

COMMUNITY STRATEGIC PLAN

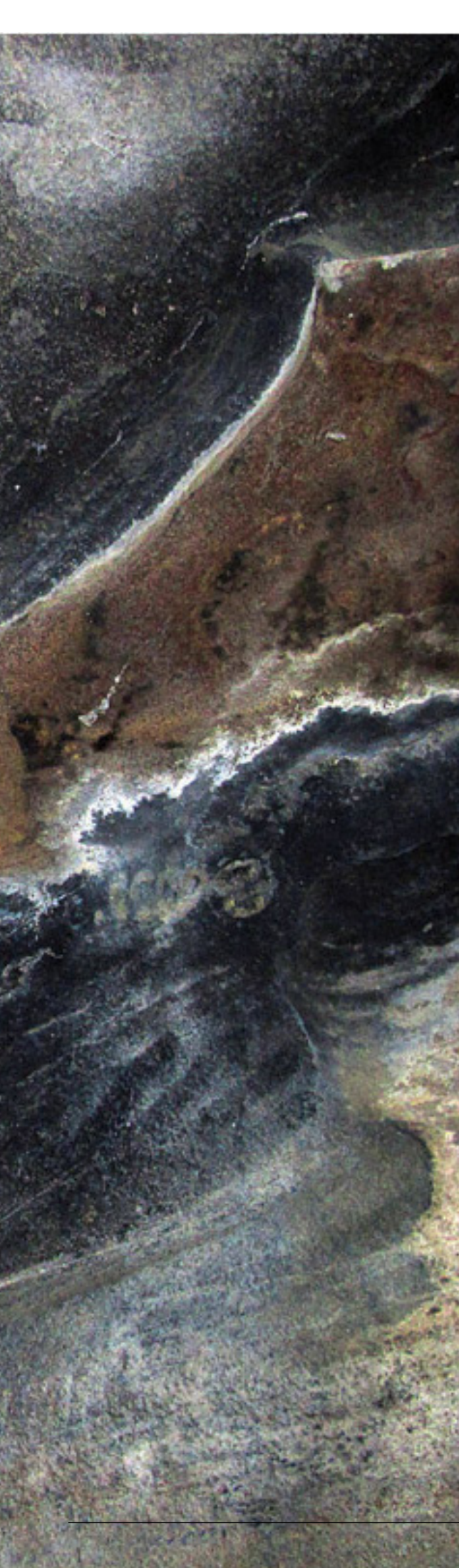
2018-2028



**GEORGES
RIVER COUNCIL**

www.georgesriver.nsw.gov.au





IN RECOGNITION OF THE BIDDEGAL PEOPLE

Georges River Council acknowledges that the Biddegal people of the Eora Nation are the traditional inhabitants and custodians of all land and water in which the Georges River region is situated.

Council recognises Aboriginal people as an integral part of the Georges River community and highly values their social and cultural contributions.

Georges River Council is committed to show respect for Aboriginal people as Australia's First Peoples. Council has adopted the practice of acknowledging the Traditional Custodians of Country at events, ceremonies, meetings and functions.



CONTENTS

Mayor's Foreword.....	6
Community Vision statement.....	8
About this draft Community Strategic Plan.....	10
Creating a Plan with the community.....	10
Six pillars to shape our planning.....	11
Our planning framework.....	12
Our role in a growing metropolis.....	12
About the Georges River area.....	14
Wards and councillors.....	16
Pillar 1: A protected environment and green open spaces.....	19
Our goals and how we'll get there.....	19
Measuring success.....	20
Working across government.....	20
Working with the community.....	20
Find out more.....	20
Pillar 2: Quality, well planned development.....	23
Our goals and how we'll get there.....	23
Measuring success.....	24
Working across government.....	24
Working with the community.....	24
Find out more.....	24
Pillar 3: Active and accessible places and spaces.....	27
Our goals and how we'll get there.....	27
Measuring success.....	28
Working across government.....	28



Working with the community.....	28
Find out more	28
Pillar 4: A diverse and productive economy	31
Our goals and how we'll get there	31
Measuring success.....	32
Working across government.....	32
Working with the community.....	32
Find out more	32
Pillar 5: A harmonious and proud community with strong social services and infrastructure	35
Our goals and how we'll get there	36
Measuring success.....	37
Working across government.....	37
Working with the community.....	37
Find out more	38
Pillar 6: Leadership and transparency	41
Our goals and how we'll get there	42
Measuring success.....	43
Working across government.....	43
Working with the community.....	43
Find out more	43

MAYOR'S FOREWORD



The Georges River area is an incredibly special location to the culturally diverse community members who are lucky enough to live and work here. It offers an abundance of natural assets with unique bushland, spectacular waterways, as well as a variety of town centres which each have their own feel and offerings.

Following extensive consultation with our community, we have adopted our first Community Strategic Plan which details a long-term vision for

the Georges River area. The Plan seeks to provide a framework and direction which is truly representative of the people it encompasses and their shared vision and ideas for the future. It is underpinned by six key themes identified as important to the community which we refer to as 'six pillars'. These pillars cover the environment, accessible places and spaces, development, our economy, our community and its needs, as well as Council's civic leadership role.

There is a lot to consider - we want to ensure that we help protect our natural environment, provide vibrant public places, sustain and develop a thriving creative culture and enable people to move around the area easily. We also want to offer access to a good mix of housing options, create job and business opportunities and ensure that Council is continually looking for ways to improve our provision of essential services.

To achieve desired outcomes we need to nurture existing partnerships and build on relationships which will help provide the Georges River area with innovative and creative solutions to existing and future challenges, including our growing population and environmental concerns such as climate change.

As Mayor of this beautiful region, I strongly believe it is imperative that we consider both present and future generations when we make decisions, in order to guarantee a sustainable future. I look forward to working with members of the community to help realise emerging opportunities, encourage future business investment and facilitate growth.

I would like to thank the many people who have contributed to this Plan – your commitment in attending workshops or enthusiastically responding to surveys has been invaluable. Working together as a strong community will help ensure the Georges River is a resilient, thriving, and enjoyable place to live, visit, work and play, both now and well into the future.

Sincerely,

A handwritten signature in black ink that reads "Kevin Greene". The signature is written in a cursive, flowing style.

Kevin Greene
Mayor



COMMUNITY VISION STATEMENT

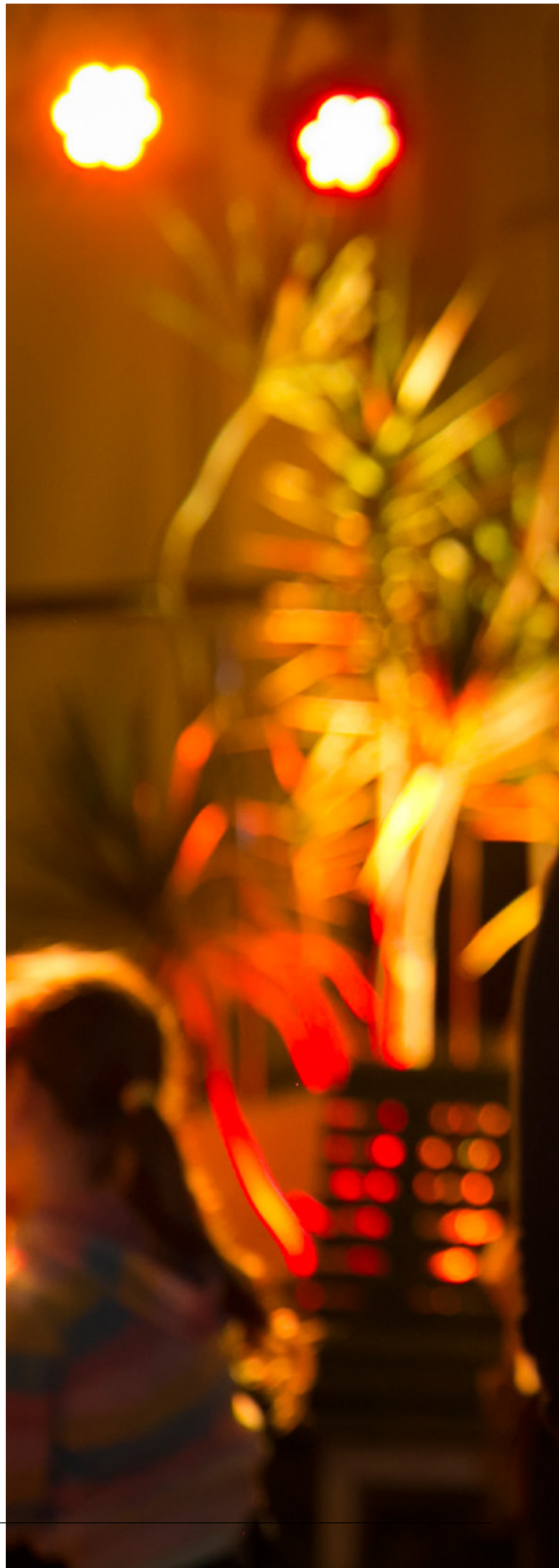
In 2028, the Georges River area is known as a clean, green and welcoming place with beautiful and accessible bushland and waterways.

