

2013 Rates and Services Review – Community Working Group
Basic Feasibility Assessment of Ideas from Meeting 3

Service Area	Ideas	Comment	Potential Benefit	Difficulty	Timeframe
Roads and Footpaths	<ul style="list-style-type: none"> Charge fees for parking on streets, especially in main streets, and in council car parks (free for a suitable time, charge thereafter). 	We are currently assessing the potential to charge for off street parking. However, our town centres compete in a very difficult market and on street parking fees are generally not charged in centres such as Burwood, Bankstown, Hurstville. There is a risk that there would be “leakage” to these and other centres.	\$300,000	Hard	3-5 years
	<ul style="list-style-type: none"> Review main street parking time limits and shorten if possible, increased turnover, better for businesses. 	A comprehensive parking study was completed about 18 months ago which made various recommendations including parking timeframes. The benefit is largely derived from fine revenue which we need to take care with, and is difficult to estimate. Parking restrictions in our town centres could be tweaked, but they are about right at present.	Not yet possible to estimate	Moderate	1-2 years
	<ul style="list-style-type: none"> Increase charges to developers for footpath crossings 	Charges for footpath crossings are currently set with reference to the market. There is little scope to increase these as they are already comparatively high.	None	NA	NA
	<ul style="list-style-type: none"> Achieve reduced infrastructure costs with better design 	This is already being done.	None	NA	NA
	<ul style="list-style-type: none"> Get rid of traffic calming devices 	Studies here in Australia and internationally have shown that speed is the key contributing factor to serious injury in the event of a road accident, and that reducing speed greatly reduces injuries and loss of life. Such devices are therefore highly beneficial in terms of road safety. This is not considered feasible.	None	NA	NA
	<ul style="list-style-type: none"> Be more selective about where footpaths are built or rebuilt (not for less used paths) 	New footpaths are generally only constructed where grant funding has been obtained (eg. Cooks River Cycleway). Footpath replacement is directed by our Asset Management System which prioritises paths using a range of factors including condition and location.	None	NA	NA
	<ul style="list-style-type: none"> Hold an event (Fun Run) along the Cooks River where council can charge an entry fee. 	The Australia Day Fun Run cost \$15,000. We would need to charge upwards of \$75 per runner to break even. This is not feasible. We will not be holding the Fun Run in the future.	None	NA	NA
	<ul style="list-style-type: none"> Outsource roads and footpaths maintenance and improvements 	We are already doing this. Most renewal programs (80% of our works program) are done by contractors.	None	NA	NA

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	<ul style="list-style-type: none"> Charge a toll on the roads. 	This is not practical for an urban local network. It requires state government sanction for state and regional roads. Major arterial roads such as King Georges Road, Canterbury Road, Georges River Road, and Kingsgrove Road are all state or regional roads.	None	NA	NA
	<ul style="list-style-type: none"> Cycle ways – user fees for cyclists – probably state government to develop a representative fee structure as an income stream 	As above this is not practical for our urban local network of cycle ways.	None	NA	NA
Children's Services	<ul style="list-style-type: none"> Review user fees to compare and make sure they are similar to other private centres in the LGA. Increase the fee structure to break even. The services shouldn't be subsidised by rates. 	Reviews are already occurring, and fees have been increasing significantly for years. Most recent data indicates that we are in the higher fee range than other facilities	None	NA	NA
	<ul style="list-style-type: none"> Audit how well-used the services are and consider reducing the less-used services. 	Utilisation is constantly audited, and in 2 of our 40 place services is high and therefore staff reduction is not an option. Our 50 place service is less utilised and we have capped the usage at 48 to reduce staff requirements. Lakemba is also less utilised & shares staff to meet ratio requirements	None	NA	NA
	<ul style="list-style-type: none"> Look for ways to get better utilisation of centres on weekends to generate income 	Usage of the centres on the weekend is not a possibility due to the environment & curriculum requirements under the Education & Care Services Regulation. Services would continually be required to pack up and set up the centres, & ensure cleanliness & hygiene standards were not compromised. Other centres that have been trialling out of hours care have been doing this at a significant cost.	None	NA	NA
	<ul style="list-style-type: none"> Non-residents should pay more for child-care services 	We are unable to charge a higher rate under the funding agreement	None	NA	NA

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	<ul style="list-style-type: none"> Reduce Family Day Care? 	<p>A review of this service could occur however;</p> <ol style="list-style-type: none"> Family Day Care support low social economic areas by providing cost effective child care Closure would displace clients into services that they cannot afford Family Day Care accommodate 0-2 age care that is limited in the Children's Centres 	Not assessed	NA	NA
Environmental Protection	<ul style="list-style-type: none"> Promote environmental outcomes, and support local environmental volunteer groups (will save council in the long run) eg. increase community volunteers to reduce street litter 	Council already does this reasonably effectively. We support two local environmental volunteer groups that work at 7 locations along Cooks & Wollie Creek doing bushcare activities. We also support 2 groups who collect and educate regarding street litter and illegal dumping.	None	NA	NA
	<ul style="list-style-type: none"> Involve young people more to improve environmental outcomes eg. link schools to environmental protection programs and activities including community gardens. 	Council already does this reasonably effectively. We support schools through the Sustainable Schools program. We also provide annual grants to schools for environmental projects and support their community garden activities.	None	NA	NA
	<ul style="list-style-type: none"> Dial a dumper to reduce waste going into the river (stop illegal dumping) 	We have run dob-in-a dumper campaigns before and have found them not to be effective.	None	NA	NA
	<ul style="list-style-type: none"> Encourage not using plastic bags. 	Council cannot do this. The most effective way to achieve this is for Supermarkets to charge for plastic bags which is a practice that occurs in some western countries already.	None	NA	NA
	<ul style="list-style-type: none"> Encourage not using air-conditioners. 	New development is required to meet certain energy efficiency targets. This is the most proactive way in which Council can address this. Council cannot ban air conditioners.	None	NA	NA
	<ul style="list-style-type: none"> Shift education to lower cost methods eg. web based. 	This is done already, however, we need to take care not to alienate those segments of the community which do not regularly use or rely on web for information.	None	NA	NA

