

AGENDA

Finance and Governance Committee

Monday, 08 April 2024

6:00 PM

Waratah Room

Georges River Civic Centre

Hurstville



OATH OF OFFICE OR AFFIRMATION OF OFFICE

All Georges River Councillors are reminded of their Oath of Office or Affirmation of Office made at the time of their swearing into the role of Councillor.

All Councillors are to undertake the duties of the office of Councillor in the best interests of the people of the Georges River Council area and are to act faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the *Local Government Act 1993* or any other Act to the best of their ability and judgement.

DISCLOSURES OF INTEREST

All Georges River Councillors are reminded of their obligation to declare any conflict of interest (perceived or otherwise) in a matter being considered by Council or at any meeting of Council.

FINANCE AND GOVERNANCE COMMITTEE MEETING

ORDER OF BUSINESS

OPENING

ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the Bidjigal people of the Eora Nation, who are the Traditional Custodians of all lands, waters and sky in the Georges River area. I pay my respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples who live, work and meet on these lands.

APOLOGIES / LEAVE OF ABSENCE

REQUEST TO JOIN VIA AUDIO VISUAL LINK

NOTICE OF WEBCASTING

DISCLOSURES OF INTEREST

PUBLIC FORUM

CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

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CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

Item: **FIN010-24 Confirmation of the Minutes of the Finance and Governance Committee Meeting held on 11 March 2024**

Author: Executive Services Officer

Directorate: Office of the General Manager

Matter Type: Previous Minutes

FIN010-24

RECOMMENDATION:

That the Minutes of the Finance and Governance Committee Meeting held on 11 March 2024, be confirmed.

ATTACHMENTS

Attachment [1](#) Minutes of the Finance and Governance Committee Meeting held on 11 March 2024



MINUTES

Finance and Governance Committee

Monday, 11 March 2024

6:00 PM

Waratah Room

Georges River Civic Centre

Hurstville



UNCONFIRMED MINUTES

UNCONFIRMED MINUTES

PRESENT

COUNCIL MEMBERS

Councillor Christina Jamieson (Chairperson), Councillor Elise Borg, Councillor Veronica Ficarra, Councillor Nick Katris, Councillor Peter Mahoney and Councillor Colleen Symington.

COUNCIL STAFF

Acting Director Business and Corporate Services – Sharni Watts, Chief Finance Officer – Scott Henwood, Chief Audit Executive – Steven Baker, Executive Manager City Future – Simon Massey, Executive Service Officer – Nickie Paraskevopoulos, Acting Executive Assistant to Director Business and Corporate Services (Minutes) – Garima Jasoria, Acting Team Leader Technology Business Support – Earl Santos.

OPENING

The Chairperson, Councillor Jamieson, opened the meeting at 6:04 PM.

ACKNOWLEDGEMENT OF COUNTRY

The Chairperson, Councillor Jamieson acknowledged the Bidjigal people of the Eora Nation, who are the Traditional Custodians of all lands, waters and sky in the Georges River area. I pay my respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples who live, work and meet on these lands.

REQUEST TO ATTEND VIA AUDIO VISUAL LINK

There were no requests to attend via Audio Visual Link.

APOLOGIES/LEAVE OF ABSENCE

There were no apologies or requests for leave of absence.

NOTICE OF WEBCASTING

The Chairperson, Councillor Jamieson advised staff and the public that the meeting is being recorded for minute-taking purposes and is also webcast live on Council's website, in accordance with section 5 of Council's Code of Meeting Practice. This recording will be made available on Council's Website.

CODE OF MEETING PRACTICE

Council's Code of Meeting Practice prohibits the electronic recording of meetings without the express permission of Council.

DISCLOSURES OF INTEREST

There were no disclosures of interest made.

PUBLIC FORUM

There were no registered speakers.

CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

FIN007-24 Confirmation of the Minutes of the Finance and Governance Committee Meeting held on 12 February 2024

(Report by Acting Executive Assistant to Director Business and Corporate Services)

RECOMMENDATION: Councillor Mahoney, Deputy Mayor, Councillor Borg

That the Minutes of the Finance and Governance Committee Meeting held on 12 February 2024, be confirmed.

Record of Voting

For the Motion: Deputy Mayor, Councillor Borg, Councillor Jamieson, Councillor Ficarra, Councillor Katris, Councillor Mahoney, Councillor Symington

On being PUT to the meeting, voting on this Motion was UNANIMOUS. The Motion was CARRIED.

COMMITTEE REPORTS

FIN008-24 Investment Report as at 31 January 2024

(Report by Senior Financial Accountant - Reporting)

Recommendation: Councillor Ficarra, Councillor Symington

That the Investment Report as at 31 January 2024 be received and noted by Council.

Record of Voting

For the Motion: Deputy Mayor, Councillor Borg, Councillor Jamieson, Councillor Ficarra, Councillor Katris, Councillor Mahoney, Councillor Symington

On being PUT to the meeting, voting on this Motion was UNANIMOUS. The Motion was CARRIED.

FIN009-24 Audit, Risk and Improvement Committee - Minutes of Meeting held on 9 November 2023 (Confirmed) and 28 February 2024 (Unconfirmed)

(Report by Chief Audit Executive)

RECOMMENDATION: Councillor Borg, Councillor Mahoney

(a) That the confirmed Minutes of the Audit, Risk and Improvement Committee meeting held on 9 November 2023 be received and noted by Council.

(b) That the unconfirmed Minutes of the Audit, Risk and Improvement Committee meeting held on 28 February 2024 be received and noted by Council.

Record of Voting

For the Motion: Deputy Mayor, Councillor Borg, Councillor Jamieson, Councillor Ficarra, Councillor Katris, Councillor Mahoney, Councillor Symington

On being PUT to the meeting, voting on this Motion was UNANIMOUS. The Motion was CARRIED.

CONCLUSION

The Meeting was closed at 6:07 PM

Chairperson

UNCONFIRMED MINUTES

UNCONFIRMED MINUTES

COMMITTEE REPORTS**Item:** FIN011-24 Investment Report as at 29 February 2024**Author:** Senior Financial Accountant - Reporting**Directorate:** Business and Corporate Services**Matter Type:** Committee Reports

FIN011-24

RECOMMENDATION:

That the Investment Report as at 29 February 2024 be received and noted by Council.

EXECUTIVE SUMMARY

1. This report details Council's performance of its investment portfolio as at 29 February 2024 and compares its performance against key benchmarks.
2. This report also includes the estimated market valuation of Council's investment portfolio, loan liabilities and any required update on Council's legal action against various parties.
3. Council's annualised rate of return as at 29 February 2024 is 4.18% which is 0.07% above benchmark with income from interest on investments totalling \$7,020,000 which is \$840,000 higher than the year-to-date adopted budget of \$6,180,000.

BACKGROUND

4. Council's Responsible Accounting Officer is required to report monthly on Council's investment portfolio and certify that the investments are held in accordance with Council's Investment Policy, section 625 of the *Local Government Act 1993* and *Local Government (General) Regulation 2021*.

INVESTMENT PERFORMANCE COMMENTARY

5. Council's performance against the benchmark for returns of its investment portfolio for February 2024, are as follows:

	1 Month	3 Month	12 Month
Portfolio Performance	0.369%	1.155%	4.18%
Performance Index	0.345%	1.087%	4.11%
Excess Performance	0.024%	0.068%	0.07%

Notes:

- (a) Portfolio performance is the rate of return of the portfolio over the specified period.
- (b) The Performance Index is the Bloomberg Ausbond Bank Bill Index.
- (c) Excess performance is the rate of return of the portfolio in excess of the (b) Performance Index.

6.

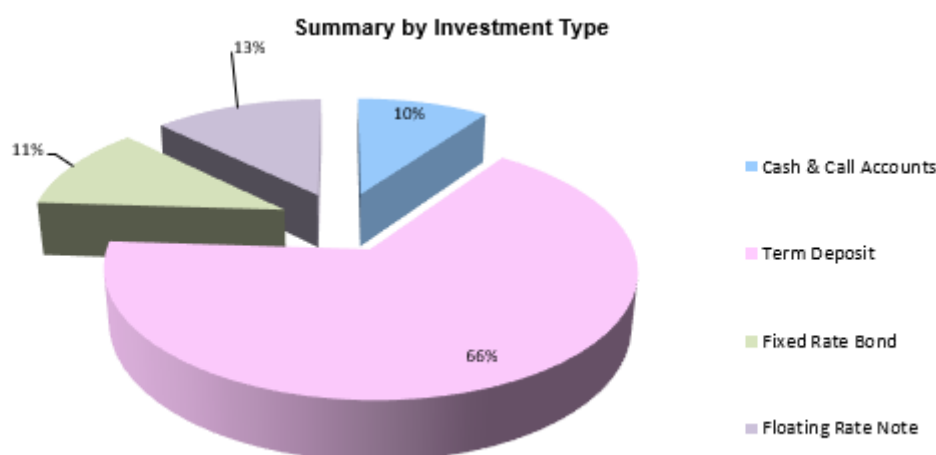
Council's investment portfolio as at the end of February 2024 was as follows:

Security Type	Market Value \$000's	% Total Value
At Call Deposit	218	0.09%
Consolidated Cash Fund	24,287	9.76%
Term Deposit	164,700	66.18%
Fixed Rate Bond	28,100	11.29%
Floating Rate Note	31,580	12.69%
Portfolio Total	248,885	100%

FIN011-24

7. At the end of February 2024, total cash and investments were \$249 million, which was an increase of \$12 million from the previous month (January 2024: \$237 million).
8. Council continues to utilise the Federal Government's current guarantee (\$250,000) investing in term deposits with a range of Authorised Deposit Taking Institutions (ADI's).

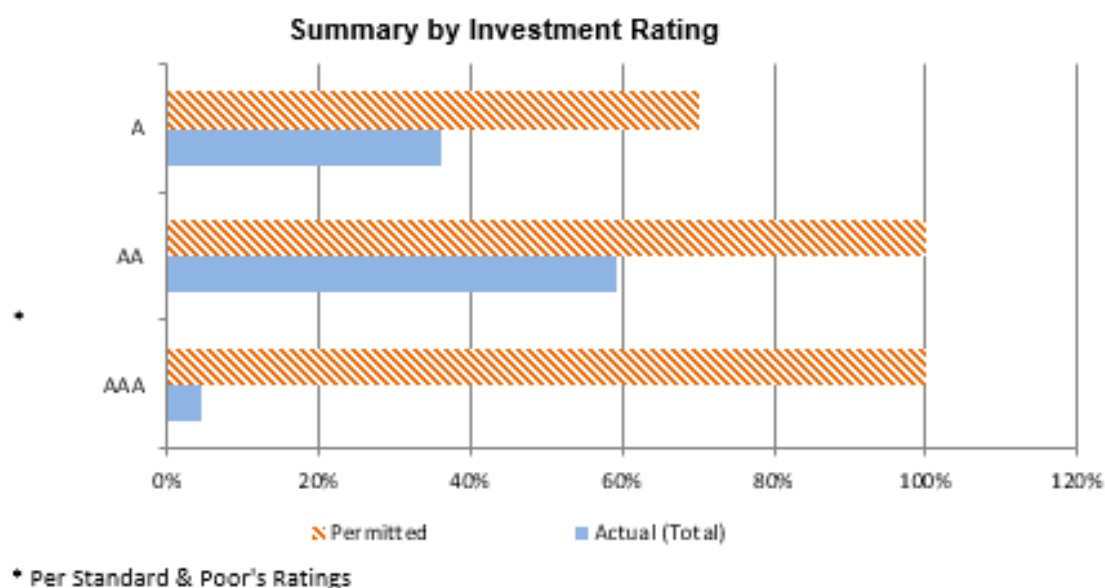
TYPE OF INVESTMENTS



9. The majority of Council's investment portfolio is made up of term deposits, which account for approximately 66% of total investments.
10. Floating Rate Notes (FRN) can offer liquidity and a higher rate of income accrual, which is highly recommended by our Investment Advisors (CPG Research & Advisory).
11. The following are the types of investments held by Council:
 - a) Cash and Call Accounts refer to funds held at a financial institution and can be recalled by Council either same day or on an overnight basis.
 - b) A Floating Rate Note (FRN) is a debt security issued by a company with a variable interest rate. This can either be issued as Certificates of Deposit (CD) or as Medium-Term Notes (MTN). The interest rate is floating, where the adjustments to the interest rate are usually made quarterly and are tied to a certain money market index such as the Bank Bill Swap Rate.
 - c) A Term Deposit is a debt security issued by a company with a fixed or floating interest rate over the term of the deposit, where the adjustments to the interest rate are usually made quarterly and are tied to a certain money market index such as the Bank Bill Swap Rate.
 - d) A Fixed Rate Bond is a debt security can be issued by a company or government in a form of fixed rate of interest at a specified time.

POLICY LIMITS

12. The graph below shows the investment rating limits, as a percentage of total cash investments, which are allowed under Council's Investment Policy. All funds invested are within the limits set in the Investment Policy.



INVESTMENT INCOME

13. Income from interest on investments totals \$7,020,000 which is \$840,000 higher than the year-to-date adopted budget of \$6,180,000.
14. Investments have been made in accordance with the *Local Government Act 1993*, Minister's Guidelines, Regulations and Council's Investment Policy.

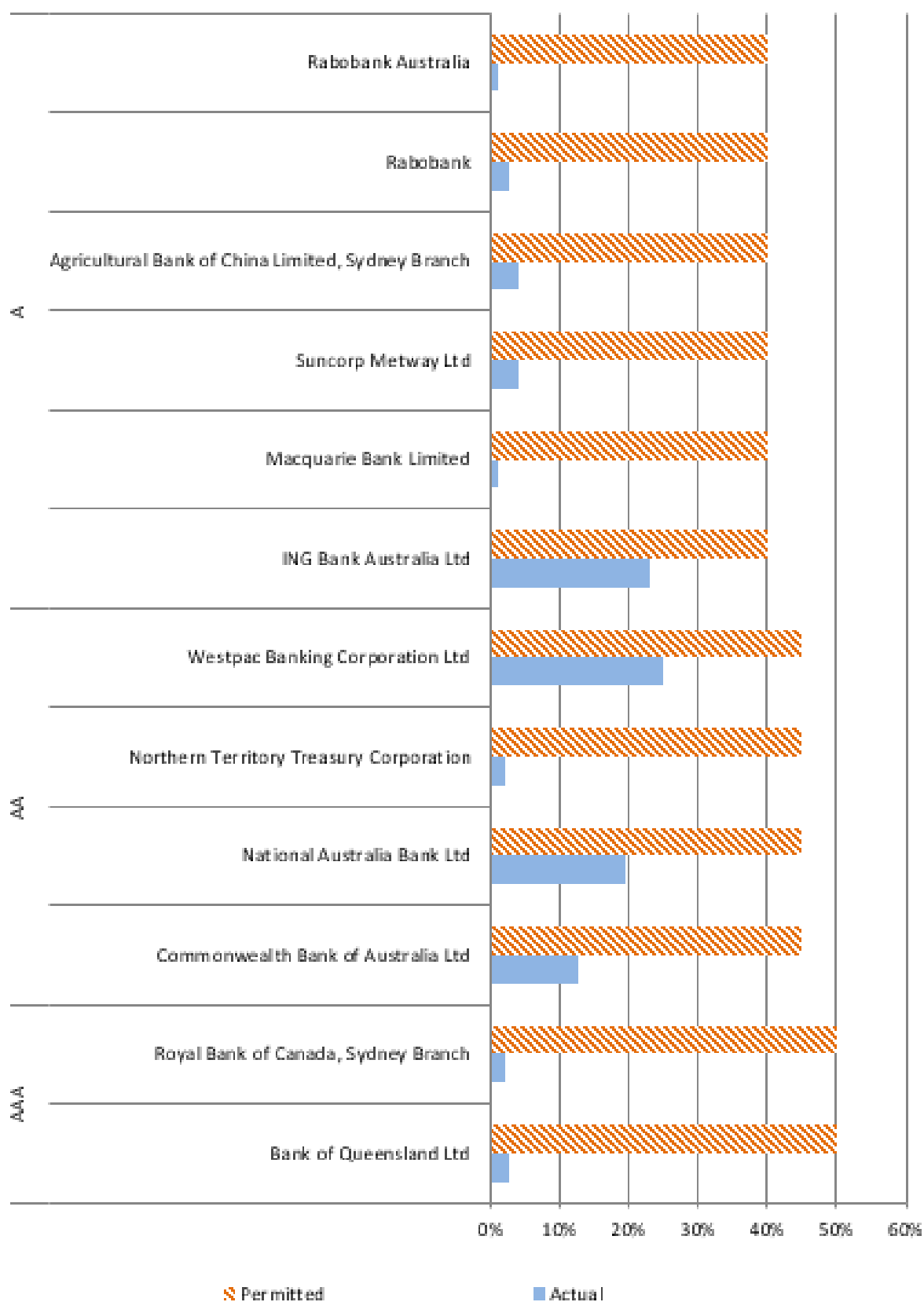
ANALYSIS OF INVESTMENTS

15. Investment Duration

Investment Term	Market Value \$000's	% Total Value	Policy Limits %
0 to < 1 Year	88,505	35.56%	100%
1 to < 3 Years	68,030	27.33%	60%
3 to < 5 Years	92,350	37.11%	40%
Portfolio Total	248,885	100.00%	

16. Council's portfolio is moderately liquid, with 36% of assets maturing within 12 months. FRNs, At-Call Funds and Fixed Rate Bonds also provide additional liquidity in an emergency.
17. The following graph shows the analysis of the total cash investment by institution as at 29 February 2024.

Investment by Institution



FIN011-24

CREDIT RATING

18. Credit ratings are generally a statement as to an institution's credit quality. Council's investment advisors (CPG Research & Advisory) use standard & poor's credit ratings to classify the investments held by Council. Ratings ranging from AAA to A are considered investment grade.
19. A general guide for the meaning of each credit rating that Council deals with is as follows:
 - AAA: The highest possible quality. An obligor's capacity to meet its financial commitments on the obligation is extremely strong.
 - AA: The best quality companies, reliable and stable. An obligor's capacity to meet its financial commitments on the obligation is very strong.
 - A: The obligor's capacity to meet its financial commitments on the obligation is still strong but is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions.
20. The credit quality of Council's portfolio is high with 100% of assets rated 'A' or higher.

COUNCIL'S INVESTMENT POWERS

21. Council's investment powers are regulated by Section 625 of the *Local Government Act 1993*, which states:
 - A council may invest money that is not, for the time being, required by the council for any other purpose.
 - Money may be invested only in a form of investment notified by order of the Minister published in the Gazette.
 - An order of the Minister notifying a form of investment for the purposes of this section must not be made without the approval of the Treasurer.
 - The acquisition, in accordance with Section 358, of a controlling interest in a corporation or an entity within the meaning of that section is not an investment for the purposes of this section.
22. Council's Investment Policy and strategy requires that all investments are to be made in accordance with:
 - *Local Government Act 1993* - Section 625
 - *Local Government Act 1993* - Order (of the Minister) dated 12 January 2011
 - The Trustee Amendment (Discretionary Investments) Act 1997 - Sections 14A (2), 14C (1) & (2)
 - *Local Government (General) Regulations 2021*
 - Investment guidelines issued by the Department of Local Government

LEGAL MATTERS

23. Georges River Council is participating in a Group Class Action since January 2019 against Fitch Ratings Inc and Fitch Ratings Ltd (collectively Fitch), in respect to losses suffered in relation to products Council acquired which were rated by Fitch, specifically the Corsair (Cayman Islands) No.4 Ltd Series 6 Kakadu Collateralised Debt Obligation (CDO) notes (rated AA by Fitch but estimated in fact BB). Council suffered a capital loss of \$215,000 on these investments dating back to December 2006 and will seek damages of the capital loss including lost interest, as part of the action.

24. As a Group Member, Council will not incur any legal costs or disbursements, or be liable for any adverse costs order that the Court may make in the proceedings. The Banton Group Pty Ltd (Banton) is the legal firm acting for Council in relation to the class action proceedings against Fitch, engaged on November 2020. Banton has been working on the matter and conferring with consultant experts on a new potential fraud issue within Fitch's ratings methodology. The latest correspondence on this matter was in early March 2024, where Banton is still conferring with Counsel and experts regarding the arguments and alternative strategies in this matter and they expect to be in a position to provide a substantive update in the coming weeks. The anticipated substantive update has been delayed slightly for commencement of the proceedings against Fitch.

FINANCIAL IMPLICATIONS

25. Income from interest on investments totals \$7,020,000 which is \$840,000 higher than the year-to-date adopted budget of \$6,180,000.

RISK IMPLICATIONS

26. Enterprise risk/s identified, and management process applied.
27. Council's enterprise risk identified was 'poor financial management adversely impacts Council's long-term financial sustainability'. The risk has been managed by Council's management of investments in accordance with the relevant Act and Regulations, along with Council's adopted Investment Policy and introduction of the SRV. To further minimise the risk, Council is progressively moving towards the placement of investments only in investments rated A or above.

COMMUNITY ENGAGEMENT

28. No community consultation is required.

FILE REFERENCE

D24/51176

ATTACHMENTS

Attachment [1](#) P08. Investment Portfolio as at 29 Feb 2024





INVESTMENT REPORT

As at 29 February 2024



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1. Portfolio as at 29 February 2024
2. Portfolio Valuation by Categories as at 29 February 2024



Investment Report
Georges River Council
as at 29 February 2024

1. Portfolio Valuation As At 29 February 2024

	Fixed Interest Security	ISIN	Face Value Original	Market Value	% Total Value
Cash at Bank					
	CBA Consolidated operating 70 & 18		24,286,752.97	24,286,752.97	9.76%
			24,286,752.97	24,286,752.97	9.76%
At Call Account					
	CBA Cash deposit 167242		218,182.63	218,182.63	0.09%
	CBA Online saver 7676		-	-	0.00%
			218,182.63	218,182.63	0.09%
Fixed rate bond					
	NTTC 1.0 15 Dec 2024 1206DAY Fixed		5,000,000.00	5,000,000.00	2.01%
	NAB 4.95 25 Nov 2027 1826DAY Fixed	AU3CB0294502	7,400,000.00	7,400,000.00	2.97%
	ING 4.70 8 Dec 2025 1096DAY Fixed	AU3CB0294759	3,750,000.00	3,750,000.00	1.51%
	Suncorp 4.80 14 Dec 2027 1826DAY Fixed	AU3CB0294957	5,200,000.00	5,200,000.00	2.09%
	Rabobank 5.71 21 Nov 2028 1827DAY Fixed	AU3CB0304525	6,750,000.00	6,750,000.00	2.71%
			28,100,000.00	28,100,000.00	11.29%
Floating rate note					
	MACQ 0.48 09 Dec 2025 FRN	AU3FN0057709	3,000,000.00	2,975,280.00	1.20%
	Suncorp 0.45 24 Feb 2026 FRN	AU3FN0058343	2,100,000.00	2,075,377.50	0.83%
	BOQ 1.07 14 May 2025 FRN	AU3FN0054086	6,500,000.00	6,529,380.00	2.62%
	RBCSyd 0.73 30 Jun 2026 FRN	AU3FN0079133	5,000,000.00	5,000,000.00	2.01%
	Suncorp 1.05 12 Jul 2028 FRN	AU3FN0079406	3,000,000.00	3,000,000.00	1.21%
	CBA 0.95 17 Aug 2028 FRN	AU3FN0080396	2,000,000.00	2,000,000.00	0.80%
	ABOCSyd 0.90 4 Sep 2026 FRN	AU3FN0080859	10,000,000.00	10,000,000.00	4.02%
			31,600,000.00	31,580,037.50	12.69%



Investment Report
Georges River Council
as at 29 February 2024

Term Deposit

WBC 0.80 09 Sep 2024 1098DAY TD	4,000,000.00	4,000,000.00	1.61%
NAB 0.82 06 Sep 2024 1095DAY TD	3,000,000.00	3,000,000.00	1.21%
WBC 0.88 08 Oct 2024 1099DAY TD	4,000,000.00	4,000,000.00	1.61%
WBC 3.29 02 May 2024 731DAY TD	6,000,000.00	6,000,000.00	2.41%
ING 3.40 02 May 2024 731DAY TD	2,000,000.00	2,000,000.00	0.80%
ING 3.90 08 Aug 2025 1096DAY TD	5,000,000.00	5,000,000.00	2.01%
WBC 4.67 30 Aug 2027 1827DAY TD	5,000,000.00	5,000,000.00	2.01%
CBA 4.36 05 Sep 2025 1096DAY TD	5,000,000.00	5,000,000.00	2.01%
WBC 5.10 27 Sep 2027 1826DAY TD	5,000,000.00	5,000,000.00	2.01%
WBC 5.10 27 Sep 2027 1826DAY TD	5,000,000.00	5,000,000.00	2.01%
WBC 5.10 27 Sep 2027 1826DAY TD	5,000,000.00	5,000,000.00	2.01%
ING 5.00 05 Oct 2027 1827DAY TD	5,000,000.00	5,000,000.00	2.01%
WBC 4.76 05 Oct 2027 1827DAY TD	5,000,000.00	5,000,000.00	2.01%
WBC 5.08 18 Oct 2027 1826DAY TD	5,000,000.00	5,000,000.00	2.01%
WBC 5.15 10 Nov 2027 1826DAY TD	10,000,000.00	10,000,000.00	4.02%
ING 4.65 14 Dec 2027 1827DAY TD	5,000,000.00	5,000,000.00	2.01%
ING 5.13 06 Mar 2028 1827DAY TD	5,000,000.00	5,000,000.00	2.01%
ING 4.85 14 Mar 2028 1827DAY TD	5,000,000.00	5,000,000.00	2.01%
NAB 5.30 7 Jun 2024 365DAY TD	5,000,000.00	5,000,000.00	2.01%
ING 5.20 15 Jun 2028 1827DAY TD	4,000,000.00	4,000,000.00	1.61%
ING 5.41 19 Jun 2025 731DAY TD	4,000,000.00	4,000,000.00	1.61%
WBC 5.41 7 Jul 2026 1096DAY TD	3,000,000.00	3,000,000.00	1.21%
NAB 5.45 16 Jul 2024 365DAY TD	10,000,000.00	10,000,000.00	4.02%
NAB 5.40 17 Jul 2024 365DAY TD	5,000,000.00	5,000,000.00	2.01%
WBC 5.06 20 Jul 2026 1098DAY TD	2,200,000.00	2,200,000.00	0.88%
WBC 5.12 24 Jul 2026 1096DAY TD	3,000,000.00	3,000,000.00	1.21%
ING 5.37 18 Aug 2025 731DAY TD	5,000,000.00	5,000,000.00	2.01%
ING 5.01 24 Aug 2026 1096DAY TD	3,000,000.00	3,000,000.00	1.21%
NAB 5.20 27 Aug 2024 365DAY TD	3,000,000.00	3,000,000.00	1.21%
ING 5.00 4 Sep 2026 1096DAY TD	5,000,000.00	5,000,000.00	2.01%
NAB 5.20 9 Sep 2024 367DAY TD	5,000,000.00	5,000,000.00	2.01%
NAB 5.20 10 Sep 2024 365DAY TD	5,000,000.00	5,000,000.00	2.01%
ING 5.30 3 Oct 2025 730DAY TD	2,500,000.00	2,500,000.00	1.00%
ING 5.20 16 Oct 2024 366DAY TD	2,000,000.00	2,000,000.00	0.80%
NAB 5.00 11 Mar 2024 91DAY TD	5,000,000.00	5,000,000.00	2.01%
ING 5.19 19 Feb 2029 1827DAY TD	1,000,000.00	1,000,000.00	0.40%
Rabo 5.15 26 Feb 2029 1827DAY TD	3,000,000.00	3,000,000.00	1.21%
	164,700,000.00	164,700,000.00	66.18%
Portfolio Total		248,884,973.10	100%



