

DELIVERY PROGRAM & OPERATIONAL PLAN

2020/21

July to December 2020
Progress Report



**GEORGES
RIVERCOUNCIL**

www.georgesriver.nsw.gov.au

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OUR DELIVERY PROGRAM PROGRESS

JULY 2020 TO DECEMBER 2020

In response to the COVID-19 epidemic, the NSW Office of Local Government postponed the 2020 local government elections and extended the Integrated Planning and Reporting cycle for 12 months, making our current Delivery Program a four-year program, 2018-2022.

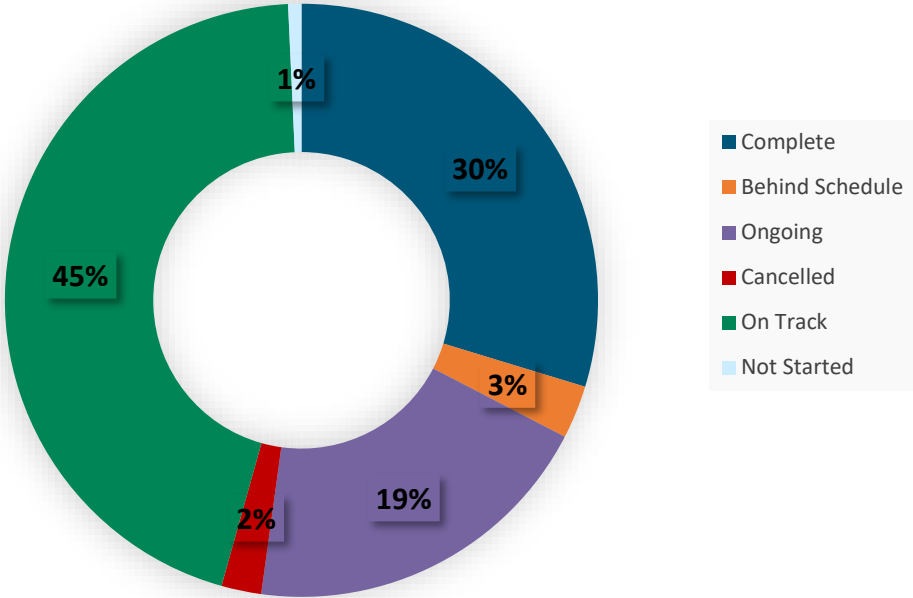


In May 2020 Council endorsed the \$47 million Economic and Social Recovery Program (ESRP) comprising of three phases – immediate support – programs either implemented or proposed to occur immediately; revival – initiatives that either prepare Georges River for a relaxing of restrictions and a full re-opening and Discover Georges River – celebrating the re-opening of Georges River and re-launching the LGA.

Our progress in implementing the ESRP during July 2020 to December 2020 is as follows:

- As part of our commitment to help the local community reconnect through public activations, supporting community organisations, developing partnerships and boosting the local economy whilst limiting the spread of COVID-19, we delivered the following events:
 - Be Kind 2 Your Mind – online events for a healthy mind.
 - Frightful 80s Halloween Drive-In Cinema.
 - Christmas in Georges River consisted of a sold out ice rink event at Netstrata Jubilee Stadium, virtual story Santa time hosted by Georges River Libraries, virtual Santa greetings reaching audiences in Canada and United States, the annual Christmas lights competition with applicants featured in Time Out Sydney and decorations throughout the LGA with additional Christmas trees in Lugarno, Carss Bush Park and Beverly Hills.
 - The Shop Local campaign encouraged local spending where customers submitted their receipts for a weekly \$100 prize draw.
- The Streets as Shared Spaces grant funded project for Kogarah is now complete, which saw a pop-up park, creating lighting, additional street furniture and public art in Kogarah Town Square. The Hurstville Streets as Shared Spaces project has commenced, with a parklet installed on Forest Road and a pop-up park in Memorial Square.
- Council endorsed the waiving of fees for alterations and additions to dwelling houses from 1 January 2021 for a six month period, ceasing in June 2021 in order to continue to provide support to the community in the areas of construction and building.
- The ongoing focus of improved service standards, particularly in the Hurstville and Kogarah CBDs, has been achieved via the introduction of earlier 5am start times of select maintenance crews, enabling them to concentrate on CBD cleansing prior to their normal runs.
- Business cases have been developed for 'shovel ready' projects. These documents will be utilised as appropriate grant funding opportunities present themselves. The list of 'shovel ready' project continues to evolve as projects present themselves through internal, community and government consultation.

Delivery Program Progress



Overall Progress

Income

14%

Above YTD adopted budget

Expenditure

4%

Below YTD adopted budget

Customer Requests

Completed within agreed times
July – December 2020

88%

Correspondence

Responded to within 14 days
July – December 2020

90%

Complaints

Completed within agreed times
July – December 2020

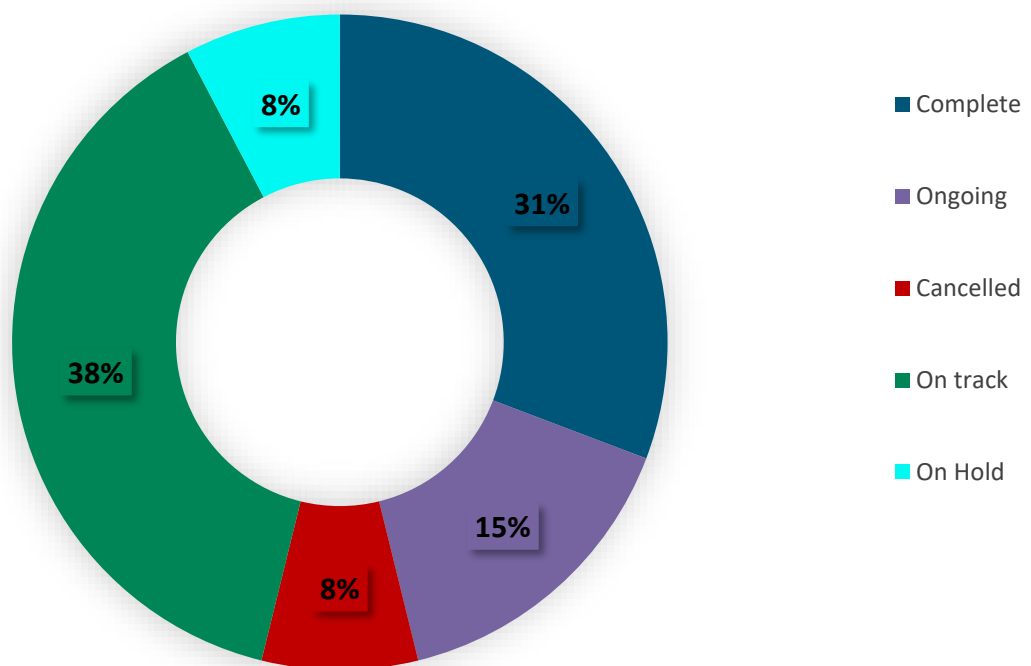
93%



PILLAR 1

A PROTECTED ENVIRONMENT AND GREEN OPEN SPACES

Progress against 1 Year Operational Plan Items











ACHIEVEMENTS

- Bush regeneration sites were increased as a result of Bushcare rolling out all its Bush Regeneration contracts/projects.
- Council won the Renewable Energy award in Keep Australia Beautiful NSW's Sustainable Cities Awards.
- We finalised delivery of the community-wide waste services calendar and guide.
- Our Environmental Resilience Strategy has been prepared.
- Bushcare coordinated two walk and talk educational events for a local Scout Group for kids aged 5-10 years old, as part of their environmental program.
- The operation of essential services over the Christmas shut-down period was very effective in maintaining optimal presentation of our parks and recreational spaces during a very busy period with limited staffing.
- The review of the Penshurst Park Plan of Management (PoM) and the Sans Souci PoM and Master Plan commenced.

PERFORMANCE INDICATORS

Description	Baseline	Annual Target	Results to Date	Status	YTD Comments
Number of hectares of active bush regeneration activities.	Baseline - new measure	20	334	On Track	Bush regeneration sites increased by 23 from the last quarter as a result of Bushcare rolling out all its Bush Regeneration contracts/projects during this quarter.
Number of trees and plants given away each year.	Baseline - 3650	> 3,800	0	Off Track	Our annual tree giveaway did not proceed in July this year due to COVID-19 restrictions. A smaller event is being planned in Q3 March 2021. National tree day was held with 1,000 trees and plants planted.
Number of volunteer hours associated with Bushcare activities.	Baseline - 3,049	= 3,200	2,708	Off Track	Volunteer hours are on par with the previous quarter's 1,356.5 reflecting the full reinstatement of the Bushcare Volunteer Program.
Percentage of environmental pollution complaints responded to within two business days.	Baseline - 75%	> 75%	89%	On Track	Of the 220 requests received for YTD 178 were responded to within two business days.
Percentage of waste customer requests responded to within 48 hours.	Baseline - 98%	> 98%	98.7%	On Track	Total of 1,086 service requests completed for the YTD. The target over the YTD has been exceeded.
The percentage of graffiti tags removed within 48 hours.	Baseline - 84%	> 80%	44%	Off Track	Council has received a total of 283 requests for graffiti removal YTD.
Number of street trees planted each year.	Baseline - 300	= 350	402	On Track	Cumulative total for 2020/21 - 100 street trees Communities Environment Grant - Oatley West 117 street trees - general planting. 4 street trees and tree pits, Woodville Street - Cool Places Grant.
Kilometres of roads swept.	Baseline - new measure	= 71,200	No Data	Off Track	The Navman Teletrac System is now operating successfully. Recent analysis of data obtained has commenced.


							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 1.1: Council’s environmentally sustainable practices inspire everyone to protect and nurture the natural environment.


Environmental









Strategy - 1.1.1: Ensure the Georges River area is resilient in addressing energy, water and gas usage, sustainable buildings, waste diversion, green corridors, carbon emissions and urban design.


DP Action	1.1.1a Adopt and implement a Resilience Strategy for Council services.
Status	Progressing
Comment	A consultant has prepared an Environmental Resilience Strategy.


Action Name	Status	Comments
Develop a Resilience Strategy.		A consultant has prepared a draft Environmental Resilience Strategy which is being reviewed by Council staff prior to reporting to Council in Q3 of 2020/21.









DP Action	1.1.1b Reduce energy use at the top 10 Council energy using sites through the Energy Management Plan.
Status	Progressing
Comment	The Energy Management Plan 2017-2022 was completed in 2018. The time frame to implement all of the recommendations from the Plan is 2022. Approximately 65% of all required actions have been completed, therefore, Council is well ahead of the required time frame in 2022 for completing all of the recommendations.

Action Name	Status	Comments
Develop and implement an Energy Management Plan for Council's top 10 energy using sites.		Completed as stated in the 2019/20 end of year progress report.


							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled









DP Action	1.1.1c Implement the Tree Management Policy.	
Status	Progressing	
Comment	The Tree Management Policy was adopted by Council in April 2019. A report on a Significant Tree Register will be presented to Council and placed on public exhibition by Q3 of 2020/21. Council continues to apply for grant funding to aid tree planting programs across the LGA. During Q2, Council has been successful in receiving a grant of \$494,000 through the Greening Our City grant to plant 1,000 trees within the LGA. Of the two Five Million Trees grants received by Council, one is 100% completed (finalised during Q1 of 2020/21) and the second is 75% complete, due for completion by Q3 of 2020/21. The Five Million Trees grants have seen over 500 trees planted across corridors in the LGA to contribute to shading and cooling. Both Five Million Tree grant projects are undergoing a tree maintenance program to maintain tree health through watering and stake maintenance to ensure tree survival.	
Action Name	Status	Comments
Implement the Canopy Enhancement Program as part of the Tree Management Policy.		Council continues to apply for grant funding to aid tree planting programs across the LGA.

DP Action	1.1.1d: Identify actions required to reduce the risks from climate change on Council assets.	
Status	Progressing	
Comment	Council has commenced identifying risks from climate change on Council assets and this has been supported by the Governance team.	
Action Name	Status	Comments
Implement actions to reduce the risks from climate change impacts on Council assets.		<p>An implementation plan will be linked with the Environmental Resilience Strategy to ensure Council can prepare, react and adapt to climate change. In Q1 2020/21, Council endorsed a net zero carbon emissions target which is supported by the 100% renewable energy target. Further, Council achieved all five climate and energy related Cities Power Partnership Pledges and has pledged to a further five actions to continue support for a clean future. Council has also pledged support for sustainable economic recovery from COVID-19 and endorsed the Climate Council's Clean Jobs Plan.</p> <p>Council won the Renewable Energy award in Keep Australia Beautiful NSW's Sustainable Cities Awards. Additionally, Council was recognised as a finalist under the Climate Champion Award category in the Cities Power Partnership Climate Awards 2020 and further recognised at the Local Government NSW's Excellence in Environment Awards 2020, being awarded 'Highly Commended' in the Towards Net Zero Emissions category.</p>

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	1.1.1e Develop a Waste Minimisation Strategy.	
Status	Progressing	
Comment	The draft Waste Strategy was publicly exhibited at the end of Q1 2020/21.	
Action Name	Status	Comments
Finalise the Waste Minimisation Strategy.		The consultant engaged to initially prepare the Strategy has responded to community feedback and finalised the document with the Waste Strategy expected to be presented to Council in Q3 of 2020/21.
Implement the recommendations of the Waste Minimisation Strategy.		Council is expected to be presented with the Waste Strategy in Q3 of 2020/21, after which time, implementation of the Strategy can commence.


Waste		
Strategy - 1.1.2: Use waste management contracts and practices to divert waste from landfill sites.		
DP Action	1.1.2a: Deliver community education initiatives to support environmentally sustainable waste disposal and recycling practices.	
Status	Progressing	
Comment	No face-to-face events were held due to COVID-19 restrictions.	
Action Name	Status	Comments
Develop and implement a Waste Education Program.		Face-to-face workshops and attendance at large community events remain cancelled due to COVID-19. Community education has progressed into digital methods. In Q2 2020/21, Council finalised delivery of the community-wide (60,000 copies) waste services calendar and guide. Council continues to support a number of waste education initiatives, such as Compost Revolution, Responsible Cafe's and Love Food Hate Waste. Implementation of the small-scale recycling station project was launched at designated Council facilities for community use.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Sustainability

Strategy - 1.1.3: Help everyone to contribute to a more environmentally sustainable Georges River LGA.

DP Action	1.1.3a Undertake programs and activities to educate the community on reducing energy consumption, protecting waterways, reducing waste and taking other action to improve the environment, with a focus on climate change projects.
Status	Progressing
Comment	Council continues to offer residents education and the option to purchase solar panels and implement other energy saving measures through the Our Energy Future campaign. Council continues its support of the Georges Riverkeeper, enabling continued protection of the Georges River, and removal of litter in the waterways. Other initiatives are detailed under 1.1.1e and 1.1.2b.


Action Name	Status	Comments
Implement a program to educate the community on reducing energy consumption and protecting the environment.		Completed as stated in the 2019/20 end of year progress report.









DP Action	1.1.3b Lobby the NSW Government to strengthen regulations to ensure private certifiers rigorously implement conditions of consent relating to environmental protection.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.

Natural environment

Strategy - 1.1.4: Develop and implement programs to protect and conserve the natural environment.

DP Action	1.1.4a Implement the Urban Forest Strategy and Canopy Enhancement Program.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.

Action Name	Status	Comments
Undertake the 2020/21 Street Tree Planting Program.		Cumulative total for 2020/21: <ul style="list-style-type: none"> • 100 street trees Communities Environment Grant - Oatley west • 117 street trees - general planting • 4 street trees and tree pits, Woodville street - Cool Places grant

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	1.1.4b Implement Council's Bush Regeneration Program to protect, conserve and enhance the natural environment.	
Status	Completed	
Comment	Completed as stated in the 2019/20 end of year progress report.	
Action Name	Status	Comments









Implement the 2020/21 Bushland Regeneration Program.



The Bush Regeneration Program continued in Q2 of 2020/21 with work being completed by Council staff, Bushcare volunteers and contractors. The Bushcare Volunteer Program had 105 site visits, with 483 volunteers contributing 1,378 hours by attending a Bushcare group or event. A total of 1,351 native plants were planted at various reserves and parks across the LGA, including 47 tree species. Less trees were planted in Q2 due to the projects being more specific to creating habitat and infill planting. Specifically, 813 native plants were installed at Evatt Park, around Webb's Dam alone and was done by Bushcare staff, volunteers and contractors as part of the federally funded grant project for Community Environment Program.

Bushcare also coordinated two walk and talk educational events for a local Scout Group for kids aged 5-10 years old, as part of their environmental program. This occurred at Moore Reserve and Lime Kiln Bay Wetland, with 38 people in attendance.

Continuation of existing grant projects at Riverwood Park and Wetland and Gannons Park (Stage 2) occurred in this quarter. Commencement of the three Community Environment Program grants at Beverly Hills Park, Evatt Park and Moore Reserve.


							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 1.2: The LGAs waterways are healthy and accessible

Waterways

Strategy 1.2.1: Use our role on the Georges River Combined Councils' Committee (GRCCC) to lobby State agencies and other stakeholders for a protected and enhanced Georges River.


DP Action	1.2.1a: Represent Council's ambitions for the Georges River through the GRCCC.
Status	Progressing
Comment	Council was the host Council of the GRCCC (Riverkeeper) until September 2020 and a representative of Council attends each Executive and Committee meeting of the RiverKeeper to represent Council's ambitions for the Georges River.









Action Name	Status	Comments
Support the GRCCC with the development of a Foreshore Management Plan.		<p>Council has supported the GRCCC by contributing to the development of a Catchment Management Plan Scoping Study, which is expected to consider 'risks and vulnerabilities' for inclusion in the document by Q3 of 2020/21, in conjunction with the Department of Planning, Industry and Environment.</p> <p>Council has prepared for the re-launch of the River clean-up initiatives to protect river health and foreshore areas (impacted due to COVID-19). The re-launch of this program occurred in Q2 2020/21 with numerous foreshore locations being improved with litter removal activities.</p>

Marine and Foreshore Assets

Strategy 1.2.2: Maintain marine and foreshore assets in a safe and functional condition.

DP Action	1.2.2a: Maintain marine and foreshore assets in a safe and functional condition and upgrade as required.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.



Action Name	Status	Comments
Undertake six monthly inspection and complete maintenance, renewal and upgrade on prioritised marine and foreshore assets.		Various asset inspections completed, works completed at Oatley Bay Baths pontoon and piles. Grant approval received for Donnelly Park Jetty reconstruction.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled



Goal 1.3: Everyone has access to beautiful parks and open spaces









Strategy - 1.3.1: Ensure all public parks and open spaces are accessible, well maintained and managed to meet the recreational needs of current and future resident.


