



DELIVERY PROGRAM 2013 - 2017
INCORPORATING 2015-16 OPERATIONAL PLAN





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MAYORS MESSAGE



Several years have passed since Council adopted our Community Strategic Plan Bright Future, Better Lifestyle and during this time, we have focussed on delivering the objectives contained in the associated Delivery Program.

It gives me great pleasure to present to you the next chapter in the direction of Kogarah City -our Delivery Program (2013 – 2017) incorporating the 2015/16 Operational Plan. As with the prior Delivery Program, this new document captures our community's aspirations for the future of Kogarah, building on the progress we have made in the last four years.

We have enjoyed many successes in recent times, faced periods of change and tackled a number of challenges. Through all this, Council has remained committed to delivering the actions in our Delivery Program and that commitment will continue as we embark on a new era.

What has been clear over the past years is that one of the critical factors in success is to work together as a team. By this I mean Council collaborating closely with you, our community, who are impacted by the decisions we make and the path we follow. I urge you to continue voicing your opinions, thoughts and ideas on the Kogarah you would like to see, now and in the future.

The Delivery Program is Council's statement to the community about what we are committed to delivering. It will continue to guide us towards the achievement of the strategies contained in our Community Strategic Plan. I am excited by what the future has in store for our City and have no doubt that our Delivery Program (2013 – 2017) will continue to guide us towards a Bright Future and A Better Lifestyle.

A handwritten signature in dark ink, appearing to read 'Michael Platt', with a stylized flourish at the end.

Cr Michael Platt
Mayor

GENERAL MANAGER'S MESSAGE



Kogarah City Council's Delivery Program (2013 – 2017) incorporating the 2015/16 Operational Plan is the result of a rigorous process that maps out Council's activities over the coming years in accordance with our broader Community Strategic Plan.

It is a Program which covers the entire spectrum of Council's operations, detailing all the projects and activities that will be undertaken across every facet of our organisation. The cumulative aim of these projects and activities is to meet the expectations set by our community for the City of Kogarah and ultimately, to continually achieve our vision of 'a viable and sustainable future'.

Council staff are committed to implementing the actions of our Delivery Program in a way which not only meets, but surpasses expectations. Delivering the highest quality outcomes for our community is our number one priority and this Delivery Program, aligned with *Bright Future, Better Lifestyle*, will guide us in this process.

Kogarah City Council staff look forward to continuing our work in achieving the vision and goals of our Community Strategic Plan producing quality facilities and services for the Kogarah Community.

Paul Woods
General Manager

YOUR COUNCILLORS

East Ward	 Michael Platt (Mayor) m: 0419 406 168 e: michael.platt@kogarah.nsw.gov.au	 Annie Tang (Deputy Mayor) m: 0409 240 760 f: 9585 1416 e: annie.tang@kogarah.nsw.gov.au	 Sam Stratikopoulos m: 0418 293 672 e: sam.stratikopoulos@kogarah.nsw.gov.au
North Ward	 Stephen Agius m: 0419 556 023 f: 9587 4595 e: stephenagius@bigpond.com	 Nick Katris m: 0419 402 191 f: 9747 5046 e: katris@optusnet.com.au	 Lachlan McLean m: 0419 555 863 e: lachlan@lachlanmclean.info
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KOGARAH CITY PROFILE

North Ward	West Ward
Middle Ward	East Ward



KOGARAH CITY COUNCIL

DEMOGRAPHIC INFORMATION

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 agricultural 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 and on 1 April 2009, the Kogarah Municipality was proclaimed a City and is now known as the City of Kogarah

At the 1901, Census Kogarah’s population stood at 3,892, with 96% being either Australian born or born in the United Kingdom. Development throughout the 20th century was significant – by 1949 Kogarah Municipality’s population had grown to 39,000. At the last Census in 2006, Kogarah’s population had grown to over 53,000, and had become an area of significant diversity in its language, culture and religion.

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 \$559 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.



COUNCIL'S CHARTER, MISSION AND VALUES

The Local Government Act 1993 provides Council with the following Charter:

- to facilitate the involvement of Councillors, members of the public, users of facilities and services and council employees in the development, improvement and co-ordination of local government;
- to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants;
- to keep the local community and the State Government (and through it, the wider community) informed about its activities;
- to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected; and
- to be a responsible employer.

In order to fulfil the Charter, Kogarah City Council has developed the following Vision and Mission Statements:

Our Vision

A viable and sustainable future in partnership with our community.

Our Mission

To build on the diversity of our community.

To improve our natural and built environment.

To respond to changing community needs and expectations.

COUNCIL'S STAFF VALUES

Kogarah City Council's Values are at the very core of what we do and help to build and maintain our family friendly, cohesive and progressive culture.

Our values guide our behaviour, how we go about our work, how we engage with each other and our customers, the choices we make and how we spend our time. They also provide a framework for improving the way we do things.

Our values should be reflected in our everyday actions and decisions and by all employees, regardless of their position and whether with us for a short time or long term career.

We measure our success by living up to these values each day of our career with Kogarah City Council.

Our values are:

- Valuing people
- Integrity
- Serving our customers
- Teamwork and communication
- Achieving excellence

Valuing people

We care about our people

We show this by:

- Treating others with kindness and courtesy
- Respecting people's differences and accepting their individual characteristics
- Embracing diversity
- Acknowledging the ideas and contributions of others and celebrating successes
- Working in a safe manner

Integrity

We value trust, honesty and respect for each other

We show this by:

- Being open and honest with each other
- Being reliable and delivering on our commitments
- Acting fairly and lawfully
- Being consistent in our decision making, behaviour and interactions
- Maintaining high standards of personal conduct and character

Serving our customers

We provide quality service to our customers.

We show this by:

- Listening and responding to the needs of both our internal and external customers
- Delivering prompt, courteous and helpful service
- Providing services and facilities that offer value to the community in terms of cost, quality, reliability and timeliness
- Ensuring our decisions are economically, socially and environmentally sustainable
- Having positive interactions with other staff and the community

Teamwork and communication

We work together to achieve our shared goals and objectives

We show this by:

- Willingness to be flexible in assisting others when they need help
- Sharing knowledge, ideas and talents to problem solve and achieve outcomes
- Engaging in clear and open communication
- Encouraging participation in decision making
- Open and honest communication

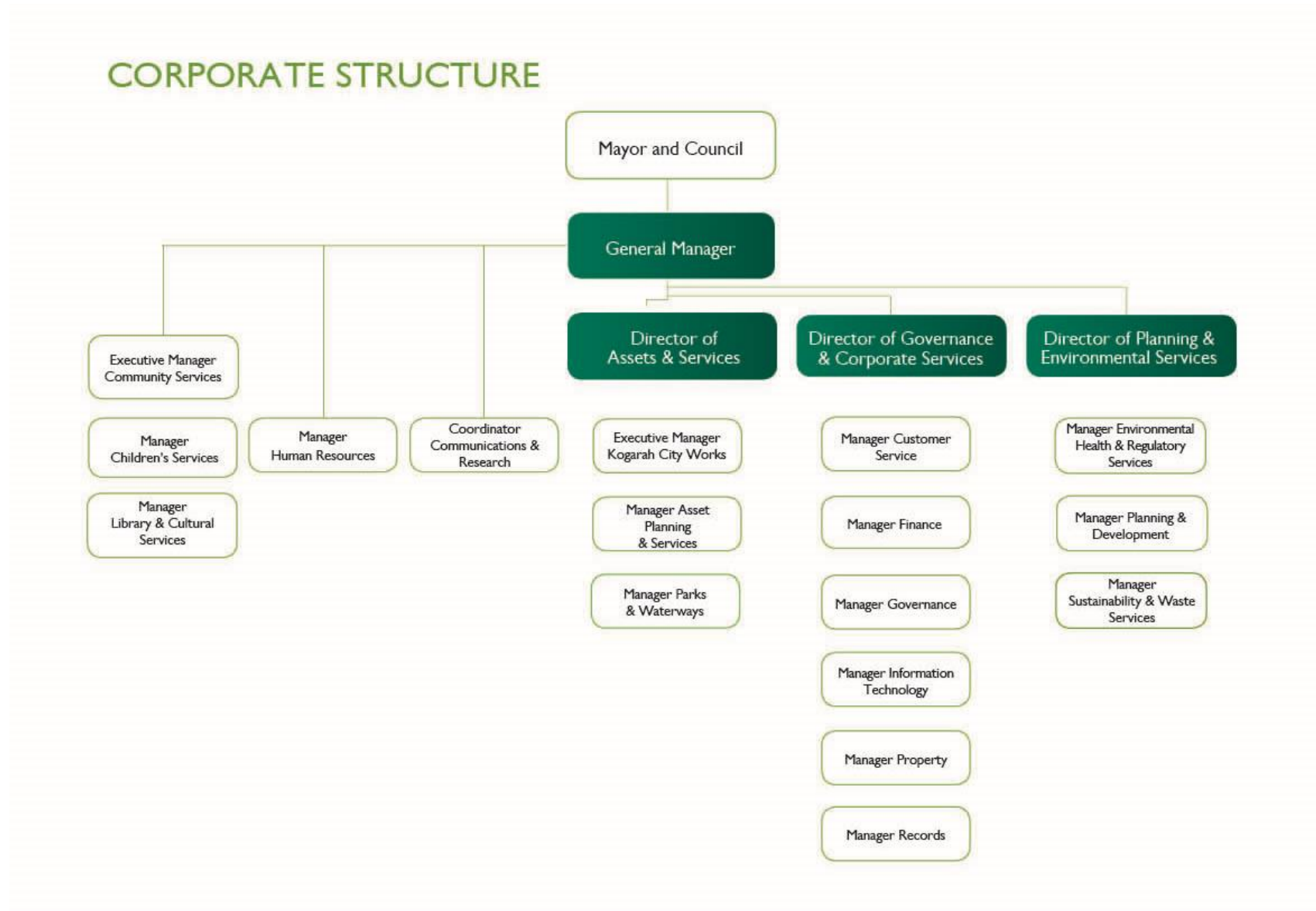
Achieving excellence

We achieve Excellence

We show this by:

- Leading by example in all areas of our business
- Being innovative and having a strong commitment to continuous improvement
- Promoting and embracing meaningful change
- Applying ourselves fully so that we consistently meet or exceed individual, team and organisational goals and objectives
- Persisting when faced with obstacles or challenges

ORGANISATIONAL STRUCTURE



HOW COUNCIL WORKS

Kogarah City Council is made up of twelve (12) Councillors, one (1) of whom is the Mayor. These elected representatives meet regularly at formal Council meetings to make decisions on policies and other important issues. Council employees implement these decisions. There are also a number of Working Parties that comprise of Councillors, employees and other community members. These Working Parties meet regularly and make recommendations to Council.

The General Manager is the chief administrative officer and is appointed by Council. The responsibilities of this position include the overall administration of the Council organisation and employee matters, management of the Council's financial affairs, the implementation of policies, and advising Council on all aspects of Local Government.

Kogarah is divided into four (4) areas known as Wards: West, Middle, North and East. The Ward boundaries are set by Council according to the population, so that each has approximately the same number of residents, and they generally follow the Commonwealth Government's census boundaries. Local Government Elections are held every four (4) years, with the next full election to be held in 2016.

To become a Councillor, a person must either own property or reside in the Kogarah City Council area, or be nominated by a company that owns property in the area. A nominee may stand for election as an independent, or as a member of a registered party or organisation. Three (3) Councillors are elected for each Ward.

The Mayor is one (1) of the twelve (12) Councillors and is elected each year by the Councillors. The Mayor chairs the Council meetings, represents Council at official functions and is Council's spokesperson.

Council's main sources of revenue are rates, government grants, investments, fees and other charges. This income is used to provide a range of services.

The powers of Council are derived from the Local Government Act 1993 and other Acts enacted by the Parliament of NSW. The Local Government Act and its Regulations serve as an administrative and structural blueprint for all Councils in New South Wales.

It is the responsibility of Councillors to make decisions on all areas of policy and budget priorities, including the level and extent of works and services to be provided throughout the year. These decisions are adopted through a majority voting system, with each Councillor having one (1) vote. In the case of an equal number of votes, the Chairperson has the casting vote.

Meetings Open to the Public

Regular Council Meetings include Development Assessment items and are held at 7.00pm every Fourth Monday of the Month (if it is a Public Holiday on the Monday the meeting is held on the Tuesday).

Meetings or Working Parties Not Open to the Public

- Assets and Services Working Party held on the 1st Monday of the month.
- Community Services and Community Relations – Community Development and Access Working Party held bi-monthly on the 1st Monday of the month.
- Community Services and Community Relations – Council Services Working Party held bi-monthly on the 1st Monday of the month.
- Traffic Committee held on the 1st Tuesday of the month.
- Planning and Environmental Services Working Party held on the 3rd Monday of the month.
- Governance and Support Services Working Party held on the 3rd Monday of the month.

Members of the public are welcome to attend Regular Council Meetings. The Chairperson at Council meetings is the Mayor, or the Deputy Mayor if the Mayor is absent. The General Manager and Directors attend these meetings and, if needed, provide additional information on matters being considered.

Public Forum

The public forum provides an ideal opportunity for citizens to raise issues with Councillors at a Council meeting. As a speaker a person has three (3) minutes to address Council. To register a person must present themselves to the Council employees at the table situated at the entrance to the Chamber, thirty (30) minutes before the scheduled meeting time. Copies of additional guidelines for Public Forum are usually available on the table or by request.

COMMUNITY CONSULTATION PROCESS

In developing the Delivery Program (2013 – 2017) incorporating the 2015/16 Operational Plan Council has considered the priorities and expected levels of service that have been expressed by the community during our engagement process in the development of our Community Strategic Plan – *Bright Future, Better Lifestyle*.

In accordance with legislative requirements, all integrated planning framework documents were placed on public exhibition for a period of eight (8) weeks, commencing Thursday, 13 December 2012 and concluding on Thursday, 14 February 2013.

Council sought feedback from the community as part of the exhibition of the draft Integrated Planning documents regarding the option to make a formal application to IPART, under Section 508(A) of the Local Government Act 1993, for a variation to general income of 5.9% minus 0.1% carbon tax advance repayment in 2013/14 and 4.8% (inclusive of rate pegging increases) in the subsequent three (3) years following in line with Council's draft Delivery Program.

In conjunction with the integrated planning process, Council successfully applied for a special rate variation to apply for four (4) years commencing in 2013/14. The allowable increase for 2013/14 was 5.8%. However with the conclusion of the environmental levy of 3% at the end of 2012/13 the effective increase for ratepayers in 2013/14 was 2.8%.

The allowable increases for the following three (3) years from 2014/15 – 2016/17 of Council's Delivery Program 2013 - 2017 were 4.8% p.a. The increases were required to maintain operational costs to the level detailed in the Delivery Program and any subsequent draft Operational Plans.

Information presented in conjunction with the public exhibition demonstrated that this gradual increase over the four (4) year period would ensure Council could remain financially sustainable over the period of the Delivery Program, enabling Council to deliver the priorities and expected levels of services expressed by the community and detailed in the Integrated Planning documents.

As outlined in Council's Community Engagement Strategy (annexed to the Community Strategic Plan) the following was undertaken to inform the community of the exhibition of the draft Integrated Planning documents (including the Community Strategic Plan – Bright Future, Better Lifestyle, the Resourcing Strategy, the Delivery Program 2013 – 2017, and the Operational Plans 2013 – 2017), in conjunction with the option of Council pursuing a Special Rate Variation (SRV) with feedback invited from the community:

- Information was placed in Council's Customer Service Centre and in Council's libraries from Thursday 13 December 2012 for the duration of the exhibition period.
- Detailed information, including forums and feedback opportunities were placed on Council's online consultation hub, 'Your Say Kogarah', from Thursday 13 December 2012 for the duration of the exhibition period.
- Detailed information was placed on Council's website from Thursday 13 December 2012 for the duration of the exhibition period and was highlighted on the home page.

- Two (2) advertisements were placed in the St George and Sutherland Shire Leader, one (1) on Thursday 20 December 2012 and one (1) Thursday 24 January 2013.
- A special edition of 'Kogarahlife' was distributed to all properties in January 2013 outlining the details and financial impacts of the proposed SRV.
- Information and feedback opportunities at market stalls were available at both the 'Carols at Twilight' event on Saturday 15 December 2012 and Australia Day celebrations on 26 January 2013 at Carss Bush Park. These sessions provided the community with the opportunity to meet Council staff and discuss any issues in relation to the Integrated Planning documents and the proposed SRV.
- A dedicated consultation session regarding the proposed SRV was held with Council's Community Reference Group on Wednesday 23 January 2013.
- Details were presented at the Connells Point Progress Association meeting on Tuesday 5 February 2013.

FRAMEWORK

Framework

In 2009 a new planning and reporting framework for NSW local government was introduced. These reforms replace the former Management Plan and Social Plan with an integrated framework. To comply with this legislation Council has produced the following documents:

- Long Term Community Strategic Plan
- Resourcing Strategy (including a Long Term financial Plan, an asset management strategy and a work force plan)
- 4 year Deliver Program
- Annual Operational Plan



COMMUNITY STRATEGIC PLAN

Council's Community Strategic Plan – *Bright Future, Better Lifestyle* is about the future of the 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 will:

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

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 and beyond. The directions are closely connected and are interdependent on each other – they should not be viewed in isolation.

DELIVERY PROGRAM

Council has developed a rolling four (4) year Delivery Program 2013 – 2017 which sets out a program of actions for Council to undertake across the full range of Councils operations. It includes measures and targets to monitor our success and a detailed financial Plan for the period.

The Delivery Program directly addressed the Key Strategic Directions, Goals and Strategies outlined in Councils Community Strategic Plan, *Bright Future, Better Lifestyle*, which are within Councils realm of responsibility, and links with Council's Resourcing Strategy.

OPERATIONAL PLAN

Our Operational Plan supports our Delivery Program, and outlines in more detail the individual activities that Council will undertake in 2014/15 financial year, including Council's Revenue Policy and a Statement of Councils estimate of income and Expenditure. It also includes Councils Asset management program.

This plan links directly to Councils Delivery Program, Community Strategic Plan, and Resourcing Strategy and should not be viewed in isolation.

HOW WILL WE MEASURE AND TRACK OUR PROGRESS?

Quarterly report

Council will prepare quarterly reports tracking how we are going with each action outlined in the operational plan. Detailed financial reports and updates on Councils Capital Works Program will be included.

Annual Report

Council will prepare an annual report for the community which will focus on Councils implementation of our Delivery Program and the Operational Plan. The Annual Report will also outline achievements in implementing the Community Strategic Plan.

In addition to the above information, as per Legislation, Council will include audited financial reports and any additional information required by the Regulation or the Guidelines.

Every four (4) years (the year of an ordinary Council election) Council will also produce:

- An End of Term Report
- A State of the Environment Report

These will report on how Council and the Community are tracking in relation to the objectives outlined in the Community Strategic Plan.

SECTION 2 DELIVERY PROGRAM 2013 – 2017 INCORPORATING 2015/16 OPERATIONAL PLAN

I. A CLEAN, GREEN AND SUSTAINABLE CITY

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.

To achieve 'A Clean, Green and Sustainable City' Council will work towards achieving the following goals

I.1	Kogarah's natural areas, including our waterways, atmosphere, bushland and foreshore areas are protected and enhanced
I.2	Kogarah City residents live in a clean and environmentally sustainable community
I.3	Streets within the City of Kogarah are visually appealing, hosting a variety of native trees, flowers and sustainable gardens

PERFORMANCE INDICATORS

We will monitor and report our progress towards achieving the goals, strategies and actions outlined in the Community Strategic Plan and Delivery Program by measuring every four years against the following Community Indicators:

Energy Use
Renewable Energy Use
Greenhouse Gas Emissions
Water Consumption
Native Vegetation and Wildlife
Public participation in revegetation activities
Household Waste generation
Household recycling generation
Environmental education

A detailed listing of the measures being used for each of these Indicators can be found in Section 4 of the Community Strategic Plan. In addition to reporting against the community indicators we will report bi-annually on the outputs and outcomes as detailed in the Operational Plan

GOAL 1.1 KOGARAH'S NATURAL AREAS, INCLUDING OUR WATERWAYS, LOCAL AIR QUALITY, BUSHLAND AND FORESHORE AREAS ARE PROTECTED AND ENHANCED.

Strategy 1.1.1 Ensure that pollution and runoff from our catchment into our natural areas is effectively managed.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Monitor development sites and industrial premises to minimise the potential for pollution into natural areas and to ensure compliance with legislative requirements	30/06/2017	Implement a monitoring program focussed on minimising the potential for pollution from industrial premises.	Program implemented and inspections undertaken at high risk premises sites only.	100%	Manager Environmental Health & Regulatory Services
Monitor development sites and industrial premises to minimise the potential for pollution into natural areas and to ensure compliance with legislative requirements	30/06/2017	Provide onsite education for all development site managers regarding soil erosion and contaminated water runoff and prevention methods	Education provided to all construction sites	100%	Manager Environmental Health & Regulatory Services
Monitor development sites and industrial premises to minimise the potential for pollution into natural areas and to ensure compliance with legislative requirements	30/06/2017	Continue to develop and implement monitoring programs for development sites	Development sites inspected fortnightly	100%	Manager Environmental Health & Regulatory Services

GOAL 1.1 KOGARAH'S NATURAL AREAS, INCLUDING OUR WATERWAYS, LOCAL AIR QUALITY, BUSHLAND AND FORESHORE AREAS ARE PROTECTED AND ENHANCED.

Strategy 1.1.1 Ensure that pollution and runoff from our catchment into our natural areas is effectively managed.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Manage stormwater infrastructure to reduce the impact of overland flooding and flood liability of private and community land.	30/06/2017	Stormwater pits are cleaned on a two-week cycle	Two-week cycle achieved	85%	Executive Manager Kogarah City Works
Protect and enhance our catchments and waterways through stormwater quality improvement and quantity control	30/06/2017	Street gutters are cleaned mechanically/by hand on a two week cycle	Two-week cycle achieved	85%	Executive Manager Kogarah City Works
Provide quality stormwater infrastructure	30/06/2017	Undertake identified stormwater upgrades	Stormwater upgrades completed	30/06/2016	Manager Parks & Waterways

GOAL 1.1 KOGARAH'S NATURAL AREAS, INCLUDING OUR WATERWAYS, LOCAL AIR QUALITY, BUSHLAND AND FORESHORE AREAS ARE PROTECTED AND ENHANCED.

Strategy 1.1.1 Ensure that pollution and runoff from our catchment into our natural areas is effectively managed.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide quality stormwater infrastructure	30/06/2017	Complete maintenance on stormwater infrastructure within two weeks of notification	Two week target achieved for notified maintenance tasks	95%	Executive Manager Kogarah City Works

GOAL 1.1 KOGARAH'S NATURAL AREAS, INCLUDING OUR WATERWAYS, LOCAL AIR QUALITY, BUSHLAND AND FORESHORE AREAS ARE PROTECTED AND ENHANCED.

Strategy 1.1.2 Ensure that future land use planning and management enhances and protects open space, biodiversity and natural heritage.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure that the LEP incorporates zones to protect natural heritage and biodiversity	30/06/2017	LEP amended and zones incorporated	Amended LEP gazetted	30/06/2016	Coordinator Strategic Planning
Develop best practice Water Sensitive Urban Design (WSUD)	30/06/2017	Revise Council's Water Management Policy	Policy revisions completed	31/12/2015	Manager Parks & Waterways
Continue to manage noxious weeds on public & private property	30/06/2017	Remove and or manage noxious weeds.	Breaches against the Noxious Weeds Act addressed	30/06/2016	Manager Parks & Waterways
Manage threatened and rare species	30/06/2017	Protect areas containing threatened and rare species from adverse impacts.	Preservation of threatened and rare species	30/06/2016	Manager Parks & Waterways
Identify opportunities for new open space in the strategic LUP	30/06/2017	Commence implementation of recommendations from Council report	Recommendations implemented	30/06/2016	Coordinator Strategic Planning

GOAL 1.1 KOGARAH'S NATURAL AREAS, INCLUDING OUR WATERWAYS, LOCAL AIR QUALITY, BUSHLAND AND FORESHORE AREAS ARE PROTECTED AND ENHANCED.

Strategy 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.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Develop and implement innovative environmental educational programs for the local community and schools on stormwater pollution prevention, water conservation, and aquatic biodiversity	30/06/2017	Participate in local school initiatives for natural resource management and education	School visits undertaken	2 by 30/06/2016	Manager Parks & Waterways
Develop and implement innovative environmental educational programs for the local community and schools on stormwater pollution prevention, water conservation, and aquatic biodiversity	30/06/2017	Facilitate 'Georges River Watchers' community volunteer water testing group	Volunteer days undertaken	8 days by 30/6/2016	Manager Parks & Waterways

GOAL 1.1 KOGARAH'S NATURAL AREAS, INCLUDING OUR WATERWAYS, LOCAL AIR QUALITY, BUSHLAND AND FORESHORE AREAS ARE PROTECTED AND ENHANCED.

Strategy 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.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Develop and implement innovative environmental educational programs for the local community and schools on stormwater pollution prevention, water conservation, and aquatic biodiversity	30/06/2017	Participate in local 'River Health Program' activities, promote volunteers to join regional program	Activities undertaken	4 by 30/06/2016	Manager Parks & Waterways
Develop and implement innovative environmental educational programs for the local community and schools on stormwater pollution prevention, water conservation, and aquatic biodiversity	30/06/2017	Undertake 'Catchment Crusaders' school education program	School visits undertaken	4 visits by 30/06/2016	Manager Parks & Waterways

GOAL 1.1 KOGARAH'S NATURAL AREAS, INCLUDING OUR WATERWAYS, LOCAL AIR QUALITY, BUSHLAND AND FORESHORE AREAS ARE PROTECTED AND ENHANCED.

Strategy 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.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Develop partnerships with Local Community Groups for Natural Resource Voluntary Field Work	30/06/2017	Administer, market and develop educational program for the 'Bush Care Volunteers' Program	Training sessions conducted	2 by 30/06/2016	Manager Parks & Waterways

GOAL 1.1 KOGARAH'S NATURAL AREAS, INCLUDING OUR WATERWAYS, LOCAL AIR QUALITY, BUSHLAND AND FORESHORE AREAS ARE PROTECTED AND ENHANCED.

Strategy 1.1.4 Deliver projects which work towards the protection of biodiversity and sustainability of our natural areas.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Project manage infrastructure works with best controls utilised to protect the natural environment.	30/06/2017	Project manage allocated infrastructure projects with minimal impact on the environment	No public complaints. No notices from the DECC.	30/06/2016	Manager Asset Planning & Services
Administer contracts for construction projects ensuring proper environmental controls.	30/06/2017	Administer contracts for projects with minimal impact on the environment	Timely delivery of projects. No notices from the DECC.	30/06/2016	Manager Asset Planning & Services
Implement the Estuary Management Program	30/06/2017	Prioritise and implement actions from Kogarah Bay, Oatley Bay and Middle Bays Estuary Management Plans	Identified actions implemented	2 by 30/06/2016	Manager Parks & Waterways
Improve the environmental, aesthetic and recreational qualities of our foreshore and waterway	30/06/2017	Prioritise and implement foreshore and 'Marine Asset Replacement' Programs	Scheduled actions implemented. 2014/2015 allocated program of infrastructure works delivered	2 by 30/06/2016	Manager Parks & Waterways

GOAL 1.1 KOGARAH'S NATURAL AREAS, INCLUDING OUR WATERWAYS, LOCAL AIR QUALITY, BUSHLAND AND FORESHORE AREAS ARE PROTECTED AND ENHANCED.

Strategy 1.1.4 Deliver projects which work towards the protection of biodiversity and sustainability of our natural areas.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Support and contribute to Regional Environmental initiatives	30/06/2017	Support and participate in 'Georges River Combined Councils Committee' (Riverkeeper Program)	Membership active	30/06/2016	Manager Parks & Waterways
Undertake Research Projects relating to environmental protection and sustainability	30/06/2017	Implement actions from Water Efficiency Plan	Actions for 2 sites implemented	31/12/2016	Manager Parks & Waterways
Undertake Research Projects relating to environmental protection and sustainability	30/06/2017	Continue strategic research partnership with academia and industry	Research projects undertaken	2 by 30/06/2016	Manager Parks & Waterways

GOAL 1.1 KOGARAH'S NATURAL AREAS, INCLUDING OUR WATERWAYS, LOCAL AIR QUALITY, BUSHLAND AND FORESHORE AREAS ARE PROTECTED AND ENHANCED.

