

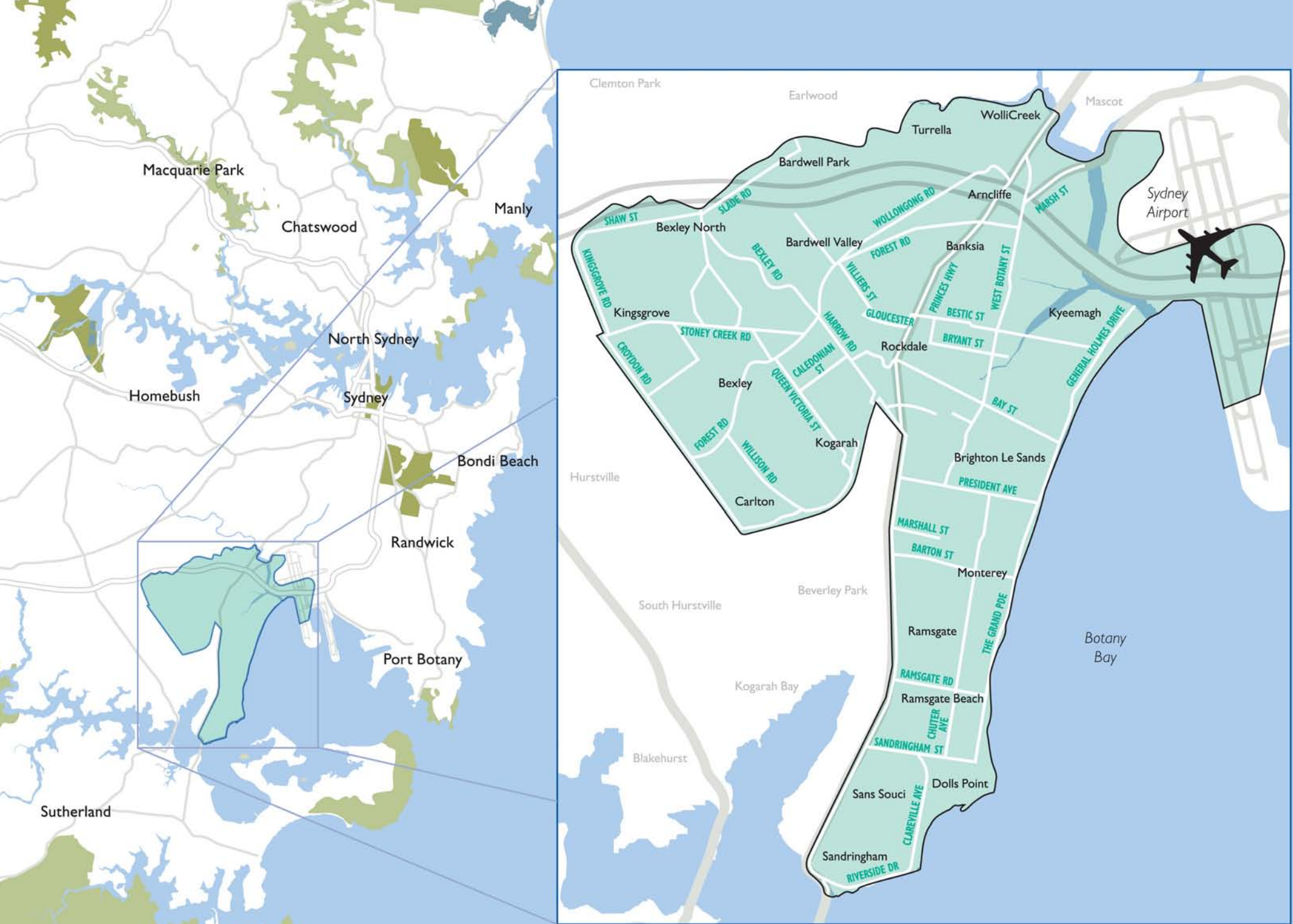
# Our Report to You

End of Council Term Report | Community Strategic Plan 2011-2025



Incorporating Twelve Month Progress Report on the Delivery Program 2011-2015





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# I Introduction

In 2009, the NSW Parliament unanimously voted to introduce Integrated Planning and Reporting (IP&R) reforms within the Local Government Act. These reforms introduced a new planning and reporting framework for all Councils in NSW which, among other things, made it compulsory for each council to adopt a long term Community Strategic Plan (CSP) on behalf of its community.

The CSP aims to express the local community's aspirations for the future for a period in excess of 10 years.

The Rockdale City Plan 2011-25 was approved by Council in June 2011 and has been implemented for one year to 30 June 2012 of the 14 years the Plan covers. Rockdale City Council was a Group 2 Council in the transition period to the new NSW Integrated Planning and Reporting process.

Each Council in Groups 1 and 2 is required to develop an end-of-term report to be tabled at the final meeting of the outgoing Council – in Rockdale City Council's case, that is 15 August 2012.

The end-of-term report is a report on Council's progress in implementing the Community Strategic Plan during its term. The focus of the report should be on initiatives Council has direct influence over, and should outline how the Council is progressing towards achieving the social, environmental, economic and civic leadership objectives of the Plan.

The Community Strategic Plan part of the Rockdale City Plan is a 14 year Plan, and was written to make a difference in achieving community outcomes over 14 years to 2025. It has only been implemented for one year so far, so it is to be

expected that there has been little impact. The Rockdale Community Strategic Plan included measures to monitor the progress of the City towards its objectives, which could either be measured by the Community Survey, or by Council statistics. The Baseline Community Survey was undertaken in November 2010 and the Community Survey results for 2012 come from the Community Survey undertaken in February 2012.

This report addresses known impediments to the achievement of objectives, so that they might be overcome in future. It also considers whether there have been any unintended outcomes from the actions taken to implement the Community Strategic Plan.

This report also incorporates the 12 month progress report on the Rockdale Delivery Program 2011-2015.







## 1.1 Council's reporting obligation

### Rockdale City Plan Community Strategic Plan 2011-2025

Council is required to report on its progress in implementing the Community Strategic Plan during its term. The Community Strategic Plan identified assessment methods for determining whether the objectives are being achieved. This report is from the outgoing Council to the City of Rockdale community and the incoming Council on the implementation and effectiveness of the Community Strategic Plan in achieving its social, environmental, economic and civic leadership objectives over the past year. This is to assist the incoming Council with the review it is required to undertake of the Community Strategic Plan on taking office.

To review the effectiveness this report asks the following questions:

- 1. Did Council do what it said it would do towards achieving the objectives of the plan?**
- 2. Did other partners in the process do what they said they would do towards achieving the objectives of the plan?**
- 3. Were these actions effective – did anything change or start to improve?**

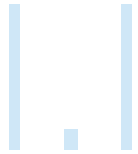
The first question is asked about the Principal Activities in the Delivery Program. This question is addressed in summary, and for each Outcome.

With regard to the second question, in the development of City Plan 2011-25 it was not

possible to involve potential partners in the development of the Plan. The outgoing Council recommends to the incoming Council that the review of City Plan ensures that partners are identified and involved in the development, implementation, and measurement of the revised Plan.

The third question relates to the Community Strategic Plan and whether the actions taken by Council have made an impact. Given the short period of implementation this is not expected to be entirely reliable, and is addressed in summary and for each Outcome.

Conclusions are drawn in Section 3 of this report 'What we have learned and improvement proposals to pass on to the incoming Council'.



## Rockdale City Plan Delivery Program 2011-2015

This report incorporates the 12 month progress report on the Rockdale Delivery Program 2011-2015.

The Delivery Program is a statement of commitment to the community from the Council through which it is accountable for its stewardship

of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be. It details the principal activities it will undertake to achieve the objectives established in the Community Strategic Plan, within the resources available under the Resourcing Strategy.

The Delivery Program includes a method of assessment to

determine the effectiveness of each principal activity in achieving the objectives at which the activity is directed, that is, the Outcomes in the Community Strategic Plan. The General Manager must ensure that progress reports are provided to the Council, with respect to the principal activities detailed in the Delivery Program, at least every 6 months.

The Plans are integrated as shown below:





## I.2 Measurement Methodology

### Community Strategic Plan (CSP)

The Rockdale City Plan Community Strategic Plan 2011-25 identified assessment methods for determining whether the objectives are being achieved, and identified data sources as described in the CSP sections below.

The baselines have not been modified and integrity has been preserved for all the data presented in this report.

An independent research company, Micromex Research, was engaged to conduct the Community Surveys for

2010 and 2012 surveying 500 randomly selected residents across the City of Rockdale. The 2010 Survey was used to set baselines. The 2012 Community Survey was undertaken in February 2012, only 7 months into the implementation of the Plan, so it is to be expected that the implementation of the Community Strategic Plan will show little impact.

Council's Performance Manager software is utilised for numerical analysis of performance against the measures under each Community Strategic Plan Outcome.

Other external data sources such as NSW Bureau of Crime Statistics, Australian Bureau of Statistics 2006 (ABS Census Data), Transport Data Centre, etc are utilised to assess specific related measures.

### Delivery Program

The Delivery Program includes a method of assessment to determine the effectiveness of each principal activity in achieving the objectives at which the activity is directed. The outcome measure is identified for each principal activity in the Program.



# 2 Our Report

## 2.1 Overall Results of Year One Implementation of the Rockdale City Plan



### How is progress towards achievement of outcomes measured?

<b>TP</b> Trending positively	<b>TN</b> Trending negatively
<b>MNC</b> Marginal or no change	<b>DI</b> Delayed implementation
<b>MFT</b> Measured for the first time	<b>RIFY</b> Results in future years

### Overall Results for Year One of the Community Strategic Plan 2011-25

#### Were the actions taken effective – did anything change or start to improve?

The focus of the report should be on initiatives Council has direct influence over, and should outline how the Council is progressing towards achieving the social, environmental, economic and civic leadership objectives of the Plan.

The overall results for the Community Strategic Plan were 38% of measures were trending positively; 9% trending negatively; 19% marginal or no change; 13% were measured for the first time and 19% will have results in future years.

This is an overall good result as 57% of the measures were

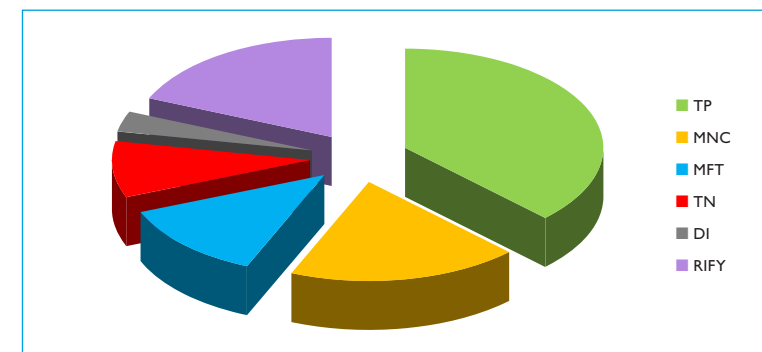
trending positively or showed marginal or no change.

75% of the results in Outcome 5 – Leading Organisation were trending positively as were 38% of Outcome 1 – A Vibrant, Healthy and Socially Connected City of Many Cultures; and 25% each for Outcome 2 – Sustainable City and Outcome 3 – Strong Economy.

Of the 9% trending negatively these concerned crime figures over which Council does not have a direct influence;

Council is below the industry benchmark for the outstanding rates ratio partly as a result of its policy not to pursue pensioners for outstanding rates, and in 2010-11 Council was only renewing its assets at a rate of 17% of the rate at which they are deteriorating.

The overall results are analysed to assess in more detail whether anything changed or started to improve as a result of actions taken in Section 3 of this report.





## Overall Results for the Twelve Month Progress Report Delivery Program 2011-15

### Did Council do what it said it would do towards achieving the objectives of the Community Strategic Plan?

The results were generally positive suggesting that Council did do what it said it would do towards achieving the objectives of the Community Strategic Plan.

Of the 55 Principal Activities in the Delivery Program 58% of the results for the first year were trending positively; 14% showed marginal or no change; 11% will show results in future years; 9% were measured for the first time; 4% were trending negatively and for 4% implementation was delayed.

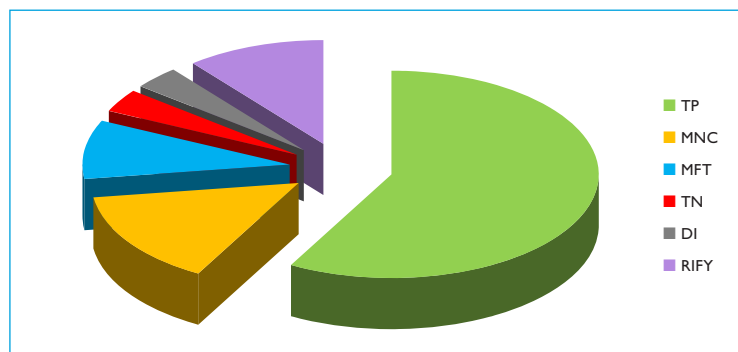
72% of the results were either trending positively or showing marginal or no change.

76% of the Delivery Program results in Outcome 1 – A Vibrant, Healthy and Socially Connected City of Many Cultures were trending positively as were 60% of the results in Outcome 5 – Leading Organisation; 42% of results for Outcome 2 – Sustainable City, 17% for Outcome 3 Strong Economy and 8% for Outcome 4 – Appropriate Infrastructure were trending positively.

Only two results were trending negatively - that the Community Survey showed a reduction in satisfaction with the appropriateness

of town planning controls, however, the Development Services Customer Satisfaction Survey undertaken in March 2012 showed that 70% of respondents regarded the planning controls as “a necessary control to go through.”

The overall results are analysed to assess in more detail whether anything changed or started to improve as a result of actions taken in Section 3 of this report.



## 2.2 Outcome I – A Vibrant, Healthy and Socially Connected City of Many Cultures



How is progress towards achievement of outcomes measured?

