



COMMUNITY STRATEGIC PLAN

2030



First published in May 2010 by
Kogarah City Council

Revised December 2012
Adopted 25 February 2013

Enquiries and feedback should be made to:

The General Manager
Kogarah City Council
Locked Bag 8
KOGARAH NSW 2217
Telephone: 9330 9400
Facsimile: 9330 9560
E-mail: mail@kogarah.nsw.gov.au
Website: www.kogarah.nsw.gov.au

ACKNOWLEDGEMENTS

Bright Future, Better Lifestyle has been developed through extensive engagement with our community, including engagement with young people and pre-schoolers, surveys, kiosks and community forums with residents and stakeholders who have an interest in the future of the City of Kogarah. Bright Future, Better Lifestyle has been developed by a Kogarah City Council Community Strategic Plan Project Team comprising of representatives across the organisation.

The quotes which feature in the Plan include comments submitted by those who completed and returned the surveys and the drawings and photographs used throughout the plan were submitted as part of competitions run through local primary and high schools.

CONTENTS

1. ABOUT BRIGHT FUTURE BETTER LIFESTYLE

Our vision and Mission Statement	6
Guiding Principles	7
Social Justice Principles	8
Framework	9
Making it happen	10
State Government Context	12

2. ABOUT THE CITY OF KOGARAH

The Heart of St George	14
Snapshot - The City Today	16

3. KEY STRATEGIC DIRECTIONS AND GOALS

A Clean, Green and Sustainable City	22
A Liveable and Connected City	27
A Thriving and Prosperous City	33
A Vibrant, Safe and Inclusive City	39
An Active and Healthy City	44
An Innovative and Efficient Council	47

4. APPENDICES

Community Engagement Strategy	65
-------------------------------	----





A MESSAGE FROM THE MAYOR

Since the inception of our Community Strategic Plan in 2010, Kogarah City Council has remained steadfastly focussed on fulfilling our vision for 'a viable and sustainable future in partnership with our community'. We have implemented innovative projects, championed green initiatives, introduced new programs and activities and built modern infrastructure and facilities. All this is geared towards continuing to deliver the better lifestyle that the City of Kogarah has become known for providing.

Continuing on this path of being a progressive and innovative Council and one that works alongside our community in achieving our vision is dependant on our ability to carefully plan for the future of our City. We need a blueprint and the Community Strategic Plan contained on the following pages is just that – it is the plan that we are committed to following and which will help us plan for environmental, economic and social improvements. It will keep our planning and reporting processes in check and allow us to tackle any challenges in the future with a well thought out and coordinated approach.

Bright Future, Better Lifestyle has been written with you, our community, at the core. Everything Council does impacts on our residents and for this reason, we have consulted extensively with our community to ensure that everyone's best interests have been taken into consideration. Of course there will be challenges. We don't expect the next five, 10, 15 or 20 years to be smooth sailing but with careful planning, we are well prepared to face what the future has in store.

As I have stated, you are at the core of Bright Future, Better Lifestyle. We need your support to help us deliver the actions contained in this Plan. Only by continuing to work together will we achieve our vision of a 'viable and sustainable future'. I look forward to navigating the next chapter in Kogarah's history with you all.

Cr Nickolas Varvaris
Mayor



ABOUT BRIGHT FUTURE,
• BETTER LIFESTYLE



BRIGHT FUTURE, BETTER LIFESTYLE

Bright Future, Better Lifestyle is about the future of our whole community. It represents the aspirations of the people who live, visit and work in the City of Kogarah. It is a 10 year and beyond vision developed as a collaborative effort between the community and Council.

Bright Future, Better Lifestyle defines a sustainable direction for our City, and sets out the strategic direction which Council will follow in achieving the needs of our community for the next 10 years and beyond.

To achieve this direction, Council has:

- Developed a Resourcing Strategy in partnership with key stakeholders to deliver the objectives of the Plan.
- Aligned Council programs and services with the key themes and directions.
- Assess our success through the achievement of set targets.

OUR VISION & MISSION STATEMENT

Kogarah City Council's vision is to create 'a viable and sustainable future in partnership with our community'. We are achieving this by:

- Embracing the diversity of our community.
- Improving our natural and built environment.
- Responding to changing community needs and expectations.
- Creating a cohesive and resilient community.

GUIDING PRINCIPLES

The Council Charter (Local Government Act 1993, section 8) comprises a set of principles that are to guide a Council in carrying out its functions.

In addition to the Council Charter, Kogarah City Council has adopted the United Nations Environment Program's (UNEP) 'Melbourne Principles for Sustainable Cities' to help guide our journey towards sustainability.

These principles complement the requirements of the NSW Local Government Act (1993, as amended) in relation to Ecologically Sustainable Development and reflect the Key Strategic Directions (KSD) identified in this Plan.

UNITED NATION'S ENVIRONMENT PROGRAM (UNEP), THE TEN MELBOURNE PRINCIPLES FOR SUSTAINABLE CITIES, 2002		
Vision	Provide a long term vision for the City based on sustainability, intergenerational, social, economic, and political equity, and individuality	Kogarah City Council's Vision and Mission Statement
Economy and Society	Achieve long term economic and social security	KSD 3 KSD 4
Biodiversity	Recognise the intrinsic value of biodiversity and natural ecosystems and their protection and restoration	KSD 1
Ecological Footprints	Enable our communities to minimise their ecological footprint	KSD 1 KSD 2
Model Cities on Ecosystems	Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable City	KSD 1 KSD 2
Sense of Place	Recognise and build on the distinctive characteristics of the City including our human and cultural values, history and natural systems	KSD 2 KSD 4
Empowerment	Empower people and foster participation	KSD 4 KSD 5
Partnerships	Expand and enable co-operative networks to work towards a common sustainable future	KSD 4 KSD 6
Sustainable Production and Consumption	Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management	KSD 1 KSD 2
Governance and Hope	Enable continual improvement, based on accountability, transparency and good governance	KSD 6



SOCIAL JUSTICE PRINCIPLES

The Social Justice Principles of equity, access, participation and rights underpinned the development of our Community Strategic Plan - Bright Future, Better Lifestyle.

- **EQUITY** – There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.
- **ACCESS** – All people should have fair access to services, resources and opportunities to improve their quality of life.
- **PARTICIPATION** – Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.
- **RIGHTS** – Everyone should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

These principles are interrelated and will continue to guide Council through the delivery and assessment of the effectiveness of our Community Strategic Plan.

More information on the development of our Community Strategic Plan can be found in our Community Engagement Strategy (Appendix A).



FRAMEWORK

Bright Future, Better Lifestyle is built around six key strategic directions:

A CLEAN, GREEN AND SUSTAINABLE CITY

A LIVEABLE AND CONNECTED CITY

A THRIVING AND PROSPEROUS CITY

A VIBRANT, SAFE AND INCLUSIVE CITY

AN ACTIVE AND HEALTHY CITY

AN INNOVATIVE AND EFFICIENT COUNCIL

These key strategic directions are supported by key goals that will guide our City for the next 10 years. The directions are closely connected and are interdependent on each other - they should not be viewed in isolation.



MAKING IT HAPPEN

Council has a key role in shaping the future of our City however there are a range of other key stakeholders who also play a vital role. These include our residents, local businesses, community organisations and government organisations, both state and federal. Through cooperation it will be possible to achieve value for money and a coordinated approach to meeting our community's needs and priorities.

The outcomes in This Plan will determine the priorities for our City and the services and projects that Council delivers over the next 10 years. This will be achieved through Council's Resourcing Strategy and a series of Delivery and Operational Plans.

It is important to track how we are progressing in delivering on Bright Future, Better Lifestyle over the next 10 years. While the means we use may change over time, progress across the six key strategic directions will be monitored to provide an assessment of the quality of life of our residents. Council will report back to the community at regular intervals on what we have achieved through both the Annual Report and The End of Term Report.



STATE GOVERNMENT CONTEXT

In planning for Kogarah City Council it is important to be mindful of Regional and State Plans and the impacts they have on our City. In recent years the NSW Government has developed a number of key Plans that shape and guide not only our Region, but also the City of Kogarah.

Kogarah City Council is keen to engage with the NSW Government and develop regional partnerships to ensure the best outcomes are achieved for our community.

NSW 2012

The NSW Government released NSW 2012 at the beginning of September 2012. It is a 10 year plan to rebuild the economy, return quality services, renovate infrastructure, restore accountability to government, and strengthen our local environment and communities. It replaces the 2006 State Plan as the NSW Government's strategic business plan.

It sets priority areas for action and guides NSW resource allocation in conjunction with the State Budget.

The Government has announced it will be consulting with Local Government and other stakeholders over the coming twelve months.

METROPOLITAN STRATEGY CITY OF CITIES (2005)

The NSW Department of Planning and Infrastructure's (DP&I) 2005 Metropolitan Strategy, 'City of Cities: A Plan for Sydney's Future' is a broad framework which outlines a vision for Sydney through to 2031 and seeks to manage the projected population growth of 1.1 million people.

The Strategy divides Sydney's Greater Metropolitan Region into ten subregions – Kogarah is part of the South Subregion.

In March 2010, the DP&I released a discussion paper, Sydney Towards 2036, to inform a scheduled five-year review of the Metropolitan Strategy.

Following public exhibition, an independent report on submissions to the discussion paper and the related Metropolitan Transport Plan was released on 22 September 2010. Following consideration of this feedback, a single Metropolitan Plan will be created which combines both land-use and infrastructure planning.

DRAFT SOUTH SUBREGIONAL STRATEGY

Over the next 10 years, urban development in the City of Kogarah will be restricted to existing urban land and will be more consolidated. Future development will be influenced by the needs of an ageing population, smaller families and changing family structures.

The draft South Subregional Strategy was released by the NSW Department of Planning in December 2007 and establishes the broad framework for the long-term development of the Region. The draft Strategy aims to ensure that the Southern Subregion achieves the Metropolitan Strategy target of an additional 35,000 new dwellings and 29,000 new jobs for the region by 2031.

Kogarah's housing target under the draft South Subregional Strategy to 2031 is to create opportunities for an additional 2,550 dwellings and 4,000 jobs.



DRAFT NSW LONG TERM TRANSPORT MASTER PLAN

The draft NSW Long Term Transport Master Plan was released on 4 September 2012. This followed a consultation program launched in November 2011 and a discussion paper released in February 2012.

The draft Master Plan sets the direction for transport planning for the next 20 years, providing a framework for transport policy and investment decisions that respond to key challenges.

The draft Master Plan is based on the following themes:

1. Putting the customer first;
2. Taking actions that integrate, modernise, grow and manage the transport system; and
3. Taking an integrated approach to transport planning across transport modes and the network.





2. ABOUT THE CITY OF KOGARAH



KOGARAH – HEART OF ST GEORGE

‘THE NAME “KOGARAH” IS ABORIGINAL, MEANING “PLACE OF REEDS”’

The City of Kogarah is located 15kms south of the Sydney CBD and forms the heart of the St George Region, bounded by the City of Rockdale, the City of Hurstville and the Georges River to the south.