DP Action	1.3.1a: Implement the annual Parks and Open Space Improvement Programs.
Status	Ongoing
Comment	Significant parks and open space works program underway in 2020/21 financial year including, upgrades to Gannons Park, Simpson Reserve Playground, Poulton Park Synthetic Football Field.


Action Name	Status	Comments
Implement the 2020/21 Parks and Open Space Improvement Program.		Edgbaston Reserve Playground continues to wait for Everyone Can Play (ECP) grant funding; s.94 funding was allocated to enable the commencement of the Edgbaston Reserve Playground project. A Vendor Panel Request for Quotation (RFQ) has been distributed to contractors to enable construction to correlate with Edgbaston Amenities Building Project.
Undertake quarterly Playground Safety Inspection Program.		All routine safety inspections completed and minor repairs completed.


DP Action	1.3.1b: Use the findings of the Open Space, Recreation and Community Facilities Strategy to guide forward works programs and budgets.
Status	Ongoing
Comment	Open Space, Recreation and Community Facilities Strategy continuing to be implemented through annual works programs including construction of new sporting amenities buildings and design consideration for additional community spaces. New Plans of Management currently underway for Hurstville Oval/ Timothy Reserve, Moore Reserve, Olds Park, Former Oatley Bowling club site and Generic Parks. New sporting amenities and toilets constructed at Oatley Park and Gannons Park. Sports field upgrade projects completed at Poulton Park, Beverly Hills Park, Gannons Park and Olds Park.









Action Name	Status	Comments
Implement the 2020/21 Sportsfield Renovation Program.		Sportsfield improvement works at Renown Park have been completed. A Community Development Grant Funding Agreement for Peakhurst Park Oval Upgrade works has been executed.
Implement the 2020/21 Playground Asset Replacement Program.		There is no project delivery playground replacement program this year due to budget constraints.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	1.3.1c: Implement scheduled cyclic painting program across parks and open space, including buildings, furniture and murals to prevent graffiti.	
Status	Progressing	
Comment	Graffiti Removal Day is scheduled for March 2021. Options are being considered for Council's participation.	
Action Name	Status	Comments
Implement the 2020/21 painting program for Council assets in parks and open space, including identification of four murals.		The 2020/21 Painting Program for Council assets is on track with a further 17 Parks/Reserves completed in Q2.

DP Action	1.3.1d: Implement scheduled cyclic mowing and gardening program across parks and open space.	
Status	Progressing	
Comment	Mobile service delivery schedules are continuing and being refined to continue to ensure well-presented recreational spaces for our community.	
Action Name	Status	Comments
Implement the 2020/21 mowing and gardening program across parks and open space.		Mobile service delivery schedules are continuing and being refined to ensure well-presented recreational spaces for our community. The operation of essential services over the Christmas shut-down period was very effective in maintaining optimal presentation of our parks and recreational spaces during a very busy period with limited staffing.

Plans of Management		
Strategy - 1.3.2: Review Plans of Management for sporting fields, parks, open space and bushland in the LGA.		
DP Action	1.3.2a: Continue the review of Plans of Management (PoM) for sporting fields, parks, open space and bushland within the LGA.	
Status	Ongoing	
Comment	In 2020/21 the review of the Penshurst Park PoM and the Sans Souci PoM and Master Plan commenced. The costs for the Plans of Management/Master Plan work underway is approximately \$300,000. The funding for the PoMs commenced in FY2019/20 was not carried over to FY2020/21. Therefore, the current FY2020/21 budget of \$250,000 has to be utilised to complete the PoMs underway with no new plans of management commencing.	
Action Name	Status	Comments
Commence the review of the Plans of Management Programs for Crown Lands in accordance with the Crown Land Management Act.		Completed as stated in the 2019/20 end of year progress report.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Resilient design principles

Strategy - 1.3.3: Understand the potential impacts of climate change when developing design principles for parks and open spaces.



DP Action	Incorporate design principles for parks and open spaces that promote resilience.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.









Action Name	Status	Comments
Implement sustainable and resilient design principles in parks and open space projects.		Completed as stated in the 2019/20 end of year progress report.

Open space and recreation

Strategy 1.3.4: Use the GRC Open Space, Recreation and Community Facilities Strategy to inform the provision of parks and open space.

DP Action	1.3.4a: Continue to implement the GRC Open Space, Recreation and Community Facilities Strategy.
Status	Ongoing
Comment	Open Space, Recreation and Community Facilities Strategy continuing to be implemented through annual works programs including construction of new sporting amenities buildings and design consideration for additional community spaces.

Action Name	Status	Comments
Identify open space and recreation priorities based on the findings of the GRC Open Space, Recreation and Community Facilities Strategy.		Completed as stated in the 2019/20 end of year progress report.
Commence the implementation of priorities based on the findings of the GRC Open Space, Recreation and Community Facilities Strategy.		Completed as stated in the 2019/20 end of year progress report.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 1.4: Local heritage is protected and promoted.



Conservation and Heritage

Strategy - 1.4.1a: Recognise the LGA's local heritage through heritage listings in LEPs and protection policies in DCPs.

DP Action 1.4.1a: Finalise the review of the Hurstville LEP heritage schedule as part of the comprehensive LEP for the Georges River LGA.

Status Completed

Comment Completed as stated in the 2019/20 end of year progress report.

Action Name	Status	Comments
Incorporate the foreshore review recommendations into the comprehensive draft LEP and draft DCP.		Completed as stated in the 2019/20 end of year progress report.
Incorporate the recommendations of the heritage review of the Hurstville LEP into the draft Georges River LEP 2020.		Completed as stated in the 2019/20 end of year progress report.



Strategy 1.4.2: Capitalise on opportunities to recognise heritage assets in Council services and programs.

DP Action 1.4.2a: Retain and maintain properties with heritage significance through an annual Heritage Building Grants Program.

Status Cancelled

Comment The 2019/20 program was implemented in Q1 with a total of 73 applications received, comprising 19 Heritage Items and 54 Contributory Heritage Items. A total of 37 applications have been recommended to Council for funding, amounting to \$57,241.50.

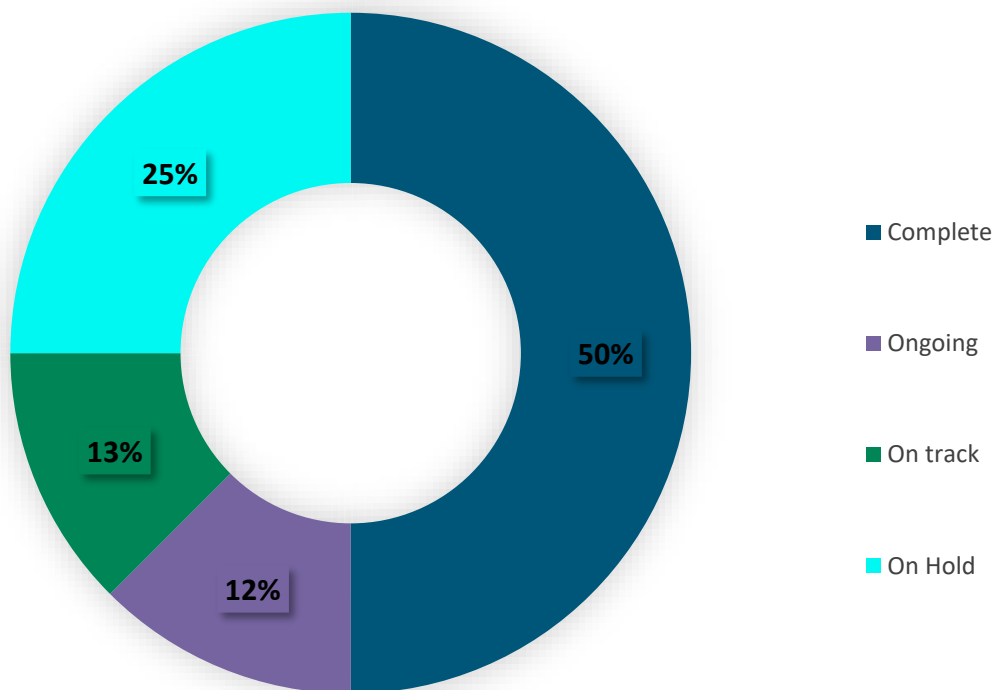
The 2020/21 Heritage Building Grants Program received no funding allocation in the 2020/21 Council budget.

Action Name	Status	Comments
Implement the 2020/21 Heritage Building Grants Program.		The 2020/21 Heritage Building Grants Program received no funding allocation in the 2020/21 Council budget.
Conduct a heritage information session for owners of heritage listed properties.		Given that the 2020/21 Heritage Building Grants Program received no funding allocation in the 2020/21 Council budget, the information session has also been delayed until FY2021/22.

PILLAR 2:

QUALITY, WELL PLANNED DEVELOPMENT

Progress against 1 Year Operational Plan Items











ACHIEVEMENTS

- The draft Georges River Development Control Plan (DCP) 2020 was placed on public exhibition from 21 October 2020 to 27 November 2020.
- Our new Development Advisory Service has commenced Development Information Sessions.
- Basic CCTV upgrades completed to existing camera locations.
- Full building inspections program in place. All Council exit lights are now LED. Scope and delivery of 2 PV solar systems in Q4. Asbestos removal continues for fire doors and electrical boards.

PERFORMANCE INDICATORS

Description	Baseline	Annual Target	Results to Date	Status	YTD Comments
Number of DAs determined by the Georges River Planning Panel.	Baseline - 36	= 35	42	On Track	Georges River Council Local Planning Panel hosted 10 meetings and considered 42 applications.
Number of DAs determined by the Sydney South Planning Panel.	Baseline - 15	= 15	1	Off Track	The South Sydney Planning Panel have determined 1 application for the Georges River LGA.
Number of DAs determined.	Baseline - 876	> 800	385	On Track	Council determined a total of 385 application including 254 DA's, 124 Modifications and 7 Reviews.





							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 2.1: Sustainable development delivers better amenity and liveability of the community and the environment.

LGA-wide planning

Strategy 2.1.1: Prepare a comprehensive Local Environmental Plan (LEP) for the entire Georges River LGA to improve and standardise development controls and regulations.









DP Action	2.1.1a: Continue to prepare a comprehensive LEP for the Georges River LGA.
Status	Progressing
Comment	The Georges River draft LEP was lodged with the Department on 30 June 2020 for gazettal.

Action Name	Status	Comments
Complete the Local Strategic Planning Statement for the Georges River LGA.		Completed as stated in the 2019/20 end of year progress report.
Prepare a new LEP for the Georges River LGA.		Completed as stated in the 2019/20 end of year progress report.

Master Planning

Strategy – 2.1.2: Prepare a comprehensive Development Control Plan (DCP) for the Georges River LGA to guide development.


DP Action	2.1.2a: Complete the Hurstville City Centre Urban Design Strategy.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.









							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	2.1.2b: Continue with the preparation of a comprehensive DCP for the entire Georges River LGA.
Status	Progressing
Comment	In 2019/20 eight Councillor briefings/workshops were held on the contents of the new Georges River DCP 2020. Through these 8 workshops/briefings a new DCP has been prepared and was reported to Council in August 2020 for a resolution to exhibit. The outstanding issue was the foreshore controls as the draft DCP could not be finalised until a decision had been made by the Georges River Local Planning Panel on the foreshore provisions in the draft Georges River LEP 2020. The Panel endorsed an amended Planning Proposal which included changes to the foreshore scenic protection area provisions. The amended Planning Proposal was lodged with the Department on 30 June 2020.

Action Name	Status	Comments
Prepare a new Georges River DCP 2020.		<p>The draft Georges River DCP 2020 was placed on public exhibition from 21 October 2020 to 27 November 2020. Council received a total of 21 submissions from public, internal staff and public agencies. Council also received feedback from the Design Review Panel on parts 6.3 (Residential Flat Buildings (High Density) and residential components of shop top housing), 7.1.3.8 (Shop Top Housing) and 10 (Kogarah North Precinct).</p> <p>All the submissions are currently under review.</p> <p>It is anticipated that the draft DCP will be reported to the LPP on 4 March 2021.</p>

DP Action	2.1.2c: Complete the Master Plan for Beverly Hills.
Status	Progressing
Comment	Phase 2 of the draft Beverly Hills Town Centre Master Plan commenced in July 2019. The draft Master Plan has now been developed, ready for public exhibition. The draft Master Plan outlines implementation options for consideration including amendments to rezoning and planning controls, improvements to housing diversity, future infrastructure requirements, as well as significant public realm and place-making initiatives to facilitate urban renewal and revitalisation within the study area. Council at its 25 May 2020 meeting endorsed the draft Beverly Hills Master Plan for the purposes of public exhibition. Council also resolved that the draft Beverly Hills Master Plan be publicly exhibited for a minimum period of 60 days in accordance with the community engagement plan outlined in the report - with the formal exhibition commencing on the re-opening of the Georges River Council Libraries. Public exhibition was conducted from 28 July 2020 to 28 September 2020. Council is currently reviewing the submissions.

Action Name	Status	Comments
Continue to develop a Master Plan for Beverly Hills in association with the Beverly Hills community.		The development of the Beverly Hills Master Plan is underway.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Development Assessment

Strategy – 2.1.3: Continue rigorous assessment of development applications (DAs) including compliance with DCPs, aesthetic qualities and environmental initiatives.

DP Action



2.1.3a: Continue to review the assessment and determination of processes and procedures to ensure continuous improvement of the assessment of DAs.

Status

Ongoing

Comment

All applications are assessed against statutory and Council requirements. Processes and procedures are being reviewed, refined and improved regularly on an ongoing basis.

Action Name	Status	Comments
Implement the Development Advisory Service - a customer focused program providing a range of pre-lodgment and advice services relating to planning, development and building matters.		Completed as stated in the 2019/20 end of year progress report.
Continue the implementation of internal procedures relating to the assessment of DAs such as the Clearing House.		Process reviews and system changes are ongoing. Noting the implementation of the e-lodgment for Building Certificate and Certification applications in January 2021.

Monitoring Communications

Strategy - 2.1.4: Ensure high quality reporting and DA assessment by Council staff, local planning panels and the Sydney South Planning Panel.

DP Action




2.1.4a: Continue to monitor and standardise DA assessment reports and templates.









Status

Ongoing

Comment

All applications are assessed against Statutory and Council requirements. Peer review processes are implemented for quality control. Processes and procedures are being reviewed, refined and improved regularly on an ongoing basis.

Action Name	Status	Comments
Maintain and review development and building templates to increase efficiency.		The review and refinement of assessment templates is currently being undertaken and is ongoing.
Conduct community information sessions on legislation changes affecting building and development.		Council's new Development Advisory Service has commenced Development Information Sessions, however due to COVID-19 face-to-face meetings are not possible and have been placed on hold. The team is currently investigating options to run the sessions over an online communications platform.
Implement e-planning system to include e-lodgment of applications and commence implementation of ASSESS module.		The implementation of the ASSESS module is on hold pending the gazettal of the Georges River Council LEP 2020.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled


Design Review Panel

Strategy - 2.1.5: Utilise Council's Design Review Panel to provide independent and expert advice on the design quality of planning proposals and multistorey developments that meet the review criteria.

DP Action 2.1.5a: Monitor the functions and recommendations of the Design Review Panel.

Status Ongoing

Comment Design Review Panel meetings have occurred throughout the reporting period. A review of the process is being undertaken and reported to the Executive team.

Action Name	Status	Comments
Review the functions and membership of the Design Review Panel.		Design Review Panel review and draft report completed. Matter will be reported to Executive in conjunction with the Development Advisory team post restructure implementation review.


Fire Safety









Strategy - 2.1.6: Adopt an effective fire safety program.

DP Action 2.1.6a: Adopt and implement a Fire Safety Program that maintains buildings with essential fire services to safeguard the community.

Status Completed

Comment Completed as stated in the 2019/20 end of year progress report. Updates to be reported to Executive and ARIC based on Fire Program Audit.

Action Name	Status	Comments
Implement actions to ensure compliance with the directions set by the NSW State Government relating to external combustible cladding and Fire Safety Audit.		43 registered properties on NSW cladding portal. 14 premises have been found to have non-combustible cladding or be compliant. Notices and Orders have been issued.


							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 2.2: The community helps to plan the LGA's future

Community engagement

Strategy - 2.2.1: Use community consultation and feedback to guide a comprehensive set of planning and development strategies that are incorporated into LEPs and Council policies.

DP Action	2.2.1a: Provide ongoing education to the community about controls to the development and building approval processes.
Status	Ongoing
Comment	Council's website is regularly updated, the Development Advisory Service is available during business hours to provide advice to community members or developers as required in addition to providing regular information sessions to community and industry groups.

Action Name	Status	Comments
Continue to inform the community on development and building matters.		Council's new Development Advisory Service has commenced Development Information Sessions, however due to COVID-19 face-to-face meetings are not possible and have been placed on hold. The team is currently investigating options to run the sessions over an online communications platform.









Goal 2.3: Council-led development and assets provide quality, long-term benefits to everyone

Design and sustainability



Strategy – 2.3.1: Ensure quality design and sustainability principles underpin the provision of Council facilities and other assets.

DP Action	2.3.1a: Investigate systems to improve public safety and accessibility.
Status	Completed
Comment	New CCTV systems installed or underway at Lugarno shopping area, Peakhurst Park Synthetic Soccer Field amenities, Gannons Park works amenities buildings and Mortdale engineering operations depot.

Action Name	Status	Comments
Expand Council's security and CCTV systems to improve public safety and accessibility.		Basic CCTV upgrades completed to existing camera locations.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	2.3.1b: Implement more environmentally friendly building practices and products.
Status	Ongoing
Comment	Continuing to roll-out numerous environmentally friendly building practices, including R22 refrigerant phase out, LED lighting, energy efficient water heater renewals and roof to solar installations.

Action Name	Status	Comments
Implement R22 refrigerant phase out across all legacy HVAC systems.		R22 phase out continues, due to be completed 20/21 financial year for all internally managed buildings. Only 2 air conditioning units remaining.
Implement phase out of all fluorinated firefighting foams.		Completed as stated in the 2019/20 end of year progress report.

