

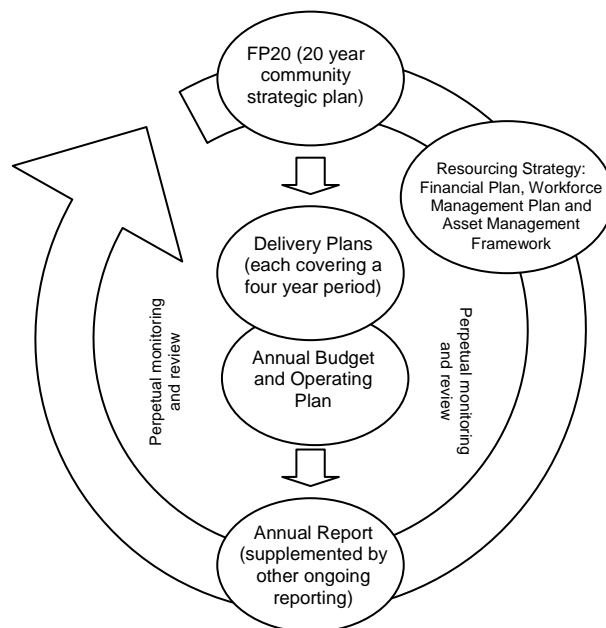


2013-14 OPERATING PLAN
SECOND QUARTER PROGRESS REPORT



How does our city plan and report?

FuturesPlan20 is our community strategic plan. It was first developed in 2008 and reviewed in 2013 through significant consultation with community members, partners and stakeholders. It describes our vision for our city and the directions that we will take to promote a strong and healthy community. *FuturesPlan20* is built around four theme areas supported by broad goals and directions that will guide our City for the next 20 years. Together these four themes determine the priorities for our City and the services and projects we deliver. These services and projects form the basis of each annual Operating Plan.



Measuring our progress

In order to measure progress at each tier of the City of Canada Bay's integrated planning framework, Council has developed an assessment hierarchy designed to monitor both our outputs and their collective outcomes. The hierarchy recognises that it is equally as important to assess our efforts in an integrated manner as it is to plan them in an integrated manner. At the Operating Plan level, for each strategy, program or project included in the Plan, Council has nominated a key performance indicator (KPI). These KPIs have been nominated so that Council can track whether we are completing the strategies, programs and projects we set out to undertake each year. This is a key means of ensuring operational efficiency and effectiveness. Scores are allocated by the manager responsible for each item. Managers assign one of five score options:

1. Green+: progress on the item exceeds the KPI.
2. Green: progress on the item is on track, no remedial action required.
3. Amber: progress on the item is broadly on track although minor concerns may exist and are being addressed.
4. Red: the item is high risk, or serious concerns have arisen about Council's ability to achieve the item/KPI. Remedial action is required and/or a material budget variance is required.
5. Grey: the item is no longer applicable, relevant or achievable due to external/specific circumstances.

What's in this document?

This report outlines the City of Canada Bay's progress compared to the 2013-14 Operating Plan, as at the end of the second quarter (October - December). The report lists a progress score allocated to each of the activities listed in the Operating Plan.

THEME 1 - ACTIVE AND VIBRANT

An active and vibrant city is one that captures the energy, diversity, pride and potential of its community. It is a place where there are strong community relationships, good social support and healthy residents. People in an active and vibrant city enjoy a range of cultural and social opportunities, recreation facilities and are actively involved in the life of their City.

Goal: I feel a sense of health and wellbeing

Direction: We will access projects and programs that improve health and wellbeing

AV1	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Sponsorship Policy	Audit and update sponsorship guidelines and policy; develop sponsorship template for use across departments; maintain sponsorship register.	Manager, Communication and Public Relations	Policy compliance	NYS
2		Positive Ageing Strategy	Coordinate regular activities and programs that benefit seniors' health and wellbeing.	Manager, Community Life	Number of activities offered	Green
3		Let's Play Strategy	Support the implementation of the Let's Play Strategy through promotion and activation of parks and playgrounds.	Manager, Community Life	Progress against Strategy requirements	Green
4		Child and Family Needs Study	Coordinate regular activities and programs that address areas of need identified in the Child and Family Needs Study.	Manager, Community Life	Progress against Study requirements	Green
5		Rhodes Peninsula Place Plan	Support the implementation of the Rhodes Peninsula Place Plan through activities and programs targeted at specific population groups which improve physical and mental health.	Manager, Community Life	Promotions completed	Green
6		Food Safety Surveillance Strategy	Undertake inspections of food businesses (fixed, mobile and temporary) and take action against risks.	Manager, Environmental Services	Inspections undertaken	Green
7		Itinerant Food Vending Vehicle Policy	Undertake inspections of itinerant food vending vehicles and ensure compliance with policy.	Manager, Environmental Services	Inspections undertaken	Green
8		Legionella Management Strategy	Undertake inspections of regulated systems (cooling towers and warm water systems) and take action against risks.	Manager, Environmental Services	Inspections undertaken	Green
9		Skin Penetration Surveillance Strategy	Undertake inspection of businesses undertaking skin penetration activities (beauty treatments and tattooing) and take action against risks.	Manager, Environmental Services	Inspections undertaken	Amber
10		Food Vendor Policy (to be adopted)	Regulate temporary food events.	Manager, Environmental Services	Event participation	Green

11	Projects (fixed period) and Programs (ongoing)	Work with local schools to share facilities	Work in partnership with the NSW Dept of Education & Communities to establish a new school for the greater area with a community focus.	Director, Community Development	Progress on school development	green
12		Support early intervention programs for at-risk groups	Coordinate youth outreach activities and programs.	Manager, Community Life	Program completed	Green
13		Deliver wellbeing programs through Council facilities	Host activities and programs that will benefit health and wellbeing in the community.	Manager, Community Life	Number of programs offered	Green
14		Develop relevant partnerships with other organisations	Participate in inter agencies, collaborative bodies and networks as appropriate.	Manager, Community Life	Partnerships achieved	Green
15		Support Senior Citizens Centres in the local community	Provide support and assistance to Drummoyne Senior Citizens Centre through the provision of premises.	Manager, Community Life	Level of assistance provided	Green
16		Support Senior Citizens Centres in the local community	Provide support and assistance to Concord Senior Citizens Centre (see capital program for expenditure).	Manager, Community Life	Level of assistance provided	Green
17		Provide or support local Meals on Wheels programs	Operate Drummoyne Meals on Wheels.	Manager, Community Life	Compliance with legislative requirements and operational service levels	Amber
18		Public health protection program	Investigate public health related complaints, provide education to the community and take action against risks.	Manager, Environmental Services	Complaint investigations	Green
19		Provide or support local Meals on Wheels programs	Provide premises for Concord Meals on Wheels.	Manager, Property Services	Premises secured	Amber
20		Community Garden	Undertake ongoing consultation and investigations and support existing gardens and develop potential site options.	Parks and Recreation Planner	Number of gardens operating	Green
21		Work with local schools to share facilities	Undertake research on options for use of school facilities in accordance with the NSW Government's GamePlan Strategy.	Recreation Development and Programs Coordinator	Options identified	Amber

Goal: There are places for me to participate in sport and other outdoor recreation

Direction: We will support a range of local recreation facilities

AV 2	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Accessibility Action Plan for Parks, Open Spaces and Facilities	Review, prioritise and implement recommendations from Accessibility Action Plan.	Manager, Community Life	Number of recommendations completed	Green
2		Rhodes Peninsula Place Plan	See activities listed at AV1(5).			
3		Rhodes Peninsula Open Space Plan of Management and Master plan	Utilise the Plan of Management and Master plan to prioritise updates and additions to public domain and open space.	Parks and Recreation Planner	Level of open space available	Green
4		Let's Play Strategy	Deliver a new/upgraded play spaces at Drummoyne Oval Precinct and Prince Edwards Park (see capital program for expenditure), upgrade signage adjacent to the new play spaces and incorporate relevant safety by design features into their design.	Parks and Recreation Planner	Project schedules and budget	Green
5		Generic Plan of Management	Improve website content regarding recreational use of Council parks and encourage businesses using parks to register their usage.	Parks and Recreation Planner	Website traffic	Green
6		Barnwell Park Golf Course Master Plan	See activities listed at AV2(31).			
7		Massey Park Golf Course Master Plan	See activities listed at AV2(32).			
8		Rhodes Peninsula Open Space Plan of Management and Master plan	Identify a suitable location for a dog park/s or off leash area/s.	Parks and Recreation Planner	Location secured	Green
9		Recreation Plan	Undertake investigation and consultation regarding potential use of existing open space for sport; review Open Space Policy in conjunction with preparation of fees and charges; investigate opportunities for corporate sponsorship of volunteer programs for active adults and bay connection; and determine options for a recreation centre in Rhodes Station Precinct.	Recreation Development and Programs Coordinator	Progress against Plan recommendations	Green
10		Site specific plans of management	Investigate proposal to build new PCYC facility.	Recreation Development and Programs Coordinator	Investigations completed	Green