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	<ul style="list-style-type: none"> Seek more grants 	We have a dedicated officer (Janelle) whose responsibilities include identifying and sourcing grant funding. Council has been quite successful in obtaining grants in recent years. Changes in the political climate have made future grant acquisition more uncertain. We consider it is more prudent not to rely on increased grant income.	None	NA	NA
Urban Planning and Development Control	<ul style="list-style-type: none"> Charge more for development assessment, increase DA fees. 	These fees are regulated and we cannot charge more than the prescribed fees.	None	NA	NA
	<ul style="list-style-type: none"> Spend money on investigations to get more fine income, increase fines on boarding houses and dwellings where there is over-crowding. 	Fine income for these types of investigations is already relatively high, however, this is a very sensitive matter in which we walk a fine line between raising revenue and fining local residents.	None	NA	NA
	<ul style="list-style-type: none"> Outsource development assessment 	We can investigate this, but there are real challenges in achieving efficiencies. These include follow up service and enquiries, efficiency in consultants knowing our controls and their interpretation. There is a real question about whether in the long term, this is more cost effective.	None	NA	NA
	<ul style="list-style-type: none"> Offer development assessment services to neighbouring councils 	The development assessment service is complex and running an internal service is difficult enough. Bankstown ran a similar consultant service which was wound up several years ago. It is not recommended.	None	NA	NA
Parks and Sporting Facilities	<ul style="list-style-type: none"> Increase contributions from sporting clubs to cover the cost of operations and maintenance of the fields. 	Fees to sporting clubs are increased by CPI each year. A report to Council a few years ago seeking further increases to fees was not supported by Councillors. A 10% increase would yield \$15,000 but even an increase of this magnitude is considered difficult to implement.	\$15,000	Hard	1-2 years

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	<ul style="list-style-type: none"> Lease or licence space in parks to cafes and food businesses to generate income eg. dog parks, Tasker Park, Wiley Park 	We have just entered into a licence agreement for the kiosk at Gough Whitlam Park. We received only one application in EOI process. Director City Works recently engaged a consultant to carry out a feasibility study for a café at Ewen Park. Study showed that café was not viable. Our experience has shown there is little interest in operating cafes in parks, as a number of parks contain kiosks that are operated by sporting clubs on weekends and during training at nights. Potential benefit is \$5-\$10,000 per café per annum.	\$10,000	Hard	1-2 years
	<ul style="list-style-type: none"> Promote more casual and seasonal use where we can charge for the use eg. via website 	Sporting fields are used to capacity by sporting clubs during the winter season and on most weekends in summer by cricket. There is little scope to obtain more income from this proposal.	\$0	Hard	1-2 years
	<ul style="list-style-type: none"> Charge for parking in established parking areas around parks eg. install local area parking meters around Belmore Sports Ground 	This can be investigated, but there it would be very difficult to implement with significant resistance from local residents, sports field users and councillors.	\$100,000	Hard	3-5 years
	<ul style="list-style-type: none"> Obtain sponsorship and commercial advertising for parks sports fields and golf course 	Not possible for golf course as it is operated privately under a management agreement. With the exception of Belmore Sportsground, our fields are used by local sporting groups and advertisers would not receive great exposure. Additional resources would need to be applied to the proposal and there is unlikely to be a significant return.	Not yet possible to estimate	Hard	3-5 years
	<ul style="list-style-type: none"> Reduce council contribution to golf course 	We don't contribute financially to golf course operations. Savings to Council for leasing the course are estimated at \$200,000 pa and have already been factored into future budgets.	None	NA	NA

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	<ul style="list-style-type: none"> Do a review of parks to see which are the most popular, and consider sale of under-utilised ones. Use the funds for general purposes, not necessarily solely for parks). Scotts Reserve – nobody uses it – what if it was sold off? 	A review of all Council owned land is being undertaken.	Not yet possible to estimate	Hard	6-10 years
	<ul style="list-style-type: none"> Seek volunteers to maintain parks. 	<p>We are already doing this.</p> <p>Volunteer Bushcare Program maintains areas in Peace Park, Rosedale Reserve, Picken Oval, Foord Ave, Ewen Park, Wollie Creek Bushland, Starkey Street Reserve, Cup & Saucer Creek and Gough Whitlam Park.</p> <p>Community Tree Planting Program.</p> <p>Adopt a Patch sites at Kilbride Street and Jackson Place.</p> <p>Community gardens at Riverwood Wetlands and Jubilee Reserve</p>	None	NA	NA
Community Centres and Programs	<ul style="list-style-type: none"> Review the charges for hall hire 	Halls are used almost exclusively by seniors groups at no charge. We could look at charging the seniors groups. This would be difficult to implement with significant resistance from users and councillors.	\$5,000	Hard	1-2 years
	<ul style="list-style-type: none"> Address the barriers (eg. insurance) for community access to halls and centres. 	Providing insurance cover for users would increase our premiums beyond the benefit likely to be received in income from such use. No benefit is perceived.	None	NA	NA
	<ul style="list-style-type: none"> Outsource cleaning and building maintenance 	We are currently tendering for Building Cleaning Services. It is very hard to determine what the savings are likely to be until this process is complete.	Not yet possible to estimate	Hard	1-2 years
	<ul style="list-style-type: none"> Encourage community groups to incorporate as an association so they can raise membership fees and contribute to operational costs 	We don't believe that this will result in a contribution to operational costs unless Council has a categorised payment for usage structure that would support the payment of fees by groups.	None	NA	NA