It offers a diversity of active, connected places and heritage areas that we 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:

**A progressive,
environmentally and
culturally rich community
enjoying a unique
lifestyle.**





ABOUT THIS COMMUNITY STRATEGIC PLAN

This inaugural Georges River Community Strategic Plan represents the community's aspirations for the next 10 or so years. As one element of an Integrated Planning and Reporting (IP&R) framework that we, as a newly amalgamated council, must adopt by 30 June 2018 following public exhibition, the Plan is accompanied by:

- an annual Operational Plan
- a three-year Delivery Program
- a Resourcing Strategy that details the workforce, funding and assets required to implement the Delivery Program.

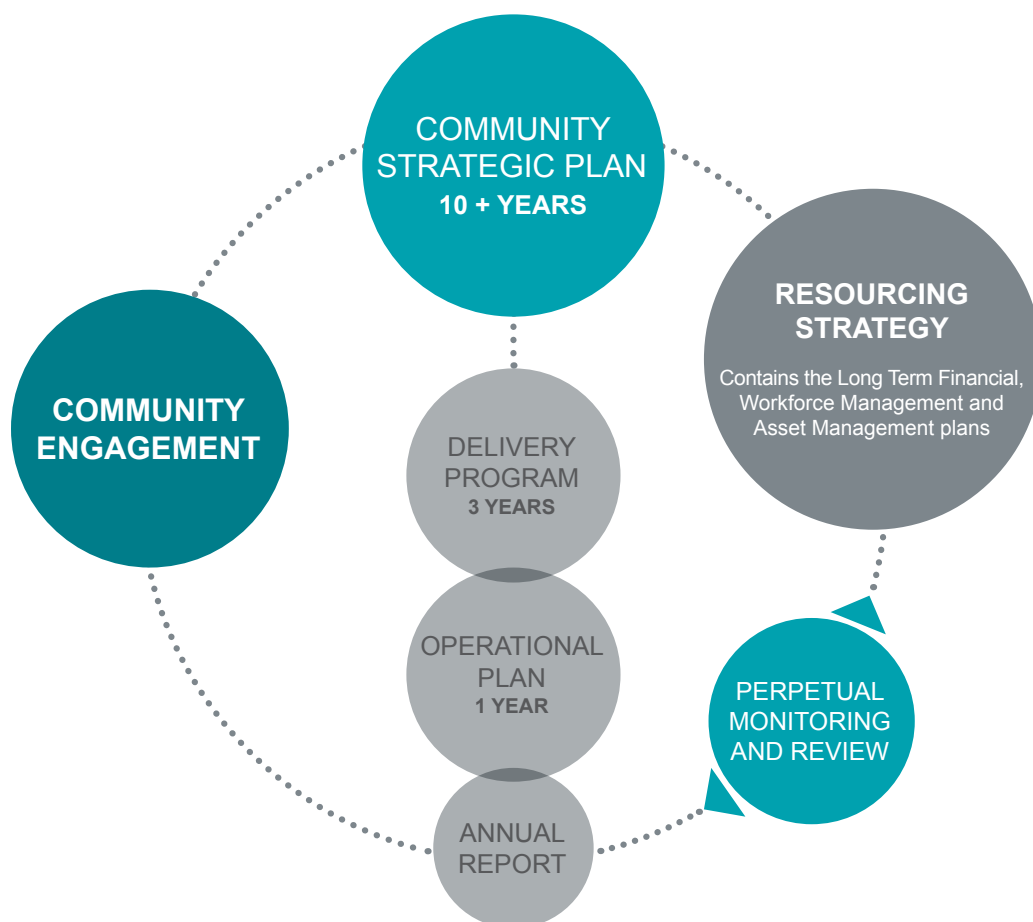
We release these documents together so that everyone has clarity around how and when Georges River Council (GRC) will respond to the community's aspirations, and how we will measure success.

Creating a Plan with the community

Our first Community Strategic Plan was developed through an extensive consultation process that sought the views and aspirations from a diversity of people.

This process draws on the social justice principles of equity, access, participation and rights, where:

- Equity represents fairness in decision-making and resource allocation, particularly for those in need, and compliance with our obligations under the Local Government Act. Section 8B covers the principles of sound financial management that councils must adhere to, including consideration of the financial impact on future generations when making policy decisions.
- Access means all people have fair access to services, resources and opportunities to improve their quality of life.





- Participation gives everyone the opportunity to genuinely participate in decisions that affect their lives.
- Rights ensures that people have access to basic human rights, liberties and entitlements such as the right for people to have a say in the affairs that concern them.

We kicked off our consultation processes in 2017 with:

- 10 pop-up stalls: More than 350 people expressed their ideas and aspirations for the future of the Georges River area at stalls in shopping centres, libraries, rail stations, and public parks and plazas in August 2017. We also spoke to around 280 residents at the Lugarno Spring Festival in September.
- Two community vision workshops: Sixty community members helped to co-design a vision for the Georges River in September 2017.
- Surveys: Postcard and telephone surveys reached more than 1,000 people (603 telephone surveys and 470 postcards completed).
- Targeted consultation: We completed specific consultation with young people, the Aboriginal and Torres Strait Islander community and people from diverse cultural and linguistic backgrounds.

Copies of the engagement reports leading to the development of this Plan can be found at the following link - <https://yoursay.georgesriver.nsw.gov.au/CSP>.

We also held staff workshops to develop initial goals, strategies and performance measures in response to this consultation, and compared the findings of the community consultation to the goals and strategies of community strategic plans from the former Hurstville and Kogarah City Councils.

People were invited to have their say on this Plan, and the associated documents, which were on public exhibition until 31 May 2018. This was able to be done by visiting <https://yoursay.georgesriver.nsw.gov.au/CSP>, by sending an email to CommunityEngagementTeam@georgesriver.nsw.gov.au or by mail addressed to the General Manager, Georges River Council, PO Box 205 Hurstville, NSW 1481.

29 public submissions were received from 26 individuals or organisations covering just under 100 topics. Council gave consideration to these submissions before adopting this Plan at its meeting of 25 June 2018

Six pillars to shape our planning

The consultation process identified six themes that are important to the community – we call these six pillars, as they underpin our future work. The six pillars are:

- 1 **A protected environment and green open spaces**
- 2 **Quality, well planned development**
- 3 **Active and accessible places and spaces**
- 4 **A diverse and productive economy**
- 5 **A harmonious and proud community with strong social services and infrastructure**
- 6 **Leadership and transparency**

Our planning framework

By taking a longer-term view, the Community Strategic Plan informs the activities, decision-making and budgetary considerations that Council undertakes on behalf of the community and the role the community plays in shaping the area's future.