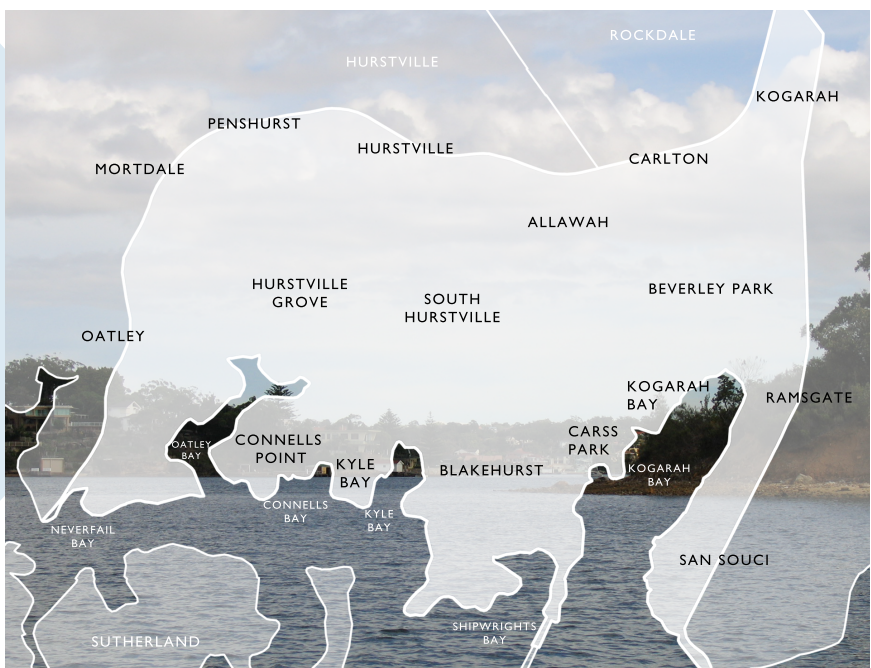
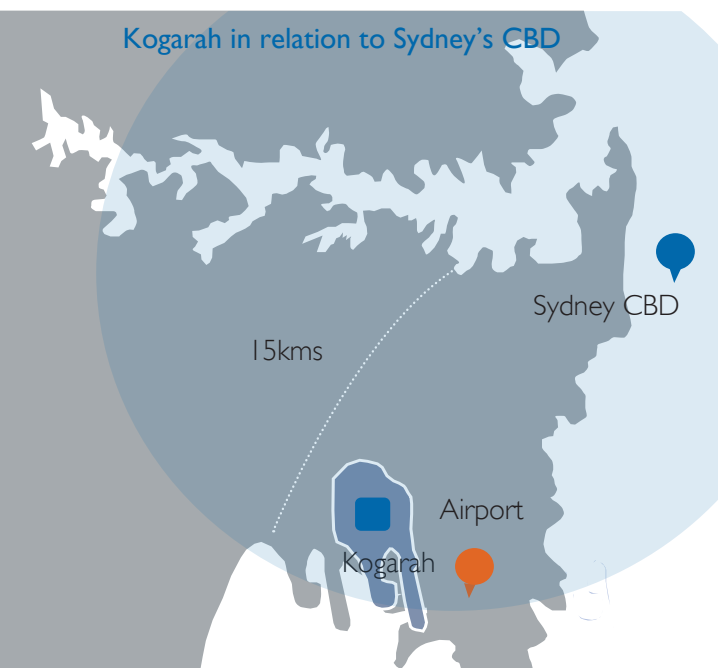
The City comprises 17 suburbs: Allawah, Beverley Park, Blakehurst, Carlton, Carss Park, Connells Point, Hurstville, Hurstville Grove, Kogarah, Kogarah Bay, Kyle Bay, Mortdale, Penshurst, Oatley, Ramsgate, Sans Souci and South Hurstville.

The name “Kogarah” is Aboriginal, meaning “Place of Reeds” and takes its name from the reeds that grew in the inlets along Georges River and at the head of Kogarah Bay. The original Aboriginal inhabitants, the Gadigal people of the Eora nation were part of the Dharuk language group and lived in the area around Botany Bay, between the Cooks and Georges Rivers.

The first recorded European visitors to the area were on Cook’s voyage in 1770. The first grants of land in the area were taken up in 1808 and by the time of the 1828 Census the total population of the district of St George was 184.

Between the 1830s and early 1860s settlement in the Kogarah area increased slowly with the area remaining primarily an agricultural one with the establishment of market gardens. With the construction in 1884 of the railway line, linking areas south of the Cooks River with Sydney, and the introduction of the steam trams in 1887, the population increased dramatically as the area was opened up to residential development.

On 22 December 1885, Kogarah was proclaimed a Municipality.



SNAPSHOT

‘THE KOGARAH TOWN CENTRE HAS BEEN IDENTIFIED AS A MAJOR CENTRE...AND IS RECOGNISED THROUGHOUT SOUTHERN SYDNEY AS A GROWING HUB FOR HEALTH, FINANCE AND EDUCATION.’

POPULATION

Kogarah’s population at the 2011 Census was 55,805, a 6.2% increase from the 2006 Census. By 2036, Kogarah’s population is projected to increase to 62,700.

DEMOGRAPHICS

The 2011 Census reveals that Kogarah has a slightly lower proportion of younger age groups (0 to 17 years) and a higher proportion of people in the older age groups (60 + years) than the Greater Sydney average. Overall, 21.3% of the population was aged between 0 to 17, and 19.3% were aged 60 years and over, compared with 22.9% and 18.0% respectively for Greater Sydney.

Kogarah has a high proportion of people born overseas (41.2%) and 36.8% were from a non-English speaking background. The largest non-English speaking country of birth in Kogarah was China, where 13.0% of the population or 7,235 people, were born. The next most common countries of birth were Greece (2.2%), Hong Kong (2.2%) and the United Kingdom (2.0%).

The majority of Kogarah residents speak English well or very well (87%), with 46.3% of residents speaking only English. 49.8% of the population speak another language other than English. The most common languages spoken at home, other than English, were Chinese (Cantonese and Mandarin) (19.2%), Greek (8.1%), and Arabic (3.6%).

Kogarah City Council acknowledges that Aboriginal people are the original inhabitants and custodians of all land and water in the City and recognises Aboriginal spiritual, social and cultural connections to the City’s land and waters. The Indigenous population represented 0.4% of Kogarah’s population in the 2011 Census.

EMPLOYMENT

The Kogarah Town Centre has been identified as a Major Centre under the NSW Government’s draft South Subregional Strategy and is recognised throughout Southern Sydney as a growing hub for health, finance and education. Over the next 25 years the Centre is expected to grow by an additional 2,500 jobs.

Promoting our City as a major centre for the provision of medical and health services and the development of services and functions that foster these key functions will support our local economy and provide additional jobs for our residents.

COUNCIL

Council employs around 339 staff (including full time, part time and casual positions) in a range of professions. Approximately 25% of staff employed by Council also live in the City of Kogarah.

ASSETS AND INFRASTRUCTURE

Kogarah City Council has a significant portfolio of infrastructure and assets that form an integral part of the role of Council in providing a high level of services to its community. The total value of these assets is in excess of \$560 million and includes 169km of sealed roads, 219km of footpaths, 56 children’s playgrounds, 189 hectares of open space and bushland and a water reclamation facility.

An overview of the City of Kogarah’s Community Profile: Key Statistics is included in Appendix B.







3 • KEY STRATEGIC DIRECTIONS AND GOALS



Six Key Strategic Directions provided a focus for the development of key goals and strategies in our consultations. They now provide a framework to plan social, environmental and economic outcomes to deliver and achieve our vision of a 'viable and sustainable future' in partnership with our community.

1. A CLEAN, GREEN AND SUSTAINABLE CITY

- 1.1 Kogarah's natural areas, including our waterways, atmosphere, bushland and foreshore areas are protected and enhanced.
- 1.2 Kogarah City residents live in a clean and environmentally sustainable community.
- 1.3 Streets within the City of Kogarah are visually appealing, hosting a variety of native trees, flowers and sustainable gardens.

2. A LIVEABLE AND CONNECTED CITY

- 2.1 Development in Kogarah maintains and enhances the character and amenity of our neighbourhoods, town centres and local centres.
- 2.2 Housing across the City of Kogarah is designed so that it provides choice, is affordable, sustainable and is suited to the needs of our community.
- 2.3 Kogarah City residents can get to where they need to go in a way that is accessible, safe, environmentally-friendly and efficient.
- 2.4 Kogarah City residents are able to walk and cycle safely and conveniently throughout the city.

3. A THRIVING AND PROSPEROUS CITY

- 3.1 Kogarah Town Centre is recognised as the major medical, financial and educational precinct in the St George Region.
- 3.2 Local centres within the City of Kogarah are distinctive and vibrant, providing opportunities for small businesses to flourish throughout the city.
- 3.3 Kogarah City has a dynamic and resilient business community that provides employment and training opportunities that meet the needs of local residents.



4. A VIBRANT, SAFE AND INCLUSIVE CITY

4.1	Kogarah is a safe community where residents, workers and visitors feel safe in their homes, workplaces and in the community.
4.2	Kogarah City maintains high quality, accessible community services to meet the needs of the community.
4.3	Kogarah City is a vibrant city, with distinctive and diverse suburbs and strong cultural networks and partnerships in the community.
4.4	Kogarah City is a harmonious community, where diversity is respected and celebrated, and everyone is made to feel welcome.

5. AN ACTIVE AND HEALTHY CITY

5.1	Kogarah City has a variety of safe and well maintained sporting fields, recreation areas and facilities to meet the recreational needs of all age groups in our community.
5.2	Kogarah City residents have access to a range of services and facilities that are relevant and responsive to health and wellbeing.
5.3	Parks and open spaces in Kogarah City are designed and managed for long term sustainability.

6. AN INNOVATIVE AND EFFICIENT COUNCIL

6.1	Kogarah City Council is a leading, responsive, innovative, efficient and accountable organisation, that effectively manages its finances and assets.
6.2	Kogarah City residents are kept informed and are encouraged to engage in the decision making processes of Council.
6.3	Kogarah City Council is an employer of choice, promoting a safe, healthy and innovative working environment.



I. A CLEAN, GREEN AND SUSTAINABLE CITY

We all need clean air, water and food to survive and our natural environment is important in providing these essential requirements. Our natural environment is also important for a range of other reasons including:

- Conserving and maintaining biodiversity
- Improving environmental and human health
- Conserving our natural heritage
- Supporting community interaction
- Leisure and recreation opportunities
- Educational and research opportunities.

Kogarah City is a highly urbanised area and therefore faces the challenges of human impacts on the environment including the generation of waste/rubbish, use of energy and water, as well as air and noise pollution. As our population increases and development continues it becomes more crucial to manage and preserve our remaining natural resources whilst minimising the impact on Kogarah's environment.

Kogarah City Council is engaged in a series of initiatives which link with a broad range of local, regional and global trends and set targets addressing issues concerning sustainability and the natural environment.

Kogarah City Council recognises that climate change is a significant global challenge and that it will take commitment and considerable action by all to reduce its greenhouse gas emissions.

Council strongly believes climate change should be addressed not only through mitigation efforts but also through adaptation strategies.

Kogarah City Council is a member of the Cities for Climate Protection Partners Plus Program. In June 2008, Council signed the NSW Mayoral Agreement on Climate Change, which committed Council to a corporate greenhouse gas emission reduction target of 45%, based on 2006/7 emission rates by 2015.

Kogarah City Council is actively working towards reducing the amount of waste sent to landfill by encouraging the community to minimise the amount of waste produced, reuse products and recycle. Council's Waste Diversion rate from landfill is currently 49%, one of the highest results in the Sydney Metropolitan area, and is on track to reach the Department of Environment and Climate Change's target of 66% waste reduction by 2014.

The vision of a clean, green and sustainable City recognises our responsibility as a community to protect the environment and to preserve it for current and future generations. A green city is both a challenge and a priority for us as an urban area. Establishing a balance between the natural and built environment is critical to the success of this vision. Although Council is committed to reducing our ecological footprint, achieving this vision would not be possible without the efforts and support of our community.

'A CLEAN, HEALTHY ENVIRONMENT TO LIVE IN.'

Community member,
Ideal Kogarah



WHAT YOU SAID

The following statements represent the outcomes our community would like for the future:

Our community has told us that the natural environment of Kogarah is highly valued, with the river and foreshore areas, parks and reserves featuring prominently.

Our waterways play a critical function in ecological processes being valuable habitats for a large range of species while sustaining the biological food chain. Our waterways are important to residents and visitors alike and provide opportunities for both active and passive recreation.

IMPROVED VISUAL APPEARANCE OF WATERWAYS'

*Community member,
Community Forum*

Managing stormwater runoff, protecting groundwater resources, and addressing ageing stormwater infrastructure are important in maintaining the health of our waterways. Monitoring the water quality of our waterways is also fundamental in order for us to understand the long term health of our rivers and estuaries. This information allows Council to review its strategies and re-evaluate its priorities.

Another aspect of modern lifestyles is the increasing levels of consumption which mean increasing levels of waste. Our community actively participates in programs to recycle and reuse resources and had identified that education and participation in waste management and recycling should be a high priority.

Overall, environmental education and communication was deemed important to our community. By creating awareness and improving understanding, a more sustained behavioural change can be achieved.

The conveniences of modern life generate both noise and air pollution. Emissions from cars not only create pollution, but also generate greenhouse emissions, which are a major contributor to climate change. We all have responsibility for implementing policies and practices that reduce greenhouse gas emissions.

Research shows that electricity, transport and retail sales of goods and services consumed by

the average Kogarah resident creates approximately 20 tonnes/person/year of greenhouse gas emissions. This is slightly above the State average of 19 tonnes/person/year. Our community feels that it is important that everyone pulls their weight to overcome this challenge and contributes to reducing their ecological footprint in their day-to-day activities.

