



# CEO's Half-yearly update

First-half progress report (1 October - 31 December 2019) on the Operational Plan 2019/20



# Aboriginal and Torres Strait Islander statement

Inner West Council acknowledges the Gadigal and Wangal peoples of the Eora nation, who are the traditional custodians of the lands in which the Inner West Local Government Area is situated.

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

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# Chief Executive Officer's message

In this half-yearly update, I am pleased to outline considerable progress at the mid-point of Council's 2019/20 Operational Plan. In the six months to December 2019 Inner West has seen significant new infrastructure including the magnificent Marrickville Library, exceptional community services such as our renowned events program, and strong innovation in the environment space. Council has rolled out solar initiatives, led the push to establish a food recycling scheme for Metropolitan Sydney and become the first council in NSW to be 100% divested from fossil fuels. Major projects including the Ashfield Aquatic Centre and Dawn Fraser Baths upgrades are on track and we're rolling out new systems that will see huge efficiencies and improvements in customer service.

Some other highlights include:

## City Living

- Delivered flagship community events including Marrickville Festival, Dulwich Hill Village Fair, Footprints EcoFest, EDGE at Sydenham, Newtown and Balmain, Summer Hill Neighbourhood Feast and more
- Supported sixty-six community projects with more than \$300,000 grants provided
- Delivered new public art including the Fintan Magee mural at Addison Road, Marrickville as part of the Perfect Match program
- Hosted workshops and talks at Council libraries attended by thousands of residents
- Pushed to reduce problem gambling by holding two gambling harm minimisation workshops
- Announced a new grassroots initiative to assess the impact of poverty on local communities across NSW

## Corporate

- Delivered an integrated document management system
- Delivered a new human resources management system

- Progressed the new property and rating system
- Rolled out new cloud-based systems and hardware enabling more efficient work practices

## Development and Recreation

- Introduced the ground-breaking Good Neighbour policy requiring all noise and amenity complaints about pubs, clubs and small bars to be mitigated, not litigated
- Improved development advisory and assessment services to reduce development application processing times
- Developed strategies to guide land use, population growth and infrastructure while protecting commercial and industrial lands
- Advocated to the State Government to mitigate the impact of projects including WestConnex and Sydney Metro
- Forged respectful relationships in sport through hosting a forum with more than 60 volunteer leaders of local sporting clubs
- Planned for the future of our parks with an ambitious scheme to develop plans of management for key open space in the Inner West

## Environment and Economic Development

- Celebrated National Tree Day with a giveaway of 300 free trees and community planting sessions
- Developed long-term economic development and climate and renewables strategies to increase local jobs and mitigate climate change
- Commenced a contract to purchase power from the Moree Solar Farm
- Hosted a series of walk and talks as part of the Citizen Science program
- Launched the Women in Business mentor program

## Infrastructure

- Continued to harmonise services across the Inner West, including the expansion of verge mowing to the former Ashfield Council area

- Completed Richard Murden Reserve phase one upgrade works
- Installed shade sails in 13 Inner West playgrounds
- Opened the first inclusive play space in the Inner West at Steel Park
- Won the AILA 2019 National Landscape Architecture Award for Urban Design for the GreenWay plan
- Opened the recently restored Fenwick Building in East Balmain, which has been transformed into a high-end waterfront eatery

## Budget

This year, Council is delivering an operational plan focused on saving ratepayers money and increased investment in fixing ageing infrastructure. The budget established a \$10 million savings target, which is on track. An 18-month review of operational services was completed in this half, resulting in ongoing savings of \$2.5 million per annum and \$1.5 million in capital expenditure.

I look forward to reporting end of financial year outcomes in my next half-yearly update.