11		Recreation Facilities Strategy	Use Strategy outcomes to inform future recreation planning and developer contribution plans.	Recreation Development and Programs Coordinator	Actions completed	Green
12	Projects (fixed period) and Programs (ongoing)	Deliver Municipal Landfill Subsidence Program projects	Commence capping inclusive of leachate and gas management of Crane street sport fields in readiness for a future community use.	Group Manager, Technical Services	Project schedules and budgets	Green
13		Deliver Sports field Lighting Upgrade Program projects	Undertake design of sport field lighting for Cintra Park Netball and implement Stage 2 of Timbrell Park Sports field lighting (see capital program for expenditure).	Group Manager, Technical Services	Project schedules and budgets	Green
14		Implement park improvement capital works projects	Disabled access parking at Drummoyne Oval (see capital program for expenditure).	Group Manager, Technical Services	Program schedule and budget	Green
15		Implement park improvement capital works projects	Construct Edwards Park amenities (see capital program for expenditure).	Group Manager, Technical Services	Program schedule and budget	Green
16		Manage marine structures maintenance program	Develop annual maintenance programs.	Manager, Assets	Program development	Complete
17		Manage marine structures renewal program	Develop annual maintenance programs.	Manager, Assets	Program development	Complete
18		Manage parks maintenance program (active and passive areas)	Develop annual maintenance programs.	Manager, Assets	Program development	Complete
19		Manage parks renewal program (active and passive areas)	Develop annual maintenance programs.	Manager, Assets	Program development	Complete
20		Implement park improvement capital works projects	Renewal toilet facilities at Quarantine Park (see capital program for expenditure).	Manager, Assets	Program schedule and budget	Green
21		Develop Rhodes Community Precinct	Develop the Community Precinct as a place that can be used by families and playgroups and coordinate consultation regarding the design of the Community Precinct with young people.	Manager, Community Life	Project schedule and budget	Green
22		Operate Five Dock Leisure Centre	Operate multi-purpose facility specialising in indoor sports and gymnastics with a state of the art health club. Oversee replacement of health club flooring (see capital program for expenditure).	Manager, Five Dock Leisure Centre	Visits per annum	Amber
23		Manage marine structures maintenance program	Undertake annual maintenance programs.	Manager, Maintenance	Program schedule and budget	Green

24		Manage marine structures renewal program	Undertake annual renewal programs (see capital program for expenditure).	Manager, Maintenance	Program schedule and budget	Green
25		Manage parks maintenance program (active and passive areas)	Undertake annual maintenance programs.	Manager, Parks and Gardens	Program schedule and budget	Green
26		Manage parks renewal program (active and passive areas)	Undertake annual renewal programs (see capital program for expenditure).	Manager, Parks and Gardens	Program schedule and budget	Green
27		Implement Council agreement with Fairmead Pty Ltd and the Roads and Maritime Services	Monitor progress of the Homebush Bay Bridge project and ensure communication of key information to residents and stakeholders.	Manager, Rhodes Urban Renewal	Communication with residents and stakeholders	Green
28		Deliver new or expanded facilities in parks as opportunities arise	Install a half-court at Sanders Reserve following site remediation and undertake Stage 2 of upgrade to Five Dock Skate Park resurfacing (see capital program for expenditure).	Parks and Recreation Planner	Project schedule and budget	Green
29		Operate Cabarita Swim Centre	Manage contractual relationship with operator ensuring WHS and financial risks are managed. Develop and implement specific marketing and communication strategies with operator and undertake regular meetings with stakeholders to identify prioritise and address issues.	Recreation Development and Programs Coordinator	Strategies developed and meetings undertaken	Green
30		Operate Drummoyne Swim Centre	Manage contractual relationship with operator ensuring WHS and financial risks are managed. Develop and implement specific marketing and communication strategies with operator and undertake regular meetings with stakeholders to identify prioritise and address issues.	Recreation Development and Programs Coordinator	Strategies developed and meetings undertaken	Green
31		Operate Barnwell Park Golf Course	Manage contractual relationship with operator ensuring WHS and financial risks are managed. Develop and implement specific marketing and communication strategies with operator and undertake regular meetings with stakeholders to identify prioritise and address issues.	Recreation Development and Programs Coordinator	Strategies developed and meetings undertaken	Green

32		Operate Massey Park Golf Course	Manage contractual relationship with operator ensuring WHS and financial risks are managed. Develop and implement specific marketing and communication strategies with operator and undertake regular meetings with stakeholders to identify prioritise and address issues.	Recreation Development and Programs Coordinator	Strategies developed and meetings undertaken	Green
33		Develop Rhodes Community Precinct	Organise community information and exchange opportunities for Precinct stakeholders.	Rhodes Place Manager	Opportunities facilitated	Green
34	Internal support services	Administration of bookings for recreation facilities	Coordinate seasonal and on-off use of sporting fields, coordinate use of parks by personal trainers, administer all other bookings as appropriate.	Manager, Customer Services	Compliance with adopted service level standards	Green
35		Recreation planning	Implement priority actions as outlined in the Recreation Plan.	Recreation Development and Programs Coordinator	Actions completed	Green

Goal: There are services that meet my needs

Direction: We will provide and advocate for accessible and relevant services

AV 3	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Community Facilities Resourcing Strategy	Coordinate regular activities and programs that address opportunities and areas of need identified in the Community Facilities Resourcing Strategy.	Manager, Community Life	Progress against Strategy requirements	Amber
2		Accessibility Action Plan for Parks, Open Spaces and Facilities	See activities listed at AV2(1).			
3		Positive Ageing Strategy	See activities listed at AV1(2).			
4		Child and Family Needs Study	See activities listed at AV1(4).			
5	Projects (fixed period) and Programs (ongoing)	Provide direct services for children and families	Operate the Wellbank Children's Centre.	Manager, Community Life	Compliance with legislative requirements and operational service levels	Green
6		Provide direct services for children and families	Operate the Family Day Care Service.	Manager, Community Life	Compliance with legislative requirements and operational service levels	Green
7		Operate the Access Committee	Support and operate the Access Committee.	Manager, Community Life	Committee meetings held as scheduled	Green

8		Advocate for other tiers of government to provide local services	Advocate for, and promote, policies, programs, services and infrastructure from local, state and federal service providers to ensure accessible services and infrastructure.	Manager, Community Life	Advocacy actions undertaken	Green
9		Provide funding for the Drummoyne Community Centre	Oversee funding provided by Council for Bayrider Service.	Manager, Community Life	Funding allocated and expended	Green
10		Deliver grants programs to support local services	Deliver the Community Grants and Small Grants Programs and administer Club GRANTS program.	Manager, Community Life	Grants programs implemented	NYS
11		Provide direct services for children and families	Support Early Child Health Centres.	Manager, Community Life	Centres operating	Green
12		Deliver grants programs to support local services	Deliver Sustainable Schools Grants Program.	Manager, Environmental Services	Grants program implemented	Green
13		Develop Rhodes Community Precinct	Develop and coordinate of selection of preferred concept plan and engagement of consultants to prepare development application for the Rhodes Community Precinct project, establish a temporary community space on the site, consult and engage children and young people in the design of the Community Precinct and establish and communicate engagement options for residents at each stage of the Project (see capital program for expenditure).	Manager, Rhodes Community Precinct	Progress against project plan and budget	Green
14		Provide direct services for children and families	Operate the Bayside Kid's Program.	Recreation Development and Programs Coordinator	Program completed	Green
15	Internal support services	Manage leases and use of Council owned and community/other operated facilities	Ensure management of Council's portfolio of community properties to aligns with Delivery Plan.	Manager, Property Services	Properties under lease	Green

Goal: I have a great lifestyle and feel part of an active and vibrant community

Direction: We will create and foster a range of local opportunities which encourage community connection and celebration

AV 4	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Sustainable Event Policy	Develop best practices for sustainable event management across Council's major event program, annual review of policy.	Manager, Communication and Public Relations	Policy compliance	Green
2		Rhodes Peninsula Place Plan	See activities listed at AV1(5).			
3		Rhodes Peninsula Place Plan	Coordinate a program of events and space activation activities within the Rhodes Peninsula.	Rhodes Place Manager	Activities completed	Green
4	Projects (fixed period) and Programs (ongoing)	Implement Council's major event program	Deliver major event program for 2013-14; audit events and prepare recommendations for 2014-15; develop communications and marketing plans for all major events.	Manager, Communication and Public Relations	Event budgets and audit progress	Green
5		Implement Council's community and civic event program	Event production and management of Australia Day, Anzac Day and other key community events; event support to Mayor's office for Mayoral Golf Day, Mayoral Bowls Day and Christmas celebrations.	Manager, Communication and Public Relations	Event budgets	Green
6		Deliver awards programs to recognise local achievers	Support and promote Australia Day Citizens of Year Award ceremony.	Manager, Communication and Public Relations	Awards completed	Green
7		Implement Council's community and civic event program	Stage regular citizenship ceremonies.	Manager, Governance	Ceremonies undertaken	Green
8	Internal support services	Management of Council venues for hire	Promotion of Council's halls and venues to community groups and corporate users undertaken on regular basis.	Manager, Property Services	Hire income	Green

Goal: I feel like I belong and my story is celebrated

Direction: We will celebrate our established and emerging communities

AV 5	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	North Strathfield Place Plan	Implement funded medium to long term actions in adopted Plan (see capital program for expenditure).	Manager, Business Arts Place	Activities completed	Green
2		Refresh Drummoyne	Implement remaining activities in adopted Action Plan.	Manager, Business Arts Place	Activities completed	Green
3		Five Dock Town Centre Strategy	Implement high priority actions in adopted Plan (see capital program for expenditure).	Manager, Business Arts Place	Activities completed	Green
4		Riverside Cultural Scoping Study	See activity listed at AV6(1).			
5		Community Harmony Strategy	Review the Community Harmony Strategy and coordinate regular activities and programs that address areas of need identified.	Manager, Community Life	Review completed	NYS
6		Rhodes Peninsula Place Plan	See activities listed at AV1(5).			
7		Library Services Strategic Plan	Review Acoustics Report. Seek grant funding to implement recommendations that are sustainable and in sympathy with the design of each library.	Manager, Library Services	Progress against Strategy requirements	Amber
8		Library Services Strategic Plan	Improve communication and promotions through implementation of the communication and engagement strategy.	Manager, Library Services	Progress against Strategy requirements	Green
9	Projects (fixed period) and Programs (ongoing)	Participate in twin and sister city relationships	Undertake suitable projects with Parkes Council (twin city).	General Manager	Projects completed	Green
10		Create programs specific to new development areas	See activities listed at AV1(5).			
11		Create opportunities to meet and form networks within communities	See activities listed at AV1(2), AV1(3), AV1(4), AV1(5), AV1(12), AV1(13), AV1(15), AV1(16), AV2(21), AV3(5), AV3(6), AV3(9), AV3(10), AV3(11), AV5(5) and AV6(5).			