Strategy 1.1.4 Deliver projects which work towards the protection of biodiversity and sustainability of our natural areas.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement bush regeneration activities to protect, conserve, rehabilitate or regenerate natural areas.	30/06/2017	Engage contractors for bush regeneration at Carss Bush Park, Poulton Park, Shipwrights Bay Reserve, Moore Reserve, Oatley Pleasure Grounds, Oatley Point Reserve and Neverfail Bay	Area of bush regenerated in accordance with the 'Bush Regeneration' contract.	30/06/2016	Manager Parks & Waterways
Implement, monitor and report bush fire reduction activities in consultation with the NSW Fire Brigade and the community	30/06/2017	Engage contractors for bush fire reduction at Kyle Williams Reserve, Ray Street Reserve, Donnelly Park and Louisa St Reserve	Volume of fuel load reduced in accordance with the 'Hazard Reduction' contract.	30/06/2016	Manager Parks & Waterways

GOAL 1.2 KOGARAH CITY RESIDENTS LIVE IN A CLEAN AND ENVIRONMENTALLY SUSTAINABLE COMMUNITY.

Strategy 1.2.1 Educate, promote and support the community in implementing waste minimisation strategies, including reduce, reuse and recycling.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Educate the community about Councils waste collection services	30/06/2017	Distribute 'Waste' calendar and other relevant collection service material to all households	Material distributed to all households	30/06/2016	Manager Sustainability & Waste
Support the community to improve the collection of waste and recycling	30/06/2017	Provide environmentally friendly products at cost price to the public	Range of environmentally friendly products provided	30/06/2016	Manager Sustainability & Waste
Support the community to improve the collection of waste and recycling	30/06/2017	Continue to improve the quality of the collection service being provided to the community and businesses	Number of complaints received (hotline)	30/06/2016	Manager Sustainability & Waste
Minimise waste going to landfill	30/06/2017	Monitor waste going to landfill	Number of tonnes and % of waste going to landfill	30/06/2016	Manager Sustainability & Waste
Minimise waste going to landfill	30/06/2017	Research the use of alternatives to reducing landfill (tonnes)	Research completed and actions implemented where feasible	30/06/2016	Manager Sustainability & Waste
Maximise recycling in the community through education	30/06/2017	Undertake education programs targeted at households to reduce contamination in recycling	Number of tonnes (recycling) and % contamination rate	30/06/2016	Manager Sustainability & Waste

GOAL 1.2 KOGARAH CITY RESIDENTS LIVE IN A CLEAN AND ENVIRONMENTALLY SUSTAINABLE COMMUNITY.

Strategy 1.2.1 Educate, promote and support the community in implementing waste minimisation strategies, including reduce, reuse and recycling.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Maximise the collection of green waste through community education	30/06/2014	Undertake green waste audits	Green waste audits undertaken	30/06/2016	Manager Sustainability & Waste
Maximise household waste being diverted from landfill through community education	30/06/2017	Commence collating data (monthly on proportion of material recycled)	Tonnes of clean up collected and % recycled	30/06/2016	Manager Sustainability & Waste
Reduce the amount of hazardous material from garbage bins	30/06/2017	Participate in the EPA Chemical Collection	Annual chemical collection undertaken	30/06/2016	Manager Sustainability & Waste
Reduce the amount of hazardous material from garbage bins	30/06/2017	Implement e-waste program	e-waste program implemented	30/06/2016	Manager Sustainability & Waste
Minimise waste across the organisation through staff education	30/06/2017	Continue to implement actions from policy to reduce internal waste	Actions implemented and % of waste sent to landfill	30/06/2016	Manager Sustainability & Waste

GOAL 1.2 KOGARAH CITY RESIDENTS LIVE IN A CLEAN AND ENVIRONMENTALLY SUSTAINABLE COMMUNITY.

Strategy 1.2.2 Identify and implement alternative and environmentally sustainable waste, water and energy management technologies.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Develop and deliver water efficiency programs and alternative water supply re-use projects	30/06/2017	Implement Actions identified in 'Total Water Cycle Management' plan and 'Water Saving Action' plan	Complete stormwater re-use project.	1 project 30/06/2016	Manager Parks & Waterways

GOAL 1.2 KOGARAH CITY RESIDENTS LIVE IN A CLEAN AND ENVIRONMENTALLY SUSTAINABLE COMMUNITY.

Strategy 1.2.3 Undertake community education on best practice in environmental sustainability and management of climate change issues.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Increase community awareness on issues relating to environmental sustainability and climate change	30/06/2017	Promote awareness of a range of environmental and waste management issues through festivals and events	Festivals/events attended	2 by 30/06/2016	Manager Sustainability & Waste
Increase community awareness on issues relating to environmental sustainability and climate change	30/06/2017	Deliver educational workshops to the community	Workshops undertaken	2 by 30/06/2016	Manager Sustainability & Waste
Increase community awareness on issues relating to environmental sustainability and climate change	30/06/2017	Promote Council's sustainable development projects	Promotional Material and Information Distributed	30/06/2016	Manager Sustainability & Waste
Increase community awareness on issues relating to environmental sustainability and climate change	30/06/2017	Plan, coordinate and implement projects to celebrate waste/sustainability days/weeks	Projects implemented	2 by 30/06/2016	Manager Sustainability & Waste

GOAL 1.2 KOGARAH CITY RESIDENTS LIVE IN A CLEAN AND ENVIRONMENTALLY SUSTAINABLE COMMUNITY.

Strategy 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.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Enhance, maintain and evaluate Carss Park Community Garden	30/06/2017	Provide training opportunities and workshops for members	Workshops / training conducted	4 by 30/06/2016	Manager Sustainability & Waste
Enhance, maintain and evaluate Carss Park Community Garden	30/06/2017	Ensure the garden is operated in accordance with the Charter	Compliance with Charter	30/06/2016	Manager Sustainability & Waste
Enhance, maintain and evaluate Carss Park Community Garden	30/06/2017	Support the operation of the garden	Meetings attended by Council officers	>85% meeting attended	Manager Sustainability & Waste
Encourage the community to achieve a reduction in greenhouse gas emissions	30/06/2017	Develop and implement a 'Community Climate Challenge' project	Project developed and implemented	30/06/2016	Manager Sustainability & Waste

GOAL 1.2 KOGARAH CITY RESIDENTS LIVE IN A CLEAN AND ENVIRONMENTALLY SUSTAINABLE COMMUNITY.

Strategy 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.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Support the community in implementing environmental initiatives	30/06/2017	Implement 'Mayor's Green Grants' program	Grants allocated	30/06/2016	Manager Sustainability & Waste
Participate in Annual Tree Day and Give Away	30/06/2017	Promote and conduct the Annual Tree Planting and give away at various locations	Trees provided to the public	1,000 trees provided by 30/06/2016	Manager Parks & Waterways

GOAL 1.2 KOGARAH CITY RESIDENTS LIVE IN A CLEAN AND ENVIRONMENTALLY SUSTAINABLE COMMUNITY.

Strategy 1.2.5 Implement strategies that reduce greenhouse gas emissions across Council programs and facilities.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Undertake actions to achieve Council's energy reduction target	30/06/2017	Continue to implement Council's 'Energy Management plan 2012 - 2016'	Scheduled actions implemented and reported	30/06/2016	Manager Sustainability & Waste
Undertake actions to achieve Council's energy reduction target	30/06/2017	Implement processes to improve the coordination of Council's energy / billing procedures	Process implemented	30/06/2016	Manager Sustainability & Waste
Undertake actions to achieve Council's energy reduction target	30/06/2017	Implement scheduled recommendations	Scheduled recommendations implemented; % of renewable energy reported	30/06/2016	Manager Sustainability & Waste
Increase the uptake of renewable energy within Council's infrastructure and facilities	30/06/2017	Continue to maintain and monitor solar infrastructure	Monitoring reported	30/06/2016	Manager Sustainability & Waste
Reduce greenhouse gas emissions from Council's operations in accordance with target	30/06/2017	Conduct Council's events following 'Sustainable Events' policy and 'Sustainable Events Management' strategy	Compliance with 'Sustainable Events' policy as reported in event evaluation documents	90%	Coordinator Events

GOAL 1.2 KOGARAH CITY RESIDENTS LIVE IN A CLEAN AND ENVIRONMENTALLY SUSTAINABLE COMMUNITY.

Strategy 1.2.5 Implement strategies that reduce greenhouse gas emissions across Council programs and facilities.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Reduce greenhouse gas emissions from Council's operations in accordance with target	30/06/2017	Continue to improve the sustainability of Council's procurement	Actions reported to the State Government	30/06/2016	Manager Sustainability & Waste
Reduce greenhouse gas emissions from Council's operations in accordance with target	30/06/2017	Continue to improve the sustainability of Council's vehicle fleet	Actions reported to the State Government	30/06/2016	Manager Sustainability & Waste
Reduce greenhouse gas emissions from Council's operations in accordance with target	30/06/2017	Continue to review Council's greenhouse gas emissions inventory	Greenhouse gas emissions reported (in tonnes of Co2)	30/06/2016	Manager Sustainability & Waste

GOAL 1.3 STREETS WITHIN THE CITY OF KOGARAH ARE VISUALLY APPEALING, HOSTING A VARIETY OF NATIVE TREES, FLOWERS AND SUSTAINABLE GARDENS.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Undertake data collection for all classes of infrastructure assets in the road reserve and open spaces so as to provide up to date information for asset planning and maintenance	30/06/2017	Collect data for road assets, park assets and building assets in accordance with service level priorities.	Completion of asset data capture in accordance with stipulated timeframes. Any hazards identified during data capture reported for repair.	30/06/2016	Manager Asset Planning & Services
Ensure Council's streets and public domain areas are maintained and visually appealing	30/06/2017	High profile gardens in Kogarah CBD and Oatley Park to be worked on daily; Lower profile gardens to be worked on, on a two-week cycle	Two-week cycle achieved	85%	Executive Manager Kogarah City Works
Ensure Council's streets and public domain areas are maintained and visually appealing	30/06/2017	Arborist to respond to Customer Request Management (CRM) with outcome within two weeks of notification and schedule required work	Two week target achieved	100%	Executive Manager Kogarah City Works

GOAL 1.3 STREETS WITHIN THE CITY OF KOGARAH ARE VISUALLY APPEALING, HOSTING A VARIETY OF NATIVE TREES, FLOWERS AND SUSTAINABLE GARDENS.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Replace diseased trees and trees posing a risk to community safety in accordance with Council's Street Tree Management Strategy and Master plan	30/06/2017	Remove trees that have been identified by Risk Assessment in accordance with AS/NZS 4360-2004 as: *hazardous to public or private property or infrastructure *hazardous to public safety and where appropriate, replace with more suitable species in accordance with the Street Tree Management Strategy and Master Plan or as agreed between Council and Local Residents	Risk assessment undertaken, trees removed and suitable replacements planted as required	30/06/2016	Manager Parks & Waterways

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. The 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 and to ensure that our residents and visitors can travel safely, economically, environmentally – friendly, comfortably and conveniently within the City as a pedestrian, cyclist or by public or private transport.

To achieve ‘A Liveable and Connected City’ Council will work towards achieving the following goals:

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.

PERFORMANCE INDICATORS

We will monitor and report our progress towards achieving the goals, strategies and actions outlined in the Community Strategic Plan and Delivery Program by measuring every four years against the following Community Indicators:

	Housing Stock
	Housing affordability
	High Quality Built Environment
	Protection of Heritage
	Public transport patronage
	Road Safety

A detailed listing of the measures being used for each of these Indicators can be found in Section 4 of the Community Strategic Plan. In addition to reporting against the community indicators we will report bi-annually on the outputs and outcomes as detailed in the Operational Plan.

GOAL 2.1 DEVELOPMENT IN KOGARAH MAINTAINS AND ENHANCES THE CHARACTER AND AMENITY OF OUR NEIGHBOURHOODS, TOWN CENTRES AND LOCAL CENTRES.

Strategy 2.1.1 Ensure new development responds to the character of our neighbourhoods and streetscapes.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Minimise the impact of new residential development on the existing streetscape character	30/06/2017	Provide an efficient Development Advisory Service (DAS)	All DAS applications received are assessed within 10 business days	100%	Manager Planning & Development
Minimise the impact of new residential development on the existing streetscape character	30/06/2017	Ensure development is completed in compliance with consent	Issue of final occupation certificate	100%	Manager Planning & Development
Minimise the impact of new residential development on the existing streetscape character	30/06/2017	Ensure large scale development applications are referred to the St George Design Review Panel and comments considered	Assessment report considers comments / recommendations of the Panel	100%	Manager Planning & Development
Minimise the impact of new residential development on the existing streetscape character	30/06/2017	Ensure applications for development which have an impact on the streetscape are accompanied by a Streetscape Character Analysis (SCA)	Submission of an appropriate Streetscape Character Analysis (SCA)	100%	Manager Planning & Development

GOAL 2.1 DEVELOPMENT IN KOGARAH MAINTAINS AND ENHANCES THE CHARACTER AND AMENITY OF OUR NEIGHBOURHOODS, TOWN CENTRES AND LOCAL CENTRES.

Strategy 2.1.1 Ensure new development responds to the character of our neighbourhoods and streetscapes.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Place conditions on Development Applications (DAs) to protect and manage the road reserve infrastructure assets.		Assess Development Applications (DAs) in relation to traffic impacts, parking and road design standards	Provision of pre DA advice within 10 business days. Processing of DAs through DCU within 14 days.	100%	Manager Asset Planning & Services

GOAL 2.1 DEVELOPMENT IN KOGARAH MAINTAINS AND ENHANCES THE CHARACTER AND AMENITY OF OUR NEIGHBOURHOODS, TOWN CENTRES AND LOCAL CENTRES.

Strategy 2.1.2 Ensure development responds to environmentally sustainable practices of design.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure new development incorporates environmentally sustainable design	30/06/2017	Ensure that each applicable application is accompanied by a BASIX Certificate	All applicable applications considered by Council have a valid BASIX Certificate	100%	Manager Planning & Development
Ensure new development incorporates environmentally sustainable design	30/06/2017	Ensure compliance with BASIX requirements through mandatory inspections	BASIX completion certificate is registered online	100%	Manager Planning & Development

GOAL 2.1 DEVELOPMENT IN KOGARAH MAINTAINS AND ENHANCES THE CHARACTER AND AMENITY OF OUR NEIGHBOURHOODS, TOWN CENTRES AND LOCAL CENTRES.

Strategy 2.1.3 Recognise and enhance our significant heritage through quality urban planning and design.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Encourage the retention and maintenance of properties that have heritage significance or are within a Heritage Conservation Areas		Provide financial incentives to owners of heritage listed properties to ensure that local heritage is protected and maintained	Heritage grant program conducted and funding granted	30/06/2016	Coordinator Strategic Planning
Encourage the retention and maintenance of properties that have heritage significance or are within a Heritage Conservation Areas		Engage the services of a heritage adviser	Services available and provided	30/06/2016	Coordinator Strategic Planning
Protect and conserve trees identified as 'Heritage' or 'Significant Trees' within the 'Street Tree Management' strategy and master plan or historically identified as a 'Significant Tree' in a specific landscape	30/06/2017	Prosecute persons responsible for breaches against Council's 'Tree Preservation' controls	Successful prosecutions	90%	Manager Parks & Waterways

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

Strategy 2.2.1 Make available diverse, sustainable, adaptable and affordable housing options through effective land use planning.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Investigate planning mechanisms and partnerships to facilitate the provision of affordable housing across the Local Government Area (LGA)	30/06/2015	Investigate partnerships with private and government bodies to facilitate the provision of affordable housing	Commence investigating options	30/06/2016	Coordinator Strategic Planning
Investigate planning mechanisms and partnerships to facilitate the provision of affordable housing across the Local Government Area (LGA)	30/06/2015	Commence a review of development controls to promote and facilitate a range of housing options	Report to Council on available planning mechanisms	30/06/2016	Coordinator Strategic Planning

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

Strategy 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.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure that a range of housing is available that is diverse and suited to the needs of the community	30/06/2017	Commence implementation of recommendations from Council report	Recommendations implemented	30/06/2016	Coordinator Strategic Planning
Engage the community to identify opportunities for areas for higher density developments	30/06/2017	Commence implementation of recommendations from Council report	Recommendations implemented	30/06/2016	Coordinator Strategic Planning

GOAL 2.3 KOGARAH CITY RESIDENTS CAN GET TO WHERE THEY NEED TO GO IN A WAY THAT IS ACCESSIBLE, SAFE AND EFFICIENT.

Strategy 2.3.1 Improve public transport facilities for our community.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Advocate to relevant State and Federal Government departments to improve transport facilities for our community	30/06/2017	Respond to State Government initiatives as required	Responses to State Government made	30/06/2016	Coordinator Strategic Planning
Support and advocate for sustainable transport options within or affecting the City	30/06/2017	Participate in meetings on behalf of Council	Number of meeting attended	30/06/2016	Coordinator Strategic Planning
Ensure all bus stops in the Kogarah LGA comply with access standards	30/06/2017	Develop upgrade program to meet the Australian Human Rights Commission "Guideline for promoting compliance of bus stops with the Disability Standards for Accessible Public Transport"	Completion of annual 'Bus Stop Upgrade' program	30/06/2016	Manager Asset Planning & Services

GOAL 2.3 KOGARAH CITY RESIDENTS CAN GET TO WHERE THEY NEED TO GO IN A WAY THAT IS ACCESSIBLE, SAFE AND EFFICIENT.

Strategy 2.3.2 Provide traffic management solutions that promote safer local roads and minimise traffic congestion.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement a range of programs focused on safer local roads, minimising traffic congestion and the regular turnover of traffic in commercial centres		Implement 'Parking Management' program throughout the Local Government Area (LGA) and ensure compliance with legislative requirements.	Traffic activity monitored daily and 'Parking Management' program implemented where applicable	100%	Manager Environmental Health & Regulatory Services
Implement a range of programs focused on safer local roads, minimising traffic congestion and the regular turnover of traffic in commercial centres		Implement specialised monitoring program focusing on traffic and parking activities in school zones	Signposted 'School Zone' areas monitored in accordance with program	>2 monitoring patrols undertaken / school term	Manager Environmental Health & Regulatory Services

GOAL 2.3 KOGARAH CITY RESIDENTS CAN GET TO WHERE THEY NEED TO GO IN A WAY THAT IS ACCESSIBLE, SAFE AND EFFICIENT.

Strategy 2.3.2 Provide traffic management solutions that promote safer local roads and minimise traffic congestion.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement a range of programs focused on safer local roads, minimising traffic congestion and the regular turnover of traffic in commercial centres		Provide educational material focused on safe legal parking practices within Kogarah Local Government Area (LGA).	Educational material distributed	30/06/2016	Manager Environmental Health & Regulatory Services
Implement a range of programs focused on safer local roads, minimising traffic congestion and the regular turnover of traffic in commercial centres		Refer all relevant major development applications to the Roads and Maritime Services (RMS)	Relevant development applications referred to RMS and comments considered / conditions imposed	100%	Manager Planning & Development

GOAL 2.3 KOGARAH CITY RESIDENTS CAN GET TO WHERE THEY NEED TO GO IN A WAY THAT IS ACCESSIBLE, SAFE AND EFFICIENT.

Strategy 2.3.2 Provide traffic management solutions that promote safer local roads and minimise traffic congestion.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement traffic management programs	30/06/2017	Implement traffic improvement works arising from recommendations of the Kogarah Local Traffic Committee	Completion of recommended works adopted by Council.	30/06/2016	Manager Asset Planning & Services
Implement traffic management programs	30/06/2017	Undertake traffic investigations and assessments (including public consultation) and provide recommendations to the Kogarah Local Traffic Committee	Investigations undertaken as required	30/06/2016	Manager Asset Planning & Services
Participation in the Local Government Road Safety Program with the Roads and Maritime Services (RMS)	30/06/2017	Undertake an annual analysis of RMS crash data to identify local crash trends and road safety issues	Road safety action plan approved by RMS, project funding secured and road safety projects, events and community liaison implemented and completed annually.	30/06/2016	Manager Asset Planning & Services

GOAL 2.3 KOGARAH CITY RESIDENTS CAN GET TO WHERE THEY NEED TO GO IN A WAY THAT IS ACCESSIBLE, SAFE AND EFFICIENT.

Strategy 2.3.3 Ensure roads and footpaths are safe and accessible.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Maintain and monitor Council's roads and footpaths to ensure they are safe and accessible	30/06/2017	Undertake Kogarah CBD streetscape embellishment and upgrade works	Works completed	30/06/2016	Executive Manager Kogarah City Works
Maintain and monitor Council's roads and footpaths to ensure they are safe and accessible	30/06/2017	Maintain grass verges on State Roads	Arrange for verges to be mown as required	30/06/2016	Executive Manager Kogarah City Works
Maintain and monitor Council's roads and footpaths to ensure they are safe and accessible	30/06/2017	Maintain traffic road signage on local and regional roads	Replace damaged regulatory traffic control signage within 24 hours of notification	100%	Executive Manager Kogarah City Works
Maintain and monitor Council's roads and footpaths to ensure they are safe and accessible	30/06/2017	Maintain footpaths for amenity and safety	Make safe trip slabs within 48 hours; Prepare and complete footpath replacement and repair program annually	100%	Executive Manager Kogarah City Works

GOAL 2.3 KOGARAH CITY RESIDENTS CAN GET TO WHERE THEY NEED TO GO IN A WAY THAT IS ACCESSIBLE, SAFE AND EFFICIENT.

Strategy 2.3.3 Ensure roads and footpaths are safe and accessible.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Maintain and monitor Council's roads and footpaths to ensure they are safe and accessible	30/06/2017	Identify unauthorised obstructions and issue owners / operators with a direction to remove and / or pursue legal action	Areas patrolled daily and unauthorised structures removed as required	30/06/2016	Manager Environmental Health & Regulatory Services
Maintain and monitor Council's roads and footpaths to ensure they are safe and accessible	30/06/2017	Maintain road carriageway for local and regional roads	Repair Potholes within 24 hours; Prepare and complete road resheeting program annually	100%	Executive Manager Kogarah City Works
Undertake road reserve surveys to form an accurate basis for engineering assessments and design	30/06/2017	Undertake road reserve surveys for allocated projects and issues requiring investigation	Completion of surveys for design	30/06/2016	Manager Asset Planning & Services
Process driveway applications for new and existing developments	30/06/2017	Assess driveway applications advising applicant of Council's standards and construction options	Process application within 3 Weeks.	100%	Manager Asset Planning & Services

GOAL 2.3 KOGARAH CITY RESIDENTS CAN GET TO WHERE THEY NEED TO GO IN A WAY THAT IS ACCESSIBLE, SAFE AND EFFICIENT.

Strategy 2.3.3 Ensure roads and footpaths are safe and accessible.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide dial before you dig services to external parties for Council's underground services.	30/06/2017	Complete all dial before you dig requests received	Completion of requests received in accordance with dial before you dig agreed response time (2 days).	100%	Manager Asset Planning & Services

GOAL 2.3 KOGARAH CITY RESIDENTS CAN GET TO WHERE THEY NEED TO GO IN A WAY THAT IS ACCESSIBLE, SAFE AND EFFICIENT.

Strategy 2.3.4 Provide appropriate levels of public parking in our centres.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Minimise the impact of parking overflow in commercial centres through the development of appropriate parking strategies	30/06/2017	Commence review of controls for parking to identify parking issues and manage public parking provision and demand in new developments	Review commenced	30/06/2016	Coordinator Strategic Planning
Minimise the impact of parking overflow in commercial centres through the development of appropriate parking strategies	30/06/2017	Ensure that developments provide the required levels of parking or an appropriate financial contribution	All new developments provide the required parking or equivalent contributions	30/06/2016	Manager Planning & Development
Manage 'Resident Parking Permit' policy.	30/06/2017	Update 'Residential Parking Permit' areas as development changes occur.	Updated changes reflected on website	30/06/2016	Manager Asset Planning & Services

GOAL 2.4 KOGARAH CITY RESIDENTS ARE ABLE TO WALK AND CYCLE SAFELY AND CONVENIENTLY THROUGHOUT THE CITY.

Strategy 2.4.1 Develop and promote enhanced pedestrian and cycling networks around the City

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Investigate options to improve cycle usage across the City	30/06/2017	Review existing controls to incorporate provisions for bicycle parking in appropriate developments	Review commenced	30/06/2016	Coordinator Strategic Planning
Ensure footpaths and roadways are adequately lit for pedestrian and vehicular safety	30/06/2017	Undertake Stage 3 of bicycle paths design linking existing paths in Rockdale Local Government Area (LGA) with new routes through Kogarah LGA as identified in the 'Botany Bay Trail to Oatley Cycleway' feasibility study.	Stage 3 of design completed	30/06/2016	Manager Asset Planning & Services
Ensure footpaths and roadways are adequately lit for pedestrian and vehicular safety	30/06/2017	Process street lighting improvement requests through Ausgrid	Requests processed with Ausgrid within 5 business days.	100%	Manager Asset Planning & Services

GOAL 2.4 KOGARAH CITY RESIDENTS ARE ABLE TO WALK AND CYCLE SAFELY AND CONVENIENTLY THROUGHOUT THE CITY.

Strategy 2.4.1 Develop and promote enhanced pedestrian and cycling networks around the City

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement programs related to pedestrian and cyclist safety		Review the availability of bicycle parking near train stations and identify locations for new bicycle parking racks	Number of new racks installed	30/06/2016	Manager Asset Planning & Services

GOAL 2.4 KOGARAH CITY RESIDENTS ARE ABLE TO WALK AND CYCLE SAFELY AND CONVENIENTLY THROUGHOUT THE CITY.

Strategy 2.4.2 Maintain and improve pedestrian connectivity in all of our neighbourhoods.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Manage annual footpath programs	30/06/2017	Consider new footpaths/pram ramps for inclusion in capital works program	New footpaths/pram ramps considered by Council for inclusion in capital works program	30/06/2016	Manager Asset Planning & Services
Manage annual footpath programs	30/06/2017	Prepare latest condition data for footpaths to prioritise works.	Delivery of annual footpath condition data to KCW.	30/06/2016	Manager Asset Planning & Services

3. A THRIVING AND PROSPEROUS CITY

Successful economic development is dependent on creating an effective environment for investment across the whole of the City. Our economic vision for the City of Kogarah is to promote and encourage local economic activity and local employment opportunities so that local residents have the option for shorter trips, and the ability to have an enhanced work/ life balance.

To achieve 'A Thriving and Prosperous City' Council will work towards achieving the following goals:

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.

PERFORMANCE INDICATORS

We will monitor and report our progress towards achieving the goals, strategies and actions outlined in the Community Strategic Plan and Delivery Program by measuring every four years against the following Community Indicators:

	Employment growth
	Employment
	Business Development
	Vibrant Commercial Centres
	Satisfaction with local businesses

A detailed listing of the measures being used for each of these Indicators can be found in Section 4 of the Community Strategic Plan. In addition to reporting against the community indicators we will report bi-annually on the outputs and outcomes as detailed in the Operational Plan.

GOAL 3.1 KOGARAH TOWN CENTRE IS RECOGNISED AS THE MAJOR MEDICAL, FINANCIAL AND EDUCATIONAL PRECINCT IN THE ST GEORGE REGION.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure that future land use planning maintains the significance of the Kogarah Town Centre as a major centre	30/06/2017	Review existing controls as part of the strategic Land Use Plans (LUP) program	Review commenced	30/06/2016	Coordinator Strategic Planning

GOAL 3.1 KOGARAH TOWN CENTRE IS RECOGNISED AS THE MAJOR MEDICAL, FINANCIAL AND EDUCATIONAL PRECINCT IN THE ST GEORGE REGION.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure compliance with employment targets in the Metro Strategy	30/06/2017	Undertake a review of current industry sectors	Review commenced	30/06/2016	Coordinator Strategic Planning

GOAL 3.1 KOGARAH TOWN CENTRE IS RECOGNISED AS THE MAJOR MEDICAL, FINANCIAL AND EDUCATIONAL PRECINCT IN THE ST GEORGE REGION.

Strategy 3.1.3 Build partnerships with major employers in the Kogarah Centre.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Continue to develop and strengthen partnerships with major employers in the Kogarah CBD	30/06/2017	Facilitate stakeholders meetings with major employers in the Kogarah CBD and implement outcomes as required	Meetings held and outcomes implemented as required	1 by 30/06/2016	Coordinator Economic Development

GOAL 3.2 LOCAL CENTRES WITHIN THE CITY OF KOGARAH ARE DISTINCTIVE AND VIBRANT, PROVIDING OPPORTUNITIES FOR SMALL BUSINESSES TO FLOURISH THROUGHOUT THE CITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement a range of programs and strategies that support the development of vibrant town centres	30/06/2017	Collaborate with local businesses to mark major celebrations in local town centres including	Christmas and Chinese New Year celebrations marked in Kogarah CBD	30/06/2016	Coordinator Economic Development
Implement a range of programs and strategies that support the development of vibrant town centres	30/06/2017	Coordinate Kogarah Town Centre main street flag program that promotes key activities within the City	Flag program implemented	30/06/2016	Executive Manager Community Services

GOAL 3.2 LOCAL CENTRES WITHIN THE CITY OF KOGARAH ARE DISTINCTIVE AND VIBRANT, PROVIDING OPPORTUNITIES FOR SMALL BUSINESSES TO FLOURISH THROUGHOUT THE CITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Continue to develop local partnerships with State and Federal government agencies and key local organisations	30/06/2017	Provide support to the Business Enterprise Centre (BEC) Southern Sydney	Support provided to the BEC	30/06/2016	Coordinator Economic Development
Continue to develop local partnerships with State and Federal government agencies and key local organisations	30/06/2017	Support key business groups in the Kogarah Local Government Area (LGA) including the Kogarah Chamber of Commerce.	Support provided as negotiated	30/06/2016	Coordinator Economic Development

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.

