

2011-2015 Delivery Program Q1 Report



active

growing

balanced

connected

dynamic

2011-2015 Delivery Program Q1 Report

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Glossary of Abbreviations

The following series of abbreviations are used throughout this document:




Timeframe

	Full Description
Q1	First Annual Quarter - ending 30 September of the corresponding financial year
Q2	Second Annual Quarter - ending 31 December of the corresponding financial year
Q3	Third Annual Quarter - ending 31 March of the corresponding financial year
Q4	Fourth Annual Quarter - ending 30 June of the corresponding financial year
CO	Continuous Operations

Responsibility

	Full Title		Full Title
GM	General Manager	MES	Manager Engineering Support
DCFS	Director Corporate and Financial Services	MEH	Manager Environmental Health
DES	Director Engineering Services	MFS	Manager Financial Services
DEPS	Director Environmental Planning Services	MFC	Manager Function Centres
DLCS	Director Library and Community Services	MHR	Manager Human Resources

	Full Title		Full Title
MAS	Manager Administrative Services	MIT	Manager Information Technology
MAO	Manager Assets and Operations	MLS	Manager Library Services
MCHN	Manager Children's Services	MMPR	Manager Media and Public Relations
MCS	Manager Community Services	MR	Manager Risk
MCP	Manager Corporate Planning	MSP	Manager Strategic Planning
MDS	Manager Development Services	MTS	Manager Technical Services
ESO	Executive Support Officer		

Completion progress codes	
	On target
	Working towards target or not yet due
	Not on target

Active Holroyd



Active Holroyd aims to celebrate who we are and how we live in our city by focusing on social inclusion, enhancing community safety and prioritising a feeling of well-being

Community Outcomes

To achieve an Active Holroyd, our community has identified the following outcomes, which have been utilised to guide development of the goals and actions contained within this 2011-2015 Delivery Program:

A1	I am included and involved in my city
A2	I have services available to me when I need them
A3	I am part of a safe and inviting city

A4	I have access to parks, facilities and services that build on my sense of well-being
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City Targets

The Community Strategic Plan outlines a set of City Targets for achievement by 2031. The following 4 targets are driven by activities forming part of the Active Holroyd program:

T1	An increase in community participation in events, activities and organisations
T2	Satisfaction with Council community focused services is increasing

T3	The community's overall sense of safety and cultural inclusion is increasing
T4	The use of parks and facilities by the community and organisations is increasing

A1 I am included and involved in my city

Community Strategy A1.1 Foster cultural harmony and respect between all age groups and individuals within the city

Delivery Program A1.1.1 Establish Holroyd as a vibrant and harmonious community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Identify, promote and evaluate initiatives that foster cultural harmony and community interaction in consultation with CALD and ATSI Committees	CO	No of projects completed	7 projects completed in total (4 NAIDOC Activities & 3 Council inductions.)	MCS
T3	Organise local community events which celebrate Holroyd's diversity such as Harmony Day and NAIDOC Week	Q4	Delivered on time	4 NAIDOC Activities delivered during the reporting period and 3 Council inductions were delivered within delegated timeframes	MCS

Delivery Program A1.1.2

Promote access and equity for our community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Implement Council's Access and Equity Policy statement and Action Plan	CO	No of actions implemented	77% actions completed 23% actions in progress	MCS
T3	Identify and address access and equity needs from representatives of diverse communities	Q4	Delivered on time	For the reporting period - 1 x ATSI CC meetings and 1 x CALD CC meetings were held	MCS
T3	Deliver cultural awareness training for local Non-Government Organisations (including community and sporting groups), local service providers and Management Committee members specific to Holroyd City	Q4	Training delivered	No report this period	MCS

Delivery Program A1.1.3

Foster understanding of local social groups and cultures through community programs

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Provide community education programs in partnership with community service providers	CO	No of participants	No community education programs provided in this quarter.	MCS

Delivery Program A1.1.4

Facilitate a whole of Council approach to the provision of projects which increase cross cultural and inter-generational understanding

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Develop partnerships with local schools and service providers for the delivery of community projects and cultural activities	Q4	No of partnerships	Asbestos Awareness Project delivered in partnership with Holroyd High. Bonds Digital Story Telling Project in partnership with ICE	MCS

Delivery Program A1.1.5

Support and promote community cultural development projects which develop vibrant community art projects that reflect the cultural aspirations of the city

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Review Cultural Plan and implement actions	CO	No of actions completed	Final report being prepared	MCS
T3	Implement Public Art Policy – “Art made Public 2011 – 2015”	CO	No of actions completed	Final draft has been submitted, waiting approval	MCS

Community Strategy A1.2

Ensure people from all cultures, ages and backgrounds can access city information and services

Delivery Program A1.2.1

Ensure information is accessible to all members of the Community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T1	Investigate the establishment of information kiosks to provide information for targeted services and events	Q3	Delivered on time	Report due in Q3	MCS
T1	Establish regular networking opportunities for community leaders	CO	Number of participants	Networking opportunities include NAIDOC, Interagency and HAPYN	MCS
T2	Identify relationships with community radio stations and newspapers to deliver community information	Q2	Delivered on time	Report due in Q2	MMPR
T2	Develop strategies that encourage diverse representation on council consultative and advisory committees	Q4	Strategies developed	Report due in Q4	MCS

Delivery Program A1.2.2

Promote the city and its range of services through programs targeting all community and cultural groups

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Scope and implement a City Welcoming Project to increase information available to new residents moving to Holroyd and develop a distribution strategy to ensure information available to people purchasing and renting housing in the LGA	Q4	Delivered on time	Report due in Q4	MMPR

Delivery Program A1.2.3

Provide culturally appropriate information promoting the range and availability of Council services, events, programs and activities

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T1	Develop a communication strategy to promote Council's calendar of local community events, projects, activities and services	Q2	Delivered on time	Report due in Q2	MMPR
T1	Maintain the Community Information Directory	CO	Directory reviewed	Directory has been reviewed, and records updated during the reporting period	MLS

Community Strategy A1.3

Enable all residents and groups to participate in local decision making

Delivery Program A1.3.1

Provide wide range of options to engage the Community on issues relating to the city

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T2	Develop an annual engagement strategy scoping community issues	Q2	Delivered on time	Framework currently being developed	MCP

Delivery Program A1.3.2

Coordinate committees and activities to facilitate participation in Council decision making

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T2	Manage and co-ordinate Council Committees and activities	CO	No of Council committee meetings conducted	The following Committees met during the reporting period: Finance and Works, Development and Community, Library Committee, CALD Committee, ATSI Committee, Healthy Holroyd Advisory Committee, Arts Advisory Committee, Heritage Committee, Australia Day Committee, City Fest Committee, Metro Pool, Access Committee, Aged Services Committee, Traffic Committee, Holroyd Safety Committee	ALL
T2	Seek support and direction from Council Committees as required	CO	No of recommendations acted upon	Council's committees have been conducted in accordance with agreed Councillor membership. Recommended actions are dependant on individual committees.	ALL
T2	Develop strategies to ensure diverse representation on Council committees to ensure broad representation	CO	Representation reflective of population	All Committees currently engage a range of representatives across all Council Committees. 15 committees have met during the reporting period	ALL

Community Strategy A1.4

Celebrate our diversity

Delivery Program A1.4.1

Coordinate and manage appropriate events, festivals and programs that promote and celebrate the community's diversity and interests attracting community participation

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T1	Develop and implement events program in consultation with council departments and various event committees	Q3	Delivered on time	Report due in Q3	MMPR
T1	Facilitate major events and ensure representation of all groups in the community through a robust communication strategy	CO	Increase in no of groups represented	Increased Media Contact List to include cultural groups and publications.	MMPR
T1	Widely promote community and cultural events through local media and Council publications including Council's website	CO	Increase in participation	Wider distribution to cultural groups due to updated Media Contact List.	MMPR

A2 I have services available to me when I need them

Community Strategy A2.1 Address community needs through provision of services and facilities targeting specific user groups

Delivery Program A2.1.1

Provide children's services including the provision of Long Day Care, Preschool, Occasional Care, OOSH (Before and After School Care), Family Day Care, Care for Children with additional needs and School Holiday Programs

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T2	Operate Council's children's services including the provision of Long Day Care, Preschool, Occasional Care, OOSH (Before and After School Care), Family Day Care, Care for Children with additional needs and School Holiday Programs	CO	Enrolment maintained at capacity levels	Children's Services have continued to provide services to the community with LDC/Pre-School @ 100% utilisation, all other services have vacancies.	MCHN
T1	Facilitate the "Paint Holroyd REaD" program and other literacy programs	CO	Number of programs conducted	43 "Paint Holroyd REaD" events were held in the reporting period including Poppy's 1st Birthday	MCHN
T1	Co-ordinate and resource networks and Committees	CO	Number of networks and committees coordinated	22 meetings plus a variety of resources were attended and shared	MCHN

City Target	Priority	Completion		Output	Result/Progress Comment	Responsibility
T1	Develop and maintain marketing program to support children services and events	CO		Increase in utilisation	5 marketing events were either attended or held during the reporting period including the Immunisation Clinics, PetFEST, Playgroups and letterbox drops.	MCHN
T1	Support families and carers in providing best care and educational options for children	CO		No of programs implemented	10 training sessions were held for parents and 15 for Educators including Early Learning Framework, Our Place Our Time, Education and Care Services National Regulations, Defensive Driver training, Munch and Move, Legal and Ethical Framework, Anaphylaxis, Mia Mia and Money Management	MCHN

Delivery Program A2.1.2

Operate Council's Aged Care Services providing a range of services reflective of the needs of our ageing community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T2	Develop an aged care strategy to identify and address the needs of our ageing community	Q2	Delivered on time	Information sourced, meeting organised with Manager Corporate Planning	MCS
T1	Provide information, referral and support for older people and their carers	CO	Number of occasions	25 requests for information, referral and support were provided during the reporting period	MCS
T3	Investigate Home Shopping Service for Holroyd Community Food Services	Q2	Delivered on time	Options investigated, awaiting extra staff to implement	MCS
T2	Provide quality food services to the HACC target group	CO	No of meals provided	2,764 meals provided at Guildford Community Centre during the reporting period 7,642 meals provided through Holroyd Community Food Services during the reporting period	MCS

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T2	Provide quality day respite programs to the HACC target group	CO	No of hours	6,016 Respite hours provided at Guildford Community Centre during the reporting period	MCS
T2	Provide transport assistance as required	CO	No of trips completed	1,402 transport trips provided through Guildford Community Centre during the reporting period 74 trips provided through Holroyd Community Food Service during the reporting period	MCS
T1	Oversee Seniors Week activities	CO	No of activities held	Planning underway; waiting for funding application outcome	MCS
T1	Facilitate and resource Aged Services Committee and Access Committee	CO	No of meetings conducted	Access Committee and Aged Services Committee held one meeting each during the reporting period	MCS

Delivery Program A2.1.3

Operate Council's Disability Services and programs reflective of the needs and requirements of the community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T2	Review and update the Disability Action plan as per requirements	Q2	Delivered on time	The Review process of the Disability Action Plan is underway	MCS
T1	Provide information, referral and support for people with a disability and their carers	CO	Number of occasions	26 requests for information, referral and support were provided during the reporting period	MCS
T2	Provide Social activities for adults 18 to 65 with a mild intellectual disability as per peer support funding guidelines	CO	No of hours	1268 hours of social activity provided was provided during the reporting period	MCS
T1	Facilitate and resource the Disability Committee and Access Committee	CO	No of meetings conducted	Disability Services Committee and Access Committee held one meeting each during the reporting period	MCS

Delivery Program A2.1.4

Provide activities, programs and assistance responsive to the changing needs of the youth across the area in partnership with other youth services providers

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T2	Oversee the operation of Council's two youth services – Wentworthville and Guildford	CO	Number of young people participation	3657 young people participated in programs at the WYC and GYC during the reporting period	MCS
T2	Identify and address the needs of young people	CO	No of needs identified and addressed	6 needs identified and addressed during the reporting period	MCS
T2	Provide services to young people in partnership with other agencies	CO	No of services provided	5 services co-ordinated in partnership with other agencies during the reporting period	MCS
T1	Oversee Youth Week activities	CO	No of activities held	No event held during the reporting period	MCS
T2	Provide activities for young people aged between 12 and 18, including school holiday programs, drop in and homework assistance program	CO	No of activities held	108 activities were held during the reporting period including centre based programs, outreach programs, drop in programs, school holiday programs, workshops, community events and consultations	MCS
T1	Provide information, referral and support for the interests, needs and priorities of young people	CO	Increase in incidents of service	85 requests for information, referral and support were provided during the reporting period	MCS
T1	Implement 'Create Your Sound' project	Q4	Delivered on time	Report due in Q4	MCS