12		Establish and build relationships and partnerships with community leaders	See activities listed at AV1(14), AV3(7), AV3(9), AV3(10) and AV6(5).			
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Goal: I have awareness and respect for local Aboriginal heritage and culture

Direction: We will support a range of programs to encourage awareness of local Aboriginal culture

AV 6	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Riverside Cultural Scoping Study	Install a public art piece in a foreshore location.	Manager, Business Arts Place	Artwork completed	Green
2		Public Art Strategy	Implement remaining activities in Strategy as funding allows.	Manager, Business Arts Place	Activities completed	Green
3		Canada Bay Cultural Plan	Implement remaining activities in Plan as funding allows.	Manager, Business Arts Place	Activities completed	Green
4		Rhodes Peninsula Art Plan	See activities listed at AV7(2).			
5		Aboriginal Cultural Heritage Study	Maintain collaborative relationships with the Metropolitan Local Aboriginal Land Council and other Aboriginal people/groups and coordinate Aboriginal cultural heritage initiatives through Council's projects, programs and events.	Manager, Community Life	Progress against Study requirements	NYS
6	Projects (fixed period) and Programs (ongoing)	Development programs to support cultural awareness	See activities listed at AV6(5) and AV5(5).			
7		Develop a protocol for engaging with local Aboriginal community	See activities listed at AV6(5).			
8	Internal support services	Community services planning	Undertake strategic and operational community planning and provide analysis, advice, support and recommendations as required.	Manager, Community Life	Guidelines developed	Green

Goal: I live in a creative City, inspired by diverse cultures and innovative ideas

Direction: We will champion opportunities for involvement in arts, culture and lifelong learning

AV 7	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Public Art Strategy	See activities listed at AV6(2).			
2		Rhodes Peninsula Art Plan	Coordinate the implementation of the Rhodes Peninsula Arts Plan and coordinate public art projects at John Whitton Bridge, town square, River sedge, Rhodes Community Precinct, Brays Bay and in other street/cycleway locations (see capital program for expenditure).	Manager, Business Arts Place	Project schedules and budgets	Green
3		Riverside Cultural Scoping Study	See activities listed at AV6(1).			
4		Canada Bay Cultural Plan	See activities listed at AV6(3).			
5		Library Services Strategic Plan	Assess library collections against State Library standards. Develop and implement a program to improve collection standards when measured against State Library standards. Improve remote access to collections, services and knowledge. Promote library services at Rhodes. Staff training program to expand and maintain staff knowledge of services, collections and technology.	Manager, Library Services	Progress against Strategy requirements	Green
6	Projects (fixed period) and Programs (ongoing)	Engage in regional partnerships to improve local cultural opportunities	Develop a partnership program to deliver cultural development outcomes.	Manager, Business Arts Place	Program scoped and completed	Green
7		Provide opportunities to participate in cultural pursuits	Offer a community and cultural development program for local residents.	Manager, Business Arts Place	Program scoped and completed	Green
8		Provide cultural infrastructure and public art	See activities listed at AV6(2).			

9		Manage Concord Library	Manage all aspects of operation of library services provided onsite. Implement an electronic based rostering system. Review visitor statistics by time and align rostered staffing levels to customer numbers. Coordinate day to day maintenance of the library. Contribute recommendations to the Council maintenance schedule for major maintenance items. Renew furniture in library (see capital program for expenditure).	Manager, Library Services	Library visitor and membership numbers	Green
10		Manage Five Dock Library	Manage all aspects of operation of library services provided onsite. Implement an electronic based rostering system. Review visitor statistics by time and align rostered staffing levels to customer numbers. Coordinate day to day maintenance of the library. Contribute recommendations to the Council maintenance schedule for major maintenance items. Oversee works on toilets in Library (see capital program for expenditure). Renew furniture in library (see capital program for expenditure).	Manager, Library Services	Library visitor and membership numbers	Amber
11		Provide a range of services, programs and technology within local libraries	Monitor collection usage patterns. Adjust acquisitions to ensure that collection content and formats will satisfy current and future community expectations (see capital program for expenditure).	Manager, Library Services	Collection use	Green
12		Provide a range of services, programs and technology within local libraries	Work with local Senior's groups to promote and expand Home Library Service. Review Inter-library Loan Service. Provide an ongoing program of author talks, workshops, information sessions, exhibitions, children's and young adult programs. Review events and programs to ensure they are targeted for our community. Explore partnerships with community groups and other organisations to deliver programs.	Manager, Library Services	Program participation rates	Green

THEME 2 - SUSTAINABLE SPACES AND PLACES

A city of sustainable spaces and places is one whose residents recognise and act on their collective responsibility to protect their environment and to preserve it for future generations. It is a city where natural assets are cherished and where the built environment is equally critical in creating a sense of identity, history and community. The buildings, streets, public open spaces and natural environment are all safe, protected and well cared for.

Goal: I am proud of and value my City's natural environmental assets

Direction: We will facilitate and protect the environmental, cultural and social value of open spaces and foreshore areas

SSP 1	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Canada Bay Water Security Master Plan	Implement water savings programs at key Council operated sites.	Manager, Assets	Project schedule and budget	Green
2		Riverside Cultural Scoping Study	See activities listed at AV6(1).			
3		Accessibility Action Plan for Parks, Open Spaces and Facilities	See activities listed at AV2(1).			
4		Contaminated Land Policy	Assess development proposals on contaminated land and manage contaminated land.	Manager, Environmental Services	DAs reviewed	Green
5		Local Planning Strategy	Review strategic planning initiatives against the objectives and actions contained within the Canada Bay Local Planning Strategy.	Manager, Strategic Planning	Initiatives reviewed	Green
6		Generic Plan of Management	Seek grant funding to prepare draft plans of management for priority locations Priority Charles Health and Barnwell Park Golf Course.	Parks and Recreation Planner	Grant applications submitted	Green

7		Site specific plans of management	Prepare documents to facilitate consultation for new amenities at Cabarita Park, court sealing and sports lighting at Cintra Park, proposed amenities at Edwards Park and proposed amenities at Rothwell Park (see capital program for expenditure). Prepare documents to facilitate installation of no smoking signage and off leash signage in parks (see capital program for expenditure). Prepare a CMP for Queen Elizabeth Park Pavilion of Honour (see capital program for expenditure). Develop documents to facilitate consultation on new playing field Crane Street site. Undertake negotiations with Crown to finalise Plan of Management for Rodd Park.	Parks and Recreation Planner	Progress against PoM requirements	Green
8		Site specific plans of management	Implementation of Plan of Management works at Cabarita Park (see capital program for expenditure).	Parks and Recreation Planner	Project budget and schedule	Green
9		Canada Bay Water Security Master Plan	See activities listed at SSP1(12).			
10	Projects (fixed period) and Programs (ongoing)	Implement local responses to climate change	Construct foreshore infrastructure that is adaptive to sea level rise increases. Undertake Lower Exile Bay Catchment Flood Study (see capital program for expenditure).	Group Manager, Technical Services	Project schedules and budgets	Green
11		Implement local responses to climate change	Embed resilience actions into Councils Strategic Documentation (Asset Plans and Strategies).	Manager, Assets	Endorsement of strategic documentation	Green
12		Water for our Community	Complete the construction of the water harvest facility such that it is ready to undertake water quality proof testing in 2014-15 (see capital program for expenditure).	Manager, Capital Projects	Project schedule and budget	Green
13		Rhodes capital works program (Town Square)	Manage the transfer of the developer constructed open space asset into public ownership in accordance with the design and development consent issued for the works.	Manager, Civil Design	Project schedules and budgets	Green
14		Rhodes capital works program (Central Park)	Manage the transfer of the developer constructed open space asset into public ownership in accordance with the design and development consent issued for the works.	Manager, Civil Design	Availability of public open space	Green
15		Rhodes capital works program (John Whitton Bridge)	Implement the John Whitton Bridge project in accordance with design and development consent issued for the works and in accordance with the Rhodes Place Plan.	Manager, Civil Design	Design completed	Green

16		Rhodes capital works program (Town Square)	Explore innovative ways to provide community information about the project.	Manager, Civil Design	Provision of community information	Green
17		Environmental protection program	Investigate environment related complaints, provide education to the community and take action against risks.	Manager, Environmental Services	Complaint investigations	Green
18		Noxious weed control	Respond to reported incidences of noxious weed growth within both private and public areas.	Manager, Parks and Gardens	Resolution of complaints	Green
19		Parks Availability Program	Maintain passive and active facilities.	Manager, Parks and Gardens	Compliance with adopted service level standards	Green
20	Internal support services	Customer Services	Wet weather usage communication service.	Manager, Customer Services	Notifications issued	Green

Goal: I have access to a biologically diverse natural environment near where I live

Direction: We will protect and enhance biodiversity

SSP 2	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Estuarine Vegetation Management Plan	Undertake annual maintenance programs.	Manager, Parks and Gardens	Program schedule and budget	Green
2		Queen Elizabeth Park Bushcare Plan	Undertake annual maintenance programs.	Manager, Parks and Gardens	Program development	Green
3		Yaralla Bushcare Plan	Undertake annual maintenance programs.	Manager, Parks and Gardens	Program schedule and budget	Green
4	Projects (fixed period) and Programs (ongoing)	Support the Parramatta River Estuary Coastal Zone Management Plan	Complete the Parramatta River Foreshore Asset Management Plan.	Group Manager, Technical Services	Plan completed	Green
5		Bushcare Program	Undertake annual maintenance programs.	Manager, Parks and Gardens	Program development	Green