Strategy 3.3.1 Create opportunities for sustainable local employment.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure compliance with employment targets in the Metro Strategy	30/06/2017	Exhibit draft land use plan that responds to employment targets identified in the Metro Strategy	Draft land use plan exhibited	30/06/2016	Coordinator Strategic Planning
Promote local employment and work placements through continued communication and partnerships with local schools, TAFE, colleagues and business	30/06/2017	Provide work placements for local students and job seekers across all areas of Council	Work placements provided	5 placements provided by 30/6/2016	Manager Human Resources
Promote local employment and work placements through continued communication and partnerships with local schools, TAFE, colleagues and business	30/06/2017	Annual promotion of Council's 'Traineeship and Apprenticeship' program	'Traineeship and Apprenticeship' program opportunities published in local media and with external local stakeholders each year	1 by 30/6/2016	Manager Human Resources

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.

Strategy 3.3.2 Develop programs to strengthen and sustain small businesses

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement a range of educational programs that strengthen and sustain small businesses within the Kogarah LGA.	30/06/2017	Support cluster development of key industry groups within the Kogarah LGA	Support provided as required	30/06/2016	Coordinator Economic Development
Implement a range of educational programs that strengthen and sustain small businesses within the Kogarah LGA.	30/06/2017	Deliver a range of programs and events to support small businesses within the Kogarah LGA (including workshops, networking events and forums)	Programs delivered	2 by 30/06/2016	Coordinator Economic Development

4. A VIBRANT, SAFE AND INCLUSIVE CITY

The vision for a vibrant, safe and inclusive City is a community that is diverse and culturally active living in a City that is healthy and safe.

To achieve 'A Vibrant, Safe and Inclusive City' Council will work towards achieving the following goals:

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

PERFORMANCE INDICATORS

We will monitor and report our progress towards achieving the goals, strategies and actions outlined in the Community Strategic Plan and Delivery Program by measuring every four years against the following Community Indicators:

Perceptions of safety
Attendance and participation at community events
Membership and use of Library facilities
Child Care Services
Funding Opportunities

A detailed listing of the measures being used for each of these Indicators can be found in Section 4 of the Community Strategic Plan

In addition to reporting against the community indicators we will report bi-annually on the outputs and outcomes as detailed in the Operational Plan.

GOAL 4.1 KOGARAH CITY IS A SAFE COMMUNITY WHERE RESIDENTS, WORKERS AND VISITORS FEEL SAFE IN THEIR HOMES, WORKPLACE AND IN THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure owners of companion animals are aware of responsible pet ownership requirements	30/06/2017	Community event organised by Council promoting the responsible ownership of companion animals	Event conducted	30/06/2016	Manager Environmental Health & Regulatory Services
Ensure owners of companion animals are aware of responsible pet ownership requirements	30/06/2017	Provide educational material, promoting the responsible ownership of companion animals, to residents via Council's website and Kogarah Life articles.	Educational information provided via Council's publications and website	30/06/2016	Manager Environmental Health & Regulatory Services
Ensure the community is aware of the responsibilities surrounding dangerous or restricted breed animals	30/06/2017	Distribute information to owners of dangerous or restricted breed animals regarding their responsibilities under the Companion Animals Act 1998.	Educational information provided to the owners of dangerous or restricted breed animals	30/06/2016	Manager Environmental Health & Regulatory Services
Ensure that streets and parks and public spaces are safe and well maintained	30/06/2017	Identify and respond to illegally dumped material on public property	Reported incidences of illegally dumped material investigated and removed	100%	Manager Sustainability & Waste

GOAL 4.1 KOGARAH CITY IS A SAFE COMMUNITY WHERE RESIDENTS, WORKERS AND VISITORS FEEL SAFE IN THEIR HOMES, WORKPLACE AND IN THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement a range of programs to encourage removal and prevention of graffiti	30/06/2017	Remove graffiti from Council buildings, playgrounds and infrastructure in accordance with the 'Graffiti Management' policy	Remove obscene, racist and defamatory graffiti within 24 hours of notification 100% of the time; all other graffiti within 2 weeks 85% of the time	30/06/2016	Executive Manager Kogarah City Works
Ensure that Council's streets, parks, and other infrastructure are maintained for amenity and safety	30/06/2017	Provide water quality maintenance services for Council's Carss Park and Sans Souci Olympic Swimming Pools	Pool water quality systems maintained on a weekly cycle	100%	Executive Manager Kogarah City Works
Ensure that Council's streets, parks, and other infrastructure are maintained for amenity and safety	30/06/2017	Provide cleaning and waste collection services for Council's shopping centres	Street litter bin collection completed daily 365 / year and in accordance with set service levels	100%	Executive Manager Kogarah City Works
Ensure that Council's streets, parks, and other infrastructure are maintained for amenity and safety	30/06/2017	Provide cleaning and maintenance services for Council's water features	Water Features cleaned and maintained on a weekly cycle	85%	Executive Manager Kogarah City Works

GOAL 4.1 KOGARAH CITY IS A SAFE COMMUNITY WHERE RESIDENTS, WORKERS AND VISITORS FEEL SAFE IN THEIR HOMES, WORKPLACE AND IN THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure that Council's streets, parks, and other infrastructure are maintained for amenity and safety	30/06/2017	Provide cleaning and maintenance services for Council's car parks	Car parks are mechanically swept on a weekly cycle	85%	Executive Manager Kogarah City Works
Ensure that Council's streets, parks, and other infrastructure are maintained for amenity and safety	30/06/2017	Provide cleaning and waste collection services for Council's parks and playgrounds	Parks are cleaned and bins serviced in accordance with the 'Park Hierarchy' service levels	100%	Executive Manager Kogarah City Works
Ensure that new development is designed and constructed so as to deter anti-social behaviour and criminal behaviour	30/06/2017	Development applications relating to large developments, community facilities and open space are referred to the Local Police for Safer by Design Assessment in accordance with MOU	Applicable Development Applications referred to the Police	100%	Manager Planning & Development

GOAL 4.I KOGARAH CITY IS A SAFE COMMUNITY WHERE RESIDENTS, WORKERS AND VISITORS FEEL SAFE IN THEIR HOMES, WORKPLACE AND IN THE COMMUNITY.

Strategy 4.I.I Develop and maintain clean and attractive streets and public spaces where people feel safe.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Maintain a high level of fire safety in buildings across the LGA	30/06/2017	Maintain a Fire Safety Register of buildings in accordance with Legislative requirements	Fire safety statements entered into register	100%	Manager Planning & Development
Maintain a high level of fire safety in buildings across the LGA	30/06/2017	Owners notified of responsibility to submit an Annual Fire Safety Statement	Reminder letter sent to building owner 1 month prior to statement being due	100%	Manager Planning & Development

GOAL 4.1 KOGARAH CITY IS A SAFE COMMUNITY WHERE RESIDENTS, WORKERS AND VISITORS FEEL SAFE IN THEIR HOMES, WORKPLACE AND IN THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement Council's Community Safety and Crime Prevention Plan	30/06/2017	Develop and implement an annual program of activities promoting community safety and crime prevention.	Program implemented	2 by 30/6/2016	Coordinator Community Development
Work with partner agencies to support programs and initiatives that contribute to community safety and crime prevention	30/06/2017	Support the St George Domestic Violence Committee and projects that arise from the committee	Attendance at Committee meetings	75% meetings per year attended	Coordinator Community Development
Work with partner agencies to support programs and initiatives that contribute to community safety and crime prevention	30/06/2017	Attend Police Local Area Command precinct meetings.	Attendance at precinct meetings	75% meeting attended annually	Coordinator Community Development

GOAL 4.1 KOGARAH CITY IS A SAFE COMMUNITY WHERE RESIDENTS, WORKERS AND VISITORS FEEL SAFE IN THEIR HOMES, WORKPLACE AND IN THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Maintain and upgrade security equipment and lighting at Council occupied and managed properties	30/06/2017	Implement upgrades of equipment and software for security monitoring at sites as identified in the review	Security monitoring equipment and software updated and implemented in accordance with schedule	30/06/2016	Director Governance & Corporate Services

GOAL 4.2 KOGARAH CITY MAINTAINS HIGH QUALITY, ACCESSIBLE COMMUNITY SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Operate 3 Childcare Services that deliver high quality education and care	30/06/2017	Provide programs that meet the standards and requirements of the National Quality Framework and the Education and Care National Regulations 2011	Occupancy Rate greater than 95%	30/06/2016	Manager Children's Services
Operate 3 Childcare Services that deliver high quality education and care	30/06/2017	Review service policies and procedures to ensure they reflect regulatory requirements, current practices and standards	Review completed. Procedures implemented and documents updated	30/06/2016	Manager Children's Services
Facilitate the delivery of programs that meet the needs of families and children	30/06/2017	Provide information to families regarding current health issues, positive parenting, and family health support services.	Information sessions provided for families	2 by 30/06/2016	Manager Children's Services
Facilitate the delivery of programs that meet the needs of families and children	30/06/2017	Provide school readiness information in Council's Childcare Services	Information session provided for parents	1 by 30/06/2016	Manager Children's Services

GOAL 4.2 KOGARAH CITY MAINTAINS HIGH QUALITY, ACCESSIBLE COMMUNITY SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Facilitate the delivery of programs that meet the needs of families and children	30/06/2017	Plan and implement program / event that celebrates Children's Week	Programs implemented	1 by 1/10/2015	Manager Children's Services
Provide access to demographic information and analysis of the Kogarah Community	30/06/2017	Continue to provide access to demographic information and analysis of the Kogarah Community via Council's website	Access to ID Profile via Council's website maintained	30/06/2016	Executive Manager Community Services
Implement grant programs that facilitate community organisations providing programs that address needs and build capacity in a transparent, equitable and efficient manner	30/06/2017	Deliver annual community grants programs	Grants allocated	30/11/2015	Executive Manager Community Services

GOAL 4.2 KOGARAH CITY MAINTAINS HIGH QUALITY, ACCESSIBLE COMMUNITY SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement Council's Youth Strategy	30/06/2017	Develop and implement an annual calendar of programs and initiatives that assist young people to access support, recreation and information resources	Projects and initiatives delivered	5 by 30/6/2016	Coordinator Community Development
Implement Council's Youth Strategy	30/06/2017	Plan, coordinate and conduct projects in conjunction with the Youth Advisory Committee (YAC) including Youth Week Activities	YAC projects conducted	2 by 30/6/2016	Coordinator Community Development
Implement Council's Ageing Strategy	30/06/2017	Develop and implement an annual calendar of programs and initiatives that assist older people to access support, recreation and information resources	Projects and initiatives delivered	2 by 30/6/2016	Coordinator Community Development

GOAL 4.2 KOGARAH CITY MAINTAINS HIGH QUALITY, ACCESSIBLE COMMUNITY SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement Council's Ageing Strategy	30/06/2017	Plan, coordinate and conduct Seniors Week activities in conjunction with the Seniors Week Advisory Committee	Event program conducted	4 events by 30/4/2016	Coordinator Community Development
Implement Council's Disability Discrimination Action Plan	30/06/2017	Host an event to celebrate International Day of People with a Disability	Event conducted	30/12/2015	Coordinator Community Development
Implement Council's Disability Discrimination Action Plan	30/06/2017	Develop an annual program and coordinate implementation of priorities under Council's DDA Plan	Projects and initiatives delivered	2 by 30/06/2016	Coordinator Community Development
Mark national days and weeks of significance that celebrate strengths and raise awareness of the needs of different groups in the community	30/06/2017	Conduct projects in partnership with local organisations and groups to mark significant National days or weeks	Projects conducted	2 National days / weeks marked by 30/6/2016	Coordinator Community Development

GOAL 4.2 KOGARAH CITY MAINTAINS HIGH QUALITY, ACCESSIBLE COMMUNITY SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure best practice management of Council's community facilities to optimise use and ensure affordable and equitable access	30/06/2017	Implement maintenance plan for Council's Library Services to ensure that they remain fresh and attractive venues	Maintenance plan implemented	30/06/2016	Manager Library & Cultural Services
Ensure best practice management of Council's community facilities to optimise use and ensure affordable and equitable access	30/06/2017	Prioritise recommendations contained in the Access Audit report (DDA) for inclusion in the capital works program (2014/15)	Identified DDA recommendation included	29/02/2016	Coordinator Community Development
Ensure best practice management of Council's community facilities to optimise use and ensure affordable and equitable access	30/06/2017	Review layout of library collections across Council's Library services	Reviewed completed of one library service	30/06/2016	Manager Library & Cultural Services

GOAL 4.2 KOGARAH CITY MAINTAINS HIGH QUALITY, ACCESSIBLE COMMUNITY SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Minimise health risks to the community through the implementation of regulatory inspection programs	30/06/2017	Implement Public Swimming Pool Inspection Program	Public swimming pools inspected	100%	Manager Environmental Health & Regulatory Services
Minimise health risks to the community through the implementation of regulatory inspection programs	30/06/2017	Implement Skin Penetration Premises Inspection Program	Skin penetration businesses inspected	100%	Manager Environmental Health & Regulatory Services
Minimise health risks to the community through the implementation of regulatory inspection programs	30/06/2017	Implement Regulated Systems Inspection Program for cooling towers	Cooling towers inspected	100%	Manager Environmental Health & Regulatory Services

GOAL 4.2 KOGARAH CITY MAINTAINS HIGH QUALITY, ACCESSIBLE COMMUNITY SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement Council's Library Strategic Plan	30/06/2017	Provide programs specifically for the CALD community and seniors across Council library services.	Programs provided and promoted	30/06/2016	Manager Library & Cultural Services
Implement Council's Library Strategic Plan	30/06/2017	Conduct feasibility study into expanding library services into new technologies e.g. E-Books and web library.	Feasibility study completed	30/06/2016	Manager Library & Cultural Services
Implement Council's Library Strategic Plan	30/06/2017	Plan and develop an annual calendar of key events and programs including but not limited to: * Book chats * Multicultural friendship groups * School holiday programs * Children's Story Time * Baby Rhyme Time * Crazy pages book club * Homework Zone	Calendar completed and published; Key events and programs implemented	30/06/2016	Manager Library & Cultural Services

GOAL 4.2 KOGARAH CITY MAINTAINS HIGH QUALITY, ACCESSIBLE COMMUNITY SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement Council's Library Strategic Plan	30/06/2017	Develop and maintain collection profiling data to ensure collection is relevant for community needs and expectations	Turnover of collection stock benchmarked against NSW public library statistics	30/06/2016	Manager Library & Cultural Services

GOAL 4.2 KOGARAH CITY MAINTAINS HIGH QUALITY, ACCESSIBLE COMMUNITY SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

Strategy 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.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Promote and facilitate opportunities for local childcare providers to engage with Council events and programs targeted at families and children	30/06/2017	Facilitate community 'Transition to school' information forum in partnership with local schools and childcare support agencies.	'Transition to School' forum held	30/06/2016	Manager Children's Services
Develop and maintain relationships with local service providers to support the delivery of services to meet the needs of the community.	30/06/2017	Host an annual forum for community service provider organisations	Forum conducted	30/06/2016	Coordinator Community Development
Develop and maintain relationships with local service providers to support the delivery of services to meet the needs of the community.	30/06/2017	Participate in a range of interagency groups that provide support to, and advocacy for the local community services sector	Attendance at range of interagencies for the community sector	70% attendance at 4 key interagencies	Coordinator Community Development

GOAL 4.2 KOGARAH CITY MAINTAINS HIGH QUALITY, ACCESSIBLE COMMUNITY SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

Strategy 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.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Develop and strengthen partnerships with key federal, state and local non-government organisations to address unmet needs	30/06/2017	Maintain regular communication with key government departments and non-government bodies on identified needs in the Kogarah community	Compliance with funding reporting requirements	100%	Coordinator Community Development
Develop and maintain partnerships with local service providers that will link with Council's Library services annual calendar of events and programs	30/06/2017	Maintain current partnerships and explore new partnerships with local professional groups to provide a range of program content	Programs developed, implemented and evaluated	30/06/2016	Manager Library & Cultural Services

GOAL 4.2 KOGARAH CITY MAINTAINS HIGH QUALITY, ACCESSIBLE COMMUNITY SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Facilitate information and referral to a range of services supporting families and children	30/06/2017	Maintain current information on local support agencies for family and children's' services and make referrals where appropriate	Number of referrals provided	30/06/2016	Manager Children's Services
Promote the community services provided by other agencies in the Kogarah Local Government Area (LGA)	30/06/2017	Provide online access to community information via Council's website	Access to community information via Council's website	30/06/2016	Manager Library & Cultural Services
Operate and maintain a Customer Service / Call Centre operation that provides timely and accurate responses	30/06/2017	Ensure waiting times for call centre incoming calls are minimised	Calls answered within 20 seconds	>90%	Manager Customer Service

GOAL 4.2 KOGARAH CITY MAINTAINS HIGH QUALITY, ACCESSIBLE COMMUNITY SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Engage the community in Council's Library Services calender of programs through media promotions and quarterly production of newsletters	30/06/2017	Develop web based promotional tools to distribute information to the community	Web based promotional tools developed and implemented	30/06/2016	Manager Library & Cultural Services
Engage the community in Council's Library Services calender of programs through media promotions and quarterly production of newsletters	30/06/2017	Review Library Promotion Strategy	Review Completed	30/06/2016	Manager Library & Cultural Services

GOAL 4.2 KOGARAH CITY MAINTAINS HIGH QUALITY, ACCESSIBLE COMMUNITY SERVICES TO MEET THE NEEDS OF THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Engage the community in Council's Library Services calender of programs through media promotions and quarterly production of newsletters	30/06/2017	Develop quarterly 'What's On' magazine to promote services, programs and events across Council Library Services	'What's On' prepared and distributed quarterly	4 by 30/06/2016	Manager Library & Cultural Services

GOAL 4.3 KOGARAH IS A VIBRANT CITY OF DIVERSE PEOPLE AND PLACES AND STRONG CULTURAL NETWORKS AND PARTNERSHIPS IN THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Enhance the urban environment through the development and support of public art projects	30/06/2017	Public Art project completed and installed	Project completed	30/06/2016	Coordinator Community Development
Implement Council's Cultural Plan	30/06/2017	Develop and implement an annual program of arts, cultural projects and initiatives	Arts and cultural programs implemented	2 by 30/6/2016	Coordinator Community Development
Implement Council's Cultural Plan	30/06/2017	Prioritise and implement any recommendations from the review of the School of Arts	Recommendations actioned	30/06/2016	Coordinator Community Development
Implement Council's Cultural Plan	30/06/2017	Promote and manage the Art Space Program in the Kogarah Library and Cultural Centre	Exhibitions held	>10 exhibitions per year	Manager Library & Cultural Services

GOAL 4.3 KOGARAH IS A VIBRANT CITY OF DIVERSE PEOPLE AND PLACES AND STRONG CULTURAL NETWORKS AND PARTNERSHIPS IN THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement Council's Cultural Plan	30/06/2017	Implement Year 2 of Action Plan to celebrate the involvement of the Kogarah community in the centenary of WWI	Action Plan implemented	30/06/2016	Manager Library & Cultural Services
Implement Council's Cultural Plan	30/06/2017	Implement the Kogarah Art Prize	Art Prize completed	30/06/2016	Coordinator Community Development

GOAL 4.3 KOGARAH IS A VIBRANT CITY OF DIVERSE PEOPLE AND PLACES AND STRONG CULTURAL NETWORKS AND PARTNERSHIPS IN THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Develop and strengthen partnerships with key cultural sector organisations and the local arts community to support cultural development programs	30/06/2017	Identify and coordinate community cultural development projects with TAFE Fine Arts College	TAFE provided with exhibition space in Kogarah Library and Cultural Centre	1 exhibit by 30/6/2014	Coordinator Community Development
Develop and strengthen partnerships with key cultural sector organisations and the local arts community to support cultural development programs	30/06/2017	In partnership with the local arts community consider mechanisms for facilitating the establishment of artists studios in Kogarah	Recommendations developed	30/06/2016	Coordinator Community Development

GOAL 4.3 KOGARAH IS A VIBRANT CITY OF DIVERSE PEOPLE AND PLACES AND STRONG CULTURAL NETWORKS AND PARTNERSHIPS IN THE COMMUNITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Identify opportunities to promote and integrate arts and cultural programs in the wider Sydney metropolitan and regional areas	30/06/2017	Explore options for a cultural exchange or collaboration with Council's regional sister city, Cowra	Recommendations developed	30/06/2016	Coordinator Community Development

GOAL 4.4 KOGARAH CITY IS A HARMONIOUS COMMUNITY, WHERE DIVERSITY IS RESPECTED AND CELEBRATED, AND EVERYONE IS MADE TO FEEL WELCOME.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Develop initiatives that contribute to community capacity and inclusion, through partnerships with the local indigenous community and organisations	30/06/2017	Acknowledge the traditional indigenous owners of the land in the formal opening of Council's community events.	Traditional owners acknowledged.	100%	Coordinator Communications & Research
Develop initiatives that contribute to community capacity and inclusion, through partnerships with the local indigenous community and organisations	30/06/2017	Provide opportunities for Indigenous culture to be celebrated at Council programs and events.	Indigenous culture incorporated into a minimum of 2 Council programs or events	30/06/2016	Coordinator Events
Develop initiatives that contribute to community capacity and inclusion, through partnerships with the local indigenous community and organisations	30/06/2017	Develop an annual program and coordinate implementation of priorities under Council's Reconciliation Action Plan.			Coordinator Community Development

GOAL 4.4 KOGARAH CITY IS A HARMONIOUS COMMUNITY, WHERE DIVERSITY IS RESPECTED AND CELEBRATED, AND EVERYONE IS MADE TO FEEL WELCOME.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Develop initiatives that contribute to community capacity and inclusion, through partnerships with the local indigenous community and organisations	30/06/2017	Liaise with appropriate Aboriginal representatives on issues relevant to their interests and concerns about public land	Aboriginal representatives consulted as appropriate	100%	Manager Parks & Waterways

GOAL 4.4 KOGARAH CITY IS A HARMONIOUS COMMUNITY, WHERE DIVERSITY IS RESPECTED AND CELEBRATED, AND EVERYONE IS MADE TO FEEL WELCOME.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide and facilitate a diverse range events that promote a vibrant and harmonious City	30/06/2017	Plan and implement Council's major events program	Number of major events conducted	3 by 30/06/2016	Coordinator Events
Provide and facilitate a diverse range events that promote a vibrant and harmonious City	30/06/2017	Support external organisations to provide events that are consistent with the goals of KCC	Number of events that Council support that are conducted by external organisations	2 by 30/06/2016	Coordinator Events

GOAL 4.4 KOGARAH CITY IS A HARMONIOUS COMMUNITY, WHERE DIVERSITY IS RESPECTED AND CELEBRATED, AND EVERYONE IS MADE TO FEEL WELCOME.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Implement Council's Multicultural Strategy	30/06/2017	Develop and implement a range of strategies to meet the needs of our culturally and linguistically diverse (CALD) community. Such as, but not limited to: <ul style="list-style-type: none"> • Resources for newly arrived migrants • Information sessions for CALD communities • Support of Migrant Resource Centre's Migrant Information Day 	Projects and initiatives delivered	2 initiatives by 30/06/2016	Coordinator Community Development
Implement Council's Multicultural Strategy	30/06/2017	Translate documents into community languages as appropriate	Key documents identified and translated into community languages	30/06/2016	Coordinator Community Development

GOAL 4.4 KOGARAH CITY IS A HARMONIOUS COMMUNITY, WHERE DIVERSITY IS RESPECTED AND CELEBRATED, AND EVERYONE IS MADE TO FEEL WELCOME.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Enforce and educate about the Legislative and Regulatory requirements relating to food safety, parking regulations and companion animal ownership	30/06/2017	Provide educational material in a variety of community languages, on safe food handling practices to meet the needs of the local business community	Educational information provided via Council's website and publications	30/06/2016	Manager Environmental Health & Regulatory Services
Enforce and educate about the Legislative and Regulatory requirements relating to food safety, parking regulations and companion animal ownership	30/06/2017	Translate council documents regarding legislative and regulatory information into community languages as appropriate	Documents translated and made available to residents via Council's website and publications	30/06/2016	Manager Environmental Health & Regulatory Services
Enforce and educate about the Legislative and Regulatory requirements relating to food safety, parking regulations and companion animal ownership	30/06/2017	Provide training in safe food handling practices to meet the needs of the local business community	Training provided	2 by 30/06/2016	Manager Environmental Health & Regulatory Services

5. AN ACTIVE AND HEALTHY CITY

The vision for creating an active and healthy city is one in which our community thrives through healthy activity, leisure pursuits and connection to a healthy physical environment. In a healthy and active city residents can enjoy and access a range of facilities, services and programs that cater for the needs of all age groups.

To achieve 'An Active and Healthy City' Council will work towards achieving the following goals:

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.

PERFORMANCE INDICATORS

We will monitor and report our progress towards achieving the goals, strategies and actions outlined in the Community Strategic Plan and Delivery Program by measuring every four years against the following Community Indicators:

	Recreational facilities
	Bushland
	Bike Paths
	Health of residents

A detailed listing of the measures being used for each of these Indicators can be found in Section 4 of the Community Strategic Plan

In addition to reporting against the community indicators we will report bi-annually on the outputs and outcomes as detailed in the Operational Plan.

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.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Maintain, update and improve Council's buildings, parks, and assets	30/06/2017	Undertake renewal of identified children's playgrounds	Identified playground renewal works completed	30/06/2016	Manager Parks & Waterways
Maintain, update and improve Council's buildings, parks, and assets	30/06/2017	Maintain Council building assets	Conduct building inspection of each building and facility annually; Prepare and complete annual building maintenance works program; Inspect building maintenance requests within 48 hours 85% of the time; Complete annual gutter cleaning program 100%	30/06/2016	Executive Manager Kogarah City Works
Maintain, update and improve Council's buildings, parks, and assets	30/06/2017	Maintain and operate playgrounds (including solar lighting)	Review and act on recommendations from external consultant bi-annual inspection reports	30/06/2016	Executive Manager Kogarah City Works

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.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Coordinate the provision of local parks, halls and meeting places for community use	30/06/2017	Process requests and bookings for use of parks and reserves	All valid bookings processed	30/06/2016	Manager Parks & Waterways
Coordinate the provision of local parks, halls and meeting places for community use	30/06/2017	Coordinate permits with local sporting clubs and private fitness providers utilising Council's parks and reserves.	Number of permits provided	30/06/2016	Manager Parks & Waterways

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.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Develop partnership agreements and joint ventures	30/06/2014	Pursue opportunities for agreements as they arise	Agreements identified and reported to Council	30/06/2016	Manager Parks & Waterways
Research and explore additional funding opportunities through State and Federal Government grants	30/06/2017	Pursue appropriate grant applications	Grant applications identified and submitted	30/06/2016	Manager Parks & Waterways

GOAL 5.2 KOGARAH CITY RESIDENTS HAVE ACCESS TO A RANGE OF SERVICES AND FACILITIES THAT ARE RELEVANT AND RESPONSIVE TO HEALTH AND WELLBEING.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Promote healthy meals and nutrition programs in Council's children's services	30/06/2017	Provide nutritional information to parents	Nutritional informational provided to parents at Council Childcare Services	30/06/2016	Manager Children's Services
Support and implement programs that encourage older residents to engage in health and exercise programs	30/06/2017	Implement an 'Active Ageing' exercise program for older residents	Number of classes held	2 classes held for 4 terms annually (30/06/2016)	Coordinator Community Development
Promote Council's Fighting Heart Disease Program	30/06/2017	Incorporate education of food businesses highlighting the health implications of using oils high in trans and saturated fats as part of the Food Business Inspection Program.	Reduction in the number of businesses using cooking oils containing trans and saturated fats	30/06/2016	Manager Environmental Health & Regulatory Services

GOAL 5.2 KOGARAH CITY RESIDENTS HAVE ACCESS TO A RANGE OF SERVICES AND FACILITIES THAT ARE RELEVANT AND RESPONSIVE TO HEALTH AND WELLBEING.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Promote Council's Fighting Heart Disease Program	30/06/2017	Educational information provided to the public concerning the harmful effects of smoking and excessive drinking	Educational information provided via Council's website and publications	30/06/2016	Manager Environmental Health & Regulatory Services
Ensure that the community is provided with information on the harmful effects of smoking and opportunities to recreate in areas that are smoke free	30/06/2017	Patrol all beaches, reserves and sporting fields to ensure compliance with Council's Smoke Free Zone Policy.	'Smoke Free Zones' patrolled fortnightly	100%	Manager Environmental Health & Regulatory Services

GOAL 5.3 PARKS AND OPEN SPACES IN KOGARAH CITY ARE DESIGNED AND MANAGED FOR LONG TERM SUSTAINABILITY.