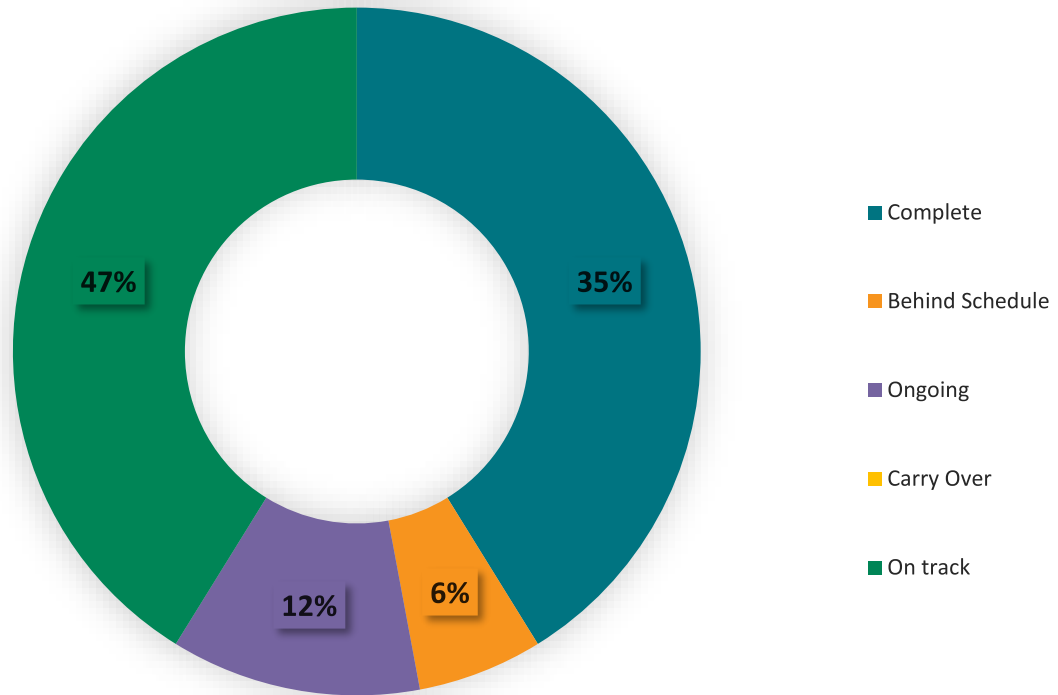
DP Action	2.3.1c: Forward plan, and investigate funding for, major rollouts of sustainable materials.
Status	Ongoing
Comment	Full building inspections program in place. All council exit lights are now LED. Scope and delivery of 2 PV solar systems in Q4. Asbestos removal continues for fire doors and electrical boards.

Action Name	Status	Comments
Implement LED lighting rollout.		Completed as stated in the 2019/20 end of year progress report.

PILLAR 3:

ACTIVE AND ACCESSIBLE PLACES AND SPACES

Progress against 1 Year Operational Plan Items



ACHIEVEMENTS









- Stormwater drainage works program and construction designs finalised for 2020/21.
- A video and four documents were created with simplified English for the Georges River Migrant Information Online Event, aimed to help CALD communities understand Council services and provide more accessibility for services.
- A series of COVID-19 safe events activating town centres and online have been instigated, with accessibility and opportunities for performers and audiences with disabilities to be considered within each engagement program.
- We provided \$5,000 in funding to support Mental Health Training Program for staff as part of 'Appreciating Diversity in Others'.
- Live captioning was provided for three online events during the Mental Health Month program, Be Kind 2 Your Mind.
- Projects identified in the Georges River Council Open Space, Recreation and Community Facilities Strategy have been included in our Shovel Ready Projects list which will be used to apply for grant funding should suitable funding programs be offered in the future by the State and Federal government.

PERFORMANCE INDICATORS

Description	Baseline	Annual Target	Results to Date	Status	YTD Comments
Civil design for private works completed within timeframe.	Baseline - new Measure	> 90%	98%	On Track	114 new applications received in Q1. 128 total applications and designs processed in Q2. 107 approved, 0 refused, 2 deferred, 10 withdrawn and 9 further information requested - 104% completed within time frame.
Maintain the Asset Renewal Ratio above industry benchmarks.	Baseline - 116%	> 100%	83%	Off Track	Performance measure calculated annually as part of annual financial statements. 2019-20 figure is 83% which is below benchmark. This is attributed to a large number of renewal projects that were still in progress as at 30 June 2020 resulting in a lower asset renewals. Current work being undertaken to better capture value of privately constructed asset renewal during development.
Number of potholes repaired.	Baseline - new measure	= 300	600	On Track	<p>No data currently available due to there not being a "pothole" category in CiAnywhere.</p> <p>Pothole figures will most likely always incur inaccuracies due to many of these being repaired on a reactive basis on sight and therefore not always based on a service request.</p> <p>A separate excel log of potholes repaired on a reactive basis has been kept separately and shows that in Q2 a total of 36 potholes were repaired that were not scheduled and registered through CiAnywhere for KPI reporting purposes.</p> <p>Further enhancements to CiAnywhere categories will assist in providing more KPI data for this category in the future.</p>
Percentage of depot jobs completed against works scheduled.	Baseline - new measure	= 80%	100%	On Track	Transition of most job classifications into CiAnywhere has been completed and dashboards are still currently in development to enable better analysis and reporting on

Description	Baseline	Annual Target	Results to Date	Status	YTD Comments
					scheduling and job completion. Further job classifications are being identified to assist with KPI reporting. These include pothole repairs and sign repairs and replacement.
Percentage of utility restorations completed within timeframe advised.	Baseline - 80%	80%	97%	On Track	591 restoration requests received year to date; 533 Valid 405 completed. 106 Issued to contractor awaiting completion.



							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 3.1: The LGA has a range of transport options to connect people, goods and businesses.

Parking supply

Strategy – 3.1.1: Lobby for improved commuter car parking and manage local parking supply, including around train stations, to enhance business vitality and encourage public transport use, cycling and walking.

DP Action

3.1.1a Implement the recommendations of the Car Parking Strategy.

Status

Progressing

Comment

Council, at its meeting held on 27 April 2020, endorsed the Position Paper and the Car Parking Strategy. Work has commenced on the recommendations including reviewing the car parking rates which are now in the draft Georges River DCP. An internal working group has also been created to assist in implementing the recommendations of the Strategy.

Action Name

Status

Comments

Develop a Car Parking Strategy for the commercial centres in the Georges River LGA.



Completed as stated in the 2019/20 end of year progress report.

Finalise the Car Parking Strategy.



Completed as stated in the 2019/20 end of year progress report.

Integrated transport and land use planning

Strategy - 3.1.2: Work with the NSW Government to develop an integrated transport and land use plan and a 20-year precinct plan as part of Future Transport 2056 initiatives.

DP Action

3.1.2a: Draft an Integrated Transport and Land Use Plan as part of Future Transport 2056 for public exhibition.

Status

Progressing

Comment

The draft Strategy was briefed to Council late 2020 and will be reported to Council in 2021 for a resolution to exhibit.

Action Name









Status

Comments

Commence work on an Integrated Transport and Land Use Plan.



The draft Strategy was briefed to Council late 2020 and will be reported to Council in 2021 for a resolution to exhibit.






							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled









Goal 3.2: Roads, footpaths and cycleways are safe, accessible and free of congestion.

Capital works


Strategy - 3.2.2: Implement a program of capital and maintenance to meet the needs of current and future users of Councils infrastructure assets.

DP Action	3.2.2a: Develop and implement the annual Infrastructure Works Program, including a Town Centres Public Domain Program.
Status	Progressing
Comment	Mortdale Streetscape design completed. Ormonde Parade Streetscape works under construction, Forest Road, streetscape works completed. Kogarah North Public domain underway.

Action Name	Status	Comments
Develop and deliver the 2020/21 Capital Works Program for new construction and renewals.		Tender documentation has been prepared for the Mortdale Town Improvement project - waiting for Ausgrid approvals before work commences. Ormonde Parade works continue to progress well and area ahead of schedule. Completion of Ormonde Parade works is scheduled for March 2021.
Develop and deliver the 2020/21 Road Re-sheeting Program.		20/34 resheeting projects completed. Remaining projects to be completed by March 2021, weather permitting.
Deliver the 2020/21 Drainage Upgrade Program including new and replacement works.		Stormwater drainage works program and construction designs finalised for 2020/21
Implement the Black Spot Funding Program for Beverly Hills.		Black Spot Funding Program projects for Beverly Hills completed in 2019/20. Successful projects for 2020/21: <ul style="list-style-type: none"> • Installation of pedestrian refuge on Blakesley Road and removal of right turn movement onto King Georges Road, Blakehurst. • Permanent removal of right turn movement from Lower West Street onto Princess Highway, Carlton.
Design and construct compliant accessible bus stops.		15 reports prepared to Local Traffic Advisory Committee to formalise and/or improve bus stops in Q2.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled



DP Action	3.2.2b: Use the findings from the Footpath Condition Audit to implement the planned Footpath Maintenance Schedule.
Status	Progressing
Comment	Completion of a program for footpath repair and replacement as a result of audit findings is currently in progress. All S3 trip slabs have been asphalted with 38.95% repaired.

Action Name	Status	Comments
Develop and deliver the 2020/21 Footpath Maintenance Schedule.		All S3 trip slabs have been asphalted with 38.95% repaired.

Large-scale infrastructure

Strategy - 3.2.3: Collaborate with neighbouring councils to deliver large-scale infrastructure and planning projects.

DP Action	3.2.3a: Develop plans with neighbouring councils to deliver large-scale infrastructure projects, including projects recommended in the Open Space, Recreation and Community Facilities Strategy.
Status	Progressing
Comment	Council progressing with stormwater channel naturalisation at Harold Fraser in partnership with Sydney Water. No other projects currently in progress with neighbouring Councils or authorities.

Action Name	Status	Comments
Establish a framework, mechanism and resourcing strategy for working with neighbouring councils to deliver large-scale infrastructure projects.		Completed as stated in the 2019/20 end of year progress report.
Attend meetings with neighbouring councils to discuss delivery of future large-scale infrastructure projects.		<p>Collaboration ongoing with Canterbury-Bankstown Council on the Salt Pan Creek Spatial Framework project.</p> <p>Contact has been made with the Office of Sport and Inner West Council to discuss the establishment of a framework for bringing State and Federal agencies, peak sporting bodies and local council representatives together to collaborate on opportunities to partner in the development and implementation of regional scale infrastructure projects.</p>

Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 3.3: Everyone, including people with disability, navigates the LGA in safety

Accessibility and inclusivity









Strategy - 3.3.1: Implement the GRC Disability Inclusion Action Plan.

DP Action	3.3.1a: Engage with and support the local business community to provide more accessible and inclusive services to people of all abilities.
Status	Behind Schedule
Comment	Council facilitated a participant with NOVA Employment Hurstville (disability employment organisation) to be placed with SHARE for work experience. A person with disability to be placed within council for work experience from St George TAFE once COVID-19 restrictions have been lifted.


Action Name	Status	Comments
Provide key Council documents in easy English.		<p>A video and four documents were created with simplified English for the Georges River Migrant Information Online Event aimed to help CALD communities understand Council Services and provide more accessibility for services. (COVID-19 safety poster and signage for the library and museum, Australasian Recycling label video subtitles, Media Release for Streets as Shared Spaces Grant Funding Implementation - Forest Rd and New Rates 2021 brochure, media release and video subtitles.</p> <p>Key Council documents selected for Easy English translation are: Resident Parking Permits, Tree-Pruning Removal Application, Rates - Pensioner Concession Guide and Application, Arrangement of Payment of Rate Charges. Further Council documents will then be prioritised for translation.</p>

DP Action	3.3.1b: Increase the accessibility and inclusiveness of Council community and major events through the development of a continuous improvement program based on the findings of accessibility assessments and community feedback.
Status	Ongoing
Comment	Accessibility maps have been created and are now located on Council's website for Penshurst, Beverly Hills, Oatley and Mortdale central shopping precincts. Live captioning was provided for three online events during the Mental Health Month program, Be Kind 2 Your Mind.

Action Name	Status	Comments
Provide opportunities for performers and audiences with disabilities at Council's major events.		Council's major events program has been interrupted due to COVID-19. A series of COVID-19 safe events activating town centres have been instigated, with accessibility and opportunities for performers and audiences with disabilities to be considered within each engagement program.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	3.3.1c: Provide 'Appreciating Diversity in Others' training to staff to build confidence in working with and providing services to people with disability.
Status	Behind Schedule
Comment	\$5,000 in funding provided to support the Mental Health Training Program for staff as part of 'Appreciating Diversity in Others'.



Action Name	Status	Comments
Continue to provide 'Appreciating Diversity in Others' training to staff to build confidence in working with and providing services to people with disability.		Council provided \$5,000 in funding to support Mental Health Training Program for staff as part of 'Appreciating Diversity in Others'. Live captioning was provided for three online events during the Mental Health Month program, Be Kind 2 Your Mind.









Goal 3.4: Everyone has access to a range of active and passive recreation facilities.

Open space and recreation


Strategy - 3.4.1: Guided by the GRC Open Space and Recreation Strategy, provide contemporary passive and active recreation spaces, aquatic facilities, synthetic fields, community centres and libraries.

DP Action	3.4.1a: Plan, consider funding for and commence a program of capital works and service adjustments that responds to the Open Space, Recreation and Community Facilities Strategy, and improve opportunities for the community to participate in sporting, exercise and leisure activities.
Status	Progressing
Comment	Funding for capital works and service adjustments considered that respond to the Open Space, Recreation and Community Facilities Strategy, and improve opportunities for the community to participate in sporting, exercise and leisure activities. Many projects have commenced and/or are complete including Oatley Park Adventure Playground, Penshurst Park Adventure Playground, Meade and Kempt Field Adventure Playgrounds, Sports Amenities buildings at Gannons Park, Charles Pirie Reserve, Peakhurst Park, Poulton Park, Riverwood Park, Renown Park, Harold Fraser Oval Pavilion and field upgrades, Peakhurst Park and Poulton Park Synthetic Fields, Master Plan for Olds Park, Sportsfield Upgrades at Olds Park and Beverly Hills Park, Master Plan and Plan of Management for Hurstville Oval, Stage 2 of Penshurst Park Sporting Hub.

Action Name	Status	Comments
Prioritise new projects and service changes in response to the GRC Open Space, Recreation and Community Facilities Strategy.		The GRC Open Space, Recreation and Community Facilities Strategy was used to identify projects for inclusion in the 2020/21 Capital Works program where funding availability permitted.
Complete Hurstville Central Plaza as community open space.		Council is still waiting for AUSGRID approval to undertake the remaining electrical work at the site following the live work ban in 2019/20 which has caused a significant backlog in approvals.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

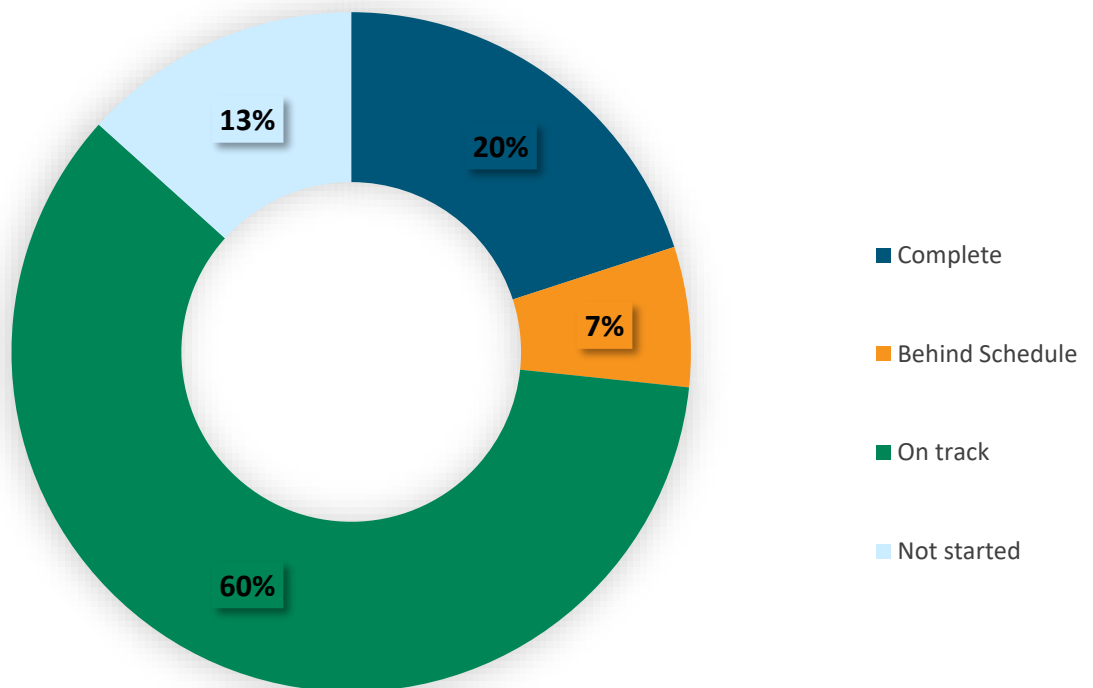
DP Action	3.4.1b: Complete Plans of Management for all sporting fields in the Georges River LGA.
Status	Ongoing
Comment	<p>In 2018/19 two reviews commenced with Olds Park Master Plan and Hurstville Oval/Timothy Reserve Plan of Management (PoM) and Master Plan.</p> <p>In 2019/2020 the Plan of Management review program continued with the commencement of a new PoM and Master Plan for Moore Reserve, the review of the Council's current six Generic PoM, a new PoM and Master Plan for Carss Bush Park/Todd Park, and new PoM and Master Plan for the Former Oatley Bowling Club Site.</p> <p>In 2020/21 the review of the Penshurst Park PoM and the Sans Souci PoM and Master Plan commenced.</p>

Action Name	Status	Comments
Develop innovative funding and delivery models to implement priority projects and recommendations from the GRC Open Space, Recreation and Community Facilities Strategy.		Funding sources and delivery models investigated for all projects. All possible grant opportunities considered along with exploration of funding through Development Contributions Working Party, Voluntary Planning Agreements, State Government Partnerships and direct funding from Community groups and associations. LRCI Grants obtained, various projects put forward from Development Contributions.

PILLAR 4:

A DIVERSE AND PRODUCTIVE ECONOMY

Progress against 1 Year Operational Plan Items



ACHIEVEMENTS









- Successful grant applications for Department of Planning and Environment (DPIE) Streets as Shared Spaces for Hurstville and Kogarah saw the delivery of public domain greening and increased amenity for the community.
- The Night Time Economy Study has been completed
- Business first amendment to the Economic Development Strategy is currently in development targeting all key economic centres.
- Our Advocacy Program was adopted by Council in October 2020 and resulted in communications with NSW Government regarding the River Rail and Southern Aerotropolis.
- The Streets as Shared Spaces project in Kogarah was delivered from September 2020 through to December 2020.

