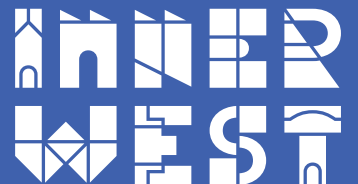




Inner West Council  
Six Monthly Report  
July – December 2021



## Contents

|                                   |    |
|-----------------------------------|----|
| Message from the General Manager  | 03 |
| Integrated Planning and Reporting | 04 |
| Measuring Progress - Summary      | 05 |
| Progress by Service               | 06 |
| Key Statistics                    | 32 |



In December, the Local Government Elections delivered a new Council, Mayor and Deputy Mayor. Inner West Councillors (left to right): Clr Da Cruz, Clr Shetty, Clr Lockie, Clr Drury, Clr Scott, Deputy Mayor D'Arienzo, Clr Smith, Mayor Byrne, Clr Griffiths, Clr Langford, Clr Stamolis, Clr Atkins, Clr Howard, Clr Stephens and Clr Tsardoulis

# Message from the General Manager

**In June 2020, Inner West Council adopted its combined Delivery Program and Operational Plan 2021-22 which specifies the actions Council will take to deliver on community aspirations outlined in the community strategic plan, Our Inner West 2036. I'm proud to bring you this six-monthly report of our progress and achievements.**



It's been a highly productive and very busy six months for Council, as we concentrate on continuing to deliver and improve services for the Inner West community. I'm pleased to report that 95.7% of the 188 actions in the Operational Plan 2021-22 are on track or complete. Please see page 5 for details.

We implemented our responsible Budget, with a continued focus on delivering services, stimulating the local economy, upgrading local infrastructure and greening the Inner West.

We delivered a range of measures to support the community through COVID-19, especially our most vulnerable members. We allocated \$250,000 to 10 local organisations who provided direct assistance, introduced a rate relief program and deactivated main street parking meters to support businesses and encourage the local community to shop and dine locally. We implemented a 'Get vaccinated' campaign, held community meetings, made our venues and community bus available to health services, and deployed staff to support community organisations.

Council has also provided additional free outdoor dining spaces and live performance financial grants. The financial impact due to Covid was \$8.25 million which was offset by \$8.1 million in savings.

Other highlights from the period include:

- Major infrastructure improvements - Dawn Fraser Baths heritage restoration, Alex Trevallion Plaza upgrade, Balmain Telstra Exchange new plaza and Henson Park upgrade
- Community forums - Callan Park, Western Harbour Tunnel, Tempe, and Haberfield army land
- Community project grants - Seventy-nine local projects received over \$440,000 in Council grant funding
- New public art - Parramatta Road urban amenity program and Perfect Match
- Awards - won the prestigious Leo Kelly OAM Arts and Culture Award for the Gadigal Wangal Wayfinding Project, finalist in the world Public Library of the Year for Marrickville Library, and our Community Refugee Welcome Centre won the inaugural 2021 Salvos Multicultural Welcome Project Award

In December, the Inner West community elected new councillors, and a new Mayor and Deputy Mayor were sworn in. I thank the outgoing Councillors for their hard work and dedication over the previous four years.

I would also like to thank our staff for their resilience and hard work in delivering Council's services over the period July - December 2021.

A handwritten signature in black ink, appearing to read 'Peter Gainsford'. The signature is stylized and somewhat abstract, with overlapping loops and lines.

**Peter Gainsford**

General Manager, Inner West Council

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

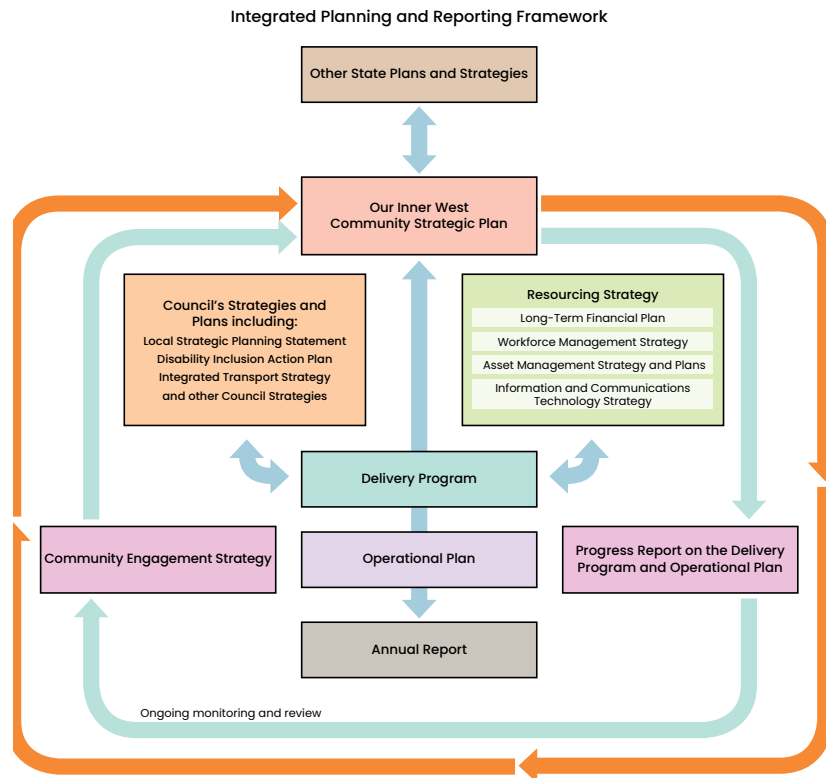
The CSP has five strategic directions:

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

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 term of office. The one year Operational Plan sits within the Delivery Program and contains detailed actions.

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 – Summary

The six monthly report outlines progress against the 188 actions in the Operational Plan 2021-2022.

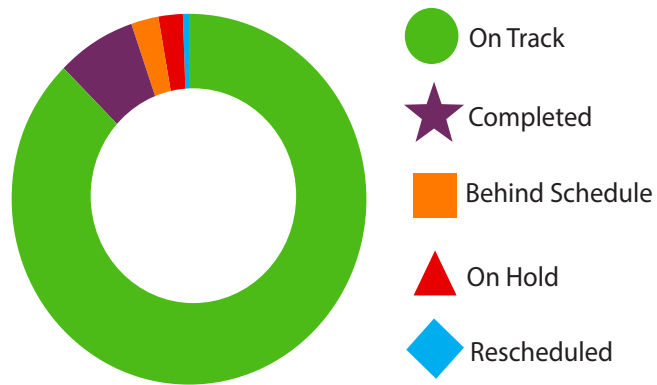
As of 31 December 2021:

- 95.7% of actions 'Completed' or 'On Track'
- 4.3% of actions 'Behind schedule', 'On Hold' or 'Rescheduled'

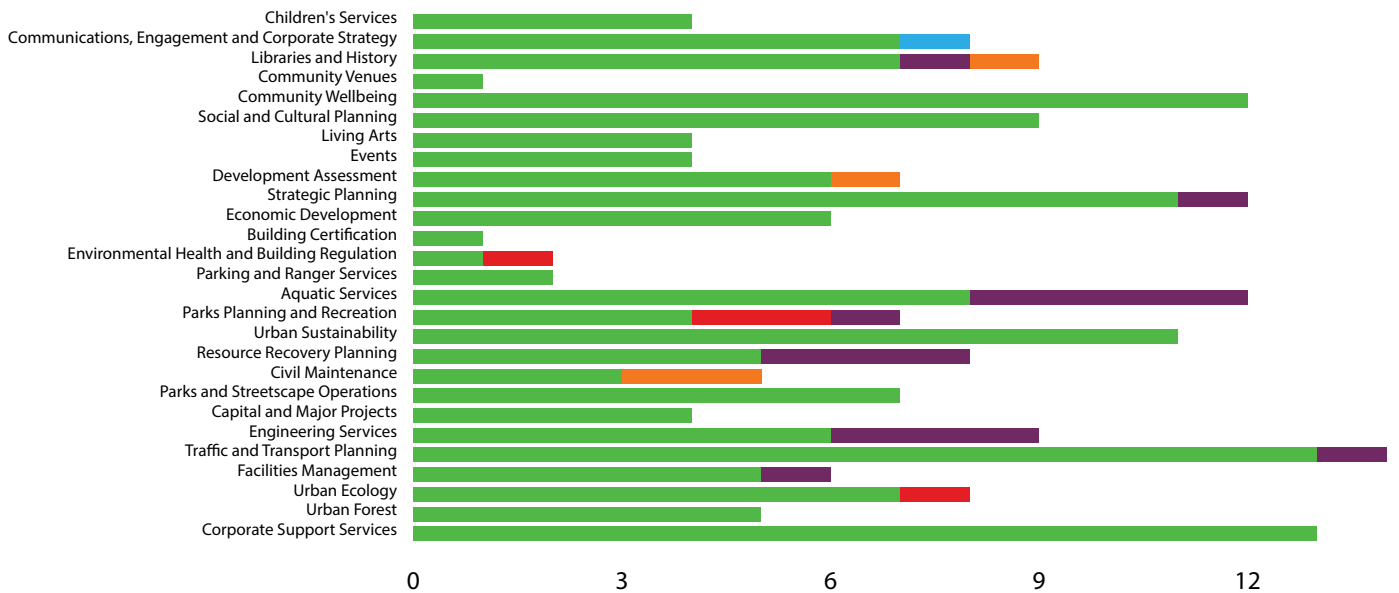
Status Breakdown:

- 163 On Track (86.8%)
- 17 Completed (9%)
- 3 Behind Schedule (1.5%)
- 4 On Hold (2.2%)
- 1 Rescheduled (0.5%)

**Status of actions**



## Status of actions by Service



## Progress by service

The following section contains detailed commentary for each action's progress and a traffic light symbol which shows status. The actions are listed by the Council service responsible for delivery.

