



Artwork by Sid Tapia as part of *Perfect Match 2019*

# CEO's Half-yearly Update

Second half (January to June 2019) progress report on the  
**Operational Plan 2018/19**



# Aboriginal and Torres Strait Islander Statement

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Inner West Council acknowledges the Gadigal and Wangal peoples of the Eora Nation, who are the traditional custodians of the lands in which the Inner West local government area is situated.

We celebrate the survival of Aboriginal and Torres Strait Islander cultures, heritage, beliefs and their relationship with the land and water. We acknowledge the continuing importance of this relationship to Aboriginal and Torres Strait Islander peoples living today, despite the devastating impacts of European invasion. We express our sorrow for past injustices and support the rights of Aboriginal and Torres Strait Islanders to self-determination.

Inner West Council understands our responsibilities and role in working with the Aboriginal community to promote cultural heritage and history, address areas of disadvantage, and protect and preserve the environment as well as sites of significance to Aboriginal peoples. In doing so, we acknowledge that Aboriginal cultures continue to strengthen and enrich our community.

Today, diverse groups of Aboriginal and Torres Strait Islander peoples live and work across Inner West. We admire the resilience displayed in their significant achievements and in making immense contributions to both Council and the broader community.

Inner West Council is committed to embedding the values and perspectives of the Aboriginal and Torres Strait Islander communities to ensure we learn from the mistakes of our past and forge a positive future of long-lasting value built on mutual respect, equality and opportunity.

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# Half-yearly update from the Chief Executive Officer



In my first report on the state of play at Inner West since joining Council in February 2019, I detail Council's achievements against the 2018/19 Operational Plan.

## Operations

Inner West Council is one of Sydney's largest local governments, looking after a vibrant community of over 190,000 people living in some of the inner city's most vibrant, creative, liveable and diverse suburbs across the five wards of Ashfield, Balmain, Leichhardt, Marrickville, and Stanmore. The Council area spans 36km<sup>2</sup> from the banks of Parramatta River at Birchgrove in the north east, to the Cooks River at Dulwich Hill in the south west.

Council delivers a wide range of essential and established services to the people of the Inner West, the scale and scope of which could surprise many people.

The following are just some:

- Manages assets with a total replacement value of \$1,783,959,000 or \$9,290 per resident
- Maintains 346km of local roads, 40km of regional roads, 77.4km of laneways and 845km of footpaths
- Maintains 27 sportsgrounds, 310 parks and 62 public toilet buildings
- Provides 31 rooms available for hire
- Maintains 7.7km of seawall along 17km of harbour frontage
- Provides eight libraries with 1,015,838 visits a year and over one million library items borrowed
- Provides five aquatic centres with 1,540,000 visits a year
- Provides or supports 645 childcare places and 760 out of school hours care places
- Maintains a website with over 2,700,000 page views each year
- Undertakes 616 inspections of registered premises a year (including food shops, tattoo parlours, etc)
- Services 73,000 waste bins (garbage, recycling and green)
- Picks up 38,300 tonnes of garbage or 199kg for every resident and 19,800 tonnes of material for recycling every year or 103kg for every resident

Some of Council's key achievements over the last six months detailed in the report are:

## Community

- Inner West's multi-agency approach to addressing homelessness won the NSW Local Government Excellence Award for Community Partnerships and Collaboration
- Delivered our program of flagship community events including in this half ANZAC Day, Australia Day, Celebrate 2044, EDGE Inner West, Perfect Match and more
- Our local libraries and history services continued their great work with regular programs and services - and June saw a milestone completion of the Marrickville Library and Pavilion, set to open in August 2019

## Infrastructure

- Local Route 18 Cycleway Marrickville to Dulwich Hill Station completed
- New pedestrian/cycle bridge constructed at Chester Street Annandale
- New sporting grounds and facilities unveiled at Waterfront Drive, Callan Park including field lighting, irrigation, sub-surface drainage, regrading, new turf, cricket wicket and cricket net and new fencing
- New shade sails for 13 of our local parks and playgrounds, creating healthier, happier spaces for children, families and park users

## Environment

- New St Peters Community Recycling Centre opened in June 2019 allowing residents to drop off tricky waste
- Climate Emergency response: Zero Waste Strategy and Pathway to Zero Emissions Community plan underway
- Thousands of community members accessed workshops, services or programs run by the Green Living Centre, and 189 people attended urban ecology workshops including water sensitive urban design, rainwater harvesting and sustainable home tours

## Planning

- Substantial progress has been made on Inner West's first LEP. This important document will guide future development of the area. In this half we've delivered two key strategies that will inform the LEP - the Housing Strategy and Integrated Transport Strategy.

## Budget

Council exceeded its \$5.5 million savings target in the 2018/19 year and for 2019/20 has adopted a budget and new operational Plan focused on saving ratepayers money and increased investment in fixing ageing infrastructure. The new budget established a \$10 million savings target. I look forward to reporting on progress in my next report in February 2020.

**Michael Deegan**  
Chief Executive Officer

# About the Operational Plan and this report

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## Operational Plan

Council prepares an Operational Plan and Budget each year in response to changing community needs and expectations. The report details the actions that Council will undertake each financial year to achieve its longer-term strategic goals, outlined in the Community Strategic Plan and scheduled in Council's four-year Delivery Program. Council is currently delivering on the [Operational Plan and Budget 2018/19](#).

## This report

Council produces half-yearly progress reports to provide a snapshot on progress made against actions in the adopted annual Operational Plan.

This report outlines Council's progress on the actions in the Operational Plan 2018/19 between 1 January and 30 July 2019 (the second half of the financial year), as well as the status of each action at the end of that period. At the date of publication, these actions may have progressed further than indicated in this review. This progress will be reported in future reporting periods. The report does not detail Council's annual KPI updates, which are undergoing finalisation (and audit where necessary) to be published in Council's Annual Report in November 2019.

Council's half-yearly progress reports are prepared in accordance with s404(5) of the Local Government Act and the NSW Office of Local Government's Integrated Planning and Reporting (IP&R) guidelines.

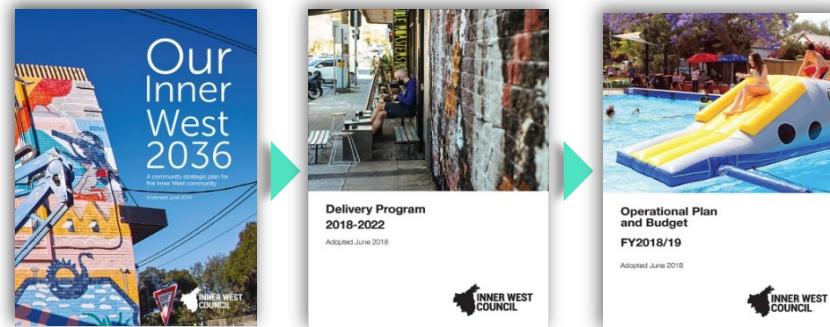


Figure 1 From left to right: Our Inner West 2036 Community Strategic Plan, Delivery Program 2018-22, Operational Plan and Budget 2018/19

# How to read this report

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## How the report is structured

This report is divided into thirteen Service Area sections, mirroring the [Operational Plan and Budget 2018/19](#). Each Service Area section begins with a progress snapshot of the actions that sit within that area.

## Reading action updates

Underneath each Service Area, yearly Operational Plan actions appear alongside their associated “Delivery Program Initiatives” - the four-year initiatives Council has committed to in the Delivery Program 2018-22.


Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
The four-year initiative from the <i>Delivery Program 2018-22</i> that this action contributes to.	Each action is coded so it can be easily traced back to the Delivery Program.	The name of the action in the Operational Plan.	A short comment about the progress of the action during this reporting period.	Progress made against the action (see table on the next page).	

Table 1. Instructions to read Action Update tables

## Statuses and traffic lights

The status of each action in this report indicates progress made on the action by the end of the reporting period. A coloured 'traffic light' appears next to each action to provide a clear graphical indication of its status.

The table below displays the meaning of each status and its traffic light colour.





Status	Traffic light	Status description
Completed		Work on this action has been completed.
Progressing – on track		Work on this action is progressing to schedule.
Progressing – behind schedule		Work on this action has been delayed but is ongoing with a defined completion date.
Not progressing		Work on this action has stopped or is delayed with an unclear completion date.

Table 2. "Traffic Light" icon description

# Action status snapshot for 2018/19

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Of 251 actions in the Operational Plan 2018/19, 88% were marked as 'Completed' or 'Progressing - on track' at 30 June 2019. Approximately 12% of Operational Plan actions were marked 'Not progressing' or 'Progressing - behind schedule' at the end of this period.

Further details about statuses are outlined in the progress comments next to each action.

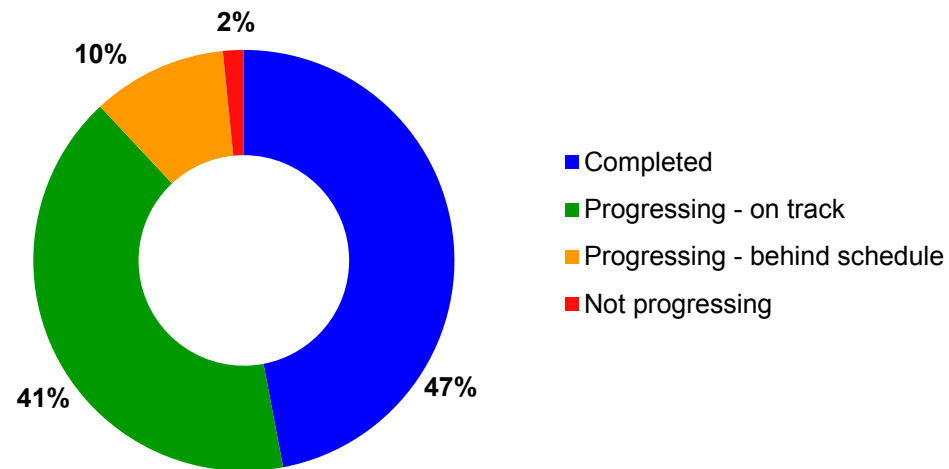


Figure 2 Action Status Snapshot for all action

## Status Breakdown

118 Completed; totalling 47%

103 Progressing – on track; totalling 41%

26 Progressing – behind schedule; totalling 10%

4 Not progressing; totalling 2%



# Aquatic Services

Formerly *Recreation and Aquatics* in the Operational Plan 2018/19

## Service Area Snapshot

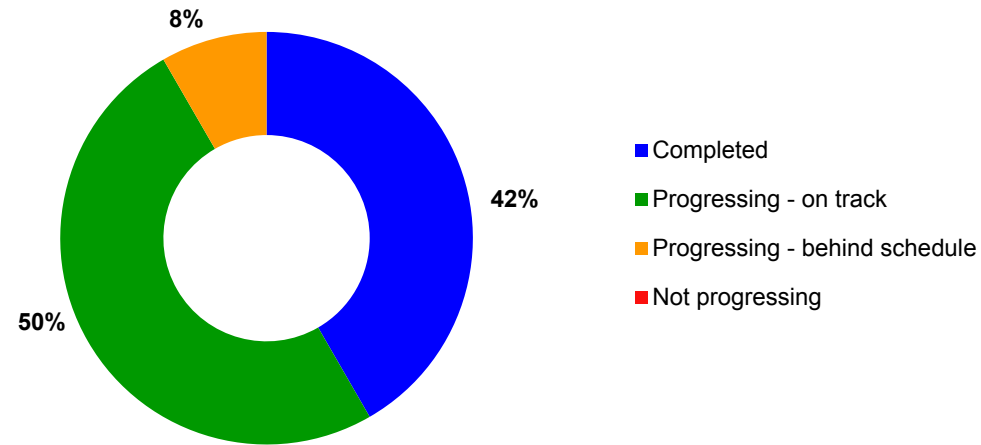


Figure 3. Service Area Snapshot: Aquatic Services

## Status Breakdown

5 Completed; totalling 42%

6 Progressing – on track; totalling 50%






1 Progressing – behind schedule; totalling 8%

0 Not progressing

## Aquatic Services Action Progress

For Recreation actions, see the Trees, Parks and Streetscapes section.

Responsible Officer: Group Manager Aquatic Services

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Identify opportunities and / or lobby for additional open space in association with large development	2.3.2.1.1	Identify opportunities and/or lobby for additional open space in association with large development	Council is continuing to lobby for recreational space in new developments including those associated with the Bays Precinct, WestConnex and on private land. RMS has recently transferred management of Lewis Herman Reserve to Council.	Progressing - on track	
Implement the Inner West Recreation Policy and Strategy	4.3.1.2.1	Finalise the Inner West Recreation Policy and Strategy	Development of the Strategy is on track with internal stakeholder engagement near completion. A draft strategy will be completed by the end of 2019 for public exhibition purposes.	Progressing - on track	
Implement the Inner West Recreation Policy and Strategy	4.3.1.2.2	Provide recreation programs to address the needs of identified priority groups	On track- Council is continuing to run a number of recreation programmes for young people, disadvantaged and minority groups and also in key areas to promote outdoor recreation and social inclusion. This includes working with partners such as LPAC, PCYC and external partners such as Totem Skate.	Progressing - on track	
Implement the Inner West Recreation Policy and Strategy	4.3.1.2.3	Promote awareness of recreation opportunities in the Inner West	The three new multi-purpose courts at Richard Murden Reserve are near competition and are scheduled for opening in Q1 2019/2020 financial year. Planning is underway for the development of a new skate plaza at Leichhardt #3.	Progressing - on track	
Implement the Inner West Recreation Policy and Strategy	4.3.1.2.4	Negotiate management options for Annette Kellerman Aquatic Centre, Marrickville and Fanny Durack Aquatic Centre, Petersham	All management items for the AKAC and FDAC have been completed with the key elements of the contract arrangements being confirmed now and in place.	Completed	








Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Implement the Inner West Recreation Policy and Strategy	4.3.1.2.5	Administer the Recreation Grants Program to remove barriers to participation in recreation activities	Recreation Grants are currently open and will be finalised in the next month.	Progressing - on track	
Implement the Inner West Recreation Policy and Strategy	4.3.1.2.6	Review the management of Robyn Webster Sports Centre, Tempe	A plan of management is being developed for the Tempe Reserve Lands which will review the management of this centre and propose options moving forward.	Progressing - on track	
Implement the Aquatic Services Plan	4.3.1.3.1	Prepare integrated Fees and Charges for Inner West aquatic centres	Planning for an integrated fees and charges project, other programs and service offerings is still underway and will continue into the 2020-2021 financial year in line with the opening of the AAC.	Completed	
Implement the Aquatic Services Plan	4.3.1.3.3	Review operating procedures for aquatic centres	All facilities operated well in the 18-19 FY with higher than usual numbers attending LPAC and DFB as a result of successful programs and services and warmer weather.	Completed	
Implement the Aquatic Services Plan	4.3.1.3.4	Implement a standard point of sale system for aquatic centres	The new standard point of sale system for the aquatics centres is now in place and is being implemented. This allows greater functionality across our facilities and standardised functions and reporting.	Completed	
Upgrade and re-open Ashfield Aquatic Centre	4.3.1.5.1	Prepare a plan to recommission the Ashfield Aquatic Centre	Budgeting, staffing, programming and facility commissioning plans are currently underway and progressing as required in line with the project status of AAC.	Completed	
Prepare a master plan for Leichhardt Park Aquatic Centre	4.3.1.6.1	Final draft of Leichhardt Park Aquatic Centre Master Plan considered by Council	A final draft for the LPAC masterplan is in development and is currently being informed by recent information in relation to disability access and inclusion review and geotechnical information in relation to the site. A completed draft master plan will be presented to Council prior to December 2019.	Progressing - behind schedule	

