



REPORT ON PROGRESS

JULY TO DECEMBER 2022

DELIVERY PROGRAM
2022-2026
OPERATIONAL PLAN
2022-2023

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Acknowledgement of Country

The City of Canada Bay acknowledges the Wangal clan, one of the 29 tribes of the Eora nation and the traditional custodians of this land.

Council pays respect to Elders past, present and emerging and extends this respect to all Aboriginal and Torres Strait Islander people living in or visiting the City of Canada Bay.

Front cover image: Bayview Park swimming enclosure

Mayor's message

Welcome to the first report on progress for the 2022-23 financial year. This report documents Council's progress on delivering the Delivery Program 2022-26 and Operational Plan 2022-23.

The following are just a few highlights of a busy year to date:

- We were delighted to welcome people from across the City of Canada Bay and the rest of Sydney to the 25th Ferragosto street festival in August.
- The new meeting rooms at Concord Oval opened and are now available for members of the public to hire.
- More than \$180,000 was awarded to community groups in our grants and sponsorship programs.
- The swim site at Bayview Park opened for business in time for summer.
- The Queen Elizabeth Park playground opened for everyone to play. Featuring nature and water play elements, an adventure unit for older children and accessible elements, the playground has something for everyone.
- Highlights across our Library Service include festivals such as Halloween, multicultural programs, book groups, regular children's programs, youth programs, plus more.
- The Council-sponsored carols event was held at Halliday Park in the lead up to Christmas.

Please read on for more information on our progress. If you have any questions about this report or its contents, please contact council on 9911 6555 or email council@canadabay.nsw.gov.au. I look forward to the delivery of more outstanding facilities and services by Council over the next six months.



Handwritten signature of Angelo Tsirekas in black ink.

Angelo Tsirekas

General Manager's message

This is Council's first progress report on implementing the Delivery Program 2022-26 and Operational Plan 2022-23. A summary of our year to date performance is on page five and more detail on program delivery can be found in the report.

As well as delivering the program, the organisation has restructured to better align with the Community Strategic Plan: Our Future 2036 and to ensure that our primary focus is on our customers. Our new structure places the customer at the centre of everything we do and ensures our service delivery is supported by the right people, great communication and approachable leadership within a framework of accountability. Our corporate structure now includes four divisions:

- Environment and Planning
- Community, Culture and Leisure
- City Assets
- Corporate Services and Strategy.

Our people are the most important asset that we have at Council. You can find more information about our divisions and our executive leadership at canadabay.nsw.gov.au.



I am proud to report that a cross divisional team of Council staff won the Resource Recovery and Waste Minimisation Award at the 2022 Keep Australia Beautiful NSW Sustainable Cities Awards in October.

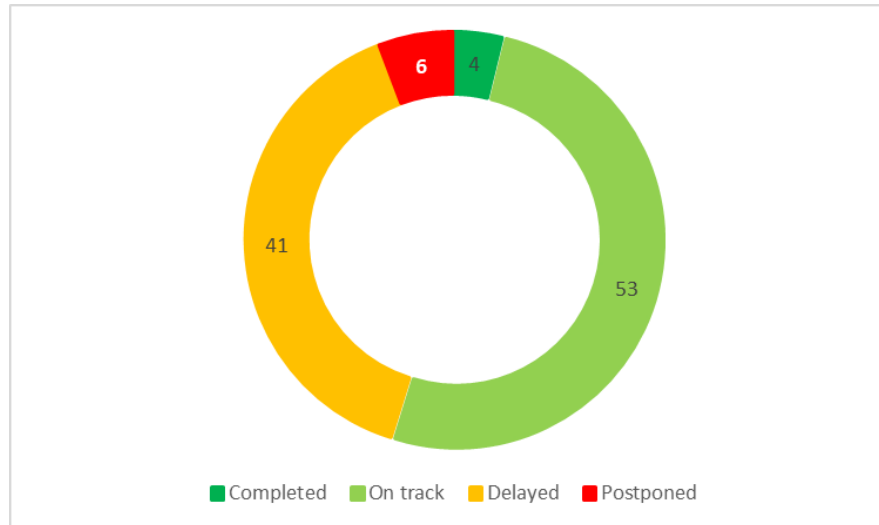
We are working hard to improve our customer experience and this award, along with the many reports of excellent customer service by Council staff, serves to demonstrate that we are on the right track.

I would like to take this opportunity to thank the team here at the City of Canada Bay at the midway point of program delivery, for continuing to deliver our programmed activities as well as implementing our new structure. More information about these achievements can be found in this report.

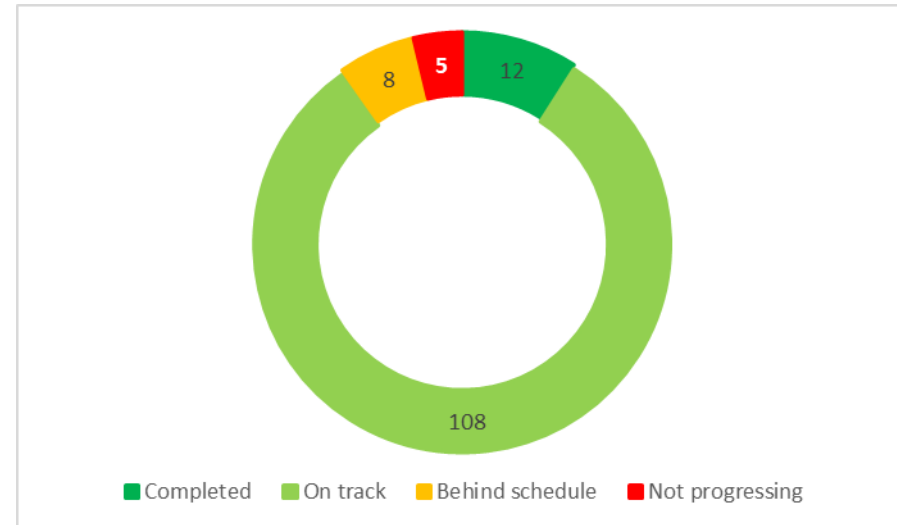
John Clark

Year to date overview

Capital infrastructure project progress



Operational project progress



Capital infrastructure projects key

Completed	<i>The scheduled activities were completed</i>
On track	<i>The scheduled activities are on track for completion within the project timeframe</i>
Delayed	<i>This activity is progressing at a rate that is behind the approved schedule</i>
Postponed	<i>This activity has been deferred to a future year</i>

Operational projects key

Completed	<i>The scheduled activities were completed</i>
On track	<i>The scheduled activities are on track for completion within the project timeframe</i>
Behind schedule	<i>This activity is progressing at a rate that is behind the approved schedule</i>
Not progressing	<i>This activity has been deferred to a future year, or may be removed from the program</i>

Capital infrastructure program update

Introduction

In June 2022, Council adopted a capital works program of \$92 million. In the first six months of 2022-23 the program has been impacted by the challenges of prolonged wet weather and rising inflation, as well as the lingering effects of the COVID-19 pandemic. This has resulted in the necessity to adjust the program, as reported separately in Council's quarterly budget review report.

This report contains highlights of the capital infrastructure program to date. Where projects are behind schedule or deferred, an explanation is provided as to why.

Highlights

Bayview Park Baths

In partnership with the Parramatta River Catchment Group and the State Government, Council officially reopened the Bayview Park Baths on 11 November 2022. The opening was celebrated by a community open day on 13 November.



Livvi's Place playground accessibility improvements, Five Dock

Improvement works at Livvi's Place playground in Five Dock have been completed, with funding support from the Department of Planning and Environment's Everyone Can Play Program

The improvements include:

- Replacing one sandpit with an inclusive play equipment item
- Upgrading the sand and water play area
- Installing new rubber soft fall to reduce mulch and sand on the footpath
- Refurbishing two table settings to be more accessible
- Replacing the water bubbler with an accessible water refill station.

The feasibility to repair the iconic all abilities carousel is underway and path linkages will be completed with these works.



Concord to the Bay Run regional cycleway

The Concord to the Bay Run regional cycleway is being installed in segments to improve open space and active transport links along the Parramatta Road corridor.

In December 2022, Council began studying a proposal to create angled parking along Barnstaple Road and considering alternate options for connecting the cycleway into Five Dock Park from Barnstaple Road.

The alternative options are expected to be exhibited for community consultation with residents and the broader community in February/March 2023.

