






**GEORGES
RIVER** COUNCIL

2017 - 2018 OPERATIONAL PLAN

December 2017 Review

Q2, 2017/2018

	Not Updated
	Completed
	In Progress - On Track
	Behind Schedule
	Not Started - On Track
	Significant Delays

STRONGER COUNCILS

Measure	Target	Actual	Notes
Improved community satisfaction index score for Council's overall performance.	Incremental increase of 10%.	27%	In the recent community engagement program undertaken by Micromex Research and Cred Consulting, 89% of residents were satisfied (either very satisfied, satisfied or somewhat satisfied) with Georges River Council's overall performance. In the September 2016 Department of Premier and Cabinet survey 70% of respondents rated Council's overall performance as either very good, good or average.
Number of services available online increased.	4 additional services available online.	One additional on-line service added.	General Request category added to service requests.
Increased range of payment options implemented.	1 per quarter.	Payment gateway now integrated for website forms. This enabled online payments capability for St George Art awards.	Online payments for food inspections now available.
Legal costs decrease.	Less than \$1 million external legal spend for financial year.	\$421,686	This is the amount of legal costs expended by Council as at 31 December 2017 including costs of all litigation (Court proceedings) in the amount

			<p>of \$161,719. Costs recovered for this period are \$146,399.</p> <p>All new prosecutions have also been run in-house. The number of appeals against deemed refusal of DAs were high as well.</p> <p>As previously noted in Q1, the DA assessment times need to reduce before the number of Class 1 appeals will start to decrease. Half of the appeals are deemed refusals. The gazettal of the Kogarah City Plan in May 2017 has created a significant increase in the number of DAs and anticipated appeals against deemed refusals. A significant number of aged DAs remain within the system that are awaiting finalisation.</p>
% of capital projects delivered on time and budget.	80% of projects delivered within timeframes and within +/- 5% of budget.	90%	GRC currently has 115 capital projects scheduled for 2017-2018. At the completion of Q2, 38 of these projects were completed, and 4 projects are delayed due to third party issues.
% of housing development applications determined within 40 days.	90%	12.5% - new target as advised by DoP	The new target based on new net dwellings achieved 12.5% this last quarter. This relates to dual occupancy/secondary dwellings as per the DoP criteria for net dwelling increases. This is a vast improvement on last quarter, staff are prioritising these DA categories in line with the State target.

Number of MOUs, grants and collaborative projects with key partners on community priorities.	5 partnership programs per year	3	Council was successful in a \$600,000 Smart Cities grant in partnership with UNSW and has worked closely with Service NSW to extend the easy to do Business Project
Net financial savings (NPV) of \$24.8M over 10 years included in Council's financial forecasts.	\$438,365 to be saved by 30 June 2018.	\$812,000	Council is on track to exceed the savings targets adopted. These calculations will be included in the development of the Long Term Financial Plan for which work has commenced.
Net financial benefit of \$100,000 achieved by September 2017 (Including Stronger Communities and NCIF grants).	\$100,000	\$812,000	This milestone was achieved in Q1
Increased proportion of staff who feel the organisation has a positive future and are committed to its success.	5% improvement on staff satisfaction.	NA	Staff survey is undertaken every 6 months. Between March and September 2017, there was a 2.8% increase in staff who believe Council has a positive future and a 10.6% increase in staff who are committed to the success of Council.

CORPORATE MEASURES

Measure	Target	Actual	Notes
% of customer requests completed within agreed times.	<ul style="list-style-type: none"> * 80% customer requests completed within agreed timeframes * 80% correspondence responded to within 14 days 	64% for customer requests, 82% for correspondence	<p>Council completed 3,251 service requests in this quarter, of which 2,070 were completed within the agreed timeframe. The average completion time for customer requests was 12.6 days, a reduction from the previous quarter of 27 days. Council completed 80 tree requests, 420 waste requests and 536 parking requests, which represented the top three most popular topics for service requests with Council. Correspondence completed by Council was 15,770 in this quarter, of which 12,879 was completed within the agreed timeframe. The average completion time for correspondence was 10.58 days, a reduction from 12 days in quarter 1.</p>

% of complaints completed within agreed times.	90% of complaints completed within agreed timeframes.	67%	48 out of 72 complaints were completed within timeframe. This is an improvement on Q1.
% compliance with statutory and legislative reporting requirements.	100%	100%	A report is being prepared for the Audit, Risk and Improvement Committee on Public Interest Disclosures and Code of Conduct statistics.
Base budget income is no less than -5% of the year to date approved budget.	>-5%	-8%	As a result of higher than expected interest on investments and cash balance.
Base budget expenditure is no greater than +5% of the year to date approved budget.	>-5%	12%	
% of scheduled projects completed on time.	80%	95%	GRC currently has 320 projects scheduled for 2017-2018. In Q1 and Q2, 60 of these projects were completed (excluding the IMT projects), with many scheduled for completion in Q3 and Q4. 21 projects are reported to be delayed due to a number of factors.

Reduce number of Lost Time Injury (LTI) days per year from previous year.	Reduction of 5% over the period.	85% Reduction on annualised basis	FY17 - Total LTI hours = 1,329 with an average of 332 hours per quarter FY 18 Quarter 2- LTI hours = 50 reduction of 85% for Quarter 2 - with YTD = 79% reduction
Reduce number of staff with annual leave balances greater than 40 days from previous year.	5% reduction from 2016/17 overall rate.	10% reduction	FY17 actual at 30 June 2017 = 80 (refer on Q4 report) Q2 actual at 31 Dec 2017 = 72 Reduction of 8 YTD
% of internal audit recommendations implemented within agreed timeframes.	75% of audit recommendations completed to satisfactory standards within agreed deadlines.	100%	This measures the combined, completed proportion of Cooper/BDO and Grant Thornton Depot audit projects, which are either completed, in progress on track, not started and on track, or ongoing. With updated deadlines applied to some tasks, there are currently no tasks behind schedule.