The word 'green' for our community does not just mean environmentally sustainable. Our community is keen to see well planned tree planting programs encouraged in our streets and parks across the whole City, so as to provide vegetation corridors where native birds and animals can travel safely through habitat areas. Council has recently adopted a comprehensive Street Tree Management Strategy and Masterplan for the City to assist in achieving this.

MAKING THE COMMUNITY MORE CONSCIOUS OF THE IMPACT THEY HAVE ON THE ENVIRONMENT

Community Member – Council Focus

STREET TREES SHOULD BE APPROPRIATE TO THE LOCATION IN WHICH THEY ARE BEING PLANTED'

Community member, Community Forum



A photograph of a woman and two children, likely at a community or educational event. The woman, on the right, is wearing a white floral shirt and sunglasses. The two children, on the left, are wearing white caps with 'NSW' in red and are looking down at something they are holding together. The background is a blurred outdoor setting with greenery and a red brick wall.

Challenges and implications to consider include:

- Managing the catchment, improving water and air quality, protecting the Georges River foreshores and preserving biodiversity.
- Promoting sustainability in areas such as climate change, waste management and energy and water efficiency.
- Ensuring that real partnerships are built with community groups, individuals, tertiary institutions, State and Federal Government, other councils and non-government organisations to effectively understand and manage issues related to environmental management.
- Developing education programs which enable our community and visitors to engage with, learn about, care for and protect the natural environment.

WHAT THE COMMUNITY CAN DO

- Continue to reduce waste, re-use and recycle.
- Take ownership of our natural environment and protect its resources, including our foreshore and bushland areas through responsible practices.
- Reduce consumption of energy, fossil fuels and water and consider alternative resources.
- Retain vegetation and trees on private property.
- Consider alternative transport options, particularly for short distance journeys.
- Support and participate in Council's environmental programs, projects and initiatives.
- Volunteer with Council's bushcare and water quality monitoring community groups to make a difference in Council's environmental management.
- Educate each other (family, neighbours, colleagues, etc) on environmentally sustainable living practices and reduce our environmental footprint.

KEY GOALS AND STRATEGIES

Goal 1.1 Kogarah's natural areas, including our waterways, local air quality, bushland and foreshore areas are protected and enhanced.

1.1.1	Ensure that pollution and runoff from our catchment into our natural areas is effectively managed.
1.1.2	Ensure that future land use planning and management enhances and protects open space, biodiversity and natural heritage.
1.1.3	Protect and preserve existing natural areas and sensitive natural environments by providing education to our community on the importance of these areas to biodiversity.
1.1.4	Deliver projects which work towards the protection of biodiversity and sustainability of our natural areas.

Goal 1.2 Kogarah city residents live in a clean and environmentally sustainable community.

1.2.1	Educate, promote and support the community in implementing waste minimisation strategies, including reduce, reuse and recycling.
1.2.2	Identify and implement alternative and environmentally sustainable waste, water and energy management technologies.
1.2.3	Undertake community education on best practice in environmental sustainability and management of climate change issues.
1.2.4	Provide opportunities for community involvement in projects directed towards developing a more environmentally sustainable city including achieving a significant reduction in greenhouse gases.
1.2.5	Implement strategies that reduce greenhouse gas emissions across Council programs and facilities.

Goal 1.3 Streets within the City of Kogarah are visually appealing, hosting a variety of native trees, flowers and sustainable gardens.

1.3.1	Maintain and enhance streets and public domain areas, in accordance with Council's sustainability principles.
-------	---



2. A LIVEABLE AND CONNECTED CITY

The vision for the City of Kogarah to be a liveable and connected city relates to the built environment and the way in which we travel around the City.

Our built environment – reflected in our buildings, neighbourhoods, public spaces and heritage – provides us with a unique sense of place. Elements of the built environment include residential buildings, town centres, commercial and industrial buildings, as well as the spaces between buildings. These spaces include streets, private gardens, public open space and foreshore areas. Combined, these elements contribute to the built character of the City of Kogarah.

Built heritage is an important part of the built environment and provides our community with a sense of identity, pride and history and makes an important contribution to the character and amenity of the City.

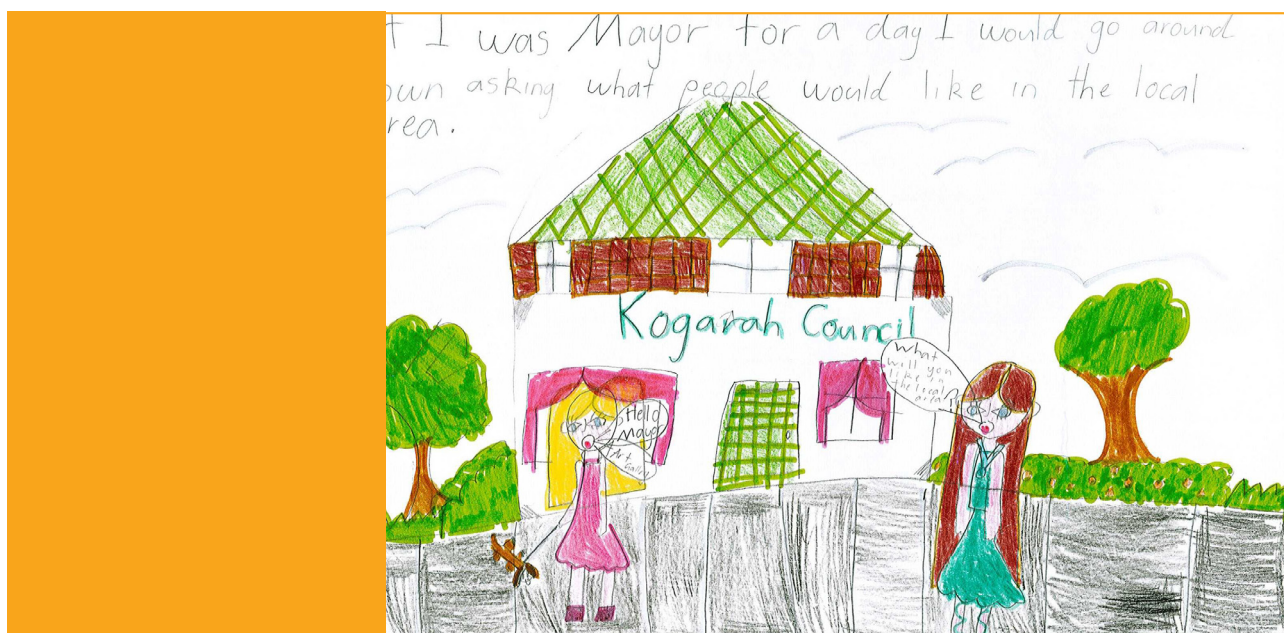
Our aim is to conserve, protect and enhance the natural and built environment of the City of Kogarah and to improve the quality of life for our community and future generations. Kogarah City Council has primary responsibility for ensuring that our development controls result in a built environment

that provides a diverse range of housing, suited to the needs of our community and that development in our suburbs is designed to respond to the context of the site.

Our current development controls for our residential areas focus on maintaining compatibility with the local streetscape character, while in our commercial centres the focus is on well designed, diverse development that is sustainable both environmentally and economically.

We want to enhance the beauty, character, and amenity of our local area, for the people who live and work here. We also want to make it easier and more equitable to make improvements to the sustainability and liveability of our area.

Transport plays a major role in keeping our community physically connected to work, leisure and services. Being able to move around plays a key role in the liveability of our City. At present, Kogarah City's main transport options are walking, private and public buses, rail and private vehicles. Our transport infrastructure includes bus stops, streets and footpaths, and some recreational bike paths.



The range of transport that is available has a major impact on the way we move around the City. The most common trips that our community make are the journeys to and from home, work or school, shopping based trips and leisure based trips. Our community should be able to travel safely, economically, environmentally friendly, comfortably and conveniently within the City as a pedestrian, cyclist or by public or private transport. Future transport options need to be sustainable and affordable for our community and any future development should aim to reduce the reliance on fossil fuels and private vehicles as well as support an efficient and accessible movement system so as to ensure that the whole City is connected.

WHAT YOU SAID

The following statements represent the outcomes our community would like for the future:

The 'low density' nature of Kogarah's suburbs is a characteristic of our built environment that our community wants to see retained and protected. The community was extremely proud of the existing character of most of our neighbourhoods and felt that it was important that the City retained this character, particularly in our suburbs.

Future urban development needs to respond to the context of the existing neighbourhood characteristics through sensitive design that combines modern development styles and the natural qualities of the City.

PROVIDING MORE APPROPRIATE HOUSING TO SUIT THE CHANGING NEEDS OF OUR COMMUNITY – MORE HOUSING SUITED TO AN AGEING COMMUNITY

Community Member, Council Focus

Increased development should be located close to existing commercial centres and transport nodes, rather than in our suburban areas, where access to public transport is limited. Any future increased

development should retain the existing 'village' feel that Kogarah currently possesses.

A range of housing choice to suit the different needs of people living in our City was a key concern, and, in particular, that future housing suits the needs of an ageing population.

As Kogarah's population ages the demands for housing change. The ageing demographic in our community have identified a strong desire to be able to stay in the suburbs where they have raised families and have social networks and connections. Future residential development must be designed so that it meets the changing needs of our population as they move through different life stages, so that opportunities exist within the City of Kogarah for young people to move away from home, but still be close to their families, while older people have the opportunity to downsize to a smaller, more appropriate dwelling in their existing suburb.

..NOT MANY HIGH RISE DEVELOPMENTS AND HOMES WITH GOOD ARCHITECTURAL DESIGN, PARTICULARLY WITH LOTS OF TREES AND LANDSCAPING

*Community member
Community Forum*

Housing affordability was also an important issue for the younger members of our community. It is becoming increasingly difficult to purchase a house or unit to stay in the area close to other family members. Having a large medical and educational precinct within the City of Kogarah means that key community service workers like teachers, nurses, police and other emergency services workers are also likely to want to live as close to work as possible. Providing a choice of housing options that are affordable and are responsive to the needs of our community is a priority.



Managing traffic through our City was also a key priority. Our high car ownership rates, coupled with the fact that a large percentage of our residents often choose to use their car in favour of public transport, cycling, walking or other transport modes, means that a number of our local road networks experience high levels of car usage.

Parking is also a concern, especially in the Kogarah Town Centre, with improved parking facilities and more off-street parking in the Town Centre identified as opportunities for the future. Public transport was identified as an area for improvement. Being mindful that Council is not a public transport provider, advocating to the State Government on behalf of our community to achieve this outcome will be a key focus.

**PARKING AND ROAD INFRASTRUCTURE
TO ACCOMMODATE AND SUPPORT
THE NEW POPULATION**

Community Member, Ideal Kogarah

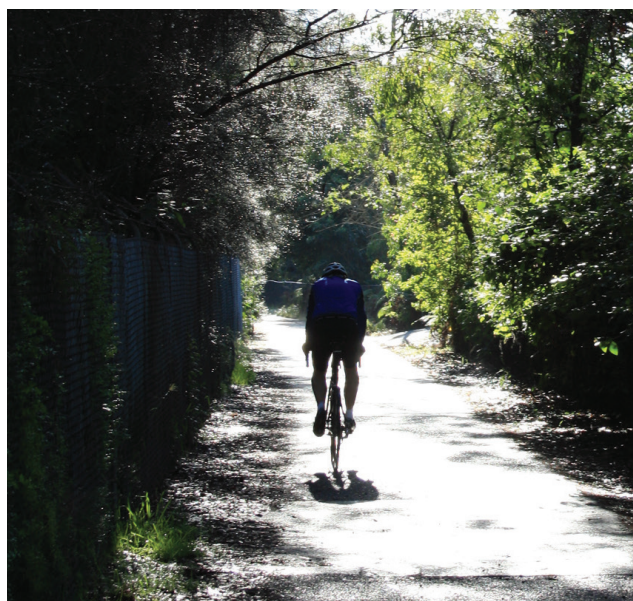
Walking and cycling paths are also valued by the community, however these are used mostly for recreational use rather than as an alternative to using a car.

Designated bike and pedestrian paths around the City are important for the future of the City. They serve health and recreational functions, as well as offering viable transport alternatives when the cycleways connect places that people wish to access (for example, the Kogarah Town Centre).