**Michael Deegan**

Chief Executive Officer



# Quarter 2 2019/20 Summary

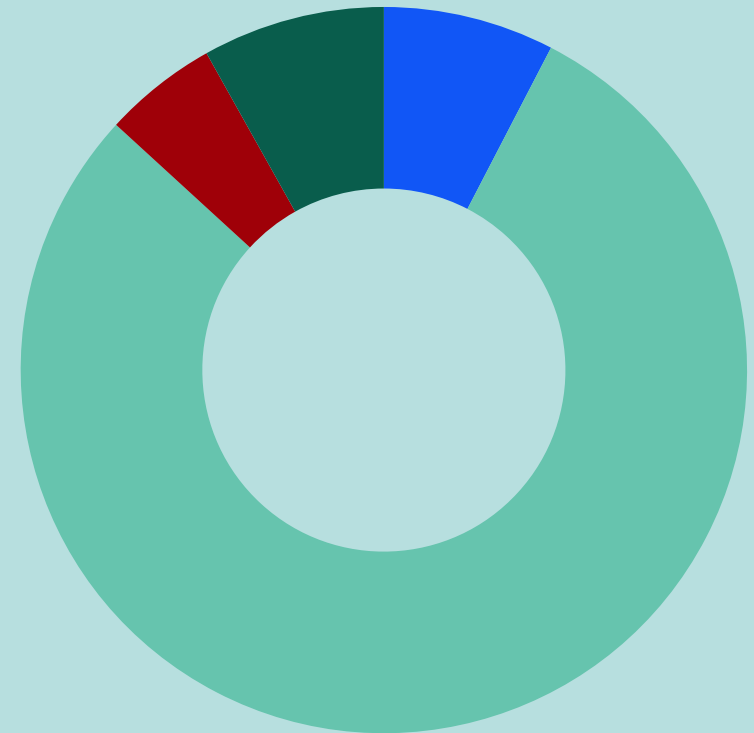
At the close of the Q2 period, of 198 actions in the Operational Plan 2019/20:

- 86% were marked as *'Completed'* or *'Progressing - on track'*
- 14% were marked *'Not progressing'* or *'Progressing - behind schedule'* or are presently *'Not due to start'*

## Status Breakdown











- 10 Completed; totalling 6%
- 160 Progressing - on track; totalling 80%
- 11 Progressing -behind schedule; totalling 6%
- 16 Not due to start; totalling 8%






The Quarter 2 2019/2020 first half progress report is reported by exception only, detailing actions that are *'Not progressing'* or *'Progressing - behind schedule'* or are presently *'Not due to start'*. The exceptions are actions that include potential impacts on the goals, objectives and strategies contained in Council's Operational Plan 2019/20.



## Quarter 2 2019/20 Exceptions Report

Delivery Program Initiative	Code	Q2 Action	Comment	Traffic Light
Improve library signage	4.1.1.3.1	Design and install signage in line with the new brand	Work on this project will commence once the brand has been finalised and launched.	●
Refurbish Haberfield Library	4.4.2.3.2	Plan the collection for the new Haberfield Library	Planning has commenced for the collection at the new Haberfield Library.	●
Conduct a tender for the provision of the fiction and non-fiction collections	4.4.2.5.1	Conduct a tender for the provision of the fiction and non-fiction collections	Work will commence on this project in Q3.	●
Support a strong collaborative Inner West Council staff culture	5.3.3.5.2	Roll out training for Council staff in engagement practice	This action is scheduled for the second half of the 2019/20 year.	●
Develop and implement a performance monitoring system for four year Delivery Program reporting	5.3.2.4.1	Establish a TechOne reporting module for performance monitoring	Scoping is continuing in line with the OneCouncil solution.	●
Optimise organisational efficiencies through amalgamation	5.3.3.1.1	Implement the Business Excellence Program	Project has not commenced yet.	●
Create an organisation which is able to interact and transact digitally	5.3.3.11.1	Increase digitisation of Council information assets	Project has not commenced yet.	●
Develop and implement an Inner West Council permanent salary system	5.3.3.18.1	Begin research and benchmarking data for development of permanent salary system	Project has not commenced yet.	●
Prepare the Inner West Public Domain Study and Strategy	2.3.1.1.1	Progress the Inner West Public Domain Study	Project has not commenced yet.	●
Develop and implement Master Plans for the public domain	2.3.1.2.1	Initiate a Master Plan for the Victoria Road (Marrickville) Precinct	Project has not commenced yet.	●
Develop and implement Master Plans for the public domain	2.3.1.2.2	Initiate a Master Plan for Petersham Town Centre	Project has not commenced yet.	●
Prepare an Inner West Integrated Transport Strategy	2.6.1.1.2	Commence implementation of the Inner West Integrated Transport Strategy	The Inner West Integrated Transport Strategy will go to Council in Q3.	●