It includes performance measures that reflect changes the community would like to see. Some of these are not under Council's direct control – for example, we don't directly create new public transport routes, but we can advocate for better services. We will report against these measures where the information is available.

The Plan also establishes higher level goals under each of the six pillars that represent where we would like to be in 10 years. It then identifies the strategies that will help us all work together to reach these goals.

You can read more about the specific operational, financial, implementation or evaluation requirements that will guide these strategies in the Delivery Program (which represents the next three years) and Operational Plan (which represents 2018-19) – both these documents, as well as the Resourcing Strategy, are directly guided by the goals and strategies set out in this Plan.

Our role in a growing metropolis

Georges River LGA is one of 35 council areas that make up Greater Sydney. Every local government area will experience growth and change as Sydney grows to a population of 8 million by 2056. This means that the planning for our community is influenced by what is forecast for Greater Sydney.

A Metropolis of Three Cities is the NSW Government's 20-year plan for Greater Sydney and establishes Kogarah and Hurstville as strategic centres, with a specific focus on the health and education precinct at Kogarah. This reflects the importance of these centres not just to the local area, but to all of Sydney.

The Greater Sydney transport network connects Georges River residents and businesses to all parts of the city and beyond. Local transport needs must be considered within the context of the NSW Government's Future Transport 2056, including the Greater Sydney Services and Infrastructure Plan.

From these metropolitan-level strategies, the South District Plan guides the role that GRC, as well as Canterbury-Bankstown and Sutherland Shire councils, must play in meeting district and LGA-level targets in

terms of housing and jobs growth to meet the needs of the growing population. GRC needs to approve 1000 additional dwellings in the LGA every year for the next five years.

This Community Strategic Plan is cognisant of these district and metropolitan-level objectives and integrates with other local responses such as Local Environmental Plans (LEPs) and Development Control Plans (DCPs) so that we can meet the community's aspirations in the context of a growing, changing city.

To find out more, visit:

- <http://future.transport.nsw.gov.au/>
- <http://www.greater.sydney/>



ABOUT THE GEORGES RIVER AREA

The Bidjegal people of the Eora Nation are the original inhabitants and custodians of all land and water in the Georges River LGA.

The Georges River Local Government Area consists of the former Hurstville City and Kogarah City local government areas and was proclaimed in May 2016.

The area's 38 square kilometres include **Allawah, Beverly Hills, Beverly Park, Blakehurst, Carlton, Carss Park, Connells Point, Hurstville, Kingsgrove, Kogarah, Kogarah Bay, Lugarno, Mortdale, Narwee, Oatley, Peakhurst Heights, Peakhurst, Penshurst, Riverwood, Sans Souci and South Hurstville.**



Located in Sydney's south, the Georges River area offers extraordinary lifestyle benefits, from the waterways of the Georges River to the open spaces such as Carss Bush Park, Jubilee Stadium, Gannons Park, Hurstville Oval, Oatley Park and Olds Park.

Hurstville is a major transport interchange and retail destination and Kogarah is an education precinct and home to St George Hospitals.

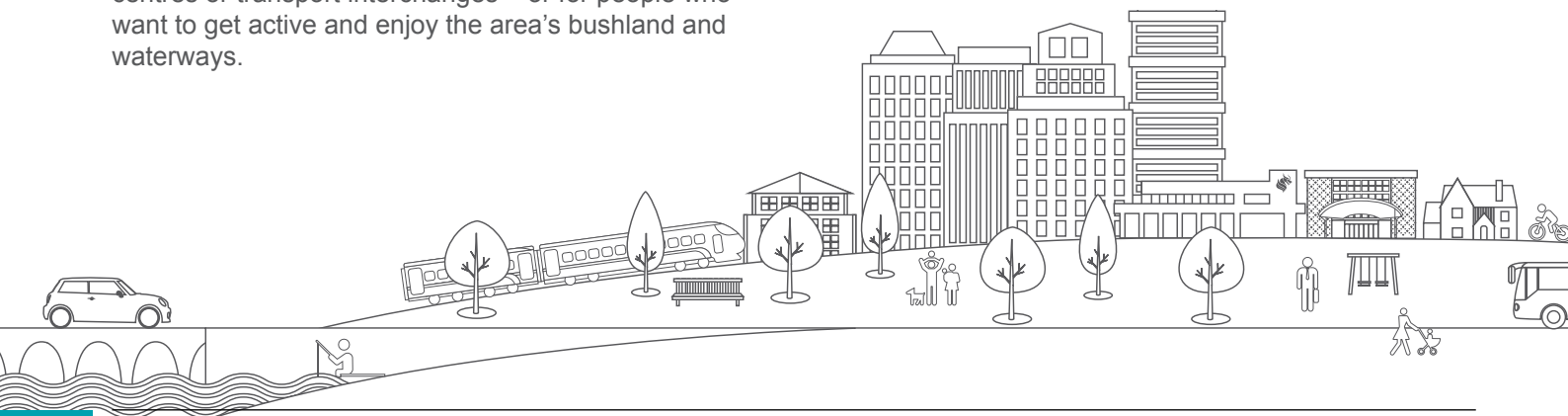
Both these centres offer a diversity of contemporary jobs and industries.

People living and working in the area have easy access to Sydney CBD and Sydney Airport via major road and rail links.

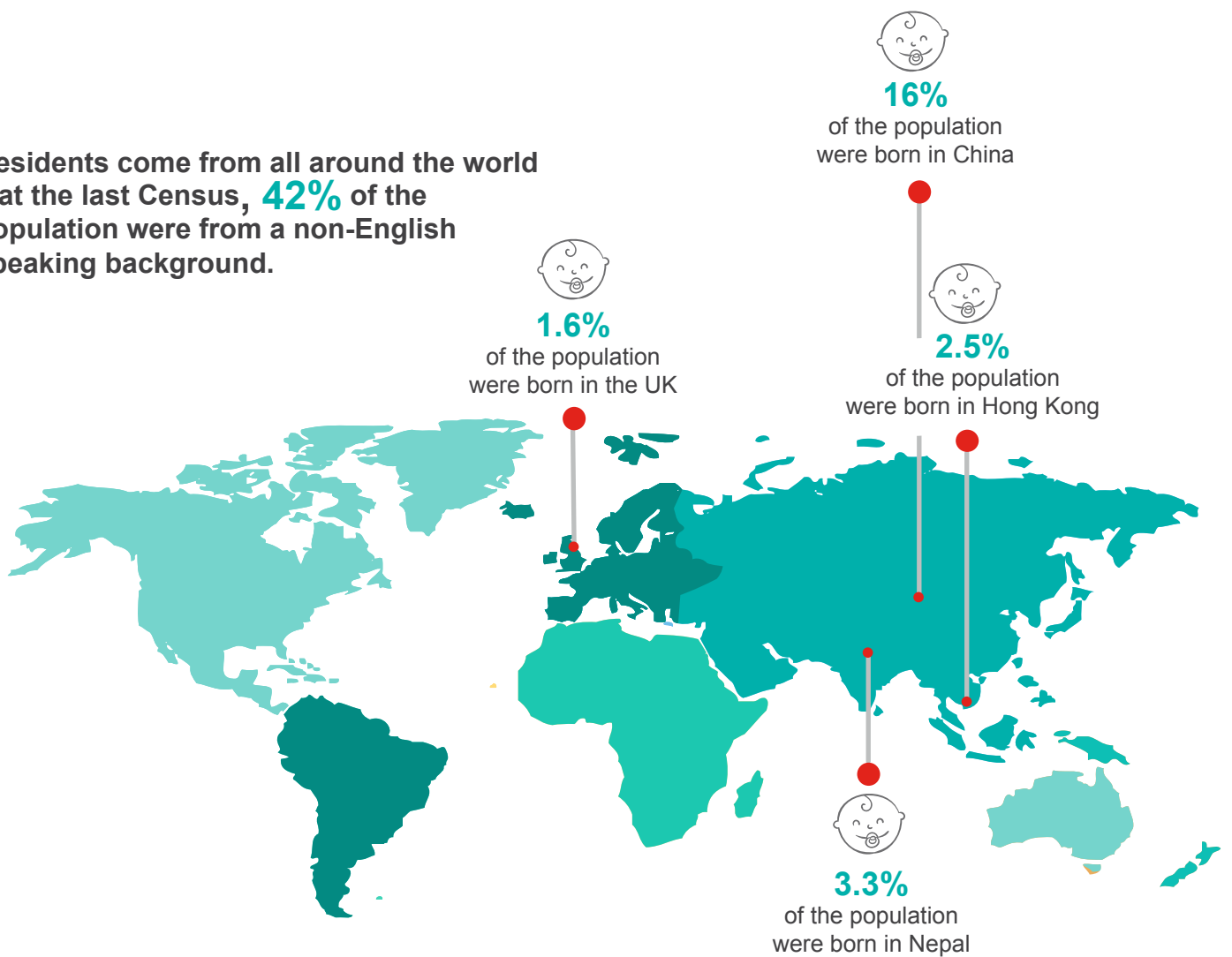
Local bus services and a growing network of walking and cycling paths are available for people to reach local centres or transport interchanges – or for people who want to get active and enjoy the area's bushland and waterways.