Table 3 Action Progress for Aquatic Services

# Children and Family Services

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## Service Area Snapshot

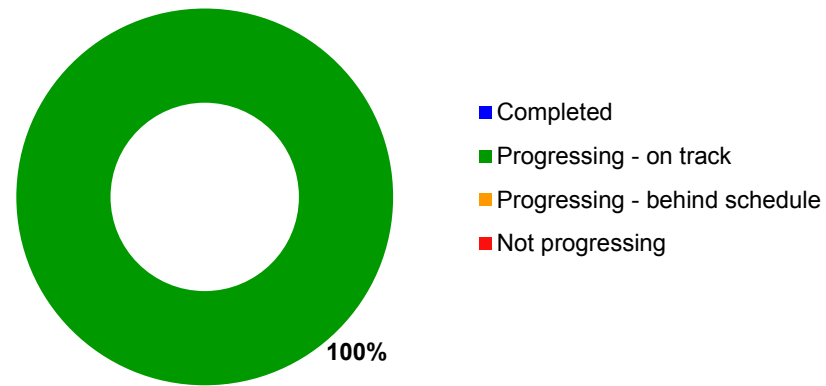


Figure 4. Service Area Snapshot: Children and Family Services

## Status Breakdown

0 Completed;

5 Progressing – on track; totalling 100%

0 Progressing – behind schedule;

0 Not progressing

## Children and Family Services Action Progress

Responsible Officer: Group Manager Children and Family Services






Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Provide Early and Middle Childhood services in Inner West	4.4.3.1.1	Needs analysis for Early and Middle Childhood services in Inner West	Draft in finalisation stages.	Progressing - on track	
Understand, and operate under, the new Commonwealth Government Child Care Subsidy	4.4.3.2.1	Understand and operate under new Commonwealth Government Child Care Subsidy	Progressing on track with Government changes.	Progressing - on track	
Investigate changes to NSW Government funding and impact on services	4.4.3.3.1	Investigate changes to NSW Government funding and impact on services	State continuing with review.	Progressing - on track	
Implement recommendations from the Inner West Council Occasional Care review	4.4.3.4.1	Develop an Inner West Council Occasional Care Service Business Plan	Approval to access fee relief granted. Currently working with software provider to enable system to access fee relief processes.	Progressing - on track	
Implement recommendations from the Inner West Council Family Day Care review	4.4.3.5.1	Provide a harmonised integrated Inner West Family Day Care Service	Data gathering has recommenced. Draft scope in development. Working group meetings established.	Progressing - on track	

Table 4 Action Progress for Children and Family Services

# Community Events

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## Service Area Snapshot

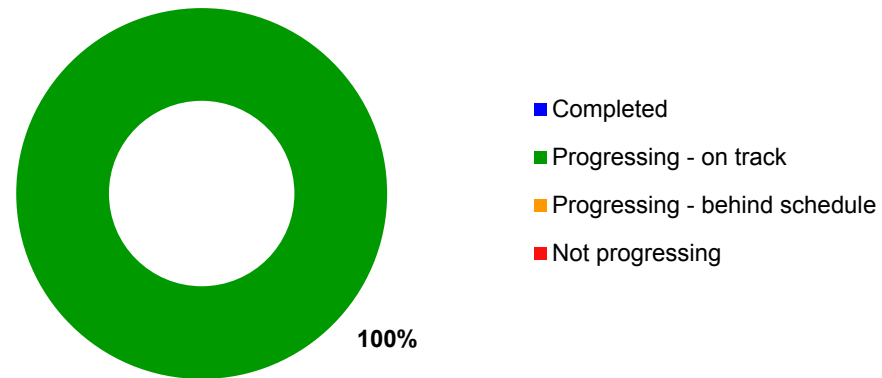


Figure 5. Service Area Snapshot: Community Events

## Status Breakdown

0 Completed;

1 Progressing – on track; totalling 100%

0 Progressing – behind schedule;

0 Not progressing

## Community Events Action Progress

Responsible Officer: Group Manager Communications, Engagement and Events


Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Conduct a Strategic Review of the Major Community Events Program to support a high quality program that encourages community participation	3.1.2.2.1	Conduct a Strategic Review of the Major Community Events Program to support a high-quality program that encourages community participation	Review has now developed into a cross-Council events review, looking at all events undertaken across Council, which requires consultation with internal stakeholders.	Progressing - on track	

Table 5 Action Progress for Community Events

# Community Services and Culture

## Service Area Snapshot

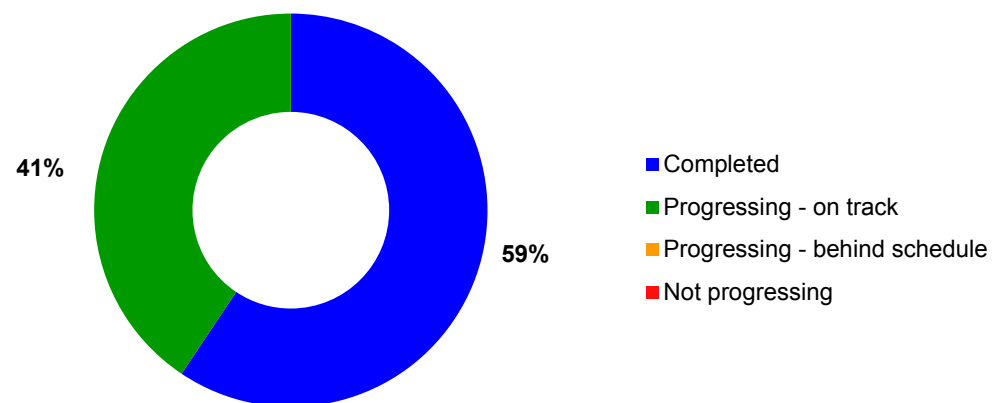


Figure 6 Service Area Snapshot: Community Services and Culture

### Status Breakdown

19 Completed; totalling 59%

13 Progressing – on track; totalling 41%





0 Progressing – behind schedule;





0 Not progressing








## Community Services and Culture Action Progress




Responsible Officer: Group Manager Community Services and Culture





Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Support the Creative Communities, Public Art and Place Making Framework	2.3.1.5.1	Review and integrate the three former councils' policies and procedures	A draft Art in public places policy is near development	Progressing - on track	
Maintain a Housing and Affordability Officer role	2.4.1.1.1	Housing and Affordability Officer position operational	Housing and Affordability Officer position is now operational.	Completed	
Implement the Inner West Affordable Housing Policy and develop implementation guidelines for the policy	2.4.2.1.1	Contribute to impact assessment of new developments identifying opportunities to operationalise affordable housing outcomes	Completed.	Completed	
Implement the Inner West Homelessness Policy	2.4.3.1.1	Continue to resource Council's collaborative partnerships to deliver homelessness outreach model	The Inner West multi-agency approach to addressing homelessness has won the NSW Local Government Excellence Award in the category of Community Partnerships and Collaboration and has been shortlisted for the Local Government Professionals National Federation Award which will be announced on 1 August in Darwin. The 9 agencies that form the multi-agency outreach team have been instrumental in developing a local response to rough sleeping and in achieving this state level recognition. Digital homelessness social media campaign commenced and produced significant traction - receiving over 10,000 views. Inner West Council Homelessness Protocol is being gradually implemented - being an internal guide to assist Council staff in how to respond to incidents of people sleeping rough in IWC.	Completed	








Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Implement the Inner West Homelessness Policy	2.4.3.1.2	Undertake annual street count of people sleeping rough	2019 Inner West Homelessness Street Count successfully conducted on 18 February. The rough sleeping data from the street count was supplemented with information provided by FACS regarding numbers of people staying in temporary and crisis accommodation in the Inner West on the night of the count. In addition the Newtown Neighbourhood Centre provided information from a sample of Inner West boarding house beds occupied on the night of the street count. Media release prepared covering these 3 sources of homelessness data: covered by Inner West Times and 2SER radio interview aired.	Completed	
Develop the Creative Inner West Economy Strategy	3.2.1.1.1	Audit of Council venues to identify potential spaces for use by artists	Research into operational models for 11 local creative spaces and venues by University of Western Sydney and Cultural Infrastructure discussion paper by Left Bank has been carried out in alignment with the City of Sydney research into cultural space needs.	Completed	
Develop the Creative Inner West Economy Strategy	3.2.1.1.2	Review live music frameworks and artist in residence program	Live Music Grant recommendations were presented to Council in June 2019.	Completed	
Implement the Inner West Grants Program	4.1.1.2.1	Analyse participation in grant-funded activities through analysis of acquittal reports from grant recipients	A multi-year grant acquittal report and grant program evaluation was presented to Council in 2018/19.	Completed	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Develop the Inner West LGBTIQ Strategy	4.1.2.1.1	Consult with LGBTIQ community regarding needs and expectations of Council role	The LGBTIQ Working Group meets monthly and has continued to advocate and been a representative voice for the LGBTIQ community of the inner west. The group is supporting Council's implementation of the Welcome Here project; engagement for the proposed Pride Centre, engaging with schools for Wear it Purple Day, consulting with Library Services to establish a range of LGBTIQ supported initiatives across Council libraries and supporting Council and the Rainbow Crossing Community to install a plaque in the Lackey Street Piazza, next to the Rainbow Crossing. The group will continue to deliver the projects outlined in the Action plan to promote a happy, healthy, inclusive and connected community.	Completed	
Develop the Inner West LGBTIQ Strategy	4.1.2.1.2	Develop LGBTIQ Annual Action Plan	Council staff Welcome Here champions have been identified across Council and initial training has been undertaken with ACON. Annette Kellerman Aquatic Services have expressed interest in making their facilities more accessible and inclusive of Intersex, trans and gender diverse patrons. Council with support from LGBTIQ Working Group and the ACON Welcome Here Project are undertaking community and key stakeholder engagement. The engagement is hoping to guide an important resource/policy for the facility and inform upcoming upgrades to the facility and could create important space and inclusion at the centre. It is hoped this work may set a precedent for more inclusive facilities more generally.	Completed	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Scope and activate a Gay Pride Centre	4.1.2.2.1	Consult LGBTIQ community	Council has publicised a report outlining the findings of the community engagement process undertaken regarding the development of a proposed Pride Centre. Further consultation has also occurred, and formal feedback received from over 25 organisations working with the LGBTIQ community of the inner west. The top priorities identified were consistent by both community and key stakeholders and included the need to establish a safe, inclusive and accessible space, social and creative space for diverse health and wellbeing initiatives and a centre where organisations could be housed in the space.	Progressing - on track	
Scope and activate a Gay Pride Centre	4.1.2.2.2	Identify model and governance arrangements for a Gay Pride Centre	Council staff are finalising a draft Pride Centre business case and report for the consideration of Council for next quarter. The report will incorporate the community and stakeholder engagement outcomes, global research, potential scaled centre models and some suggested governance structures.	Progressing - on track	
Implement the Inner West Council Inclusion Action Plan for people with a disability 2017-2021	4.1.3.3.1	Evaluate the accessibility and inclusion of Seniors Programs	Council is collaborating with local organisations to deliver Dementia Awareness forums using bi-lingual interpreters to the following Multicultural and Seniors communities - Greek, Chinese, Italian, Korean. Council's Active and Connected booklet targeting recreation and wellbeing activities and programs for seniors is available in English and has been translated into community languages Chinese, Italian, Vietnamese and Greek . All versions are available on Councils website in accessible format.	Progressing - on track	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Implement the Inner West Council Inclusion Action Plan for people with a disability 2017-2021	4.1.3.3.2	Deliver key awareness campaigns	<p>Council has been hosting internal Training Courses to upskill staff on Web accessibility/ Word and PDF documents including Creating accessible documents; Tactile and kinaesthetic</p> <p>Audio descriptions; Using technology Best practice international examples; Brief introduction to the social model and Advanced Courses. IWC is continuing to grow an annual film festival to celebrate and raise awareness for International Day of People with a Disability. Agreement to partner with Other Film Festival has been formed to screen a series of international films by and about people with a disability as part of IDOPWD activities. The event will also include discussion panels.</p>	Progressing - on track	
Implement the Inner West Council Inclusion Action Plan for people with a disability 2017-2021	4.1.3.3.3	Monitor implementation of the Inclusion Action Plan for people with a disability 2017-2021	The majority of the items in the Inclusion Action Plan are falling due for completion by end 2018/19. Significant support has been provided across Council in support of these outcomes.	Progressing - on track	
Activate a Refugee Welcome Centre Partnership	4.1.3.4.1	Develop an action plan for a Refugee Welcome Centre with key partners	Refugee Week was delivered by Council in partnership Settlement Services International at the Refugee Welcome Centre on Saturday 22 June 2019. Over 300 people attended the day and celebrations. Art works designed and developed by refugee community members were showcased, including music performances. The Laziz cooking Project was completed with approx. 25 women attending weekly. Some of the outcomes have included improved confidence, reduced social isolation and wellbeing, with a cooking book being produced to record the recipes. The Community Welcome Centre Reference group met twice in this quarter with review and input into the action plan for the overall direction of the centre.	Completed	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Prevention of family and domestic violence in Inner West	4.1.3.5.1	Establish partnerships to support the delivery of a range of family and domestic violence prevention programs	Council partnered with NAPCAN to develop and to deliver two targeted forums focusing on respectful relationships, awareness, education and the provision of resources regarding the prevention of domestic violence. One forum targeted general community service providers in the Inner West and the other was specific to sporting clubs and associations. Council has become an active member of the NSW LGBTIQ Domestic and Family Violence Interagency and is supporting the promotion of the ACON workshop The Technology Facilitated Abuse - empowering women to take control on line. Staff have continued to deliver Love Bites Program to young people and undertaken Respectful Relationships campaign via street banners, advertising on bus stops and social media.	Completed	
Scope a study of Inner West Aboriginal heritage and culture	4.2.1.1.1	Investigate Aboriginal and Torres Strait Islander culture unique to Inner West around landscape, flora, fauna and cultural practices	Investigation has been completed and a report has also been produced.	Completed	
Scope a study of Inner West Aboriginal heritage and culture	4.2.1.1.2	Draft protocols for signage design and implementation	New signage at Douglas Grant Memorial and Park in Callan Park is currently being installed and will be finalised by end July 2019. Wayfinding Signage (Welcome to Gadigal Wangal Land) will be finalised by December 2019. Wayfinding Aboriginal Ward Name Signage has been designed and will be implemented by end August, awaiting final confirmation for Council corporate branding.	Progressing - on track	
Develop and implement an Aboriginal Belonging or Reconciliation Strategy	4.2.4.1.1	Consult First Nations people	The Aboriginal Local Democracy Group has met several times to date, and varying Council officers are utilising this engagement mechanism to explore the views and needs of local Aboriginal people.	Progressing - on track	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Develop and implement an Aboriginal Belonging or Reconciliation Strategy	4.2.4.1.2	Investigate and develop an Aboriginal Belonging and Reconciliation Strategy	Scoping work on an Aboriginal Reconciliation Action Plan continues.	Progressing - on track	
Develop and implement the Inner West Council Venues and Facilities Marketing Strategy	4.3.1.7.1	Review data	Council has implemented the Marketing Strategy with promotion across digital media. It has also compiled data around subsidies and regular use of venues.	Completed	
Develop and implement the Inner West Council Venues and Facilities Marketing Strategy	4.3.1.7.2	Conduct audit of venues	Conducted Venue Review to fit into Lands and Property Strategy.	Progressing - on track	
Develop and implement the Inner West Council Venues and Facilities Marketing Strategy	4.3.1.7.3	Develop plan	Completed and in action.	Completed	
Undertake a Community Wellbeing Survey	4.4.1.1.1	Review legacy surveys	Completed in Q2 2018/19.	Completed	
Undertake a Community Wellbeing Survey	4.4.1.1.2	Identify Inner West wellbeing indicators	Scoping continues for a Wellbeing Strategy which will progress in 2019/20 .	Progressing - on track	
Undertake a Community Wellbeing Survey	4.4.1.1.3	Implement survey	Survey completed in Q2 with Councillors briefed in March 2019.	Completed	






Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Develop Strategy around Council's Provision of NSW and Commonwealth government funded services	4.4.1.2.1	Undertake a service review of Commonwealth- funded direct services	On track, scheduled for completion by end 2019.	Progressing - on track	
Undertake an audit of community and cultural facilities and services	4.4.1.3.1	Undertake audit of community and cultural facilities and services across Inner West	Delivery options for this project are being considered.	Progressing - on track	
Develop and implement the Grants and Fee Scale Policy	4.4.1.4.1	Coordinate and administer Council's Community and Cultural Grants Programs	An evaluation of results from Council grants from has been prepared for 2016 and 2017 and incremental improvement proposed to Council grant guidelines to simplify and further focus expected results.	Completed	
Develop and implement the Grants and Fee Scale Policy	4.4.1.4.2	Implement the new venue fees and charges component	Fee Scale Policy has been fully implemented	Completed	
Deliver an integrated bookings system	5.3.3.22.3	Implement the online booking system in community facilities and venues	All back end processing of bookings harmonised on singular system.	Completed	

Table 6 Action Progress for Community Services and Culture



# Development Assessment

Part of the Development Assessment and Regulatory Services service unit

## Service Area Snapshot

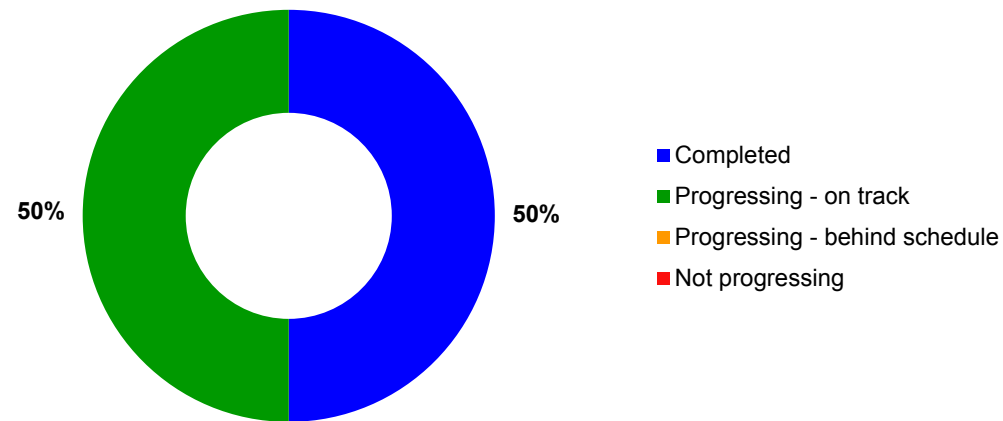


Figure 7: Service Area Snapshot: Development Assessment

## Status Breakdown

4 Completed; totalling 50%





4 Progressing – on track; totalling 50%

0 Progressing – behind schedule;

0 Not progressing

## Development Assessment Action Progress

Responsible Officer: Group Manager Development Assessment and Regulatory Services

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Review, update and improve education materials, website information, application forms and guidelines	2.1.1.4.1a	Identify and develop strategies for better education in areas of high community interest or risk, such as Development Application advice	Review of education material including DA Information Seminar presentation updated to be more customer focused and tie into other Council material. New electronic survey created for attendees of seminar to capture greater amount of feedback for continuous improvement.	Completed	
Review, update and improve education materials, website information, application forms and guidelines	2.1.1.4.2	Review website content to improve information flow to customers	Some minor updates to the website were carried out to make available content clearer.	Completed	
Review, update and improve education materials, website information, application forms and guidelines	2.1.1.4.3	Provide face to face Development Application advisory services	Continued provision of face to face Development Advisory Services. Review of feedback from workshops and surveys inform continuous improvement and process updates.  Update to CRM section of web page to assist directing planning enquiries to correct sections of Council.  Currently exploring online lodgement options with implementation expected early Q1. This will also involve an update to relevant forms.	Completed	
Increase provision of pre-lodgement planning and heritage advice by Council staff	2.2.1.1.1	Implement the Inner West Council Development Advisory and Assessment Policy	Continued implementation including reduction in average turn around time for Pre-DA's (50 days) and Heritage advice (21 days).	Completed	





Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Increase the provision of Building Certification Services by Council in Inner West	2.2.1.2.1	Review Building Certification business practices to improve efficiency	Further improvement on end of year figures for the increased percentage of the use of Council certification services and positive build on of the reputation for service for applicants for certification services. Increased level of customer satisfaction as the team improves efficiencies and works to improve processes as part of the TechOne build and review of outcomes and KPIs.	Progressing - on track	
Increase the provision of Building Certification Services by Council in Inner West	2.2.1.2.2	Develop and implement a marketing plan for Council provided Building Certification Services	The delay in the branding has held up this process and the need to recruit further resources to be able to properly implement a marketing plan has meant that this has not progressed as well as planned. Finalising the pamphlet and looking at further promotion of services through CDC seminar for external stakeholders.	Progressing - on track	
Develop and provide specific planning advice and educational materials tailored to small business and creative industries	3.1.1.3.1	Develop materials such as website content, brochures, etc targeted to small businesses and creative industries	Continued discussions with other sections of Council to provide appropriate education material.	Progressing - on track	
Improve Development Application processing times	3.3.2.2.1	Review Development Assessment business practices to improve processing times	<p>A significant structure review is underway. Additional staff have been appointed (although this is balanced with a resignation and an internal loss to strategic planning) - overall skill/ experience levels continue to improve. Further delegations have been sought from the Local Planning Panel to reduce determination times for minor DAs. Resolution and conciliation of appeals has improved. Customer survey is underway and a new public consultation (notification and advertising) policy is being drafted.</p> <p>This is an on-going project to improve DA processing times</p>	Progressing - on track	

Table 7 Action Progress for Development Assessment

# Environment and Sustainability

## Service Area Snapshot

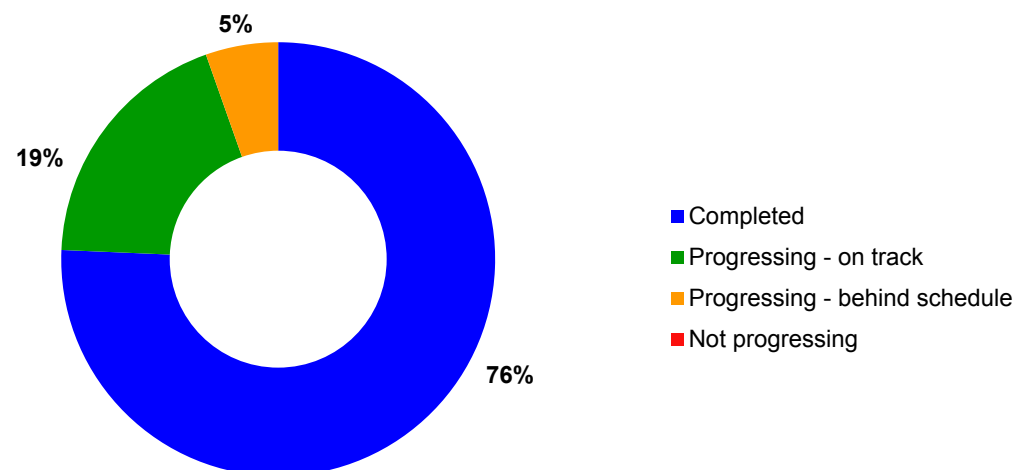


Figure 8 Service Area Snapshot Environment and Sustainability

### Status Breakdown

28 Completed; totalling 76%




7 Progressing – on track; totalling 19%






2 Progressing – behind schedule; totalling 5%







0 Not progressing







## Environment and Sustainability Action Progress

Responsible Officer: Group Manager Environment and Sustainability






Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Establish and maintain a Green Living Centre Program	1.1.1.2.1	Deliver a range of Green Living Centre engagement and education opportunities across Inner West	Workshops and events this period included: <ul style="list-style-type: none"> <li>• Composting and worm farming and seasonal planting for autumn at Whites Creek</li> <li>• Kids toy and clothes swap (0-5) partnering with Newtown Neighbourhood Centre</li> <li>• Solar assessments</li> <li>• Mending workshop at Lentil As Anything Sustainability marketplace in Newtown</li> <li>• Rethink your Wardrobe – clothes swap and panel discussion, partnering with Wear Aware at Petersham Town Hall</li> <li>• Compost and worm farming in Haberfield</li> <li>• Keeping Backyard Chooks in Newtown</li> <li>• Upcycle your jewellery in Annandale; Food Waste Avoidance with Cornersmith in Haberfield.</li> <li>• Prepare your home for winter in Lewisham</li> <li>• Go Solar Session at Petersham Bowling Club</li> <li>• Seed 2 Soul Food Waste Avoidance at Whites Creek, Annandale.</li> </ul>	Completed	
Establish and maintain a Green Living Centre Program	1.1.1.2.2	Promote the Our Energy Future program	Our Energy Future was actively promoted through Green Living Centre programs this quarter. Promotion for the rates newsletter was finalised for distribution in Q1/ 2019-20.	Completed	
Establish and maintain a Green Living Centre Program	1.1.1.2.3	Support business environmental sustainability	Eighteen local businesses have received a consultation and are receiving personalised support to improve their sustainability performance. Council is also supporting local business sustainability through swap and go coffee cup project in partnership with Green Caffein and Responsible Cafes, from 30 July 2019.	Completed	







Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Implement the Urban Ecology sub catchment planning program	1.1.2.5.1	Collaboratively plan for green infrastructure in the priority sub catchment	See 1.3.1.2  Through the Eastern Channel Subcatchment Planning, Council collaborated to:  1. develop the local community subcatchment vision (68 residents);  2. develop goals (44 at community planning forum with residents, staff from Council, Sydney Water, Roads and Maritime Services, Cooks River Alliance, Office of Local Government, Department of Planning and Environment, and Transport for NSW.	Progressing - on track	
Seek and maintain partnerships to support adaptation to urban heat	1.1.2.6.1	Seek and maintain partnerships to support adaptation to urban heat	UNSW's Urban Heat Island Decision Support Tool was released for testing with project partners, including Inner West Council, this quarter.	Completed	
Seek and maintain research and on- ground partnerships around growing food in urban areas	1.1.3.1.1	Develop an Inner West Community Gardens Policy and associated procedures	An engagement plan and policy have been drafted in consultation with staff in Legal, Parks, Sustainability and Property. It will be presented to senior managers and Council for public exhibition in the new financial year. Changes to staff resourcing has impacted the project schedule and project completion is now scheduled for mid 2019/2020.	Progressing - behind schedule	
Design and implement prioritised green infrastructure in the public domain	1.1.5.3.1	Work across Council on prioritisation of water sensitive urban design capital works	The Urban Ecology team has worked with the following Council areas to prioritise WSUD capital works - Strategic Planning (LSPS, LEP, DCP), public domain (e.g. PRUAIP), Parks (e.g. Tempe POM), and Footpaths, Roads, Traffic and Stormwater section via subcatchment planning.	Completed	
Design and implement prioritised green infrastructure in the public domain	1.1.5.3.2	Identify water sensitive urban design in the Eastern Channel Sub catchment	Opportunities for WSUD works have been identified on Council land (18) and State Government land through planning the Eastern Channel 2 Subcatchment in Tempe.	Progressing - on track	





Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Support the community to provide green infrastructure	1.1.5.4.1	Provide information and resources for water sensitive urban design in the private domain	56 people attended Urban Ecology Education Workshops in 4th Quarter at 2 Rainwater Harvesting Technical Workshops, and 1 WSUD on Your Property workshop. Promotion included: Inner West Council's What's On Facebook and printed newsletter, IWC website highlight, Green Living Centre Facebook, and posters. Green Roofs and Walls guidelines are in development. A rainwater tank rebate was paid for a 2000L tank.	Completed	
Develop and deliver an Urban Ecology Education and Incentives Program	1.2.1.1.1	Manage the Urban Ecology Education and Incentives Program	See 1.1.5.4.1  The Urban Ecology Education Program attracted 56 people at 3 workshops in the 4th Quarter, including 2 Rainwater Harvesting Technical Workshops and the 1 WSUD on Your Property workshop. Green Roofs and Walls guidelines are in development. A rainwater tank rebate was paid for a 2000L tank.	Completed	
Develop and deliver an Urban Ecology Education and Incentives Program	1.2.1.1.2	Deliver the Native Plant Giveaway Program	302 plants provided free of charge to residents and schools.	Completed	
Manage urban ecology volunteer programs and facilities	1.2.1.2.1	Support Bushcare volunteers	In the 4th quarter, Council supported 72 supervised volunteer working bees at 17 Bushcare sites with 369 volunteers working 904 hours. A meeting with volunteers about the Bushcare program was held in May.	Completed	
Manage urban ecology volunteer programs and facilities	1.2.1.2.2	Manage and promote the community nurseries and support existing and new volunteers	Marrickville and Rozelle Bay community nurseries - Through 679 volunteer hours worked at 76 working bees, 6678 plants were propagated, providing 6201 plants for planting in the Inner West LGA (excluding giveaways).	Completed	
Manage urban ecology volunteer programs and facilities	1.2.1.2.3	Support Citizen Science groups to monitor and record ecological health	82 Citizens Science volunteers from microbat and bird monitoring groups attended 10 survey events, contributing 119 hours to data collection.	Completed	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Manage urban ecology volunteer programs and facilities	1.2.1.2.4	Support Living Lanes projects	In the 4th quarter, Council supported 2 volunteer working bees with 13 volunteers contributed 39 volunteer hours.	Completed	
Manage urban ecology volunteer programs and facilities	1.2.1.2.5	Monitor terrestrial and aquatic ecological health	See Item 1.2.1.2.3 - Support Citizen Science groups to monitor and record ecological health.  Eastern Bentwing Bat monitoring has been conducted along the GreenWay in order to understand their behaviours and to determine potential impacts.	Completed	
Maintain, protect and enhance the Inner West's current ecological assets	1.2.2.1.1	Manage and integrate natural area contracts for all sites across Inner West	2018-2019 Natural Areas contracts finalised for all Inner West LGA sites.	Completed	
Maintain, protect and enhance the Inner West's current ecological assets	1.2.2.1.2	Plan for the ongoing maintenance of existing and new sites through a combination of contract and volunteer programs	See 1.2.2.1 - Manage and integrate natural area contracts for all sites across Inner West and 1.2.1.2 - Support Bushcare volunteers  A Bushcare volunteer meeting was held on Wed 15 May 2019. Site assessments have been completed for 10 Bushcare sites.	Completed	
Establish environmental planning zones for the GreenWay and the Cooks and Parramatta Rivers in the Inner West Urban Local Environmental Plan and Development Control Plan	1.2.2.2.1	Develop an Inner West Native Plant Use Policy for ecological corridors and environmental planning zones	The Native Plant Use Policy development is underway. Project and engagement plan have been developed and a background research is underway.	Progressing - on track	
Identify new corridors across Inner West	1.2.2.4.1	Prepare an Inner West vegetation map	Mapping of vegetation in ecological restoration areas, priority biodiversity areas, SSROC Biodiversity Corridors 2016 and parks have been completed on Council's integrated mapping system. Vegetation datasets from the OEH Urban Heat and Green Cover Baseline Assessment are being used to develop such maps.	Progressing - on track	



Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Develop Urban Ecology strategies and policies	1.2.3.1.1	Undertake flora and fauna studies and engagement for development of the Urban Ecology strategies	The Eastern Bentwing Bat study along the GreenWay commenced with Sydney University to understand bat behaviour and potential impacts. Study of historical vegetation communities of the pre-amalgamated Ashfield and Leichhardt council areas has been completed to inform natural areas management and native seed collection. The need for larger scale flora and fauna studies has been identified to support urban ecology strategies.	Completed	
Develop Urban Ecology strategies and policies	1.2.3.1.2	Commence water sensitive studies and engagement for development of Urban Ecology strategies	The Inner West Water LGA Water Sensitive Cities Benchmarking multijurisdictional stakeholder workshop was held on 27 May. A draft report is under review. The final report will inform the Pathway to a Water Sensitive Inner West in first half of 2019/20. The Eastern Bentwing Bat monitoring for study along the GreenWay commenced in April.	Completed	
Partner with regional stakeholders on catchment and waterway health	1.3.1.1.1	Work with the Parramatta River Catchment Group, Sydney Harbour Coastal Management Program and stakeholders to finalise the scoping study for the Parramatta River Coastal Management Plan	The 'Duba, Budu, Barra 10 Steps to a Living River - the Parramatta River Master Plan' was completed in April now to be endorsed by Council.	Completed	
Partner with regional stakeholders on catchment and waterway health	1.3.1.1.2	Work with the Cooks River Alliance, other Cooks River councils and stakeholders to prepare the scoping study for the Cooks River Coastal Management Plan	The Cooks River Coastal Management Program Scoping Study is expected to be finalised in first quarter of the 2019/20 financial year.	Completed	
Partner with regional stakeholders on catchment and waterway health	1.3.1.1.3	Work with the Sydney Coastal Councils Group on their 2017-2019 Business Plan	Council staff have worked with the Sydney Coastal Councils Group on its Water Pollution Hotspot Report providing information regarding the Inner West LGA for its collaboration with Sydney Water.	Completed	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Develop and implement sub catchment based Urban Ecology Plans	1.3.1.2.1	Develop the Eastern Channel Urban Ecology Sub catchment Plan	Eastern Channel Subcatchment plan - community engagement stall at Celebrate 2044, Vision and goals developed through 4 vision sessions (community and schools), and Community Planning Forum over 2 evenings. Over 25 green infrastructure opportunities have been identified through the engagement, internal stakeholder meetings and site visits.	Progressing - on track	
Develop and implement a stormwater harvesting plan for Inner West	1.3.2.1.1	Collate background information to prepare for a Stormwater Harvesting Plan	Background information collection on IWC current water use for Parks irrigation has been completed.	Completed	
Develop and implement a stormwater harvesting plan for Inner West	1.3.2.1.2	Monitor and record water capture and reuse across Inner West	Water consumption data is recorded in a centralised database for environmental monitoring and reporting. Water capture and reuse data is estimated based on the capacity of the infrastructure.	Completed	
Develop and implement the Inner West Climate and Renewables Strategy	1.4.1.1.1	Complete background studies and engagement for development of the Climate and Renewable Strategy	Background reports completed – ‘Draft Pathway to a Zero Emissions Community’ and ‘Opportunities for Community Energy in the Inner West’.	Progressing - on track	
Pursue opportunities to drive an increase in renewable energy in the Inner West for Council and the community	1.4.1.2.1	Promote Our Energy Future and Green Living Centre programs to assist community with solar uptake	Council programs were promoted through social media, local media, council news, webpages and newsletters. Residents continue to access solar quotes and advice through Our Energy Future, as well as Green Living Centre solar assessments held in four locations this quarter. Over 40 residents attended a new Green Living Centre Go Solar workshop offering targeted advice from solar and heritage experts.	Completed	
Focus efforts to drive efficiency and manage demand for energy across Council operations and reduce corporate emissions	1.4.1.3.1	Identify opportunities for Solar Photovoltaics for Inner West Council buildings	Council’s facilities (that use significant electricity) have been surveyed by a specialist consultant, and opportunities for solar photovoltaic installations have been identified. Opportunities are documented in a technical report that supports Council's Climate & Renewables Strategy.	Completed	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Focus efforts to drive efficiency and manage demand for energy across Council operations and reduce corporate emissions	1.4.1.3.2	Monitor and record energy consumption, renewable generation and emissions across Council	Council's energy consumption and renewable generation are recorded in a centralised database. Renewable generation is publicly available at <a href="http://www.innerwest.nsw.gov.au/live/environment-and-sustainability/sustainability-at-council">www.innerwest.nsw.gov.au/live/environment-and-sustainability/sustainability-at-council</a> . Carbon emissions have been calculated according to the requirements set out in the National Carbon Offset Standard, and are documented in a technical report that supports Council's Climate & Renewables Strategy.	Completed	
Focus efforts to drive efficiency and manage demand for energy across Council operations and reduce corporate emissions	1.4.1.3.3	Identify and implement energy efficiency and renewable works through capital works program	Petersham Town Hall project (solar and energy efficiency) has been completed via grant funding. Budget for ongoing energy efficiency and renewables projects becomes available from 1 July 2019 (FY20). Preparation work for FY20 has been completed. Projects handed over to the Capital Projects team/s for delivery in 2019/20.	Completed	
Update planning controls and agreements to maximise the uptake of renewable energy and installation of green infrastructure in new developments and clarify processes for existing buildings	1.4.1.4.1	Review and harmonise the planning process for renewables and provide clear information to the community regarding installing solar panels	This action has been implemented as part of the broader Development Control Plan (DCP) harmonisation project managed by Strategic Planning. "Go solar" section of website has been updated.	Progressing - on track	
Update planning controls and agreements to maximise the uptake of renewable energy and installation of green infrastructure in new developments and clarify processes for existing buildings	1.4.1.4.2	Prepare background information for climate change for inclusion in the Inner West Urban LEP and DCP	A Background report – 'The Pathway to a Zero Emissions Community' – has been prepared to inform the Climate and Renewables Strategy and LEP/DCP.	Completed	



Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Support development of a transport network that runs on clean, renewable energy	1.4.2.1.2	Undertake an assessment of sustainable fleet options and map the steps Council could feasibly make to achieve a more sustainable fleet	IWC's fleet was reviewed at a high level by a sustainability consultant, and opportunities for increasing sustainability were identified and documented in a technical report supporting Council's Climate & Renewables Strategy. Council is also participating in "Charge Together" program to build capacity to transition to an electric fleet. Council has undertaken some additional work that had been programmed for FY20, including establishing a Fleet Transition Working Group, and identifying a specialist consultant to assist in preparation of the Fleet Transition Plan.	Completed	
Develop and implement an Environmental Management System addressing Council Environmental Risk and Compliance	5.3.2.3.1	Develop and implement an Environmental Management System addressing Council Environmental Risk and Compliance	The Initial Environmental Management System Framework has been prepared for group internal feedback. Completion of this project has been postponed in order to accommodate a new project - Fleet Transition Strategy RFQ and liaison.	Progressing - behind schedule	

Table 8 Action Progress for Environment and Sustainability

# Footpaths, Roads, Traffic and Stormwater

## Service Area Snapshot

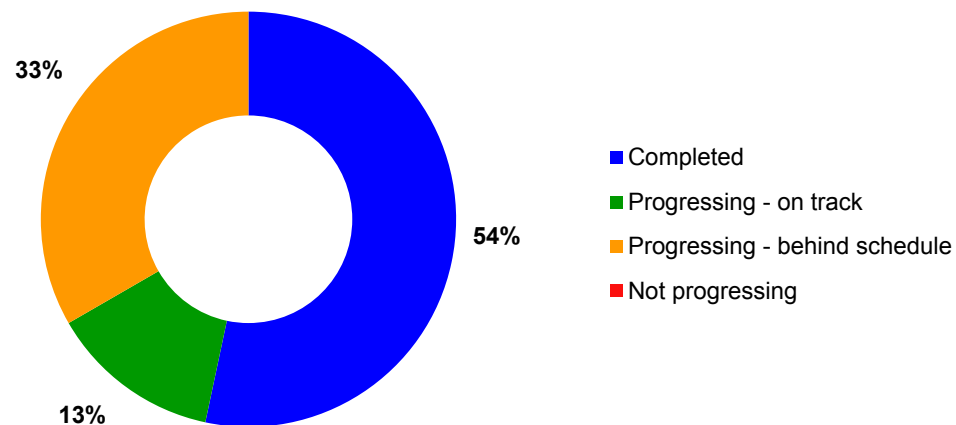


Figure 9 Service Area Snapshot: Footpaths, Roads, Traffic and Stormwater

### Status Breakdown

8 Completed; totalling 54%



2 Progressing – on track; totalling 33%



5 Progressing – behind schedule; totalling 13%



0 Not progressing

## Footpaths, Roads Traffic and Stormwater Action Progress



Responsible Officer: Group Manager Footpaths, Roads, Traffic and Stormwater




Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
LED street lighting accelerated replacement	1.1.1.3.1	Participate in Ausgrid's program to accelerate the conversion of residential street lights to LED	Agreement has been reached with Ausgrid for the rollout of residential street lighting LED replacement program over 2 financial years (2018/19 and 2019/20). Installation works have continued to be progressed over quarter 4 period.	Progressing - on track	
Provide, renew and upgrade stormwater infrastructure	1.1.5.1.1	<p>Deliver 18/19 capital program for stormwater infrastructure including:</p> <ul style="list-style-type: none"> <li>- Commencement of Dibble Ave waterhole remediation</li> <li>- Construction of Riverside Cres, Marrickville drainage upgrade</li> </ul>	<p>The following Relining of Stormwater Pipelines projects have been completed during the 4th quarter: Brighton St, Petersham; Station St, Petersham; Augustus St, Enmore; Woodbury St, Marrickville; The Boulevard, Lewisham; King St, Marrickville; Marmion St, Campedown; Bay St, Birchgrove; Slade St, Rozelle; The Avenue, Balmain; Malborough St/NortonSt, Leichhardt.</p> <p>The following Stormwater Upgrade projects have been completed during the 4th quarter: Darley Rd (Water Sensitive Urban Design), Leichhardt, Johnston Street/Hosking St Balmain East (Stage 1), O Conner Reserve, Rozelle; Longview St Balmain; Barwon Park Rd (in Crown St), St Peters; Riverside Cresc, Marrickville; Watkin St, Hurlestone Park; Arthur St, Ashfield.</p> <p>The following Stormwater Upgrade project is in progress: Macquarie Terrace/North St, Balmain.</p> <p>The Design for the Remediation of the Embankments for Dibble Ave Waterhole is progressing.</p>	Progressing - behind schedule	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Develop and implement the Parramatta Road Urban Infrastructure Program works (Undertake Parramatta Road Urban Amenity Improvement Program)	2.1.2.4.1	Prepare infrastructure designs for implementation of the Parramatta Rd Urban Amenity Improvement Program	Public Exhibition phase for the detailed Master Plan ended 1 July 2019. Delays in this phase have postponed the commencement of the detail design process. Tenders are currently being called to engage consultants for the design process.	Progressing - behind schedule	
Enhance streetscapes and town centres	2.3.1.3.1	Deliver 18/19 capital program for streetscape improvements including: <ul style="list-style-type: none"> <li>- Ashfield Town Centre upgrade</li> <li>- Darling St, Balmain between Red Lion St and Denison St</li> </ul>	<p>Ashfield Town Centre upgrades completed include:</p> <ul style="list-style-type: none"> <li># Hercules and Brown St streetscapes;</li> <li># Western Gateway Projects at: Miller St &amp; Liverpool Rd and Cavill St &amp; Liverpool Rd;</li> <li># Footpath paving reconstruction on various section of Liverpool Rd.</li> </ul> <p>Streetscape upgrade in progress and substantially complete at Darling St, Balmain, between Red Lion St and Denison St:</p> <p>Detailed concept design progressing for Marrickville Road (East) Streetscape Improvement and Alex Trevallion Plaza upgrade.</p>	Progressing - behind schedule	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Develop and implement traffic and parking management studies	2.6.1.3.1	Deliver 18/19 program for traffic and parking management studies	<p>Local area traffic management schemes developed and exhibited for Newtown and Newington LATM precincts;</p> <p>Development of Croydon Road traffic calming and pedestrian safety scheme completed and adopted.</p> <p>Local traffic management review initiated for Warren Rd precinct, Marrickville.</p> <p>Precinct Parking Study is in progress for Croydon Rd precinct.</p>	Progressing - behind schedule	
Develop and implement programs to promote road safety	2.6.3.1.1	Deliver the 18/19 Road Safety Program	<p>A workshop for parents "Helping learner drivers become safer drivers" was delivered in May with 18 people in attendance. A car seat safety check service was provided in May with 34 seats checked for safety and correct fit. The safety around schools' program "Illegal parking puts children's lives at risk" is ongoing with additional promotion in media and in council's key communication mediums including a resident newsletter. As part of the pedestrian safety program "Look out before you step out," the installation of 60 new thermoplastic pavement stencils has been completed. In addition, 200 vinyl pavement stencils, have also been installed with the majority placed around schools. A new speed radar has been installed for the Bay Run targeting cyclists at King Georges Park. Rat runs are being targeted with new 'Slow Down in my street' letter drops containing bin stickers.</p>	Completed	



Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Renew local and regional roads	2.6.3.3.1	Deliver the 18/19 capital program for road renewal & improvements including: <ul style="list-style-type: none"> <li>- Ramsay St, Haberfield</li> <li>- Dover St, Summer Hill</li> <li>- Arthur St, Ashfield</li> <li>- William St, Leichhardt</li> <li>- May St, St Peters</li> <li>- Keith St, Dulwich Hill</li> <li>- Dalhousie St, Haberfield</li> </ul>	Resurfacing and reconstruction works completed during 4th quarter included: Marrickville Rd, Marrickville; Norton St, Ashfield; Ramsay St, Haberfield; Dover St, Summer Hill; Arthur St, Ashfield; Dalhousie St, Haberfield; Constitution & Union Lane, Dulwich Hill; Station & Wood St, Ashfield; Keith Lane and Keith St, Dulwich Hill; McCleer St, Rozelle; Wardell Lane, Dulwich Hill; Milne Lane, Tempe; Hopetoun St, Camperdown; Henson St, Summerhill; Seaview St, Ashfield; Victoria St, Ashfield; Heighway Ave, Croydon; Walter St, Croydon; Nelson lane, Annandale; Grafton St, Balmain.	Completed	
Renew and upgrade footpaths	2.6.3.4.1	Deliver 18/19 capital program for Footpath Renewal and Upgrade including: <ul style="list-style-type: none"> <li>- Edgeware Rd, Marrickville</li> </ul>	The following Footpath Renewal Projects were delivered in the 4th quarter: Eltham St, Dulwich Hill; Wilford St, Newtown; Pidcock St, Camperdown; Hopetoun St, Camperdown; Newington Rd, Petersham; Unwins Bridge Rd, St Peters; Bus Stop Modifications for Accessible Transport at various locations .	Completed	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Provide, renew and upgrade traffic and pedestrian safety facilities	2.6.3.5.1	Deliver 18/19 capital program for traffic and pedestrian facilities	<p>The following traffic and pedestrian facility works were completed during the 3rd quarter:</p> <ul style="list-style-type: none"> <li>• Arthur St, Ashfield traffic calming works; Dover St, Summer Hill pedestrian safety improvements;</li> <li>• Boomerang St, Haberfield pedestrian safety improvements including new raised pedestrian crossing;</li> <li>• Victoria St, Summerhill pedestrian safety improvements; 128 Victoria Rd, Ashfield bus stop and pedestrian safety improvements;</li> <li>• Mullens St at Beattie St, Balmain new raised pedestrian crossing;</li> </ul> <p>The installation of new traffic signals at Victoria Rd at Chapel St, Marrickville is nearing completion.</p>	Completed	
Provide and upgrade cycleway infrastructure	2.6.3.6.1	Deliver 18/19 capital program for cycleway infrastructure including: <ul style="list-style-type: none"> <li>- LR18 Marrickville Station to Dulwich Hill Station cycleway</li> <li>- Stage 1 Lilyfield Rd cycleway</li> </ul>	<p>The following projects were completed during the 4th quarter:</p> <ul style="list-style-type: none"> <li>• Local Route 18 Cycleway Marrickville to Dulwich Hill Station ;</li> <li>• Feasibility study for Wolli creek pedestrian/cycleway bridge ;</li> <li>• Design for Livingstone Rd Cycleway; Design for Longport St to Eliza St Regional Cycleway; - Design development for the Iron Cove to Victoria Rd Cycleway is in progress.</li> </ul>	Completed	
Renew and upgrade bridges	2.6.3.7.1	Deliver 18/19 capital program for Bridge Infrastructure including: <ul style="list-style-type: none"> <li>- Chester St Footbridge replacement</li> <li>- Booth St Bridge upgrade</li> </ul>	<p>-Chester Street Bridge Annandale : Construction of pedestrian/ cycle bridge has been completed.</p> <p>-Booth Street Bridge - Annandale - detailed design has been completed in partnership with the City of Sydney. Tenders are called for the construction phase during 2019/20.</p>	Progressing - on track	





Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Renew and upgrade carparks	2.6.3.8.1	Upgrade and renew Lennox St Carpark Newtown	Construction work for Lennox St Car park upgrade is substantially complete.	Progressing - behind schedule	
Renew and upgrade roadside furniture	2.6.3.9.1	Deliver 18/19 capital program for Roadside Furniture Infrastructure	Construction of new traffic barrier in Junction Street Marrickville completed.	Completed	
Implement the Inner West Council Inclusion Action Plan for people with a disability 2017-2021	4.1.3.3.4	Modify bus stops to meet accessible standards for public transport	Accessibility improvement works at a variety of locations at Grove and Rowntree St, Birchgrove bus stops have been completed.	Completed	
Implement Asset Management Improvement Program	5.3.1.1.1	Review and implement Asset Management Strategy and Plans	Improvements to Asset Management systems and data competency has continued to progress as part of the TechOne software implementation process. As part of this process, Council has completed the integration of a single asset register within the TechOne System. Data improvements have continued to progress with the following: <ul style="list-style-type: none"> <li>Concrete road defects data collection</li> <li>CCTV survey of Council's stormwater network</li> <li>Kerb and gutter audit to identify those that are built in sandstone</li> </ul>	Completed	

Table 9 Action Progress for Footpaths, Roads, Traffic and Stormwater

# Library and History Services

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## Service Area Snapshot

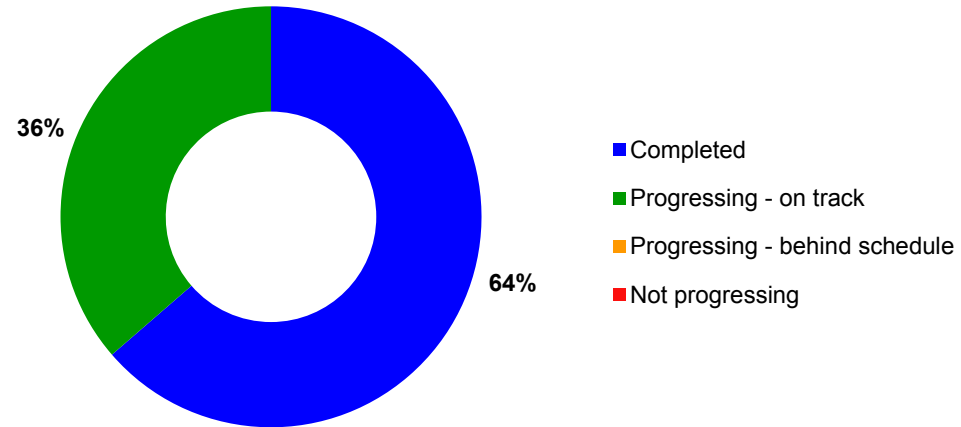


Figure 10 Service Area Snapshot: Library and History Services

### Status Breakdown

7 Completed; totalling 64%







4 Progressing – on track; totalling 36%





0 Progressing – behind schedule;

0 Not progressing

## Library and History Services Action Progress

Responsible Officer: Group Manager Library and History Services

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Digitise existing Inner West history collections	3.1.2.1.1	Digitise up to 10,000 items in the Inner West History Collection	Digitisation benchmarks completed. The final 8,000 of the vertical files have been scanned which completes the digitisation of this collection	Completed	
Improve library signage	4.1.1.3.1	Design and install signage	Heritage Signage - new Marrickville Library, research, copy and fact checking for 11 heritage plates for the New Marrickville Library have been completed.	Completed	
Support history research by the community through provision of face-to-face history services for the community	4.1.4.1.1	Provide face-to-face history services for the community	The History and Heritage team continue to provide a prompt service in providing access to history and archive collections both digitally, and hard copy across five locations with 29 hours of face-to face public hours as well as appointments and some drop in enquiries.	Completed	
Investigate feasibility of creating an Inner West History Centre and relocation of history services	4.1.4.2.1	Consult with community regarding Inner West History Centre proposal	It is planned that the History Collection and Services will be relocated to the St Peters Library in 2020. At this stage it is planned that the collections will remain in their current locations due to space constraints.	Completed	
Develop a comprehensive history of the Inner West	4.1.4.3.1	Initiate Inner West History documentation	The history of the Inner West continues to be built upon throughout the year and the information is available on the website.	Completed	
Open and operate Patyegarang Place and the new Marrickville Library	4.4.2.2.1	Library and community hub complete	Council received practical completion of the Library and community hub at the beginning of July 2019. This is later than it was anticipated, but had been accepted due to various issues on the site.	Progressing - on track	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Open and operate Patyegarang Place and the new Marrickville Library	4.4.2.2.2	New Marrickville Library open to the public	Council has received practical completion for the new Library, but not with sufficient time to open the library to the public. For this quarter, Library & History team has prepared for the opening of the new library by organising the relocation of the staff and the collection from the existing library to the new library, planning for the service levels, staff and public ICT, conducting WHS tours and taking staff on tours of the new library.	Progressing - on track	
Open and operate Patyegarang Place and the new Marrickville Library	4.4.2.2.3	Plan for the opening day collection	Regular meetings are continued with the supplier, James Bennett and some additional specialists suppliers for community language and e DVD collections. Discussions with various specialists staff have occurred in relation to the collection layout and Major Projects. A removalist company has been engaged and talks are occurring.	Progressing - on track	
Open and operate Patyegarang Place and the new Marrickville Library	4.4.2.2.4	Develop a communications and marketing plan for the new Marrickville Library	Library & History team has been working on developing a range of marketing materials for the new library. This includes brochures, posters, flyers, stickers, maps, signage, media materials. The team has been working with the communications and marketing teams from Council, Mirvac and BVN. An integrated approach has been developed with Council focusing on the metropolitan media, Mirvac on the property media and BVN on the design / architectural. ABC Sydney and the Sydney Morning Herald have been taken on tours of the site.	Completed	
Refurbish Haberfield Library	4.4.2.3.1	Review the existing Haberfield collection	Notes of the processes used with the new Marrickville Library are being taken, so that we can incorporate these learnings into this project. The Haberfield collection continues to be reviewed and weeded as necessary.	Completed	


Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Refurbish Haberfield Library	4.4.2.3.2	Consult with the community regarding changes to Haberfield Library	Plans for the refurbishment of Haberfield Library have been developed and Council is about to liaise with the Haberfield community about the plans prior to the DA being submitted. Once the plans are submitted, Library & History will commence work on the detailed design with the architects.	Progressing - on track	

Table 10 Action Progress for Library and History Services

# Regulatory Services

## Service Area Snapshot

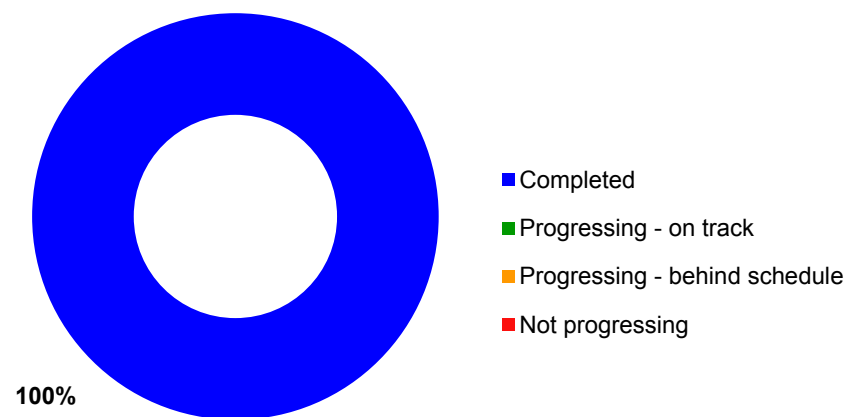


Figure 11 Service Area Snapshot: Regulatory Services

### Status Breakdown

6 Completed; totalling 100%

0 Progressing – on track;





0: Progressing – behind schedule;

0 Not progressing



## Regulatory Services Action Progress

Responsible Officer: Group Manager Development Assessment and Regulatory Services

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Review, update and improve education materials, website information, application forms and guidelines	2.1.1.4.1b	Identify and develop strategies for better education in areas of high community interest or risk, such as food safety, companion animals, asbestos awareness	<p>Over the reporting period, EHBR and in addition to the approximate 1,400 food inspections undertaken, Council has further contributed to the development and provision of supporting information for its numerous retail outlets on issues including but not limited to the Allergy Aware Checklist &amp; the Food Safety 2019 Calendar.</p> <p>Companion Animal education is provided through Council website content, guidelines and mail-outs.</p> <p>Council's Regulatory Services proactively work with Council's Customer Service team to identify and improve information for the community.</p>	Completed	
Review and coordinate the implementation of parking strategies	2.6.3.2.1	Review business practices to improve efficiency and reduce illegal parking	The reassessment of Ashfield, Leichhardt and Balmain wards is now complete resulting in further redesign of parking patrol areas to improve effectiveness.	Completed	
Conduct audit of unauthorized restricted premises across Inner West	3.3.1.1.1	Undertake land use audit to identify unauthorised brothels	The audit has been completed.	Completed	
Conduct safety audit program of awnings over Council footpaths	3.3.1.2.1	Implement NSW Department of Planning Circular BS 13-001 'Safety of awnings over public lands'	In the reporting period, a revitalised structure for the audit program has been developed. The program will commence from an operational context in the first Quarter of 2019/20 financial year. This is an on-going audit of awnings (5 year certification period).	Completed	



Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Implement a program of proactive building site inspections	3.3.1.3.1	Undertake 'site right' audits of major projects (e.g. construction of flat building, industrial development, etc.) to identify environmental or public safety issues	The proactive inspection of building sites program remains in development stage, however further progress has been made in relation to the manual capture of notice of commencements. This process will be further streamlined with Council's harmonised Tech One Property and Rating and ECM system. Reactive inspections continue to occur as required.	Completed	
Support companion animal registration	4.1.1.5.1	Audit companion animals registration	The Companion Animal audit is in progress and tracking as planned.	Completed	

Table 11 Action Progress for Regulatory Services

# Resource Recovery

Part of the Environment and Sustainability service unit

## Service Area Snapshot

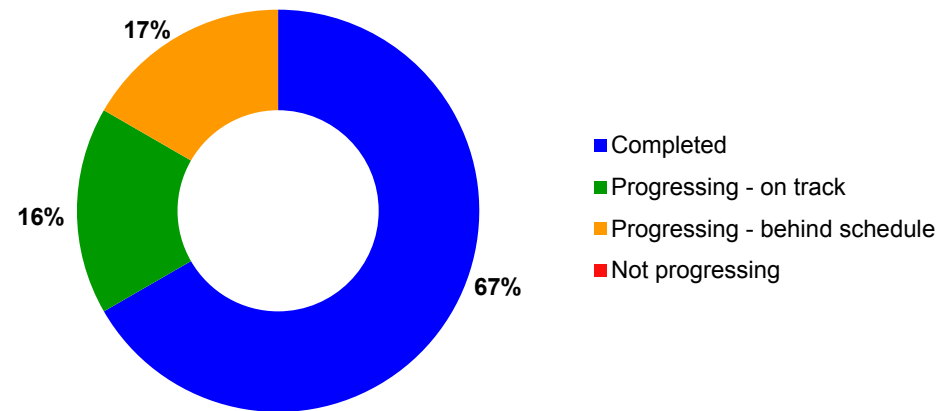


Figure 12 Service Area Snapshot: Resource Recovery

### Status Breakdown

8 Completed; totalling 67%



2 Progressing – on track; totalling 16%


2 Progressing – behind schedule; totalling 17%



0 Not progressing




## Resource Recovery Action Progress

Responsible Officer: Group Manager Environment and Sustainability

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Develop an Inner West Zero Waste Strategy and Action Plan	1.5.1.1.1	Prepare background research and undertake engagement for the development of the Zero Waste Strategy and Action Plan	Detailed evidence-based service redesign has been undertaken to inform decisions around a common resource recovery service for IWC. The background research has been completed in the form of the internal document 'Resource Recovery and Waste Management Current State - Discussion Paper' and the engagement phase completed through telephone interviews and in depth community focus groups. This information, together with detailed service reviews, informs the Zero Waste Strategy and Action Plan scheduled for completion by December 2019.	Completed	
Develop and operate a second Inner West Council Community Recycling Centre for problem wastes	1.5.2.1.1	Open the second Inner West Council Community Recycling Centre for problem waste	The St Peters CRC was officially opened by Mayor Darcy Byrne with the NSW EPA in attendance on 25 June 2019. The centre is open to the community every Saturday and Sunday between 8am and 1pm for the safe management and recycling of problem wastes and e-waste.	Completed	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Promote zero waste avoidance, reuse recycling and repair	1.5.2.2.1	Promote waste avoidance and reuse initiatives	<p>During May and June 2019, 32 residents attended 2 workshops and learnt to lengthen the life of fresh produce making jars of pickle and bouillon, made dishes from parts of veg they would not usually use, bees wax wraps, orange zest cleaner and fabric dying (onion skins/avocado seeds).</p> <p>Autumn Composting: 21 residents - Composting and worm farming. 5 - 11 May 2019 – Council organised the International Compost Awareness Week - 322 entrants to win a compost bin each day of the week and a social media campaign to normalise home composting achieved over 42,000 clicks. Compost Collective - supported 2 apartment buildings to start composting.</p> <p>Second Hand Saturday - 130+ residents held garage sales during May and June.</p> <p>Two repair cafes on Electronics and Furniture Repair with 17 attendees.</p> <p>IWC assisted The Bower to identify illegal dumping hotspots to distribute communication about their online reuse tool.</p>	Completed	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Promote zero waste avoidance, reuse recycling and repair	1.5.2.2.2	Develop and implement a new recycling campaign to improve the quality of recycling	<p>The Zero Waste Strategy resident focus groups gave insight into community needs around recycling communications and will be incorporated into the Strategy and Action Plan.</p> <p>Operationally, the quality of recycling continues to be monitored and education is provided in targeted areas that present high rates of contamination. Education includes one-on-one interactions and hands-on workshops/talks about recycling with residents. Council is on the working group for 'Yellow Sail' a state recycling initiative funded by the NSW EPA.</p> <p>IWC finalised the tender for a recycling processor for materials collected in the South Service area and has appointed the preferred supplier and de-identified audits were undertaken of kerbside garbage, recycling and organics bins in June to determine IWCs waste streams and inform future opportunities for recovery.</p> <p>IWC is planning for a Reuse and Recycling Centre.</p>	Completed	
Increase reuse opportunities and develop a local reuse centre	1.5.2.3.1	Finalise the site selection and plans for the Reuse Centre as part of the management of Inner West Council property needs	IWC is in the final stages of site selection and working with the Properties team to assess suitable sites and plan the project. The project was delayed with the first identified site at Tempe acquired by RMS for WestConnex work.	Progressing - on track	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Provide options for residents to divert organics at home, in the community and through a kerbside service	1.5.3.1.1	Finalise the report and review of food collection and processing trials with recommendations on future service offerings	<p>Council has completed the draft of the Review of organics service options with specific service needs, costs and diversion rates to advise the future service.</p> <p>Food recycling options are being further explored through a partnership with ISF-UTS and the finalisation of the organics innovation project which is mapping inputs and outputs of organics across the LGA.</p> <p>The food organics service pilot plan has been developed for the former Marrickville area due to commence from September 2019. The pilot will then inform the wider roll out to all apartment buildings in the LGA. IWC has applied for a NSW EPA Waste Less Recycle More Grant to fund the wider roll out of the food service to all apartment buildings in IWC. There is a strong focus on food waste avoidance and home composting to complement this service.</p>	Completed	
Collaborate with stakeholders to support delivery of the Inner West Zero Waste Strategy and Action Plan	1.5.4.1.1	Work with South Sydney Regional Organisation of Councils on advocacy to NSW and Commonwealth governments	IWC has been working with General Managers and CEOs across SSROC to determine regional priorities in resource recovery. The chair of the group has presented to WSROC and NSROC to get the whole of the Sydney Metropolitan Area on board with advocacy around state significant resource recovery issues.	Completed	
Collaborate with stakeholders to support delivery of the Inner West Zero Waste Strategy and Action Plan	1.5.4.1.2	Prepare a communications plan for advocacy on extended producer responsibility	IWC continued to advocate for Extended Producer Responsibility (EPR) with government and through suitable community communications channels including the resource recovery webpages and waste app.	Completed	





Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Optimise organisational efficiencies through amalgamation	5.3.3.1.3	Prepare a communications plan for the Resource Recovery service integration and desired behaviours	<p>The Resource Recovery team has developed a flexible marketing and communications plan in parallel to the Service &amp; Integration plan.</p> <p>The Communications and Engagement Plan will be completed once the Zero Waste Strategy and action plan is finalised. The plan will include community engagement strategies and details of community consultation that will be undertaken as part of the development of the new Zero Waste Strategy and Action Plan.</p>	Completed	
Undertake operational Service Reviews	5.3.3.4.1	General Resource Recovery Service review to identify efficiency and effectiveness improvements	Regular consultation sessions have been held with staff and Union since October 2018 with feedback provided by staff. Further sessions will be undertaken with a view to negotiating an agreement - either a Memorandum of Understanding (MoU) or EBA on new structure and conditions.	Progressing - on track	
Undertake operational Service Reviews	5.3.3.4.2	Complete a review into Clean Up (Illegal Dumping) Services and recommend new offering	Proposed new IWC Clean up Service Draft Redesign Report is complete. Now awaiting completion of negotiations with a vendor to provide a new booking system in order to deliver the proposed clean-up service options outlined in the Draft Redesign Report.	Progressing - behind schedule	
Undertake operational Service Reviews	5.3.3.4.3	Complete the review of commercial waste and recycling services and make recommendations for an Inner West service	Changes have been introduced to the fees and charges for the West Service Area (Ashfield) commercial service to enable Council to charge the business for the service rather than the landowner / ratepayer. These changes will come into play in 2019/2020.	Progressing - behind schedule	

Table 12 Action Progress for Resource Recovery



# Strategic Planning

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## Service Area Snapshot

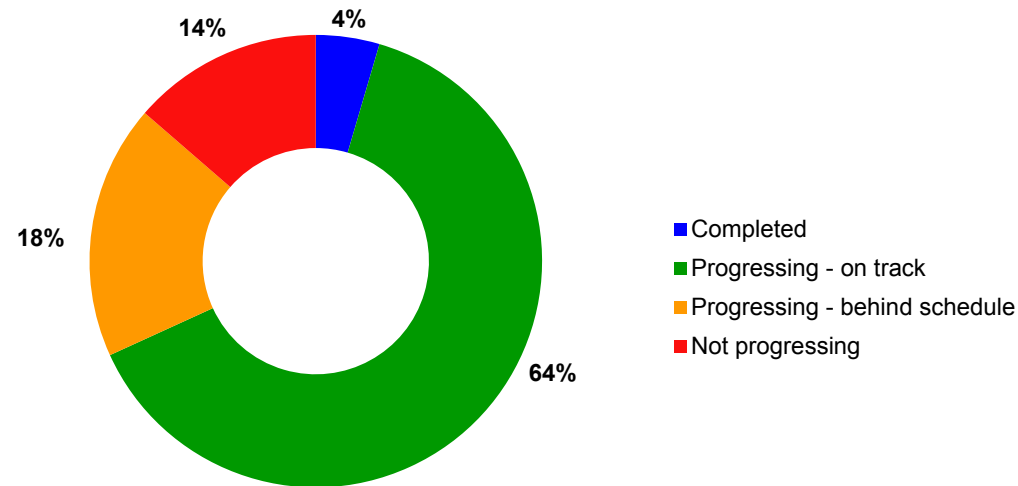


Figure 13 Service Area Snapshot: Strategic Planning

### Status Breakdown

1 Completed; totalling 4%






14 Progressing – on track; totalling 64%






4 Progressing – behind schedule; totalling 18%





3 Not progressing; totalling 14%



## Strategic Planning Action Progress

Responsible Officer: Group Manager Strategic Planning

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Prepare an Inner West Council Development Contribution Plan under Sec 7.11 and Sec 7.12 of the Environmental Planning and Assessment Act (formerly s.94 and s.94A)	2.1.1.1.1	Commence preparation of an Inner West Council Development Contribution Plan	Traffic/Transport Needs Assessment is underway. Community Facilities Assessment is scheduled for FY19/20, on track for completion end of 2020.	Progressing - on track	
Prepare a Local Strategic Planning Statement	2.1.1.2.1	Prepare a preliminary Local Strategic Planning Statement	Government extended timeframes to commence exhibition to 1 October 2018. Exhibition scheduled to commence early September. Remains on-track for final completion by end of 2019.	Progressing - on track	
Prepare an Inner West Local Environmental Plan (LEP) and Development Control Plan (DCP)	2.1.1.3.1	Develop planning controls that retain and enhance public and open spaces	Public Domain Planning is coordinating with the Urban Strategy team to develop integrated planning that includes public and private space. Place Based Studies and Public Domain Master Plans' key strategies and actions are being developed in conjunction by Strategic Planning.	Progressing - on track	
Prepare an Inner West Local Environmental Plan (LEP) and Development Control Plan (DCP)	2.1.1.3.2	Commence the Inner West Local Environment Plan (LEP) and Development Control Plan (DCP)	First milestone is completion of draft Local Strategic Planning Statement, which is scheduled for exhibition in September.	Progressing - on track	
Prepare masterplans for the Parramatta Road Urban Amenity Improvement Program projects	2.1.2.3.1	Prepare a Master Plan for Parramatta Rd – Leichhardt Precinct	Master Plan public exhibition closed on 1 July 2019 - following consideration of submissions it will be reported to Council for approval.	Progressing - on track	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Prepare masterplans for the Parramatta Road Urban Amenity Improvement Program projects	2.1.2.3.2	Prepare a Master Plan for Parramatta Rd – Camperdown Precinct	Master Plan public exhibition closed on 1 July 2019 - following consideration of submissions it will be reported to Council for approval.	Progressing - on track	
Undertake master planning as part of the NSW Government's Precinct Support Scheme for the Sydenham station area	2.1.2.5.1	Commence preparation of a master plan for Marrickville Town Centre	<p>Commenced draft Master Plan document - 70% review mark up needs to be completed.</p> <p>First pilot project (Alex Trevallion Plaza upgrade) currently in design phase with external consultants. Construction works to commence next calendar year.</p> <p>Draft Master Plan currently undertaking an accessibility review.</p> <p>Master Plan to be reviewed and developed over 2019/20</p>	Completed	
Prepare and submit documentation to support Haberfield Heritage Conservation Area being included in the NSW Heritage Act schedules	2.2.2.2.1	Prepare a submission for Haberfield Heritage Conservation Area to be recognised under NSW legislation	An upfront coordination meeting has been held with Office of Environment and Heritage (now Heritage Division) who have indicated in principle support for project work actions. Council officers have prepared a detailed brief and project management plan to seek expressions of interest from consultants to prepare and submit the documentation required under the Heritage Act.	Progressing - on track	
Prepare the Inner West Public Domain Study and Strategy	2.3.1.1.1	Initial data review for the Inner West Public Domain Study	Inner West Public Domain Study and Strategy initial data review to be undertaken during 2019/20 subject to availability of staff resources.	Progressing - behind schedule	
Develop and implement Master Plans for the public domain	2.3.1.2.1	Prepare a Master Plan for the Victoria Rd Precinct	<p>Project currently not resourced nor initiated.</p> <p>Public Domain Planning team to liaise with LEP/DCP Team to discuss most efficient planning strategy.</p>	Progressing - behind schedule	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Develop and implement Master Plans for the public domain	2.3.1.2.2	Prepare a Master Plan for King St/Enmore Rd	<p>Project currently not resourced.</p> <p>Brief, scope definition and community engagement strategy commenced.</p> <p>Complex stakeholder engagement list. Understanding the project's connection to the with Roads and Maritime Services Gateway Project is essential.</p> <p>Public Domain team to liaise internally to develop an action plan as required.</p>	Not progressing	
Develop and implement Master Plans for the public domain	2.3.1.2.3	Prepare a Master Plan for Petersham Town Centre	<p>Project currently not resourced nor initiated.</p> <p>Project could be initiated by a part-time resource or small consultancy contract.</p>	Not progressing	
Prepare an Inner West Housing Study and Strategy	2.4.2.2.1	Complete the Inner West Housing Strategy	Draft on exhibition 24th June 2019 for five weeks.	Progressing - on track	
Prepare an Inner West Integrated Transport Strategy	2.6.1.1.1	Commence the Inner West Integrated Transport Strategy	Draft on exhibition 24th June 2019 for five weeks.	Progressing - on track	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Implement the GreenWay Master Plan ensuring that it is consistent with adopted and emerging GreenWay strategies and plans	2.6.1.4.1	Continue implementation of the GreenWay	<p>GreenWay Master Plan &amp; Concept Designs, review of IWC strategies and plans</p> <ul style="list-style-type: none"> <li>- Coordinated Strategic Planning and Community Services input to 90% Concept Designs</li> <li>- Coordinated Inner West Green Grid input to LSPS, ITS and Precinct Plans</li> <li>- Attendance at DPIE/RMS Parramatta Road PCG meetings</li> </ul> <p>Missing Links Delivery Project</p> <ul style="list-style-type: none"> <li>- Coordination of input to Project Control Group, including briefings, monthly meetings, review of reports eg Project Assurance Project Review</li> <li>- Convened Agencies Funding and Approvals Steering Group on 23 May + actions arising</li> </ul> <p>GreenWay Steering Group (GSC)</p> <ul style="list-style-type: none"> <li>- Coordination of GSC meeting on 29/4 + actions arising; See Update no. 34</li> </ul> <p>GreenWay Place Planning/Management Program –</p> <ul style="list-style-type: none"> <li>- Ongoing implementation, with a focus on the following (i) Draft Lewisham West Public Domain Design Guidelines (ii) GreenWay Art Exhibition 2019 (iii) Greenway Primary Schools Active Travel Pilot Project (iv) talks/walks for UNSW students.</li> </ul>	Progressing - on track	
Prepare an Inner West Active Transport Plan	2.6.2.1.1	Complete the Inner West Active Transport Plan	In Q4 2018-19, the draft Integrated Transport Strategy (ITS) was placed on public exhibition in June-July 2019. The draft ITS recommends and informs the preparation of an Active Transport Plan and annual bike counts. Funding will need to be allocated in the 2020-21 budget to undertake the Active Transport Plan.	Progressing - behind schedule	







Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Behavioural Change Program to encourage the shift to active transport	2.6.2.2.1	Implement actions from the Behavioural Change Program	Actions toward behaviour change on hold due to the need to complete the Integrated Transport Strategy. Completion in the future is subject to Roads & Maritime Services (RMS) funding. A grant application has been lodged with RMS for funding of this program. This project will be on hold until funding is available.	Not progressing	
Prepare an Inner West Council Economic Development Strategy	3.3.2.1.1	Commence the update of the Economic Development Strategy	Internal consultation and drafting complete. A new external consultation plan has been developed. This will commence in September 2019 in association with the exhibition of the Employment & Retail Study.	Progressing - on track	
Prepare an Inner West Council Economic Development Strategy	3.3.2.1.2	Review the Footpath Dining Policy	Final internal consultation is underway. It is expected that a report will be ready for submission to Council in late August/early September. Public exhibition is scheduled for late 2019.	Progressing - on track	
Develop and implement a Performance Monitoring Framework for Four Year Council Plan Reporting	5.3.2.4.2	Establish a TechOne reporting module for performance monitoring	Preliminary scoping meetings for the TechOne Performance Planning module began with consultants in December 2018. While development was set to begin in January 2019, this has now been postponed until late 2019 due to competing priorities in the TechOne rollout.	Progressing - behind schedule	
Optimise organisational efficiencies through amalgamation	5.3.3.1.1	Align S.149 Certificate processes	The project has progressed in line with the Certificates Section of the TechOne Project to the User Acceptance Training. To be delivered upon go-live.	Progressing - on track	
Optimise organisational efficiencies through amalgamation	5.3.3.1.2	Align Planning Proposal lodgement processes	Research has been completed regarding comparable councils and their approach to the communication of planning proposals. A harmonised Inner West approach will be workshopped with strategic planning and communications staff to arrive at an agreed process including alignment with the community participation plan.	Progressing - on track	

Table 13 Action Progress for Strategic Planning

# Trees, Parks and Streetscapes

## Service Area Snapshot

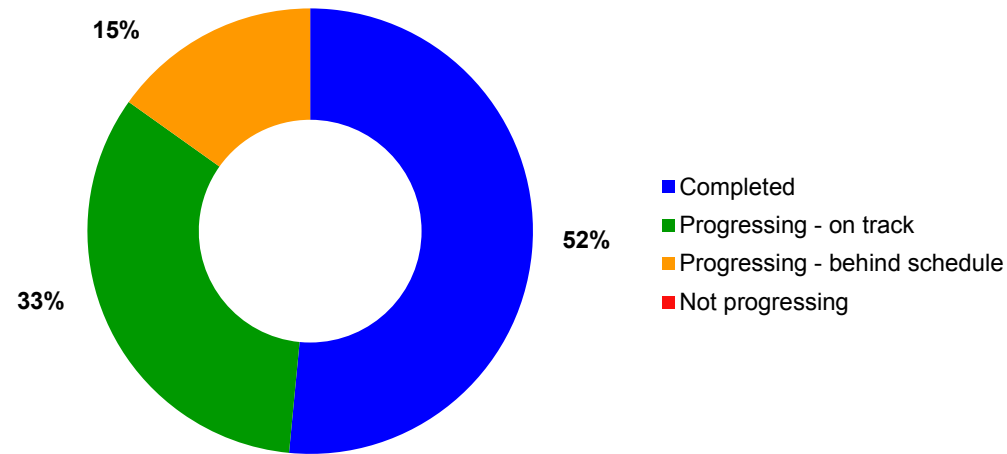


Figure 14 Service Area Snapshot: Trees, Parks and Streetscapes

### Status Breakdown

17 Completed; totalling 52%






11 Progressing – on track; totalling 33%

5 Progressing – behind schedule; totalling 15%






0 Not progressing





## Trees, Parks and Streetscapes Action Progress




Responsible Officer: Group Manager Trees, Parks and Streetscapes






Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Renew and upgrade seawalls in line with the Seawalls and Wharves capital program	1.1.1.1.1	Complete minor seawall renewals	All scheduled sea wall program works were completed by Q3, including the St Mary Street rock face, and seawalls at Illoura Reserve, Thornton Park and Yurulbin Park.	Completed	
Undertake the street tree planting and establishment program	1.1.2.1.1	Implement the street tree planting and establishment program	A significant proportion of the tree planting program has been delivered, with 526 trees planted to date. The program continues until September 2019 and we are on target to plant the target of 1000 trees.	Completed	
Gap analysis and audit of street tree data	1.1.2.2.1	Audit and undertake a gap analysis on tree asset data and update missing data	A consultant has been appointed and works have commenced. It is anticipated that audit works will be completed by October 2019.	Completed	
Establish a sustainable proactive maintenance program and forward inspection program for all Council trees	1.1.2.3.1	Establish a sustainable proactive maintenance program and forward inspection program for all Council trees	Tree maintenance (reactive and proactive) programs have been delivered successfully. A full contract review is planned for implementation once the inventory is finalised. This review is anticipated for Q2 in the 2019/2020 financial year.	Completed	
Continue to work with Ausgrid for appropriate pruning standards for street trees, including the adoption of an Inner West Local Precinct Plan	1.1.2.4.1	Prepare an Inner West Local Precinct Plan and negotiate agreement	Pruning works within the LGA are being carried out in accordance with the new reduced pruning agreement.	Completed	









Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Develop and implement an Urban Forest Policy and Street Tree Master Plan	1.2.2.3.1	Develop a consolidated Urban Forest Policy and Street Tree Master Plan	Project will be delivered during 2019/20 financial year. Planning has commenced with a tender to be developed in order to deliver the project (or part of) via consultancy.	Completed	
Develop and implement the Inner West Climate and Renewables Strategy	1.4.1.1.2	Engage and work with consultant to assess options, feasibility and costs associated with transition to electric/sustainable fleet	The Sustainability Team is leading this project. Council has advertised for a consultant, who will be appointed shortly. This project will continue through the 2019/20 financial year and beyond.	Progressing - on track	
Support development of a transport network that runs on clean, renewable energy	1.4.2.1.1	Plan disposals in fleet against the replacement program	Disposals are being undertaken in accordance with the replacement program and are complete for the 18/19 financial year.	Completed	
Support development of a transport network that runs on clean, renewable energy	1.4.2.1.3	Plant replacement program for 18/19 developed to reflect the recommendations of the Service Review and use operational efficiencies to reduce plant and vehicle numbers.	The replacement program is progressing well in conjunction with the current service review. This program will accelerate for all operational plant items once the needs of each service unit are clear and any operational plant items that are due to be replaced will be carried forward to 2019/20 to enable Council to purchase the best plant items to carry out the service changes. All leaseback vehicles have been replaced as scheduled.	Progressing - on track	
Develop and implement the Parramatta Road Urban Infrastructure Program works (Undertake Parramatta Road Urban Amenity Improvement Program)	2.1.2.4.1	Prepare detailed design to convert Petersham St to a pocket park	Designs have been completed as part of Streetscape Improvements draft Master Plan - Annandale, Camperdown, Leichhardt, Petersham. Community engagement is in progress. Designs have been prepared under Council's Public Domain program for future implementation and management as streetscape.	Completed	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Prioritise shade sail renewal and upgrade through a Shade Sail Strategy	2.1.3.2.1	Shade sails provided in accordance with the shade sail program	A total of 13 shade sail installations have been completed at College Street Playground, Balmain; O'Conner Reserve playground, Rozelle; King George Park fitness station, Rozelle; Pine Square playground, Leichhardt; Nestor Park playground, Leichhardt; Marr Reserve playground, Leichhardt; Gray Street Playground, Annandale; Douglas Grant Park playground, Annandale; Williams Street Playground, Ashfield; Yeo Park playground, Ashfield; Marrickville Park playground, Marrickville; Laxton Reserve playground, Dulwich Hill and Hudson Park playground, Lewisham.	Completed	
Enhance streetscapes and town centres	2.3.1.3.2	Complete Waterfront Drive upgrade	Sports field improvements have been completed and a community opening event was held on Saturday 13 April 2019. Works included new sports field lighting, irrigation, drainage, field regrading and turfing, new cricket nets, tree planting and building drainage improvements.	Completed	
Deliver interpretation artwork at the site of the former Datchett St, Balmain East incinerator	2.3.1.4.1	Datchett St, Balmain East incinerator removed	Stage one of the project- partial demolition of high risk chimney portion of the incinerator- was completed in January 2019. Stage two- interpretation delivery is to be implemented under the Living Arts 2019/20 program including community engagement.	Completed	
Establish the Callan Park Trust	2.3.3.1.1	Continue to work with the NSW Office of Environment and Heritage to establish the Callan Park Trust	There has been limited progress. OEH are continuing to work on the Landscape Structure Plan and have indicated that there are no plans presently for a Trust to be established in relation to Callan Park. Council staff will continue to advocate for the formation of a Trust.	Progressing - on track	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Implement the GreenWay Master Plan ensuring that it is consistent with adopted and emerging GreenWay strategies and plans	2.6.1.4.2	Deliver the central GreenWay missing links works in accordance with the project schedule	<p>Assessment of Development Application for the GreenWay Central Links is in progress. Project is awaiting Sydney Trains owners' consent.</p> <p>Contractor has been engaged to construct the GreenWay Northern Link adjoining Blackmore Oval, Rozelle, with works to be completed Q1, 2019/20 financial year.</p> <p>Concept designs for implementation of the GreenWay Master Plan Southern Links and Hawthorn Precinct has been completed, including community engagement. Detailed design is underway.</p>	Progressing - behind schedule	
Implement the GreenWay Master Plan ensuring that it is consistent with adopted and emerging GreenWay strategies and plans	2.6.1.4.3	Upgrade the Cooks River Cycleway lighting	<p>Construction of lighting upgrades as part of Cooks River Parkland Master Plan upgrade works is nearing completion. The extent of new lighting has been reduced due to construction phase public utility requirements. Lighting is to be provided at Steel Park between Illawarra Road and Thornley Street including new pathway link at Steel Park north. Completion of works has been delayed by the public utility review process and wet weather to August 2019.</p>	Progressing - behind schedule	
Implement the GreenWay Master Plan ensuring that it is consistent with adopted and emerging GreenWay strategies and plans	2.6.1.4.4	Commence construction of a shared path along the Hawthorn Canal	<p>Assessment of Development Application for the GreenWay Central Links is in progress. Project is awaiting Sydney Trains owners' consent.</p> <p>Contractor has been engaged to construct the GreenWay Northern Link adjoining Blackmore Oval, Rozelle, with works to be completed Q1, 2019-2020 financial year.</p> <p>Concept designs for implementation of the GreenWay Master Plan Southern Links and Hawthorn Precinct has been completed, including community engagement. Detailed design is underway.</p>	Progressing - behind schedule	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Provide information on the accessibility and inclusion features of parks and playgrounds	4.1.3.1.1	Provide information on the accessibility and inclusion features of parks and playgrounds, including if it is fenced	Council officers are continuing to improve parks and open space areas by undertaking accessibility improvements where possible and within the scope of available budgets. Planning works have commenced on the development of a pocket parks plan of management. This plan will also include accessibility in parks.	Progressing - on track	
Embed accessibility requirements in any Playground Strategy and in Plans of Management for parks, open space and related facilities and their use.	4.1.3.2.1	Embed accessibility requirements in any revised or new Playground Strategy and in Plans of Management for parks, open space and related facilities and their use	Council officers are continuing to improve parks and open space areas by undertaking accessibility improvements where possible and within the scope of available budgets. Planning works have commenced on the development of a pocket parks plan of management. This plan will also include accessibility in parks.	Progressing - on track	
Implement the Inner West Council Inclusion Action Plan for people with a disability 2017- 2021	4.1.3.3.5	Review Inner West public toilet strategy and explore the opportunity to provide 'changing places' facilities	Development of an IWC Strategy has commenced.	Progressing - on track	
Improve way-finding through Gadigal Wangal country	4.2.1.2.1	Deliver way-finding through Gadigal Wangal country in Ashfield, Balmain, Leichhardt, Marrickville and Stanmore wards	Critical investigation and artist EOIs have been completed. Installation of artworks is complete at Gadigal Reserve and King George Park and commenced at Hawthorn Canal. Steel Park artwork is to be commenced in Q1 2019-20 financial year. Project implementation is managed through the Living Arts program.	Progressing - behind schedule	
Audit and update park and foreshore asset data	4.3.1.8.1	Audit and update park and foreshore asset data and update missing data	Data audit design and testing is completed and data collection 25% completed approximately. Audit completion is planned in the 2019-2020 financial year. Project is coordinated with Technology One asset management implementation. Technology One work orders for maintenance and capital works are now in use.	Progressing - on track	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Develop and implement a prioritized plan for Inner West parks Plans of Management and Master Plans	4.3.1.9.1	Prioritised implementation plan developed	A prioritised plan has been completed. Works have commenced on the preparation of the first seven prioritised Plans of Management and Master plans.	Completed	
Investigate the use of synthetic turf	4.3.1.10.1	Identify potential locations for synthetic turf and undertake concept designs	Consultant feasibility report on suitable sites and concept designs for synthetic sports surface installation have been completed. Council has endorsed proceeding with design development and community engagement for synthetic sports fields at Tempe Reserve and Leichhardt Park # 2. Community engagement is being coordinated with the review of Tempe Reserve and Leichhardt Park Plans of Management.	Completed	
Develop and implement a prioritised implementation plan for Crown Land parks Plans of Management and Master Plans	4.3.1.11.1	Prioritised implementation plan developed for Crown Land Parks	Completed and adopted by Council in Q2.	Completed	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Renew and upgrade parks in line with the Parks Capital Works Program	4.3.1.12.1	Projects completed to schedule	<p>Completed works include:</p> <ul style="list-style-type: none"> <li>• Mort Bay Park new lookout and path lighting;</li> <li>• Whites Creek Valley Park footpath renewal, Enmore Park path and lighting upgrades;</li> <li>• Pratten Park sports lighting demolition and design;</li> <li>• Douglas Grant Memorial restoration at Callan Park, and interpretative signage at Douglas Grant Memorial Park;</li> <li>• Eve Sharp Reserve Upgrade;</li> <li>• Lighting improvements at Ness Park and Camperdown Memorial Rest Park;</li> <li>• lighting designs for Tempe Reserve and Lambert Park path lighting;</li> <li>• Sutherland Reserve playground upgrade design and procurement;</li> <li>• Elizabeth Street Playground upgrade (2019-2020) community engagement has commenced;</li> <li>• Community engagement for alternative sites for Gladstone Park and Spindlers Reserve fitness stations completed and project delayed pending final site confirmation.</li> </ul>	Progressing - on track	
Renew and upgrade parks in line with the Parks Capital Works Program	4.3.1.12.2	Deliver upgraded irrigation and drainage to Darrell Jackson Gardens, Summer Hill	Irrigation of cricket field, drainage designs and feasibility review have been completed. Further drainage works are to be deferred so as to enable integration with park master plan and upgrade works in the future.	Completed	
Renew and upgrade parks in line with the Parks Capital Works Program	4.3.1.12.3	Upgrade Ashfield Park lighting	Design and tender process have been completed. Construction work is scheduled for completion in Q1 2019-2020 financial year.	Progressing - behind schedule	






Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Renew and upgrade parks in line with the Parks Capital Works Program	4.3.1.12.4	Construct a skate park in Callan Park	Council resolved to undertake community engagement for an alternative regional skate park site at Leichhardt Oval No. 3 in October 2018. A Draft of a skate park concept designs for Leichhardt Oval No 3 has been completed. Community engagement is underway in coordination with Leichhardt Park Plan of Management project. Construction work is planned for the 2019-2020 financial year.	Progressing - on track	
Deliver the recommendations of the Cooks River Master Plan	4.3.1.13.1	Deliver the prioritised projects identified for 2018/2019	Construction of the Cooks River Parklands Master Plan that upgrades Steel Park and Kendrick Park commenced November 2018 and is near completion. Wet weather and utility approvals have delayed completion to August. Concept designs for Master Plan upgrades at HJ Mahoney Reserve have been completed, including community engagement and detailed design underway for construction in 2019-2020.	Progressing - on track	
Undertake the Sydenham Green Landscape Interpretation	4.3.1.14.1	Project complete	Construction of landscape interpretation of the former Coptic Church in Sydenham Green is complete. An opening event was held by the Coptic Diocese on 9 March 2019.	Completed	
Upgrade the Richard Murden Netball Courts, Leichhardt	4.3.1.15.1	Install new netball courts at Richard Murden Reserve, Leichhardt	Construction of new multi-use courts is well progressed. Completion is scheduled for August.	Progressing - on track	
Introduce an Office of Sport to increase partnerships between Council and sporting clubs	4.3.2.1.1	Appoint an Office of Sport Coordinator to liaise closely with sporting clubs	Council's Office of Sport Coordinator was appointed in Q3 2018/19.	Completed	

Table 14 Action Progress for Trees, Parks and Streetscapes

# Corporate Support Services

## Service Area Snapshot

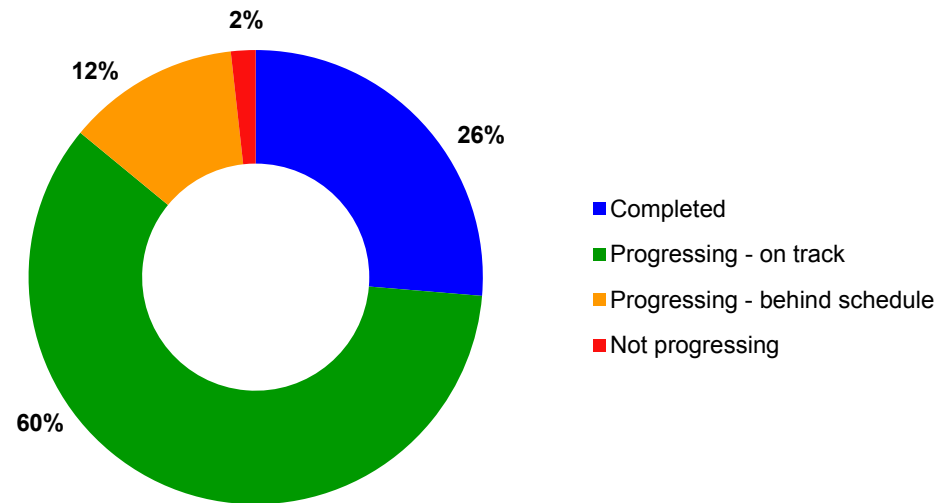


Figure 15 Service Area Snapshot: Corporate Support

### Status Breakdown

15 Completed; totalling 26%

34 Progressing – on track; totalling 60%

7 Progressing – behind schedule; totalling 12%

1 Not progressing; totalling 2%



## About this Service Area

In the *Operational Plan 2018/19*, internal administrative services are displayed as a combined 'Corporate Support Services' section.

Groups with actions in this year's Operational Plan are listed on the following pages.






