



Inner West Council
Quarterly report
April – June 2023



Introduction

This report provides a progress update for the fourth quarter on Council's Operational Plan 2022/23.

Section 1 – Measuring Progress provides highlights from the quarter and an overview of progress against the remaining 136 out of 174 Operational Plan actions in the 2022/23 financial year.

Section 2 – Action Updates, details progress against each of the actions and performance measures, ordered by the five strategic directions of the *Community Strategic Plan – Our Inner West*

- Strategic Direction 1 – An ecologically sustainable Inner West
- Strategic Direction 2 – Liveable, connected neighbourhoods and transport
- Strategic Direction 3 – Creative communities and a strong economy
- Strategic Direction 4 – Healthy, resilient and caring communities
- Strategic Direction 5 – Progressive, responsive and effective civic leadership

Section 3 - Completed actions

This section lists the 38 actions completed in previous quarters.

Message from the General Manager

We started the year with 174 actions in our Operational Plan 2022/23. I'm proud that 90% of annual actions are complete or on track which is an excellent result.

This fourth quarterly report tracks progress on the Operational Plan 2022/23. Highlights from April-June 2023 include:

- Finalised the purchase of a second commercial property at Warrawong which along with the purchase of a Liverpool property earlier in the year will provide a combined annual return of approximately \$4.695M.
- Developed a service review framework that will follow the Australian Centre of Excellence for Local Government (ACELG) Service Delivery Review Process and will be aligned to the Australian Business Excellence Framework (ABEF).
- Completed, the \$2.2M Leichhardt Skate park which includes a top-class skating bowl that can be used for skateboarding, bike riding and scootering, as well as the first Dementia friendly park in NSW at Lewis Herman Reserve.
- Opened the Inner West Sustainability Hub which is a \$1.4 million repurposing of the old Summer Hill Depot into a 'one-stop-shop' for a range of exciting sustainability-focused initiatives, featuring The Bower, Dressed for Success, Re Place and the Green Living Centre.
- Won the NSW Local Government Excellence Award for our 'Love Your Home Ground' litter prevention project. We also won the NSW Royal Life Saving Society prize for Excellence in Aquatics Supervision which recognises Council's effort and

investment in aquatics safety. And we achieved an Australasian Reporting Awards bronze award for last year's annual report and were highly commended in the National Trust Heritage Awards for our History Site Study – Marrickville Metro.



- Celebrated the Rozelle Food and Art Festival featuring 12 local bands and over 60 musicians who entertained the local shoppers and diners with live music.
- Robust plans to lower carbon emissions and build sustainability were adopted including "Powering Ahead" - Electric Vehicle Encouragement Strategy, Sustainable Fleet Transition Plan, and Cycling Strategy.
- Our focus on customer experience keeps delivering improvements with the adoption of our new Service Charter.
- Adopted our new Operational Plan and Budget 2023-24 which sets out our commitments to the Inner West community for the coming year.
- Launched Active Inner West, our new interactive map where you can find everything from fitness classes to dog exercise areas.

A handwritten signature in black ink, appearing to read 'Peter Gainsford'. The signature is stylized and somewhat cursive, written over a white background.

Peter Gainsford - General Manager

Measuring Progress

The quarter four progress report outlines progress against the 136 remaining actions in the 2022/23 Operational Plan.

As of 30 June 2023:

- 18% of actions are 'Completed'
- 69% (rounded up) of actions are 'On Track'
- 13% of actions are 'Behind Schedule', 'On Hold' or 'Rescheduled'

