



Delivery Program
progress report
Jan-Jun 2021



Integrated Planning and Reporting

Under the NSW Local Government Act 1993, councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IPR) Framework. This framework assists councils in delivering their community's vision through long, medium and short term plans. The purpose of the framework was to formalise strategic and resource planning across NSW councils and ensure long term planning is based on community engagement leading to a more sustainable local government sector.

The Inner West Community Strategic Plan (CSP), Our Inner West 2036, identifies the community's vision for the future, long-term goals, and strategies to get there and outlines how Council will measure progress towards that vision.



The Delivery Program is a four year plan which outlines Council's commitment to achieving the outcomes and strategies of the CSP. It sets out the initiatives that Council will undertake during its four year term of office, with detailed annual actions to implement the initiatives listed in Council's annual Operational Plan and Budget.

The one year Operational Plan sits within the Delivery Program and spells out the initiatives and projects that will be undertaken by Council towards achieving the commitments made in the Delivery Program. These plans are supported by the Resourcing Strategy which consists of four key components:

- Long Term Financial Plan
- Asset Management Strategy and Plans
- Information and Communications Technology Strategy
- Workforce Management Strategy

Measuring progress and Reporting

The IPR Framework requires councils to measure progress in delivering the activities set out in the Delivery Program and Operational Plan and to show how all projects and initiatives scheduled, contribute towards achieving an outcome the community has identified as a priority in the CSP.

The Inner West Community Strategic Plan (CSP), Our Inner West 2036, was developed using data from extensive community engagement and the plan identified five strategic directions that support the goals of the community.

The strategic directions are:

1. An ecologically sustainable Inner West
2. Unique, liveable, networked neighbourhoods
3. Creative communities and a strong economy
4. Caring, happy, healthy communities
5. Progressive local leadership

In Our Inner West 2036, each strategic direction is accompanied by the outcomes the community would like to achieve by 2036, as well as strategies to achieve them. Each four year initiative in the Delivery Program has been developed to deliver on one or more of these strategies.

This half yearly report outlines the progress towards delivering the projects in the Operational Plan 2020–2021.

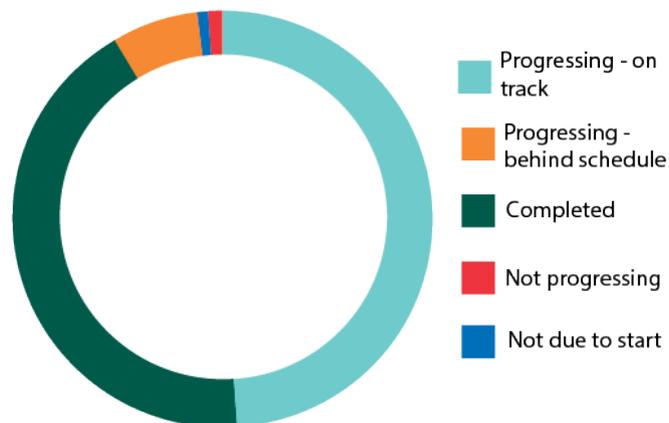
Summary

At the close of the 2020/21 financial year, of 106 actions in the Operational Plan 2020–2021:

- 91% were marked as ‘Completed’ or ‘Progressing – on track’
- 9% were marked ‘Not progressing’ or ‘Progressing – behind schedule’ or are presently ‘Not due to start’

Status Breakdown:

- 45 Completed; totalling 42%
- 52 Progressing – on track; totalling 49%
- 7 Progressing –behind schedule; totalling 6.6%
- 1 Not Progressing; totalling 0.9%
- 1 Not due to start; totalling 0.9%



Strategic Direction 1: An ecologically sustainable Inner West

Code	Action	%	Status	Comment	Traffic Light
1.1.1.1	Renew and upgrade seawalls in line with the Seawalls and Wharves capital program	90	Progressing - behind schedule	Dobroyd Parade seawall works 90% complete, delayed due to wet weather. Repairs and renewals at King George Park completed. Johnston to Union Street works completed previously. Funds to be reallocated within seawall renewal program.	
1.1.1.2.1	Establish and maintain a Green Living Centre Program	100	Completed	In the six months January to July, the Green Living Centre facilitated the following workshops: Reuse (partnering with Reverse Garbage), Composting and worm farming, Confident City Rider, Woman's Bike Maintenance and Eco-tour along the Cooks River, Future-proof Your Solar for Batteries and EVs (held in conjunction with Australian Energy Foundation), Climate Conversations, Seasonal Planting, Shop Your Own Wardrobe, Our Sustainable Home: Room by Room, Energy Efficient Winter Home. A World Environment Day event was held with a panel discussion on Urban Ecosystem Restoration. Ongoing promotion of food waste avoidance and program at Farmarama, Pocket City Farms five year celebration.	
1.1.2.5.1	Maintain partnerships to support adaptation to urban heat	100	Completed	Inner West Council partnered with Macquarie and Western Sydney Universities through the 'Which Plant Where' project provides guidance about what species to plant in respect to a changing climate. As well as a partnership with the Water Sensitive Cities Cooperative Research Centre.	
1.1.3.1.1	Seek and maintain research and on-ground partnerships around growing food in urban areas in line with the Inner West Gardens and Licensing Policy	100	Completed	The Community Gardens agreement renewals meeting was held on 29 March with all community garden groups active on Council land present. A Memorandum of Understanding was executed with Friends of Whites Creek Valley Park Inc for the management of Whites Creek Food Forest. Capacity building workshops delivered to support community garden groups, including a three week Organic Gardening Course to support community members involved in the Whites Creek Food Forest.	
1.4.1.1.1	Develop and implement the Inner West Climate and Renewables Strategy	100	Completed	The Climate and Renewables Strategy was adopted at the Ordinary Council Meeting on the 10 December 2020 and implementation of the action plan has commenced.	
1.4.1.3.1	Focus efforts to drive efficiency and manage demand for energy across Council operations and reduce corporate emissions	100	Completed	The FY20/21 solar program completed rollout with projects including: large installations at Ashfield Aquatic Centre and Marrickville Town Hall and solar install on all early learning centres where there is suitable roof, at Cavendish St Early Learning Centre, Leichhardt Park Children's Centre, Deborah Little Early Learning Centre, John McMahon Children's Centre, Leichhardt Childrens Centre, Yirran Gumal Early Learning Centre, Marrickville Town Hall. Specifications for solar arrays and LED lighting developed with work commencing on the next electricity procurement seeking 100% renewable energy.	