In addition to the major city centres, the area includes other key town centres that host a variety of small businesses. These include the Chivers Hill Shopping Centre in Lugarno, Morts Road in Mortdale, Mulga and Frederick Streets in Oatley, Penshurst Street in Penshurst and the transport hub and shopping precinct in Riverwood. These small businesses include family restaurants, cafes, and service providers such as post offices, banks and even boutique legal and medical practices.

In 2016, the area's population was more than **150,000** people living in just over **50,000** dwellings – and we expect this population to grow to just over **185,000** by 2036.



Residents come from all around the world – at the last Census, **42%** of the population were from a non-English speaking background.



This multicultural mix influences the many events and cultural activities available in the Georges River area and the places people visit for a meal, a show, to go shopping or to catch up with friends. The area also draws on its rich Aboriginal and European heritage and includes a mix of heritage buildings and places.

A diverse community such as the Georges River needs a range of services, facilities and programs. The growing population and expected changes to work and

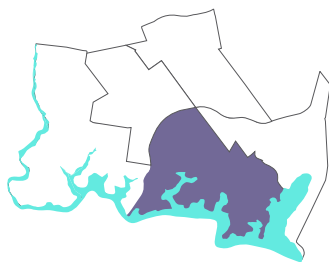
travel patterns and the kind of homes people live in will see the area change over the lifetime of the Community Strategic Plan.

Council and the community will continue to work together so that as change occurs, the many lifestyle elements that make Georges River a great place to live will be made even better.



WARDS AND COUNCILLORS

BLAKEHURST WARD



Councillor Sam Elmir
selmir@georgesriver.nsw.gov.au
Political Party: Liberal Party

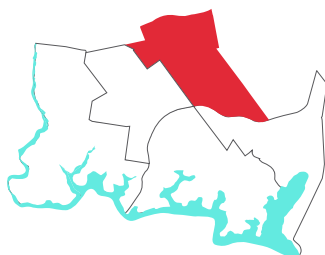


Councillor Sandy Grekas
sgrekas@georgesriver.nsw.gov.au
Political Party: Independent



Councillor Kathryn Landsberry, Deputy Mayor
klandsberry@georgesriver.nsw.gov.au
Political Party: Australian Labor Party

HURSTVILLE WARD



Councillor Vince Badalati
vbadalati@georgesriver.nsw.gov.au
Political Party: Australian Labor Party

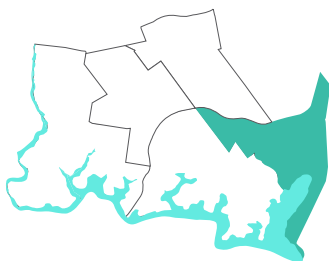


Councillor Nancy Liu
nliu@georgesriver.nsw.gov.au
Political Party: Independent



Councillor Christina Wu
cwu@georgesriver.nsw.gov.au
Political Party: Liberal Party

KOGARAH BAY WARD



Councillor Stephen Agius
sagius@georgesriver.nsw.gov.au
Political Party: Liberal Party

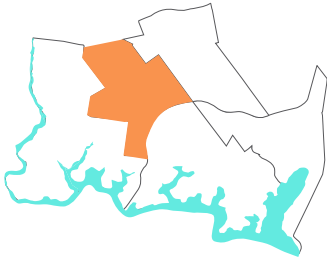


Councillor Nick Katris
nkatris@georgesriver.nsw.gov.au
Political Party: Australian Labor Party



Councillor Leesha Payor
lpayor@georgesriver.nsw.gov.au
Political Party: Kogarah Residents' Association

MORTDALE WARD



Councillor Con Hindi
chindi
@georgesriver.nsw.gov.au
Political Party: Liberal Party

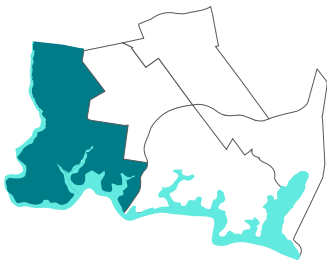


Councillor Lou Konjarski
Lkonjarski
@georgesriver.nsw.gov.au
Political Party: Independent



Warren Tegg
wtegg
@georgesriver.nsw.gov.au
Political Party:
Australian Labor Party

PEAKHURST WARD



Councillor Kevin Greene, Mayor
kgreene
@georgesriver.nsw.gov.au
Political Party:
Australian Labor Party



Councillor Rita Kastanias
rkastanias
@georgesriver.nsw.gov.au
Political Party: Liberal Party



Colleen Symington
csymington
@georgesriver.nsw.gov.au
Political Party:
Australian Labor Party



PILLAR 1



A PROTECTED ENVIRONMENT AND GREEN OPEN SPACES

The Georges River LGA is enriched by the bays, parks, reserves and waterways such as Salt Pan Creek that feed off the Georges River. It is a leafy, green area that includes larger regional parks like Carrs Bush Park, Oatley Park or Gannons Park, wetland areas such as Myles Dunphy Reserve, heritage areas such as O'Brien's Estate and many pocket parks and playgrounds.

It was clear from our consultation that the natural environment is a much-loved aspect of the area. People want green, open spaces to be prioritised over development and they want Council to be an environmental leader. Specifically, community feedback focused on:

- bushland reserves
- river health, including better stormwater management to protect Georges River and its tributaries
- waste and recycling management
- better facilities in parks and reserves
- the need for more dog parks.

We have an opportunity to establish environmentally sustainable practices and strategies that balance the community's aspirations for the natural environment with the need to respond to a growing population and challenges such as a changing climate.

Council can set targets in terms of waste and energy reduction, work with partners to protect the Georges River, and invest in parks, recreation areas and heritage assets. It can also establish education programs so that we collectively help to minimise environmental impacts, build resilience to the changing climate and enhance the natural bushland and open spaces that people enjoy.