Investment Report
Georges River Council
as at 29 February 2024

2. Portfolio Valuation By Categories As At 29 February 2024

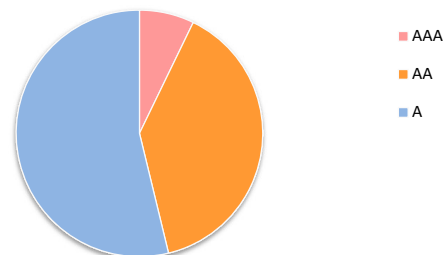
Short Term Issuer/Security Rating Group	Market Value	% Total Value
AA	84,504,936	33.95%
A	4,000,000	1.61%
Portfolio Total	88,504,936	35.56%

Market Value by Security Rating Group
(Short Term)



Long Term Issuer/Security Rating Group	Market Value	% Total Value
AAA	11,529,380	4.63%
AA	62,600,000	25.15%
A	86,250,658	34.65%
Portfolio Total	160,380,038	64.44%

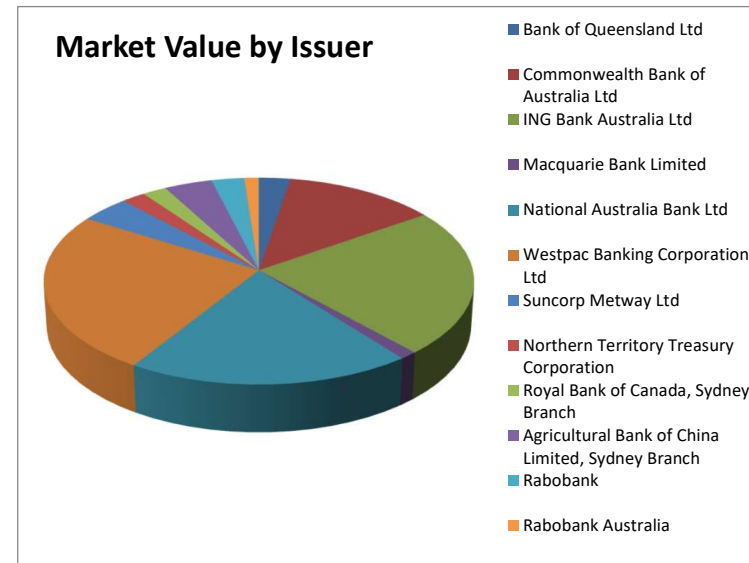
Market Value by Security Rating Group
(Long Term)





Investment Report
Georges River Council
as at 29 February 2024

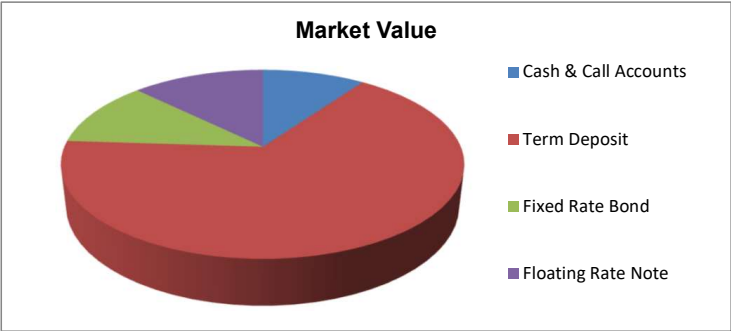
Issuer	Market Value	% Total Value
Bank of Queensland Ltd	6,529,380	2.62%
Commonwealth Bank of Australia Ltd	31,504,936	12.66%
ING Bank Australia Ltd	57,250,000	23.00%
Macquarie Bank Limited	2,975,280	1.20%
National Australia Bank Ltd	48,400,000	19.45%
Westpac Banking Corporation Ltd	62,200,000	24.99%
Suncorp Metway Ltd	10,275,378	4.13%
Northern Territory Treasury Corporation	5,000,000	2.01%
Royal Bank of Canada, Sydney Branch	5,000,000	2.01%
Agricultural Bank of China Limited, Sydney Branch	10,000,000	4.02%
Rabobank	6,750,000	2.71%
Rabobank Australia	3,000,000	1.21%
Portfolio Total	248,884,973	100.00%





Investment Report
Georges River Council
as at 29 February 2024

Security Type	Market Value	% Total Value
Cash & Call Accounts	24,504,936	9.85%
Term Deposit	164,700,000	66.18%
Fixed Rate Bond	28,100,000	11.29%
Floating Rate Note	31,580,038	12.69%
Portfolio Total	248,884,973	100.00%

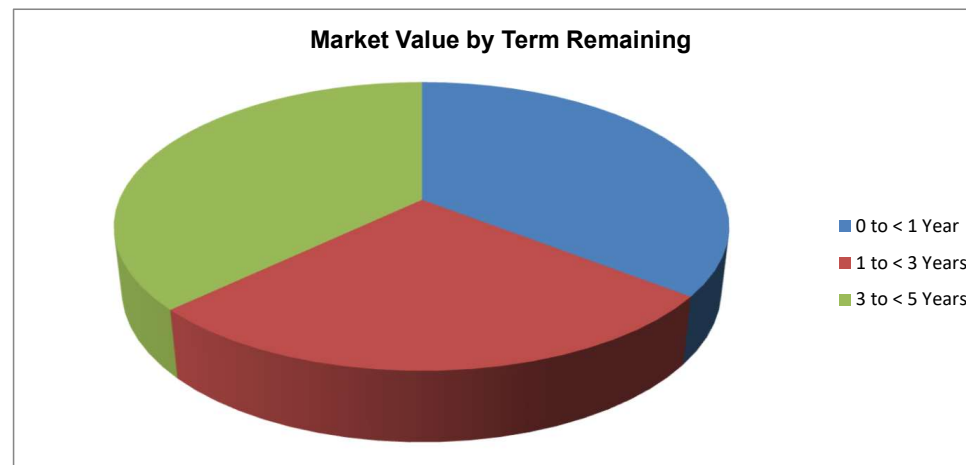




Investment Report
Georges River Council
as at 29 February 2024

Term Remaining	Market Value	% Total Value	Policy Limits %
0 to < 1 Year	88,504,936	35.56%	100%
1 to < 3 Years	68,030,038	27.33%	60%
3 to < 5 Years	92,350,000	37.11%	40%
Portfolio Total	248,884,973	100.00%	

Note: Term Remaining is calculated using a weighted average life date (WAL) where appropriate and available otherwise the interim (initial) maturity date is used.



Item: FIN012-24 Draft Fraud and Corruption Control Policy and System

Author: Head of Corporate Governance and Risk

Directorate: Business and Corporate Services

Matter Type: Committee Reports

FIN012-24

RECOMMENDATION:

- (a) That Council approve the Fraud and Corruption Control System (Attachment 1) and Policy (Attachment 2) to be placed on public exhibition for a period of no less than 28 days.
- (b) That Council endorse for the Fraud and Corruption Control System (Attachment 1) and Policy (Attachment 2) to become effective after public exhibition if no submissions have been received.
- (a) That the General Manager be delegated authority to make minor administrative changes, if required.

EXECUTIVE SUMMARY

1. The purpose of this report is to provide an update on the progression of the Fraud and Corruption Control Framework and the intention to submit both the Policy and System for public consultation and adoption if no submissions are received.

BACKGROUND

Fraud and Corruption Control Policy and System

2. The Australian Standards AS8001:2021, Fraud and Corruption Control (the Standards) have been updated to provide minimum requirements for organisations wishing to develop, implement, and maintain an effective fraud and corruption control system. Accordingly, Council has completed a review of the current Policy and Plan to identify areas of improvement to comply the standards and introduce a new Fraud and Corruption Control System (FCCS).
3. The FCCS has been drafted using the current Fraud and Corruption Control Plan with modifications to align the contents with the suggested contents provided for within the Standards. Additional requirements with the updated Standards include:
 - a. Inclusion of minimum requirements
 - b. Updated references to other standards
 - c. Updated definitions to fraud and corruption to include dishonest conduct that is not necessarily a breach of the law
 - d. Update requirements and guidance on information system security and controlling the risk of external attack
 - e. Updated requirements and guidance on the application of information and communication technologies (ICT) in relation fraud and corruption prevention, detection and response
4. Where the original Plan did not contain this information, consultation occurred with the relevant department to obtain the required content and ensure it accords with the

requirements of the Standards. Some information has been expanded to match the requirements of the Standards and current practices at Council.

5. The following items have been created anew for the inclusion in the FCCS
 - a) 1.7 Definition of Terms - Updated
 - b) 2.1 - Roles and Accountabilities - Updated
 - c) 2.3 - Business Unit Accountability
 - d) 2.5 - External environment scan
 - e) 2.8 - Leveraging the external audit function
 - f) 2.9 - Implementing an Information Security Management system (ISMS)
 - g) 2.10 - Record keeping and confidentiality of information
 - h) 2.11 - Consideration of extra-jurisdictional implications
 - i) 3.3 - Managing gifts and benefits
 - j) 3.4 - Implementing and maintaining and internal control system
 - k) 3.5 - Incentives and performance indicators
 - l) 3.8 - Preventing technology enabled fraud
 - m) 3.9 - Physical security and asset management
 - n) 4.5 - Leveraging business associates and other external partners
6. Any outstanding or intended initiatives will be outlined in the Fraud and Corruption Action Plan that is an addendum to the FCCS, and which will not be published. The Fraud and Corruption Action Plan will remain in the custody of the Head of Corporate Governance and Risk.
7. On 9 November 2023, the FCCS was submitted to the Audit, Risk and Improvement Committee (ARIC) for consideration and feedback, with no recommended changes suggested.
8. The current Fraud and Corruption Control Policy has been reviewed with only minor changes to align with the FCCS.

FINANCIAL IMPLICATIONS

9. No budget impact for this report.

RISK IMPLICATIONS

10. Failure to comply with legislation or recommendations underpins the Strategic Risk 8 – Statutory and Regulatory requirement/Ineffective governance.

COMMUNITY ENGAGEMENT

11. Pending approval by Council, the Fraud and Corruption Control System and Policy will go on public exhibition for a period no less than 28 days, via Council's YourSay platform.

FILE REFERENCE

D24/72370

ATTACHMENTS

Attachment [1](#) Draft Fraud and Corruption Control System



Attachment [2](#) Draft Fraud and Corruption Control Policy





Fraud and Corruption Control System

SYSTEM ADMINISTRATION

Dates	Plan approved xx/xx/xxxx (date to be added by Plan Specialist) This Plan is effective upon its approval. Plan is due for review xx/xxxx
Approved by	Council Meeting xx/xx/xxxx Council Resolution xxx
Exhibition Period	<i>Include date of exhibition to the public or consultative committee, if relevant</i>
Policy Owner	Director, Business and Corporate Services
Related Documents	Georges River Council Code of Conduct Georges River Council Public Interest Disclosures Policy Georges River Council Feedback and Complaints Management Policy Georges River Council Fraud and Corruption Control Policy Georges River Council Legislative Compliance Policy Georges River Council Privacy Management Policy Georges River Council Payment Handling & Cash Collection Policy Georges River Council Pre-Employment Suitability Policy Georges River Council Public Interest Disclosure Reporting Policy Georges River Council Statement of Business Ethics Georges River Council Conflicts of Interest – Procedures for Managing Georges River Council Gifts and Benefits – Procedures for Managing Georges River Council Probity Plan Georges River Council Privacy Management Policy Georges River Council Statement of Business Ethics
Appendices	
References & Legislation	AS 8001 - 2021 Fraud and Corruption Control <i>Local Government Act 1993</i> <i>Independent Commission Against Corruption Act 1988</i> <i>Public Interest Disclosures Act 2022</i>
Document Identifier	Policy #: <i>Allocated by Senior Policy Specialist once policy is</i> Doc #: <i>Please enter CM9/Document identification number</i>
Record Keeping	All documents and information obtained in relation to the implementation of this document will be kept in accordance with the NSW State Records Act 1998, Georges River Council's Corporate Records Policy and adopted internal procedures.



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1. Executive Summary

1.1 Introduction

- 1.1.1 Georges River Council (Council) is committed to the highest standard of ethical and accountable conduct and as such, is committed to the prevention, detection, and investigation of all forms of fraud and corrupt conduct.
- 1.1.2 The Australian Standards AS8001:2021 provides a benchmark for national standards, expectations and working processes – Council recognises that it has a responsibility to develop and implement sound financial, legal and ethical decision-making and practices. This Fraud and Corruption Control System (the System) is a key document that supports the Fraud and Corruption Control Policy, which sits within the Code of Conduct and Governance Framework. Georges River Council (Council) will use this framework to further strengthen their commitment to best practice in fraud prevention and control.

1.2 Purpose

- 1.2.1 The purpose of this document is to provide a wholistic approach to fraud and corruption control within Council and to assist Council Officials meet their responsibilities in relation to Fraud and Corruption Control Standards. The requirements within represent the commitment of the Council Officials to control fraud and corruption.
- 1.2.2 This System aims to draw together all prevention, detection and response initiatives adopted by Council in one document and, more specifically, to:
 - Promote the awareness of risks relating to fraud and corruption to Council officials and Council's Contractors, Consultants and Volunteers.
 - Develop appropriate strategies and internal controls to minimise losses due to fraud, and corruption to Council.

1.3 Scope

- 1.3.1 This System applies to all Council Officials, including Councillors, Council employees (including part-time and casual, temporary, agency staff, trainees, and students on work placements), individuals who are engaged as contractors working for Council, and other people who perform public official functions on behalf of the Council, such as volunteers.

1.4 Statement of attitude

- 1.4.1 Council will set the example for accountability, integrity and transparency in the provision of services to the community, and the management of Council as an organisation.
- 1.4.2 Council has a zero tolerance for fraud or corruption and is committed to minimising the incidence of fraud and corruption. Council will take appropriate action against Council Officers, contractors and elected members who have participated in such behaviour and those who allow it to occur.

1.5 Link to codes of behaviour

- 1.5.1 The Council's Fraud and Corruption Control Policy and the System outlines Council's approach to preventing, detecting, and responding to fraudulent and corrupt behaviour. The System provides strategies and processes to help the Council fulfil its responsibilities for fraud and corruption control.
- 1.5.2 The System shall be Council's framework for addressing fraud and corruption, and is underpinned by Council's Policies and procedures, including:



- Code of Conduct and Procedures
- Conflicts of Interest – Procedures for Managing
- Council Probity Plan
- Fraud and Corruption Policy
- Gifts and Benefits – Procedures for Managing
- Legislative Compliance Policy
- Payment Handling & Cash Collection Policy
- Pre-Employment Suitability Policy
- Privacy Management Policy
- Public Interest Disclosure Reporting Policy
- Statement of Business Ethics

1.6 Relationship to other risk management plans

1.6.1 The System will complement Council's other risk management plans. These plans and registers provide further risk controls.

- Corporate Reporting
- Enterprise Risk Management Plan
- Risk Register
- Strategic Risk Register

1.7 Definition of Terms

Term	Meaning
<i>Council official</i>	An individual who carries out public official functions on behalf of Council or acts in the capacity of a public official. For the purpose of this Policy, the Mayor, Councillors, employees, members of Council committees and delegates of Council are Council officials.
<i>Council's contractors, consultants and volunteers</i>	Those who perform public official functions on behalf of Council including contractors, sub-contractors, consultants, sub-consultants and volunteers.
<i>Corruption</i>	Corruption and corrupt conduct are defined by the Independent Commission Against Corruption as: <ul style="list-style-type: none"> • conduct of any person (whether or not a public official) that adversely affects, or could affect the honest and impartial exercise of public official functions, or • conduct of a public official that involves the dishonest or partial exercise of any of his or her public official functions, or • a breach of public trust, or • any conduct of a public official or former public official that involves the misuse of information or material acquired in the course of a public official's functions whether or not for his or her benefit or for the benefit of any other person.



	<p>Corrupt conduct includes dishonest activity in which a person associated with Council acts contrary to the interests of Council and abuses their position of trust in order to achieve personal advantage or advantage for another person or organisation, either directly or indirectly. It can also be the conduct of any person (whether or not a public official) that adversely affects or could affect the exercise of official functions and involves conduct such as bribery, blackmail, fraud, obtaining or offering secret commissions, collusive tendering practices, forgery and various other crimes.</p> <p>For conduct to be corrupt it must be covered by one of the conditions above and any one of the following:</p> <ul style="list-style-type: none"> • a criminal offence • a disciplinary offence • a situation where there are reasonable grounds for dismissal or dispensing with the services of or terminating the services of a Council Officials, Contractors, Consultants and Volunteers.
<i>Fraud</i>	<p>Fraud is a dishonest activity causing actual or potential gain or loss to any person or organisation including theft of moneys or other property by persons internal and/or external to the organisation and/or where deception is used at the time, immediately before or immediately following the activity.</p> <p>Note:</p> <ul style="list-style-type: none"> • Property in this context also includes intellectual property and other intangibles such as information. • Fraud also includes the deliberate falsification, concealment, destruction, or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal financial benefit. • While conduct must be dishonest for it to meet the definition of “fraud” the conduct need not necessarily represent a breach of the criminal law. • Fraud can involve fraudulent conduct by internal and/or external parties targeting the organisation or fraudulent or corrupt conduct by the organisation itself targeting external parties. <p>Council considers a fraud incident to include the above criteria that results in a significant loss of revenue, financial loss, or reputational harm; or that requires Council to notify an external body of the fraud incident.</p>



2. Foundations for Fraud and Corruption Control

2.1 Roles and Accountabilities

- 2.1.1 All roles and accountabilities are set out in Part 6 of this System.

2.2 Fraud and corruption awareness training

- 2.2.1 The primary purpose of fraud and corruption awareness training is to assist in the prevention and detection of fraud by raising the general level of awareness amongst all employees.
- 2.2.2 All staff will be required to attend fraud and corruption awareness training in accordance with the System. New employees will receive a fraud and corruption awareness briefing at induction. Council also regularly reviews its training program to ensure that it remains relevant and effective in preventing and detecting fraud and corruption.
- 2.2.3 In addition, Council will send regular communications to employees detailing a clear definition of the types of action that constitute fraud and corruption and an unequivocal statement that fraudulent conduct will not be tolerated.

2.3 Business Unit Accountability for Fraud and Corruption Control

- 2.3.1 Council has established a clear system of accountability for each business unit within a Directorate. This system enables each business unit to take ownership of the risks associated with their unit and proactively identify and mitigate potential threats.
- 2.3.2 To facilitate this accountability, Council has implemented a comprehensive risk register for each Directorate. The risk register provides a detailed overview of all potential risks, along with the mitigation treatment and evaluation of risks that require monitoring by the Executive Team and ARIC.
- 2.3.3 Each business unit within a Directorate is responsible for managing and mitigating the risks associated with their specific unit. This includes conducting regular risk assessments and implementing effective controls to prevent fraudulent and corrupt activities from occurring.

2.4 Fraud and corruption risk management

- 2.4.1 The Fraud and Corruption Risk Assessment (FCRA) will be conducted periodically and in accordance with the Action Plan and coordinated by the Head of Corporate Governance and Risk. The results will be reported to the ARIC. The implementation of the proposed actions arising from the FCRA will be reported to the Audit, Risk and Improvement Committee on a regular basis.
- 2.4.2 The FCRA will be conducted in accordance with AS ISO 31000:2018 Risk Management – Principles and guidelines and AS 8001 – 2021 Fraud and Corruption Control.

2.5 External environment scan

- 2.5.1 As part of the FCRA, the Head of Corporate Governance and Risk will include an external environment scan to identify external factors that may affect the FCCS outcomes. Such considerations may include changes in government policies, economic downturns, social trends, technological advancements, environmental regulations and changing legal requirements.



2.6 Developing and implementing an FCCS

- 2.6.1 The System links to Council's Fraud and Corruption Control Policy, and it details Council's approach to the prevention, detection and response (illustrated below) to fraudulent and corrupt behaviour, providing strategies to assist Council Officials, Contractors, Consultants and Volunteers to meet their fraud and corruption control responsibilities.

Prevention	Detection	Response
Councillors, Audit, Risk and Improvement Committee oversight Executive and line management functions Internal Audit, Risk and Compliance functions		
<ul style="list-style-type: none"> • Risk assessment • System / Plan / Policy • Gap analysis and performance assessment • Employee and third-party due diligence • Ethical culture (including Code of Conduct, Conflict of Interest) • Communication and awareness • Employee support programs • Internal controls • Proactive data analytics 	<ul style="list-style-type: none"> • Fraud reporting mechanisms • Public Interest Disclosures • Post transaction review • Management accounting reporting review • Retrospective data analytics • Auditing and monitoring (random audits) 	<ul style="list-style-type: none"> • Response protocol • Investigation protocols • Incident register • Disclosure / reporting • Disciplinary procedures • External reporting • Civil recovery • Internal control review • Insurance

2.7 Leveraging the internal audit function

- 2.7.1 Council has developed a program of internal audits to provide assurance that internal controls are implemented and are effective in achieving the desired objectives including the prevention and detection of fraud and corruption.
- 2.7.2 The internal audits will be conducted or coordinated by the Internal Auditor with consideration of the fraud and corruption risk assessments, fraud and corruption incidents (either at Council or similar entities) and the results of previous internal audits.
- 2.7.3 The Audit, Risk and Improvement Committee approves the annual internal Audit Plan and will monitor the results and implementation of approved recommendations arising from internal audits.

2.8 Leveraging the external audit function

- 2.8.1 Council has worked cooperatively with the NSW Audit Office with their representative being a regular invitee to all Committee meetings. The NSW Audit Office has advised Councils of their areas of focus for both financial audits and performance audits.

2.9 Implementing an Information Security Management System (ISMS)

- 2.9.1 The establishment of a Digital Resource Management Plan (DRMP) by the Council is a proactive approach to strengthen its current security framework and is a systematic approach to an ISMS. The DRMP is a comprehensive and multi-faceted scope of work



that aims to ensure the effective management of digital resources to enable responsive and timely services and information. The DRMP will be implemented throughout 2023-2026 and will continue to incorporate the following key elements:

- **Information Security Policy:** This outlines Council's approach to information security management. It defines the roles and responsibilities of stakeholders, set out the Council's security objectives, and provide guidance on the implementation of security controls to protect the confidentiality, integrity, and availability of information.
- **Digital Data Policy:** This policy outlines the Council's approach to the collection, storage, use, and disclosure of digital data. It provides guidance on data classification, retention, and disposal, and will ensure compliance with relevant legislation and regulations, such as the Privacy Act.
- **Data Breach Response Framework Policy:** This policy provides guidance on Council's response to data breaches. It outlines the procedures for detecting, containing, and reporting data breaches, and will ensure that affected parties are notified in a timely and appropriate manner.
- **Mobile Device Use Administration Policy:** This policy outlines Council's approach to the use of mobile devices. It will provide guidance on the selection, configuration, and management of mobile devices, and ensures that mobile devices are secured and managed in accordance with the Council's security policies.
- **Records and Information Management Policy:** This policy provides guidance on the management of records and information. It ensures that records and information are managed in a consistent and systematic manner, and provides guidance on the retention, disposal, and preservation of records.

2.9.2 Implementing an ISMS will help reduce the risks associated with information security breaches, protect Council's reputation, and comply with legal and statutory requirements.

2.10 Record Keeping and confidentiality of information

- 2.10.1 Council's Records and Information Management Policy and Privacy Management Plan serves as the framework for the management of records and information and is aligned with the State Records Act 1998 (NSW).
- 2.10.2 The policy outlines the roles and responsibilities of all stakeholders involved in managing records, including the Information Management Technology (IMT) Team, which is responsible for the lifecycle management of Council's records and information. The IMT Team ensures compliance with the General Authority for Sentencing and Destruction of Local Government Records and oversees the implementation of best practices in records management.
- 2.10.3 Council's Code of Conduct outlines the standard for the confidentiality of information, including access and improper use of information. The Code is based on the Privacy and Personal Information Protection Act 1998 (NSW) and the Health Records and Information Privacy Act 2002 (NSW), as well as any Guidelines issued by the Information Privacy Commissioner.

2.11 Consideration of extra-jurisdictional implications

- 2.11.1 Council ensures its activities do not negatively impact other jurisdictions or communities. Activities such as procurement and contracts, environmental management, and community services can give rise to extra-jurisdictional criminal matters. Council adheres to the principles of the modern slavery legislation and considers its environmental impact in decision-making processes and takes appropriate measures to mitigate any risks.