Delivery Program Initiative	Code	Q2 Action	Comment	Traffic Light
Prepare an Inner West Integrated Transport Strategy	2.6.1.1.3	Commence and finalise an Active Transport Plan in line with the Integrated Transport Strategy	Work will commence when the Inner West Integrated Transport Strategy goes to Council in Q3.	
Prepare an Inner West Integrated Transport Strategy	2.6.1.1.4	Commence a Parking Strategy in line with the Integrated Transport Strategy	Work will commence when the Inner West Integrated Transport Strategy goes to Council in Q3.	
Prepare an Inner West Integrated Transport Strategy	2.6.1.1.5	Commence and finalise a Road Safety Action Plan in line with the Integrated Transport Strategy	Work will commence when the Inner West Integrated Transport Strategy goes to Council in Q3.	
Prepare an Inner West Integrated Transport Strategy	2.6.1.1.6	Commence and finalise a Pedestrian and Mobility Plan in line with the Integrated Transport Strategy	Work will commence when the Inner West Integrated Transport Strategy goes to Council in Q3.	
Implement recommendations from the Inner West Council Occasional Care review	4.4.3.3.1	Develop an Inner West Council Occasional Care Service Business Plan	Children and Family Services continue to work with the Department to align historical anomalies in the Department's online portal system since prior to amalgamation, particularly in relation to Occasional Care.	
Establish e-services to enable Council services to be performed electronically	3.3.1.6.1	Implement e-services for payments, customer requests, and Development Applications	The e-services portal has been designed and built with final testing underway however deployment has been delayed until Q3.	
Improve analytics and reporting within and across Council information	5.1.1.1.1	Implement Business Intelligence dashboards for key areas	Dashboards have been built and tested and will be deployed after One Council goes live.	
Rationalise Council systems creating a unified system portfolio	5.3.3.7.1	Implement a single integrated system for core Council activities	The final release of four is scheduled to go live in Q3.	
Remove manual workloads within Council processes	5.3.3.12.1	Integrate applications and automate business processes	The deployment of the single integrated One Council solution is underway. Three phases of the project have been delivered and the final phase is scheduled to go live in Q3.	
Establish the Callan Park Trust	2.3.3.1.1	Continue to work with the NSW Office of Environment and Heritage to establish the Callan Park Trust	Council is awaiting a formal update from the OEHL on the Land Use Structure Plan and formation of a Trust.	

Delivery Program Initiative	Code	Q2 Action	Comment	Traffic Light
Implementation of the Swimming Pool Inspection Program	2.1.1.5.1	Commence implementation of the Swimming Pool Inspection Program	Inspections continue to be carried out upon request by applicants, however the program has not been able to be further implemented.	
Increase reuse opportunities and develop a local reuse centre	1.5.2.3.1	Identify a new site and develop plans for an Inner West Reuse Centre	The project is behind schedule while Council finalises the Resource Recovery Transition Plan and Properties Review.	
Undertake operational Service Reviews	5.3.3.4.2	Determine Inner West commercial service offering	Commercial service offering will be determined after the residential service reviews and waste collection efficiency project commences.	
Implement the GreenWay Master Plan ensuring that it is consistent with adopted and emerging GreenWay strategies and plans	2.6.1.3.1	Continue planning of the GreenWay	The Greenway is being delivered in accordance with the Masterplan. Works are due to commence on the Richard Murden component in Q3.	
Completion of Stronger Communities funded projects	5.2.3.1.2	Complete the Haberfield Library and Community Centre upgrade	The tender documents were completed and issued to the contractors following a formal Expression of Interest procurement process. Tender closing will take place after the Independent Panel has determined the development application to reduce risk and cost to Council.	

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