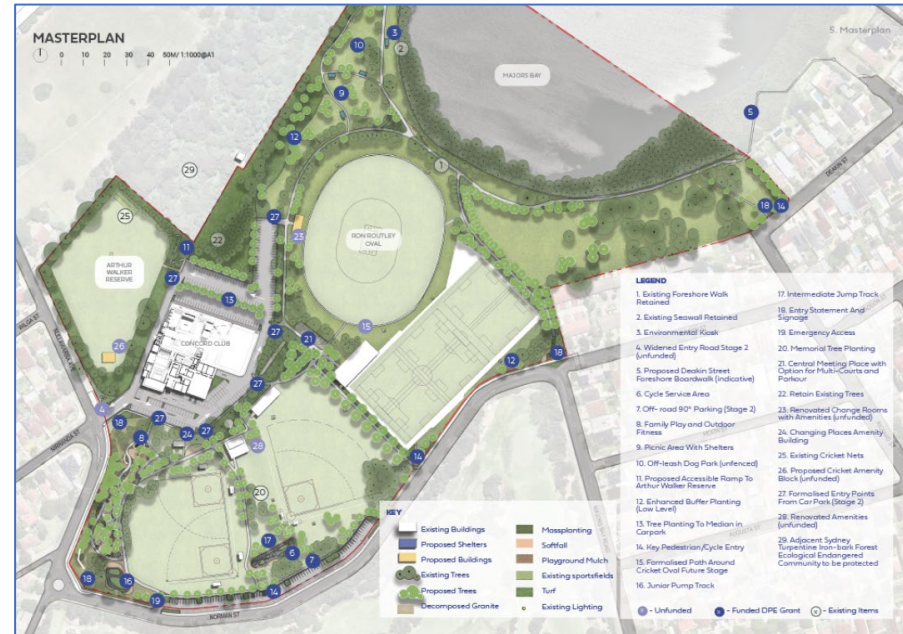


Majors Bay Reserve Recreation Precinct, Concord

The Masterplan for the Majors Bay Reserve Recreation Precinct, including pump track, accessible playground, outdoor fitness stations, multi-use courts, greener spaces, and connections to nature was adopted by Council in September 2022.

Following adoption, detailed designs were prepared and exhibited for community engagement in November 2022.

The community will see the construction and improvements come to life during 2023.



Playground upgrade at Queen Elizabeth Park, Concord

The new playground at Queen Elizabeth Park was opened on 3 December 2022. Featuring play equipment for people of all ages and abilities, the \$730,000 project provides a safe, fully enclosed play space located under the trees in a beautiful woodland setting.



Delayed projects

The impacts of supply chain disruption, labour shortages and continued wet weather have taken their toll on delivery of the capital works program at the City of Canada Bay this year. Our capital infrastructure program is experiencing delays in 40 per cent of projects. To counteract these impacts that have been largely outside of our control, Council has entered negotiations with contractors and suppliers as part of regular contract management conversations, to bring projects to completion as effectively as possible. The program and funding have shifted as necessary in response to these negotiations in the first instance.

In addition, we have undertaken two major structural steps to address the delays and the size and complexity of our delivery program. The first step was to create four directorates with responsibilities that are more closely aligned to Community Strategic Plan directions and with a more balanced workload.

Secondly, a dedicated Project Management Office (PMO) has been created within the new organisation structure. Reporting directly to the new Director City Assets, the PMO is responsible for governance and risk management of the capital works program. The PMO will provide a gateway determination for projects before they enter the program, to ensure they are responsibly prioritised and resourced to meet the needs of our growing community. In time, the function will be extended to both capital and operational projects across the whole organisation.

The following projects have been postponed to future years because of budget reforecasting, as reported to Council in the September 2022 quarterly budget review.

- Beaconsfield Avenue Site, Concord
- Five Dock Library – partial interior upgrade
- Hen and Chicken Bay foreshore upgrade
- Kings Road carpark upgrade, Five Dock
- Public toilet – McIlwaine Park, Rhodes
- Urban Canopy Street Tree Masterplan.

As detailed in that report, budget reforecasting was necessary owing to the impacts of grant income timing, rising inflation and carry-overs from the 2021-22 financial year.

For a full list of projects that are being delivered on a revised schedule, please refer to the [Delayed capital infrastructure projects](#) table on page 67 of this report.

Operational projects update

Introduction

Council's operational program delivers key services and programs aimed to progress the goals of the Community Strategic Plan: Our Future 2036, (CSP) for residents and visitors alike. These are the CSP directions:

Direction 1: Connected community

Direction 2: Sustainable and thriving environment

Direction 3: Vibrant urban living

Direction 4: Infrastructure and transport

Direction 5: Civic leadership

The tables contained in this section of the report detail the progress on each of the operational projects from Council's Delivery Program 2022-26 and Operational Plan 2022-23. Where projects are identified as 'behind schedule' or 'deferred', an explanation is provided.

The coloured symbols below are used identify the status of all activities in the Operational Plan 2022-23 as at 31 December 2022.



Completed – *the scheduled activities were completed in the period*



On track – *the scheduled activities are on track for completion within the project timeframe*



Behind schedule – *this project is progressing at a rate that is behind the approved schedule*




Not progressing – *it has been necessary to remove these things from the program*




Connected community


Goal 1.1.

Foster an inclusive community where diversity is welcomed and celebrated


1.1.1. Deliver community initiatives that strengthen social inclusion



Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Strategic Planning		1.1.1.1 Develop Social Sustainability Strategy	March 2023	Social Sustainability Strategy developed	The draft Social Sustainability Strategy is currently being prepared and will be reported to Council for endorsement to be placed on public exhibition in 2023.
Library and Community Services		1.1.1.2 Deliver programs and projects identified in the adopted social plans and strategies	5	Number of programs and projects delivered	The following five programs and events from the adopted social plans and strategies were delivered in the first six months of the financial year: <ul style="list-style-type: none"> • Community funding event in July • Mental Health Month event – Seniors Mental Health Workshop • International Day of People with Disability – sensory concert and a performance by people with disability at Rhodes • Walk against domestic and family violence in partnership with Inner West Council, Police and Inner West Domestic Violence Liaison Committee • Skate workshops to build confidence, skills and capacity for young women.

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Library and Community Services		1.1.1.3 Expand the range of CALD transition to school YouTube videos	18	Increase in number of videos in languages other than English	<p>The Community Services team have worked collaboratively across Council to organise translators for two additional languages (Urdu and Bengali) during this period. Scripts are currently being translated and recordings arranged.</p> <p>When these two languages are added, that will bring the number of transition to school videos up to 20.</p>
Library and Community Services		1.1.1.4 Develop and deliver introductory tours of the LGA for new residents from CALD backgrounds	June 2023	New tours developed and commenced	Preliminary work on this project has included discussions with community groups for delivery in 2023.
Place Management		1.1.1.5 Deliver initiatives to improve events and activation programming for young people, particularly 18-25 year olds	June 2023	Initiatives delivered	<p>In partnership with Sydney Metro, a mini festival of light and music was held in Five Dock from 28–30 July. Called “Neon Nights”, the event included neon light art installations created by artist Carla O'Brien which were accompanied by music by DJ Nino.</p> <p>Council also provided a dedicated area and bar for young adults at Ferragosto.</p>


Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Place Management		1.1.1.6 Deliver festivals and events	June 2023	Festivals and events delivered	Council has a busy events and festivals schedule. For the first six months of the financial year, the following events and festivals were delivered: <ul style="list-style-type: none"> • Mayor's Golf Day • Ferragosto • Sustainability Awards • Mayoral receptions for Concord Oval Function Rooms • Opening events at Queen Elizabeth Park and Bayview Baths • Concord Small Business Month reception • Neon Nights activation for three nights in Five Dock • Four Christmas Carol activations • A City-wide Santa tour.


1.1.2. Support volunteering programs that strengthen social inclusion and connection

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Place Management		1.1.2.1 Review and implement City of Canada Bay Volunteer Policy	June 2023	Policy reviewed, updated, and implementation commenced	An internal working group was formed to undertake a review of the Policy, and the review has now been completed. The revised Volunteer Policy is ready for reporting to Council for adoption in 2023.

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Place Management		1.1.2.2 Support local volunteers to lead and deliver place-based programs	6	Number of programs delivered	During this period, Council supported local volunteers to deliver eight sponsored events including the Concord High School RUOK Day program, Drummoyne Public School fete, A Bloody Great Night Out charity dinner, Communities for Communities Christmas Carols at Halliday Park in Five Dock, St Albans Jazz on the lawn at Five Dock, St Patrick's street fair in Mortlake and the Majors Bay Chamber of Commerce Carols in Jellicoe Street Square in Concord. In addition, the Place team helped host community celebrations for Halloween in Drummoyne and Concord with road closures and event support.
Library and Community Services		1.1.2.3 Deliver library-based volunteer programs and events	June 2023	Maintain number of library volunteer programs	The review of Council's two library volunteer programs was completed with home library service volunteer numbers maintained. The review includes recommendations for ways to improve engagement of younger volunteers in the Duke of Edinburgh program and these are scheduled to be implemented in 2023.

1.1.3. Deliver initiatives that address local housing affordability


Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Strategic Planning		1.1.3.1 Review and update City of Canada Bay Affordable Housing Policy	June 2023	Policy reviewed, updated, and adopted by Council	Affordable Housing Policy to be reviewed in first half of 2023.




Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Property Strategy and Leasing		1.1.3.2 Review and update Affordable Housing Management Guidelines	June 2023	Guidelines reviewed and updated	Affordable Housing Management Guidelines to be reviewed following review of related Policy in first half of 2023.

Goal 1.2.