The condition of Council's key transport infrastructure, namely roads and footpaths, was also high on the list of the community's concerns. Improving our local infrastructure such as local roads, footpaths, walking and cycling networks were common themes, as was increasing opportunities for accessible pedestrian movement through our suburbs by way of new footpaths.

**BIKE PATHS/LANES ON EVERY BUSY
STREET AND WELL MAINTAINED
FOOTPATHS AND WALKING TRACKS**

Community Member, Ideal Kogarah





Challenges and implications to consider include:

- Developing policies to appropriately manage our future population growth, while retaining and protecting our 'low density' suburbs.
- Ensuring that older people have appropriate accommodation for their needs.
- Developing appropriate development controls that promote excellence in design and sustainability outcomes.
- Ensuring that all development provides adequate landscaped area and careful attention is given to streetscapes to enhance the urban environment.
- Managing the demand for housing across the City and ensuring that there is an adequate supply of housing, at an affordable price, to cater for residents at all life stages.
- Managing demand to renovate and redevelop heritage dwellings and dwellings in heritage conservation areas.
- Improving knowledge of the community with respect to the Development Assessment process.

WHAT THE COMMUNITY CAN DO

- Understand the need for urban growth and change throughout the City.
- Continue to be 'proud' of their suburb and street.
- Use public transport more frequently.

KEY GOALS AND STRATEGIES

Goal 2.1 Development in Kogarah maintains and enhances the character and amenity of our neighbourhoods, town centres and local centres.

- | | |
|-------|---|
| 2.1.1 | Ensure new development responds to the character of our neighbourhoods and streetscapes. |
| 2.1.2 | Ensure development responds to environmentally sustainable practices of design. |
| 2.1.3 | Recognise and enhance our significant heritage through quality urban planning and design. |

Goal 2.2 Housing across the City of Kogarah designed so that it provides choice, is affordable and is suited to the needs of our community.

- | | |
|-------|---|
| 2.2.1 | Make available diverse, sustainable, adaptable and affordable housing options through effective land use planning. |
| 2.2.2 | Provide a mixture of housing types in appropriate locations that allow residents to meet their housing needs at different stages of their lifecycle, within the City. |

Goal 2.3 Kogarah City residents can get to where they need to go in a way that is accessible, safe and efficient.

- | | |
|-------|--|
| 2.3.1 | Improve public transport facilities for our community. |
| 2.3.2 | Provide traffic management solutions that promote safer local roads and minimise traffic congestion. |
| 2.3.3 | Ensure roads and footpaths are safe and accessible. |
| 2.3.4 | Provide appropriate levels of public parking in our centres. |

Goal 2.4 Kogarah City Residents are able to walk and cycle safely and conveniently throughout the City.

- | | |
|-------|---|
| 2.4.1 | Develop and promote enhanced pedestrian and cycling networks around the City. |
| 2.4.2 | Maintain and improve pedestrian connectivity in all of our neighbourhoods. |

3. A THRIVING AND PROSPEROUS CITY

Kogarah City has a relatively stable local economy with more than 1,950 businesses covering a wide range of sectors including: health, retail, property services, legal services, personal, transport, finance and manufacturing. Kogarah City hosts a series of commercial, industrial and retail hubs throughout the LGA, including Kogarah CBD, Carlton, Allawah, South Hurstville, Sans Souci, Ramsgate and Oatley.

The Kogarah Town Centre has undergone a significant transformation over the last decade, to become a vibrant, livable and working community. Kogarah Centre's identification as a Major Centre in the Department of Planning's draft South Subregional Strategy is recognition of this, and reinforces this role in the St George Region.

The Kogarah Town Centre is a highly concentrated business district and is home to the Head Office of the St. George Bank, the St George Private and Public Hospitals and the second largest TAFE in NSW, as well as being home to 200 smaller businesses.

The Kogarah Town Centre is also a major employment generator for the St George Region and the draft South Subregional Strategy identifies that, over the next 25 years, the Kogarah Town Centre is expected to grow by an additional 2,500 jobs.

Our economic vision for the Kogarah Town Centre is a town centre that includes a vibrant mix of

financial, education and medical based uses, mixed with residential and localised retail development, in a pedestrian orientated environment.

It is important to recognise that Council has some limitations in its role in economic development and is influenced by a number of State and Federal government trends and forces that are often beyond Council's influence. In addition, our local centres are continuously facing pressures from larger commercial and retail centres in nearby suburbs.

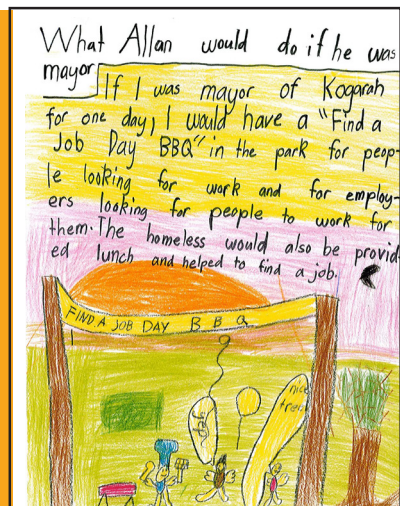
The ability to move people and goods is still essential to economic activity. Business relies on goods being delivered, people need to travel to and from work, and customers and clients need to be able to travel to shops and other services. The challenge for Council and the State government will be to continue the provision of a high quality integrated transport system, both within the area and between areas.

**MORE BUSINESS DEVELOPMENT
TO PROVIDE MORE JOBS TO LOCAL
RESIDENTS SUCH AS BUILDING A
SHOPPING CENTRE IN KOGARAH**

Community Member, Council Focus

**'MORE BUSINESS DEVELOPMENT TO PROVIDE
MORE JOBS TO LOCAL RESIDENTS SUCH AS
BUILDING A SHOPPING CENTRE IN KOGARAH'**

Community Member, Council Focus



WHAT YOU SAID

The following statements represent the outcomes our community would like for the future:

The Kogarah CBD has developed over the past years to become a major hub for medical, financial and educational facilities and businesses. These activities are important to our local economy as they provide a diverse range of employment opportunities to our local residents and it is anticipated that these industries will continue to grow into the future.

AN IDEAL KOGARAH SUPPORTS ITS LOCAL BUSINESSES TO GROW AND FLOURISH

Ideal Kogarah, Community Member

Kogarah is currently a place of high activity and holds enormous potential in terms of further economic growth where additional employment opportunities could be generated.

In addition, the Kogarah Town Centre has been identified as a Major Centre in the draft South Subregional Strategy which has assisted in ensuring that Kogarah is recognised throughout Southern Sydney as a growing hub for health, finance and education.

Our community feels that it is important to continue to facilitate a coordinated approach by all the major stakeholders in the future planning of the Kogarah Town Centre, to ensure that it continues to provide the range of civil, health and administrative functions for the region, as well as providing an employment base for our residents and the residents of the St George region.

In addition to the Kogarah Town Centre there are a number of local and neighbourhood centres throughout our suburbs that provide shopping facilities and convenience needs for many local residents. Kogarah's residents identify a sense of community and village atmosphere with many of

our suburbs, and this is an important aspect that impacts on their lifestyle.

Local shops are important to both the social and economic development of our area. The large variety of retail shopping available throughout our City is highly valued by our community. Many residents felt there was a need to expand the diversity of the shopping precinct to ensure that a range of items (including books, music, cultural activities, fashion items, household items and restaurants) are available locally.

In planning for the future, our community felt strongly about encouraging local employment growth and reinforcing Kogarah Town Centre as a major centre within the Southern region.

There are a number of lifestyle changes that have started to occur and are anticipated to continue over the next 10 years such as the increasing development of flexible working hours and the growth in the number of people working part time. These changes directly impact on our residents' choice and patterns of employment and finding employment close to home is becoming increasingly important.

Promoting local economic activity and local employment opportunities means that local residents have the option for shorter trips, and the ability to have an enhanced work/life balance.

Increasingly, business owners are embracing the home based business model. Initiating a business from home reduces overheads and risk while testing out products, sales and marketing. Home based businesses also provide more flexibility in combining work with family and lifestyle choices.

The range of home based business is surprisingly diverse, and includes a range of professional services, personal services and services supplementary to other businesses based in the retail, commercial and industrial zones.

WE NEED TO GROW OUR CENTRAL BUSINESS DISTRICT

Council Focus, Community Member

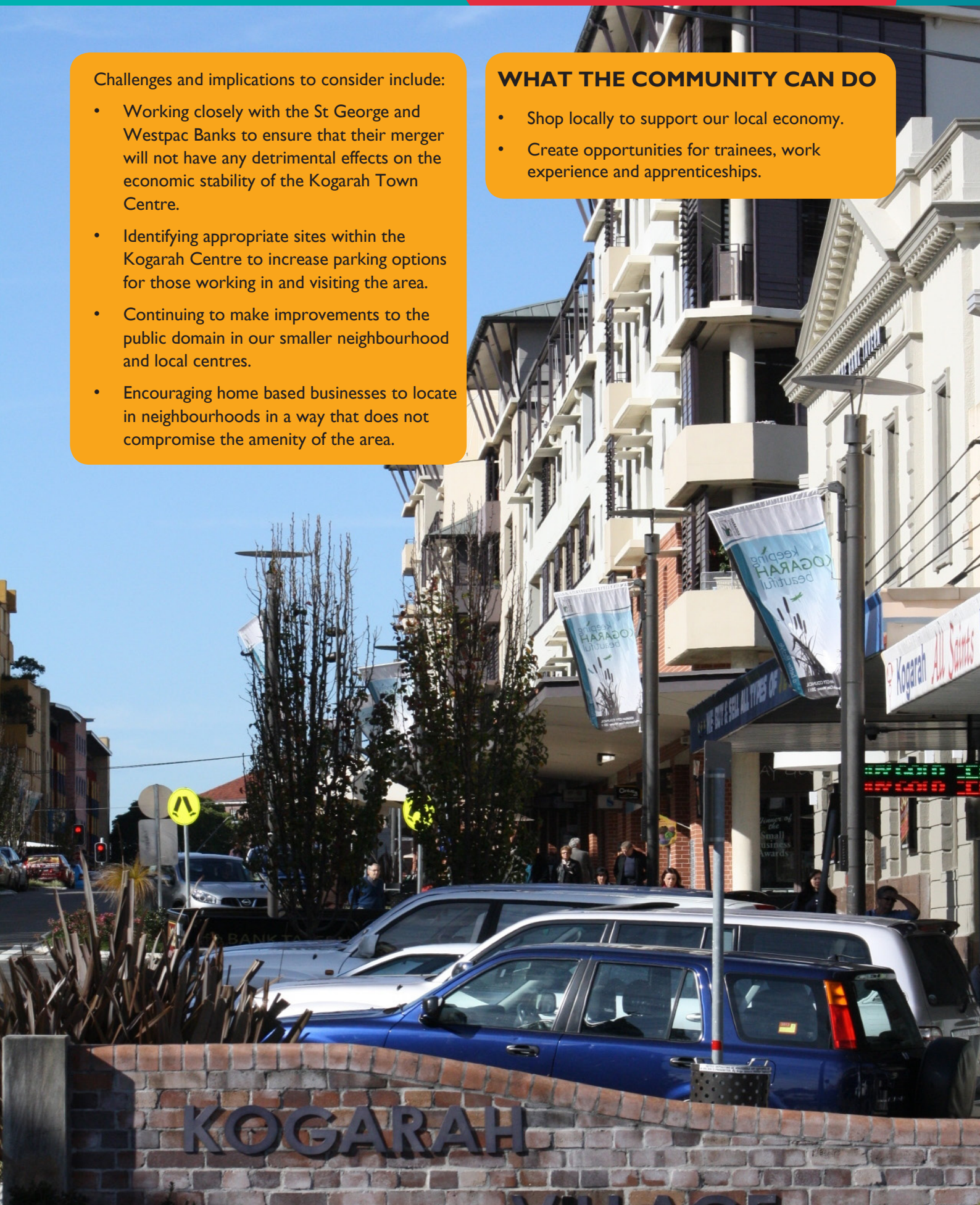


Challenges and implications to consider include:

- Working closely with the St George and Westpac Banks to ensure that their merger will not have any detrimental effects on the economic stability of the Kogarah Town Centre.
- Identifying appropriate sites within the Kogarah Centre to increase parking options for those working in and visiting the area.
- Continuing to make improvements to the public domain in our smaller neighbourhood and local centres.
- Encouraging home based businesses to locate in neighbourhoods in a way that does not compromise the amenity of the area.