 Progressing - on track / Completed

 Not progressing

 Progressing - behind schedule

 Not due to start

Code	Action	%	Status	Comment	Traffic Light
1.4.1.2.1	Pursue opportunities to drive an increase in renewable energy in the Inner West for Council and the community	100	Completed	Go Solar for Strata: round one supported 30 strata properties. Strata committees are reviewing solar feasibility reports with Wattblock presenting to strata committee meetings. Two strata properties proceeding to tender. Three voted not to progress solar. Go Solar for Business launched with ten businesses registered, five referred to Energy Action, five to Australian Energy Foundation and three solar installs completed. Community energy financing information was prepared for Go solar for business to link properties with community energy groups to help community energy groups find host sites. Solar my School activation event was held at St Pius Enmore. Four Schools received solar funding from Schools Infrastructure NSW. The Inaugural Community Energy Practitioners Network Meeting was held. A digital campaign targeting home owners procured for July start.	
1.4.2.1.1	Deliver the Plant Replacement Program for 2020/2021 and finalise a sustainable fleet and procurement strategy	100	Completed	The final lot of heavy vehicles and plant have been ordered for delivery with hybrid purchases occurring as fleet replacement renewals are up and the hybrid fleet increasing. Council implemented the new leaseback policy with all the passenger fleet starting to move to hybrid. Research is ongoing into the Electric Vehicle space.	
1.5.1.1.1	Develop an Inner West Zero Waste Strategy and Action Plan	100	Completed	The Draft Zero Waste Strategy 2036 was placed on public exhibition until 2 June 2021 and 40 community comments were received. The engagement outcomes report was developed. Comments are being evaluated and it will be returning to council for endorsement and implementation of the action plan.	
1.5.2.1.1	Develop and operate a second Inner West Council Community Recycling Centre for problem wastes	100	Completed	Community Recycling Centres are operating at St Peters and Leichhardt.	
1.5.2.2.1	Promote zero waste avoidance, reuse recycling and repair	100	Completed	Advertising for the Community Recycling Centres continued in the February rates insert which was distributed to approximately 78,000 households (as hardcopy or softcopy). The centres were promoted at 11 retail panels at two shopping Centres (Marrickville Metro and Leichhardt Marketplace) and 10 street furniture panels (at bus stops) in five suburbs Ashfield, Summer Hill, Dulwich Hill, St Peters and Marrickville). There was a four week digital advertising campaign in February for Community Sharps with 178.5 kgs of sharps collected from nine locations. eight pharmacies and one public toilet. A Composting and Worm farming workshop held in May 2021 with 18 people attending. The Food Waste Avoidance workshop was postponed in late June due to Covid-19 restrictions.	
1.5.4.1.1	Collaborate with stakeholders to support delivery of the Inner West Zero Waste Strategy and Action Plan	100	Completed	The Draft Zero Waste Strategy 2036 was placed on public exhibition until 2 June 2021 and 40 community comments were received. The engagement outcomes report was developed. Comments are being evaluated and it will be returning to council for endorsement and implementation of the action plan.	

 Progressing - on track / Completed
  Not progressing
  Progressing - behind schedule
  Not due to start

Code	Action	%	Status	Comment	Traffic Light
1.5.3.1.1	Provide options for residents to divert organics at home, in the community and through a kerbside service	100	Completed	Opportunities for residents continued with various programs including Home Composting where 13 residents attended a composting workshop at Denison Road Community Garden. Compost Revolution provided subsidies on purchasing equipment and education for 28 compost bins, 16 aerators, 75 worm farms, 83 worms subsidised. The Compost collective held 37 engagements. The food recycling service for apartments is active across all of the Inner West with 266 tonnes of food scraps collected over six months with the service available to 22,409 units across 962 buildings.	
1.1.1.3.1	Participate in Ausgrid's program to accelerate the conversion of residential street lights to LED	90	Progressing - on track	Program proceeding on track to a revised timetable due to Ausgrid putting live works on hold in early 2020.	
1.1.2.1.1	Undertake the street tree planting and establishment program	50	Progressing - on track	Planting programs this year have delivered 1400 trees. The accelerated program tenders were submitted and evaluated and the program will commence in 2021-2022 to deliver 1,200 trees.	
1.1.2.4.1	Work with Ausgrid for appropriate pruning standards for street trees, including the adoption of an Inner West Local Precinct Plan	50	Progressing - on track	Precinct planning has not progressed past initial stage due to COVID and Ausgrid corporate restructure. Ausgrid contractors have completed another cycle through the Inner West without significant impact. Minimal complaints were received, and extent of pruning was in line with agreements. Council will continue to work with Ausgrid and their contractors.	
1.1.5.1.1	Provide, renew and upgrade stormwater infrastructure in line with the stormwater infrastructure capital works program	95	Progressing - on track	Stormwater renewal program for the year was completed with works at the following locations: Water St, Birchgrove; Sardinia Pl, Birchgrove; Nelson St, Annandale, Roseby St, Marrickville; Illawarra Rd, Marrickville; Windsor Rd, Dulwich Hill; Hill Street, Dulwich Hill; Dudley Street, Haberfield; Tressider Avenue, Haberfield; Queen Street, Marrickville. The Dibble Avenue Waterhole contractor was engaged and works are in progress with stabilisation works complete but playground reinstatement delayed by wet weather with revegetation works planned. Stormwater upgrade projects underway at the following locations: Lord Street major drainage upgrade design in progress, McCarthy Lane drainage upgrade near complete.	
1.1.5.2.1	Design and implement prioritised green infrastructure in the public domain in line with the water sensitive urban design capital works program	50	Progressing - on track	Natural areas under ecology team management have significantly increased, by approx. 8000sqm in this quarter. Addison Road Community Centre Raingarden project is ongoing, this will be a significant piece of green infrastructure that provides valuable water sensitive urban design outcomes.	
1.2.2.1.1	Maintain, protect and enhance the Inner West's current ecological assets	50	Progressing - on track	An additional 8000sqm of natural areas are to be managed by Council's Urban Ecology team going forward. Targeted planting will increase in future quarters.	
1.2.3.1.1	Develop Urban Ecology strategies and policies and plans; including the Urban Forest Policy and Street Tree Master Plan	30	Progressing - on track	Inter-divisional review of street tree masterplan(s) with a view to harmonising documents is underway. Urban Forest strategy review has been commenced but key project staff (in ecology team) have left council and resourcing needs to be investigated.	



Progressing - on track / Completed



Not progressing



Progressing - behind schedule



Not due to start

Code	Action	%	Status	Comment	Traffic Light
1.3.1.1	Partner with regional stakeholders on catchment and waterway health	50	Progressing - on track	Council continues to work with the catchment groups (Cooks River Alliance, Parramatta River Catchment Group, Sydney Coastal Councils). Coastal Management Programs and grants opportunities are being investigated by staff.	
1.4.1.4.1	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	75	Progressing - on track	This action is being implemented as part of the broader Development Control Plan (DCP) project managed by Strategic Planning. Feedback on the Explanation of Intended Effects of the draft Design and Place SEPP submitted to the Department of Planning, Industry and Environment, urging higher standards for thermal performance, energy efficiency, and renewable energy generation for new developments at all scales.	
1.5.2.3.1	Increase reuse opportunities and develop a local reuse centre	85	Progressing - on track	IWC is working to develop a reuse centre in Summer Hill with local reuse organisations. The project team have been working closely with Reverse Garbage and the Bower on plans and reports to support the DA submission at Summer Hill Depot. Expectations are that if the DA is approved, both organisations would be operating out of the site by January 2022	

Measure	Target	Actual 20/21
Number of operational vehicles and plant owned and operated by Inner West Council	Decrease	407
% of bulky household items picked up by Inner West Council reused, recycled or recovered	By 30 June 2022: 50% recovery rate (reused, recycled or recovered) from 10% in 2016/17 as reported by processing facility NB. 12% baseline in DP	76%
% Council's operational energy from renewable sources including onsite solar generation	25% of Council's operational energy by 2018/19	Approx 25%. Note Council is seeking 100% renewable power via its next electricity contract.
% of residential waste collected in red-lid bins that is food and garden organic matter	By 30 June 2022: Reduce by 25% (average of 10kg per week in each red lid bin) from 39% in 2016/17 to 29% of waste in red-lidded bins	39% or 14,674.37 tonnes or 73kg per resident
Maintain number of bushcare volunteers	1,400 volunteers	1,359
Maintain number of plants supplied each year from community native plant nurseries for planting within Inner West	21,000 plants	20,624
Kg of residential waste collected in red-lid bins that could be recycled (other than organic matter)	By June 2022 Reduce to 183kg per resident per year from 244kg in 2016/17	15.8 kg per resident
Kg of total waste stream to landfill per resident	By June 2022: Trending down to 150kg per resident per year from 199kg in 2016/17	132.37kg per resident