STRATEGIC DIRECTION



Measure	Target	Actual	Notes
Number of formal meetings between community groups with the Mayor/Administrator and/or General Manager.	10 per quarter.	41	The Administrator/Mayor and GM had 41 meetings with community groups with a total of 38 hours.
Transparency: % of Council resolutions made at meetings closed to the public.	Less than 25%.	8.27%	121 resolutions in total with 10 being in closed session. More than half of items considered in closed session relate to Tenders.
Participation at Council meetings: * Number of speakers * Number of attendees.	* Average of 2 speakers per meeting * At least 10 attendees per meeting	Average of 7 speakers Average of 42 attendees	Average numbers are for Council meetings held between October and December.
Satisfaction with council decisions: customer satisfaction rating out of 100 with how council has performed in making decisions in the interests of the community.	55%	68%	In the recent community satisfaction survey 68% of respondents indicated they were very satisfied, satisfied or somewhat satisfied with Council's decisions being made in the best interests of the community.
Percentage of occupancy across all	Percentage occupancy	97%	Only one office suite not occupied..

Council-owned commercial properties.	>90%		
Effective decision making: Percentage of legal cases determined in accordance with Council's corporate and strategic objectives.	75%	100%	During this period, 1 appeal was dismissed and 1 appeal was discontinued. There were no appeals upheld with amended plans and no matters resolved at S34. One Class 4 matter was successfully resolved with the Court ordering a crane to be removed and orders that the Applicant pay Council's costs in the amount of \$30,000.
Attempted resolution of Class 1 merit appeals by way of alternative dispute resolution such as s34 conciliation wherever possible and appropriate.	100%	100%	Four matters were listed for a S34 Conference during this quarter, (No 1 Victoria Dragons Pty Limited, Palmerston Dragon No. 1 Pty Limited, Regent Land Pty Limited and GCK Investments Pty Limited). Each of these matters are still currently the subject of the S34 process.
% of organisational and the NSW Government priority projects delivered that meet implementation timeframes.	90%	64%	There were 492 projects for the period from proclamation until end of December 2017. Of these, 90% have been completed with 6.5% in progress. For the second quarter of 17/18, a total of 88 projects were due with 64% complete. This is comprised of a respective completion rate of 75% and 52% for the Implementation Plan and





			Transformation Program.
% staff actively engaged in the Transformation Program including service reviews.	* 100% managers * 50% other staff.	100% Managers, 55% other staff	All managers have been engaged in the program and have actively participated in progressing outcomes. In regards to staff, 46 people provided service portfolio information, 100 nominations were received for staff excellence awards, 75 people participated in an internal touch football competition and 49 have been active participants on working groups. This is approximately 55% of the non-managerial staff.



Outstanding Service Provision

Code	Action	Status	Progress	Comments	Lights
1.11	Review services and adopt a service portfolio to ensure alignment to community needs and best value delivery	In Progress - On Track	60%	Service Portfolio and categorisation has been completed. Four service reviews have been completed (Legal, Staff onboarding and Exiting, Stores management and Project delivery), six are underway (Fleet, Communications, Customer Service, Procurement, Insurance, Local Orders), and four are at the scoping stage (Community development, Facilities Management and Hire, Asset management and Accounts Payable).	
1.12	Evaluate and prioritise digital service requirements, capability and delivery	In Progress - On Track	55%	Awaiting results of Digital Maturity Index. Continuing online forms management, Promapp staff rollout and training is progressing, Digital Strategy under development, Smart Cities Project grant successful and project initiation meetings commenced.	




Code	Action	Status	Progress	Comments	Lights
1.13	Review and improve Council's leasing and licensing arrangements.	In Progress - On Track	70%	A complete manifest of Council owned properties is in place. The process of updating community leases and licenses is underway in line with the Community Leasing Policy.	
1.14	Develop and implement Jubilee Stadium and Facilities Plan of Management	Behind Schedule	40%	A contract for development of a master plan has been awarded and will commence in March 2018.	






Strong Performance



Code	Action	Status	Progress	Comments	Lights
1.17	Develop and implement organisational capability program	In Progress - On Track	50%	Long term organisational capability program in development incorporated with all People and Culture Projects - following finalisation of workforce strategy with incorporated L&D strategy and P&C business planning	
1.18	Create register of significant legal advices	Completed	100%	Register link created within Legal Services on intranet.	
1.19	Prioritise in house litigation as far as possible	Completed	100%	Of the 7 matters heard and/or determined during this period, 5 were briefed externally. This included the four matters in the Kogarah North Precinct that were directly briefed to Counsel. The other matter briefed externally was for the removal of a crane (Lowe) in which Council was awarded \$30,000 in costs. The other two matters were retained in-house (AMIA Investments Pty Limited and USU dispute).	
1.20	Resolution of Class 1 merit appeals by way of alternative dispute resolution such as s34 conciliation wherever possible and appropriate	Completed	100%	During this period, no matters were resolved by S34 Agreements at the end of Q2. Four matters listed for S34 Conferences in December are still the subject of the S34 process.	

Code	Action	Status	Progress	Comments	Lights
1.21	Review Council's property portfolio and maintain property registers (land, lease and licences) in accordance with legislative requirements.	In Progress - On Track	95%	The manifest of Council's property portfolio is complete along with leases and licenses identified with details of expiry and renewal dates. The final step in this process is to set up the Tech One Records Module once all former Kogarah LGA properties have been included in the data base - Feb 18. The records will all relate to the Land Register ID, forming an integrated system of control.	
1.22	Manage Council's statutory property dealings, including easement acquisitions and grants, formal road closures, compulsory land acquisitions, strategic or investment property acquisition and real property sales.	Ongoing	95%	Staff complement improvement leads to more efficient property dealings.	


Strategic Capacity


Code	Action	Status	Progress	Comments	Lights
1.01	Deliver and monitor benefits of the Transformation Program.	In Progress - On Track	65%	Net Benefits Reporting to Office of Local Government is no longer required, however Council continues to roll out the Implementation Plan with 90% completion to date. Additional Transformation Projects have been selected to deliver ongoing benefits to Council and the community. 83% of milestones due to date have been completed in this program.	
1.02	Monitor and report the NSW Government merger deliverables.	Completed	100%	100% of NSW Government deliverables have been completed for the financial year	
1.03	Implement the Enterprise Risk Management strategy.	In Progress - On Track	50%	Staff engagement to facilitate implementation and reporting of risk management actions with responsible officers. A report will be prepared to ET and ARIC on ERM Strategy actions and risk register for this quarter.	