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	<ul style="list-style-type: none"> Rationalise the number of buildings and centres 	<p>We currently co-locate a number of services into various community centres.</p> <p>We would also require a review of usage of various sites before a determination can be made.</p>	Not yet possible to estimate	Hard	3-5 years
	<ul style="list-style-type: none"> Encourage corporate sponsorship of community groups to provide an income to assist with running costs of the centres (eg. Tour Companies for Seniors) 	Corporate Sponsorship is normally programmed based rather than group based. We could look at Corporate Sponsorship for Community Programs but this would not result in the assistance with running costs unless a payment of facility use for these groups is utilised.	Not yet possible to estimate	Moderate	3-5 years
Waste and Recycling Collection	<ul style="list-style-type: none"> Review the level of waste charges to units (possibly increase to be same as others?) 	Units already pay same rate as other residents.	None	NA	NA
	<ul style="list-style-type: none"> Free pre-booked collection service – could introduce a small charge 	This is possible, but introduces a level of administration and complexity that could incur substantial additional costs. It would need councillor support. The current service is provided under contract arrangements until 2019 that would incur penalties to change.	Not yet possible to estimate	Moderate	6-10 years
	<ul style="list-style-type: none"> Halve the free pre-booked clean up collections (1 per year instead of 2) 	This is possible, but the savings are uncertain as much of the cost is in rubbish disposal and this would remain the same if the quantities of rubbish collected do not decrease much (ie. residents put out the same amount of waste in one collection as they do in two collections). Eliminating the service altogether would save \$1,000,000. Reducing the frequency could save between \$200-250,000. The current service is provided under contract arrangements until 2019 that would incur penalties to change.	\$200,000	Moderate	6-10 years
	<ul style="list-style-type: none"> Review greenwaste service for multi unit dwellings – do they need the same as single dwellings? 	We are already doing this	None	NA	NA

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	<ul style="list-style-type: none"> Be more selective about red bins needing to be picked up weekly – perhaps some don't need to be? 	Health issues arise with putrescible waste remaining in bins for two weeks. There would likely be a public backlash. The benefit is limited also as the trucks traverse the whole area anyway, and the reduction in cost would be negligible.– Health issues. Public backlash likely.	None	NA	NA
	<ul style="list-style-type: none"> Better education to get recyclables out of the waste stream. 	We are already doing this. Increasing recycling will have a benefit but large gains are difficult to quantify as there are many other factors involved.	Not yet possible to estimate	Moderate	1-2 years
	<ul style="list-style-type: none"> Communal garage sale (aka Garage Sale Trail) to reduce kerbside clean up. 	There is little real benefit to council. There are also other private opportunities available such as ebay to on sell unwanted items.	None	NA	NA
	<ul style="list-style-type: none"> Have a credit system for taking your rubbish elsewhere (eg. TV to Addison Road / Reverse Garbage). Get say 15 credits and get something back. If cost to council is \$200 to dispose, X credits = \$ discount on council services eg. cheap pool entry, rates. 	This would be highly complex and costly for little real benefit.	None	NA	NA
	<ul style="list-style-type: none"> Separate food waste collection service 	This is an emerging opportunity and is being considered, but relies on suitable available cost effective technology to be available. It requires a strategic approach, and would need to be coordinated with replacement of bins and new contract arrangements which is not to take place until 2019.	Not yet possible to estimate	Hard	6-10 years
	<ul style="list-style-type: none"> Collect scrap metal at a central point, earn income from it. 	This is already provided by private industry	None	NA	NA
	<ul style="list-style-type: none"> Make money on collecting electronic waste 	A national industry funded scheme is currently being implemented, and as a result there is no money to be made. It would incur substantial cost for council.	None	NA	NA

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	<ul style="list-style-type: none"> Incorporate the costs of street cleaning and maintenance into waste and recycling area to reduce the pressure on rates 	<p>This has been considered in the past but advice from Department of Local Government indicated that this could not be done under the LG Act.</p> <p>"domestic waste" means waste on domestic premises of a kind and quantity ordinarily generated on domestic premises and includes waste that may be recycled, but does not include sewage.</p> <p>"domestic waste management services" means services comprising the periodic collection of domestic waste from individual parcels of rateable land and services that are associated with those services.</p> <p>As per the regulations street cleaning does not occur on "individual parcels of rateable land" so cannot be incorporated in the waste levy.</p> <p>We do stretch things to include Dumped Rubbish because a lot of that is domestic goods out the front of residential buildings.</p>	None	NA	NA
Economic and Town Centres Development	<ul style="list-style-type: none"> Lease or licence spaces along the Cooks River where people can spend money on food and drink, such as cafes, bars and restaurants, and earn an income from this, eg. Tasker Park. Along with this investigate ways to increase the use of River during weekdays (it is already quite busy on weekends). To make it an attraction, it will need more investment across the whole catchment – can we learn from Parramatta. 	<p>We have just entered into a licence agreement for the kiosk at Gough Whitlam Park. We received only one application in EOI process. The Director City Works recently engaged a consultant to carry out a feasibility study for a café at Ewen Park. This study showed that café was not viable. Our experience has shown there is little interest in operating cafes in parks, as a number of parks contain kiosks that are operated by sporting clubs on weekends and during training at nights.</p> <p>The redevelopment of Canterbury Town Centre may provide further opportunities but this is not likely to occur for several years, and the potential benefits cannot be estimated at this stage.</p>	Not yet possible to estimate	Hard	6-10 years
	<ul style="list-style-type: none"> Increase the number of filming applications. Sell our CALD character as an attraction. 	<p>We receive little interest for filming in Canterbury as we do not have natural attractions such as beaches etc. Additional resources would be needed to promote Canterbury as a desirable area for filming. There would not be a significant increase in income in any case as fees are regulated by Division of Local Government.</p>	\$0	Hard	6-10 years