3. Prevention

3.1 Promoting a sound integrity framework

- 3.1.1 Council's Code of Conduct provides the framework for ethical behaviour and integrity expectations for all Council Officials. Council implements the integrity framework in practice by practising adaptive and continuous improvement in the risk management area, by expressing an ongoing management commitment to fraud and corruption control, and by implementing deterrent, prevention and detection measures, to ensure:
- all employees have an awareness of fraud and corruption risks
 - a fraud risk assessment is performed which quantifies the level, nature and form of the risks to be managed
 - procedures to be undertaken to assist in the management of fraud and corruption
 - employees to have access to information to assist them understand fraud and corruption and their obligations
 - Customers, the community and suppliers understand that the Council has a zero tolerance for fraud and corruption
 - Council Officials, Contractors, Consultants, volunteers, external parties and members of the public understand that Council has a zero tolerance for fraud and corruption.

3.2 Managing Conflicts of interest

- 3.2.1 A conflict of interest exists where a reasonable and informed person would perceive that an employee could be influenced by a private interest when carrying out their public duty. Employees are required to avoid or appropriately manage any conflict of interest.
- 3.2.2 The Council has a Code of Conduct and a Procedure for the Management of Conflicts of Interest to assist Council officials and employees to manage conflicts of interest. Council Officials are required to annually attest to their adherence to the Code of Conduct or report any breaches.
- 3.2.3 The management of conflicts of interest among Councillors is overseen by the Office of the General Manager. It is mandatory for Councillors to declare a conflict of interest at each Council Meeting, and confirm they have no conflict of interest where that conflict may arise.

3.3 Managing gifts and benefits

- 3.3.1 Council requires all staff to adhere to a zero tolerance regarding the receipt of any gift or benefit with limited and strict exemptions in accordance with Council's 'Gifts and Benefits – Procedures for Managing'. Council Officials are prohibited from soliciting gifts or benefits, regardless of their value, accepting gifts, benefits, or cash/cash-like gifts, regardless of their value or motive, or personally benefiting from rewards point programs when purchasing on behalf of Council.
- 3.3.2 All offers regardless of whether they are accepted or declined, must be declared by completing the Gifts and Benefits Declaration Form and submitted to the General Manager within five days of an offer of a gift or benefit being made.
- 3.3.3 All declared offers and receipt of gifts and benefits are managed by the Head of Corporate Governance and Risk and recorded in the Gifts and Benefits Register, which is periodically published on Council's website. Any receipted items is disposed of in accordance with directions issued by the General Manager.



3.4 Implementing and maintaining an internal control system

- 3.4.1 All Council Officials are required to adhere to each policy and process implemented at Council.
- 3.4.2 Council maintain a policy and procedures register which is managed by the Head of Corporate Governance and Risk, and is used to drive policy review and updating on a regular basis, dependant on the risk associated with each process. The Head of Corporate Governance and Risk ensures each policy and procedures is available to all staff, and periodically reviews the quality of the data retained in the maintenance and management of the internal control system. The Head of Corporate Governance and Risk provides a quality review service to all new or reviewed policies/procedures to ensure a culture of continuous improvement in the internal control system.

3.5 Incentives and performance indicators

- 3.5.1 Council implements financial incentives in accordance with Clause 8(iv) of the Local Government (State) Award 2023, that requires progression through the salary system be based upon:
- (a) *the acquisition and use of skills; or*
 - (b) *employee performance, provided that progression beyond the award entry level based upon the acquisition and use of skills is also available.*
- 3.5.2 Council's Performance Excellence Program (PEP) outlines the process for progressing through the salary system and rewarding performance excellence. Each recommendation for progression through the salary system or a financial incentive must be established against approved eligibility criteria.
- 3.5.3 A salary review committee consisting of the relevant Manager, relevant Director and the General Manager consider recommendations for salary increase or performance reward outcomes based on the consistent eligibility criteria on a biannual basis.

3.6 Workforce screening

- 3.6.1 Council performs pre-employment screening processes on new employees including reference checks, validation of qualifications, bankruptcy and criminal history checks where applicable.
- 3.6.2 In addition, these checks may be re-performed for employees to maintain currency, for example when a promotion, secondment or changes in duties takes place.

3.7 Screening and ongoing management of business associates

- 3.7.1 The appointment of contractors is a significant corruption risk in local government. Council has developed the Sustainable Procurement Policy which outlines principles of probity which assist to mitigate this risk and meet the various requirements of the *Local Government Act 1993*, Local Government (General) Regulations 2005 and Tendering Guidelines for NSW Local Government.
- 3.7.2 Council's objectives is that a consistent set of principles and rules on probity should apply and be implemented across the entire Council. The principles of probity in Government contracting are:
- best value for money
 - impartiality
 - dealing with conflicts of interest



- accountability and transparency
 - confidentiality
 - compliance with legislative obligations and Council policy (as they apply to tendering).
- 3.7.3 Council must monitor and evaluate application of these principles through all stages of the procurement processes if they are to ensure the fair and equitable treatment of all parties.
- 3.7.4 Steps to be taken to meet probity requirements include, but are not limited to:
- records should be maintained throughout all procurement processes and provide sufficient information to enable audit and independent review functions to be carried out.
 - all those involved in the tender assessment process are required to make a full declaration of their financial interest in any organisation which has the potential to be a tenderer.
 - all staff, contractors, consultants, and advisors with access to tender related information are to sign an appropriate confidentiality undertaking.

3.8 Preventing technology enabled fraud

- 3.8.1 A number of security measures are in place to strengthen the prevention of “technology-enabled” fraud. These are incorporated in Council’s Information Security Policy and include:
- User accounts with user IDs - disabled when the user leaves or adjusted when the user’s job role changes in a way that affects the information assets to which they need access. Review of user accounts shall be undertaken on a quarterly basis with redundant and unused accounts disabled.
 - Authentication – all users must be authenticated before being permitted to access any information assets. Authentication shall be secure by using a password known only to the user and a two-factor authentication for access external to Council.
 - Restricted System Isolation - Restricted information processed by internal or cloud-based systems must have a dedicated processing environment. These systems should not share multiple services, for example, application and databases services situated on the same host.
 - Cryptographic controls - cryptography is to be used as a control to ensure the confidentiality, integrity, and authenticity of Council business data.
 - Preventing malicious software installation – all servers and laptops hosting or accessing restricted application and databases must have an antivirus or other commensurate endpoint software installed together with an automated method for initiating regular scans, daily downloads, and update of signatures.

3.9 Physical security and asset management

- 3.9.1 Council uses a combination of security measures and processes to ensure the physical security of Council assets and infrastructure is maintained and continuously monitored. Council adopts a rigorous and ongoing assessment of security and asset protection as part of an audit program.
- 3.9.2 After any incident of fraud and corruption, Council assesses weaknesses within control measures and implements improvement processes where appropriate. Council



undertakes random and targeted security testing measures to identify areas of weakness and to formulate process improvements.

- 3.9.3 Identified areas of concern are managed within Council's risk management framework and matters outside of Council's risk appetite are periodically reported to the Executive Team for review and management.
- 3.9.4 Council seeks external speciality advice and consultation where appropriate and where significant changes to council structure or practices has occurred.

4. Detection

4.1 Post Transaction Review and Data Analytics

- 4.1.1 A review of transactions after they have been processed can be effective in identifying fraud and corruption. A program for conducting post-transaction reviews will be considered during the fraud and corruption risk assessment and the internal audit program.

4.2 Analysis of management accounting reports

- 4.2.1 Council will conduct periodic analysis of management accounting reports to identify trends indicative of fraud and corruption. The analysis of management reports is the responsibility of all managers and will be informed by the fraud and corruption risk assessment and fraud and corruption awareness training. Examples of the types of management accounting reports that can be utilised to identify indicators are:
 - monthly actual expenditure against budget reports
 - monthly actual revenue against budget reports
 - reports comparing revenue against prior periods.

4.3 Exit Interviews

- 4.3.1 The Chief People Officer will ensure that when conducting exit interviews, enquiries are made as to whether any fraud or corruption has caused the resignation of the employee or whether there are any fraud and corruption risks requiring management.
- 4.3.2 If any fraud and corruption risks are identified, the Chief People Officer will report findings and recommendations to the General Manager to ensure that any necessary actions are taken to mitigate fraud and corruption risks and to continuously improve Council's operations.

4.4 Identification of early warning signs

- 4.4.1 Council engages regular auditing to detect fraud and corruption including the analysis of payroll reports, budget allocation reports, internal and external audit reports and the implementation of audit recommendations. By analysing these reports regularly and proactively, Council has opportunity to detect warning signs, and identify potential fraud and corruption risks and take appropriate measures to prevent and mitigate such risks.

4.5 Leveraging business associates and other external parties

- 4.5.1 Council's Statement of Business Ethics outlines the expectations for business associates and third parties, emphasising the importance of ethical conduct and the potential consequences of non-compliance, including termination of contracts. Council's commitment to ethical practices is contained within the Statement of Business Ethics,



and creates an expectation of accountability and integrity amongst all stakeholders, including the invitation for external parties to report wrongdoing to Council.

4.6 Reporting Fraud Corruption

- 4.6.1 Council has a zero tolerance for fraud and corruption. Councillors and employees are required to report all instances of suspected fraud and corruption and Council will strongly support all Councillors and employees who report genuinely held suspicions of fraudulent or corrupt conduct. Council is committed to investigating all cases of alleged fraud and/or corruption and will report them to the Independent Commission Against Corruption (the ICAC) where appropriate. Cases may also be referred to the NSW Police for prosecution.
- 4.6.2 Internal reports can be made to the Code of Conduct Investigations Coordinator, PID Coordinator, a nominated PID Disclosure Officer, the General Manager or the Mayor in accordance with the Public Interest Disclosures Policy.
- 4.6.3 Council is committed to:
 - creating a climate of trust where staff are comfortable and confident about reporting wrongdoing;
 - encouraging staff to report wrongdoing;
 - maintaining the confidentiality of a report of wrongdoing; and
 - protecting staff who disclose wrongdoing from reprisals.

4.7 Complaint Management

- 4.7.1 Council engages a range of methods to encourage and receive reports of fraud and corruption from both internal and external stakeholders.
- 4.7.2 Council has initiated an anonymous fraud reporting online form for all reports, which are Managed by the Complaints Coordinator/s for Council. Council's Grievance and Complaint Resolution policy ensures grievances and complaints are managed effectively and in a timely manner in the local workplace, consistent with award and legislative requirements
- 4.7.3 Council takes risk of reprisal seriously, and engages robust security and confidentiality of complaint measures, as well as engaging restriction to information security in record management processes.

5. Response

5.1 Immediate action on discovery

- 5.1.1 As soon as Council becomes aware of a fraud and corruption event, Council will implement appropriate action. Council may decide to take no action whilst there is an investigative need for the gathering of evidence and the risk is low enough to justify the continuation of the event. This decision is to be made by the General Manager.
- 5.1.2 All allegations must be managed in accordance with this System, Council's Code of Conduct and Council's Public Interest Disclosure Policy, if applicable. Where appropriate expertise is not available internally, external assistance will be sought.

5.2 Investigation of a fraud or corruption event

- 5.2.1 The investigation of suspicions of fraud and corruption can be a complex and at times technical process. The consequences of a poorly conducted investigation include:



- denial of natural justice
 - denial of inadmissibility of evidence
 - potential inability to commence criminal or civil proceedings for the recovery of assets and adverse publicity
 - erosion of Council's reputation and community confidence in Council.
- 5.2.2 The General Manager may appoint an appropriately skilled, experienced and independent manager to conduct or coordinate an investigation into suspected fraud or corruption. The manager appointed to conduct or coordinate the investigation will consult the Head of Corporate Governance and Risk on technical aspects of the investigation and seek assistance where required.
- 5.2.3 Where appropriate, external expertise may be sought to conduct an investigation. The decision to obtain such external expertise will be at the discretion of the General Manager.

5.3 Disruption of fraud and corruption

- 5.3.1 Council will engage in disruption options when it is apparent there is evidence, or strong suspicion that a fraud or corruption event is or has occurred, but there is no way to determine who has engaged in the fraudulent or corrupt activity.
- 5.3.2 Optional disruption activities may include:
- Increased or targeted audit activity
 - Implementing additional or more rigorous control measures
 - Ending or limiting approval processes
 - Increasing or implementing validation requirements
 - Applying specific performance measures
 - Implementing targeted training for fraud and corruption identification

5.4 Disciplinary procedures

- 5.4.1 Any breach of the Council policies or procedures will be considered as serious and disciplinary action may follow. The disciplinary process will be conducted in accordance with applicable legislation, guidance and the principles of natural justice.

5.5 Responding to fraud and corruption events involving business associates

- 5.5.1 In accordance with the Statement of Business Ethics, Council requires anyone who does business with council to comply with the same standards as council officials and will take all necessary actions required by law, including notifying law enforcement agencies or regulatory authorities, in response to fraud or corruption events.
- 5.5.2 In the event of any breaches, Council may take the following actions, including initiating civil proceedings for damages recovery, termination or renegotiation of contracts, dismissing or reassigning relevant personnel, refusing to engage in future business dealings, imposing contract penalties, and increasing supervision and monitoring.

5.6 Recovery of the proceeds of fraud and corruption

- 5.6.1 Council will actively pursue the recovery of any money or property lost through fraud or corruption, provided there is a strong prospect of a net benefit from such action.



- 5.6.2 Civil action for the recovery may, at the discretion of the General Manager, extend to seeking a Garnishee Order or the appointment of a Trustee in Bankruptcy to the estate of the person against whom an order for restitution has been obtained but not satisfied.

5.7 Assessing internal controls, systems and processes post detection

- 5.7.1 The responsibility for ensuring that the internal control environment is reassessed and for ensuring that the recommendations arising out of this assessment are implemented will be that of the General Manager, who will task the implementation of recommendations to either the Internal Chief Audit Executive or Head of Corporate Governance and Risk. A summary of recommendations for the modification of the internal control environment should be provided to the Senior Manager of the team concerned.
- 5.7.2 In each instance where fraud or corruption is detected, the Internal Chief Audit Executive or the Head of Corporate Governance and Risk with the relevant Senior Manager will reassess the adequacy of the internal control environment (particularly those controls directly impacting on the incident and potentially allowing it to occur) and consider whether improvements are required. Where improvements are required, these should be implemented as soon as practicable.

5.8 Communications

- 5.8.1 Council is committed to preserving its reputation in the event of any incidence of fraud or corruption. Should an incident be suspected, the General Manager will assess the need for, and management of, all media releases. An appropriate spokesperson will be assigned to address all questions in relation to the incident.
- 5.8.2 Council officials will be briefed on how to respond to questions from the media or general public, if its appropriate for them to do so and they have been given approval by the General Manager and in accordance with the Social Media policy.

5.9 Third Parties

- 5.9.1 Council will consider the impact of fraud and corruption events on:
- Customers and clients
 - Government services
 - Community members, including impacts on the environment within the community
 - Industry members, and
 - The security of council property and assets
- 5.9.2 Council will determine whether notification of the fraud and corruption event should be made to interested third parties, and in accordance with legislative requirements and internal policies.

5.10 Internal Reporting and escalation

- 5.10.1 All reports of fraud and corruption will be collated on an internal code of conduct register which is maintained by the Complaints Coordinator/s.
- 5.10.2 Emerging or increasing incidents will be reported to the Head of Corporate Governance and Risk for analysis and further consideration.



5.11 External reporting

- 5.11.1 Under Section 11 of the *Independent Commission Against Corruption Act 1988* (NSW) the General Manager is required to report actual corrupt conduct or any matter they suspect on reasonable grounds concerns or may concern corrupt conduct to the ICAC and to respond to any referral requiring the Council to investigate or take other specified action.
- 5.11.2 The General Manager (subject to the requirements of ICAC) may report to Police or other regulators, any circumstances in which there is evidence giving rise to a suspicion on reasonable grounds, of fraud or corruption.
- 5.11.3 Where an allegation of fraud has been investigated and sufficient evidence to prove the allegation has been obtained, the matter may be reported to Police for investigation (subject to the directions of ICAC). For matters not involving ICAC, the General Manager has the discretion of reporting to Police and may report to Police, unless exceptional circumstances warrant the matter not being reported. Any decision by the General Manager to not report a reasonable suspicion of fraudulent or corrupt conduct to Police will be documented.

5.12 Annual reporting requirements

- 5.12.1 In addition to the reporting of individual incidents of fraud and corruption, Head of Governance and Risk will provide the following information to the Audit, Risk and Improvement Committee at each annually:
 - details of all instances of proven or suspected fraud and corruption
 - the number of cases of fraud referred to the Police for investigation
 - the reasons of any decisions not to report suspicions of fraud and corruption to the Police
 - a summary of the results of any completed prosecution action
 - the number of cases reported to the regulators
 - the number of cases resolved using administrative remedies only (i.e. dismissal of an employee)
 - the amount of monies recovered, both by administrative action and the use of the judicial process
 - whether external investigation resources have been used in carrying out the investigations
 - changes to the internal control environment subsequent to each case reported during the year (to allow the Audit, Risk and Improvement Committee to assess whether internal control enhancements made will be effective in preventing fraud or corruption of that type in the future).

5.13 Insuring against fraud events

- 5.13.1 Council's insurance largely reflects the risks posed to Council and its operations including fraud and corruption and the applicable policies are in place.
- 5.13.2 The General Manager will ensure policies are renewed and adapted as required.



6. Responsibilities

Position	Responsibility
General Manager	<ul style="list-style-type: none"> • Ultimate responsibility for managing fraud and corruption risks within Council • Responsibility for managing fraud and corruption risks in Council, including the approval and monitoring of this System. • Overall accountability for prevention, detection and reporting of fraud and corruption within Council • Demonstrating a high level of commitment to controlling the risks of fraud and corruption both against Council and by Council • Implementing the Fraud and Corruption Control System and framework, as well as responsibility to ensure all Council Officials are aware of and adhere to all requirements. • Ensuing the reporting of fraud and corruption to Audit, Risk and Improvement Committee • Reporting of a fraud or corruption incident to the ICAC, the Police, regulators, and other external parties • Responsible for the implementation of a system for the protection and active support of individuals who report wrongdoing or wish to report suspected cases of fraud or corruption and taking action when reprisals against those persons occur • Encouraging ethical culture by promoting zero tolerance to any form of fraudulent and corrupt behaviour • Ensuring the organisation is insured against fraud and cyber security.
Director, Business and Corporate Services	<p>Responsibility for the review and implementation of the System.</p> <p>The Director BACS is also the Public Officer under section 342 of the <i>Local Government Act 1993</i>. The Public Officer may deal with requests from the public concerning the council's affairs and may receive submissions made to council.</p>
Head of Governance and Risk	<p>Responsible for the coordination of the Fraud and Corruption Control Action Plan.</p> <ul style="list-style-type: none"> • Ensure all relevant policies and procedures are available to staff as part of the internal control system. • Responsible for fraud and corruption control framework and central point of contact for all staff. • Annually review the Fraud and Corruption Control Policy and System to ensure it reflects relevant changes within the organisation. • Co-ordinate the Fraud and Corruption Risk Assessment, at least every two years or more frequently if there is substantial change in the function, structure, or activities of the Council. • Provide advice of fraud and corruption risks and internal control issues. • Maintain accessible information sources informing staff of the options available for to report fraud. • Co-ordinate a review of internal controls following a fraud or corruption incident • Report to the Audit, Risk and Improvement Committee summarising any fraud incidents, actions taken, and outcomes. • Notify Council's insurer of a fraud incident and related or potential claim and pursuing recovery of losses associated with fraud and corruption. • Coordinating Council's Public Interest Disclosure framework.



Executive Team and Senior Managers	<ul style="list-style-type: none"> Responsible for Strategic/Operational plans, policies and procedures and will incorporate the management of fraud and corruption risks and controls as appropriate. Responsible for ensuring Council's Fraud and Corruption Control System is fully and effectively implemented. Identify potential risks of fraud in systems and processes under their control and implementing systems and controls to prevent and detect instances (e.g., post transaction reviews, proactive data analytics, strategic analysis of the management accounts and the role of Internal Audit). Ensure any complaints, disclosures, or allegations are handled in accordance with Council policies and relevant legislative requirements. Display ethical leadership and behaviour consistent with the Code of Conduct. Ensure any policy and procedure they are responsible for reflect the assessed fraud and corruption risks faced by Council.
Chief Audit Executive	<ul style="list-style-type: none"> Responsible for auditing systems and processes and recommends improvements to reduce the risk of fraud and corruption and reoccurrence. Maintain a risk based internal audit program that considers the results of the fraud and corruption risk assessment in its annual planning program. Leverage the Internal Audit Program to identify risk areas and detect any problems with Council procedures which may lead to an occurrence. Responsible for giving advice to the General Manager, monitoring the fraud and corruption control framework, and promoting and fostering effective fraud risk management within Council.
Audit, Risk and Improvement Committee (ARIC)	Responsible for providing advice to the General Manager about the Fraud and Corruption Control System.
Council Officials	<ul style="list-style-type: none"> Responsible for identifying fraud and corruption risks and to report suspicions of fraud and corruption in accordance with the System, either through Council's internal reporting framework, in accordance with Council's Public Interest Disclosures Reporting Policy, or directly to the ICAC or relevant external agency. All employees are expected to act in a professional and ethical manner, comply with all policies, meet legislative requirements, care for property and maintain and enhance the reputation of Council. Acknowledge and understand of the Code of Conduct, commitment to terms and conditions of employment and Council's zero tolerance towards fraud and corruption. Behave honestly and in accordance with Council's Code of Conduct and other Council policies
Elected Members	<ul style="list-style-type: none"> Carry out responsibilities in accordance with the requirements of Section 4 of the <i>Local Government Act 2009</i>. Approve, support and endorse policy or process that helps prevent fraud and corruption within Council. Behave honestly and in accordance with Council's Code of Conduct and other Council policies. Responsible for identifying fraud and corruption risks and to report suspicions of fraud and corruption in accordance with the System, either through Council's internal reporting framework, in accordance with Council's Public Interest Disclosures Reporting Policy, or directly to the ICAC or relevant external agency.
PID Coordinator	<ul style="list-style-type: none"> Provide a central referral point for allegations of fraud or corruption.



	<ul style="list-style-type: none"> • Ensure where a public interest disclosure is made, the internal procedure for making and managing a public interest disclosure is adhered to, and any legislative obligations are complied with. • Ensure compliance to Council's Public Interest Disclosure Policy.
All Supervisory Roles	<ul style="list-style-type: none"> • Identify potential risks of fraud in systems and processes under their control and implementing systems and controls to prevent and detect instances. • Report any suspected fraud or corruption within their teams. • Adopt a risk-based approach to fraud and corruption control, including proactive assessment of corruption or fraud risk, implementation of mitigation controls and regular reporting to senior management. • Responsible for implementing the Code of Conduct in areas within their control. • Promote awareness of ethical conduct within their teams. • Provide guidance and support to staff as necessary. • Ensure any disclosures received by them are made in accordance <i>Public Interest Disclosures Act 2022</i> and that confidentiality is maintained. • Understand and identify early warning signs fraud and corruption within their area and in accordance with this System.
Chief Information Officer	<ul style="list-style-type: none"> • Create and maintain an IT security strategy that includes a record of all IT security incidents. • Responsible for implementing a cyber security program and information security management system. • Implement and set out the organisation's approach to data analytics, i.e. providing regular reports to senior leaders outlining patterns and trends in fraud and corruption threats, incidents and investigations. • Ensure appropriate technical solutions are in place to manage and minimise the potential for fraud and corruption. • Responsible for first response of the capture of digital evidence in relation to a detected or suspected fraud or corruption event.
Head of Procurement	<ul style="list-style-type: none"> • Conduct pre-contract screening of contractors and third parties and ensuring all procurement documentation appropriately addresses the risk of fraud and corruption. • Structured risk-based due diligence before engaging contractors or third parties. • Contracts and service level agreements include clear accountabilities for managing the risk of fraud. • Conduct regular reviews of third-party dealings. • Devise specific internal controls relating to third parties. • Utilise supply vetting processes. • Ensure Council's Statement of Business Ethics is provided to all third parties with procurement documentation.
Chief People Officer	<ul style="list-style-type: none"> • Ensure all employees annually attest their adherence to the Code of Conduct. • Report any Breaches of the Code of Conduct in accordance with Council's Procedures for Managing Code of Conduct. • Conduct robust pre-employment screening and background checks on all applicants selected for positions. • Recruitment Policy to comply with AS 4811-2006 – Employment Screening on due diligence to be performed for internal promotions and transfers. • Maintain a Secondary Employment register which is reviewed and updated annually. • Staff will be asked to complete a Conflict of Interest declaration annually and to confirm/reconfirm secondary employment when change occurs.



	<ul style="list-style-type: none"> The procedure for the Management of Conflict of Interest could reflect either a standalone form, or email notification, to ensure declaration is done annually and approved in advance of secondary employment. Ensure exit interviews include questions regarding fraud and corruption risks and any suspected fraudulent or unethical conduct. Co-ordinate performance assessments, gap analysis and needs analysis for support programs and fraud and corruption awareness training for existing employees, and new employees during induction. Fraud prevention and reporting training to be provided with assistance from the Head of Corporate Governance and Risk. Position descriptions for staff with responsibilities for managing third parties include accountabilities for managing fraud risks.
Chief Financial Officer	<ul style="list-style-type: none"> Make available information including financial statements to external auditor appointed by the NSW Audit Office. Use data and analytics to identify emerging risks or early warning signs of Fraud and Corruption, to work with other areas in Council to alleviate or mitigate that risk and implement appropriate controls. Monitor and periodically review existing controls that identify specific sources of fraud and corruption risks. Report immediately any suspicious financial activity that is identified to the General Manager and the Head of Corporate Governance and Risk, and the relevant reporting body if required.
Communications Coordinator	<ul style="list-style-type: none"> Manage media interest with oversight from General Manager, for any relevant incident. Work with the Chief People Officer People and Culture and the Head of Corporate Governance and Risk to ensure communications regarding the prevention, detection and response to fraud and corruption is embedded in internal and external correspondence.
External parties	<ul style="list-style-type: none"> All external parties who engage in business with Council are expected to observe Council's Statement of Business Ethics, comply with Council policies and refrain from engaging in fraudulent and corrupt conduct. All external parties are encouraged to support Council's commitment to preventing fraud and corruption through reporting suspicious behaviour in accordance with the Code of Conduct or Public Interest Disclosures Reporting Policy.
Residents and members of the public	<ul style="list-style-type: none"> Residents, customers and members of the public are encouraged to support Council's commitment to preventing and addressing fraudulent or corrupt behaviour by reporting suspicious behaviour and suspected fraud and corruption to the General Manager or appropriate authority.