WHAT THE COMMUNITY CAN DO

- Shop locally to support our local economy.
- Create opportunities for trainees, work experience and apprenticeships.



KEY GOALS AND STRATEGIES

Goal 3.1 Kogarah Town Centre is recognised as the major medical, financial and educational precinct in the St George Region.

3.1.1 Monitor existing planning controls to ensure quality outcomes are achieved for the long term benefit of the Centre.

3.1.2 Plan for, and promote the clustering of business and industry sections in appropriate locations.

3.1.3 Build partnerships with major employers in the Kogarah Centre.

Goal 3.2 Local centres within the City of Kogarah are distinctive and vibrant, providing opportunities for small businesses to flourish throughout the city.

3.2.1 Support and facilitate local centre development programs which contribute to distinctive, vibrant and commercially viable centres.

3.2.2 Develop and strengthen effective partnerships with key locally based organisations and business precincts.

Goal 3.3 Kogarah City has a dynamic and resilient business community that provides employment and training opportunities that meet the needs of local residents.

3.3.1 Create opportunities for sustainable local employment.

3.3.2 Develop programs to strengthen and sustain small businesses





4. A VIBRANT, SAFE AND INCLUSIVE CITY

The City of Kogarah has a multicultural community, with more than 40% of the population born overseas, and a wide diversity of cultural, religious and language groups. We have an ageing population, with 25% of the population aged over 55 years, and this is projected to increase into the future. Kogarah is also a strong family area with more than 72% of households identified as family homes.

Kogarah City Council recognises that a range of community services, facilities and programs are vital in contributing to a community where people feel safe, have access to the services they need for themselves and their families, and feel part of their community. It is also important to recognise the varying needs of target groups in the community - such as the ageing population, people with a disability, families or young people - and consider how their needs and expectations will change over time. This is particularly relevant for services such as libraries and childcare that are currently delivered by Council.

Council has strong community networks and partnerships within the City and wider St George Region, and through these works towards providing access to a range of community services, facilities and information resources to meet the needs of the local community. Council plays a key role in planning and advocating for local community services, supporting local groups and organisations and managing community and cultural facilities. Council works on a range of community development programs which address community needs including programs and events for young people and older people, arts and cultural programs, and targeted projects around issues such as safety, community cohesion and education.

ONGOING CONSULTATION WITH OUR COMMUNITY IS THE KEY TO IDENTIFYING CHANGING NEEDS OVER TIME.



'ONGOING CONSULTATION WITH OUR COMMUNITY IS THE KEY TO IDENTIFYING CHANGING NEEDS OVER TIME.'



RELATED PLANNING DOCUMENTS

Council has a number of social planning and strategy documents which identify community need and priorities in specific areas. All of these planning documents were developed through extensive research and consultation with our community and inform the key goals and strategies of Council's community strategic plan.

Ageing Strategy: A whole of Council strategic document which provides a framework from which Council, the community and other stakeholders can work collaboratively to ensure that the needs and aspirations of older people are addressed.

Community Safety and Crime Prevention Plan: Identifies the priorities in working towards a community that is safe for residents, workers and visitors in partnership with key agencies such as Police Local Area Commands, local businesses and community service providers.

Cultural Plan: Supports the ongoing development of arts and cultural programs and facilities which recognise and strengthen Kogarah's distinctiveness, diversity, creativity and sense of identity.

Youth Strategy: Articulates Council's commitment to young people and outlines the specific issues that are of importance to youth in our Local Government Area.

Multicultural Strategy: Affirms Council's commitment to a diverse and inclusive city and provides a framework to enable Council to implement appropriate and responsive program or services that address the needs of our culturally diverse communities.

Disability Discrimination Action Plan: Outlines priorities for Council to ensure our community is inclusive of people with disabilities and promotes equality and rights to access all aspects of community life.



WHAT YOU SAID

The following statements represent the things our community values and the outcomes they would like for the future:

People felt Kogarah was a good place to live and raise a family, with a good community spirit and friendly people. It was considered that the community was safe, clean, and harmonious, providing a good range of services and facilities.

Safety was a key issue identified, both in the home, in businesses and out in the community. People valued a community that was peaceful, tolerant and free from crime and anti-social behaviour, and identified programs and initiatives to improve the safety in our community as a high priority.

'A SAFE, FAMILY AREA WITH SUPPORT AND FACILITIES FOR ALL AGES IN THE COMMUNITY'

Ideal Kogarah, Community Forum

Access to services and facilities was also identified as a high priority – particularly health, education and services for the ageing population. Other areas such as childcare, youth and disability services were also important and people valued being able to access these services in their local area.

The community told us they valued community and cultural facilities and open spaces such as libraries, community halls, parks and outdoor recreation areas. These were places that brought people together through a range of interests, activities and cultural events, and the community wanted Council to maintain and expand such facilities to meet community needs. The community also indicated a desire for more events and activities that bring people together, and that are suitable for specific age groups, such as young people and older residents, and a range of cultural and interest groups.

A GREAT PLACE TO BRING UP A FAMILY

*Community Member,
Community Forum*

People also valued the local businesses and community and

volunteer groups that contributed to the sense of a caring, connected community.

The community strongly valued that Kogarah was a peaceful community, where diversity is respected and promoted. Council has a key role in ensuring multicultural communities are supported in accessing information, resources and services that are suitable to their needs, and encouraged to actively participate in the local community.

A MODERN COMMUNITY, RICH IN MULTICULTURALISM, SAFE FROM CRIME AND AN ENJOYABLE PLACE TO BE

Ideal Kogarah, Community Forum

A person is playing a black and white electric guitar at an outdoor event. The guitar has a white pickguard and a black body. The person is wearing a black jacket and a wristband that says 'MENTAL'. In the background, there are other people and a body of water.

Challenges and implications to consider include:

- Developing and supporting appropriate services and activities for the ageing population.
- Developing policies and partnerships to manage key crime and safety issues including anti-social behaviour, graffiti and malicious damage in our area.
- Ensuring that any developments within our parks, open spaces and community facilities take into account the needs of a range of groups – including families, youth, older people and people from culturally and linguistically diverse backgrounds.
- Supporting local community organisations so they can continue to deliver vital services to our community.
- Working in partnership with other levels of government and local organisations to identify and develop solutions to address our social needs.
- Identifying feasible options for regional cultural facilities.
- Continue to provide quality services that meet changing needs of our residents, including key services, such as library and childcare.

WHAT THE COMMUNITY CAN DO

- Join one of the many community groups or organisations involved in various community projects across the LGA.
- Volunteer some of your time at your local hospital, school, aged care facility or sporting club.
- Make sure your community group or organisation is listed on Council's Community Directory so that others know about you.

KEY GOALS AND STRATEGIES

Goal 4.1 Kogarah City is a safe community where residents, workers and visitors feel safe in their homes, workplace and in the community.

4.1.1 Develop and maintain clean and attractive streets and public spaces where people feel safe.

4.1.2 Work with key partners and the community to reduce crime and improve community safety.

Goal 4.2 Kogarah City maintains high quality, accessible community services to meet the needs of the community.

4.2.1 Address community needs through a range of programs, services and community facilities that meet the needs of diverse target groups.

4.2.2 Support the local community services sector in providing services to meet the needs of the community through partnerships, advocacy and effective planning.

4.2.3 Support effective communication and promotion of services in the area.

Goal 4.3 Kogarah is a vibrant city of diverse people and places and strong cultural networks and partnerships in the community.

4.3.1 Ensure Kogarah's distinctiveness, diversity and sense of identity is valued, promoted and celebrated.

4.3.2 Maintain strong cultural networks and partnerships that support the delivery of arts and cultural programs for the community

Goal 4.4 Kogarah City is a harmonious community, where diversity is respected and celebrated, and everyone is made to feel welcome.

4.4.1 Support the local indigenous community through a range of policies, programs and partnerships.

4.4.2 Support and promote programs and events that create opportunities for people to come together and strengthen community cohesion.

4.4.3 Address the needs of the diverse community through a range of programs, services, partnerships and advocacy.

5. AN ACTIVE AND HEALTHY CITY

Community health and wellbeing is influenced by the level of participation in physical activity by community members. This can include sport, exercise, active leisure and transport. It also includes incidental activities such as walking to the local shops or using the stairs instead of the lift.

Council plays an important role in developing opportunities for its residents to be physically active through the provision of local infrastructure such as paths, open space and sports fields and services such as leisure programmes, sport and leisure group support and information about activities and facilities.

The City of Kogarah has many opportunities for active and healthy lifestyles. We have a total of approximately 189 hectares of open space area for both “passive” and “active” uses, including 9 sporting reserves (incorporating 51 playing fields) and 50 playgrounds, distributed throughout the City. It also has a community garden, which has been established on the site of the former Carrs Park Bowling Club. Council also promotes a range of activities that are targeted at promoting an active and healthy City.

A PLACE WITH ALL THE SPORTING
AND RECREATIONAL FACILITIES
AVAILABLE FOR OUR KIDS

*Ideal Kogarah,
Community Member*

‘A PLACE WITH ALL THE
SPORTING AND RECREATIONAL
FACILITIES AVAILABLE FOR OUR
KIDS’

*Ideal Kogarah,
Community Member*



WHAT YOU SAID

The following statements represent the outcomes our community would like for the future:

In order to continue to promote a healthy lifestyle, our residents need access to a range of facilities, services and programs that cater for the needs of all age groups. In planning for the future we must take into consideration that we have an ageing population and look at different recreational facilities and services that focus on suitable exercise for our age profiles.

Our community identified that ensuring we remain family friendly was important for the future of Kogarah City. We can achieve this by increasing and maintaining children's play equipment in our parks and providing shelter from the sun.

Our community felt it was important for Council to promote a healthy lifestyle and active communities.

**CLEAN AIR AND LITTER FREE AREAS,
CLEAN TOILETS AND WELL MAINTAINED
PARKS AND PLAYING FIELDS**

Ideal Kogarah, Community Member

Recreational facilities such as developing bike tracks for kids, walking paths through our parks and along the foreshore, a variety of sporting fields and swimming pools were seen as integral to achieving this.

Good health of our community is more than just physical. Modern life (including work, financial demands and social relationships) contribute to feelings of stress that can challenge mental health. The community felt it was important to ensure everyone has access to good health services and that services are responsive to the needs of our community.

**EVERY RESIDENT IS ABLE TO ACCESS
COMMUNITY SERVICES AND
PROVISION FOR RECREATION FOR
ALL AGE GROUPS**

Ideal Kogarah, Community Member

Our parks, reserves and open spaces are an attraction for many to the area and ensuring that they are well maintained and preserved in the future was an important issue for our community.

Ensuring that our streets are visually appealing was a key priority and area of concern for our community. This includes planting more trees along our streets and, where appropriate, providing more colourful gardens.

**ENCOURAGE THE HEALTH OF
CITIZENS WITH BETTER USE OF PARKS**

Council Focus, Community Member





Challenges and implications to consider include:

- Maintaining and upgrading existing play areas and facilities across the City.
- Providing additional open space, recreational areas and foreshore access across the City.
- Advocating to the State Government for the facilitation of foreshore access, where appropriate.
- Providing equitable access to open spaces, bushland reserves and foreshore areas which cater for the needs of residents.
- Providing a youth specific recreational facility.
- Establishing a system of cycleways and pedestrian paths to provide links between major recreational resources and centres.

WHAT THE COMMUNITY CAN DO

- Get involved in local sporting and physical activities.
- Embrace a healthy lifestyle.
- Report safety/maintenance issues within our open spaces and parks.

KEY GOALS AND STRATEGIES

Goal 5.1 Kogarah City has a variety of safe and well maintained sporting fields, recreation areas and facilities to meet the recreational needs of all age groups in our community.

5.1.1 Provide infrastructure that serves current and future community needs, including picnic facilities, toilets, sportsgrounds, playgrounds and buildings.

5.1.2 Pursue partnerships and opportunities to access additional funding to increase recreational facilities.

Goal 5.2 Kogarah City residents have access to a range of services and facilities that are relevant and responsive to health and wellbeing.

5.2.1 Support and facilitate community networks, programs and facilities which promote health and wellbeing and encourage a healthy lifestyle.

Goal 5.3 Parks and open spaces in Kogarah City are designed and managed for long term sustainability.

5.3.1 Ensure all public parks and open spaces are accessible, maintained and managed to meet the recreational needs of current and future residents.