### Children's Services

| Action  | Comment  | Traffic Light |
|---|--|---------------|
| Implement and align recommendations from the Inner West Council Occasional Care review with a transition to the NSW Government's Pathways Program | Occasional Care Service has transitioned to the Pathways Program. The harmonisation of wages and conditions for Early Childhood Teachers, Diploma and Certificate Three have been negotiated and implementation of recommendations continues.  | ●             |
| Provide Early and Middle Childhood services in Inner West   | Early and Middle Childhood Services were provided to 2,803 enrolled children and 2,395 families.   | ●             |
| Implement relevant and agreed recommendations from the Children's Services Review   | Harmonisation of position descriptions and salary structures agreed by the Joint Consultative Committee is underway. Work on strategic issues including fee structures, educational leadership and marketing has commenced.  | ●             |
| Opening / relocation of the Globe Wilkins Pre-School Service  | Building infrastructure complete. Landscaping and internal fitout progressing. Community Directorate staff working closely with Department of Education and School Principal to ensure timely regulatory approval and opening of new preschool building Term 2, 2022. Regular updates to be provided by preschool Director to families and parent community. | ●             |

### Communications, Engagement and Corporate Strategy

| Action   | Comment   | Traffic Light |
|--|---|---------------|
| Establish a Digital Asset Management System for Council's photography and videography assets | This has been rescheduled to a future year to align with the Information and Communications Technology Strategy.  | ◆             |
| Support the marketing of Inner West as a tourism destination and creative hub                | Due to lockdown in Greater Sydney during this period, marketing and promotions for Inner West tourism was limited pending lockdown restrictions easing.   | ●             |
| Develop innovative methodologies to involve the community in decision-making processes       | Online meetings were held to facilitate engagement through Covid-19 lockdowns and engagement applications Mentimeter, Jam Board, Slido and Teams Forms were trialled. Video capacity was expanded including a trial for strategy exhibitions with increasing views; and an inclusive engagement guide was developed to support staff. Work progressed on Aboriginal and Torres Strait Islander Engagement Practice Guide. | ●             |
| Ongoing monitoring and review of the Local Democracy Group program                           | Local Democracy Groups enhancements included new access and inclusion information for recruitment. A GreenWay Steering committee workshop was held to develop terms of reference and incorporate the committee into the Local Democracy Group system.   | ●             |

| Action  | Comment  | Traffic Light |
|---|--|---------------|
| Develop and implement a performance monitoring system for four year Delivery Program reporting  | The TechOne Performance Planning module was developed and had a soft go live with data imported in July and reporting for six monthly reporting commencing through the system.                   | ●             |
| Review the CSP and develop the new suite of Integrated Planning and Reporting (IP&R) documents – Delivery Program, Operational Plan and Resourcing Strategy | Community and Local Democracy group engagement was undertaken in November and December. An IP&R steering group and working group were established to oversee project delivery.                   | ●             |
| Review online engagement platform Your Say Inner West   | Review scoped for implementation in next six months.   | ●             |
| Develop IWC's video production function   | Capacity for video production has increased with the recruitment of a specialised external communications resource, examples include the budget explainer video and the Dawn Fraser Baths video. | ●             |



Council allocated \$250,000 to 10 local organisations to provide direct assistance during the COVID crisis. This was in addition to the \$250,000 Council provided last year to partner organisations such as Addison Road Community Centre, Asylum Seekers Centre, Exodus Foundation, Headspace Ashfield and various community centres

## Libraries and History

| Action   | Comment   | Traffic Light |
|--|---|---------------|
| Support the development of an Inner West Council Library and History Strategy                                  | A Library and History action plan was developed following community consultation. This guides the operational plan of the service.  | ★             |
| Develop a comprehensive history of the Inner West  | <ul style="list-style-type: none"> <li>The compilation of a comprehensive history of the 100th Anniversary of Ferncourt Public School 1922-2022 with the book launching in March 2022 at Marrickville Pavilion.</li> <li>The 100 Project which is a website that celebrates the lives and stories of Australia's 100-year-olds</li> <li>The Inner West Icons podcast which is the history of 16 Inner West suburbs and community stories of 12 local icons hosted by a historian, with each episode presenting history in an engaging, intimate way through expert interviews, oral histories, community stories, sound effects and music.</li> <li>Vicars Woollen Mills: 1893 - 1976 was the largest mill in Australia, now Metro Shopping Centre. The project draws on the original records, including maps and photographs of the Vicars family and other records eg former Marrickville Council.</li> <li>A Brief History of Balmain Hospital to mark the 135th anniversary.</li> </ul> | ●             |
| Plan and deliver with capital projects a refurbished Balmain Library   | Preliminary planning has commenced.   | ●             |
| Review and assess Library signage needs and begin implementation across the Inner West                         | Estimate that Leichhardt collection signage be addressed 2021-22. Estimate that Balmain collection signage be addressed in 2022-23 financial year.  | ●             |
| Support history research by the community through provision of face-to-face history services for the community | The Community History team averaged 45-100 enquiries per week prior to the COVID-19 lockdown. During lockdown the team responded to 320 history enquiries and requests for research support material. A History week 2021 program was delivered exploring From The Ground Up and ten further events delivered including online podcasts and exhibitions, live talks, webinars and a book launch with a total of 3300 views.   | ●             |
| Digitise and build on existing Inner West history collections  | In August 2021, Council completed the large project of mould remediation of 2,000 Council archives material including Ashfield and Marrickville Rate books, Council minutes and valuation books. As an outcome of this project the digitisation of the Marrickville Valuation books will progress. 645 valuation books have been treated and stored at Petersham Town Hall ready for digitisation.  | ●             |
| Investigate feasibility of creating an Inner West History Centre and relocation of history services            | A trial took place at St Peters Library but was constrained by space and location. Further investigations are underway.   | ●             |

## Community Venues

| Action  | Comment   | Traffic Light |
|---|---|---------------|
| Develop and implement the Inner West Council Venues and Facilities Marketing Strategy | Initial engagement with stakeholders completed and opportunities have been identified to increase interest and usage of community venues. Website venue pages have been reviewed and reorganised to make customer navigation easier. Opportunities for advertising on third party websites is being investigated, as well as increasing use of social media campaigns to targeted demographics. | ●             |



## Community Wellbeing

| Action   | Comment  | Traffic Light |
|--|--|---------------|
| Support the development of an Inner West LGBTIQ Strategy   | The LGBTIQ Working Group welcomed a new Chair and new members and the group recommenced a focus on action plan items, consulting with Council departments on community needs, World Pride 2023, Pride Centre and Diversity Days.   | ●             |
| Implement the Inner West Homelessness Policy   | Inner West Homelessness Assertive Outreach Collaboration conducted three regular monthly patrols as well as additional Covid-19 related patrols to assist rough sleepers access accommodation. Six people sleeping rough were engaged with through these patrols and offered assistance with accommodation and other support services.   | ●             |
| Plan for a Pride Centre to be located in Newtown Town Hall   | Assets holds budgets for Town Hall upgrade/remediation works, Pride Centre to be standing item on Project Reference Group and Community Wellbeing Team to lead on community consultation to refine parameters for Pride Centre and community expectations ahead of EOI.  | ●             |
| COVID-19 Community Resilience recovery   | Meetings/feedback from local community organisations and networks to ensure appropriate operational responses and policy development took place this period.   | ●             |
| The refurbishment and relocation of the Newtown Neighbourhood Centre to the former Tom Foster Community Centre | Newtown Neighbourhood Centre will be accommodated at Tom Foster Community Centre, relocation end 2022.   | ●             |
| Continually monitor, improve promote the Refugee Welcome Centre to the community and key partners              | Due to Covid-19, the Refugee Centre work went online and included: <ul style="list-style-type: none"> <li>a review of the CRWC Strategic Plan in consultation with refugee community on vision, aims and operation</li> <li>work with TAFE to provide support and planning for refugee community to provide online workshops</li> <li>the My Plate Your Plate project in October 2021</li> <li>updates to the website to assist with the centres profile and accessibility</li> <li>partnerships have been expanded with the House of Welcome and Asylum Seeker centre joining the reference group</li> <li>the centre was acknowledged and recognised by being awarded the inaugural Salvos Multicultural Welcome Award for 2021</li> </ul> | ●             |
| Lead prevention of family and domestic violence in Inner West  | The Inner West Domestic Violence Committee distributed a resource in the form of a z-card to the community. The committee organised a successful event as part of the 16 days of activism. The walk which crossed over from the City of Canada Bay Council to Inner West Council involved over 50 participants from Police, Council and community. A collective group of agencies have successfully delivered a series of workshops to high schools on respectful relationship education in November, including a parent seminar, a youth workshop and a targeted workshop to teachers attracting over 200 participants. Staff participated in a pilot equity training seminar as part of actions arising from the Gender Equity Strategy.   | ●             |
| Gender Equity Strategy – develop indicators /measurements and implement action plan                            | Implementation of the Gender Equity Action plan is underway.   | ●             |
| Magic Yellow Bus – Develop and implement transition to Children's Services team                                | Planning took place for an internal realignment to Children's Services.  | ●             |