7. Version Control and Change History

Version	Amendment Details	Policy Owner	Period Active
1.0	New Georges River Council Fraud and Corruption Control Plan	Head of Corporate Governance and Risk	18 December 2017 - xx
2.0	Georges River Council Fraud and Corruption Control System, supersedes Georges River Council Fraud and Corruption Control Plan	Head of Corporate Governance and Risk	xx - ongoing

DRAFT





Fraud and Corruption Control Policy

2024

Policy Administration

Dates	Policy approved This policy is effective upon its approval. Policy is due for review June 2023
Approved by	Executive on 30/06/2020 (EXE176-20)
Policy Type	<input type="checkbox"/> Executive Policy <input checked="" type="checkbox"/> Council
Exhibition Period	From xxx to xxx
Policy Owner	Head of Corporate Governance and Risk, Business and Corporate Services
Related Documents	Code of Conduct Public Interest Disclosures Reporting Policy Customer Feedback and Complaints Management Policy Fraud and Corruption Control System
References & Legislation	<i>Local Government Act 1993</i> <i>Independent Commission Against Corruption Act 1988</i> <i>Public Interest Disclosures Act 2022</i>
Document Identifier	Policy #: Pol-012.04 Doc #: D24/28062
Breaches of Policy	Breaches of any policy will be dealt with and responded to in accordance with adopted codes and/or relevant legislation.
Record Keeping	All documents and information obtained in relation to the implementation of this policy will be kept in accordance with the <i>NSW State Records Act 1998</i> , Georges River Council's Records and Information Management Policy, and adopted internal procedures.

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DRAFT

Purpose

Georges River Council (Council) is committed to the prevention, detection and investigation of all forms of fraud and corrupt conduct. The Fraud and Corruption Control Policy forms a central part of Council's Ethical Conduct Framework as set out in the Code of Conduct, and ensures the appropriate mechanisms are in place to protect the integrity, security and reputation of Council.

Scope

This policy applies to all Council Officials and others who may perform public official functions, such as volunteers and consultants.

Definition of Terms

Term	Meaning
Corrupt conduct	Defined in the <i>Independent Commission Against Corruption Act 1988</i> (NSW) generally to mean the conduct of a person involving the dishonest or partial exercise of public official functions or a breach of public trust or the misuse of information or material that a person has acquired in the course of his or her official functions, in all cases involving either a criminal offence or a disciplinary offence or reasonable grounds for dismissing, dispensing with the services of or otherwise terminating the services of a public official. Corruption is defined in more depth in the Fraud and Corruption Control System.
Council official	As defined in Part 2 of Council's Code of Conduct, a Council Official includes an individual who carries out public official functions on behalf of Council or acts in the capacity of a public official. For the purpose of this Policy, the Mayor, Councillors, employees, members of Council committees and delegates of Council are Council officials.
Council's contractors, consultants and volunteers	Those who perform public official functions on behalf of Council including contractors, sub-contractors, consultants, sub-consultants and volunteers.
Fraud	Fraud is dishonest activity or a dishonest representation intended to result in financial or personal gain. Fraud is defined in more depth in the Fraud and Corruption Control System, and includes: <ul style="list-style-type: none"> • theft of money or other property by employees or persons external to the Council, where deception is used; • deliberate falsification, concealment or improper destruction of documentation, or use of falsified documentation • improper use of information or position for personal gain • theft of Council property where deception is not used.

Misconduct	Conduct by a Council official, which constitutes a ground for disciplinary action whilst acting in their capacity as a Council official; where such conduct contravenes Council's Code of Conduct.
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Policy Statement

1. Council is committed to a culture of good governance and ethical behaviour. As such, it will not tolerate misconduct, fraudulent or corrupt conduct by Councillors, employees or any external parties.
2. In accepting its responsibility for good governance, Council will set the example for accountability, integrity and transparency in the provision of services to the community, and the management of Council as an organisation. For that reason, Council is committed to:
 - 2.1. Minimising the opportunities for fraudulent or corrupt conduct by employees, Councillors, members of the public, contractors, consultants, volunteers and clients;
 - 2.2. Detecting, investigating and disciplining/prosecuting fraudulent or corrupt conduct; and
 - 2.3. Reporting fraudulent or corrupt conduct to the Independent Commission Against Corruption (ICAC) and the NSW Police where appropriate.
3. Council's commitment to preventing fraudulent or corrupt activity, and avoiding or managing conflicts of interests, will be addressed through implementing appropriate auditing systems to deter and identify corrupt activities. This approach will be supported by the implementation of Council's Fraud and Corruption Control System.
4. All Council officials have an obligation to report suspected fraud or corrupt conduct as soon as possible through Council's internal reporting mechanisms. Staff are encouraged to report serious wrongdoing as a Public Interest Disclosure - refer to Council's Public Interest Disclosure Reporting Policy for more information. The Public Interest Disclosure Reporting Policy also outlines the external authorities, which are the appropriate agencies to report allegations of fraud and corruption.
5. Council's complaints management process also provides a mechanism for members of the public to report suspected fraud and corruption. Additionally, an online corruption report form as contained on Council's website also facilitates reporting of suspected fraud and corruption by the public.
6. All reports of alleged fraud and corruption received by Council will be investigated and where appropriate, reported to the ICAC, the NSW Police or relevant external agency. Guidelines for the investigation of alleged fraud and corruption are set out in Council's Code of Conduct and Procedures for the Administration of the Code of Conduct.

Responsibilities

Position	Responsibility
General Manager	<p>The General Manager has ultimate responsibility for managing fraud and corruption risks in Council.</p> <p>In accordance with the <i>Independent Commission Against Corruption Act 1988</i> and Council's Code of Conduct, the General Manager is obliged to report any matter to the ICAC or relevant external agency such as the Office of Local Government, the NSW Ombudsman or the Police, that they suspect on reasonable grounds, or may concern, corrupt conduct whether on the part of Council officials or any party with whom it conducts business.</p> <p>The General Manager also bears the responsibility of ensuring the Fraud and Corruption Control Framework (including the Fraud and Corruption Control System, and the Public Interest Disclosures Policy) is implemented and promoted within Council.</p> <p>In cases of complaints against the General Manager, the Mayor assumes the aforementioned responsibilities.</p>
Council officials	<p>All Council officials have a responsibility and an obligation to report cases of suspected fraud or corrupt conduct either through Council's internal reporting framework in accordance with Council's Public Interest Disclosures Reporting Policy, or directly to the ICAC or relevant external agency.</p> <p>It is the responsibility of all Council officials to behave honestly and in accordance with Council's Code of Conduct and other Council policies.</p>
Council's contractors consultants and volunteers	<p>Contractors, sub-contractors, consultants, sub-consultants, volunteers and any other people who perform public official functions on behalf of Council, are encouraged to support Council's commitment to preventing fraud and corruption through reporting suspicious behaviour in accordance with the Code of Conduct or Public Interest Disclosures Reporting Policy.</p>
External parties	<p>All external parties who engage in business with Council are expected to observe Council's Statement of Business Ethics, comply with Council policies and refrain from engaging in fraudulent and corrupt conduct.</p>
Head of Corporate Governance and Risk	<p>The Head of Corporate Governance and Risk should annually review the Fraud and Corruption Control Policy to ensure it reflects relevant changes within the organisation.</p>
Residents and members of the public	<p>Residents, customers and members of the public are encouraged to support Council's commitment to preventing and addressing fraudulent or corrupt behaviour by reporting suspicious behaviour and suspected fraud and corruption to the General Manager or appropriate authority.</p>

Version control and change history

Version	Amendment Details	Policy Owner	Period Active
HCC	Former Hurstville Council Policy discontinued	Hurstville Governance	20/06/2012 – 03/07/2017
KCC	Former Kogarah Council Policy discontinued	Kogarah Governance	24/03/2014 – 03/07/2017
1.0	New Georges River Council Fraud and Corruption Prevention Policy	Manager Governance and Risk Management	03/07/2017 – 18/12/2017
2.0	Minor amendments – minor change to Policy title and changes to the definition of 'Council official' (to include 'Mayor') & separate definition created for 'Council contractors, consultants and volunteers' to align with responsibilities.	Manager Governance and Risk Management	18/12/2017 – 30/6/2020
3.0	Minor amendments as outlined in ET report dated 30 June 2020, including updating definition of 'Council Official' to align with definition contained in Code of Conduct and newly adopted PID Reporting Policy.	Manager Governance and Risk Management	30/6/2020 - 2023
4.0	Minor amendments to align definitions and responsibilities with new Fraud and Corruption Control System.	Head of Corporate Governance and Risk	XX/XX/2023 - ONGOING

Item: FIN013-242023/24 Half Yearly Progress Report for Quarter Ending 31 December 2023

Author: Integrated Planning and Reporting Officer

Directorate: Office of the General Manager

Matter Type: Committee Reports

FIN013-24

RECOMMENDATION:

- (a) That Council receive and note the Half Yearly Progress Report July 2023 - December 2023.
- (b) That Council endorse the Delivery Program and Operational Plan items recommended for cancellation, being placed on hold, or altered as detailed in Attachment 1.
- (c) That a copy of the Half Yearly Progress Report July 2023 – December 2023 be published on Council's website.
- (d) That the General Manager be delegated authority to make minor editorial changes to the Half Yearly Progress Report prior to publishing on Council's website.

EXECUTIVE SUMMARY

1. The July 2023 – December 2023 Half Yearly Progress Report of performance against Council's Delivery Program 2022-2026 and Operational Plan 2023/24 is submitted for the information of the community.

BACKGROUND

2. Section 405(5) of the *Local Government Act (1993)* requires that the General Manager ensure that regular progress reports are provided to the Council on its progress with respect to the principal activities detailed in its Delivery Program at least every six months.
3. Section 203 of the *Local Government (General) Regulation 2021* requires that a Quarterly Budget Review be considered by Council that shows current estimates for income and expenditure for the year, indicates whether Council's financial position is satisfactory and makes recommendations for remedial action, if required. The Quarterly Budget Review for quarter ending 31 December 2023, was adopted by Council on the 26 February 2024 under a separate report.
4. Council's Four-Year Delivery Program 2022-2026 and one-year 2023/24 Operational Plan sets the strategic and financial objectives of the year. The Plans also detail the goals and strategies for Council's six pillars which underpin Council's planning, their relevant performance measures and the projects Council plans to deliver.

PROGRESS AGAINST DELIVERY PROGRAM AND OPERATIONAL PLAN

5. Attachment 1 includes details for each of the six pillars and the 22 goals, detailing the targets adopted by Council and the performance to date in achieving these targets by 30 June 2024.
6. All Directorates are progressing towards delivering their Operational Plan actions with 85% of items either complete, ongoing or on track.
7. 15% of actions are cancelled, not started or on hold.

8. There are currently zero actions that are behind schedule or carried over.

FINANCIAL IMPLICATIONS

9. Financial results were reported to Council in February 2024 within the Quarterly Budget Review Report for period ending 31 December 2023.

RISK IMPLICATIONS

10. Enterprise risk identified and management process applied.

COMMUNITY ENGAGEMENT

11. No community consultation is required as a result of this report.

FILE REFERENCE

D24/67502

ATTACHMENTS

Attachment [↓](#)1 Half Year Progress Reports





Delivery Program and Operational Plan Report 2023-24

July to December 2023 Progress Report





Acknowledgement of country

Georges River Council acknowledges the Bidjigal people of the Eora Nation, who are the Traditional Custodians of all lands, waters and sky in the Georges River area. Council recognises Aboriginal and Torres Strait Islander peoples as an integral part of the Georges River community and values their social and cultural contributions. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples who live work and meet on these lands.

July to December 2023

The Georges River area is known as a clean, green and welcoming place with beautiful and accessible bushland and waterways.

It offers a diversity of active, connected places and heritage areas that we can plan for in collaboration with our community.

People attend many events and activities and can access a choice of housing and a mix of jobs and economic opportunities near where they live.

In short, our vision is:

Naturally connected to place, community and country.

The six pillars of our Community Strategic Plan that we are working to achieve are:

- Our community
- Our green environment
- Our economy
- Our built environment
- Our place in Sydney
- Our governance

This report details some of the programs and projects we delivered during 2023 which contribute to delivering our community's visions for the future.

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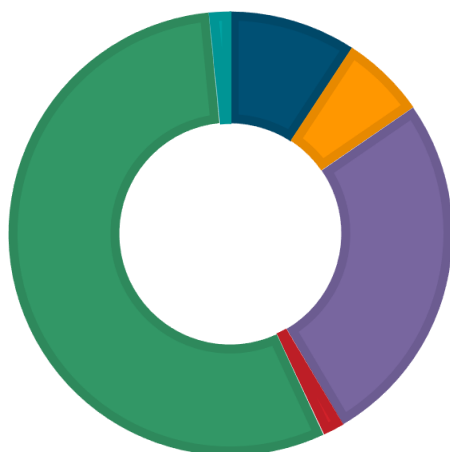
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How to read this report









The focus of this July to December 2023 progress report is on the 2023/24 Operational Plan actions which contribute to the overall Delivery Program 2022-2026.

The Plan contains actions which reflect both ongoing services and new projects or initiatives which are contributing to the four-year outcomes and supporting continuous improvement.

How we rate the status

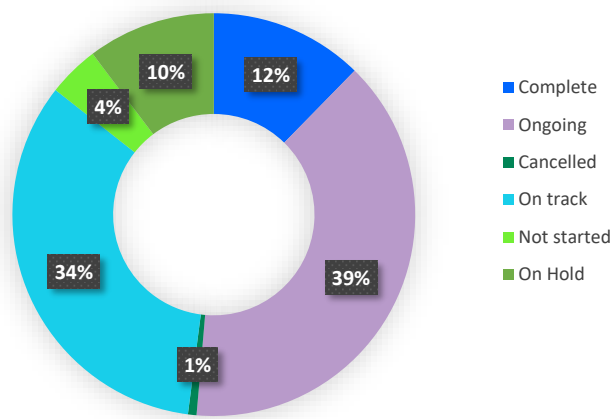


	Complete	All agreed delivery milestones achieved.
	On Track	On time, within budget and meeting agreed levels.
	Ongoing	Ongoing deliverables.
	On Hold	On hold due to budget or other constraints.
	Behind Schedule	Behind schedule due to budget or other constraints.
	Carry Over	Carry project forward to next action year.
	Not Started	Not started due to budget or other constraints.
	Cancelled	Deliverable no longer proceeding.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Overall Progress

We are currently in the second year of our four-year delivery program with 85% of Operational Plan actions either completed, on track or ongoing with 15% of actions cancelled, not started or on hold. There are currently zero actions that are behind schedule or carried over.



Income

2.2%

Above YTD adopted budget

Expenditure

1.7%

Below adopted YTD budget

Customer Requests

Completed within agreed times
June – December 2023

93%

Correspondence









Responded to within 14 days
June - December 2023

88%

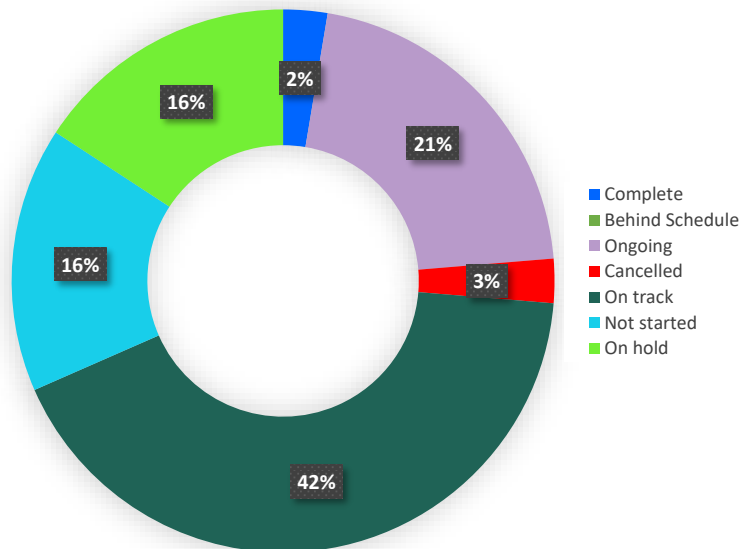
Complaints

Completed within agreed times
June - December 2023

100%









Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

1: Our community











Achievements

- The Community Safety Education Program received endorsement.
- The Main Gallery and Dragon's Lair Gallery exhibition spaces were combined for the Georges River Art Prize. Hurstville Museum & Gallery displays the Georges River Art Prize (painting), Local Artist Prize and Sculpture Prize. Opening on Friday 27 October, the exhibition featured 55 artists from all over Australia and drew 2,345 visitors across October, November and December.
- Ngurra Advisory commenced consultations with the recently established Aboriginal & Torres Strait Islander Advisory Committee of Council, as well as engaging with key traditional owners and the Council's Staff Working Group.
- The Claydon Reserve bus shelter mural was completed by Sydney-based artist Joel Cameron.
- The Georges River Art Prize was successfully delivered.
- In Q2, Magic of Christmas was delivered to 22,000 attendees in Carss Bush Park and the 'No to Domestic Violence Walk' saw 1,200 attendees from local schools and community organisations.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Performance Indicators




Description	Annual Target	Results To Date	Status	YTD Comments
Customer satisfaction with community centres and performance venues	≥ 80%	90%	On Track	Average for year to date is 90% being 93% and 87% for quarters one and two respectively.
Customer satisfaction with Early Learning Services	≥ 80%	82%	On Track	For the first of the year the Happy or Not terminals were not utilised in Q1, however for Q2 we retrieved the Early Learning Survey 2023 with an 82% satisfaction rate.
Customer satisfaction with Events	≥ 80%	98%	On Track	Average for year to date is 98% being Q1 was 100% and Q2 was 98%. Events in Q1, broadcast of the FIFA Women's World Cup 2023 and events in Q2, Frightful 80's Drive in event and Magic of Christmas event.
Customer satisfaction with Library Services	≥ 80%	82%	On Track	The first half of the year the libraries continue to remain strong and achieve high levels of customer satisfaction with customer service programs and diverse collections.
Customer satisfaction with Museum and Gallery	≥ 80%	87.5%	On Track	The first half of the year we continued to provide high levels of customer satisfaction from programs and exhibitions.
Utilisation of Council's Early Learning Services	> 90%	90.5%	On Track	For the first half of the year, the utilisation for Q2 was on track at 90% being: Carss Park - 98% Jack High - 89.5% Oatley West - 98.5% Ocean Street - 64.5% Penshurst - 93.5% South Hurstville Kindergarten - 99%









Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

1.1 Our community is socially and culturally connected and we strive for social equity.




1.1.1: Initiate, facilitate and support inclusive and accessible events that meet community aspirations and connect people, communities and diverse groups.

1.1.1A: Implement an annual program of Council run and Council supported events.

Code	Action Name	Status	Comments
1.1.1Ai	Implement an annual calendar of destination and localised events.		<p>Council has developed an annual calendar that displays events and days of significance from community needs and expectations data harnessed during the development of the Events and Festivals Charter. Council plans and delivers the annual events calendar with an inclusive approach to increase the impact and benefit to the community through Council run and Council supported events.</p> <p>In Q2, Magic of Christmas was successfully delivered to 22,000 attendees in Carss Bush Park. Frightful 80s drive-in cinema was hosted in Donnelly Park, continuing Council's commitment to bringing events to areas not normally activated. Strengthening Council's pledge to not tolerate domestic violence in the community, the No to Domestic Violence Walk was held through the streets of Kogarah, with 1,200 attendees from local schools and community organisations. Additionally, Council provided financial and in-kind support to several community-run Christmas events through provision of event grants.</p>
1.1.1B: Develop and implement the Georges River Council Event Strategy 2022 – 2027.			
Code	Action Name	Status	Comments
1.1.1Bi	Implement the Georges River Council Event Strategy 2022 - 2027.		<p>The Events and Festivals Charter, Events Guidelines and Events Toolkits were presented to Council in Q2 and endorsed for public exhibition. These documents support good governance and provide a framework to deliver and support events in our area, in addition to aligning, but not duplicating, actions related to events found in existing Council strategies and plans.</p> <p>The Events and Festivals Charter, Events Guidelines and Events Toolkits will be implemented through capacity building sessions held with the community to assist in the planning and delivering of inclusive and accessible community-run events.</p>
1.1.1Bii	Develop and deliver workshops to build capacity within the community on Council's Event Guidelines.		Council's Events and Festivals Charter, Events Guidelines and Events Toolkits have formed the framework developed for a series of Council-hosted capacity building sessions to assist the community to plan and deliver inclusive and accessible events. These sessions will be delivered in Q4 2023/24.



Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							









1.1.1C: Maximise the utility of Netstrata Jubilee as a venue for Council's major events.

Code	Action Name	Status	Comments
1.1.1Ci	Commission drafting of POM and consequently engage planning consultant to initiate DA to extend the event program at Netstrata Jubilee Stadium to include entertainment, cultural and community events.		The direction of the Plan of Management (POM) will be managed by Environment and Planning and an update will be provided in Q3.
1.1.1Cii	Procure major events other than sport for Netstrata Jubilee Stadium.		POM required to lodge DA to stage other events.
1.1.1Ciii	Promote Netstrata Jubilee Stadium as a venue for non-sporting group events.		POM required as DA to stage other events is subject to existence of POM.

1.1.2: Foster and support programs and installations such as Art Trails and Public Art that celebrate diversity, our multicultural community, supports innovation and creativity and contributes to the creative economy.





1.1.2A: Provide a range of programs such as the Georges River Art Prize and the Artist in Residence Program.









Code	Action Name	Status	Comments
1.1.2Ai	Deliver Georges River Art Prize and Artist in Residence Program.		The Georges River Art Prize was successfully delivered. Official opening events where winners were announced were held at Clive James Library and Service Centre, Kogarah for the youth prizes and at Hurstville Museum & Gallery for the major Painting and Sculpture prizes on the 26 & 27 October respectively. Approximately 200 people attended across both nights, with positive feedback received. The Georges River Artist in Residence program saw Liz Walker undertake a residency in October, followed by Manfred Krautschneider in November and December. Both artists ran community workshops/talks, allowing participants an insight into their processes.
1.1.2Aii	Deliver a range of public art and cultural programs.		The Claydon Reserve bus shelter mural was completed by Joel Cameron. During the creation of this mural the community was invited to view a live painting by Joel as he added the finishing touches to the mural. This project improved the amenity of the site, reduced the incidence of graffiti, and increased the public art offering within the local area. MAN.De extended the mural she completed in 2020 in MacMahon Street, Hurstville on a hydrant booster box as part of the MacMahon Street upgrade. There were two new public art opportunities advertised in Q2 which included applications for the 2024 Lunar New Year festival, and the 2024 Un[contained] Arts Festival. The application processes for these were streamlined and applicants can now apply for public art opportunities through Smartygrants. There was also a call out to the public inviting them to donate skateboards to be included in the dragon sculpture to be installed in Q3 at Olds Park Skatepark and Netball Precinct.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							


1.1.3: Develop, support and promote programs, services and activities that foster social support, participation and wellbeing for our diverse community regardless of age, gender, physical or mental ability, sexual orientation or cultural or religious background.

1.1.3A: Develop and Implement social justice strategies to build the social strengths of the Georges River community.



Code	Action Name	Status	Comments
1.1.3Ai	Develop an action plan for the Georges River Council's Social Justice Charter.		Council's Community Capacity Building team and members of Council's Advisory Committees and Reference Groups provided feedback on the draft structure, focus areas and actions for the Social Justice Charter Plan. The focus areas and Social Justice Charter Plan were endorsed by the executive team on 12 December 2023.
1.1.3Aii	Consult with the community to deliver Council's Antiracism campaign "Better Together".		Council supported the 'Empowering Youth To Inspire Change' program and facilitated Bystander Anti-Racism Training for students in December 2023 at Western Sydney University. Other deliverables include: <ul style="list-style-type: none"> Engaged in one NSW Anti Racism Working Group and Contact Officers Network Meeting Delivered the Migrant Information Day in October 2023 with 350 attendees and 29 stall holders. Council's curate content commemorating multicultural festivities across the city Your Say page for community feedback on Better Together reinstated on 15 November 2023. Distributed Council's 2024 English Classes Directory to Georges River Libraries, Advance Diversity Services, Kogarah Community Services, 3Bridges and Services Australia and Council supported Community Forum addressing racism in December 2023 hosted by Advance Diversity Service and the Challenging Racism Project.
1.1.3Aiii	Develop and implement the Aboriginal and Torres Strait Islander Strategy.		Ngurra Advisory commenced consultations with the recently established Aboriginal & Torres Strait Islander Advisory Committee of Council, as well as engaging with key traditional owners and the Council's Staff Working Group. A Your Say survey was initiated to gather feedback from members of the local Aboriginal & Torres Strait Islander community.
1.1.3Aiv	Implement the Aboriginal and Torres Strait Islander Strategy Action Plan.		Aboriginal and Torres Strait Islander Strategy Action Plan is still underdeveloped, consequently, there is nothing to implement and therefore no updates to provide for this reporting period. The Draft Strategy and Action Plan are scheduled for presentation to Council in mid-2024.









Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							



1.1.3B: Develop and implement the Georges River Council Disability and Inclusion Action Plan 2022-2026.