Goal: I know what I can do to help the environment and make active day to day choices to support environmental sustainability

Direction: We will inspire residents and business to be environmentally sustainable

SSP 3	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	Kpi Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Climate Change Adaptation Plan	Finalise Adaptation Plan and align with Climate Change Strategy currently being developed to illustrate Councils holistic approach in addressing Climate Change within the LGA.	Manager, Assets	Endorsement of strategic documentation	Green
2		Climate Change Mitigation Plan	Finalise Mitigation Plan and align with Climate Change Strategy currently being developed to illustrate Councils holistic approach in addressing Climate Change within the LGA.	Manager, Assets	Endorsement of strategic documentation	Green
3		Water Efficiency Plan	Implement the actions identified in the Water Efficiency Plan, monitor baseline data.	Manager, Environmental Services	Completion of actions	Green
4		Energy Management Plan	Implement the actions identified in the Energy Management Plan, monitor baseline data.	Manager, Environmental Services	Completion of actions	Green
5		Community Garden Policy	Facilitate the development of community gardens.	Manager, Environmental Services	Gardens operating	Green
6	Projects (fixed period) and Programs (ongoing)	Operate a sustainable Council fleet	Select and operate vehicles and equipment in accordance with Sustainable Fleet principles.	Group Manager, City Services	Fleet emissions	Green
7		Community Energy Efficiency Program	Develop and implement plans and programs.	Manager, Assets	Programs offered	Green
8		Implement local climate change and adaptation plans	See activities at SSP1(10) and SSP1(11).			
9		Deliver environmental recognition programs	No activity in 2013-14.	Manager, Business Arts Place		NYS
10		Greenhouse gas reduction programs	Monitor greenhouse gas emissions and research next stage of renewables.	Manager, Environmental Services	Research completed	Green
11		Undertake community and business education programs	Work with local schools to deliver the "kNOw waste" education program and to conduct the Sustainable Schools Program.	Manager, Environmental Services	Programs completed	Green

12		Undertake community and business education programs	Work with local residents to conduct a resident E Waste Recycling Day, support Clean Up Australia Day, conduct a Household Chemical Clean Out Day, conduct Treading Lightly Workshops and run other environmentally themed workshops.	Manager, Environmental Services	Events completed	Green
13		Undertake community and business education programs	Work with local businesses to conduct a Commercial E Waste Recycling event and the Sustainable Business Program.	Manager, Environmental Services	Events completed	Green
14		Undertake community and business education programs	Develop communication and promotional materials including Bulk Household Collection education materials, Sustainable Living Ezine, Resource Recovery and Waste collection calendars and other education materials.	Manager, Environmental Services	Materials distributed	Green
15		Undertake community and business education programs	Deliver community awareness programs on resource recovery and waste minimisation.	Manager, Environmental Services	Programs completed	Green
16		Facilitate the Sustainable City Committee	Facilitate regular meetings and seek to achieve outcomes.	Manager, Environmental Services	Meetings undertaken	Green
17		Resource recovery trial projects	Run trials of waste processing through current AWT facilities, free residential compost bins, Reverse Contamination Management, use of recycling bags in unit developments, mattress recycling, 360L recycling and garden organics bins and 660L Cardboard/Paper only bins.	Manager, Environmental Services	Trials completed and reported	Green

Goal: I live in a clean, healthy local environment

Direction: We will maintain and enhance streets and open spaces and operate an effective sustainable waste service

SSP 4	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Waste Management Strategy	Develop and implement a strategy that responds to the NSW Government's funding programs and waste diversion rate targets.	Manager, Environmental Services	Strategy developed	Amber
2		Integrated Littering Plan	Develop and implement litter prevention programs.	Manager, Environmental Services	Programs delivered	Green

3		Rhodes Peninsula Place Plan	Consider waste collection services and minimisation strategies specific to the needs of the Rhodes community and deliver community education campaign focusing on dog ownership and being a good neighbour (including information translated into community languages).	Manager, Environmental Services	Education campaign delivered	Green
4		Rhodes Peninsula Place Plan	Oversee trial of dog bag dispenser system (see capital program for expenditure).	Rhodes Place Manager	Project budget and schedule	NYS
5		Rhodes Peninsula Place Plan	Work with Sydney Olympic Park to consider spaces for children, tweens, and teens including possible options in SOPA and Wentworth Point.	Rhodes Place Manager	Options identified	Green
6	Projects (fixed period) and Programs (ongoing)	Maintain and cleanse local streets	Deliver regular street sweeping and street litter bin cleansing.	Group Manager, City Services	Compliance with adopted service level standards	Green
7		Manage network of street lighting	Administer level of service contract with AusGrid.	Group Manager, City Services	Contract adherence	Green
8		Manage stormwater and drainage maintenance program	Develop annual maintenance programs.	Manager, Assets	Program development	Green
9		Manage stormwater and drainage renewal program	Develop annual maintenance programs.	Manager, Assets	Program development	Complete
10		Operate waste, recycling and garden organics collection/disposal program	Deliver recycling, garden organics, waste and bulk household collection services.	Manager, Environmental Services	Services delivered	Green
11		Operate waste, recycling and garden organics collection/disposal program	Deliver resource recovery of recyclables, garden organics, mattresses, e-waste, metals and whitegoods, and disposal of residual wastes.	Manager, Environmental Services	Services delivered	Green
12		Operate waste, recycling and garden organics collection/disposal program	Manage collection and processing contracts at a local and regional level.	Manager, Environmental Services	Contractual obligations fulfilled	Green

13		Operate waste, recycling and garden organics collection/disposal program	Manage collection and processing contracts.	Manager, Environmental Services	Contractual obligations fulfilled	Green
14		Operate waste, recycling and garden organics collection/disposal program	Manage the performance of the Waste Hotline.	Manager, Environmental Services	Calls handled	Green
15		Operate waste, recycling and garden organics collection/disposal program	Manage the performance of the Waste Collection contractors education team.	Manager, Environmental Services	Education programs delivered	Green
16		Operate waste, recycling and garden organics collection/disposal program	Deliver waste and recycling service to all Council events and private events conducted on Council land.	Manager, Environmental Services	Services provided	Green
17		Operate waste, recycling and garden organics collection/disposal program	Manage administrative and oversight requirements of waste contracts including application forms for additional services, handling of complaints regard to contractor services, investigating and inspecting issues in the field and reconciling all invoices for payment.	Manager, Environmental Services	Contractual obligations fulfilled	Green
18		Oversee management of Council's resource recovery commitments	Provide design services to deliver the capital works program.	Manager, Environmental Services	Contract signed	
19		Deliver WaSIP Program activities as funded by NSW Government program	Develop programs and submit WaSIP Action Plans to the Environmental Protection Agency.	Manager, Environmental Services	Programs completed as funded	Green
20		Manage stormwater and drainage maintenance program	Undertake annual maintenance programs.	Manager, Maintenance	Program schedule and budget	Green
21		Manage stormwater and drainage renewal program	Undertake annual renewal programs (see capital program for expenditure).	Manager, Maintenance	Program schedule and budget	Green

22		Street Tree Priority Program	Develop priority listing for the removal of undesirable tree species and undertake works (see capital program for expenditure).	Manager, Parks and Gardens	Program schedule and budget	Green
23	Internal support services	Civil design services	Provide design services to deliver the capital works program.	Manager, Civil Design	Designs completed	Complete
24		Waste management advice	Assess and provide comments for Waste Management Plans of all DA Lodgements.	Manager, Environmental Services	DAs reviewed	Green

Goal: I feel safe and comfortable using community spaces

Direction: We will support projects and programs that address crime and safety and contribute to a safe community

SSP 5	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Community Safety and Crime Prevention Plan	Review the Community Safety and Crime Prevention Plan and coordinate regular activities and programs that address areas of need identified.	Manager, Community Life	Review completed and activities delivered	Green
2	Projects (fixed period) and Programs (ongoing)	Operate a graffiti removal service	Operate graffiti removal service and promote graffiti hotline and graffiti prevention information to the community (including emerging communities in Rhodes).	Group Manager, City Services	Compliance with adopted service level standards	Green
3		Emergency services management and liaison	Maintain updated databases on evacuation facilities and oversee other requirements as necessary.	Group Manager, City Services	Database maintenance	Green
4		Regulate compliance to ensure community safety	Local law enforcement services.	Manager, Building and Compliance	Compliance with adopted service level standards	Green
5		Regulate compliance to ensure community safety	Parking management services.	Manager, Building and Compliance	Compliance with adopted service level standards	Green
6		Regulate compliance to ensure community safety	Provide animal management services which includes promotion of micro-chipping and the reduction of euthanasia rates.	Manager, Building and Compliance	Number of animals impounded	NYS
7		Regulate compliance to ensure community safety	Offer a cost effective and efficient building inspection and compliance service.	Manager, Building and Compliance	Inspections undertaken and certificates issued	Green

8		Regulate compliance to ensure community safety	Fire safety audits, inspections and certificates.	Manager, Building and Compliance	Inspections undertaken and certificates issued	Amber
9		Regulate compliance to ensure community safety	Swimming pool inspections and certificates (private facilities).	Manager, Building and Compliance	Inspections undertaken and certificates issued	Green
10		Regulate compliance to ensure community safety	Investigation and resolution of unauthorised works and use.	Manager, Building and Compliance	Inspections undertaken and notices issued	Green
11		Undertake safety audits of public open spaces	See activities listed at AV1(14) and SSP5(1).			
12		Support local Liquor Accords	See activities listed at AV1(14) and SSP5(1).			
13		Regulate compliance to ensure community safety	Undertake inspections of swimming pool facilities (public and semi-public) and take action against risks.	Manager, Environmental Services	Inspections undertaken	Green
14		Integrate safety-by-design into planning projects	Ensure that CPTED controls are considered during review of Canada Bay Development Control Plan.	Manager, Strategic Planning	Incorporation into DCP	Green