Our goals and how we'll get there

Goals	Strategies
<p>1.1 Council's environmentally sustainable practices inspire everyone to protect and nurture the natural environment.</p>	<p>1.1.1 Ensure the Georges River area is resilient in addressing energy, water and gas usage, sustainable buildings, waste diversion, green corridors, carbon emissions and urban design.</p> <p>1.1.2 Use waste management contracts and practices to divert waste from landfill sites.</p> <p>1.1.3 Help everyone to contribute to a more environmentally sustainable Georges River LGA.</p> <p>1.1.4 Develop and implement programs to protect and conserve the natural environment.</p>
<p>1.2 The LGA's waterways are healthy and accessible.</p>	<p>1.2.1 Use our role on the Georges River Combined Councils' Committee (GRCCC) to lobby State agencies and other stakeholders for a protected and enhanced Georges River.</p> <p>1.2.2 Maintain marine and foreshore assets in a safe and functional condition.</p>
<p>1.3 Everyone has access to beautiful parks and open spaces.</p>	<p>1.3.1 Ensure all public parks and open spaces are accessible, well-maintained and managed to meet the recreational needs of current and future residents.</p> <p>1.3.2 Review Plans of Management for sporting fields, parks, open space and bushland in the LGA.</p> <p>1.3.3 Understand the potential impacts of climate change when developing design principles for parks and open spaces.</p> <p>1.3.4 Use the GRC Open Space, Recreation and Community Facilities Strategy to inform the provision of parks and open spaces.</p>
<p>1.4 Local heritage is protected and promoted.</p>	<p>1.4.1 Recognise the LGA's local heritage through heritage listings in LEPs and protection policies in DCPs.</p> <p>1.4.2 Capitalise on opportunities to recognise heritage assets in Council services and programs.</p>

Measuring success

Targets	Baseline
Decreased greenhouse gas emissions.	New measure
Increased proportion of all waste diverted from landfill to at least 70%.	52%
Improved health rating of the Georges River.	'Fair' rating
Increased resident satisfaction with the quality and quantity of open spaces.	52%
Increased local tree canopy.	23.1% tree cover
Increased resident satisfaction with heritage conservation.	50%

Working across government

Council will work with neighbouring councils and State agencies to help reach our goals. This includes:

- our role on the GRCCC
- working with the Greater Sydney Commission, through the collaborative implementation of the sustainability and liveability strategies and actions outlined in the South District Plan
- working with partner councils through RID (Regional Illegal Dumping) squads, co-funded by the NSW Environmental Protection Authority
- working with other councils and State agencies through Adapt NSW, the NSW Government's resource for climate change
- using initiatives such as the 2017 Metropolitan Water Plan and the NSW Government's WaterSmart Cities Program to manage the supply of drinking water and better manage stormwater and wastewater
- understanding the area's green infrastructure through the Government Architect NSW's Greener Places: Establishing an urban green infrastructure policy for New South Wales
- meeting the targets set out in the Southern Sydney Regional Organisation of Councils (SSROC) Regional Waste Avoidance and Resource Technical Strategy 2017-21
- creating better connections and open space through the Greater Sydney Green Grid and through funding opportunities under the Metropolitan Greenspace Program
- Lobbying the NSW Government to require private certifiers to rigorously implement conditions of consent relating to soil erosion and tree protection.

Working with the community

We want the entire community to come together to help us protect the LGA's environment and open spaces. While Council will develop targets and implement initiatives and policies, the community can also do their bit to help us achieve our goals. For example, people can:

- **Take a look at our Top Tips for Sustainable Living on our website**
- **access our free energy support service, Our Energy Future**
- **get involved in a local bushcare group or undertake volunteer water monitoring to protect our natural environment**
- **control noxious weeds on privately-owned land and avoid the use of pesticides**
- **follow defined tree management processes to protect and enhance the urban tree canopy while keeping local areas safe**

Find out more

More information is available from Council's website:

- **Historical Markers Program**
- **Plans of Management**
- **Heritage Conservation (including grants program)**
- **Local Environmental Plans**
 - Hurstville Local Environmental Plan 2012
 - Kogarah Local Environmental Plan 2012
- **Development Control Plans:**
 - Hurstville Development Control Plan 1
 - Hurstville Development Control Plan 2
 - Kogarah Development Control Plan 2013





PILLAR 2



QUALITY, WELL PLANNED DEVELOPMENT

The Georges River LGA is expected to grow by a population of around 153,000 people in 2016 to around 185,000 people in 2036¹. The South District Plan sets a target to increase the number of homes in the LGA by 4,800 dwellings between 2016 and 2021. The District Plan also sets targets for new jobs in Kogarah and Hurstville.

Development was identified as one of the key concerns for the community in every one of the engagement processes we undertook. Many people don't want to see any change to the area, and others are concerned about higher density development.

There is, however, recognition that population growth is inevitable. Our opportunity is to embrace this growth to bring about greater benefits to more people in more places. This requires us to plan for higher density housing development in centres connected to transport and services, such as Kogarah, Hurstville, Mortdale, Penshurst, Beverly Hills, Riverwood, Narwee, Carlton, Allawah or Oatley, and to protect quieter streets or suburbs from development that doesn't fit the local character.

We need to involve the community in our development decisions and the planning for local places – this is described as 'place-based decision-making' and brings people and businesses together to consult on every aspect of the master planning process.

This work will then give us the knowledge to plan for, or lobby the NSW Government for, the right kind of infrastructure and public transport to match demand and meet the community's aspirations.

Our goals and how we'll get there

Goals	Strategies
<p>2.1 Sustainable development delivers better amenity and liveability for the community and the environment.</p>	<p>2.1.1 Prepare a comprehensive LEP for the entire LGA to improve and standardise development controls and regulations.</p> <p>2.1.2 Prepare a comprehensive DCP for the LGA to guide development in the LGA.</p> <p>2.1.3 Continue rigorous assessment of development applications (DAs), including compliance with DCPs, aesthetic qualities and environmental initiatives.</p> <p>2.1.4 Ensure high quality reporting and DA assessment by Council staff, local planning panels and the Sydney South Planning Panel.</p> <p>2.1.5 Utilise Council's Design Review Panel to provide independent and expert advice on the design quality of planning proposals and multi-storey developments that meet the review criteria.</p> <p>2.1.6 Adopt an effective fire safety program.</p>
<p>2.2 The community helps to plan the LGA's future.</p>	<p>2.2.1 Use community consultation and feedback to guide a comprehensive set of planning and development strategies that are incorporated into LEPs and Council policies.</p>
<p>2.3 Council-led development and assets provide quality, long-term benefits to everyone.</p>	<p>2.3.1 Ensure quality design and sustainability principles underpin the provision of Council facilities and other assets.</p>

¹<https://forecast.id.com.au/georges-river>

Measuring success

Targets	Baseline
Increased resident satisfaction with well planned and well managed development.	34%
Approved additional 4,800 dwellings between 2016 and 2021.	4,800 increase

Working across government

Council will work with neighbouring councils and State agencies to help reach our goals. This includes:

- Greater Sydney Commission, through the collaborative implementation of the strategies and actions outlined in the South District Plan
- Transport for NSW and Roads and Maritime Services, to ensure continued investment in transport infrastructure to service the growing population, and to meet the ambitions of Future Transport 2056
- the Commission, State agencies and Bayside Council, to develop a place strategy and infrastructure plan for the Kogarah health and research hub, which has been identified as a Collaboration Area (see Pillar 4).
- Kogarah health and education precinct, which, through its designation as a Collaboration Area, will be subject to a place-based process that will involve the community
- Riverwood, which is subject to a Department of Planning and Environment-led 'Planned Precinct' process to help fast track new jobs, infrastructure and services, as well as a major urban renewal project by the NSW Land and Housing Corporation which currently accommodates around 1,000 social housing dwellings on over 30 hectares of government-owned land.

Find out more

More information is available from the following documents on Council's website:

- ***GRC Planning Agreements Policy – August 2016***

We will also work with the Commission, State agencies, other councils, industry, the community and business to draw on the objectives of the Government Architect NSW's Better Placed - an integrated design policy for the built environment in NSW that sets out the policies to design better places to live, work and play. Visit www.governmentarchitect.nsw.gov.au/thinking/integrated-design-policy to find out more.