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	<ul style="list-style-type: none"> Support business profitability and income, and attract new businesses to Canterbury, to increase better local jobs, and increase our community's capacity to pay increased rates. 	We are currently implementing council's Towards 2032 Economic Development and Employment Strategy to support business growth, attract new businesses, and increase local employment. This is a long term strategy, and the benefits are hard to quantify.	Not yet possible to estimate	Moderate	3-5 years
	<ul style="list-style-type: none"> Ask businesses to contribute to town centre improvements. 	Imposing a charge on just businesses in town centres has been considered in the past but rejected by council as inequitable as more than just the businesses benefit from such improvements. We have also undertaken a Façade Improvement Program which was somewhat successful in Hurlstone Park but not in Campsie. Such pressure on local retailers in the current economic climate is also considered counterproductive to our goal of business growth and employment. This not considered feasible.	None	NA	NA
	<ul style="list-style-type: none"> Introduce metered kerbside parking to increase turnover in spaces in town centres. 	Refer to comment in Roads and Footpaths			
	<ul style="list-style-type: none"> Introduce metered parking also in council-owned car parks. 	Refer to comment in Roads and Footpaths			
	<ul style="list-style-type: none"> Seek more grants for economic development to reduce reliance on rates. 	We are currently very successful in obtaining grants. Grant funding is, however, very dependent on state and federal governments financial position, and cannot be relied upon. Many grant programs require council to match the grant funding with its own contributions. We have already included a reasonable level of grant funding in future budgets.	None	NA	NA
Cultural Events and Programs	<ul style="list-style-type: none"> Attract larger events with a higher profile to attract more sponsorship, and result in less cost to council eg. Bangladeshi New Year (Olympic Park). 	The benefit of this is uncertain. If it is suggested to attract a large, pre-existing event to run in our City, this would cost more as the sponsorship would be for the event holders. Holding our own larger, high profile event, in place of Haldon, Campsie and Earlwood is possible, but savings would largely be in cancelling two of three events, not in increased sponsorship.	\$100,000	Hard	1-2 years

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	<ul style="list-style-type: none"> Increase sponsorship. 	This is being done at \$1,000 per additional bronze sponsor.	\$2,000	Easy	1-2 years
	<ul style="list-style-type: none"> Increase the stall holder fees. 	They can be increased but will come at the cost of local business participation. Benefit is estimated at \$4,000 based on a 10% increase.	\$4,000	Easy	1-2 years
	<ul style="list-style-type: none"> Be transparent, and ensure the community understands the cost of putting on festivals. 	We can't do it. In reality, the cost of putting on festivals is more than dollars spent. It is also where those dollars could also be spent. It's an opportunity cost and that would be extremely difficult to communicate to the community.	None	NA	NA
	<ul style="list-style-type: none"> Use business rates to pay for festivals. 	Not assessed.			
	<ul style="list-style-type: none"> Hand over the running of events and festivals to commercial operator to achieve no cost to council. 	We can't do it. Holding an event in the City of Canterbury comes at a cost. The costs may be smaller than running our own, but are costs nonetheless.	None	NA	NA
	<ul style="list-style-type: none"> Reduce the number of festivals. 	This is being done.	\$30,000	Hard	1-2 years
	<ul style="list-style-type: none"> Reduce the scope of festivals, less fancy, no fireworks. 	This is being done.	\$10,000	Hard	1-2 years
	<ul style="list-style-type: none"> Recover cost from Federal Government for naturalisation. 	Not assessed.			
Community Health and Safety	<ul style="list-style-type: none"> Install more energy efficient street lighting eg. LED – it has a high upfront cost but can save money in the long run. 	Ausgrid have trialled replacing the existing lamps with LEDs. At this stage only replacement of faulty lamps is proposed. Maintenance and energy cost of LED street lamps is 2/3 of that for Compact Fluorescent Lamps. As the capital cost of LEDs is double that of CFLs, however, the savings are small. Assume 5% are replaced per year (400 lamps), with saving of \$3 per lamp.	\$1,200 pa	Easy	6-10 years
	<ul style="list-style-type: none"> Outsource cleaning of public toilets. 	We could consider this. Market testing 10 to 15 years ago found it was cheaper for council to undertake this work. Council staff would be displaced, and under our policy of no forced redundancies, any benefits would not be obtained for some time.	Not yet possible to estimate	Moderate	3-5 years