Code	Action Name	Status	Comments
1.1.3Bi	Implement the Georges River Council Disability and Inclusion Action Plan 2022-2026.		<p>Council has engaged with Zero Barriers who secured 14 business commitments as well as the following deliverables:</p> <ul style="list-style-type: none"> • Co-facilitated Bayside, St George, and Sutherland Shire Disability Interagency Meeting in November 2023. • Co-facilitating the Bayside, St George, and Sutherland Shire Employment Working Party Meeting in November 2023. • Hosted International Day for People with Disability in December 2023 which incorporated the Livability awards. • Facilitated access & inclusion reference group meeting in October 2023. • Work placements offered from Georges River College, Oatley Campus, from May 2023 to December 2023. • Enhanced accessibility by providing information in accessible formats to meet WCAG color contrast ratio requirements. • Recruitment for the 2024-2025 Access and Inclusion Advisory Committee commenced in December 2023.

1.1.4: Provide high quality, affordable education, care and protection for children across Council's Early Learning Centres.**1.1.4A: Implement the 2021-2031 Early Learning Services Strategy to meet the educational and care needs of children and their families.**

Code	Action Name	Status	Comments
1.1.4Ai	Review and implement Child and Staff Wellbeing Action Plan.		<p>The Working group met In November 2023 and the:</p> <ul style="list-style-type: none"> • 'Be You' resources were distributed to staff in all early learning centre's. • 'Be You' consultant shared ideas on enhancing team morale and cohesion. Centres embraced these suggestions, organizing activities throughout December 2023 such as Staff Kris Kringles, Christmas t-shirt week, water play days, Christmas movie screening and dress-up days. <p>Lastly in October, a representative from Council attended the Early Childhood Conference in Adelaide. The focus of the conference was on Nature Play and emphasised the significance of outdoor activities for children. Discussions highlighted the potential behavioral issues that may arise in children due to a deficiency in nature exposure. Insights gathered from the conference have been relayed to the committee with a recommendation for integration into all services provided by the Council.</p>
1.1.4Aii	Implement Council's Child Protection Action Plan.		<ul style="list-style-type: none"> • Facilitated Child Safe in Sport information session within Georges River to implement the Child Safe Standards effectively. • Conducted review of child safe collateral, ensuring its visibility in Council facilities. Review process will continue annually to maintain effectiveness. • Collaborated with People and Culture to integrate Council's Child Protection and Youth Services Officer into the Staff Orientation, ensuring a comprehensive understanding of child protection measures among staff. • Ongoing evaluation of organisational practices on inclusion of child protection agenda items, focusing on utilization and effectiveness. Review will be conducted annually to ensure continuous improvement.






Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							









Code	Action Name	Status	Comments
			<ul style="list-style-type: none"> Developed educational materials outlining indicators of child abuse and appropriate responses when identified. Materials will be accessible through Council's Child Safe Organisation Rivernet page and will be shared organization-wide to promote awareness of child protection protocols.
1.1.4Aiii	Implement the Early Learning Services Reconciliation Action Plan		The RAP working group attended a cultural awareness training day in November 2023.
1.1.4Aiv	Review demand for an additional needs early learning centre.		Development of the YourSay survey tailored for parents and families associated with our early learning centres. The initial feasibility assessment and formulation of study objectives were accomplished and commencement of recruitment for a social researcher to further advance these initiatives.

1.2: Diverse, vibrant community hubs and facilities are connected, well maintained and have equitable access.

1.2.1: Develop our library services to provide for inclusive hubs, spaces and services, collections, programs and facilities.

1.2.1A: Implement the 2030 Library Strategy to improve service delivery, technology, collections, information services, community engagement and programs.




Code	Action Name	Status	Comments
1.2.1Ai	Investigate innovative ways to provide library services to the western half of the Georges River Local Government Area.		Current funding and resources are committed to the branch library feasibility study in accordance with Council Motion NM097-22. The investigation of options for the western half of the LGA will be informed by the findings of the feasibility study as well as the Mortdale Master Plan.
1.2.1Aii	Activate the reading and sensory garden at Hurstville Library through programs and other community engagement.		Activation of the Reading and Sensory Garden will be planned and implemented when the installation timeline of the facility is known. The project to install the Reading and Sensory Garden is on hold until building work on the adjoining strata is completed.
1.2.1Aiii	Establish a reading and sensory garden at Hurstville Library that includes space for community environmental and sustainability education.		The project is on hold until building work on the adjoining strata is completed.
1.2.1Aiv	Undertake consultation to assess the current libraries at Oatley, Penshurst and South Hurstville for their suitability and community use.		During Q2 2023/24 the Head of Public Libraries from the State Library NSW conducted a review of Council's branch libraries, with the results of the review due in Q3. During Q2, in accordance with Council's procurement process, a detailed scope of requirements and request for quote (RFQ) was prepared for the feasibility study for the revitalisation of Council's branch libraries. The RFQ will be advertised and evaluated during Q3, with the final feasibility study due at the end of Q4.
1.2.1Av	Continue to implement and review the Georges River		The amnesty for outstanding library fines provided an incentive for customers to have their fines waived in return for a charitable donation. The amnesty concluded in October 2023.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							



Code	Action Name	Status	Comments
	Library Debt Recovery and Management Plan.		









1.2.2: Provide a range of affordable and accessible facilities and community hubs for community-based activities.

1.2.2A: Provide a range of affordable and accessible facilities for community-based activities.

Code	Action Name	Status	Comments
1.2.2Ai	Maintain and provide for hire community properties across the Georges River Local Government Area.		Council continues to provide hireable space to the community through venues for hire, sporting field and parks. Maintenance of these hireable spaces is managed through Council's annual maintenance schedule, with reactive maintenance identified and implemented when required.
1.2.2Aii	Deliver actions identified in the Venue and Facilities Management Review.		Action has not yet commenced.
1.2.2Aiii	Deliver actions identified in the Open Space Expansion Plan.		The Georges River Community Infrastructure Needs Assessment and Acquisition Strategy was presented to Council in Q2 and endorsed for public exhibition. Community feedback collected during this time will be incorporated when the strategy is presented to Council for adoption in Q3. Once adopted by Council, implementation of recommendations from the strategy will commence.




1.2.2B: Create community spaces to deliver enhanced programs and experiences for community members.









Code	Action Name	Status	Comments
1.2.2Bi	Create a multi-functional, accessible and flexible programming space.		The project is on hold until sources of funding are secured. The outcome of another project in progress (1.2.1Aiv), to undertake a feasibility study for the revitalisation of the branch libraries at Oatley, Penshurst and South Hurstville, may identify priorities that align with this project to create multifunction programming spaces.
1.2.2Bii	Provide opportunities for the community to engage with the Library and Hurstville Museum & Gallery outside Council buildings through outreach, online and delivery services.		<p>A range of deliverables have been actioned being:</p> <ul style="list-style-type: none"> HSC Rescue sessions delivered in partnership with 3 Bridges, 2Connect, Headspace, St George & Sutherland Mental Health Service (4, 11, 18, 25 October) Migrant Information Day Library Stall (11 October) Artist in Residence community charm bracelet workshop and talk (29 October) Online tour of "Georges River Art Prize" exhibition using Matterport software. Services Australia Outreach information sessions (15, 22, 29 November) Artist in Residence photography workshop & talk in Carss Park (9 December) Care Finder information sessions in Greek provided by Advance Diversity Services (15 December)

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

1.2.3: Encourage and promote the arts and creativity through Council's cultural facilities including Hurstville Museum & Gallery, Hurstville Entertainment Centre and Carss Park Artists Cottage.

1.2.3A: Implement the Create Georges River Cultural Strategy to support our community's cultural activities and initiatives.



Code	Action Name	Status	Comments
1.2.3Ai	Implement the Create Georges River Cultural Strategy to support and strengthen our community's cultural activities and initiatives.		<p>Goal 1.2 - In Q2 three new submissions were received and uploaded to the Arts, Heritage & Cultural Directory.</p> <p>Goal 1.4 - Develop arts and heritage pedestrian/cycling routes: an Intramaps layer outlining the location of public art works throughout the LGA was made public in Q2.</p> <p>Goal 1.10 - Support events and programs that prioritise and promote Aboriginal knowledge and identity: Consultation with the Aboriginal and Torres Strait Islander Advisory Committee was conducted as part of the review of the Public Art Policy.</p> <p>Goal 1.11 - Support events and programs that highlight diverse migration histories and contemporary stories: Expression of interest for 2024 Lunar New Year mural was advertised.</p> <p>Goal 1.24 - Continue to grow Council support of community cultural activities: Hurstville Museum & Gallery provided guidance and resources to 3Bridges Youth Centre to assist with the development of their mural program which also received Council grant funding.</p>
1.2.3Aii	Increase the profile of Hurstville Museum & Gallery through the implementation of a comprehensive and diverse program of exhibitions and events.		The Main Gallery and Dragon's Lair Gallery exhibition spaces were combined for the Georges River Art Prize. Hurstville Museum & Gallery displays the Georges River Art Prize (painting), Local Artist Prize and Sculpture Prize. Opening on Friday 27 October, the exhibition featured 55 artists from all over Australia and drew 2,345 visitors across October, November and December. The Snapshot Gallery highlighted 'Baked Beans' which featured the history of bakeries in the area through a series of historical photographs from the Georges River Libraries local studies collection.
1.2.3Aiii	Establish and increase the profile of the Edgbaston Artist Studio.		The fit out of the Artist Studio in Merv Lynch Reserve (formerly Edgbaston Reserve) was delayed due to supply issues and is scheduled to occur during Q3, allowing the opening of the studio in February 2024. The studio will include keyless entry as well as options for week-long bookings to provide a streamlined self-service experience and encourage utilisation.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							


1.3: The community is safe and healthy.

1.3.1: Implement actions to maintain and promote the community safety of our area.

1.3.1A: Increase community and road safety in Georges River Local Government Area.


Code	Action Name	Status	Comments
1.3.1Ai	Deliver the 2022/23 Road Safety Program, focused on traffic facilities, Black Spot Funding and other safety initiatives.		<p>1. Road Safety Program is in progress. Council has undertaken a number of safety programs including child restraint checking days, learner driver workshop, stepping on program, 65+ senior driver workshop and motorcycle safety awareness workshop.</p> <p>2. Traffic Facilities Program is in progress. Council has commenced the construction of the program with completion by June 2024.</p> <p>3. Grant Funded program Council is scheduled to commence the Black Spot funded projects in March 2024 with completion in April 2024. Get Active NSW program has commenced in February and expected to be completed in April.</p>
1.3.1Aii	Deliver a pilot Community Safety Program.		The Community Safety Education Program received endorsement from the Executive Team in October, followed by endorsement from the Council during the December meeting.

1.3.1B: Investigate systems to improve public safety and accessibility.


Code	Action Name	Status	Comments
1.3.1Bi	Develop annual program to upgrade council's security and CCTV systems to improve public safety and accessibility.		A project has been undertaken to convert councils CCTV software to a more robust, easier to use system (now completed - with installing NX Witness). This gives more flexible and reliable access to approved staff. Council is working on an annual maintenance plan for its extensive CCTV network to ensure better up times and improved coverage of public spaces. Implementation of new cameras because of the "Safer Communities" Grant funding project is underway to provide improved public safety of identified areas.









1.3.2: Conduct regulatory functions in accordance with legislative requirements.

1.3.2A: Adopt and implement a Fire Safety Program that maintains buildings with essential fire services to safeguard the community.

Code	Action Name	Status	Comments
1.3.2Ai	Implement actions to ensure compliance with the directions set by the NSW State Government relating to external combustible cladding and Council's Fire Safety Audit.		Premises the subject of a Fire Safety Order under the Environmental Planning and Assessment Act 1979 or a Building Product Rectification Order under the Building Products (Safety) Act 2017 are reviewed and monitored on an ongoing basis to ensure compliance.


1.3.2B: Liaise with the NSW Government and relevant stakeholders to keep up-to-date with legislative changes around regulatory functions.

Code	Action Name	Status	Comments
1.3.2Bi	Implement the 2022/24 regulatory programs to ensure		During Q2 the Parking & Rangers Unit investigated 1862 service requests. 1051 Parking; 59 relating to school, 170

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Code	Action Name	Status	Comments
	compliance with the relevant legislation and to address community safety concerns		relating to trucks and the remainder for other parking matters, 194 warning notices issued for minor offences. The Rangers team investigated 812 service requests; 230 animal matters (51 cat, 117 dog, 62 other animals), 388 unregistered or possible abandoned vehicles and the remainder relating to the use of public places.



1.3.2C: Implement programs relating to food premises, skin penetration premises and regulated systems

Code	Action Name	Status	Comments
1.3.2Ci	Implement the Get The Site Right Program to manage development site condition compliance.		The Get the Site right campaign is held in May and October each year. Council's Compliance Unit will participate in the campaign during Q2 and Q4.









1.4: Georges River area heritage and history is protected.

1.4.1: Encourage and promote heritage and history through collections, programs, heritage trails and protection policies.

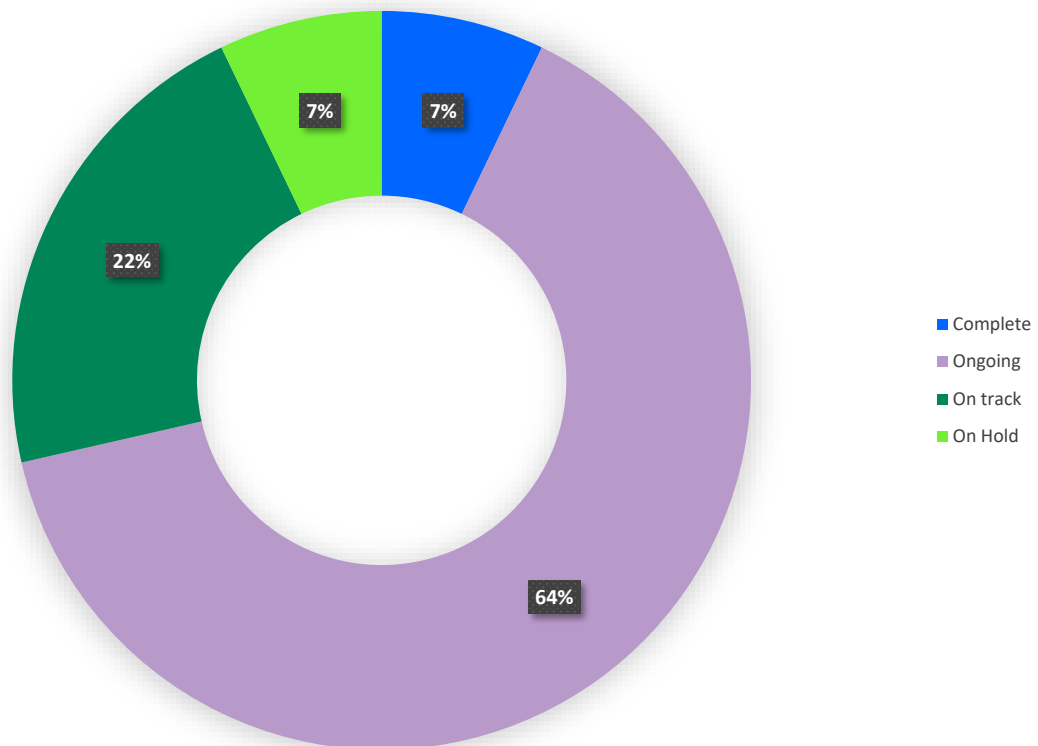
1.4.1A: Promote the retention and conservation of heritage items within the Georges River Local Government Area.

Code	Action Name	Status	Comments
1.4.1Ai	1.4.1Ai Conduct a 2023/24 Heritage Building Grants Program		This project will not be undertaken in 2023/24 due to the project not being funded in 2023/24.
1.4.1Aii	Conduct a heritage information session for owners of heritage listed properties.		This project will not be undertaken in 2023/24 due to the project not being funded in 2023/24.











Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

2: OUR GREEN ENVIRONMENT











Achievements

- Council continues to deliver a comprehensive Waste Education Program each year. The delivery of the Household Chemical Cleanout events has continued during the reporting period, along with the expansion of the e-waste recycling drop off events to include a range of additional items for recycling funded due to a successful grant application.
- Council at its meeting on Monday 18 December 2023 adopted 257 trees at 16 sites to be included on the Significant Tree Register.
- The bush regeneration team continues to educate and undertake work associated with improvement and development of resilient Council bushland areas.
- Council continues to make itself available to assist the SES as and when needed. Assistance was provided this quarter by way of trades works consisting of priming and interior painting of the Mortdale SES building.
- All programmed preventative maintenance on the three shark nets has been carried out.
- There were 1,546 Volunteer hours associated with Bushcare activities.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Performance Indicators


Description	Annual Target	Results To Date	Status	YTD Comments
Number of hectares of active bush regeneration activities.	≥ 20	100	On Track	YTD there were 20ha of active bush regeneration activities completed with 76 sites of active bush regeneration and bushcare sites.
Number of native plants including trees, shrubs and ground covers planted to improve habitat, biodiversity and bushland structure (or other community tree planting) activities.	≥ 2,000	100	Off Track	YTD 2,564 individual trees, shrubs, and ground covers planted within bushland settings.
Number of street trees planted each year	≥ 160	143	On Track	A total of 143 street trees have been planted YTD.
Number of volunteer hours associated with Bushcare activities	≥ 3,000	100	Off Track	YTD there were 1,546 Volunteer hours associated with Bushcare activities
Percentage of environmental pollution complaints responded to within two business days.	> 75%	100%	On Track	To date, the respond time within two business days for pollution incidents has been met.
Percentage of food premises inspected annually.	= 1%	47%	On Track	Of the 766 food businesses that were to be inspected by the end of Q2, 360 were completed. The food premises inspections are on schedule to be completed by the end of the financial year.
Percentage of waste customer requests responded to within 48 hours.	> 98%	99%	On Track	During the quarter, a total of 1,275 service requests were received and actioned by the Environmental Sustainability & Waste team. Of these, 11 were not completed within the applicable deadline. During the period, more than 99.1% of requests were completed before the deadline, meaning team performance was ahead of the annual target.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							


2.1: Our environmentally sustainable practices inspire us all to protect and nurture the natural environment.

2.1.1: Prepare the Georges River area to be resilient in addressing climate change and reducing energy and water usage.

2.1.1A: Implement the Resilience Action Plan 2022- 2040 for Council services.


Code	Action Name	Status	Comments
2.1.1Ai	Report on the implementation progress of the Environmental Resilience Action Plan 2022 - 2040. *		<p>Monitoring of progress of the Environmental Resilience Action Plan has been on hold since the vacancy of the Senior Sustainability Officer role since January 2023. Proactive monitoring of progress will resume in Q3 after the Senior Sustainability Officer role was filled at the end of Q2, after a vacancy of just under 12 months.</p> <p>* (The Energy Management Plan (Gas) project will not be undertaken in 2023/24 due to the project not being funded in 2023/24)</p>









2.1.1B: Undertake programs and activities to educate the community on reducing energy consumption, protecting waterways, reducing waste and taking other action to improve the environment, with a focus on climate change projects

Code	Action Name	Status	Comments
2.1.1Bi	Implement activities to educate the community on reducing energy consumption and protecting the environment.		<p>Council has during Q2 considered the results of the annual energy and emissions progress made during FY22/23 ahead of the preparation of the annual energy and emissions update report, which was presented to Council in November 2023. Council, in leading by example and ensuring its operations are as sustainable as possible, with reduced emissions, will then focus on community education campaigns and services to work towards Council's 2050 community emissions target at the achievement of Council's net zero carbon emissions target for the year 2025.</p>


2.1.2: Ensure waste is managed as a resource with minimal impacts from its disposal.

2.1.2A: Implement the Waste Strategy 2021-2040.

Code	Action Name	Status	Comments
2.1.2Ai	Report on the implementation progress of the Waste Strategy 2021-2040.		<p>The implementation of the Waste Strategy 2021-2040 will remain ongoing until 2040. A significant change during Q1 relevant to the Waste Strategy implementation is the cessation on 30 June 2023 of the Sydney RID Squad, for the management of regional illegal dumping. Council has since resumed functions for the management of illegally dumped waste with regards to investigations and enforcement with the employment of the Ranger - Waste and during The Ranger role was filled in Q2 and waste commenced investigations of illegally dumped waste within the LGA.</p> <p>Delivery of recycling events continues with the expanded e-waste recycling drop off events held during Q2 and a joint procurement with Bayside Council for the waste collection service was concluded in Q2 with Council endorsing the new waste collection contract commencing in FY24/25.</p>



Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

2.1.2B: Deliver community education initiatives to support environmentally sustainable waste disposal and recycling practices.

Code	Action Name	Status	Comments
2.1.2Bi	Implement the annual Waste Education Program.		Council continues to deliver a comprehensive Waste Education Program each year. The delivery of the Household Chemical Cleanout events has continued during the reporting period, along with the expansion of the e-waste recycling drop off events to include a range of additional items for recycling funded due to a successful grant application. During Q3 and Q4, the waste education program will focus on preparations in community education for the implementation of the new waste collection contract in FY24/25.

2.1.3: Prepare for natural disasters such as bushfires and extreme weather events.


2.1.3A: Maintain and implement the Georges River Local Emergency Management Plan in collaboration with the Local Emergency Management Committee (LEMC).









Code	Action Name	Status	Comments
2.1.3Ai	Provide support to the State Emergency Service within the Georges River Local Government Area.		Council continues to make itself available to assist the SES as and when needed. Assistance was provided this quarter by way of trades works consisting of priming and interior painting of the Mortdale SES building.
2.1.3Aii	Achieve endorsement of Georges River Local Emergency Management Plan 2021 and facilitate quarterly LEMC meetings attended by all combat agencies.		The Georges River Local Emergency Management Plan 2021 was successfully endorsed in April 2022. Quarterly LEMC meetings attended by all combat agencies continue to be facilitated quarterly.

2.2: Our waterways are healthy and accessible.

2.2.1: Protect the Georges River and waterways to be clean and naturalised.


2.2.1A: Represent Council's ambitions for the Georges River through the GRCCC.

Code	Action Name	Status	Comments
2.2.1Ai	Support the GRCCC with the development of a Foreshore Management Plan.		<p>Council continued to offer financial support to the GRCCC (Georges Riverkeeper) for the development of the Catchment Management Plan (CMP) alongside all member councils. The development of the CMP remains on-going during Q2, however, it expected to slow in its preparation and delivery due to the vacancy of the Riverkeeper Program Manager role in Q3.</p> <p>A total of \$20,000 was provided in the 2023/24 operational budget (successful budget bid) and will cover half of Council's financial contribution to the CMP development. A budget bid for the remaining \$20,000 will be submitted in Q3 to seek the final portion of the contribution in the 2024/25 operational budget. Delivery of the CMP is dependent on all member Council's providing their financial contribution to the Riverkeeper by the end of the 2024/25 financial year.</p>


Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

2.2.2: Maintain and implement strategies to provide access to our waterways

2.2.2A: Implement the recommendations of the Foreshore Scenic Character Review into the Georges River Local Environmental Plan.

Code	Action Name	Status	Comments
2.2.2Ai	Report the results of the preliminary community consultation on the proposed implementation of the Biodiversity Study and Foreshore Scenic Character Study.		Preliminary community consultation on proposed changes to planning controls concerning biodiversity, unique local character and foreshore scenic character in 2022/23. Submissions summarised and sent to the consultant to inform amendments to proposed controls. Discussion with consultants held to formulate options for planning controls, which was presented at a Councillor briefing in August 2023. While no option was selected, consensus by the Councillors was that changes are required, and more options requested. Councillor briefing held 6 November 2023 to present more options - Councillors agreed to move forward with the exhibited controls and to reduce FSR, increase landscaping and strengthen the existing landscape area clause with biodiversity considerations from the existing FSPA clause. Report on community consultation outcomes and to seek endorsement to prepare a planning proposal will be presented to Environment & Planning Committee on 11 March 2024.



2.2.2B: Maintain Council's marine and foreshore assets to be functional and safe.









Code	Action Name	Status	Comments
2.2.2Bi	Undertake programmed and reactive maintenance works of marine and foreshore assets.		All programmed preventative maintenance on the three shark nets has been carried out and minor repairs have been carried out on the nets at Carss Park with grant funding being sought for the replacement of these nets. Endeavour Street Wharf at Sans Souci remains closed and funding is being sought for its repair in FY24/25. The viewing platform at Tom Ugly's Bridge remains closed. Funding for repairs will be sought. Ongoing condition reports on all marine structures are being carried out.


2.3: Greening, canopy cover and bushland and biodiversity preservation are maximised.

2.3.1: Increase and promote our tree canopy, shrubs and bushland coverage.

2.3.1A: Provide appropriate and responsive management of current and future tree assets within the Georges River Local Government Area.



Code	Action Name	Status	Comments
2.3.1Ai	Implement Council's Tree Management Policy.		The Council meeting of 27 November 2023 resolved to publicly exhibit the draft revised Tree Management Policy and an amendment to the Georges River Council 2023/24 Schedule of Fees and Charges. The draft will be on exhibition until 1 March 2024.
2.3.1Aii	Continue expanding urban tree canopy to work towards Council's target of 40% urban canopy by 2039 with a focus on areas of high urban heat.		Tree planting through the summer months has been limited due to the high water requirements of newly planted trees. Work on the tree planting program during Q2 has concentrated on development of Council's tree management inventory, TREEPLOTTER, and plotting of all new trees planted through the previous year's planting program. The next concentrated planting program is set to commence in Q3 (March/April 2024)









Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Code	Action Name	Status	Comments
			with new requirements for tree planting contractors to plot each new tree as they are planted and update each maintenance attendance.
2.3.1Aiii	Develop a significant tree register for the LGA.		Council at its meeting on Monday 18 December 2023 adopted 257 trees at 16 sites to be included on the Significant Tree Register. The Register is published on Council's website and will be managed in accordance with the Tree Management Policy. The Significant Tree Register will be reviewed every 5 years and further nominations for inclusion of trees into the Significant Tree Register will occur when there are a significant number of nominations submitted (10+) or at the five-year review (subject to available funding).