Legend



On Track



Completed



Behind Schedule

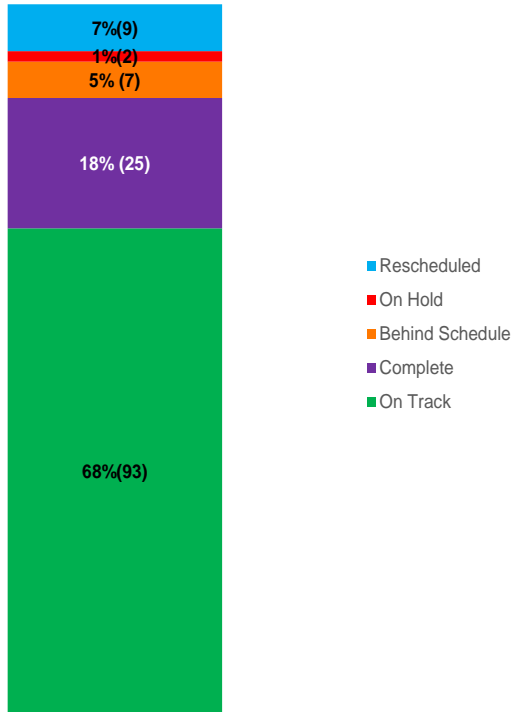


On Hold

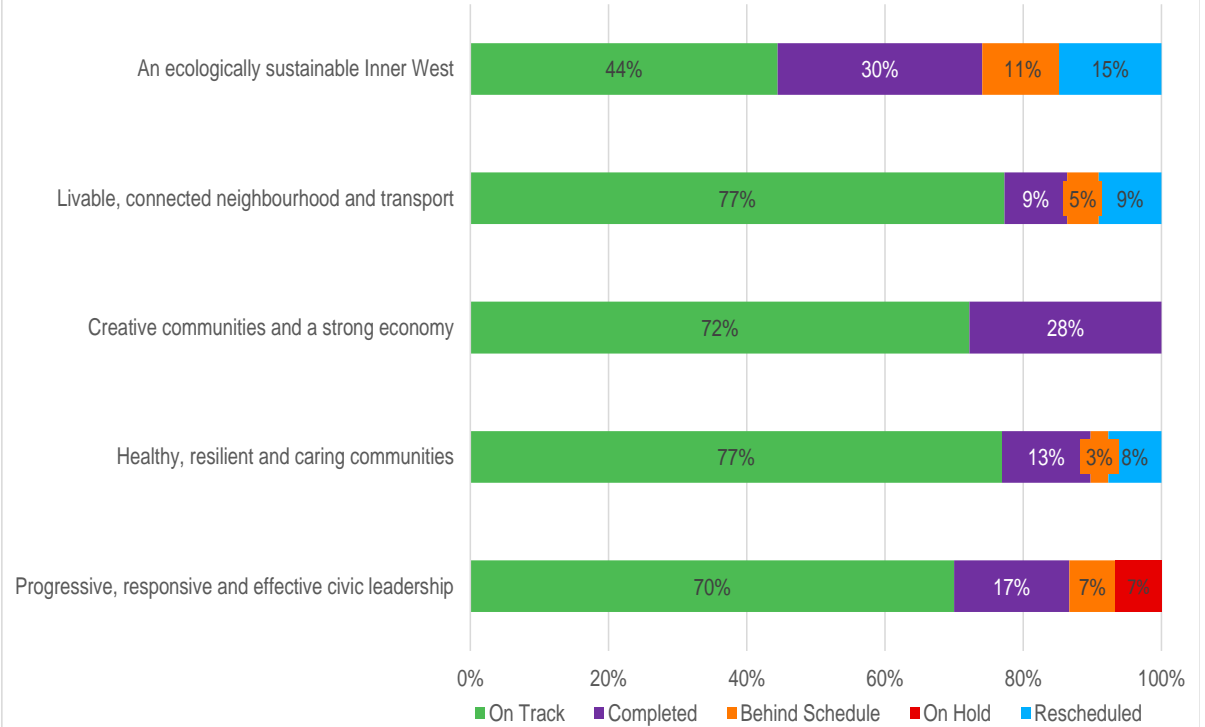


Rescheduled

ACTION SUMMARY BY STATUS



Actions by Strategic Direction



Legend



On Track



Completed



Behind Schedule

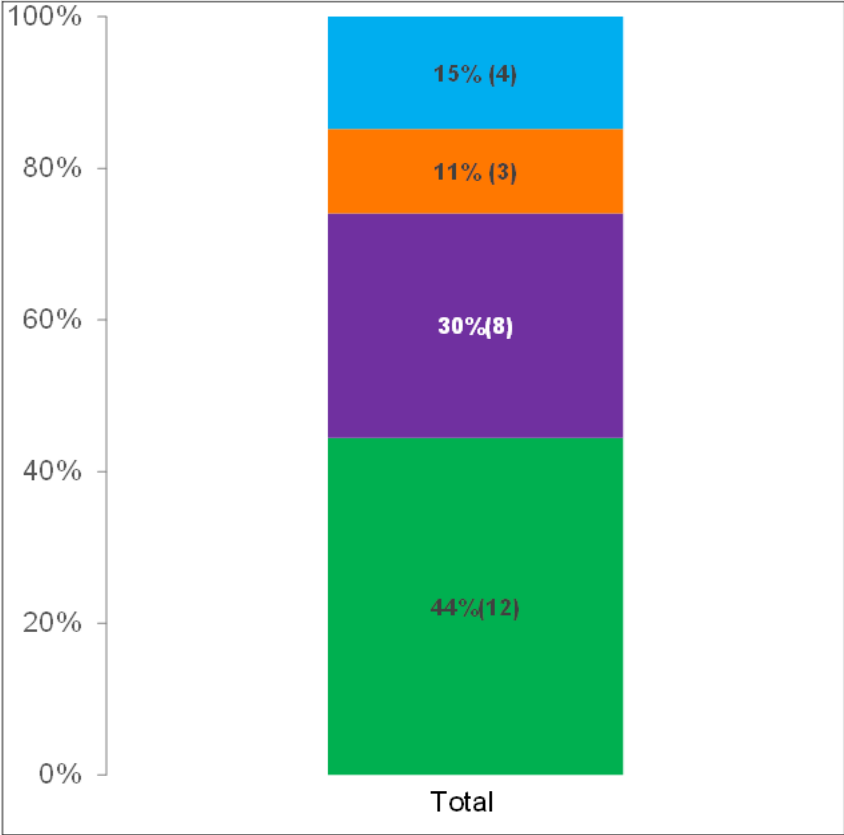


On Hold



Rescheduled

Strategic Direction 1 - An ecologically sustainable Inner West





An ecologically sustainable Inner West Actions by Status

Legend ● On Track ★ Completed ■ Behind Schedule ▲ On Hold ◆ Rescheduled

Outcome 1.1 The Inner West community is recognised for its leadership in sustainability and tackling climate change

Strategy 1.1.1 Provide the community with information, knowledge, and tools for a sustainable Inner West

ID	Action	Responsible	Comment	Status
1.1.1.1	Establish the Green Living Centre at the Summer Hill sustainability hub	Urban Sustainability	Program of workshops developed ready for opening of the Inner West Sustainability Hub on 1 July 2023.	
1.1.1.3	Inform residents about threatened and unique species of flora and fauna in our local parks and wild places	Urban Ecology	Information signage is planned for implementation in 2023 in collaboration with regional catchment groups and citizen science groups.	

ID	Measure	Target	Responsible	RESULTS				YTD
	Key Performance Indicator			Q1	Q2	Q3	Q4	
KPI 1.1.1B	Number of people accessing Green Living Centre Program	> 7000	Urban Sustainability	7,935	7,210	7,264	7,401	8,763

Legend



On Track



Completed



Behind Schedule




On Hold



Rescheduled

Strategy 1.1.2 Share successes and publicise community and Council achievements in sustainability

ID	Action	Responsible	Comment	Status
1.1.2.1	Establish a good practice dissemination program	Urban Sustainability	Council information stall and community partnership at Community Battery forum held on 6 May at Leichhardt Town Hall with Mayor, Ausgrid and Local Renewable Energy Groups. Inner West Electrify Your Home campaign commenced including social media, bus stop advertising, website, Inner West case studies.	

Legend



On Track



Completed



Behind Schedule







On Hold



Rescheduled

Outcome 1.2 An increasing and resilient network of green corridors provide habitat for plants and animals

Strategy 1.2.1 Maintain and increase Inner West's urban tree canopy

ID	Action	Responsible	Comment	Status
1.2.1.1	Review the tree maintenance resourcing and service levels	Urban Forest	Business improvement meetings concerning process and resource analysis are underway. A report on service level delivery will be prepared in Quarter 2.	
1.2.1.3	Prepare a Tree Strategy	Urban Forest	RFQ Documentation is being developed to engage a consultant to prepare the Tree Strategy.	
1.2.1.4	Prepare operational plans for public tree management	Urban Forest	The tree inventory data capture RFT process has been evaluated and awarded. Inventory to commence FY 23/24. Operational plans will be prepared following tree inventory assessments.	
1.2.1.5	Review the process of giving away trees and introduce a new system	Urban Forest	The process will be reviewed at the completion of resourcing analysis for existing operations in preparation for National Tree Day 2024. This is due to be undertaken in Quarter 4 FY23/24.	

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
Key Performance Indicator								
KPI 1.2.1a	Number of trees planted	> 1000	Urban Forest	311	0	175	571	1,057
KPI 1.2.1b	Number of trees given to residents	> 300	Urban Forest	470	0	0	0	470

Legend



On Track



Completed



Behind Schedule







On Hold




Rescheduled

Strategy 1.2.2 Manage and improve Inner West's mid and understorey vegetation

ID	Action	Responsible	Comment	Status
1.2.2.1	Supply local native plants for Council's natural areas including priority sites along the GreenWay	Urban Ecology	Council's nurseries service continues to hold a seed collection licence and propagate local native plants for its natural areas. Next stages of the Greenway project are being factored into the service's 2023 planning in collaboration with projects team. The team is currently using providence stock to undertake this work.	
1.2.2.2	Revegetate areas such as handback land from state infrastructure projects, transport corridors and infrastructure easements	Urban Ecology	The revegetation of handback areas continues in addition to current biodiversity offset agreements and negotiations for future offset agreements with the Metro authority.	
1.2.2.3	Develop and implement the LGA-wide verge gardening policy	Urban Ecology	Community consultation on the Verge Garden Policy and accompanying guideline was undertaken in December 2022. A public consultation summary will be published in Quarter 3. The verge garden policy is being reviewed and updated and will be presented to Council and be prepared for October 2023.	
1.2.2.4	Investigate micro forests	Urban Ecology	Council's urban ecology field staff have identified some areas which may be suitable for a pilot scheme subject to public consultation. Council's Urban Forest team have commenced public consultation on trial sites in the third quarter. Micro forest work has commenced in Leichhardt Park.	

Strategy 1.2.3 Protect, connect and enhance natural areas, biodiversity corridors and sensitive habitat

ID	Action	Responsible	Comment	Status
1.2.3.1	Develop a Biodiversity Strategy	Urban Ecology	A Biodiversity strategy draft has been commenced and will be coordinated with work on Council's Blue-Green Grid.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled

ID	Measure	Target	Responsible	RESULTS				YTD
	Key Performance Indicator			Q1	Q2	Q3	Q4	
KPI 1.2.3A	Monitor and maintain nest boxes through inspections	> 160	Urban Ecology	45	0	0	10	55
KPI 1.2.3B	Council led or commissioned fauna surveys	> 12	Urban Ecology	1	3	3	6	11

Legend



On Track



Completed



Behind Schedule






On Hold




Rescheduled

Outcome 1.3 Waterways are healthy, and the community is water-sensitive, treating water as a precious resource

Strategy 1.3.1 Implement water-sensitive policies and projects to improve the health of our waterways

ID	Action	Responsible	Comment	Status
1.3.1.1	Undertake community consultation and initiate new subcatchment plans	Urban Ecology	Physical works derived from completed sub-catchment plans continued to be undertaken in conjunction with Council's stormwater infrastructure team. Further sub-catchment planning will be enhanced upon the recruitment of a river specialist.	
1.3.1.2	Identify and advise on new water sensitive urban design (WSUD) installations	Urban Ecology	Urban ecology staff continue to partner with Council's stormwater infrastructure team on development and maintenance of current and upcoming WSUD projects.	
1.3.1.3	Deliver 'WSUD on Your Property' Program	Urban Ecology	The WSUD for backyards program continues to be made available for residents in conjunction with the newly opened Inner West Sustainability Centre.	