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	<ul style="list-style-type: none"> Investigate sensor lighting for street lighting. 	This is not feasible because of the unreliability of the power supply causing intermittent faults with the sensor lamps.	None	NA	NA
	<ul style="list-style-type: none"> Investigate solar power for street lights. 	This is not feasible because solar arrays provide insufficient wattage for street lighting purposes.	None	NA	NA
	<ul style="list-style-type: none"> Increase fines for food inspections. 	These are prescribed and cannot be increased.	None	NA	NA
Aquatic Centres	<ul style="list-style-type: none"> Close pools during quieter periods such as winter, staggering the closures, and closing outdoor pools leaving the indoor pools open. 	There are two recommended options for this; <ol style="list-style-type: none"> Close both outdoor pool for the entire winter period Mar-Aug. Close Canterbury Pool for the entire winter period Mar-Aug. Previously savings of up to \$100,000 have occurred in a staggered closure approach. Council has previously rejected closure of the outdoor pools,	\$100,000	Moderate	1-2 years
	<ul style="list-style-type: none"> Review fee structure to improve cost recovery, including increased introducing “membership” packages and increased entry fees 	Fees have been reviewed within the market and are market rate	None	NA	NA
	<ul style="list-style-type: none"> Outsource the management of the aquatic centres. 	Outsourcing the management of the aquatic centres would reduce the subsidy cost to Council. This would be due to the staff being on a different award and the ability to source lower cost maintenance options. Contract management of Aquatic and Recreation facilities is a specialist field and often these groups have contracts in place to achieve competitive purchasing and maintenance. It is expected a saving of approximately \$400,000 per annum	\$400,000	Moderate	1-2 years
	<ul style="list-style-type: none"> Reduce maintenance costs. 	A complete review of the Aquatic Centres is occurring at the moment and it is expected that some of the proposed practices to be implemented address some excessive expenditure in relation to maintenance and staffing.	Not yet possible to estimate	Easy	1-2 years

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	<ul style="list-style-type: none"> Investigate leasing of areas of the aquatic centres for income generating activities. 	The review of the Aquatic Centres is investigating the possibility of outsourcing two income generating areas. Approval is required before further information can be disclosed.	\$50,000	Moderate	1-2 years
Civic Leadership and Governance	<ul style="list-style-type: none"> Increase internal audits to find efficiencies. 	Internal audit is operating at full capacity. To increase audits, we would need to spend more.	Not yet possible to estimate.	Easy	1-2 years
	<ul style="list-style-type: none"> Reduce the cost of council meetings eg. limit staff attendance at meetings (although staff are not paid overtime) 	Costs could be reduced by not providing meals to staff and Councillors. Staff that attend meetings are not paid.	\$20,000 pa	Easy	1-2 years
Libraries	<ul style="list-style-type: none"> Investigate charging for family history service 	We probably could however there would be a reduced service to the community as it would significantly impact the number of requests for the service. A greater effect (difficult to estimate) in terms of staffing time saved. A less essential service than some others.	< \$500	Easy	1-2 years
	<ul style="list-style-type: none"> Increase rates not to reduce library services 				
	<ul style="list-style-type: none"> Review fines and library charges (automatic fines via credit card for late returns) 	Fines and charges are reviewed annually and increased according to market rates periodically. Introducing automatic fine payment via credit card would immediately introduce equity of access issues and inevitably significantly reduce library usage and membership. This would be damaging to the library and council reputation.	Not yet possible to estimate	Hard	1-2 years
	<ul style="list-style-type: none"> Reduce human librarians and move toward online librarians 	We have introduced technology to create efficiencies for a number of years now, but libraries with librarians are still much needed as libraries have transitioned to community hubs with a focus on Lifelong Learning.	None	NA	NA
	<ul style="list-style-type: none"> Seek increased state government funding for library services 	Already happening with limited success.	Not yet possible to estimate	Hard	Ongoing
	<ul style="list-style-type: none"> Seek philanthropic support for libraries 	No tradition in Australia of philanthropy towards libraries. Would be major effort for no return judging by others who have tried. Not the right demographic either.	Not yet possible to estimate	Hard	Unknown

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	<ul style="list-style-type: none"> Seek donation of private collections to libraries, especially CALD resources 	<p>Already receive private local history collections as donations. Private collections of fiction / non-fiction not suitable as this falls outside our collection development policy as well as State and National standards for the age of collections.</p>	None	NA	NA
	<ul style="list-style-type: none"> Establish specialised libraries eg. childrens, history, CALD in certain collections, less overlapping 	<p>More expensive an alternative than libraries catering to all. Would not meet the needs of the community. eg – not everyone would want to travel to Lakemba or Campsie for CALD materials, people want children’s activities near them etc.</p>	None	NA	NA
	<ul style="list-style-type: none"> Use more ebooks, less printed books 	<p>eBooks have already been introduced, not everyone wants to read them though and they are more suitable to certain collections. There is also still major problems with supply – publishers do not grant rights to public libraries for much of the popular, newly released materials. We still need to purchase many items in traditional formats and it is more likely that there will be a demand for a choice of format rather than a complete move away from hard copy books. Research shows that a 50/50 split in reading format preferences is more likely for the foreseeable future and we are still a long way from that.</p>	None	NA	NA
	<ul style="list-style-type: none"> Focus on basics that library must have 	<p>This needs definition. The basics that libraries must have altered over the years. The only program with a financial outlay that could potentially be seen as non-basic would be the Homework Assistance Program. In terms of our demographics and our role in Lifelong Learning though, it performs an important benefit for our community and the young people who live here. It could be stopped at Earlwood Library, however, as it received inadequate patronage there to justify its continuation. Benefit would be \$40,000 per annum if entire Homework Assistance Program were stopped. \$6,500 per year if it were stopped at Earlwood Library.</p>	\$6,500	Moderate	1-2 years
	<ul style="list-style-type: none"> Rent out library space for short courses 	<p>We are already too short of space / rooms for our own programming needs.</p>	None	NA	NA