Strategy 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.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure that parks, open spaces and off leash animal areas are safe and well maintained for users	30/06/2017	Respond to public requests for maintenance and improvement to parks facilities and services	Inspect CRM requests within 24 hours	100%	Executive Manager Kogarah City Works
Ensure that parks, open spaces and off leash animal areas are safe and well maintained for users	30/06/2017	Maintain Parks and Open Space for amenity and safety	Review and act on recommendations from external consultant bi-annual inspection reports; Inspect Customer Request Management (CRM) requests within 24 hours	100%	Executive Manager Kogarah City Works

GOAL 5.3 PARKS AND OPEN SPACES IN KOGARAH CITY ARE DESIGNED AND MANAGED FOR LONG TERM SUSTAINABILITY.

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

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Prepare or review plans and policies related to park management	30/06/2017	Review park policies	Policies reviewed. Review of Carss Bush Park POM completed	30/06/2016	Manager Parks & Waterways
Undertake Recreational Needs studies and community consultation	30/06/2014	Conduct local, district and regional park and community surveys	Surveys conducted	30/06/2016	Manager Parks & Waterways
Maintain and design open space to ensure a safe environment that reduces opportunities for crime and antisocial behaviour	30/06/2017	Engage consultant to undertake playground inspections and compile reports / Undertake regular in-house inspections of park assets	Playgrounds inspected and reports completed / Documented record of incident reports and inspections completed	100%	Manager Parks & Waterways

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.

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.

To achieve 'An Innovative and Efficient Council' Council will work towards achieving the following goals:

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.

PERFORMANCE INDICATORS

We will monitor and report our progress towards achieving the goals, strategies and actions outlined in the Community Strategic Plan and Delivery Program by measuring every four years against the following Community Indicators:

Efficient Council
An appropriate workforce to serve our community
Access to information

A detailed listing of the measures being used for each of these Indicators can be found in Section 4 of the Community Strategic Plan

In addition to reporting against the community indicators we will report bi-annually on the outputs and outcomes as detailed in the Operational Plan

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Comply with IT&T legal obligations	30/06/2017	Maintain an 'IT Disaster Recovery' framework	Disaster Recovery (DR) plan reviewed and tested	30/06/2016	Manager Information Technology
Comply with IT&T legal obligations	30/06/2017	Maintain Council network security	Action necessary recommendations identified in the independent security audit carried out in 2013/14	30/06/2016	Manager Information Technology
Comply with IT&T legal obligations	30/06/2017	Maintain required licensing for all software used by Council	Software used is licensed	100%	Manager Information Technology
Manage Council's civil risk and liability exposure	30/06/2017	Undertake audits of identified risk in accordance with the 'Internal Audit Function' strategic plan	Nominated audits undertaken as prescribed in annual schedule	30/06/2016	Director Governance & Corporate Services
Manage Council's civil risk and liability exposure	30/06/2017	Ensure that all statutory insurances are current and adequate	Policies reviewed, updated and renewed	30/06/2016	Coordinator Legal & Risk

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Manage Council's civil risk and liability exposure	30/06/2017	Process all personal injury and property claims against Council	Claim investigated and initial determination notified	100% within 21 days of receipt.	Coordinator Legal & Risk
Undertake processes and deliver solutions to satisfy the Standards of the State Records Act 1998 and Council's Corporate Records Policy	30/06/2017	Process outgoing mail	Daily delivery of mail to Australia Post and DX.	100%	Manager Records
Undertake processes and deliver solutions to satisfy the Standards of the State Records Act 1998 and Council's Corporate Records Policy	30/06/2017	Provide files and documents to staff and the public when requested	Available documents provided within 48hrs of request being received by Records Department.	95%	Manager Records

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Undertake processes and deliver solutions to satisfy the Standards of the State Records Act 1998 and Council's Corporate Records Policy	30/06/2017	Register all incoming mail documents into Electronic Document Management System (EDMS) and disseminate to appropriate staff	Daily batches registered and distributed within 48hrs of receipt by Records Department.	90%	Manager Records
Undertake processes and deliver solutions to satisfy the Standards of the State Records Act 1998 and Council's Corporate Records Policy	30/06/2017	Manage and maintain Council's archives including conservation, preservation, access and research as necessary	Annual Archives Management program delivered	30/06/2016	Manager Records
Undertake processes and deliver solutions to satisfy the Standards of the State Records Act 1998 and Council's Corporate Records Policy	30/06/2017	Undertake secure document destruction as necessary in accordance with legislation.	Compliance with relevant State Records Approved Disposal Authorities.	100%	Manager Records

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Undertake processes and deliver solutions to satisfy the Standards of the State Records Act 1998 and Council's Corporate Records Policy	30/06/2017	Train all staff in use of EDMS and Council's Corporate Recordkeeping procedures	EDMS training undertaken within 3 months of commencement of EDMS user employees.	100%	Manager Records
Undertake processes and deliver solutions to satisfy the Standards of the State Records Act 1998 and Council's Corporate Records Policy	30/06/2017	Undertake back scanning to allow for improved accessibility to records and to reduce physical storage requirements	Imaging is compliant with State Records standards.	100%	Manager Records
Undertake processes and deliver solutions to satisfy the Standards of the State Records Act 1998 and Council's Corporate Records Policy	30/06/2017	Monitor Council's compliance with the State Records Act 1998	Annual compliance monitoring undertaken.	30/06/2016	Manager Records

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure that legal costs associated with development assessment and compliance are maintained within budget	30/06/2017	Prepare report outlining the legal costs associated with Land and Environment Court appeals and prosecution in local courts	Report prepared and submitted to Council	30/06/2016	Manager Planning & Development
Ensure that the processing of development applications is transparent and minimises liability to the community	30/06/2017	Carry out an annual audit of a sample of development applications to ensure compliance with Council's procedures	Compliance of applications audited	100%	Manager Planning & Development
Ensure food premises operate in accordance with legislation	30/06/2017	Implement 'Food Premises Inspection Program' in line with the 'NSW Food Authority's Food Regulation Partnership'	Number of food premises inspected	100%	Manager Environmental Health & Regulatory Services

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide adequate support for Councillors to perform their role	30/06/2017	Ensure payment as per determination is made to Mayor and Councillors to undertake their role	Council resolution achieved for payment in accordance with determination of Tribunal	30/06/2016	Manager Governance
Provide adequate support for Councillors to perform their role	30/06/2017	Ensure not less than ten (10) regular Council meetings are conducted in each calendar year	Council meetings conducted	10 meetings conducted in calendar year by 31/12/15	Manager Governance
Provide adequate support for Councillors to perform their role	30/06/2017	Provide adequate equipment and facilities for Mayor and Councillors to undertake their role	Compliance with 'Fees and Expenses' policy	100%	Manager Governance
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Provide documentation, advice and information on methods to obtain access to information under the relevant legislation	Compliance with legislative requirements and Council procedures	100%	Manager Governance

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Prepare and publish Government Information Public Access (GIPA) Act Information Guide	Information Guide published in accordance with GIPA Act and Guidelines legislation	31/07/2015	Manager Governance
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Review and implement policies and procedures relating to Privacy and Personal Informal Protection (PIPPA) Act and Government Information Public Access (GIPA) Act	Review undertaken and compliance with legislative requirements	30/06/2016	Manager Governance

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Prepare and lodge Government Information Public Access (GIPA) annual statistics	Annual statistics lodged in accordance with GIPA Act 2009 and Guidelines	30/10/2015	Manager Governance
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Prepare, disseminate and publish all business papers and minutes of Council, Committee and Working Party meetings	Distributed within specified timeframes	100%	Manager Governance

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Co-ordinate the completion and lodgement of ordinary pecuniary interest returns by Councillors and designated persons in accordance with legislative requirements	All returns received and tabled at October Council meeting	within one (1) month of return date 30/09/2015	Manager Governance
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Prepare and lodge Public Interest Disclosures (PID) statistics bi-annually	Statistics lodged in accordance with PID legislation bi-annually	31/01/2016	Manager Governance

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Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Prepare and lodge Public Interest Disclosures (PID) statistics bi-annually	Statistics lodged in accordance with PID legislation bi-annually	31/07/2015	Manager Governance
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Maintain policy register and undertake review	Register reviewed and updated	30/06/2016	Manager Governance

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DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Ensure planning 'Decision Voting Record Division Register' is accurate and updated regularly	Update register within two (2) weeks of Council meeting	100%	Manager Governance
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Ensure legal documents register is accurate and updated regularly	Register updated and compliance with legislative requirements	100%	Manager Governance

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Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Review 'Delegations Register'	Review undertaken and compliance with legislative requirements	30/06/2016	Manager Governance
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Review 'Code of Meeting Practice'	Review undertaken and compliance with legislative requirements	31/03/2016	Manager Governance

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Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide an effective system for decision making that meets legislative requirements and is open, transparent and accountable to the community	30/06/2017	Process applications for access to information within legislative timeframe	Compliance with legislative requirements and Council procedures	100%	Manager Governance
Ensure good governance and administrative support for the Council and organisation		Maintain transparency and accountability in the management of tenders and contracts and in the purchasing of goods and services	Compliance with legislative requirements and Council procedures	100%	Manager Governance
Ensure good governance and administrative support for the Council and organisation		Undertake a review of Division of Local Government's (DLG) Promoting Better Practice to continuously improve good governance practices	Annual review conducted and report provided to Executive	30/06/2016	Manager Governance

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Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure good governance and administrative support for the Council and organisation		Pursue SSROC joint tendering programs and resource sharing programs	Selected joint tendering and resource sharing programs pursued	30/06/2016	Manager Governance
Ensure good governance and administrative support for the Council and organisation		Ensure memberships are current and applicable	Subscription currency	100%	Manager Governance
Review, refine and standardise all current policies to effectively support and protect the organisation	30/06/2017	Review 'Councillors Fees and Expenses' policy	Review undertaken and compliance with legislative requirements	30/11/2015	Manager Governance
Review, refine and standardise all current policies to effectively support and protect the organisation	30/06/2017	Review 'Code of Conduct'	Review undertaken and compliance with legislative requirements	30/08/2015	Manager Governance

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DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Review elector numbers within wards in accordance with legislative requirements	30/06/2017	Undertake review of elector numbers within wards	Review undertaken in accordance with legislative requirements	30/06/2016	Manager Governance
Ensure all requirements of the Integrated Planning Framework legislation is complied with	30/06/2017	Co-ordinate and provide progress reports to Council on activities detailed in the 'Delivery Program (2013-17)' and 'Operational Plan (2015/16)'	Reports submitted to Council twice yearly in accordance with legislative requirements	Within two (2) months of the end of the period date 31/12/2015; Within two (2) months of the end of the period date 30/06/2016	Manager Governance
Ensure all requirements of the Integrated Planning Framework legislation is complied with	30/06/2017	Prepare the 'Annual Report'	Compliance with relevant legislation including submission to the Division of Local Government	30/11/2015	Coordinator Communications & Research

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Strategy 6.1.1 Maintain a sound governance framework within which Council operates.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure all requirements of the Integrated Planning Framework legislation is complied with	30/06/2017	Co-ordinate the preparation of the '2016/17 Operational Plan' in conjunction with a review of the 'Delivery Program (2013-17)'	2016/17 Operational Plan prepared and Delivery Program reviewed in accordance and compliance with legislation requirements	30/06/2016	Manager Governance

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Strategy 6.1.2 Ensure Council's long term financial management that is transparent and accountable.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide transparent and accountable financial information required by the Local Government Act, Code of Accounting Practice, Australian Accounting Standards and Local Government (General) Regulation 2005	30/06/2017	Present report on Council's investments to Council confirming compliance with Council's Investment policy and strategy	Monthly investment report prepared and submitted to next available scheduled Governance and Corporate Services Working Party meeting	100%	Manager Finance
Provide transparent and accountable financial information required by the Local Government Act, Code of Accounting Practice, Australian Accounting Standards and Local Government (General) Regulation 2005	30/06/2017	Deliver copy of Annual Financial reports and Auditor's reports to Division of Local Government and Australian Bureau of Statistics	Reports delivered	7/11/2015	Manager Finance

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DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide transparent and accountable financial information required by the Local Government Act, Code of Accounting Practice, Australian Accounting Standards and Local Government (General) Regulation 2005	30/06/2017	Present Annual Financial reports to a public meeting in accordance with statutory deadlines	Reports presented to Council meeting	31/12/2015	Manager Finance
Ensure that Council meets its fiduciary responsibilities in the use of public funds	30/06/2017	Review recommendations from independent financial advisors on Council investments and consider any necessary adjustments to current investment portfolio	Recommendations reviewed and selected actions implemented	Quarterly	Manager Finance

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DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure that Council meets its fiduciary responsibilities in the use of public funds	30/06/2017	Complete monthly Business Activity Statement and lodgement with the Australian Taxation Office in relation to Council's GST obligations	Monthly lodgement of return by due date	20th day of each month or next business day if falls on weekend or public holiday	Manager Finance
Comply with all of Council's taxation obligations.	30/06/2017	Review GST application to Council's fees and charges schedule in accordance with applicable GST classification	Fees and charges schedule updated	30/06/2016	Manager Finance
Comply with all of Council's taxation obligations.	30/06/2017	Complete and submit annual Office of State Revenue's unclaimed monies return and forward together with any unclaimed monies	Return lodged if required	31/10/2015	Manager Finance
Comply with all of Council's taxation obligations.	30/06/2017	Complete annual Fringe Benefits Tax return and lodgement of return with the Australian Taxation Office	Return lodged	31/05/2016	Manager Finance

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Strategy 6.1.2 Ensure Council's long term financial management that is transparent and accountable.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure that all statutory financial returns are completed and lodged by due dates.	30/06/2017	Issue rate notices quarterly in accordance with the Local Government Act (NSW) 1993	Rate notices issued	31/07/2015; 31/10/2015; 31/01/2016; 30/04/2016	Manager Finance
Ensure that all statutory financial returns are completed and lodged by due dates.	30/06/2017	Collect outstanding property rating debts in accordance with Council's 'Debt Recovery' policy	Compliance with debt recovery policy	100%	Manager Finance
Ensure that all statutory financial returns are completed and lodged by due dates.	30/06/2017	Submit 'Long Service Levy Payment' report and remit required funds to the Long Service Levy Payments Corporation	Return and payment lodged	14th day of each month or next business day if falls on weekend or public holiday	Manager Finance

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Strategy 6.1.2 Ensure Council's long term financial management that is transparent and accountable.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure that all statutory financial returns are completed and lodged by due dates.	30/06/2017	Update and submit 'Roads to Recovery' quarterly and annual reports to Department of Infrastructure, Transport, Regional Development and Local Government (annual report to be audited by external auditor).	Quarterly and annual returns lodged	Quarterly reports by 15th day after end of quarter and 31 October 2015 for annual report	Manager Finance
Ensure that all statutory financial returns are completed and lodged by due dates.	30/06/2017	Complete and lodge Council's Workers Compensation wages declaration by due date in accordance with legislative requirements under Work cover	Return lodged within 2 months of policy renewal date	29/08/2015	Manager Finance
Ensure that all statutory financial returns are completed and lodged by due dates.	30/06/2017	Complete and submit rating return to NSW Division of Local Government (annual return to be audited by external auditor)	Return lodged	7/11/2015	Manager Finance

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.2 Ensure Council's long term financial management that is transparent and accountable.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Complete all statutory requirements in relation to the collection of Council's property rates income. Ensure the maintenance of Council's property database and the collection of property rating income	30/06/2017	Make claim from NSW Division of Local Government for subsidy in relation to pensioner property rating subsidies	Return completed and lodged	1/10/2015	Manager Finance
Complete all statutory requirements in relation to the collection of Council's property rates income. Ensure the maintenance of Council's property database and the collection of property rating income	30/06/2017	Prepare rating structure to be endorsed by Council having regard to the allowable rating limit from the NSW Division of Local Government	Annual rating structure produced for inclusion in Council's detailed Operational Plan	30/06/2016	Manager Finance

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.2 Ensure Council's long term financial management that is transparent and accountable.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Complete all statutory requirements in relation to the collection of Council's property rates income. Ensure the maintenance of Council's property database and the collection of property rating income	30/06/2017	Update and maintain property valuation figures in Council's property database from information provided by the Valuer General	Valuations balanced against and following receipt of information provided from the NSW Valuer General	100%	Manager Finance
Review Council's property portfolio and implement revenue increasing mechanisms and opportunities	30/06/2017	Investigate the potential sale of non-strategic property assets	Sale of identified properties investigated	30/06/2016	Director Governance & Corporate Services
Review Council's property portfolio and implement revenue increasing mechanisms and opportunities	30/06/2017	Undertake scheduled market reviews for leases and licences	Market rent reviews undertaken in accordance with scheduled due dates.	100%	Director Governance & Corporate Services

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.3 Deliver timely services, based on the community's needs.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide high quality Customer Service through Council's Customer Service Centre	30/06/2017	Conduct biennial customer feedback surveys to monitor external customer satisfaction of Customer Service Centre	Customer satisfaction	>80%	Manager Customer Service
Provide an efficient and effective IT&T Infrastructure	30/06/2017	Supply and maintain the PCs and hardware systems used throughout Council to achieve organisational objectives	PCs and servers are replaced.	Completion of scheduled items in the 'Hardware Replacement' plan.	Manager Information Technology
Provide an efficient and effective IT&T Infrastructure	30/06/2017	Maintain and provide support for the IT network and application systems that are used throughout Council to achieve organisational objectives	Network and application systems are available for use.	95% uptime	Manager Information Technology

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.3 Deliver timely services, based on the community's needs.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide an efficient and effective IT&T Infrastructure	30/06/2017	Support and maintain adequate IT infrastructure for public internet access at all Council libraries	Public IT infrastructure operational	95% uptime	Manager Information Technology
Monitor and review external services provided in relation to Development Assessment	30/06/2017	Prepare performance monitoring report and submit to the State Government	Report submitted	30/06/2016	Manager Planning & Development
Monitor and review external services provided in relation to Development Assessment	30/06/2017	Monitor assessment times and processes and report bi-annually to Council	Reports prepared and submitted to Council	2 by 30/6/2016	Manager Planning & Development

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Strategy 6.1.3 Deliver timely services, based on the community's needs.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Monitor and review external services provided in relation to Development Assessment	30/06/2017	Development applications progress and timelines available through the provision of on-line tracking	Applications and tracking movements available	100%	Manager Planning & Development
Monitor and review external services provided in relation to Development Assessment	30/06/2017	Determine development applications (DAs) within the statutory timeframe	Number of DAs determined within timeframe	>60% determined within timeframe	Manager Planning & Development
Facilitate lease arrangements for the redevelopment of Sans Souci Bathers Pavilion		Facilitate the determined future use of the building/site at 12A Merriman Street, Kyle Bay (formerly Club Blakehurst)	Tender process completed and lease entered into	31/12/2015	Director Governance & Corporate Services
Monitor and review external services provided to Council's properties	30/06/2017	Review and formalise security contracting arrangements including monitoring.	Security arrangements contracted in accordance with recommendations	30/06/2016	Director Governance & Corporate Services

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Strategy 6.1.3 Deliver timely services, based on the community's needs.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Monitor and review external services provided to Council's properties	30/06/2017	Review property cleaning (buildings) contract and facilitate quotations/tender for new contract.	New contract entered into	30/06/2016	Director Governance & Corporate Services
Asset conditions determined for all Council owned buildings for future planning and maintenance	30/06/2017	Council buildings inspected and asset condition reports and maintenance/ upgrade schedules prepared and submitted to budget allocation	Reports prepared	28/02/2016	Director Governance & Corporate Services

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.4 Enable continuous improvement through implementation of new technologies or methods to deliver enhanced facilities and services based on community needs.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Enhance the IT&T infrastructure necessary to deliver Council's organisational objectives	30/06/2017	Implement Year 3 of website and online service delivery strategy and implementation plan	Year 2 of plan implemented	30/06/2016	Manager Information Technology
Enhance the IT&T infrastructure necessary to deliver Council's organisational objectives	30/06/2017	Investigate options for new IT&T solutions	Options investigated and solutions included in the IT&T Development plan	30/06/2016	Manager Information Technology
Maximise effective use and application of corporate business paper system (InfoCouncil)	30/06/2017	Continue maintenance and necessary upgrades of corporate InfoCouncil system.	Improvements undertaken within one month of request	100%	Manager Governance

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Strategy 6.1.4 Enable continuous improvement through implementation of new technologies or methods to deliver enhanced facilities and services based on community needs.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Electronic Document Management Systems (EDMS) reviewed.		Review EDMS, functionality and interaction with associated technologies in consultation with IT&T Manager and EDMS provider and where possible, implement.	EDMS review completed and recommendations formulated.	30/06/2016	Manager Records
Investigate opportunities for the implementation of e-planning and new technologies to improve service delivery to the community	30/06/2017	Investigate the ability to apply and/or generate online certificates	Investigations undertaken and implemented	30/06/2016	Manager Planning & Development
Investigate opportunities for the implementation of e-planning and new technologies to improve service delivery to the community	30/06/2017	Investigate the feasibility of the implementation of an e-dia's compliant property management system	Feasibility undertaken and actions implemented	30/06/2016	Manager Planning & Development

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Strategy 6.1.4 Enable continuous improvement through implementation of new technologies or methods to deliver enhanced facilities and services based on community needs.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Investigate opportunities for the implementation of e-planning and new technologies to improve service delivery to the community	30/06/2017	Maintain property attributes to ensure accurate data transfer to the Electronic Housing Portal	Property attributes updated as required/extraction tool uploads daily	30/06/2016	Manager Planning & Development
Council's assets are designed and/or retrofitted to be adaptable to climate change	30/06/2017	Review climate change risk assessment for Council assets	Risk assessment completed and plan updated	30/06/2016	Manager Sustainability & Waste
Maintain and develop Council's aerial mapping, exponare and spatial data systems for internal and external customers	30/06/2017	Implement software upgrades and troubleshoot so as to optimise effectiveness of aerial mapping, exponare and spatial data systems.	Software updates implemented	30/06/2016	Manager Asset Planning & Services

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Strategy 6.1.4 Enable continuous improvement through implementation of new technologies or methods to deliver enhanced facilities and services based on community needs.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Formalise and manage Council's leasing/licensing arrangements	30/06/2017	Review arrangements for the use of amenities, change rooms, and storage facilities within parks by sporting groups and formalise in accordance with recommendations	Licensing arrangements formalised and managed	30/06/2016	Director Governance & Corporate Services
Review and improve Council's leasing/licensing arrangements	30/06/2017	Process licence applications received for outdoor dining and display of goods on footway	Applications processed within ten (10) working days of receipt.	100%	Director Governance & Corporate Services
Review and improve Council's leasing/licensing arrangements	30/06/2017	Review processes and standard templates for licensing arrangements	Review undertaken	30/06/2016	Director Governance & Corporate Services
Update Council's property portfolio records to enhance accuracy and completeness	30/06/2017	Validate and reconcile the register/database of Council's leases and licences	Validation and reconciliation complete	30/06/2016	Director Governance & Corporate Services

GOAL 6.1 KOGARAH CITY COUNCIL IS A LEADING, RESPONSIVE, INNOVATIVE, EFFICIENT AND ACCOUNTABLE ORGANISATION THAT EFFECTIVELY MANAGES ITS FINANCES AND ASSETS.

Strategy 6.1.4 Enable continuous improvement through implementation of new technologies or methods to deliver enhanced facilities and services based on community needs.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Update Council's property portfolio records to enhance accuracy and completeness	30/06/2017	Maintain Council's statutory land register	Register current and compliant with statutory obligations.	100%	Director Governance & Corporate Services
Update Council's property portfolio records to enhance accuracy and completeness	30/06/2017	Maintain Council's registers of leases and licences	New or amended lease/licence terms updated in register.	100%	Director Governance & Corporate Services
Update Council's records for asbestos in buildings/structures	30/06/2017	Maintain Council's asbestos register	Register current and statutory compliance.	100%	Director Governance & Corporate Services

GOAL 6.2 KOGARAH CITY RESIDENTS ARE INFORMED AND ARE ENCOURAGES TO ENGAGE IN THE DECISION MAKING PROCESSES OF COUNCIL.

Strategy 6.2.1 Facilitate good communication and relationships with out residents.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Coordinate community advisory groups which facilitate participation in Council decision making	30/06/2017	Co-ordinate and facilitate a Youth Advisory Committee	Meetings conducted	10 meetings conducted by 30/06/2016	Coordinator Community Development
Coordinate community advisory groups which facilitate participation in Council decision making	30/06/2017	Co-ordinate and facilitate a Seniors Week Advisory Committee	Meetings conducted	3 meetings conducted by 30/04/2016	Coordinator Community Development
Coordinate community advisory groups which facilitate participation in Council decision making	30/06/2017	Coordinate and facilitate a Residents' Reference Group which provides ongoing input into the strategic planning process	Meetings conducted	2 meeting conducted by 30/06/2016	Coordinator Community Development
Enhance residents' understanding of Council's role within the City of Kogarah through the provision and distribution of information	30/06/2017	Prepare communication materials as requested by Council departments	Communication materials prepared	30/06/2016	Coordinator Communications & Research

GOAL 6.2 KOGARAH CITY RESIDENTS ARE INFORMED AND ARE ENCOURAGES TO ENGAGE IN THE DECISION MAKING PROCESSES OF COUNCIL.

Strategy 6.2.1 Facilitate good communication and relationships with out residents.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Co-ordinate and maintain a user-friendly website	30/06/2017	Ensure all information on Council's website is written in one tone of voice and is free from grammar and/or factual errors	Information edited as required and monthly reviews of content conducted.	30/06/2016	Coordinator Communications & Research
Provide advice and support on communications and media issues and opportunities to Councillors, Executive and staff	30/06/2017	Prepare media responses, releases and statements as required	Media responses, releases and statements prepared as required.	100%	Coordinator Communications & Research
Provide advice and support on communications and media issues and opportunities to Councillors, Executive and staff	30/06/2017	Distribute media issues, activities and responses to Councillors and Executive twice per week	Information distributed twice per week.	100%	Coordinator Communications & Research

GOAL 6.2 KOGARAH CITY RESIDENTS ARE INFORMED AND ARE ENCOURAGES TO ENGAGE IN THE DECISION MAKING PROCESSES OF COUNCIL.

Strategy 6.2.1 Facilitate good communication and relationships with out residents.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Publish regular community newsletters	30/06/2017	Facilitate the preparation and distribution of Kogarahlife	Kogarahlife published and distributed	4 issues by 30/06/2016	Coordinator Communications & Research
Publish regular community newsletters	30/06/2017	Ensure Kogarahlife is accessible to people with a visual or hearing impairment	Kogarahlife published in large print and audio formats.	30/06/2016	Coordinator Communications & Research

GOAL 6.2 KOGARAH CITY RESIDENTS ARE INFORMED AND ARE ENCOURAGES TO ENGAGE IN THE DECISION MAKING PROCESSES OF COUNCIL.

Strategy 6.2.2 Engage the community on local issues and planning.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Ensure the community is kept informed on local events, issues and planning	30/06/2017	Facilitate the advertising of information regarding local planning, Council meetings, and events in accordance with legislation and time requirements and include on Council's website.	Statutory Compliance	100%	Coordinator Communications & Research

GOAL 6.3 KOGARAH CITY COUNCIL IS AN EMPLOYER OF CHOICE, PROMOTING A SAFE, HEALTHY AND INNOVATIVE WORKING ENVIRONMENT.

Strategy 6.3.1 Attract, retain and develop a skilled workforce.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Attract, retain and develop a capable workforce that delivers positive outcomes for Council.	30/06/2017	Provide an efficient weekly payroll service	Payroll processed weekly	100%	Manager Finance
Attract, retain and develop a capable workforce that delivers positive outcomes for Council.	30/06/2017	Review Council's recruitment process to ensure they promote Council as an 'Employer of Choice' and implement new strategies as required	Recruitment process reviewed and strategies implemented as required.	30/06/2016	Manager Human Resources
Attract, retain and develop a capable workforce that delivers positive outcomes for Council.	30/06/2017	Participate in benchmarking reviews and activities to measure Council's performance in respect to a range of HR Metrics	Benchmarking data provided to external party and report information on Council's performance reviewed and communicated.	100%	Manager Human Resources

GOAL 6.3 KOGARAH CITY COUNCIL IS AN EMPLOYER OF CHOICE, PROMOTING A SAFE, HEALTHY AND INNOVATIVE WORKING ENVIRONMENT.