Strategy 1.3.2 Capture and use water from Inner West catchments

ID	Action	Responsible	Comment	Status
1.3.2.1	Deliver rainwater tank workshop and rebate program	Urban Ecology	The first rainwater tank seminar of 2023 was held on 9 March. The program is to be reviewed.	

Legend



On Track



Completed



Behind Schedule




On Hold



Rescheduled

Strategy 1.3.3 Identify and plan for river swimming sites

ID	Action	Responsible	Comment	Status
1.3.3.1	Progress design, construction and grant application for Callan Park Swim site	Urban Ecology	A meeting to discuss the detailed design plans is to take place with the Greater Sydney Parklands Authority in August 2023. Plans are also underway to accept a supplier in response to the Request for Quotation.	

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
Key Performance Indicator								
KPI 1.3.3a	Community litter collections organised for Cooks and Parramatta Rivers	> 4	Urban Ecology	2	0	3	3	8

Legend



On Track



Completed



Behind Schedule




On Hold



Rescheduled

Outcome 1.4 Air quality is good and air pollution is managed effectively

Strategy 1.4.1 Improve air quality through effective regulation and education

ID	Action	Responsible	Comment	Status
1.4.1.1	Conduct investigations on air pollution complaints to determine if breaches have occurred	Environmental Health and Building Regulation	Complaints received in the reporting period have been reviewed and investigated. 100% completed for Quarter 4	

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
KPI 1.4.1A	Key Performance Indicator Air pollution complaints are investigated and resolved	+/- 100%	Environmental Health and Building Regulation	100%	100%	100%	100%	100%

Strategy 1.4.2 Facilitate alternatives to private motor vehicle use to reduce exhaust emissions

ID	Action	Responsible	Comment	Status
1.4.2.1	Prepare an Electric Vehicle Encouragement Plan	Traffic and Transport Planning	Council adopted "Powering Ahead" - Electric Vehicle Encouragement Strategy (2023) at the Council meeting held on 9 May 2023.	

Legend



On Track



Completed



Behind Schedule




On Hold



Rescheduled

Strategy 1.4.3 Minimise air pollution through policy and regulation

ID	Action	Responsible	Comment	Status
1.4.3.1	Review air pollution controls and listings through the review of the LEP	Environmental Health and Building Regulation	The established controls are considered and reviewed as part of the regulatory framework when enquiries and investigations are undertaken.	

Legend



On Track



Completed



Behind Schedule





On Hold



Rescheduled


Outcome 1.5 Inner West is zero emissions and resilient to the changing climate

Strategy 1.5.1 Respond to the Climate Emergency and implement the Inner West Climate and Renewables Strategy to mitigate greenhouse gas emissions

ID	Action	Responsible	Comment	Status
1.5.1.1	Incorporate the low carbon precinct study into future planning controls	Urban Sustainability	Study is completed. Community webinar was held 31 August 2022 to present study, seek feedback and answer questions as part of the Local Environmental Plan/ Development Control Plan consultation program.	
1.5.1.2	Prepare a plan to transition Council to a sustainable fleet	Urban Sustainability	Sustainable Fleet Transition Plan and targets adopted at May 2023 Council meeting.	

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
KPI 1.5.1A	Total solar capacity on Council buildings (kW)	> 224 Kilowatt	Urban Sustainability	774 Kilowatt	774 Kilowatt	800 Kilowatt	800 Kilowatt	800 Kilowatt

Strategy 1.5.2 Develop and implement a whole of Council climate adaptation strategy to build resilience to the changing climate

ID	Action	Responsible	Comment	Status
1.5.2.1	Develop the draft climate risk assessment for internal consultation	Urban Sustainability	Quotes for Climate Change Risk Assessment have been received. Consultant to be appointed in July 2023.	

Legend



On Track



Completed



Behind Schedule




On Hold



Rescheduled

Outcome 1.6 Inner West is a zero-waste community with an active share economy

Strategy 1.6.1 Move towards a circular economy to avoid waste, reuse, share and recycle through education, information, projects and initiatives.

ID	Action	Responsible	Comment	Status
1.6.1.2	Commence waste audits for Council operations	Urban Sustainability	Waste audit program to be conducted in August 2023 as an addition to a broader community waste audit engagement, providing greater value for money	

ID	Measure	Target	Responsible	RESULTS				YTD
	Key Performance Indicator			Q1	Q2	Q3	Q4	
KPI 1.6.1A	Reduce waste landfilled (per kilograms / capita)	<199	Resource Recovery Planning	48.50	50.40	47.30	49.35	195.60

Legend



On Track



Completed



Behind Schedule





On Hold



Rescheduled

Strategy 1.6.2 Publicise and broaden access to local reuse and recycling infrastructure

ID	Action	Responsible	Comment	Status
1.6.2.1	Open the Summer Hill Reuse Community Centre	Resource Recovery Planning	The Inner West Sustainability Hub outdoor demonstration garden is completed, tenants have signed leases, The Bower, The Village Project Re-Place and Dress for Success. Tenants are moving in over the coming months in addition to councils own Environment and Sustainability presence with the Green Living Centre. The official community launch is on 1 July 2023, 10-1 with a speech from the mayor and sustainability workshops and activities.	
1.6.2.2	Identify and implement two new reverse vending machines for return and earn (10c refund on eligible containers)	Resource Recovery Planning	The Inner West Sustainability Hub will host two compact reverse vending machines. Discussions are underway with the Return and Earn scheme coordinator TOMRA for a number of sites within the Inner West. Tomra has installed a return and earn station at Haberfield.	

Legend



On Track



Completed



Behind Schedule




On Hold



Rescheduled

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
Key Performance Indicator								
KPI 1.6.2A	Household items reused and recycled (recovery rate from collected clean up)	> 50%	Resource Recovery Operations	76%	76%	76%	76%	76%
KPI 1.6.2B	Residential waste collected in red-lid bins that could be recycled (other than organic matter) (per kilograms / capita)	< 5.07	Resource Recovery Operations	4.12	5.12	5.20	5.72	5.35
KPI 1.6.2C	Waste collected from illegal dumping (tonnage)	< 1090.83	Resource Recovery Operations	247	168	240	190	655
KPI 1.6.2D	Amount of hazardous waste presented in the waste stream (percentage)	> 5%	Resource Recovery Operations	1.5%	1.5%	1.5%	1.5%	6%
KPI 1.6.2E	Recycling of televisions and computers (tonnage)	< 132	Resource Recovery Operations	18.20	12.63	14.90	27.39	54.92
KPI 1.6.2F	Missed bins (percentage)	< 0.50%	Resource Recovery Operations	0.09%	0.16%	0%	0.20%	0.25%

Strategy 1.6.3 Increase recovery of organic material and provide a food organic recycling service to all households