Celebrate, recognise, and honour Aboriginal and Torres Strait Islander cultures

1.2.1. Increase opportunities to celebrate Aboriginal and Torres Strait Islander cultures

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Place Management		1.2.1.1 Develop the City of Canada Bay Reflect and Innovate Reconciliation Action Plan	June 2023	Action Plan development commenced	The Draft Reconciliation Action Plan was submitted to Reconciliation Australia for review. Links have been made with the local Aboriginal community to discuss this program and start the conversation about reconciliation with the community.

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Place Management		1.2.1.2 Develop and implement City of Canada Bay Aboriginal Cultural Recognition Signage Strategy for physical and digital cultural assets	June 2023	Strategy development commenced	Development of the City of Canada Bay Aboriginal Cultural Recognition Signage Strategy will commence following completion of the Reconciliation Action Plan (RAP). A draft RAP has been prepared and it is anticipated that it will be completed this financial year. Development of the signage strategy will therefore be carried over to 2023-24. Until such time as the signage strategy is developed, Council will continue to take opportunities to reflect Aboriginal culture in signage as they emerge and will complete identified projects in partnership with Aboriginal people from the Metropolitan Local Aboriginal Land Council and the local community.
Place Management		1.2.1.3 Refresh Aboriginal Cultural and Heritage Protocols, including Principals of Cooperation	June 2023	Review underway	A review of Aboriginal Cultural and Heritage Protocols has been prepared and it is under consideration by knowledge holders and Aboriginal heritage experts prior to presentation to Council.
Place Management		1.2.1.4 Deliver regular program of events and programs, including NAIDOC and Reconciliation Week programs	June 2023	NAIDOC and Reconciliation Week programs delivered	Council's NAIDOC week program was completed in July. The program featured events that were hosted by the library service, the installation of street banners and a schools engagement program.



Goal 1.3.

Provide the community with equitable access to a range of programs, services, and facilities

1.3.1. Deliver community and cultural facilities that respond to the diverse needs of the community

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Property Strategy and Leasing		1.3.1.1 Develop Draft City of Canada Bay Community Leasing Policy	June 2023	Draft Community Leasing Policy developed	The Community Leasing Policy is currently on track for completion by June 2023.
Property Strategy and Leasing		1.3.1.2 Develop Management and Leasing Strategies for Concord Oval and Rhodes Recreation Centre	June 2023	Management and Leasing Strategies developed	Management and leasing for Concord Oval and Rhodes Recreation Centre are on track for completion by the target date.
Property Strategy and Leasing		1.3.1.3 Implement new property management system to enhance customer experience and improve efficiency and oversight	June 2023	New property management system implemented	The new property management system is on track for June 2023.




1.3.2. Deliver programs, services, and facilities that increase community connection


Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Library and Community Services		1.3.2.1 Deliver native garden regeneration project	December 2022	Project delivered	This project will be delivered on a revised schedule in early in 2023 following a delay that was caused by contractor availability.
Library and Community Services		1.3.2.2 Investigate the establishment and management of Rhodes Recreation Centre Children's Service	June 2023	Report completed and adopted	Council's community services team has worked with a consultant to develop a business case and some operating models were presented to Council. Staff are also working closely with the project manager to review the detailed design for the centre.

Goal 1.4.


Promote a community where residents feel safe and enjoy good health

1.4.1. Implement initiatives that contribute to the community's sense of safety and wellbeing



Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Library and Community Services		1.4.1.1 Develop Council-wide Child Safe Action Plan	June 2023	Action Plan developed	A child safe action plan has been developed for the City of Canada Bay to guide Council's implementation of the 10 child safe standards across the business. Actions were identified using an internal working group and in accordance with the NSW Office of the Children's Guardian requirements.
Building Asset Services		1.4.1.2 Review City of Canada Bay CCTV infrastructure requirements and upgrades	June 2023	Review commenced	Council's CCTV network was audited over the past three months. Most camera assets were in fair and functioning condition. Most faults identified were rectified through equipment renewal/upgrades. Minor repairs are in progress and on track for completion by the end of the financial year.
Building Asset Services		1.4.1.3 Develop City of Canada Bay Public Toilet Strategy	June 2023	Public Toilet Strategy developed	This activity has been deferred due to prioritisation of new public toilets at Queen Elizabeth Park and Bayview Park.

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Open Space		1.4.1.4 Conduct Crime Prevention Through Environmental Design (CPTED) audits in partnership with Burwood Local Area Command	June 2023	Number of audits conducted	Whilst no audits were required in this period, Council continued to work in collaboration with Burwood Police Area Command to review crime prevention in Council's Open Spaces

1.4.2. Implement initiatives that support local resilience and adaptability

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Roads and Traffic		1.4.2.1 Conduct a review of evacuation centres in the local Emergency Management Plan (EMPLAN) and assess alignment with Resilience NSW guidelines	June 2023	Review completed	Review in progress.
Roads and Traffic		1.4.2.2 Develop a Disaster Recovery Plan in collaboration with LECM	June 2023	Plan developed	Outcomes of a November 2022 disaster recovery desktop exercise are being assessed in developing the plan.

1.4.3. Continuously improve public and environmental health services to support health and safety of residents

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Health Building and Compliance		1.4.3.1 Review Council-wide environmental health policies including food, skin penetration, and legionella	June 2023	Staged reviews undertaken as per annual plan	The review of the environmental health policies is in progress and will be completed by the end of the financial year.
Health Building and Compliance		1.4.3.2 Implement a process review of Council-wide environment and health investigations	June 2023	Process review conducted	The process review has commenced and will be completed by the end of the financial year.



Goal 1.5.

Provide open space, facilities, and programs that promote active lifestyles

1.5.1. Improve quality and capacity of open space to support a diversity of recreation activities

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Open Space		1.5.1.1 Identify opportunities to partner with non-Council landowners to access and improve under-utilised open space	June 2023	Report prepared with recommendations for partnership opportunities	Working with Victoria Avenue Public School to better utilise shared open space and provide appropriate access outside of school hours.
Open Space		1.5.1.2 Complete installation of essential infrastructure and amenities in dog parks	June 2023	Essential infrastructure identified and installed	Council is continuing to work toward delivering dog off-leash improvements at Henley Park in Concord and Wire Mill Park in Chiswick.
Open Space		1.5.1.3 Develop Goddard Park to Edwards Park Parkland Plans of Management and Masterplans	June 2023	Goddard Park to Edwards Park Parkland Plans of Management and Masterplan adopted	Council reprioritised other planning projects, Goddard Park to Edwards Park Plan of Management and Masterplan will commence in the first half of 2023 and carry over into 2023-24.

1.5.2. Investigate opportunities for new and connected open spaces, recreation facilities, and programs




Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Recreation Management		1.5.2.1 Open new Concord Oval Leisure Centre	December 2022	New leisure centre open to members	Concord Oval Recreation Centre will open on 25 January 2023.
Recreation Management		1.5.2.2 Repurpose Five Dock Leisure Centre health club space	June 2023	Repurpose of Leisure Centre health club space completed	Works to repurpose the Five Dock Leisure Centre health club space are scheduled to commence in early 2023.

Sustainable and thriving environment

Goal 2.1.

Reduce greenhouse gas emissions




2.1.1. Lead initiatives that empower the community to reach emissions targets, transition to renewable energy, and improve climate resilience


Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Sustainability and Waste		2.1.1.1 Deliver energy reduction programs that support a transition to net zero by 2050	June 2023	Planned actions implemented for 2022-23	A solar information evening hosted by Inner West Community Energy was held in September 2022 and was attended by 18 people. There have been three solar installations reported as part of this program. In the 2021-22 financial period a total of 37MW of solar was installed (*note lag on data from Australian Photovoltaic Institute (APVI) data source). There are two new apartment buildings participating in the Energy Efficiency for Apartments program.
Sustainability and Waste		2.1.1.2 Finalise City of Canada Bay Resilience Framework	September 2023	Resilience Framework finalised and implementation commenced	Climate risk workshop held with relevant teams. Climate risk assessment drafted for internal review. Framework currently being prepared.
Sustainability and Waste		2.1.1.3 Develop an Electric Vehicle Transition Plan	December 2022	Plan developed	A scope of works has been developed and work will commence in early 2023.

Goal 2.2.

Increase urban tree canopy

2.2.1. Encourage residents and stakeholders to plant, retain, and maintain the urban tree canopy



Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Sustainability and Waste		2.2.1.1 Develop and implement a tree program aimed at increasing and retaining the number of trees on private land	June 2023	Program developed and implementation commenced	Council delivered two plant giveaways in the reporting period, distributing over 500 seedlings to local residents. A video series on social media about private tree planting was delivered and received with over 490 views into date.
Open Space		2.2.1.2 Develop and implement a heritage tree winter mulching program	June 2023	Program developed and implementation commenced	Council is establishing a heritage tree audit to inform the winter mulching program. This audit will commence in mid-2023.
Open Space		2.2.1.3 Prepare educational information on tree pruning for residents	December 2022	Fact sheet uploaded to City of Canada Bay website	Council has updated the factsheet for pruning and tree removal, and it was published on Council's website on 23 November 2022.




Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Open Space		2.2.1.4 Finalise the street tree masterplan and tree inventory database	June 2023	Masterplan adopted and database completed	Council has begun implementing a tree inventory database, this will inform the development of a Street Tree Masterplan.

Goal 2.3.



Reduce waste to landfill through waste avoidance and increasing recycling and reuse

2.3.1. Deliver best practice programs that reduce waste to landfill and promote a circular economy

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Sustainability and Waste		2.3.1.1 Implement a residential food waste organics trial	December 2023	Trial commenced	The Food Organics Garden Organics (FOGO) trial service was rolled out in October 2022 to 1,600 households in Rhodes and Concord West. Twelve information sessions to increase awareness about food organics recycling were delivered in November and December with 216 residents engaged. To date the trial has diverted almost nine tonnes of food waste.
Sustainability and Waste		2.3.1.2 Implement a residential recycling contamination minimisation program	50 buildings	Number of buildings engaged	Council engaged with 24 buildings through the Apartment Recycling Program to improve contamination management. Visual audits have resulted in a 26% decrease in contamination in participating buildings.

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Sustainability and Waste		2.3.1.3 Deliver a recycling and waste education program for commercial service customers	October 2023	Program commenced	This program will commence in mid-2023.
Sustainability and Waste		2.3.1.4 Trial other collection services for materials not accepted in kerbside bins to reduce waste to landfill	June 2023	Trial undertaken and evaluated	The trial collection of cardboard and e-waste was extended at the Community Recycling Centre. Almost nine tonnes of soft plastics, clothing and e-waste materials have been collected through our home collection service in the last six months. A new trial service for home collection will commence in early 2023.
Sustainability and Waste		2.3.1.5 Undertake research and market testing for new waste and recycling tenders	June 2023	Research completed	Officers conducted 12 market sounding interviews with operators in the recycling industry, including material recovery facilities (MRFs) and recyclers of additional recycling materials (e.g., e-waste and hard plastics).





2.3.2. Deliver innovative programs aimed at reducing illegal dumping and littering in City streets and parks



Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Sustainability and Waste		2.3.2.1 Evaluate year one of the illegal dumping CCTV program	February 2023	Evaluation completed	The evaluation will commence in early 2023.
Roads and Traffic		2.3.2.2 Review the cleansing program scheduled rounds	June 2023	Review completed	As part of the review process, minor changes have been adopted to the streetsweeper's rounds to assist in ensuring works are undertaken at appropriate frequencies in an efficient manner.

Goal 2.4.

Enhance and protect native flora and fauna to support local biodiversity

2.4.1. Deliver initiatives that protect, manage, and restore the City's habitat areas, fauna, and native species



Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Open Space		2.4.1.1 Review recruitment and retention of Bushcare volunteers	June 2023	Review completed	Council is continuing to review and monitor the recruitment and retention of Bushcare volunteers which have continued to grow, building a core group of committed environmentally focused community members.
Open Space		2.4.1.2 Review Community Mowing Policy	June 2023	Review completed	Council is continuing to review the community mowing policy, to ensure equity of the service being provided.
Open Space		2.4.1.3 Review and implement Winter Maintenance Program	September 2023	Review completed and implementation commenced	Council delivered a reduced winter maintenance program due to increased wet weather conditions. Mulching of garden beds was undertaken over winter.
Sustainability and Waste		2.4.1.4 Implement the Building Biodiversity Grant project	June 2023	Grant requirements completed	A dog training/obedience workshop was delivered with 10 attendees. Council staff delivered seven education and enforcement sessions at Halliday Park and spoke to 125 dog owners. The saltmarsh regeneration site has been blocked off at Rodd Point and is being monitored weekly.

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Sustainability and Waste		2.4.1.5 Review and update planning controls and resident information to achieve stronger biodiversity outcomes	April 2023	Review completed	This is due to commence in mid-2023.
Sustainability and Waste		2.4.1.6 Implement an inclusive nature trail, bush school, and citizen science program to celebrate local native flora and fauna	June 2023	Program implemented and nature trail installed	A temporary nature trail was installed in December 2021 at Quarantine Reserve in Abbotsford and Tree Trail tags at Queen Elizabeth Park in Concord were refreshed. Planning for a permanent trail has commenced. Council has held six biodiversity and bird count workshops and events with 165 attendees.



Goal 2.5.

Improve access to, and enhance quality of, foreshore and waterways

2.5.1. Implement initiatives to expand, enhance, and promote public spaces and paths along the foreshore

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Open Space		2.5.1.1 Upgrade existing foreshore paths to improve safety, amenity, and connectivity	June 2023	Delivered as per program	Scoping is underway for the Parramatta to Sydney foreshore pathway to be carried out over multiple forward years, currently considering early works in collaboration with Transport for NSW. Council has commenced developing a draft masterplan for Drummoyne Oval to improve foreshore access and connectivity within the park.
Open Space		2.5.1.2 Promote foreshore recreation trails and improve wayfinding	June 2023	Foreshore recreation trails promoted	New signage was installed along the Bay Run walking track along Iron Cove. The signs provide information on the local Indigenous culture, history and ecology of the area.

2.5.2. Work with the Parramatta River Catchment Group to deliver the Parramatta River Masterplan


Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Open Space		2.5.2.1 Implement and support the Parramatta River Masterplan	June 2023	Initiatives implemented	Council is hosting the Parramatta River Catchment Group (PRCG) and we are collaboratively progressing actions in the Parramatta River Masterplan, including the recent launch of the Bayview Park Baths in November 2022. Staff actively participate in sub-committees and the regular “Get The Site Right” compliance blitz days.
Open Space		2.5.2.2 Maintain membership of Parramatta River Catchment Group	June 2023	Continued membership	Council continues to be a financial member of the Parramatta River Catchment Group (PRCG). City of Canada Bay currently hosts the PRCG team.

Vibrant urban living


Goal 3.1.

Create vibrant local village centres and community hubs

3.1.1. Implement a multidisciplinary and collaborative place management approach to maximise City-wide social, economic, and environmental outcomes

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Place Management		3.1.1.1 Develop a Place Management Framework and deliver Place Management Plans	June 2023	Framework developed and implementation commenced	<p>A Place Management Framework for the City of Canada Bay has been drafted. Place management projects delivered this period include:</p> <p>Drummoyne</p> <ul style="list-style-type: none"> • An artist commission for the Church Street shared space • Ongoing Council support for the Chamber of Commerce <p>Five Dock</p> <ul style="list-style-type: none"> • An Activation Plan for the Sydney Metro site has been drafted • The activations program for Five Dock has included Neon Nights, a welcome doormats program, and a Christmas program • Council continues to support the Five Dock Chamber of Commerce


					<p>Mortlake</p> <ul style="list-style-type: none"> • Ongoing support for Mortlake and Majors Bay Residents Action Group (MMBRAG) and Mortlake Residents Action Group (MRAG) • Temporary signage installed for the foreshore walk • Installation of a unique fence weaving artwork at Tom Murphy Reserve • Planting of a Christmas tree
					<p>Rhodes</p> <ul style="list-style-type: none"> • Established a new Rhodes Community Committee • Worked with the Rhodes Action Group and Neighbourhood watch • Developed an issues management program for Timbrol Avenue • Supported the Lunar New Year celebration preparations • Commenced work on the rainbow path
					<p>Concord</p> <ul style="list-style-type: none"> • Majors Bay Chamber liaison • Facilitated activation of the Jellicoe Street Piazza (Art Society markets, carols etc.), Established a North Strathfield Sub-Committee, and installed new signage and traffic calming in Brewer Street car park
					<p>Concord West</p> <ul style="list-style-type: none"> • Established a new Christmas decoration program.


Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Place Management		3.1.1.2 Implement activities to sustain business activity around Five Dock Metro Station construction site	6	Number of businesses engaged, and activations hosted	Council is working in partnership with Sydney Metro to deliver a program of activities adjacent to the Five Dock Metro construction site. During this period, we engaged fourteen local businesses in the “Neon Nights” activation in July, delivered a welcome mats program for business, a Christmas carols program in Fred Kelly Place and provided continued liaison and support for the Chamber of Commerce. A further action plan is in development.

Goal 3.2.


Improve access to local art, culture, and creative activities

3.2.1. Deliver innovative and accessible arts and cultural projects, programs, and creative activities

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Place Management		3.2.1.1 Establish partnerships to support implementation of the Culture Plan	4	Number of partnerships	Cultural events delivered in partnership during this period included Ferragosto and Neon Nights at Five Dock, Lunar New Year at Rhodes, Halloween at Drummoyne and Concord, and Christmas programs across the local government area. Cultural activities were also undertaken during NAIDOC week with the Metropolitan Local Aboriginal Land Council, and we established new partnerships with the local Aboriginal community through meet ups and workshops.