| Action   | Comment  | Traffic Light |
|--|--|---------------|
| Adopt and implement draft Healthy Ageing Strategy  | The Healthy Ageing Strategy and Action plan have been developed and will be considered by Council.           | ●             |
| Develop Reconciliation Action Plan   | Under development and to be considered by Council following submission of Draft to Reconciliation Australia. | ●             |
| Embed Aboriginal First Nations focus areas, including Closing the Gap, Uluru Statement from the Heart, Makarrata, First Nations Gender Justice | First Nations focus areas will be developed following the Reconciliation Action Plan process.                | ●             |

## Social and Cultural Planning

| Action   | Comment   | Traffic Light |
|--|---|---------------|
| Support the creative communities through innovative cultural planning and the delivery of art and culture in public spaces | An Art in Public Places Policy is being developed and a Cultural Strategy and action plan has been prepared for consideration by Council.                         | ●             |
| Develop and implement the Major Partners Program Policy  | The Grants and Fee Scale Policy underpins Council's financial support through this program with the community benefits of the program to be evaluated in 2022/23. | ●             |







Council's Community Refugee Welcome Centre won the inaugural 2021 Salvos Multicultural Welcome Project Award. Pictured is Centre Coordinator Moones Mansoubi (right) with Settlement Services International's Naushin Rahman

| Action  | Comment   | Traffic Light |
|---|---|---------------|
| Develop the Inner West strategies and action plans that promote wellbeing, inclusion and creativity                                 | The Healthy Ageing Strategy exhibition concluded, following engagement that included a letter box drop to 80,000 households. The Healthy Ageing Strategy and action plan have been developed and will be considered by Council.   | ●             |
| Implement, monitor and review the Inner West Council's Inclusion Action Plan for people with a disability 2017- 2021, and 2021-2025 | The Inclusion Action Plan is being developed.   | ●             |
| Develop and implement an Aboriginal Belonging or Reconciliation Strategy  | A draft Reconciliation Action Plan has been developed.  | ●             |
| Develop and implement Council's Childsafe Framework   | Childsafe Framework will be a 2022 focus including implementation of Risk Management tools across Council as well as policy development in relation to Office of Children's Guardian Standards in Council's operational practice. | ●             |
| Review Council's Artists in Residence Program   | Review to consider appropriate lease arrangements for properties as well as artistic objectives for Council.  | ●             |
| Review the annual Major Partners funding program  | Review to consider changing community need arising from Covid as well as strategic objectives of funding program.   | ●             |
| Adopt and implement Draft Healthy Ageing Strategy and Draft Cultural Strategy   | The Draft Healthy Ageing Strategy and Action plan and Draft Cultural Strategy and Action Plan have been developed and will be considered by Council.  | ●             |






## Living Arts

| Action   | Comment   | Traffic Light |
|--|---|---------------|
| Develop Performing Art Survival Guide for emerging local performers  | Parameters of project to be scoped.   | ●             |
| Support the creative communities through proactive partnerships that deliver arts and cultural opportunities for Inner West residents  | Completion of 15 new artworks in partnership with Marrickville Metro, Telstar Incinerator and the five Gadigal Wangal artworks. Progress on three new works for Parramatta Rd with the Department of Planning, Industry and Environment and stage two commissions for 13 new artworks along the GreenWay. Completion of three major Perfect Match works with Transurban and another six works in progress with communities and businesses. Planning for EDGE events in 2022 is underway, pending Covid-19 restrictions. | ●             |
| Consolidate existing creative spaces program in partnership with Properties team and the private sector to meet increasing demand for affordable production and performance rehearsal spaces | Working Group to be established with Properties Team.   | ●             |
| Pilot Expression of Interest process to increase culturally and linguistically diverse cultural projects and programs  | Parameters of project to be scoped.   | ●             |

## Events

| Action   | Comment   | Traffic Light   |
|--|---|---|
| Conduct a Strategic Review of the Major Community Events Program to support a high quality program that encourages community participation | A review of Council events is underway.   |  |
| Scope and activate a Pride Centre  | Council is currently undertaking further investigation with a briefing will be provided to the new Council to determine the future scope. |  |
| Events Program   | Inner West Fest program to be delivered by April 22.  |  |
| Delivery of Inner West Fest event activation model in response to Covid-19 impacts   | Planning underway and Inner West Fest commences 25 February.  |  |

## Development Assessment

| Action  | Comment  | Traffic Light   |
|---|--|---|
| Improve Development Application processing times  | The average processing times generally remain consistent with the average processing times achieved in FY 2020/2021. The median processing times has increased. This is due to a 17% increase in lodgements and as well as a number of vacant positions.   |    |
| Review, update and improve education materials, website information, application forms and guidelines | Website content is continuously reviewed to identify areas for improvement with regard to Development Applications and associated. Recent updates include upgrades to Council's Application Tracking System to view legacy applications and Council's existing heritage information guides are also being reviewed to identify opportunities for improvement.  |  |
| Increase provision of pre-lodgement planning and heritage advice by Council staff                     | The lodgement of Pre-DA applications remains static. This service will be reviewed to identify opportunities for improvement including the types of advice provided, timing and will include discussions with key stakeholders.  |  |
| Management of the Architectural Excellence Design Review Panel  | The Architectural Excellence & Design Review Panel (AEDRP) provides on-going advice as part of Development Applications and associated under assessment by the Development Assessment unit. Management of the panel entails the coordination of meeting dates, panel members, agendas and minutes to ensure quality advice that adds value is provided with minimal impacts on the time frames for the assessment of applications. Meeting frequency and duration were recently altered to effectively manage an influx of applications that were referred to the panel. |  |
| Management of the Built Environment Awards  | The Built Environment Awards is an annual event celebrating the Inner West's built heritage. The management entails co-ordination of marketing, entries, judges, awards ceremony, prizes, guest speakers with the key aim of engaging the community in the awards and the built heritage. Planning is underway for entries to open in April 2022.  |  |

Council won the prestigious Leo Kelly OAM Arts and Culture Award for the Gadigal Wangal Wayfinding Project, a series of five beautiful artworks that each encapsulate an element of our rich and unique Aboriginal culture



| Action  | Comment  | Traffic Light |
|---|--|---------------|
| Providing input into the review and preparation of Council's Planning Instruments | Assessment officers continue to contribute to workshops and provide feedback to Strategic Planning on the input and preparation of Council's Planning Instruments. Additionally, with a significant number of changes introduced by the Department of Planning, Industry and Environment, Assessment Officers have been working with other stakeholders in Council to provide feedback on the proposed changes.                              | ●             |
| Provide expert advice in Land and Environmental Court Appeals                     | Officers continue to provide assistance to legal with regard to Land and Environment Court appeals relating to Development Applications with planning and heritage and urban design experts. The involvement in appeals has been reduced given the influx of applications to Council and a number of staff vacancies. This has occurred to minimise impact on the assessment time frames of DA's and other applications lodged with Council. | ●             |