5.3.2 Develop and implement a range of strategies for the improved management of parks and facilities.

6. AN INNOVATIVE AND EFFICIENT COUNCIL

Good corporate governance needs to underpin all our activities. Effective governance is achieved when the structures, activities and operations of the Council are conducted in accordance with the principles of fairness, equity, transparency and probity with respect to people within the organisation, residents and other stakeholders. Kogarah City Council has processes and controls in place to deliver quality service, to prudently manage resources and to safeguard community assets.

It is important to remember that the Community Strategic Plan is a guiding document for the whole community. Kogarah City Council has an important leadership role to take in its delivery, but we cannot do it alone. We can improve community governance by empowering our community to actively engage

civic life, to be involved in decision making processes, and to take responsibility for identifying solutions in their own home. It is by working in partnership that we can make a difference.

Integral to the achievement of effective governance is facilitating community involvement through effective two-way communication between residents and Council. This is paramount in ensuring that the needs, desires and relative priorities of our community are understood and incorporated in Council's operations and strategic planning.

A COUNCIL THAT IS IN TOUCH
WITH THE COMMUNITY AND ITS
NEEDS...

Community Member, Ideal Kogarah



'A COUNCIL THAT IS IN TOUCH
WITH THE COMMUNITY AND
ITS NEEDS...'

Community Member, Ideal Kogarah



WHAT YOU SAID

The following statements represent the outcomes our community would like for the future:

Kogarah City Council embraces the principles of continuous improvement and best practice to ensure that we deliver reliable, effective and efficient services to our community.

CONTINUING ITS GREAT CUSTOMER SERVICE AND PRESENCE IN THE COMMUNITY

Community Member, Council Focus

For many years now Kogarah City Council has been progressive in its long term financial and asset management planning. We will continue to utilise and expand these planning tools into the future to ensure the continued high level of service provision that the community currently receives along with the future financial sustainability of both the Council and our assets.

Our community told us that accountability and transparency were extremely important. This is an essential component of good governance and one that Council will continue to uphold.

Kogarah City Council recognises that our citizens want opportunities to provide feedback and input into Council – both positive and negative. We want to ensure that all members of the community have an opportunity to take part in Council's decision making processes should they wish to.

'...PROVIDE MORE LOCAL EMPLOYMENT OPPORTUNITIES'

Community Member, Ideal Kogarah

Greater public awareness and relaying of information to residents regarding Council activities and achievements was identified by our community as an important issue and an area within which Council should strive for improvement.

Kogarah City Council employs staff across a range of occupational groups, including various professional, technical, operational and administrative positions. Our workforce is critical to the ongoing success of Council's operations, which means we must, where possible, ensure that we have the right skills and capabilities available at any time. Further it contributes to the attraction, retention and development of a capable workforce which delivers Council's strategy.

WORK TOWARDS BETTER CONSULTATION ARRANGEMENTS BEFORE DECISIONS ARE MADE

Community Member, Council Focus

Over the next 10 years Kogarah City Council will face a number of challenges in regards to a changing workforce, such as an ageing and shrinking workforce, along with differing needs and expectations of a multi-generational workforce, the war for talent and increasing competition. Council's good reputation, positive work culture and best practice employment conditions are some of the characteristics that will help Council face the challenges ahead.



A group of children, mostly wearing blue and red caps, are standing in a line in a park, looking towards the left. They are surrounded by tall trees with green leaves. The ground is covered with dry leaves and grass. The background shows more trees and a clear sky.

Challenges and implications to consider include:

- Developing procedures to improve communicating information to the community.
- Enhanced delivery of services and facilities while minimising the transfer of costs to rate payers.
- Ensure that rates remain comparable with other councils, particularly with those in the St George region.
- A better understanding within the community of the services and facilities Council provides.
- Services provided to our customers are delivered in a manner consistent with sound business principles and in the most economically efficient way possible.
- Kogarah's residents are informed and involved in Council's decision making and that Council conducts its affairs in an open, transparent and accountable manner.

WHAT THE COMMUNITY CAN DO

- Talk to one of our local councillors about ideas and suggestions for improving the City of Kogarah.
- Attend Council Meetings.
- Participate on a Reference Group of Council as a community representative.
- Regularly visit Council's website and read local media to keep up to date with Council's activities.

KEY GOALS AND STRATEGIES

Goal 6.1 Kogarah City Council is a leading, responsive, innovative, efficient and accountable organisation, that effectively manages its finances and assets.

- | | |
|-------|---|
| 6.1.1 | Maintain a sound governance framework within which Council operates. |
| 6.1.2 | Ensure Council's long term financial sustainability through effective short and long-term financial management that is transparent and accountable. |
| 6.1.3 | Support effective communication and promotion of services in the area. |
| 6.1.4 | Enable continuous improvement through implementation of new technologies or methods to deliver enhanced facilities and services based on community needs. |

Goal 6.2 Kogarah City residents are informed and are encouraged to engage in the decision making processes of Council.

- | | |
|-------|---|
| 6.2.1 | Facilitate good communication and relationships with out residents. |
| 6.2.2 | Engage the community on local issues and planning. |

Goal 6.3 Kogarah City Council is an employer of choice, promoting a safe, healthy and innovative working environment.

- | | |
|-------|---|
| 6.3.1 | Attract, retain and develop a skilled workforce. |
| 6.3.2 | Provide a safe, healthy and non discriminatory working environment. |





4. COMMUNITY INDICATORS



COMMUNITY INDICATORS

Community indicators enable Council and our community to measure and track the progress of our shared goals and priorities. Our community indicators will help to assess the effectiveness of the Community Strategic Plan in achieving our agreed vision for Kogarah City.

Council has developed these community indicators with the aim to:

Support better population level reporting and organisational accountability in respect to decision-making priorities

- Support improved decision-making, more integrated policy and planning based on the best local data
- Monitor change over time in terms of progress towards our desired future
- Improve community engagement in decision making through transparent indicator development and reporting processes
- Help Council better understand our communities' needs and priorities
- Facilitate Council moving from a focus on inputs (e.g. dollars spent on recreational facilities) and outputs (eg. new parks and sporting facilities delivered) to outcomes and practical results for their communities (e.g. improved participation in sporting and recreational activities, and health benefits)

- Create a shared ownership of outcomes rather than seeing community wellbeing as Council's responsibility
- Provide an opportunity to make comparisons with neighbour Councils and with state-wide or national level averages.

Council has developed a range of community indicators that rely on a mixture of objective targets for physical outcomes and more subjective indicators for improving quality of life as provided to us in responses during our community engagement process. Together these indicators should give a reliable snapshot of wellbeing for our community and the environment we live in. The targets and indicators have been set at levels considered necessary by Council to achieve quadruple bottom line sustainability.

As part of the ongoing review of the Community Strategic Plan, further detailed work will be undertaken to refine our community indicator framework to assist in monitoring our progress in future years. Council is confident the chosen targets and indicators of life quality will help to deliver a more sustainable life that approaches our shared vision for Kogarah City.

I. A CLEAN, GREEN AND SUSTAINABLE CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
Energy Use	KCC Annual electricity consumption (kilowatt hrs - excluding main street lighting) - Organisational	Council Data	Decrease	Control	*	1,631,329 kWh
	KCC Annual electricity consumption for main street lighting (kilowatt hrs)	Council Data	Decrease	Control	*	2,411,418 kWh
Renewable Energy Use	Proportion of renewable energy used as a % of total energy use by Council	Council Data	Increase	Control	*	3.2% (as per KCC EMP)
	Percentage of Council's facilities where energy efficiency measures have been installed	Council Data	Increase	Control	*	27% (as per KCC EMP)
Greenhouse Gas Emissions	KCC Annual greenhouse gas emissions in tonnes of CO ₂ (organisational)	Council Data	Decrease	Control	*	5,206 tonnes
Water Consumption	KCC Annual Water Consumption (kL) (organisational)	Council Data/Sydney Water	Decrease	Control	112,866	96,279
	City of Kogarah (community) annual water consumption (kL)	Sydney Water	Decrease	Influence	5,282,998 (89.2 kL per person)	*
Native Vegetation & Wildlife	Number of recorded fauna species (data available tri-annually)	Council Data	Increase	Concern	*	85
	Area of parks which have regeneration work (including pest control undertaken - in hectares)	Council Data	Increase	Control	30	30
	Number of indigenous plants planted: - National Tree Day - Street Trees - Bush Regeneration Projects	Council Data	Increase	Control	3000 176 900	2000 189 *



I. A CLEAN, GREEN AND SUSTAINABLE CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
Public participation in revegetation activities	Number of community bush volunteer hours	Council Data	Increase	<i>Control</i>	500	384
	Number of KCC Community Garden Members	Council Data	Increase	<i>Control</i>	26	26
	Number of volunteers involved and amount of hours contributed in natural resources voluntary field work - Community Gardens	Council Data	Increase	<i>Control</i>	*	960 hours
Household Waste generation	Tonnes domestic waste sent to landfill	NSW Local Government Waste and Resource Recovery Data Report	Decrease	<i>Influence</i>	11,514	11,845
	Tonnes domestic waste not sent to landfill	NSW Local Government Waste and Resource Recovery Data Report	Increase	<i>Influence</i>	11,007	11,615



I. A CLEAN, GREEN AND SUSTAINABLE CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
Household Recycling Generation	Domestic recycling collected (tonnes and its % of total waste)	NSW Local Government Waste and Resource Recovery Data Report	Increase	<i>Influence</i>	6105 (24%)	6092 (24%)
	Domestic garden organics/ green waste collected (tonnes and its % of total waste)	NSW Local Government Waste and Resource Recovery Data Report	Increase	<i>Influence</i>	4902 (20%)	5522.75 (21%)
	Amount of material collected during Council clean- up and recycled (tonnes and its % of total waste)	NSW Local Government Waste and Resource Recovery Data Report	Increase	<i>Influence</i>	16.8 (1%)	17.8 (2%)
	Percentage of contamination levels in the: - recycling bin per person per household in LGA - the garden waste bin per person per household in LGA	NSW Local Government Waste and Resource Recovery Data Report	Decrease	<i>Influence</i>	12% 13%	* *
	Total diversion rate from landfill	NSW Local Government Waste and Resource Recovery Data Report	Increase	<i>Influence</i>	45%	47%



I. A CLEAN, GREEN AND SUSTAINABLE CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
Environmental Education	Number of Clean up Australia Day sites within City of Kogarah	Council Data	Increase	Control	11 sites	20 sites
	Number of environmental education programs, workshops and tours delivered annually. Specifically: - Waste - Water - Energy	Council Data	Increase	Control	*	38 Total 28 5 5
	Number of events and festivals which Council participated in to disseminate environmental information	Council Data	Increase	Control	*	16
	Number of schools and childcare engaged to foster environmentally sustainable behaviour annually	Council Data	Increase	Influence	*	36
	Amount of funding provided to Kogarah's Community to support the delivery of environmental projects (Mayor's Green Grants - Bi annually)	Council Data	Increase	Control	*	\$25,000
	Total amount of litter collected from pits and small gross pollutant traps in tonnes	Council Data	Stable	Influence	54	39.50
	Total amount of litter collected annually from large gross pollutant traps in tonnes	Council Data	Stable	Influence	66.2	41.50
	Number of stormwater treatment devices and percentage of catchment area covered by them.	Council Data	Stable	Control	63%	63%

2. A LIVABLE AND CONNECTED CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
Housing stock	Number of additional new dwellings constructed across the LGA	Council Data Department of Planning Data (MDP Program)	Increase	<i>Influence</i>	160	236
Housing Affordability	Number of new dwellings approved under the Affordable Rental Housing State Environmental Planning Policy (SEPP)	Council Data	Increase	<i>Influence</i>	*	39 Boarding Rooms
	Number of people who: - Own their home - Own (with Mortgage) - Rent	Census - Every 5 years	Increase	<i>Concern</i>	2006 Census 37.7% 29% 26%	2011 Census 37.1% 33.1% 26.8%
	Proportion of properties in the private rental market in Kogarah that is affordable to households earning 80% of median income	NSW Family & Community Services - Housing NSW	Increase	<i>Concern</i>	*	7% (Dec 2011)
	Percentage of households with housing costs 30% or more of gross income - Rent - Mortgage	Census - Every 5 years	Decrease	<i>Concern</i>	*	2011 Census 11.6% 12.7%