Goal: My City has attractive streets, village centres and public spaces

Direction: We will enhance our local shopping centres, community spaces and residential streets and the infrastructure required to service them

SSP 6	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Accessibility Action Plan for Parks, Open Spaces and Facilities	See activities listed at AV2(1).			
2		Rhodes Peninsula Place Plan	Involve stakeholders in the assessment process to ensure incorporation of CPTED principals in Rhodes area and encourage developments to install CCTV on entry/exit points to residential buildings (specifically car parks).	Manager, Statutory Planning	CPTED principles adopted	Green
3		Development Control Plans	Review the Canada Bay Development Control Plan.	Manager, Strategic Planning	DCP reviewed	Green

4		Canada Bay Section 94A Plan	Preparation of a new S94A Plan for Canada Bay, inclusive of a revised works schedule.	Manager, Strategic Planning	Plan and schedule adopted	Green
5		Strathfield Triangle Development Control Plan and Section 94 Plan	Adoption of draft plans for the Strathfield Triangle.	Manager, Strategic Planning	Plans adopted	Green
6		Drummoyne Section 94 Plan	Ongoing implementation of the Drummoyne Section 94 Plan, pending the creation of a new contributions framework for Canada Bay.	Manager, Strategic Planning	Maintenance of historical information on projects funded	Green
7		Concord Section 94 Plan	Ongoing implementation of the Concord Section 94 Plan, pending the creation of a new contributions framework for Canada Bay.	Manager, Strategic Planning	Maintenance of historical information on projects funded	Green
8		Local Planning Strategy	Review strategic planning initiatives against the objectives and actions contained within the Canada Bay Local Planning Strategy.	Manager, Strategic Planning	Initiatives reviewed	Green
9		Local Environmental Plan	Gazettal of LEP.	Manager, Strategic Planning	LEP gazetted	Complete
10	Projects (fixed period) and Programs (ongoing)	Facilitate and regulate development	Assess and process construction, building and occupation certificates and deliver education program addressing environmental building options, alterations and additions and complying development.	Manager, Building and Compliance	Certificates issued	Green
11		Facilitate and regulate development	Assess and process complying development certificates.	Manager, Building and Compliance	Certificates processed	Green
12		Provide street and footpath cleansing services	Maintain footpath and street areas clean at frequencies commensurate with usage.	Manager, Maintenance	Compliance with adopted service level standards	Green
13		Prepare a Master Plan for Leeds Street and other land in Rhodes East	Determine subject area and commence planning requirements and stakeholder engagement.	Manager, Rhodes Urban Renewal	Progress on Plan development	Amber
14		Station Precinct Rhodes Urban Renewal	Progress planning proposal for Station Precinct and incorporate recommendations from the Retail Viability Study, investigate options for increase car parking to service the train station, work in partnership with stakeholders to develop an integrated approach to a transport interchange as part of the Precinct and prepare a public domain plan which includes consideration of CPTED and Access principals.	Manager, Rhodes Urban Renewal	Status of planning proposal	Green
15		Facilitate and regulate development	Assess and process development applications.	Manager, Statutory Planning	Applications processed	Amber

16		Administer developer contributions plans	Check contribution payments for S94, S94A , S93F & Community Liaison Officer (Rhodes) and forecast contribution payments to determine likely income.	Manager, Strategic Planning	Accuracy of income received	Green
17		Facilitate and regulate development	Assess and process Section 149 certificates.	Manager, Strategic Planning	Compliance with adopted service level standards	Green
18		Strategic land use planning	See other activities in SSP6.			
19		Assess and process Planning Proposals	Review Planning Proposals and report to Council in a timely manner.	Manager, Strategic Planning	Planning proposals reviewed	Green
20		Preparation of Planning Studies	Preparation of Planning Studies on a case by case basis to provide an evidence base for decision making.	Manager, Strategic Planning	Studies prepared	Green
21		Prepare a new development contributions framework to fund infrastructure	Prepare a new development contributions framework for Canada Bay to provide local infrastructure to meet the needs of the growing population.	Manager, Strategic Planning	Framework prepared	Green
22		Undertake a Housing Study	Prepare a brief for a Housing Study.	Manager, Strategic Planning	Brief completed	NYS
23		Undertake the Five Dock Urban Design Study	Complete the Five Dock Urban Design Study.	Manager, Strategic Planning	Study completed	Green
24		Oversee Parramatta Road Urban Renewal	Council endorsement of Traffic and Transport Assessment and preparation of brief for Urban Design Study if required.	Manager, Strategic Planning	Assessment endorsed	Green
25		Oversee Concord West Industrial Lands Urban Renewal	Complete Socio Economic Impact Study, Traffic Study and Urban Design Assessment.	Manager, Strategic Planning	Studies and assessment completed	Green

Goal: My City has attractive landscapes with sustainable development and where heritage is conserved

Direction: We will encourage sustainable design and conserve and celebrate local heritage

SSP 7	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Local Environmental Plan	Finalisation and implementation of draft Canada Bay Local Environmental Plan with Department of Planning and Infrastructure.	Manager, Strategic Planning	LEP gazetted	Complete
2		Development Control Plans	Review the Canada Bay Development Control Plan.	Manager, Strategic Planning	Review completed	Green

3	Projects (fixed period) and Programs (ongoing)	Sustainable design projects	See activities listed at AV2(21) and AV2(33).			
4		Manage local studies collection	Catalogue Local Studies collection. Expand oral history and digitisation programs. Foster continuing partnership with City of Canada Bay Museum.	Manager, Library Services	Collection use and program participation rates	Green
5		Pursue Four Star rating for new community facility in Rhodes	See activities listed at AV2(21) and AV2(33).			
6		Heritage advisory service	Provide free advice to the public and the review of development applications and projects for Council.	Manager, Strategic Planning	Service usage	Green
7		Local heritage assistance program	Promote and administer Heritage Assistance Program, provide funding for eligible projects and administer progress of projects and report outcome to Council and NSW Heritage Branch.	Manager, Strategic Planning	Allocation and reporting on funding	Green
8		Undertake a Character Area review	Undertake review of Character Areas within the City of Canada Bay to determine their future status.	Manager, Strategic Planning	Review completed	NYS

THEME 3 - INNOVATIVE AND ENGAGED

An innovative and engaged city one served by an effective local council that works with its community to balance the needs of its many and diverse stakeholders. It is a city where collaboration and two-way flow of information between council and residents is transparent; where community infrastructure is prioritised and where community celebration is valued.

Goal: I have opportunities to participate in and contribute my opinion to local decision making through consultation and other forms of engagement with Council

Direction: We will openly communicate and collaborate clearly to respond to local issues

IE 1	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Rhodes Peninsula Place Plan	Promote an inclusive approach to consultation, planning, design and management of place and communicate regarding place management principles and practice.	Director, Community Development	Application of place based approach to projects	Green
2		Rhodes Peninsula Place Plan	Develop and undertake a 2 year trial of a Place App for the Peninsula and engage with businesses, community organisations and the community to provide content.	Manager, Business Arts Place	Trial commenced	Green
3		Communication Strategy	Prepare a Communication Strategy to complement Delivery Plan and Operating Plans.	Manager, Communication and Public Relations	Plan prepared	Complete
4		Rhodes Peninsula Place Plan	Communicate with residents, businesses and stakeholders through the @Rhodes newsletter, support online communications with Rhodes community, establish and maintain Rhodes Peninsula microsite and develop a place specific information for new residents.	Manager, Communication and Public Relations	Communications undertaken	Amber
5		Rhodes Peninsula Place Plan	Translate Council and community information in Korean and Chinese (monitor the need for other community languages).	Manager, Communication and Public Relations	Translations provided	Green
6		Rhodes Peninsula Place Plan	Review accuracy of property information for both hard and electronic communication systems (ensuring street descriptions reflect legal descriptions of properties).	Manager, Information Systems	Level of accuracy achieved	Green
7		Rhodes Peninsula Place Plan	Coordinate stakeholder relationships for the Rhodes Peninsula and facilitate internal and external collaboration to implement the Plan.	Rhodes Place Manager	Provision of information to stakeholders	Green

8	Projects (fixed period) and Programs (ongoing)	Support and liaise with community representative groups	Coordinate Community Associations working group.	General Manager	Meetings undertaken	Green
9		Community engagement activities	Develop communication plans for key community engagement activities; Update communications policy to better reflect community engagement in specific projects; provide in-house training in community engagement; develop online community engagement register; investigate online communication opportunities for community engagement.	Manager, Communication and Public Relations	Plans prepared	Green
10		Develop community consultation strategies for key community stakeholders	Support consultation with key stakeholders on planning and implementation of works and projects in Rhodes Peninsula.	Manager, Communication and Public Relations	Strategies prepared	Green
11		Develop and implement an online communication strategy	Investigate social media to promote Council activities; develop social media training for staff; Implement online communications reporting tools to track effectiveness of social media and online tools; Develop content plan for over-arching social media and provide as template for other departments; update social media policy; develop and implement suite on online newsletters.	Manager, Communication and Public Relations	Use of social media tools	Amber
12		Engage residents, ratepayers and other stakeholders in decision making about Council resources and other issues	Coordinate an ongoing community engagement program to identify and test the levels of Council service and subsidy required by our local community.	Manager, Corporate Strategy	Engagement activities completed	Green
13		Review and apply recommendations of 2012 Citizens' Panel	To be confirmed subject to Council resolution (expected July 2013).	Manager, Corporate Strategy	To be confirmed	Green
14		Complaint handling and resolution	Manage complaint resolution as per Council policy.	Manager, Customer Services	Resolution of complaints	green
15		Provide customer service facilities	Provide customer service centres, call centres and temporary centres as required.	Manager, Customer Services	Adopted service level standards and benchmarking outcomes	Green