## Strategic Planning

| Action  | Comment  | Traffic Light |
|---|--|---------------|
| Crown Land Act changes will transfer the Native Title management responsibility to Council from July 2018 | Inner West Council has appointed an external Native Title Manager to manage the Native Title responsibility over Crown Land on behalf Council.   | ★             |
| Prepare an Inner West Local Environmental Plan (LEP) and Development Control Plan (DCP)                   | The Local Environment Plan (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. | ●             |
| Prepare the Inner West Public Domain Study and Strategy   | 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 focusing on defining street types, palettes, blue green grid and building frontages and is complete. This will allow the Technical Specifications to be prepared and completed in 2022.   | ●             |
| Develop and implement Master Plans for the public domain  | Town centre masterplans for Rozelle, King Street Newtown, Haberfield, Marrickville and Dulwich Hill town centres will commence in 2022.  | ●             |
| Identify opportunities and / or lobby for additional open space in association with large development     | The LEP (Phase 2) and new comprehensive Development Control Plan controls along with the new Development Contributions Plan will develop appropriate controls and funding for additional open space opportunities. These projects are on track for completion in December 2022.  | ●             |

| Action  | Comment   | Traffic Light |
|---|---|---------------|
| Implement the GreenWay Master Plan ensuring that it is consistent with adopted and emerging GreenWay strategies and plans | In-corridor D&C works out to tender with contractors to be engaged. High Voltage Relocation and Bay Run tenders have closed and a contractor has been engaged with works to be undertaken from February to April 2022 and the Bay Run tender has closed and a contractor has been engaged with works to be undertaken from March 2022 to Jan 2023. On-road works delayed for four months due to Covid-19 but will be completed by end of Jan 2022.  | ●             |
| Affordable Housing Policy review  | The Affordable Housing Policy review has been completed incorporating the Housing SEPP and revised targets. An amended draft Affordable Housing Policy will go to the Council meeting in May 2022.  | ●             |
| Advocate to the State Government on development contributions reforms   | Council officers prepared technical submissions to the Independent Pricing and Regulatory Tribunal (IPART) and NSW Government's exhibited reform agenda in December 2021. A Councillor Briefing note was circulated on these submissions. Council officers met with State Government representatives to advocate for the provision of an appropriate level of future local infrastructure in the Parramatta Road Corridor and Bays West Precinct, and will continue to monitor policies put forward by the State Government.  | ●             |
| Advocate for night time economy initiatives   | Inner West is a member of the of the Night Time Economic Committee of Council's (NTECC), a 20 member group that meets monthly to discuss and advocate for the night time economy in NSW. Council is working towards a pilot Special Entertainment Precinct on Enmore Road and waiting on DPIE's response to the Open and Creative Inner West planning proposal. Submission made on the Fun SEPP Explanation of Intended Effects.  | ●             |
| Facilitate and coordinate local democracy groups related to planning  | Key inputs from the Planning and Heritage Group in this period related to the review of the Community Strategic Plan, and the preparation of the comprehensive DCP, with a focus on heritage. Activities of the Housing and Affordability Advisory Committee have included submissions on: NSW Parliamentary Inquiry into the Social Housing Shortage; Housing SEPP consultation draft; Council's Draft Healthy Ageing Strategy and Action Plan. They also met with CatholicCare and St Vincent's Ashfield Social Justice Group regarding development of church land for social and affordable housing. | ●             |
| Create Council's wayfinding strategy  | Council prepared a project brief and received proposals from consultants to prepare a signage and wayfinding strategy for Inner West Council. The works are expected to be completed in 2022. Strategy will develop a Council wide signage palette and proposals for wayfinding, interpretive and directional signage for the Parramatta Road Urban Amenity Improvement Program (PRUAIP) and the Bay to Cove Greenway project.  | ●             |
| Create Council's Local Approvals Policy   | Consultation is soon to be undertaken with local businesses, requesting their feedback on relevant provisions of the Policy such as outdoor dining, food trucks, community events, market stalls and retail displays on footpaths.  | ●             |

## Economic Development

| Action   | Comment   | Traffic Light |
|--|---|---------------|
| Coordinate and implement the Inner West Recovery Taskforce Recommendations                                   | Implementation is ongoing relating to the 39 recommendations identified by the Taskforce.   | ●             |
| Women's Mentoring program and Women in Business  | Five Women in business events have been delivered with mentoring support provided. 205 business women participated in the program.  | ●             |
| Provide support for business including provision of training and workshops to businesses                     | Delivered 23 business educational training workshops and networking opportunities to help businesses take advantage of emerging trends and address issues. Workshops are focused on educating businesses on how to adapt to market shifts in these challenging times.                             | ●             |
| Investigate the feasibility of outdoor dining initiatives and use of public domain spaces for outdoor dining | Developed new interim outdoor dining guidelines for footpath and temporarily within kerbside parking spaces (public domain). The program is currently running and open for businesses to apply. Take up has been good and feedback positive.  | ●             |
| Spend (Experience) Local campaign  | Implemented a range of spend local campaigns. A four week media campaign focused on eat/drink/shop/discover Inner West. A six week Christmas showcase initiative was run in December for Ashfield, Summer Hill. Continued to work in partnership with business chambers to encourage local spend. | ●             |
| Manage the Urban Centres Program   | Implementation of projects that are business driven continues under the Urban Centres Program.  | ●             |

## Building Certification

| Action  | Comment  | Traffic Light |
|---|--|---------------|
| Identify and develop a plan for the provision of information on the website and planning portal | Analysis of duty calls and commonly asked questions is currently being collated. | ●             |

## Environmental Health and Building Regulation

| Action  | Comment   | Traffic Light |
|---|---|---------------|
| Conduct audit of unauthorised premises across Inner West  | Complaints relating to the use of unauthorised premises continue to be undertaken taking into considerations NSW Public Health Order requirements | ▲             |
| Develop and publish a suite of information about the regulation of land use and unauthorised building, environmental health & fire safety matters | Information continues to be researched and provided, such as the information regarding Short Term Rental Accommodation.                           | ●             |



## Parking and Ranger Services

| Action   | Comment   | Traffic Light |
|--|---|---------------|
| Establish dog training waypoints on walkways that will provide a quick training exercise coupled with educational messages | Possible locations and routes are currently being identified. | ●             |
| Certificate 4 Training of Companion Animal Officers to allow officers to begin training programs for community             | Researching of providers is in progress.                      | ●             |

## Aquatic Services

| Action   | Comment  | Traffic Light |
|--|--|---------------|
| Implement the Aquatic Services Plan  | Aquatic Services Plan has been implemented and transitioned to business as usual.  | ★             |
| Upgrade and re-open Ashfield Aquatic Centre  | The Ashfield Aquatic Centre has been fully re-opened and project completed since October 2020. Ongoing programs and services are now on offer.   | ★             |
| Prepare a master plan for Leichhardt Park Aquatic Centre   | Master plan has been completed and adopted by Council, progressed to implementation phase.   | ★             |
| Develop and implement Learn to Swim (LTS) rolling term   | Completed. Rolling term has been implemented for LPAC and commenced on 17 January 2022. All Inner West Aquatic sites now operate LTS on a rolling term.  | ★             |
| Implement Centre and wide Council child safety processes   | Commenced. Child safety protocols include a range of site-based controls including various programs and best practise processes as well as Council wide and organisational initiatives yet to be completed.  | ●             |
| Get approval for NDIS and develop and implement NDIS registered programs and services                  | Application for an approved NDIS service submitted.  | ●             |
| Develop a schedule for open days and events across all Aquatics Facilities                             | Schedule is in development; specific planning has commenced for open days and events.  | ●             |
| Open and relaunch the Dawn Fraser Baths including developing new program and services                  | Dawn Fraser Baths reopening has been completed, with new fitness programs currently on offer.  | ●             |
| Commence specific planning for fees harmonisation  | Fees harmonisation has commenced, proposed fees and charges for 2022/23FY have been submitted and include harmonisation activities to progressively align fees across IW Aquatic centres.  | ●             |
| Integrate Fanny Durack Aquatic Centre and Annette Kellerman Aquatic Centre into aquatic services suite | Integration of FDAC and AKAC facilities is in progress.  | ●             |
| Promote and implement Lifestyle membership across all Aquatic Centre                                   | Lifestyle membership offering has been implemented for Inner West Aquatic sites.   | ●             |
| Ongoing planning and implementation of Leichhardt Park Aquatic Centre masterplan                       | LPAC masterplan process is underway. A project control and project working group is currently developing the necessary initial plans and approach to the body of work required. Initial architectural plans and scope of works will be used to inform the design costs and other requirements. | ●             |

## Parks Planning and Recreation

| Action   | Comment   | Traffic Light |
|--|---|---------------|
| Prioritise playground renewal and upgrade through a long term Playground Strategy  | Playground Strategy is currently on hold.   | ▲             |
| Develop and facilitate a range of recreation initiatives for disadvantaged communities in conjunction with relevant program partners | This is being redeveloped as part of the Recreation Strategy to be considered by Council in 2022.   | ▲             |
| Develop and implement a prioritized plan for Inner West parks Plans of Management and Master Plans                                   | Completed and available on the Council web site.  | ★             |
| Establish the Callan Park Trust  | Council is continuing to advocate for the Callan Park Trust and has done so in a number of submissions in relation to legislation concerning the Greater Sydney Parklands.  | ●             |
| Create Watercraft website page   | Planned for completion mid 2022. Information currently exists on the websites under Parks.  | ●             |
| Develop and implement Watercraft Management Policy and Protocol  | Planned for completion mid-2022.  | ●             |
| Child Safety – facilitate and implement Council wide program   | The IWC Aquatic facilities have currently completed a review of Child safety and rolled out a range of child safety processes embedded into systems including reviewing needs in all core program areas. The final completion will take place in line with launching the Council wide child safety process. | ●             |