2. A LIVABLE AND CONNECTED CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
High Quality Built Environment	Percentage of development applications for new buildings assessed against the relevant streetscape provisions in Council's DCPs	Council Data	Consistent	Control	100%	100%
	Percentage of developments (requiring a BASIX Certificate) meeting the required targets	Council Data	Consistent	Control	100%	100%
	Number of building/development sites where enforcement action has been taken by Council against illegal	Council Data	Decrease	Control	58 Notices/ Orders issued	32 Notices/ Orders issued
Protection of Heritage	Number of Heritage Conservation Areas gazetted in the Kogarah LGA	Council Data	Consistent	Control	3	3
	Number of heritage items gazetted in the Kogarah LGA	Council Data	Consistent	Control	188	188
	Number of properties in the Kogarah LGA listed on the State Heritage Register	NSW Heritage Office data	Consistent	Influence	6	6
Public Transport patronage	Number of residents who travel to work by: - Car - Public Transport - Cycle or Walk	Census - Every 5 years	Decrease	Concern	2006 Census 57.3% 23.8% 3.8%	*
	Percentage of residents who own the following number of vehicles: - No vehicles - 1 vehicle - 2 vehicles - 3 or more vehicles	Census - Every 5 years	Decrease	Concern	2006 Census 12% 39.3% 30% 11.3% 7.3%	2011 Census 11.7% 40.3% 32.4% 13% 2.7%



2. A LIVABLE AND CONNECTED CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
Road Safety	Number of participants in road safety programs	Council Data	Increase	Control	233	249
	Road traffic fatalities per 100,000 population	ABS - NSW and Regional Indicators - Annual	Decrease	Concern	*	*
	Road traffic major injuries per 100,000 population	ABS - NSW and Regional Indicators - Annual	Decrease	Concern	*	*
	Pedestrian injuries and fatalities per 100,000 population	RMS (NSW Centre for Road Safety	Decrease	Concern		*



3. A THRIVING AND PROSPEROUS CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
Employment Growth	Area of land in the LGA zoned for employment uses (Industrial and Commercially zoned Land)	Council Data	Stable	<i>Control</i>	*	50ha
Employment	Percentage of residents employed locally	ABS Data	Increase	<i>Concern</i>	Census 2006 - 14.2%	
	Number of businesses	ABS Data	Increase	<i>Concern</i>	June 2009 - 5,638	
	Local unemployment rate	ABS Data	Decrease	<i>Concern</i>	December Quarter 2010 - 5.8%	December Quarter 2011 - 5.0%
	Kogarah City Gross Regional Product	ABS Data	Increase	<i>Concern</i>	Estimated at \$2.6 billion	*
	Number of traineeship offered/completed in Council	Council Data	Increase	<i>Control</i>	14	10
Business Development	Number of businesses participated in Council Business Development opportunities	Council Data		<i>Control</i>	143	89
	Index of Economic Diversity	ABS Data	Increase	<i>Concern</i>	*	0.349



3. A THRIVING AND PROSPEROUS CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
Vibrant commercial centres	Number of new footway dining licenses entered into	Council Data	Increase	<i>Influence</i>	6	11
	Number of new display of goods licenses entered into	Council Data	Increase	<i>Influence</i>	4	6
	Number of new A-Frame sign permits issued	Council Data	Increase	<i>Influence</i>	26	34
	Number of footway dining licenses renewed by the same business	Council Data	Increase	<i>Influence</i>	20	26
	Number of display goods licences renewed by the same business	Council Data	Increase	<i>Influence</i>	12	20
	Number of A-frame sign permits renewed by the same business	Council Data	Increase	<i>Influence</i>	19	21
Satisfaction with local businesses	Number of food and salon businesses inspections conducted	Council Data	Increase	<i>Influence</i>	475	507
	Number of food and salon businesses inspections satisfactory	Council Data	Increase	<i>Influence</i>	448	481
	Number of businesses participating in 'No To Trans Fat' program	Council Data	Increase	<i>Influence</i>	*	175
	Number of businesses attending food handling training	Council Data	Increase	<i>Influence</i>	59	39



4. A VIBRANT, SAFE AND INCLUSIVE CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
Perceptions of Safety	Percentage of people who feel 'very safe' or 'safe' in the local community	Council Data	Increase	Influence	2010 88%	*
	Percentage of people who feel 'very safe' or 'safe' around the Kogarah Town Centre area	Council Data	Increase	Influence	2010 63%	*
	Percentage of people who feel 'very safe' or 'safe' in their homes	Council Data	Increase	Influence	2010 95%	*
	Streetlight repair response times by Ausgrid	Ausgrid	Increase	Concern	Jan to Mar 2.3 days	Jan to Mar 3.1 days
	Local government area crime ranking against major offence types (2011): <ul style="list-style-type: none"> - Assault - Domestic Violence Related - Assault - Non-Domestic Violence Related - Break and entering dwelling - Break and entering non-dwelling - Fraud - Malicious damage to property - Motor vehicle theft - Robbery without a weapon - Sexual assault - Steal from person - Steal from dwelling - Steal from motor vehicle - Steal from retail store - Robbery with firearm (nc) - Robbery with a weapon not a firearm (nc) - Murder (nc) - Indecent assault, act of indecency & other sexual offences (nc) 	Bureau of Crime Statistics and Research (BOSCAR)	Decrease	Concern	2010 Rankings 119 130 99 139 48 124 93 28 124 97 136 104 117 nc nc nc	2011 Rankings 108 128 119 135 38 109 74 24 139 84 135 100 121 nc nc nc



4. A VIBRANT, SAFE AND INCLUSIVE CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
Attendance and participation at community events	Number of major community events	Council Data	Stable	<i>Influence</i>	5	7
	Overall community participation for major community events	Council Data	Stable	<i>Influence</i>	30,900	33,600
	Percentage of performances at Council major events	Council Data	Stable	<i>Influence</i>	34%	61%
	Total number of community development events and programs targeting: - Cultural Activities - Young People - Older People - People with a disability - Multicultural Groups - Community Safety and Crime Prevention	Council Data	Stable	<i>Influence</i>	50	54
	Occupancy levels of hired community halls/facilities	Council Data	Stable	<i>Influence</i>	2328	2409
	Percentage of bookings of community halls/facilities by: - Community - Private	Council Data	Increase	<i>Influence</i>	80% 20%	81% 19%
	Percentage of community halls/facilities - Permanent Hirers - Casual Hirers		Increase		82% 18%	80% 20%



4. A VIBRANT, SAFE AND INCLUSIVE CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
Membership and use of Library facilities	Number of library loans	Council Data	Increase	<i>Influence</i>	451,680	493,549
	Number of library members: - Kogarah residents - Others	Council Data	Increase	<i>Influence</i>	16,537 12,993	16,927 13,300
	Number of library visits	Council Data	Increase	<i>Influence</i>	427,751	420,245
	Number of library regular library programs	Council Data	Stable	<i>Influence</i>	*	835
	Number of 'pop up' library programs	Council Data	Stable	<i>Influence</i>	*	132
	Number of people attending library programs	Council Data	Increase	<i>Influence</i>	*	23,070
	Number of library PC bookings	Council Data	Increase	<i>Influence</i>	72,971	63,409
	Internet usage in the library (hours)	Council Data	Increase	<i>Influence</i>	15,222	16,971
Child Care Services	Utilisation in all three Council childcare centres	Council Data	Stable	<i>Influence</i>	>95%	>95%
	Satisfaction of families currently attending council child care services - Very Satisfied - Satisfied	Council Data	Increase	<i>Influence</i>	*	July 2012 95% 5%
Funding Opportunities	Number of community groups and organisations supported through Community Grants	Various	Stable	<i>Influence</i>	30	32
	Amount of funding provided through community grants	Council Data	Stable	<i>Influence</i>	\$54,906	\$56,304
	Number of Youth sponsorships provided	Council Data	Stable	<i>Influence</i>	\$700	\$700
	Number of Groups using KCC Community Bus	Council Data	Increase	<i>Influence</i>	46	*



5. AN ACTIVE AND HEALTHY CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
Recreation facilities	Number of sporting teams utilising Council sports grounds	Council Data	Increase	Influence	534	496
	Total areas of public open space (ha)	Council Data	Increase	Influence	185 ha	185 ha
	Number of private fitness providers using outdoor space	Council Data	Increase	Influence	7	8
	Amount of urban green space per capita (m2 per person)	Council Data	Stable	Concern	34.89	34.89
	Metres of footpaths replaced annually	Council Data	Increase	Influence	713	1639
	Number of refurbished playgrounds	Council Data	Stable	Influence	4	6
Bushland	Amount of Council land classified as bushland parks or reserves in hectares (triannually)	Council Data	Stable	Influence	68.7	68.7
	Number of sites within the City categorised as Natural Areas - bushland (Triannually)	Council Data	Stable	Influence	14	14
Bike Paths	Number of bike racks installed in LGA	Council Data	Increase	Influence	12	12
	Length of bike route (km)	Council Data	Increase	Influence	36.5	36.6
	Ratio of bike routes to street length	Council Data	Increase	Influence	0.24	0.24



5. AN ACTIVE AND HEALTHY CITY

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/11	2011/12
Health of residents	Life expectancy at birth: in years for males and females	NSW Health	Increase	Concern	*	*
	Smoking frequency	NSW Health/ Australian institute of Health and Welfare	Decrease	Concern	*	*
	Risky alcohol consumption	NSW Health/ Australian institute of Health and Welfare	Decrease	Concern	*	*
	Illicit drug use	NSW Health/ Australian institute of Health and Welfare	Decrease	Concern	*	*

6. AN INNOVATIVE AND EFFICIENT COUNCIL

Indicator	Measure	Data Source/ frequency	Desired Trend or Target	Role	Baseline	
					2010/2011	2011/2012
Efficient Council	Compliance with the requirements of the DLG Promoting Better Practice Program	Department of Local Government	Increase	Control	85%	91%
An appropriate workforce to serve our community	Staff turnover rates	Council data	Decrease	Influence	7.40%	7%
	Overall staff satisfaction score (where 5 is the most positive)	Council data	Increase	Influence	March 2009 - 3.83	
	Number of staff completed qualification through council	Council data	Increase	Influence	55	29
	Number of work experience placements offered	Council data	Increase	Control	7	12
	Number of training opportunities provided	Council data	Increase	Control	751	2029
Access to information	Numbers of visits to Council's website	Council data	Increase	Influence	*	Average 3500 website visits per week.
	Number of Kogarahlife newsletters issued	Council data	Stable	Control	4	4
	Average number of monthly inbound calls to Council through the general phone number	Council data	Decrease	Influence	3865	3847
	Percentage of calls to Councils Customer Service Centre answered within agreed timeframes	Council data	Increase	Influence	91.50%	91.26%





5. APPENDICES



APPENDIX A - COMMUNITY ENGAGEMENT STRATEGY BRIGHT FUTURE, BETTER LIFESTYLE

BACKGROUND

Local councils in NSW are required to undertake planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005.

The *Local Government Amendment (Planning and Reporting) Act 2009* was assented on 1 October 2009. These reforms replaced the former Management Plan and Social Plan with an integrated planning framework. It includes the requirements to prepare a long term Community Strategic Plan, a Resourcing Strategy, a four-year Delivery Plan, and annual Operational Plan, an Annual Report and an End of Term Report.

After extensive community consultation over an 18 month period Council adopted its first Community Strategic Plan – *Bright Future, Better Lifestyle: Kogarah 2020* at its meeting of 27 April 2010

Bright Future, Better Lifestyle plans ahead for the next ten (10) years. It is not expected that the plan will remain unchanged for that period and it is a requirement of the Local Government Act that the Community Strategic Plan be reviewed every four (4) years.

From 2012, each newly elected council must complete the review by 30 June in the year following the local government elections. The planning period must be rolled forward by at least four (4) years so that it is always a ten (10) year minimum plan

DEFINITION OF TERMS

Community Engagement

The processes through which the aspirations, concerns, needs and values of our local community and other relevant stakeholders are incorporated into Council planning, policy development, decision-making and service delivery. Council views community engagement as critical to effective, transparent and accountable governance.

Community

The term community is used in a broad sense to encompass people who live, work, visit or study in the Kogarah Local Government Area. This includes residents, ratepayers, non government agencies, the private sector, community organisations, schools, religious groups and social and recreational groups. Other stakeholders which have an interest or partnership with Council or the Kogarah Local Government Area, such as State and Federal Government Agencies, Members of Parliament, adjacent councils, Regional Organisations of Councils, peak bodies or media organisations are also considered when referring to the Kogarah community.