Working with the community

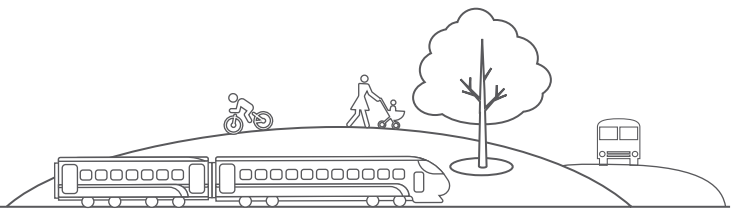
We want the entire community to come together to help us to develop quality and well-planned places which will accommodate 1000 additional dwellings per year over the next five years. Our commitment to consultation provides a number of opportunities for people to get involved – for example, our newly-established Your Say Georges River engagement portal offers an easy online mechanism for people to contribute to the LGA's future, and the draft Beverly Hills Masterplan will be open for consultation early in 2018/19.

The South District Plan specifically sets an ambition to bring the community together in areas such as:





PILLAR 3



ACTIVE AND ACCESSIBLE PLACES AND SPACES

The Georges River LGA is serviced by the T4 (Eastern Suburbs and Illawarra) and T8 (Airport and South) rail lines that connect to the Airport and Sydney CBD, as well as to the south and south west. Transport hubs connect with a network of bus lines, while the Princes Highway, King Georges Road, Stoney Creek Road and the M5 Motorway are major arterials that connect to the rest of the road network. We have developed 11 cycleways across the area, including the Oatley to Como Bridge walkway and cycle path, as well as projects such as the Gannons Park shared pedestrian and cycle path.

The community recognises the benefits of the area’s proximity and access to Sydney CBD, with young people especially appreciative of public transport services. However, it was clear that the community wants to see a specific focus on:

- public transport reliability, accessibility and frequency
- more car parking
- road conditions and congestion
- pedestrian safety
- more cycleways
- more street lighting.

The community also expressed a desire for better access for people with a disability, not just within the transport system, but also in terms of the built environment, including housing.

Decisions about major transport investment, commuter car parking and public transport services are made by the NSW Government. We need to continue to lobby for better services and commuter car parking, especially as Hurstville and Kogarah build their economic credentials, and work with State agencies to ensure major strategies such as Future Transport 2056 and Building Momentum: State Infrastructure Strategy 2018-2038 meet community needs.

At a local level, we will continue to plan for and manage parking supply and invest in safer and accessible roads, footpaths and cycleways. We will also plan for the LGA’s future recreation needs to protect open spaces and unique spots like the Oatley Baths, while providing more opportunities for people to get active. Foreshore strategies are being prepared to improve planning controls and foreshore access. We will continue to draw from a strategic approach that considers how people move between busy centres, open spaces and day to day services.

Our goals and how we’ll get there

Goals	Strategies
<p>3.1 The LGA has a range of transport options to connect people, goods and businesses.</p>	<p>3.1.1 Lobby for improved commuter car parking and manage local parking supply, including around train stations, to enhance business vitality and encourage public transport use, cycling and walking.</p> <p>3.1.2 Work with the NSW Government to develop an integrated transport and land use plan and a 20-year precinct plan as part of Future Transport 2056 initiatives.</p>
<p>3.2 Roads, footpaths and cycleways are safe, accessible and free of congestion.</p>	<p>3.2.2 Implement a program of capital and maintenance to meet the needs of current and future users of Council’s infrastructure assets.</p> <p>3.2.3 Collaborate with neighbouring councils to deliver large-scale infrastructure and planning projects.</p>
<p>3.3 Everyone, including people with disability, navigates the LGA in safety.</p>	<p>3.3.1 Implement the GRC Disability Inclusion Action Plan.</p>
<p>3.4 Everyone has access to a range of active and passive recreation facilities.</p>	<p>3.4.1 Guided by the GRC Open Space and Recreation Strategy, provide contemporary passive and active recreation spaces, aquatic facilities, synthetic fields, community centres and libraries.</p>

Measuring success

Targets	Baseline
Increased resident satisfaction with NSW Government public transport.	61%
Increased resident satisfaction with the condition of local roads, footpaths and cycleways.	78%
Increased proportion of physically active residents.	New measure

Working across government

Council will work with neighbouring councils and State agencies to help reach our goals. This includes:

- Transport for NSW, through the collaborative implementation of Future Transport 2056 and the initiatives of the Greater Sydney Services and Infrastructure Plan, as well as its implementation of the Principal Bicycle Network, improvements to commuter car parking and clearways
- Greater Sydney Commission, through the collaborative implementation of the strategies and actions outlined in the South District Plan
- the Office of Sport, through its development of a Sport and Recreation Participation Strategy and a Sport and Recreation Facility Plan for the South District.

Find out more

More information is available from the following documents on Council's website:

- 2018/19 Capital Works Program included in Draft Operational Plan

Working with the community

We want the entire community to come together to be more active and make places more accessible. While Council will develop targets and implement initiatives and policies, the community can also do their bit to help us achieve our goals.

For example, the community can get active by:

- ***checking out the network of walking and cycling paths, including cycling tips to support community safety***
- taking advantage of the well supported network of public transport, to help ease congestion and make a more sustainable travel choice that incorporates short walks
- ***getting involved in the many formal and non-formal sport and recreation offerings***





TAKE ME TO THE
G R

LAMBDA
TRUCK & GRILL

• KIDS PACK •
1 Souvlaki
Hot Chips

\$10

IRENE'S
GREEK
SWEETS
04134294

M.AU

GYPR
Everyday

PILLAR 4



A DIVERSE AND PRODUCTIVE ECONOMY

The Georges River LGA offers outstanding economic potential and has a diverse business and industry base. The South District Plan identifies the health and research hub at Kogarah as a Collaboration Area, recognising its potential to boost health and ancillary services and provide opportunities for new allied health and education services. Kogarah and Hurstville are also identified as strategic centres, and these places, as well as Kingsgrove, Peakhurst, Beverly Hills, Riverwood, Mortdale, Penshurst and Lugarno are hotspots of economic activity.

The community is concerned about housing affordability and sees this as an economic issue, noting that many of the people who work in the LGA in key industries/services cannot afford to live here (see Pillar 5 for goals and strategies to help to meet this challenge). People want local businesses to be promoted and better local employment opportunities.

This recognises that a strong economy is more than just business – it’s about all facets of community life. It requires wider thinking on issues such as housing affordability, and on issues such as promoting and enhancing local places to attract business or tourism, protecting employment lands (preserving job capacity) and advocating for investment in infrastructure to support a productive economy.

Council can be a lead advocate for business by appropriately lobbying the Australian and NSW governments for the right infrastructure and building strong relationships to achieve the best outcomes in the health and research hub at Kogarah. It can manage local zonings to create the right conditions for industrial and urban services in areas such as Boundary Road, Peakhurst, and work with local businesses to market the LGA as an attractive business base, with a focus on the health, retail, construction, education and financial sectors, and small to medium home businesses.

Council also recognises the important role of car parking in increasing the productivity of commercial centres and will ensure its car parking strategy has measures to increase parking turnover in these areas.