T1	Develop video project in conjunction with local high schools	Q2		Delivered on time	Report due in Q2	MCS
T1	Develop Healthy Eating/Cooking workshops	Q2		Delivered on time	Currently being run in conjunction with TAFE NSW and Merrylands High School. The workshops have evolved into a Statement of Attainment.	MCS

Delivery Program A2.1.5

Provide quality Library services and programs to all members of the community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T2	Manage all day to day library facilities	CO		Increase in participation	There are currently 52,845 registered library users	MLS
T2	Manage the development of all collections within the library service	CO		Collection develops inline with resourcing	New items were purchased for the Library during this reporting period	MLS
T2	Provision of in-house and outreach programs/activities for all collections within the library service	CO		No of programs / activities provided	277 programs/activities were held during this period	MLS
T2	Provide toy library facilities and home library services	CO		Increase in participation	There are currently 1,908 Toy Library borrowers. There are currently 114 individual borrowers and 14 nursing homes that use the home library service	MLS
T2	Introduce Saturday Story time Sessions for working parents	Q2		Delivered on time	Due to staffing issues, this project will be implemented in Q3	MLS
T2	Provide high quality reference and information services to the community	CO		Incidence of service provided	18,071 reference enquiries were taken by Library staff during the reporting period	MLS

T2	Provide a inter library loan document delivery service	CO		Incidence of services provided	During this reporting period: 254 requests for material were made to other libraries, 186 were satisfied. InterLibrary loan items were issued 432 times. 293 requests for material were received from other libraries, 118 were satisfied. 213 loans were made to other Libraries.	MLS
T2	Implement and maintain technology that supports an electronic and digital resource collection	CO		Digital Collection Uptime	This is currently in the process of being implemented	MLS

Delivery Program A2.1.6

Maintain and investigate additional services that are responsive to the needs of a diverse community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T2	Review and update the Access and Equity policy as per requirements	Q3		Delivered on time	Report due in Q3	MCS
T2	Provide English conversation classes through the library programs	CO		No of classes held	57 classes were held during this reporting period	MLS
T2	Develop Draft Reconciliation Action Plan for Council's consideration	Q3		Delivered on time	Report due in Q3	MCS

Delivery Program A2.1.7

Provide opportunities for partnerships and volunteering to support the ongoing provision of client centred programs

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T1	Provide ongoing training, development and support for Council volunteers	CO	No volunteer programs	There are 6 Volunteer Programs providing opportunities for Volunteers within Council.	MCS
T1	Develop annual Combined Ageing and Disability Volunteer Training Plan	Q2	Delivered on time	New training calendar to be developed soon, final sessions from previous calendar due to finish in November 2011	MCS

Community Strategy A2.2

Effectively communicate the range, availability and means of access to services

Delivery Program A2.2.1

Co-ordinate communication of service provision to users

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T1	Develop a range of information materials to inform community of services provided by Council	Q4	Delivered on time	Report due in Q4	MMPR
T2	Review and maintain Council's Community Information Directory	CO	Directory reviewed	Directory has been reviewed, and records updated during the reporting period	MLS

Delivery Program A2.2.2

Maintain Council's web services and investigate implementation of new technology

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T2	Develop web communication strategy	Q2	Delivered on time	Report due in 2 nd Quarter	MMPR

Community Strategy A2.3

Develop avenues for our community to highlight changes to service requirements

Delivery Program A2.3.1

Ensure services and programs remain consistent with the needs of the Community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T2	Develop surveying strategy to measure community satisfaction and progress toward city targets	Q2	Delivered on time	Report due in Q2	MCP
T2	Conduct service review program to ensure that all services remain consistent with the needs of the community	CO	No of external reviews completed	Dietician reviewed menus for Holroyd Community Food Services	DLCS

Community Strategy A2.4

Seek active partnerships with local service providers to address additional community needs

Delivery Program A2.4.1

Investigate partnerships with other sectors to support additional services and programs for all target groups

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T2	Identify programs and funding sources in partnership with other providers, to ensure the target groups have access to a range of services reflective of their needs	CO	No of new funded programs	3 separate instances of community resourcing have been initiated. Nil programs funded	MCS
T1	Continue to facilitate and support networking forums for community groups such as local and regional Interagency	CO	Number of forums attended	6 Forums attended. 'Meet the Commander' at Merrylands Local Area Command, Parramatta Holroyd Domestic & Family Violence Prevention Committee meeting, Holroyd Interagency meeting, 16 Days of Activism meeting (against domestic violence), launch of community sector ZEST awards and TAFE Industry Reference Group meeting	MCS
T1	Facilitate partnerships, networks, program and training for children service providers	CO	No of groups participating	25 different groups actively participated in networks and partnerships through attendance and delivery of programs	MCHN
T1	Foster and support partnership with local service and registered clubs	CO	No of partnerships	Rotary and Lions involved in PetFest. Assisted Wentworthville Community Garden with promotion of event.	MMPR

Delivery Program A2.4.2

Manage the range of grant funding programs

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T1	Facilitate the community assistance program	CO	Total funds committed	Applications opened in September with 17 submissions received	MCS
T1	Administer Clubs For Holroyd CDSE Scheme	CO	Total funds committed	\$256,579.18 in total funds committed towards 27 projects during the reporting period	MCS
T1	Facilitate Minor Assistance Program	CO	Program delivered	2 applications approved during the reporting period	DLCS
T1	Administer Council's Scholarship Program	CO	Program delivered	3 recipients provided with semester 2 cheques from Councils Scholarship Program (total \$3,685.50)	DLCS
T1	Facilitate the Youth Support Program	CO	Program delivered	One application has been received but didn't meet the guidelines and funding was not provided	MCS
T1	Facilitate Annual Donations Program as per Council resolutions	CO	Program delivered	2 recipients for the Annual Donations Program per Council Resolutions. : \$10,275.00 awarded during the reporting period	DLCS
T1	Administer Community Builders Scheme	CO	Total funds received	A community information session was held with 19 attendees. Scheme opens in November	MCS

T1	Support community and cultural groups that meet Council's priority to apply for grants	CO		No of enquiries received	9 projects developed in line with Social Plan Outcomes, as a result of enquiries.	MCS
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A3 I am part of a safe and inviting city

Community Strategy A3.1 Implement programs targeting key community safety concerns

Delivery Program A3.1.1 Implement Programs to enhance personal and neighbourhood safety

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Prioritise and implement key actions from the Crime Prevention Plan dependant on funding	Q4	Delivered on time	Holroyd Safety project continues to be implemented with 12 households provided security items	MCS
T3	Maintain links and provide support to Holroyd Neighbourhood Watch	CO	Neighbourhood Watch Program delivered	Neighbourhood Watch Program discussed at Holroyd Community Safety Committee Meeting held 23 August 2011. The Neighbourhood Watch Program is facilitated by an external body	MEH

Delivery Program A3.1.2

Plan city response to major events that affect public safety

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Develop and implement a disaster recovery plan in partnership with Local Emergency Management Committee (LEMC)	CO	No of stakeholder meetings	3 stakeholder meetings attended by Acting DES during the reporting period	DES

Delivery Program A3.1.3

Provide mobile regulatory control

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Ensure equity and patrol of parking across the city	CO	No of parking-related complaints investigated	Civica showed 98 parking related complaints received during the 1st quarter and 130 complaints finalised during the same period. The difference is due to the fact that some complaints were ongoing in nature and may not have been finalised from the previous period	MEH
T3	Monitor school zones, railway stations and CBD areas to ensure compliance on a regular basis	CO	Minimum staff level maintained	Currently Council has 1 SPPO and 4 PPOs. The vacant position was advertised during the 1st quarter and interviews for the position have been scheduled during the next quarter.	MEH

Delivery Program A3.1.4

Promote awareness of the legislative requirements of owners of companion animals

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T1	Deliver community friendly information on the legislative requirements of companion animals	CO	Information on legislative requirements available	Community friendly information was distributed, on the legislative requirements of companion animals during PetFEST, which was held during the last reporting period.	MEH
T1	Regularly review and update Council's webpage for companion animals	CO	Website updated	The Website is updated on an ongoing basis	MEH
T1	Continue to hold Pet Fest on an annual basis to widely promote and celebrate companion animals	CO	Event held	Event held on 18 September and approx. 8,000 people attended. Approx. \$4,000 raised.	MMPR

Community Strategy A3.2

Establish and maintain working relationships with partners and safety agencies

Delivery Program A3.2.1

Work with safety agencies to identify and develop strategies to address safety concerns of the community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Maintain links with safety agencies	CO	Relationships established	Ongoing relationship with all safety agencies facilitated through LEMC meetings	MAO
T3	Co-ordinate reviews of any concerns or issues raised in relation to safety in the community organisation from the Community Safety Committee	CO	Number of reviews of safety concerns raised by community from relevant committee	4 actions were identified from the August 2011 Holroyd Community Safety Committee.	MEH
T3	Work through strategies to address issues and concerns	Q2	Number of issues and concerns addressed	4 actions identified from the August 2011 Holroyd Community Safety Committee have been addressed.	MEH
T3	Work with Council's safety committee to implement strategies	CO	Number of strategies identified	None of the actions are ongoing in nature.	MEH
T3	Promote and educate Community on 'Keep them Safe' (Child Protection Legislation) through organised workshops	Q4	Number of workshops held	Child Protection week was from 4 - 10 September 2011, 12 Children's Services participated in White Balloon Day as well and the Council Chambers held a Do the white thing afternoon tea.	MCHN

T3	Conduct annual safety information program throughout Children services	CO		Number of visits	No visits made during the reporting period	MCHN
T3	Facilitate strong working relationship with Local Area Command and local Fire and Rescue Service	CO		Formal structure established	Regular meetings have been held with local Police, Fire and SES units	GM

Community Strategy A3.3

Integrate safety-by-design into city planning and maintenance

Delivery Program A3.3.1

Upgrade and maintain Council owned public spaces and facilities reflecting safety by design principles and Australian Standards

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T4	Conduct safety audits on all public spaces and facilities	CO		Audits conducted	Audits commenced during the reporting period	MAO
T4	Update and maintain all public spaces and facilities to reflect safety by design principles and Australian Standards	CO		Public spaces and facilities maintained	Ongoing review program. Audit conducted as part of asset management condition rating	MTS

Delivery Program A3.3.2

Ensure that the principles of Crime Prevention through Environmental Design are incorporated into Council's policies, plans and designs of facilities to reduce anti-social behaviour

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T4	Review Council's policies, plans and designs of facilities to ensure compliance with principles of Crime Prevention through Environmental design	Q4	Policies, plans and designs reviewed	Report due in Q4	MSP

Delivery Program A3.3.3

Undertake Community Art projects to improve streetscape and public spaces to increase the sense of safety in the community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T1	Implement projects and programs that reflect the creative community, improving the streetscape and public spaces inspiring a sense of pride in the area	CO	Number of projects and plans implemented	Stockland Public Art Project due to be launched in November 2011.	MCS
T1	Undertake community art projects (as detailed in the Cultural Action Plan) to improve how areas in Holroyd look so that people feel safer to use them	CO	Number of projects implemented	2 exhibitions held in Foyer Gallery. 'Empty Space' Project is being developed for Wentworthville shopping centre.	MCS

Delivery Program A3.3.4

Work in partnership with State Rail and bus operators to improve safety around stations and bus stops to increase safety after hours

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Conduct a safety audit around railways and bus stations throughout the city	Q4	Delivered on time	Safety audits around railways and bus stations are conducted as part of routine inspection.	MTS
T3	Develop a strategy to address issues raised in the safety audit	Q4	Delivered on time	Strategies developed based on issues identified and included in GWS list	MTS
T3	Seek partnerships and funding to address safety issues	CO	Partnerships established and funding sought	Road Safety Program funds received from RTA	MTS

Community Strategy A3.4

Facilitate communication and community involvement in safety-enhancing strategies

Delivery Program A3.4.1

Develop and deliver educational programs to the community about personal safety and neighbourhood safety