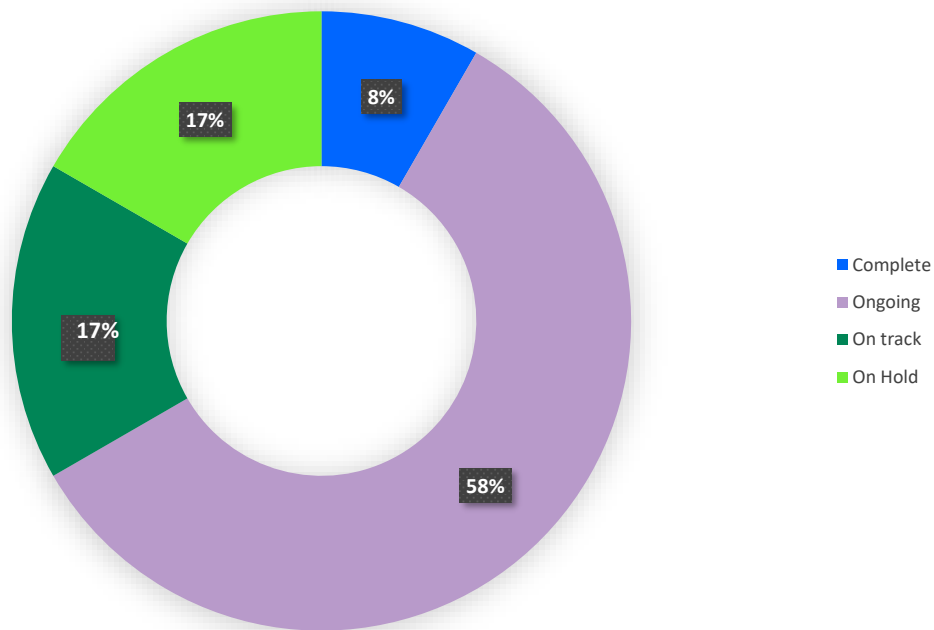
2.3.2: Protect and reinstate our biodiversity, including endemic flora and fauna

2.3.2A: Implement Council's Bush Regeneration Program to protect, conserve and enhance the natural environment.

Code	Action Name	Status	Comments
2.3.2Ai	Implement the 2023/24 Bush Regeneration Program.		Bush regeneration team continues to educate and undertake work associated with improvement and development of resilient Council bushland areas. Council has recently engaged new contractors to undertake management actions at 16 sites across the LGA.
2.3.2Aii	Implement the high priority recommendations of the Biodiversity Study 2021 including preparing a Biodiversity Strategy. * (Aspects of this project may not be undertaken in 2023/24 due to the project not being funded in 2023/24).		<p>The implementation of the recommendations outlined in the Biodiversity Study 2021 are progressively being implemented. Notably, and an example of just one action that has been implemented is the declaration of 19 parks and reserves throughout the LGA as category 2 Wildlife Protection Areas through the Wildlife Protection Area Policy, endorsed in August 2022. In November 2023 Council considered a report outlining the costs to Council to implement the Wildlife Protection Area (WPA) Policy, while considering progress made to date in implementing the Policy in protecting native fauna. A budget bid will be submitted in Q3 seeking funds to enable implementation of the WPA's for the protection of native fauna.</p> <p>The implementation of the recommendations is subject to available funding. The delivery of a Biodiversity Strategy was not funded for delivery within the 2023/24 financial year.</p>









Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

3: OUR ECONOMY











Achievements

- 5,772 km of roads swept.
- The Economic Leadership Group Terms of Reference was endorsed by the Executive Team in December. The first Economic Development Leadership Group will be held in March 2024.
- Hurstville is promoted through strengthened events cycle and will be included in the Sydney's Connected Community campaign and Discover Georges River website.
- Memorial Square, Hurstville recently completed 15 new canopy trees and over 1,000 variety of understorey planting was installed.
- Gannons Park Green our City grant Program was recently completed. 60 new canopy trees and over 1,500 variety of understorey planting.
- Lambert Reserve Graffiti Management grant program was recently completed 4 new canopy trees and over 1,000 variety of understorey planting.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Performance Indicators

Description	Annual Target	Results To Date	Status	YTD Comments
All 24 commercial centres cleaned daily.	100%	100.00%	On Track	Hurstville and Kogarah CBD's, town centres, and public amenities continue to be cleansed and sanitised via high pressure hosing of footpaths/pavement areas, street furniture and other hard-surfaced public assets as part of the rolling Deep Cleansing Program which ensures an ongoing focus on improved service standards in these high traffic areas.
Kilometres of roads swept	> 30,000	5,772.00	Off Track	5,772 km of roads swept YTD. Factors including the lack of sweeper distance tele-tracking capabilities across all sweepers and the downtime of sweeper vehicles taken off the road have contributed to this below-target figure.
Percentage of engineering operations service requests actioned against works scheduled.	≥ 80%	100.00%	On Track	100% - The use of CiAnywhere and ongoing development of new job categories continues to enable effective scheduling and job completion.
The percentage of reported graffiti removed within 5 days	> 80%	65.00%	Off Track	Discussions are taking place to implement measures to improve graffiti removal within agreed timeframes and ensure greater coverage across the LGA.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

3.1: Local jobs and local business are supported to grow.


3.1.1: Support local businesses to help protect jobs and create employment opportunities

3.1.1A: Implement initiatives in key economic sectors in response to the Economic Development Strategy.

Code	Action Name	Status	Comments
3.1.1Ai	Prepare a strategic business case for the 'River Rail' (Kogarah to Parramatta rail link) in partnership with key stakeholders.		The River Rail is included as a strategic priority in the development of the Advocacy Impact Plan.


3.1.2: Encourage the Night Time Economy, particularly in Hurstville, Beverly Hills and Kogarah, to grow.

3.1.2A: Deliver programs to activate and increase the night time economy in town centres

Code	Action Name	Status	Comments
3.1.2Ai	Seek programs and partnerships to activate and increase the night time economy in Hurstville and Kogarah.		No actions undertaken due to resourcing constraints

3.1.3: Target economic development in key locations and sectors within the local government area


3.1.3A: Actively participate with State agencies and Bayside Council to achieve the ambitions for the Kogarah Health and Research Hub Collaboration Area.









Code	Action Name	Status	Comments
3.1.3Ai	Lead the Kogarah Collaboration Area Place Strategy Governance Group.		The Economic Leadership Group Terms of Reference was endorsed by the Executive Team in December 2023 and an Expression of Interest was open from 22 December - 12 February 2024. The first Economic Development Leadership Group will be held on Monday 4 March 2024. The ELG will replace the Kogarah Collaboration Area Governance Group.

3.1.3B: Prepare and implement an action plan to market the Georges River Local Government Area's investment opportunities.

Code	Action Name	Status	Comments
3.1.3Bi	Implement the action plan to market the City.		A new Discover Georges River website is under development. Local businesses have been encouraged to ensure that their data is up to date and/or included in the Australia Tourism Data. Information from this database will be pulled into the Discover Georges River website and increases discoverability through Tourism Australia and Destination NSW platforms. The Discover Georges River website launch will be combined with the Sydney's Connected Community Campaign.


3.1.3C: Maximise the Potential of the Kogarah Health and Research Hub

Code	Action Name	Status	Comments
3.1.3Ci	Implement, promote and market the Kogarah Investment Attraction Strategy to grow the Kogarah Health and Education Precinct.		The development of innovation precincts will be included as an agenda item in the Economic Leadership Group. Feedback from the Economic Leadership Group will contribute to the development of the Economic

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Code	Action Name	Status	Comments
			Development Strategy and build stronger industry connections.


3.1.3D: Build the cultural identity of Hurstville CBD as the Heart of the City

Code	Action Name	Status	Comments
3.1.3Di	Continue to build and promote the identity of Hurstville as the 'Heart of the City'.		Hurstville is promoted through strengthened events cycle and will be included in the Sydney's Connected Community campaign and Discover Georges River website.

3.2: Our town centres are green, clean, vibrant and activated and have good amenities.

3.2.1: Provide regular maintenance and cleansing of town centres and public toilets.

3.2.1A: Maintain Council's green open space and town centres to be functional and safe.

Code	Action Name	Status	Comments
3.2.1Ai	Undertake programmed and reactive cleansing, sportsfield and park maintenance works of Council's green open spaces and town centres.		Programmed and reactive cleansing schedules, including amenities cleaning, town centre cleansing/sweeping and deep cleansing activities, were all undertaken on regular schedules within agreed service timeframes. Park mowing was undertaken on a 3-weekly basis and tractor mowing of sportsfields was performed weekly. No CBD pavement deep cleansing was undertaken due to a non-compliant tender outcome. This will be expected to take place in Q3. Additionally, synthetic surfaces were cleansed fortnightly (Peakhurst and Poulton Parks undergoing deep cleans). Infill rubber was applied as needed.


3.2.2: Encourage and support targeted, place-based events and activities to activate town centres.









3.2.2A: Work with other directorates and teams to implement, promote and market long term place-based initiatives.

Code	Action Name	Status	Comments
3.2.2Ai	Continue to implement place-based public domain initiatives across the Georges River Local Government Area.		No actions delivered in this quarter.

3.2.3: Implement greening and planting strategies in town centres

3.2.3A: Assist and promote the greening and creation of open space in our town centres.


Code	Action Name	Status	Comments
3.2.3Ai	Continue to drive increased greening and creation/ improvement of open space in our town centres.		<ul style="list-style-type: none"> Council is finalising our Street Tree Master Plan for the entire LGA. This Master Plan will promote diversity, longevity and sustainability of tree planting on our streets. Memorial Square, Hurstville recently completed. 15 x new canopy trees and over 1000 x variety of understorey planting was installed. Gannons Park Green our City Grant Program was recently completed, 60 x new canopy trees and over 1500 x variety of understorey planting.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Code	Action Name	Status	Comments
			<ul style="list-style-type: none"> Lambert Reserve Graffiti Management Grant Program was recently completed, 4 x new canopy trees and over 1000 x variety of understorey planting. Oleander Reserve, Olds Park and Hurstville Golf Course completed capital projects, 91 new canopy trees and over 2300 x variety of understorey planting. Council is planning to rejuvenate Vanessa Street, Kingsgrove and Pindari Road shopping area with additional understorey planting. Sourcing in progress. Lower Gannons Park remediation and mass planting project in progress.

3.2.4: Protect employment growth and services during land rezoning processes.


3.2.4A: Implement the recommendations of the Commercial Centres Strategy.

Code	Action Name	Status	Comments
3.2.4Ai	Continue the work of the Commercial Centres Strategy for all centres within the Georges River Local Government Area.		This project will not be undertaken in 2023/24 due to the project not being funded in 2023/24.


3.3: Georges River is a 30 minute city.









3.3.1: Advocate to the NSW Government to support Georges River as a 30 minute city.

3.3.1A: Advancement of the 'River Rail' through the identification of and protection of infrastructure corridors with Transport for NSW.

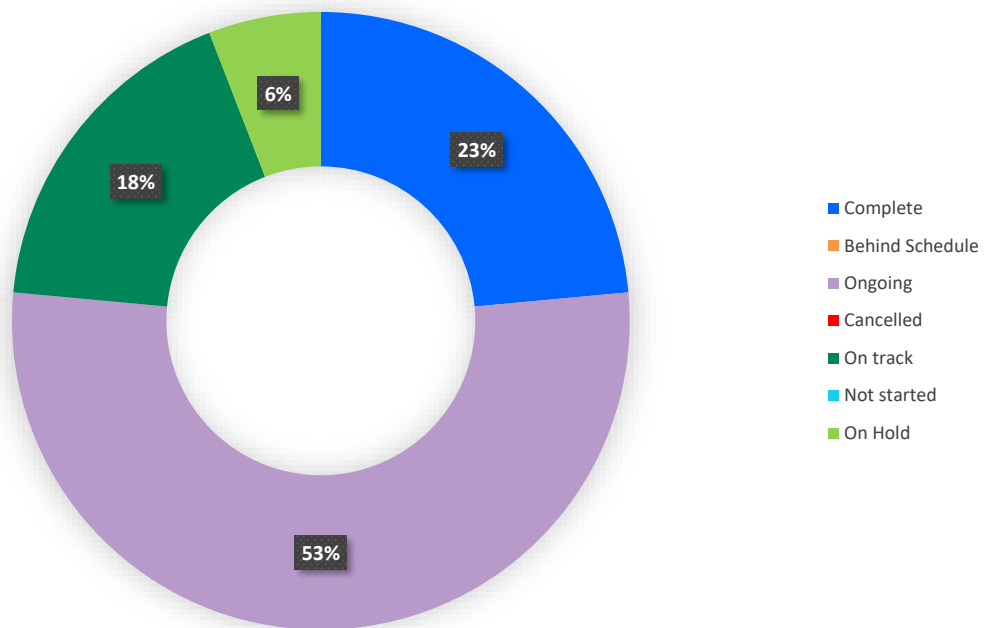
Code	Action Name	Status	Comments
3.3.1Ai	Prepare a business case for the 'River Rail' (Kogarah to Parramatta rail link).		The River Rail is included as a strategic priority in the development of the Advocacy Impact Plan.

3.3.1B: Influence the next iteration of district and metropolitan planning, with recognition of the untapped potential of the Southern Aerotropolis

Code	Action Name	Status	Comments
3.3.1Bi	Advocate for the acknowledgement of and investment in the Southern Aerotropolis through a NSW Government -led vision and plan in collaboration with local councils and key stakeholders.		Workshops have been conducted with Council teams to understand project deliverables in the next 12 months. The language is refined as Georges River Council is the third strategic centre in the development of the Advocacy Impact Plan which will broaden investment opportunities. Investment attraction and precinct development will be discussed as an agenda item in the Economic Leadership Group. This will inform the development of the Economic Development Strategy.









Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

4: OUR BUILT ENVIRONMENT











Achievements

- Website is up to date and is monitored quarterly to ensure currency and accuracy.
- There were 145 driveway applications received and 162 driveway applications approved. 18 stormwater applications received and 13 processed.
- All templates now rolled out. Periodic review and update stage underway, with next review in Q4 or as needs due to legislative change.
- Workshops have been conducted with Council teams to understand project deliverables in the upcoming 12 months. Transport is included as a strategic priority in the development of the Advocacy Impact Plan.
- All programmed maintenance on Council's buildings and open spaces has been performed and reactive service requests actioned within agreed timeframes.
- Council has signed a Memorandum of Understanding with the NSW Office of Sport handing over responsibility for the development of a Detailed Business Case, Detailed Design and to obtain Development Consent to the State Government.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							


Performance Indicators

Description	Annual Target	Results To Date	Status	YTD Comments
Civil design for private works completed within timeframe	> 90%	93.00%	On Track	YTD there has been 145 driveway applications were received and 162 driveway applications were approved. 18 stormwater applications were received 13 were processed,
Mean gross assessment times (in days) on DAs, modifications, DA reviews.	< 90	155.00	On Track	Impacted by removal of large old DAs from system in Q1, and longstanding staff shortages in Q1. Staffing levels improved by 8 in Q2 and these are now continuing this trend.
Number of DAs determined.	> 800	149.00	Off Track	Average output remains well in excess of 22/23. The key differences are standardised templates, additional staff (8), greater stability in the unit, and the support of the Metro Assessment Relief Program from the Department of Planning.
Percentage of Construction Certificates determined	> 90%	52.50%	On Track	Lodgements are low, accordingly statistical variations are significant. This has been the case for some time, with Council remaining uncompetitive with the private certification industry.
Percentage of occupancy across Council-owned commercial properties.	> 90%	91.00%	On Track	There continues to be seven vacancies across the portfolio.
Percentage of planning proposals meeting Gateway determination timeframes.	> 85%	NA	On Track	All Planning Proposals are currently on track.
Percentage of pothole requests made safe and scheduled for repair within 48 hours.	= 100%	100.00%	On Track	All potholes make safe requests are being scheduled within the required 48 hr timeframe.
Percentage of utility restorations completed within timeframe advised.	≥ 80%	68.00%	On Track	We have received 516 restorations YTD and have actioned 480 with 352 being issued for completion or completed.


Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

4.1.1: Prepare Development Control Plans and Master Plans to guide liveable development and amenity.


4.1.1A: Complete a Master Plan for Beverly Hills and Mortdale that will revitalise the centre and respond to the community's ideas and aspirations for the future of the centre.

Code	Action Name	Status	Comments
4.1.1.Ai	Finalise the Master Plan for Beverly Hills and Mortdale Local Centre.		Beverly Hills Local Centre Master Plan - In December 2023, the Draft Master Plan, Public Domain and Economic Analysis were issued by the consultants to Council for review. A report to the April 2024 Environment and Planning Committee meeting will be prepared to seek a Council resolution to amend the Master Plan as per the outcome of the project team meeting in January 2024. Mortdale Local Centre Master Plan - On 23 October 2023, Council resolved to adopt Option 1A as exhibited with amendments in response to submissions received. Council resolved to prepare a Planning Proposal, amend the Georges River DCP 2021, and amend the Georges River Local Infrastructure Contributions Plan 2021 to implement Option 1A (Post Exhibition Version), subject to a successful budget bid in the 2024/25 financial year. Council also resolved to add design excellence principles and controls in the DCP to ensure building design complements the village atmosphere.


4.1.1B: Prepare a Master Plan for the Riverwood Local Centre in association with the Riverwood community and Canterbury-Bankstown Council.









Code	Action Name	Status	Comments
4.1.1Bi	Commence consultation on a Master Plan for the Riverwood Local Centre.		This project will not be undertaken in 2023/24 due to the project not being funded in 2023/24.






4.1.1C: Include the Hurstville Civic Centre site in the Georges River Local Environmental Plan 2021.









Code	Action Name	Status	Comments
4.1.1Ci	Finalise the rezoning of the Hurstville Civic Centre site.		The Planning Proposal was gazetted on 27 October 2023.

4.1.1D: Develop and implement planning controls to protect the scenic character of the foreshore.

Code	Action Name	Status	Comments
4.1.1Di	Report the results of the preliminary community consultation on the proposed implementation of the Biodiversity Study and Foreshore Scenic Character Study.		Preliminary community consultation on proposed changes to planning controls concerning biodiversity, unique local character and foreshore scenic character in 2022/23. Submissions summarised and sent to the consultant to inform amendments to proposed controls. Discussion with consultants held to formulate options for planning controls, which was presented at a Councillor briefing in August 2023. While no option was selected, consensus by the Councillors was that changes are required, and more options requested. Councillor briefing held 6 November 2023 to present more options - Councillors agreed to move forward with the exhibited controls and to reduce FSR, increase landscaping and strengthen the existing Landscape Area clause with biodiversity considerations from the existing FSPA

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							


Code	Action Name	Status	Comments
			clause. Report on community consultation outcomes and to seek endorsement to prepare a planning proposal will be presented to Environment & Planning Committee on 11 March 2024.
4.1.1Dii	Prepare a set of biodiversity, scenic character and foreshore controls for community consultation.		Preliminary community consultation on proposed changes to planning controls concerning biodiversity, unique local character and foreshore scenic character in 2022/23. Submissions summarised and sent to the consultant to inform amendments to proposed controls. Discussion with consultants held to formulate options for planning controls, which was presented at a Councillor briefing in August 2023. While no option was selected, consensus by the Councillors was that changes are required, and more options requested. Councillor briefing held 6 November 2023 to present more options - Councillors agreed to move forward with the exhibited controls and to reduce FSR, increase landscaping and strengthen the existing Landscape Area clause with biodiversity considerations from the existing FSPA clause. Report on community consultation outcomes and to seek endorsement to prepare a planning proposal will be presented to Environment & Planning Committee on 11 March 2024.
4.1.2: Undertake rigorous assessment of development applications (DAs) by Council staff, local planning panel and Sydney South Planning Panel.			
4.1.2A: Monitor and standardise DA assessment reports and templates.			
Code	Action Name	Status	Comments
4.1.2Ai	Update report templates to reflect current planning controls.		All templates now rolled out. Periodic review and update stage underway, with next review in Q4 or as needs due to legislative change.
4.1.2Aii	Ensure templates are up to date and reflect any legislative changes.		All templates are up-to-date with legislative changes. A review of the templates for currency will be carried out in Q4 2023/24 to ensure that they are up to date with the present applicable policies.
4.1.2B: Provide ongoing education to the community about controls to the development and building approval processes.			
Code	Action Name	Status	Comments
4.1.2Bi	Implement community information session on planning development and building sessions.		Sessions organised for March, one for the community and one for industry.
4.1.2Bii	Provide up to date self-help information on Council's website.		Website is up to date and is monitored quarterly to ensure currency and accuracy.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							



4.2: Affordable and quality housing options are available.









4.2.1: Develop policies that encourage a greater supply of housing diversity and choice.

4.2.1A: Develop and implement an Affordable Rental Housing Scheme.

Code	Action Name	Status	Comments
4.2.1Ai	Develop an Affordable Rental Housing Scheme that applies to precincts within the LGA.		Council resolved on 28 November 2022 to prepare an Affordable Housing Contribution Scheme. Since that date Council officers have been working with the Department of Planning and Environment (DPE) on a structure of an AHCS, with a number of meetings held to date. The DPE requested that Council develop different options for an AHCS and for DPE to review and provide guidance on Council's next steps. Council officers developed a number of different options and forwarded them to DPE on 6 March 2023. A letter was received on 17 November 2023 from the DPE which provided comments on Council's proposed options and feasibility testing required for the AHCS. Council is currently preparing a brief for the preparation of a feasibility study to determine a viable Affordable Housing Contribution rate, accounting for any local infrastructure and Special infrastructure contributions that would be applied on the site, either existing or required as part of a future rezoning.

4.2.1B: Provide affordable housing in one of Council's redevelopments.



Code	Action Name	Status	Comments
4.2.1Bi	Select a Council owned site for the provision of affordable housing.		Council resolved on 28 November 2022 to prepare an Affordable Housing Contribution Scheme. Since that date Council officers have been working with the Department of Planning and Environment (DPE) on a structure of an AHCS, with a number of meetings held to date. The DPE requested that Council develop different options for an AHCS and for DPE to review and provide guidance on Council's next steps. Council officers developed a number of different options and forwarded them to DPE on 6 March 2023. A letter was received on 17 November 2023 from the DPE which provided comments on Council's proposed options and feasibility testing required for the AHCS. Council is currently preparing a brief for the preparation of a feasibility study to determine a viable Affordable Housing Contribution rate, accounting for any local infrastructure and Special infrastructure contributions that would be applied on the site, either existing or required as part of a future rezoning.
4.2.1Bii	Select a Council owned site or investigate the acquisition of residential property for the provision of affordable housing.		Site selection under consideration and subject to future feasibility study.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

4.3: There are a range of transport options and increased walkability and cycling to connect people, goods and businesses.


4.3.1: Provide expert advice and lobby the State Government to provide and improve public transport options such as train and bus services

4.3.1A: Pursue State Government priority for express trains on the T4 line stop at Kogarah and T8 line to the CBD, the River Rail and Hurstville (or Kogarah) to Macquarie Park via Rhodes (through Burwood or Strathfield) rail line.


Code	Action Name	Status	Comments
4.3.1Ai	Continue to lobby Transport for NSW and the Minister for Transport for improved public transport options.		Workshops have been conducted with Council teams to understand project deliverables in the upcoming 12 months. Transport is included as a strategic priority in the development of the Advocacy Impact Plan.
4.3.1Aii	Conduct economic modelling to explore the viability of reinstating train services to Kogarah in peak periods.		Transport is included as a strategic priority in the development of the Advocacy Impact Plan.









4.3.2: Plan for, improve and maintain safe and connected footpaths and cycleways

4.3.2A: Maintain Council's footpath network to be functional and safe.

Code	Action Name	Status	Comments
4.3.2Ai	Undertake programmed and reactive maintenance works of Council's footpath assets.		The proactive footpath grinding program was completed in the Kogarah area. Service requests for footpath repairs were sitting at a total of 365 at the end of Q2.

4.3.2B: Continue to maintain Council's walkways and cycleways to be functional and safe.


Code	Action Name	Status	Comments
4.3.2Bi	Commence investigation and design for key cycle routes within the LGA.		Council has engaged two consultants to commence detailed investigation of key cycleways along the foreshore, Riverwood and Hurstville with commencement in February 2024 and to be completed by end of April 2024. Council is working with TfNSW to progress their detailed investigation of strategic cycleway network within the GRLGA. Council is also working with TfNSW to progress the design of the Oatley to Como shared pathway upgrade

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							


4.4: Everyone has access to quality parks and open space and active and passive recreation facilities

4.4.1: Ensure public parks, open space and Council buildings are accessible, well maintained and managed.



4.4.1A: Maintain Council's buildings and open space to be functional and safe.









Code	Action Name	Status	Comments
4.4.1Ai	Undertake programmed and reactive maintenance works of Council's buildings, open spaces.		All programmed maintenance on Council's buildings and open spaces has been performed and reactive service requests actioned within agreed timeframes.


4.4.1B: Incorporate design principles for parks and open spaces that promote resilience.

Code	Action Name	Status	Comments
4.4.1Bi	Ensure that design principles that promote resilience are incorporated into plans for open space.		All new design and construction projects utilise accessibility, environmental and resilience-based principles.

4.4.1C: Implement the GRC Open Space, Recreation and Community Facilities Strategy.



Code	Action Name	Status	Comments
4.4.1Ci	Identify open space and recreation priorities based on the findings of the GRC Open Space, Recreation and Community Facilities Strategy.		<p>Playground upgrades to meet demand and desired level of service:</p> <ul style="list-style-type: none"> Carss Bush Park - contractor procurement in progress Merv Lynch Reserve - contractor procurement in progress Austin Avenue - contractor procurement in progress Arthur Hardiman Reserve detail design in progress Woodville Park, Empress Reserve and Croot Park playground detail design in progress <p>Active recreation facilities upgrades:</p> <ul style="list-style-type: none"> Olds Park netball courts and skatepark completed Renown Park field 2 upgrade to be completed by June 30 Renown Park field improvement works grant awarded Lugarno light watercraft launching detail design in progress 'Get Active NSW' grant applied to include an active shared path through Blackforest Reserve to connect M5 Linear park, Beverly Hills Park and beyond. <p>Synthetic Sportsfields:</p> <ul style="list-style-type: none"> Council is awaiting the publication of the NSW Chief Scientist guideline. Council will adhere to recommendations where practicable.
4.4.1Cii	Accelerate the feasibility study, concept plans and business case for a new aquatic centre in the LGA to allow Council to pursue funding sources.		Council has signed a Memorandum of Understanding with the NSW Office of Sport handing over responsibility for the development of a Detailed Business Case, Detailed Design and to obtain Development Consent to the State Government.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							



Code	Action Name	Status	Comments
4.4.1Ciii	Implement the 2023/24 Recreational and Open Space Capital Works Program		The 2023/24 Recreational and Open Space Capital Works Program is progressing towards completion within allocated project milestones

4.4.2: Plan and provide active and passive recreation including skate parks, aquatic facilities and off road biking opportunities.