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Service Area	Ideas	Comment	Potential Benefit	Difficulty	Timeframe
	<ul style="list-style-type: none"> Security deposit for lost of destroyed items 	Equity of access problems as described above. People do pay for lost and destroyed items. This includes a small administrative charge in addition to the cost of replacement. This would be damaging to library and council reputation.	None	Hard	1-2 years
	<ul style="list-style-type: none"> Membership to cover administration costs 	This falls outside the Library Act. We have a charge for new item requests / Inter Library Loan requests which are reviewed annually, as are all library charges	None	NA	NA
Community Information and Engagement	<ul style="list-style-type: none"> Provide more information via the website to reduce customer telephone enquiries and visits, arrange the information so it is easier to find, make it more interactive, targeted at customer needs, using navigation pathways, and add a question and answer guide to the home page. 	This is being done. Website redevelopment launch is due early November.	Not yet possible to estimate	Moderate	1-2 years
	<ul style="list-style-type: none"> Charge more for maps and mapping services 	Can investigate this. There is not, however, a great demand for maps.	Not yet possible to estimate	Easy	1-2 years
	<ul style="list-style-type: none"> More communication via social media 	This is being done. We recently ran a campaign to boost our social media reach and have improved content.	Not yet possible to estimate	Moderate	1-2 years
Street cleaning and maintenance	<ul style="list-style-type: none"> Increase fine income through increased policing of dumped rubbish, eg. CCTV cameras at dumped rubbish hot spots to catch and fine dumpers 	This is being done as part of our Illegally Dumped Rubbish Strategy. The benefits are hard to quantify. Installation of CCTV has not been a priority because of the costs involved, and the concerns from residents regarding privacy.	Not yet possible to estimate	Moderate	1-2 years

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Service Area	Ideas	Comment	Potential Benefit	Difficulty	Timeframe
	<ul style="list-style-type: none"> Review the need for street sweeping, eg. reduce sweeping to just town centres 	<p>This is not practical as residential streets would be a mess. Service levels have been reviewed, and staffing levels reduced substantially over recent years, and these savings are factored in to future budgets.</p> <p>If we were to fit GPS on sweepers we would greatly improve sweeping routes and productivity. This would require some cost to purchase the equipment.</p>	\$100,000	Moderate	1-2 years
	<ul style="list-style-type: none"> Change grassed nature strips to low maintenance native shrubs and grasses 	<p>Grass areas are generally cheaper and easier to maintain. Even native planted areas require regular maintenance to remain attractive in appearance, and safe from fire, pests and ensure public safety. There would be some cost involved in replacing grassed areas with native plantings.</p> <p>Gardens have been established in some locations where it is difficult to cut the grass such as steep slopes.</p> <p>It may be appropriate to concrete some small grass areas.</p> <p>We have a Nature Strip Garden Policy to facilitate residents to replace grass nature strips with low maintenance gardens. This is utilised when residents express interest and commitment to maintaining the garden.</p>	Not yet possible to estimate	Easy	1-2 years
	<ul style="list-style-type: none"> Review the need for council to provide sideline mowing 	<p>We have completed the policy review and presented that to Executive.</p>	Not yet possible to estimate	Hard	1-2 years
	<ul style="list-style-type: none"> Provide more legal walls for graffiti to reduce cost of removal in other areas. 	<p>We are not currently doing it. We could do it. We could consult with young people to identify possible locations. Structured mural painting programs are more effective. Benefit could be \$20,000 per annum?</p>	\$20,000	Moderate	2 years
	<ul style="list-style-type: none"> Provide more education to decrease graffiti 	<p>Yes, we have done this in 2012. There is limited evidence that this impacts on the amount of graffiti</p>	Not yet possible to estimate	Moderate	1-2 years
	<ul style="list-style-type: none"> Look for services that will remove abandoned vehicles for free 	<p>The current arrangement provides for this now as we do not pay for abandoned vehicle collection. The only time we may have to pay is if we make a mistake and the vehicle has to be returned to the owner. Other than that all pick-ups are free.</p>	None	NA	NA

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Service Area	Ideas	Comment	Potential Benefit	Difficulty	Timeframe
	<ul style="list-style-type: none"> Promote the use of a community based op-shop eg. Salvos or Vinnies (like RRRC in Marrickville) to reduce tipping costs 	These facilities already exist through Charities etc. They have a huge problem with dumping of material, and are likely to incur substantial costs.	None	NA	NA
Council Operations	<ul style="list-style-type: none"> Pay staff fortnightly or monthly, and use electronic payslips 	<p>Paying staff fortnightly is currently being investigated. Requires consultation with staff and union. Significant disruption for staff. Any savings would initially go towards implementing other efficiency savings like self-service functionality. Perhaps 1 man day per week = \$10,000 pa.</p> <p>Payslips cost 6 cents each. Maximum saving per annum = $600 \times 50 \times \\$0.06 = \\$1,800$. Functionality for this initiative should be in the next upgrade of our payroll system. Benefit possibly \$2,000 per annum.</p> <p>Electronic payment of superannuation remittances is another feature of the upgraded JDE which will deliver efficiency savings as the remittances will be automated. This is one initiative which will save processing 30 cheques per month and the related reconciliations and preparing listings. Benefit perhaps 4 man days per month = \$10,000.</p>	\$22,000	Moderate	1-2 years