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Raise community awareness on ways to prevent crime and support communities to enhance their own safety through community education and promoting the Safety Street website	CO	Website maintained and accessed	All Council Logos updated on the Safety Street Site Design Template. Regular updates of Crime Watch Newsletter with latest publication. Promotion of Safety Street Site via new slide on Customer Service Foyer Screen. HLAC article now included in every edition of the Holroyd Herald Newsletter.	MMPR
T3	Work with safety agencies to increase local presence in the community	CO	Local presence increased	Holroyd Safety Committee has now merged with PACT	MCS
T1	Develop educational materials and brochures(both in English and translated materials) for distribution to all	Q4	Delivered on time	An educational brochure has been updated and printed in plain English. The brochure is currently being translated into: Arabic, Cantonese, Tamil, Mandarin, Hindi, Dari, Persian and Dinka.	MCS
T3	Work toward a reduction in domestic violence and its impact by working with other relevant agencies	CO	Incidents of reportable domestic violence decreased	Terms of reference for the local committee have been drafted where a range of measures are referenced to reduce DV and its impact	MCS

Delivery Program A3.4.2

Implement programs to raise community awareness of personal and neighbourhood safety

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Develop a mentoring program for targeted groups within the community to highlight and reduce the incidence of crime	Q4	Delivered on time	Report due in Q4	MCS
T3	Identify and reward safety programs as per the annual Safety Awards Program	CO	Safety Awards presented	Safety Awards under review for 2011	MCS

A4 I have access to parks, facilities and services that build on my sense of well-being

Community Strategy A4.1 Provide city parks and facilities to meet lifestyle priorities

Delivery Program A4.1.1 Provide a range of parks and recreational facilities that reflect the community needs and lifestyle priorities

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T4	Provide and maintain parks and recreational facilities to an agreed standard	CO	Agreed standards met	90% of Agreed Standards met during reporting period	MAO
T4	Investigate opportunities to provide additional shading through tree planting and habitat planting which is consistent with Council's shade policy and landscaping practice	CO	Delivered on time	Work included in S94 and Landscape projects.	MTS
T4	Provide range of improved facilities to increase the useability of and activities in all recreational facilities	CO	Community satisfaction survey	Survey not completed in reporting period	MTS

Delivery Program A4.1.2

Investigate opportunities to increase activities in parks and public spaces

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T4	Deliver the Healthy Holroyd Project	Q3	Delivered on time	Planning commenced. Draft Implementation Plan sent to DOHA on 4/10/11.	MCS
T4	Identify opportunities for more equitable use of Council's ovals and sporting fields and encourage wide range of usage of Parks	CO	Delivered on time	Working on Gipps Road/Hyland Road Park Plan of Management. Awaiting outcome of Aquatic Centre Strategy Study	MTS
T4	Provide a range of organised and non structured activities in partnership with the community and other stakeholders	CO	Increase in reportable uptake of activities	Planning for program delivery is underway. Prior to December 11, Adult Learn to Swim, AustCycle and HeartMoves to be delivered. Additional trainers are being sought for further program implementation.	MCS

Delivery Program A4.1.3

Provide resources and options to support community led programs to facilitate a healthy lifestyle

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T4	Develop programs that support and reflect personal health and lifestyles	Q3	Delivered on time	Report due in Q3	MCS
T4	Promote, establish and support the Merrylands and Guildford Community Gardens as per Healthy Holroyd Project	Q4	Delivered on time	Report due in Q4	MCS
T2	Continue to provide input into the Community Impact Statements of Liquor License Applications by using the evidence and data provided by the International Council of Local Environmental Initiatives (ICLEI), Alcohol and Related Harms Minimisation project	Q2	Delivered on time	2 Social Impact Assessments conducted.	MCS

Delivery Program A4.1.4

Co-ordinate the provision of Council facilities including community halls, buses and sporting venues for community use

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T4	Maintain and review database of regular hirers of Council's meeting rooms and halls	CO	Database reviewed	Review of regular hirers conducted during reporting period.	DLCS
T4	Conduct a maintenance audit of facilities	CO	Audit conducted	No. audits completed during the reporting period	DLCS
T4	Investigate centralised system for hiring of all Council buses, community hall facilities, sporting facilities and venues	Q4	Delivered on time	Report due in Q4.	DLCS

Delivery Program A4.1.5

Oversee the refurbishment of Libraries

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T4	Refurbish Greystanes Branch Library	Q4	Delivered on time	Completed during this reporting period	MLS
T4	Reorganise Merrylands Central Library mezzanine level study area	Q4	Delivered on time	Report due in Q4	MLS

Community Strategy A4.2

Ensure equality of access and affordability of city park and facility usage

Delivery Program A4.2.1

Provide equal access and affordability to all Council's parks and community facilities

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T4	Conduct an access and affordability audit of all city parks and facilities	CO	Delivered on time	Carried out as part of routine inspection	MTS
T4	Provide high levels of accessibility to all Council's parks and community facilities	CO	Community satisfaction survey	Works done as part of parks improvement projects and Access Committee	MTS
T4	Identify and consult users of Council facilities (eg halls) to ensure facilities range and options of use are supported	CO	Delivered on time	Consultation with users conducted informally this quarter	DLCS
T4	Conduct consultation with users of parks to identify range and options of use	CO	Delivered on time	Included as part of various projects and in consultation with Parks Committee	MTS
T4	Implement centralised access point in obtaining information regarding facilities range and options	Q4	Delivered on time	Report due in Q4	MES

Community Strategy A4.3

Effectively communicate the range, availability and operation of city parks and facilities

Delivery Program A4.3.1

Provide information to the community on range, availability and operations of city parks and facilities using effective communication methods

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T3	Develop information packages (in both English and community languages) to inform the community on the range, availability and operations of city parks and facilities	Q4	Delivered on time	No funding available. Report due in Q4	MTS
T3	Provide information on Council website (in both English and community languages)	CO	Website updated	Information published on Council Website is provided in both English and community languages (when available). Childhood Immunisation Info available in Arabic, Chinese, Hindi, Tamil & Dari.	MMPR

Community Strategy A4.4

Build partnerships to foster and promote community well-being

Delivery Program A4.4.1

Work with community partners to develop community well being programs and sports programs

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T4	Support the Western Sydney Academy of Sport	CO	Support provided	2 Council representatives attended the Academy meetings during the reporting period	DLCS
T1	Work with local health agencies to promote better health and fitness programs	CO	Programs and partnerships promoted	1 Healthy Holroyd Advisory Committee Meeting held. 9 partners currently on committee.	MCS
T2	Deliver free immunisation clinics for the community	CO	Clinics delivered	Clinic delivered	MEH
T1	Provide information and education about healthy lifestyle including being sun smart, good nutrition, improving physical activity, quit smoking, reducing drug and alcohol use as per Healthy Holroyd Project	CO	Programs and partnerships promoted	Media and Communication Strategy is currently being developed.	MCS

Delivery Program A4.4.2

Provide support and promote local artists and cultural activities to enhance community pride and wellbeing

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T1	Undertake Community Arts Projects to contribute to improving the area's appearance	CO	Projects identified, implemented and evaluated	Workshops with community held to develop tiles for public artworks in Stockland Merrylands	MCS
T3	Facilitate and develop an annual art program encompassing Culture in the Chambers and Foyers displays	CO	Number of arts programs implemented	2 Foyer Exhibitions held. 10 artists represented	MCS
T3	Facilitate and co-ordinate the Arts Advisory Committee	CO	No of meetings held	1 Arts Advisory Committee meeting held during the reporting period	MCS
T1	Facilitate community involvement in community cultural events	CO	Events held	No cultural events held this quarter	MCS
T3	Work with community partners in providing and promoting programs that contribute to community pride and wellbeing	CO	Programs identified, implemented and evaluated	Bonds project working with ex-factory workers on a digital story-telling project was facilitated with ICE.	MCS

Growing Holroyd



Heading toward 2031, a Growing Holroyd aims to solidify our position in the Western Sydney region through effective urban planning and the ongoing development of our vibrant local economy

Community Outcomes

To achieve a Growing Holroyd, our community has identified the following outcomes, which have been utilised to guide development of the goals and actions contained within this 2011-2015 Delivery Program:

G1	My city is well planned and appealing
G2	Infrastructure and services are responsive to my city's needs

G3	I am part of a thriving local economy
G4	My city is prepared for future growth

City Targets

The Community Strategic Plan outlines a set of City Targets for achievement by 2031. The following 4 targets are driven by activities forming part of the Growing Holroyd program:

T5	Satisfaction with the maintenance of Council's supporting infrastructure is increasing
T6	Increase in local employment and investment opportunities across our city

T7	Increase in the development of affordable housing stock
T8	New dwellings are built to accommodate a growing community reflective of heritage and development guidelines

G1 My city is well planned and appealing

Community Strategy G1.1 Establish and maintain clear guidelines for zoning, urban planning and development

Delivery Program G1.1.1 Oversee a Local Environmental Planning and compliance framework for managing and controlling land use development

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T8	Implement comprehensive LEP and DCP to provide clear guidance on land use, development and environmental protection zones	Q3	Delivered on time	Delay due to Merrylands & Wentworthville centre changes. New targets: LEP adoption - Q3, LEP gazettal - 2012/13, DCP - Q4	MSP
T8	Implement new Development Contribution Plan to meet legislative requirements	Q4	Delivered on time	Delay due to Merrylands & Wentworthville centre changes to draft LEP. New target - 2012/13	MSP
T8	Provide timely advice and response in relation to state government planning legislation and policy changes	CO	No of formal responses	2 formal responses provided	MSP

Delivery Program G1.1.2

Ensure all public facilities and infrastructure are provided for new development through development contribution plans

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T8	Implement new Development Control Plan and Local Environment Plan amendment to provide for the recreational and community facility needs of the growing population	Q4	Delivered on time	Delay due to Merrylands & Wentworthville centre changes. New targets: LEP adoption - Q3, LEP gazettal - 2012/13, DCP - Q4	MSP
T8	Ensure sufficient level of funding is secured to support new development through Development Contribution Plans or planning agreements	CO	Annual contributions plan delivered and reported to Council	Delay due to Merrylands & Wentworthville centre changes to draft LEP. New target - 2012/13	MSP
T8	Scope Section 94 Plan to affect activity around areas of growth	Q4	Delivered on time	Report due in Q4	MSP
T8	Consult with infrastructure providers to ensure critical infrastructure is in place	CO	Engagement mediums utilised	Delay due to Merrylands & Wentworthville centre changes to draft LEP. New target - 2012/13	MSP
T8	Plan for more recreational opportunities close to higher density areas	CO	Recreational opportunities identified in LEP/DCP	No result provided for the Reporting period	MSP

Community Strategy G1.2

Enhance the atmosphere of local centres and business areas

Delivery Program G1.2.1

Identify strategies that support the development of local centres and business areas across the city

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T5	Undertake Local Environment Plan amendment to facilitate the expanded development of major local centres	Q4	Delivered on time	Delay due to Merrylands & Wentworthville centre changes. New target - 2012/13	MSP
T5	Review business operating hours to increase vibrancy of main centres	Q4	Delivered on time	Report due in Q4	MSP
T5	Develop programs to educate and raise awareness of standardised presentation across local centres to encourage trade	Q4	Delivered on time	Staff structure alternatives being developed	GM
T5	Implement DCP provisions for street front presentation to encourage trade and improve appearance of retail outlets	Q4	Delivered on time	Report due in Q4	MSP
T5	Investigate Programs to support business owners to improve presentation of all retail areas	Q4	Delivered on time	Report due in Q4	GM

Delivery Program G1.2.2

Ensure new and existing business owners are provided with information in a timely manner

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T6	Develop information packages in community languages on establishing businesses and programs of ongoing support	Q3	Delivered on time	Report due in Q3	GM
T6	Provide update Council's webpage to reflect local business information within the city	Q4	Delivered on time	Review of current information has commenced	GM

Delivery Program G1.2.3

Ensure that the Holroyd area is clean, tidy and appealing to both residents and business owners

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T6	Develop a signage Masterplan and manual for Holroyd's entry points, suburb boundaries, shopping centres, parks and cultural markers	Q4	Delivered on time	No funding available. Report due in Q4	MTS
T6	Deliver Graffiti minimisation strategy	Q4	Delivered on time	This strategy continues to progress	MAO