 Progressing - on track / Completed
  Not progressing
  Progressing - behind schedule
  Not due to start

Measure	Target	Actual 20/21
Tonnes of carbon emissions generated by Inner West Council	Trending down (23,000 tonnes per year in 2017)	Preliminary FY21 carbon emissions calculated at 15,500 tonnes CO2e
Tonnes of waste collected from illegal dumping	By 30 June 2022: Reduce by 25% to 2,045 tonnes per year from 2,727 tonnes in 2016/17	1879 tonnes
Recovery of green waste (garden organics) from the waste stream per resident each year	Trending up (37 kg in 2017)	36.6kg
% of e-waste and chemical waste recovered, recycled or safely disposed	By 30 June 2022: 90% of e-waste and chemical waste is recovered, recycled or safely disposed.	160 tonnes chemicals, 109 tonnes e-waste
% Inner West Council investments in fossil fuels	Trending downwards (26% 2017/18)	Council has fully divested from fossil fuels, becoming the first council in NSW to do so. Council holds nil investments in fossil fuel investment products.
Applications for tree pruning or removal on private land	90% of tree applications assessed within 20 days	30%
Council trees assessed or maintained annually	100%	100%
Undertake community tree giveaways events	Minimum one event held per year Minimum of 300 trees provided to the community per year	1 tree giveaway event

 Progressing - on track / Completed

 Not progressing

 Progressing - behind schedule

 Not due to start

Strategic Direction 2: Unique, liveable, networked neighbourhoods

Code	Action	%	Status	Comment	Traffic Light
2.3.1.2.1	Develop and implement Master Plans for the public domain	20	Not due to start	The Public Domain Design Guide project commenced in April 2020 focussing on defining street types, palettes, blue green grid and building frontages. A Technical Working Group has been created that meets bimonthly. On completion, the Public Domain Guide will provide a framework to support the development of the public domain masterplans. Analysis and early community engagement has already been undertaken for Marrickville Town Centre (MTC) public domain master plan. Completing MTC and developing a public domain master plan for Dulwich Hill and Haberfield town centres will commence in 2021-2022.	
2.3.1.3.1	Enhance streetscapes and town centres in line with the capital program for streetscape improvements.	85	Progressing - behind schedule	The Foxs Lane Upgrade and the Ashfield Town Centre civil works are complete. Artwork development is in progress and planned for installation in Q1 2021-2022. Alex Trevallion Plaza, Marrickville were progressing but material lead times and wet weather have delayed completion to Q1 2021-2022. The new plaza at former Telstra site corner Montague and Darling Street Balmain is complete.	
2.6.3.5.1	Deliver the 20/21 capital program for traffic and pedestrian facilities in line with the Integrated Transport Strategy	95	Progressing - behind schedule	Traffic and pedestrian facilities works completed at Mullens / Montague Street at Beattie Street, Balmain; Smith Street, Summer Hill; Elswick Street, Leichhardt; Dalmar St, Croydon; Ramsey St and O'Conner St, Haberfield; Croydon Rd at John and Elizabeth Sts, Croydon; Illawarra Road at Carey St, Marrickville; Booth St and Sorrie St Balmain; Wardell Rd (at Pile St), Dulwich Hill; Marrickville East LATM works; Catherine St, Leichhardt; Booth St, Annandale. Designs completed for delivery FY22 for traffic and pedestrian improvements at Kintore Street (at Blackwood St), Dulwich Hill; Dulwich Hill; Booth St (Annandale St to Nelson St), Annandale; Catherine Street, Leichhardt and Toothill Street (at Victoria St), Lewisham. Designs in progress for Unwins Bridge Road (at Tillman park) and Warren Road, Marrickville, both of which involve traffic signal works designs. Projects delayed by Transport for NSW traffic signal design approvals.	
2.6.3.6.1	Deliver the 20/21 capital program for cycleway infrastructure	85	Progressing - behind schedule	Regional Route 7 Section 2 Petersham to Newtown completed following successful Transport for NSW Pop Up Cycleway funding. Regional Route 7 Section 1 Lewisham to Petersham contractor engaged for delivery 2021-2022. Local Route 3 Livingstone Road northern section, works in progress for completion Q1 2021-2022. Wet weather and site conditions have delayed completion. Southern section procurement in progress for delivery 2021-2022. Design in progress for Lilyfield Road cycleway, delayed due to Westconnex Rozelle goods yard concept design. Design to proceeding in 2021-2022.	

 Progressing - on track / Completed
  Not progressing
  Progressing - behind schedule
  Not due to start

Code	Action	%	Status	Comment	Traffic Light
2.1.3.1.1	Prioritise playground renewal and upgrade through a long term Playground Strategy	35	Progressing - behind schedule	Progress has been delayed due to resourcing issues with works to recommence in August 2021.	
2.6.1.2.1	Develop and implement traffic and parking management studies in line with the Integrated Transport Strategy	100	Completed	Leichhardt West and Rozelle North Precinct Parking Studies draft reports completed and scheduled for consideration at Traffic Committee prior to being placed on public exhibition. Rozelle North Local Area Traffic Management (LATM) Scheme Working Paper Two was finalised. Final Balmain East Precinct Parking Study deferred at April Council Meeting. Balmain LATM Working Paper Two underway. Final Tempe South LATM Study report deferred by Traffic Committee for further investigation.	
2.1.3.2.1	Shade sails provided in accordance with the shade sail program	100	Completed	Shade sails at Tempe Reserve playground, Elizabeth Street Playground and Annette Kellerman and Fanny Durack Aquatic Centres completed.	
2.1.1.4.1	Identify and develop strategies for better education in areas of high community interest, or risk, such as Development Application advice	100	Completed	Development Application form has been rationalised to minimise duplication for applicants. The Built Environment Awards took place and finalists were announced on Council's web page. Staff are liaising with local heritage societies to increase their involvement in the awards. Updates have been made to web page to incorporate example site plan for solar panel applications. Information for business approvals is currently being drafted. The Architectural Excellence and Design Review Panel review was completed and the new panel commenced on 1 July 2021. Training for customer service to better understand the DA process and available information is being reviewed and expected to be implemented in Q1 2021-2022.	
2.1.1.4.3	Identify and develop strategies for better education in areas of high community interest or risk such a food safety, companion animals or asbestos awareness	100	Completed	Educational material to support community and industry on various environmental issues was developed.	
2.4.3.1.1	Implement the Inner West Homelessness Policy	100	Completed	Inner West Multi Agency Assertive Outreach and associated case coordination continues to be undertaken monthly, with different start times trialled for both Ashfield and Newtown patrols. The annual Inner West Street Count undertaken on 22 February, with associated pre-count briefing conducted online via zoom webinar for the first time as an adaptation to Covid. Street count recorded 15 people sleeping rough, which is down from the 2020 count that found 25 people. Online interactive homelessness course for residents completed and available on Council website. Increased numbers of rough sleepers reported by residents and staff across a number of suburbs including Ashfield, Newtown, Enmore, Stanmore, Lilyfield, Marrickville, Dulwich Hill, Croydon and St Peters: referrals made to appropriate agencies for outreach patrols and case management. IWC was a finalist in the NSW Local Government Professionals Australia for Homelessness: All Staff Can Make a Difference (homelessness e-learning training module designed for Council staff).	