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Place Management		3.2.1.2 Implement cultural programs and activities from the City of Canada Bay Culture Plan	6	Number of cultural programs delivered for the current year	<p>A major component of Council's cultural programs is the installation of public art across the City. New public art installed this period includes the unique woven mural at Tom Murphy Reserve in Mortlake, street furniture artworks in Rodd Point, new benches and a bubbler at Queen Elizabeth Park in Concord, Piaggio artwork on the Ferragosto vehicle and a Reko Rennie artwork installed at Concord Oval.</p> <p>As part of the program, maintenance was undertaken on the "Cumulus" artwork in Rhodes as well as on "Imagine" and the weather station at Cabarita.</p> <p>Exhibitions that Council supported this reporting period include From Volcanoes We Sailed: Connecting Aeolian Generations at Five Dock Library during Ferragosto, WISH/DREAMS by Edison Chen which was hosted at The Learning Space in Rhodes in September, and the digital photography competition 'Drip, Splash, Flow' celebrating the City's diverse natural environment and community, as well as our rich history and beautiful public spaces.</p>


3.2.2. Encourage integration of public art and design in key sites around the City

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Place Management		3.2.2.1 Complete Concord Oval Public Art Plan	May 2023	Plan completed	An artwork by Reko Rennie has been installed at Concord Oval during this period.


Goal 3.3.

Promote the City as an attractive, welcoming place to do business

3.3.1. Support and promote an enlivened evening economy

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Place Management		3.3.1.1 Work with businesses to deliver the Evening Economy and Activation Action Plan 2021–2031	June 2023 3	Action Plan activities delivered. Number of businesses involved	Evening programming has continued with Neon Nights at Five Dock, the evening launch of the From Volcanoes We Sailed: Connecting Aeolian Generations exhibition at Five Dock Library, Halloween at Drummoyne and Concord, evening events delivered via Christmas programming and the extension of the Ferragosto festival.



3.3.2. Provide economic development activities in partnership to stimulate the local economy


Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Place Management		3.3.2.1 Support employment opportunities for people living with disability by promoting good practice in the City of Canada Bay Sustainability Awards	2	Number of Sustainability Award entries	One of the ways in which Council supports promotion of employment of people living with disabilities is through the City of Canada Bay Sustainability Awards. This award was promoted and awarded to the Touched By Olivia Social Enterprise Café, Livvi's Place, at Five Dock.
Place Management		3.3.2.2 Deliver a City of Canada Bay economic development program	June 2023	Current year of program delivered	Council continued to provide online business support through social media and the digital "Love" campaigns which received 2,368 online views via Council's Collaborate website. The school work experience program launched in partnership with the Drummoyne Business Chamber, with the first student placement occurring in spring. Five editions of the business newsletter were published during the reporting period. Sixty-five businesses attended the Connect for Success event that was jointly run by Council, Small Business NSW, Rhodes Multicultural Community Association (RMCA) and the Majors Bay Chamber of Commerce. In addition to these activities, Council signed an agreement with Service NSW to provide local business support.

Goal 3.4.


Ensure the built environment respects the unique neighbourhood character and responds deftly to evolving community needs


3.4.1. Effectively plan for future growth by balancing regional priorities with local values

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Strategic Planning		3.4.1.1 Prepare City of Canada Bay Planning Study to inform land use changes around new Metro Stations	December 2023	Planning Study prepared	Draft Planning Study prepared and exhibited for land within the vicinity of Metro stations in the City of Canada Bay. Outcomes arising from the public exhibition will be reported to Council in early to mid 2023.
Strategic Planning		3.4.1.2 Finalise City of Canada Bay Planning Proposal for Parramatta Road Corridor Planning Proposal Stage 1	February 2023	Planning proposal submitted to the NSW Department of Planning and Environment for finalisation	On 4 November 2022, the Department of Planning and Environment advised Council of its intention to finalise the Local Environmental Plan for the Parramatta Road corridor. The Plan was made on 16 December 2022 and will guide the assessment of future development applications received within the corridor.

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Strategic Planning		3.4.1.3 Prepare background studies for Parramatta Road Corridor Planning Proposal Stage 2	March 2023	Major background studies completed	Master Plan and Public Domain Plan commenced for Stage 2 of the Parramatta Road corridor. Once prepared, the documents will be used to inform the preparation of new planning controls and ensure quality design outcomes are achieved.

3.4.2. Implement best practice land use planning and construction approaches to deliver quality development outcomes

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Strategic Planning		3.4.2.1 Review and update City of Canada Bay Local Strategic Planning Statement background studies	June 2023	Programmed background studies updated	Background studies relating to Local Housing Strategy and Local Employment Strategy commenced to inform next iteration of the Canada Bay Local Strategic Planning Statement.
Strategic Planning		3.4.2.2 Prepare planning proposal for Local Character Areas	June 2023	Planning proposal prepared	The Department of Planning and Environment confirmed that they were no longer progressing reforms to implement Local Character Areas through the NSW planning system. The planning proposal relating to the introduction of Local Character Areas in the City of Canada Bay was therefore withdrawn and will not proceed.

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Statutory Planning		3.4.2.3 Review and streamline development application conditions of consent	May 2023	Review completed	Standard conditions of consent are being reviewed to ensure clear and specific language is used, and that they provide criteria for clear and enforceable outcomes. The restructuring of the conditions will enable notices of determination to be issued directly to the applicant via the NSW Planning Portal.





Infrastructure and transport


Goal 4.1.

Manage local assets to ensure they continue to meet the City's needs and address climate adaptation issues



4.1.1. Ensure that Council's buildings, parks, stormwater and seawalls, and infrastructure assets are climate resilient and able to support a growing community




Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Building Asset Services		4.1.1.1 Implement annual Accessible Buildings Program	June 2023	Program of works completed	The accessible buildings program is scheduled for delivery by the end of the financial year.
Property Strategy and Leasing		4.1.1.2 Develop City of Canada Bay Property Strategy and Guidelines	June 2023	Draft Property Strategy and Guidelines developed	Drafting of Property Strategy and Guidelines has not commenced.
Building Asset Services		4.1.1.3 Develop City of Canada Bay Buildings Asset Management Plan	December 2023	Asset Management Plan developed	The generation of the Building Asset Management Plan is on track, with the strategies and long-term financial plan completed.


Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Strategic Asset Services and Innovation		4.1.1.4 Participate with the Southern Sydney Region of Councils in the LED rollout for main road lighting	June 2023	Increase in number of main road lights upgraded to LED technology	Council has completed the LED upgrade for street lighting on local roads. Council is participating in the Southern Sydney Regional Organisation of Councils (SSROC) LED upgrade for main road lighting which is expected to commence in July 2023.
Strategic Asset Services and Innovation		4.1.1.5 Develop Powells Creek Floodplain Risk Management Plan	February 2024	Risk Management Plan completed	Council has engaged a consultant to undertake the Floodplain Risk Management Study for the Powells Creek catchment and has sought expressions of interest for community representatives to form the City of Canada Bay Floodplain Risk Management Committee. This multi-year program is operating on a revised schedule with the study expected to be completed by October 2023 and the Floodplain Risk Management Plan adopted in February 2024.
Strategic Asset Services and Innovation		4.1.1.6 Develop project documentation for Sisters Bay seawall renewal	June 2023	Project documentation prepared for construction	Delays to the design have been caused by the variability of the seawall founding material requiring specialised design for each section, as well as ensuring inclusion of recommendations from an Aboriginal heritage consultant's report.
Strategic Asset Services and Innovation		4.1.1.7 Implement a pedestrian crossing safety improvement program	June 2023	Increase in pedestrian crossings that achieve compliance	This project is a multi-year project that will significantly improve nighttime safety at pedestrian crossings by constructing new lighting. Council will be upgrading pedestrian crossing lighting on Everton Road, Strathfield to improve the safety adjacent to Strathfield Station and at the Intersection of Davidson Avenue and Clermont Lane. This work will be completed by 30 June 2023. The designs for all pedestrian crossings have been completed ready for implementation in future budgets.

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Project Management Office		4.1.1.8 Create a Project Management Office and Project Management Framework to service and support division-wide capital projects	September 2023	Project Management Framework completed and Office created	The Project Management Office (PMO) and supporting project management framework is on track to be created and operational by September 2023.

4.1.2. Proactively manage and maintain Council's local road and footpath network

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Roads and Traffic		4.1.2.1 Implement City of Canada Bay Roads Renewal Program	June 2023	Delivered as per program	The road renewal program is on track to be delivered by the end of the financial year with concrete slab replacement works completed and asphalt resurfacing works commencing.
Roads and Traffic		4.1.2.2 Implement City of Canada Bay Footpath Renewal Program	June 2023	Delivered as per program	The footpath renewal program is on track to be completed by the end of financial year with works planned to commence in the first quarter of 2023.


Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Roads and Traffic		4.1.2.3 Implement annual City of Canada Bay Kerb and Gutter Renewal Program	June 2023	Delivered as per program	The kerb and gutter renewal program works are continuing and on track to be delivered by the end of the financial year.
Roads and Traffic		4.1.2.4 Implement City of Canada Bay Accessibility Works Program	June 2023	Delivered as per program	The accessibility works program is continuing and on track to be delivered by the end of financial year.
Roads and Traffic		4.1.2.5 Develop a footpath inspection process to identify unauthorised works and capture defects and trip hazards	June 2023	Process developed	Scheduled inspections and audits are performed regularly.