<b>TP</b> Trending positively	<b>TN</b> Trending negatively
<b>MNC</b> Marginal or no change	<b>DI</b> Delayed implementation
<b>MFT</b> Measured for the first time	<b>RIFY</b> Results in future years

What does this outcome mean?

People of all ages, abilities and cultural backgrounds feel welcome, supported, and able to achieve their potential in Rockdale. The community is resilient and healthy, with a diverse skills base, high employment rates and better than average education outcomes.

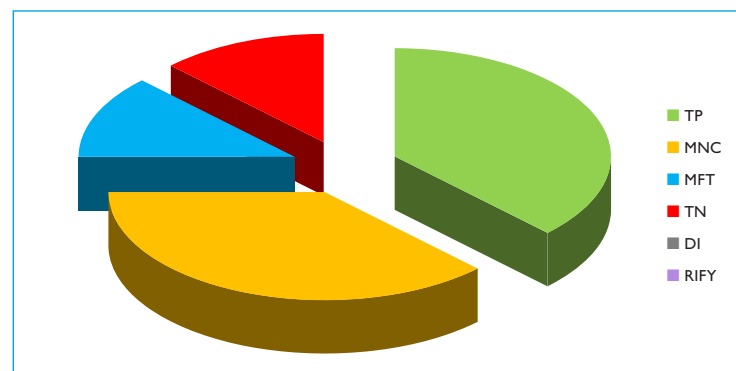
Cultural diversity is valued in the City; the changing and special needs of different groups within the community are met; and the diverse character of its people is celebrated.

There is pride in the City with high levels of co-operation and support between cultural groups.

### Community Strategic Plan impact Year 1

Were the actions taken effective – did anything change or start to improve?

38% of the results for Outcome I in the Community Strategic Plan were trending positively, and 38% showed marginal or no change.





# 2.2

Measures to monitor progress towards being A Vibrant, Healthy and Socially Connected City of Many Cultures	Results for first year of implementation	Key
A. The proportion of residents who agree there is a sense of community in the City of Rockdale is steadily increasing. Source: Council's Community Survey.	This question was asked for the first time in the 2012 Community Survey which showed a moderate level of agreement that there is a sense of community in the City of Rockdale.	MFT
B. Satisfaction with Council's community facilities and services for a range of people is increasing. Baseline 2010. Source: Council's Community Survey.	A moderate to high level of satisfaction with the performance of 36 of 37 of Council's services/facilities. Only one of the services/facilities was below the benchmark for Sydney Metropolitan Councils.	TP
C. Reported crime in the City of Rockdale is falling. Source: NSW Bureau of Crime Statistics Rockdale LGA June 2012.	Most crime categories have remained stable between 2010 and 2012, there has been a significant fall (greater than 40%) in two categories and a significant rise (over 40%) in steal from motor vehicle and steal from dwelling.	TN
D. The proportion of people who feel safe in our community is steadily increasing. Source: Council's Community Survey.	Community safety/crime prevention is considered one of the two most important Council services. Community satisfaction has fallen from moderately high to moderate.	MNC
E. The amount of graffiti requiring removal is decreasing. Source: Council's statistics.	The amount of graffiti requiring removal has reduced significantly (19%) from the 2010 baseline of 4,985m2 to 4021m2 in 2012, which continues a trend of reduction.	TP
F. Levels of volunteering are increasing. Source: Council's statistics.	In 2010 Council had a total of 87 volunteers who assisted in Bushcare, Meals on Wheels, and events like International Women's Day, and school holiday activities. In 2012 this had increased to 113 an increase of 30%.	TP
G. Community satisfaction with Council's events is increasing. Source: Council's Community Survey.	Satisfaction with Festivals and Major Events has remained high.	MNC
H. Satisfaction with sporting and recreation facilities, parks and playgrounds are increasing. Source: Council's Community Survey.	There was a continued high level of satisfaction with the condition and maintenance of sporting fields, parks and playgrounds. However, there was a continued low level of satisfaction with public toilets.	MNC

# 2.2

## Strategies for the delivery of Outcome 1 of the Community Strategic Plan:

### Strategy 1.1 Resilient and Engaged Community

Build an informed and empowered community that embraces cultural diversity.

### Strategy 1.2 Health, well being and safety

Build a healthy community where people of all ages and abilities can enjoy an environment free of public risks.

### Strategy 1.3 Education

Ensure access to lifelong learning so that the Rockdale community can maximise its potential and has access to a diverse skills base.

### Strategy 1.4 Positive and distinctive City image and identity

Build a community that responds to local attributes and opportunities, to achieve a lifestyle and identity that is valued by its residents and visitors.

### Strategy 1.5 A vibrant and exciting City

Build a vibrant and exciting City that reflects the range of cultures, entertainment, events and networks that contribute to the well being of its community.

### Strategy 1.6 Heritage and history

Ensure that Rockdale's natural and built heritage is respected, protected and well maintained reflecting the rich and diverse past of both indigenous and European settlement.

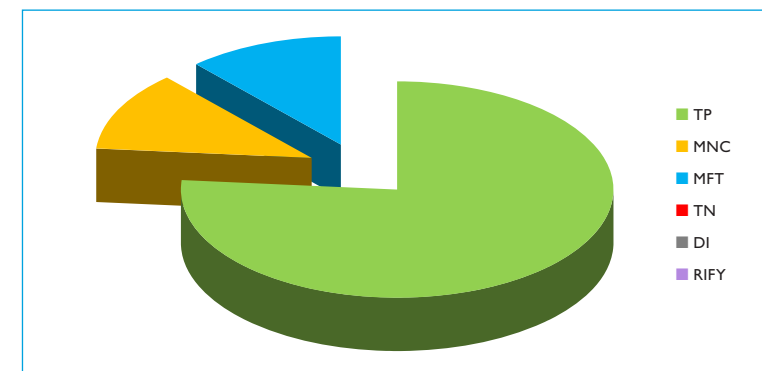


## Outcome 1 – Delivery Program 2011-2015 Twelve Month Progress Report

The Delivery Program includes a method of assessment to determine the effectiveness of each principal activity in achieving the objectives at which the activity is directed. The outcome measure is identified for each principal activity in the Program.

### Did Council do what it said it would do in Outcome 1 towards achieving the objectives of the Community Strategic Plan?

76% of the results of the Principal Activities for Outcome 1 in the Delivery Program were trending positively.





Strategy	4-Year Delivery Program Principal Activities 2011-15 What we said we would do?	How we were going to measure progress	What has been our progress for 2011-2012?	Key
<b>Strategy 1.1 – Resilient and Engaged Community</b>  Build an informed and empowered community that embraces cultural diversity.	1.1.1 Ensure that there is an annual program of community events and activities that recognise the City's diversity, maximises participation and builds a sense of community.	1.1.1.1 Increased community satisfaction with events that recognise the diversity of the City measured annually in the community survey.	Satisfaction with Festivals and Major Events has remained high.	MNC
	1.1.2 Volunteering is supported, encouraged and coordinated so that links are made between areas of need and willing volunteers.	1.1.2.1 Increased opportunities for participating in volunteerism. Measured annually against the 2010 baseline.	In 2010 Council had a total of 87 volunteers who assisted in Bushcare, Meals on Wheels, International Women's Day and school holiday activities. In 2012 this had increased to 113, an increase of 30%.	TP
<b>Strategy 1.2 – Health, well being and safety</b>  Build a healthy community where people of all ages and abilities can enjoy an environment free of public risks.	1.2.1 Through advocacy, facilitation and communication ensure the development of planned services and programs to progressively improve the social, health and educational wellbeing of the City's people.	1.2.1.1 Increase the effectiveness of planned services available to the community in improving the social, health and educational well being of the City's people. Measured annually through the Community Survey.	The 2012 Survey has shown increases in satisfaction with aged, youth and multicultural services and a reduction in satisfaction with festivals and major events, facilities, sporting facilities, libraries and community safety. Only one of the 23 services for which benchmarks are available was below the Sydney Metropolitan Council benchmark.	TP
	1.2.2. Support the local Aboriginal community through targeted policies, programs and partnerships.	1.2.2.1 Local Aboriginal community recognised and represented in Council policies and programs. Measured annually from 2010 baseline.	Council ensured Aboriginal representation at the Lower George's River Joint Council Sustainability Program and adopted an Aboriginal Acknowledgement for Council and other meetings.	TP
	1.2.3 Ensure equitable access to community services programs and facilities to support a better quality of life for established and emerging communities.	1.2.3.1 Increase in access to programs and facilities. Measured quarterly using council's statistics on use of services, programs and facilities.	Council established a new Bengali mother's group and obtained State grant funding for bilingual Chinese catalogue for the Library.	TP
	1.2.4 Support a safe living environment through a proactive approach to public safety matters.	1.2.4.1 Increase in community perception of safety as reported annually in Community Survey (Baseline 2010).	Community safety/crime prevention is considered one of the two most important Council services. Importance and satisfaction have fallen marginally.	MNC
	1.2.5 Develop partnerships with government and non government agencies to facilitate and/or provide the network of services needed in the City.	1.2.5.1 An increasing range of accessible recreational sport and leisure opportunities are provided for the wide community. Number reported annually from Council's statistics.	The Disability Action Plan was developed and approved by Council. An accessibility audit of Council facilities is well advanced. All new and refurbished community facilities are fully accessible e.g. Arncliffe and Brighton Toilets, Rockdale Customer Service Centre.	TP



Strategy	4-Year Delivery Program Principal Activities 2011-15 What we said we would do?	How we were going to measure progress	What has been our progress for 2011-2012?	Key
<b>Strategy 1.2 – Health, well being and safety (cont.)</b>	I.2.6 Ensure the provision of a range of recreational support and leisure opportunities for all sections of the community.	I.2.6.1 An increasing range of accessible recreational sport and leisure opportunities are provided for the wide community. Number of leisure opportunities reported annually from Council's statistics 2010 baseline.	Learn to swim program developed by Bexley Pool Operator; 400 participants.	TP
<b>Strategy 1.3 – Education</b>  Ensure access to lifelong learning so that the Rockdale community can maximise its potential and has access to a diverse skills base.	I.3.1 Ensure access to lifelong learning.	I.3.1.1 Increased participation in lifelong learning programs and activities reported annually from 2010 baseline.	Increased participation in activities in Rockdale libraries from 23,418 in 2010-2011 to 28,446 in 2011-2012 a 21% increase.	TP
	I.3.2 Facilitate partnerships with the Culturally and Linguistically Diverse (CALD) community to enhance skills and learning opportunities.	I.3.2.1 Partnerships developed with the CALD Community reported annually from 2010 baseline.	Fourteen new partnerships were formed in 2012, an increase of 90% on previous fifteen partnerships. A number of the new partnerships were formed as part of the Harmony Festival 2012.	TP
	I.3.3 Ensure there is an Annual Education Institution Excellence Award Program and relevant partnership projects.	I.3.3.1 The effectiveness of new partnership initiatives in ensuring access to lifelong learning reported to Council annually.	Council's Annual Education Institution Excellence Award Program showcased a 100% participation rate with the local school community.	TP
<b>Strategy 1.4 – Positive and distinctive City image and identity</b>  Build a community that responds to local attributes and opportunities, to achieve a lifestyle and identity that is valued by its residents and visitors.	I.4.1 Promotion and branding of a City identity which presents the unique strengths and future directions of the city.	I.4.1.1 Annual Community Survey results show an increasing community recognition of the City of Rockdale 'brand'.	The question – do you agree there is a sense of community in the City of Rockdale – was asked for the first time in the 2012 Community Survey. The response was a moderate level of agreement.	MFT
	I.4.2 Proactive communication of significant Council and city achievements to the local and wider community including the utilisation of social media.	I.4.2.1 Increasing media coverage of achievements reported annually from 2010 baseline.	Council published 69 media releases and answered 106 mainstream media enquiries. A new measurement system for media generated by events was introduced in October 2011 which showed that over \$72,000 worth of advertising was generated for the Food and Groove Festival at no cost to Council. Over \$200,000 worth of advertising was generated for the New Year's Eve fireworks.	TP





Strategy	4-Year Delivery Program Principal Activities 2011-15 What we said we would do?	How we were going to measure progress	What has been our progress for 2011-2012?	Key
<b>Strategy 1.5 – A vibrant and exciting City</b>  Build a vibrant and exciting City that reflects the range of cultures, entertainment, events and networks that contribute to the well being of its community.	1.5.1 Ensure appropriate provision, access, use and management of all cultural places, open space and recreation facilities.	1.5.1.1 Increase in facility use during off peak periods reported annually on 2010 baseline.	<ul style="list-style-type: none"> <li>• 3.4% increase in off peak bookings for community spaces;</li> <li>• 6.7% decrease in sportsfield summer off peak bookings (Gardiner Park was not in use);</li> <li>• 11.2% increase in sportsfield winter off peak bookings (more use at Barton Park).</li> </ul>	TP
	1.5.2 Ensure the development and support of the City's art and cultural assets, program and partnerships.	1.5.2.1 A variety of opportunities for arts and cultural assets, programs and partnerships are offered throughout the City. Reported annually on 2010 baseline.	Rockdale Arts Festival - action from the Public Art Strategy first year including: <ul style="list-style-type: none"> <li>• Creativity;</li> <li>• Camerart;</li> <li>• Outdoor Gallery.</li> </ul>	TP
<b>Strategy 1.6 – Heritage and history</b>  Ensure that Rockdale's natural and built heritage is respected, protected and well maintained reflecting the rich and diverse past of both indigenous and European settlement.	1.6.1 Protect and promote Rockdale's heritage and history.	1.6.1.1 Importance of heritage to the community shown as increasing in the Annual Community Survey.	The question about satisfaction with Heritage Conservation was asked for the first time in the 2012 Survey. Results showed a moderate level of satisfaction with this service.	MFT
	1.6.2 Support the retention of significant heritage artefacts and records.	1.6.2.1 Implementation of improved methods for preserving artefacts and records ensures they are well maintained. Reported annually from 2010 baseline.	Program to restore and digitise Council's Minute Books to improve access and ensure future preservation. 226 books completely restored and digitised, 269 remain, work is continuing.	TP