Code	Action	Status	Progress	Comments	Lights
1.04	Build Council's identity and profile as a strong and reputable council.	In Progress - On Track	70%	Signage rollout has continued. Corporate mission and values have been adopted and rolled out internally. A Brand and Identity position has been created and work commenced on a strategy. Enterprise Risk Management Project has been successfully completed with Audit, Risk and Improvement Committee endorsement and embedded within organisational business approaches. Councillor induction has been completed with a high level of engagement. Committee and reporting structures have been implemented.	
1.05	Progress the planning proposal for the reclassification and rezoning of 35 River Road, Oatley (former Oatley Bowling Club site) to allow its use for an aged care facility.	Behind Schedule	30%	Gateway hold up with DEP requiring further updated documentation. Expectation of assessment due in March/April 2018.	
1.06	Finalise the master plan for the Hurstville Civic Precinct, comprising civic and community facilities, public open space, residential and commercial use, and gain Council approval to submit a Planning Proposal for its redevelopment.	In Progress - On Track	80%	Following a Councillor Briefing in March 2018, and subject to Council approval, the Planning Proposal would be ready for submission for assessment.	
1.06.1	Submit a Planning Proposal for the Hurstville Civic Precinct for planning assessment.	Not Started - On Track	0%	Awaiting Planning Proposal approval from Council.	
1.07	Proceed with the development of Hurstville Centre Plaza for community open space.	In Progress - On Track	30%	Demolition of 296 Forest Road is now complete and works have commenced on the construction of Central Plaza by KK Consultants. Works to be completed in July 2018 (weather permitting)	




Code	Action	Status	Progress	Comments	Lights
1.08	Ensure all requirements of the Integrated Planning Framework legislation is complied with including coordination and progress reports of the Community Strategic Plan, Delivery Program, Resourcing Strategy and Operational Plan.	In Progress - On Track	50%	The 2016/17 Annual Report was completed during the quarter, published on Council's website and forwarded to the Minister for Local Government. The consultants commissioned to carry out community engagement for the Community Strategic Plan (CSP) have completed their initial brief and a workshop with government agency representatives is planned for February 2018. Work is well underway to build draft content for the CSP and other documents required under Integrated Planning and Reporting legislation.	
1.09	Develop and deliver the transition to new council program.	Completed	100%	A comprehensive Councillor induction program was undertaken following the Local Government Election in September 2017. Councillors received extensive training and expert advice from consultants in relation to the Code of Conduct, Expenses and Facilities Policy and Code of Meeting Practice. The Councillor Portal, an online and secure Intranet site, was established for Councillors to provide important information in a timely manner. Councillors were trained to utilise the site effectively.	


Robust Community Relationships

Code	Action	Status	Progress	Comments	Lights
1.15	Articulate the benefits of the merged Council and communicate these benefits to residents and businesses	In Progress - On Track	50%	Regular reporting to Council and the community focusses on the benefits to the community of changes at Georges River Council. Signage suite developed and approved. Newly branded LGA entry signage has been installed. Facility signage has commenced. Customer Commitment has been developed and promotional material is currently being drafted.	

Code	Action	Status	Progress	Comments	Lights
1.16	Develop and deliver a program of robust community engagement to support council decision making and activities.	In Progress - On Track	50%	<p>The extensive community engagement program to support the development of the first Georges River Community Strategic Plan was completed. The engagement program included an extensive phone survey, visioning workshops, pop up stalls in town centres and the completion of postcards. As a result a large segment of the community have participated in the engagement program and had their say about the future of Georges River Council area.</p> <p>Georges River Council has successfully established its first Have Your Say Panel. Panel members have been invited to attend Council Meetings and to review Standing Committee Business Papers.</p> <p>A request for quote process was completed to source an online community engagement tool to effectively administer the engagement process for Council. The tool will be implemented in early 2018.</p>	

Sound Organisational Health

Code	Action	Status	Progress	Comments	Lights
1.23	Develop and deliver a staff communication and engagement strategy that supports the organisations Transformation Program	In Progress - On Track	50%	Staff survey results analysed and reported, with an action plan to respond to findings developed. Staff Service Awards and Staff Excellence Awards occurred in December including a People's Choice component. Staff well-being enhanced through Directorate touch football competition. Staff Christmas party well attended. Working Groups continue as required.	
1.24	Create staff learning and development program that supports strategic direction and service delivery	Completed	100%	Completed in Q1	
1.25	Implement education and training program for regulatory and compliance staff around managing legal disputes	Completed	100%	Training was conducted for the regulatory and compliance staff on 9 November 2017. Topics included investigation and interview techniques and protocols.	

Code	Action	Status	Progress	Comments	Lights
1.26	Implement education and training program for town planning staff around providing expert evidence in court	Completed	100%	Training was conducted for the planning and strategic planning teams on 23 November 2017. Topics included the amended Environmental Planning & Assessment Act and roles of solicitors and experts.	

ASSETS AND INFRASTRUCTURE









Measure	Target	Actual	Comments
% of asset data captured and updated.	<ul style="list-style-type: none"> * Stormwater 5% * Buildings 50% * Footpaths 25% * Parks 20% * Marine 100%. 	40%	Stormwater 5% Buildings 40%, Footpaths 15%, Parks 50%, Marine 10%
% of funded road safety measures and Traffic Committee decisions implemented.	90%	80%	Traffic Committee reports written: September = 17, October = 14, November = 8, December = 33 TOTAL = 72. IMPLEMENTED = 58 note: Only half of the December reports implemented due to depot staff on leave for the Christmas period.
Number of trees planted or at give away.	2,500	3650	The annual plant giveaway was undertaken in July and the result reported in Q1.
% of contracted bush regeneration projects completed	90% of contracted area completed (in hectares)	40%	Contractors on track to complete 90% by Q4. New Team Leader Bush Regeneration appointed.
Improve the Asset Renewal Ratio if funding permits.	Result of greater than 100	100%	Current rate above 100% overall.