Community Strategy G1.3

Enhance accessibility to all public spaces

Delivery Program G1.3.1

Implement strategies to enhance accessibility to all public spaces

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T5	Conduct community engagement process to identify issues relating to accessibility in public spaces	Q3	Delivered on time	Report due in Q3	MCP
T5	Appropriately address public access issues through development assessment and construction certificate stage	CO	Public access issues addressed as per DA and CCS	Achieved via DA & CC assessment process.	MDS
T5	Develop strategies to ensure equal access to major public spaces	Q4	Delivered on time	Included in Parks Improvement projects	MTS

Delivery Program G1.3.2

Consult with Council’s Access Committee regarding issues of accessibility to all public spaces and act upon recommendations

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T5	Conduct regular accessibility audits to identify access issues relating to public spaces	CO	No of audits completed	Audits completed as part of Parks Improvement Capital Works	MTS
T5	Review recommendations of Council's Access Committee and seek funding to address matters arising	CO	No of meetings held and recommendations implemented	Access Committee meeting held during the reporting period. Annual budget allocation of \$50,000 for access works which are approved by the committee	MCS

Community Strategy G1.4

Identify and maintain city heritage and culture through planning and design

Delivery Program G1.4.1

Provide effective management of Holroyd’s heritage through statutory controls that integrate heritage concerns into the planning framework, educational and promotional programs

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T8	Maintain Council’s commitment to heritage assets through grant programs and recognition awards	CO	Heritage grant program and recognition awards conducted	2011 Heritage Grants process completed	MSP
T8	Facilitate and support Council’s Heritage Committee	CO	No of meetings held	One Meeting held during the reporting period	MSP
T8	Provide heritage advice as per policy guidelines	CO	Information provided on request	Information provided includes DA referrals, enquiries, exemptions	MSP
T8	Manage heritage assets through revising and enhancing statutory planning controls	CO	Heritage assets managed	Current listed heritage assets managed effectively	MSP

G2 Infrastructure and services are responsive to my city's needs

Community Strategy G2.1 Deliver infrastructure and assets that are responsive to community need

Delivery Program G2.1.1 Maintain parks, bushland areas and other recreational facilities and equipment for the benefit of the community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T5	Recreational equipment is inspected and maintained on a monthly basis	CO	Recreational equipment maintained	Recreational equipment maintained on a ongoing basis	MAO
T5	Develop improved maintenance process in bushland areas	CO	Bushland areas maintained	Bushland areas maintained on a ongoing basis	MAO
T5	Benchmark park activities against industry standards on a biannual basis	CO	Bi annual benchmarking program completed	Initial benchmarking completed. Ongoing participation being reviewed	MAO

Delivery Program G2.1.2

Manage local roads and drainage operations for the city

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T5	Maintain city stormwater and drainage operations and review regularly in line with city growth	CO	Annual capital works program delivered on time	Annual Capital works program progressing as per timetable	MAO
T5	Implement road improvement program, to maintain road assets in line with city growth	CO	Annual capital works program delivered on time	Annual Capital works program progressing as per timetable	MAO

Delivery Program G2.1.3

Ensure that the Holroyd area is clean and tidy for the benefit of residents and business owners

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T5	Implement and monitor street sweeping and drainage systems	CO	Annual auditing program completed	Annual auditing program 100% completed	MAO
T5	Benchmark infrastructure services against industry standards on a biannual basis	CO	Review completed and forwarded to Council on biannual basis	Participation in benchmarking is being investigated	MAO

T5	Removal of illegal dumped waste material	CO		Tonnes of illegal waste removed	Total tonnage of rubbish collected by Council's Street and Gutter for the reporting period was 169.5 tonne	MAO
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Community Strategy G2.2

Ensure infrastructure is well planned to support future development

Delivery Program G2.2.1

Ensure public facilities and infrastructure are well planned for new developments in consultation with the community

City Target	Priority	Completion		Output	Result/Progress Comment	Responsibility
T5	Implement parks improvement on monthly basis	CO		Monthly review conducted	Reviews conducted and a number of projects completed	MTS
T5	Implement and update the forward plan for parks improvements, which establishes the priority for works within budget allocations	CO		Forward plan reviewed bi-annually	List submitted to Councillors on a regular basis.	MTS
T5	Scope and prepare a brief for a new playground strategy for playground upgrades	Q4		Delivered on time	Awaiting funding	MTS
T5	Identify funding opportunities for landscape and sports facility improvements	CO		Funding sources identified	Funding application submitted to various authorities.	MTS

Delivery Program G2.2.2

Ensure reports, studies and strategies for land use planning include appropriate housing, recreation and services to meet the needs of a growing population

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T8	Endorse Residential Development Strategy which provides for appropriate housing types and locations	Q4	Delivered on time	Nil to report due to delays	MSP
T5	Implement new development contribution plan and Local Environment Plan amendment to provide for changing recreational and community facility needs	Q4	Delivered on time	Delay due to Merrylands & Wentworthville centre changes to draft LEP. New target - 2012/13	MSP

Community Strategy G2.3

Ensure all assets and infrastructure are effectively maintained to industry and community standards

Delivery Program G2.3.1

Ensure delivery and maintenance of all Council owned facilities, parks and recreational equipment matches community expectations

City Target	Priority	Completion		Output	Result/Progress Comment	Responsibility
T5	Establish agreed service level standards for maintenance of Council owned assets and infrastructure in consultation with the community, industry and key stakeholders	Q2		Delivered on time	Service Level Standards established through Council's budget process and consultation with community representatives	MAO
T5	Develop and implement annual service level review program	Q4		Delivered on time	To be carried out in April 2012	MAO

Delivery Program G2.3.2

Implement floodplain management strategies

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T5	Develop and implement floodplain management strategies and Stormwater Management Plan	CO	Plan implemented	Reported to Floodplain Management Committee	MTS
T5	Audit of OSD systems for compliance with legislative controls	CO	No. of audits completed per month	On average, 10 OSD Audits conducted by UPRCT staff	MTS
T8	Provide technical advice on development of flood liable land, stormwater devices and easements and floodplain management	CO	Advice provided in a timely manner	Advice provided as required	MTS
T5	Manage and provide technical support to the Holroyd Floodplain Management Committee	CO	No of meetings held	No meeting held within the reporting period	MTS

Community Strategy G2.4

Ensure Council efficiently manages its infrastructure and assets

Delivery Program G2.4.1

Implement Asset Management initiatives to effectively manage city infrastructure and Council-owned facilities and assets

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T5	Implement provisions of Asset Management Plan and supporting Resource Strategy	CO	Plan implemented as per resource strategy	Asset Management Plans currently being reviewed and will be finalised in February 2012	MAO
T5	Maintain and develop maintenance management system	CO	Annual capital works program delivered on time	Maintenance Management System not in place	MAO
T5	Manage Council's operational land through the administration of leases and renewal processes	CO	Delivered on time	Leases renewed as required. Market review of licence fee for Wenty Leagues Club completed.	MAS

G3 I am part of a thriving local economy

Community Strategy G3.1 Support the local business community

Delivery Program G3.1.1 Implement Asset Management initiatives to effectively manage city infrastructure and Council-owned facilities and assets

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T6	Develop Economic Development Strategy for Holroyd LGA	Q2	Delivered on time	Draft position description developed for evaluation	ESO
T6	Develop programs to increase the marketability of Holroyd as an area for business and investment	Q4	Delivered on time	Report due in Q4	ESO
T6	Review and maintain a local database of business owners and providers to promote the growth of business in the city through effective engagement	CO	Delivered on time	Current information sources identified	ESO
T6	Implement strategies to identify home-based businesses	Q4	Delivered on time	Report due in Q4	ESO

T6	Develop policies and procedures to expand Council services to promote local centre business development	Q4		Delivered on time	Not commenced during the reporting period	ESO
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Delivery Program G3.1.2

Ensure land use planning recognises and promotes business and employment centres

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T6	Implement comprehensive Local Environment Plan, introducing new centres for businesses, increased amenity and viability for existing centres and heightened employment opportunities	Q4		Delivered on time	Delay due to Merrylands & Wentworthville centre changes. New targets: LEP adoption - Q3, LEP gazettal - 2012/13	MSP

Community Strategy G3.2

Encourage the growth and sustainability of existing and new business

Delivery Program G3.2.1

Foster an integrated approach to local economic development, focusing on long-term sustainability

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T6	Complete local economic development study, identifying range of businesses in Holroyd and opportunities for growth	Q2		Delivered on time	Report due in Q2	ESO

T6	Implement REMPLAN program to support and monitor local economic development patterns	Q2		Delivered on time	Further ways of using REMPLAN being analysed	ESO
T6	Develop alliances with neighbouring business areas and Councils	Q2		Delivered on time	Two Council alliances being actively pursued	GM

Delivery Program G3.2.2

Provide educational programs focusing on business sustainability

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T6	Implement annual local activity program to engage local business owners and investors	CO		Annual program implemented	Not commenced during the reporting period	ESO

Community Strategy G3.3

Stimulate local job creation through dedicated programs

Delivery Program G3.3.1

Promote local employment and training opportunities

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T6	Create opportunities for local apprenticeships and traineeships with local businesses	Q4	Delivered on time	Has commenced in the area with 3 local businesses but ongoing opportunities need to be identified	ESO
T6	Provide active representation in the Keep Australia Working Committee	CO	No of meetings conducted	Place Manager continues to represent Council on the Keep Australia Working Committee	ESO
T6	Identify funding sources to assist in the development of supported local employment programs	CO	Funding sources identified	Funding is channelled through local employment agencies for job opportunities	ESO
T6	Investigate local partnerships with state and federal government agencies and key local stakeholders	CO	Partnerships established	Ongoing partnerships with Federal and State Government agencies and key local stakeholders	ESO

Delivery Program G3.3.2

Support programs that assist residents from culturally and linguistically diverse communities to seek employment and training opportunities

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T6	Advocate for improved employment services including Job Network services and language-based programs	CO	Incidence of advocacy	Advocacy is addressed through the Keep Australia Working Committee and is ongoing	ESO
T6	Implement programs in community languages to outline employment and training opportunities and foster partnerships with agencies	CO	No of programs implemented	In partnership with Fairfield and Auburn Council and funded through Fair Work Australia, Council has run 2 programs with 4 workshops in Arabic for the Business Community in employing Apprentices.	ESO
T6	Develop programs to support, educate and network with business owners from culturally and linguistically diverse backgrounds	CO	No of programs implemented	To date Holroyd City Council in partnership with Auburn and Fairfield Councils Multilingual Courses for the business Community in Arabic, Turkish , Cantonese and Mandarin. Topics include Business Plans, Marketing, Food Handling, safety and Finance	ESO

Community Strategy G3.4

Provide a platform for local business owners and operators to link to one another and city outcomes

Delivery Program G3.4.1

Provide opportunities for stakeholders to identify and discuss issues relating to business development in the area

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T6	Develop programs that encourage business owners to work together with Council to promote Holroyd as an area of investment and growth	CO	Programs developed	Currently both Merrylands CBD and Wentworthville Business Committees are running awareness programs	ESO
T6	Investigate option of developing programs to generate cross promotional activities on a local basis	Q2	Delivered on time	Report due in Q2	ESO
T6	Provide representation on local committees, including the Cumberland Chamber of Commerce, Merrylands CBD and Wentworthville Business Committee	CO	No of meetings attended	Place Manager attended Merrylands CBD Committee, Cumberland Business Chamber and Wentworthville Business Committee during the reporting period	ESO

G4 My city is prepared for future growth

Community Strategy G4.1

Develop and maintain planning controls to stimulate growth of housing stock to meet population projections

Delivery Program G4.1.1

Implement Local Environment Plan and Development Control Plans, identifying housing options for Holroyd

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T8	Assess rezoning applications against strategic considerations for housing, open space, quality of life and sub-regional planning guides and undertake amendments as required under the Environmental Planning and Assessment Act and regulations	CO	Time taken to complete application	Bonds site planning proposal accepted - time starts on receipt of requested information	MSP
T8	Respond to local planning issues as they arise, including research and providing policy advice and direction	CO	Time taken to provide feedback	SMDA Granville Precinct - response times under 2 weeks	MSP

Community Strategy G4.2

Encourage development of affordable housing stock close to services, amenities and transport hubs

Delivery Program G4.2.1

Investigate planning mechanisms and partnerships to facilitate the provision of affordable housing across the city