# 2.2

## Highlights of Achievements During the Council Term 2008-2012

### Outcome I: A Vibrant, Healthy and Socially Connected City of Many Cultures

- ◆ Received State Library funding for Chinese bilingual catalogue for Library.
- ◆ Installation of CCTV in Rockdale town centre.
- ◆ Public Art Policy and Strategy adopted by Council. The Rockdale Arts Festival was held for the first time in 2011-12 including: CreARTivity, CamerART and the Outdoor Gallery.
- ◆ Successful heritage grant application to discover Rockdale's Migration History.
- ◆ Disability Action Plan adopted and audit of Council owned facilities well advanced. All refurbished and new facilities are fully accessible.
- ◆ Regulations Unit completed 2,789 inspections representing 112% completion against target. Achievement was due to a trial of a new resourcing initiative.
- ◆ In 2011-12 a total of 804 environmental health inspections were completed representing 102% of the target. Approximately 16 new businesses opened through this financial year.
- ◆ Council coordinated the 2008 Family Christmas in Rockdale campaign, which involved 11 days of events in King Street Place and promoted the site as a safe and enjoyable place for families both day and night.
- ◆ Council in partnership with the Al Zahra Muslim Women's Association held the 2009 Diversity of Muslim Women's Conference.
- ◆ The Rockdale Meals Service received the Highly Commended Award: 'Good Food, Good Heart' by the Heart Foundation at the 2008 Local Government Awards held on 30 July 2008.
- ◆ The Media and Public Affairs unit received the Joint Highly Commended Award for 'Reporting to Your Community' as a result of the improvements with Council's monthly community newsletter the Rockdale Review at the 2008 Local Government Awards held on 30 July 2008.
- ◆ Regulations Unit engaged in an education program reinforcing the responsibilities of dog owners along Cook Park and Peter Depena Reserve in response to Community concerns raised.
- ◆ 'Women Going Bush' was held in conjunction with the St George Migrant Resource Centre and offered new migrants an opportunity to experience a taste of the Australian bush through an Aboriginal smoking ceremony, guided bushwalk and native wildlife display. 50 participants from a wide variety of ethnic backgrounds took part.







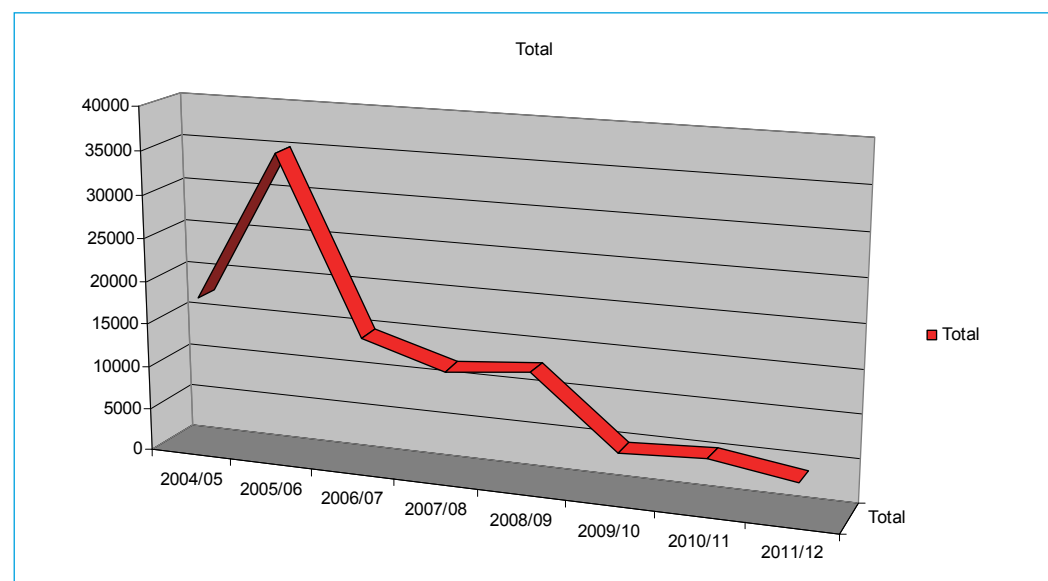
## Safer Cities Program Special Rate

The Special Rate Variation of 1% for the Safer Cities Program came into effect on 1 July 2007. Over the four years 2008 – 12 it has been spent as follows (2011-12 is an estimate):

Safer City Program	2008-09	2009-10	2010-11	2011-12
Graffiti Management	\$209,000	\$97,000	\$108,000	\$104,000
CCTV	\$34,000	\$12,000	\$14,000	\$7,000
Community Safety Vandalism and Education Programs	\$90,000	\$120,000	\$152,000	\$161,000
<b>Total</b>	<b>\$333,000</b>	<b>\$229,000</b>	<b>\$274,000</b>	<b>\$272,000</b>

The graph shows the reduction in graffiti requiring removal, with a continuing downward trend since 2006 (the Safer Cities Program was a 3% Special Rate Variation prior to 2007).

It was anticipated that the level of graffiti to be removed each year would remain around 12,000 square metres, but the program has been very successful in discouraging graffiti and the level in 2011-12 has fallen to just over 4,000 square metres. This will allow the Program to concentrate on sustainable community programs in future years.



## 2.3 Outcome 2 – A Sustainable City



### What does this outcome mean?

A city with a high quality natural and built environment that reflects the aspirations of the community, now and for future generations.

Sustainability and environmental management is integral to the City's infrastructure and function. With sustainability at its core, the City is vibrant, engaging and liveable.

The City's environmental features are protected and improved.

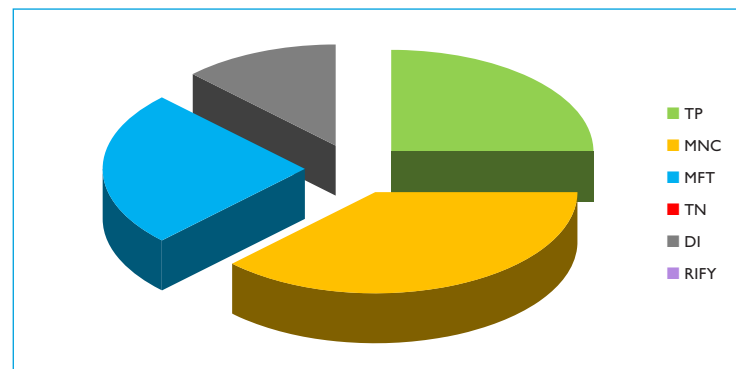
### Community Strategic Plan impact Year 1

#### Were the actions taken effective – did anything change or start to improve?

38% of the measures in Outcome 2 of the Community Strategic Plan showed marginal or no change, 25% were measured for the first time and 25% were trending positively.

#### How is progress towards achievement of outcomes measured?

<b>TP</b> Trending positively	<b>TN</b> Trending negatively
<b>MNC</b> Marginal or no change	<b>DI</b> Delayed implementation
<b>MFT</b> Measured for the first time	<b>RIFY</b> Results in future years



# 2.3

Measures to monitor progress towards being a Sustainable City	Results for first year of implementation	Key
A. Increasing community satisfaction with the management of Rockdale's built environment. Source: Council's Community Survey.	This question was not asked in the 2010 Community Survey, so the baseline is set in 2012 as 3.37 which indicates moderate satisfaction.	MFT
B. Increasing community satisfaction with the management of Rockdale's natural environment. Source: Council's Community Survey.	Satisfaction with the management of Rockdale's natural environment has remained high and steady.	MNC
C. The community satisfaction with Council's management of development applications. Source: Council's Community Survey.	Council undertook a detailed DA Customer feedback survey in March 2012 that showed levels of satisfaction between 59% and 68% with the different aspects of the service.	MFT
D. No deterioration in river health. Source: Council statistics.	Comprehensive water quality monitoring study commenced in January 2012. Baseline will be available in February 2013.	DI
E. No deterioration in beach water quality. Source: Office of Environment and Heritage Beachwatch water quality results.	Beach water quality has improved. 2009-10 Beach suitability rate 1 Poor; 1 Fair; 4 Good. 2010-11 Improvement 1 Poor; 5 Good. The 'poor' rating is for the site near the mouth of the Cooks River.	TP
F. Increase per capita tonnes in waste recovery/recycling. Source: Council's statistics – Waste Audit.	There was a small increase in per capita waste recovery/recycling - 2009-10 88.24 tonnes in 2010-11 89.57 tonnes per capita (1.5%).	MNC
G. Number of dwellings built in City of Rockdale compared with 2031 target in the Metropolitan Strategy of 7,000 dwellings. Source; Council statistics.	In 2011-12, 625 DA and building approvals. Tracking on target for Metropolitan Strategy.	TP
H. Increased use of public transport. Source: Bureau of Transport Statistics.	Public Transport patronage has remained consistent over the last 5 years.	MNC



# 2.3

## Strategies for the delivery of Outcome 2 of the Community Strategic Plan:

### Strategy 2.1 Strategic planning for a sustainable future

Protecting, preserving and promoting the City's built and natural environment.

### Strategy 2.2 Protect, preserve and promote the City's natural resources

### Strategy 2.3 Climate change

Demonstrate leadership in responding to climate change through action and adaptation.

### Strategy 2.4 Resource efficiency

Maximise the efficient use of resources.

### Strategy 2.5 Land planning and management

Promote high quality, well designed and sustainable development that enhances the City.

### Strategy 2.6 Open spaces

Provide parks, reserves and recreation areas which reflect the qualities of the City's social and environmental needs.

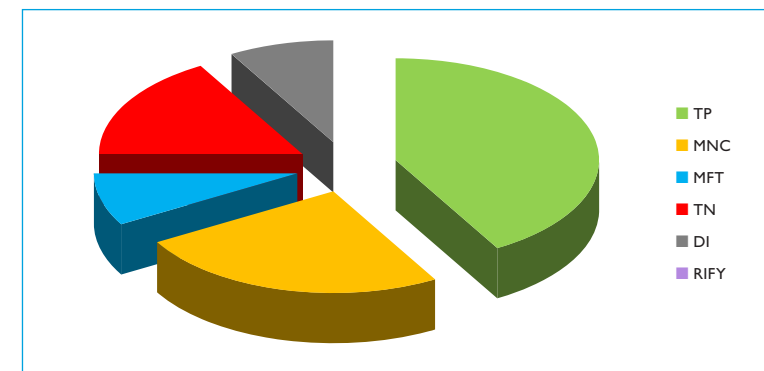


## Outcome 2 – Delivery Program 2011-2015 Twelve Month Progress Report

The Delivery Program includes a method of assessment to determine the effectiveness of each principal activity in achieving the objectives at which the activity is directed. The outcome measure is identified for each principal activity in the Program.

### Did Council do what it said it would do in Outcome 2 towards achieving the objectives of the Community Strategic Plan?

42% of the results of the Principal Activities for Outcome 2 in the Delivery Program were trending positively; with 25% showing marginal or no change, and 17% trending negatively.



Strategy	4-Year Delivery Program Principal Activities 2011-15 What we said we would do?	How we were going to measure progress	What has been our progress for 2011-2012?	Key
<b>Strategy 2.1 – Strategic planning for a sustainable future</b>  Protecting, preserving and promoting the City's built and natural environment	2.1.1 Review and refine Council's key natural and built environment policies, strategies and plans to ensure that they reflect contemporary thinking and community aspirations.	2.1.1.1 Priorities in Council natural and built environment plans, strategies and policies reflect the issues identified by the community (Source: Community Survey, Environment & Sustainability Forum Survey).	In the community engagement for the Biodiversity Strategy review issues were raised by the community concerning the City's bushland areas, water quality and regional leadership in advocacy for sustainability were expressed. These concerns will be used to inform reviews of existing plans and strategies. A comprehensive Plan of Management for all open space across the City of Rockdale commenced. The initial consultation program including six community workshops, survey and focus group meetings have been completed. This consultation program extracted the contemporary aspirations of the community. The next phase is to prepare a draft Plan of Management to reflect issues identified by the community. This is scheduled for public exhibition in the 2012-13 Year.	TP
	2.1.2 Demonstrate the importance of environment and sustainability issues to key stakeholders to improve their understanding, and to enhance the natural and built environment.	2.1.2.1 Increasing involvement of key stakeholders in environmental issues in the City of Rockdale reported annually from Council statistics. Baseline 2010.	Council has held workshops with key stakeholders including government and natural resource management groups as part of the Cooks River Sustainability Initiative, Lower Georges River Sustainability Initiative, development of Wolli Creek Riparian Management Plan, Aquatic Weed Management Strategy, and review of Biodiversity Strategy. Council has sought OEH and NSW DPI (Fisheries and Weeds) guidance on a number of environmental projects. A wide range of Council staff have also been involved in the improving the City of Rockdale's environmental outcomes. Council has also held numerous Community Forums/Workshops on a number of its urban planning studies and plans. Council has met quarterly with: (1) the Department of Planning and Infrastructure; (2) Sydney Airports Corporation; & (3) Port Botany Liaison Group.	TP