Progressing - on track / Completed



Not progressing



Progressing - behind schedule



Not due to start

Code	Action	%	Status	Comment	Traffic Light
2.6.1.3.1	Implement the GreenWay Master Plan ensuring that it is consistent with adopted and emerging GreenWay strategies and plans	100	Completed	The Local Roads upgrades construction program continues with Construction of Greenway Local Roads upgrades continue and will run until September 2021. Construction of Dobroyd Point Seawall upgrades is ongoing. The detailed design of the required High Voltage electrical relocation has been completed and detailed designs for the Bay Run and Lilyfield Road Bridge upgrade are in progress. Both are planned for construction in 2022. The Review of Environmental Factors for works in the light rail corridor has been completed. The Expressions of interest for potential contractors for the in-corridor works has been completed and contractors have been shortlisted with the intent to tender for the Design and Construction with construction to commence in late 2022.	
2.6.3.1.1	Deliver the 20/21 Road Safety Program in line with the Integrated Transport Strategy	100	Completed	The Road Safety Program was ongoing with initiatives delivered including at Balmain Hospital with a group of older people given a presentation on pedestrian safety with tips provided on crossing the road safely, using the traffic facilities, avoiding unsafe pedestrian behaviour and unsafe places to cross. Pedestrian safety was promoted in JC Decaux bus shelters for more than the minimum two weeks and 64 footpath stencils with the message "Look Out Before You Step Out" were installed in Newtown, Marrickville, Enmore, Petersham, Leichhardt, Stanmore and Haberfield. The child car seat safety check program operating as a home mobile fitting service was promoted enabling 72 car seats to be safely installed and correctly fitted. Another online workshop for parents of learner drivers was delivered with a maximum attendance of 92 reached. The school road safety program 'Illegal parking put children's lives at risk' recommenced with education and enforcement. Road safety investigations are continuing. Road safety issues were promoted on council's media platforms including support of National Road Safety Week.	
2.6.3.3.1	Deliver the 20/21 capital program for road renewal and improvements.	100	Completed	Regional road works completed at Frazer Street, Marrickville and Edgware Road, Enmore. Local roads resurfacing program completed: Cavendish Ln, Camden St, Sydenham Ln and Cambridge St, Enmore; Upwards St, Lords Rd and Stanley St, Leichhardt; Prosper Ln, Evans St and Bruce St, Rozelle; Rayner St and Trevor St, Lilyfield; Rosieville Ln and Valley St, Balmain; Service Ave, Church St, Watkin St, Victoria St, Smith St and Alma St, Ashfield; Durham Ln, Lincoln Ln, Lincoln St, Margaret St, Percival Ln, Ravenue Ln, Stanford St, Westbourne St, Surrey St, and Charles St, Stanmore; Ivanhoe St, Depot Lane and Shepherd St, Marrickville; Union St, Tempe; Station St, Newtown; Frederick St, St Peters; Balanaming Ln, Small Ln and Fort St, Petersham; The Boulevarde, Lewisham; Anthony St, Croydon; Gower St and Hulstone Ave and Edward St, Summer Hill; Hutchinson Ln and Albion Ln, Annandale and Dalhousie Street, Haberfield. Civil works preparation for 2021-2022 sites commenced.	

 Progressing - on track / Completed
  Not progressing
  Progressing - behind schedule
  Not due to start

Code	Action	%	Status	Comment	Traffic Light
2.2.1.1.1	Increase provision of pre-lodgement planning and heritage advice by Council staff in line with the Inner West Council Development Advisory and Assessment Policy	100	Completed	Development Assessment staff continue to provide efficient and value adding advice through Pre-DA's and heritage advice. There has been a 24% increase in the lodgement of Pre-DA's 2020-2021 in comparison to 2019-2020. A review of internal systems to streamline the process for providing heritage advice has been carried out and changes will be implemented into the software to increase the efficiencies in providing heritage advice.	
2.3.1.5.1	Support the Creative Communities, Public Art and Place Making Framework	90	Progressing - on track	The Cultural Strategy was endorsed for public exhibition in June/July and is expected to commence early in 2021/22. An Art in public places policy is being developed.	
2.6.3.7.1	Deliver the 20/21 capital program for roadside furniture	100	Progressing - on track	The Street furniture renewal program works and budget have been deferred to FY22 to enable detailed scoping and planning for efficient project delivery. Planning for Leichhardt parking meter upgrade in progress.	
2.6.3.4.1	Deliver the 20/21 capital program for footpath renewal and upgrade	100	Completed	Footpath Renewal Works completed at various locations including, Edgar St, Tempe; Saywell St and Shepherd St Marrickville; Thompson St, Marrickville; John St, Tempe; Macaulay Rd, Stanmore; Yelverton St, Sydneham; Napier St and Andreas St Petersham; Fitzroy St, Marrickville; Macarthur Pde, Dulwich Hill; London St, Enmore; Hunter St and Cooks St, Lewisham; Vincent St, Marrickville; Upward St, Leichhardt; Lennox St, Bishopgate St and Probert St, Newtown. The Accelerated footpath program was completed for condition 4-5 footpaths at Baludarri Ward (19 sites), Gulgadya Ward (13 sites), Djarrawainang Ward (13 sites), Damun Ward (five sites) and Midijuburi Ward (15 sites). Also completed, the Heritage Footpath Program; Footpath Obstruction (PAMP) Program and Footpath Tree Pit Enlargement Program.	
2.1.1.3.1	Prepare an Inner West Local Environmental Plan (LEP) and Development Control Plan (DCP)	30	Progressing - on track	The LEP program has been divided into a number of phases. LEP (Phase 1) is a housekeeping amendment that was adopted in June 2020. LEP (Phase 2) has been separated into three projects and will contain more substantive changes such as up-lifting areas around new infrastructure projects such as South-West Metro and Parramatta Road Corridor and is anticipated to be finalised in October 2022 (LEP phase 2A - Parramatta Road Corridor), December 2022 (LEP Phase 2B - Sydenham to Bankstown and Ashfield North, LEP Phase 2C (Camperdown)). The Consolidated DCP will be developed in parallel with LEP (Phase 2), scheduled for completion in December 2022. This Action also includes related projects such as the creation of a comprehensive Contributions Plan and Public Domain Guidelines.	
2.2.2.1.1	Crown Land Act changes will transfer the Native Title management responsibility to Council from July 2018	0	Progressing - on track	Inner West Council have appointed an external Native Title Manager to manage the Native Title responsibility over Crown Land on behalf Council.	