PERFORMANCE INDICATORS

Description	Baseline	Annual Target	Results To Date	Status	YTD Comments
24 commercial centres, identified for daily cleaning, cleaned each day.	Baseline - 100%	= 100%	100%	On Track	Further improvements are being initiated in the amenity and deep cleansing functions to continue consistency and high levels of quality in town centre presentation.
Amount of commercial, retail and industrial zoned/employment land capacity.	Baseline - 115.56ha - employment lands; retail and industrial	no net decrease	No net decrease	On Track	No net decrease
Level of 'place satisfaction' for key and emerging centres.	Baseline - new measure	Level of satisfaction increases	Community satisfaction survey conducted every two years. Next survey scheduled first quarter of 2022.	On Track	Community satisfaction survey conducted every two years. Next survey scheduled Q1 2022.
Mean gross assessment times (in days) on DAs, modifications, DA reviews.	Baseline - 101.4	< 90	120	Off Track	Council determined a total of 385 applications including 266 DAs, 105 modifications and 5 reviews. The Mean Gross processing days was 120.
Percentage of Construction Certificates determined in 21 days.	Baseline - 76%	> 90%	24%	Off Track	Council has determined 28 applications with an average timeframe percentage determined in 21 days of 24%.
Percentage of planning proposals meeting Gateway determination timeframes.	Baseline - 85%	> 85%	42%	Off Track	Two Planning Proposals were considered at a Council meeting in Q2. Council in November 2020 resolved to endorse LEP21 (Housing Capacity LEP) and forward it to the Department of Planning, Industry and Environment for a Gateway Determination. The Planning Proposal for the part reclassification of land

Description	Baseline	Annual Target	Results To Date	Status	YTD Comments
					<p>in Taylors Reserve was considered by Council in December 2020. The time frame for completing the LEP was 30 November 2020. Council has not met this timeframe.</p>




							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 4.1: Local businesses are supported to help protect jobs and create employment opportunities.


Economic development









Strategy - 4.1.1: Primarily target economic development initiatives in Kogarah, Hurstville, Kingsgrove, Peakhurst and Riverwood

DP Action	4.1.1a: Adopt the Economic Development Strategy as supported by local business, Council's Economic Development Advisory Committee and Council.
Status	Completed
Comment	Completed - as reported in half-yearly progress report.

Action Name	Status	Comments
Adopt the Economic Development Strategy as supported by local business, Council's Economic Development Advisory Committee and Council.		Completed as stated in the 2019/20 end of year progress report.

DP Action	4.1.1b: Implement a program of works in key centres that responds to the Economic Development Strategy.
Status	Progressing
Comment	Q1 and Q2 continued delivery of the Economic and Social Recovery Plan. The Plan focused on initiatives that provided immediate support to businesses as well as projects that support the revival of our city including fee free periods for outdoor dining and increased cleansing in our centres. Successful grant applications for DPIE Streets as Shared Spaces for Hurstville and Kogarah saw the delivery of public domain greening and increased amenity for the community.

Action Name	Status	Comments
Deliver program of works in key centres that responds to the Economic Development Strategy.		Business first amendment to Economic Development Strategy currently in development targeting all key economic centres. In addition, key public domain works in Hurstville and Kogarah as part of the Streets as Shared Spaces grant funding received.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action

4.1.1c: Promote effective economic development initiatives that benefit the LGA.



Status

Progressing

Comment

The Economic Development Strategy (EDS) continues to be implemented. Continuation of the delivery of the Economic and Social Recovery Plan. The Plan focused on initiatives that provided immediate support to businesses as well projects that support the revival of our city including fee free periods for outdoor dining and increased cleansing in our centres.

The Night Time Economy Strategy and Business First amendment are both nearing completion and will both provide lists of key actions to further support economic development in the LGA.

Action Name	Status	Comments
Continue to promote the benefits of economic development to the community.		Business first amendment to EDS in development. Endorsement of the Economic and Social Recovery Program in response to COVID-19 has seen the following initiatives implemented to support local business: <ul style="list-style-type: none"> • Development of a local procurement policy • Buy local initiative • Events and activations across town centres • Outdoor dining fees waived • Online platform for business to connect and promote.
Continue to work with the NSW Government, adjoining Councils, business and community groups to facilitate, coordinate and stimulate economic development opportunities.		Actively pursuing NSW Government grants to carry out economic development opportunities. Continue work with Greater Sydney Commission and Bayside Council to implement the Kogarah place strategy

DP Action


4.1.1d: Regularly review and monitor DA times and implement efficiencies to improve DA turnaround times.









Status

Ongoing

Comment

Reports are provided to Council on a quarterly basis to report on processing times in addition to annual report to the NSW Department of Planning. All applications are assessed against Statutory and Council requirements. Peer review processes are implemented for quality control. Processes and procedures are being reviewed, refined and improved regularly on an ongoing basis.


Action Name	Status	Comments
Continue to review and monitor DA times and implement efficiencies to improve DA turnaround times.		Quarterly report to Council is provided to the Environment and Planning Committee.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Economic sectors

Strategy - 4.1.2: Develop economic programs that target the health, retail, construction, education and financial sectors, small to medium businesses and home-based businesses.

DP Action	4.1.2a: Implement initiatives in key economic sectors in response to the Economic Development Strategy.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.


Action Name	Status	Comments
Implement initiatives in key economic sectors in response to the Economic Development Strategy.		Update of the EDS Strategy to include business first amendments.









DP Action	4.1.2b: Provide clearer, tailored information for small business on council approvals and regulatory requirements.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.

Place making


Strategy - 4.1.3: Deliver responsive placed based activities across the LGA to promote the natural environment, improve cleanliness and safety, and assist local businesses.

DP Action	4.1.3a: Deliver programs to activate and increase the night time economy in town centres.
Status	Progressing
Comment	The Night Time Economy Study has been completed and scheduled to go to Council in March 2021 with any feedback from the community consultation. A business first amendment has also been completed for the mid-term review of the Economic Development Strategy and will go to Council for endorsement in February 2021.


Action Name	Status	Comments
Deliver programs to activate and increase the night time economy in Hurstville CBD and Kogarah Town Centre.		Streets as Shared Spaces project delivery in Kogarah from September 2020 through to December 2020 is completed. Hurstville delivery has commenced and will be completed by October 2021. Both projects saw improvement to public space in the centres. The Night Time Economy Study will finish public exhibition on the 30 January 2021 and be submitted to Council for endorsement.









							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	4.1.3b: Implement medium and long-term place-based initiatives across other centres in the LGA.
Status	Progressing
Comment	The Kogarah and Hurstville Place Strategies continue to be implemented. The Economic Development Strategy continues to be implemented and the mid-term business first amendment will go to Council in February 2021. There has also been a focus on the delivery of the Economic and Social Recovery Plan. Success in grant funding has seen public domain and public amenity improvements in Kogarah and Hurstville. We are continuing to seek grant funding for other centres in the LGA.

Action Name	Status	Comments
Continue to implement medium and long term place based initiatives across other centres in the LGA.		Continue to source funding and partnerships that will see the improved functionality, safety and place making potential of our centres.

DP Action	4.1.3c: Measure the community's satisfaction of the LGA's key town centres as places.
Status	Completed
Comment	The community satisfaction survey results were compiled in Q4. In terms of the most valued aspects of living in the Georges River LGA, themes of accessibility and location were common along with the atmosphere and natural environment aspects. 21% of residents said they value the 'proximity to shopping centres, hospitals, services, amenities and activities'. 'Access to good public transport' and the fact that the area is 'quiet and peaceful' were also commonly mentioned. The survey is conducted every two years.

Action Name	Status	Comments
Continue to measure the community's satisfaction of the LGA's key town centres as places.		No Change - Survey conducted every two years.


							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 4.2: Outcomes from an Employment Lands Study ensure sufficient land is available for future employment growth.

Employment lands

Strategy 4.2.1: Develop an Employment Lands Study to preserve employment lands and to protect employment growth and services during land rezoning processes.

DP Action	4.2.1a: Implement the recommendations of the Commercial Centres Strategy.
Status	Progressing
Comment	Part 1 Centres Analysis was adopted by Council at its meeting on 24 February 2020. In late 2020 Council engaged consultants to undertake the preparation of a Master Plan for the Mortdale Local Centre to Stage 3. Council has grant funding under the Accelerated LEP Program for this Project until the end of March 2021 (which covers Stages 1, 2 and 3). It is Council's intention to complete the process but budget for Stages 4 and 5 will not be available until FY2021/22.

Action Name	Status	Comments
Continue the work of the Commercial Centres Strategy for all centres within the LGA.		The preparation of the Masterplan has the following stages: Stage 1 - Review and analysis, Stage 2 - Draft vision, Stage 3 - draft Master Plan Stage 4 - Public exhibition / community engagement, Stage 5 - Finalise Master Plan.

DP Action	4.2.1b: Establish guidelines for assessing rezoning proposals in industrial and urban services land.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.









Goal 4.3: The ambitions for Hurstville and Kogarah as strategic centres are realised

Critical infrastructure


Strategy - 4.3.1: Advocate at all levels of government to ensure critical infrastructure accompanies significant residential and employment growth.

DP Action	4.3.1a: Prepare a new Section 7.11 and Section 7.12 Contributions Plan for the Georges River LGA.
Status	Progressing
Comment	This project is progressing slowly. There have been delays due to COVID-19 and the preparation of the draft work schedules.


Action Name	Status	Comments
Complete a new draft Section 7.11 and Section 7.12 Contributions Plan(s) for the Georges River LGA.		Work continues on the work schedules to the draft S7.11/S7.12 Development Contributions Plans.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	4.3.1b: Lobby the Australian and NSW Governments to address infrastructure gaps.
Status	Progressing
Comment	The River Rail Kogarah to Parramatta Rail Link advocacy report continues to be promoted through multiple channels. The Advocacy Program was adopted by Council in October 2020 and resulted in communications with NSW Government regarding the River Rail and Southern Aerotropolis.

Action Name	Status	Comments
Lobby the Australian and NSW Governments to address infrastructure gaps.		Due to resourcing, this action has not commenced.


DP Action	4.3.1c: Work with the NSW Government and Canterbury-Bankstown Council on the orderly development of Riverwood as a Planning Precinct.
Status	Not Progressing
Comment	The planning for the Riverwood Precinct has been returned to Council from the NSW State Government. Council has advised the DPIE that it has two master planning processes underway for Beverly Hills and Mortdale Local Centre. At this stage Riverwood will probably commence late 2022 subject to a budget.









Action Name	Status	Comments
Continue to work with the NSW Government and Canterbury-Bankstown Council on the orderly development of Riverwood as a Planning Precinct.		Council has advised the DPIE that it has two master planning processes underway for Beverly Hills and Mortdale Local Centre. At this stage Riverwood will probably commence late 2022 subject to a budget.

Kogarah health and education precinct

Strategy 4.3.2: Collaborate across all levels of government so that the Kogarah health and research hub can grow and attract allied services, increase employment, provide a range of housing types (including affordable housing) and provide excellent transport connections to and within the South and Eastern City districts.

DP Action	4.3.2a: Actively participate with State agencies and Bayside Council to achieve the ambitions for the Kogarah Health and Research Hub Collaboration Area.
Status	Progressing
Comment	The Kogarah Place Strategy continues to be implemented with key working groups to focus on transport, public domain and communications. Annual report to GSC in December 2020.

Action Name	Status	Comments
Play an active role in the Kogarah Collaboration Area Place Strategy Governance Group.		Council is an active and proactive leader in the Kogarah Collaboration Area. Council co-hosts governance group and working group meetings and is implementing Kogarah Collaboration Area Place Strategy actions.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Investment opportunities

Strategy - 4.3.3: Create an action plan with the business community that markets the LGAs investment opportunities.

DP Action

4.3.3a: Prepare and implement an action plan to market the LGA's investment opportunities.

Status

Progressing

Comment

A City Marketing Strategy is being developed and will coincide with the launch of the Discover Visit Invest campaign. The Economic and Social Recovery Plan has seen business support and promotion continued. A Kogarah Investment Prospectus is being developed with the University of Technology Sydney and an innovation ecosystem pilot study is proposed with delivery expected by the end of financial year.

Action Name

Status

Comments

Finalise an action plan to market the LGA's investment opportunities.



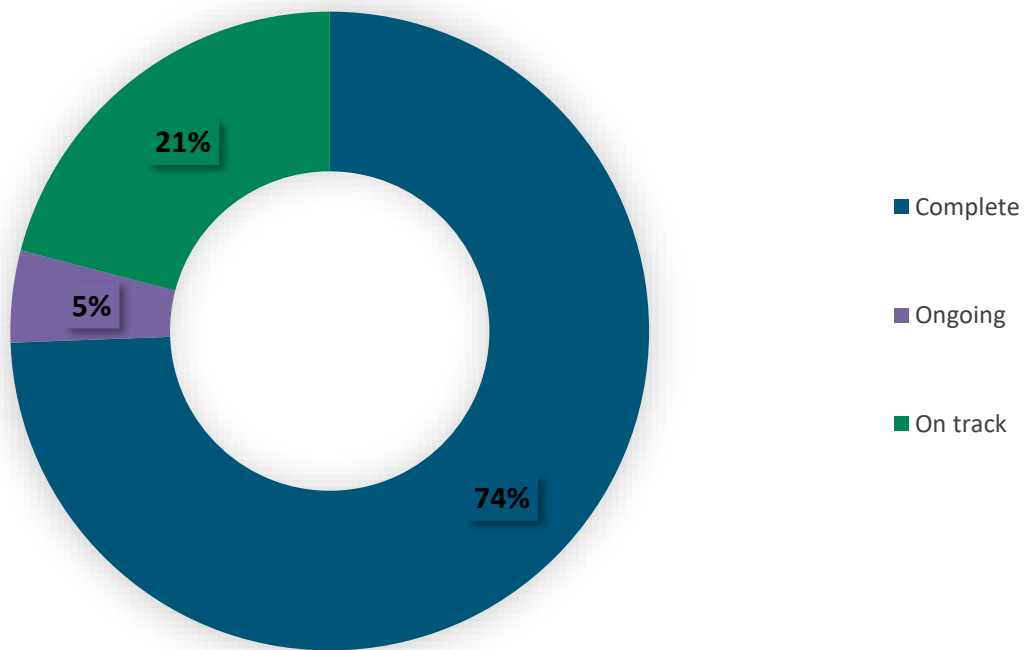
City Marketing Strategy is currently being finalised. Discover Georges River Campaign will have an invest element to market the LGA. Kogarah Investment prospectus due to be developed this financial year.



PILLAR 5:

A HARMONIOUS AND PROUD COMMUNITY WITH STRONG SOCIAL SERVICES AND INFRASTRUCTURE

Progress against 1 Year Operational Plan Items











ACHIEVEMENTS

- In line with our COVID-19 Safe Events program, the Frightful 80s Drive-In Cinema is one example whereby event capacity was assessed across the LGA and a new site was activated.
- The Mobile Musos busking series across various town centres has commenced.
- Winners of the 2020 Georges River Council Christmas Lights Competition were announced on 23 December 2020.
- A draft Affordable Housing Policy has been prepared.
- The library commenced preparations for its new Digital Tools Collection.
- The Public Art Policy has continued to be implemented, with a large mural artwork being installed in Kogarah and several 'expressions of interest' for upcoming projects created and advertised.
- A Volunteer Street Champions project plan has been finalised.
- A new partnership was formed with the NSW Department of Health Promotion Unit and a number of local community organisations to develop the Healthy Hurstville Healthy Children initiative.
- All services have developed inclusion support plans regardless of their funding for children with additional needs.

PERFORMANCE INDICATORS

Description	Baseline	Annual Target	Results to Date	Status	YTD Comments
Customer satisfaction with Childrens Services.	Baseline - >82%	= 80%	88%	On Track	Jack High- 86% out of 1,785 Carss Park Narani - 83% out of 520 Oatley West Early Learning Centre - 90.6% out of 224 Ocean Street Kindergarten - 98.29% out of 234 Penshurst Long Day Care- 95.37% out of 108 South Hurstville Kindergarten - 93.70% out of 127
Customer satisfaction with community centres and performance venues.	Baseline - new measure	= 80%	90%	On Track	100% of respondents reported that they would attend another event at HEC. Regarding the quality of the venue, 85% stated very good. Almost 77% of those surveyed were repeat attendees to Council's community centres and performance venues.
Customer satisfaction with Events.	Baseline - New measure	= 80%	95%	On Track	285/300 Event Surveys conducted during the period of July 2020 to December 2020 indicated that attendees were satisfied with Council-run events. Due to COVID-19 restrictions on public gatherings, events were held from September 2020 onwards.
Customer satisfaction with Library Services.	Baseline - >83%	= 80%	88%	On Track	Hurstville Library – 84% Clive James Library Kogarah – 89% Penshurst Library – 88% Oatley & South Hurstville Library – closed during Q2 period.
Customer satisfaction with Museum and Gallery.	Baseline - >90%	= 80%	94%	On Track	YTD actual exceeds target.
Percentage of food premises inspected annually.	Baseline - 100%	= 100%	72%	Off Track	Food inspection is currently behind schedule. This is due to the increased number of

Description	Baseline	Annual Target	Results to Date	Status	YTD Comments
					service requests received and staff resignation or staff on leave. It is anticipated that all food premises inspection will meet target by the end of the financial year.
Percentage of school safety zones patrolled annually.	Baseline - 100%	= 100%	100%	On Track	Despite restrictions on the Parking & Rangers team patrols in response to maintaining a safe working environment under COVID-19 the performance indicators have continued to be met. Both teams have amended their operations to ensure that all service requests could be actioned in accordance with organisational expectations while following public health guidelines.
Utilisation of Council's Child Care Centres.	Baseline - >95%	> 90%	87%	On Track	Currently Narani 96.36% Jack High 85.65% Oatley West 94.34% Ocean Street 80.63% Penshurst Long Day Care 93.08% South Hurstville Kindergarten 100%




							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled









Goal 5.1: We create and support events that celebrate community and cultural identity and benefit the economy.

Events



Strategy - 5.1.1: Initiate, facilitate and support inclusive and accessible events that meet the community's aspirations and actively connect Council to individuals, community groups and businesses.