Strategy 6.3.1 Attract, retain and develop a skilled workforce.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Attract, retain and develop a capable workforce that delivers positive outcomes for Council.	30/06/2017	Review Council's Women's Action Plan	Women's Action Plan reviewed and updated.	30/06/2016	Manager Human Resources
Attract, retain and develop a capable workforce that delivers positive outcomes for Council.	30/06/2017	Develop and implement annual Training Plan offering a variety of training opportunities in the following categories: a) Internally driven training – Corporate and Strategic/Work Health and Safety b) Seminars, short courses or conferences – external training c) Legislative driven training d) Sponsored study e) eLearning	Training Plan developed and implemented for all employees.	Developed by 30/7/2015 Implemented by 30/6/2016	Manager Human Resources

GOAL 6.3 KOGARAH CITY COUNCIL IS AN EMPLOYER OF CHOICE, PROMOTING A SAFE, HEALTHY AND INNOVATIVE WORKING ENVIRONMENT.

Strategy 6.3.1 Attract, retain and develop a skilled workforce.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Attract, retain and develop a capable workforce that delivers positive outcomes for Council.	30/06/2017	Participate in independent remuneration reviews to ensure Council's current remuneration remains competitive	Remuneration data provided to external party and remuneration report reviewed and communicated to executive.	100%	Manager Human Resources
Attract, retain and develop a capable workforce that delivers positive outcomes for Council.	30/06/2017	Review Council's EEO Management Plan	EEO Management Plan reviewed and updated.	30/06/2016	Manager Human Resources
Attract, retain and develop a capable workforce that delivers positive outcomes for Council.	30/06/2017	Review Council's 'Workforce Plan'	'Workplace Plan' reviewed and updated.	30/06/2016	Manager Human Resources

GOAL 6.3 KOGARAH CITY COUNCIL IS AN EMPLOYER OF CHOICE, PROMOTING A SAFE, HEALTHY AND INNOVATIVE WORKING ENVIRONMENT.

Strategy 6.3.1 Attract, retain and develop a skilled workforce.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide professional HR services that support and contribute to positive and productive outcomes for all employees.	30/06/2017	Provide effective management of industrial relations	Council's workforce is managed in accordance with the relevant industrial framework.	Number of complaints and formal grievances.	Manager Human Resources
Provide professional HR services that support and contribute to positive and productive outcomes for all employees.	30/06/2017	Implement an annual reward and recognition program	Reward and recognition program implemented	30/06/2016	Manager Human Resources
Provide professional HR services that support and contribute to positive and productive outcomes for all employees.	30/06/2017	Review and update HR policies, procedures and resources	Policies, procedures and resources reviewed and updated	30/06/2016	Manager Human Resources

GOAL 6.3 KOGARAH CITY COUNCIL IS AN EMPLOYER OF CHOICE, PROMOTING A SAFE, HEALTHY AND INNOVATIVE WORKING ENVIRONMENT.

Strategy 6.3.2 Provide a safe, healthy and non discriminatory working environment.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Promote and support a workplace culture which displays fair practices and behaviours that reflect the diversity of Council's employees	30/06/2017	Facilitate Joint Consultative Committee meetings with employer and employee representatives	Joint Consultative Committee meetings conducted	3 meetings by 30/6/2016	Manager Human Resources
Promote and support a workplace culture which displays fair practices and behaviours that reflect the diversity of Council's employees	30/06/2017	Promote Council's 'VISTA' values to all employees through a variety of methods	'VISTA' values promoted	30/06/2016	Manager Human Resources
Provide a workplace that ensures the health, safety and wellbeing of all employees is a key priority	30/06/2017	Implement health and wellbeing initiatives to support the health and wellbeing of employees	Health & Wellbeing initiatives implemented	2 by 30/06/2016	Manager Human Resources

GOAL 6.3 KOGARAH CITY COUNCIL IS AN EMPLOYER OF CHOICE, PROMOTING A SAFE, HEALTHY AND INNOVATIVE WORKING ENVIRONMENT.

Strategy 6.3.2 Provide a safe, healthy and non discriminatory working environment.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide a workplace that ensures the health, safety and wellbeing of all employees is a key priority	30/06/2017	Implement corrective actions from hazard reports and workplace inspections within agreed time frames	Corrective actions implemented.	100%	Manager Human Resources
Provide a workplace that ensures the health, safety and wellbeing of all employees is a key priority	30/06/2017	Identify and implement Kogarah Worksafe projects.	Projects implemented	3 by 30/06/2016	Manager Human Resources
Provide a workplace that ensures the health, safety and wellbeing of all employees is a key priority	30/06/2017	Provide Council's WHS Officers a standardised monthly report on WHS	WHS report provided monthly	100%	Manager Human Resources

GOAL 6.3 KOGARAH CITY COUNCIL IS AN EMPLOYER OF CHOICE, PROMOTING A SAFE, HEALTHY AND INNOVATIVE WORKING ENVIRONMENT.

Strategy 6.3.2 Provide a safe, healthy and non discriminatory working environment.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide a workplace that ensures the health, safety and wellbeing of all employees is a key priority	30/06/2017	Provide and promote usage of Council's Employee Assistance Program (EAP)	EAP service available for all employees.	100%	Manager Human Resources
Provide a workplace that ensures the health, safety and wellbeing of all employees is a key priority	30/06/2017	Ensure that Council complies with the requirements of the WHS Act 2011	All policies, procedures and resources comply with the WHS Act 2011.	30/06/2016	Manager Human Resources
Provide a workplace that ensures the health, safety and wellbeing of all employees is a key priority	30/06/2017	Manage workers compensation and return to work process for injured workers	Reduction in workers compensation annual premium	Less than 2015/2016	Manager Human Resources

GOAL 6.3 KOGARAH CITY COUNCIL IS AN EMPLOYER OF CHOICE, PROMOTING A SAFE, HEALTHY AND INNOVATIVE WORKING ENVIRONMENT.

Strategy 6.3.2 Provide a safe, healthy and non discriminatory working environment.

DELIVERY PLAN (4 YEARS)		OPERATION PLAN (1 YEAR)			
DP Action	Timeframe	Action	Performance Measure	Target/Timeframe	Responsibility
Provide a workplace that ensures the health, safety and wellbeing of all employees is a key priority	30/06/2017	Facilitate Work Health Safety (WHS) committee with employer and employee representatives	WHS Committee meetings conducted	4 WHS meetings by 30/6/2016	Manager Human Resources
Provide a workplace that ensures the health, safety and wellbeing of all employees is a key priority	30/06/2017	Monitor and review Council's Contractor Management System	Contractor management system monitored and reviewed and changes made where required	30/06/2016	Manager Human Resources

SECTION 3

BUDGET

2014 - 2018

I. A Clean, Green and Sustainable City – Draft Budget

	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
<u>Income</u>				
Rates and annual charges	10,307	10,672	11,049	11,440
User Charges and fees	28	29	29	30
Interest and investment revenue	20	20	21	22
Other revenue	37	37	37	37
Grants and contributions provided for operating purposes	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-
Total income	10,392	10,758	11,136	11,529
<u>Expenses</u>				
Employee benefits and on-costs	3,416	3,525	3,638	3,755
Borrowing costs	-	-	-	-
Materials and contracts	3,006	3,388	3,534	3,642
Depreciation and amortisation	509	521	534	547
Other expenses	3,009	3,140	3,276	3,415
Total Expenses	9,940	10,574	10,982	11,359
Net Operating Result	\$452	\$184	\$154	\$170
Capital Expenditure	1,317	1,044	1,023	1,043
Depreciation Provision	(509)	(521)	(534)	(547)
Unrestricted Working Fund	(3,469)	(3,633)	(3,679)	(3,763)
<u>Transfer to Reserves:</u>				
Domestic Waste	9,788	10,135	10,493	10,865
Section 94	-	-	-	-
Grants	-	-	-	-
Environment Levy	-	-	-	-
Stormwater Levy	-	-	-	-
Internal Reserve	-	-	-	-
Total Transfer to Reserves	9,788	10,135	10,493	10,865
<u>Transfer from Reserves:</u>				
Domestic Waste	9,250	9,567	9,895	10,195
Section 94	377	386	396	406
Grants	305	-	-	-
Environment Levy	-	-	-	-
Stormwater Levy	434	412	416	420
Internal Reserve	30	30	30	30
Total Transfer from Reserves	10,396	10,395	10,737	11,051

2. A Liveable and Connected City – Draft Budget

	<u>2015/16</u> <u>\$'000</u>	<u>2016/17</u> <u>\$'000</u>	<u>2017/18</u> <u>\$'000</u>	<u>2018/19</u> <u>\$'000</u>
<u>Income</u>				
Rates and annual charges	-	-	-	-
User Charges and fees	1,573	1,602	1,628	1,647
Interest and investment revenue	600	600	600	600
Other revenue	2,295	2,350	2,350	2,406
Grants and contributions provided for operating purposes	424	427	432	436
Grants and contributions provided for capital purposes	2,127	2,129	2,131	2,134
Total income	7,019	7,108	7,141	7,223
<u>Expenses</u>				
Employee benefits and on-costs	2,277	2,350	2,425	2,503
Borrowing costs	-	-	-	-
Materials and contracts	545	529	512	494
Depreciation and amortisation	3,395	3,479	3,566	3,655
Other expenses	547	556	565	575
Total Expenses	6,764	6,914	7,068	7,227
Net Operating Result	255	194	73	(4)
Capital Expenditure	2,521	2,186	2,238	2,292
Depreciation Provision	(3,395)	(3,479)	(3,566)	(3,655)
Unrestricted Working Fund	(1,232)	(1,113)	(1,198)	(1,239)
<u>Transfer to Reserves:</u>				
Domestic Waste	-	-	-	-
Section 94	2,600	2,600	2,600	2,600
Grants	538	544	550	556
Environment Levy	-	-	-	-
Stormwater Levy	-	-	-	-
Internal Reserve	-	-	-	-
Total Transfer to Reserves	3,138	3,144	3,150	3,156
<u>Transfer from Reserves:</u>				
Domestic Waste	1	1	1	1
Section 94	195	-	-	-
Grants	581	543	550	557
Environment Levy	-	-	-	-
Stormwater Levy	-	-	-	-
Internal Reserve	-	-	-	-
Total Transfer from Reserves	777	544	551	558

3. A Thriving and Prosperous City – Draft Budget

	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
<u>Income</u>				
Rates and annual charges	-	-	-	-
User Charges and fees	-	-	-	-
Interest and investment revenue	-	-	-	-
Other revenue	1	1	1	1
Grants and contributions provided for operating purposes	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-
Total income	1	1	1	1
<u>Expenses</u>				
Employee benefits and on-costs	-	-	-	-
Borrowing costs	-	-	-	-
Materials and contracts	-	-	-	-
Depreciation and amortisation	158	162	166	170
Other expenses	80	81	81	82
Total Expenses	238	243	247	252
Net Operating Result	(237)	(242)	(246)	(251)
Capital Expenditure	-	-	-	-
Depreciation Provision	(158)	(162)	(166)	(170)
Unrestricted Working Fund	(79)	(80)	(80)	(81)
<u>Transfer to Reserves:</u>				
Domestic Waste	-	-	-	-
Section 94	-	-	-	-
Grants	-	-	-	-
Environment Levy	-	-	-	-
Stormwater Levy	-	-	-	-
Internal Reserve	-	-	-	-
Total Transfer to Reserves	-	-	-	-
<u>Transfer from Reserves:</u>				
Domestic Waste	-	-	-	-
Section 94	-	-	-	-
Grants	-	-	-	-
Environment Levy	-	-	-	-
Stormwater Levy	-	-	-	-
Internal Reserve	-	-	-	-
Total Transfer from Reserves	-	-	-	-

4. A Vibrant, Safe and Inclusive City – Draft Budget

	<u>2015/16</u> <u>\$'000</u>	<u>2016/17</u> <u>\$'000</u>	<u>2017/18</u> <u>\$'000</u>	<u>2018/19</u> <u>\$'000</u>
<u>Income</u>				
Rates and annual charges	-	-	-	-
User Charges and fees	2,098	2,162	2,227	2,297
Interest and investment revenue	-	-	-	-
Other revenue	81	82	83	85
Grants and contributions provided for operating purposes	547	559	573	586
Grants and contributions provided for capital purposes	14	14	14	15
Total income	2,740	2,817	2,897	2,983
<u>Expenses</u>				
Employee benefits and on-costs	4,850	5,005	5,165	5,331
Borrowing costs	-	-	-	-
Materials and contracts	342	339	334	327
Depreciation and amortisation	339	347	356	365
Other expenses	2,171	2,247	2,302	2,362
Total Expenses	7,702	7,938	8,157	8,385
Net Operating Result	(4,962)	(5,121)	(5,260)	(5,402)
Capital Expenditure	242	248	254	260
Depreciation Provision	(339)	(347)	(356)	(365)
Unrestricted Working Fund	(4,863)	(5,017)	(5,153)	(5,293)
<u>Transfer to Reserves:</u>				
Domestic Waste	-	-	-	-
Section 94	-	-	-	-
Grants	204	209	214	219
Environment Levy	-	-	-	-
Stormwater Levy	-	-	-	-
Internal Reserve	-	-	-	-
Total Transfer to Reserves	204	209	214	219
<u>Transfer from Reserves:</u>				
Domestic Waste	1	1	1	1
Section 94	5	5	5	5
Grants	202	207	212	217
Environment Levy	-	-	-	-
Stormwater Levy	-	-	-	-
Internal Reserve	-	-	-	-
Total Transfer from Reserves	208	213	218	223

5. An Active and Healthy City – Draft Budget

	<u>2015/16</u> \$'000	<u>2016/17</u> \$'000	<u>2017/18</u> \$'000	<u>2018/19</u> \$'000
<u>Income</u>				
Rates and annual charges	-	-	-	-
User Charges and fees	23	24	24	25
Interest and investment revenue	-	-	-	-
Other revenue	77	79	81	83
Grants and contributions provided for operating purposes	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-
Total income	100	103	105	108
<u>Expenses</u>				
Employee benefits and on-costs	-	-	-	-
Borrowing costs	-	-	-	-
Materials and contracts	2,929	2,987	3,047	3,108
Depreciation and amortisation	511	523	536	550
Other expenses	97	99	100	102
Total Expenses	3,537	3,609	3,683	3,760
Net Operating Result	(3,437)	(3,506)	(3,578)	(3,652)
Capital Expenditure	1,474	2,360	2,190	2,356
Depreciation Provision	(511)	(523)	(536)	(550)
Unrestricted Working Fund	(3,501)	(3,523)	(3,601)	(3,792)
<u>Transfer to Reserves:</u>				
Domestic Waste	-	-	-	-
Section 94	-	-	-	-
Grants	-	-	-	-
Environment Levy	-	-	-	-
Stormwater Levy	-	-	-	-
Internal Reserve	-	-	-	-
Total Transfer to Reserves	-	-	-	-
<u>Transfer from Reserves:</u>				
Domestic Waste	-	-	-	-
Section 94	835	1,820	1,631	1,666
Grants	-	-	-	-
Environment Levy	-	-	-	-
Stormwater Levy	-	-	-	-
Internal Reserve	65	-	-	-
Total Transfer from Reserves	900	1,820	1,631	1,666

6. An Innovative and Efficient Council – Draft Budget

	<u>2015/16</u> <u>\$'000</u>	<u>2016/17</u> <u>\$'000</u>	<u>2017/18</u> <u>\$'000</u>	<u>2018/19</u> <u>\$'000</u>
<u>Income</u>				
Rates and annual charges	25,716	27,101	27,819	28,556
User Charges and fees	1,707	1,691	1,728	1,765
Interest and investment revenue	1,036	1,057	1,079	1,101
Other revenue	945	948	950	953
Grants and contributions provided for operating purposes	2,031	2,031	2,070	2,109
Grants and contributions provided for capital purposes	500	510	520	531
Total income	31,935	33,338	34,166	35,015
<u>Expenses</u>				
Employee benefits and on-costs	10,544	10,881	11,229	11,589
Borrowing costs	2	2	2	2
Materials and contracts	3,078	2,874	2,870	2,866
Depreciation and amortisation	2,570	2,630	2,688	2,747
Other expenses	4,709	4,800	4,898	4,994
Total Expenses	20,902	21,187	21,687	22,197
Net Operating Result	11,033	12,151	12,479	12,818
Capital Expenditure	2,365	2,746	2,833	2,866
Depreciation Provision	(2,570)	(2,630)	(2,688)	(2,747)
Unrestricted Working Fund	13,177	13,711	14,001	14,356
<u>Transfer to Reserves:</u>				
Domestic Waste	-	-	-	-
Section 94	-	-	-	-
Grants	500	510	520	531
Environment Levy	-	-	-	-
Stormwater Levy	450	450	450	450
Internal Reserve	1,178	1,188	1,199	1,209
Total Transfer to Reserves	2,128	2,148	2,169	2,190
<u>Transfer from Reserves:</u>				
Domestic Waste	108	111	115	118
Section 94	49	50	52	54
Grants	-	-	-	-
Environment Levy	-	-	-	-
Stormwater Levy	35	36	38	39
Internal Reserve	1,475	1,426	1,431	1,435
Total Transfer from Reserves	1,667	1,623	1,636	1,646

Total for All Strategic Directions – Draft Budget

	<u>2015/16</u> <u>\$'000</u>	<u>2016/17</u> <u>\$'000</u>	<u>2017/18</u> <u>\$'000</u>	<u>2018/19</u> <u>\$'000</u>
<u>Income</u>				
Rates and annual charges	36,023	37,773	38,868	39,996
User Charges and fees	5,429	5,508	5,636	5,764
Interest and investment revenue	1,656	1,677	1,700	1,723
Other revenue	3,436	3,497	3,502	3,565
Grants and contributions provided for operating purposes	3,002	3,017	3,075	3,131
Grants and contributions provided for capital purposes	2,641	2,653	2,665	2,680
Total income	52,187	54,125	55,446	56,859
<u>Expenses</u>				
Employee benefits and on-costs	21,087	21,762	22,458	23,177
Borrowing costs	2	2	2	2
Materials and contracts	9,899	10,116	10,296	10,437
Depreciation and amortisation	7,482	7,662	7,846	8,034
Other expenses	10,613	10,923	11,222	11,530
Total Expenses	49,083	50,465	51,824	53,180
Net Operating Result	3,104	3,660	3,622	3,679
Capital Expenditure	7,919	8,584	8,538	8,817
Depreciation Provision	(7,482)	(7,662)	(7,846)	(8,034)
Unrestricted Working Fund	35	345	289	188
<u>Transfer to Reserves:</u>				
Domestic Waste	9,788	10,135	10,493	10,865
Section 94	2,600	2,600	2,600	2,600
Grants	1,242	1,263	1,284	1,305
Environment Levy	-	-	-	-
Stormwater Levy	450	450	450	450
Internal Reserve	1,178	1,188	1,199	1,209
Total Transfer to Reserves	15,258	15,635	16,026	16,429
<u>Transfer from Reserves:</u>				
Domestic Waste	9,361	9,681	10,012	10,316
Section 94	1,460	2,262	2,084	2,131
Grants	1,088	750	762	774
Environment Levy	-	-	-	-
Stormwater Levy	470	448	454	459
Internal Reserve	1,570	1,456	1,461	1,465
Total Transfer from Reserves	13,948	14,596	14,772	15,145

SECTION 4 – ASSET MANAGEMENT PROGRAM (CAPITAL WORKS)

2015/16 Asset Management Program (Capital Works)

Description	Original Budget Proposal	Funding Dissection - 2015/16 Asset Management Budget			
		Section 94/94A Levy	Grants/Other Restriction	Stormwater Charge	Unrestricted
84 Railway Parade - rectification works	60,000		60,000		-
Books and library materials	222,590	5,000			217,590
Buildings - asbestos removal	5,000				5,000
Buildings - asset condition reports	5,000		5,000		-
Buildings - community/neighbourhood halls furniture	20,000				20,000
Buildings - works from asset condition reports	200,000				200,000
Bus stop upgrade program	20,000				20,000
Carlton stormwater harvesting plant	60,000			60,000	-
Carss Bush Park - playground stage 2	145,000				145,000
Carss Bush Park BBQ area - 1x large shelter, slab and furniture	55,000	55,000			-
Carss Bush Park BBQ area - new amenities building	250,000	250,000			-
Carss Park - foreshore lighting (removals & replacements)	75,000	75,000			-
Civic Centre - airconditioning upgrades	100,000				100,000
Civic Centre - general maintenance	20,480				20,480
Civic Centre - various works	54,410				54,410
Claydon Reserve - fencing (Ramsgate Rd)	35,000	35,000			-
Donnelly Park - pontoon replacement	35,000				35,000
Dover Park - fence replacement (eastern side Princes Hwy)	29,000	29,000			-
Fire services upgrades	20,000				20,000
Flood management - minor works	34,070			34,070	-
Footpath replacement program	457,550				457,550
Foreshore renewal works	27,915				27,915
Foreshore structures/seawalls - minor works	34,070				34,070
Harris Street - flood mitigation drainage works	70,000			70,000	-
Hogben Park - pathways	30,000	30,000			-
Kerb & gutter replacement program (trees)	72,060				72,060
Kogarah CBD - high pedestrian activity area project	90,000	45,000	45,000		-
Kogarah CBD - streetscape works	314,880	314,880			-
Kogarah Library - foyer furniture reupholstering	6,180				6,180
Kyle Parade, Connells Point - Flat Top Humps	60,000	60,000			-
Kyle Parade, Connells Point (Connells Pt Rd to Terry St) - Footpath	40,000				40,000
Library - special projects	13,679		13,679		-
Moore Reserve - large shelter and seating plus 3 seats	60,000	60,000			-
Oatley Bay - boat ramp upgrade	435,000		305,000		130,000
Oatley Pleasure Grounds – new shark net	30,000				30,000
Parks & reserves - minor works	49,620				49,620
Parkside Drive - stormwater relining (112m)	45,000			45,000	-
Plant & vehicle purchases	1,155,000		1,155,000		-
Poulton Park - Playground Upgrade (softfall, slide)	50,000				50,000
Provision for asset renewals	550,000				550,000
Provision for cycleways & youth recreation facilities	262,320				262,320
Provision for new playgrounds	40,190				40,190
Provision for stormwater infrastructure	35,000			35,000	-
Purchase of IT&T equipment	161,370		161,370		-
Queens Road - stormwater relining (65m)	32,000			32,000	-
Ramsgate Rd, Ramsgate - New Footpath	60,000				60,000
Replacement of operating assets	50,380		20,000		30,380
Road pavement resheeting	1,122,660		349,060		773,600

2015/16 Asset Management Program (Capital Works) cont'd

Description	Original Budget Proposal	Funding Dissection - 2015/16 Asset Management Budget			
		Section 94/94A Levy	Grants/Other Restriction	Stormwater Charge	Unrestricted
Roads - minor works	49,620				49,620
Sans Souci Park - playground shade cover	70,000	70,000			-
School of Arts - building refurbishment	100,000		74,080		25,920
Security system and monitoring upgrades	10,000				10,000
Shunde Gardens - landscape works	230,500	230,500			-
Small plant replacement	127,900				127,900
Stormwater pits/pipes/SQIDS - replacement program	102,240			102,240	-
Street tree planting (master plan)	30,900	30,900			-
Street tree removals (master plan)	30,900	30,900			-
Wyong St, Oatley - New Footpath	45,000				45,000
Terry St, Blakehurst - Flat Top Humps	90,000	90,000			-
The Green - playground	80,000				80,000
Traffic facilities	151,360		151,360		-
Totals	7,918,844	1,411,180	2,339,549	378,310	3,789,805

2016/17 Asset Management Program (Capital Works)

Description	Original Budget Proposal	Funding Dissection - 2016/17 Asset Management Budget			
		Section 94/94A Levy	Grants/Other Restriction	Stormwater Charge	Unrestricted
Amenities building renewals	150,000	150,000			-
Books and library materials	227,930	5,000			222,930
Buildings - asbestos removal	5,000				5,000
Buildings - asset condition reports	5,000				5,000
Buildings - renewal works	39,442				39,442
Buildings - works from asset condition reports	200,000				200,000
Bus stop upgrade program	20,000				20,000
Carss Bush Park - provision for masterplan upgrade implementation	150,000	150,000			-
Carss Bush Park BBQ area - 1x large shelter, slab and furniture	230,000				230,000
Civic Centre - airconditioning upgrades	9,900				9,900
Civic Centre - general maintenance	20,970				20,970
Civic Centre - various works	55,720				55,720
Fire services upgrades	20,000				20,000
Flood management - minor works	34,890			34,890	-
Footpath replacement program	468,530				468,530
Foreshore renewal works	228,265				228,265
Foreshore structures/seawalls - minor works	34,890				34,890
Hogben Park - park pathways & lighting	120,000	120,000			-
Kerb & gutter replacement program (trees)	73,790				73,790
Kogarah CBD - streetscape works	322,440	322,440			-
Kogarah Library - foyer furniture reupholstering	6,180				6,180
Library - special projects	14,010		14,010		-
Moore Reserve - large shelter and seating	45,000	45,000			-
Neverfail Bay Wyong Street - WVSUD treatment	40,000				40,000
PABX replacement and implementation	180,000				180,000
Park lighting - renewals	15,000	15,000			-
Parks & reserves - minor works	50,810				50,810
Plant & vehicle purchases	1,155,000		1,155,000		-
Playground shade structures	75,000	75,000			-
Provision for asset renewals	763,200				763,200
Provision for cycleways & youth recreation facilities	268,620				268,620
Provision for fencing and furniture	35,000	35,000			-
Provision for new playgrounds	322,750				322,750
Provision for stormwater infrastructure	215,000			215,000	-
Purchase of IT&T equipment	165,240		165,240		-
Replacement of operating assets	51,590		20,000		31,590
Road pavement resheeting	1,149,600		351,250		798,350
Roads - minor works	50,810				50,810
Sans Souci Park - landscape works (6 x shelters, slabs and furniture)	200,000	200,000			-
School of Arts - building refurbishment	100,000				100,000
Section 94/94A expenditure - asset renewals	800,000	800,000			-
Security system and monitoring upgrades	10,000				10,000
Small plant replacement	130,970				130,970
Stormwater pits/pipes/SQIDS - replacement program	104,690			104,690	-
Street tree planting (master plan)	31,830	31,830			-
Street tree removals (master plan)	31,830	31,830			-
Traffic facilities	154,990		154,990		-
Totals	8,583,887	1,981,100	1,860,490	354,580	4,387,717

2017/18 Asset Management Program (Capital Works)

Description	Original Budget Proposal	Funding Dissection - 2017/18 Asset Management Budget			
		Section 94/94A Levy	Grants/Other Restriction	Stormwater Charge	Unrestricted
Amenities Building Renewals	153,750	153,750			-
Asset Condition Reports for All Buildings - SRV	5,000				5,000
Books and Library Materials	233,400	5,000			228,400
Buildings - Asbestos Removal	5,000				5,000
Buildings - renewal works	47,826				47,826
Buildings - Roll-out of Works from Asset Condition Reports	200,000				200,000
Bus Stop upgrade program	20,000				20,000
Carss Bush Park Provision for Masterplan upgrade implementation	150,000	150,000			-
Civic Centre - Airconditioning Upgrades	10,140				10,140
Civic Centre - General Maintenance	21,470				21,470
Civic Centre - various works	57,060				57,060
Fire services upgrades	20,000				20,000
Flood management - minor works	35,730			35,730	-
Footpath replacement program	479,770				479,770
Foreshore renewal works	233,740				233,740
Foreshore Structures / Seawalls - minor works - SRV	35,730				35,730
Kerb & gutter replacement program (trees)	75,560				75,560
Kogarah CBD - streetscape works	330,180	330,180			-
Kogarah Library - foyer furniture reupholstering	6,180				6,180
Library - special projects	14,350		14,350		-
PABX Replacement and implementation	40,000				40,000
Park lighting - renewals	15,000	15,000			-
Parks & reserves - minor works	52,030				52,030
Plant & vehicle purchases	1,155,000		1,155,000		-
Playground shade structures	76,800	76,800			-
Provision for asset renewals	981,520				981,520
Provision for cycleways & youth recreation facilities	275,070				275,070
Provision for fencing and furniture	35,840	35,840			-
Provision for new playgrounds	330,500				330,500
Provision for stormwater infrastructure	215,000			180,000	35,000
Purchase of IT&T equipment	169,210		169,210		-
Replacement of operating assets	52,830		20,000		32,830
Road pavement resheeting	1,177,190		353,490		823,700
Roads - minor works	52,030				52,030
School of Arts Building Refurbishment	100,000				100,000
Section 94/94A expenditure - asset renewals	1,200,000	1,200,000			-
Security system and monitoring upgrades	10,000				10,000
Small plant replacement	134,110				134,110
Stormwater pits/pipes/SQIDS - replacement program	107,200			107,200	-
Street tree planting (master plan)	32,780	32,780			-
Street tree removals (master plan)	32,780	32,780			-
Traffic facilities	158,710		158,710		-
Totals	8,538,486	2,032,130	1,870,760	322,930	4,312,666

2018/19 Asset Management Program (Capital Works)

Description	Original Budget Proposal	Funding Dissection - 2018/19 Asset Management Budget			
		Section 94/94A Levy	Grants/Other Restriction	Stormwater Charge	Unrestricted
Amenities Building Renewals	157,590	157,590			-
Asset Condition Reports for All Buildings - SRV	5,000				5,000
Books and Library Materials	239,000	5,000			234,000
Buildings - Asbestos Removal	5,000				5,000
Buildings - renewal works	166,797				166,797
Buildings - Roll-out of Works from Asset Condition Reports	200,000				200,000
Bus Stop upgrade program	20,000				20,000
Carss Bush Park Provision for Masterplan upgrade implementation	150,000	150,000			-
Civic Centre - Airconditioning Upgrades	10,380				10,380
Civic Centre - General Maintenance	21,990				21,990
Civic Centre - various works	58,430				58,430
Fire services upgrades	20,000				20,000
Flood management - minor works	36,590			36,590	-
Footpath replacement program	491,280				491,280
Foreshore renewal works	239,350				239,350
Foreshore Structures / Seawalls - minor works - SRV	36,590				36,590
Kerb & gutter replacement program (trees)	77,370				77,370
Kogarah CBD - streetscape works	338,100	338,100			-
Kogarah Library - foyer furniture reupholstering	6,180				6,180
Library - special projects	14,690		14,690		-
PABX Replacement and implementation	41,000				41,000
Park lighting - renewals	15,000	15,000			-
Parks & reserves - minor works	53,280				53,280
Plant & vehicle purchases	1,155,000		1,155,000		-
Playground shade structures	78,640	78,640			-
Provision for asset renewals	1,005,080				1,005,080
Provision for cycleways & youth recreation facilities	281,670				281,670
Provision for fencing and furniture	36,700	36,700			-
Provision for new playgrounds	338,430				338,430
Provision for stormwater infrastructure	215,000			180,000	35,000
Purchase of IT&T equipment	173,270		173,270		-
Replacement of operating assets	54,100		20,000		34,100
Road pavement resheeting	1,205,440		355,780		849,660
Roads - minor works	53,280				53,280
School of Arts Building Refurbishment	100,000				100,000
Section 94/94A expenditure - asset renewals	1,228,800	1,228,800			-
Security system and monitoring upgrades	10,000				10,000
Small plant replacement	137,330				137,330
Stormwater pits/pipes/SQIDS - replacement program	109,770			109,770	-
Street tree planting (master plan)	33,760	33,760			-
Street tree removals (master plan)	33,760	33,760			-
Traffic facilities	162,520		162,520		-
Totals	8,816,167	2,077,350	1,881,260	326,360	4,531,197

SECTION 5 – FINANCIAL INFORMATION

Sale and Replacement of Assets

Council holds assets to meet the ongoing needs of its operations.

