevant legislation and statutory requirements	Develop an Asset Management system that allows for comprehensive reporting of Council's assets	Compile a complete Council assets register, with condition assessments of all of Council's Assets Undertaken an evaluation of assets to 'Fair Value' in accordance with DLG requirements	Finalisation of the Asset management plans and a review of the fair values are required prior to reporting to Department of Local Government.
Develop long term plans to ensure the sustainability of Council's operations (OBJ.8)	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability	Develop a Corporate Asset Management Framework through the Asset Management Reference Group (AMRG)	Agreement on the Terms of Reference for Council's AMRG Developed a set of Corporate Asset Management policies and procedures Developed a Corporate Asset Management system that links all divisions within Council Developed a 3-5year capital works and maintenance schedule, using information from the assets register and condition assessments	The Asset Management Reference Group has achieved an Asset Management Policy , Strategy and draft Asset Management Plans. Council has adopted an asset management system to corporatise the management of assets.
Ensure the protection of the environment of Canada Bay (OBJ.9)	Council considers and develops strategies at minimising green house gas emissions & general pollution	Identify current levels of service provided by Council	A comprehensive list of current levels of service provided by Council is developed The cost of providing each of the services is determined	Level of service that each asset group is providing to the community is detailed within the asset management plan. Generally Council has a declining level of service and requires a significant investment in asset renewal to slow the rate of asset level of service decline.
Ensure the protection of the environment of Canada Bay (OBJ.9)	Council considers and develops strategies at minimising green house gas emissions & general pollution	Incorporate energy considerations, global warming and other external influences as policy issues	Implemented Council's Energy and Water Savings Action Plans as identified in the Capital Works Program (See page 111)	Council has completed the water savings and energy saving projects indentified in the Capital Works Budget. Concord Oval Rainwater harvesting completed Powells Creek Reserve Stormwater harvesting completed.

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
of Council's assets (OBJ. 10)	that its assets are managed to optimise use and long term viability	<p>Financial Sustainability Plan</p> <p>Future infrastructure projects to consider long term maintenance budget implications</p> <p>Require private development to design and construct infrastructure in accordance with Council's specifications</p>	<p>Initial Asset Management Plan</p> <p>Life-cycle costing figures are included in Council's annual budget estimates</p> <p>Proposed new infrastructure complies with Council's specifications</p>	<p>funding availability until alternative funding sources can be achieved.</p> <p>Lifecycle costs are considered as part of Council's Budget considerations in the preparation of Council's Capital Works Programme.</p> <p>Developer works constructed in accordance with Council's Specifications. Significant works were constructed and transferred to Council ownership in Rhodes</p>

Lighting of Public Places

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Develop long term plans to ensure the sustainability of Council's operations (OBJ.8)	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability	<p>Develop an asset register and conditions assessments of Council owned street lighting assets</p> <p>Identify the current open space lighting levels provided by Council and include in long term Asset Management Plans</p>	<p>Register of Council owned street lighting assets is completed</p> <p>Assessment of the condition of Council owned street lighting assets completed</p> <p>Developed a comprehensive list of current levels of service provided by Council</p> <p>Current lighting levels in open space reviewed for risk and energy ratings</p> <p>Developed a complete lighting asset data base, comprising condition assessments for all Councils open space lighting assets</p> <p>Determined the life cycle cost of providing each of the services</p> <p>Developed a 3-5 year capital works and maintenance program for open space lighting</p>	<p>Register commenced, Street Lighting Assets require incorporation into Asset Management Plan and GIS system.</p> <p>Asset register completed. Maintenance program under development. Incorporation of maintenance programme into Asset Management Plan is the next action required.</p>
Ensure the protection of the environment of Canada Bay (OBJ.9)	Council considers and develops strategies at minimising green house gas emissions & general pollution	<p>Incorporate energy considerations, global warming and other external influences in the development of an Open Space Lighting Policy</p> <p>Advocate the use of lower power consumption lamps to reduce energy consumption</p>	<p>Representations made to electricity supplier</p>	<p>As open space lighting is renewed. Energy efficient lights are being used to replace old technology lighting</p> <p>Energy Australia are now replacing old technology lighting with new technology lighting which has significantly improved the efficiency of the street lights ie A significant increase in the measured lux output per watt input.</p>
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Council has a 5-10yr strategy to ensure that its assets are managed to optimise use and long term viability	Open Space lighting strategy to consider long term financial implications	Life-cycle costing figures determined for each open space lighting option and included in an evaluation matrix, prior to drafting Council's Open Space Lighting strategy	As new sports field lighting projects and renewal of lights occur, lifecycle costs are considered in the selection of the lights and lighting systems to ensure lamp longevity, minimise maintenance costs and electrical consumption.