DP Action	5.1.1a: Assess event capacity and opportunities to make Georges River LGA a preferred event destination.
Status	Progressing
Comment	<p>This is an ongoing action as part of Council's various adopted strategies including: Event Strategy, Open Space and Recreation Strategy and Cultural Strategy. Council continues to explore opportunities to make Georges River a preferred event destination including improving accessibility at Council's major events during the 2019/20 summer period (AUSLAN interpreters and wheel chair access, holding community workshops on holding events in the Georges River area, partnering with external organisations to deliver events that meet community needs, trialing new locations and location types for events and activations e.g. carparks, expanding the social media reach for attracting event attendees e.g. Time Out magazine.</p> <p>Council adopted it's Connecting the Community with COVID-19 Safe Events Program in August 2020. During Quarter 2, the Frightful 80s Drive-In Cinema one example whereby event capacity was assessed across the LGA and a new site was activated, Donnelly Park. The feedback was extremely positive by the residents in the area and well-attended on the 2 evenings being Council's most successful drive in experience. Mobile Musos busking series across various town centres that commenced in November 2020 until April 2021 is another example where new locations have been included for musicians to add vibrancy to town centres and support performing artists.</p>

Action Name	Status	Comments
Evaluate and review destination event options for implementation.		Completed as stated in the 2019/20 end of year progress report.
Evaluate event value to the LGA, investigate a destination event for the LGA and review the events process.		Completed as stated in the 2019/20 end of year progress report.
Engage sponsorship expertise to review and revamp event sponsorship.		Completed as stated in the 2019/20 end of year progress report.


							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled









DP Action	5.1.1b: Implement an annual program of Council-run and Council-supported events.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.

Action Name	Status	Comments
Implement findings of the Event Services Review.		Completed as stated in the 2019/20 end of year progress report.
Deliver the 2020 Christmas Lights Competition.		Winners of the 2020 Georges River Council Christmas Lights Competition were announced on 23 December 2020. Council received 13 residential display submissions and 2 business displays for the competition. Our People's Choice category received a fantastic result receiving 643 community votes.

DP Action	5.1.1c: Develop an Environmentally Sustainable Events Guideline.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.


DP Action	5.1.1d: Build stronger relationships with local businesses, industries and State agencies to maximise sponsorship of local events.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.

Action Name	Status	Comments
Continue to build stronger relationships with local businesses, industries and State agencies to maximise sponsorship of local events.		<p>Council's COVID-19 Safe Event Program during October 2020 to December 2020 resulted in partnerships established with the Local Police Area Command and three food truck vendors attending the Frightful 80's Drive-in Cinema event at Kyle Bay. The Be Kind 2 Your Mind online mental health program saw Council establish successful working partnerships with community groups, local businesses, schools, not-for-profits and other government agencies at a local, state and national level.</p> <p>Due to the impacts of COVID-19 on businesses' capacity to financially sponsor events and a rapidly changing environment around public health order updates, sponsorship opportunities have been severely limited. Council has pivoted to seeking grant opportunities to support the delivery of COVID-19 safe events and achieved a \$19,100 grant in December 2020.</p>









							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	5.1.1e: Develop an online event toolkit to help community and commercial groups deliver events. Build community capacity in event planning and delivery.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.

DP Action	5.1.1f: Review of Georges River Council Event Strategy.
Status	Progressing
Comment	The review of Council's Event Strategy has been significantly impacted by COVID-19 and restrictions on gatherings, however, this has also presented opportunities to holistically review and reimagine all events and activations in the LGA. The first part of this innovative, accessible and scalable approach was adopted by Council at its meeting on 24 August 2020, with the "Connecting the Community with COVID-19 Safe Event Program". Council will take feedback from the implementation of these programs during this financial year to inform the creation of the new Georges River Event Strategy in 2021/22.

Action Name	Status	Comments
Commence a review of Georges River Council Event Strategy.		The review of Council's Event Strategy has been significantly impacted by COVID-19 and restrictions on gatherings, however this has also presented opportunities to holistically review and reimagine all events and activations in the LGA. The first part of this innovative, accessible and scalable approach was adopted by Council at its meeting on 24 August 2020, with the "Connecting the Community with COVID-19 Safe Event Program". Council will take feedback from the implementation of these programs during this financial year to inform the creation of the new Georges River Event Strategy in 2021/22.



							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 5.2: Affordable and quality housing options are available.

Affordable housing

Strategy - 5.2.1: Partner with State agencies to increase supply of affordable housing for residents on very low to moderate incomes.

DP Action

5.2.1a: Develop an Affordable Housing Policy and Affordable Housing Contributions Scheme (as per NSW Government requirements).

Status

Progressing

Comment

A draft Affordable Housing Policy has been prepared and will be presented to ET in February 2021 and to Council in in March 2021 for a resolution to exhibit.

The draft Policy restates the targets in the Inclusive Housing Strategy which are:
 2020-2025 - 14 affordable dwellings per year (70 dwellings to 2025, at 1.5%)
 2025-2030 - 24 affordable dwellings per year (120 dwellings to 2030, at 4%)
 2030-2040 - 34 affordable dwellings per year (340 dwellings to 2040, at 6%)

As part of the preparation of the Mortdale Local Centre, Council is investigating the feasibility of an Affordable Housing Contributions Scheme (as per NSW Government requirements).

Action Name

Status

Comments

Prepare an Affordable Rental Housing Policy.











A draft Affordable Housing Policy has been prepared and will be presented to the Executive Team in February 2021 and to Council in March 2021 for a resolution to exhibit.

The draft policy restates the targets in the Inclusive Housing Strategy which are:
 2020-2025 - 14 affordable dwellings per year (70 dwellings to 2025, at 1.5%)
 2025-2030 - 24 affordable dwellings per year (120 dwellings to 2030, at 4%)
 2030-2040 - 34 affordable dwellings per year (340 dwellings to 2040, at 6%).

Complete the Inclusive Housing Strategy.




Council adopted the strategy in August 2020.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Council-led development proposals

Strategy - 5.2.2: Council-led development proposals incorporate, where feasible, options that support affordable and diverse housing.

DP Action	5.2.2a: Investigate the potential to include affordable housing in Council-led developments.
Status	Progressing
Comment	<p>A draft Affordable Housing Policy has been prepared and will be presented to the Executive Team in February 2021 and to Council in in March 2021 for a resolution to exhibit.</p> <p>The draft policy restates the targets in the Inclusive Housing Strategy which are: 2020-2025 - 14 affordable dwellings per year (70 dwellings to 2025, at 1.5%) 2025-2030 - 24 affordable dwellings per year (120 dwellings to 2030, at 4%) 2030-2040 - 34 affordable dwellings per year (340 dwellings to 2040, at 6%).</p> <p>Council will need to adopt the Policy before affordable housing is included in Council led developments.</p>


Action Name	Status	Comments
Progress the Planning Proposal for Civic Precinct Master Plan to Gateway determination stage.		Completed as stated in the 2019/20 end of year progress report.









Goal 5.3: The community is socially and culturally connected.



Social and cultural plans

Strategy - 5.3.1: Develop and implement a Social Plan and a Cultural Strategy that celebrates diversity, promotes the multicultural community, supports innovation and creativity and contributes to the economic success of the area.

DP Action	5.3.1a: Develop and implement a Social Justice Charter to build the LGA's social strengths.
Status	Progressing
Comment	The Executive Team approved engaging a consultant to review, finalise and launch the Social Justice Charter. Two consultancies were approached to submit an EOI and one was chosen based on ability to deliver within Council's timeframe.



Action Name	Status	Comments
Launch and promote the Georges River Council Social Justice Charter.		Two sessions were organised with Council's Managers to get their input into Charter actions. The Management team approved moving forward to engage a consultant for review, launch and implementation of the Charter. A Request for Proposal has been delivered to two consultancy firms. Mobilisation of the project will occur in January 2021.









							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	5.3.1b: Implement the priorities of the Cultural Strategy and Public Art Policy.	
Status	Completed	
Comment	The Public Art Policy has continued to be implemented in Q2, with a large mural artwork being installed in Kogarah and several 'expressions of interest' for upcoming projects created and advertised. A Public Art Agreement has also been created.	
Action Name	Status	Comments
Implement recommendations from the Cultural Strategy.		Completed as stated in the 2019/20 end of year progress report.
Develop and implement a Public Art Policy.		Completed as stated in the 2019/20 end of year progress report.


Social participation and community wellbeing.

Strategy - 5.3.2: Develop, support and promote programs and activities that foster social participation and wellbeing of the diverse community, regardless of age, gender, sexual orientation, cultural or religious background.


DP Action	5.3.2a: Implement an annual program of activities that create opportunities for community interaction and cohesion.	
Status	Ongoing	
Comment	Youth Week planning was disrupted in Q3 due to COVID-19 restrictions on public gatherings. Council's Youth Week Online program of events was launched in April 2020. This included the Short Stuff Film Competition, Georges River Youth Literary Awards, St George Youth Awards and the Youth Week Instagram Takeover. A range of community workshops were organised throughout the year in partnership with support agencies, including sessions on available community services for Chinese speakers, accessing Aged Care, and Parenting Challenges workshops. A new partnership was formed with the NSW Department of Health Promotion Unit and a number of local community organisations to develop the Healthy Hurstville Healthy Children initiative. A working group was established in February to plan a Health and Lifestyle Expo and a Local Services Directory for Children and Families. The St George Chinese Services Network Working Group met in February 2020 to plan a 'Healthy Ageing' workshop in partnership with Department of Health for the Grandparents Festival in October 2020.	
Action Name	Status	Comments
Implement the Hurstville Plaza Activation Plan.		Completed as stated in the 2019/20 end of year progress report.
Implement and promote the directory of free and low-cost services for seniors.		<p>Current Seniors' directory listings have been reviewed and updated. Online resource to be designed for greater accessibility for intended audience.</p> <p>A proposal is being developed for advertising sponsorship to support production of a physical Directory as well as an online resource.</p>









							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	5.3.2b: Collaborate across Council and with relevant partners to develop holistic programs for community benefit.
Status	Ongoing
Comment	Council staff continue to work closely with the Reference Groups, to develop cross-departmental programs and initiatives to support more vulnerable members of our community. Some examples include the online events (21) as part of the Mental Health Month, Be Kind, NAIDOC Week. Council have also worked in partnership with local service providers to hold two CALD community events. Council were successful in the grant application for the National Foundation for Australia - China Relations Competitive Grants Round 2020-21 through collection of oral histories, stories and exhibition object.

Action Name	Status	Comments
Continue to collaborate across Council and with relevant partners to develop holistic programs for community benefit.		<p>Community Development collaborated internally across Council as part of the COVID-19 Safe Events Program, and externally with local, state and National agencies for a number of successful projects that benefitted the community:</p> <ul style="list-style-type: none"> • Fourteen online events as part of the Mental Health Month, and Council's Be Kind 2 Your Mind series. • Seven online NAIDOC week events. • Two CALD community online events in partnership with local service providers. • Supported the Hurstville Museum and Gallery team in successful grant application for the National Foundation for Australia-China Relations Competitive Grants Round 2020-21 and through collection of oral histories, stories and exhibition objects, to be exhibited in 2021.

DP Action	5.3.2c: Develop action plans through the Social Justice Charter that address the needs of the aged, youth, multicultural and Indigenous communities in the Georges River area.
Status	Ongoing
Comment	The Social Justice Charter contains actions addressing basic rights that promote and protect the values of freedom, respect, equality and dignity to all community members including the aged, youth, multicultural and Indigenous communities in the Georges River area.

Action Name	Status	Comments
Work with partner agencies to deliver targeted social inclusion grant program.		<p>Completed as stated in the 2019/20 end of year progress report.</p> <p>A second round of the Doing it Differently grant program is scheduled for March 2021.</p>



							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	5.3.2d: Implement Council's Equal Employment Opportunity Policy.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.


Community safety planning









Strategy - 5.3.3: Develop an integrated Community Safety Plan to identify the role Council and others can play in helping to make the LGA a safer place

DP Action	5.3.3a: Implement a Community Safety Plan.
Status	Ongoing
Comment	<p>A Volunteer Street Champions project plan was finalised and approved by the Executive Team on 15 December 2020. The program will launch in April 2021 as a six month pilot in Mortdale. A coercive control pocket guide was created and disseminated to the community. This was developed in collaboration with the St George Domestic Violence Committee and translated into five community languages for the benefit of people at risk.</p> <p>The Social Justice Charter EOI has been developed and a consultant firm will begin work on the creation of the Charter in February 2021.</p>


Action Name	Status	Comments
Undertake a Safety Audit of public spaces across the LGA.		Completed as stated in the 2019/20 end of year progress report.
Consult on and develop a Community Safety Plan.		Completed as stated in the 2019/20 end of year progress report.

DP Action	5.3.3b: Increase community safety awareness with business and residents.
Status	Ongoing
Comment	Council is partnering with Transport for NSW to promote the "Go Together" campaign with the aim of educating businesses and residents on road safety rules for bicycle riders, and in particular, food delivery rider safety.

Action Name	Status	Comments
Develop a pilot Community Safety Program.		The Volunteer Street Champions project plan was finalised and approved by the Executive Team in December 2020. The program will launch in April 2021 as a six month pilot in Mortdale.









							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled





DP Action	5.3.3c: Work with the Police Area Command to manage Alcohol Free Zones and Alcohol Prohibited Areas.	
Status	Completed	
Comment	Completed as stated in the 2019/20 end of year progress report.	
Action Name	Status	Comments

Continue to work with the Police Area Command to manage Alcohol Free Zones and Alcohol Prohibited Areas.		St George Police Area Command are happy with the current arrangements. There has been no request for amendments or complaints of the current locations. A replacement Alcohol Free Zone (AFZ) sign has been positioned at the Park located at Belmore Road and Littleton Street Riverwood. Two new AFZ signs were also installed at the bus interchange Hurstville.
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Strategy - 5.3.4: Provide high quality, affordable and economically viable education and care across Council's children's services.

DP Action	5.3.4a: Implement the 2017-20 Children's Services Strategic Plan with an emphasis on best practice and family-friendly childcare services.	
Status	Completed	
Comment	<p>All educators were asked to complete a survey in relation to the new Children's Services Strategy to determine the interest and need of ideas. Staff undertook cultural training from an indigenous group, Dalmarri. This will support the implementation of the Children's Services Reconciliation Action Plan.</p> <p>New learning environments have been created due to Quality Learning Environment Grants, including installation of a Dry River Creek at Penshurst, new meeting area at Narani and introduction of pets to Jack High and Ocean Street.</p> <p>Community connections have continued to develop through partnerships with Estia Health at Kogarah, 3Bridges Dementia clinic at Carss Park as well as the introduction of our street libraries which are a new resource to the community.</p> <p>Oatley West has been developing all appropriate documentation for the post approval compliance check from the Department of Education.</p> <p>In Q2, Council developed the Child Protection Action Plan and assembled a working group which will support the implementation of the plan in 2021.</p> <p>To ensure continual professional development of our team and ensure we are delivery industry best practice we have completed workshops around programming and documentation as well as teamwork and leadership.</p>	

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled



Action Name	Status	Comments
Establish a 40 place long daycare centre in Oatley West.		Completed as stated in the 2019/20 end of year progress report.
Develop inclusion support plans for each service.		All services have developed Inclusion support plans regardless of their funding for children with additional needs. This ensures all staff are working towards common goals on inclusion and can meet the needs of all children in the environment, regardless of their level of abilities. These plans will continue to be reviewed and changed based on the children in the service at any given time.
Develop a reconciliation action plan.		Consultation with the local Aboriginal community for the development of the Social Justice Charter identified the need for Council to create a Reconciliation Action Plan in close collaboration with the Aboriginal Reference Group. Development of the Plan will be tabled at the next Aboriginal Reference Group meeting in February 2021.
Implement the findings of the Children's Services Model Review.		Recommendations from the review have been included in the draft Children's Services Strategy 2021-2025. Smaller operational changes are currently being consulted with children, staff and families for implementation.




							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled









DP Action	5.3.4b: Investigate the feasibility of a 24 hour child care centre in the Kogarah Health and Research Hub and implement if viable.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.

DP Action	5.3.4c: Locate an appropriate site for an occasional child care service within the Hurstville CBD.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.

Action Name	Status	Comments
Establish a 23 place occasional care service within the LGA.		Completed as stated in the 2019/20 end of year progress report.
Undertake a trial study of mixed usage options at Hurstville Early Learning Centre to determine community's needs.		Completed as stated in the 2019/20 end of year progress report.

DP Action	5.3.4d: Operate all child care services with contemporary technology.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.

Action Name	Status	Comments
Continue to operate all child care services with contemporary technology.		Electronic form will go into test in early Q3. Meetings with IMT still continuing each fortnight at different centres. The last of the children's file from Narani, Ocean Street Kindergarden and South Hurstville Kindergarden have been accessed and are being worked on so they are in CM9. Web cams have been installed at Ocean Street on all desk tops.





							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled









Goal 5.4: Diverse, vibrant community facilities and spaces are connected, well maintained and accessible.

Library services



Strategy - 5.4.1: Expand the role of libraries as welcoming and inclusive spaces with services, collections and programs that inspire and engage with the community.









DP Action	5.4.1a: Implement the 2030 Library Strategy to improve service delivery, technology, collections, information services, community engagement and programs.
Status	Progressing
Comment	Libraries 2030 Georges River Library Strategy was adopted by Council 25 May 2020 and describes the direction for our service over the next 10 years. Project schedules and owners have been assigned and short term goals will be initiated in Q3.