It is Council's policy to review all assets held and, in a commercial manner, dispose of those identified as surplus to Council's needs or replace existing assets to meet the operational needs of the Council.

Council continues to review its operating leases for plant equipment.

Council will continue to monitor its property portfolio during 2015/16. Any properties identified as surplus to our needs will be the subject of further reports to Council and appropriate community consultation. Any proceeds from disposal of such property will be applied according to Councils Financial Policy Framework detailed in Council's Long Term Financial Plan.

Council will, where financially prudent, purchase operating assets in lieu of leasing.

Council is also proposing entrepreneurial activity with the purpose of raising additional revenue. If these activities identify further opportunities to sell or replace other assets of the Council these matters will be reported through the formal public process.

Council has recognised the need to implement a number of actions to ensure the longer-term viability and sustainability of its infrastructure assets. Additional resources are required to fund the replacement of ageing assets in order to maintain adequate operating conditions.

In 2015/16 Council will continue to develop its asset management systems. The system is being developed to produce the statutory asset reports required annually, provide improved advice to the Executive about the condition of assets, explore methods of maintenance to improve asset longevity, and develop replacement programs to meet the operational needs required by the community.

Borrowings

No external borrowings are proposed.

Schedule of Business or Commercial Activities

Kogarah City Council undertakes activities that are of a commercial nature for which we receive a return. These activities include leasing agreements for golf clubs and rental properties. However, these activities have not been identified as either category one or two businesses under competitive neutrality Guidelines.

Category One Business

There is no Category One business.

Category Two Business

There is no Category Two business.

Rating

The Local Government Act requires that Council rate predominantly on an ad valorem basis (based on land values) and thus land valued highly will accrue higher rates than lower valued land. Council also maintains the option of a minimum rate. Those able to derive commercial benefit from land are rated by Council higher than land used for residential purposes. This recognises the superior income producing capability of such land.

Through a combination of the ad valorem system, minimum rates, categorisation, mixed development, pensioner rebates and postponed rates, Council achieves a rating structure that is fair and equitable for its ratepayers.

The rates proposed to be levied are based on a rating structure that consists of two (2) categories – Residential and Business. The Business category has nine (9) sub categories being five (5) Commercial and four (4) Industrial. These new sub categories have been introduced to adequately describe the centres of business associated with each Business sub-category.

The minimum rate is set at the maximum level applicable under Section 548(3) (a) of the Local Government Act, 1993, across all categories.

Land Value

The ad valorem system of rating used by Council requires land valuations to be set by the Valuer General. Council cannot make and levy a rate in respect of a parcel of land, unless Council has been furnished with a valuation of that land under the Valuation Land Act.

While Council has the right to appeal against any land valuation furnished by the Valuer General for the Kogarah LGA, the Valuer General assesses all land values independently of Council.

Valuations used for rating in 2015/16 are based on valuations received from the Valuer General under the Valuation of Land Act 1916, with a Base Date of 1 July 2013.

Rates for 2015/16

All rates are levied in accordance with the Local Government Act, 1993. Categorisation of land is based on use as defined in the relevant sections of the Act.

The Delivery Program includes the approved special rate variation of 4.8% per annum (inclusive of the rate-pegging limit) for years two (2) and three (3) of the Delivery Program. The special rate variation will provide the resources required to fund the draft 4-year delivery program. This will ensure that service levels provided to the community continue to meet their on-going expectations and growing needs. It will also allow Council to maintain the condition of infrastructure to a satisfactory level and not unduly burden future generations.

The draft Delivery Program (2013 - 2017) has been developed and outlines the principal activities to be undertaken by the Council to implement the strategies established by the Community Strategic Plan. The Delivery Program addresses the full range of Council operations, financial estimates and allocated levels of responsibility for each action.

The impact of the rate variation will be distributed evenly across all rate payers. All categories in Councils rating structure will be increased by the same percentage.

The following table shows the permissible level of income from each rate category based on Council's approved special rate variation of 4.8% for 2015/16.

Type of Rate	Number of Assessments	Rate in \$ or Amount	Rate Yield
Residential	11,303.58	0.00188730	14,752,445
Residential Minimum	9,778.00	843.12	8,244,027
Business	140.80	0.00394000	540,747
Business Minimum	58.00	843.12	48,901
Sub Category of CBD Commercial			
Kogarah CBD Commercial Centre	220.62	0.00474000	933,880
Kogarah CBD Commercial Centre Min	320.00	843.12	269,798
Blakehurst CBD Commercial Centre	27.00	0.00474000	69,014
Blakehurst CBD Commercial Centre Min	16.00	843.12	13,490
Hurstville CBD Commercial Centre	69.00	0.00474000	324,137
Hurstville CBD Commercial Centre Min	46.00	843.12	38,784
Oatley CBD Commercial Centre	58.00	0.00460000	221,591
Oatley CBD Commercial Centre Min	34.00	843.12	28,666
Ramsgate CBD Commercial Centre	45.00	0.00474000	146,379
Ramsgate CBD Commercial Minimum	9.00	843.12	7,588
Sub Category of Industrial			
Carlton Industrial Area	98.00	0.00550000	291,596
Carlton Industrial Minimum	9.00	843.12	7,588
Blakehurst Industrial Area	13.00	0.00550000	50,562
Blakehurst Industrial Minimum	-	843.12	-
Sth Hurstville Industrial Area	7.00	0.00430000	11,903
Sth Hurstville Industrial Minimum	54.00	843.12	45,528
Total	22,306.00		26,046,626

Rate Reductions for Eligible Pensioners

Council provides for rate reductions to eligible pensioners under Section 575 of the Local Government Act, 1993, up to a maximum of \$250.00 per assessment. The State Government grants a subsidy of 55% on rate rebates. Part year rebates are also provided calculated on a quarterly basis. Pensioner rebates also apply, in part, to properties subject to postponed rates.

Postponement of Rates

Where a property is used as a single dwelling but because of zoning or permitted use has a land value that reflects the potential use rather than the actual use, Council will provide a postponement of rates in accordance with Section 591 of the Local Government Act, 1993.

These postponed rates, together with the accrued interest are abandoned after a period of 5 years unless the use of the property changes and then the rates become payable.

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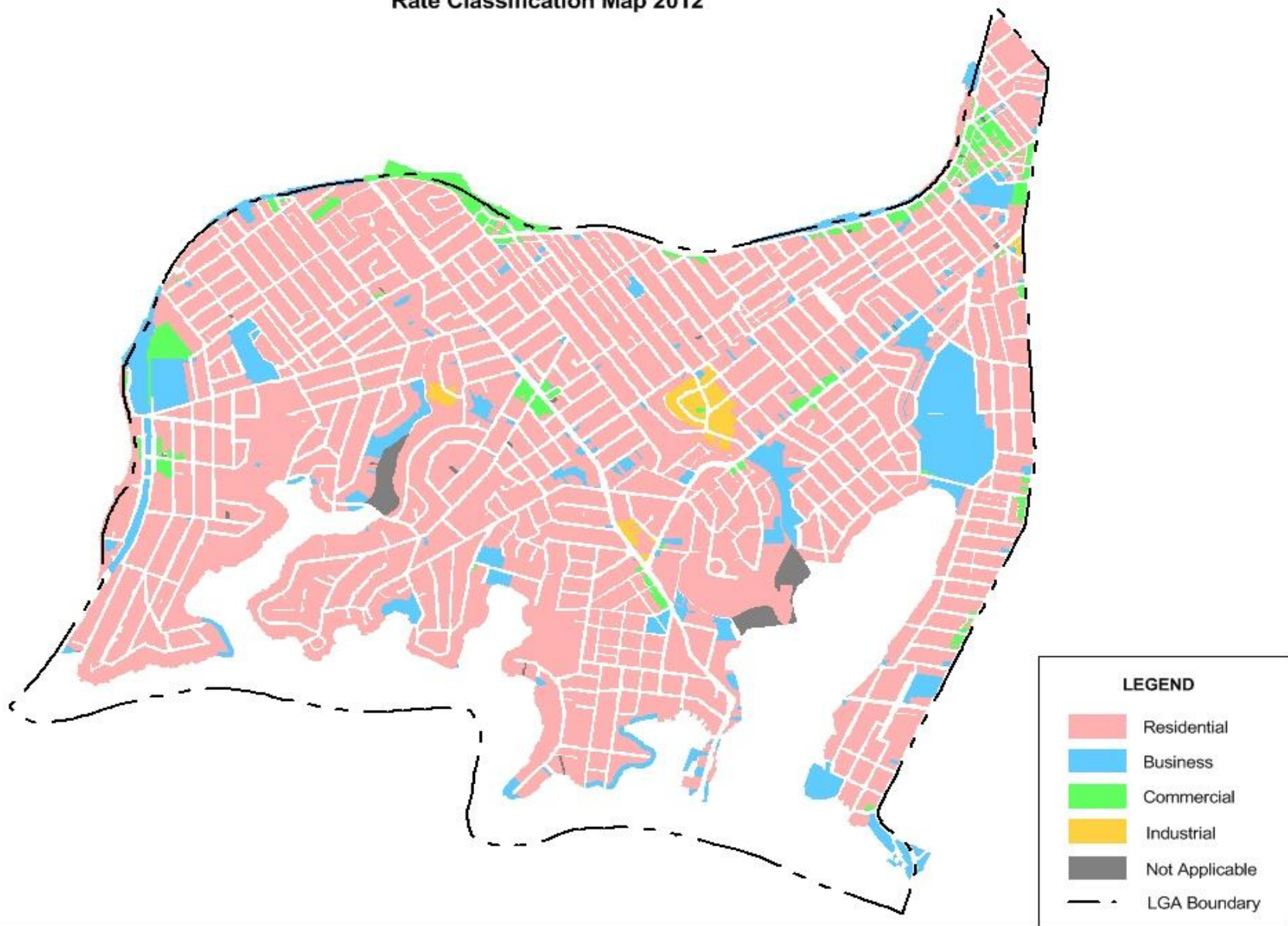
Interest on Overdue Rates

Interest accrues on a daily basis on rates and charges that remain unpaid after they become due and payable. Council will apply the maximum interest allowable under Section 566(3) of the Local Government Act, 1993 being 8.5% for 2015/16 calculated on a daily basis.

Non-Rateability

Council deems land to be non-rateable strictly in accordance with Sections 555 and 556 of the Local Government Act, 1993

Rate Classification Map 2012



Appendix – Draft Schedule of Fees and Charges 2015/16

A. 2015/16 Schedule of Fees and Charges

The Fees and Charges Schedule sets the maximum price payable for any particular activity or services provided by Council. Fees or Charges less than the maximum listed amount are either set by Council through a resolution or by the General Manager or Council Officers through delegated authority.

It is important to note that the Fees or Charges that appear in the following schedule can vary according to the type of activity or user. For example, differential pricing exists for the users of community halls and open space. The basis for differentiation lies in the categories outlined in the Pricing Policy.

Some fees and charges included will not apply until final Policy documents have been developed and endorsed by Council.

B. Pricing Policy

Council has four categories of pricing in the 2015/16 Schedule of Fees and Charges to ensure that the range of fees and charges reflect the cost of providing services to the Kogarah community.

The Pricing Policy categories are:

- A. Regulatory;
- B. Social Equity;
- C. Cost Recovery;
- D. Full Cost Recovery.

The Fees and Charges included in the Schedule are based on this Pricing Policy.

C. Regulatory

Regulatory pricing occurs if relevant acts and regulations enable Council to set a fee or charge, or the relevant acts and regulations prescribe a maximum fee for a particular activity.

These charges are legislated by the New South Wales State Government across a range of activities and services provided by local government. A full explanation of regulatory pricing appears in Section IV – Applicable Legislative Reference.

Where a statute (for example, the Local Government Act 1993) provides that a specific fee or charge shall be set in respect to a service or function, the fee or charge included in the Schedule includes a reference to the applicable legislation. The Applicable Legislation Reference section at the end of this Schedule provides details of the applicable legislation in regard to a particular fee or charge.

D. Social Equity

Under social equity pricing, Kogarah City Council sets a price for a service below the financial cost of providing that service. Under this category, activities or services are provided:

a) Free of Charge:

Council provides free of charge because the service or good is a:

- i) Merit good, such as library borrowing services or immunisation clinics, which are considered beneficial to the well-being of the Kogarah community; and
- ii) Public good, such as roads or parks where it is not practicable in most case to exclude users who don't pay.

b) Below Cost Recovery:

Council provides a service or activity at a discounted price (i.e. below cost recovery) where a positive externality exists. For example, the cost of maintaining sports-fields is much higher than the financial return received from the use of the grounds. Council recognises in this instance that sports clubs contribute to the promotion of a healthy and active lifestyle. This social benefit is considered to outweigh the cost (to Council) of maintaining its sportsgrounds.

E. Cost Recovery

The fee or charge set under cost recovery pricing recovers for council the cost of providing a service to the community.

An example of an activity in this category is road restorations.

F. Full Cost Recovery

Council sets the price for a service or activity to recover the cost of providing a service with an in-built rate of return on any asset being used or a mark-up for the service. For example, corporate use of open space areas for events, picnics etc., and the hire of community halls have an in-built rate of return on assets priced into the fee.

G. Fees for Work on Private Land

None proposed.

H. GST Disclaimer

Council reserves the right to amend fees and charges without re-advertising only to the extent of the application of changes in, or variation to GST Legislation.

Fee Title Applicable.

FEES AND CHARGES KEY

The Applicable Legislation Column refers to the legislation that sets the maximum fee, or allows council to set a fee or charge for a particular activity. See the Applicable Legislation Reference at the end of the Schedule for details.

This Column indicates the maximum Fee or Charge payable.

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee \$	Comments
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The Fee Title Column describes or details the type of Fee or Charge

This Column corresponds to the Categories described in the Pricing Policy. The four categories are: -

- A = Regulatory
- B = Social Equity
- C = Cost Recovery
- D = Full Cost Recovery

This Column describes additional information that may be applicable to the particular Fee or Charge.

Items	Page	Items	Page
149 Planning certificate	193	Interim or final occupation certificate	198
Abandoned vehicles	201	InterLibrary loan requests	190
Access to private property via public reserve	206	Internal review	185
Administration fees for bookings	204	Jubilee Community Centre	190
Advertising	206	Keys - Leases/Licences/Permanent bookings	187
Advertising fee for development applications	196	Kogarah Town Centre Civic forecourt area	205
Aerial photography	207	Leases/Licences of council property	186
A-Frame advertising	187	Library bags	191
Ancillary approval under section 68 of LG Act	198	Life time registration - microchipping	199
Anti-barking dog collar	200	Linen plan (certification)	198
Archiving fees	195	Local environmental plan preparation	192
Asbestos removal sign	200	Long Service Payments Commission	185
Beverley Park water reclamation	207	Map & plan Copying	207
Boarding house initial compliance inspections	198	Map production	207
Boom gates (emergency afterhours)	187	Material charges	208
Building certificates	197	Microfiche / Film copies	191
Building certificates for unauthorised works	198	Modification of development consent	196
Car parking	187	Neighbour notification administration fee	196
Charges on other carriers	186	Neighbourhood halls	188
Child care fees	191	Offsite storytime sessions	191
Childcare - enrolment cancellations	192	Operation of a public car park	198
Childcare - late payment fees	192	Oval hire	201
Clean up/Noise control/Prevention notices	201	Overdue Library items	190
Commercial activity use of recreation facilities	207	PCA Fees - Classes 1 and 10 Buildings *	194
Commercial fitness groups & personal training	204	Photocopying charges	185
Community bus hire	192	Picnic fees	205
Community gardens	199	Planning codes, documents, maps and codes	192
Community group - directional sign	207	Plans of management	193
Community halls	189	Policy, planning or other documents	192
Complying development certificates	193	Prestige A4 prints from images database	191
Compost mate	199	Print copies from PCs	191
Construction certificate / PCA Fees - Classes 2-9	195	Privately operated recreation facilities	188
Construction certificate fees - Classes 1 and 10	194	Property information	207
Construction certificate fees - Classes 1 and 10	194	Public swimming pool & spa health inspections	200
Cooling tower	200	Rating charges	186
Copies of plans & administration fee	194	Recreation & sports field hire	201
Council administration fee (Lease preparation)	185	Referral fee	195
Council documents	185	Registration of annual fire safety statement	194
Council's development control & plans & S94 plans	193	Registration of premises	200
Crane permit	207	Reimbursement of staff in private court actions	185
Credit card service fee	186	Replacement of lost Library cards	190
Deposit / Replacement fee for keys	208	Research fee	191
Deposit administration and asset inspection fee	208	Resident parking permit	207
Deposits for damage during construction	208	Restoration/Renewal charges	208
Development advisory service	196	Review of determination of DA (s82A)	197
Development application involving a change of use	195	Road occupancy permit	208
Development control plan preparation	194	Road opening and restoration/renewal charges	208
Development involving the subdivision of land	192	Sale of earphones (Buds)	191
Development application for the erection/demolition of a bldg	195	Sale of USB (2GB)	191
Dishonour admin fee	186	Section 88G Certificate	198
Dog pound charges	200	Service fee for reproduction of photographs	191
Domestic waste management services	199	Skip bins	208
Driveway approvals	208	Solid fuel heating	201
Electronic media output	207	Sports clinic training	204
Endorsement of Section 88B instrument	198	Sports floodlighting keys	204
Exemption of sports field fees	204	St George design review panel fee	197
Fees Associated to Issue of Heavy Vehicles Permit	208	Stormwater management service charge	186
Fee for council - add shop details to Statewide database	200	Street stalls	206
Filming	206	Streetscape (Town Centres, Residential)	193
Fire safety inspection fee	194	Subdivision certificate	198
Government Information Public Access (GIPA)	185	Swimming pools	198
Hire fee	191	Swimming pools - Sans Souci & Carss Park	188
Hoardings	198	Tender documents	185
House call collection fee	190	Trade waste services (other than domestic)	199
Illuminated street signs	193	Tree management inspection fee	207
Impounding charges	200	Unpaid sundry debtor accounts	186
Improvement notices	200	Use of footway (road reserve)	187
Information request	198	Use of public space (non-road reserve)	188
Information research fee	186	Visitor Library cards	190
Initial inspection fee	200	Wedding and other photographs	205
Inspection fee for additional follow up inspections	200	Wedding ceremonies	205
Integrated development assessment certificates	197	Wedding reception / function	205
Interest on deposits/bonds	186	Work zone / Construction zone	207

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
I CUSTOMER SERVICE						
1.1 Photocopying Charges						
A4 B&W		C	0.18	0.02	0.20	per page for simple copying
A3 B&W		C	0.36	0.04	0.40	per page for simple copying
A4 Colour		C	0.91	0.09	1.00	per page for simple copying
A3 Colour		C	1.82	0.18	2.00	per page for simple copying
2 GOVERNANCE						
2.1 Reimbursement of Staff in Private Court Actions						
General Manager		C	600.00	Exempt	600.00	per day
Directors		C	500.00	Exempt	500.00	per day
Managers		C	400.00	Exempt	400.00	per day
Any other staff		C	300.00	Exempt	300.00	per day
2.2 Long Service Payments Commission						
Flat Fee		C	18.45	1.85	20.30	
2.3 Council Administration Fee (Lease preparation)						
		C	250.00	25.00	275.00	
2.4 Tender Documents						
		C	100.00	Exempt	100.00	per copy
2.5 Council Documents						
Minutes/Agendas Mailing List		C	550.00	Exempt	550.00	per year
Audio tape/CD of meetings		C	2.00	Exempt	2.00	per tape/CD per meeting
2.6 Government Information Public Access (GIPA)						
<u>Nature of Application</u>						
(a) Access to records by natural person about their personal affairs - Application fee	GIPA, PPIPA	A	-	Exempt	-	
Processing Charge after first 20 hours		A	30.00	Exempt	30.00	per hour after first 20 hours
(b) All other GIPA Applications						
Application Fee		A	30.00	Exempt	30.00	Subject to a 50% reduction for financial hardship, non-profit organisations showing financial hardship and holders of pensioner health benefits card & children. Reduction may apply for public interest reason.
Processing Charge after first hour		A	30.00	Exempt	30.00	per hour after first hour
2.7 Internal review						
Application Fee		A	40.00	Exempt	40.00	Subject to a 50% reduction for financial hardship, non-profit organisations showing financial hardship and holders of pensioner health benefits card & children. Reduction may apply for public interest reason.
Processing Charge		A	Nil	Nil	Nil	
Personal affairs records that need to be amended where the error was not due to person's fault						
Processing Charge		A	Nil	Nil	Nil	
Amendment of records		A	Nil	Nil	Nil	

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
3 FINANCE						
3.1 Rating Charges						
Accrual of Interest on Rates & Charges	Sect 566 LG Act	A			8.5%	per annum determined by the Minister
Rate Enquiry Fee						
Written		C	27.00	Exempt	27.00	per property
Counter - Printout		C	7.00	Exempt	7.00	per inquiry
Sales Register Inspection		C	7.00	Exempt	7.00	
Sales information report per page		C	7.00	Exempt	7.00	
Rate Notice Re-print (Prior Years)		C	12.00	Exempt	12.00	per rate notice
Section 603 Certificate		C	75.00	Exempt	75.00	
Section 603 Certificate - urgency fee		C	30.00	Exempt	30.00	
3.2 Unpaid Sundry Debtor Accounts						
Reminder Fee for unpaid accounts		C	5.64	0.56	6.20	1st reminder
Interest charges for unpaid accounts		C			8.5%	per annum
3.3 Dishonoured Cheque Admin Fee		C	38.18	3.82	42.00	this incorporates all bank charges & administration
3.4 Dishonoured Debit Admin Fees		C	16.36	1.64	18.00	incorporates bank charges & administration
3.5 Information Research Fee		C	50.00	Exempt	50.00	per hour or part there of
3.6 Credit Card service fee	Section 608 LG Act	C	Dependent on underlying charge		1%	of total transaction value
3.7 Charges on Other Carriers						
Underground gas, water and sewer mains and pipes	Section 611 LG Act	A		Exempt		Annual levy based on a formula that includes the length of pipes and volume of usage.
Postboxes/mail collection points on road reserve	Sect 611 LG Act	A		Exempt		As per agreement with Australia Post
3.8 Interest on Deposits/Bonds						
Note: Deposits, bonds, guarantees and prepayments of all types paid via cash, cheque, bank cheque, money order, credit card etc held by Council that are to be refunded will not accrue or earn any interest while deposited with Council as it is considered that administration costs in managing these monies would more than offset the interest that would have been earned or accrued.						
3.9 Stormwater Management Service Charge						
Residential			25.00	Exempt	25.00	per rateable property
Residential Strata			10.00	Exempt	10.00	per rateable property
Business			25.00	Exempt	25.00	350 sq metre or part thereof
Business Strata			10.00	Exempt	10.00	per rateable property
4 PROPERTY						
4.1 Leases/Licences of Council Property						
New Agreements						
Administration Fee			272.73	27.27	300.00	
Reimbursement of Council's Legal Fees				Applicable	Market	As determined by Council's Solicitor
Valuation Fee				Applicable	Market	As determined by Council's Valuer
Survey Fee				Applicable	Market	As determined by Council's Surveyor
Renewals (including Options) or Assignments						
Administration Fee			136.36	13.64	150.00	
Reimbursement of Council's Legal Fees				Applicable	Market	As determined by Council's Solicitor
Valuation Fee				Applicable	Market	As determined by Council's Valuer
Survey Fee				Applicable	Market	As determined by Council's Surveyor

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
4.2 Keys - Leases/Licences						
First set					Free	
Replacement & Additional set/s			45.45	4.55	50.00	per set
4.3 Car parking	Section 608 LG Act 1993					
Kogarah Town Square - Derby Street						
0-½ hour					Free	
½-3 hours			1.82	0.18	2.00	per hour (maximum 3 hours)
Permanent Parking			36.36	3.64	40.00	per week
Credit Card Payment Service Fee			0.45	0.05	0.50	per transaction
Hurstville - Australian Taxation Office (ATO)						
0-1 hour			0.91	0.09	1.00	per hour
1-3 hours			1.82	0.18	2.00	per hour
3+ hours			3.64	0.36	4.00	per hour (maximum 5 hours)
Permanent Parking			36.36	3.64	40.00	per week
Credit Card Payment Service Fee			0.45	0.05	0.50	per transaction
Hurstville - Woniara Road/Empress Gardens						
0-1 hour			0.91	0.09	1.00	per hour
1-3 hours			1.82	0.18	2.00	per hour
3+ hours			7.27	0.73	8.00	Max per day
Permanent Parking			36.36	3.64	40.00	per week
Credit Card Payment Service Fee			0.45	0.05	0.50	per transaction
Replacement card - Permanent Parking Permit			18.18	1.82	20.00	
4.4 Emergency After Hours Boom Gate or Car Park Opening Charges						
Moore Reserve, Bald Face Point Reserve, Donnelly Park	D		181.82	18.18	200.00	per opening
Commercial Car Parks - Kogarah Town Square, ATO, Woniara			54.55	5.45	60.00	per opening
4.5 Use of Footway (road reserve)						
Outdoor Dining/Restaurants						
Application Fee	C		100.00	Exempt	100.00	
Licence Fee						
Kogarah/Hurstville CBD	C		170.00	Exempt	170.00	per square metre per annum
with Fixed Umbrellas Installed by Council	C		64.00	Exempt	64.00	extra per square metre per annum
Ramsgate CBD	C		138.00	Exempt	138.00	per square metre per annum
Oatley CBD	C		116.00	Exempt	116.00	per square metre per annum
Other Areas	C		106.00	Exempt	106.00	per square metre per annum
Display of Goods (adjacent to business premises)						
Application Fee			100.00	Exempt	100.00	
Licence Fee						
Kogarah/Hurstville/Ramsgate	C		148.00	Exempt	148.00	per square metre per annum
Ramsgate CBD	C		126.00	Exempt	126.00	per square metre per annum
Oatley CBD	C		106.00	Exempt	106.00	per square metre per annum
Other Areas	C		96.00	Exempt	96.00	per square metre per annum
Street Stalls/Displays/Promotions (short-term or one-off events)						
Application Fee	C		30.00	Exempt	30.00	per stall holder
Licence Preparation Fee (new and renewals)	C		30.00	Exempt	30.00	per stall holder
Licence Fee						
Commercial/Business	C		62.00	Exempt	62.00	per table per day
Not-for-profit/Charity Registered	C		-	Exempt	0.00	per table per day
A-frame Advertising Signage						
Application/Annual Fee	C		175.00	Exempt	175.00	per sign per annum