Our goals and how we’ll get there

Goals	Strategies
<p>4.1 Local businesses are supported to help protect jobs and create employment opportunities.</p>	<p>4.1.1 Primarily target economic development initiatives in Kogarah, Hurstville, Kingsgrove, Peakhurst and Riverwood.</p> <p>4.1.2 Develop economic programs that target the health, retail, construction, education and financial sectors, small to medium businesses and home based businesses.</p> <p>4.1.3 Deliver responsive placed-based activities across the LGA to promote the natural environment, improve cleanliness and safety, and assist local businesses.</p>
<p>4.2 Outcomes from an Employment Lands Study ensure sufficient land is available for future employment growth.</p>	<p>4.2.1 Develop an Employment Lands Study to preserve employment lands and to protect employment growth and services during land rezoning processes.</p>
<p>4.3 The ambitions for Hurstville and Kogarah as strategic centres are realised.</p>	<p>4.3.1 Advocate at all levels of government to ensure critical infrastructure accompanies significant residential and employment growth.</p> <p>4.3.2 Collaborate across all levels of government so that the Kogarah health and research hub can grow and attract allied services, increase employment, provide a range of housing types (including affordable housing) and provide excellent transport connections to and within the South and Eastern City districts.</p> <p>4.3.3 Create an action plan with the business community that markets the LGA’s investment opportunities.</p>

Measuring success

Targets	Baseline
Increased proportion of local jobs for local residents.	37% (2016)
20,000 jobs in Hurstville strategic centre by 2036.	11,600
20,500 jobs in Kogarah strategic centre by 2036.	11,800
No net decrease in commercial, retail and industrial zoned / employment land capacity.	115.56h employment lands – retail & industrial

Working across government

Council will work with neighbouring councils and State agencies to help reach our goals. This includes:

- Greater Sydney Commission, through the collaborative implementation of the strategies and actions outlined in the South District Plan and the Place Strategy and Infrastructure Plan for the Kogarah health and research hub, and also working with the Commission to improve the Hurstville strategic centre
- the NSW Department of Planning and Environment and Canterbury-Bankstown Council, through a shared approach to help fast-track jobs, infrastructure and services at the Riverwood Planned Precinct and Kingsgrove Industrial Precinct.
- Realise Business, the not-for-profit enterprise funded by all levels of government that provides advice and support to small businesses
- other planning authorities and State agencies, to optimise Kogarah and Hurstville's designations as strategic centres in the South District Plan.

Working with the community

We want the entire community to come together to help us create a productive economy. While Council will develop targets and implement initiatives and policies, the community can also do their bit to help us achieve our goals. For example:

- Participate in the regular opportunities to work with the St George Business Chamber to exchange information and ideas for a common purpose.
- members of the community or business representatives can be a part of Council's Economic Development Advisory Committee
- local business owners can follow Council's guidelines to enhance the street appeal of their businesses, which contributes to the way their local area looks and feels and attracts new business.

Find out more

More information is available from the following documents on Council's website:

- ***Georges River Council Employment Lands Study***
- ***Hurstville Civic Precinct Masterplan***
- ***Hurstville Urban Design Strategy (Draft)***
- Deed of Agreement between GRC and St George Business Chamber







PILLAR 5

A HARMONIOUS AND PROUD COMMUNITY WITH STRONG SOCIAL SERVICES AND INFRASTRUCTURE

The Georges River LGA offers a real mix of people, places, events and lifestyle options. Nearly half (44.8%) the population was born overseas, and nearly a quarter of residents (22%) arrived in Australia in the five years leading up to 2016.

Events such as Australia Day, Lunar New Year, 'Being Greek' festival, the much-loved Magic of Christmas performances and the Music at Twilight concert series bring people together and showcase local businesses. Cultural facilities such as the Hurstville Museum & Gallery and initiatives like the Georges River Art Prize and Discovery Festival of the Arts encourage and promote the arts. Places like Kogarah Town Square, Carss Bush Park, Jubilee Park Adventure Playground, Hurstville Entertainment Centre, Council's community centres, Hurstville Memorial Square and Central Plaza bring people together and improve social cohesion.

During consultation, people made it clear that they strongly value many elements of the

Georges River community, its events and its places. For example:

- People say the streets, village centres and parks are clean and attractive, but they want to see a vision for the future for these places, with more cultural or creative hubs and promotion of local heritage.
- People feel safe living in the LGA, and find it quiet, peaceful and family-friendly with a good lifestyle and atmosphere.
- The area's multiculturalism is a positive, although people believe there is room for greater cultural awareness.
- Community events and activities have strong support.

People have a vision for the right mix of aged care services – for example, 92% of recently surveyed respondents considered that the provision of local aged care facilities is an important issue for Council. They also want Council to focus on youth facilities, health and education facilities, sporting facilities, gathering places, libraries, family or children's services, as well as support for those at risk. As noted in Pillar 4, housing affordability is a concern. We need to respond by working across government to create the settings for affordable housing initiatives, while also advocating for investment in social infrastructure such as schools, hospitals and crisis accommodation, and planning for new and improved local services.



Our goals and how we'll get there

Goals	Strategies
<p>5.1 We create and support events that celebrate community and cultural identity and benefit the economy.</p>	<p>5.1.1 Initiate, facilitate and support inclusive and accessible events that meet the community's aspirations and actively connect Council to individuals, community groups and businesses.</p>
<p>5.2 Affordable and quality housing options are available.</p>	<p>5.2.1 Partner with State agencies to increase supply of affordable housing for residents on very low to moderate incomes.</p> <p>5.2.2 Advocate to the NSW Government to include 'key worker' housing for moderate income earners to be included in affordable housing initiatives.</p> <p>5.2.3 Advocate to the NSW Government to include mandatory affordable housing requirements in Council LEPs.</p> <p>5.2.4 Develop policies that encourage a greater supply of housing diversity and choice.</p> <p>5.2.5 Council-led development proposals incorporate, where feasible, options that support affordable and diverse housing.</p>
<p>5.3 The community is socially and culturally connected.</p>	<p>5.3.1 Develop and implement a Social Plan and a Cultural Strategy that celebrates diversity, promotes the multicultural community, supports innovation and creativity and contributes to the economic success of the area.</p> <p>5.3.2 Develop, support and promote programs and activities that foster social participation and wellbeing of the diverse community, regardless of age, gender, sexual orientation, cultural or religious background.</p> <p>5.3.3 Develop an integrated Community Safety Plan to identify the role Council and others can play in helping to make the LGA a safer place.</p> <p>5.3.4 Provide high quality, affordable and economically viable education and care across Council's children's services.</p>
<p>5.4 Diverse, vibrant community facilities and spaces are connected, well maintained and accessible.</p>	<p>5.4.1 Expand the role of libraries as welcoming and inclusive spaces with services, collections and programs that inspire and engage with the community.</p> <p>5.4.2 Collaborate with State agencies, the education sector and neighbouring councils to provide regional-level community facilities.</p> <p>5.4.3 Provide a range of affordable and accessible facilities for community-based activities.</p> <p>5.4.4 Encourage and promote the arts through Council's cultural facilities including Hurstville Museum & Gallery, Hurstville Entertainment Centre and Carss Park Artist's Cottage.</p>
<p>5.5 The community is safe and healthy.</p>	<p>5.5.1 Conduct Council's regulatory functions in accordance with legislative requirements.</p> <p>5.5.2 Manage public spaces to ensure legislative compliance and promote a safe and healthy environment for the community.</p>

Measuring success

Targets	Baseline
Increased resident satisfaction with the quality of life in the local government area.	83%
Increased resident sense of living in a community.	61%
Develop an affordable housing strategy.	N/A
Improved perceptions of safety.	85%
Increased proportion of residents who agree that arts, entertainment and culture are well catered for in the local government area.	41%
Increased resident satisfaction with the provision of parks, playgrounds, reserves and sporting fields.	70%

Working across government

Council will work with neighbouring councils and State agencies to help reach our goals. This includes:

- Greater Sydney Commission, through the collaborative implementation of the liveability strategies and actions outlined in the South District Plan and specifically the 5-10% Affordable Rental Housing Target
- the NSW Department of Education, to plan for new schools or investigate shared use agreements to make better use of school facilities (a Memorandum of Understanding is being prepared)
- South East Sydney Local Health District, to plan for appropriate health services
- Office of the NSW Advocate for Children and Young People through the implementation of the NSW Strategic Plan for Children and Young People
- the NSW Department of Family and Community Services, which is implementing the NSW Ageing Strategy 2016–2020, to facilitate more aged care in the LGA
- the Australian Government, through the implementation of Australia's Strategy on Protecting Crowded Places from Terrorism
- St George Police Area Command.