Action Name	Status	Comments
Develop and implement training modules to maximise staff knowledge of the Library's collections and Information Services.		Completed as stated in the 2019/20 end of year progress report. All library training to maximise staff knowledge was adapted to online learning.
Develop a Local Studies Marketing and Communication Plan.		Completed as stated in the 2019/20 end of year progress report. The Local Studies Management Plan outlines the partnerships and stakeholders integral to the Local Studies service. This will be incorporated into the wider marketing plans for all services.
Implement agreed outcomes from the Library Strategy.		Completed as stated in the 2019/20 end of year progress report. The adopted Strategy is available online and print form. Short term actions have been prioritised.
Develop a Collection Management Plan.		The Collection Management Plan is in draft and currently being distributed for comment. The Plan encompasses the physical and digital collections and will provide development plans for new collections, including Library of Things, Digital Tools collection, zines and special collections including materials for print disabilities. The Plan has been aligned with principles outlined in the Libraries 2030 Strategy, including greater community input into selection, increased access to collections and opportunities for the inclusion of community created collections.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	5.4.1b: Deliver improvements to library services and facilities to ensure appropriate and effective use of collections and resources.
Status	Progressing
Comment	<p>On 14 December 2020 Council resolved to clear from the library management system the unrecoverable debts from the former Hurstville and Kogarah Councils (COM050-20). The total debt removed was more than \$500,000. Clearing this amount has given Council a clearer picture of GRC library debts and has also provided an opportunity to reconnect with customers who have stayed away for years for financial reasons. The next stage of the Library Services Debt Recovery and Management is an amnesty on fines to further reduce the current GRC library debt in fines and recover, where possible, unreturned library assets.</p> <p>The Collection Management Plan is in draft and currently being distributed for comment. The Plan encompasses the physical and digital collections and will provide development plans for new collections, including Library of Things, Digital Tools collection, zines and special collections including materials for print disabilities.</p> <p>The library commenced preparations for its new Digital Tools Collection. The new collection is designed to complement the Hurstville Media Lab facilities and provides all of the equipment required to create movies, podcasts, digital photography, live streaming and more.</p> <p>In line with our goal to expand and adapt our services to meet the changing needs of the community, we have been working with the Children's Services team on a pilot project offering delivery of library materials to families enrolled in the Oatley West Early Learning Centre.</p>



Action Name	Status	Comments
Deliver Media Lab within Hurstville Library.		<p>Completed as stated in the 2019/20 end of year progress report.</p> <p>Building work and equipment fit out is complete and Medial Lab is now open. Compliance with the Public Health Order due to the COVID-19 pandemic resulted in the main outstanding component, delivery and installation of a sound recording booth, being delayed and due for installation in Q2 2020/21.</p>
Develop a Debt Recovery Plan for Library Services.		<p>Council resolved to clear from the library management system the unrecoverable debts from the former Hurstville and Kogarah Councils (COM050-20). The total debt removed was more than \$500,000. Clearing this amount has given Council a clearer picture of GRC library debts and has also provided an opportunity to reconnect with customers who have stayed away for years for financial reasons.</p>

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled


Community facilities









Strategy - 5.4.2: Collaborate with State agencies, the education sector and neighbouring councils to provide regional level community facilities.

DP Action	5.4.2a: Develop a community property portfolio to improve public benefits to residents and local/state agencies and the ongoing sustainability of the property.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.

Action Name	Status	Comments
Develop a Joint Use Planning Agreement with the Department of Education.		Completed as stated in the 2019/20 end of year progress report.
Work with local service providers to support women and children who are at risk of, or experiencing, homelessness as a result of domestic violence.		<p>The Georges River crisis accommodation facility is now operational, run by Kingsway Community Care.</p> <p>Creation and dissemination of a coercive control brochure, partnered with the Domestic Family Violence Committee, as an outreach tool for those at risk.</p> <p>Council resolved in Q2 to investigate the feasibility of a safe room in the Westfield Hurstville Shopping Complex. Research into the feasibility of opening a safe room in Hurstville CBD is underway. Consultation with service providers and St George Area Police Command was undertaken via the St George Domestic Violence Network and Westfield Hurstville has been approached and are interested in meeting to discuss feasibility.</p>

DP Action	5.4.2b: Work with the NSW Government to encourage greater provision of adequate crisis accommodation in the LGA.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.

Action Name	Status	Comments
Work with the NSW Government to facilitate an increase in crisis accommodation in the LGA for women and children who are at risk of, or experiencing, homelessness as a result of domestic violence		The Georges River crisis accommodation facility is now operational, run by Kingsway Community Care.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Affordable facilities

Strategy - 5.4.3: Provide a range of affordable and accessible facilities for community-based activities.

DP Action	5.4.3a: Review and deliver Council's Venue Hire Grants Program in conjunction with the Grants, Donations and Sponsorship Policy.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.




DP Action	5.4.3b: Review use of community facilities in conjunction with Community Lease Policy.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.









Action Name	Status	Comments
Undertake audit of Council-owned community facilities.		Completed as stated in the 2019/20 end of year progress report.

Promoting the arts

Strategy - 5.4.4: Encourage and promote the arts through Councils cultural facilities including Hurstville Museum & Gallery, Hurstville Entertainment Centre and Carss Park Artists Cottage.

DP Action	5.4.4a: Implement an annual program of community and cultural programs and events.
Status	Ongoing
Comment	The Georges River Artist in Residence program concluded, with indigenous artist, Venessa Possum, undertaking a residency during Q2. The 2021/22 Artist in Residence program has been finalised and will commence in February 2021. Hurstville Museum and Gallery delivered the exhibition program for the 2020 calendar year, confirming the 2021 Community Art Space program of artists in Q2. Hurstville Entertainment Centre (HEC) programming currently on hold until COVID-19 restrictions ease further. HEC continues to accept shows and events from external hirers.

Action Name	Status	Comments
Increase the profile of the Artist in Residence Program.		Completed as stated in the 2019/20 end of year progress report.
Investigate a platform to promote cultural activity across the LGA.		Completed as stated in the 2019/20 end of year progress report.
Increase the profile of our cultural facilities through partnerships with key arts organisations.		Completed as stated in the 2019/20 end of year progress report.


							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 5.5: The community is safe and healthy


Regulatory functions

Strategy - 5.5.1: Conduct Councils regulatory functions in accordance with legislative requirements.

DP Action	5.5.1a: Continue to liaise with the NSW Government and relevant stakeholders to keep up to date with legislative changes.
Status	Progressing
Comment	Staff have continued to liaise with major NSW Government and relevant stakeholders to ensure legislation is kept up to date. This activity was amplified during the movement restriction put in place under Public Health (COVID-19 Restriction on Gathering and Movement) Order 2020 since 1 April 2020.

Action Name	Status	Comments
Implement the 2020/21 regulatory programs to ensure compliance with the relevant legislation and to address community safety concerns.		Public Health inspections are currently behind schedule; however, other regulatory programs are on schedule. This delay is due to the high number of service requests received, a staff resignation and staff being on leave during December. The Public Health inspection program will recommence in the Q3 and the target will be met by the end of the financial year.

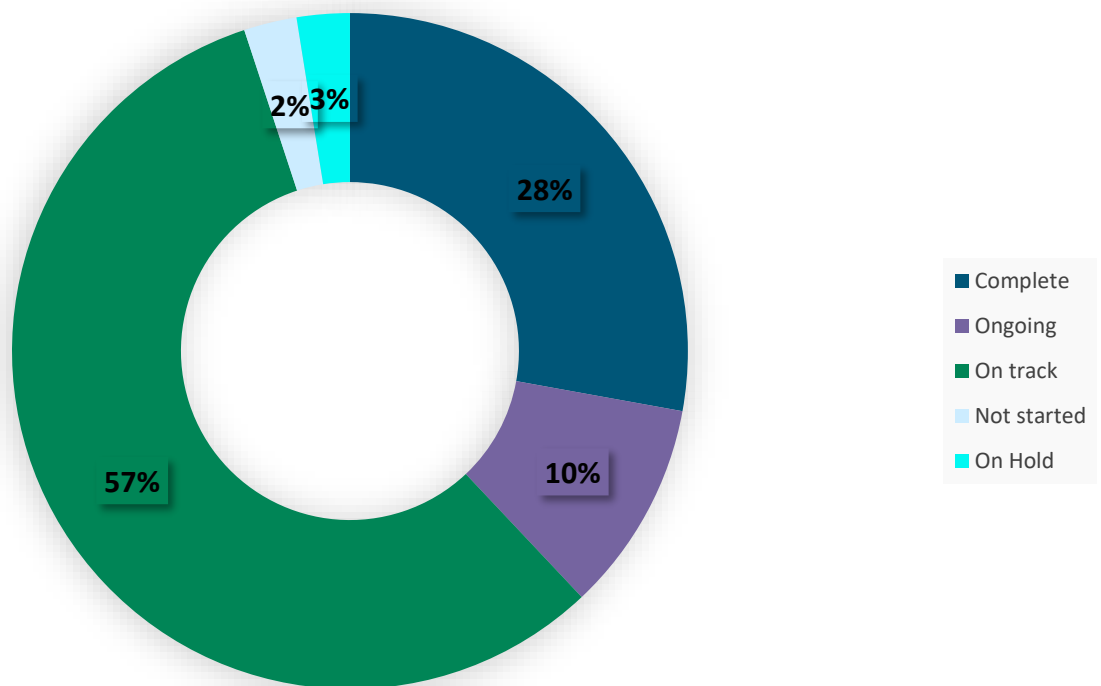
DP Action	5.5.1b: Continue to implement programs relating to food premises, skin penetration premises and regulated systems.
Status	Progressing
Comment	Public Health inspections are currently behind schedule, however other regulatory programs are on schedule.

Action Name	Status	Comments
Implement the Get the Site Right Program to manage development site condition compliance.		Completed as stated in the 2019/20 end of year progress report.

PILLAR 6:

LEADERSHIP AND TRANSPARENCY

Progress against 1 Year Operational Plan Items



ACHIEVEMENTS

- Online registers updated to ensure legislative compliance under GIPA and disclosure returns. Disclosures of Interest Returns for designated persons finalised and published as required.
- A Communications Toolkit has been developed as an online form for requesting communications work.
- Community engagement was undertaken on a new Georges River Council Rating Structure.
- All Integrated Planning and Reporting requirements for have been met including publishing of the 2019/20 annual report.
- The Chill Out hubs have been installed.
- The Five Million Trees Project continues to be rolled out and Council has applied for two grants in Kogarah and Hurstville to continue public domain improvements such as planting, slowed traffic movement and rest spaces.
- Council completed wave two of the independently assessed and benchmarked customer experience improvement program.
- Council endorsed the Innovation Strategy which promotes creating a culture of innovation.

PERFORMANCE INDICATORS

Description	Baseline	Annual Target	Results to Date	Status	YTD Comments
Actual year-to-date income is no more than 5% under the year-to-date approved budget.	Baseline - 8% under budget	< 5%	4%	On Track	<p>Result is \$10.1m above budget, largely due to the following –</p> <ul style="list-style-type: none"> • Sale of property which has occurred in Q2 but was not scheduled to be undertaken until the second half of the year (\$6.0m, but timing only) • Additional Operating Grants (\$2.1m) • Income from Parking Fines (\$1.0m)
Actual year-to-date expenditure is no more than 5% over the year-to-date approved budget.	Baseline - 12% under budget	< 5%	-6%	On Track	<p>Result on track and is \$2.7m under budget due to the following:</p> <ul style="list-style-type: none"> • Materials and Contracts under by \$1.0m mostly in A&I Contractor and Materials costs • Consultancy costs in CSI and E&P due to the timing of some projects getting underway • Other expenses are under budget by \$1.8m, with main savings currently in event costs \$200,000, some building repair and maintenance costs \$200,000 and \$500,000 in electricity and street lighting
Annual nett litigation costs managed to \$1.5m budget.	Baseline - \$843,000	< \$1,500,000	\$1,220,237	On Track	<p>The amount of legal costs expended by Council as at 31 December 2020 including costs of all litigation (Court proceedings) is \$1,131,133. Costs recovered since 1 July 2020 are \$113,975. The nett figure is \$1,017,158.</p>
Attempted resolution of Class 1 merit appeals by way of alternative dispute resolution such as s34 conciliation wherever possible and appropriate.	Baseline - 100%	= 100%	100%	On Track	<p>As at 30 September 2020 we had 35 current development appeals in Q1, 11 of which are being run in-house. We have had to send appeals to external lawyers due to staff</p>









Description	Baseline	Annual Target	Results to Date	Status	YTD Comments
					shortages. In Q1, 6 appeals were resolved by S34 Agreement, 2 appeals upheld and one appeal discontinued. As at 31 December 2020 we had 27 current development appeals in Q2, 7 of which are being run in-house. We have had to send appeals to external lawyers due to staff shortages. In Q2, 8 appeals were resolved by S34 Agreement and 1 appeal upheld.
Council decisions made at meetings closed to the public.	Baseline - 8%	< 25%	8%	On Track	214 reports to Council - 16 in confidential session.
Council's overall Customer Experience rating.	Baseline - 53%	= 63%	68%	On Track	Council's continued focus on improving the standard and consistency of customer service provision during July 2020 to December 2020 has seen a year to date result of 68% for the overall Council Customer Experience rating. For the 2020 full year, Council achieved an overall 5th place compared to 44 independently benchmarked Councils across Australia.
Customer satisfaction with face to face interaction at the Customer Service Centre.	Baseline - new Measure	80%	94%	On Track	Council exceeded the target for customer satisfaction with face to face interaction at the Customer Service Centre for the period of July 2020 to December 2020. COVID-19 safe measures such as QR codes were introduced in the Centre to facilitate customer feedback in addition to the touch screen kiosks.
Increased income from grants.	Baseline - 13%	> 75%	50%	On Track	Continue to seek grant funding opportunities.
Investment portfolio returns for the past 12 months exceeding industry benchmark as disclosed by CPG.	Baseline - 3.39% - 1.64% above benchmark	Benchmark exceeded	0.70% - 0.65% above benchmark	On Track	For the last 6 months, the performance return in Council's investment portfolio was 0.70%. It is on average 0.65% above the performance benchmark.

Description	Baseline	Annual Target	Results to Date	Status	YTD Comments
Number of visits to Council's website is increased by 10% annually	Baseline - new measure		So far this year there have been 1,025,348 page views which exceeds the annual target.	On Track	The significant increase in website visits is attributable to all the work that has been done in delivering the Digital Experience and Communications Strategy.
Open and transparent interaction at council and committee meetings (public participation)	Baseline - new measure	> 2	48	On Track	Speakers either addressed council via Skype or had their submissions read to Council by council staff due to COVID-19 restrictions.
Operating Performance - operating expenditure is contained within operating revenue	Baseline - -2.57%	> -4%	3%	On Track	Mainly due to gains on sale of Properties and some material and contracts expenditure savings.
Own Source Operating Revenue - % of self funding	Baseline - -- 78.49%	> 60%	85%	On Track	Strong results due to gain on property disposals in Q2.
Percentage compliance with statutory and legislative reporting requirements (Office of Local Government Compliance Calendar).	Baseline - 100%	= 100%	100%	On Track	Target met for YTD.
Percentage of complaints completed within agreed times.	Baseline - 67%	90%	93%	On Track	93% of complaints completed within timeframe for the period of July 2020 to December 2020.
Percentage of correspondence responded to within 14 days.	Baseline - 82%	> 80%	90%	On Track	90% of Council correspondence responded to within 14 days for the period of July 2020 to December 2020.
Percentage of customer requests completed within agreed times.	Baseline - 64%	80%	88%	On Track	Council continues to exceed the target for completion of customer requests within agreed timeframes with a year to date result of 88%.
Percentage of customers satisfied with the overall experience with their customer requests to Council.	Baseline - 78.7%	80%	63%	On Track	63% of customers satisfied with the overall experience with their customer requests to Council for the period July 2020 to December 2020. Council will continue to conduct internal quality

Description	Baseline	Annual Target	Results to Date	Status	YTD Comments
					checks and review customer feedback to improve quality of services and continue to improve on the quality and quantity of service requests available through Council's request management system. This will lead to an improvement in customer satisfaction through customer communication and efficiency of the service requests.
Percentage of legal cases determined in accordance with Council's corporate and strategic objectives including successful prosecutions (convictions) and/or fines for major environment offences, including tree breaches.	Baseline - 100%	> 75%	No Data	Off Track	Council had no Local Court prosecutions in Q1 and 7 Local Court prosecutions which were all withdrawn in Q2.
Percentage of occupancy across Council-owned commercial properties.	Baseline - 97%	> 90%	92%	On Track	Currently 7 vacancies from 81 properties. Difficult market conditions.
Percentage of satisfied Your Say Georges River Panel members with engagement on Council projects.	Baseline - new Measure	> 75%	0%	Off Track	Of the 15 people who have completed the Satisfaction Survey to date none of them are Your Say Panel members so there is no measure of satisfactions for the panel members. A new approach for Your Say Panel members is being implemented from February 2021.
Percentage of WHS Incident Management Corrective Actions finalised within agreed times.	Baseline - 22%	= 60%	65%	On Track	Target met for YTD.
Percentage outstanding rates, annual charges, interest and extra charges.	Baseline - 2.7%	< 5%	7%	Off Track	This is outside the OLG's performance indicator of 5%. Comparisons to other Councils highlight it is an industry trend. Though it is a trend it is high risk and must be managed by Council. Letters have been sent for all debts over \$200 and active debt management will commence in March 2021 as legally there has been 0%

Description	Baseline	Annual Target	Results to Date	Status	YTD Comments
					interest and restrictions on legal recovery.
Rates and annual charges outstanding ratio.	Baseline 3.0%	< 5%	7%	Off Track	This is outside the OLG's performance indicator of 5%. Comparisons to other Councils highlight it is an industry trend. Though it is a trend it is high risk and must be managed by Council. Letters have been sent for all debts over \$200 and active debt management will commence in March 2021 as legally there has been 0% interest and restrictions on legal recovery.
Unrestricted Current Ratio.	Baseline - 3.86	> 1.5	3	On Track	Results on track.




							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 6.1: The community is involved and listened to.



Community consultation

Strategy – 6.1.1: Actively implement the GRC Community Engagement Policy and Strategy, providing a consistent and best practice approach to engagement across all Council functions.

DP Action	6.1.1a: Review performance indicators and data with internal and external stakeholders to ensure data contributes to continuous improvement.
Status	Progressing
Comment	This quarter the community facing dashboard for community consultation was finalised to go live in February 2021.









Action Name	Status	Comments
Continue to review performance indicators and data with internal and external stakeholders to ensure data contributes to continuous improvement.		A review of indicators and data will be conducted to coincide with CSP Review commencing in 2021/22.

DP Action	6.1.1b: Embed Council's Engagement Strategy as an overarching process for all Council engagement activity.
Status	Progressing
Comment	Since the Community Engagement Strategy was adopted it has been used in all consultations and is promoted on the Your Say and Council webpages.

Action Name	Status	Comments
Implement changes to Your Say following feedback from the Your Say Satisfaction Survey.		Satisfaction Survey under review to ensure better outcomes and learnings. Four feedback items received this quarter and referred to the appropriate managers.
Deliver training to relevant staff concerning updates to the Community Engagement Strategy.		Informal awareness sessions undertaken with key internal stakeholders this quarter.

DP Action	6.1.1c: Develop and build a brand and identity for the Georges River LGA.
Status	Progressing
Comment	City Marketing Strategy being developed to coincide with the Discover Visit Invest campaign. Increased promotion of local business and investment opportunities through the adoption of the Economic and Social Recovery Plan. Brand and image guidelines are being revised.