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Service Area	Ideas	Comment	Potential Benefit	Difficulty	Timeframe
	<ul style="list-style-type: none"> Issue rates notices by email to reduce postage costs – estimate \$100,000 savings 	<p>The \$100,000 estimate of postage costs would only be achieved if there was close to 100% take-up of electronic invoicing. Given our demographic, this would ne be achievable. It is also dependent on the take-up of receiving electronic invoices. Whilst there would be a direct saving in printing and postage, there are additional fees charged by either the mailing house to send emails or through other channels like Bpay view.</p> <p>Currently, other costs include the administration of “bounced” emails and debt collection activity only to find that a valid email address is no longer being accessed by the ratepayer. Unlike telephone services where the service can be suspended for non-payment of a monthly account, Council has to follow-up each defaulting ratepayer. The current administration effort to change an email address, reproduce a rate notice and then to resend it is significantly greater than the automated process used by a mailing house.</p> <p>The day-to-day administration of responding to requests to change email addresses is another consideration.</p> <p>Currently there are also legal issues relating to the issuance of notices in accordance with the LG Act and the inability to charge fees for requesting paper notices or administration charges for overdue accounts. Implementation would also require software enhancements to allow ratepayers to “register” and then access their own rates notice on line, change email address etc.</p>	\$20,000	Hard	3-5 years
	<ul style="list-style-type: none"> Streamline stores and inventory 	<p>Our stores levels are very low and have been steady at \$200,000 for several years. Even if this level could be reduced to \$100,000 the additional investment income would \$5,000. Would result in loss of productivity and incur additional delivery costs.</p>	\$5,000	Very Hard	3-5 years
	<ul style="list-style-type: none"> Streamline stores and inventory 	<p>Better control of office stationery could be achieved by having a centralised store in the supply area. This would stop the purchase of non-essential or up-market items. Stores vehicle could deliver items.</p>	\$3,000	Easy	1-2 years

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Service Area	Ideas	Comment	Potential Benefit	Difficulty	Timeframe
	<ul style="list-style-type: none"> Train staff to level of need (no unnecessary training) 	Our structured approach to managing employee learning and development is directly informed by the resourcing and capability needs required to successfully implement our Delivery and Operational Plans. No unnecessary training takes place.	None	NA	NA
	<ul style="list-style-type: none"> Integrate website updates into IT to achieve efficiency 	Our service contract for our content management system does not require IT resources, only copy writing. Website updates are already significantly decentralised with key staff across the organisation responsible for copy writing, and able to access the system. Communications simply review and approve content for uploading.	None	NA	NA
	<ul style="list-style-type: none"> Purchase Australian made vehicles and plant (where practical) 	We already do this where practical. It is becoming more difficult with the reduction in local manufacturing.	\$0	Easy	Ongoing
	<ul style="list-style-type: none"> Rationalise creditor and supplier payments, reduce the number of invoice payments 	<p>Whilst facilities like purchasing cards may reduce the number of invoice payments by substituting a monthly settlement payment, the offsetting additional administration of matching invoices to monthly statements would be significant.</p> <p>Also, our current system of electronic purchase orders and approval routes is extremely efficient and provides up-to-the-minute commitment information which is essential for budget management. We utilise a 3 way matching system which automates invoice processing. This is all lost with purchases made via a purchase card.</p> <p>We currently use of “terms of payment” allows us to delay payment until the due date – increasing investment income.</p> <p>We have made significant progress with reducing cheque payments by increasing the number of electronic transfer of payments.</p> <p>We are not convinced there are any efficiency savings here and there are concerns about loss of internal controls.</p>	None	NA	NA

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Service Area	Ideas	Comment	Potential Benefit	Difficulty	Timeframe
	<ul style="list-style-type: none"> Put a hold on salary performance payments 	<p>Our new Salary and Performance Management System (commenced in 2013) has reduced the salary spread for new starters by 5%. This has been forecast to deliver employment cost savings of \$1,651,000 over eight years. These savings have already been factored into future budgets.</p> <p>The Award does not allow us to put a hold on performance payments without staff and their unions' approval. These parties will not agree to such an arrangement as we already have one of the lowest salary spreads of any NSW council.</p>	None	NA	NA
	<ul style="list-style-type: none"> Outsource Information Technology 	Loss of control of flexibility to modify processes along with back end infrastructure. Issues with double handling and purchase of new software and possible decrease in speed. Contrary to general idea this would only result in a limited saving of approx. \$30,000. Would still need existing staff to service equipment and to help users with applications etc. May save on hardware costs but offset by contract costs and communication links	\$30,000	Hard	3-5 years
	<ul style="list-style-type: none"> Review fees for council leases and licences to obtain more income 	Leases are already reviewed to CPI and market. In order to increase income, we could reduce subsidies to community groups. This could be up to \$100,000 pa, but would face significant opposition from community groups and councillors.	\$100,000	Hard	1-2 years
	<ul style="list-style-type: none"> Use the garage for commercial operations to earn income 	This is possible. We could begin by doing registration inspections as we are already an authorised RTA inspection station, currently not for the public.	\$20,000	Easy	1-2 years
	<ul style="list-style-type: none"> Reduce the use of paper, increase use of online applications 	Elodgement of DAs and Certificatess, initial investigation has started, but this is really owned by City Planning, while CS can assist, we cannot drive the project. Benefits are yet to be determined, more of a savings re risk and accuracy, it does not present any staff savings at this stage.	Not yet possible to estimate	Moderate	1-2 years

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Service Area	Ideas	Comment	Potential Benefit	Difficulty	Timeframe
	<ul style="list-style-type: none"> Set up direct debit for rate payments and charge those who choose not to direct debit a fee (such as done by Telstra etc.) 	All payment streams come with transaction costs. The benefit is that the processing of the information is fully automated. We currently guide ratepayers to the cheapest payment channel. Under the LG Act must provide discounts to encourage direct debit, rather than charging a fee for not using direct debit. There would be a large impact on ratepayers. A benefit of \$5,000 per annum is possible if the more expensive payment channels were discontinued.	\$5,000	Moderate	1-2 years
	<ul style="list-style-type: none"> Charge for credit card payments. 	Charging for credit card payments and a higher fee for American Express is an option. There are software constraints and additional ratepayer communication would be required.	\$5,000	Moderate	1-2 years
	<ul style="list-style-type: none"> Introduce late payment fees for rates 	Outstanding rates already attract penalty interest of 9% per annum. We also recover any dishonour fees and legal costs we incur.	None	NA	NA