## Urban Sustainability

| Action  | Comment   | Traffic Light |
|---|---|---------------|
| Seek and maintain partnerships to support adaptation to urban heat  | Council's partnerships informing adaptation to urban heat have included: <ul style="list-style-type: none"> <li>• Macquarie and Western Sydney Universities through the 'Which Plant Where' project providing guidance about what species to plant in respect to a changing climate</li> <li>• Water Sensitive Cities Cooperative Research Centre</li> <li>• Resilient Sydney Network</li> <li>• Cities Power Partnership via the Climate Council</li> <li>• NSW Government's SEED database (Central Resource for Sharing and Enabling Environmental Data in NSW)</li> <li>• NSW Government's Adapt NSW program.</li> </ul>   | ●             |
| Pursue opportunities to drive an increase in renewable energy in the Inner West for Council and the community | Installations during this period included at Deb Little Centre in Dulwich Hill this quarter and a large solar PV system was installed at Council's St Peters Depot. An extensive digital campaign rolled out encouraging community to go solar and obtain quotes from Australian Energy Foundation and the promotion of Round Two of the Solar for Strata for residential apartments was highly successful with 45 new sites registering in the program. A 45kw solar system was installed by Wilkins Public School with Council support through Solar my School. Over the last 6 months, 22 new solar installations were completed on Inner West houses through Go Solar program, totalling 126kW. | ●             |

| Action  | Comment   | Traffic Light |
|---|---|---------------|
| Establish and maintain a Green Living Centre Program  | <p>The Green Living Centre program provided a number of programs including the following:</p> <ul style="list-style-type: none"> <li>• Transitioning to an All-Electric Home webinar</li> <li>• Composting and Worm farming and Wild Edibles webinar</li> <li>• Spring talks series featured insects and native bees as well as Plastic Free July campaigns</li> <li>• free energy advice services and water sensitive design workshops</li> <li>• profiles of local groups and their environmental achievements during History Week</li> <li>• blog and panel discussion featuring local sustainable fashion experts on skills to avoid and reduce clothing waste</li> <li>• workshop demonstrating practical techniques to store, cook and save food to reduce organic waste.</li> <li>• A communication campaign highlighting waste-free ways to celebrate the festive season with workshops on crochet and paper crafts with reused materials</li> </ul> <p>Additionally, the Green Living Centre engaged community members on National Recycling Week, Garage Sale Trail and Recycle Smart, as well as in citizen science campaigns for Frog ID Week, the Great Aussie Backyard Bird Count and Australian Pollinator Week.</p> | ●             |
| Develop and implement the Inner West Climate and Renewables Strategy  | Climate and Renewables Strategy adopted in December 2019, and is currently being implemented.   | ●             |
| Seek and maintain research and on-ground partnerships around growing food in urban areas                                | The Community gardens continued to be supported with practical guidance and advice. The Inner West community gardens network met online in October, with groups exchanging ways they have adapted to COVID-19 rules and restrictions. An online webinar run with Not-for-Profit Law/Justice Connect for community gardeners on running an incorporated association including practical advice on governance and legal responsibilities. 10 Inner West Community Gardens were represented across two workshops in June and July 2021. The Whites Creek Food Forest has continued to thrive and a new irrigation system now supports more efficient water use. Seven Inner West schools and community organisations established new food garden beds with the support of Environment Grants.  | ●             |
| Focus efforts to drive efficiency and manage demand for energy across Council operations and reduce corporate emissions | Planning for LED lighting projects in 2022 include: Deborah Little Early Learning Centre, Enmore Road Early Learning Centre, Foster St Family Day Care, Hannaford Centre, Jimmy Little Community Centre, Stanmore Library, Tillman Park Early Learning Centre, Annette Kellerman Aquatic Centre (except for pool hall), St Peters Depot, Annette Kellerman Aquatic Centre pool hall. Consultants continued work on aquatic centres energy efficiency report. The design for the 21-22 LED lighting rollout was completed with installation to commence when fixtures can be sourced (COVID has disrupted the supply chain for lights). Energy efficiency assessments at two aquatic centres were completed.   | ●             |

| Action   | Comment  | Traffic Light |
|--|--|---------------|
| 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 | <p>This action is being implemented as part of the broader Development Control Plan (DCP) project managed by Strategic Planning. Council engaged a consultant to undertake a study to recommend planning controls for Low Carbon Precincts as per the Climate and Renewables Strategy and Local Strategic Planning Statement. The final study is due in March 2022.</p> <p>Council website was updated with clear information on planning pathways for solar in residential, commercial and industrial, including in heritage conservation areas and for heritage items during the previous annual reporting year.</p>   | ●             |
| Develop and implement an Environmental Management System addressing Council Environmental Risk and Compliance  | An Environmental Management System (EMS) aligned with international standard ISO14001 is being developed and implemented. Work included updates to the EMS manual and implementation of various environmental policies and projects within the EMS.  | ●             |
| Establish the Green Living Centre at the Summer Hill Depot re-use hub  | Development application approved this quarter for change of use at Summer Hill Depot to establish Green Living Centre alongside Bower repair centre at Summer Hill depot.  | ●             |
| Urban Sustainability programs  | The Solar for Strata information session in September was attended by 61 community members. The Inner West Sustainable Schools Network held their quarterly meeting online on 9 September 2021. The meeting was well attended with 51 attendees from across 29 schools and environmental organisations. The Green Living Centre and Resource Recovery team held introductory composting webinars for staff and community members during September. The Inner West Sustainable Schools Network was hosted online in October with 17 schools and organisations attending. Participants learnt how to create spaces at school that increase biodiversity, attract pollinators and support birdlife. | ●             |
| Prepare a sustainable fleet-transition plan  | <p>Consultant appointed to prepare the corporate Sustainable Fleet Transition Plan. The consultant will advise on:</p> <ul style="list-style-type: none"> <li>• Financials</li> <li>• Carbon reduction</li> <li>• Recommended technologies</li> <li>• Timing</li> <li>• Infrastructure</li> <li>• Operational and staff considerations</li> </ul>  | ●             |



The new plaza at the former Telstra Exchange site on Darling Street Balmain was completed in July. The design includes a green wall with an artwork by local artist Sue Callanan, 'Connecting You Now', which references the telecommunications history of Balmain

## Resource Recovery Planning





| Action  | Comment  | Traffic Light |
|---|--|---------------|
| Develop an Inner West Zero Waste Strategy and Action Plan   | Zero Waste Strategy was endorsed by Council on 3 August 2021.  | ★             |
| Develop and operate a second Inner West Council Community Recycling Centre for problem wastes             | The Community Recycling Centre at St Peters commenced operation in June 2019, in addition to the existing centre at Leichhardt.  | ★             |
| Promote zero waste avoidance, reuse recycling and repair  | The 2021 Garage Sale Trail in the Inner West Council area attracted 5,566 participants (shoppers and sellers). There were 128 total sales with an estimated 35,160kgs of items reused.   | ★             |
| Increase reuse opportunities and develop a local reuse centre   | Council is working with local reuse organisations The Bower and Reverse Garbage to establish a Reuse Centre at Summer Hill Depot. The project is in the planning phase with the development application approved and on-site works scheduled to commence in February 2022 when NSW Health vacate the site. The Reuse Centre is expected to be operating with the Bower in situ by the end of the financial year. An EOI for the remaining tenancy is expected to go out for interested reuse organisations in the next few weeks.  | ●             |
| Provide options for residents to divert organics at home, in the community and through a kerbside service | <ul style="list-style-type: none"> <li>Compost collective – four compost bin deliveries to group composting locations engaging 123 residents.</li> <li>Compost revolution – Inner West Council residents ordered subsidised 64 compost bins, 41 aerators, 136 worm farms, 187 worms, 27 hungry bins and 27 green solar cones.</li> <li>Food recycling service in apartments collected 398.74 tonnes food organics. 101 residents have been engaged in the champions program to work with council on improving food recovery in their building.</li> <li>Online compost workshop was held on 16 September engaging 30 participants</li> </ul> | ●             |
| Collaborate with stakeholders to support delivery of the Inner West Zero Waste Strategy and Action Plan   | The Zero Waste Strategy engagement was inclusive and resulted in 40 community submissions and adjustments to two of the targets within the strategy, prior to endorsement by Council on 3 August 2021. Implementation of the strategy is underway.<br>Council will continue to work with stakeholders on implementing the strategy such as it's work with other councils and Southern Sydney Regional Organisation of Councils to enable extensive food recycling in the region.   | ●             |
| Undertake operational Service Reviews   | Operational service reviews were completed for recycling, organics and clean-up and service changes implemented as a result.   | ●             |
| Development of a community Reuse Centre at Summer Hill depot incorporating Reverse Garbage and The Bower  | DA for Summer Hill Resource Recovery Hub approved in December 2021. Tenants include Green Living Centre and the Bower. Final tenants to be subject to EOI process, currently being developed.  | ●             |