 Progressing - on track / Completed

 Not progressing

 Progressing - behind schedule

 Not due to start

Code	Action	%	Status	Comment	Traffic Light
2.1.2.3.1	Develop and implement the Parramatta Road Urban Infrastructure Program works (Undertake Parramatta Road Urban Amenity Improvement Program)	50	Progressing - on track	Construction of the PRUAIP commenced in January 2021. Underground electrical works are underway in Crystal, Renwick & Catherine Sts and Balmain Rd, Leichhardt. Rofe St Works are 99% complete, including underground electricity and new street lights. Kerb & gutter works are underway in Crystal Renwick & Catherine Sts and Balmain Rd, Leichhardt. Waiting for TfNSW approval for the traffic lights at Crystal, Catherine Sts and Balmain Rd. Further investigations for Geotech and Sewer CCTV is underway at Johnstons Creek with plans submitted to Sydney Water. All Public Artworks are on schedule for completion on time. PBR cycleway is on hold. TfNSW is working with IWC to finalise the lane network within the WCX dive St adjacent to PBR. A Pop-up cycleway may be installed to measure the effects of the proposed cycleway.	
2.3.1.1.1	Prepare the Inner West Public Domain Study and Strategy	80	Progressing - on track	Project initiated in April 2020 and a Technical Working Group created that meets bimonthly. This project has been divided into two parts, the Public Domain Design Guidelines and Technical Specifications. The Public Domain Design Guide is a high level guide focussing on defining street types, palettes, blue green grid and building frontages and is complete. This will allow the Technical Specifications to be prepared. These guidelines and specifications will be completed in FY 21/22.	
2.3.1.4.1	Deliver interpretation artwork at the site of the former Datchett St, Balmain East incinerator	40	Progressing - on track	10 public artworks were delivered by Living Arts in 2020. So far in 2020 there has been completed delivery of 14 Public Artworks at Marrickville Metro and five for Gadigal Wangal Wayfinding. State funded initiatives are progressing as planned with stage one assessment for 13 public art sites at GreenWay Missing Links and Stage Two design development for three new art works for Parramatta Road Urban Infrastructure Project. No progress on Datchett St Incinerator, the brief will be written for external consultant in FY 21/22.	
2.3.2.1.1	Identify opportunities for additional open space in association with large development in line with the LEP/DCP project	25	Progressing - on track	The LEP (Phase 2) and new comprehensive DCP controls along with the Contributions Plan will develop appropriate controls and funding for additional open space opportunities. These projects are on track for completion in December 2022.	
2.3.3.1.1	Establish the Callan Park Trust	40	Progressing - on track	Council staff are continuing to lobby the NSW Government for the establishment of the Callan Park Trust. A submission has been prepared in response to the NSW Government White Paper.	

 Progressing - on track / Completed
  Not progressing
  Progressing - behind schedule
  Not due to start

Measure	Target	Actual 20/21
Patrols of parks and reserves for companion animal education and to identify legislative breaches	18 park patrols per week	843 or 16.2pw Councils response to Covid 19 has impacted this result
School safety patrols	25 school patrols per week during the school terms (60% of Inner West schools)	1020 or 25.5pw achieved
Increase % of formal pre-DA applications	30% of total DAs lodged have a formal pre-DA application	40% of total DAs lodged had a formal Pre-DA application in 2020/21
Inspections of shared accommodation and entertainment venues	75% of registered premises inspected each year	Target achieved
Outstanding Notice and Orders Certificate	100% issued within three working days	Target achieved
Regular patrols of restricted parking areas	75 per week	3769 or 72.4pw Councils parking response to Covid 19 has impacted this result
Inspections of registered premises and systems (food premises; mobile food vendors; skin penetration premises; public swimming pools; vapour recovery at service stations; and regulated systems, e.g. cooling towers)	100% of registered premises/systems inspected each year	Target achieved
Reduce average determination timeframes for Development Applications from 85 day average in 2017	75 days (average)	96.4 days (average) achieved in 2020/21 a reduction from 112.7 days (average) in 19/20
Completion timeframes of applications for prelodgement advice	Maintain 28 day average	43.7 average days for 2020/21
Environmental audits of medium to high risk industries	Three industries audited per year	Target achieved
Increase % of Inner West Building Certification services delivered by Council to support efficient service delivery from 12% in 2017	By 30 June 2022: Inner West Council issues 30% of building certificates for development in Inner West	32.01%
Increase the number of affordable housing units transferred to Council or a Community Housing provider	By 30 June 2022: At least 20 affordable housing units transferred to Council or a Community Housing Provider (4 in 2017)	No change from 19/20 - none acquired
Increase number of trees on Council owned land including street trees	Increase (900 planted each year in 2017)	3,000
Undertake regular maintenance of Council's parks, reserves, sporting grounds and facilities	95% of maintenance tasks are undertaken in accordance with the scheduled cycle times	95% - on schedule for this year, service levels maintained through COVID-19 lockdown
Street sweeping cycles	Street sweeping of main streets is undertaken seven days per week; Street sweeping of residential streets is undertaken on a 40 working day cycle	On schedule for the year - service levels maintained through COVID-19 Lockdown
Verge mowing cycles	Verge maintenance (mowing) is undertaken on a 20 working day cycle from October to March and a 40 working day cycle from April to September.	On schedule for the year - service levels maintained through COVID-19 Lockdown



Progressing - on track / Completed



Not progressing



Progressing - behind schedule



Not due to start

Strategic Direction 3: Creative communities and a strong economy

Code	Action	%	Status	Comment	Traffic Light
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	80	Not progressing	The Strategic Review of the Major Community Events Program was included in the draft Cultural Strategy which was endorsed for public exhibition in June/July. The next steps will be a Councillor briefing to present the implementation plan later in 2021, once Covid-19 impacts on large-scale events for 2022 are clearer. Council has been delivering Inner West Fest activation model in 2021 whilst large-scale events have been impacted.	
3.1.2.1.1	Digitise existing Inner West history collections in line with the local history and archives digitisation strategy	100	Completed	The history team continue with the ongoing digitisation of the collection.	
3.2.1.1.1	Support the creative communities through proactive partnerships that deliver arts and cultural opportunities for Inner West residents	100	Completed	The EDGE GreenWay was completed with 20 projects in a 25 day residency and 45 artists developing new works for showing in the Inner West. 41 Expressions of interests were received for EDGE Sydenham and 25 projects selected for development in August 2021. 26 studios in Sydenham creative trails. Arts content is being developed for Inner West Fest. Creative Spaces program, Chrissie Cotter Gallery, Newtown Art seat, Community arts projects all delivering on time and on budget. The Cultural Strategy was endorsed for public exhibition in June/July and the Art in Public Places policy is being developed. Seven Artist residencies are on track. Perfect Match completed 20 new works with nine major commissions in process of installation as part of Marrickville Metro Inner West Council public art partnership. Three Major Commissions for delivery in Sydenham as part of WestConnex upgrade with three public art projects in Parramatta and shortlisting artists for GreenWay missing links from 87 submissions.	
3.3.1.1.1	Conduct audit of unauthorised premises across Inner West	100	Completed	Audit of Underground Petroleum Storage System (UPSS) across numerous service stations within the LGA in line with EPA requirements has progressed. Unfortunately audit requirements had to be reviewed and realigned during the COVID period.	
3.3.2.2.1	Improve Development Application processing times	100	Completed	An Acceleration Panel has been used to improve DA processing times and senior staff are now engaged with input specialists in the DA process such as engineers and tree officers to expand the role of this panel. Council is actively taking part in DPIE's Public Spaces Legacy Program which requires the reduction of DA processing timeframe to 85 median gross days between Sept 2020 - June 2021. Council has been achieving this reduction thus far. Managers are continuously encouraging improvements in DA processing timeframes by holding staff accountable via their relevant KPIs. The Development Assessment team achieved a DA median processing time of 79 days, the quickest turnaround time since Inner West Council was established.	