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Feasible Ideas with Benefit Estimates

Timeframe	Difficulty			Total
	Easy	Moderate	Hard	
1-2 years	<p>Libraries</p> <ul style="list-style-type: none"> Investigate charging for family history service. \$500 <p>Community Health and Safety</p> <ul style="list-style-type: none"> Install more energy efficient street lighting eg. LED – it has a high upfront cost but can save money in the long run. \$1,200 <p>Cultural Events and Programs</p> <ul style="list-style-type: none"> Increase sponsorship. \$2,000 Increase the stall holder fees. \$4,000 <p>Council Operations</p> <ul style="list-style-type: none"> Better control of stationery inventory. \$3,000 <p>Council Operations</p> <ul style="list-style-type: none"> Use the garage for commercial operations to earn income. \$20,000 <p>Civic Leadership and Governance</p> <ul style="list-style-type: none"> Reduce the cost of council meetings eg. \$20,000 <p>TOTAL \$50,700</p>	<p>Council Operations</p> <ul style="list-style-type: none"> Discontinue more expensive payment channels and encourage more direct debit payments. \$5,000 Charge for credit card payments. \$5,000 Pay staff fortnightly or monthly, and use electronic payslips. \$22,000 <p>Libraries</p> <ul style="list-style-type: none"> Cease homework assistance at Earlwood Library. \$6,500 <p>Aquatic Centres</p> <ul style="list-style-type: none"> Investigate leasing of areas of the aquatic centres for income generating activities. \$50,000 Close pools during quieter periods such as winter, staggering the closures, and closing outdoor pools leaving the indoor pools open. \$100,000 Outsource the management of the aquatic centres. \$400,000 <p>Street cleaning and maintenance</p> <ul style="list-style-type: none"> Rationalisation and efficiencies in street sweeping. \$100,000 Provide more legal walls for graffiti to reduce cost of removal in other areas. \$20,000 <p>TOTAL \$708,500</p>	<p>Community Centres and Programs</p> <ul style="list-style-type: none"> Review the charges for hall hire. \$5,000 <p>Parks and Sporting Facilities</p> <ul style="list-style-type: none"> Lease or licence space in parks to cafes and food businesses to generate income. \$10,000 Increase contributions from sporting clubs to cover the cost of operations and maintenance of the fields. \$15,000 <p>Cultural Events and Program</p> <ul style="list-style-type: none"> Reduce the scope of festivals, less fancy, no fireworks. \$10,000 Reduce the number of festivals. \$30,000 Attract larger events with a higher profile to attract more sponsorship, and result in less cost to council eg. Bangladeshi New Year (Olympic Park). \$100,000 <p>Council Operations</p> <ul style="list-style-type: none"> Review fees for council leases and licences to obtain more income \$100,000 <p>TOTAL \$270,000</p>	\$1,029,200

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Feasible Ideas with Benefit Estimates

Timeframe	Difficulty			Total
	Easy	Moderate	Hard	
3-5 years			<p>Council Operations</p> <ul style="list-style-type: none"> • Streamline stores and inventory \$5,000 • Issue rates notices by email to reduce postage costs. \$20,000 • Outsource Information Technology. \$30,000 <p>Roads and Footpaths</p> <ul style="list-style-type: none"> • Charge fees for parking on streets, especially in main streets, and in council car parks. \$300,000 <p>Parks and Sporting Facilities</p> <ul style="list-style-type: none"> • Charge for parking in established parking areas around parks. \$100,000 <p>TOTAL \$455,000</p>	\$455,000
6-10 years		<p>Waste and Recycling Collection</p> <ul style="list-style-type: none"> • Halve the free pre-booked clean up collections (1 per year instead of 2) \$200,000 <p>TOTAL \$200,000</p>		\$200,000
TOTAL	\$50,700	\$908,500	\$725,000	\$1,684,200

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Ideas with benefits yet to be estimated

Timeframe	Difficulty		
	Easy	Moderate	Hard
1-2 years	<ul style="list-style-type: none"> Reduce maintenance costs for aquatic centres. Charge more for maps and mapping services. Change grassed nature strips to low maintenance native shrubs and grasses. Increase internal audits to find efficiencies. 	<ul style="list-style-type: none"> Better education to get recyclables out of the waste stream. Provide more information via the website to reduce customer telephone enquiries and visits, arrange the information so it is easier to find, make it more interactive, targeted at customer needs, using navigation pathways, and add a question and answer guide to the home page. More communication via social media. Increase fine income through increased policing of dumped rubbish, eg. CCTV cameras at dumped rubbish hot spots to catch and fine dumpers. Provide more education to decrease graffiti. Reduce the use of paper, increase use of online applications. 	<ul style="list-style-type: none"> Outsource cleaning and building maintenance. Review fines and library charges. Seek increased state government funding for library services. Seek philanthropic support for libraries.
3-5 years		<ul style="list-style-type: none"> Support business profitability and income, and attract new businesses to Canterbury, to increase better local jobs, and increase our community's capacity to pay increased rates. Outsource cleaning of public toilets. 	<ul style="list-style-type: none"> Obtain sponsorship and commercial advertising for parks sports fields and golf course. Rationalise the number of buildings and centres. Review the need for council to provide sideline mowing.
6-10 years		<ul style="list-style-type: none"> Introduce a small charge for pre-booked collection service. 	<ul style="list-style-type: none"> Do a review of parks to see which are the most popular, and consider sale of under-utilised ones. Separate food waste collection service. Lease or licence spaces along the Cooks River where people can spend money on food and drink, such as cafes, bars and restaurants, and earn income.