## Civil Maintenance


| Action   | Comment  | Traffic Light   |
|--|--|-----------------|
| Renew and upgrade footpaths  | Procurement in progress for capital program at 9 locations (\$1.3m) with anticipated contract award in Quarter Three. Scoping for additional funded locations (\$1.2m) in progress; however, procurement delays may delay the delivery.  | Behind schedule |
| Renew and upgrade roadside furniture   | The parking meter upgrade procurement is in progress. Council approval of tender and contract award planned for early 2022. Installation to follow four month lead time for equipment. Completion date to be reviewed with tender evaluation.  | Behind schedule |
| Renew local and regional roads   | Funded Regional Roads projects at Balmain Road and Moore Street, Leichhardt are completed. Crystal Street work in progress and nearing completion. Priority local road projects (grant-funded) are now underway in ten areas. Work is now underway on 67 local road projects (Capital Work). | On track        |
| Civil Maintenance programs   | Quarterly/Biannual Service of Gross Pollutant Traps under Southern Sydney Regional Organisation of Councils Contract Schedule - first service completed September 2021. Quarterly audit and service of White Way Lighting - first quarter audit and service completed.                       | On track        |
| Facilitate the implementation of field devices amongst the operational teams for scheduled and reactive maintenance works orders | All teams with field devices. Under development. Anticipating implementation of defects reporting system by 4th Quarter.   | On track        |

## Parks and Streetscapes Operations

| Action   | Comment  | Traffic Light |
|--|--|---------------|
| Renew and upgrade seawalls in line with the Seawalls and Wharves capital program | Dobroyd Parade seawall construction works are completed. Project coordinated with Greenway delivery. Balmain Rowing Club foreshore access - Project delivered by club, funded by Council. Review of scope changes proposed by club in progress, including compliance with Development Application and funding agreement. Engineering Services (Parks Assets) delivering seawall valuations.  | On track      |
| Prioritise shade sail renewal and upgrade through a Shade Sail Strategy          | Shade sail projects in 2021-2022 include the Ashfield Aquatic Centre (planning in progress) and Leichhardt Park Children's Centre shade sail upgrades (procurement and modified Development Application in progress).  | On track      |
| Enhance streetscapes and town centres  | The artwork installation for Foxs Lane, Ashfield Town Centre is scheduled for completion early 2022. The Marrickville Road (East) cycleway and streetscape upgrade is being designed, with construction scheduled to commence in 2022-2023. The Dulwich Hill Station Precinct Public Domain Improvements have been largely designed and public engagement is complete. The construction works will go to tender once approval is received from Transport for NSW for the traffic signal designs. | On track      |

| Action   | Comment   | Traffic Light   |
|--|---|---|
| Renew and upgrade parks in line with the Parks Capital Works Program   | <p>Works in progress:</p> <ul style="list-style-type: none"> <li>• Tempe Reserve sportsfield upgrade, completion scheduled for April</li> <li>• Parks Footpath renewal program works in progress. 6 of 20 parks completed.</li> <li>• Henson Park Upgrade completed. Additional subsurface drainage scheduled for October 2022.</li> <li>• Pioneers Memorial Park Leichhardt playground schedule for completion January</li> <li>• Gladstone Park and Algie Park playground upgrade schedule for completion end of March</li> <li>• Birchgrove Park fencing schedule for completion January.</li> <li>• Elliot Park lighting upgrade contract awarded. Works to commence early 2022.</li> </ul> <p>Procurement in progress:</p> <ul style="list-style-type: none"> <li>• Hammond Park fencing upgrade</li> <li>• Darrel Jackson Gardens upgrade.</li> </ul> <p>Design in progress:</p> <ul style="list-style-type: none"> <li>• Cahill Street playground and public domain upgrade design procurement in progress</li> <li>• Yeo Park Upgrade</li> </ul> <p>Scoping and planning in progress for design in 2022-2023:</p> <ul style="list-style-type: none"> <li>• Hoskins Park Upgrade</li> <li>• Mackey Park Upgrade</li> <li>• Simpson Park Lighting Upgrade</li> <li>• Ferris Lane Green Space</li> <li>• Kendrick Park Playground Upgrade</li> <li>• Rowe Playground</li> <li>• John Paton Reserve Playground</li> <li>• Lion St Playground Upgrade</li> <li>• Rose St Playground Upgrade</li> <li>• Mort Bay Park Playground Upgrade</li> <li>• King George Park Playground Upgrade</li> <li>• North St Playground Upgrade</li> </ul> |    |
| Continue LED street lighting accelerated replacement program   | Program 99% complete with a few outstanding items to be completed in 2022.  |  |
| Expand current Council staff verge mowing service to the former Ashfield council area of the Inner West LGA. | External consultant engaged to develop extended service levels of delivery.   |  |
| Embed the IWC Project Management Framework into the Capital Works team                                       | Project Management Framework roll out to commence with staff training in April 2022.  |  |

## Capital and Major Projects

| Action                                   | Comment  | Traffic Light   |
|--|--|---|
| Establish Lewis Herman Reserve, Ashfield | Grant funding received under NSW Public Spaces Legacy program. Design consultancy contract awarded. Project to include updated Masterplan and finalisation of Plan of Management prior to works. Community engagement for Lewis Herman Reserve and Cahill Street has been complete and the engagement outcomes report is currently being review by IWC. Concept design is due to begin in the new calendar year. |  |



| Action   | Comment  | Traffic Light |
|--|--|---------------|
| Upgrade King George Park Rozelle                   | Sports field, car park and playground upgrade resolved by Council 13 April 2021. Sports field upgrade civil design procurement in progress. Sports field lighting design has commenced. Design to be completed 2021-2022 with sportsfield improvements complete March 2023 for 2023 winter sports season and other improvements completed June 2023. Playground and car park planning in progress. | ●             |
| Upgrade Johnson Park, Marrickville                 | Dulwich Hill Parklands Plan of Management endorsed by Council and awaiting Crown Lands approval. Design and construct procurement for Johnson Park improvements in progress as part of Greenway southern links project delivery.   | ●             |
| Completion of Stronger Communities funded projects | Final outstanding project status: Booth Street bridge on track for completion in Q4 2021-2022 with completion delayed due to latent site conditions and Covid. Greenway works on track for completion to agreed revised schedule 2023.   | ●             |

## Engineering Services

| Action  | Comment   | Traffic Light |
|---|---|---------------|
| Undertake a substantial review of the backlog calculation methodology for 2020/21 Special Schedule 7. | Review completed and SS7 finalised.   | ★             |
| Procure and undertake bridge condition survey   | Survey underway, to be completed 4th Quarter.   | ★             |
| Undertake road asset audit and condition survey for the entire LGA                                    | The road asset audit was completed.   | ★             |
| Provide, renew and upgrade stormwater infrastructure  | Projects commenced in some locations Remaining projects in procurement phase.   | ●             |
| Implement Asset Management Improvement Program  | The datasets and spatial layers for the asset condition survey are due to be delivered by the end of January 2022. The Level 2 Bridges visual condition audit will commence in February 2022. | ●             |
| Audit and update park and foreshore asset data  | New contracts for playground asset inspections and maintenance to commence in 3rd Quarter   | ●             |
| Implement an Asset Defect Reporting system  | Asset Defect Reporting system has been set up and will be commissioned in Q4.   | ●             |
| Develop the scheduled works orders within One Council   | Operations teams are preparing schedules for review and input into One Council and to facilitate the rollout to the relevant operational teams  | ●             |
| Preparation of Engineering Code for development engineering   | Draft document under review, with completion to be aligned with adoption of IWC DCP.  | ●             |

# Traffic and Transport Planning

| Action  | Comment  | Traffic Light |
|---|--|---------------|
| Traffic and Transport Needs Study                                   | Preparation of the Traffic and Transport Needs Study is completed.   | ★             |
| Provide, renew and upgrade traffic and pedestrian safety facilities | <p>Designs and Local Traffic Committee approvals in progress for 2021-2022 program at multiple locations.</p> <p>Unwins Bridge Road crossing near Tillman Park awaiting Transport for NSW signal design approvals. Construction planned for Quarter Three pending approvals.</p> <p>Warren Road one way treatment civil and traffic signal contracts awarded and works commenced December. Wet weather and final signals design approvals have delayed progress. Raised pedestrian crossing works in Toothill Street, Lewisham are progress and procurement for the raised pedestrian crossing in Bland Street is in progress.</p> | ●             |