Working with the community

We want the entire community to come together to help us create a harmonious and proud community. People can connect with each other and better understand our mix of backgrounds by:

- attending our many events – from major events such as Australia Day, to smaller events such as school holiday programs, senior art events or specific programs for Refugees Week
- accessing Council resources to hold their own events such as Neighbour Day or seeking Council sponsorship for larger events
- applying for Council grants to support other community-run initiatives
- joining the work of the many community groups funded under the NSW Government's Stronger Communities Fund Program
- getting involved in Council supported initiatives such as the Carss Park and Hurstville community gardens or volunteer programs such as Bushcare
- participating in local and regional interagency and network meetings such as St George Multicultural Network, St George Domestic Violence Interagency and St George and Sutherland Disability Interagency
- participating in Council's advisory and reference groups.

Find out more

More information is available from the following documents on Council's website:

- ***GRC Children's Services Strategic Plan 2017-20***
- ***GRC Library Strategy 2017-20***
- ***GRC Events Strategy – 2017***
- ***GRC Disability Inclusion Action Plan 2017-21***
- ***Hurstville Entertainment Centre Strategic Plan 2014-20***
- ***GRC Sister City Policy***
- ***GRC Collection Management and Conservation Policy***
- ***GRC Grants, Donations and Sponsorship Policy***



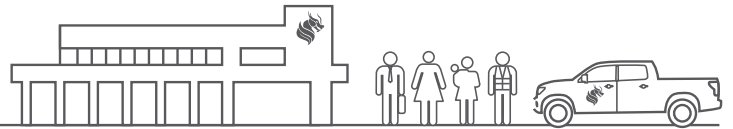




GEORGES
RIVER
COUNCIL



PILLAR 6



LEADERSHIP AND TRANSPARENCY

The amalgamation of Hurstville and Kogarah councils created a new organisation – one that has an opportunity to create the processes, policies and organisational culture that best represents the community’s aspirations while making the best use of financial resources. We aspire to be one of the leading local government organisations in NSW.

The community’s responses in terms of the best governance structures for the Georges River LGA were focused on the future. People were keen to see:

- better community engagement – more than just consultation, but true participation and two-way communication
- stronger consideration of community interests in Council decision-making

- greater transparency and open and honest decision-making by Councillors
- greater accountability – including financial accountability
- better cooperation with other levels of government
- less of a focus on politics and more focus on delivery.

We’re a new council, operating at a time when the LGA is transitioning in terms of population growth and change, and when new avenues for communication and engagement are available. Within this context, we have greater opportunity to encourage community participation in decision-making and greater ability to report on our results. We will continue to focus on customer service and innovation, while instilling a culture of transparency, accountability and financial responsibility.



Our goals and how we'll get there

Goals	Strategies
<p>6.1 The community is involved and listened to.</p>	<p>6.1.1 Actively implement the GRC Community Engagement Policy and Strategy, providing a consistent and best-practice approach to engagement across all Council functions.</p> <p>6.1.2 Use of online, social media and other communication channels, including the Your Say Georges River engagement portal.</p> <p>6.1.3 Publicly and regularly report on our performance against strategic, financial and operational plans.</p>
<p>6.2 Open, informed and transparent decision-making supports the interests of the community.</p>	<p>6.2.1 Make all reports to Council Meetings public wherever possible under the Local Government Act 1993 or provide open and closed reports where necessary.</p> <p>6.2.2 Undertake effective risk management to provide greater certainty and security over the management of Council resources and services.</p> <p>6.2.3 Ensure procurement policies and practices demonstrate best-practice in probity assurance and legislative compliance.</p> <p>6.2.4 Provide timely access to Council information, in accordance with legislation, policy, public interest considerations, proactive disclosure and the respect for individual privacy.</p> <p>6.2.5 Use the Audit, Risk and Improvement Committee to independently advise Council on good governance, audit matters, business improvement and risk management controls.</p> <p>6.2.6 Ensure compliance with Section 232(1) of the Local Government Act and processes adopted in Council policies.</p>
<p>6.3 Leadership focuses on innovation and improving the customer experience.</p>	<p>6.3.1 Meet customer service commitments that aim to make it easy to do business with Council and create systems and a culture that support positive customer experiences.</p> <p>6.3.2 Demonstrate a culture of continuous improvement and effective governance throughout Council services.</p> <p>6.3.3 Increase the status, influence, reputation and brand of GRC and its LGA through a greater focus on innovation and advocacy.</p>
<p>6.4 Council's assets and resources are managed responsibly and with accountability.</p>	<p>6.4.1 Implement asset management plans to maintain infrastructure assets in a safe and functional standard, meeting current and future community needs.</p> <p>6.4.2 Maintain a sustainably strong financial position, balanced with demand for essential services and new projects, and having regard for Section 8B(d) (ii) of the Local Government Act (the current generation funds the cost of its services).</p> <p>6.4.3 Actively manage Council's property portfolio to maximise returns on investment in community assets and programs.</p>
<p>6.5 The workforce is capable, resilient and diverse.</p>	<p>6.5.1 Implement leading people practices to create a high performing, capable and resilient workforce.</p>
<p>6.6 Council has a regional-approach to service delivery and facilities.</p>	<p>6.6.1 Plan for regional-level services and facilities and share information across State agencies and neighbouring councils.</p>

Measuring success

Targets	Baseline
Increased resident satisfaction with Council's overall performance.	89%
Increased resident satisfaction with Council's decision-making in the interests of the community.	68%
Maintain the percentage of non-confidential reports to Council.	92%
Increased participants on Your Say Georges River.	400
Increased resident satisfaction with the level of communication Council has with the community.	78%
Increased satisfaction with Council's customer experience.	New measure
Increased satisfaction with Council's website.	36%
Cost (proportion) to bring Council's assets to their agreed standard.	3.83%

Working across government

Council will work with neighbouring councils and State agencies to help reach our goals. This includes:

- advocating for our local area and the community's aspirations through collaborations such as the Kogarah health and education precinct Collaboration Area and the Georges River Combined Councils' Committee
- working within structures such as SSROC or consultation through the delivery of the South District Plan or Future Transport 2056 to ensure that State-level objectives continue to support the growth and change in the Georges River LGA
- providing feedback to NSW Government exhibition processes or proposed legislative changes that represents the needs of the community
- advocating across all levels of government to secure government investment and grant funding for infrastructure, programs and projects that support population growth in the GRC LGA.

Working with the community

We want the entire community to come together to help us to create a well-led and transparent governance system for everyone.

- We encourage people to attend Council meetings, and you can register to speak at a Council meeting. Find out details: <http://www.georgesriver.nsw.gov.au/Council/About-Your-Council/Council-Meetings>
- **You can register to participate on the Your Say Georges River engagement portal** <https://yoursay.georgesriver.nsw.gov.au/>

- We want your views on a whole range of initiatives that impact the community – you can take a survey by visiting <https://yoursay.georgesriver.nsw.gov.au/> and our website includes all current and past development applications and exhibition processes at www.georgesriver.nsw.gov.au/Council/Have-Your-Say

Find out more

More information is available from the following documents on Council's website:

- **GRC Code of Conduct**
- **GRC Community Strategic Plan Engagement Strategy**
- **GRC Community Engagement Strategy**
- **GRC Customer Service Strategy**
- **GRC Community Engagement Policy**
- GRC Asset Policy, Strategy and Plans – June 2018
- **GRC Property Asset Strategy and Business Plan**
- **GRC Community Lease Policy**
- **GRC Risk Management Policy**
- **GRC Enterprise Risk Management Strategy**
- **GRC Access to Information Policy**
- **GRC Public Interest Disclosure Reporting Policy**
- **Fraud and Corruption Control Policy**
- **GRC Privacy Management Plan**
- **GRC Statement of Business Ethics**
- **Audit, Risk and Improvement Committee Charter**







COMMUNITY STRATEGIC PLAN

2018-2028

www.georgesriver.nsw.gov.au