Strategy	4-Year Delivery Program Principal Activities 2011-15 What we said we would do?	How we were going to measure progress	What has been our progress for 2011-2012?	Key
<b>Strategy 2.2 – Protect, preserve and promote the City's natural resources</b>	2.2.1 Demonstrate the importance of environment and sustainability issues to key stakeholders to improve their understanding, and to enhance the natural and built environment.	2.2.1.1 Demonstrate the importance of environment and sustainability issues to key stakeholders to improve their understanding, and to enhance the natural and built environment.	Bushcare Officer employed and undertakes field days with community members. There has been no loss in natural area - Council has increased the area of bushland and wetlands under active management from 13 to 14 hectares in 2012.	TP
	2.2.2 Engage and educate stakeholders and the community to improve understanding of the City's natural assets and stewardship of the natural environment.	2.2.2.1 Increase in the level of importance the community attributes to environmental issues (Source: Annual Community Survey).	The 2012 Community Survey has shown that the level of importance to the community of the restoration of our natural bushland and maintaining healthy natural waterways has remained high with satisfaction steady. Council has held numerous environmental events for the community covering topics of biodiversity, waste, climate change, water and energy efficiency. These events have been held for the general community, staff, schools and local businesses.	MNC
<b>Strategy 2.3 – Climate change</b>  Demonstrate leadership in responding to climate change through action and adaptation.	2.3.1 Demonstrate leadership in managing the City's response to tackling global warming and climate change impacts through energy efficiency, renewable energy and climate change adaptation programs that improve the City's preparedness to manage and adapt to the adverse impacts of climate change.	2.3.1.1 Increased community satisfaction with Council's management of the risk of sea level rise. Measured in the Annual Customer Survey.	This question was asked for the first time in the 2012 Survey. It showed moderate levels of satisfaction with Council's management of the risk of sea level rise.	MFT
		2.3.1.2 Increase in waste diverted from landfill reported annually from Council's statistics on a 2010 baseline.	Council has held community workshops to encourage the concepts of reduce, reuse, recycle. A group tender was commenced in 2011 to secure an Alternative Waste Treatment Service which will greatly increase diversion of waste from landfill from 2015.  There was a small increase in per capita waste recovery/recycling - 2009-10 88.24 tonnes in 2010-11 89.57 tonnes per capita (1.5%).	TP





Strategy	4-Year Delivery Program Principal Activities 2011-15 What we said we would do?	How we were going to measure progress	What has been our progress for 2011-2012?	Key
<b>Strategy 2.4 – Resource efficiency</b>  Maximise the efficient use of resources.	2.4.1 Demonstrate leadership in the efficient use of energy, water conservation and waste minimisation to reduce impacts on the environment.	2.4.1.1 Decrease in Council's energy and water consumption from its major facilities reported annually on a 2010 baseline.	Energy and water use by Council has remained relatively stable. Council is currently implementing new water saving measures.	MNC
		2.4.1.2 Increase in waste diverted from landfill reported annually from Council's statistics on a 2010 baseline.	Council has held community workshops to encourage the concepts of reduce, reuse, recycle. A group tender was commenced in 2011 to secure an Alternative Waste Treatment Service which will greatly increase diversion of waste from landfill from 2015. There was a small increase in per capita waste recovery/recycling - 2009-10 88.24 tonnes in 2010-11 89.57 tonnes per capita (1.5%).	TP
<b>Strategy 2.5 – Land planning and management</b>  Promote high quality, well designed and sustainable development that enhances the City.	2.5.1 Demonstrate leadership in the management of development applications and the development assessment process to enhance customer service delivery.	2.5.1.1 Demonstrate leadership in the management of development applications and the development assessment process to enhance customer service delivery.	Satisfaction with Council's town planning controls has fallen in the Community Survey, however further data gathered in March 2012 stated that 70% of respondents regarded the planning controls as "a necessary control to go through."	TN
	2.5.2 Develop improved systems and processes, including an electronic DA system, to foster quality outcomes through the development application process.	2.5.2.1 Develop improved systems and processes, including an electronic DA system, to foster quality outcomes through the development application process.	The first online Development Services Customer Satisfaction Survey (March 2012) drew a statistically significant response of 32% overall with 52% of these respondents stating they were satisfied with the overall experience of the application process. Council introduced electronic documentation requirements across all application types coming into Council from 1 July 2012 to improve processes in the assessment and determination of development applications. This will flow on to increased efficiencies in time and cost savings for Council and applicants.	TP



Strategy	4-Year Delivery Program Principal Activities 2011-15 What we said we would do?	How we were going to measure progress	What has been our progress for 2011-2012?	Key
<b>Strategy 2.5 – Land planning and management (cont.)</b>	2.5.3 Educate and engage the community and industry stakeholders in the development assessment process.	2.5.3.1 Annual Community survey results show increasing satisfaction of the quality of the built environment to the community.	Our survey results (March 2012) determined 39% of our customers were satisfied with the final decision relating to development with another 55% of respondents stating they believe the weight given to adjoining neighbours' submissions is 'about right.' The Community Survey showed a reduction in satisfaction with the appropriateness of town planning controls. The Rockdale Local Environmental Plan (LEP) 2011 and Development Control Plan (DCP) 2011 came into being in December 2011 and means that these two documents now replace over 70 DCPs and Policies in the Rockdale LGA. This new set of controls provides a simple framework for developers, builders and renovators to work by.	<b>TN</b>
	2.5.4 Demonstrate leadership in the City's response to development compliance matters.	2.5.4.1 Results of the investigation of compliance matters documented to identify trends. Reported annually.	Delayed implementation. The Community Satisfaction Survey showed concerns surrounding Council's perceived lack of response to unauthorised/illegal building works.	<b>DI</b>
<b>Strategy 2.6 – Open spaces</b> Provide parks, reserves and recreation areas which reflect the qualities of the City's social and environmental needs.	2.6.1 Ensure that through management and maintenance programs natural and open space areas are provided with long term protection.	2.6.1.1 Maintenance works carried out on Council's natural areas reflect both community needs and the ongoing protection of the environment. Measured by the Community Survey.	The Community Survey shows high and steady satisfaction with Council's management of the natural environment. The Operations Bush Regeneration Team completes an annual program of planting and maintaining areas like Bardwell Valley and Stotts Reserve Wetland and support various volunteer groups that assist in maintaining and restoring our natural bushland. The Waterways Management Plan has been developed to continue to preserve the biodiversity of Botany Bay.	<b>MNC</b>

## Highlights of Achievements During the Council Term 2008-2012

### Outcome 2: A Sustainable City

- ◆ Management of extensive bushland and weed removal initiatives across 140,500 sq m (14 hectares) of Council land.
- ◆ Completion of energy audit for Council's top 10 energy using facilities.
- ◆ Approval obtained for expenditure of \$600,000 of sustainability projects through WaSIP program.
- ◆ Councils Waste Avoidance and Resource Recovery Strategy Matrix (WARRS) has delivered all 23 elected programs.
- ◆ Parks have continued to deliver exception floral displays throughout Rockdale.
- ◆ In response to community concerns for the City's bushland areas, water quality and regional leadership in advocacy for sustainability, Council has undertaken a number of initiatives during the year to guide future funding and works priorities.
- ◆ Council conducted annual reviews of its Environment Policy and Plan, environmental procedures, prepared annual State of the Environment Reports and contributed to the draft Georges River Coastal Zone Management Plan (2012) and Wolli Creek Riparian Management Plan (2012).
- ◆ Council has undertaken annual wetland and bushland tours, bushcare days, walk to work days, national tree day, Clean Up Australia Day.
- ◆ Each year Council hosts an annual key environmental event - Environment and Sustainability Forum (2010) and Local Harvest Sustainable Food Festival (2011).
- ◆ Council has also developed a community environmental email network of over 350 residents who receive monthly update of initiatives and events.
- ◆ Council has undertaken a number of initiatives to guide future funding and works priorities, including:
  - Rockdale Aquatic Weed Management Strategy (2011).
  - Upper Wolli Creek Subcatchment Management Plan (2011)
  - Water Savings Action Plan (2011).
- Sustainable Events Management Policy (2011).
- Sustainable Procurement Policy and Strategy (2011).
- Integration of sustainability principles and actions into Council's Fleet Policy (2011).
- Environmental Risk Assessment Procedure (2011).
- Rockdale "On the Go" Sustainable Transport Map (2011).
- Draft Climate Change Adaptation Risk Action Plan (2010).
- Cooks River Estuarine Vegetation Mgt Plan (2009).
- Rockdale Wildlife Friendly Design Guidelines (2008).
- Energy Savings Action Plan (2008).
- Draft Climate Change Risk Analysis (2008).
- ◆ Council was a winner in the 2009 Australian Business Excellence Systems Award. The award was for the Environmental Management Systems category.
- ◆ A selection of native plants was prepared for the Bardwell Valley Volunteers Group. Also, 2,000 native plants were planted during the 2008 National Tree Day activities.
- ◆ Maps of cycle paths throughout Rockdale City have been produced to help raise awareness of cycle paths and promote cycling as an alternative mode of transport.



## 2.4 Outcome 3 – A Strong Economy



How is progress towards achievement of outcomes measured?

<b>TP</b> Trending positively	<b>TN</b> Trending negatively
<b>MNC</b> Marginal or no change	<b>DI</b> Delayed implementation
<b>MFT</b> Measured for the first time	<b>RIFY</b> Results in future years

What does this outcome mean?

Our urban centres are vibrant, welcoming, diversified and robust, and take advantage of the City's built, natural, economic and cultural environments and transport links to provide employment opportunities and attract tourists.

### Community Strategic Plan impact Year 1

Were the actions taken effective – did anything change or start to improve?

50% of the measures in Outcome 3 of the Community Strategic Plan could not be measured in the first year, and will show Results in Future Years.



# 2.4

Measures to monitor progress towards a Strong Economy	Results for first year of implementation	Key
A. The numbers of vacant shops in our town centres is decreasing. Source: Rockdale Council's Retail Centres Occupancy Audit.	The retail occupancy rates for Town Centres were measured for the first time in 2012 and showed 3 Centres had a reduction in vacancy rates, 4 had an increase, and 3 were stable. Rockdale Town Centre is the largest and saw a significant reduction in vacancy rate from 22.3% in 2011 to 13.9% in 2012.	MFT
B. Number of new jobs in Rockdale compared with the 2031 target of 13,000 new jobs in the Metropolitan strategy. Source: Australian Bureau of Statistics.	There is an annual average increase in new jobs between 2001 and 2011, in the City of Rockdale. The increase noted was 2.3%, being 0.6% greater than the current national average of 1.7%. But 0.8% below the Metropolitan Strategy target of 3.1%.	RIFY
C. An increase in investment in new developments in the City of Rockdale. Source: Council's Development Statistics.	2010-11 to 2011-12 Complying Development Certificates: 71% increase (from \$9.1 million to \$15.5 million). Development Applications: 11.46% increase (\$238 million to \$265 million).	TP
D. Measures for tourism will be identified in the development of a Tourism Strategy.	The Tourism Strategy will be developed in 2015.	RIFY



# 2.4

## Strategies for the delivery of Outcome 3 of the Community Strategic Plan:

### Strategy 3.1 Support a network of commercial centres and existing and emerging businesses in the City

Ensure a positive environment for commercial and business activities through a range of initiatives.

### Strategy 3.2 Attraction of investment and employment to the City

Promote investment opportunities for the City, its projects and the local economy.

### Strategy 3.3 Enhanced tourism opportunities for the City

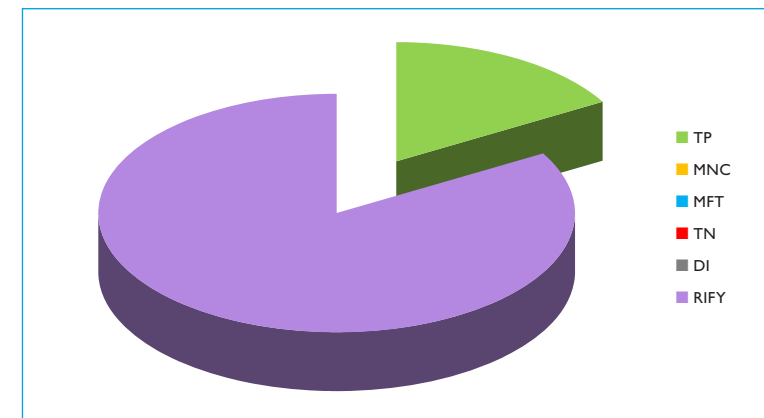
Promote a diversity of experiences for visitors to the City of Rockdale.



## Outcome 3 – Delivery Program 2011-2015 Twelve Month Progress Report

Did Council do what it said it would do in Outcome 3 towards achieving the objectives of the Community Strategic Plan?

83% of the results of the Principal Activities for Outcome 3 in the Delivery Program could not be measured at present and will show Results in Future Years.