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T7	Implement Local Environment Plan controls to ensure housing demand is met and affordability maintained	Q4	Delivered on time	Delay due to Merrylands & Wentworthville centre changes. New targets: LEP adoption - Q3, LEP gazettal - 2012/13	MSP
T7	Encourage a range of housing types and sizes	CO	LEP reflects range of housing stock	Draft LEP 2011 - various proposed low, medium & high density opportunities	MSP
T7	Seek out partnerships with social and community housing providers to establish a range of housing types and sizes	CO	Partnerships established	Affected social and community housing owners notified of changes to draft LEP	MSP

Community Strategy G4.3

Develop city infrastructure to support population projections

Delivery Program G4.3.1

Provide city infrastructure based on the needs of a growing city

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T5	Develop and implement effective process and strategies to manage the impact of increasing demands on new and existing infrastructure as the population of Holroyd grows	CO	Infrastructure is responsive of needs	Early advice and investigation options for new Section 94 planned.	MSP

Delivery Program G4.3.2

Provide a comprehensive assessment and certifying function for all complying development

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T8	Deliver assessment and compliance functions through accredited staff	CO	Certificates determined by Council versus private certifiers	Council maintained the following market share:- 20% CDCs and 30% CCs	MDS
T8	Develop and provide user-friendly assessment tools	CO	Increase in use of assessment tools	Assessment tools maintained and developed as required.	MDS
T8	Provide effective, timely advice to applicants and service partners	CO	No of enquiries	Advice provided in effective and timely manner as required.	MDS

Community Strategy G4.4

Maintain and enhance quality of services as the city grows over time

Delivery Program G4.4.1

Plan for provision of services and development over time to reflect changing needs of the community

City Target	Priority	Completion		Output	Result/Progress Comment	Responsibility
T5	Identify suitable services and development strategies to accommodate identified areas of growth over the current period.	Q4		Delivered on time	Report due in Q4	MSP

Balanced Holroyd



A Balanced Holroyd places equal priority on the sustainable development of our built environment and the enhancement of our city's natural assets

Community Outcomes

To achieve a Balanced Holroyd, our community has identified the following outcomes, which have been utilised to guide development of the goals and actions contained within this 2011-2015 Delivery Program:

B1	My city values its natural environment
B2	I have a voice in the development of my city

B3	I like the look of my city
B4	My city is clean and healthy

City Targets

The Community Strategic Plan outlines a set of City Targets for achievement by 2031. The following 4 targets are driven by activities forming part of the Balanced Holroyd program:

T9	Increase in take up of environmentally sustainable initiatives
T10	Satisfaction with engagement in development matters and the application process is increasing
T11	Reduction in the amount of graffiti and vandalism across the city

T12	Reduction in non renewable energy and potable water usage
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B1 My city values its natural environment

Community Strategy B1.1 Preserve and enhance the natural assets of the city

Delivery Program B1.1.1 Promote and enhance the natural assets of the city

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T9	Implement comprehensive LEP and DCP to provide clear guidance on environmental protection zones and biodiversity layers	Q4	Delivered on time	Delay due to Merrylands & Wentworthville centre changes. New targets: LEP adoption - Q3, LEP gazettal - 2012/13, DCP - Q4	MSP
T9	Implement a coordinated approach to open space planning to extend, enhance and preserve green corridors	CO	Actions implemented	No actions implemented during reporting period	MSP

Delivery Program B1.1.2

Facilitate and promote the planting of trees and improve community awareness of tree preservation

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T9	Implement Council's Tree Management Plan and policies	CO	Plan and policies implemented	Council's policies and plans implemented in Tree Management processes.	MDS
T9	Assess tree applications in line with policy and procedure	CO	No of applications processed	157 Tree Applications received 150 Tree Applications determined	MDS
T9	Ensure requirements of development consents and tree controls are met	CO	Compliance	Compliance actions carried out as required.	MDS
T9	Preserve and monitor existing tree stock	CO	Tree stock monitored	Tree stock monitored as required through tree application assessment process and random audits.	MDS
T9	Provide scheduled tree maintenance and respond to community requests	CO	Maintenance schedule completed	Tree maintenance schedule being finalised	MAO
T9	Educate the community on importance of tree preservation and management	CO	No of programs implemented	Programs being planned to align with Draft DCP development/ adoption.	MDS

Delivery Program B1.1.3

Monitor water quality in natural waterways

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T9	Assess water quality of local waterways at identified sites	CO	% if identified site where water quality assessed	100% of identified sites assessed. Testing was completed in July, August and September.	MEH
T9	Educate the community on impacts on natural waterways	CO	No of programs implemented	0 Programs were identified during the last quarter or implemented.	MEH

Community Strategy B1.2

Provide access to open spaces and bushland, maintaining the biodiversity of the city

Delivery Program B1.2.1

Maintain access to open spaces across the city

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T9	Ensure open spaces are accessible and available to all members of the Holroyd community	CO	Increase in open space usage	Open space usage continues to increase	MTS
T9	Implement city-wide Bushland Management Plan	CO	No of actions	All action on track. All actions need 20 years to complete to preserve habitat	MAO
T9	Implement bush regeneration activities to protect, conserve, rehabilitate or regenerate natural areas	CO	Annual capital works program delivered on time	Annual capital works program implemented as per timetable	MAO
T9	Hold and promote bush care groups and volunteering programs	CO	Increase in volunteers	15 Volunteers currently work in the bush care programs	MAO
T9	Implement Class 4 Weed Management Plan	CO	No of actions	Currently under review by NSW I & I. Currently correlates with weed control activities	MAO
T9	Support local biodiversity through educational programs and internal development policy	CO	No of programs implemented	No programs held during the reporting period	MAO

Community Strategy B1.3

Implement environmentally sustainable design and development requirements to govern the city's built environment

Delivery Program B1.3.1

Ensure development reflects environmental sustainable design

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T9	Implement comprehensive LEP and DCP to provide clear guidance on environmental protection zones and biodiversity layers	Q4	Delivered on time	Delay due to Merrylands & Wentworthville centre changes. New targets: LEP adoption - Q3, LEP gazettal - 2012/13, DCP - Q4	MSP
T10	Review new development to ensure it incorporates environmental sustainable design	CO	Review complete	Addressed in the assessment of DAs	MDS

Community Strategy B1.4

Deliver community education programs on implementation of environmentally sustainable initiatives

Delivery Program B1.4.1

Educate the Holroyd community on practical, environmentally sustainable activity

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T9	Develop and distribute educational material to promote environmental health and sustainability programs	CO	Delivered on time	No opportunities were identified during the reporting period to distribute educational material to promote environmental health and sustainability programs.	MEH
T9	Implement annual program of educational seminars on environmental projects	CO	Delivered on time	Schools Expo scheduled for 2nd Quarter.	MEH

B2 I have a voice in the development of my city

Community Strategy B2.1 Deliver user-friendly information regarding proposed developments to assist in decision making

Delivery Program B2.1.1 Provide a user-friendly approvals system that is efficient, accessible and accountable

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T10	Develop e-planning system	Q4	Delivered on time	Report due in 4 th Quarter	MDS
T10	Provide Fast-Track and other supporting services in order to reduce processing timeframes	CO	Increase in the number of DA's handled by the Fast-Track team	11.43% of total applications handled via 'Fast-Track' system.	MDS
T10	Investigate options to improve processing timeframes	CO	Turnaround days (70 days)	75.86 days	MDS

Community Strategy B2.2

Provide alternative sources of support to assist in effective processing of development applications

Delivery Program B2.2.1

Foster a comprehensive assessment and certifying function for all complying development

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T10	Maintain and enhance Council's development assessment and complying functions	CO	Mean gross Turnaround days for all applications (DA's, CDC's, s82A, s96)	8.18 days - mean gross turnaround	MDS
T10	Provide timely and effective advice to applicants and delivery partners	CO	Advice provided as required	Advice provided in effective and timely manner as required.	MDS
T10	Deliver effective post-determination procedures and instruction to applicants	CO	Mean gross Turnaround days for all applications (s82A, s96)	67.1 days- mean gross turnaround	MDS

Delivery Program B2.2.2

Review, reform and streamline the assessment process and ensure timeliness of determinations

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T10	Manage proactive program of monitoring compliance with development and building approvals	CO	Compliance monitored with agreed timeframes	Building and development compliance matters acted upon within agreed timeframes.	MDS
T10	Provide ongoing review of processes associated in assessment of development	CO	Review conducted	Reviews, as required, undertaken.	MDS
T10	Ensure timeliness of determination delivery	CO	Mean gross Turnaround days for all applications (DA's, CDC's, s82A, s96)	Results for the reporting period include: DA's - 75.86 days gross turnaround CDC's - 86.67 days gross turnaround s82A - 33.35 days gross turnaround s96 - 8.18 days gross turnaround	MDS

Community Strategy B2.3

Communicate changes in development legislation and codes in an effective, timely manner

Delivery Program B2.3.1

Implement strategies to provide up-to-date information on changes in development legislation and codes

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T10	Review existing communication methods for effectiveness and timely delivery	CO	Systems reviewed	Communication methods/strategies continue to be reviewed.	MDS
T10	Identify and investigate new opportunities to create communication links	CO	Opportunities identified	Currently seeking opportunities to create new communication links.	MDS

Community Strategy B2.4 Ensure that public consultation and participation is an integral part of Council's decision making process

Delivery Program B2.4.1 Maintain and enhance opportunities for community input into the development process

City Target	Priority	Completion	Output	Responsibility	
T10	Ensure community members affected by proposed development have access to information to assist them to understand the proposal	CO	No of enquiries	No enquiries in the provision of information was required during the reporting period	MDS
T10	Review notification methods for effectiveness and timeliness of delivery	Q4	Delivered on time	Under review as part of Draft DCP process	MDS
T10	Provide support and advice on development applications, submission and compliance in an effective manner	CO	No of enquiries	No enquiries in the provision of information was required during the reporting period	MDS

B3 I like the look of my city

Community Strategy B3.1 Enhance the atmosphere and appearance of local centres and neighbourhoods

Delivery Program B3.1.1 Maintain centres, streets and supporting infrastructure to encourage safe public use of facilities

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T11	Deliver Council's maintenance program and services to ensure infrastructure is clean, safe and accessible	CO	Annual works program delivered on time	95% annual program delivered	MAO

Delivery Program B3.1.2 Develop programs and events to increase activity around local centres and neighbourhoods

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T12	Promote and manage events and activities that engage and enhance local centres	CO	Increase in participation	Event locations expanding wider than Merrylands - Corks and Forks scheduled in Pendle Hill. Event promotional material now distributed to Community Club and Cumberland Golf Club, not only the four major clubs.	MMPR

Community Strategy B3.2

Ensure new development enhances key streetscape infrastructure

Delivery Program B3.2.1

Ensure development is consistent with LEP and DCP requirements and vision

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T10	Ensure development complies with requirements of the LEP and DCP	CO	Compliance achieved	Compliance achieved under existing LEP and DCP	MSP
T10	Deliver construction inspections in an effective and timely manner	CO	Construction certificates determined by Council in a timely manner	Construction Inspections conducted as required and within agreed timeframes.	MDS

Community Strategy B3.3

Implement programs to encourage the use and community ownership of public spaces

Delivery Program B3.3.1

Review use of facilities by community groups in order to ensure equity amongst all groups

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T10	Manage s355 Committees and encourage community participation	CO	Increase in community participation	Participation with Community Committees continued during the reporting period.	MAS
T10	Encourage community involvement in decision making regarding use and planning for public spaces	CO	Increase in community participation	As part of project and Plan of Management consultation	MTS

Community Strategy B3.4

Enhance response to graffiti, vandalism and disruption to cityscape


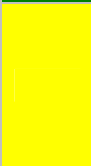

Delivery Program B3.4.1

Implement programs to remove graffiti and prevent its occurrence

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T11	Implement Graffiti Action Plan	CO	No of actions completed	33 Actions completed during the reporting period	MAO
T11	Manage graffiti removal service	CO	Incidence of graffiti removed	303 incidences of graffiti removed during the reporting period	MAO
T11	Review Graffiti Policy and prevention measures	Q2	Delivered on time	Currently being reviewed	MAO