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
4.6 Use of Public Space (non-road reserve)						
Outdoor Dining/Restaurants - Kogarah Town Square Decking						
Application Fee			100.00	Exempt	100.00	
Licence Preparation Fee (new and renewals)		C	60.00	Exempt	60.00	per stall holder
Rental/Use of Space		C	205.00	Exempt	205.00	per square metre per annum
4.7 Privately Operated Recreation Facilities						
Parkside Drive Tennis Courts						
Councils tennis courts are operated under management agreement.						
As part of that agreement, Council may, from time to time, set the maximum charges applicable for court hire fees						
Permanent Hire						
Monday - Friday		C	18.18	1.82	20.00	per hour per court
Saturday - Sunday		C	18.18	1.82	20.00	per hour per court
Casual Hire						
Monday - Friday		C	18.18	1.82	20.00	per hour per court
Saturday - Sunday		C	18.18	1.82	20.00	per hour per court
Quarry Reserve Tennis Courts						
Councils tennis courts are operated under management agreement.						
As part of that agreement, Council may, from time to time, set the maximum charges applicable for court hire fees						
Permanent Hire						
Monday - Friday		C	18.18	1.82	20.00	per hour per court
Saturday - Sunday		C	18.18	1.82	20.00	per hour per court
Casual Hire						
Monday - Friday		C	18.18	1.82	20.00	per hour per court
Saturday - Sunday		C	18.18	1.82	20.00	per hour per court
4.8 Swimming Pools - Sans Souci & Carss Park						
Councils swimming pools are operated under lease agreement. As part of these agreements, Council may, from time to time, set the maximum charges applicable for admission fees.						
Adults		C	5.91	0.59	6.50	per person
Children/Students		C	4.73	0.47	5.20	per person
Pensioners		C	4.73	0.47	5.20	per person
Children under 4 years accompanied by an adult		C	Nil	Nil	Nil	per person
Spectators		C	2.09	0.21	2.30	per person
4.9 Neighbourhood Halls (include Carss Park Lifesaving Hall, PJ Ferry Reserve Hall, Oatley Community Hall)						
Security Bond			400.00	Exempt	400.00	GST Applicable if Deposit is forfeited
Late Cancellation Fee						as per hire agreement
Key Deposit			50.00	Exempt	50.00	refundable upon return of key
Casual Bookings						
Community organisations		B	9.09	0.91	10.00	per hour (minimum 2 hours)
Revenue generating or Business Activities		D	29.09	2.91	32.00	per hour (minimum 2 hours)
Other private activities		C	22.73	2.27	25.00	per hour (minimum 2 hours)
Permanent Bookings						
Community organisations		B	9.09	0.91	10.00	per hour (minimum 2 hours)
Revenue generating or Business Activities		D	20.91	2.09	23.00	per hour (minimum 2 hours)
Other private activities		C	14.55	1.45	16.00	per hour (minimum 2 hours)

GOVERNANCE & CORPORATE SERVICES						
Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
4.10 Community Halls (include St George Bank Community Centre, Kogarah School of Arts)						
Note: Use of Kogarah School of Arts not permitted after 11 pm and use of St George Community Centre not permitted after 9.30pm						
Security Bond			400.00	Exempt	400.00	GST Applicable if Deposit is forfeited as per hire agreement refundable upon return of key
Late Cancellation Fee						
Key Deposit			50.00	Exempt	50.00	
Casual Bookings						
Community organisations		B	9.09	0.91	10.00	per hour (minimum 2 hours)
Revenue generating or Business Activities		D	29.09	2.91	32.00	per hour (minimum 2 hours)
Other private activities		C	22.73	2.27	25.00	per hour (minimum 2 hours)
Permanent Bookings						
Community organisations		B	9.09	0.91	10.00	per hour (minimum 2 hours)
Revenue generating or Business Activities		D	20.91	2.09	23.00	per hour (minimum 2 hours)
Other private activities		C	14.55	1.45	16.00	per hour (minimum 2 hours)
4.11 Jubilee Community Centre (includes use of kitchen, furniture, crockery cutlery and glassware for upto 40 people, and AV equipment in rooms 2 and 3 only)						
Security Bond			800.00	Exempt	800.00	GST Applicable if Deposit is forfeited as per hire agreement refundable upon return of key
Late Cancellation Fee						
Key Deposit			100.00	Exempt	100.00	
Hire Fees						
Casual Bookings						
Meeting Room 1 (small room)						
Revenue generating or Business activities			13.64	1.36	15.00	per hour
Community Organisation			9.09	0.91	10.00	per hour
Other Private Activity			9.09	0.91	10.00	per hour
Meeting Room 2 (medium room)						
Revenue generating or Business activities			27.27	2.73	30.00	per hour
Community Organisation			13.64	1.36	15.00	per hour
Other Private Activity			18.18	1.82	20.00	per hour
Meeting Room 3 (large room)						
Revenue generating or Business activities			45.45	4.55	50.00	per hour
Community Organisation			18.18	1.82	20.00	per hour
Other Private Activity			31.82	3.18	35.00	per hour
Meeting Room 2 & 3 Combined						
Revenue generating or Business activities			63.64	6.36	70.00	per hour
Community Organisation			27.27	2.73	30.00	per hour
Other Private Activity			45.45	4.55	50.00	per hour

GENERAL MANAGER	Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
				Pre-GST			
	5 LIBRARY & CULTURAL SERVICES						
	5.1 Overdue Library items						
	Adult library materials - Books, DVDs, CDs, magazines, etc	Library Act 1939	C	0.25	Exempt	0.25	Swift NSW standard fee
	Junior & young adult library materials - Books, DVDs, CDs,		B	0.25	Exempt	0.25	Swift NSW standard fee
	Long overdue service fee - charged when items reach 44 days					15.00	Swift NSW standard fee
	5.2 House call collection fee		C	15.00	Exempt	15.00	per house call
	5.3 Visitor Library Cards		C	5.00	Exempt	5.00	Swift NSW standard fee
	5.4 Replacement of lost Library cards		C	5.00	Exempt	5.00	Swift NSW standard fee
	5.5 Reservations						
	Adult library materials		B	Nil	Exempt	Nil	
	Junior & young adult library materials		B	Nil	Exempt	Nil	
	5.6 Interlibrary loan requests		B	5.45	0.55	6.00	Swift NSW standard fee plus any fees from lending library
	5.7 Photocopies						
	B&W - A4		C	0.20	Applicable	0.20	
	B&W - A3		C	0.40	Applicable	0.40	
	Colour - A4		C	1.00	Applicable	1.00	
	Colour - A3		C	2.00	Applicable	2.00	
	5.8 Lost items						
	Books, DVDs, CDs, Magazines, etc.	Library Act 1939	C	-	Exempt		Cost of lost item plus \$10.00 processing fee
	Processing Fee for Lost Item replacements		C	10.00	Exempt	10.00	Changed from \$7.70 in line with SSROC standards
	5.9 Microfiche / Film copies						
	A4		C	0.20	Applicable	0.20	per A4 page
	A3		C	0.40	Applicable	0.40	per A3 page
	5.10 Print copies from PCs		C	0.20	Applicable	0.20	per A4 page
	5.11 Library bags		D	1.36	0.14	1.50	
	5.12 Offsite storytime sessions		C	54.55	5.45	60.00	
	5.13 South Hurstville Meeting Room		C	27.27	2.73	30.00	No charge for free community service bookings
	Laptop, video projector, or overhead projector					10.00	\$10.00 each for use in Library
	5.14 Research fee		C	90.91	9.09	100.00	per hour Swift NSW standard fee 1st half hr free
	Plus associated print charges for A4		C	0.20	Applicable	0.20	
	Plus associated print charges for A3		C	0.40	Applicable	0.40	
	5.15 Service fee for reproduction of photographs		C	9.09	0.91	10.00	per order

GENERAL MANAGER	Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
				Pre-GST			
	5.16 Prestige A4 prints from images database						
	Black & White		C	4.55	0.45	5.00	
	Colour or Sepia		C	9.09	0.91	10.00	
	Scanned & Emailed		C	4.55	0.45	5.00	
	5.17 Sale of USB		C				market price
	5.18 Sale of Earphones (Buds)		C				market price
	5.19 Community Programs & Events						varies depending on cost
	5.20 Exhibition Launch (up to 50 attendees)					100.00	
	Hire Fee for Exhibition Space - during Library opening hours					40.00	per hour
	Hire Fee for Exhibition Space - after hours (1 staff)					60.00	per hour
	Hire Fee for Exhibition Space - after hours (2 staff)					100.00	per hour
	Cancellation Fee					40.00	
	Use of Kitchen					20.00	
	6 CHILDCARE						
	6.1 Child Care Fees						
	Ocean Street - from 1 July 2014			65.00	GST Free	65.00	per day
	South Hurstville - from 1 July 2014			48.00	GST Free	48.00	per day
	South Hurstville Pre-School Before & After School Care						
	8.00 - 9.00 am			5.00	GST Free	5.00	per day
	3.00 - 4.30 pm			8.00	GST Free	8.00	per day
	Carss Park Narani Child Care Centre-from July 2014			93.00	GST Free	93.00	per day for 0-2 year olds
	Carss Park Narani Child Care Centre-from July 2014			86.00	GST Free	86.00	per day for 3-6 year olds
	<i>Childcare fees charged at all Centres for Public Holidays</i>						
	6.2 Other Charges						
	Childcare Waiting List Registration Fee			20.00	GST Free	20.00	Non-refundable
	Enrolment: Two weeks fees in advance prior to commencement of school year						
	Late fee -All Centres			3.00	GST Free	3.00	per minute or part thereof
	6.3 Late payment of fees			25.00	GST Free	25.00	per week
	6.4 Enrolment Cancellation						
	<i>2 Weeks notice or if in 4th term enrollment is cancelled, full fees need to be paid to the end of the year.</i>						
	Once enrolled, not attending, a cancellation fee of \$200 will apply						
	7 COMMUNITY SERVICES						
	7.1 Policy, planning or other documents						
	Not for Profit Community Groups		C	30.00	Exempt	30.00	each
	Other		B	50.00	Exempt	50.00	each
	7.2 Community Bus Hire						
	Not for profit community organisation						
	- Vehicle hire fee		B	45.45	4.55	50.00	per day
	- Cost per km		B	2.20	Exempt	2.20	per kilometre

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
8 PLANNING & DEVELOPMENT						
8.1 Local Environmental Plan Preparation						
Initial Fee for consideration of application to rezone or vary LEP provisions - Minor		C	1,000.00	Exempt	1,000.00	
Initial Fee for consideration of application to rezone or vary LEP provisions - Major			2,000.00	Exempt	2,000.00	
Assessment and Review of Planning Proposal - Minor		C	5,000.00	Exempt	5,000.00	
Assessment and Review of Planning Proposal - Major		C	10,000.00	Exempt	10,000.00	
Consultation in accordance with Gateway Determination						
-Notification Fee		C	2.00	Exempt	2.00	per property notified
-Advertising Fee		C	2,000.00	Exempt	2,000.00	per advertisement
Preparation of additional studies and reports as required by Council or Department		C		Exempt		Full cost recovery
Public Hearing (eg. Reclassification of land) and assessment of hearing report				Exempt		Full cost recovery
8.2 Development Control Plan Preparation						
Initial Fee for consideration of application to prepare for amend/new DCP controls		C	1,850.00	Exempt	1,850.00	
Assessment and preparation of draft/amended DCP Controls - Minor		C	2,200.00	Exempt	2,200.00	
Assessment and preparation of draft/amended DCP Controls - Major		C	5,500.00	Exempt	5,500.00	
Referral to St.George Design Review Panel		C		Exempt		see Fee schedule in Section 8.30
Exhibition of Draft DCP Controls						
-Notification fee		C	2.00	Exempt	2.00	per property notified
-Advertising Fee		C	2,000.00	Exempt	2,000.00	per advertisement
Preparation of additional studies as required by Council		C		Exempt		Full cost recovery
8.3 Council's Development Control & Plans & S94 Plans						
Kogarah LEP (2012)	Environmental	C	30.00	Exempt	30.00	each
Kogarah LEP 2012 Map (per A3 file in colour)	Planning &	C	11.00	Exempt	11.00	each
Kogarah Local Environment Plan Amendments	Assessment	C	10.00	Exempt	10.00	each
Kogarah Development Control Plan 2013 - Paper Copy	Regulations 2000	C	150.00	Exempt	150.00	each
Kogarah Development Control Plan 2013 - Disc	Clause 25AC	C	30.00	Exempt	30.00	each
Commercial / Industrial DCP		C	100.00	Exempt	100.00	each
Commercial / Industrial DCP Disc		C	30.00	Exempt	30.00	each
General DCP's - Part Only	Clause 25	C	80.00	Exempt	80.00	each
Section 94 Contribution Plans (not otherwise named)	Clause 29,38	C	30.00	Exempt	30.00	each
Section 94 Contribution Plan Kogarah Town Centre	Clause 38	C	30.00	Exempt	30.00	each
Section 94A Development Contributions Plan	Clause 38	C	30.00	Exempt	30.00	each
Voluntary Planning Agreement Policy		C	30.00	Exempt	30.00	each
Draft DCPs, draft LEPs draft S94 Plans	Clause 15,29	C	10.00	Exempt	10.00	each
Other planning documents/maps etc	Clause 38,25	C	20.00	Exempt	20.00	each
Certified documents	Section 150(2)	C	40.00	Exempt	40.00	each
Local Environmental studies	Clause 260	C	40.00	Exempt	40.00	each
8.4 S94A Development Contribution						
All DA and applications for Complying Development Certificates	Environmental					
Total costs amount < \$100,001	Planning &	C			Nil	
Total costs amount between \$100,001 - \$200,000	Assessment	C			0.5%	total cost
Total costs amount > \$200,000	Regulations 2000	C			1.0%	total cost
8.5 General Enquiry						
Urban Planning Advice		C	136.36	13.64	150.00	per hour
8.6 Illuminated Street Signs						
Erection and use of an illuminated street name sign	S.138 Roads Act 1993	D				As determined by agreement with Claude Outdoor

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
8.7 149 Planning Certificate	EPA Regulation					
Copy of previously provided s 149 Certificate	2000		30.00	Exempt	30.00	
Section 149 (2) (includes postage)	Clause 259	A	53.00	Exempt	53.00	
Section 149 (2) & (5) (includes postage)		A	133.00	Exempt	133.00	
Section 149 Urgency Fee (including fax fee)		A	100.00	Exempt	100.00	
Section 149 fax fee			22.00	Exempt	22.00	
8.8 Plans of Management						
Plans of Management Regional Park			34.00	Exempt	34.00	per item
Plans of Management District or Local Park			22.65	Exempt	22.65	per item
Flora Survey			25.75	Exempt	25.75	per item
Fauna Survey			24.70	Exempt	24.70	per item
8.9 Streetscape (Town Centres, Residential)						
<u>Outdoor Advertising</u>						
Application	Environment. Planning and Amendment Regulation Div 1 Clause 93(2)	A	215.00	Exempt	215.00	plus \$70 for each advertisement in excess of one, or the fee calculated in accordance with the table to clause 93 (DA Fees)
8.10 Complying Development Certificates						
Pre CDC Assessment/Review		C	454.55	45.45	500.00	Fee to be credited to CDC Application or
Demolition		C	181.82	18.18	200.00	Construction Certificate
Fences/Retaining Walls/Works , \$15,000		C	363.64	36.36	400.00	
Swimming Pools/Outbuildings/ Alterations & Additions <\$100,000		C	545.45	54.55	600.00	
Alterations & Additions \$100,000 - 250,000		C	909.09	90.91	1,000.00	
New Dwelling/Alts & Adds ≥ \$250,000		C	1,363.64	136.36	1,500.00	
Secondary Dwellings		C	727.27	72.73	800.00	
Note: The above fee does not include inspections, or neighbour notification which are subject to a separate PCA or N/N fees as listed						
Complying Development Certificate / PCA Fees - Classes 2-9						
Buildings (for complying development certificate only - 60% of applicable fee) *						
Change of Use/Fit Out		C	454.55	45.45	500.00	
Up to \$50,000		C	681.82	68.18	750.00	
\$50,001 - \$100,000		C	681.82	68.18	750.00	Plus 2% for each \$1 greater than \$50k
\$100,001 - \$500,000		C	1,818.18	181.82	2,000.00	Plus 0.50% for each \$1 greater than \$100k
\$500,001-\$1,000,000			3,409.09	340.91	3,750.00	Plus 0.30% for each \$1 greater than \$500k
\$1,000,001 - \$5,000,000		C	4,772.73	477.27	5,250.00	Plus 0.15% for each \$1 greater than \$1mil
\$5,000,001 and above		C	10,227.27	1,022.73	11,250.00	Plus 0.07% for each \$1 greater than \$5mil
Includes all inspections and certificates as required \$5,000,000 (excluding building certificates under section 149D)						
* Represents a maximum fee, with the Director of Planning & Environmental Services or his delegate having the authority to adjust these fees based on the proposed wrks and actual number of inspection reqd.						
8.11 Development Application involving a change of use						
Change of Use & other development, not involving the erection of a building, carrying out of work or subdivision of land	EPA Regulations 2000 Clause 250	A	285.00	Exempt	285.00	
8.12 Copies of plans & administration fee						
A4		C	5.50	Exempt	5.50	
A3		C	11.00	Exempt	11.00	
A1 or bigger		C	27.50	Exempt	27.50	
8.13 Fire safety inspection fee		C	545.45	54.55	600.00	

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
8.14 Construction Certificate Fees - Classes I and IO (lodged with a development application)						
Small Works < \$15000		C	227.27	22.73	250.00	
Swimming pools / outbuildings/Alterations and additions (<\$100,000)		C	454.55	45.45	500.00	
Additions and or Alterations (\$100,000-\$250,000)		C	545.45	54.55	600.00	
Secondary Dwellings		C	500.00	50.00	550.00	
New Dwelling / Major Additions & Alterations (>\$250,000)		C	727.27	72.73	800.00	
Dual occupancy		C	1,090.91	109.09	1,200.00	
Villa's / Townhouses*		C	909.09	90.91	1,000.00	Plus \$110 per dwelling/unit
8.15 Construction Certificate Fees - Classes I and IO						
Small Works < \$15000		C	272.73	27.27	300.00	
Swimming pools / outbuildings/Alterations and additions (\$100,000)		C	545.45	54.55	600.00	
Secondary Dwellings		C	636.36	63.64	700.00	
Additions and or Alterations (\$100,000-\$250,000)		C	681.82	68.18	750.00	
New Dwelling / Major Additions & Alterations (>\$250,000)		C	1,000.00	100.00	1,100.00	
Dual occupancy		C	1,363.64	136.36	1,500.00	
Villa's / Townhouses*		C	1,090.91	109.09	1,200.00	Plus \$150 per dwelling/unit
8.16 Registration of Annual Fire Safety Statement						
		C	60.00	Exempt	60.00	
8.17 PCA Fees - Classes I and IO Buildings *						
Ancillary Structures/works		C	136.36	13.64	150.00	per inspection
Swimming pools / outbuildings/ancillary structures		C	300.00	30.00	330.00	
Minor additions / alterations (<100,000)		C	400.00	40.00	440.00	
Secondary Dwellings		C	500.00	50.00	550.00	
Alterations / Additions \$100,000 - \$250,000		C	600.00	60.00	660.00	
New dwelling / Major additions		C	800.00	80.00	880.00	
Dual occupancy		C	1,200.00	120.00	1,320.00	
Villa's*		C	300.00	30.00	330.00	per dwelling
Townhouses*		C	400.00	40.00	440.00	per dwelling
Additional Inspections		C	136.36	13.64	150.00	per inspection
Includes all inspections and certificates as required (excluding building certificates under section 149D)						
* Represents a maximum fee, with the Director of Planning & Environemntal Services or his delegate having the authority to adjust these fees based on the proposed works and actual number of inspections required.						
8.18 Construction Certificate / PCA Fees - Classes 2-9 Buildings (for construction certificate only - 60% of applicable fee) *						
Up to \$50,000			681.82	68.18	750.00	
\$50,001-\$100,000			681.82	68.18	750.00	Plus 2% for each \$1 greater than \$50,000
\$100,001-\$500,000			1,590.91	159.09	1,750.00	Plus 0.50% for each \$1 greater than \$100,000
\$500,001-\$1,000,000			3,409.09	340.91	3,750.00	Plus 0.30% for each \$1 greater than \$500,000
\$1,000,001-\$5,000,000			4,772.73	477.27	5,250.00	Plus 0.15% for each \$1 greater than \$1,000,000
\$5,000,001 and above			10,227.27	1,022.73	11,250.00	Plus 0.07% for each \$1 greater than \$5,000,000
Includes all inspections and certificates as required (excluding building certificates under section 149D)						
* Represents a maximum fee, with the Director of Planning & Environemntal Services or his delegate having the authority to adjust these fees based on the proposed works and actual number of inspections required.						

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
8.19 Development Application Fees for the Erection or Demolition of a Building (carrying out of work)						
<u>Estimated cost of works</u>						
\$5,001 - \$50,000	EPA Regulations 2000 Clause 246(1)	A	170.00	Exempt	170.00	plus an additional \$3.00 for each \$1,000 (or part thereof) of the estimated cost
\$50,001 - \$250,000		A	352.00	Exempt	352.00	plus an additional \$3.64 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$50,000.
\$250,001 - \$500,000		A	1,160.00	Exempt	1,160.00	plus an additional \$2.34 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000.
\$500,001 - \$1,000,000		A	1,745.00	Exempt	1,745.00	plus an additional \$1.64 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000.
\$1,000,001 - \$10,000,000		A	2,615.00	Exempt	2,615.00	plus an additional \$1.44 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000.
More than \$10,000,000		A	15,875.00	Exempt	15,875.00	plus an additional \$1.19 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000.
Development involving the erection of dwelling house with construction costs < \$100,000	EPA Regulations 2000 Clause 247	A	455.00	Exempt	455.00	
8.20 Archiving Fees		C	90.00	Exempt	90.00	
8.21 Development involving the subdivision of land	EPA Regulations					
Subdivision of land (involving new road)	2000 Clause 249	A	655.00	Exempt	655.00	plus \$65.00 per additional lot
Subdivision of land (not involving new road)		A	330.00	Exempt	330.00	plus \$65.00 per additional lot
Strata subdivision		A	330.00	Exempt	330.00	plus \$65.00 per additional lot
Boundary Adjustment		C	300.00	Exempt	300.00	If two or more fees apply the sum of the fees is the fee payable
8.22 Referral fee						
Fee for referral to approval body (eg. RTA, Fisheries)	EPA Regulations 2000 Clause 252A	A	320.00	Exempt	320.00	
Fee for Council to refer		A	140.00	Exempt	140.00	
Fee for Council to refer Sydney Airport Corporation		A	100.00	Exempt	100.00	
Fee for referral to Waterways		A	187.00	Exempt	187.00	
Fee for Council to refer		A	100.00	Exempt	100.00	
8.23 Modification of Development Consent						
a) Section 96(1) minor error, wrong description or miscalculation	EPA Regulations 2000 Clause 258	A	71.00	Exempt	71.00	
b) Section 96(1A) or Section 96 AA minimal environmental impact		A	645.00	Exempt	645.00	\$645 or 50% of the original DA fee
c) Section 96(2) or Section 96 AA other modifications						
Up to \$5,000		A	55.00	Exempt	55.00	
\$5,001 - \$250,000		A	85.00	Exempt	85.00	plus an additional \$1.50 for each \$1,000 (or part thereof) of the estimated cost
\$250,001 - \$500,000		A	500.00	Exempt	500.00	plus an additional \$0.85 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000.
\$500,001 - \$1,000,000		A	712.00	Exempt	712.00	plus an additional \$0.50 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000.
						(or part thereof) by which the estimated cost exceeds \$1,000,000.
More than \$10,000,000		A	4,737.00	Exempt	4,737.00	plus an additional \$0.27 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000.

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
\$1,000,001 - \$10,000,000		A	987.00	Exempt	987.00	plus an additional \$0.40 for each \$1,000
Application does not involve construction of a building, carrying out of work or demolition		A				50% of original fee
Application involves a dwelling house with estimated cost ≤ \$100,000		A	150.00	Exempt	150.00	
d) Section 96(AA) Designated Develop.	EPA Regulations 2000 Clause 251	A	920.00	Exempt	920.00	
8.24 Advertising fee for development applications <i>(Developments which involve the erection or demolition of a building or carrying out of work)</i>	EPA Regulations 2000 Clause 252					
Advertised Development		A	1,215.50	Exempt	1,215.50	maximum fee
Prohibited development		A	1,215.50	Exempt	1,215.50	maximum fee
Designated development		A	2,442.00	Exempt	2,442.00	maximum fee
Development for which an EPI or DCP requires advertising		A	1,215.50	Exempt	1,215.50	maximum fee
8.25 Neighbour notification administration fee & Re-Notification Fee						
Residential (Classes 1 and 10)		C	175.00	Exempt	175.00	per DA application plus advertising fee if applicable
Multi unit / Commercial (Classes 2-9)		C	300.00	Exempt	300.00	per DA application plus advertising fee if applicable
Complying Development Certificate	EPA Regulations 2000 Clause 130AB	C	120.00	Exempt	120.00	
Placement of DA Notice on site		C	75.00	Exempt	75.00	per DA application plus advertising fee if applicable
8.26 Development Advisory Service						
Development Advisory Service/Multi-Unit Development		C	818.18	81.82	900.00	
New Residential Dwelling/Major Additions		C	363.64	36.36	400.00	
8.27 Review of determination of development applications (s82A)						
In the case of a request with respect to a DA that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building	EPA Regulations 2000 Clause 257	A		Exempt		50% of original DA fee
In the case of a request with respect to a DA that involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less		A	190.00	Exempt	190.00	
In the case of a request with respect to any other DA the fee is based on the estimated cost of construction below:						
<u>Estimated cost of construction</u>						
Up to \$5,000		A	55.00	Exempt	55.00	
\$5,001 - \$250,000		A	85.00	Exempt	85.00	plus an additional \$1.50 for each \$1,000 (or part thereof) of the estimated cost
\$250,001 - \$500,000		A	500.00	Exempt	500.00	plus an additional \$0.85 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000.
\$500,001 - \$1,000,000		A	712.00	Exempt	712.00	plus an additional \$0.50 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000.
\$1,000,001 - \$10,000,000		A	962.00	Exempt	962.00	plus an additional \$0.40 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000.
Review of Decision to Reject Development Application (s82B)						
<u>Estimated Cost of Construction</u>	EPA Regulations 2000 Clause 257A	A	55.00	Exempt	55.00	
Up to and less than \$100,000		A	150.00	Exempt	150.00	
\$100,001 - \$1,000,000		A	250.00	Exempt	250.00	
Greater than \$1,000,001						
Review of Application to Modify Consent (s96AB) (where application was refused or conditions imposed)						50% of the fee that was payable for the application.