The Corporate Support areas include:

- Communications and Engagement
- Customer Service, Business Excellence and Civic Governance
- Finance
- General Manager and Deputy General Managers
- Human Resources
- Information and Communications Technology
- Legal
- Property Services

## Customer Service, Business Excellence and Civic Governance

Responsible Officer: Group Manager Customer Service, Business Excellence and Civic Governance

### Action Progress

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Policies and processes are in place to support Councillors	5.3.2.1.1	Develop Councillor Expenses and Facilities Policy	The Councillor Expenses and Facilities Policy was adopted by Council on 11 September 2018 following public exhibition of the revised draft.	Completed	
Policies and processes are in place to support Councillors	5.3.2.1.2	Implement Councillor request system	The new Councillor request system was introduced as part of the new CRM system in Quarter 2 and is now complete.	Completed	
Policies and processes are in place to support Councillors	5.3.2.1.3	Implement Councillor resolution tracking system	The TechnologyOne Council Resolution tracking system became operational on 15 August 2018. This system provides a centralised place for tracking the implementation of Council resolutions and reporting to Council's website.	Completed	
Optimise organisational efficiencies through amalgamation	5.3.3.1.4	Coordinate and provide organisational support to assist the merger implementation	The centralised integration function ceased to operate in 2018/19, with the remaining integration functions having largely settled back into business as usual activities. Ongoing strategy harmonisation is continuing, as are longer term service integrations (such as verge moving, waste services etc.). The corporate focus from herein advances business excellence and continuous improvement.	Completed	
Optimise organisational efficiencies through amalgamation	5.3.3.1.5	Implement integrated online customer request capability	A total 21,902 customer requests were captured in the new Customer Request Management (CRM) system in Q4 with 5,559 (25%) of these requests submitted online by customers.	Completed	









Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Undertake operational Service Reviews	5.3.3.4.1	Establish trial service review methodology and tools	Trial service review methodology is in place and is being used by Library and History Services and Community and Cultural Services.	Completed	
Deliver an integrated bookings system	5.3.3.22.1	Scope and procure booking system	<p>A report to Council recommending delegation to the CEO to commence negotiations with the preferred tenderer was approved in June. Preparations to commence negotiations have started and a negotiation plan will be finalised this period.</p> <p>A demonstration was held by another local government organisation in Victoria who has implemented the solution with Council's preferred tenderer. Additionally, a discussion will be held with another amalgamated council in Sydney to understand their implementation plan, progress to date as well as their relationship and level of support provided by the tenderer. A financial check has also been completed to mitigate financial risk on behalf of the preferred tenderer.</p> <p>To ensure the scope of the project remains on track, discussions have commenced internally to ensure Council's waste booking requirements can be met in the instance that the preferred tenderer cannot meet Council's requirements.</p>	Progressing - on track	
Deliver an integrated bookings system	5.3.3.22.2	Commence phased implementation of an integrated bookings system	This action has not commenced and will not commence until the procurement process is complete and a contract has been finalised.	Not progressing	

Table 15 Action Progress for Customer Service, Business Excellence and Civic Governance

## Human Resources

Responsible Officer: Group Manager Human Resources

### Action Progress

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Inner West Council Traineeship Program	3.4.2.1.1	Develop a traineeship program including Aboriginal and Torres Strait Islander and disability positions	Sourced additional Traineeship & Apprenticeship provider to assist with sourcing suitable applicants. Business Certification unit also identified as suitable to host targeted disability position.	Progressing - on track	
Consolidate Work Health and Safety policies and procedures	5.3.3.16.1	Ongoing development and implementation of Work Health and Safety policies and procedures	The WHS system is progressing, due diligence training and WHS risk management training have been completed to all managers within Council. We are still awaiting ICT availability to start the procurement and implementation of the WHS program.	Progressing - on track	
Develop and implement Inner West Council Enterprise Bargaining Agreements	5.3.3.17.1	Inner West Council Enterprise Bargaining Agreements negotiations started and ongoing for prioritised service areas	Service reviews for the Outdoor areas are progressing on track for completion by Dec 2019. Consultation with staff and unions is underway.	Progressing - on track	
Implement an Inner West Council Staff Performance Management system	5.3.3.19.1	Roll out of online performance system	We have been rolling out some of the Oracle HCM modules (now named Inner Me) so that staff are aware of the system. We have communicated that we will be setting goals in Inner Me for the 2019/20 Performance Reviews. It has been agreed that we will show managers how to do this via managers meetings in August.	Progressing - on track	
Develop and implement the Inner West Council Workforce Management Plan	5.3.3.23.1	Workforce Plan actions commenced implementation including Gender Equity; Diversity and Inclusion	All diversity information have been reviewed and compiled. Information will be distributed on the new Diversity page on the Newsroom. In partnership with CSRIO's STEM professionals in schools program, Council's IWC Women in STEM program has been developed with presentation dates scheduled for roll-out.	Progressing - on track	







Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Develop and implement the Inner West Council Workforce Management Plan	5.3.3.23.2	High Performance Leadership Coaching program commenced	The HPLC leadership program continues to be rolled out to all staff with strong positive feedback from participants.	Progressing - on track	








Table 16 Action Progress for Human Resources

## Properties, Major Building Projects and Facilities

Responsible Officer: Group Manager Properties, Major Building Projects and Facilities

### Action Progress

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Crown Land Act changes will transfer the Native Title management responsibility to Council from July 2018	2.2.2.1.1	Develop and implement the process for Native Title Management	Native Title Management is now required for all new Plans of Management and other requests for use including a qualified consultant engaged to certify as Native Title Manager when required. The schedule of undertaking new and reviews of existing Plans of management is being implemented. The financial framework has been adjusted to account for Crown land income and expenditure. The update of leases and licences will be undertaken progressively in accordance with the Land & Property Strategy.	Progressing - on track	
Implement the Aquatic Services Plan	4.3.1.3.2	Implement the Aquatic Services Plan	All facilities operated a full range of programs and services in the 2018/19 including a range of programs and services for all age groups.	Completed	
Upgrade Dawn Fraser Pool	4.3.1.4.1	Dawn Fraser Pool upgrade complete	The IDA approval was received in May 2019 and the procurement of the head contractor is currently underway. Works are expected to commence on site September/October 2019 and the Baths will be closed for the duration of the construction.	Progressing - on track	
Upgrade and re-open Ashfield Aquatic Centre	4.3.1.5.1	Ashfield Aquatic Centre Refurbishment project underway	Demolition works continue on site including removal and management of latent hazardous materials. Earthworks are midway including piling. There have been some delays due to wet weather and latent conditions, however the overall program is on track.	Progressing - on track	
Open and operate Patyegarang Place and the new Marrickville Library	4.4.2.2.1	Marrickville Library and community hub complete	Practical completion was reached on 5 July 2019. Works are currently underway to move from the old Library to the new Library in preparation of the grand opening scheduled for August/September.	Progressing - on track	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Completion of Stronger Communities funded projects	5.2.3.1.1	Leichhardt Town Hall renewal	The façade maintenance and painting is complete. Internal painting is planned over the next 6 months.	Completed	
Completion of Stronger Communities funded projects	5.2.3.1.2	Petersham Park Grandstand upgrade	Latent unexpected lead paint was found on the site. The site was required to be isolated until the hazardous materials were removed in accordance with independent hygienist instructions and specialist contractor. Works have recommenced on site and are expected to be complete in October 2019.	Progressing - behind schedule	
Completion of Stronger Communities funded projects	5.2.3.1.3	Haberfield Library and community centre	DA documentation and detailed design are underway and expected to be submitted August. Dependent on DA approval, works will commence on site early 2020.	Progressing - on track	
Completion of Stronger Communities funded projects	5.2.3.1.4	S.H.A.R.E. building, Summer Hill	Works to improve accessibility and internal renewal are complete.	Completed	
Completion of Stronger Communities funded projects	5.2.3.1.5	Mervyn Fletcher Community Centre, Haberfield	Design is completed for refurbishment and accessibility improvements and procurement is underway. Onsite works are expected to be completed by December 2019.	Progressing - on track	
Completion of Stronger Communities funded projects	5.2.3.1.6	Thirning Villa Pratten Park, Ashfield	Onsite works to renew the roof, internal improvements and painting are underway and expected to be completed by September.	Progressing - on track	
Completion of Stronger Communities funded projects	5.2.3.1.7	Steel Park Community Room	Works have commenced on site to improve the functionality and accessibility of the existing building and reuse as a Community room. Works are expected to be completed by October 2019.	Progressing - on track	





Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Completion of Stronger Communities funded projects	5.2.3.1.8	Petersham Town Hall	Detailed design for the works and the masterplan are underway. Onsite works are expected to be complete by June 2020.	Progressing - behind schedule	
Implement the Inner West Council Long Term Land and Property Strategy.	5.3.3.2.1	Undertake priority actions as endorsed in the Land & Property Strategy	The Draft Land & Property Strategy is being prepared for Council endorsement in Q1 of next financial year. Renewals and reviews have commenced in accordance with the Leasing Implementation Plan.	Progressing - on track	
Implement the Inner West Council Long Term Land and Property Strategy.	5.3.3.2.2	Undertake investment and income generating actions endorsed in the Land & Property Strategy	The Draft Land & Property Strategy is being prepared for Council endorsement in Q1 of the next financial year. EOIs for Marrickville Townhall reuse, Balmain Pumphouse, New Marrickville Library and Commercial space have been completed.	Progressing - on track	
Implement priority actions in the Buildings Asset Management Improvement Plan	5.3.3.3.1	Undertake priority actions as endorsed in the Buildings Asset Management Improvement Plan	The key priority actions for the Asset Management Improvement Plan are to upload the audited financial register into the Techone One Council system and commence implementation of the new Strategic Asset Management module. These two projects are currently behind schedule.	Progressing - behind schedule	





Table 17 Action Progress for Properties, Major Building Projects and Facilities



# Communications and Engagement

Responsible Officer: Group Manager Communications, Engagement and Events

## Action Progress

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Establish relevant Communications Engagement and Events policies, protocols and processes	5.1.1.3.1	Establish relevant Communications, Engagement and Events policies, protocols and processes.	Relevant Group Managers have been consulted around a proposal to progress new Banners, flags and temporary signage policy which has been sent to the CEO for consideration.	Progressing - on track	
Develop strategies to identify new technologies to open up digital communications and engagement channels	5.1.1.4.1	Develop strategies to identify new technologies to open up digital communications and engagement channels.	Information is being collated from service units which will be fed into the strategy.	Progressing - on track	
Develop Social Media and Digital Strategy to identify new ways to expand digital communication	5.1.1.6.1	Complete digital communications audit and develop an action plan	Work is progressing well. Staff across service units have been highly engaged in the process and forthcoming with information to help lead the strategy.	Progressing - on track	
Develop Social Media and Digital Strategy to identify new ways to expand digital communication	5.1.1.6.2	Finalise Social Media and Digital Communications Strategy and implement the Social Media and Communications Action Plan	Framework has been completed and content incorporated from stakeholders.	Progressing - on track	




Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Develop and implement an Inner West Council Brand and Marketing Strategy	5.3.1.2.1	Establish an Inner West Council brand and visual identity	Brand Panel has approved the new brand concept for Council. The agency is now finalising the new identity and brand guidelines documentation.	Progressing - on track	
Develop and implement a Performance Monitoring Framework for Four Year Council Plan Reporting	5.3.2.4.1	Undertake Community Survey	The survey has been completed with results reported to Council in Q2.	Completed	
Establish a new website including a photo library which will provide one place to interact with Council online	5.3.3.6.1	Design, catalogue and develop content for the new website	Website content is being refreshed. Website developers have been approached regarding requirements to fit the new brand and logo identity when it is launched.	Progressing - on track	

Table 18 Action Progress for Communication and Engagement

## Finance

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Responsible Officer: Chief Financial Officer

### Action Progress







Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Rates modelling after rates freeze expires at the end of June 2020	5.3.3.15.1	Initiate rates modelling	Consultants have presented a Rates Harmonisation Briefing Paper to Council. Further modelling to be undertaken including scenario and options analysis.	Progressing - on track	







Table 19 Progress Action Status for Finance





## Information and Communications Technology

Responsible Officer: Group Manager Information & Communications Technology / Chief Information Officer

### Action Progress

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Establish e-services to enable Council services to be performed electronically	3.3.1.6.1	Implement e-services for payments, customer requests, and Development Applications	Request management has been well adopted and is expanding as required. Remainder of the P&R project has been delayed due to product readiness and delays of key functionality or fixes has impacted delivery of development application and payments.	Progressing - on track	
Support mobility by allowing community and staff to interact with Inner West Council systems anywhere, anytime	3.3.3.1.1	Provide field staff access to corporate systems and information from mobile devices	Assets mobility continues to be rolled out to field staff. Potentially looking to extend work order mobility into waste team beginning with a proof of concept. P&R project has been delayed due to product readiness. Delays of key functionality or fixes has impacted project delivery and therefore delayed access to corporate systems in the field	Progressing - behind schedule	
Improve analytics and reporting within and across Council information	5.1.1.1.1	Implement Business Intelligence dashboards for key areas	BI dashboards within T1 continue to be developed and implemented as required. Customer service team have been trained how to develop their own for use in Request Management	Progressing - on track	
Expand the information available to the community online and encourage online collaboration	5.1.1.2.1	Proactive release of Council information online	Council continues to proactively release information online, including the ongoing live streaming of all Council meetings and the timely publication of key information and documents. Ongoing website content improvements continue since its launch in Q1.	Completed	
Establish a new website including a photo library which will provide one place to interact with Council online	5.3.3.6.1	Build and launch new Council website	Website is now operational.	Completed	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Rationalise Council systems creating a unified system portfolio	5.3.3.7.1	Implement a single integrated system for core Council activities	System testing has been completed in the Document Management system and final data validation is underway. The Revenue modules in the Property and Rating area currently undertaking user acceptance testing. About 50% of councils regulatory processes have been built and testing on these will commence shortly. Target go live is still end 2019 .	Progressing - behind schedule	
Rationalise Council systems creating a unified system portfolio	5.3.3.7.2	Consolidate business systems and collaboration platforms	Rationalisation of business systems is continuing, have encountered some delays to P&R project which is impacting delivery of future initiatives	Progressing - behind schedule	
Enable a connected Council supported by network connectivity	5.3.3.8.1	Implement a consolidated Council data network and expand Wi-Fi availability at key Council facilities	Required data cabling for Tier 1 and Tier 2 sites (Service Centres, Depots and Aquatic Centre) is 90% completed. The pilot site (Petersham Service Centre) is currently in UAT (User Acceptance Testing) phase. Expected rollout of the new wireless solution across all T1 and T2 sites is expected in August-September timeframe.	Progressing - on track	
Integrate Council functions and services	5.3.3.9.1	Integrate Information and Communication Technology applications and infrastructure domains	Printer roll out has been completed and desktop roll out is on schedule. The wireless refresh has also commenced and the designs for new data centre and networks are underway.	Progressing - on track	
Enable new methods and ideas in line with industry trends	5.3.3.10.1	Implement secure access to Council systems anywhere, anytime for Council staff	Deployment of the secured remote access (VPN and Citrix platforms) is ongoing as part of the new SOE deployment project – expected completion by December 2019.  The preliminary work on the implementation of MFA (Multi-Factor Authentication) has started, enabling secure access to council portal and applications. The pilot phase is expected to commence in November 2019.	Progressing - on track	
Create an organisation which is able to interact and transact digitally	5.3.3.11.1	Increase digitisation of Council information assets	The Records Curator continues to assess the large volume of hardcopy records. Digitisation work continues within existing available resources (work experience students, return to work and 1 talent pool staff).	Completed	

Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
Ongoing operation of Council Information and Communication Technology in a sustainable and efficient manner	5.3.3.13.1	Modernise Information and Communication Technology infrastructure platform and consolidate data centres	Decision on the Datacentre consolidation and infrastructure platform has been selected and the preparation work on the RFP (Request For Proposal) document is well underway. The expected release date of the RFP to the market is August/September 2019.	Progressing - on track	
Ongoing operation of Council Information and Communication Technology in a sustainable and efficient manner	5.3.3.13.2	Establish Information Technology governance structure and good practice service management framework	Information and Communications Technology Protocols have been developed, approved and adopted.  A replacement Information and Communications Technology service management software solution has been selected and the implementation process has started.  Development of Information and Communications Technology processes and procedures with reference to the Information Technology Infrastructure Library v3 framework is underway. This also includes the development an Information and Communications Technology service catalogue.	Progressing - on track	
Ongoing operation of Council Information and Communication Technology in a sustainable and efficient manner	5.3.3.13.3	Implement a robust and compliant Information Management practice	Information management specialists continued work on the ECM (document management) implementation project to manage the capturing, storage, security and accessibility of Council's information assets. The system is due to be commissioned during the second half of 2019. An Information Management Protocol and supporting Standards were developed during the quarter for engagement and endorsement by Leadership Team.	Completed	
Ongoing operation of Council Information and Communication Technology in a sustainable and efficient manner	5.3.3.13.4	Improve integrity, security and adoption of Electronic Management System	Maintaining current support levels while the project continues. Security model development ongoing. Development of proactive regular audits underway.	Progressing - on track	





Delivery Program Initiative	Action Code	Action for 2018/19	Comment at 30 June 2019	Status	Traffic Light
New and upgraded Council projects have effective Information and Communication Technology services on opening	5.3.3.14.1	New Childcare centre – Leichhardt Park	Site commissioned in February 2019.	Completed	
New and upgraded Council projects have effective Information and Communication Technology services on opening	5.3.3.14.2	New Childcare centre – Steel Park, Marrickville	Internet link in place. Waiting on confirmation of licence to finalise remaining ICT components.	Progressing - behind schedule	
New and upgraded Council projects have effective Information and Communication Technology services on opening	5.3.3.14.3	New Marrickville Library	Network has been commissioned and Wi-Fi built. Public PC's and printers have been built and are currently being installed.	Progressing - on track	
New and upgraded Council projects have effective Information and Communication Technology services on opening	5.3.3.14.4	New Ashfield Aquatic Centre	No ICT activity required this period.	Progressing - on track	

Table 20 Action Progress Status for ICT/CIO