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Roads and Traffic		4.1.2.6 Develop a footpath grinding program to address defects such as trip hazards	June 2023 10%	Program developed and implementation commenced. Reduction in number of customer complaints and claims for trip hazards	A footpath grinding program is currently on track to be finalised and address defects identified through condition audits and ongoing customer feedback.

Goal 4.2.

Manage traffic and parking to minimise congestion and improve the City's road safety



4.2.1. Plan, deliver, and manage traffic and parking so that it can better support population change

Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Property Strategy and Leasing		4.2.1.1 Investigate opportunities to increase parking on Council-owned land in and around Five Dock Town Centre	June 2023	Investigations completed, with opportunities identified and scoped	Investigations commenced.

Goal 4.3.

Encourage active and accessible transport opportunities

4.3.1. Support and advocate for safe and accessible active and public transport networks



Reporting responsibility	Status	Activity	Target	Measure	Performance commentary
Roads and Traffic		4.3.1.1 Continue construction of the East-West Regional Cycleway	June 2023	Delivered as per the program with contingency	The East-West Regional Cycleway is progressing through continued forward planning and construction of segments across the community. The program continues into financial year 2023-24.
Roads and Traffic		4.3.1.2 Attend meetings with Metro West to ensure new stations are appropriately designed and integrated with other public transport services and active transport links	June 2023	Key proposals negotiated with Metro West	Council is continuing to engage Metro West through regular meetings to manage the new station design and integration.


Civic leadership

Goal 5.1.



Council is accountable, efficient, and ready to meet future challenges





5.1.1. Ensure decision making is open, accountable, and informed by integrated planning and risk management


Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Governance and Customer Services		5.1.1.1 Develop and implement Audit Risk and Improvement Committee (ARIC) framework and requirements	June 2023	Framework and requirements developed and implementation commenced	This project is on track for completion this financial year. A review of the Audit Risk and Improvement Committee (ARIC) framework will take place in the second half of the financial year. Recruitment of external independent members for the Committee will also take place in the second half of the financial year.
Governance and Customer Services		5.1.1.2 Review delegations, policy management, and risk management software	June 2023	Software review completed and recommendations tabled	Council's Governance and Customer Services department is on track to review the relevant software in the second half of the financial year, with a view to implementation in 2023-24.

Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Governance and Customer Services		5.1.1.3 Investigate an application to support reporting of issues across the LGA	June 2023	Recommendations tabled	Council staff completed an investigation into the use of a third-party app for customers to make requests to Council. The investigation assessed the costs and benefits to the community of pursuing this app and it was determined by the Executive team that the existing systems have sufficient capability in terms of customer request management.


5.1.2. Strengthen Council's financial operations and processes




Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Procurement and Fleet		5.1.2.1 Develop and implement a Contract Management Framework	June 2023	Contract Management Framework developed and implemented	The Contract Management Framework was developed and will continue to support Council's operations and ensure compliance and budget control across all projects.
Procurement and Fleet		5.1.2.2 Develop contract, supplier and category spend dashboards	June 2023	Dashboards implemented	The framework has been drafted and requires information systems development.



Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Finance		5.1.2.3 Manage the migration of Council's systems to the Cloud for finance and rating module	June 2023	Migration of finance and rating module to Cloud commenced	Cloud implementation completed for financials. Work on Cloud-based rating modules has been deferred to a future period to be determined in consultation with software provider.
Finance		5.1.2.4 Develop financial dashboard requirements and implement reporting	June 2023	Financial dashboard requirements completed, and implementation commenced using CiA Analytics	Dashboard development using system analytics has progressed with two key reports available to assist management in monitoring capital expenditure and operational budgets.
Finance		5.1.2.5 Review rating structure	June 2023	Rating structure reviewed	Rate modelling completed and assisted in informing the basis for the Special Rate Variation application.
Finance		5.1.2.6 Develop and implement ATO e-invoicing	June 2023	ATO e-invoicing developed and implementation commenced	Council intended to be an early adopter on the Australian Taxation Office (ATO) e-invoicing project. Due to other system implementations that were of a higher priority, the e-invoicing project has been deferred until the next financial year.

Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Finance		5.1.2.7 Analyse the LTFP to assess funding of documented scenarios and potential funding sources including options for the 'Growth' scenario, including SRV	June 2023	Assessment completed and reported to Council for final consideration/determination	Council's Long Term Financial Plan (LTFP) for 2022-33 was the subject of careful analysis in the early part of this financial year on the basis of significant past population growth and expanding future needs. At its November meeting, Council resolved to apply to the Independent Pricing and Regulatory Tribunal for a rates increase to fund our community's vision for the future of the area under the 'Growth' scenario. The application will be made in 2023 and until such time as the determination is made, Council will prepare two Delivery Programs, Operational Plans and budgets for 2023-24 financial year.

5.1.3. Implement environmental efficiency measures across Council assets and services

Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Building Asset Services		5.1.3.1 Replace Cabarita Pool gas heater with energy efficient heat pump	June 2023	New heat pump installed	A new, energy efficient water heater at Cabarita Pool is on track to be installed by the end of the financial year. Early site works have commenced, and the new water heater ordered.




Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Building Asset Services		5.1.3.2 Install solar panels on selected Council buildings	June 2023	Solar panels installed at: <ul style="list-style-type: none"> • HR Cottage • Rangers Cottage • Greg Davis Stand Drummoyne Oval • Drummoyne and Cabarita Swimming Pools 	<p>Priorities for this program are being delivered under the Emissions Reduction Action Plan 2020.</p> <p>Solar panels to the HR/Rangers Cottages are currently on hold pending assessment of the future Council use of the buildings.</p> <p>Solar panels to Greg Davis Stand at Drummoyne Oval have been completed.</p> <p>Drummoyne and Cabarita Swimming Pool solar panels have been delayed subject to completion of remedial roof works identified.</p> <p>Solar panels have been procured for the Five Dock depot.</p> <p>Five Dock Leisure Centre solar panels are planned to be completed by the end of this financial year.</p>
Procurement and Fleet		5.1.3.3 Continue Council fleet renewal with hybrid vehicles	6	Number of Council fleet vehicles upgraded to hybrid	Council has added eight hybrid vehicles to its fleet already this year. The fleet now has 46 hybrid passenger vehicles. Council is on track to net zero emissions by 2030.
Procurement and Fleet		5.1.3.4 Implement and evaluate sustainable facilities guide across Council	April 2023	Implementation commenced and evaluation complete	Sustainable facilities guide finalised and circulated to managers. Initial pilot testing of the guide is currently being undertaken at Five Dock Leisure Centre.



Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Sustainability and Waste		5.1.3.5 Implement waste tracking database to increase procurement of locally sourced recycled materials	June 2023	Database developed and implementation commenced	Corporate waste tracking to commence in early 2023. Council signed a Memorandum of Understanding to participate in the regional “Paving the Way” trial to use crumbed rubber from 'end of life' tyres in asphalt mix. Council also purchased new wheelie bins for the FOGO (food organics-garden organics) trial that are made from almost 100% recycled content which is locally sourced.
Sustainability and Waste		5.1.3.6 Research options for food waste recovery at Council facilities and venues	May 2023	Research and draft report completed	Community facing venues all have source separation bins refreshed and initial research into food waste recovery options has commenced.

Goal 5.2.


Council is supported by a skilled and efficient workforce that is equipped to meet the needs of a growing community




5.2.1. Establish timely plans for future workforce needs and deliver Workforce Management Plan





Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
People Culture		5.2.1.1 Implement Council's four-year Workforce Management Plan	June 2023	Workforce Management Plan actions implemented for current year	Council's Workforce Management Plan for 2022-26 is being progressively implemented on an ongoing basis.
People and Culture		5.2.1.2 Develop and implement succession planning program	June 2023	Succession planning program developed and implementation commenced	An overarching Learning and Development Strategy is currently being developed which will include succession planning.
People and Culture		5.2.1.3 Conduct annual headcount forecast, with assessment of impact of likely population growth and service demand	June 2023	Headcount forecast completed	As part of Council's Workforce Management Plan, a headcount forecast was conducted, incorporating business area insight and understanding of the foreseeable future demand for workforce skills, capabilities and capacity requirements. Council will continue to tailor an effective workforce management approach to manage the expected growth.

Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
People and Culture		5.2.1.4 Conduct a review of People and Culture processes	June 2023	50% of key processes documented	The People and Culture team are consistently reviewing internal processes to create improvements and efficiencies within its operation.
People and Culture		5.2.1.5 Identify technological solutions to improve service delivery and productivity	June 2023	Key technological solutions identified	Examples of key technological improvements for enhanced service delivery and productivity include: <ul style="list-style-type: none"> 1. Streamlining employee on and off boarding process by creating an online workflow. 2. Providing all outdoor employees access to an IT kiosk, email accounts and system access to be able to gain easy access to important information, complete timesheets online, access to apply for leave and update personal information online.