<p>% of applications assessed within 21 days: * Development Application (DA) referrals in relation to trees, drainage, traffic impacts, parking and road design * Driveway applications * Private tree removal or pruning applications.</p>	<p>80%</p>	<p>80%</p>	<p>Awaiting improved reporting methods from tech 1 for DA referrals. Driveways and Private Tree applications at or above 80%</p>
<p>Utility restorations</p>	<p>80% of restorations completed within timeframe advised.</p>	<p>80%</p>	<p>670 restorations completed with a further 280 issued to contract or council depot.</p>
<p>% of graffiti tags removed within 48 hours.</p>	<p>80%</p>	<p>84%</p>	<p>A total of 1001 graffiti tags were removed during the second quarter, 84% of which were removed within 48 hours of notification. Total year to date graffiti tags removed is 1702 due to additional resources being allocated solely for this purpose. Recruitment of a further graffiti removal painter is currently underway.</p>
<p>Number of volunteers working on bush regeneration</p>	<p>100</p>	<p>102</p>	<p>No change from previous quarter. There are currently 70 volunteers assisting Mortdale bushcare officers and 32 assisting Carlton based bushcare officers.</p>
<p>% of commercial centres cleaned per</p>	<p>100% of those identified for daily</p>	<p>100%</p>	<p>The cleansing department continued to meet</p>




day	cleaning.		its service requirements for cleaning 100% of 14 commercial centres throughout the second quarter. Additionally, the Hurstville 'Big Wash' was undertaken in November-December including pressure cleansing of all pavements and shop fronts, cleaning of light boxes and awnings, and poster removal from all poles and shop fronts. The high pressure deep cleansing team is also now in place, operating on a weekly cycle for major CBD areas and three weekly for smaller commercial areas.
Obtain grant funding or other external sources of funding to support and improve services for the community.	Apply for seven sources of funding per year.	12	Assets and Infrastructure have applied for 12 grants to date this year worth \$1,474,035 in grant funding (if successful). We have received \$272,250 in grant funding from these applications so far.

Assets and Infrastructure

Code	Action	Status	Progress	Comments	Lights
2.01	Complete Annual Infrastructure Plus program	In Progress - On Track	40%	Parks and Footpath Repairs are now completed, with remaining works on Buildings and Roads to be completed in Q3 and Q4.	

Code	Action	Status	Progress	Comments	Lights
2.02	Commence Penshurst Park Sporting Hub	In Progress - On Track	5%	Contract negotiations currently taking place for the Penshurst Park Indoor Cricket Centre. Works to commence in Q3. Awaiting approval for Stages 2 and 3.	
2.03	Commence amenity building upgrades and other projects as part of the Stronger Communities Funding Program	In Progress - On Track	20%	Designs are now finalised for all buildings with tenders to be called for all works between March and May 2018.	
2.04	Construct Jubilee Park Adventure Playground	Behind Schedule	75%	Opening to occur in January 2018 - delayed due to missing part	
2.05	Implement Gannons Park Masterplan works	In Progress - On Track	50%	Civil Constructions commenced on site in October 2017. Works completed to date include excavation for the pond, stormwater pit and preparation for GPT. Designs are being finalised for the boardwalk and vehicular bridge. Completion to be in June 2018 (weather permitting)	
2.06	Undertake Kogarah Library Customer Service Upgrades	In Progress - On Track	0%	Specification for roof to be completed in Q2. Design specifications currently being developed with tender for Architect to be undertaken in Q3.	
2.07	Undertake refurbishment works at Sans Souci Pool	In Progress - On Track	10%	Tender for refurbishment works closes on 31 January 2018. Tender for plant room and amenities to be advertised in February 2018.	
2.08	Undertake 2017-2018 Roads Program	In Progress - On Track	40%	Stage 2 of the Roads Projects were awarded in Q2 (to be completed in Q3) and Stage 3 of the Roads Projects will be awarded in Q3 (to be completed by 30 June 2018)	
2.09	Undertake 2017-2018 Stormwater and Drainage Works Program	Behind Schedule	30%	Design works are in progress; construction not commenced.	

Code	Action	Status	Progress	Comments	Lights
2.10	Improvements and enhancements to Memorial Square	In Progress - On Track	20%	Scheduled for a design review in Q3 once Forest Road Stage 2 plans are finalised and works on Central Plaza commence on site.	
2.11	Continue to develop floodplain risk management programs.	In Progress - On Track	20%	Project remains behind schedule, report for tender prepared for February Assets Committee.	
2.12	Implement the Street Tree Management Strategy.	In Progress - On Track	35%	Tree Management Officers working with Environment and Planning to develop Urban Forest Strategy. Street tree removals and replanting programs proceeding as expected.	
2.13	Develop new Asset Management Policy	In Progress - On Track	35%	Asset Management Policy adopted by Council. Individual Asset Management Plans to be created throughout this year.	
2.14	Develop and implement Asset Management Strategy	In Progress - On Track	35%	Asset Management Policy adopted by Council. Individual Asset Management Plans to be created throughout this year.	
2.15	Review CCTV Camera network annually to ensure it is meeting expectations.	In Progress - On Track	50%	Existing CCTV systems and new systems reviewed and new and contract awarded for new upgrades.	
2.16	Develop new Passenger Vehicle Fleet Policy	In Progress - On Track	70%	Further progress on the Passenger Vehicle Fleet Policy was made during the quarter, in line with the Fleet Strategy working group recommendations. The final policy will be rolled out in quarter 3.	
2.17	Develop Depot Consolidation Strategy including Masterplan and Business Plan	In Progress - On Track	50%	Further work to develop the final business case, with identified savings associated with operating costs to be confirmed through modelling. Firm direction for Carlton depot lease arrangements and capital costs to be built into the financial model. Preparation of detailed design will be instigated in February / March 2018.	