ID	Action	Responsible	Comment	Status
1.6.3.1	Plan the Food Organics and Gardens organics (FOGO) service	Resource Recovery Planning	Project planning continues ready for the October start date with the procurement complete, and the communications development in the final stages.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled

ID	Measure	Target	Responsible	RESULTS				YTD
	Key Performance Indicator			Q1	Q2	Q3	Q4	
KPI 1.6.3A	Residential waste collected in red-lid bins that is food and garden organic matter (percentage)	< 29%	Resource Recovery Operations	39%	39%	39%	39%	39%
KPI 1.6.3B	Reduce food and garden organic waste disposed in landfill	> 37%	Resource Recovery Planning	37%	37%	37%	37%	37%

Legend



On Track



Completed



Behind Schedule

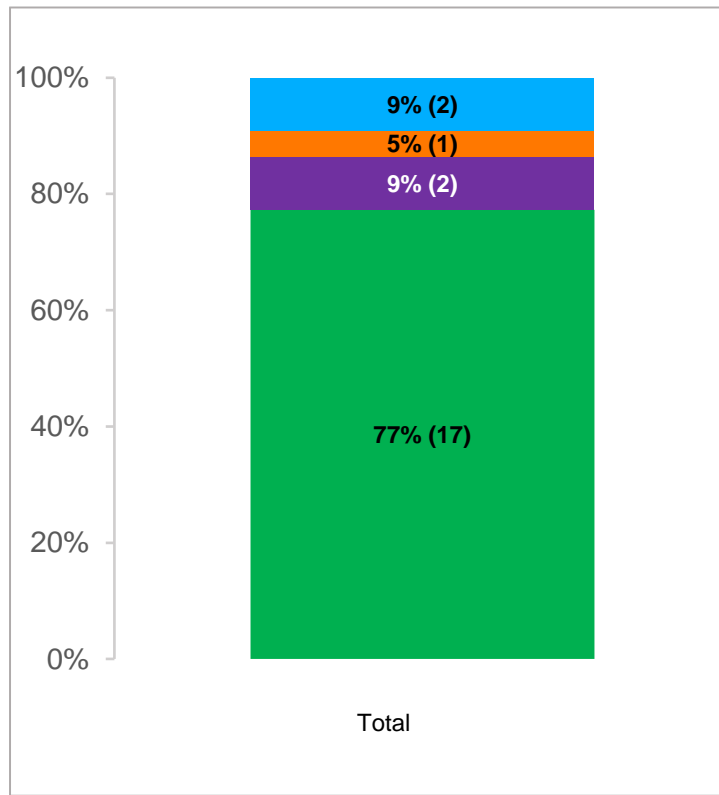


On Hold



Rescheduled

Strategic Direction 2 - Liveable, connected neighbourhoods and transport





Liveable, connected neighbourhoods and transport Actions by Status

- Legend**
- On Track
 - ★ Completed
 - Behind Schedule
 - ▲ On Hold
 - ◆ Rescheduled

Outcome 2.1 Development is designed for sustainability, net zero and improves health and wellbeing of the community

Strategy 2.1.1 Pursue integrated planning and urban design across public and private spaces to benefit community and local environment needs

ID	Action	Responsible	Comment	Status
2.1.1.3	Review Council's LEPs and harmonise the provisions for encouraging a sustainable environment	Strategic Planning	Council is reviewing sustainability provisions that are able to be included in future LEP amendments to encourage a more sustainable Inner West. For example, Council is undertaking work on a low carbon precinct study for parts of the Inner West area.	
2.1.1.4	Revise the Voluntary Planning Agreement policy	Properties and Strategic Investments	The Voluntary Planning Agreement Policy has been reviewed and is being updated with a report to be tabled at Council next quarter.	

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
Key Performance Indicator								
KPI 2.1.1a	Implementation of allocated actions within the LSPS in priorities 1-5	100% by 2036	Strategic Planning	5%	0%	3%	1%	9%
KPI 2.1.1B	Voluntary Planning Agreements compliant with Council policy	100%	Properties and Strategic Investments	100%	100%	100%	100%	100%
KPI 2.2.1a	Implement allocated heritage actions within the LSPS in priority 6	100% by 2036	Strategic Planning	5%	0%	0%	2%	7%

Legend



On Track



Completed



Behind Schedule





On Hold



Rescheduled

Strategy 2.1.2 Monitor local development and ensure it meets legislative requirements for safety and amenity

ID	Action	Responsible	Comment	Status
2.1.2.1	Undertake a Customer Satisfaction Survey for the Building Certification service	Building Certification	This is planned for later in the year in conjunction with business planning, and an updated customer survey.	
2.1.2.2	Improve the services webpage	Building Certification	Significant updates to website have been undertaken. Additional review to be completed later the year.	

ID	Measure Key Performance Indicator	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
KPI 2.1.2A	Number of initial building certification inspections	> 1080	Building Certification	235	215	220	280	950

Legend



On Track



Completed



Behind Schedule





On Hold



Rescheduled

Outcome 2.2 The unique character and heritage of neighbourhoods is retained and enhanced

Strategy 2.2.1 Provide clear and consistent planning and management that respects heritage, accessibility and the distinct characters of urban centres

ID	Action	Responsible	Comment	Status
2.2.1.1	Review heritage controls and listings through the review of the LEP	Strategic Planning	A number of heritage studies are in various stages of completion as part of a review of current heritage controls. This has included heritage pubs and additional residential areas for heritage protection in the southern part of the Inner West and Lilyfield and early community consultation will commence in August.	
2.2.2.2	Update the heritage inventory sheets and educational materials	Strategic Planning	An audit of Council's inventory sheets has commenced to compare the state government's database to ensure all material is available.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled

Outcome 2.3 Public spaces are welcoming, accessible, clean and safe

Strategy 2.3.1 Plan, deliver and maintain public spaces that fulfil and support diverse community needs and life

ID	Action	Responsible	Comment	Status
2.3.1.1	Commence developing public domain Master Plans as per agreed program	Strategic Planning	Consultants for four project masterplans in four town centres (Dulwich Hill, Marrickville, Newtown and Enmore) have been appointed and commenced work as per the agreed timeline including community consultation via Your Say Inner West from May 2023.	
2.3.1.2	Review Council's LEPs to encourage high quality and accessible public spaces	Strategic Planning	The project has been rescheduled pending further review of foundation studies.	
2.3.1.4	Conduct a condition audit of town centres	Engineering Services	Inspections of town centres continuing to occur.	
2.3.1.5	Develop a graffiti management policy	Facilities Management	The draft Graffiti policy has been drafted and is undergoing internal review.	
2.3.1.6	Develop and deliver the Main Streets Strategy	Strategic Planning	Stage 1 of the Main Streets Revitalisation Project has been launched - an EOI for ideas and partnerships in the community for main streets improvements. In the meantime, shorter term improvements continue to be rolled out under the "quick wins" banner of this project.	