Strategy	4-Year Delivery Program Principal Activities 2011-15 What we said we would do?	How we were going to measure progress	What has been our progress for 2011-2012?	Key
<p><b>Strategy 3.1 – Support a network of commercial centres and existing and emerging businesses in the City</b></p> <p>Ensure a positive environment for commercial and business activities through a range of initiatives.</p>	<p>3.1.1 Promote Rockdale as the premier retail and commercial centre in the City together with a network of vibrant villages and other centres.</p>	<p>3.1.1.1 Four yearly Business and Community Surveys show increasing satisfaction with City of Rockdale's retail and commercial centres.</p>	<p>Four yearly Business and Community Surveys will be undertaken in 2014 to measure satisfaction with City of Rockdale's retail and commercial centres. Actions that promoted Rockdale as the premier retail and commercial centre in the City together with a network of vibrant villages and other centres include:</p> <ul style="list-style-type: none"> <li>- Development of the Rockdale Town Centre Masterplan.</li> <li>- Delivering and supporting various cultural, community and economic events held in and around the town centres with significant events occurring at Bexley North, Bexley, Brighton Le Sands and Rockdale.</li> <li>- Installation of CCTV in the town centre.</li> <li>- Subsidised costs to private property owners to improve their lighting.</li> <li>- Council's shopfront improvement program which subsidised costs to private property owners to improve their facades, awnings and signage.</li> <li>- Additional parking provision supplied at Council's car park located on Bay Street.</li> <li>- Engaging with and supporting the Rockdale City Chamber of Commerce, Bexley Chamber of Commerce and Bexley North Chamber of Commerce.</li> <li>- Thriving Town Centres streetscaping completed at Bexley North and Brighton Le Sands.</li> </ul>	RIFY



Strategy	4-Year Delivery Program Principal Activities 2011-15 What we said we would do?	How we were going to measure progress	What has been our progress for 2011-2012?	Key
<b>Strategy 3.1 – Support a network of commercial centres and existing and emerging businesses in the City (cont.)</b>	3.1.2 Develop and strengthen partnerships with regional and locally based businesses and organisations.	3.1.2.1 Four Yearly Business Survey shows increasing satisfaction with Council's economic development actions.	Four yearly Business and Community Surveys will be undertaken in 2014 to measure satisfaction with City of Rockdale's retail and commercial centres. Council continues to be an active partner with the St George-Sutherland Business Enterprise Centre (BEC). Council's inaugural Building Better Business Workshops program for 2011-12 resulted in 197 attendees across 9 workshops. The program was delivered 30% under budget. An evaluation of the program has confirmed Council's commitment for future years. Ongoing engagement and support for the Rockdale City Chamber of Commerce, Bexley Chamber of Commerce and Bexley North Chamber of Commerce.	RIFY
	3.1.3 Work with other levels of government and educational training providers to develop local skills and meet needs of businesses.	3.1.3 Work with other levels of government and educational training providers to develop local skills and meet needs of businesses.	In 2010, Council partnered with the NSW Government - Industry & Investment Department and surrounding Council's to develop the Southern Sydney Regional profile. The profile explored the economy of Rockdale City and 5 other Local Government Areas being Bankstown, Canterbury, Hurstville, Kogarah and Sutherland. Partnered with Economic Development Australia (EDA) to deliver and facilitate their 2010 annual conference, which was held in Council facilities at Brighton Le Sands and attracted attendees from around the nation. Hosted the 2011 St George and Sutherland Employment and Training Exhibition at Rockdale Town Hall. Exhibition was delivered in partnership with Kogarah Council, St George TAFE, Centrelink, the Australian Defence Force and the St George Migrant Resource Centre. Council continues to be an active partner with the St George-Sutherland Business Enterprise Centre (BEC), a collaboration between Kogarah, Hurstville, Sutherland and Rockdale Councils.	TP



Strategy	4-Year Delivery Program Principal Activities 2011-15 What we said we would do?	How we were going to measure progress	What has been our progress for 2011-2012?	Key
<b>Strategy 3.2 – Attraction of investment and employment to the City</b>  Promote investment opportunities for the City, its projects and the local economy.	3.2.1 Promote investment opportunities for the City, its projects and the local economy.	3.2.1.1 Four Yearly Business Survey identifies investment opportunities.	Four yearly Business and Community Surveys will be undertaken in 2014 to measure satisfaction with City of Rockdale's retail and commercial centres. Investment opportunities were identified and promoted via the Southern Sydney Regional profile that was developed with the NSW Government - Industry & Investment Department and Bankstown, Canterbury, Hurstville, Kogarah and Sutherland in 2010. The profile promotes existing and potential business growth sectors, including manufacturing, finance and banking and health and community services. Partnered with Hurstville and Kogarah Councils as exhibition stall holders at the 2010-11 'Think Biz' conference that promoted business investment opportunities for the respective LGA's.	RIFY
<b>Strategy 3.3 – Enhanced tourism opportunities for the City</b>  Promote a diversity of experiences for visitors to the City of Rockdale.	3.3.1 Develop and implement strategies to market the City as a visitor/tourist destination and promote the benefits of tourism.	3.3.1.1 Effectiveness of strategies in marketing the City as a visitor/tourist destination reported annually.	Tourism Strategy to be developed. Council's inaugural CamerArt photographic competition celebrating life in Rockdale was successfully delivered during March-April 2012. Delivering and supporting various cultural, community and economic events held in and around the town centres with significant events occurring at Bexley North, Bexley, Brighton Le Sands and Rockdale.	RIFY
	3.3.2.1 Support the creation of increased local employment opportunities.	3.3.2.1 Effectiveness of Council support for the creation of increased local employment opportunities reported annually.	Between 2001 and 2011, the annual average increase for persons employed in Rockdale City was 2.3%, being 0.6% greater than the current national average of 1.7%, but 0.8% below the Metropolitan Strategy target of 3.1% due to the Cooks Cove development not occurring and Wolli Creek employment opportunities being weaker than anticipated.	RIFY



# 2.4

## Highlights of Achievements During the Council Term 2008-2012

### Outcome 3: A Strong Economy

- ◆ Council's inaugural Building Better Business Workshops program for 2011-12 resulted in 197 attendees across 9 workshops.
- ◆ Actions that promoted Rockdale as the premier retail and commercial centre in the City together with a network of vibrant villages and other centres include:
  - a) Development of the Rockdale Town Centre Masterplan.
  - b) Delivering and supporting various cultural, community and economic events held in and around the town centres with significant events occurring at Bexley North, Bexley, Brighton Le Sands and Rockdale.
  - c) Installation of CCTV in the Rockdale town centre.
  - d) Subsidised costs to private property owners to improve their lighting.
  - e) Council's shopfront improvement program which subsidised costs to private property owners to improve their facades, awnings and signage.
  - f) Additional parking provision supplied at Council's car park located on Bay Street.
  - g) Engaging with and supporting the Rockdale City Chamber of Commerce, Bexley, Chamber of Commerce and Bexley North Chamber of Commerce.
- h) Thriving Town Centres streetscaping completed at Bexley North and Brighton Le Sands.
- ◆ Hosted the 2011 St George and Sutherland Employment and Training Exhibition at Rockdale Town Hall. Exhibition was delivered in partnership with Kogarah Council, St George TAFE, Centrelink, the Australian Defence Force and the St George Migrant Resource Centre.
- ◆ Investment opportunities were identified and promoted via the Southern Sydney Regional profile which was developed with the NSW Government - Industry & Investment Department and Bankstown, Canterbury, Hurstville, Kogarah and Sutherland in 2010. The profile promotes existing and potential business growth sectors including manufacturing, finance and banking and health and community services.
- ◆ Partnered with Hurstville and Kogarah Council's as exhibition stall holders at the 2010-11 'Think Biz' conference which promoted business investment opportunities for the respective LGA's.
- ◆ Council's inaugural CamerArt photographic competition celebrating life in Rockdale was successfully delivered during March-April 2012.

## 2.5 Outcome 4 – Appropriate Infrastructure



### What does this outcome mean?

The City of Rockdale has well connected and integrated systems and networks that support the Rockdale community.

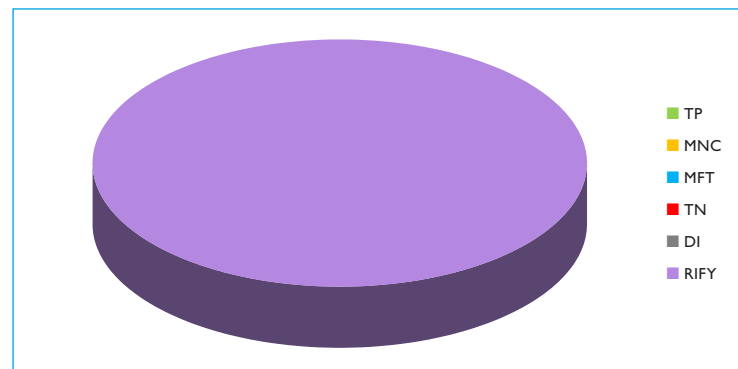
### Community Strategic Plan impact Year 1

Were the actions taken effective – did anything change or start to improve?

All of the measures in Outcome 4 could not be measured and will show Results in Future Years.

#### How is progress towards achievement of outcomes measured?

<b>TP</b> Trending positively	<b>TN</b> Trending negatively
<b>MNC</b> Marginal or no change	<b>DI</b> Delayed implementation
<b>MFT</b> Measured for the first time	<b>RIFY</b> Results in future years



# 2.5

Measures to monitor progress towards Appropriate Infrastructure	Results for first year of implementation	Key
A. Asset Management Plan in place by 2015 that captures condition data. Source: Council's Statistics.	<p>Council developed and adopted its first Resourcing Strategy in 2011, which also contained Council's Asset Management Strategy 2011. Asset condition data was established for the following asset categories:</p> <ul style="list-style-type: none"> <li>- Transport and Infrastructure</li> <li>- Stormwater Drainage</li> <li>- Plant, Fleet and Equipment</li> <li>- Library Resources</li> <li>- Property and Buildings</li> <li>- Parks, Recreation and Natural Environment</li> <li>- IT and Communications</li> </ul> <p>Program on track for completion.</p>	RIFY
B. Agreed service levels in Asset Management Plans are met. Source: Condition Survey Databases.	Council continues to collect additional asset condition data as part of the development of Council's Asset Management Strategy 2013 - 25. Consultation on service levels will be undertaken as part of the community engagement for the review of City Plan by the new Council.	RIFY
C. Asset Management Plans identify necessary funding. Source: Council's statistics.	The Asset Management Strategy 2011 outlines current and required annual expenditure for each asset category. Additional asset condition data is currently being collected which will further influence the amount of expenditure required to maintain assets to a satisfactory level. This will be developed further as part of the development of Council's Asset Management Strategy and Long term Financial Plan 2013-2025.	RIFY
D. Council progressively addresses the asset funding gap identified in its strategies and plans. Source: Council data.	<p>Council developed seven Asset Management Plans for the following asset categories:</p> <ul style="list-style-type: none"> <li>- Transport and Infrastructure</li> <li>- Stormwater Drainage</li> <li>- Plant, Fleet and Equipment</li> <li>- Library Resources</li> <li>- Property and Buildings</li> <li>- Parks, Recreation and Natural Environment</li> <li>- IT and Communications</li> </ul> <p>The Asset Management Plans outlined current and required annual expenditure for each asset category. Additional asset condition data is currently being collected which will further influence the amount of expenditure required to maintain assets to a satisfactory level. This will be developed further as part of the development of Council's Asset Management Strategy 2013-25.</p>	RIFY



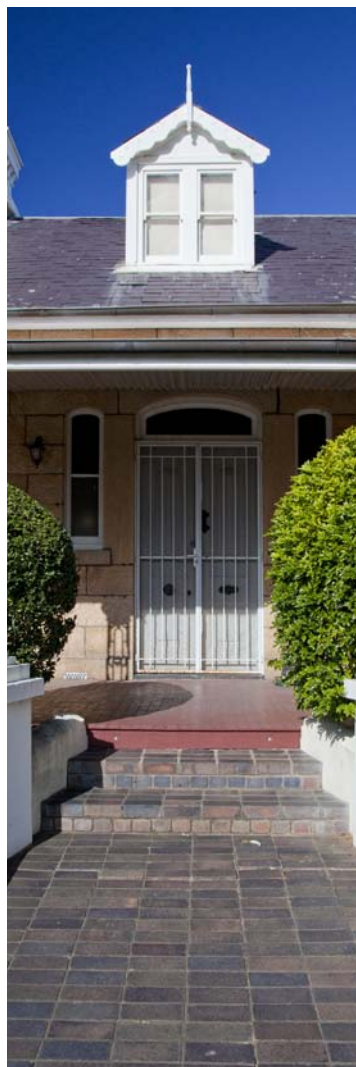
## Strategies for the delivery of Outcome 4 of the Community Strategic Plan:

### Strategy 4.1 Roads, drainage and other like infrastructure

Ensure that Roads, Drainage and other like infrastructure are designed, delivered and maintained in a manner which provides network integration and sustainability to meet the current and future transport and communications needs of the community.

### Strategy 4.2 Council buildings and facilities

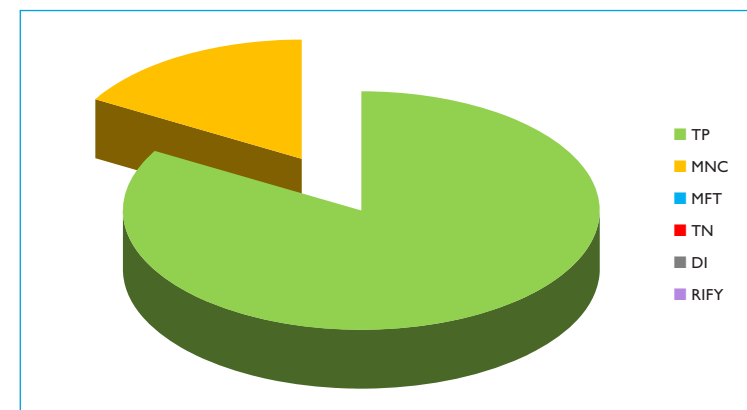
Ensure that community buildings and facilities are designed, delivered and maintained in a manner that is sustainable and reflects the needs of the community.



## Outcome 4 – Delivery Program 2011-2015 Twelve Month Progress Report

Did Council do what it said it would do in the Delivery Program for Outcome 4 towards achieving the objectives of the Community Strategic Plan?

83% of the results of the Principal Activities for Outcome 4 in the Delivery Program were trending positively.