Code	Action	Status	Progress	Comments	Lights
2.18	Implement parks and recreation areas beautification program to improve aesthetics and amenity	In Progress - On Track	50%	The full schedule of parks identified as part of the beautification program has been established. Resourcing constraints in civil maintenance and trades have hampered activity throughout quarter 2, however this will be addressed in the second half of the year. A total of 10 Parks have been identified as part of this program.	
2.19	Consolidate Cleansing Business Unit to provide efficient resource allocation and utilisation across the local government area	In Progress - On Track	90%	The Cleansing department have now recruited all vacant positions and mapping of areas of responsibility is complete. Full implementation is scheduled for the end of March 2018, awaiting confirmation of the waste disposal contract to remove the compactor truck, and delivery of vehicles required to fully establish cleansing crews.	
2.20	Implement poster removal program in Central Business Centres and on major intersection and review process for the issuing fines through law enforcement	In Progress - On Track	75%	The focus on poster removal in key CBD and high profile areas continues with the established process of systematic removal by CBD cleaners on a daily basis, and additional support provided by utility crews in situations of high density poster application. Further involvement of graffiti teams will be implemented once recruitment has been completed.	

ENVIRONMENT AND PLANNING

Measure	Target	Actual	Comments
Annual energy and water consumption within Council facilities.	15% reduction by 2020 based on 2015-2016 usage.	Electricity 29% reduction Gas 44% reduction unable to report on water consumption due to unavailability of bills however, a comparison of the previous FY shows a 22% reduction in water use since FY 15-16	Electricity usage in Q2 15-16 was 2,783,669 kwh, and 1,982,311 kwh in Q2 17-18. Gas usage in Q2 15-16 was 1,956,664 MJ, and 1,095,809 MJ in Q2 17-18. Water usage for FY 15-16 was 318,990 kL, and 247,915 kL for FY 16-17. Unable to report on water consumption as all invoices not received. Due to the significant reductions achieved a detailed audit of all billing information is being conducted.
% of food shops inspected annually	100%	37% of food shops inspected	Of the 756 high and medium risk food premises 115 were inspected during the second quarter.
% of environmental compliance complaints (excluding animal complaints) received and responded	100%	75%	Of the 72 environmental compliance complaints received 54 were


to within 48 hours.			completed within 48 hours.
Number of waste contract service missed collections per week.	Less than 35 per week.	29 per week (average)	0.06% of services missed over all services collected
% of waste customer requests responded to within 48 hours.	90%	98%	A total of 432 requests were received in the second quarter which is a 29% increase over the first quarter.
% of all waste collected is diverted from landfill.	70%	51.68%	Improvement over quarter one result due to the commencement during the quarter of Alternate Waste Technology processing for the waste collected from the former Kogarah LGA. Additional improvements will be achieved with new waste processing contracts to commence in the second half of 2018 for former Hurstville waste and kerb side collection both of which will incorporate greater recovery techniques for reusable materials.
Meet the employment and housing targets as identified in the Metro Strategy and District Plan.	* Employment - 7,600 * Housing - 4,800.	Housing +1434, Employment - 28	The figures are based on DA approvals and are net increases. Housing has had a positive increase of 1434 dwellings in Quarter 2. In respect of employment there has





			been a net decrease in commercial floor space of 361m2, retail of 77m2, and 1649m2 of industrial floor space. Loss of 28 jobs in Quarter 2.
Number of developments referred to the Design Review Panel.	35	23 for qtr	Number has exceeded the target, primarily due to the high number of more complex applications being received. In the last quarter we received 19 applications over \$5million worth of works. In all received 280 applications for the quarter
% of swimming pool compliance certificates issued within 42 days.	90%	100	
Number of Development Applications determined.	Over 800 applications.	219 for qtr	This last quarter saw 219 applications determined which is well on track.
Number of Development Applications determined by IHAP.	35	9	Target of 8 or 9 over a quarter has been met. Most applications are being dealt with at staff level, but there has been a constant number of applications required to go to IHAP due to either complexity or submissions.




<p>Mean gross assessment times (in days) on Development Applications, Modifications (s96) and Review of Applications - reduce mean gross assessment time (in days).</p>	<p>Less than 90 gross days</p>	<p>101.4</p>	<p>Improvement on previous quarters. Procedures in place to focus on old DAs and the clearance house program looking at applications earlier is allowing staff to get onto the application assessment quicker. Further the introduction of the Front of house staff in Q3 will improve the quality of applications being received. More applications have been lodged this year than compared with last year which is a competing issue.</p>
<p>% of Construction Certificates determined in 21 days</p>	<p>90%</p>	<p>76</p>	<p>Statutory requirement is for 40 days, of which we achieve 100%. This target was instigated to make us more competitive in the market. This figure should improve over time as we move onto 1 system and improve our processes, and obtain better reporting mechanisms & 2 vacancies are replaced. This is a slight improvement from last quarter.</p>
<p>Number and value of Voluntary Planning Agreements</p>	<p>More than two, greater than \$1M.</p>	<p>Nil</p>	<p>No VPAs were executed in Quarter 2.</p>




% of planning proposals that meet timeframes outlined in Gateway determinations.	85%	85%	Council is meeting the timeframes outlined in Gateway Determinations. Where there has been an issue, extensions have been requested and granted.
Number of heritage grants issued.	10	17	The Environment and Planning Committee on 13 November 2017 endorsed seventeen (17) applications for grant funding totaling \$43,000.00. Letters of offer were forwarded to the successful applications on 29 November 2017.

Environment and Planning

Code	Action	Status	Progress	Comments	Lights
3.01	Achievable workload to ensure efficient assessment of applications through a mean no. of 25 DA applications (incl Mods & Reviews) per EFT	Behind Schedule	30%	Actions such as the Clearance House to improve efficiencies and the determination of 6 month old applications have been the focus of the Department during this quarter. However the existing backlog, higher than anticipated lodgement of DAs and staffing issues have resulted in the current DA load per planner being 43 per officer.	