Legend



On Track



Completed



Behind Schedule




On Hold



Rescheduled

ID	Measure Key Performance Indicator	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
KPI 2.3.1A	Number of park patrols (per week/quarter)	> 18	Environmental Health and Building Regulation	18	18	18	18	18
KPI 2.3.1B	Percentage of expenditure of town centre upgrade budget	> 10%	Capital Works	10.0%	42.6%	58%	118%	118%
KPI 2.3.1C	Graffiti removal satisfaction survey	> 0.68%	Facilities Management	77%	25%	60%	0%	43%
KPI 2.3.1D	Street sweeping is completed on a 40-day cycle	> 160 Days	Parks and Streetscapes Operations	40 Days	40 Days	40 Days	40 Days	40 Days
KPI 2.3.1E	Verge maintenance (mowing) is undertaken on a 20-working day cycle from October to March and a 40 working day cycle from April to September	> 60 Days	Parks and Streetscapes Operations	40 Days	19.6 Days	20 Days	40 Days	29.9 Days
KPI 2.3.1f	Complete high-pressure cleaning of each shopping centre every three months	< 3 Month	Parks and Streetscapes Operations	1 Month	3 Month	4 Month	3 Month	2.75 Month

Strategy 2.3.2 Ensure private spaces and developments contribute positively to their surrounding public spaces

ID	Action	Responsible	Comment	Status
2.3.2.1	Review and implement new planning portal	Development Assessment	The NSW Department of Planning process improvement plan for the Planning Portal is constantly reviewed, and performance assessed in accordance with Inner West Council development applications practices.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled

ID	Measure	Target	Responsible	RESULTS				YTD
	Key Performance Indicator			Q1	Q2	Q3	Q4	
KPI 2.3.2A	Median determination timeframes for Development Applications (amended measure)	< 85 Days	Development Assessment	115 Days	97 Days	92 Days	89 Days	97 Days
KPI 2.3.2b	Percentage of referrals considered by the Architectural Excellence & Design Review Panel within 30 days	> 80%	Development Assessment	100%	100%	80%	80%	95%

Legend



On Track



Completed



Behind Schedule




On Hold



Rescheduled

Outcome 2.4 People have a roof over their head and a safe, secure place to call home

Strategy 2.4.1 Increase social, community and affordable, liveable housing with good amenity, across the Inner West

ID	Action	Responsible	Comment	Status
2.4.1.2	Deliver affordable housing in the Hay Street car park	Properties and Strategic Investments	Council and the Housing Provider Link are undertaking further due diligence on the project.	

Strategy 2.4.2 Encourage diversity of housing type, tenure and price in new developments

ID	Measure	Target	Responsible	RESULTS				YTD
	Key Performance Indicator			Q1	Q2	Q3	Q4	
KPI 2.4.2a	Implementation of allocated actions within the LSPS in priority 6	100% by 2036	Strategic Planning	5%	1%	9%	1%	16%

Legend



On Track



Completed



Behind Schedule




On Hold



Rescheduled

Strategy 2.4.3 Assist people who are homeless or sleeping rough

ID	Action	Responsible	Comment	Status
2.4.3.1	Implement the Inner West Homelessness Policy	Community Wellbeing	Officers have been liaising with neighbouring Councils regarding the emergence of people sleeping in tents and vehicles. The Inner West Homelessness Outreach Collaboration continues to conduct regular outreach and meets monthly to coordinate case responses and respond to emerging issues.	

ID	Measure Key Performance Indicator	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
KPI 2.4.3A	Percentage of reports of people sleeping rough that are referred to appropriate homeless services	100% flagged with appropriate services	Community Wellbeing	100%	100%	100%	100%	100%

Legend



On Track



Completed



Behind Schedule




On Hold




Rescheduled

Outcome 2.5 Public transport is reliable, accessible, connected and interconnected

Strategy 2.5.1 Improve public transport services

ID	Action	Responsible	Comment	Status
2.5.1.1	Prepare a Public Transport Position Paper	Traffic and Transport Planning	The How We Move Why We Move study has been completed which will inform further development of the Public Transport Position Statement which is currently in draft.	

Strategy 2.5.2 Provide transport infrastructure that aligns to population growth

ID	Action	Responsible	Comment	Status
2.5.2.1	Work with Transport for NSW on Metro West, Metro Southwest and heavy rail transport access programs including Stanmore Station upgrade	Traffic and Transport Planning	Council staff to continue to work with the NSW Government to improve accessibility of public transport as issues and opportunities arise.	

Legend



On Track



Completed



Behind Schedule





On Hold



Rescheduled

Outcome 2.6 People are walking, cycling and moving around Inner West with ease

Strategy 2.6.1 Deliver safe, connected and well-maintained networks of transport infrastructure

ID	Action	Responsible	Comment	Status
2.6.1.1	Prepare Council's Bicycle Strategy and Action Plan	Traffic and Transport Planning	Council adopted the Inner West Cycling Strategy and the Cycling Action Plan at the Council meeting held on 20 June 2023.	
2.6.1.2	Support safe walking around local schools	Traffic and Transport Planning	Council staff to continue to support safe walking around schools through development and implementation of strategies including the completed Pedestrian Access and Mobility Plan (PAMP) and ongoing series of Local Area Traffic Management (LATM) studies.	

Legend



On Track



Completed



Behind Schedule






On Hold



Rescheduled

Strategy 2.6.2 Manage the road network to increase safety and prioritise active and public transport over private motor vehicles

ID	Action	Responsible	Comment	Status
2.6.2.1	Upgrade of Council's parking meter and parking permit management systems	Traffic and Transport Planning	Council's parking meter upgrade to digital parking meters is completed including the provision of a pay parking app. The upgrade of the parking permit management system is under preliminary investigation.	
2.6.2.2	Prepare Council's Parking Strategy	Traffic and Transport Planning	An initial draft of Council's Parking strategy is under development.	
2.6.2.3	Deliver Local Area Traffic Management (LATM) program	Traffic and Transport Planning	The Balmain LATM was approved by Local Traffic Committee (LTC) in March 2023 for public exhibition in May 2023. The Petersham North LATM data collection, initial consultation and analysis is completed, and concept design is underway, with a report being prepared for LTC consideration in June for placement on public exhibition. The Morton Park LATM data collection and initial consultation is completed and concept design underway. The Newtown South LATM data collection and initial consultation is completed and concept design underway.	

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
KPI 2.6.2a	Percentage of LATM program budget delivered	> 10%	Capital Works	3.12%	4.45%	13.84%	48.25%	48.25%

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled

Strategy 2.6.3 Collaborate on innovative, accessible transport options

ID	Action	Responsible	Comment	Status
2.6.3.1	Prepare a Freight and Services Delivery Plan	Traffic and Transport Planning	The Draft Freight and Services Delivery Study is complete and will inform Council's Freight and Services Delivery Strategy which is in development.	

Legend



On Track



Completed



Behind Schedule

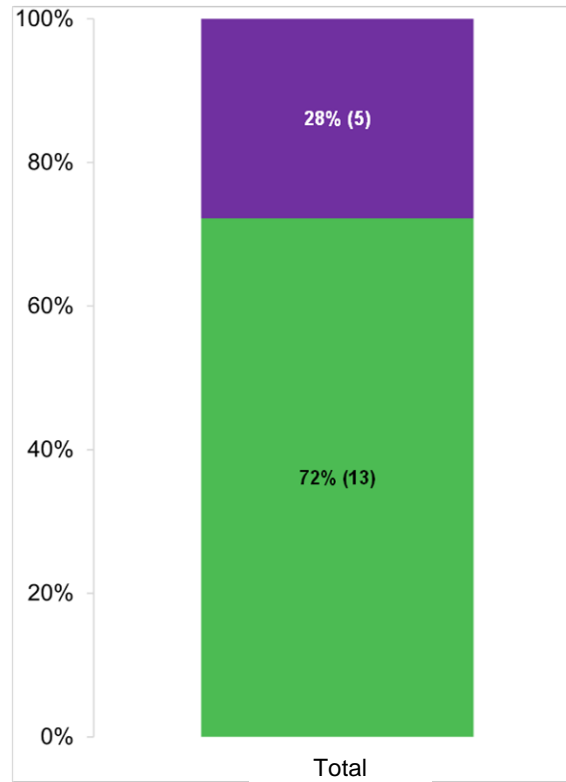


On Hold



Rescheduled

Strategic Direction 3 - Creative communities and a strong economy



Creative communities and a strong economy Actions by Status

Legend



On Track



Completed



Behind Schedule







On Hold



Rescheduled

Outcome 3.1 Creativity and culture are valued and celebrated

Strategy 3.1.1 Create opportunities for all members of the community to participate in arts and culture and pursue creative lives