 Progressing - on track / Completed
  Not progressing
  Progressing - behind schedule
  Not due to start

Code	Action	%	Status	Comment	Traffic Light
3.3.3.1.1	Support mobility by allowing community and staff to interact with Inner West Council systems anywhere, anytime	100	Completed	Improvements in remote working and collaboration are underway with remote access solutions and Microsoft Teams deployed as a collaboration platform for Staff. On line systems for Venues and Waste delivered.	
3.1.1.1	Support the marketing of Inner West as a tourism destination and creative hub	75	Progressing - on track	Baludarri Inner West Fest, the first in a series of five events and activations involving local artists, small business owners, collectives, neighbours and community, was promoted through all Council communications channels including the cover of March-April Inner West Council News. Gulgada Inner West Fest the second in the series of five events was promoted through all Council communications channels including the cover of May-June Inner West Council News bi-monthly newsletter. EDGE GreenWay promotions included a feature in May-June newsletter as did Marrickville Metro Perfect Match project and the community engagement on "Draft Cultural Strategy - shaping arts and culture". Celebrate South King Street (Newtown) events program was promoted broadly. 'Support Local' campaign continued, using 'Eat Drink Shop' and 'Play Make Create' to further position the Inner West as a destination and for tourism and creativity. EDGE Sydenham planning commenced and was featured on the cover of the July-August Inner West Council News bi-monthly newsletter. The Young Creative Awards were promoted broadly through all Council channels. Council's ArtSeat and Chrissie Cotter Gallery exhibition were regularly promoted.	
3.3.1.4.1	Develop and implement the Major Partners Program Policy	90	Progressing - on track	The Cultural Strategy was endorsed for public exhibition in June/July and contains a commitment to evaluate the Major Partners program and make recommendations to Council for implementation in 2022/23. The Grants and Fee Scale Policy underpins Council's financial support through this program. The community benefits of the program will be evaluated in 2021/22.	
3.4.2.1.1	Continue to provide traineeship opportunities for 2020/21, including targeted EEO groups	60	Progressing - on track	Ongoing assistance is provided to trainees and host departments as needed. Council and local demographic data to be reviewed in consultation with traineeship providers and internal community stakeholders to maintain workforce diversity goals and ensure opportunities are made available to identified EEO groups.	

	Measure	Target	Actual 20/21
	Maintain threshold number of participants in Open Studio Trail	100	70
	Maintain number of exhibitions at Chrissie Cotter Gallery	25 each year	20

 Progressing - on track / Completed
  Not progressing
  Progressing - behind schedule
  Not due to start

Strategic Direction 4: Caring, happy, healthy communities

Code	Action	%	Status	Comment	Traffic Light
4.3.1.1	Upgrade Dawn Fraser Pool	95	Progressing - behind schedule	Construction work on site has been completed and Practical Completion achieved. Final testing is now under way and certifications being compiled for issue of the Occupation Certificate.	
4.1.1.3.1	Review and assess Library signage needs and begin implementation across the Inner West	100	Completed	Additional signage has been installed at Ashfield Library to give staff more privacy, create a coordinated feel throughout the library and showcase the collection. Signage was installed for the Haberfield Centre and Library. This included the operational, heritage and collection signage. A DA has been submitted for additional external signage to raise the profile of the building from the street front.	
4.1.2.1.1	Develop the Inner West LGBTIQ Strategy	100	Completed	The LGBTIQ Working Group replaced all but one of its existing members and is currently establishing rules of engagement and priorities moving forward. The projects the Working Group have collaborated on include: delivering a Feel the Love event for Mardi Gras 2021 that encompassed an official Pride flag raising ceremony at Summer Hill Lackey Street, the unveiling of a plaque to acknowledge the history of the permanent rainbow crossing at the location and the release of the Get to Know Your Neighbour short film. A 'Youthchella' event during Youth Week, Fox Lane lantern project, a visit to Waranara School for IDAHOBIT, the Gender Equity Strategy, a commemorative plaque acknowledging 50 years of CAMP, World Pride 2023 and an R U OK? mural proposed for Peace Park in Newtown. The strategy to support the LGBTIQ community an educate the wider community has continued.	
4.1.3.2.1	Continually monitor, improve promote the Refugee Welcome Centre to the community and key partners	100	Completed	My Plate Your Plate a story telling and community arts cooking project has recently completed. The project builds relationships between local residents and people from refugee and asylum seeker backgrounds. The Strategic plan for the centre is currently being reviewed and will be finalised and a website for the centre is being developed to assist with promoting and showcasing the work at the centre. "Stronger Together" a community led festival celebrating Syrian community and local Inner West communities was held on 27 March at the Welcome Centre. The event was extremely successful and a celebration of communities being able to come back together in person. The Community Refugee Welcome Centre Reference Group met to review and focus on the centre strategic and action plan	
4.1.4.1.1	Support history research by the community through provision of face-to-face history services	100	Completed	The history team continue to deliver face to face, on-line and over the phone history services to the community. Project delivery included the Heritage Festival where Council delivered an exhibition and 11 events. Highlights include partnering with the Greek Festival of Sydney for the book launch of Little Athens and a photographic exhibition, Marrickville Icons, at Marrickville Library.	

 Progressing - on track / Completed
  Not progressing
  Progressing - behind schedule
  Not due to start

Code	Action	%	Status	Comment	Traffic Light
4.1.3.3.1	Lead prevention of family and domestic violence in Inner West	100	Completed	Inner West Respectful Relationship working group delivered four workshops to three different schools in the Inner West area during this quarter. Wesley Mission continues to be the lead agency for delivering the Respectful Relationship program to young people across the LGA with Relationships Australia recently having stepped in as the co-lead. WAGEC have committed to being involved in a supporting role for schools to adopt a whole of school approach. A further facilitator training workshop is being held in order to train ten more local facilitators. The Inner West DV committee coordinated a forum (face-to-face or live stream) to discuss coercive control, with five key panel members participating in the discussion and 200 registrations. The Gender Equity Strategy was unanimously supported to be placed on public exhibition in May 2021.	
4.1.4.3.1	Develop a comprehensive history of the Inner West	100	Completed	The history team continues to build on the history of the Inner West through various projects including the acquisition on the history of Addison Road Centre and Council has been the recipient of a valuable collection of photographs that captures Greek social life from the 1970s onwards. These items are being catalogued and added to the digital collection.	
4.3.1.2.1	Implement the Aquatic Services Plan	100	Completed	The Aquatics Services action plan has been executed in line with the development and opening of the AAC and the ongoing operation requirements for both LPAC and the DFB. The commencement of the AAC has seen actions, targets including the commencement of programs including Health and Fitness, Learn to Swim, School based programs, Aquatics entry and all operating and safety systems implemented in line with ongoing Aquatics Operations.	
4.3.1.4.1	Upgrade and re-open Ashfield Aquatic Centre	100	Completed	The Centre has been in operation for nine months. Defects management continues to September 2021.	
4.3.1.5.1	Prepare a master plan for Leichhardt Park Aquatic Centre	100	Completed	Master plan has been endorsed by Council. The works for this master plan will now commence with the initial planning stage underway.	
4.3.1.8.1	Develop and implement a prioritized plan for Inner West parks Plans of Management and Master Plans	100	Completed	Work is ongoing with Park Plans of Management scheduled for reporting including; Paringa Reserve, Marrickville Parklands and Golf Course; Henson Park; Ashfield Park; Pratten Park.	
4.3.1.10.1	Develop and implement a prioritised implementation plan for Crown Land parks Plans of Management and Master Plans	100	Completed	Completed.	
4.4.2.1.1	Support the development of an Inner West Council Library and History Strategy	100	Completed	The library has been working on the Community Assets Needs Study that will provide information for the finalisation of the strategy. In addition key actions have been integrated into the Cultural and Healthy Aging Strategies.	
4.4.2.3.1	Refurbish Haberfield Library including ongoing design, collection and operations planning	100	Completed	The Haberfield Centre and Library opened in May 2021. An official opening event and small scale community events were held to celebrate the openings.	