Strategy	4-Year Delivery Program Principal Activities 2011-15 What we said we would do?	How we were going to measure progress	What has been our progress for 2011-2012?	Key
<b>Strategy 4.1 – Roads, drainage and other like infrastructure.</b>  Ensure that Roads, Drainage and other like infrastructure are designed, delivered and maintained in a manner which provides network integration and sustainability to meet the current and future transport and communications needs of the community.	4.1.1 Develop a decision support system to facilitate Council infrastructure projects to ensure they are designed and delivered in a manner which is economically sustainable.	4.1.1.1 Level of Service Framework in place for each Asset category by 2015. Baseline; 2011. Source: Council Asset Plans.	Level of service framework under development based on the International Infrastructure Maintenance Manual. On target for delivery by 2014-15 as planned.	TP
	4.1.2 Ensure that the condition and performance of Council's infrastructure networks are monitored through a regular program which aligns with the principles contained within the Corporate Asset Management Plan.	4.1.2.1 A comprehensive understanding of the condition of infrastructure networks established throughout Council by 2015. Baseline: 2011. Source: Council Asset Plan.	A comprehensive survey of road pavements across the City was completed in 2011-12. In addition, review of data on kerb and gutter, footpaths, buildings and park infrastructure has commenced. On target for completion in 2014-15.	TP
	4.1.3 Plan and implement effective traffic measures and road networks in conjunction with all relevant stakeholders.	4.1.3.1 Level of satisfaction with traffic measures increasing in Community Survey.	The Community Survey showed very high and steady satisfaction with Traffic Management. Council will assess the technical effectiveness of traffic calming measures post completion of works using traffic count data.	MNC
	4.1.4 Plan for and provide the new infrastructure required to support the urban renewal areas of Wolli Creek and Bonar Street.	4.1.4.1 A revised infrastructure works programme and funding plan in place and being implemented by 2015.	The infrastructure works program that currently underpins Council's contributions plan has been reviewed. The review has resulted in a number of existing and new infrastructure items to be considered and investigated further to form part of the revised infrastructure works program. On track for implementation.	TP
<b>Strategy 4.2 – Council buildings and facilities.</b>  Ensure that community buildings and facilities are designed, delivered and maintained in a manner that is sustainable and reflects the needs of the community.	4.2.1 Develop a decision support system to ensure that Council buildings and facilities are designed and developed to reflect the current and future needs of the community, in an economically sustainable manner.	4.2.1.1 A Level of Service Framework for each asset category in place by 2015. Baseline: 2011. Source: Council Asset Plans.	Council is progressing the development of service level agreements for completion by the timeframe set.	TP
	4.2.2 Ensure that the condition and performance of Facilities and Buildings are continually monitored, to align with Corporate Asset Management Principles.	4.2.2.1 A comprehensive understanding of the condition of facilities and buildings established throughout Council by 2015. Baseline: 2011. Source: Council Asset Plans.	Knowledge of condition rating increasing through on-going condition assessments. Assessment underway of accessibility of buildings. Is on track for completion in 2013.	TP

## Highlights of Achievements During the Council Term 2008-2012

### Outcome 4: Appropriate Infrastructure

- ◆ Bexley Swimming and Leisure Centre - The Capital Expenditure Review was considered by Council on 4 July 2012. The review profiles the capacity of Council to manage the project to completion and into the future, a higher level of accuracy in relation to estimated costs than the preliminary concept design costs, confirming the funding strategy and a risk management plan.
- ◆ First stage of the consultation plan for the review of the Citywide Plan of Management for Public Open Space completed.
- ◆ Public consultation plan commenced for the Civic Centre and New Central Library project.
- ◆ First stage of the Rockdale Town Hall refurbishment project completed. Contracts awarded for the construction of new public amenities at three locations in Cook Park: Pine Park; opposite Solander Street; and opposite Bruce Street.
- ◆ Rock groyne restoration project at Lady Robinson's Beach completed.
- ◆ Allocated Capital Works programs completed with various Community Centres rehabilitated including painting, fencing, guttering etc.
- ◆ New Cycleways constructed through Cook Park and traffic control devices, pram ramps and footpaths have been completed.
- ◆ Infrastructure inspections are undertaken in accordance with planned programmes. Roads inspection data collection by an external contractor has been completed. Bridge inspection data collection has been reprogrammed to commence in Q1 2012-2013. Inspection regimes are subject to continuous review in line with the Rockdale Asset Management Strategy.
- ◆ Completed the installation of a new communication mast for the Volunteer Coastal Patrol Group at Cook Park in Brighton Le Sands.
- ◆ Council completed construction of a 1.5km cycleway within Cook Park.
- ◆ A Local Area Traffic Management Study was carried out in June 2009 for an area of Bardwell Valley bounded by Bexley Road, Forest Road, Wollongong Road, Fripp Street, John Street, Darley Road and Bardwell Valley Golf Course. Approximately 1300 letters were delivered to residents seeking their opinions.
- ◆ Completed the construction of a car park on the Bay Street Masonic Hall Site.



# 2.5

## Asset Improvement and Rehabilitation and Community Buildings Special Rate Programs

The Special Rate Variation Program including the refurbishment of eleven community buildings has commenced. Six upgrades will be complete, including two projects under assessment for development consent, and three in the planning stage at the end of August 2012.

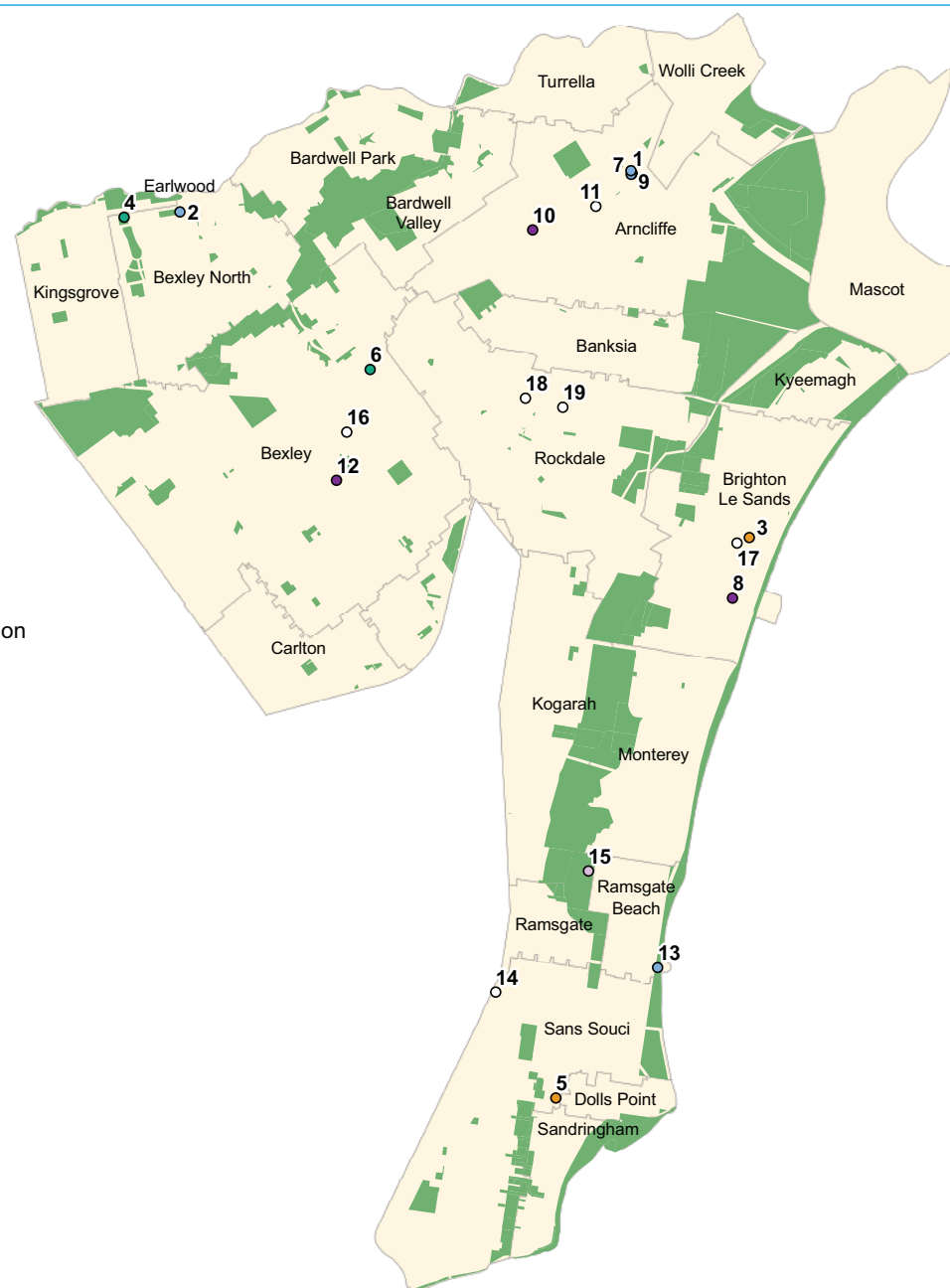
In addition, planning has already commenced on an additional project and another project has been expedited in the program due to successful grant funding, and is now under construction.

### Community Buildings

#### Legend

- Completed
  - DA Currently Being Prepared For Submission
  - Planning Stage
  - Under Construction
  - Quotation Stage
  - Pending
4. Kingsgrove/Bexley North Community Centre
  6. Bexley Community Centre
  3. Brighton Le Sands Branch Library
  5. Sans Souci Branch Library
  8. Brighton Early Childhood Centre
  10. Arncliffe Pre school Kindergarten
  12. Jack & Jill Kindergarten
  1. Arncliffe Womens Rest Centre
  2. Bexley North Branch Library
  7. Arncliffe Early Childhood Centre
  9. Arncliffe Branch Library
  13. Ramsgate Life Saving Club
  15. Syd Frost Hall/Sans Souci Literacy Institute
  11. Arncliffe Community Centre
  14. Ramsgate Early Childhood Centre
  16. Rockdale Meal Service
  17. Brighton Senior Citizens Centre
  18. Rockdale Community Aid
  19. Rockdale Senior Citizens Centre

- Parks and Open Space
- Suburb

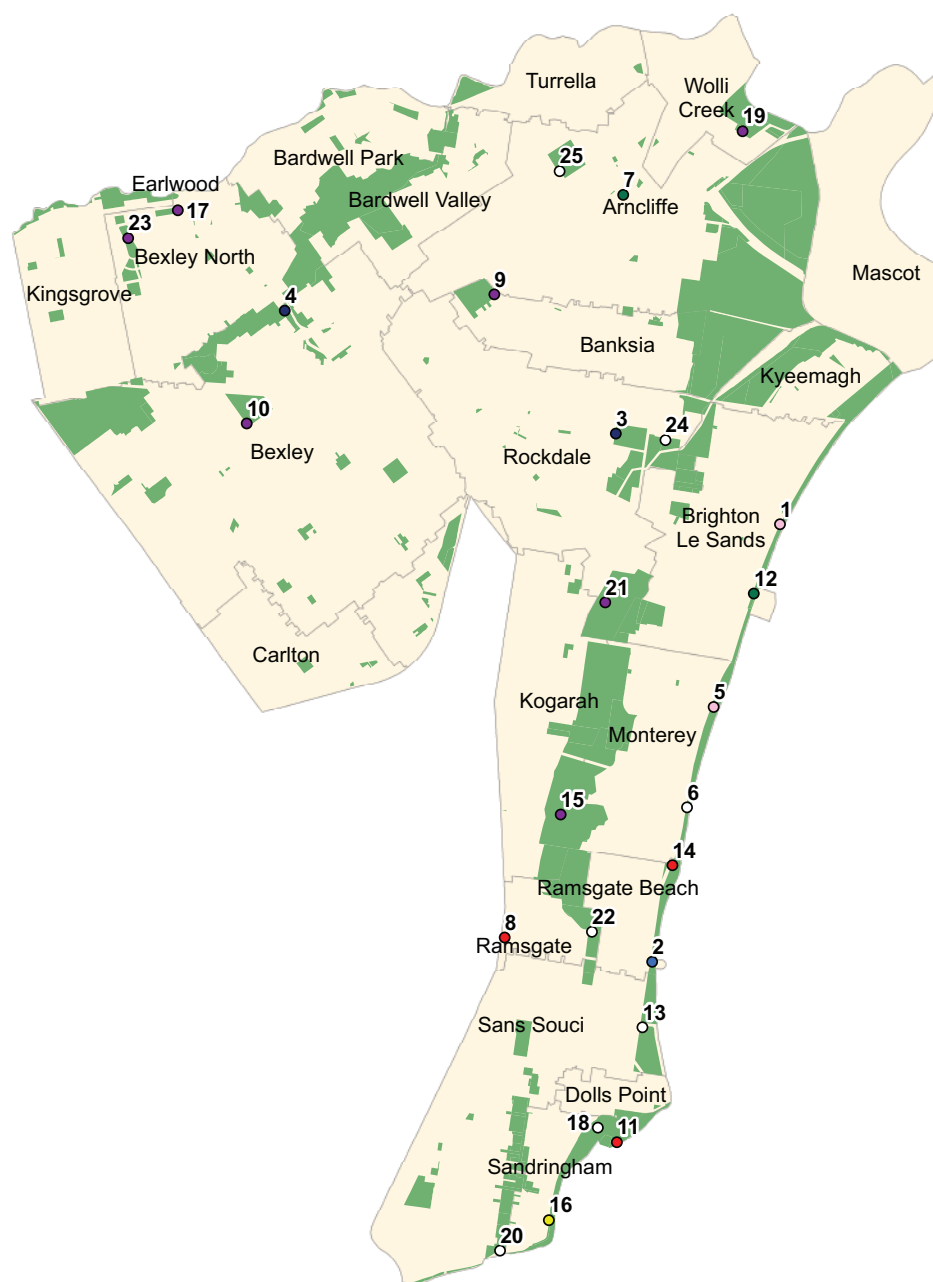


## Public Amenities

### Legend

- Completed
  - 7. Arncliffe Public Toilets
  - 12. Cook Park Amenities opp Bay St
- DA Currently Prepared
  - 8. Dillon Street Public Toilets
- Design Stage
  - 11. Peter Depena Reserve Toilets & Change South
  - 14. Cook Park opposite Emmaline Street
  - 16. Cook Park at Vanston Parade
- Planning Stage
  - 9. Gardiner Park Amenities
  - 10. Bexley Oval Toilets and Kiosk
  - 15. Scarborough Park Central Amenities
  - 17. Bexley North Public Toilet
  - 19. Cahill Park Central
  - 21. Bicentennial Park Central Amenities
  - 23. Gilchrist Park Amenities
- Tender Stage
  - 2. Cook Park Ramsgate Beach Dressing Shed
- Under Construction
  - 1. Cook Park opposite Bruce Street
  - 5. Cook Park - Solander St
  - 13. Cook Park at Pine Park
- On Hold
  - 3. Rockdale Park Amenities
  - 4. Bexley Tennis Courts Amenities
- Pending
  - 6. Cook Park Scarborough St
  - 18. Peter Depena Reserve Toilets West
  - 20. Scott Park Toilet Block
  - 22. Tonbridge Street Reserve Amenities and Kiosk
  - 24. Rockdale Women's Sports Field Toilets & Kiosk
  - 25. Arncliffe Park Amenities

- Parks and Open Space
- Suburb



The Special Rate Variation Program includes the refurbishment and replacement of sixteen public amenity buildings across the city.