Delivery Program B3.4.1

Promote awareness of the legislative requirements of owners of companion animals

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T11	Enforce the provisions of the Companion Animals Act	CO		No of complaints investigated	Civica showed 56 companion animal related complaints received during the 1st quarter and 52 complaints finalised during the same period. The difference is due to the fact that some complaints are ongoing in nature and may not be finalised until the next quarter	MEH
T11	Monitor the keeping of restricted dog breeds and dogs that have been declared dangerous	CO		% of compliance	No result provided for the reporting period	MEH
T11	Provide an animal impounding service to minimise the amount of stray dog and cats roaming the city	CO		Service is provided	60 dogs and 86 cats impounded during the reporting period	MEH

B4 My city is clean and healthy

Community Strategy B4.1 Provide sustainable waste, recycling and cleansing services

Delivery Program B4.4.1 Manage the domestic waste, commercial waste and recycling collection services

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T9	Deliver domestic waste and recycling collection service	CO	Service delivered	Service delivered during the reporting period. Domestic Waste collected: 3353.16 Tonnes and Recycled Waste Collected : 747.42 Tonnes	MEH
T9	Promote Council's waste reduction programs	CO	Number of programs promoted	Visy and EnviroCom provide Waste Education services as part of Council's Contract	MEH
T9	Provide and promote green waste mulching service	CO	Number of weeks service provided	12 weeks of service provided during the reporting period	MEH
T9	Provide and promote clean up service for residential premises	CO	Service delivered	320T of clean up waste collected during the reporting period	MEH
T9	Identify strategies to highlight issues relating to illegal dumping	CO	Strategies identified	100 incidents of illegal dumping investigated during the reporting period.	MEH
T9	Deliver commercial waste collection service	CO	Number of services delivered	110 commercial waste collection services provided during the reporting period	MEH

T9	Establish a commercial recycling collection service	Q3		Number of services delivered	Report due in 3 rd Quarter	MEH
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Community Strategy B4.2

Provide environmental and public health programs to improve the health and safety of the community

Delivery Program B4.2.1

Deliver inspections of premises and facilities

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T9	Implement Holroyd Environmental Assessment Program (HEAP) in all industrial areas	CO		% of compliance at primary and secondary inspection	97 HEAP inspections completed during the reporting period with a 67% compliance rate on initial inspection.	MEH
T9	Monitor building sites for erosion and sediment controls	CO		% of compliance at primary and secondary inspection	98 erosion & sediment control inspections completed during the reporting period with a 75% compliance rate on initial inspection.	MEH

Delivery Program B4.2.2

Provide a range of programs that support health and safety for local business and service operations

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T12	Implement Council's skin penetration surveillance program	CO		% of compliance at primary and secondary inspection	27 skin penetration inspections completed during the reporting period with a 100% compliance rate on initial inspection.	MEH

Delivery Program B4.2.3

Implement programs that support responsible food handling

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T12	Actively participate in the NSW Food Authority food regulation partnership	CO	Program participation	Council's FoodWise Program implemented during the reporting period which meets the requirements/obligations under the NSW Food Authority's Food Regulation Partnership.	MEH
T12	Enforce legislative requirements through food surveillance	CO	No of inspections	154 food business inspections completed during the reporting period.	MEH
T12	Deliver food handler seminars	CO	No of seminars conducted	No seminars held during the reporting period	MEH

Delivery Program B4.2.4

Manage asbestos removal and compliance programs

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T12	Enforce the requirements of the Holroyd Asbestos Cement Policy	CO	Compliance achieved	Inspections and compliance procedures carried out as required.	MDS

Delivery Program B4.2.5

Provide safety measures to protect interests of the community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T12	Provide ordinance inspector call-out service for syringe collection	CO	Service provided	No calls for syringe collection during the reporting period.	MEH
T12	Provide location at local chemists for safe disposal of community sharps under the 'Get smart about Community Sharps' program	CO	No of chemists participating	2 chemists participating in the "Get Smart about Community Sharps" Program	MEH
T12	Implement Council's Legionella surveillance program	CO	% of compliance at primary and secondary inspections	No inspections completed during the reporting period. Program starts in December 2011.	MEH

Community Strategy B4.3

Target reduction in city usage of non-renewable energy and natural resources

Delivery Program B4.3.1

Ensure efficient use of natural resources

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T9	Implement Council's Water Efficiency Plan 2010-2014	Q4	Delivered on time	1 item actioned during the reporting period.	MEH
T9	Implement Council's Energy Saving Action Plan 2010-2014	Q4	Delivered on time	1 item actioned during the reporting period.	MEH
T9	Coordinate Energy and Water Management Team to manage implementation programs based on funding	Q4	Delivered on time	3 Meetings held during the reporting period	MEH
T9	Promote the use of energy and water-saving devices within the community	Q4	Delivered on time	Report due in Q4	MEH
T9	Implement renewable energy initiatives as funding allows	Q4	Delivered on time	Report due in Q4	MEH

Community Strategy B4.4

Implement City Pride programs to encourage community involvement

Delivery Program B4.4.1

Identify City Pride programs that enhance community ownership of public spaces

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T11	Develop City Pride program to foster community ownership and participation in beautification projects	Q4	Delivered on time	1 event held - Stockland Public Art Project due to be launched in November 2011.	MMPR
T11	Hold programs and cultural events that enhance and promote pride within the city, its open spaces and infrastructure.	CO	No of programs and events held	No. Events held during the reporting period	MCS

Connected Holroyd



A well Connected Holroyd will enable its community to enjoy the city across efficient transport options and local connections which link state-wide infrastructure

Community Outcomes

To achieve a Connected Holroyd, our community has identified the following outcomes, which have been utilised to guide development of the goals and actions contained within this 2011-2015 Delivery Program:

C1	I can get to where I need to go	C3	I can travel around my city safely
C2	A car is not my only option	C4	My transport choice is supported

City Targets

The Community Strategic Plan outlines a set of City Targets for achievement by 2031. The following 4 targets are driven by activities forming part of the Connected Holroyd program:

T13	Satisfaction with the maintenance of roads, footpaths and cycleways is increasing	T16	Increase in awareness of road and pedestrian safety
T14	Increase in the use of public transport options		
T15	Reduction in traffic and pedestrian incidents across the city		

C1 I can get to where I need to go

Community Strategy C1.1 Ensure road planning is responsive to urban design and controls

Delivery Program C1.1.1 Implement effective road planning services

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T13	Manage and act on recommendations of Holroyd Traffic Committee	CO	No of recommendations implemented	Currently working through recommendations by the Committee	MTS
T13	Review road maintenance and planning program with reference to Asset Management Plan	CO	Review completed	Reviews conducted during reporting period	MAO
T13	Manage and maintain traffic signs and road markings	CO	Annual audit completed	Audits conducted during the reporting period	MTS
T13	Implement annual traffic improvement capital works program	CO	Capital Works Program complete	Capital works program progressing as per timetable	MTS

Community Strategy C1.2

Maintain the city's roads and footpath network to community expectations

Delivery Program C1.2.1

Ensure Holroyd's roads and footpath network are well maintained

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T13	Conduct regular road safety audits and act on suitable recommendations	CO	No of recommendations implemented	3 Audits completed during the reporting period	MTS
T13	Ensure regular inspections of vehicular crossings	CO	No and incidence of inspections completed	Inspections completed during the reporting period	MTS
T13	Conduct street audits to identify issues relating to street lighting	CO	Audit program complete	Audits conducted on regular basis	MTS
T13	Install street lights as approved by Council	CO	No of lights installed	No report provided for this quarter	MTS
T13	Monitor development and maintenance of footpaths, vehicular crossings and other development activities	CO	Annual Audit completed	Audit has been carried out on entire footpaths and vehicular crossing that forms the footpath alignment networks.	MAO
T13	Implement and promote community engagement process for advising Council of local roads and traffic related concerns	CO	Engagement strategy developed and adopted	Engagement conducted as part of the process for traffic projects.	MTS

Community Strategy C1.3 Advocate for improvements to the city's road network

Delivery Program C1.3.1 Fulfil an advocacy role to lead improvements to the road network in and around Holroyd City

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T13	Identify relevant partners to advocate for road improvements on behalf of the community	CO	Number of formal meetings/ correspondence with partners	No formal meetings or correspondences held or received during the reporting period	MTS

Community Strategy C1.4 Communicate changes to transport infrastructure in an effective, timely manner

Delivery Program C1.4.1 Advise community and stakeholders of changes to transport infrastructure in a timely manner

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T13	Advise community of changes to local transport and road infrastructure	CO	>10 days notice given to stakeholders of commencement of works	Notice period of 10 days has been maintained	MTS
T13	Embed notification processes in maintenance and upgrading works	Q4	>10 days notice given to stakeholders of commencement of works	Notice period of 3 days has been maintained	MAO

C2 A car is not my only option

Community Strategy C2.1 Support sustainable transport options

Delivery Program C2.1.1 Identify and support sustainable transport options for Holroyd

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T14	Review current transport options available across the city	Q4	Delivered on time	Report due in Q4	MTS
T14	Develop programs and activities to educate the community on sustainable transport options	Q4	Delivered on time	No funding available	MTS
T14	Develop sustainable Motorised Scooter education program	Q4	Delivered on time	Project 50% complete	MTS
T14	Work with relevant partners to seek additional transport options for Holroyd	CO	Transport options identified	Transport options continue to be sourced	MTS

Community Strategy C2.2

Advocate for public transport links and options which reflect the city

Delivery Program C2.2.1

Advocate on behalf of the community for improved access to reliable public transport systems

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T14	Identify public transport stakeholders and regularly provide feedback on issues that affect local access to networks	CO	Issues identified and acted upon	No issues identified during the reporting period	MTS

Community Strategy C2.3

Implement an integrated transport plan to coordinate transport options

Delivery Program C2.3.1

Develop and implement an integrated transport plan

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T14	Identify range of public transport options available to the community	Q4	Delivered on time	Report due in Q4	MTS
T14	Identify public transport stakeholders and advocate on behalf of community for improved connections and linkages between modes of transport	Q4	Delivered on time	Report due in Q4	MTS
T14	Develop engagement and promotional activities to involve community in implementation	Q4	Delivered on time	Report due in Q4	MTS

Community Strategy C2.4

Deliver educational and promotional programs on sustainable transport options

Delivery Program C2.4.1

Promote and Educate community on transport options available across Holroyd

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T14	Scope a pedestrian and cycling access and mobility plan	Q4	Delivered on time	Completed and delivered on time	MTS
T14	Deliver motorised scooter training and awareness in partnership with other stakeholders	Q4	Delivered on time	Programmed for Q2/Q3	MTS
T14	Investigate options for delivering transport behavioural changing programs	Q4	Delivered on time	Awaiting Funding	MTS

C3 I can travel around my city safely

Community Strategy C3.1 Deliver an integrated approach to road and pedestrian safety

Delivery Program C3.1.1 Foster awareness of road and pedestrian safety measures

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T15	Implement Road Safety Action Plan	CO	No of recommendations implemented	25% complete during the reporting period	MTS
T15	Implement road safety campaigns and educational programs focusing on schools, childcare and main town centres	CO	No of programs completed	25% complete during the reporting period	MTS
T15	Provide information on road safety campaigns in public forums and events	CO	No of forums and events held	25% complete during the reporting period	MTS
T15	Facilitate and support the Road Safety Steering Committee	CO	No of meetings held	No meeting held during the reporting period	MTS

Delivery Program C3.1.2

Facilitate coordinated approach to road and pedestrian safety

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T15	Complete annual road and pedestrian safety audit program	CO		Audit complete and reported to Council	No funding available	MTS
T15	Implement audit recommendations	CO		No of recommendations implemented	No funding available	MTS

Community Strategy C3.2

Enhance community safety across transport hubs



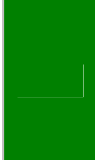
Delivery Program C3.2.1

Identify safety risks at local transport hubs

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T16	Conduct annual safety audit program, focusing on transport hubs	CO	Delivered on time	Nil safety audits completed during the reporting period	MTS
T16	In partnership with safety agencies, report risks identified and implement strategies to address risks	CO	No of risks identified	Nil risks identified during the reporting period	MTS
T16	Scope appropriateness of safety by design principles across transport hubs	Q4	Delivered on time	Report due in Q4	MTS
T16	Seek government funding to support safety strategy implementation	CO	Grant/Funding options included as part of Resourcing Strategy	Funding approved by RTA in Sept 2010	MTS