Action Name	Status	Comments
Continue to develop and build a brand and identity for the LGA.		Discover Georges River campaign and the development of the City Marketing Strategy.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled


Engagement mechanisms









Strategy - 6.1.2: Use of online, social media and other communication channels, including Your Say Georges River.

DP Action	6.1.2a: Increase the range of community engagement activities on Councils website.
Status	Progressing
Comment	For the period October 2020 – December 2020, Your Say had 16 consultations close. For those consultations there were: Number of pages views: 5,600 Number of aware visitors: 4,100 Number of engaged users: 448 Types of engagement tools used: 20 surveys with 618 submissions by 444 contributors, 1 places tool with 12 pins by 6 contributors, 1,900 downloads of documents, 21 views of 1 video.


Action Name	Status	Comments
Deliver drop in sessions and toolbox talks to encourage staff to increase the range and type of activities on Your Say.		Completed as stated in the 2019/20 end of year progress report.

DP Action	6.1.2b: Broaden the range of Council and community issues referred for feedback to Councils Your Say Georges River Panel.
Status	Progressing
Comment	The use of the Your Say consultation as a method of engagement has increased across Council. Social media channels and the standing Leader newspaper advertisement have been used to promote Your Say to the community.

Action Name	Status	Comments
Continue to broaden the range of Council and community issues referred for feedback to Council's Your Say Georges River Panel.		Continued use of Your Say for community involvement beyond consultation this quarter with the Georges River Biodiversity Study, library opening hours, and Oatley Flying Fox Camp consultation.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled


DP Action	6.1.2c: Develop comprehensive communication plans for Council's projects, programs and initiatives.
Status	Progressing
Comment	Communications Plans are developed for large projects, programs and initiatives. The Communications Toolkit has been developed as an online form for requesting communications work. We are now incorporating engagement and consultation requests into both the tool kit and the template for communication plans.

Action Name	Status	Comments
Create and implement an Engagement Communication Plan for major projects where Council is seeking community engagement in 2020/21 including use of print media and traditional marketing methods.		Communications Plans developed for all major projects this quarter including Georges River Biodiversity Study, LEP21 Planning Proposal, and Get Reconnected.


Performance reporting









Strategy - 6.1.3: Publicly and regularly report on our performance against strategic, financial and operational plans.

DP Action	6.1.3a: Comply with all requirements of Integrated Planning and Reporting legislation, including progress reports for the Community Strategic Plan, Delivery Program and Operational Plan.
Status	Ongoing
Comment	All Integrated Planning and Reporting requirements for have been met, including publishing of the 2019/20 Annual Report.

Action Name	Status	Comments
Communicate Council's progress against the Community Strategic Plan, Delivery Program and Operational Plan through Council's website.		The Annual Report is complete and has been published to Council's website. Council's End of Term Report is scheduled for the final meeting of this Council. The Half Yearly Progress Report will be prepared for the March 2021 Council Meeting. The Community Strategic Plan will be reviewed and developed commencing March 2021.

DP Action	6.1.3b: Develop an Annual Community Consultation Progress report.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.

Action Name	Status	Comments
Create an Annual Community Consultation Progress report.		Community facing dashboard built but go live delayed to Q3.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 6.2: Open, informed and transparent decision-making supports the interests of the community.



Transparent communication

Strategy - 6.2.1: Make all reports to Council Meetings public wherever possible under the Local Government Act 1993 or provide open and closed reports where necessary.

DP Action 6.2.1a: Investigate the feasibility of 'Meet your Ward Councillors' sessions.

Status Cancelled

Comment Meet Your Ward Councillor Sessions will not proceed for 2020/21.









Action Name	Status	Comments
Produce a feasibility report on the 'Meet Your Ward Councillor' sessions.		The Meet Your Ward Councillor sessions will not be continuing for 2020/21. A feasibility report has not been prepared.
Provide fact sheets at each Council meeting to inform the community on the reasons for confidential Council reports.		Completed as stated in the 2019/20 end of year progress report.

DP Action 6.2.1b: Utilise webcasting to improve access to information from Council meetings.

Status Ongoing

Comment This occurs prior to the closure of every Council meeting. We have changed the percentage at 75%, noting the additional 1 year added onto the DP. This work is ongoing and continual.



Action Name	Status	Comments
Webcast resolutions from any items considered in closed sessions.		This occurs prior to the closure of every Council meeting.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Risk management

Strategy - 6.2.2: Undertake effective risk management to provide greater certainty and security over the management of Council resources and services.


DP Action	6.2.2a: Annually review Council's enterprise and operational risks.
Status	Progressing
Comment	Enterprise Risk Management data uploaded into the corporate reporting tool (Pulse) and supported by directorate focused risk training sessions in January 2021.









Action Name	Status	Comments
Maintain the focus on education, awareness and mitigation with respect to risk management procurement and fraud control.		The December 2020 Audit Risk and Improvement Committee noted a progress update on risk management actions and the Risk Heat Map. Enterprise Risk Management data uploaded into the corporate reporting tool (Pulse) to streamline and bring consistency to the updating of treatment plan actions by each directorate. Directorate focused interactive online training sessions commencing in January 2021 to ensure risk owners/responsible officers are supported in the risk reporting requirements.
Review and report on the Governance Framework status to the Audit, Risk and Improvement Committee.		The December 2020 Audit Risk and Improvement Committee noted a progress update on governance and legislative compliance activities.

Procurement

Strategy - 6.2.3: Ensure procurement policies and practices demonstrate best practice in probity assurance and legislative compliance.

DP Action	6.2.3a: Review procurement policy and practice through the Local Government Procurement Program.
Status	Progressing
Comment	Council received a Certificate for Completion of Year 2 of the Leading Efficiency and Analytics Program led by Local Government Procurement.

Action Name	Status	Comments
Continue to implement recommendations from the Procurement Audit.		Council received a Certificate for Completion of Year 2 of the Leading Efficiency and Analytics Program led by Local Government Procurement. Implementation of the Contract Management Audit recommendations is supported by the rollout of online interactive education and training across directorates which is ongoing this financial year. Also self-initiated internal audits have Council positioned well in the Auditor-General's report assessing procurement compliance in local government released November 2020.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Ongoing focus on procurement contracts governance strategies and enabling priorities.



Directorate Procurement Champions trained to assist with the implementation of Contract Management Recommendations. Additional training is currently being developed for Champions to assist with areas such as contract expiry and documentation management. In December 2020, we launched the new starter resources with the creation of four introductory procurement training videos. Further training to be developed on supplier evaluation during contract management to align with the Contract Management Audit and Auditor General's report regarding the impact on future procurement.

Timely provision of information

Strategy - 6.2.4: Provide timely access to Council information, in accordance with legislation, policy, public interest considerations, proactive disclosure and the respect for individual privacy.

DP Action



6.2.4a: Maintain online public registers as required under the Government Information (Public Access) Act 2009 (GIPA) including contracts, gifts and benefits and Councillor disclosures of interest returns (Section 449 of the LG Act).









Status

Progressing

Comment

Online public registers and disclosure returns published regularly as required.

Action Name	Status	Comments
Continue to maintain online public registers as required under the Government Information (Public Access) Act 2009 (GIPA) including contracts, gifts and benefits and Councillor disclosures of interest returns.		Online registers updated to ensure legislative compliance under GIPA and disclosure returns. Disclosures of Interest Returns for designated persons finalised and published as required.
Continue to implement a training and awareness program for Code of Conduct and Public Interest Disclosure matters.		Code of Conduct including Public Interest Disclosures training resources updated for new starters and all staff certify online they have read and acknowledge their obligations under the Code as part of the performance appraisal cycle held annually following the adoption of the new Code of Conduct and Procedures at the September 2020 Council meeting including online training sessions taking place for Councillors by Lindsay Taylor Lawyers.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action


6.2.4b: Maintain online records of Council and Committee papers and minutes, donations and sponsorships, and Councillor expenses.

Status

Ongoing

Comment

Achieved, this occurs after each meeting.

Action Name	Status	Comments
Continue to maintain online records of Council and Committee papers and minutes, donations and sponsorships and Councillor expenses		All reports that are considered by Council are available on Council's website, this includes the publication of minutes to ensure that decisions made by Council are open and transparent and accessible to the community. Additionally, registers are available on Council's website which contain details of expenses which are reimbursed to Councillors in accordance with the Mayor and Councillors' Expenses Policy.

DP Action


6.2.4c: Report annually to the Office of Local Government and the NSW Ombudsman on Code of Conduct and Public Interest Disclosure matters.









Status

Progressing

Comment

Completion of the online report to the NSW Ombudsman for report period July 2020 to December 2020. Report on the Code of Conduct complaints statistics adopted at the November 2020 Council meeting and the online report referred to the Office of Local Government.

Action Name	Status	Comments
Continue annual reporting to the Office of Local Government and the NSW Ombudsman on Code of Conduct and Public Interest Disclosure matters.		Report on the Code of Conduct complaints statistics 2020 was adopted at the November 2020 Council meeting and the online report referred to the Office of Local Government as required under clause 11.1 of the Procedures. Completed the online PID stats report to the NSW Ombudsman for the July 2020 to December 2020 report period.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Audit responsibilities

Strategy - 6.2.5: Use the Audit, Risk and Improvement Committee to independently advise Council on good governance, audit matters, business improvement and risk management controls.

DP Action





6.2.5a: Facilitate the Audit, Risk and Improvement Committee (ARIC) to fulfil its responsibilities under the Local Government Act and ARIC Charter.









Status

Progressing


Comment

The ARIC has fulfilled its responsibilities to date under the LG Act in 2020/21, supported by the Internal Audit Unit and management. All items on the ARIC Responsibility Calendar for the financial years 2018/19 and 2019/ 20 were covered and presented for discussion to ARIC at their quarterly meetings throughout the respective years. The 2020/21 ARIC Responsibility Calendar is 50% complete to 31 December 2020.


Action Name	Status	Comments
Prepare an annual ARIC Responsibility Calendar reflecting Local Government and ARIC Charter requirements to be completed throughout the year.		The ARIC Responsibility Calendar has been completed and fulfilled for the 2020 calendar year which includes Q1 and Q2 periods. The ARIC Responsibility calendar for Q3 and Q4 has been completed in draft in Q2 but requires submission to ARIC at their first meeting in March 2021 for review and adoption.
Facilitate 4-5 ARIC meetings per year with the Agendas to cover all topics in the ARIC Responsibility Calendar over the year.		Two ARIC meetings were conducted in Q2, making a total of three ARIC meetings held in Q1 and Q2. This is on track to meet the KPI of five ARIC meetings scheduled across the financial year.
Facilitate to ARIC Annual Report to Council on activities and functions.		The ARIC Annual Report was completed in Q2 and went to the Council Meeting on 14 December 2020 (CCL086-20).
Recruit for 2 independent ARIC members to replace scheduled departures in December 2020 and 1 independent member in March 2021.		Preparation for the recruitment for 2 independent ARIC members commenced in Q2. An EOI has been prepared in line with the final ARIC meeting held on 21 December 2020 where 2 ARIC membership tenures expired. The EOI will be advertised in Q3 with the expectation that the 2 positions will be filled and commence by early March 2021. The third independent ARIC members tenure expires in June 2021. It is likely that this appointment will be extended to ensure continuity of the ARIC membership.









							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	6.2.5b: Prepare and implement a three-year risk-based Audit Plan.
Status	Progressing
Comment	The first and second years of the three-year, risk-based Audit Plan has been completed. Due to COVID-19 restrictions in 2020, two audits were postponed to a future date and replaced by two audits and two service reviews that could be completed during the restriction period. The third year of the three-year, risk-based Audit Plan for 2020/21 is underway and is tracking according to schedule.


Action Name	Status	Comments
Complete the 2020/21 Audit Program.		Audits completed in Q2 include: <ul style="list-style-type: none"> • IM&T WIFI Penetration Testing • Payroll Controls • Tree Management-Consents/Permits, Breaches and Investigations.

DP Action	6.2.5c: Provide ARIC with the status of internal audit recommendation implementation.
Status	Progressing
Comment	ARIC are provided with a status of all internal audit recommendations at the quarterly meetings as a standard agenda item. ARIC was advised of the latest status of audit recommendations at their meeting on 21 December 2020 for Q2. This is an ongoing reporting mechanism to ARIC.

Action Name	Status	Comments
Provide the ARIC with the status of audit recommendations at each meeting.		The ARIC was provided with the status of audit recommendations at their Q2 meeting held on 21 December 2020.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	6.2.5d: Liaise with the Office of Local Government regarding internal audit guidelines and adopt as required.
Status	Progressing
Comment	<p>The OLG Risk Management and Internal Audit Guidelines have been deferred by the OLG for 12 months due to COVID-19 and the postponement of Council elections until September 2021. Notwithstanding, most of the anticipated changes have already been implemented.</p> <p>OLG have advised the Guidelines are likely to be issued in mid-2021. Georges River Council have already embraced and implemented the required changes that will fall due up to March 2022.</p>

Action Name	Status	Comments
Implement any mandatory internal audit guidelines issued by the OLG.		<p>The official OLG Guidelines have not yet been released and are proposed to be released in mid 2021.</p> <p>Notwithstanding, a number of actions have occurred to pre-empt the OLG Guidelines including:</p> <ul style="list-style-type: none"> • Changing title of Internal Auditor to Chief Audit Executive (March 2020) • Removing councillors from the ARIC so that the ARIC only comprises 3 independent members (September 2020) • Aligning the legislative responsibilities of the ARIC to an Annual Responsibility Calendar (2019) • Creating a role and profile for Risk Management within the organisation (2017) <p>Council is in a good position to have all requirements implemented when the Guidelines are released by the OLG.</p>

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Councillor role

Strategy - 6.2.6: Ensure compliance with Section 232(1) of the Local Government Act and processes adopted in Council policies.

DP Action

6.2.6a: Implement a Councillor training program to improve decision making, facilitate better communication with the local community and assist Councillors to acquire and maintain the skills needed to perform their role.

Status

Ongoing

Comment

Achieving 12 hours of professional development training during COVID-19 restrictions is proving difficult, however online and skype training has been provided and is encouraged. This work is ongoing and continual.

Action Name

Status

Comments

Implement a Professional Development Program for Councillors to ensure a minimum of 12 hours of skills development training is offered to each Councillor.



Councillors are continually encouraged to apply for appropriate training opportunities throughout the year.

Goal 6.3: Leadership focuses on innovation and improving the customer experience.

Customer service

Strategy - 6.3.1: Meet customer service commitments that aim to make it easy to do business with Council and create systems and a culture that support positive customer experiences.

DP Action

6.3.1a: Expand online services and payment options, including mobile applications, public Wi-Fi and self-service kiosks.

Status

Completed

Comment

Completed as stated in the 2019/20 end of year progress report.

Action Name

Status

Comments

Assess and review the use of Self Service Kiosks.












Completed as stated in the 2019/20 end of year progress report.


Undertake outcomes of the customer experience transformation program.











In Q2 2020/21, Council completed wave two of the independently assessed and benchmarked customer experience improvement program. Council exceeded its target of 63%, achieving 65% which places Council in the top 10% of all local government councils nationwide. Council also continued to develop internally the weekly and monthly pulse checks to maintain and improve customer experience standards, a system of communication and quality assurances checks. Outcomes of the customer experience program will be further progressed with the commencement of the new Coordinator Customer Experience Development and additional Customer Experience Advocate in Q3.




							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	6.3.1b: Increase automation of processes to increase efficiencies.	
Status	Completed	
Comment	Completed as stated in the 2019/20 end of year progress report.	
Action Name	Status	Comments
Identify processes that can be automated to increase efficiencies.		Council continued to roll out new automated requests in its Customer Request Management platform, the Connected Intelligence Anywhere (CIA) platform. New service categories rolled out in Q2 2020/21 is Public Health Unhealthy pool, Public Health Sewer issue, Public Health Unhealthy land on private property and change of details on rate notice.

DP Action	6.3.1c: Improve the DA lodgement processes and pre-lodgement advice, including new NSW Department of Planning and Environment guidelines.	
Status	Ongoing	
Comment	Processes and procedures are being reviewed, refined and improved regularly on an ongoing basis. During the reporting period Council has implemented online lodgement of applications through the NSW Department of Planning Portal - this enables applicants to lodge applications remotely.	
Action Name	Status	Comments
Implement and review the new changes to pre-lodgement services.		Completed as stated in the 2019/20 end of year progress report.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled


DP Action	6.3.1d: Improve consistency and reliability of service across all customer contact channels.
Status	Ongoing
Comment	The Customer Experience (CX) Benchmarking and Measurement Program completed in Q2 2020/21. The second benchmarking of CX conducted in Q2 showed Council had improved its CX score due to the establishment of best practice across Council services and contact channels (face to face, phone, email, webchat, social media and service requests) from 53 achieved in 2019 to 65 in Q2. This increase has moved independently assessed Council in its benchmarking rankings from 22nd, to fifth amongst 44 local government councils. Major improvements were achieved in the introductions and closing of customer interactions. Customers benefit from improved consistency and level of customer service. Council also continued to develop its internal CX quality assurance program, with the continued development of a dashboard and conducting weekly CX pulse checks.









Action Name	Status	Comments
Develop promotional videos highlighting how customers can communicate with Council.		Promotional video completed and will be used on the website, in the service centers and libraries as a way to promote the ways customers can interact and deal with Council.
Review the internal reporting that reflects customer response times and officer accountability.		Completed as stated in the 2019/20 end of year progress report.
Review and assess the use of call back option.		Completed as stated in the 2019/20 end of year progress report.

Continuous improvement


Strategy - 6.3.2: Demonstrate a culture of continuous improvement and effective governance throughout Council services


DP Action	6.3.2a: Advocate a comprehensive performance program for all Councils with OLG, in partnership with LG Professionals.
Status	Cancelled
Comment	Council continues to support other merged Councils through their Service Delivery Review process.









Action Name	Status	Comments
Embed innovation into the existing project management framework.		Council endorsed the Innovation Strategy which promotes creating a culture of innovation.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	6.3.2b: Establish Council's reputation as a leading local government organisation.	
Status	Completed	
Comment	Completed as stated in the 2019/20 end of year progress report.	
Action Name	Status	Comments
Develop strategic partnerships to influence key government policy and bring investment to the LGA.		Continued advocacy for Council to establish key strategic partnerships and investment for the LGA. Partnership established with Canterbury-Bankstown Council in the development of the "Unlocking the Potential of the Central City" report. Advocacy re Kogarah Collaboration Area and the Southern Aerotropolis. The City Marketing Plan will outline key strategic partners to target.