ID	Action	Responsible	Comment	Status
3.1.1.2	Distribute cultural information through multiple sources	Living Arts	The Expression of Interest for EDGE Inner West, Perfect Match artworks and community celebrations, Chrissie Cotter Gallery, Newtown ArtSeat, Pride Inner West and Council Arts Grant recipient programs were promoted through the monthly Living Arts E Newsletter, social media, via What's On, FBI Radio and partner/artist networks and communications channels. Additionally, the Living Arts newsletter and council's social channels are used to effectively distribute cultural information. Living Arts also work closely with the Inner West Creative Network to ensure effective comms in relation to community celebrations.	
3.1.1.4	Develop a Creative Inner West media campaign	Social and Cultural Planning	Training on filming and creating social media content has occurred.	
3.1.1.6	Implement Cultural Strategy action plan	Social and Cultural Planning	A Stocktake of Council's Cultural Spaces for artists residencies has been completed. An implementation action plan is being developed. Significant capacity building work underway with Boomalli ahead of the 2024 Biennale.	
3.1.1.7	Support the improved representation of cultural diversity in arts and culture	Social and Cultural Planning	Council's 2024 annual grant round will be proposed for Council consideration in September 2023.	

Legend



On Track



Completed



Behind Schedule





On Hold



Rescheduled

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
Key Performance Indicator								
KPI 3.1.1a	Artists and creatives engaged by Council	> 500	Living Arts	200	100	160	60	520
KPI 3.1.1b	Percentage of Cultural Strategy actions delivered	> 25%	Social and Cultural Planning	5%	0%	0%	10%	15%

Strategy 3.1.2 Celebrate and promote awareness of the community's history and heritage

ID	Action	Responsible	Comment	Status
3.1.2.1	Celebrate History week and the Heritage festival	Libraries and History	The Library delivered 32 programs to celebrate History Week and the Heritage festival with a total of 1,335 attendees at these programs. For History Week, the Library delivered 9 programs which had 382 attendees. For the Heritage festival, the Library delivered 23 programs which had 953 attendees.	
3.1.2.2	Review History Services model and service standards	Libraries and History	This internal document is now complete and provides a series of recommendations for the library Community History team to implement covering customer service, improved marketing, community history programming and increased online access to history and archives.	

Legend



On Track



Completed



Behind Schedule





On Hold



Rescheduled

Outcome 3.2 Inner West remains the engine room of creative industries and services

Strategy 3.2.1 Promote the Inner West as a leading destination for creativity including street art, live music and performance

ID	Action	Responsible	Comment	Status
3.2.1.1	Deliver EDGE on the Greenway and EDGE Sydenham including an annual program of activation	Living Arts	GreenWay was presented 4 to 21 May 2023. Sydenham is on schedule for presentation 21 August 2023.	
3.2.1.2	Deliver the major events program	Events	During April to June 23, Council delivered ANZAC Day, Inner West Film Festival, Citizen of the Year and Amy Large Volunteer Awards, SES Volunteer function, Jazz in the Park and partnered with Balmain Rozelle Chambers to deliver the Balmain Rozelle Food & Art Festival. Program delivery includes work with 117 organisations and/or performers.	

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
Key Performance Indicator								
KPI 3.2.1a	Number of organisations including community and business that were engaged through events program	> 100	Events	102	190	45	86	423
KPI 3.2.1b	Number of creative participants delivering work through events program	> 100	Events	43	145	132	31	351
KPI 3.2.1c	Percentage of local stakeholder participation in events program	> 80%	Events	80%	90%	80%	80%	83%

Legend



On Track



Completed



Behind Schedule



On Hold





Rescheduled

Strategy 3.2.2 Enable creative and cultural industries to thrive through targeted investment and support

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
KPI 3.2.2A	Training provided to the Inner West Creative Network	> 2 sessions	Economic Development	1	0	0	0	1

Strategy 3.2.3 Build new content, audiences and professional opportunities through local programs, including for young and emerging creatives

ID	Action	Responsible	Comment	Status
3.2.3.2	Evaluate and review the artist-in-residence and art gallery program	Social and Cultural Planning	An external review has been undertaken and an implementation Action Plan is being developed.	
3.2.3.3	Develop and deliver an annual program of creative trails, tours and activations	Living Arts	The EDGE GreenWay (4 to 21 May 2023) program included Street Art Cycling tours, Photography Tours, Walking on Country walks and Art Camp on the GreenWay installations. Creative Trails Sydenham will be delivered in August alongside EDGE Sydenham. Guided art tours of Marrickville Metro took place in June 23.	

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
KPI 3.2.3A	Number of Perfect Match projects	> 20	Living Arts	7	5	4	28	44

Legend



On Track



Completed



Behind Schedule







On Hold



Rescheduled

Outcome 3.3 The local economy is thriving

Strategy 3.3.1 Assist businesses growth, innovation and improvement

ID	Action	Responsible	Comment	Status
3.3.1.1	Prepare an Economic Development Strategic Plan	Economic Development	<p>Initial preparation has been undertaken to develop the Economic Development Strategic Plan including a project plan and a health check on the local economy. A number of workshops with stakeholders will enable further development of the plan. Two economic summits were held in March and April to help identify key issues in the local economy.</p> <p>The draft plan is expected to be prepared later in 2023. A discussion paper on the application of Community Wealth Building principles specific to the Inner West is underway with expected completion being the end of August. This is a critical piece in the development of the overall strategy.</p>	
3.3.1.2	Commence place-based approach to town centre improvements	Economic Development	<p>The Economic Development Team has been working with Strategic Planning and Capital Works within the Main Street Project.</p> <p>This includes working on actions for under-utilised spaces and laneways, and cosmetic changes to various main streets. A number of significant "Quick Wins" have been implemented including a banner program, decal covers for bins, new planter boxes, murals, public art, roadway and footpath dining, fairy lights and street activations.</p> <p>A Place Management approach is underway, and this will deliver targeted outcomes that recognise the individuality of each place.</p>	
3.3.1.3	Generate promotional campaign activities	Economic Development	<p>Campaigns have been developed with internal communications and external agencies to promote visitation to the Inner West, as well as specialist night-time economy campaigns for the Enmore Road Special Entertainment Precinct and other main streets such as Norton Street, King Street, Lackey Street, Haberfield</p>	
3.3.1.4	Provide business support for local small businesses in community languages	Economic Development	<p>Initiatives that include other languages and services that are culturally sensitive will be further explored as part of the new Economic Development Strategic Plan. Translated material for businesses, community organisations i.e., Vietnamese, Greek are provided as required.</p>	

Legend



On Track



Completed



Behind Schedule





On Hold



Rescheduled

ID	Measure	Target	Responsible	RESULTS				YTD
	Key Performance Indicator			Q1	Q2	Q3	Q4	
KPI 3.3.1a	Conduct business training workshops	> 20	Economic Development	2	6	4	7	19

Strategy 3.3.2 Encourage new enterprises in Inner West

ID	Action	Responsible	Comment	Status
3.3.2.1	Provide business support advice to new businesses	Economic Development	The Economic Development Team provides support and information to new businesses. In August 2022 Council signed a service agreement with Service NSW to support the business concierge service. A number of workshops are provided to businesses with partners to help new and current businesses to navigate business processes, tax systems/obligations and building resilience. Over this period, we provided support or suggestions/feedback to 20 new or proposed businesses.	
3.3.2.2	Identify initiatives to facilitate new businesses within the new Economic Development Strategic Plan	Economic Development	A strategic approach is being developed via the Economic Development Summit and a Draft Strategy delivered before 2024. This includes a broad range of support such as marketing for precincts and partnerships with Chambers.	