The magnificently refurbished Dawn Fraser Baths reopened in September. Council sought and was granted a public health order specifically allowing the historic harbourside pool to reopen during the lockdown

| Action   | Comment   | Traffic Light |
|--|---|---------------|
| Develop and implement programs to promote road safety                        | <p>The child restraint program operating bi-monthly as a home mobile fitting service was promoted and fully booked for 6 October and 1 December, with 59 vouchers issued to residents, enabling 74 car seats to be safely installed and correctly fitted, keeping our younger residents safe and secured in their car seats.</p> <p>Pedestrians were reminded to walk safely over the holiday season with 24 bus shelter panels advertising the message "Before crossing the road ... Look Out Before You Step Out".</p> <p>The parent workshop "Helping Learner Drivers Become Safer Drivers" was delivered online on 10 November and a maximum attendance of 28 was recorded.</p> <p>The school road safety program 'Illegal parking puts children's lives at risk' was promoted to schools during term 4 to minimise risk and encourage safe driver behaviour especially after returning from COVID lockdown.</p> <p>Council's communication platforms were used to promote motorcycle awareness month and safe driving tips for the October long weekend with a focus on mobile phones, speed, vulnerable road users (cyclists &amp; pedestrians), seatbelts and child car seats.</p> | ●             |
| Develop and implement the Parramatta Road Urban Infrastructure Program works | Works complete in Rofe St. Works underway in Renwick St, Norton St, Crystal St, Balmain Rd, Catherine St, Dot Lane, Hay St, Petersham St, Wigram Road, Booth Street. Some works are behind schedule due to Ausgrid works and approval processes with Sydney Water and Transport for NSW.  | ●             |
| Provide and upgrade cycleway infrastructure                                  | <p>Regional Route 7 Section 1 Lewisham to Petersham works well progressed. Section 2 Petersham to Newtown completed 2020-2021.</p> <p>Local Route 3 Livingstone Road cycleway Section 1 Marrickville Road to Marrickville Park works in progress. Contract awarded for Section 2 Marrickville Road to Randall Street.</p> <p>Marrickville Road (East) streetscape and cycleway improvements design review in progress to complete design engagement and finalisation in 2021-2022 for construction 2022-2023 pending utility and Transport for NSW approvals and successful funding.</p> <p>Local Route 02 West Street Petersham, design review in progress.</p>  | ●             |
| Develop and implement traffic and parking management studies                 | <p>Draft Leichhardt West and Draft Rozelle North Precinct Parking Study reports, public exhibition period and draft engagement outcomes reports completed. Draft Rozelle North Local Area Traffic Management Plan (LATM) Study finalised and recommended at November 2021 Traffic Committee to be placed on public exhibition.</p> <p>Final Balmain East Precinct Parking Study reported to the September 2021 Traffic Committee, deferred by Council at its October 12, 2021 meeting.</p> <p>Balmain LATM Working Paper 2 underway.</p> <p>Final Tempe South LATM Study report deferred by Traffic Committee in August 2021. Further discussions with TfNSW have been held and ongoing discussions underway to resolve issues.</p>   | ●             |
| Prepare the DCP Parking and DCP Transport                                    | Park and transport DCP underway.  | ●             |
| Dobroyd Canal (Iron Cove Creek) Active Transport Link masterplan             | Procurement for a consultant is in progress.  | ●             |
| Research and develop the Speed/ Volume policy to trigger traffic counts      | Draft in development, expected to be reported to the March Traffic Committee.   | ●             |

| Action   | Comment  | Traffic Light |
|--|--|---------------|
| Research and develop an IWC pedestrian crossing warrants policy  | Draft in development, expected to be reported to the Traffic Committee mid-2022.   | ●             |
| Harmonise or retire former Council policies - Traffic Calming Policy (Leichhardt), Signs policy (Marrickville), Traffic and Transport policy (Marrickville). Develop appropriate IWC policies. | This project is underway.  | ●             |
| Research and submit responses to State Government infrastructure projects, including WestConnex, Western Harbour Tunnel, Sydney Metro, informed by Councillor and community submissions        | Ongoing as required.   | ●             |
| Replace the existing parking meters with pay by plate parking meter technology, including suitable community engagement  | Tender report prepared for the April Council meeting including engagement plan.  | ●             |
| Undertake area based strategic traffic management and parking studies, based on prioritised need and community engagement  | Draft Leichhardt West and Draft Rozelle North Precinct Parking Study reports, public exhibition period and draft engagement outcomes reports completed. Draft Rozelle North Local Area Traffic Management Plan (LATM) Study finalised and recommended at November 2021 Traffic Committee to be placed on public exhibition. Final Balmain East Precinct Parking Study reported to the September 2021 Traffic Committee, deferred by Council at is October 12, 2021 meeting. Balmain LATM Working Paper 2 underway. Final Tempe South LATM Study report deferred by Traffic Committee in August 2021. Further discussions with TfNSW have been held and ongoing discussions underway to resolve issues. | ●             |

## Facilities Management

| Action  | Comment   | Traffic Light |
|---|---|---------------|
| Work with the TfNSW Sydney Gateway team to handover the leachate treatment plant in working order                               | Hand over completed.  | ★             |
| Finalise the specification for a Trades Panel and advertise the Request for Tender (RFT)  | Trades panels specifications finalised and EOI completed. Currently being reviewed before tender process                                    | ●             |
| Replacement of soft-fall within identified Children and Family Services Centres   | All soft fall works completed over Christmas except Enmore Child Care which is currently in progress.                                       | ●             |
| Integrate IWC contractors onto the IWC maintenance works portal   | Trial integration of contractors onto IWC portal has been completed. Remaining contractors to be scheduled for training and implementation. | ●             |
| Standardise a vendor panel for the delivery of reactive hydraulic services and reactive building / construction services        | Expressions of Interest have been received and will be evaluated and tender developed for vendor panel.                                     | ●             |
| Complete a condition audit, and develop maintenance strategy for rain water harvesting in line with sustainability deliverables | Condition audit currently 80% complete. Maintenance strategy to be developed on finalisation of findings.                                   | ●             |

## Urban Ecology

| Action   | Comment   | Traffic Light |
|--|---|---------------|
| Develop Urban Ecology strategies and policies and plans; including the Urban Forest Policy and Street Tree Master Plan | The draft Inner West Green Place Strategy has not progressed due to lack of staff in the Urban Ecology Planning and Engagement team.<br>Subcatchment Planning which engages with the community to identify local Water Sensitive Urban Design and other green infrastructure opportunities is on hold due to lack of staff resources.   | ▲             |
| The Inner West Urban Ecology Education and Incentives Programs continue  | Rainwater tank rebate program continued with reduced webinar frequency.<br>Spring Photo Callout photo competition was completed with winners awarded in insect, bird and plant categories. A native plant giveaway for National Tree Day proceeded with plants being delivered to over 100 residents' homes as a COVID-safe alternative to centralised collection.  | ●             |
| The Inner West Urban Ecology volunteer programs continue   | Volunteer face to face working bees and surveys were not held for almost 4 months during this period due to COVID-19. After recommencing in late October 2021 a total of 78 working bees/surveys were held with 317 volunteer attendances/sign-ons and 787 volunteer hours completed. Volunteers and staff were happy to be back on site together to continue their work to increase the urban forest and provide connected corridors for wildlife. 47 new volunteer enquires were responded to during this period. Programs that residents could take part in from home safely during COVID lockdown were promoted to existing and potential new volunteers (i.e., Council's Your Say, Council's Nature for Backyards guide and external Citizen Science programs - Frog ID and Birds in Backyards)  | ●             |
| Maintain, protect and enhance the Inner West's current ecological assets   | Urban Ecology's Volunteer and Projects team continued their work restoring ecosystems in Council's natural areas. An additional 1.7 hectares of Council land was identified and handed over to be managed as natural areas - managed natural areas have increased by 17% since 2018.  | ●             |
| Urban Ecology programs   | Internal engagement was undertaken as part of the development of an Inner West verge gardening for residents policy. Eight new verge gardens were approved during this period.  | ●             |
| Review Sustainable Streets program across IWC  | Harmonised Verge Gardening Policy has been drafted and specialist input is being incorporated.  | ●             |
| Review Urban Ecology Policy  | Draft biodiversity policy to be reviewed by Senior Manager and Director and identify resource requirements and a project schedule. Specialist and agency consultation to be completed in 2022.  | ●             |
| Partner with regional stakeholders on catchment and waterway health  | The Urban Ecology team and senior managers in the environment area continue to collaborate with Council's regional catchment partner groups such as SSROC, Sydney Coastal Councils Group, Parramatta River Catchment Group and Cooks River Alliance.<br>During the reporting period, the Senior Manager Environment and Sustainability has been appointed to the executive committee of the Parramatta River Catchment Group, an officer from the Urban Ecology team has committed to working groups for 2022 drafting of the Cooks River CMP and a report has been prepared for the first Council meeting of 2022 calling for new Councillor nominees on the Cooks River Alliance and Parramatta River Catchment Group<br>A round of grants for swim sites in the Parramatta River is currently under investigation for feasibility in mid 2022. | ●             |