4.4.2A: Research and plan for active and passive recreation opportunities within the Georges River Local Government Area.


Code	Action Name	Status	Comments
4.4.2Ai	Undertake detailed design for a skate and BMX facility at Olds Park.		The construction of a new skate and BMX facility at Olds Park has been completed. Official opening to occur on 17/02/2024.
4.4.2Aii	Plan for increased cycling opportunities across the Georges River Local Government Area.		Council's Road Safety Officer has obtained quotes from bike repair stores and is currently discussing promotion within Council future events. Active Transport studies along the foreshore, Riverwood and Hurstville are currently being undertaken with finalisation by end of April 2024. Council is also working with Transport to undertake the design of the Oatley to Como shared pathway upgrade.









4.4.2B: Progress the construction of a new aquatic facility in the LGA.



Code	Action Name	Status	Comments
4.4.2Bi	Undertake investigations and business cases to progress the construction of an aquatic facility at Carss Park.		Council has signed a Memorandum of Understanding with the NSW Office of Sport handing over responsibility for the development of a Detailed Business Case, Detailed Design and to obtain Development Consent to the State Government.
4.4.2Bii	Seek funding to progress construction of a new aquatic facility in the LGA.		Council continues to progress funding opportunities for stages of this project.

4.4.3: Review Plans of Management for all open space in the local government area.

4.4.3A: Ensure our parks and reserves have updated Plans of Management and Master Plans

Code	Action Name	Status	Comments
4.4.3Ai	Continue the Plans of Management for Crown Lands in accordance with the Crown Land Management Act.		The following Plans of Management are currently underway in Q2: <ul style="list-style-type: none"> Carss Bush Park/Todd Reserve Plan of Management and Master Plan Donnelly Park Plan of Management and Master Plan Merriman Reserve Plan of Management and Landscape Masterplan Oatley Park Plan of Management and Landscape Masterplan Generic Plans of Management - Amendment 1 Olds Park Master Plan - Amendment 1


Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Code	Action Name	Status	Comments
4.4.3Aii	Finalise the Plan of Management for Sans Souci Park.		The Sans Souci Plan of Management and Master Plan was adopted by Council on 22 May 2023.
4.4.3Aiii	Finalise the Master Plan for Sans Souci Park.		The Sans Souci Plan of Management and Master Plan was adopted by Council on 22 May 2023.


4.5: Council-led development and assets provide quality, long term benefits to everyone.

4.5.1: Provide new and upgraded community assets and services to the LGA


4.5.1A: Plan for and implement a purchasing program for property requiring compulsory acquisition in the comprehensive LEP

Code	Action Name	Status	Comments
4.5.1Ai	Acquire land for open space purposes as identified in the Local Environmental Plan.		No actions delivered in this quarter.


4.5.1B: Achieve service delivery outcomes through a 10 year Capital Works Program driven by Council Strategies.









Code	Action Name	Status	Comments
4.5.1Bi	Implement the 2023/24 Sportsfield Renovation Program.		Council undertook renovations to 11 sporting fields this quarter, consisting of top dressing, herbicide & fertiliser applications, turf patching and adjusted irrigation regimes to suit hotter/drier weather periods. We are currently on track for the upcoming winter sport season starting in Q3.
4.5.1Bii	Deliver the 2023/24 Critical Safety and Asset Renewal Program.		The 2023/24 Critical Safety and Asset Renewal Program is progressing towards completion within allocated project milestones.
4.5.1Biii	Deliver the 2022/23 Road Resheeting Program.		The 2023/24 Road Resheeting Program is progressing towards completion within allocated project milestones.

4.5.1C: Deliver Asset Management Plans for each Asset Class (Roads, Buildings, Open Space and Stormwater) which plan for the long term sustainability of Council's Infrastructure assets.

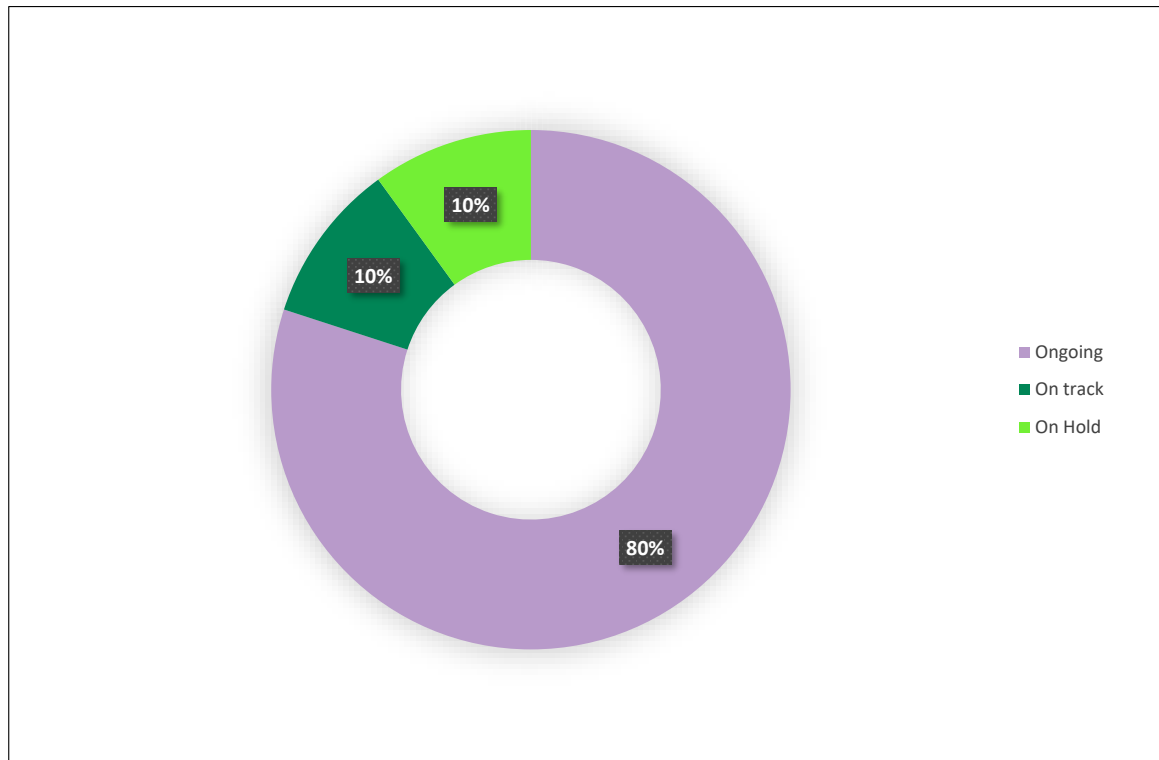
Code	Action Name	Status	Comments
4.5.1Ci	Develop asset class based 10-year Asset Management Plans.		Roads Asset Management Plan and Buildings Asset Management Plan are nearing completion and then will follow a process of Executive approval. Awaiting Stormwater asset data to be received by mid-Feb 2024.

4.5.1D: Provide new and upgraded community assets such as new library services to the western part of our LGA.

Code	Action Name	Status	Comments
4.5.1Di	Review options to provide new library services to the western part of our LGA.		Current funding and resources are committed to the branch library feasibility study in accordance with Council Motion NM097-22. The investigation of options for the western half of the LGA will be informed by the findings of the feasibility study as well as the Mortdale Master Plan.









Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

5: OUR PLACE IN SYDNEY











Achievements

- Council's website features a new application icon to simplify self-service transactions, allowing customers to easily find, apply, and pay.
- A monthly City Futures Report has been including website analytics. Data from this will be used for ongoing website improvement and user experience. All templates now rolled out. Periodic review and update stage underway, with next review in Q4 or as needs due to legislative change.
- Council communicated the 'Share our Space' School Infrastructure program. All programmed maintenance on Council's buildings and open spaces has been performed and reactive service requests actioned within agreed timeframes.
- Workshops have been conducted with Council teams to understand project deliverables in the next 12 months that require priority visibility and connection to State and Federal Strategic actions. A new Advocacy Impact Plan will be delivered in early 2024.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Performance Indicators




Description	Annual Target	Results To Date	Status	YTD Comments
Council's overall Customer Experience Rating	≥ 65%	77.50%	On Track	Average for year to date is 77.5% Q1 was 78% Q2 was 77%
Customer satisfaction with face-to-face interaction at Council operated facilities.	≥ 80%	83.00%	On Track	Average for year to date is 83% Q1 was 83% Q2 was 83%
Percentage of customers satisfied with the overall experience with their customer requests to Council.	≥ 80%	72.00%	Off Track	Average for year to date is 72% Q1 was 71% Q2 was 73%

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

5.1: Leadership focuses on innovation and improving the customer experience.



5.1.1: Promote Georges River as a place for innovation and collaboration and a desirable location for government and private investment.









5.1.1A: Explore the viability of a university precinct in Georges River Local Government Area and new investment from government and private enterprise to increase the region's competitiveness as a place for investment and innovation.

Code	Action Name	Status	Comments
5.1.1Ai	Develop an investment prospectus for the whole Georges River Local Government Area.		A new Discover Georges River website is under development. Local businesses have been encouraged to ensure that their data is up to date and/or included in the Australia Tourism Data. Information from this database will be pulled into the Discover Georges River website and increases discoverability through Tourism Australia and Destination NSW platforms. The Discover Georges River website launch will be combined with the Sydney's Connected Community Campaign.
5.1.1Aii	Continue to support medtech startups establishing in Kogarah.		No actions undertaken in this quarter.
5.1.1Aiii	Implement grant projects that improve place, especially in key employment centres.		No actions have been undertaken in this quarter.

5.1.2: Provide positive experiences across all customer interactions for our community and visitors.

5.1.2A: Improve consistency and reliability of service across all customer contact channels.

Code	Action Name	Status	Comments
5.1.2Ai	Develop and implement the Georges River Council Customer Experience Strategy 2022 - 2027.		Council's website features a new application icon to simplify self-service transactions, allowing customers to easily find, apply, and pay. Six applications launched in Q2: - planning certificates, - rates 603 certificates, - food Premises compliance, - outstanding notices, - Annual Fire Safety statements, and - Pool Compliance certificates. Development began for Damage Deposit Bonds, to be implemented Q3. Tree permit application development to continue after TechOne upgrade. Vendor procured to install keyless entry at 7 hireable community venues enabling ease of access for customers, removing need to collect/return keys from the Civic Centre. Research commenced on a cloud-based Contact Centre upgrade to deliver omni-channel capabilities and call-back options, enhancing customer experience, and optimising operational efficiency that aligns with ongoing system review and upgrades.
5.1.2Aii	Establish a new baseline for Georges River website engagement and		A monthly City Futures Report has been including website analytics. Data from this will be used for ongoing website improvement and user experience.


Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Code	Action Name	Status	Comments
	accessability utilising new and existing analytics tools.		


5.2: The three spheres of government work together to improve services and facilities in our area.

5.2.1: Advocate to all levels of government to ensure critical infrastructure accompanies residential and employment growth.

5.2.1A: Develop an advocacy strategy that identifies how Georges River Council can influence government policy and secure government investment in the Georges River Local Government Area.


Code	Action Name	Status	Comments
5.2.1Ai	Implement an Advocacy Program to raise Council's reputation/profile and ultimately influence government policy to secure government investment in the Georges River Local Government Area.		Workshops have been conducted with Council teams to understand project deliverables in the next 12 months that require priority visibility and connection to State and Federal Strategic actions. A new Advocacy Impact Plan will be delivered in early 2024.









5.2.1B: Work with neighbouring councils to facilitate major projects with long-term delivery timeframes

Code	Action Name	Status	Comments
5.2.1Bi	Develop strategic partnerships to influence key government policy and bring investment to the Georges Local Government Area.		Workshops have been conducted with Council teams to understand project deliverables in the next 12 months that require priority visibility and connection to State and Federal Strategic actions. A new Advocacy Impact Plan will be delivered in early 2024.
5.2.1Bii	Deliver an engagement program for city and council advocacy.		Workshops have been conducted with Council teams to understand project deliverables in the next 12 months that require priority visibility and connection to State and Federal Strategic actions. A new Advocacy Impact Plan will be delivered in early 2024.

5.2.2: Investigate the opportunities for government land and shared facilities being used for open space and other uses e.g. schools and health.

5.2.2A: Develop an engagement program for services and facilities where regional collaboration would assist in their delivery, including those identified in the GRC Open Space, Recreation and Community Facilities Strategy.

Code	Action Name	Status	Comments
5.2.2Ai	Continue with shared and joint use program with Department of Education.		Council communicated the 'Share our Space' School Infrastructure program.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							









5.3: Georges River is known for being environmentally and culturally rich and enhances its metropolitan position as a destination for people and business.

5.3.1: Demonstrate our environmental and cultural riches through policies, programs and projects to showcase and immerse our residents and visitors in our lifestyle.

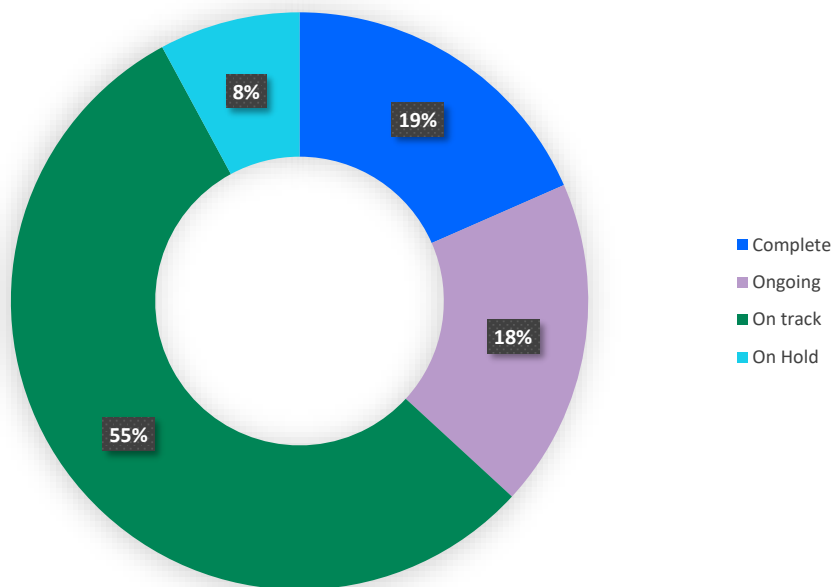
5.3.1A: Develop and build a brand and identity for the local government area.

Code	Action Name	Status	Comments
5.3.1Ai	Continue to develop and build a brand and identity for the Georges River Local Government Area.		A new Discover Georges River website is under development. Local businesses have been encouraged to ensure that their data is up to date and/or included in the Australia Tourism Data. Information from this database will be pulled into the Discover Georges River website and increases discoverability through Tourism Australia and Destination NSW platforms. The Discover Georges River website launch will be combined with the Sydney's Connected Community Campaign.











Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

6: OUR GOVERNANCE











Achievements

- 11 out of 12 Appeals were resolved by Court Consent.
- During this quarter the survey and consultation with the registered Your Say contributors, the Your Say Panel, was undertaken. 86 panel members visited the consultation and eight completed the survey. The feedback in the surveys will be applied to future projects, the Your Say platform and the Your Say newsletter.
- 66 registered speakers at July - December 2023 Council Meetings.
- The majority of the 22/23 audit program has been completed and tabled at previous ARIC meetings.
- LeaderLIFT concluded for Coordinators and Heads of with the two final modules delivered: Accelerator 4 - High performing teams and Core 4 - Personal excellence and authentic leadership. People and Culture set to remodel the leadership experience based on feedback from the current group as well as from Managers.









Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Performance Indicators









Description	Annual Target	Results To Date	Status	YTD Comments
Actual year-to date income is no more than +/- 5% from the year-to-date approved budget.	< 5%	5.20%	On Track	Income ahead of budget due to higher-than-expected returns on Council investments.
Actual year-to-date expenditure is no more than +/- 5% from the year-to-date approved budget.	< 5%	6.40%	On Track	Savings in employee costs, and also the timing of Agency Collection Fee invoicing.
Attempted resolution of Class 1 merit appeals by way of alternative dispute resolution such as s34 conciliation wherever possible and appropriate.	= 100%	92.00%	On Track	11 out of 12 Appeals were resolved by Court Consent.
Council decisions made at meetings closed to the public.	< 10%	3.20%	On Track	8 out of 250 resolutions made in confidential closed session.
Cyber Threat Preparedness	> 85%	100%	On Track	By leveraging our protection tools Council has deployed across corporate network the team have managed to prevent almost 3.5 Million vulnerabilities in the first half of 2023/2024. These vital layers of protection have prevented councils network from attack externally and ensured malicious attacks have not impacted the security and reliability of councils systems.
Investment portfolio returns for the financial year to date exceeding industry benchmark as disclosed by CPG.	NA	2.171%	On Track	For Quarter 2, the financial year to date performance return in Council's investment portfolio was 2.171%. It is 0.022% above the Bloomberg Ausbond Bank Bill Index of 2.149%. The benchmark was flat to slightly higher, while the Council's portfolio was improving steadily. Council is still monitoring for viable investment opportunities to switch old securities to higher rates in the coming quarter as they become available.
Number of registered speakers at Committee Meetings.	> 0	14.00	On Track	14 registered speakers at Committee Meetings during July - December 2023.
Number of registered speakers at Council Meetings.	> 5	66.00	On Track	66 registered speakers at July - December 2023 Council Meetings.
Percentage compliance with statutory and legislative reporting requirements (Office of	= 100%	100.00%	On Track	All legislative requirements have been met for the first quarter of 2023. The Annual report was approved at the November Council meeting and the 'undesigned' version emailed to the Office of the Local Government prior to 30 November.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Description	Annual Target	Results To Date	Status	YTD Comments
Local Government Compliance Calendar).				The 'designed' version will be completed mid-January 2024 and has been entered into the ARA awards along with an entry for the 'cover page' award.
Percentage of Committee Meeting business papers made publicly available on Council's website at least three days prior to each meeting.	= 100	100.00	On Track	All Committee Meeting business papers have been made publicly available on Council's website in the required timeframe.
Percentage of complaints completed within agreed times.	≥ 90%	100.00%	On Track	All Q1 and Q2 Complaints completed within agreed timeframes.
Percentage of correspondence responded to within 14 days.	> 80%	88.00%	On Track	Average for year to date is 88% Q1 was 88% Q2 was 88%
Percentage of Council Meeting business papers made publicly available on Council's website at least three days prior to each meeting.	= 100%	100.00%	On Track	All Council Meeting Business papers have been made publicly available.
Percentage of Critical devices on Council's network fully patched	≥ 80%	100%	On Track	Patching of Council's network is an ongoing task, as new vulnerabilities are discovered council works to implement patches to prevent these vulnerabilities and ensure the security of council's data and information is maintained. The team conduct regular patching on all platforms to ensure they are managed according to industry best practice, while critical patches to protect against zero day vulnerabilities are completed within 48 hours. This adds an additional layer to councils' protection of the network and data within.
Percentage of customer requests completed within agreed times.	≥ 90%	92.50%	On Track	Average for year to date is 92.5% Q1 was 94% Q2 was 91%
Percentage of Cyber Threats blocked	> 80%	98%	On Track	The team have continued to leverage new technologies to further protect data and councils corporate network, by focusing on these projects council is creating additional layers to keep vulnerabilities out while maintaining business as usual functionality. Through disaster recovery testing, data integrity checking and audit recommendation implementation the team are constantly building the resilience of the network against external factors.


Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Description	Annual Target	Results To Date	Status	YTD Comments
Percentage of legal cases determined in accordance with Council's corporate and strategic objectives including successful prosecutions (convictions) and/ or fines for major environment offences, including tree breaches	> 75%	86.00%	On Track	12 out of 14 prosecutions that were handled in Local Court were awarded in Council's favour.
Percentage of WHS Incident Management Corrective Actions finalised within agreed times	≥ 60%	93.50%	On Track	In the first half of the year there was a total of 126 incidents were reported with 15 not closed within the time period.



Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

6.1.1: Commit to consult and engage the community on projects, initiative and issues which have an impact on their lives.



6.1.1A: Embed a culture of continuous improvement where we use the feedback provided by the community to improve our programs and services.

Code	Action Name	Status	Comments
6.1.1Ai	Undertake the biannual community satisfaction survey and provide results to managers and the Executive team for action.		The presentation has been scheduled to be delivered to the Executive Team. The results will be used to inform the next iteration of the Community Strategic Plan.


6.1.1B: Develop a service delivery review program of Council's services









Code	Action Name	Status	Comments
6.1.1Bi	Redesign the process to enable faster, simpler reviews, focussed on building organisational capability and impact, and incorporating service reviews outcomes into business as usual.		No actions undertaken in this quarter.
6.1.1Bii	Conduct an organisation wide review of Council services including commercial property, paid parking and premium facilities.		Review to be undertaken in the 3rd quarter of 2023/24 financial year.

6.1.1C: Embed Council's Engagement Strategy as an overarching process for all Council engagement activity



Code	Action Name	Status	Comments
6.1.1Ci	Re-establish the Your Say panel and undertake an ongoing survey to continue to improve the Your Say platform and Council's approach to engaging with the community.		During this quarter the survey and consultation with the registered Your Say contributors, the Your Say Panel, was undertaken. 86 panel members visited the consultation and eight completed the survey. The feedback in the surveys will be applied to future projects, the Your Say platform and the Your Say newsletter.
6.1.1Cii	Develop an intranet suite of resources to support all Council staff to create more opportunities for community engagement		The Community Engagement Officer continued to work with project leads across Council to maximise the effectiveness of their community consultations. This included sharing the support resources and providing one on one support to build confidence.

6.1.1D: Refer a broad range of Council and community issues for engagement to Council's Your Say platform.


Code	Action Name	Status	Comments
6.1.1Di	Use a broad range of tools in community engagements.		During this quarter, community engagements employed a range of tools including but not limited to: ideas tools (virtual post-it notes) for Verge Garden Competition, face-to-face community consultations for Carss Bush Park and Todd Park Master Plan and Plan of Management and survey tool for EOIs and feedback for all other projects.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							


6.1.1E: Develop comprehensive engagement and communication plans for Council's community engagements.

Code	Action Name	Status	Comments
6.1.1Ei	Create and implement Engagement and Communications Plans for major projects where Council is seeking community engagement utilising Council's communications channels.		During this quarter plans were in place for Planning Agreement 1-5 Treacy Street, Hurstville, Verge Garden Competition, Sustainable Procurement Policy, Olds Park Master Plan, Carss Bush Park and Todd Park Master Plan and Plan of Management, GRDCP 2021 - Amendment No 5 - Subdivision, Lot Consolidation and Boundary Adjustments in Heritage Conservation Areas, Planning Proposal for 28 and 28A Carlton Crescent, Kogarah Bay, developing our ATSI Strategy, Enterprise Risk Management Policy, Austin Avenue Reserve Playground, E-scooter Trial 2024, Your Say Panel Survey, Events and Festival Charter, Event Guide and Event Toolkit, Early Learning Services Survey, Peakhurst Park Master Plan, Community Infrastructure Needs Assessment and Acquisition Area Strategy, and Resident Parking Permit Scheme Policy. There were also plans for seeking expressions of interest for the Multicultural Advisory Committee, Access and Inclusion Advisory Committee and the Economic Leadership Group.
6.1.1Eii	Maintain on Your Say a community facing dashboard on engagement activity.		The interactive dashboard featuring demographic data from the Your Say consultations held over the 2022/23 financial year has been published on Your Say to close the loop for our community. It is available alongside past dashboards to ensure transparency of the contributors to Council's consultations.

6.1.1F: Develop an Annual Community Consultation Progress report.


Code	Action Name	Status	Comments
6.1.1Fi	Develop a comprehensive community engagement report for Council's annual report		Content for community engagement has been provided for the 2022/23 Annual Report. A new monthly report on community engagement has been established in the City Futures monthly report which will bring efficiencies to the end of year report this financial year.









6.1.1G: Provide opportunities for the community to engage with their ward Councillors.

Code	Action Name	Status	Comments
6.1.1Gi	Provide a Meet Your Ward Councillor session for each ward annually.		Meet Your Ward Councillor Sessions have been put on hold pending future budget allocation.

6.1.2: Ensure Council's financial assistance and grants programs are managed effectively.

6.1.2A: Deliver and report on Council's financial assistance program.

Code	Action Name	Status	Comments
6.1.2Ai	Provide reports on Council's financial assistance program, including community grants, microgrants, venue hire program,		<ul style="list-style-type: none"> Venue Hire Grants 2023-2024: Round 4 - 3 projects funded, totaling \$8,214.00. Round 5 - 1 project funded, totaling \$8,705.00.




Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Code	Action Name	Status	Comments
	heritage grants, heritage publication grants, and donations program.		<ul style="list-style-type: none"> Community Grants 2023-2024 Round 1 - 20 projects funded (15 Capacity Building, 5 Reconnecting Communities), totaling \$130,215. Micro Grants 2023-2024 - not open for application. Quick Response Donations 2023-2024 - 1 request funded, totaling \$1,280. Grants and Donations Policy adopted in October 2023 (Council Resolution COM031-23).


6.2: Our decisions are based on evidence which consider financial impacts, the environment and impacts on future generations.









6.2.1: Ensure the behaviour and decisions of councillors and staff is professional and ethical.





6.2.1A: Facilitate the Audit, Risk and Improvement Committee (ARIC) to fulfil its responsibilities under the Local Government Act and ARIC Charter.