5.2.2. Promote Council as an employer of choice with a talented and valued workforce

Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
People and Culture		5.2.2.1 Develop a Recruitment and Marketing Strategy	June 2023	Strategy developed	Council is currently in the process of developing a recruitment/marketing strategy that will align with Council's capability framework under the learning and development strategy.




Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
People and Culture		5.2.2.2 Deliver employment actions in Disability Inclusion Action Plan (DIAP)	June 2023	50% of People and Culture related DIAP actions completed	Over the past six months, Council has delivered inclusion training to raise awareness and knowledge and incorporated inclusive practices with the creation of the Reasonable Adjustments Policy. Further focus to be developed for a disability employment strategy.
People and Culture		5.2.2.3 Conduct a safety audit for all Council sites	June 2023	Safety audit completed	<p>A Council wide Workplace Health and Safety gap analysis was conducted by the Safety Australia Group in August 2022 and Council's annual StateCover Self-Assessment was completed in August 2022.</p> <p>The People and Culture team are now working through the identified corrective actions and areas for improvement, with the top three priority areas identified for 2023.</p>
People and Culture		5.2.2.4 Develop a Mental Health Support Strategy	June 2023	Strategy developed	Council has offered on-site counselling to staff every three months throughout 2022 and into early 2023. Mental Health First Aid training has been completed by 29 staff in 2022. Council has recruited and trained 12 Respectful Workplace Officers. Regular mental health and wellbeing information and resources are sent to all staff. A monthly wellbeing calendar has been developed which all staff have access to via the Health, Safety and Wellbeing intranet page.


Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
People and Culture		5.2.2.5 Deliver a coaching and mentoring program for managers and high potentials	June 2023	Program delivered	Council is currently in the process of developing a Learning and Development Strategy and Training Calendar with Management Accountability and Leadership, which will also focus on identifying high potentials.
People and Culture		5.2.2.6 Implement Capability Framework	June 2023	Implementation on track for 2022–23 actions	As part of Council's People Development Framework, a Learning and Development Strategy is being developed that will focus on, and incorporate, the rollout of a Capability Framework.
People and Culture		5.2.2.7 Develop and implement Accountability Framework	June 2023	Accountability Framework developed	As part the People Development Framework, Council is in the process of developing a Learning and Development Strategy that will include the development and implementation of an Accountability Framework.
People and Culture		5.2.2.8 Continue to explore frontline leadership and behavioural/ personality profiling	June 2023	Next stage of profile project determined	As part the People Development Framework the development of a Learning and Development Strategy will incorporate on the job training as well as focusing on leadership development.

5.2.3. Implement best practice technology and processes

Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Information Services		5.2.3.1 Update on-premises infrastructure to Cloud (physical and virtual)	100% 100%	Percentage of core systems and non-core applications moved to Cloud. Percentage of uptime	Migration of selected Council IT services to the Cloud is ongoing with a number of these being completed since July. This has allowed us to progressively reduce our on-premise infrastructure footprint. Investigation has commenced on identifying additional services that would be suitable for migration to the cloud.
Information Services		5.2.3.2 Continue implementing the TechOne Roadmap	June 2023	Delivered in line with the program	TechOne roadmap implementation is ongoing. Since July single touch payroll Phase 2 and the upgrade to the 2022A release has been completed. Council is currently working with TechOne on a draft roadmap for the next two years.
Information Services		5.2.3.3 Develop new website for Concord Oval	October 2022	Website developed	The Concord Oval website is scheduled for completion in mid-January. Council Information System team assistance of relevant stakeholders is ongoing.

5.2.4. Deliver business and service delivery improvements


Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Corporate Strategy and Business Improvement		5.2.4.1 Develop organisational Change Management Framework and a program of implementation	June 2023	Framework and implementation program developed	A Change Management Framework has been drafted and was piloted during implementation of the Project Management Framework.
Corporate Strategy and Business Improvement		5.2.4.2 Undertake two service reviews identified in the Continuous Improvement Program	June 2023	Two service reviews completed	As part of continuous improvement, the General Manager undertook a review of the organisation's corporate structure in the early part of 2022. The purpose of the review was to better align services and teams for effective delivery of the new Community Strategic Plan: Our Future 2036. The restructure that occurred as a result of the review was completed in early December 2022.
Corporate Strategy and Business Improvement		5.2.4.3 Develop and implement the Community Perception Survey	February 2023	Community Perception Survey undertaken	This project is on schedule, with phone surveys expected to occur in the first two weeks of February 2023, in line with Council's adopted Operational Plan.



Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Procurement and Fleet		5.2.4.4 Review and improve fleet management processes	June 2023	Processes documented and reviewed, and improvement commenced	The review of fleet management processes was undertaken to address matters, including safety and documentation, brought forward through an independent audit. All issues have been successfully addressed.

Goal 5.3.




Council works with partners to actively shape the City's future

5.3.1. Partner with the community and stakeholders to deliver integrated planning objectives and advocacy to State and Federal Governments

Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Corporate Strategy and Business Improvement		5.3.1.1 Partner with Southern Sydney Regional Organisation of Councils (SSROC) on shared issues of importance	12 4	Number of meetings attended Number of partnership initiatives developed	<p>The Southern Sydney Regional Organisation of Councils (SSROC) is a group of 12 Councils in the southern Sydney region spanning an area of 678 square kilometres and home to 6% of Australia's population. The organisation's main projects include Regional Waste and Resource Recovery, street lighting improvements and diverse and affordable housing. The City of Canada Bay Council works with SSROC on many projects of community interest.</p> <p>At its meeting on 15 November, Council voted to work with SSROC to consider the feasibility of banning advertising relating to fossil fuels and gambling across the region.</p> <p>The General Manager continues to attend regular meetings with other general managers of the region to discuss issues of shared importance.</p>

Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Corporate Strategy and Business Improvement		5.3.1.2 Partner with Local Government NSW (LG NSW) to advocate on behalf of the community to state and federal governments	1	Percentage of relevant representations contributed to	Local Government NSW is an advocacy group established to further the interests of local government organisations across all aspects of service delivery. The organisation has made 20 submissions to the NSW Government this year on behalf of its member Councils. Council delegates attended the annual conference in October where motions from member councils on key issues of state-wide importance were discussed and determined. Many of these resolutions will lead to LG NSW advocating to both the state and federal government.
Sustainability and Waste		5.3.1.3 Partner with Resilience Sydney, delivering programs which support the five pillars of the Resilient Sydney Plan	June 2023	Planned programs implemented	All Resilient Sydney meetings were attended. Emergency Ready week was promoted with 1,000 people engaged through social media. The Community Services team launched the Emerging Leaders Program. New Resilient Sydney dashboard rolled out to Council to model pathway options to net zero for community.

5.3.2. Seek smart City partnerships to improve community and Council outcomes

Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Place Management		5.3.2.1 Assess Smart Sign trial in Drummoyne	June 2023	Trial assessed and recommendations made	The smart signage trial is due to commence in 2023, with assessment and evaluation to occur after sign installation which is scheduled for February. In the meantime, Council has purchased a Variable Message Sign (VMS) board for programs and events. The VMS board, which can be remotely programmed, offers high end graphics and is being used by multiple teams in a range of locations to promote events and reduce disposable marketing.
Governance and Customer Services		5.3.2.2 Investigate and implement a new contact centre system	December 2022	New contact centre system implemented	The investigation into new software for Council's customer contact system has been completed, and the new software solution is to be installed in the second half of the financial year.
Health Building and Compliance		5.3.2.3 Install smart technology parking sensors	June 2023	Planned sensors delivered	Council has completed the installation of 101 underground sensors in disability car spaces throughout the City to complement the existing 108 parking sensors within the Marlborough Street car park in Drummoyne and at Shoreline Drive directly adjacent to The Connection in Rhodes.

Goal 5.4.

City of Canada Bay community is well informed and eager to engage in issues and decisions that impact them

5.4.1. Ensure the community is well-informed through high quality, accessible, and timely information

Reporting responsibility	Status	Activity	Target	Measure	Performance Commentary
Media and Communications		5.4.1.1 Deliver communications material for the launch of the Concord Oval precinct buildings	August 2022 May 2023	Media and communications strategy for Concord Oval developed and agreed on by stakeholders Implement media and communications strategy	Website development has been finalised and the website launch will coincide with the opening of Concord Oval Recreation Centre in January 2023.
Media and Communications		5.4.1.2 Develop the City of Canada Bay Media and Social Media Policies	September 2022	Policies adopted	Both policies are drafted and will be progressing through staff consultative committee and to Council in coming months.
Place Management		5.4.1.3 Deliver engagement campaigns targeted towards youth	2	Number of campaigns	During this period Council has conducted 22 online community engagement projects that have resulted in 52,000 visits to the Collaborate platform and some 2,000 submissions. A campaign targeted at youth is programmed for delivery in early 2023.

Delayed capital infrastructure projects

The following table provides information about the capital infrastructure projects that are delayed, and the reasons why this is the case, as at 31 December 2022.