 Progressing - on track / Completed

 Not progressing

 Progressing - behind schedule

 Not due to start

Code	Action	%	Status	Comment	Traffic Light
4.4.3.2.1	Investigate changes to NSW Government funding and impact on services	100	Completed	Completed.	
4.1.1.1	Develop the Inner West strategies and action plans that promote wellbeing, inclusion and creativity	90	Progressing - on track	The Healthy Ageing Strategy is on public exhibition.	
4.1.2.2.1	Scope and activate a Pride Centre	30	Progressing - on track	The Expression of Interest to operate a Pride Centre in Newtown Town Hall process concluded with no suitable applicants. Officers are now undertaking dialogue with potential community organisations in response to Council resolution.	
4.1.3.1.1	Implement, monitor and review the Inner West Council's Inclusion Action Plan for people with a disability 2017-2021, and 2021-2025	90	Progressing - on track	The existing plan is being evaluated, and a new plan will be created in 2021/22.	
4.1.3.4.1	Develop and facilitate a range of recreation initiatives for disadvantaged communities in conjunction with relevant program partners	50	Progressing - on track	Council staff are continuing to develop programs in conjunction with major sporting partners, indoor and outdoor, to support and foster sporting opportunities for the disadvantaged.	
4.2.4.1.1	Develop and implement an Aboriginal Belonging or Reconciliation Strategy	90	Progressing - on track	A draft Reconciliation Action Plan will be proposed to Council in FY 2021/22.	
4.3.1.1.1	Implement the Inner West Recreation Strategy and Policy	95	Progressing - on track	The Draft Recreation Strategy has been completed and is scheduled for Council reporting.	
4.3.1.6.1	Develop and implement the Inner West Council Venues and Facilities Marketing Strategy	10	Progressing - on track	Outline of the plan has been discussed and initial steps taken to engage community venues team for input with a draft being prepared that will identify milestones. 'Quick win' steps taken to update the website pages to allow greater customer access and confidence in accessing the booking system - also to prioritise traffic to specific venues to bump up utilisation and garner interest.	
4.3.1.7.1	Audit and update park and foreshore asset data	55	Progressing - on track	The SSROC tender for parks asset conditions audits has been finalised. Contractors to be engaged Q1 2021-2022.	
4.4.3.4.1	Implement recommendations from the Inner West Council Family Day Care review	90	Progressing - on track	The Children's Services review indicates that the internal review is sound and the service/organisation should work towards a two year time frame to meet all recommendations outlined in the internal review, once able to re-investigate the remaining issues that have been placed on hold. Majority of recommendations from the internal review have been actioned or are in progress. Aligning the remainder of the fees/charges and fee-related procedures remains on hold as part of budget development for 21/22 and council decision pending.	
4.3.1.16.1	Upgrade Johnson Park, Marrickville	25	Progressing - on track	Project deferred to FY 2021-2022 to align with adoption of Dulwich Hill Parks Plan of Management. Draft masterplan completed and design procurement planning commenced.	

 Progressing - on track / Completed
  Not progressing
  Progressing - behind schedule
  Not due to start

Code	Action	%	Status	Comment	Traffic Light
4.3.1.11.1	Renew and upgrade parks in line with the Parks Capital Works Program	85	Progressing - on track	<p>Park renewal and upgrade works completed at Elizabeth Street playground; house demolition for new open space 3 Cahill Street Annandale; Lambert Park lighting upgrade; Birchgrove Park lighting and oval access upgrade; sportsfield control system upgrade; new park Bell Reserve, Croydon; Algie Park, Haberfield sportsfield lighting upgrade; Simpson Park upgrade, St Peters; park footpath renewal at Enmore Park, Ryan Reserve, Montague Gardens, Tempe Reserve and Jack Shanahan Reserve and Mahoney Reserve upgrade, Marrickville including new youth area. Henson Park sportsfield upgrade 95% complete for completion in Q1 2021-2022, weather permitting.</p> <p>Tempe Reserve sportsfield upgrade including synthetic turf well progressed for completion Q1 2021-2022. Wet weather has delayed progress. Bain Reserve, Hammond Reserve and Crammond Park playground upgrades works in progress for completion Q1 2021-2022. Design in progress for Daryl Jackson Gardens upgrade for delivery 2021-2022.</p>	
4.4.3.3.1	Implement and align recommendations from the Inner West Council Occasional Care review with a transition to the NSW Government's Pathways Program	70	Progressing - on track	<p>Occasional Care continues to operate under the Pathways Program. The Pathways funding agreement with the Early Childhood Directorate for the 21/22 financial year has been actioned by council. Review of Occasional Care will recommence in the latter part of the 2021 calendar year, currently on hold due to COVID related delays.</p>	

 Progressing - on track / Completed

 Not progressing

 Progressing - behind schedule

 Not due to start

Measure	Target	Actual 20/21
Visits to Dawn Fraser Pool	Maintain at 38,000 each year	N/A closed
Visits to Fanny Durack Aquatic Centre, Petersham each year	Maintain at 55,000 each year	51,000 visits in the 20/21 summer season with average attendance over several years remaining at approximately 55,000.
Visits to Annette Kellerman Aquatic centre, Marrickville each year	Maintain at 430,000 each year	480,000 in the last full operating year prior to the Covid-19 disruption.
Visits to Leichhardt Park Aquatic centre each year	Maintain at 700,000 each year	800,000 visits in the last full operating year prior to the Covid-19 disruption.
Number of visits to Inner West Council aquatic centres each year	Increase, after opening of new Ashfield Aquatic Centre in 2021/22, to 1,700,000 (1,500,000 in 2016/17)	Projected total attendances of 1,949,000.
Visits to Ashfield Aquatic Centre each year	Increase, after opening of the new centre in 2021/22 to 475,000 from 315,000 in 2016/17	Projected attendance of 576,000 for the first 12 months.
Occasional Care utilisation	85%	27%
Long Day Care utilisation	97%	90%
Parent satisfaction with long day care service	95% satisfied	95%
% of stallholders participating in Council organised events that are Inner West residents or businesses	Maintain at 80%	Most events did not run due to Covid-19
% of performers participating in Council organised events that are Inner West residents	Maintain at 80%	Most events did not run due to Covid-19
Maintain % of regular hirers focusing on multicultural and culturally diverse activities	25%	% of hirers has jumped to 53% though this may for the most part be due to the more accurate reassessment of existing hirer's activities and demographic participation of these activities.
% of Inner West Council social and cultural policies harmonised	95%	100%

● Progressing - on track / Completed
 ● Not progressing
 ● Progressing - behind schedule
 ● Not due to start

Strategic Direction 5: Progressive local leadership

Code	Action	%	Status	Comment	Traffic Light
5.3.3.8.1	Enable a connected Council supported by network connectivity	70	Progressing - behind schedule	Network replacement project is underway. Completion date has been changed to September 2021 due to Supply chain issues.	
5.1.1.2.1	Expand the information available to the community online and encourage online collaboration	100	Completed	The online booking system released in April. Waste booking solution scheduled to go live in July.	
5.3.3.1.1	Optimise organisational efficiencies through amalgamation	100	Completed	The online booking system that manages Council's Community Venues and Parks bookings went live on 8 April 2021. The system replaces three processes and two systems that were used in the three former local government areas. The system streamlines the end-to-end booking process for both customers and staff as well as integrating with Council's existing TechOne suite and website and is available to the community 24 hours per day seven days per week.	
5.3.3.4.1	Undertake operational Service Reviews	100	Completed	Operational service reviews were completed in 2019 and informed the Zero Waste Strategy which was scheduled to go the ordinary Council Meeting in August.	
5.3.3.13.1	Ongoing operation of Council Information and Communication Technology in a sustainable and efficient manner	100	Completed	Operational activities are managed to agreed service levels. Implemented improvements to support case management. Some controls established based on ISO 27001 framework.	
	Complete rates modelling after rates freeze expires at the end of June 2020	95	Progressing - on track	The harmonisation of rates over an eight year period was resolved by Council on Tuesday 29 June 2021. This means the harmonisation of three rating structures into a single IWC rates structure will only take place after eight years from 1 July 2021.	
5.1.1.1.1	Improve analytics and reporting within and across Council information	50	Progressing - on track	Procurement to commence shortly for data management and reporting platform.	
5.1.1.7.1	Ongoing monitoring and review of the Local Democracy Group program	75	Progressing - on track	Recruitment was finalised for the Aboriginal and Torres Strait Islander Advisory Committee and Young Leaders Group. Recruitment commenced for HAAC and Social Strategy Advisory Committee. The Accessibility Review of the groups, to ensure that all communications, systems and processes are inclusive for all members of the community, including people with disability. was finalised and recommendations made. Communication about how LDGs can maximise their influence on Council's decision making were made. These related to clarification on how LDGs can directly provide recommendations/advice to Council.	
5.2.3.1.1	Completion of Stronger Communities funded projects	80	Progressing - on track	Outstanding projects Haberfield Library and Petersham Park grandstand upgrades completed. Booth Street bridge on track for completion Q1 2021-2022 with completion delayed due to latent site conditions and wet weather. Greenway works on track for completion to agreed revised schedule 2023.	