Community Strategy C3.3 Ensure equality of access to transport options

Delivery Program C3.3.1 Support connectivity around the city

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T14	Promote and facilitate pedestrian and cycleway access and safety across the city	CO		No of promotional programs	Occurs as part of the Cycleway awareness Education Program	MTS
T14	Enhance cycleway and walkways across the city	CO		Increase usage of walkways and cycleways	Awaiting funding	MTS
T14	Work in collaboration with other transport providers to ensure all parts of the city have access to reliable transport options	CO		Partnerships established	Collaborative work in partnership with transport providers – RTA and RailCorp is ongoing	MTS

Community Strategy C3.4 Build partnerships to deliver city-wide standards of accessibility

Delivery Program C3.4.1 Facilitate city wide response to accessible transport

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T14	Investigate option of developing regular transport forums to address issues and set standards for the area in partnership with stakeholders	Q4		Delivered on time	Currently attending Monthly WSROC meetings	MTS

C4 My transport choice is supported

Community Strategy C4.1 Effectively manage traffic flow through the city

Delivery Program C4.1.1 Ensure efficient movement of traffic in Holroyd

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T15	Review traffic flows through the city and identify management options by undertaking traffic studies as funding becomes available	CO	Reviews undertaken and recommendations implemented	Report monthly to Traffic Committee	MTS
T15	Identify issues relating to traffic flow and impact across the city in consultation with road users	CO	Issues identified and consultations held	Report monthly to Traffic Committee	MTS
T15	Develop strategies to address issues relating to traffic flow	CO	Delivered on time	Report monthly to Traffic Committee	MTS

Community Strategy C4.2 Coordinate city parking strategy to support transport options

Delivery Program C4.2.1 Investigate and support parking initiatives throughout the city

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T13	Investigate issues relating to parking	Q4	Delivered on time	Report monthly to Traffic Committee	MTS
T13	Identify range of parking options	Q4	Delivered on time	Report monthly to Traffic Committee	MTS

Delivery Program C4.2.2 Review parking strategy around rail hubs to support an increase in public transport access

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T14	Review current parking strategy and identify issues across rail hubs	Q4	Delivered on time	Report monthly to Traffic Committee	MTS
T14	Develop engagement strategy to effectively communicate range of options to support access to parking near rail hubs	Q4	Delivered on time	Report monthly to Traffic Committee	MTS

Community Strategy C4.3

Invite community involvement in local traffic and transport planning

Delivery Program C4.3.1

Provide mechanism for community to advise of road and pedestrian-related issues as they arise

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T16	Distribute information and provide education programs to the community on methods of reporting issues to Council	Q4	Delivered on time	Awaiting funding	MTS
T16	Develop strategies to efficiently address risks and hazards associated with road and pedestrian safety	CO	No of strategies	Awaiting funding	MTS
T16	Manage the monthly Holroyd Traffic Committee function and reporting process	CO	No of meetings held	3 meetings held during the reporting period	MTS

Community Strategy C4.4

Promote and support local user groups

Delivery Program C4.4.1

Identify range of user groups and engagement methods

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T14	Identify user groups and develop engagement strategy	Q4	Delivered on time	No funding for program	MTS
T14	Coordinate communication methods to ensure timely, effective dissemination	Q4	Delivered on time	No funding for program	MTS

Dynamic Holroyd



Building on Holroyd City Council's role as Civic Leader to actively invite community participation in local decision making and ensure a Dynamic Holroyd

Community Outcomes

To achieve a Dynamic Holroyd, our community has identified the following outcomes, which have been utilised to guide development of the goals and actions contained within this 2011-2015 Delivery Program:

D1	I know my Council is working for me	D4	My Council builds partnerships that achieve the best for my city
D2	My Council listens to me and acts on my behalf		
D3	My Council is accountable and well-managed		

City Targets

The Community Strategic Plan outlines a set of City Targets for achievement by 2031. The following 4 targets are driven by activities forming part of the Dynamic Holroyd program:

T17	Satisfaction with Council's overall performance is increasing	T19	Council's performance against industry-wide financial benchmarks is strengthened
T18	Community overall feels more engaged in the decision making process of Council	T20	Increase in Council's involvement in local and state matters affecting Holroyd City

D1 I know my Council is working for me

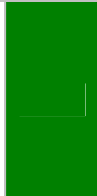


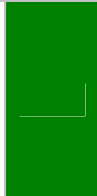

Community Strategy D1.1 Provide effective communication links between our community, Council and elected representatives

Delivery Program D1.1.1 Facilitate effective communication

City Target	Priority	Completion		Output	Result/Progress Comment	Responsibility
T18	Develop communication strategy to increase community awareness of Council's activities	Q4		Delivered on time	Draft Communication Strategy developed through Media and Public Relations for management review, covering range of methods to increase the Community's awareness of Council activities	MCP
T17	Ensure the community, Council and elected representative are well informed about Council's strategy, prospect and performance	CO		Engagement Strategy delivered and implemented	Engagement Strategy to be reviewed in line with legislative requirements under the Integrated Planning and Reporting Framework	MCP

Delivery Program D1.1.2

Deliver high quality customer service both externally to residents and stakeholders and internally between departments

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T17	Provide best practice customer counter services in a timely and professional manner at all times	CO		<90 seconds average waiting time	59 seconds average waiting time recorded during the reporting period	DCFS
T17	Provide best practice customer telephone services in a timely and professional manner at all times	CO		>80% calls answered in 80 seconds	75.64% calls answered in less than 80 seconds during the reporting period due to staff shortages during the reporting period	DCFS
17	Review customer service staffing resources to ensure efficient and effective response to customer enquiries	Q4		Delivered on time	Report due in Q4	DCFS
T17	Provide ongoing customer service training throughout the organisation to standardise customer service to residents and stakeholders	CO		No of staff attending training	20 staff attended Verbal Judo training during the reporting period	MHR
T17	Develop policies and processes that support effective customer service throughout the organisation	CO		Positive results of customer satisfaction survey	Customer satisfaction survey currently being developed	DCFS

Community Strategy D1.2

Foster an understanding of the workings of Council and its resources

Delivery Program D1.2.1

Deliver efficient administrative support and governance on a corporate basis for councillors, staff and community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T17	Identify and delegate governance responsibilities and provide link between Councillors and Staff	CO	Annual review of council delegations	Delegations under constant review	GM
T17	Co-ordinate Business papers for reports submitted for all departments	CO	Delivered on time	Business Paper delivered to Council and staff 100% on time no less than 3 days prior to meeting date during reporting period	MAS
T17	Prepare minutes of meeting and distribute decisions of Council back to staff using TRIM for implementation	CO	Meeting minutes distributed <5 days post-meeting	Minutes delivered 100% on time within 5 days of meeting date during reporting period	MAS
T17	Implement decisions of Council	Q4	Quarterly outstanding recommendations report submitted to Council	Implementation of decisions constantly monitored	GM

Community Strategy D1.3

Efficiently communicate organisational performance to the community

Delivery Program D1.3.1

Review and complete reporting requirements for Council

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T17	Conduct a Better Practice Review of the organisation	Q4	Delivered on time	Recent reviews currently being considered	GM
T18	Review all Council and external Committees to reflect Council planning and reporting structure	Q4	Delivered on time	Options paper has been developed and is currently being considered	MCP
T17	Ensure range of methods are used to communicate organisational performance	CO	Delivered on time	Methods to communicate performance currently include the Q1 report, Holroyd Herald, Corporate Page, Councils Briefing Notes and the Annual Report	MCP
T17	Ensure Council's systems and processes are producing outcomes inline with the achievement of Council's strategic and operational objectives	CO	Quarterly Progress Reports submitted to Council	1 st Quarter report presented to Council in November 2011	MCP

Delivery Program D1.3.1

Provide a stable IT infrastructure to support Council Business and services in the community

City Target	Priority	Completion	Output	Responsibility	
T17	Provide ongoing maintenance of Council's IT Infrastructure	CO	>95% system uptime	90% system uptime. Changes in Council's Corporate Information system will address this output in the 2 nd Quarter	MIT
T17	Provide timely response to Customer Request Management System(CRM) requests	CO	90% of lodged CRMs responded to in <2 days	Internal CRMs responded to within targets. Civica Authority CRMs are outside target.	MIT
T17	Develop and manage Council's website and intranet system	CO	>95% system uptime	Uptime in excess of 99.9%. Virtualisation of servers will further improve business continuity	MIT

Community Strategy D1.4

Ensure local information, events and opportunities are promoted in a timely, effective manner

Delivery Program D1.4.1

Provide a range of information, events and opportunities in a timely manner

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T17	Develop promotional materials, media releases and publications to promote and inform the city	CO		No of media publications and releases	Media Releases: 29 ; Media Responses: 15 Corporate News: 13 Editions ; Holroyd City Herald: 1 Edition	MMPR
T17	Maintain ongoing relationships with media partners	Q4		Relationships established	Report due in Q4	MMPR
T17	Identify methods of electronic distribution of information	Q2		Delivered on time	Report due in Q2	MMPR
T17	Develop style guide reflecting Council branding	Q1		Delivered on time	Carry over to Q2 due to documents that are not currently available and minor technical difficulties with graphics file	MMPR
T17	Co-ordinate annual events, Civic receptions and media promotions	Q4		Annual Events Program	Report due in Q4	MMPR
T17	Identify opportunities for sponsorship and funding submissions to support events for the benefit of the community	Q4		Sponsorship Program developed	Report due in Q4	MMPR

Community Strategy D2.1

Invite community involvement in decision making through a co-ordinated engagement structure

Delivery Program D2.1.1

Investigate range of options for engagement with our community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T18	Develop a community engagement policy to form a centralised approach to community engagement	Q4	Delivered on time	Draft community engagement policy has been developed and awaiting final approval	MCP
T18	Engage with the community on local issues and planning	CO	Community survey completed every 2 years	Currently developing framework to support the development of the Community Survey	MCP
T18	Conduct initial base line community survey based on city targets to form basis of Performance Reporting mechanism	Q4	Delivered on time	Currently developing framework to support the development of the Community Survey which will provide base line data to measure Council's overall performance against the Community Strategic Plan	MCP

Community Strategy D2.2

Integrate the values of Living Holroyd into Council operations and management

Delivery Program D2.2.1

Implement Integrated Planning and reporting across all departments of Council

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T19	Promote community and Council vision for the city and operational goals	Q4	Delivered on time	Report due in Q4	MCP
T19	Integrate service delivery with operational planning	CO	Integrated planning framework implemented and documented	Council began operation under Integrated Planning and Reporting framework from 1 July 2011. All staff have received information and direction regarding implementation. Information Session held to support implementation and to begin planning for 2012/13 Operational Plan held during the reporting period.	MCP
T19	Maintain an effective reporting system in order to measure and report on Council's performance	CO	Progress reports and Annual Report submitted	The 2010/2011 Annual Report is currently being prepared. First Quarterly Report for 2011/2012 due to Council in November 2011	MCP
T19	Educate Management and Staff on reporting processes	CO	No of forums held	Attended 1 staff meetings, 5 Planning Day presentations, 2 Staff Induction presentations	MCP

Community Strategy D2.3

Advocate improvements and support for the Holroyd Community

Delivery Program D2.3.1

Implement Integrated Planning and reporting across all departments of Council

City Target	Priority	Completion	Output	Responsibility	
T17	Provide solutions to issues raised by the community, partners and stakeholders	CO	Issues responded to within 10 days	TRIM system used to ensure timely responses. Responses provided within 10 days	GM
T17	Ensure that emerging policies from agencies are implemented according to needs and circumstances	CO	Correspondence responded to within 10 days	External policy changes given priority. Delivered within required timeframes	GM

Delivery Program D2.3.2

Council advocates on behalf of the community on issues that affect the area

City Target	Priority	Completion	Output	Responsibility	
T17	Advocate, represent and advise on community priorities to relevant stakeholders	CO	No of Community priorities advocated	Community issues and priorities reported to Council and resolutions implemented	GM

Community Strategy D2.4

Promote and expand Council's role as Civic leader

Delivery Program D2.4.1

Provide effective leadership and strong direction for the city

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T17	Provide strong governance to the organisation ensuring strong links are provided between Councillors and staff	CO	Annual governance plan completed	Governance issues closely monitored	GM
T17	Deliver high quality services that meet the needs and expectations of the community and other stakeholders	CO	Performance measured through Community survey	Policy on complaints and compliments prioritised	GM