Two projects are complete, three are currently under construction, one is currently at tender for construction, two projects under assessment for development consent, two are being designed, five are in the initial planning stage.

## 2.6 Outcome 5 – A Leading Organisation



How is progress towards achievement of outcomes measured?

<b>TP</b> Trending positively	<b>TN</b> Trending negatively
<b>MNC</b> Marginal or no change	<b>DI</b> Delayed implementation
<b>MFT</b> Measured for the first time	<b>RIFY</b> Results in future years

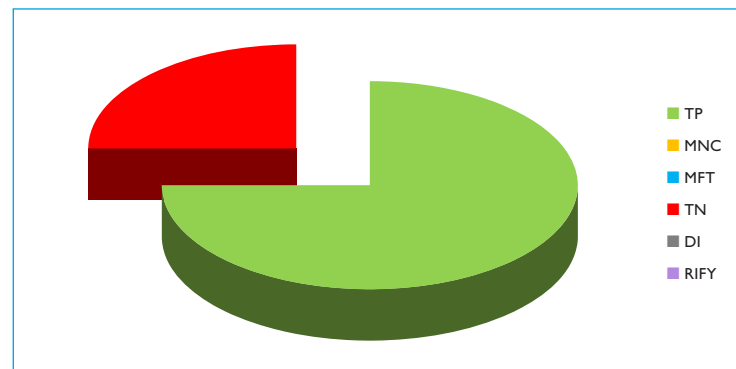
What does this outcome mean?

Council is a professional organisation that is valued and respected by its citizens, visitors and other stakeholders. This is reflected in how it represents and engages its community, and how it governs and performs its statutory roles. Council will measure and evaluate its performance and report the results to its community.

### Community Strategic Plan impact Year 1

Were the actions taken effective – did anything change or start to improve?

82% of the measures in Outcome 5 were trending positively.



# 2.6

Measures to monitor progress towards a Leading Organisation	Results for first year of implementation			Key
A. Increasing levels of community participation in community engagement activities. Source: Council's Statistics.	A dedicated 'Have Your Say and Update' section was created in May 2012 within Council's website implemented to increase community participation. Overall there were 1,056 visits to this dedicated section in one month.			TP
B. Achievement of Guarantees of Service for Customer Requests across the Council. Source: Council's statistics.	Council has shown an increase from 85% achievement in meeting its Guarantees of Service for its Customer Requests in 2010 to 86% in 2012.			TP
C. Staff turnover is less than 10%. Source: Council's statistics.	Remains steady at 2% in 2009-10 and 2% in 2011-12.			TP
D. Work life balance is improving for Council staff demonstrated by the increasing take up of initiatives. Source: Council's statistics.	Workforce is generally taking flex time, annual and long service leave, absenteeism is low/fair (3 days per staff member on average last quarter), staff turnover is low and lost time accidents are very low. All indicators of a happy, healthy and motivated workforce.			TP
E. Council ensures that its customer services remain independently accredited. Source: Australian Customer Service Institute.	Council remains accredited for Customer Service Excellence by the Customer Service Institute of Australia.			TP
F. Council meets Local Government Industry targets in terms of the level of debt, liquidity, and working capital.	<b>Ratios</b>	<b>Council 2010-11</b>	<b>Industry Benchmark</b>	
	Unrestricted Current Ratio	310	> 100	TP
	Debt Service Ratio	2.0	110.0	TP
	Rate Coverage Ratio	64	Increased	TP
	Rates Outstanding Ratio	6.0	5.0	TN
	Asset Renewals Ratio	17	100 ?	TN
G. Increase in transactions undertaken through interactive technologies in areas of data and finance.	Direct debits for payment of rates available from 1 July 2012.			TP



# 2.6

## Strategies for the delivery of Outcome 5 of the Community Strategic Plan:

### Strategy 5.1 Community partnership

Build a sound partnership between council and the community and other stakeholders.

### Strategy 5.2 Sound governance

Build a reputation for integrity, due diligence, transparency, foresight and fair play.

### Strategy 5.3 Advocacy

Promote the interests and priorities of the City of Rockdale to key stakeholders.

### Strategy 5.4 Workforce

Ensure that Council has a capable and motivated workforce committed to excellence in customer service and service delivery.

### Strategy 5.5 Financial sustainability

Ensure Council's activities and resources are managed to ensure long term financial sustainability.

### Strategy 5.6 Information systems

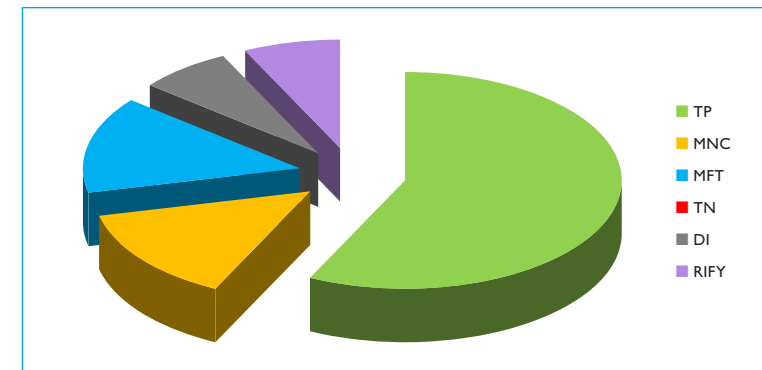
Establish an IT Governance Framework that maintains a Council-wide business-application suite and IT infrastructure that underpins the delivery of corporate goals.



## Outcome 5 – Delivery Program 2011-2015 Twelve Month Progress Report

Did Council do what it said it would do in the Delivery Program for Outcome 5 towards achieving the objectives of the Community Strategic Plan?

57% of the results of the Principal Activities for Outcome 5 in the Delivery Program were trending positively; 14% were measured for the first time and 14% showed marginal or no change.



Strategy	4-Year Delivery Program Principal Activities 2011-15 What we said we would do?	How we were going to measure progress	What has been our progress for 2011-2012?	Key
<b>Strategy 5.1 – Community partnership</b>  Build a sound partnership between council and the community and other stakeholders.	5.1.1. Provide for diverse community and cultural representation on stakeholder and advisory groups for the planning and implementation of programs, projects and infrastructure that provides for better outcomes.	5.1.1.1 Increased cultural representation on stakeholder and advisory groups. Reported annually after the review of the Advisory Committees.	Council does not currently have community members on Advisory Committees.	RIFY
	5.1.2 Ensure quality customer service and a sound partnership with the community.	5.1.2.1 Annual Customer Survey demonstrates increasing community satisfaction with customer service.	Council has very high satisfaction scores for handling customer service in person and on the phone compared with the Metropolitan Local Government benchmark.	TP
<b>Strategy 5.2 – Sound governance</b>  Build a reputation for integrity, due diligence, transparency, foresight and fair play.	5.2.1 Maintain a governance framework that ensures transparency and accountability.	5.2.1.1 Annual Customer Survey shows increasing satisfaction with opportunities to participate in Council decision making.	The Community Survey shows a moderate and steady level of satisfaction with opportunities to participate in Council decision making.	MNC
		5.2.1.2 Annual Customer Survey shows increasing community satisfaction with the transparency and accountability of Council's activities.	The Community Survey shows a moderate and steady level of satisfaction with the transparency and accountability of Council's activities.	MNC
	5.2.2 Maintain a credible system for reporting on Council's performance against the Delivery Program and Operational Plan to strengthen community accountability and engagement.	5.2.2.1 Quarterly and Annual Reporting on the City Plan is effective and engages the community as measured by increasing community satisfaction with Council's reporting measured by the Annual Community Survey.	The question 'are you satisfied with Council's reporting to the community on Council activities, services and facilities' was asked for the first time in 2012 and received a moderate level of satisfaction.	MFT
	5.2.3 Take a risk management approach to all activities to enhance community safety and minimise Council exposure to external claims, adverse impacts or financial loss.	5.2.3.1 External claims reported annually to measure the effectiveness of the Risk Action Plans.	The effectiveness of Council's Risk Action Plans is measured by the number of insurance claims over \$100,000 that Council has lodged with Metropool. This has fallen from 2 claims in 2009-10 to 1 in 2010-11 and zero in 2011-12.	TP
		5.2.3.2 Business continuity Plans completed, actioned and reviewed annually to ensure Council can recover quickly from an incident or disaster. Reported annually.	Business Continuity Plan was reviewed and tested for the first time by the Council's Executive Team in April 2012.	TP



Strategy	4-Year Delivery Program Principal Activities 2011-15 What we said we would do?	How we were going to measure progress	What has been our progress for 2011-2012?	Key
<b>Strategy 5.3 – Advocacy</b>  Promote the interests and priorities of the City of Rockdale to key stakeholders.	5.3.1 Ensure high level of Council representation exists to adequately advocate and lobby on issues relevant to the City and the community.	5.3.1.1 City Plan effectively used as an investment portfolio in advocating for the City of Rockdale. Measured by increasing community satisfaction with Council's advocacy role to benefit the community in the Community Survey.	The Community Survey showed an increase in community satisfaction with Council's advocacy role.	TP
<b>Strategy 5.4 – Workforce</b>  Ensure that Council has a capable and motivated workforce committed to excellence in customer service and service delivery.	5.4.1 Maintain a desirable and safe workplace where effort is recognised, we have a skilled and motivated workforce and a culture of quality, ethical behaviour and equality of opportunity.	5.4.1.1 Rockdale City Council recognised as an Employer of Choice by Hewitts Associates Best Employer Survey and Audit or an equivalent method of measurement.	Council's workforce exhibits the characteristics of an "Employer of Choice" organisation with low staff turnover rate / strong retention rate, high levels of engagement, reasonable absenteeism level, low accident rate etc. reported quarterly internally.	TP
<b>Strategy 5.5 – Financial sustainability</b>  Ensure the Organisations activities and resources are managed to ensure long term financial sustainability.	5.5.1 Ensure that there is a robust long term financial plan in place.	5.5.1.1 Annual Customer Survey shows increasing satisfaction with Council's financial management.	This question was asked for the first time in 2012. The Survey result shows a moderate level of satisfaction with Council's financial management.	MFT
	5.5.2 Maintain a structured budgeting framework to enable informed decision making.	5.5.2.1 Budget parameters maintained during the life of the Long Term Financial Plan.	The parameters have been maintained in the preparation of the 2012-13 Operational Plan.	TP
	5.5.3 Develop the financial management competencies of budget managers in the organisation.	5.5.3.1 External Auditor shows increasing satisfaction with Council's financial management.	Council received a satisfactory external audit report for 2010-11.	TP
<b>Strategy 5.6 – Information systems</b>  Establish an IT Governance Framework that maintains a Council-wide business-application suite and IT infrastructure that underpins the delivery of corporate goals.	5.6.1 Ensure modern, integrated and relevant technologies to support Council's services and needs.	5.6.1.1 IT system operating in excess of 95% of available time to public and staff.	Target achieved as downtime is minimal and well within target parameter.	TP
		5.6.1.2 All operating environments and suite of programs upgraded to approved Project Plan timeframe.	Project plan being reviewed as part of development of new IM Strategic Plan. Planned upgrades on core applications completed.	DI

## Highlights of Achievements During the Council Term 2008-2012

### Outcome 5: A Leading Organisation

- ◆ Council was successful in its application to the NSW Division of Local Government for an interest rate reduction on a \$1.7 million loan to bring forward asset renewals for Community Buildings.
  - ◆ Customer Service Institute of Australia State Award for Excellence in Customer Service achieved.
  - ◆ 'Have Your Say' community engagement site launched for enhanced community engagement.
  - ◆ Workforce Health & Safety Policy and Manual updated to reflect new Work.
- Health and Safety legislation and terminology.
- ◆ A total of 230 sessions/ events held in Council's libraries in 2011-12.
  - ◆ Delivered Code of Conduct training for all Council staff that was very well received and include Council's 'A Thank You is Enough' policy.
  - ◆ Maintained Council's certification to the International Standards of ISO:9000, Quality Management Systems, ISO:1400, Environmental Management Systems, and AS/NZS:4801 OH&S Management Systems.
  - ◆ Council adopted a Statement of Business Ethics defining important aspects of the relationships between Council and the private sector.
- ◆ Council adopted an Electronic Communications Policy governing the use of all electronic communication devices by Council officials.
  - ◆ Prepared a draft Corruption Prevention Strategy and action Plan.
  - ◆ Implementation of direct debit as payment option for rates finalised for 1 July 2012 start date.
  - ◆ Implementation of BPAY as payment option for sundry debtor invoices finalised for 1 July start date.
  - ◆ Lobbying NSW Roads and Maritime Services to prioritise and fund foreshore rectification works.
  - ◆ Submission to the NSW Transport Masterplan.
  - ◆ Submission to 'Localising the State Plan'.
- ◆ Submission to the NSW Metro Strategy.
  - ◆ Detailed response to Destination 2036, on the future of Local Government in NSW.
  - ◆ Developing two motions on National Disability funding and Federal Infrastructure initiatives for the Australian Local Government Conference 2012.
  - ◆ Joint submission on Alternate Waste Technologies to the State Government.
  - ◆ Discussions with the Minister for Planning on the future development of Cooks Cove.