Legend



On Track



Completed



Behind Schedule




On Hold



Rescheduled


Outcome 3.4 Employment is diverse and accessible

Strategy 3.4.1 Manage the strategic future of industrial and employment lands

ID	Action	Responsible	Comment	Status
3.4.1.1	Review Council's LEPs and harmonise the provisions for the retention and management of employment lands	Strategic Planning	The Employment Lands Study was adopted by Council in 2020. On 26 September 2022, the Deputy Secretary of the NSW Department of Planning acknowledged the Strategy and outlined the changes required in order to support a future District Plan.	

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
KPI 3.4.1a	Key Performance Indicator Implementation of allocated actions within the LSPS in priority 9	> 10%	Strategic Planning	1%	0%	8%	0%	9%

Strategy 3.4.2 Collaborate with business and industry on social and environmental initiatives

ID	Action	Responsible	Comment	Status
3.4.2.1	Conduct three environmental audits of medium to high-risk industries	Environmental Health and Building Regulation	Environmental audits have been completed on the following 3 industry types: 1) Service Stations for compliance with underground petroleum storage systems and vapour recovery 2) Breweries for odour and wastewater management 3) Grease traps servicing food businesses in partnership with Sydney Water	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled

ID	Measure	Target	Responsible	RESULTS				YTD
	Key Performance Indicator			Q1	Q2	Q3	Q4	
KPI 3.4.2a	Inspection of registered premises (food premises; skin penetration premises) (current measure)	> 95%%	Environmental Health and Building Regulation	20%	25%	26%	29%	100%

Legend



On Track



Completed



Behind Schedule

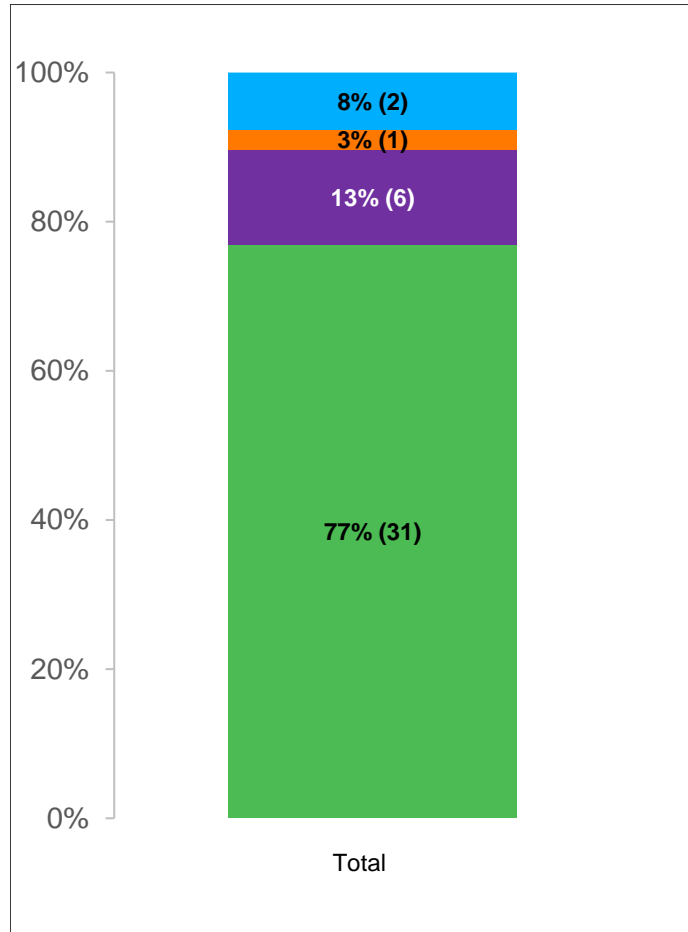


On Hold



Rescheduled

Strategic Direction 4 - Healthy, resilient and caring communities



Healthy, resilient and caring communities Actions by Status

Legend



On Track



Completed



Behind Schedule









On Hold



Rescheduled

Outcome 4.1 The Inner West community is welcoming and connected

Strategy 4.1.1 Celebrate, value and respect the diversity of the Inner West community

ID	Action	Responsible	Comment	Status
4.1.1.1	Implement the Gender Equity Strategy year one actions	Community Wellbeing	Actions for this quarter included the completion and promotion of a video and GM presentation that showcased women that work in STEM or traditionally male dominated industries within Council. The Economic Development team delivered an event / training on Women in Business workshop to develop business and finance skills.	
4.1.1.3	Determine a Pride Centre governance framework	Community Wellbeing	Preparation for the Pride Centre EOI has commenced following consultation with the representatives of the Committee.	
4.1.1.4	Develop an Anti-Racism Strategy	Community Wellbeing	The community reference group met again on 21 June and considered a discussion paper and the initial steps on beginning engagement which will commence in early July.	
4.1.1.5	Activate and support the Community Refugee Welcome Centre	Community Wellbeing	Officers have been working with the Refugee Welcome Centre and SSI to establish an updated agreement for the delivery of the service for 23/24. Council provided financial and in-kind support to the Refugee Welcome Centre to deliver an event for Refugee Week on 18 June. The Centre also conducted a Family Day during this quarter.	
4.1.1.6	Progress the Inner West Pride Centre	Properties and Strategic Investments	CCG Architects have been engaged to undertake compliance and renewal works and produce a Design Report based on input from the Pride Centre sub-committee. Draft plan options and a cost plan are currently under review. Remediation works are planned for the second half of 2023.	
4.1.1.8	Mark IDAHOBIT, Transgender Day of Visibility and Transgender Day of Remembrance	Community Wellbeing	Council raised the Pride Progress Flag from 17-24 May for IDAHOBIT Day. In addition, the lights in Camperdown Memorial Rest Park were lit in rainbow colours to celebrate IDAHOBIT and Pride.	

Legend



On Track



Completed



Behind Schedule







On Hold



Rescheduled

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
Key Performance Indicator								
KPI 4.1.1a	% of Gender Equity strategy year one actions implemented	> 90%	Community Wellbeing	25%	40%	50%	100%	100%

Strategy 4.1.2 Foster inclusive communities where everyone can participate in community life

ID	Action	Responsible	Comment	Status
4.1.2.1	Facilitate the development of the Volunteer Inner West Framework	Community Wellbeing	Council celebrated and recognised its Volunteers at the Amie Large Volunteer event on 19 May and is scoping the Volunteer Framework.	
4.1.2.2	Develop a Children and Youth Strategy	Community Wellbeing	Engagement with children and young people will commence in early July.	
4.1.2.3	Lead Child Safe Standards compliance	Social and Cultural Planning	The regulation provides for three years in which to undertake this implementation and work is on track.	
4.1.2.4	Implement the Healthy Ageing Strategy year one actions	Community Wellbeing	A Community Safety resource for Seniors was developed and launched at an event to mark World Elder Abuse Awareness Day on 22 June 2023. This initiative was launched as a result of the Inner West Region Abuse of Older People Collaborative. Council partnered with Ashfield Boys High to deliver a Cyber Seniors Program and two information sessions were delivered.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled

ID	Measure	Target	Responsible	RESULTS				YTD
	Key Performance Indicator			Q1	Q2	Q3	Q4	
KPI 4.1.2a	Percentage of Healthy Ageing Strategy year one actions implemented	100%	Community Wellbeing	25%	40%	60%	100%	100%
KPI 4.1.2B	Percentage of Department of Communities and Justice Agreement actions delivered (Annually)	100%	Community Wellbeing	25%	50%	75%	100%	100%