16		Manage Council meetings and provide support to Councillors in fulfilling their role	Council meetings are conducted in accordance with legislative and other requirements and support services are provided to Councillors as per Council policies.	Manager, Governance	Council meetings undertaken	Green
17	Internal support services	Office of the Mayor	Administrative and other support as required.	General Manager	Management of ECM tasks	Green
18	Internal support services	Website maintenance and management	Manage website; provide training for new users content management system; audit and reporting on website use.	Manager, Communication and Public Relations	Website traffic	Amber
19		Corporate communication activities	Develop and implement 12-month communication plan to promote good news corporate stories; develop issues management strategy and plan; manage and implement all corporate communication including newsletters, media releases, social media, media responses.	Manager, Communication and Public Relations	Communication Plan developed	Green
20		Council brand development and management	Apply brand statement into communication collateral; develop corporate identity and update and monitor corporate guidelines.	Manager, Communication and Public Relations	Use of brand statement	Green

Goal: I know where to find the services I need and feel comfortable in accessing them

Direction: We will promote local services in a variety of ways

IE 2	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Child and Family Needs Study	See activities listed at AV1(4).			
2		Library Services Strategic Plan	See activities listed at AV5(7), AV5(8) and AV7(5).			
3	Projects (fixed period) and Programs (ongoing)	Develop a marketing strategy for Council's facilities and services	Use all collateral and opportunities to promote Council's facilities and services; refine and implement the marketing strategy for Council's facilities and services.	Manager, Communication and Public Relations	Promotions completed	Green
4		Work with other tiers of government to promote and support volunteering	See activities listed at AV3(8).			

5		Support community groups that provide local services	Maintain the LINC'S Community Information database.	Manager, Library Services	Database usage	Green
6	Internal support services	Communication and Public Relations	Incorporate key service promotion into communication plan and online content plans and use new website to promote services on a regular basis.	Manager, Communication and Public Relations	Communication Plan developed	Green

Goal: I know about events in the community and feel welcomed and encouraged to participate

Direction: We will promote local events in a variety of ways

IE 3	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Rhodes Peninsula Place Plan	Work in partnership to utilise private and commercial spaces for public activation and a shared village atmosphere.	Manager, Business Arts Place	Partnerships achieved	Green
2		Sponsorship Policy	See activities listed at AV1(1).			
3		Communication Strategy	Develop communication plans for Council events to promote locally and to a wider audience.	Manager, Communication and Public Relations	Plans implemented	Green
4	Projects (fixed period) and Programs (ongoing)	Support local community-led events	Provide a sponsorship program for local events and initiatives.	Manager, Communication and Public Relations	Program completed	Green
5		Work with and support local sporting associations	Summer and winter sporting forums, training and other communication and support.	Manager, Customer Services	Projects completed	Green
6		Support local community-led events	Support street parties in the local community.	Manager, Customer Services	Processing of applications	Green

Goal: My City is well managed and my needs are met through high quality services and well maintained facilities and infrastructure

Direction: We will be innovate and apply good governance to meet community expectations and legislative obligations

IE 4	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Asset Management Strategy	Develop sub-plans and programs.	Manager, Assets	Plans and programs developed	Green
2		Sustainable Procurement Strategy	Complete the Sustainable Procurement Implementation Plan.	Manager, Environmental Services	Plan activities complete	Amber
3		Long Term Financial Plan	Annual update of Long Term Financial Plan.	Manager, Finance	Update completed	Green
4		Business Continuity Plan	Conduct annual review of Business Continuity Plan and relevant sub plans.	Manager, Governance	Review completed	Green
5		Fraud Risk Assessment Strategy	Implement Council's Fraud Risk Assessment Strategy and operate Audit and Risk Management Committee.	Manager, Governance	Strategy actions implemented and Committee reviews undertaken	Green
6		Integrated Risk Management Plan	Implement Integrated Risk Management Plan and develop controls to minimise risks identified in the Plan.	Manager, Governance	Controls implemented	Green
7		Records Strategic Plan	Complete actions identified in Plan schedule.	Manager, Governance	Actions completed	Green
8		Workforce Management Strategy	Continue to integrate Workforce Strategy with other Resourcing Strategy documents.	Manager, Human Resources and Organisational Development	Updates completed	Green
9		Business Continuity Plan	Develop Information Systems subplan of Business Continuity Plan.	Manager, Information Systems	Plan completed	Amber
10		Property Strategic Plan	Manage Council's property portfolio in line with the overall principles and objectives of the adopted Property Strategic Plan.	Manager, Property Services	Completion of priority actions	Green
11		Rhodes Peninsula Place Plan	Support the work of the Rhodes Place Committee.	Rhodes Place Manager	Committee meetings held as scheduled	Green
12	Projects (fixed period) and Programs (ongoing)	Integrate service delivery with operational planning and reporting	Operation of Council's Community Development division.	Director, Community Development	Achievement of Operating Plan activities	green

13		Integrate service delivery with operational planning and reporting	Operation of Council's Corporate Services division.	Director, Corporate Services	Achievement of Operating Plan activities	Green
14		Integrate service delivery with operational planning and reporting	Operation of Council's Planning and Environment division.	Director, Planning and Environment	Achievement of Operating Plan activities	Green
15		Integrate service delivery with operational planning and reporting	Operation of Council's Technical Services division.	Director, Technical Services and Operations	Achievement of Operating Plan activities	Green
16		Integrate service delivery with operational planning and reporting	Operation of Council's Executive Services division.	General Manager	Achievement of Operating Plan Activities	Green
17		Manage Council's finances in accordance with Long Term Financial Plan	Regular reviews of savings, efficiencies and revenue opportunities.	General Manager	Reviews completed	Green
18		Participation in Local Government NSW and Southern Sydney Regional Organisation of Councils	Involvement in projects and programs as appropriate.	General Manager	Projects completed	Green
19		Development of income generating civil works projects	Pursue opportunities with external organisations for income-generating work.	Group Manager, City Services	Income generated	Green
20		Manage fleet and plant replacement program	Manage fleet in accordance budget allocation and operational requirements.	Group Manager, City Services	Fleet operation and budget	Green
21		Manage buildings maintenance program	Develop annual maintenance programs.	Manager, Assets	Program development	Green
22		Manage buildings renewal program	Develop annual maintenance programs.	Manager, Assets	Program development	Complete
23		Manage buildings renewal program	Upgrade Concord Community Centre (see capital program for expenditure).	Manager, Assets	Project budget and schedule	Green

24		Manage Council's assets in accordance with Asset Management Strategy	Implement asset management improvement strategies to address gaps in knowledge and operation.	Manager, Assets	Strategy implementation	Green
25		Review demographic data as it becomes available	Provide information and access to profiles and data when released.	Manager, Community Life	Analysis undertaken	Green
26		Integrate service delivery with operational planning and reporting	Complete all requirements of integrated planning and reporting legislation and framework.	Manager, Corporate Strategy	Compliance with legislative requirements	Green
27		Develop and manage FuturesPlan20 Alliance Program	Develop and launch an Alliance Program which recognises the contributions made by community organisations, individuals and other stakeholders which progress the vision of FuturesPlan20.	Manager, Corporate Strategy	Program launched	NYS
28		Manage Council's finances in accordance with Long Term Financial Plan	Maintenance of discretionary and non-discretionary reserves.	Manager, Finance	Reserve levels	Green
29		Manage Council's finances in accordance with Long Term Financial Plan	Management of Council's rating system.	Manager, Finance	Rates collected	Green
30		Manage Council's finances in accordance with Long Term Financial Plan	Administration of accounts payable, accounts receivable and Council payroll.	Manager, Finance	Processing of payments	Green
31		Manage Council's finances in accordance with Long Term Financial Plan	Investment of funds.	Manager, Finance	Investment returns	Green
32		Manage Council's workforce in accordance with Workforce Management Strategy	Develop an ageing workforce strategy which looks at a range of options to staff approaching retirement.	Manager, Human Resources and Organisational Development	Strategy developed	NYS

33		Manage Council's workforce in accordance with Workforce Management Strategy	Identify areas in Council to provide traineeships particularly in areas where there are projected skills shortages.	Manager, Human Resources and Organisational Development	Traineeships provided	NYS
34		Manage Council's workforce in accordance with Workforce Management Strategy	Undertake annual Workforce Management Strategy review and update.	Manager, Human Resources and Organisational Development	Review completed	Green
35		Manage Council's workforce in accordance with Workforce Management Strategy	Continue to undertake service and process reviews using BEIT Program methodology.	Manager, Human Resources and Organisational Development	Reviews completed	Amber
36		Manage Council's workforce in accordance with Workforce Management Strategy	Upgrade and develop HRIS technology to support efficient reporting.	Manager, Human Resources and Organisational Development	HRIS upgrades implemented	Amber
37		Manage Council's workforce in accordance with Workforce Management Strategy	Develop a collaborative and cooperative culture through engagement of staff in supporting and living our corporate values.	Manager, Human Resources and Organisational Development	Values related activities undertaken	Amber
38		Manage Council's workforce in accordance with Workforce Management Strategy	Introduce a leadership development program incorporating business improvement training, values based management and project management.	Manager, Human Resources and Organisational Development	Program delivered	Red
39		Manage Council's workforce in accordance with Workforce Management Strategy	Target training for skill gaps and labour shortages.	Manager, Human Resources and Organisational Development	Training delivered	Green