# 3 What we have learned and improvement proposals to pass on to the incoming Council

## 3.1 What we have measured and results – Community Strategic Plan

### Were these actions effective – did anything change or start to improve?

The end-of-term report is a report on Council's progress in implementing the Community Strategic Plan.

The Community Strategic Plan part of the Rockdale City Plan is a 14 year Plan, and was written to make a difference in achieving community outcomes over 14 years to 2025. It has only been implemented for one year so far, so it is to be expected that there has been little impact, and that it is difficult to draw conclusions from the results.

The Rockdale Community Strategic Plan includes measures to monitor the progress of the City towards

its objectives, many of the results are from the Community Survey. The Baseline Community Survey was undertaken in November 2010 and the Community Survey results for 2012 come from the Community Survey undertaken in February 2012, so implementation had only been under way for 7 months.

This report addresses known impediments to the achievement of objectives, so that they might be overcome in future. It also considers whether there have been any unintended outcomes from the actions taken to implement the Community Strategic Plan.

The focus of the report should be on initiatives Council has direct influence over, and should outline how the Council is progressing

towards achieving the social, environmental, economic and civic leadership objectives of the Plan.

The overall results for the Community Strategic Plan's 32 measures were: 38% of measures were trending positively; 9% trending negatively; 19% marginal or no change; 13% were measured for the first time and 19% will have results in future years.

This is an overall good result as 57% of the measures were trending positively or showed marginal or no change.

75% of the results in Outcome 5 – Leading Organisation (civic leadership) were trending positively as were 38% of Outcome 1 – A Vibrant, Healthy and Socially Connected City of Many Cultures (social); and 25% each

for Outcome 2 – Sustainable City (environmental) and Outcome 3 – Strong Economy (economic).

The results for Outcome 4 – Appropriate Infrastructure will be measured in future years.

Of the 9% trending negatively these concerned crime figures over which Council does not have a direct influence; Council is below the industry benchmark for the outstanding rates ratio partly as a result of its policy not to pursue pensioners for outstanding rates, and in 2010-11 Council was only renewing its assets at a rate of 17% of the rate at which they are deteriorating.



# 3.1



## Did other partners in the process do what they said they would do towards achieving the objectives of the plan?

As noted earlier, it was not possible to involve potential partners in the development of the Rockdale City Plan 2011-25 as the preparation of the Plan was started late in 2010. The outgoing Council recommends to the incoming Council that the review of City Plan ensures that partners are identified and involved in the development, implementation, and measurement of the revised Plan. This is a major impediment to the achievement of objectives.

The period of implementation and measurement has been too short to conclude whether there have been any unintended outcomes from the actions taken to implement the Community

Strategic Plan. However, this has been a learning period for all concerned and a root and branch review is recommended to the incoming Council.

Feedback received from the Division of Local Government emphasised the need for better integration between the Community Strategic Plan and Delivery Program with the Long Term Resourcing Strategy of the Long Term Financial Plan, Long Term Asset Management Strategy, and Workforce Management Plan.

This learning period has resulted in proposals for capacity building within Council through Results Based Accountability training and refreshing Council's commitment to driving improvements through the Australian Business Excellence Framework. This will ensure ownership and alignment within the Council.



## 3.2 What we have measured and results – Delivery Program

### Did Council do what it said it would do towards achieving the objectives of the plan?

The results were generally positive suggesting that Council did do what it said it would do towards achieving the objectives of the Community Strategic Plan.

Of the 55 Principal Activities in the Delivery Program 58% of the results for the first year were trending positively; 14% showed marginal or no change; 11% will show results in future years; 9% were measured for the first time; 4% were trending negatively and for 4% implementation was delayed.

72% of the results were either

trending positively or showing marginal or no change.

76% of the Delivery Program results in Outcome 1 – A Vibrant, Healthy and Socially Connected City of Many Cultures (social) were trending positively as were 60% of the results in Outcome 5 – Leading Organisation (civic leadership); 42% of results

for Outcome 2 – Sustainable City (environmental), 17% for Outcome 3 Strong Economy (economic) and 8% for Outcome 4 – Appropriate Infrastructure were trending positively.

Only two results were trending negatively - that the Community Survey showed a reduction in satisfaction

with the appropriateness of town planning controls, however, the Development Services Customer Satisfaction Survey undertaken in March 2012 showed that 70% of respondents regarded the planning controls as “a necessary control to go through.”



### 3.3 What else have we learned?

The results of the Community Survey highlighted that Rockdale City Council compares very favourably against the Sydney Metropolitan LGA Benchmark developed by Micromex Research, with only one of 23 comparable measures being below the benchmark and that was 'Overall satisfaction with the way contact was handled by mail or email'.

Council should improve the following services that are of high importance to the community and drive overall satisfaction:

- ◆ Community engagement and participation opportunities
- ◆ Street Cleaning/sweeping
- ◆ Litter control and rubbish dumping

- ◆ Transparency and accountability of Council activities
- ◆ Heritage conservation
- ◆ Council's monthly Rockdale Review
- ◆ Opportunities to participate in Council decision making
- ◆ Advocacy role that benefits the community
- ◆ Reporting to the community on Council activities, services and facilities.

As well as the Community Survey Council has other learning opportunities from community engagement including the Development Services Customer Satisfaction Survey, and analysis of Customer Requests (CRMs).

Council's Executive Team has identified priorities for the new term of Council so that Rockdale City Council can be the best Council we can be, and these are recommended to the incoming Council for consideration:

- ◆ Forming an effective and strong partnership between Councillors and the Executive Team
- ◆ Reviewing Council's organisational structure to build on our strengths and achieve a strong performance culture and pride in our City
- ◆ Building strong organisational capacity to improve results and accountability to keep Councillors and the community informed.

- ◆ Ensuring effective internal and external stakeholder and community engagement through adhering to Council's practice and standards for engagement
- ◆ Establishing clear direction on key assets including the pool and civic precinct.
- ◆ Better management of assets and asset planning process
- ◆ Facing up to the challenges of achieving financial sustainability and commence an Investment Strategy Working Party with Councillors
- ◆ Fostering sound partnerships with State and Federal agencies
- ◆ Strengthening partnerships with local community

- organisations and groups, and local businesses
- ◆ Community capacity building
- ◆ Reviewing and developing Council policies, plans and strategies for better transparency and accountability
- ◆ Establishing effective advocacy to demonstrate civic leadership
- ◆ Ensuring that our Plans and services are based on Social Justice Principles to ensure equitable access to Council's services and facilities.



## 3.4 Recommendations to the incoming Council

1. The incoming Council should review the existing Community Safety Plan and engage with the community through the City Plan engagement process on the issues of effective community safety, to develop a new Community Safety Plan and direct the funding of the Safer Cities Program effectively to build on the achievements of the Program to date.
2. The incoming Council should review its policy concerning the collection of outstanding rates from pensioners to determine whether it wants to continue the policy.
3. The incoming Council should review the condition of Council's assets and service levels provided to engage the community through the City Plan Engagement Strategy in considering service levels of both assets and services.
4. The review of City Plan undertaken by the incoming Council ensures that partners are identified and involved in the development, implementation, and measurement of the revised Plan.
5. The incoming Council undertake a substantial review of City Plan with the community, going back to first principles and setting clear directions.
6. The incoming Council to ensure better integration between the Community Strategic Plan and Delivery Program with the Long Term Resourcing Strategy of the Long Term Financial Plan, Long Term Asset Management Strategy, and Workforce Management Plan.
7. Improvements are needed in Council's overall customer service by email and mail.
8. Council should improve the following services that are of high importance to the community and drive overall satisfaction:
  - ◆ Community engagement and participation opportunities
  - ◆ Street Cleaning/ sweeping
  - ◆ Litter control and rubbish dumping
  - ◆ Transparency and accountability of Council activities
9. The incoming Council should analyse CRMs to determine whether they can assist in improvements to service design.
10. The incoming Council should consider priorities for the new term of Council so that Rockdale City Council can be the best Council we can be. The priorities recommended by the Executive Team are:
  - ◆ Forming an effective and strong partnership between Councillors and the Executive Team
  - ◆ Reviewing Council's organisational structure to build on our strengths and achieve a strong performance culture and pride in our City
  - ◆ Building strong organisational capacity to improve results and accountability to keep Councillors and the community informed.
  - ◆ Ensuring effective internal and external stakeholder and community engagement through adhering to Council's practice

# 3.4

and standards for engagement

- ◆ Establishing clear direction on key assets including the pool and civic precinct.
- ◆ Better management of assets and asset planning process
- ◆ Facing up to the challenges of achieving financial sustainability and commence an Investment Strategy Working Party with Councillors
- ◆ Fostering sound partnerships with State and Federal agencies
- ◆ Strengthening partnerships with local community organisations and groups, and local businesses
- ◆ Community capacity building
- ◆ Reviewing and developing Council policies, plans and strategies for better transparency and accountability
- ◆ Establishing effective advocacy to demonstrate civic leadership
- ◆ Ensuring that our Plans and services are based on Social Justice Principles to ensure equitable access to Council's services and facilities.



## Important

This document contains important information about Rockdale City Council. If you do not understand, please visit Council's Customer Service Centre at 2 Bryant Street Rockdale on Monday to Friday from 8.30 am to 4.30 pm. Council Staff will be happy to arrange interpreter services for you.

You may also contact Telephone Interpreter Services in 131 450 and ask them to ring Rockdale City Council on 9562 1666 on your behalf.



**Rockdale City Council**  
2 Bryant Street Rockdale NSW 2216  
T 02 9562 1666 F 02 9562 1777  
rcc@rockdale.nsw.gov.au  
www.rockdale.nsw.gov.au

## Arabic

هام:

تحتوي هذه الوثيقة على معلومات هامة عن بلدية روكدايل. إذا لم تكن قادراً على فهمها، يرجى زيارة مركز خدمة زبائن البلدية على العنوان التالي: 2 Bryant Street في روكدايل من الإثنين إلى الجمعة بين الساعة ٨,٣٠ صباحاً و ٤,٣٠ مساءً، والسبت بين الساعة ٩,٠٠ صباحاً و ١,٠٠ بعد الظهر حيث سيقوم موظفو البلدية بتأمين مترجم لك بكل سرور.

كما يمكنك الاتصال بخدمة الترجمة الهاتفية على الرقم 131 450 والطلب منهم الاتصال ببلدية روكدايل على الرقم 9562 1666 نيابةً عنك.

## Italian

### Importante:

Questo documento contiene importanti informazioni sul Comune di Rockdale City. Se avete difficoltà a comprenderne il contenuto, recatevi presso il Customer Service Centre del Comune a 2 Bryant Street, Rockdale dal lunedì al venerdì dalle ore 8.30 alle 16.30 e al sabato dalle 9.00 alle 13.00. Il personale del Comune sarà ben lieto di procurarvi un servizio interpreti.

Potete anche chiamare il Servizio telefonico interpreti (TIS) al numero 131 450 chiedendo che telefoni per vostro conto al Comune di Rockdale City al numero 9562 1666.

## Chinese

### 重要消息

本文件載有關於 Rockdale 市政府的重要資訊，如果您有不明之處，請於星期一至星期五，上午 8 時 30 分至下午 4 時 30 分，及星期六上午 9 時至下午 1 時，前來位於 2 Bryant Street, Rockdale，市政府的顧客服務中心。市政府的職員會很樂意為您安排傳譯員的服務。

您也可以聯絡電話傳譯服務處，電話 131 450，並請他們代您致電 9562 1666 給 Rockdale 市政府。

## Macedonian

### Важно:

Овој документ содржи важни информации за Rockdale City Council (Градската општина на Rockdale). Ако не го разбирате, ве молиме, посетете го општинскиот Customer Service Centre (Центар за услуги на клиенти), кој се наоѓа на 2 Bryant Street, Rockdale, од понеделник до петок, од 8.30 наутро до 4.30 попладне и во сабота од 9.00 наутро до 1.00 попладне. Вработените во општината со задоволство ќе ви организираат да користите преведувач.

Исто така, можете да телефонираме во Telephone Interpreter Services (Служба за преведување по телефон) на 131 450, и да ги замолиме во ваше име да се јават во Градската општина на Rockdale на 9562 1666.

## Greek

### Σημαντικό:

Αυτό το έγγραφο περιέχει σημαντικές πληροφορίες για τη Δημαρχία Rockdale City Council. Αν δεν τις καταλαβαίνετε, παρακαλείσθε να επισκεφτείτε το Κέντρο Εξυπηρέτησης Πελατών [Customer Service Centre] του Δήμου στο 2 Bryant Street, Rockdale, Δευτέρα - Παρασκευή από 8.30πμ - 4.30μμ και Σάββατο από 9.00πμ - 1.00μμ. Το Προσωπικό του Δήμου θα χαρεί να κανονίσει υπηρεσίες διερμηνέων για σας.

Μπορείτε επίσης να επικοινωνήσετε με τις Τηλεφωνικές Υπηρεσίες Διερμηνέων [Telephone Interpreter Services] στο 131 450 και να τους ζητήσετε να τηλεφωνήσουν στο Rockdale City Council στο 9562 1666 για λογαριασμό σας.

## Spanish

### Importante:

Este documento contiene información importante sobre el Rockdale City Council (Municipio de Rockdale). Si no la entiende, le rogamos concurrir al Centro de Servicio al Cliente del Municipio, ubicado en 2 Bryant Street, Rockdale, atención de lunes a viernes, de 8:30 am a 4:30 pm y el sábado de 9.00 am a 1.00 pm. El personal del municipio se complacerá en obtener los servicios de un intérprete para usted.

Puede asimismo llamar al Servicio Telefónico de Intérpretes al 131 450 y pedirles que llamen de su parte al Rockdale City Council, teléfono 9562 1666.