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
8.28 St George Design Review Panel Fee						
Assessment by St George Design Review Panel						
Estimated Cost of Construction < \$10 Million		C	1,310.00	Exempt	1,310.00	per application
Estimated Cost of Construction > \$10 Million		C	2,185.00	Exempt	2,185.00	per application
Estimated Cost of Construction > \$50 Million		C	3,280.00	Exempt	3,280.00	per application
Subsequent Referrals		C		Exempt		50% of Original Fee
DCP Amendments		C	1,310.00	Exempt	1,310.00	per application
Administration Fee		C	103.00	Exempt	103.00	per application
8.29 Integrated Development Assessment Certificates	EPA Regulations					
Registration of certificate from PCA	2000					
Complying Development Certificate	Clause 263	A	36.00	Exempt	36.00	
Construction Certificate		A	36.00	Exempt	36.00	
Interim or Final Occupation Certificate		A	36.00	Exempt	36.00	
Subdivision Certificate		A	36.00	Exempt	36.00	
Compliance Certificate		A	36.00	Exempt	36.00	
8.30 Building Certificates	EPA Regulations					
Domestic (class 1 & 10)	2000	A	250.00	Exempt	250.00	
BCA Class 2 - 9 - Not exceeding 200 sq metre	Clause 260	A	210.00	Exempt	210.00	
BCA Class 2 - 9- Between 200-2000 sq metre		A	210.00	Exempt	210.00	plus an additional 50 cents per square metre for each square metre over 200
BCA Class 2 - 9 - Exceeding 2000 sq metre		A	1,165.00	Exempt	1,165.00	plus an additional 7.5 cents per square metre for each square metre over 2,000
Where the application relates to a part of a building and that part consists of an external wall only or does not otherwise have a floor area.		A	250.00	Exempt	250.00	
Inspection fee		A	90.00	Exempt	90.00	
Fee for a copy of building certificate	Clause 261	A	13.00	Exempt	13.00	
8.31 Building Certificate for Unauthorised Works (not associated with a current DA)						
Building Certificate Application Fee, and		A	250.00	Exempt	250.00	
Archiving Fee, and		C	90.00	Exempt	90.00	
Neighbour Notification Fee if Applicable, and		C	159.09	15.91	175.00	
Development Application/Construction Certificate Fee or	Clause 260 3(A)					As determind by Council based on the
Complying Development Certificate Fee	& 3(B) - EPA Regs					works and in accordance with the applicable rates above.
8.32 Subdivision Certificate		C	230.00	Exempt	230.00	per lot created or per unit proposed
8.33 Linen Plan (certification)		C	272.73	27.27	300.00	
8.34 Endorsement of Section 88B instrument for Private Certifiers where Council is cited in the instrument		C	300.00	Exempt	300.00	
8.35 Interim or Final Occupation Certificate		A	150.00	15.00	165.00	
8.36 Information request						
HIA General Housing Specification			15.00	Exempt	15.00	
Outstanding Health and Building Notices	s.121 EPAA s.735 LGA	C	150.00	Exempt	150.00	
Information compiled from files including written response and search		C	150.00	Exempt	150.00	per hour

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
8.37 Swimming pools						
Application for exemption under Clause 22 of Swimming Pools Amendment Act 2012	Swimming Pools Act	A	70.00	Exempt	70.00	
Certificate of Compliance under Schedule 1 of Swimming Pools Amendment Act 2012	Swimming Pools Act	A	150.00	Exempt	150.00	
Re-inspection		A	100.00	Exempt	100.00	
Swimming Pools Registration Online		A	10.00	Exempt	10.00	
Resuscitation Charts		A	20.00	Exempt	20.00	
8.38 Boarding House Initial Compliance Inspections						
5-10 persons		A	181.82	18.18	200.00	
>10 persons		A	318.18	31.82	350.00	
8.39 Hoardings						
"A Class" Hoarding						
Per square metre of footpath enclosed						
Application		C	200.00	Exempt	200.00	
Rental during construction		C	200.00	Exempt	200.00	per square metre enclosed per six months
"B Class" Hoarding						
Per lineal metre						
Application		C	200.00	Exempt	200.00	
Rental during construction		C	180.00	Exempt	180.00	per metre (lineal) per six months
Demolition Hoarding						
Application		C	200.00	Exempt	200.00	
Rental during demolition		C	25.00	Exempt	25.00	per lineal metre per week
Damage Deposit - restoration costs are payable by the applicant				GST Free		GST Applicable only if Deposit is forfeited
8.40 Section 88G Certificate	Section 608 LGA	C	70.00	Exempt	70.00	(issued for compliance with conditions that must be met for sub-division of a property)
8.41 Operation of a public car park	Section 68 LGA		500.00	Exempt	500.00	
8.42 Ancillary Approval under Section 68 of LG Act	Section 68 LGA		150.00	Exempt	150.00	
9 SUSTAINABILITY & WASTE						
9.1 Domestic Waste Management Services	Section 496 LG Act					
Annual charge. Includes waste, recycling, garden waste & clean-up collection as provided for in the waste contract		A	446.68	Exempt	446.68	per service
Additional service		A	446.68	Exempt	446.68	per service
Special Additional service		A	121.16	Exempt	121.16	This service is for families with 4 or more children or residents with a medical condition. The service is a 240 litre bin to replace the standard 120 litre garbage bin.
Additional recycling service		A	99.32	Exempt	99.32	per year
Additional garden waste service		A	131.04	Exempt	131.04	per year
Availability charge for vacant residential properties		A	298.48	Exempt	298.48	
Charge for boarding houses		A	223.60	Exempt	223.60	
Compost Bin		A	50.00	5.00	55.00	210 litre bin
Worm Farm		A	65.55	6.55	72.10	Complete Worm Factory 57 x 40 x 64 com
Compost Mate		A	12.73	1.27	14.00	Steel spiral garden tool
Max Air Bin		A	11.82	1.18	13.00	incl one roll bags
Biofilm Liner Bags		A	4.55	0.45	5.00	per roll of 30

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
9.2 Trade Waste Services (other than domestic)	Section 501					
Removal of a 240 litre garbage bin weekly and a paper / cardboard bin weekly (optional)	LG Act	A	428.76	42.88	471.64	per service
Additional service		A	428.76	42.88	471.64	per service
<i>At call pre-booked clean-up service is now undertaken by SITA and associated charges are made directly to SITA. Residents are required to call the Waste Hotline number 1800 079 390</i>						
Clean-up orders	Protection of the Environment Operations Act			Applicable		Cost per hour/per tonne
Clean-up notice administration fee			320.00	Exempt	320.00	
Community Gardens - shared		A	45.45	4.55	50.00	plots
- individual		A	45.45	4.55	50.00	plots
10 ENVIROMENTAL HEALTH & REGULATORY						
10.1 Life time registration - microchipping						
Undesexed animal	Companion Animals Act	A	188.00	Exempt	188.00	
Desexed animal		A	51.00	Exempt	51.00	
Desexed animal owned by pensioner		A	20.00	Exempt	20.00	
Undesexed animal kept by a recognised breeder for breeding purposes		A	51.00	Exempt	51.00	
Assistance animal					Free	
10.2 Dog Pound Charges	Companion Animals Act					
Release fee for impounded animal		A	40.00	Exempt	40.00	
Daily boarding fee - dog		A	32.00	Exempt	32.00	
Daily boarding fee - "Dangerous dog or dog waiting to be declared dangerous"		A	42.00	Exempt	42.00	
Destruction and disposal of dog		A	60.00	Exempt	60.00	Fee based on weight. Under 20kg
		A	90.00	Exempt	90.00	Fee based on weight. Over 20kg
Disposal of dog only		A	42.00	Exempt	42.00	
Daily boarding fee - cat		A	24.00	Exempt	24.00	Under 2kg
		A	45.00	Exempt	45.00	Over 2kg
		A	70.00	Exempt	70.00	Mother with kittens
Destruction and disposal of cat		A	40.00	Exempt	40.00	Fee based on weight. Under 2kg
		A	46.00	Exempt	46.00	Fee based on weight. Over 2kg
Disposal of cat only		A	42.00	Exempt	42.00	
Boarding, destruction and disposal of poultry/rabbit/fox		A	60.00	Exempt	60.00	Flat fee
Other animal (ie bird/reptile) impound fee		A	15.00	Exempt	15.00	
Euthanasia & disposal of other animal		A	5.00	Exempt	5.00	per kg
Public Holidays						charges as above plus \$10 surcharge per
10.3 Initial Inspection Fee						
Food Premises						
Type A (high risk)		C	196.00	Exempt	196.00	incl admin costs for initial inspection
Type B (medium risk)		C	175.00	Exempt	175.00	incl admin costs for initial inspection
Type C (low risk)		C	110.00	Exempt	110.00	incl admin costs for initial inspection
Type D		C	80.00	Exempt	80.00	incl admin costs for initial inspection
Skin penetration & beauty salons		C	90.00	Exempt	90.00	incl admin costs for initial inspection
Sporting Venues (e.g Jubilee Oval)		C	350.00	Exempt	350.00	incl admin costs for initial inspection
Large Establishments (e.g St George Leagues)		C	405.00	Exempt	405.00	incl admin costs for initial inspection
Mobile Food Vans		C	210.00	Exempt	210.00	incl admin costs for initial inspection

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
10.4 Inspection Fee for Additional Follow Up Inspections						
Type A (high risk)		C	130.00	Exempt	130.00	per inspection
Type B (medium risk)		C	130.00	Exempt	130.00	per inspection
Type C (low risk)		C	105.00	Exempt	105.00	per inspection
10.5 Registration of Premises						
Pre-Purchase Inspection Fee (shops)		C	135.00	Exempt	135.00	per inspection
10.6 Improvement Notices						
Improvement Notice (under Food Act 2003)					\$330	per Notice
10.7 Fee for council to add shop details to Statewide	Food Reg 2004	D	50.00	5.00	55.00	per application (this is GST Exempt. Set fee
10.8 Public swimming pool & spa health inspections		C	112.00	Exempt	112.00	per inspection
10.9 Cooling Tower	Public Health Act	C	225.00	Exempt	225.00	per inspection
10.10 Impounding Charges						
Trolleys	Impounding Act	A	20.00	Exempt	20.00	per day
Other Items	Impounding Act	A	20.00	Exempt	20.00	per day
Administration Fee	Impounding Act	A	20.00	Exempt	20.00	one off
10.11 Abandoned vehicles						
Towing fee		A	at cost	Exempt	at cost	
Administration Fee (costs for serving notices)		A	60.00	Exempt	60.00	
Impounding fee	Impounding Act	A	50.00	Exempt	50.00	per day
Request removal of abandoned vehicle	Impounding Act	C	60.00	Exempt	60.00	
10.12 Clean Up/Noise Control/Prevention Notices						
Clean Up Notice (Under POEO Act 1997)					506.00	per Notice
Noise Control Notice (under POEO 1997)					506.00	per Notice
Prevention Notice (Under POEO 1997)					506.00	per Notice
10.13 Solid Fuel Heating	LG Act	C	100.00	Exempt	100.00	per assessment

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
II RECREATION & URBAN LANDSCAPES						
II.1 Oval hire						
<u>Jubilee Oval * / Harold Fraser (Class A)</u>						
Amateur						
Senior		B	1,948.18	194.82	2,143.00	per season
Junior		B	1,063.64	106.36	1,170.00	per season
Professional		D				Set by lease for Jubilee Oval @ Council
Schools (Within City area)		B	Nil	Nil	Nil	
Casual rates						
Day		B	29.09	2.91	32.00	per hour
Night		B	85.45	8.55	94.00	per hour
Schools (Outside the Municipality)		B	Nil	Nil	Nil	
Cancellation Fee		C	115.45	11.55	127.00	
* Note: There is a cleaning deposit required for Jubilee Oval. It is a condition of use that cleaning and restoration costs are payable by the applicant						
II.2 Recreation & Sports Field Hire						
Mini Field						
- Bell Park Open Space						
- Carss Bush Park Soccer Field						
- Claydon Reserve Soccer Field						
- Donnelly Park Open Space						
- Parkside Drive Soccer Field						
- Poulton Park Soccer Field						
- Renown Reserve Soccer Field						
Mini Field - Booking cost (hourly)			18.18	1.82	20.00	per hour
Mini Field - Booking cost (daily)			93.64	9.36	103.00	per 8 hour day
Mini Field - Booking cost (monthly)			245.45	24.55	270.00	per 4 week March pre season + 20 weeks
Mini Field - Booking cost - Local Winter Sports Clubs			44.55	4.45	49.00	Local Winter Sports Clubs Jan-Feb per day or part day
Mini Field Cricket Wickets						
- Quarry Reserve Cricket Wicket						
- Renown Reserve Cricket Wicket						
Mini Field Cricket Wicket - Booking cost (hourly)			18.18	1.82	20.00	per hour
Mini Field Cricket Wicket - Booking cost (daily)			93.64	9.36	103.00	per 8 hour day
Mini Field Cricket Wicket - Booking cost (monthly)			245.45	24.55	270.00	per 4 week March pre season + 20 weeks
Mini Field Cricket Wicket - Booking cost - Local Winter Sports Clubs			44.55	4.45	49.00	Local Winter Sports Clubs Jan-Feb per day or part day
Midi Field						
- Quarry Reserve Sports Field						
- Parkside Soccer Field						
Midi Field - Booking cost (hourly)			19.09	1.91	21.00	per hour
Midi Field - Booking cost (daily)			112.73	11.27	124.00	per 8 hour day
Midi Field - Booking cost (monthly)			881.82	88.18	970.00	per 4 week March pre season + 20 weeks
Midi Field - Booking cost - Local Winter Sports Clubs			43.64	4.36	48.00	Local Winter Sports Clubs Jan-Feb per day or part day
Midi Field Cricket Wickets						
- Carss Bush Park Cricket Wicket						
- Renown Park Cricket Wicket						
- Todd Park Cricket Wicket						
Midi Field Cricket Wicket - Booking cost (hourly)			17.27	1.73	19.00	per hour
Midi Field Cricket Wicket - Booking cost (daily)			110.91	11.09	122.00	per 8 hour day
Midi Field Cricket Wicket - Booking cost (monthly)			881.82	88.18	970.00	per 4 week March pre season + 20 weeks
Midi Field Cricket Wicket - Booking cost - Local Winter Sports Clubs			45.45	4.55	50.00	Local Winter Sports Clubs Jan-Feb per day or part day

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
Fullsize Sports Field						
- Carss Bush Park Rugby Field						
- Carss Bush Park Soccer Field						
- Claydon reserve Soccer Field						
- Kogarah Park Rugby League						
- Parkside Drive (Charles Pirie)						
- Poulton Park Soccer No 1						
- Poulton Park Soccer No 2						
- Renown Reserve Soccer Field						
- Renown Reserve Rugby Field						
- The Green Soccer Field						
- Todd Park Rugby Field						
- Todd Park Soccer Field						
Fullsize Sports Field - Booking cost (hourly)			21.82	2.18	24.00	per hour casual use
Fullsize Sports Field - Booking cost (daily)			136.36	13.64	150.00	per 8 hour day
Fullsize Sports Field - Booking cost (monthly)			1,090.91	109.09	1,200.00	per 4 week March pre season + 20 weeks
Fullsize Sports Field - Booking cost - Local Winter Sports Clubs			46.36	4.64	51.00	Local Winter Sports Clubs Jan-Feb per day
11.3 Exemption of Sports Field Fees						
Schools					Nil	
Charity Events					Nil	Registered Charities Only
11.4 Administration Fees for Bookings						
Per Season Booking			47.27	4.73	52.00	per site
Cleaning Fee (Minimum)			316.36	31.64	348.00	
Other Part Bookings			22.73	2.27	25.00	per site
Request for Additional Services					At cost	
Garbage Bins					Free	
Damage Fee					At cost	
Damage Deposit			334.55	33.45	368.00	
Removal & Storage of Unsecured Goal Post (Min Fee)			380.00	38.00	418.00	
Seasonal Sportfield Permit Conditions Deposit (Association only)					1,000.00	per season
Breach of Permit Conditions - 1st Offence			151.82	15.18	167.00	
- 2nd Offence			216.36	21.64	238.00	
- Successive			244.55	24.45	269.00	
11.5 Sports Clinic Training						
<=10 participants			12.73	1.27	14.00	per hour
<=10 participants			69.09	6.91	76.00	per day
>10 but < 30 participants			16.36	1.64	18.00	per hour
>10 but < 30 participants			94.55	9.45	104.00	per day
> =30 participants			21.82	2.18	24.00	per hour
> =30 participants			143.64	14.36	158.00	per day
11.6 Commercial Fitness Groups & Personal Training						
One on one personal training			249.09	24.91	274.00	per business/applicant per Park applied for.
<u>2 to 18 participants</u>						
Up to 3 sessions			430.91	43.09	474.00	per week per Park.
4 to 11 sessions			600.00	60.00	660.00	per week per Park.
12 or more sessions			2,876.36	287.64	3,164.00	per week per Park. At Council's discretion up to a maximum of \$3000 per annum.
This would include all trainers if a business has multiple trainers.						
Each trainer would be charge separately for the issuing of a licence ID card.						
New Identification card			24.55	2.45	27.00	per card per trainer
Replacement or damage of ID card			33.64	3.36	37.00	per card per trainer

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
11.7 Sports Floodlighting Keys						
New Keys						No Charge Limit of one set of three keys to registered sports clubs in the Kogarah City have a seasonal licence for the use of specific sports venues in Kogarah sports venues in Kogarah
Additional keys			59.09	5.91	65.00	
Replacement Park Gate Keys/Locks			109.09	10.91	120.00	
Replacement Park Sports Floodlight Keys			109.09	10.91	120.00	
Replacement Amenity Building Keys			109.09	10.91	120.00	
11.8 Picnic fees						
All category picnic school use free of charge						
Corporate users per day		D	603.64	60.36	664.00	per event per 8 hours
Corporate users per hour		D	85.45	8.55	94.00	per hour per picnic area
<u>Other users</u>						
>100 people but <500 people per day		B	136.36	13.64	150.00	per event per 8 hours
>100 people but <500 people per hour		B	26.36	2.64	29.00	per hour
<100 people per day		B	136.36	13.64	150.00	per event per 8 hours
<100 people per hour		B	24.55	2.45	27.00	per event per 8 hours
Registered charity per day	Council's discretion		68.18	6.82	75.00	per event per 8 hours or at Council's
Registered charity per hour	Council's discretion		14.55	1.45	16.00	per hour of at Council's discretion
Note: Cleaning Deposit for Picnics - It is a condition of use that cleaning and restoration costs are payable by the applicant at cost.						
<u>Cancellation Fee</u>						
If less than 2 days notice given prior to event		C	30.00	3.00	33.00	
11.9 Wedding and Other Photographs						
Booking fee (wedding)		C	50.00	Exempt	50.00	per hour
Booking fee for all other photo sessions than weddings		C	68.00	Exempt	68.00	per hour
Public Liability		C	26.00	Exempt	26.00	
Cancellation Fee		C	16.36	1.64	18.00	
Note: Cleaning Deposit for Photographs. A condition of use that cleaning and restoration costs are payable by the applicant.						
11.10 Wedding Ceremonies						
Booking fee		B	123.64	12.36	136.00	
Cleaning Deposit For Weddings / Public Liability 2010-2011			22.73	2.27	25.00	
Cancellation Fee			22.73	2.27	25.00	
Note: Cleaning Deposit for Weddings. A condition of use that cleaning and restoration costs are payable by the applicant.						
11.11 Wedding Reception / Function						
Application		D	125.45	12.55	138.00	
Rental/Use of Space>100 but<500 attendees		D	1,200.00	120.00	1,320.00	
Rental/Use of Space>100 attendees		D	500.00	50.00	550.00	
Public Liability		D	23.64	2.36	26.00	
Cleaning Deposit			216.36	21.64	238.00	
Cancellation Fee			23.64	2.36	26.00	
Note: Cleaning Deposit for Photographs. A condition of use that cleaning and restoration costs are payable by the applicant.						

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
11.12 Kogarah Town Centre Civic Forecourt Area						
Charity Event fees at Councillors discretion						
Charity Event			518.18	51.82	570.00	
School						
Free Public Event						
Commercial Event/Promotion			64.55	6.45	71.00	Per hour
			510.91	51.09	562.00	Per day
			85.45	8.55	94.00	Per evening or night after 5pm/hour
Private Event			54.55	5.45	60.00	Per hour
			472.73	47.27	520.00	Per day
			69.09	6.91	76.00	Per evening or night after 5pm/hour
Application Fee			54.55	5.45	60.00	
Public Risk Liability			23.64	2.36	26.00	
Cleaning Deposit			636.36	63.64	700.00	
Additional Garbage Bins						Free
Requested Council Services eg. Barricades etc.						At Cost
11.13 Filming						
Application		D	110.00	Exempt	110.00	
Public Liability			25.00	Exempt	25.00	
11.14 Other Events						
Corporate users			-	-	-	
Application		D	124.55	12.45	137.00	
Rental/Use of Space		D	1,181.82	118.18	1,300.00	maximum fee payable per event per day
Public Liability			24.55	2.45	27.00	
Cleaning Deposit			216.36	21.64	238.00	
Note: Cleaning Deposit for Photographs. A condition of use that cleaning and restoration costs are payable by the applicant.						
11.15 Street Stalls						
Street Stall not Recreation and Urban Landscapes						
Charity Registered			-	-	-	
Private Profit			28.00	Exempt	28.00	per half day
Busking			15.00	Exempt	15.00	or at Council's discretion
Public Liability			23.64	2.36	26.00	
Note: Cleaning Deposit for Photographs. A condition of use that cleaning and restoration costs are payable by the applicant.						
Cancellation Fee						
If less than 2 days notice given prior to event		C	22.73	2.27	25.00	
11.16 Access to private property via public reserve						
Administration fee		C	37.27	3.73	41.00	
Damage Deposit - minimum		B	450.00	Exempt	450.00	GST Only Applies if Deposit Forfeited
11.17 Advertising						
Any flagpole/Banner Poles - Users From Kogarah City			8.00	Exempt	8.00	per day or at Council's discretion
Non Corporate users from outside the City of Kogarah			-	Exempt	-	
Flagpole/Banner Pole Todd Par (Princes Hwy)		B	11.00	Exempt	11.00	per day or at Council's discretion
Banner Pole (Cox Reserve Carwar Ave/Princes Hwy)		D	11.00	Exempt	11.00	per day or at Council's discretion
Banner Pole (Claydon Reserve)			11.00	Exempt	11.00	per day or at Council's discretion
Banner Pole (Arrowsmith Reserve)			11.00	Exempt	11.00	per day or at Council's discretion
Corporate Users			15.00	Exempt	15.00	per day or at Council's discretion

ASSETS & SERVICES	Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
				Pre-GST			
	11.18 Other Uses						
	Application		B	122.73	12.27	135.00	per day
	Rental/Use of Space		B	590.91	59.09	650.00	Maximum Fee per Event
	Public Liability		B	24.55	2.45	27.00	
	Note: Cleaning Deposit for Photographs. A condition of use that cleaning and restoration costs are payable by the applicant.						
	11.19 Tree Management Inspection Fee						
	Application fee 1-3 trees		C	63.00	Exempt	63.00	per application
	Application fee 4-6 trees		C	74.00	Exempt	74.00	per application
	Application fee >6 trees		C	178.00	Exempt	178.00	per application
	Note 1.						
	Legal status maybe required to determine legality of this Bond						
	Tree Preservation and Protection Bond						
	Minimum fee per tree , 5 metres in height		D	270.00	Exempt	270.00	per Application - GST applicable only if Bond is forfeited
	Minimum fee per tree > 5 metres in height		D	615.00	Exempt	615.00	Per Application - GST applicable only if Bond is forfeited
	11.20 Beverley Park Water Reclamation						
	Price		C	1.26	GST-free	1.26	per kilo
	Fixed Annual Charge						as per separate aggrement with customer
	11.21 Commercial Activity use of recreation Facilities						
	< 20 persons		B	59.09	5.91	65.00	per hour
	>20 persons and < 50 persons		B	86.36	8.64	95.00	per hour
	> 50 persons		B	113.64	11.36	125.00	per hour
	12 ASSET PLANNING & SERVICES						
	12.1 Property Information						
	Access fee to property information			11.00	Exempt	11.00	per sheet #
	Deposited Plans			23.00	Exempt	23.00	per sheet #
	Strata Plans			23.00	Exempt	23.00	per sheet #
	Certificate titles			23.00	Exempt	23.00	per sheet #
	Property Water Board Sewer Diagrams			42.00	Exempt	42.00	per sheet #
	12.2 Map Production						
	Aerial Photography					80.00	plus fee for Electronic Media Output and/or
	Custom Maps					125.00	plus fee for Electronic Media Output and/or
	12.3 Electronic Media Output						
	CD ROM or Digital Image			10.00	Exempt	10.00	
	12.4 Map & Plan Copying						
	A0 size sheet			13.00	Exempt	13.00	per sheet #
	A1 size sheet			11.00	Exempt	11.00	per sheet #
	A2 size sheet			8.00	Exempt	8.00	per sheet #
	A3 size sheet			2.00	Exempt	2.00	per sheet #
	A4 size sheet			1.00	Exempt	1.00	per sheet #
	12.5 Community Group - Directional Sign						
	Per sign					200.00	(community based, non-profit and religious groups)

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
12.6 Parking Permit						
Resident Parking Permit		B	10.00	Exempt	10.00	per year
Visitor Parking Permit		B	10.00	Exempt	10.00	per year
Replacement		B	20.00	Exempt	20.00	
12.7 Work Zone / Construction Zone						
Per 6 lineal metres per week		C	100.00	Exempt	100.00	Minimum 13 weeks
Application		C	190.00	Exempt	190.00	
Cost per sign (including installation)		C	180.00	Exempt	180.00	Add cost of stem if required
Cost per stem if required		C	70.00	Exempt	70.00	
12.8 Crane Permit						
Application and inspection fee		C	200.00	Exempt	200.00	Includes inspections
Rental/Use of Space		C	150.00	Exempt	150.00	per day/lane (or part thereof)
12.9 Road Occupancy Permit						
Permit fee		C	110.00	Exempt	110.00	per day/lane (or part thereof)
12.10 Deposits for damage during construction						
Damage deposit with DA or Complying Development	EP&A Regulation					
With or without construction of driveway (includes DA's for demolition)	2000 Clause 136L	C	1,900.00	GST Free	1,900.00	GST Applicable if Deposit is forfeited
Damage deposit for driveway without DA		C			780.00	
12.11 Driveway Approvals						
<u>Council Designed (includes one inspection)</u>						
Upgrade Existing Driveway or New Single Driveway (without DA)		C	272.73	27.27	300.00	
Driveway as part of Single Residential Dwelling DA		C	468.18	46.82	515.00	
Driveway as part of medium density / commercial DA (includes units, villas townhouses & dual occupancies, commercial / industrial buildings)		C	681.82	68.18	750.00	per street frontage or 5% of restoration works whichever is greater
Part driveway/footpath modification with sketch only (excludes level issue)		C	163.64	16.36	180.00	
Additional Inspections		C	100.00	10.00	110.00	
12.12 Bins Fees						
Skip Bins on Public Land		D	81.82	8.18	90.00	per bin per week
Clothing Bins on Public Land		D	272.73	27.27	300.00	per year
12.13 Fees Associated to Issue of Heavy Vehicles Permit						
Issue of permit for Class 1 & 3 vehicles using local roads		C	70.00	Exempt	70.00	

Fee Title	Applicable Legislation	Pricing Policy Category	2015/16 Draft Fee Pre-GST	GST Amount or Status	2015/16 Draft Fee Including GST	Comments
13 KOGARAH CITY WORKS						
13.1 Material charges						
<i>No delivery of materials. Materials are only available from Hurstville Quarry Reserve 8am-3pm Mon. to Fri. Pick-up only.</i>						
<i>Not all materials are available at all times.</i>						
Profiling Material		C	18.18	1.82	20.00	per tonne
Filling Sand		C	11.82	1.18	13.00	per tonne
Clay bricks and pavers		C	5.45	0.55	6.00	each
Non clay pavers		C	86.36	8.64	95.00	per square metre
Bull Nose Bricks		C	6.36	0.64	7.00	each
Mulch		C	18.18	1.82	20.00	per cubic metre
Stormwater Pit Lintel		C	504.55	50.45	555.00	
Stormwater Pit Cover		C	100.91	10.09	111.00	
13.2 Road opening and restoration/renewal charges						
Application fee (pre-paid only)		C	65.00	Exempt	65.00	per application (Plus Road Occupancy Permit Charges)
13.3 Restoration/Renewal Charges						
(A minimum charge 1m2 will apply in all circumstances, areas greater than 50m2 may be negotiated)						
(Footpaths will be charged at full slab replacement.)						
Turf < 5 m ²		C	55.00	Exempt	55.00	per square metre
Turf >= 5 m ²		C	41.00	Exempt	41.00	per square metre
Concrete footpath / asphalt footpath and driveways < 5 m ²		C	215.00	Exempt	215.00	per square metre
Concrete footpath / asphalt footpath and driveways >= 5 m ²		C	175.00	Exempt	175.00	per square metre
Pavers and pattern concrete/Heavyduty reinforced driveways < 5 m ²		C	275.00	Exempt	275.00	per square metre
Pavers and pattern concrete/Heavyduty reinforced driveways >= 5 m ²		C	215.00	Exempt	215.00	per square metre
Kerb and gutter / laybacks / dishgutter < 5 m		C	240.00	Exempt	240.00	per lineal metre
Kerb and gutter / laybacks / dishgutter >= 5 m		C	195.00	Exempt	195.00	per lineal metre
Road pavement < 5 m ²		C	210.00	Exempt	210.00	per square metre
Road pavement >= 5 m ²		C	172.00	Exempt	172.00	per square metre
13.4 Deposit administration and asset inspection fee		C	110.00	Exempt	110.00	
13.5 Deposit / Replacement Fee for Keys		C	45.45	4.55	50.00	Per key (set)