Code	Action	Status	Progress	Comments	Lights
3.02	Develop and implement a customer service program on development and building matters	In Progress - On Track	40%	New position starts Feb - This position will oversee the responsibilities of the two development and building enquiry officers and will be responsible for implementing and ensuring Council's customer service charter. They will focus on pre-lodgement advice to make the process easier for the applicants and improving the quality of submitted applications. This will "triage" a lot of the problems with applications lodged.	
3.03	Complete the Urban Redesign Strategy for Hurstville Town Centre	In Progress - On Track	60%	The public exhibition of the Draft Strategy was completed on 10 November 2017. Council received fifty-seven 57 submissions to the exhibition of the Draft Strategy. The submissions are being reviewed with input from SJB Architects who prepared the draft Strategy.	
3.04	Complete the Kempt Field Plan of Management	In Progress - On Track	90%	Council's Environment and Planning Committee considered a report on the community consultation of the Kempt Field Plan of Management and accompanying Masterplan at its meeting of 13 November 2017 and resolved to adopt the Plan of Management. A number of changes to the Kempt Field Plan of Management and Master Plan were made to address the comments made during the community consultation period. A copy of the Plan has now been forwarded to the Office of Strategic Lands (Department of Planning and Environment) for approval.	
3.05	Complete the Georges River Car Parking Strategy	In Progress - On Track	30%	Council at its Meeting held 27 November 2017 resolved to accept the Tender from Parking and Traffic Consultants Pty Ltd, in the amount of \$197,170 (exclude GST). Council appointed Parking and Traffic Consultants Pty Ltd by letter dated 11 December 2017.	

Code	Action	Status	Progress	Comments	Lights
3.06	Complete the Beverly Hills Masterplan	Behind Schedule	15%	In 2017 Council was approached by a number of owners of several key sites within the Centre with requests to prepare planning proposals to amend the planning controls and facilitate the redevelopment of sites. Individual consideration of these requests would have resulted in a fragmented built form and scale within the centre; therefore a more strategic approach was taken to prepare a Masterplan for the Beverley Hills Centre and its surrounds, that would recommend a future development strategy for the area. A Community Consultation plan was prepared during Quarter 2 and the approved community engagement plan will commence in March/April 2018.	
3.07	Complete the Economic Development Strategy	In Progress - On Track	30%	Based on the Business Survey and PLACESCORE results and other available data and information, evidence based Place Making initiatives, a longer term Works Program and a draft Economic Development Strategy that incorporates Place Making have been drafted which was presented to the Environment and Planning Committee on 11 December 2017. Council at that meeting endorsed the key results of the Place Score Town Centre Values survey and the Business survey; the draft Works Program of Place Making and Economic Development initiatives; and the draft objectives and principles of the Economic Development Strategy for the purpose of further stakeholder input including referral to the Economic Development Advisory Committee in March 2018.	
3.08	Support a program of business events with the St George Business Chamber	In Progress - On Track	25%	Council provided the St George Business Chamber with a contribution of \$30,000 per year to undertake events and functions. The Chamber has undertaken the function program as per the funding agreement.	

Code	Action	Status	Progress	Comments	Lights
3.09	Complete the Employment Lands Study	In Progress - On Track	25%	<p>Council appointed SGS Economics and Planning to peer review the methodology and assessment of each of the industrial precincts prepared by Council Officers. This peer review was undertaken and finalized in Quarter 2. In summary the peer review states that there is significant pressure on industrial land conversion and therefore importance should be placed on rigorous rezoning assessment and adoption of the precautionary principle in line with directions from the Greater Sydney Commission. The peer review recommends that Council build on the draft Georges River Employment Lands Study with a detailed demand and supply analysis by type of industrial land use. This should include:</p> <ul style="list-style-type: none"> ▪ Floorspace forecasts by different land use types; ▪ Current capacity based on vacant floorspace, vacant lots and intensification potential on development lots under current controls; and ▪ Current and projected gaps between supply and demand for the various classes of industrial use. 	
3.10	Report on Planning Proposals under assessment as determined	In Progress - On Track	25%	<p>In Quarter 2 Council placed all the current planning proposals and their status on its website. Council dealt with the following Planning Proposals during Quarter 2: Planning proposal PP2017/0001 - 84D Roberts road, Mortdale - refer for Gateway Determination; Planning Proposal PP17/42 - 73 Vista Street Sans Souci - refused by Council and Gateway Review lodged; and Planning Proposal PP2015/0006, 37-41 Treacy Street Hurstville - deferred by Council for a workshop on car parking and affordable housing.</p>	
3.11	Develop Urban Forest Strategy and Implementation Plan	In Progress - On Track	50%	<p>Canopy Enhancement Program drafted and will be reported to the Executive Team to identify program resourcing. Brief being prepared for suitably qualified consultant to conduct City wide vegetation mapping to establish extent of existing Urban Forest and identify suitable locations for expansion via re-vegetative planting.</p>	

COMMUNITY AND CULTURE

Measure	Target	Actual	Comments
Number of library members.	57,000	73,352	The Georges River Libraries have a total of 73,352 registered members as at 31 December 2017. The implementation of the combined Library Management System has allowed for more accurate statistical data to be collected which can account for some of the increase in membership. A total of 1,675 new library members registered during this quarter.
Number of times on-line services are accessed.	Increase usage by 5%.	14%	The Libraries catalogue, website, social media and eResources were accessed on 427,777 occasions. This represents a 14% increase in the number of times the library on-line services have been accessed this quarter