40		Manage Council's workforce in accordance with Workforce Management Strategy	Promote participation in performance review processes and high performance initiatives.	Manager, Human Resources and Organisational Development	Performance reviews completed	Green
41		Manage Council's workforce in accordance with Workforce Management Strategy	Implement flexible working arrangements that balance employee and organisational needs.	Manager, Human Resources and Organisational Development	Arrangements implemented and monitored	Green
42		Manage Council's workforce in accordance with Workforce Management Strategy	Review and update as required initiatives contained in the EEO management plan.	Manager, Human Resources and Organisational Development	Status of EEO Management Plan	Green
43		Manage Council's workforce in accordance with Workforce Management Strategy	Gather workforce statistics for improved decision making.	Manager, Human Resources and Organisational Development	Statistics maintained	Amber
44		Manage Council's workforce in accordance with Workforce Management Strategy	Where practicable reduce reliance on labour in high risk work practices.	Manager, Human Resources and Organisational Development	Labour usage	Green
45		Manage Council's workforce in accordance with Workforce Management Strategy	Continue to upgrade WH&S policies and procedures in line with new legislative requirements.	Manager, Human Resources and Organisational Development	Policy and procedural updates	Green
46		Manage Council's workforce in accordance with Workforce Management Strategy	Actively manage claims and rehabilitation to ensure timely return to duty and minimisation of cost.	Manager, Human Resources and Organisational Development	Return to work statistics and claims costs	Green

47		Manage Council's workforce in accordance with Workforce Management Strategy	Promote the availability of the Employee Assistance Program to staff and investigate opportunities to enhance Council's capacity to manage staff well being.	Manager, Human Resources and Organisational Development	Staff use of EAP	Green
48		Manage Council's workforce in accordance with Workforce Management Strategy	Maintain current healthy lifestyle programs.	Manager, Human Resources and Organisational Development	Programs delivered	Green
49		Complete the replacement of Council's information systems	Oversee migration to new IT system and develop associated Information Systems Strategy.	Manager, Information Systems	Project schedule and budget	Amber
50		Manage buildings maintenance program	Undertake annual maintenance programs.	Manager, Maintenance	Program schedule and budget	Green
51		Manage buildings renewal program	Undertake renewal work to Council depot facilities (see capital program for expenditure).	Manager, Maintenance	Project schedule and budget	Green
52		Manage buildings renewal program	Undertake annual renewal programs (see capital program for expenditure).	Manager, Maintenance	Program schedule and budget	Green
53		Manage Council's property portfolio	Implement the directions set by Council in its Property Strategic Plan for managing the property portfolio.	Manager, Property Services	Completion of priority actions	Amber
54	Internal support services	Procurement management	Oversee best practice procurement across the organisation.	Director, Corporate Services	Policy and legislative compliance	Green
55		Fleet management	Provide fleet that meets organisational and community expectations with respect to delivery of goods and services, whilst satisfying legislative requirements.	Group Manager, City Services	Program budget	Green
56		Document management and records	Develop systems to ensure information access legislation is complied with and maintain Records Management and Disposal Policy.	Manager, Governance	Compliance with legislative requirements	Green
57		Risk and insurance management	Manage ongoing processing of claims and operation of Internal risk management group. Coordinate use of Echelon to manage public liability claims on behalf of Council.	Manager, Governance	Status and cost of claims	Green
58		General governance requirements	Manage Council's legislative compliance register, process and reporting program.	Manager, Governance	Status of register	Green

59		Information technology services	Maintain records management and disposal policy.	Manager, Information Systems	Help desk tickets completed and systems availability	Green
60		Geographic information systems	Maintain and develop geographic information systems to support Council planning and decision making.	Manager, Information Systems	Use of GIS systems by Council staff	Green

THEME 4 - THRIVING AND CONNECTED

A thriving and connected city has successful local economic development and is served by well functioning transport and roads. People in a thriving and connected city can get around easily in a variety of ways and have access to prosperous village centres and exciting destinations. A thriving and connected city enjoys a range of employment, educational and residential options for its residents.

Goal: My City has a range of housing options

Direction: We will encourage and support the provision of a diverse range of housing stock which responds to changing needs

TC 1	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Positive Ageing Strategy	See activities listed at AV1(2).			
2		Property Strategic Plan	Manage Council affordable housing property portfolio.	Manager, Property Services	Properties in use	Green
3		Local Environment Plan	Ongoing review following gazettal of draft Canada Bay Local Environmental Plan.	Manager, Strategic Planning	Reviews completed	Green
4		Local Planning Strategy	Review strategic planning initiatives against the objectives and actions contained within the Canada Bay Local Planning Strategy.	Manager, Strategic Planning	Reviews completed	Green
5	Projects (fixed period) and Programs (ongoing)	Administer Council's Affordable Housing Program	Oversee implementation of Council's Affordable Housing Policy and business plan by appointed Community Housing Manager.	Manager, Community Life	Progress against to business plan requirements	Green
6		Coordinate major planning developments in emerging precincts	See activities listed at SSP6 (13), SSP6(14) and TC4(3).			
7		Support initiatives which assist housing and accommodation diversity	Prepare brief for a Housing Study.	Manager, Strategic Planning	Brief completed	NYS
8		Support higher density development close to services, centres and amenities	Consider Planning Proposals in accordance with the City of Canada Bay Local Planning Strategy.	Manager, Strategic Planning	Proposals reviewed	Green

9		Coordinate major planning developments in emerging precincts	Coordinate planning requirements for the Strathfield Triangle.	Manager, Strategic Planning	Planning documentation complete	Green
10		Rhodes VPA project and related works	See activities listed at SSP1(13), SSP1(14), SSP1(15), SSP1(16), TC3(2) and TC3(3).			

Goal: I can walk or cycle on designated paths to a range of commercial, recreational and community spaces around the City

Direction: We will develop, enhance and promote walking and cycling facilities in the area

TC 2	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Pedestrian Access and Mobility Plan	Develop maintenance program.	Manager, Assets	Program development	Green
2		Canada Bay Bike Plan	See activities listed at TC2(15).			
3	Projects (fixed period) and Programs (ongoing)	Undertake Concord Shared Pathway works	Submit funding application to RMS to undertake construction in 2014-15.	Group Manager, Technical Services	Application submitted	Green
4		Undertake necessary capital works to complete Bay Run	Construct Bay Run (see capital program for expenditure).	Group Manager, Technical Services	Project schedule and budget	Green
5		Manage cycleway maintenance program	Develop annual maintenance programs.	Manager, Assets	Program development	Complete
6		Manage cycleway renewal program	Develop annual renewal programs.	Manager, Assets	Program development	Complete
7		Manage footpath maintenance program	Develop annual maintenance programs.	Manager, Assets	Program development	Complete
8		Manage footpath renewal program	Develop renewal maintenance programs.	Manager, Assets	Program development	Complete
9		Review and update Council's Pedestrian Access and Mobility Plan	Review and update Plan.	Manager, Assets	Updated Plan completed	Green

10		Manage footpath maintenance program	Undertake annual maintenance programs.	Manager, Maintenance	Program schedule and budget	Green
11		Manage footpath renewal program	Undertake annual renewal programs (see capital program for expenditure).	Manager, Maintenance	Program schedule and budget	Green
12		Manage cycleway maintenance program	Undertake annual maintenance programs.	Manager, Maintenance	Program schedule and budget	Green
13		Manage cycleway renewal program	Undertake annual renewal programs (see capital program for expenditure).	Manager, Maintenance	Program schedule and budget	Green
14		Collaborate with neighbouring areas on connected cycle ways	Undertake a communications campaign in partnership with Bay Bug to inform the community about improvements to cycleway connections and public transport links to surrounding areas.	Manager, Traffic and Transport	Campaign completed	Green
15		Review and update Canada Bay Bike Plan	Review existing plan, consult stakeholders and prepare updated Plan.	Manager, Traffic and Transport	Updated Plan completed	Green
16	Internal support services	Communication and Public Relations	Utilise all communication collateral to promote cycle and walking paths where appropriate.	Manager, Communication and Public Relations	Promotions completed	Green

Goal: I can get where I need to go safely without too much delay

Direction: We will maintain local roads and footpaths to ensure they are safe and accessible and lobby for better road networks

TC 3	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Rhodes Peninsula Place Plan	Deliver an education campaign focusing on safety for students and public transport and undertake parking trial on the western side of the train line.	Manager, Traffic and Transport	Campaign completed and trial undertaken	Green
2	Projects (fixed period) and Programs (ongoing)	Rhodes capital works program	Complete Rhodes Peninsula traffic and road safety projects as per Council's capital works program (see capital program for expenditure).	Group Manager, Technical Services	Project schedules and budgets	Green
3		Rhodes capital works program	Undertake works on Rhodes Community Precinct Foreshore Park (see capital program for expenditure).	Group Manager, Technical Services	Project schedule and budget	Green
4		Manage kerb and gutter maintenance program	Develop annual maintenance programs.	Manager, Assets	Program development	Complete