Code	Action Name	Status	Comments
6.2.1Ai	Facilitate ARIC reports to Council on activities and functions, including an Annual Report from the ARIC Chair.		August, October and November ARIC meeting minutes were resolved at the 27 November Normal Council meeting. The EOI for a replacement independent member has been prepared and submitted to the 12 February Finance & Governance Committee meeting for endorsement. The Annual Report for ARIC is not due until June 2024.
6.2.1Aii	Facilitate replacement of ARIC Chair in June 2022. Recruit 1 new ARIC member to the Committee to replace outgoing/retiring Chair.		The EOI for the replacement of the ARIC member finishing in March 2024 has closed and a preferred candidate selected, interviewed and feedback provided by external referees. A report has been prepared for the 12 February Finance & Governance Committee meeting for endorsement to the next ordinary Council meeting. Once resolved a letter of appointment will be sent and the first meeting for the replacement member will be the May 2024 ARIC.
6.2.1Aiii	Prepare an annual ARIC Responsibility Calendar reflecting Local Government and ARIC Charter requirements to be completed throughout the year.		The ARIC Forward Responsibility Calendar for the 2024 calendar year has been prepared (including amended references to the adopted ARIC Terms of Reference document) and endorsed by ARIC at the November meeting. 2024 meeting dates were circulated to the ARIC members and invites sent to secure dates, people and resources for next year's meetings.

6.2.1B: Promote and assist in creating an ethical organisational environment with emphasis on internal controls, efficiency, effectiveness and good governance.

Code	Action Name	Status	Comments
6.2.1Bi	Complete the 2022/23 Audit Program.		The majority of the 2022/23 audit program has been completed and tabled at previous ARIC meetings. The majority scheduled audit items to be completed are the ongoing IMT compliance audits and the fleet and light vehicles review, which have either commenced or are due to commence in the next


Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

Code	Action Name	Status	Comments
			quarter, as per the audit plan status report tabled at either the February or May ARIC meetings. The 2024-2028 Audit Program will be developed over the coming months, presented to the Executive Team and ARIC for endorsement.
6.2.1Bii	Implement any mandatory internal audit guidelines issued by the OLG.		An EOI process for the replacement of an independent member is almost complete with a preferred candidate selected and a report prepared for the 12 February Finance & Governance Committee meeting. The Internal Audit Charter has been endorsed by ARIC and adopted at the 27 November ordinary Council meeting. A draft 2024-2028 Audit Program is being developed for presentation to the Executive and endorsement by ARIC for commencement on 1 July 2024.
6.2.1Biii	Continue to roll out education programs, provide good governance to the organisation and implement effective safeguards in order to provide assurance that Council is delivering a high standard of ethical behaviour.		The monthly Governance team article in Council's internal newsletter was commenced in Q2 with each article addressing Governance related issues, such as the new PID Act and general expectations of staff. It also creates a new avenue for staff to ask general questions and to address a larger audience. Assistance is provided to the Internal Audit Executive for Code of Conduct (CoC) investigations as required. A new CoC lecture is being drafted to ensure there is greater capacity for CoC training at Council. It is expected this will be completed in Q4.
6.2.1C: Implement and deliver a Councillor induction and professional development program to ensure the Mayor and Councillors are aware of the knowledge, skills and personal attributes expected of them in their civic roles under the Local Government Act 1993, and of the support Council should be providing to ensure they are able to effectively fulfil their roles.			
Code	Action Name	Status	Comments
6.2.1Ci	Provide ample training and development opportunities (offered both externally and internally) to ensure diversity of choice and availability.		Training and development opportunities are continually being offered to Councillors utilising their training and conference budget allocation within the Mayor and Councillors Expenses Policy.
6.2.1Cii	Provide opportunities for a recommended minimum of 12 hours of skill and/or development training to be achieved by each Councillor annually.		All Councillors are encouraged to complete minimum 12 hours of skill and/or development training. Training opportunities are provided within Council and externally through LGNSW and other agencies.


Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

6.2.2: Maintain a sustainably strong financial position balanced with demand for essential services and new projects and having regard for Section 8(b)(d)(ii) of the Local Government Act (the current generation funds the cost of its services).


6.2.2A: Ensure financial decisions address the key financial sustainability risks to secure Council's immediate and long-term future.









Code	Action Name	Status	Comments
6.2.2Ai	Align the annual budget strategy to incorporate proposed new projects and programs and to facilitate financially sustainable decisions		<p>Q2 result is showing an operating surplus of \$3.0 million. This surplus is better than the December YTD budgeted surplus by \$2.9m. Increased depreciation due to the increasing cost of materials and an update of the useful life of open space assets has materially increased depreciation from 2022/23. This is more than offset by interest income in the short to medium term while Council has a healthy cash balance and interest rates being higher than anticipated.</p> <p>Council has established the Project Review Committee to prioritize the capital works project proposals for ETs consideration in forming the 2024/25 and future year budgets.</p>

6.2.2B: Ensure the Long-Term Financial Plan incorporates strategic priorities and risks.

Code	Action Name	Status	Comments
6.2.2Bi	Ensure the annual Long Term Financial Plan adequately highlights emerging risks and outlined actions to remediate.		<p>Annual updating of the LTFP indicates a deficit position will occur in the last 2 years (shown as Model 1 in the Resourcing Strategy) and will need to be addressed in coming years. Without intervention from IPART to align the rate peg with the award and CPI increases the economy has recently faced around the cost of materials, Council may have to submit another application for an SRV to continue to achieve surplus results. Alternately, service reviews to identify non-essential services that are contributing to the deficits, and asset management plans to prioritize asset management practices and the decommissioning of underperforming or underutilised assets.</p> <p>Council has established the Project Review Committee to prioritise the capital works project proposals for ETs consideration in forming the 2024/25 and future year budgets.</p>



6.2.2C: Ensure financial policy and process improvements focus on the integrity of controls, improved data for business decisions and customer experience.

Code	Action Name	Status	Comments
6.2.2Ci	Expand payment channels and self-service online access for financial processes.		On hold until the Enterprise System Review is finalised

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							


6.2.3: Undertake effective risk management to manage risks that may arise.









6.2.3A: Annually review Council's enterprise and operational risks.

Code	Action Name	Status	Comments
6.2.3Ai	Maintain the focus on education, awareness and mitigation with respect to risk management and fraud control.		Quarterly corporate reporting requires each responsible person to address operational and strategic risks assigned to them. On-going support and training is provided at each quarter to ensure a continued improvement in risk maturity across Council. Additional online risk training was provided on 22, 23 and 28 November 2023 to assist staff with their reporting obligations and provide guidance with the use of Council's risk register. Pulse report capability is being investigated to provide accessible statistical functionality for the ET and Directors during the quarterly reviews. Practically, the facilitation of Statewide Risk assessments is ongoing on an ad-hoc basis as risk events occur or potential risks are identified. The Fraud and Corruption Control Framework is due for review by Council in Q3.
6.2.3Aii	Review and report on the Governance and Risk Frameworks status to the Audit, Risk and Improvement Committee.		Arising risk events are addressed with Council's risk consultants as they arise. Quarterly reporting is made to the ARIC regarding the increased maturity of Council's risk framework with the next report to be submitted in the ARIC meeting planned for Q3. Review of Council's strategic risks is expected to commence in Q4, with the annual risk review for Q1 in the next reporting year. The ongoing use and expansion of functionality of Council's online Risk Register is being investigated with new initiatives planned regarding reporting formats to roll out in Q3.

6.2.4: Ensure procurement policies and practices demonstrate best practice in probity assurance and legislative compliance.





6.2.4A: Review procurement policy and practice through the Local Government Procurement Program.

Code	Action Name	Status	Comments
6.2.4Ai	Focus on procurement and contracts governance strategies and practices via continued training, reporting and awareness.		Procurement team has a continued focus on adherence to policy and best practices. Purchase order training has commenced. Review of outstanding purchase orders and Requisitions is conducted monthly. A review of the procure to pay training course provided at induction is underway. Sustainable Procurement policy was revised and approved by Council in December 2023.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							

6.2.5: Undertake effective management of council's digital framework to enable responsive and timely services and information.


6.2.5A: Implement the Digital Resourcing Management Plan.









Code	Action Name	Status	Comments
6.2.5Ai	Continue to implement digital transformation initiatives that improve our e-planning, regulatory and asset management services.		Q2 2023/24 The Enterprise SaaS migration is on track, Council have approved the Integrations with councils records system (Content Manager) and this project to upgrade and integrate the records system is underway, users have commenced UAT testing of the system to ensure functionality is as expected. once the SaaS project is complete the team will focus on progressing the enterprise system review incorporating integrations.
6.2.5Aii	Engineering Trust through the implementation of the independent information security audit program, to build business resilience and safeguard Council's information.		Q2 2023/24 - the Internal Network Penetration and Wi-Fi Penetration Audit has been completed, final audit report is being finalized and prepared to be presented to ARIC, once approved by ET recommendations will be included in Pulse for completion.
6.2.5Aiii	Implement Annual program of funded initiatives for organisational plans of Council: - Customer and Digital Experience Program - Cultural Program - 2030 Library Strategy - 2021-2031 Early Learning Services Strategy.		Q2 2023/24 - Update: Progress has continued on the Enterprise System migration to cloud, this is expected to go live in May 2024, in addition to this the team are also supporting other areas of council to implement new and improved applications such as: new booking system, electronic locking system, call center software and records system upgrades, these will all provide improved experiences across council for the community and staff by allowing more seamless integrations between systems and improved experiences for the community.
6.2.5Aiv	Review Council's Enterprise architecture to future proof and enable secure, scalable information services.		Q2 2023/24 At the end of Q2 2024/25 IMT will begin the Technology One and market assessment phase of the Enterprise Systems Review. As a precursor to the next step however, IMT are currently migrating the "on Premises" version of Technology One platform to the cloud, which will be completed by the end of 2023/24. This will enable a greater range of capabilities to be made available in Technology One for Council consideration and assessment.





6.3: Our community knows why and how decisions are made.









6.3.1: The community is informed, has access to information and Council reports and reports from other levels of government, institutions and organisations pertaining to Georges River are made public.

6.3.1A: Maintain online public registers as required under the Government Information (Public Access) Act 2009 (GIPA) and Designated Persons disclosure returns (section 4.21-4.27 of Council's Code of Conduct).

Code	Action Name	Status	Comments
6.3.1.Ai	Continue to maintain online public registers as required including gifts and benefits and Councillor disclosures of interest returns.		A full audit of all Government Information (Public Access) Act 2009 (GIPA) register requirements has been conducted to ensure Council is meeting its obligations. This is periodically reviewed to maintain

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							


Code	Action Name	Status	Comments
			compliance. Governance is working with the People and Culture team to automate notifications regarding staff commencement to ensure all designated person returns are submitted within the legislated timeframes. It is expected this automation project will be completed in Q3. The Agency Information Guide was reviewed and submitted the IPC as per GIPA requirements, with publication occurring on the external Council website on 31 October 2023.
6.3.1B: Report to the Office of Local Government and the NSW Ombudsman on Code of Conduct and Public Interest Disclosure matters in accordance with statutory reporting requirements.			
Code	Action Name	Status	Comments
6.3.1Bi	Continue reporting statistics to the Office of Local Government, NSW Ombudsman and the Information Privacy Commission under provisions of related Acts and Council's Procedures for the Administration of the Code of Conduct in accordance with statutory reporting requirements.		PID statistical reporting was reduced from bi-annual to annual requirements in line with the enactment of the Public Interest Disclosures Act 2022, that commenced in October 2023. The reporting is now only required at the conclusion of Q4 (see section 78 PID Act 2022). GIPA statistics are submitted in the same timeframes via the IPC portal and were submitted as required in Q2 (on 2 November 2023).
6.3.1C: Comply with all requirements of Integrated Planning and Reporting legislation, including progress reports for the Community Strategic Plan, Delivery Program and Operational Plan.			
Code	Action Name	Status	Comments
6.3.1Ci	Communicate Council's progress against the Community Strategic Plan, Delivery Program and Operational Plan.		All requirements of Integrated Planning and Reporting including Community Strategic Plan, Delivery Program and Operational Plan are communicated within legislated timeframes.
6.3.1D: Provide live webcasting of all Council and Committee meetings.			
Code	Action Name	Status	Comments
6.3.1Di	Recordings of all Council and Committee meetings to be available on Council's website for a period of four years (from 2021 onwards).		This has now become a Council process.
6.3.1E: Maintain online records of Council and Committee papers and minutes.			
Code	Action Name	Status	Comments
6.3.1Ei	Ensure the unconfirmed minutes of each meeting of Council are published on Council's website within five business days.		Unconfirmed minutes have all been published on Council's website within five business days of the meeting occurring.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							




6.4: The workforce is inspiring, diverse and engaged.









6.4.1: Implement leading people practices to create a high performing, capable and resilient workforce.

6.4.1A: Implement a Workplace Health and Safety System to support a well and safe workplace.









Code	Action Name	Status	Comments
6.4.1Ai	Evaluate Work, Health and Safety (WH&S) procedures and implement effective controls to manage WH&S risks.		The following WHS Management System documents have been approved for implementation in the second quarter: - Pol-007.02 Drug and Alcohol Policy - WHS020 Drug and Alcohol Procedure, Drug and Alcohol Worker Instruction - WHSI007 Hazardous Noise Management - The Executive Team peer visit records - The development of WHSI002 High-Risk and Hazardous Activities, WHSI011 Construction Work, and WHSP013 Procurement of Goods and Materials is currently underway.

6.4.1B: Implement the 2022-2026 Workforce Management Plan.

Code	Action Name	Status	Comments
6.4.1Bi	Design and Implement Council's Performance Excellence Program to achieve leading practices in reviewing, managing and recognising performance, fostering an environment where employees are engaged, aligned and motivated to excel in their roles.		FAQs and Program Document have been reviewed ahead of launch of PEP Talk 2 in February 2024, to emphasise separation of PEP Talks to the salary review committee process. PEP Talks are highlighted as occurring to develop and facilitate continuous performance and development partnerships between our people and their people leaders. A revision of the salary review committee process map has also been actioned, for further consideration of, and discussion with the Executive Team. Q3 will see the probationary period review developed, built and launched in ePM21, this review aligning with PEP Talks, so all performance reviews are facilitated and housed via one platform and flow as a full performance and development goal setting process.
6.4.1Bii	Deliver a Leadership Program to unite leaders of the organisation and drive a thriving culture where leaders inspire staff and teams to achieve our operational and strategic goals to provide quality outcomes for our community		Action Completed: LeaderLIFT concluded for Coordinators and Heads of with the two final modules delivered: Accelerator 4 - High performing teams and Core 4 - Personal excellence and authentic leadership. People and Culture set to remodel the leadership experience based on feedback from the current group as well as from Managers.
6.4.1Biii	Implement Council's wellness and belonging program to drive a healthier, happier and more productive and engaged workforce, and promote Council as an employer of choice.		M-FIT: Phase 4 of the program is focused on creating a psychosocial safe workplace and will include a Council wide education program. The learning outcomes were scoped in consultation with WHS to align with programs in development and to create awareness of the 2023 federal legislation. No changes to WELL-FIT & FLEX-FIT.

Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							



Completed	Not Started	On Track	Behind Schedule	Cancelled	Ongoing	Carry over	On Hold
							



Delivery Program and Operational Plan Report 2023-24

July to December 2023

Half Yearly Progress Report

georgesriver.nsw.gov.au

Item: FIN014-24 Enhance the Reporting and Logging of Community Requests

Author: Chief Information Officer

Directorate: Business and Corporate Services

Matter Type: Committee Reports

<Summary Section>

RECOMMENDATION:

- (a) That Council continue the use and promotion of 'Log It / Fix It' system as the primary method to lodge service requests with Council, incorporating customer feedback to:
 - (i) Develop additional user guides to be added to the 'Log It / Fix It' portal to improve customer ease in lodgement of enquiries.
 - (ii) Review placement of the 'Log It / Fix It' on Council websites to increase usage of this primary method by customers.
 - (iii) Better manage customer expectations in reporting issues to Council, in reviewing the current terminology and branding of the 'Log It / Fix It' to 'Report It' or similar.
- (b) That Council evaluate the benefits and efficiencies associated with a customer response management system as part of the Enterprise System Review.

EXECUTIVE SUMMARY

1. At the Council meeting held on the 24 July 2023, Council resolved through NM039-23 that a comprehensive report be undertaken to investigate the feasibility to expand the usage and promotion of 'Log It / Fix It' and 'Snap Send Solve':
 - (a) *That the General Manager prepares a comprehensive report on the feasibility of:*
 - (i) *The promotion of "Log It / Fix It" and "Snap Send Solve" applications on Council's regular communications channels as a crucial service to residents;*
 - (ii) *The provision of simple user guidelines to cover "Log It / Fix It" and "Snap Send Solve" applications;*
 - (iii) *Encouraging increased use of both "Log It / Fix It" and "Snap Send Solve" applications across the wider community, through translation into commonly used foreign languages;*
 - (iv) *The integration of both "Log It / Fix It" and "Snap Send Solve" applications into the Council's IT system.*
2. Council currently has multiple channels for the community to lodge service requests, the corporate online service request tool used by the community is 'Log It / Fix It' but requests are also received through alternate channels such as 'Snap Send Solve', "Neat Streets" and other online platforms.
3. The review of the 'Log It / Fix It' and the "Snap Send Solve" applications has been conducted in line with Council's adopted Customer Experience Strategy, particularly the experience of customers to lodge service requests with Council which ultimately reflect the commitments enshrined under Council's Customer Experience Charter to:
 - Ensure information, resources and services are accessible to all; and
 - Actively strive to continuously improve based on customer feedback.

4. Currently 'Log It / Fix It', a fully integrated service request system, is promoted through Council's website, social media channels and outgoing communications to the community, this is the primary portal to log incidents and service requests with Council.
5. A review of the 'Snap Send Solve' solution has been conducted and the information gathered is presented in detail within this report.
6. Concerns have been raised in promotion of both the 'Log It / Fix It' and the 'Snap Send Solve' solutions as this would create confusion in the community to efficiently log a problem.
7. To utilise the 'Snap Send Solve' solution there is a significant investment in integration and configuration to establish an integrated platform that would provide the automated solution already offered by the 'Log It / Fix It' portal.
8. Based on the number of service requests received by Council through both portals, financial viability of an enterprise subscription for Snap Send Solve does not align with Council's current budget.

BACKGROUND

9. The 'Log It / Fix It' system is fully integrated with Council's core enterprise system "Technology One" and incorporates two-way communication through SMS and email to update and inform the requestor of updates on their matter as it is progressed.
10. In 2023 Council received 30,212 requests through the 'Log It / Fix It' solution, this demonstrates the community is leveraging this service as the primary source for requests within the Local Government Area (LGA).
11. Council currently accepts cases logged through 'Snap Send Solve' via email. This data is manually transferred into the 'Log It / Fix It' system, to ensure all requests are handled in the same manner, in 2023 Council received 4,623 cases from 'Snap Send Solve'.
12. Council has reached out to 'Snap Send Solve' to understand the capabilities of their enterprise solution in relation to the Notice of Motion and to gain a better understanding of what benefits the product has to offer.
13. This review was conducted in consultation with the core teams that would be impacted by changes in this area including the Customer Experience team, Environmental Health and Regulatory Services team and the Information Management Technology team.

Promotion of 'Log It / Fix It' and 'Snap Send Solve'.

14. Promotion of the current 'Log It / Fix It' is already in place across Council correspondence, Website and social media channels. This has been a consistent approach since the inception of the 'Log It / Fix It' solution in 2019. The usage of this solution to lodge service requests is reflected in the high usage of this solution.
15. By expanding the promotion to include 'Snap Send Solve' there is the risk of creating confusion within the community on the correct way to lodge a request. An enterprise subscription with 'Snap Send Solve' would be required if this were to be considered as there is currently no controls in place on how these cases are lodged through 'Snap Send Solve', and manual processing of these cases is required. Financial implications associated with this are outlined below and are currently unfunded.
16. It is recommended that Council continue the use and promotion of 'Log It / Fix It' system as the primary method to lodge service requests with Council, and to promote it as such.
17. To fulfil the commitments enshrined under Council's Customer Experience Charter to ensure information, resources and services are accessible to all; and actively strive to continuously improve based on customer feedback, Council officers recommend:

- The review of the 'Log It / Fix It' links and logos on Council websites to increase usage of this primary method by customers.
- Better manage customer expectations in reporting issues to Council, in reviewing the current terminology and branding of the 'Log It / Fix It' to 'Report It' or similar.

Provision Of Simple User Guides

18. Council staff have created a basic user guide to the 'Log It / Fix It' solution; this guide can be used by the requestor when processing a request to support the ability to lodge a request.
19. Council staff will develop additional user guides to be added to the 'Log It / Fix It' portal to improve customer ease in lodgement of enquiries.
20. 'Snap Send Solve' guides are available through help buttons within the app and the web portal, it is not advised that Council generate user guides for this solution as changes could occur at any time rendering the guides redundant.

Translation Into Commonly Used Foreign Languages

21. By leveraging translation services through the web browser, 'Log It / Fix It' can be translated into common foreign languages, while this is not native to the application it does allow a broader range of access throughout the community to lodge service requests.
22. While the same can be done using the web version of 'Snap Send Solve' solution the mobile App is limited to English and Simplified Chinese only. This limit would impact the ability for any community member to lodge a request using the mobile app if an alternate language is required.

Integration with Councils Enterprise System

23. 'Log It / Fix It' is built natively within the Council Enterprise System Technology One, this system allows seamless integration and provides immediate updates when action is taken, or information is entered into the system. This integration already utilises SMS and email notifications to provide real time updates to the requester.
24. 'Snap Send Solve' can be integrated with Council's Technology One, however an enterprise subscription is required, in addition to this Council would require significant additional development work to gain the most benefit from integrating between Technology One and 'Snap Send Solve'.

Additional considerations

25. While the 'Snap Send Solve' option streamlines certain processes for the community to lodge requests, it does require the user to register their personal details with the service, this brings with it the complexities of user data being used for purposes other than intended, their privacy collection notice advises:
 - (a) *"We may disclose your personal information to recipients that are located outside of Australia"*
 - and
 - (b) *"The information you provide will be collected by or on behalf of us and may be disclosed to third parties that help us deliver our services (including information technology suppliers, communication suppliers and our business partners)"*
26. The disclosure of information through the Snap Send Solve Portal could raise concerns surrounding data sharing, usage, and security in the community, this could result in an increase of alternate lodgement methods putting additional strain on Council staff resources.

27. The enforcement of registration reduces the ability to lodge an anonymous request, the community can currently lodge anonymous requests through 'Log It / Fix It'. To lodge a request through 'Snap Send Solve' the minimum requirement is, First Name, Surname, Email address.
28. Any portal needs to also take into consideration Misuse or False Reporting. Without proper verification mechanisms, there's a risk of misuse or false reporting on these platforms. This could lead to wasted resources to investigate or increased fees through 'Snap Send Solve' due to the limits in place under the enterprise subscription.
29. Internal processes currently manage these requests from 'Snap Send Solve' and other reporting tools and incorporate the requests into the 'Log It / Fix It' solution to ensure Council staff are only managing one set of requests.
30. As part of the Enterprise Review this critical customer facing service will be reviewed and prioritised as an important feature to ensure the most suitable solution is chosen as part of the final enterprise solution.

FINANCIAL IMPLICATIONS

31. 'Snap Send Solve' has multiple pricing structures based on the number of requests received through the solution (Attachment 1).
32. The cost of the 'Log It / Fix It' solution is incorporated into the Technology One costs as part of the overall Technology One solution and is built as part of the CIA platform.
33. In 2023 Council received 30,212 requests through 'Log It / Fix It' and 4,623 through 'Snap Send Solve', a total of 34,835 requests were received through online service request systems in 2023.
34. At present without promotion the cost to implement based on the number of requests received through 'Snap Send Solve' only in 2023 would be in line with the "intermediate" subscription model (Attachment 1), plus integration costs.
35. Through promotion of this service via Council and 'Snap Send Solve' we expect this to increase in the vicinity of 46% (based on advice from Snap Send Solve). The increase would change the subscription forecast to Premium or Unlimited (Attachment 1).
36. If the enterprise subscription structure is taken on and the current 'Log It / Fix It' solution is no longer promoted (in favour of the 'Snap Send Solve' solution) it is predicted that the subscription would immediately increase to "Unlimited" Plus integration costs
37. The above figures do not take into account the integration into Council's Technology One solution and configuration of the system to ensure the correct categories and workflows are applied, this would require significant Council and Technology One vendor support to ensure the correct configuration is achieved.
38. The pricing provided only allows a scaling up to the number of requests we are expecting, if we exceed this (unless the unlimited option is selected) 'Snap Send Solve' would charge per request at that current subscription level based on an individual request rate (Attachment 1).
39. There is no current budget allocated for 'Snap Send Solve' or integration.
40. The cost of the 'Log It / Fix It' solution is incorporated into the Technology One costs as part of the overall Technology One solution.

RISK IMPLICATIONS

41. To streamline service delivery and minimise duplication, it is imperative to focus on utilising a single reporting system. Relying on various vendors, can lead to manual

processing or compel Council to subscribe to costly alternate and duplicate solutions. This not only affects our budget but also necessitates additional resources for integration.

42. Marketing efforts by 'Snap Send Solve' have led to a significant 46% uptick in case lodgements, potentially overburdening our system with incidents. This could jeopardize our service level agreements (SLAs) or force us to incur extra costs to maintain existing service standards.
43. Additional risks have been identified that should be assessed as part of the overall report (Attachment 2).

COMMUNITY ENGAGEMENT

44. Community engagement would be required if a budget was proposed to be allocated.
45. Community engagement was conducted as part of the development of Council's adopted Customer Experience Strategy.

FILE REFERENCE

D24/36746

ATTACHMENTS

- Attachment 1 Snap Send Solve Pricing (Confidential)
Attachment 2 Snap Send Solve Enquiry (Confidential)

CONFIDENTIAL ITEMS (CLOSED MEETING)

Council's Code of Meeting Practice allows members of the public present to indicate whether they wish to make representations to the meeting, before it is closed to the public, as to whether that part of the meeting dealing with any or all of the matters listed should or should not be considered in closed session.

RECOMMENDATION

That in accordance with the provisions of Part 1 of Chapter 4 of the Local Government Act 1993, the following matters be considered in closed Meeting at which the press and public are excluded.

That in accordance with the provisions of Section 11(2) of the Act, the reports and correspondence relating to these matters be withheld from the press and public.