D3 My Council is accountable and well managed

Community Strategy D3.1 Resources are managed to meet city service provision and support

Delivery Program D3.1.1 Maintain Council's financial position

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T19	Maintain and improve Council's short and long term budgetary systems ensuring they support Council's aims and objectives	CO	Quarterly budget reviews completed	The June 2011 quarterly budget review was presented to Council in August 2011	MFS
T19	Develop and maintain financial plans to meet Council statutory and organisational requirements	Q4	Annual budgeting process complete	2011/2012 budget process commenced for final completion on Q4	MFS
T19	Provide Council's payroll functions	CO	Payroll check and transmitted on time	All payrolls for the quarter ended 30 September 2011 were checked and submitted on time	MFS
T19	Annual Financial Reports submitted	CO	Annual Financial Reports submitted by due date	The Annual Financial Statements are due to be submitted to the DLG by 7 November each year	MFS
T19	Issuing and collection of rates	CO	Rates issued in accordance with statutory requirements	The initial rates levy for 2011/12 was issued on time in July 2011. The remaining 3 instalment notices are due to be issued in Q2, Q3 & Q4	MFS

T19	Council maintains financial sustainability	CO		Systems implemented and maintained to user requirements	Financial systems per user requirements maintained on an ongoing basis	MFS
T19	Co-ordinate Council's purchasing and fleet management activities	CO		Purchasing strategies aligned with corporate objectives	Council's Purchasing Policy is scheduled for updating in Q2	MFS

Delivery Program D3.1.2

Provide high quality Function Centres

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility	
T17	Provide and promote function centre and related facilities for use by the community	CO		Earnings to date	\$226,036	MFC
T17	Provision and effective management of council's function centre and internal council facilities	CO		Cost/Earning ratio of operations	\$2,994 Nett Gain to date	MFC
T17	Investigate suitability of operations	Q4		Investigation completed	Report due in Q4	MFC

Delivery Program D3.1.3

Provide quality corporate support function to Council

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T17	Provide high quality internal printing service	CO	< 2 days delivery of print jobs	Print jobs delivered 100% on time within reporting period	MAS
T17	Provide recordkeeping function (including mail services and archive functions) in compliance with the State Records Act	CO	Legislative requirements met	Legislative requirements met within reporting period	MAS
T17	Foster effective correspondence and record keeping standards across the organisation	CO	<5% TRIM actions outstanding	3.6% outstanding. Providing support through training as required supplemented with a general quarterly update within reporting period.	MAS

Community Strategy D3.2

Council effectively manages and develops its staff

Delivery Program D3.2.1

Provide staff with human resources that facilitate positive recruitment and retention strategies

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T17	Provide range of recognition programs and development opportunities for staff keeping aligned with Holroyd Model and continuous improvement	CO	Recognition programs delivered	starFISH and teamFISH recognition. 3 x starFISH awards 3 x teamFISH awards Holroyd Model currently being reviewed	MHR
T17	Provide recruitment, selection, retention and workforce planning for Council	CO	Workforce Strategy implemented	Recruitment & Selection plan developed to align to Workforce strategy, review & streamline workflows, Job Descriptions, Advertising and market Council as an Employer of choice. Partnership model approach being applied.	MHR
T17	Manage industrial relations issues	Q4	Workforce Strategy implemented	Investigations being conducted in a timely manner. Working with the business to address and improve any issues within the organisation	MHR
T17	Manage Women's Development Program – Towards Gender Equity	CO	Number of meetings held	3 Meetings conducted. Consultation morning tea held. Celebration of WDT involving unveiling of mosaic and Women In Holroyd booklet. Networking lunches & 7Steps to Sanity seminar held. Managing Parental leave register. WDT information covered in induction process. Working towards Silver Medal in 50:50 Vision Program.	MHR

Delivery Program D3.2.2

Provide staff training and development opportunities in order to provide a high level of service to the community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T17	Provide a range of training courses both face to face aligned with Council's operations	Q4	No of training courses complete	16 training course held during the reporting period including Managing Anaphylaxis, Littering Update, Leadership in Action, Report Writing, Asbestos Awareness, Leadership in Reflection, Consultative Committee Training, Facebook for Councils, Train Small Groups, Verbal Judo, Staff Induction, Delegation Skills, Senior First Aid, OHS Forum, Improve Business Writing, Dynamic Presentation Skills	MHR
T17	Provide career development opportunities for staff	Q4	Workforce Strategy implemented	Promotion of Higher Duties opportunities provided during the reporting period	MHR

Delivery Program D3.2.3
Foster a safe and healthy working environment for staff

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T17	In consultation with the Consultative Committees, review assessment of competencies and performance management tools	Q4	Delivered on time	E- Performance management tool being explored. Monthly Performance Evaluations & Induction statistics maintained	MHR
T17	Facilitate Council's role in Occupational Health and Safety and OHS Online	CO	Annual audit of Holsafe Program complete	State Cover safety audit completed in May, 2011. State Cover did not need to verify Council KRI's as our system was considered robust and did not warrant verification. OHS online continues to be monitored to gain improvements and staff continue to use system to report incidents as they occur	MHR
T17	Engage Staff in health and wellness programs	CO	No of programs completed	85 staff taken up wellness program/corporate fitness during the reporting period	MHR
T17	Manage Council's worker's compensation insurance programs and facilitate return to work	CO	% of employees returning to work / time away from work	80% of employees returned to work. Total days lost = 18	MR

Delivery Program D3.2.4

Maintain Council's strong commitment to organisational development and continuous improvement

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T17	Identify and provide business analysis focusing on system review and development to support business solutions and continuous improvement	CO	Continuous improvement Program delivered annually	Program is under review	MHR
T17	Implement programs that support continuous improvement	Q4	No of programs delivered	Program is under review	MHR

Community Strategy D3.3

Council maintains all legislative responsibilities

Delivery Program D3.3.1

Ensure that all actions required by legislation are implemented in a timely manner in accordance with Acts and Regulations

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T17	Ensure all actions required by legislation are implemented in a timely manner, complete, accurate and in accordance with Acts and Regulations	CO	100% compliance with industry audits	Legislative changes communicated internally with legal advice sought as necessary	GM
T17	Ensure and monitor compliance with the legislative requirements for owners of companion animals	Q4	% of complaints investigated	Although 100% of complaints investigated, Civica showed 56 companion animal related complaints received during the reporting period and 52 complaints finalised during the same period. The difference is due to the fact that some complaints are ongoing in nature	MEH
T17	Ensure compliance with Government Information (Public Access) Act 2009 (GIPA) and Privacy Act	CO	100% of requests completed >20 days	Information requests delivered 100% on time within reporting period.	MAS

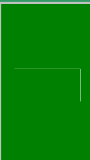
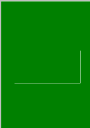
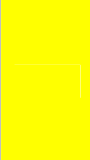
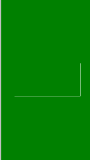
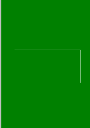
T17	Ensure Council's Code of Conduct is effectively publicised, implementation monitored and sanctions applied to appropriately assessed complaints on alleged breaches	CO		Number of training and promotional programs delivered	Intensive staff training commenced and made compulsory for all staff in Q1 and onwards. Other programs planned in Q3	GM
T17	Implement National OHS Legislation	Q4		Delivered on time	Report due in Q4	MHR
T17	Ensure all staff are aware of changes in legislation in a timely manner	CO		Delivered on time	Circulars from LGSA and DLG and Planning E news circulated to staff. Staff informed and updated on changes in legislation as required through emails, training and workshops. The New Education and Care Services Regulations were introduced and will be implemented from 1 Jan 2012. All Children's Services staff participated in the consultation and development of the new regulations. The new OHS legislation will begin from the 1 Jan 2012 and the OHS Committee and representatives have kept Children's Services informed of any changes through staff meetings and circulation of minutes.	ALL

Community Strategy D3.4

Integrate safety, risk management and governance principles across Council operations

Delivery Program D3.4.1

Minimise risk for Council and the community

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T19	Implement risk management programs, systems and strategies to manage and minimise risk	CO	 No of program conducted	Six strategies were reviewed during the reporting period and all changes were implemented.	MR
T19	Identify and implement Holsafe Projects	Q4	 No of programs complete	1 (HireLease of Plant Policy) project implemented during the reporting period	MHR
T19	Review and test Council's Business Continuity Plan and undertake necessary training	Q4	 No of tests complete / Test result	Business Continuity Plan review in progress. Nil tests undertaken this quarter.	MR
T19	Ensure Council is appropriately insured against loss relating to its activities.	CO	 Annual Insurance process complete	Conducted insurance review in August all policies are in order. 2011/2012 insurance renewal completed.	MR
T19	Manage and control Council's insurance policies to ensure appropriate cover's in place at all times	CO	 Annual Insurance process complete	Review of the insurance coverage required completed and all required policies in place	MR

T19	Ensure Council has an effective system of risk management and claims management in accordance with best practice	CO	Annual benchmarking program complete	First quarterly review completed. Claims management system is in place in accordance with Metro Pool and UIP and legislative requirements	MR
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D4 My Council builds partnerships that achieve the best for my city

Community Strategy D4.1 Council engages effectively across government agencies, departments and representatives

Delivery Program D4.1.1 Council maintains effective working relationships with local MP's and their Staff, government agencies and departments

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T20	Council continues to lead the way in advocating to all levels of government on behalf of the community	CO	Partnerships established	Advocacy outcomes communicated to Council	GM
T20	Maintain links with government and agencies including local members and authorities	CO	Annual MP's Briefing completed	Meeting of local MPs held on 20 July 2011 and outcomes communicated	GM
T20	Programs are developed to maintain contact with key agencies and provide regular two way communication with local members, ministers of the crown and their executive staff	CO	Partnerships established	Contacts regularly maintained	GM

Community Strategy D4.2

Seek strategic alliances with other councils to share knowledge, resources and service provision

Delivery Program D4.2.1

Foster strategic alliances with Hay Shire Council, Auburn Council and WSROC

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T20	Investigate opportunities to share resources of which Council and its community benefit	CO	No of formal meetings held	Discussions held regularly with Alliance Councils to examine potential resource sharing	GM

Community Strategy D4.3

Ensure Community bodies and associations are involved in local decision making

Delivery Program D4.3.1

Facilitate and consult with community bodies and associations on issues that affect them

City Target	Priority	Completion	Output	Result/Progress Comment	Responsibility
T18	Promote internal and external partnerships	CO	Partnerships established	Continuous fostering of existing partnerships within reporting period including Sydney Metropolitan Development Authority, WorkCover NSW, Hicksons Lawyers, Building internal partnership model towards recruitment. AES partnership, FDC Association, Principals in Partnership, Network, OOSH Forum, LGSA, Cumberland Children's services Forum, Cumberland Business Chamber, Holroyd Community Aid, and s355 Park Committees during the reporting period	ALL

T18	Build and foster relationships and networks	CO		Networks established	Continuous fostering of existing relationships and networks within reporting period including Granville Interagency group, Local Government Business Excellence Network LGSA Learning Network, WSROC meetings LGSA HR group meetings, LGMA Professional Group Meetings during the reporting period	ALL
T20	Work collaboratively with all levels of government, non government sector, advocacy groups, private sector and other community groups	CO		Partnerships established	Partnerships established during the reporting period include Community Gardens, Parramatta Mission, Friends of Linwood, Local Clubs.	ALL

Community Strategy D4.4

Maintain community access and participation in Council committees

Delivery Program D4.4.1

Maintain community access and participation in Council committees

City Target	Priority	Completion		Output		Responsibility
T18	Review all Council committees in line with values of Living Holroyd	Q4		Delivered on time	Options paper has been developed and is currently being considered	MCP
T18	Facilitate and resource Council's various Committees to ensure broad based community representation	CO		No of Committee meetings held	<p>Standing committees re-established at Special meeting of September 20, 2011 Expanded membership of other committees will be examined when circumstances permit.</p> <p>The following committees were facilitated and resourced by Council during the reporting period: Library Committee, CALD Committee, ATSI Committee, Healthy Holroyd Advisory Committee, Arts Advisory Committee, Heritage Committee, Australia Day Committee, City Fest Committee, Access Committee, Aged Services Committee, Disability Services Committee, Traffic Committee, Holroyd Safety Committee,</p>	ALL