Project name	Reason for delay
Annual building and facility accessibility works program	Work has commenced on concept designs for an accessible bathroom at Drummoyne Community Centre. The project is on a revised schedule to meet the operational needs of stakeholders. Construction is planned for the December/January holiday period in the 2023-24 financial year.
Annual outdoor exercise equipment program	The Majors Bay Reserve recreation project is the approved funding priority for the annual outdoor exercise equipment program. Timing of construction is therefore linked to that project, which is operating on a revised timeframe and scheduled for delivery during 2023.
Annual regional roads program	Quotations for this program have been received and the evaluation of quotes has been completed. Due to rising costs of construction, delivery of the program will be scheduled over two years to ensure that community priorities are met through responsible budgeting.
Annual skateboard park renewal program	This program is delayed because of reprioritisation of other projects. Planning is underway to deliver this program on a revised implementation schedule.
Barnwell Park Golf Club, Five Dock – park works building renewal	Delays to this project have been caused by assessment timeframes on the Review of Environmental Factors for the work.
Birkenhead Point, Drummoyne – seawall upgrade	Design work for this project has commenced, including site surveys and tree assessment. The project is on a revised schedule to ensure that a thorough Aboriginal heritage assessment is completed.
Buildings renewal	This funding is primarily allocated to fit out works at the Concord Oval Café. The project is being delivered on a revised schedule accordingly.
Cabarita Pool – electric heat pump	Peer review of contractor engagement resulted in a revised schedule for appointment of preferred contractor. It is anticipated that the commissioning date for the equipment will be rescheduled from January 2023 to February 2023.
Canada Bay Bike Plan implementation program	This program is behind schedule to ensure that appropriate engagement takes place with affected local residents.
Canada Bay Civic Centre, Drummoyne	This work is being delivered in stages with works for stage one being prepared.
Charles Heath Reserve, Five Dock – upgrade	A new regional playground with amenities will be constructed adjacent the Five Dock Leisure Centre. Tenders were called in July 2022 and a contract was awarded in late November 2022. Works are scheduled to start in February 2023 and expected to be completed by October 2023.
Deakin Street, Concord – foreshore access	This project is behind schedule to ensure appropriate engagement with the community.

Project name	Reason for delay
Depot renewal, Five Dock	This program is delayed because of reprioritisation of other projects. Planning is underway to deliver this program on a revised implementation schedule.
Design The Living Room at Livvi's Place, Five Dock	Work on preparation of a development application for this project has commenced. Delays have been caused by changes to project scope and associated negotiations.
Drummoyne Oval/Taplin Stormwater re-use	Pipe work and pump station works have been completed, however delays to treatment plant tendering process have been caused by the need to shift priorities and resource allocation.
Drummoyne Shared Spaces	While these sites are now open and available for public use, there have been some delays in the manufacture of some balustrades and furniture that has resulted in this project being behind the original schedule.
Federal Stimulus Road Safety Program School Zones	Works have been completed at a number of schools including the crossing at Tranmere Street in Drummoyne. Delays in lighting the crossings have been caused by supply chain issues.
Five Dock Park – car parking upgrade	This project is operating on a revised schedule to ensure that appropriate community engagement is undertaken with impacted local residents.
Goddard Park, Concord – amenities building upgrade	Construction of the Goddard Park amenities upgrade has been delayed by wet weather and supply chain issues with construction materials. Works are expected to be completed within the first quarter of 2023.
Goddard Park Crib Wall remediation works	Reconstruction of the retaining wall at Goddard Park was delayed by wet weather. The new gabion wall is expected to be completed in early 2023.
Howley Park East, Drummoyne – upgrade	This project originally consisted of community engagement on six potential concept plans for Howley Park East. During the community engagement, it was realised that a Masterplan would be a better approach to ensure that the community's vision for the whole reserve is reflected in its long-term management. This project is progressing on a revised timeframe to ensure that community aspirations are appropriately reflected in the Masterplan which is to be developed.
Intersection upgrade – George and Pomeroy Street, North Strathfield	These works are subject to completion of the Concord West Floodplain Management Plan and risk mitigation works. Detailed design and documentation are underway, but the overall project will be delayed until after the floodplain management plan and risk mitigation works are completed in mid-2023.
Iron Cove, Drummoyne – seawall upgrade	Delays to the project have been caused by the need to incorporate findings from the geotechnical investigations of the site, as well as ensuring thorough consideration of findings from the Aboriginal heritage consultant's report.
Light poles priority renewals	This project is being delivered on a revised timeframe, however it will be completed this financial year.

Project name	Reason for delay
Mcllwaine Park, Rhodes – river activation	The activation of Brays Bay at Mcllwaine Park in Rhodes is part of the broader Parramatta River Masterplan and will provide residents and visitors better access to the Parramatta River. The project has been subjected to unforeseen delays in 2022 and it is being delivered on a revised schedule with completion anticipated by the end of 2023, weather permitting.
Mill Park, Rhodes – half basketball court	A half basketball court is to be delivered with the Majors Bay Reserve Recreation Precinct Project.
Moala Concord Hospital culvert renewal	Substantial commencement has taken place prior to Christmas on this project with delays as a result of negotiations with utilities and private landowners.
Off-leash dog area upgrades	This program funds minor improvement works at dog off-leash areas, and it has fallen behind as a result of resourcing and direction of effort to other priorities.
Parks renewal program – non-playground equipment	This program funds non-playground parks asset renewal projects. Picnic tables were installed at Peppercorn Reserve in Drummoyne as part of this program. The Upper Utz Reserve retaining wall in Drummoyne and the Abbotsford Wharf fence renewal are also part of this program, although both components are behind schedule to ensure that negotiations with adjacent stakeholders are appropriately undertaken.
Pedestrian crossing safety improvement program	This project is a multi-year project that will significantly improve nighttime safety at pedestrian crossings by constructing new lighting at approximately 40 of Council's pedestrian crossings. In the last six months Council has finalised the design of the lighting at all subject pedestrian crossings. The overall program is behind schedule as a result of delays in pole manufacture.
Pedestrian facilities around Russell Lea Public School	The Brent Street Crossing is scheduled for delivery in mid-2023, pending installation of overhead lighting which needs to go ahead before the crossing is built. The Barnstaple Road Crossing has been deferred to enable further engagement with the community and with Council prior to returning to the Traffic Committee for endorsement.
Playground upgrade – Brett Park, Drummoyne	This project is behind schedule to ensure that there is appropriate engagement with stakeholders on accessibility in the final designs.
Redevelopment of Concord Oval	A major multi-year project is nearing completion, and despite delays due to site archaeology, wet weather and COVID-19, the Concord Oval Community and Sports Precinct is due to be officially opened in late January 2023.
Regional cycleway upgrade	The regional cycleway upgrade consists of multiple segments with varying levels of complexity. Along with delays caused by ensuring thorough consultation with the community, external approval requirements and environmental constraints have also caused the project to be delayed.
Rhodes East Public Domain Design Only	There have been delays in the commencement of this project due to other competing priorities. Investigations are currently being undertaken into the design of the public domain for Rhodes East. The identified works will be progressively implemented in future years in conjunction with redevelopment in the area.

Project name	Reason for delay
Saltwater Creek and Exile Bay, Concord – seawall naturalisation	The concept design for the canal naturalisation, seawall remediation, shared paths and new bridges at the canal entrance has been finalised and progressed to detailed design stage. This is a highly specialised and technical project, involving many stakeholders. It is proceeding on a revised schedule to ensure the correct processes are followed and issues such as sea level rise caused by climate change are appropriately managed in low lying areas.
St Lukes Oval, Concord – rebuild	This project is behind schedule due to COVID-19 and weather events which affected supplies and onsite construction.
The Terrace, Abbotsford – embankment stabilisation	Upgrading the embankment along The Terrace in Abbotsford has been delayed due to the necessity to plan a service relocation (Ausgrid power pole). The approval to relocate the pole, so that final plans can be prepared, was obtained in September 2022. Council is also working with Sydney Water on impacts of this work on their assets. Construction is anticipated to commence by mid to late 2023.
Timbrell Park, Five Dock – amenities upgrade	The construction of the Timbrell Park new amenities building has been delayed by the wet weather and unforeseen ground conditions. Works are expected to be completed in the first quarter of 2023.
Timbrell Park, Five Dock – plan of management and Masterplan	Council has prepared a draft Plan of Management for Timbrell Park, and it is currently with the Department of Crown Lands for review. Following this it will be placed on public exhibition for community feedback.
Timbrell Park, Five Dock – upgrade	This project is behind schedule to allow for thorough feasibility studies to take place, including community engagement.
Traffic Committee initiatives	Detailed designs are currently being finalised for the construction of new traffic islands on Tavistock Street in Drummoyne, either side of Marlborough Street. These works are designed to enhance safety by reinforcing 'One-way' and 'Stop' restrictions. There have been some delays due to issues identified when finalising the detailed design. These issues are in the process of being addressed to allow the project to proceed to construction.