Aim

The aim of a strong community engagement process is to gather a broader range of views that will assist Council in planning services to better meet community needs and aspirations and to also provide residents with greater opportunities to contribute to and influence outcomes which directly affect their lives.

This strategy ensures that Council's Community Strategic Plan, *Bright Future Better Lifestyle* is developed in collaboration with our community, and remains a relevant document that reflects the aspirations, needs and priorities of the community;

This strategy outlines the methods of engagement used to ensure that all members of the Kogarah Community were provided with an opportunity to have their say, including but not limited to:

- Children and Families
- Young People
- Older people
- People with a Disability
- People from Culturally and Linguistically diverse backgrounds
- People from Aboriginal or Torres Strait Islander backgrounds
- Local businesses
- Government agencies and stakeholders
- Community and sporting groups
- Advisory Committees

Stakeholders

Community Engagement will be undertaken with a range of stakeholders, both within and outside our LGA and include but are not limited to:

- Councillors
- Kogarah City Executive Council staff
- Kogarah City Management staff
- Kogarah City staff
- Local Federal and State MPs
- State Government
- Federal Government
- Residents and rate payers
- Major businesses in the region
- Small businesses
- Non-Government Organisations
- Older People
- People with a disability
- Non-English Speaking residents
- Families
- Young People (12-24)
- Children (5-12)
- Preschool Children (2-5)
- Visitors and commuters to the area
- Aboriginal and Torres Strait Islanders

Legislative Requirements

The preparation and implementation of this Community Engagement Strategy is required to meet relevant provisions of the NSW Local Government Act (1993) and the accompanying Planning and Reporting Guidelines for Local Government in NSW (2010).

Section 402 of the Act specifically provides that Councils “..must prepare and implement a Community Engagement Strategy based on social justice principles for engagement with the local community in developing the Community Strategic Plan..”

The Planning and Reporting Guidelines set mandatory requirements for Community Engagement Strategies. While the guidelines do not stipulate a prescribed format for these strategies, they do provide the following direction:

Essential Element 1.1

The Community Strategic Plan should be developed and delivered as a partnership between council, state agencies, community groups and individuals. It should address a broad range of issues that are relevant to the whole community.

Essential Element 1.2

Information that identifies key issues and challenges must be presented to the community in an accessible format to assist its participation in the planning process.

Essential Element 1.4

Due consideration must also be given to the expected levels of service expressed by the community when preparing the Community Strategic Plan.

Essential Element 1.5

As a minimum, the Community Engagement Strategy must identify relevant stakeholder groups within the community and outline methods of engaging each group.

Essential Element 1.6

Council must place the draft Community Strategic Plan on public exhibition for a period of at least 28 days and comments from the community must be accepted and considered prior to the endorsement of the final Community Strategic Plan.



Guiding Principles

The Community Engagement Strategy is underpinned by the following principles:

Social Justice Principles: The Social Justice Principles of equity, access, participation and rights underpin the development of Council's Community Strategic Plan – *Bright Future, Better Lifestyle*.

- **EQUITY** – There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.
- **ACCESS** – All people should have fair access to services, resources and opportunities to improve their quality of life.
- **PARTICIPATION** – Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.
- **RIGHTS** – Everyone should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

These principles are interrelated and will continue to guide Council through the delivery and assessment of the effectiveness of our Community Strategic Plan.

In addition to the Social Justice Principles, this Community Engagement Strategy is aligned with the engagement spectrum developed by the International Association of Public Participation (IAP2).

This engagement spectrum outlines the following five (5) levels of community engagement:

- **INFORM** – To provide the community with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.
- **CONSULT** – To obtain community feedback on analysis, alternatives and/or decisions.
- **INVOLVE** – To work directly with the community throughout the process to ensure that public concerns and aspirations are consistently understood and considered.
- **COLLABORATE** – To partner with the community in each aspect of the decision including the development of alternatives and the identification of preferred solutions.
- **EMPOWER** – To place final decision-making in the hands of the Community.

This Engagement Strategy has particular emphasis on the Inform, Consult, Involve and Collaborate levels of engagement.

Developing *Bright Future, Better Lifestyle*

An integral component of the preparation of *Bright Future, Better Lifestyle: Kogarah 2020* was the engagement of our community. The Engagement Strategy adopted by Council outlined how Council would effectively capture the shared aspirations of the community. The purpose of the Engagement Strategy was to involve the community in activities that allowed them to express their thoughts on their needs and expectations now and in the future as well as how this might be achieved.

A number of methods were undertaken to gather feedback from a wide range of people in our community including our residents, business community, stakeholders, Councillors and Council staff. More than 600 people participated in various community development activities and consultation processes that encouraged them to express their thoughts regarding what they value about their community and what they want to see as the future of the City of Kogarah. A key component of the process was to encourage the effective participation of a variety of age groups, including pre-schoolers, children and youth by enabling them to express their opinions.

A Postcard Survey was also developed and distributed widely throughout the community at various events, festivals and functions and made available on Council's website. More than 5,000 surveys were distributed throughout the community and over 400 were returned.

The feedback from the postcard survey aimed to identify the key issues that the community considered important and what Council should be focusing on over the next 10 years.

A Community Discussion Paper was then prepared, which identified the key issues and challenges under a series of broad headings. The Community Discussion Paper provided a summary of the issues that had been raised by the community. To ensure the issues that had been identified were in fact important to our community, two Community Forums were held in September 2009.

The Community Forums were held to provide further opportunity to elicit detailed information on key issues already raised. Targeted discussions were held as part of the Forums to consider each direction and the draft goals. Participants were able to provide verbal and written feedback on the key strategic directions of their interest.

A deliberative consultation was held in late November 2009 to seek feedback from the community on the key strategic directions and goals of the draft Plan and to explore options for future funding of the outcomes of the Plan. Twenty-four (24) residents who represented a broad cross section of the community attended the Forum, which was facilitated independently by consultants.



Council's Consultative and Advisory Committees

Council has a variety of consultative, advisory and working groups which are a valuable asset which enable Council to consult with informed residents on an ongoing basis.

Community Reference Group

The Community Reference Group is a selection of residents or rate payers of the Kogarah LGA who provide feedback to Council on the implementation of the Key Strategic Directions contained within *Bright Future, Better Lifestyle; Kogarah 2020*, Council's Community Strategic Plan.

The Community Reference Group has been established to:

- Operate as a mechanism for reviewing the status of the strategies contained within *Bright Future, Better Lifestyle; Kogarah 2020*.
- Provide review of the expenditure of funds raised through Council's Special Rate Variation that are allocated against the priorities identified in the Community Strategic Plan.
- Be an equitable forum for community members to have an opportunity to be involved in discussion with Council staff on relevant issues.
- Complement other elements of Council's broader consultation framework and act as a regular forum through which Council can refer items where consultation is required.

Youth Advisory Committee (YAC)

The YAC is voluntary and meets once a month to discuss issues, express their views and contribute to the development of the local community.

The committee:

- Has the opportunity to influence decisions made by Council that affect young people.
- Organise and participate in youth activities and events, such as Youth Week.
- Contribute to important community development projects affecting young people.
- Informs Council on issues that are important to young people.

Community Services and Community Relations - Community Development and Access Working Party

The objective of the Community Services and Community Relations – Community Development and Access Working Party is to consider all issues relating to access, community development and services.

Specifically the Working Party:

- Acts as a consultative mechanism for the development of Council's plans and strategies in the community services portfolio
- Monitors the changing needs and priorities of the community
- Informs Council of priority issues in relation to the Community Services sector
- Works in partnership with Council to respond to the changing needs and expectations of our community.

Consultations Informing the Review of *Bright Future, Better Lifestyle*

Kogarah City Council undertakes formal community engagement in a number of circumstances such as:

- Where community input can improve a project or enhance decision making;
- To help identify or clarify community needs or priorities;
- In response to expressions of community interest or concern;
- When Council resolves to consult the community; or
- When required by law, policy or by agreement with a government agency or statutory body.

The review of *Bright Future, Better Lifestyle* and the subsequent development of the 2013-17 Delivery Program and Operational Plans is based on information resulting from a continuous series of community consultations over the past three (3) years.

The review undertaken utilises the outcomes of these consultations, assesses them against current and future needs of the community identified in the CSP and incorporates them into actions in the draft 2013-17 Delivery Program.

Due to the diversity of Kogarah's community, Council needs to provide opportunities for engagement at times, places and in mediums convenient and comfortable for a range of different stakeholders. Therefore the following projects outlined below included a variety of engagement methods, relevant to the specific projects, including:

- Focus Groups
- Surveys
- Online Surveys
- Website and media presence
- Letters and questionnaires
- Interviews

- Art & Story telling activities
- Market Stalls
- Public Meetings
- Information sessions and roundtable discussions
- Public exhibition

In particular the following projects involved considerable amount of community engagement and have played an important role in the Review of the Community Strategic Plan:

- Kogarah City Council Youth Strategy
- Kogarah City Council Multicultural Strategy
- Annual Safety Forums
- Kogarah City Council Ageing Strategy
- Community Workers Forum
- Kogarah Employment Lands and Economic Development Strategy
- Chinese resident survey
- Ageing in Place
- Environmental Sustainability Delivery Plan (ESD)
- Poulton Park Overland Flow and Risk Management Study and Plan
- Plans of Management, including:
 - Neverfail Bay
 - Oatley Memorial Gardens
 - Oatley Point
 - Sans Souci Park
 - Shipwrights Bay
 - Tom Ugly's Reserve
 - Merriman Reserve



Review of *Bright Future, Better Lifestyle*

As part of Council's review of *Bright Future, Better Lifestyle*, Council will be seeking feedback from the whole community on the following:

- Our community vision statement
- Our strategic objectives for the community that address social, environmental, economic and civic leadership issues identified by the community

When	Engagement Methods	Purpose
June 2012 – August 2012	End of Term Report	Report on Council's progress in the implementation and effectiveness of the CSP over the previous four (4) years.
June 2012 – September 2012	Review of community engagement undertaken since the development of the CSP in 2010	To ensure the outcomes of consultations undertaken over the past two (2) years is incorporated into the identified issues in the CSP and Delivery Program.
Ongoing	Your Say Kogarah Online Consultation Hub Includes: <ul style="list-style-type: none"> • Forums • Community Survey (open September 2012 - December 2012) 	To provide online space for information and feedback during the review, development and exhibition phases of the CSP; including specific questions/issues for community comment/discussion.
August 2012	Focus Group Community Reference Group	Strategic Visioning Particularly focusing on the following questions: <ul style="list-style-type: none"> • Do you think Council's community vision is still relevant today? (can be found on page 6 of the CSP) • What do you like most about living in Kogarah? • What do you think could improve the Kogarah LGA? • What do you think should be Council's focus over the next four (4) years?

When	Engagement Methods	Purpose
September 2012 – January 2013	<i>Bright Future, Better Lifestyle</i> promotion through Market Stalls at local community events, including: <ul style="list-style-type: none"> • Kogarah Spring Festival • Being Greek Festival • Dog's Breakfast • Carols at Twilight • Australia Day 	To provide an opportunity for residents and visitors to personally voice their views on future priorities for action.
September 2012 – March 2013	Ongoing promotion via media, website and front line services.	To continue generating broad community awareness of the CSP review and to advise of upcoming engagement opportunities.
October 2012 – February 2013	Councillor Workshops.	To ascertain Councillor views on the strategic vision, objectives and priorities. Identification of Councillor issues, values and priorities.
December 2012 – February 2013	Public exhibition of: <ul style="list-style-type: none"> • Draft CSP • Draft Resourcing Strategy • Draft Delivery Program 2013 – 2017 incorporating annual Operational Plans for 2013/14, 2014/15, 2015/16, 2016/17 	To provide all interested stakeholders with access to the draft Integrated Planning documents and to generate discussion and further feedback on the draft content.
January 2013	Special Edition Kogarahlife.	To provide information to the community on major proposals regarding service levels/ infrastructure and their financial implications.
January 2013 – February 2013	Community Surveys and Meetings.	To ascertain community views on major proposals regarding service levels/infrastructure and their financial implications.
January 2013	Focus Group Community Reference Group	To ascertain community views on major proposals regarding service levels/infrastructure and their financial implications.
March 2013	Formal Adoption of: <ul style="list-style-type: none"> • <i>Bright Future, Better Lifestyle</i> • Resourcing Strategy • Delivery Program 2013 – 2017 • Operational Plan 2013/14 	