			compared to quarter 1.
Amount of funding provided and number of community groups and organisations supported through grants managed by Community and Cultural Development.	* \$1M * 100 organisations	*\$1,221,013.40; *129 organisations	10 organisations received \$30,513 through Venue Hire Grants in Quarter 2. The cumulative total of venue hire grants awarded as at the end of Q2 has decreased from \$177,644 to \$168,603 due to changes in bookings by some grant recipients, which have been adjusted accordingly.
Number of visitors to: * Libraries * Museum and Gallery * Hurstville Entertainment Centre (HEC).	* Libraries - 1,000,000 p.a. * Museum and Gallery - 12,000 p.a. * HEC - 100,000 p.a.	*Libraries - 420,460; *Museum & Gallery - 8,995; *HEC - 107,326	*Libraries - 190,389; *Museum & Gallery - 3,485; *HEC - 55,131 in Quarter 2.
Number of people who actively engage with the Museum and Gallery through: * interactive gallery elements * social media.	* Visitor interactions - 200 p.a. * Social media post engagements - 10,000 p.a.	* 406 Visitor interactions; *4,953 social media post engagements	80 exhibition interactions for Georges River Art Prize people's choice; 51 visitor entry comments; Active social media engagement through 1,775 likes, comments or shares in Facebook, Instagram or blog posts in Quarter 2
Number of Museum and Gallery collection	* 20 new items assessed	* 8 significant assessments; * 33	6 significance assessments








items assessed with a significance statement and number of new acquisitions.	p.a. * Five new acquisitions p.a.	new acquisitions	assessed and 3 new acquisitions in Quarter 2.
Number of bookings made in community centre and Hurstville Entertainment Centre	4,000 bookings per year.	2,441 bookings	2,064 bookings in community centres and 377 bookings in HEC from July to December 2017.
% of attendees/participants who indicated they enjoyed an exhibition, program or event.	75% of respondents.	95%	118 surveys completed with 111 respondents indicating they enjoyed an exhibition, program or event, equating to 95% of respondents in Quarter 2.
% of attendees/participants who gained an appreciation of Georges River's cultural diversity from attending an exhibition, program or event.	75% of respondents.	94%	86 surveys completed with 77 respondents indicating they gained an appreciation of Georges River's cultural diversity from attending an exhibition, program or event, equating to 91% in Quarter 2.
Utilisation across all childcare centres.	Over 95%	95%	Utilisation rates for South Hurstville Kindergarten at 99%, Ocean Street Kindergarten at 99%, Carss Park Child Care Centre at 98%. Penshurst






			Long Day Care Centre was at 97% capacity, Hurstville Early Learning was at 97 % capacity and Jack High Child Care Centre was at 70% capacity for the quarter.
% of satisfied attendees at Council events.	80%	85%	Council ran two major events in Quarter 2. White Ribbon Walk held on 24 November 2017 and Magic of Christmas held on 9 December 2017. Council received 85% satisfaction from a total combined of 55 responses from the event attendees, which is above Councils target of 80%.
Customer response and resolution rates at Council's Service Centres and Call Centre.	<ul style="list-style-type: none"> * 80% satisfaction with face-to-face service * 80% of calls answered within 20 seconds * 80% of calls resolved at first contact * Average call waiting time of 60 seconds. 	80% satisfaction with face-to-face service. 87% of calls answered within 20 seconds. 78% of calls resolved at first contact. Average call waiting time of 58 seconds.	Face to face satisfaction results taken at Kogarah Service Centre. Call centre volume increased by 1.5% while call waiting decreased by 54% in Quarter 2 measured against Quarter 1 in 2017/18.




Number of online self-service transactions.	4,250 transactions per quarter	3,524	14% reduction from Quarter 1 in 2017/2018. Online service requests were stable but drops experienced in 149 and 603 certificates as well as rate payments.
% of customers satisfied with the overall experience with their Service Requests to Council.	80%	78.7%	Unsatisfied customers primarily reported no feedback upon completion and requested service not completed to their expectation.

Community and Culture

Code	Action	Status	Progress	Comments	Lights
4.01	Harmonise payment systems for Child Care Centres	Completed	100%	Payment systems are now fully harmonised through HubWorks software. Processes and procedures continue to be evaluated and streamlined on a regular basis or as unforeseen issues arise.	
4.02	Facilitate community transition to School Forum in partnership with local schools and childcare support agencies	In Progress - On Track	85%	The next Transition to School will take place in March 2018. Invitations will be forwarded to our Local Primary Schools to support families in our LGA.	

Code	Action	Status	Progress	Comments	Lights
4.03	Implement Children's Services Strategies	Completed	100%	The document has been on Public Exhibition and was approved by Council at their meeting in November 2017. Evaluation of the strategies outlined in the booklet has commenced.	
4.04	Develop and implement the Home Library Service Delivery Plan	In Progress - On Track	25%	The Home Library Service Delivery Plan will be developed as part of the Library Strategy 2017 -2020.	
4.05	Implement new Library Management system.	Completed	100%	The new Integrated Library Management System was implemented across the Georges River Libraries on 22 November 2017.	
4.06	Implement Radio-Frequency Identification (RFID) technologies.	In Progress - On Track	35%	RFID project commenced on 11 December with the project teams from Bibliotheca and the library meeting via Skype to determine the Project Plan and timeline for implementation. Before the equipment is installed all library resources across the five locations must be tagged with a RFID tag. This will take 2,800 hours of library staff time and will commence in mid January 2018.	
4.07	Implement upgraded Public Access PC's at Hurstville and Penshurst Libraries	Behind Schedule	10%	Public request for quote has commenced and submissions close mid January 2018.	
4.08	Implement Library Management Strategy	In Progress - On Track	20%	Expression of Interest to participate in the Library Focus Group has been completed with 22 community members expressing an interest in being a part of the group.	
4.09	Develop the Georges River Aquatic Facilities Strategy	Completed	100%	Aquatic and Leisure Strategy completed. To be used as supporting document for wider Recreation Strategy currently being developed with a report to be presented to Council in June 2018.	