 Progressing - on track / Completed

 Not progressing

 Progressing - behind schedule

 Not due to start

Code	Action	%	Status	Comment	Traffic Light
5.1.1.5.1	Develop innovative methodologies to involve the community in decision making processes	75	Progressing - on track	Short video summaries of strategies on public exhibition were trialled with the first video planned for the Zero Waste Strategy. A new survey format was trialled for the Tempe South LATM in which the content of the proposal was incorporated into the feedback questions so that those who don't access the attached documents can still understand what is proposed and how it impacts them. Staff used vox pop techniques to gather audience evaluation at the Baludarri Inner West Fest, reducing the time needed to provide feedback. The Vietnamese Precinct engagement was an example of innovative engagement both in its methodology and its outcomes. Engagement was planned in consultation with the Vietnamese community and Vietnamese staff. Inclusive and accessible engagement methods were used such as workshops with an interpreter, on street interviews with an interpreter, and fully translated survey. Over 50% of responses received were in Vietnamese. Further improvements were made to online engagement through work to increase the quality and number of explainer videos specifically for complex strategic planning matters. Finally, a new comprehensive correspondence log has been developed to help staff record multiple stakeholder responses received by phone, email, post etc and correctly record them.	
5.3.1.1.1	Implement Asset Management Improvement Program	35	Progressing - on track	External consultants commenced asset and condition audit which is scheduled to be completed in Q1 2021-2022.	
5.3.2.1.1	Policies and processes are in place to support Councillors	95	Progressing - on track	This year the Code of Conduct and Procedures for the Administration of the Code of Conduct were amended. The Code of Meeting Practice will be going to the new Council to amend one aspect, all other policies are in place.	
5.3.2.2.1	Coordinate 2020 Local Government Election	60	Progressing - on track	Local Government elections were delayed until December due to Covid-19.	
5.3.2.3.1	Develop and implement an Environmental Management System addressing Council Environmental Risk and Compliance	65	Progressing - on track	Elements of the Environmental Management System have progressed including sustainable procurement procedures (policy, tender referrals, tender clauses etc), technical specifications for sustainability infrastructure (solar, LED), Sustainability assessments at childcare centres, libraries and some community centres, Compliance management at former landfill site.	
5.3.2.4.1	Develop and implement a performance monitoring system for four year Delivery Program reporting	80	Progressing - on track	The new corporate reporting system, PPLGS in TechOne will be launched in Q1 2021-2022.	
5.3.3.2.1	Implement the Inner West Council Long Term Land and Property Strategy	20	Progressing - on track	Council staff are undertaking assessment of market and space needs in order to provide feedback to Council on longer term accommodation needs due to COVID changes and new working arrangements.	

 Progressing - on track / Completed
  Not progressing
  Progressing - behind schedule
  Not due to start

Code	Action	%	Status	Comment	Traffic Light
5.3.3.5.1	Support a strong collaborative Inner West Council staff culture	75	Progressing - on track	Staff participated in pilot groups for the rollout of the MS Teams platform and continue to revise and review communications campaign briefs and reporting processes. Staff are collaborating on streamlining the capital works webpages and associated processes, production and public exhibition of three major strategies and amended Engagement Framework.	
5.3.3.9.1	Integrate Council functions and services	80	Progressing - on track	The Children and Family Services Review is progressing with multiple recommendation now in progress. This includes working with staff across all recommendation to ensure their input is provided and good consultation takes place throughout.	
5.3.3.10.1	Enable new methods and ideas in line with industry trends	50	Progressing - on track	Automation and integration options are still at feasibility assessment and concept design stage. ICT Strategy refresh is still progressing. Designs established for automating information management functions and integrating activities between Council and NSW Planning Portal.	
5.3.3.11.1	Create an organisation which is able to interact and transact digitally	50	Progressing - on track	Booking system project and Microsoft Teams implementation completed. Work has commenced on review of ICT strategy with focus on Digital Transformation.	
5.3.3.14.1	New and upgraded Council projects have effective Information and Communication Technology services on opening	95	Progressing - on track	Technology components were delivered for Haberfield Library with testing and ICT issues are being finalised for Dawn Fraser Baths.	
5.3.3.16.1	Consolidate Work Health and Safety policies and procedures	60	Progressing - on track	As part of the WHS Projects, 90% of Broad Brush Risk assessments were completed. The data from these assessments has been aggregated into Risk and Compliance Registers. To support the WHS practice, technical and functional requirements are being constructed for the WHS&W Management System and will proceed via a request for quotation process. A strategic planning workshop with Council's Executive was held and staff engaged in the outcomes and resulting actions and tasks required.	
5.3.3.18.1	Develop and implement an Inner West Council permanent salary system	0	Progressing - on track	The whole-of-Council salary system has been de-escalated as a priority in favour of completing service and salary reviews in each business area which is steadily progressing.	
5.3.3.1.5	Complete rates modelling after rates freeze expires at the end of June 2020	95	Progressing - on track	It was resolved by Council on Tuesday 29 June 2021 to harmonise the three rating structures into a single IWC rates structure after eight years from 1 July 2021 over an eight year period.	



Progressing - on track / Completed



Not progressing



Progressing - behind schedule



Not due to start

Measure	Target	Actual 20/21
Number of visits to Your Say Inner West	Increase by 3% each year (43,900 in 17/18)	94,300
Online customer transactions	Trending upwards	48%
Manage the building assets portfolio to reduce the buildings backlog	Less than 0.02	
Number of projects on Your Say Inner West on which the community has the opportunity to engage	More than 40 projects each year	58
Inner West Council social media followers (Facebook, Instagram, Twitter)	Increase by 2.5% each year (18,750 at 30/6/2018)	Facebook: 24, 491 - 15.7% increase Instagram: 9, 850 - 34.4% increase Twitter: 6, 558 - 4.7% increase LinkedIn: 6, 656 - Up 32.3% Increases from July 2020
Inner West Council website page views	Increase by 2.5% each year (2,700,000 in 2017)	6,745,641 - 17.6% increase from 19/20
% of grant recipients meeting acquittal requirements	98%	99%. On occasion recipients return funds, all other recipients acquit.
% of Council Grants and Fee Scale Policy implemented	100%	100%
Customer calls abandoned in queue	Less than 4%	11%
Inner West Council customer calls answered within sixty seconds	80% (70% in 2017)	49%
Customer calls answered in 120 seconds	90%	59%

● Progressing - on track / Completed

● Not progressing

● Progressing - behind schedule

● Not due to start