DP Action	6.3.2c: Implement an Innovation Strategy to provide a strategic approach to improvements to customer service, service delivery and performance improvement.	
Status	Progressing	
Comment	The implementation of the strategy has commenced with a focus on culture and creativity internally and the development of partnerships and networks externally.	
Action Name	Status	Comments
Implement the Innovation Strategy.		Councillor innovation working group and the Creative Collective internal collaboration tool.




DP Action	6.3.2d: Raise awareness for cyber security.	
Status	Progressing	
Comment	<p>Annual Cybersecurity awareness program progressing well.</p> <ul style="list-style-type: none"> • Monthly staff awareness campaigns on high alert threats delivered. • Staff intranet page finalised outlining staff's responsibilities. • Information Security Audits - Progressing well. • Annual staff education campaign and policy review - Not started. • Website community page being developed to raise awareness on how Council protects our information. 	
Action Name	Status	Comments
Implement procedures in line with NSW Cyber Security Policy. 2020/21 Finalise benchmarking of Information Security framework against Essential 8 and NSW Cyber security policy.		Independent audit has been carried out on the "Information Security Framework Policy". The report advised that Council's Policy was robust and met the requirements stipulated by the "NSW Cyber Security Policy" and "Essential 8".

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Strategy and innovation









Strategy - 6.3.3: Increase the status, influence, reputation and brand of GRC and its LGA through a greater focus on innovation and advocacy.

DP Action	6.3.3a: Prepare a 30-year City Vision and City Reputation Strategy, incorporating a strong, well-communicated external presence and brand.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.


Action Name	Status	Comments
Prepare a 30-year City Vision and City Reputation Strategy.		Completed as stated in the 2019/20 end of year progress report.
Promote the aspirations of 2050 - leading for change and undertake feasibility studies where required.		Council has commenced the Hurstville Revitalisation Project - a main project in Council's 2050 Vision. The River Rail report was endorsed and the Advocacy Program being developed.
Deliver an investment prospectus for Kogarah.		On track for development this financial year.

DP Action	6.3.3b: Maximise the potential of the Kogarah Health and Research Hub.
Status	Progressing
Comment	Council continues to work with Bayside Council, the Greater Sydney Commission and other State Government Agencies to implement the Kogarah Collaboration Area Place Strategy.


Action Name	Status	Comments
Target key government agencies and industries to grow the Kogarah Health and Research Hub.		Completed as stated in the 2019/20 end of year progress report.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled


DP Action	6.3.3c: Build the cultural identity of Hurstville CBD as the Heart of the City.
Status	Progressing
Comment	<p>Council continues to implement the Hurstville Heart of the City Place Strategy. Grant funding has seen public domain improvements in the city and will continue to be rolled out until October 2021.</p> <p>The Hurstville Revitalisation Project is progressing with two sites scheduled to progress to construction designs and two sites to progress to detailed designs this financial year.</p>









Action Name	Status	Comments
Continue to build the cultural identity of Hurstville CBD as the Heart of the City.		Streets as Shared Spaces grant funding received \$415,000 for Hurstville, current delivery of project including greening, parklets and street furniture to improve amenity for the community.


DP Action	6.3.3d: Develop an advocacy strategy that identifies how Georges River Council can influence government policy and secure government investment in the LGA.
Status	Progressing
Comment	Council approved the development of an Advocacy Program. Through the development of an Advocacy Program, Council has the opportunity to influence the next iteration of metropolitan planning by partnering with other councils and stakeholders, lobbying State government and presenting compelling evidence to support transport and other priority projects and opportunities.



Action Name	Status	Comments
Implement advocacy strategy to assist to influence government policy and secure government investment in the LGA.		Council has endorsed an Advocacy Program to call on investment in the Southern Aerotropolis Key local MPs, the Premier, the Greater Sydney Commission and neighbouring councils have been contacted for their support









DP Action	6.3.3e: Assist and promote the greening and creation of open space in our town centres.
Status	Completed
Comment	The Chill Out hubs have been installed, the Five Million Trees Project continues to be rolled out and Council has applied for two grants in Kogarah and Hurstville to continue public domain improvements such as planting, slowed traffic movement and rest spaces.

Action Name	Status	Comments
Continue to promote the greening and creation of open space in our town centres.		<p>Council are constantly seeking grants such as the Greening our City program which will deliver new trees in Hurstville.</p> <p>The Hurstville Revitalisation Project will see increased greening and creation of open space.</p>

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	6.3.3f: Complete the program of service delivery reviews commenced after the establishment of GRC.	
Status	Completed	
Comment	The Community Development service review was completed in December 2020.	
Action Name	Status	Comments
Complete the Venues and Facilities Management Service Review.		Draft EOI Document completed.

Goal - 6.4: Councils assets and resources are managed responsibly and with accountability.		
Asset management		
Strategy - 6.4.1: Implement asset management plans to maintain infrastructure assets in a safe and functional standard, meeting current and future community needs.		
DP Action	6.4.1a: Consult with the community about the service standards for Council assets, including asset maintenance funding in the context of Councils overall budget imperatives, and use this to inform a review of asset ownership and maintenance standards.	
Status	Ongoing	
Comment	The Asset Management Strategy was completed and presented for inclusion in Resourcing Strategy including updated information on community service levels, latest footpath and road asset information.	
Action Name	Status	Comments
Update Asset Management Plan, for road and footpath assets classes based on full network data capture.		Completed as stated in the 2019/20 end of year progress report.
Provide maintenance and renewal programs for building asset class based on contractor asset inspections.		Completed as stated in the 2019/20 end of year progress report.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action


6.4.1b: Implement the Georges River Council Depot Master Plan including closure of the Carlton Depot and rehabilitation of the Hurstville Road quarry depot site.

Status

Not Progressing

Comment

The Hurstville Quarry was reopened in Q2 as a temporary waste storage facility for general and green waste while a more sustainable waste solution can be constructed at Mortdale Depot.

Action Name	Status	Comments
Commence implementation of the GRC Depot Master Plan.		Action has been taken to vacate commercial and community occupancy within the depot Master Plan footprint and discussions have commenced with the Waste and Sustainability team about options of a possible community recycling facility within the current depot Master Plan. Funding options to commence with possible stage 1 of the depot Master Plan will be explored in 2021.

Financial strength

Strategy - 6.4.2: Maintain a sustainably strong financial position, balanced with demand for essential services and new projects, and having regard for Section 8B(d) (ii) of the Local Government Act (the current generation funds the cost of its services).

DP Action



6.4.2a: Continually align the Long-Term Financial Plan with the context of Council and Integrated Planning and Reporting documents.









Status

Completed

Comment

Completed as stated in the 2019/20 end of year progress report.

Action Name	Status	Comments
Refine the Long-Term Financial Plan to incorporate proposed new projects and programs and to facilitate financially sustainable decisions.		Completed as stated in the 2019/20 end of year progress report. The LTFP will be refined and resubmitted to Council as per the Rates IPART application.
Incorporate the review of Council's Asset Management Plan (6.4.1.a), including asset life, depreciation and maintenance costs, into Council's Long-Term Financial Plan.		Completed as stated in the 2019/20 end of year progress report. The LTFP will be refined and resubmitted to Council as per the Rates IPART application.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action




6.4.2b: Develop a rating structure for the LGA by June 2020.

Status

Completed

Comment

Completed as stated in the 2019/20 end of year progress report.

Action Name	Status	Comments
Engage with the community on a new Georges River Council Rating Structure.		Councillors were provided a briefing in December 2020 on the outcomes and the final report presented to the 8 February 2021 Council meeting.
Submit a proposed new Georges River Council rate structure to the Independent Pricing and Regulatory Tribunal (IPART).		Draft report submitted to the 8 February 2021 Extraordinary Council meeting for approval to submit.
Submit a Georges River Council Special Rate Variation request to the Independent Pricing and Regulatory Tribunal.		Draft report submitted to the 8 February 2021 Extraordinary Council meeting for approval to submit.

DP Action




6.4.2c: Continue to review financial policies and processes to ensure integrity of controls, efficiency of service and quality financial data, to reduce risk, deliver quality information for business decisions and improve service delivery.









Status

Completed

Comment

Completed as stated in the 2019/20 end of year progress report.

Action Name	Status	Comments
Develop a Georges River Council Revenue Management Policy for public exhibition and Council adoption.		Completed as stated in the 2019/20 end of year progress report
Expand payment options for all revenue activities to minimise risks and costs associated with cash and cheque management.		Movement to Revenue NSW is scheduled February 2021 and go live of BPAY is also scheduled for February 2021.
Investigate opportunities for a greater proportion of Council's investment portfolio to be directed to ethical and environmentally responsible investments which are low risk and have returns equal to or greater than existing investments.		The Investment Policy was updated and adopted by Council in October 2020.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Property management

Strategy - 6.4.3: Actively manage Council's property portfolio to maximise returns on investment in community assets and programs.

DP Action 6.4.3a: Plan for and implement a purchasing program for property requiring compulsory acquisition in the comprehensive LEP.

Status Progressing




Comment Acquisition program in development subject to requirements of LEP 2020.









Action Name	Status	Comments
Redevelop Sans Souci Bathers' Pavilion to provide commercial leasing opportunity.		Demolition pending. No further progress.


DP Action 6.4.3b: Complete Planning Proposals for the Hurstville Civic Centre precinct.

Status Progressing

Comment Council resolved on 11 May 2020 (CCL029-20) to submit a Planning Proposal to the Department of Planning, Industry and Environment subject to changes being made to the Planning Proposal as detailed in the Council report and subject to further studies being undertaken in relation to public amenities and facilities, a conservation management plan, site specific public domain strategy, revised traffic impact assessment and revision to the Draft Hurstville Civic Precinct Development Control Plan 2018, as recommended by the report. Further information as sought be the Department is currently being collated.

Action Name	Status	Comments
Develop Master Plan for Sans Souci Park.		A Background and Site Analysis Report has been completed which will support the draft Master Plan. A draft Community Engagement Strategy has been prepared which identifies the stakeholders that are likely to be interested in, or affected by the project and outlines how Council will engage with the community and stakeholders during the preliminary visioning stage and then again once the draft PoM and draft Master Plan have been prepared. The outcomes of community and stakeholder engagement will be compiled, and then used to inform the future design and planning for Sans Souci Park. Community engagement on the preliminary visioning stage will commence in Q3.
Develop Plan of Management for Sans Souci Park.		Community engagement on the preliminary visioning stage will commence in Q3.
Progress Planning Proposals for planned Council developments.		DPIE has requested further information in regard to the proposal prior to proceeding to Gateway. A meeting with the Department is scheduled for February 2021.



							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled









DP Action	6.4.3c: Progress all statutory property matters in a timely manner.	
Status	Completed	
Comment	All property matters completed in accordance with statutory time frames.	
Action Name	Status	Comments
Implement outdoor dining and footway trading application management system.		Management system implemented. Matter substantially completed subject to data transfer.

Digital resource management

Strategy - 6.4.4: To strengthen Council's reputation and maintain community confidence by delivering secure, efficient, easy to use services. For our community, this means greater flexibility dealing with Council.

DP Action	6.4.4a: Align and implement the Digital Resourcing Strategy with the context of Council and Integrated Planning and Reporting documents.	
Status	Progressing	
Comment	The implementation of the Digital Resource Management Plan is progressing as planned. Requesting Pulse to add attachments to this to provide full visibility on progress.	

Action Name	Status	Comments
Enable electronic signature to provide a secure, efficient way of managing Council Agreements.		Capability component has been implemented. Now working on the Change Management Plan to ensure the organisation is aware of the capability and can use it. Information sessions and How Do I? Rivernet page is being developed and will also embed training within Contract Management training.
Support Library Technology Innovation Strategy.		<p>Progress on Digital Resources Projects to support the Library Plan:</p> <ul style="list-style-type: none"> • Click Collect for Oatley/Penshurst/South Hurstville - Estimates to enable this service provided to the Library. • Click Collect for All hour pickup for key population centres (External) - Estimates to enable this service provided. • Creative Hubs (Flexible / modular model for Creative hubs, Media lab, workspaces not just digital) in Libraries Mezzanine and media labs spaces are almost complete. • Support digital content creation - The establishment of one consolidated You Tube channel for Council and investment in video recording and editing will support the Library in digital content creation for community events. Established standard offering across Council for Public Webinars.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Establish an e-planning technology framework.
 - NSW Planning portal
 - API integration between Technology One and NSW Planning Portal
 - T1 e-planning module implementation



NSW Planning portal operational for all applications including CC and CDC (January 2021). The API integration is being configured and we expect to start user acceptance testing in March 2021. The T1 e-Planning module capability was enabled in November 2020. Rollout of this capability will be agreed in Q3.

Implement digital initiatives for the Customer Experience Program.



IMT in partnership with Customer Service are working on the following key initiatives for the CX Program which are intended to streamline process and increase efficiency:

- Expand online services - eCRM and eLodge capability. eCRM capability is now implemented, migrated 80% of service request to this new platform. e-Lodgement capability is now available. Kogarah parking permit to be migrated to this platform.
- Payment options - Capability now available and being demonstrated to the Digital Experience committee.
- Customer Portal - e-services page and Consolidated Customer Portal SD e-services page being demonstrated to the Digital experience committee
Customer Portal - Options being demonstrated to Digital experience committee.
- Public wifi - place strategy perspective - Knowledgebase to educate customer service officers on location of public wifi within the LGA finalised.
- After hours contact centre RFQ – Completed.
- Upgrade Contact Centre - Upgrade in progress, on schedule to implement Q4.

Deliver Works, Assets and Mobility program.



Standard build for mobile devices completed with all iPads for field crews set up and ready for deployment. Digital literacy program to support mobility program developed. Project and training plan in development.

Educate customers and community to raise awareness of cyber security.











Webpage content has been finalised, working through the approval process with the Communications team to activate this page.

Implement Audit recommendations.



Currently there are 38 Audit recommendations:

- 30 recommendations have been implemented.
- 6 are currently behind schedule and are a priority.
- 2 are on target to be completed within agreed timeframes.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

Goal 6.5: The workforce is inspiring, diverse and engaged.

Workforce planning and performance

Strategy - 6.5.1: Implement leading people practices to create a high performing, capable and resilient workforce.

DP Action

6.5.1a: Implement the Georges River Council Workforce Plan.

Status

Ongoing

Comment

Plan consists of 43 current actions, 35 (81%) of which have been completed - 8 (19%) in progress.

Action Name

Status

Comments

Implement Council's Wellness and Belonging Program.



In October 2020, the BENE-FIT 360 framework was launched across Council to coincide with Mental Health Month. A new EAP provider, AccessEAP was rolled out across Council. The Flex-Fit Policy was endorsed and implemented reshaping flexible work arrangements and encouraging a better work-life balance and wellness for staff. Stage 1 Mental Health Awareness Training was delivered to all staff by the Mental Health Movement. Organisational wide promotional and education and awareness material distributed to all staff including the Mental Health keep-cups, healthy tea-bags and AccessEAP QR code. Onsite Wellbeing Consultants (Counselling support) were launched and available on-site at the depots and Civic Centre weekly for all staff.

Implement the Diversity and Inclusion Program.



Last meeting was held in December 2020. Chairperson of Diversity and Inclusion Committee will announce new talk series for the committee to roll out across Council. This will be done virtually and shared with all employees.

DP Action

6.5.1b: Implement Performance Excellence and People Capability Strategies and Programs.

Status

Progressing

Comment

Council's Wellness and Belonging program finalised with the launch of the BENE-FIT 360 framework. Performance Excellence Framework and new Learning program currently in development which includes a review of our leadership forums.

Action Name

Status

Comments

Implement performance program and streamline performance appraisal process.






Project team have completed LG Capability training. Project plan to be established to incorporate delivery of EMP21 module in ichris.

Streamline recruitment processes for easier candidate selection and onboarding.



97% - Website relaunch in progress - draft content is being reviewed and new formatting is under review with Communications team.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action


6.5.1c: Implement a Workplace Health and Safety System to support a well and safe workplace.

Status

Progressing

Comment

Ongoing risk assessments and communications occurring across all directorates and at worker levels including COVID-19 safe practices and actions.

Action Name	Status	Comments
Evaluate Work, Health and Safety (WH&S) procedures and implement effective controls to manage WH&S risks.		Ongoing consultation and support to management and workers on COVID-19 safe actions and practices directed by the Executive Team COVID-19 briefings. Ongoing audit of Riskware is occurring on a monthly basis and non-compliance areas are being addressed directly with Business unit Managers. Ongoing risk assessments and communications occurring across all directorates and at worker levels. WHS business partners attend monthly unit meetings to review and measure safety actions. Further work underway to finalise update of the Business Continuity Plan and prepare scenario-based training exercise.

Goal 6.6: Council has a regional approach to service delivery and facilities.

Regional planning

Strategy - 6.6.1: Plan for regional-level services and facilities and share information across State agencies and neighbouring councils.

DP Action


6.6.1a: Work with neighbouring councils to facilitate major projects with long-term delivery timeframes.









Status

Progressing


Comment

Council continues to progress the Kogarah Collaboration Area Place Strategy with Greater Sydney Commission and Bayside Council. Council has also commenced a partnership with 5 other local governments to build our innovation ecosystem. The advocacy program was adopted by Council in October 2020


Action Name	Status	Comments
Develop strategic partnerships to influence key government policy and bring investment to the LGA.		Continued advocacy for Council to establish key strategic partnerships and investment for the LGA. Partnership established with Canterbury-Bankstown Council in the development of the "Unlocking the Potential of the Central City" report. Advocacy re Kogarah Collaboration Area and the Southern Aerotropolis. The City Marketing Plan will outline key strategic partners to target.

							
Completed	On track	Ongoing	On hold	Behind Schedule	Carry forward	Not started	Cancelled

DP Action	6.6.1b: Develop an engagement program for services and facilities where regional collaboration would assist in their delivery, including those identified in the GRC Open Space, Recreation and Community Facilities Strategy.
Status	Not Started
Comment	This has been assigned to the Communications and Engagement Team and a workshop is booked with internal stakeholders to understand the outcomes we are seeking.

Action Name	Status	Comments
Deliver an engagement program for services and facilities.		Engagement Program Workshop planned for February 2021 with internal stakeholders to commence this action.

DP Action	6.6.1c: Work with State agencies to identify funding opportunities across all tiers of government.
Status	Completed
Comment	Completed as stated in the 2019/20 end of year progress report.

Action Name	Status	Comments
Continue to work with state agencies to identify funding and pilot opportunities for Council.		Actively pursuing State government grant funding opportunities to pilot public domain interventions.





**DELIVERY PROGRAM &
OPERATIONAL PLAN**

2020/21

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