Road Safety

CORPORATE OBJECTIVE			2008/2009 ANNUAL REPORT DELIVERY SUMMARY	
CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Promote the benefits of living in the City (OBJ.2)	Higher usage of bicycles and the local bicycles paths are promoted	Promote the use of bicycle usage in Bike Week	An article in Bayside Brief Press release produced and distributed	Completed
Support, enhance and localise state, regional strategies and actions in enforcement and public education activities that correspond to local priorities	Road safety campaigns have been conducted which help make usage of local road network safer for all users	Conduct local speed campaigns to educate drivers to reduce speed in local streets Address school children about road safety issues	Evaluation of speed monitoring on local streets All local schools approached to address safety issues with schools Presentations given to all schools who have accepted the invitations	2008/09 speed reduction completed. RTA evaluation forwarded. All Schools offered presentations.
Ensure that local road safety issues are advocated to relevant local, regional and state authorities	Local road safety issues are advocated at relevant forums	Conduct a seniors driving and pedestrian program Conduct relevant RTA funded programs	All funded Roads and Traffic Authority RTA campaigns conducted Council actively participates in regional road safety forums All relevant road safety issues are communicated at regional forums	2008/09 program. 2008/09 program. <ul style="list-style-type: none"> • Disability Forum • Aging Transport Strategy • Youth Week • RTA Workshops

Roads

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Ensure the protection of Council assets by the formation of long-term plans (OBJ.9)	The condition of Council's roads assets are known and included in a register which assists in establishing maintenance and replacement schedule	Implement Pavement Management Software	A 5-10 year strategy to ensure that the roads assets are managed to optimise use and long term viability are prepared	Pavement management system implemented providing condition assessment for every road pavement together with a 15 year prioritised pavement renewal programmed linked to Council's Long Term Financial Plan
To prepare and implement a program of works are prepared an implements to retain the road network in a safe and satisfactory condition	Rehabilitate and renew roads from financial assistance Grant and Council funding	Rehabilitate and renew roads from financial assistance Grant and Council funding	Number and locations of roads reconstructed	The following road pavements were rehabilitated Therry Lane from Therry Street to end Pomeroy St from George Street to the Canal Timbrell Drive from Henley Marine Drive to Dobroyd Parade Janet Street from Burnell Street to Undine St Therry St from Henley St to Thompson St Flavelle St from Gipps St to Pitt St Margaret from Hampden Road to Parkview Road Drake St from Brays Road to Barton St Park Ave to St Georges Crescent Ian Parade from Broughton Street to Cabarita Road Lyons Road West from Harris Road to Crane Street Albert St from Alexandra St to St Georges Crescent Betts Ave from Barnstaple Road to Lyons Road Curtin Ave from Tyler Crescent to Parkview Road Kokoda St from Tyler Crescent to Blackwall Point Road Trafalgar Pde from Correy Ave to Davidson Ave Rickard St from Arthur St to Ingham Ave Norman St from Rickard St to Henley Marine Drive
	Require private development to design and construct roads and associated infrastructure in accordance with Council's specifications	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	New roads constructed in Rhodes have been constructed in accordance with Council's specifications

Traffic and Transport Management

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
Engage the community to guide Council to optimise its performance in a context of changing demands. (OBJ.1)	There is regular dialogue between council and the community on major traffic and parking issues	Monitor traffic flows and parking traffic, inviting consultation from surrounding areas to provide input on issues and potential solutions		Council Conducted extensive consultation associated with the Central Concord LATM scheme. Council represented the Community in regards to the Traffic, Transport and parking impacted associated with the RTA's Inner West Busway project.
	Traffic network provides the best possible flows within internal and external constraints	Monitor traffic flows throughout the city and identify areas of traffic congestion Develop a traffic strategic plan listing recommendations to enhance the capacity of the Canada Bay's local road networks	List of locations of traffic congestion developed outlining priority to address	Traffic congestion in Burwood Road identified and referred to the RTA for their resolution. Council has represented community to the RTA to improve the traffic congestion associated with the Victoria Road Corridor. The development of Council's Integrated Transport plan will address Council's responses to increase traffic volume pressure on Council's roads Parking controls were modified to better accommodate safer pedestrian drop off and pick up areas for cars and taxis
Ensure the long term financial sustainability of Council's assets (OBJ.10)	Council and State authorities work cooperatively to improve public safety and infrastructure provision	Develop an implementation plan to address safety at the bus/rail interchange at Strathfield Station Advocate for increased bus and ferry services	Issues raised through investigation of Public Transport services are presented to relevant State and regional authorities Three representations to State and regional transport authorities advocating for increase public transport services	Ongoing representations were made to increase the level of service for the 460 bus route were made. Council has also made representations in regard to the loss of ferry services during extreme low tides.
	Canada Bay local road network is improved to assist in the addressing the demands of a growing population Major infrastructure recommended in PAMPS study is constructed	Construct traffic facilities in accordance with Section 94 plans Implement infrastructure and maintenance items outlined in PAMPS study. (Subject to funding)	Completion of works program including LATMs Ramps are constructed in accordance with Capital Works Plan (CWP) schedule (See page 111)	Concord LATM completed PAMPS works prioritised in the Capital Works Programme completed
Promote walking and cycling in the City of Canada Bay	Increased safe use of bicycles for recreation and transport	Implement the recommendations of the Canada Bay Bicycle Plan To continue Bay Run works. (Subject to State government funding)	Canada Bay Bicycle Plan recommendations implemented Details of Bay Run works completed in accordance with CWP (See page 111)	Bike plan works completed in Russell Park Bay Run works completed to Thompson Street

CORPORATE OBJECTIVE	OUTCOMES	ACTIONS FOR 2008/09	PERFORMANCE MEASURES	2008/2009 ANNUAL REPORT DELIVERY SUMMARY
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	Implement and review (if required) the recommendations of parking studies	Details of study recommendations implemented in accordance with CWP	Modifications to parking controls as required have been implemented.