5		Manage kerb and gutter renewal program	Develop annual renewal programs.	Manager, Assets	Program development	Complete
6		Manage road maintenance program	Develop annual maintenance programs.	Manager, Assets	Program development	Complete
7		Manage road renewal program	Develop annual renewal programs.	Manager, Assets	Program development	Complete
8		Manage traffic facilities and roadside assets maintenance program	Develop annual maintenance programs.	Manager, Assets	Program development	Complete
9		Manage traffic facilities and roadside assets renewal program	Develop annual renewal programs.	Manager, Assets	Program development	Complete
10		Develop a communication and education strategy focused on traffic roles and responsibilities	Develop a communication strategy and key messages around transport and traffic within City of Canada Bay to promote alternative options and highlight key issues.	Manager, Communication and Public Relations	Strategy developed	NYS
11		Manage road maintenance program	Undertake annual maintenance programs.	Manager, Maintenance	Program schedule and budget	Green
12		Manage road renewal program	Undertake annual renewal programs (see capital program for expenditure).	Manager, Maintenance	Program schedule and budget	Green
13		Manage traffic facilities and roadside assets maintenance program	Undertake annual maintenance programs.	Manager, Maintenance	Program schedule and budget	Green
14		Manage traffic facilities and roadside assets renewal program	Undertake annual renewal programs (see capital program for expenditure).	Manager, Maintenance	Program schedule and budget	Green
15		Manage kerb and gutter maintenance program	Undertake annual maintenance programs.	Manager, Maintenance	Program schedule and budget	Green
16		Manage kerb and gutter renewal program	Undertake annual renewal programs (see capital program for expenditure).	Manager, Maintenance	Program schedule and budget	Green

17		Oversee street tree management program	Implement annual maintenance requirements and respond to customer requests.	Manager, Parks and Gardens	Compliance with adopted service level standards	Green
18		Strategic traffic investigation, management, advocacy and response	Support the Canada Bay Traffic Committee and implement works as required (see capital program for expenditure).	Manager, Traffic and Transport	Committee meetings held as scheduled	Green
19		Strategic traffic investigation, management, advocacy and response	Review Council's traffic management strategies.	Manager, Traffic and Transport	Strategies reviewed	Green
20		Manage resident parking schemes	Review and draft updated Resident Parking Policy and permit fees.	Manager, Traffic and Transport	Policy reviewed and fees adopted	Green
21		Local Government Road Safety Program	Implement all grant funded activities.	Manager, Traffic and Transport	Activities completed	Green
22		Develop a city-wide Parking Management Strategy	Draft Parking Strategy, consult with stakeholders and implement outcomes (see capital program for expenditure).	Manager, Traffic and Transport	Strategy and consultation completed	Green
23	Internal support services	Customer Services	Administration of Resident Parking Scheme requirements (street and park permits).	Manager, Customer Services	Processing of registrations	Green

Goal: I have good day to day public transport options which take me to the places I need to go

Direction: We will use and lobby for public transport and sustainable transport options

TC 4	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Positive Ageing Strategy	See activities listed at AV1(2).			
2		Rhodes Peninsula Place Plan	Promote community transport options to relevant Rhodes residents.	Manager, Community Life	Promotions completed	Green
3		Rhodes Public Transport Strategy	Incorporate transit-oriented strategies into planning for Rhodes and the Station Precinct.	Manager, Rhodes Urban Renewal	Strategies implemented	Green
4		Rhodes Peninsula Place Plan	See activities listed at AV1(5).			

5	Projects (fixed period) and Programs (ongoing)	Develop mobile device apps which promote public transport	Develop and launch place based apps for Five Dock and Drummoyne.	Manager, Business Arts Place	Apps launched	Green
6		Review Council-provided transport services	Review Bayrider, Active Adults and Bay Connection services.	Manager, Community Life	Reviews completed	Green
7		Operate Council's community bus service (subject to outcomes of review being undertaken)	Administration of community bus; work with community organisations to provide supplementary services; and provide ongoing volunteer training to community organisations offering services.	Manager, Customer Services	Adopted service level standards	green
8		Implement a new bus shelter contract	Manage the tender process and report outcome to Council.	Manager, Property Services	Tender and report completed	Green
9		Promote the use of bicycles for transport	Support Bike Week events; develop the Bay Run to Iron Cove Bridge (see capital program for expenditure); review existing on-street cycle routes and work with Assets to prepare an asset management plan.	Manager, Traffic and Transport	Activities completed	Green
10		Advocate for and promote public transport in and around the area	Advocate for and promote public transport in and around the area.	Manager, Traffic and Transport	Advocacy actions undertaken	Green
11		Advocate for and promote car share schemes in and around the area	Advocate for and promote car share schemes in and around the area.	Manager, Traffic and Transport	Advocacy actions undertaken	Green
12		Develop transport access guides for all Council facilities	Complete TAGs for 5 significant local facilities.	Manager, Traffic and Transport	TAGs completed	Green
13	Internal support services	Communication and Public Relations	Utilise communication collateral to promote transport activities and key messages.	Manager, Communication and Public Relations	Promotions completed	Green

Goal: I have access to an attractive village centre near where I live where I can socialise and shop for the day to day things I need

Direction: We will use local shopping centres

TC 5	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Refresh Drummoyne	See activities listed at AV5(2).			
2		North Strathfield Place Plan	See activities listed at AV5(1).			
3		Five Dock Town Centre Strategy	See activities listed at AV5(3).			
4		Property Strategic Plan	See activities listed at IE4(10) and TC1(2).			
5		Rhodes Peninsula Place Plan	Review and update Council's on street dining policy to incorporate Peninsula specific needs.	Manager, Property Services	Review and update complete	Amber
6		Rhodes Peninsula Place Plan	Activate the Shopping Centre and street frontage on Rider Blvd, conduct a campaign to reduce dumping of shopping centre trolleys and trial trolley containment strategies.	Rhodes Place Manager	Campaigns and trials completed	Green
7	Projects (fixed period) and Programs (ongoing)	Streetscape and shopping centre improvement works	Install automated self-cleaning toilets at Fred Kelly Place and Formosa Street and undertake streetscape works at Majors Bay Road and Brewer Street (see capital program for expenditure).	Group Manager, Technical Services	Project budget and schedule	Green
8		Streetscape and shopping centre improvement works	Undertake bus stop DDA compliance study and undertake prioritised works (see capital program for expenditure).	Manager, Assets	Project budget and schedule	Green
9		Promote local purchasing to support local businesses	Support the development of relevant and timely online content that promotes and local businesses.	Manager, Business Arts Place	Amount of online information available	Green
10		Support business-led programs in village centres and work in partnership with property owners to develop villages centres	Work with local businesses to engage them in the delivery of North Strathfield Place Plan, Refresh Drummoyne and Five Dock Town Centre Study activities.	Manager, Business Arts Place	Engagement opportunities delivered	Green
11		Place management programs for emerging and	Implement banner, bubbler and bike rack programs and implement Christmas decorations program.	Manager, Business Arts Place	Program schedules and budgets	Green

TC 5	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
		established precincts				
12		Prepare place making studies for local neighbourhoods	Develop a place plan for Majors Bay Road, Concord.	Manager, Business Arts Place	Plans adopted by Council	Green
13	Internal support services	Communications and Public Relations	Incorporate key activities into communication plan to promote where appropriate in communication collateral	Manager, Communication and Public Relations	Promotions completed	Green
14		Property Services	Provide property based advice and support to other sections of Council.	Manager, Property Services	Advice provided	Green
15		Property Services	Coordinate installation of upgrade security facilities at Civic Centre (see capital program for expenditure).	Manager, Property Services	Project budget and schedule	Green

Goal: I am able to expand my skills and strengths while still working close to home

Direction: We will nurture opportunities for local employment, education and skills development

TC 6	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Refresh Drummoyne	See activities listed at AV5(2).			
2		North Strathfield Place Plan	See activities listed at AV5(1).			
3		Five Dock Town Centre Urban Design Study	Finalisation of Five Dock Town Centre Urban Design Study.	Manager, Strategic Planning	Study completed	Green
4		Rhodes Peninsula Place Plan	See activities listed at AV1(5).			
5	Projects (fixed period) and Programs (ongoing)	Develop and implement the Doing Business in Canada Bay program	Maintain online resources, develop and distribute a business-focused e-zine, support industry cluster marketing campaigns and support local chambers of commerce to develop and grow.	Manager, Business Arts Place	E-zine editions distributed	Green

6		Develop local programs with registered training organisations	Work with relevant partners to host training programs.	Manager, Business Arts Place	Programs hosted	Green
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Goal: I live in a city with attractive tourist destinations

Direction: We will create and maintain sustainable tourism destinations

TC 7	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Rhodes Peninsula Place Plan	See activities listed at AV1(5).			
2	Projects (fixed period) and Programs (ongoing)	Promote natural areas within the city to attract visitors	Implement Colours of Canada Bay Visitor program.	Manager, Business Arts Place	Promotions completed	Green
3		Develop sporting, recreation and destination based marketing opportunities	See activities listed at TC7(2).			
4		Support Kokoda centenary celebrations taking place at the Kokoda Track Memorial	Commence planning and stakeholder engagement for celebrations to take place in 2015.	Manager, Business Arts Place	Proposal for celebrations completed	Green
5	Internal support services	Communication and Public Relations	Use major events to promote tourism; incorporate place apps into online communication strategy.	Manager, Communication and Public Relations	Promotions completed	Green

Goal: I have access to local businesses of a high quality, global standard.

Direction: We will develop and support business parks and large enterprises based in our area.

TC 8	Listing	Council's Actions 2013-17 Delivery Plan	Council's Activities 2013-14 Operating Plan	Responsible Manager	KPI to Measure Annual Activity	Current Status
1	Strategies and Plans (as adopted by Council)	Rhodes Peninsula Place Plan	Provide support for Rhodes based commercial and home based businesses and conduct an annual business forum for exchange information and explore opportunities for partnerships	Manager, Business Arts and Place	Forum completed.	Green
2	Projects (fixed period) and Programs (ongoing)	Support new and established corporate enterprises providing local employment	Implementation of Invest in Canada Bay program	Manager, Business Arts Place	Promotions completed	Green
3		Analyse the impact of the WestConnex proposal on business opportunities on Parramatta Road and surrounding areas	Monitor developments and announcements about the program to advise local business businesses and support their preparation.	Manager, Business Arts Place	Advice provided	Green