## Urban Forest

| Action  | Comment   | Traffic Light |
|---|---|---------------|
| Undertake the street tree planting and establishment program  | s.94 funded tree planting program has commenced. Due for completion in June 2022  | ●             |
| Work with Ausgrid for appropriate pruning standards for street trees, including the adoption of an Inner West Local Precinct Plan | Ausgrid have not yet responded with a meeting date due to internal restructuring.   | ●             |
| Design and implement prioritised green infrastructure in the public domain  | 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. | ●             |
| Develop and implement an Urban Forest Policy and Street Tree Master Plan  | Urban Forest Manager has started and commenced review of DCP  | ●             |
| Trees on Private Land Fact Sheet and website refresh  | Will be completed after the DCP review.   | ●             |

## Corporate Support Services

| Action   | Comment  | Traffic Light |
|--|--|---------------|
| Coordinate 2021 Local Government Election  | Local Government elections were held in December.  | ★             |
| Prepare non-residential election roll  | The Non Residential Roll closed on 25 October and was submitted to the NSW Electoral Commission by the deadline.   | ★             |
| Develop a Council portal to create one place to interact online with Council                                   | Continuation of functional and user experience design with main software vendor.   | ●             |
| Support mobility by allowing community and staff to interact with Inner West Council systems anywhere, anytime | Analysing options for extending flexibility / mobility for internal staff at next desktop roll out. Design completed for build of in cab solution for Waste collection.  | ●             |
| Create an organisation which is able to interact and transact digitally  | Testing has commenced for penultimate stage of Waste booking project. Investigating options to enhance use of MS Teams as internal collaboration platform by integrating to document management systems and deployment of Kanban boards for agile delivery management.   | ●             |
| Operate Council's Information and Communication Technology in a sustainable and efficient manner               | Achieved availability targets. Continuing with migration to Cloud based services. In the final stages of the network modernisation project. Developed security road map for Financial Year 2022. Consultation has commenced on new Information and Communications Technology Strategy.<br><br>Continuing with migration of workloads to cloud. Security threats remediated in collaboration with Cyber Security NSW. Finalising updates to ICT Protocols and Standards to align with NSW Cyber Security policy. Wide area network project completed. | ●             |

| Action  | Comment  | Traffic Light |
|---|--|---------------|
| New and upgraded Council projects have effective Information and Communication Technology services on opening | Dawn Fraser Baths Renovation completed. Wrapping up final paperwork.<br>Haberfield Library functionally complete. Resolving outstanding defects.<br>Annette Kellerman Aquatic Centre procurement in progress.<br>Fanny Durack Aquatic Centre procurement in progress.<br>Tom Foster Community Centre Renovation consulting during detailed design.<br>Newtown Pride Centre planning underway.<br>Globe Preschool New Building implementation underway.<br>Henson Park Renovation Initiation underway.<br>Summer Hill Depot Repurposing in planning phase.<br>Early Learning Centre Upgrades in planning phase.                       | ●             |
| Improve analytics and reporting within and across Council information   | Concept design completed and executive dashboard developed for customer requests. Commenced establishment of data and analytics platform.<br>Data and Analytics platform established. Business intelligence Priorities agreed with Executive team and scoping has commenced.   | ●             |
| Expand the information available to the community online and encourage online collaboration                   | Final stages of procurement to build integration between NSW Planning Portal and Council systems.<br>Implementing enhancements to customer portal.   | ●             |
| Develop and implement a sustainable fleet and procurement strategy  | Inner West Council's transition to low-emission vehicles is progressing. Step one involved transitioning the passenger vehicle fleet to Hybrid Electric Vehicles (HEVs) as the default vehicle. Around 30% of the passenger fleet has been converted from internal combustion engine vehicles to HEVs. Stage two electric vehicles - a request for quotes has been drafted for a consultant to provide technical advice on fleet transition to electric vehicles and will be released to the market in October.<br><br>Council commenced work on the Sustainable Fleet Transition Plan this quarter engaging specialist consultants. | ●             |
| Optimise organisational efficiencies through amalgamation   | Work has commenced on using the Australian Business Excellence Framework to assess and improve organisational performance. This included a presentation on Business Excellence at Inner West Council at the Councillor Briefing Session held on 21 September 2021.<br><br>The BE team continues to support the implementation of service review recommendations to deliver efficiencies in Children's and Family services. As part of continuous improvement and preparing Council's 2022-26 Delivery Program areas of service will be identified in early 2022 that council will review during its term.                            | ●             |
| Integrate Council functions and services  | Key projects include: implementation of a new Parks & Community Facilities Booking system and Waste Management Booking system, the development of a Work Health and Safety (WHS) Strategy, and planning for a new WHS system.<br><br>As part of delivery of the WHS Strategy the BE team continues to lead the scoping and planning for implementation of a new WHS system.<br>A plan has been developed for the roll-out of Council's Project Management Framework and associated staff training program in 2022.   | ●             |
| Implement the Inner West Council Long Term Land and Property Strategy   | A review is now required to assess the outcomes, identify outstanding actions and develop the next 4 year plan.  | ●             |

# Key Statistics

The following key statistics for the period July – December 2021 are set out under the five strategic directions of the Community Strategic Plan *Our Inner West 2036*.

Council is undertaking a comprehensive review of performance measures for the 2022–2026 Delivery Program.

## Strategic Direction 1 – An ecologically sustainable Inner West

- Carbon emissions generated by Inner West Council – 30 tonnes
- Plants supplied from community native plant nurseries – 881\*
- Waste stream to landfill per resident – 53.9kg
- Collected bulky household items reused, recycled or recovered – 75%
- Community Recycling Centre E-waste/chemical waste recovered, recycled or safely disposed – 98%
- Residential waste collected in red-lid bins that could be recycled (other than organic matter) – 8.5%
- Food and organic matter in red-lid bins – 39%
- Green waste (garden organics) recovered from the waste stream – 9,100 tonnes
- Inner West Council divestment from fossil fuels – 100%
- Council's operational energy from renewable sources including onsite solar generation – 25%
- Processing time for tree pruning or removal on private land – 16 days
- Tree removals approved on private land – 597

## Strategic Direction 2 – Unique, liveable, networked neighbourhoods

- Median processing time for Development Applications (DA) – 86 days
- Completion timeframes for pre lodgement DA Advice – Average 42.4 days
- DAs that have had formal pre lodgement DA advice – 31%
- Building complaints responded to – 580
- Environmental audits of medium to high-risk industries – 3\*
- Outstanding Notice and Orders Certificates issued within three working days – 100%
- Inspection of registered premises (food premises skin penetration premises) – Nil\*
- Inspection of registered temporary food stalls and mobile food vans operating at events – Nil\*
- Post consent certification for development in the Inner West issued by Council Building Certification team – 25%
- Patrols of restricted parking areas – 934\*
- Number of school safety patrols during school terms – 116
- Street sweeping and verge mowing cycles – 25 in Q1 and 12.5 in Q2\*
- Operational vehicles, light vehicles and plant owned by Council – 230



### Strategic Direction 3 – Creative communities and a strong economy

- Exhibitions at Chrissie Cotter Gallery – 6\*
- Open Studio Trail participants – 0\*
- Local performers participating in Council events – 0\*

### Strategic Direction 4 – Caring, happy, healthy communities

- Inner West Sports Forums for key stakeholders – 3
- Sports Forum key stakeholders in the recreation and open space planning processes – 1
- Seasonal and casual sports fields allocations complying with policy – 100%
- Long Day Care utilisation 80% \*
- Parent satisfaction with Long Day Care Service 93%
- Public PC computer bookings – 7,890\*
- Wi-Fi logins by the public at libraries – 120,985\*
- Library and history sessions – 293\*
- Library e-resources loans/uses – 121,000\*
- Library members – 87,000
- Items in the Inner West History Collection digitised – 20,000
- Regular hirers of Council venues and facilities – 124\*
- Regular hirers offering multicultural and culturally diverse activities – 39%
- Magic Yellow Bus park visitations – 36\*

### Strategic Direction 5 – Progressive local leadership

- Social media followers – 51,000 (30% increase)
- Website page views – 3,338,000 (7.5% decrease)
- Projects on Your Say Inner West on which the community has the opportunity to engage – 22
- Visits to Your Say Inner West – 31,000 (30% decrease\*)
- Online customer transactions trending up – 54%
- Customer calls abandoned in queue – 5%
- Customer calls answered within 60 seconds – 65%
- Customer calls answered within 180 seconds – 80%
- Customer contact resolved at first point of contact – 90%
- Staff with a performance plan in place – 92.1%
- Number of Council workdays lost to industrial action – Nil
- Capital budget spent – 20% (\$18.4m)

#### Notes

1. Many service measures were impacted by COVID-19 as many events, exhibitions, venues and programs were closed or cancelled during the lockdown (denoted as \*)
2. Numbers are rounded



**INNER WEST**

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