Code	Action	Status	Progress	Comments	Lights
4.10	Deliver the inaugural biennial Georges River Art Prize	Completed	100%	<p>The inaugural Georges River Art Prize was successfully delivered between 4 November and 13 December.</p> <p>The Georges River Art Prize, Local Prize and Sculpture Prize were on display at Hurstville Museum & Gallery, with the Georges River Youth Prize and Little Artist Prize on display at Kogarah Library and Service Centre.</p> <p>The Georges River Youth and Little Artist award ceremony, held on 4 November 2017, saw over 70 attendees. The Official Opening of the Georges River Art Prize, held on 10 November 2017, saw approximately 110 guests.</p> <p>Over the 40 days the exhibition was on show, nearly 1500 visitors came through the Hurstville Museum & Gallery space, and overall 136 people participated in the People's Choice competition.</p>	
4.11	Develop and Implement the Museum & Gallery's Collection Management and Conservation Policy	Completed	100%	<p>The Collection Management and Conservation Policy was adopted by Council on 23 October 2017.</p> <p>The Policy has been made available online via the Georges River Council website and is being implemented by Museum & Gallery staff.</p>	
4.12	Develop Artistic Direction Policy for Entertainment Centre venues	In Progress - On Track	50%	Additional community analysis undertaken through surveys to be included in policy.	
4.13	Review CCTV Camera network annually to ensure it is meeting expectations.	In Progress - On Track	30%	Contract awarded to successful contractor in December 2017 to commence installation in early 2018. New grant application submitted to NSW Justice Department to update and extend the existing CCTV network.	
4.14	Implement and review the Disability Inclusion Action Plan	In Progress - On Track	40%	The Access and Inclusion Reference Group has met three times, and work plan for the implementation of the Disability Inclusion Action Plan (DIAP) has been completed. Funds from the DIAP (\$400,000) will support the construction of an accessible toilet with an adult change table and shower at Carss Park.	





Code	Action	Status	Progress	Comments	Lights
4.15	Implement and review Venue Hire Grants Program	In Progress - On Track	50%	The Venue Hire Grants Policy and Guidelines are currently being reviewed and it is planned that the process for organisations to apply for the grants will be opened in March 2018. The revised expenditure for the venue hire program at 31 December now stands at \$168,603.40 .	
4.16	Implement Council's Events Management Policy and Event Management Strategy.	In Progress - On Track	15%	Draft Events Strategy finalised in December 2017 and scheduled for a Councillor Briefing Session in February 2018. A preliminary SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was conducted in Quarter 2 as part of the commencement of the events service delivery review. Post-event surveys were developed and implemented as of this Quarter to gather attendee feedback for Council Major Events. As part of the development of Council's Economic Develop Strategy and Placemaking project, a program of events to support place activation will be developed and commence implementation in Quarter 3.	
4.17	Implement Council's Customer Service Strategy.	In Progress - On Track	35%	The Strategy outlines Council's three customer service commitments; 1 Put the customer first, 2 Make it easy, and 3 Inspire a culture of customer service. Council's customer service commitments were promoted internally and externally in Quarter 2, including on Council's website. The strategy's 2 year Implementation Action Plan focuses Council's activities to fulfill these commitments via 34 actions. Major progress was made in Quarter 2 with Requests For Quotations completed for the Customer Service Delivery review, as well as the modernisation of the call centre technology and systems to create a Omni-Channel Contact Centre. Two pop-up customer service stalls in Hurstville were trialled in Quarter 2.	

OFFICE OF THE CHIEF OPERATING OFFICER

Measure	Target	Actual	Comments
Investment portfolio returns exceeding industry benchmark – past 12 months.	Annual return on investment portfolio exceeds benchmark as disclosed by CPG.	3.39%	Council's draft rate of return is 3.39% which is 1.64% above benchmark.
% of Outstanding Rates, Annual Charges, Interest and Extra Charges.	Less than 5%	N/A	This is an Annual KPI
Balanced Operating Result (Income and Expenditure Statement).	Operating Result is positive in all quarterly reviews.		The Net Operating Result from all continuing operations YTD is at \$14,640,053 surplus.
Net Operating Result before Capital Grants and Contributions provided for Capital Purposes over three successive years.	Surplus based on rolling 3 year calculation	Surplus	The Net Operating Result before Capital Grants and contributions is at a surplus which is \$16,673,770.
Debt Service Ratio.	Maintained between 0% and 20%.	5.71	Based on current budget debt service this is well within the required 0 - 20%.
% community satisfaction with Council's website.	65%	36%	Council received 246 responses to the webpage feedback surveys on Council's website, with 89 responses that the webpage was helpful and 157 responses

			that the webpage was not helpful. Council Officers prioritise the urgency and complexity of the feedback to make ongoing improvements to the webpage. This quarter the webpage with the most feedback was the Library webpage with 82 responses, followed by "Waste and Recycling" with 41 responses and "Council homepage" with 28 responses. Graduated response for website satisfaction and KPI target to be reviewed in quarter three.
Formal GIPA requests determined within statutory timeframes.	100%	100%	Five Formal GIPAs were finalised in Q2, one was determined outside the statutory timeframe with agreement of the applicant.
Annual staff retention rate.	Annual turnover less than 10%.	4.4%	Average no of employees for Q2 = 586 (excluding casuals and GRCCC staff) Terminations for Q2 = 26 Turnover for Q2 = 4.4%

Office of the Chief Operating Officer

Code	Action	Status	Progress	Comments	Lights
5.01	Develop and implement Procurement Policy	In Progress - On Track	50%	Suite of Procurement Policy documents was endorsed by ET in December for submission to ARIC. Feedback sought from Executive to incorporate into ARIC report. Report on the review of the 2016/17 Procurement Spend Analysis was endorsed by ET in December for submission to ARIC.	
5.02	Develop and implement Risk Management Policy and Risk Management Strategy	In Progress - On Track	50%	Staff engagement to facilitate implementation and reporting of risk management actions with responsible officers. A report will be prepared to ET and ARIC on ERM Strategy actions and risk register for this quarter.	
5.03	Promote local government careers through work placements and traineeships in partnership with schools and higher education institutions.	Completed	100%	Completed in Q1	
5.04	Develop and implement a Workforce Strategy	In Progress - On Track	70%	Draft to be submitted to Executive Team in January 2018	
5.05	Develop Information Management Technology (IMT) Strategy	Completed	100%	The current ICT strategy which takes Council to the end of 2018 is in place. Council has now completed 92 of the 128 projects scheduled for completion. The new ICT strategy will be developed in line with the four year operational plan once the Community Strategic plan is finalised.	