Legend



On Track



Completed



Behind Schedule






On Hold



Rescheduled

Strategy 4.1.3 Address social inequity, obstacles to participation and social exclusion

ID	Action	Responsible	Comment	Status
4.1.3.1	Develop a framework for measuring community wellbeing	Social and Cultural Planning	Research to develop a framework is underway. Intensive work will begin in July 2023'.	
4.1.3.2	Implement the Disability Inclusion Action Plan	Community Wellbeing	Feedback from the Access Advisory Committee has been incorporated in the development of the new DIAP. Consideration of Council's Operational Plan and the Arts and Music Recovery Plan has formed strategic links for the plan. Access consideration has been investigated and recommended for the development of the Leichhardt Aquatic Centre and Herb Greedy Centre architectural plans. Other actions that have been implemented in the continued Access Assist Program at Council's festivals and Auslan interpreters at Council events.	
4.1.3.3	Trial a \$100 Council rebate on the purchase of sanitary products and a \$150 rebate on the purchase of reusable nappies	Resource Recovery Planning	The Rebate for sanitary products and nappies was expended in April 2023 with 435 rebates - 133 for reusable nappies and 302 for reusable sanitary products. Residents who applied for and received the sanitary rebates are being invited to complete a survey to determine the effectiveness of the rebate.	

Legend



On Track



Completed



Behind Schedule





On Hold



Rescheduled

Outcome 4.2 Aboriginal and Torres Strait Islander Peoples and culture flourish and enrich the Inner West

Strategy 4.2.1 Centre Aboriginal and Torres Strait Islander needs and voices at the heart of initiatives, policies and strategies

ID	Action	Responsible	Comment	Status
4.2.1.1	Engage all Council employees in cultural awareness training	Community Wellbeing	Communication and offering to new employees is ongoing. Reviewing alternative internal communication methods in addition to the Reconciliation Action Plan to encourage existing employees to refresh their cultural awareness knowledge.	
4.2.1.2	Prepare a new Council naming policy which is informed by Aboriginal culture and an understanding of Country	Social and Cultural Planning	A draft has been completed and internal engagement is underway.	

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
Key Performance Indicator								
KPI 4.2.1A	Percentage of Council employees trained in Aboriginal and Torres Strait Islander cultural awareness (Annual)	100%	Community Wellbeing	0%	30%	50%	51%	51%

Legend



On Track



Completed



Behind Schedule





On Hold



Rescheduled

Strategy 4.2.2 Celebrate Aboriginal and Torres Strait Islander cultures and history

ID	Action	Responsible	Comment	Status
4.2.2.1	Deliver Aboriginal Reconciliation Action Plan year one actions	Social and Cultural Planning	The Uluru Statement from the Heart civic education training has been provided to 1,100 people. Work continues on the creation of the Aboriginal Survival memorial in Yeo Park.	
4.2.2.2	Deliver the Aboriginal survival memorial at Yeo Park	Social and Cultural Planning	Procurement for the construction of the mound, paving, drainage and seating is underway. The memorial is expected to be completed in 2023.	

Legend



On Track



Completed



Behind Schedule








On Hold



Rescheduled

Outcome 4.3 People have opportunities to participate, and develop their health and wellbeing

Strategy 4.3.1 Provide facilities, spaces and programs that support community health and wellbeing

ID	Action	Responsible	Comment	Status
4.3.1.1	Implement NDIS registered programs and services	Aquatic Services	Health and Fitness Programs and services for special populations and NDIS participants are currently under development. Implementation of 'Aquatherapy' classes is scheduled for 1st Quarter 23/24 financial year.	
4.3.1.3	Implement actions in the Annette Kellerman Aquatic Centre (AKAC) Facility review and Leichhardt Park Masterplan as per schedule (reference to capital works)	Aquatic Services	<p>A project team is working in conjunction with the Aquatics team to deliver AKAC maintenance upgrade and Leichhardt Park Aquatics Centre (LPAC) masterplan. The projects are on track for their deliverables. Current updates include engineering services consultants being engaged for both AKAC and LPAC who will now commence the initial design process for each facility.</p> <p>Current progress includes the implementation of a temporary heating boiler. Engineers have been engaged to commence plans for the major heating upgrade to be completed in 2024.</p> <p>The LPAC masterplan is also on track and currently includes procurement for all design and engineering services including architects.</p>	
4.3.1.4	Complete Companion Animals Action Plan 19-23	Parking and Ranger Services	Audit of measures underway for completeness, final sign off/report to be tabled at a future meeting with new CAAP.	
4.3.1.5	Develop and ratify Companion Animal Action (CAA) Plan 24-28	Parking and Ranger Services	A framework for the CAA plan is substantially complete with editing and review required. Report to a Council meeting in 2023.	
4.3.1.6	Undertake training to obtain qualifications in animal behaviour for Companion Animals Officers	Parking and Ranger Services	Council's People and Culture business partners have rolled the training over to 23/24 for delivery.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled

Strategy 4.3.2 Build connected communities and provide opportunities for social participation

Legend



On Track



Completed









Behind Schedule



On Hold



Rescheduled

ID	Action	Responsible	Comment	Status
4.3.2.1	Prepare Park Plans of Management for community and Crown Lands for Daryl Jackson Reserve, Elkington Park, Mackey Park and Blackmore Park	Parks Planning and Recreation	Draft Plans of Management have been completed. Council reporting has commenced and second round of exhibition has commenced with weekend engagement underway this quarter.	
4.3.2.2	Complete a draft generic plan of management for Council's Pocket and Neighbourhood Parks	Parks Planning and Recreation	Work on the pocket and neighbourhood park plans of management is nearing completion and a formal report will be going to the August Council meeting.	
4.3.2.3	Review the structure and delivery of recreation programs and service including Debbie and Abbey Borgia Centre and Robyn Webster Centre	Parks Planning and Recreation	A review of services is currently being undertaken by the Senior Manager Sport and Recreation and the Recreation Coordinator. The management of the Debbie and Abbie Borgia and the Robyne Webster Recreation Centres will be determined through this process.	
4.3.2.5	Support Councils Parks and Property Capital Delivery teams with stakeholder engagement and the delivery of key park improvement plans	Parks Planning and Recreation	Council's Parks Planning Unit is working closely with Property Services on a number of key projects including the two high level projects: <ul style="list-style-type: none"> Leichhardt Oval Master Plan, Mahoney Reserve Amenities Block, Camperdown Memorial Rest Park Amenities is now completed in the quarter, and a future Gladstone Park Amenities Block is being designed. 	
4.3.2.8	Host the "Safe Space for Girls to Train" Project	Parks Planning and Recreation	This project will commence in 2023. Safe, new and inclusive facilities at Mahoney Reserve are proceeding to final design stage. Awaiting the Capital Works team to confirm start of project. Design approved by the resident sporting user group and Council also grant funding for this project to proceed.	
4.3.2.9	Construct at least one inclusive playground in every ward, and public sensory gardens in pocket parks	Capital Works	A Touched by Olivia report on potential inclusive playground sites has been completed. The report's recommendations are being reviewed to confirm locations and priorities for the design and construction program. Budgets for a four-year program have been included in the draft 2023-24 budget. Public sensory gardens will be considered as part of the Neighbourhood and Pocket Park Plan of Management.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled

ID	Measure	Target	Responsible	RESULTS				YTD
	Key Performance Indicator			Q1	Q2	Q3	Q4	
KPI 4.3.2a	Sports Forums held per year to engage the Inner West Sports key stakeholders	> 2	Parks Planning and Recreation	1	0	1	0	2
KPI 4.3.2B	Percentage utilisation of sporting fields	> 85%	Parks Planning and Recreation	100%	100%	100%	100%	100%

Legend



On Track



Completed



Behind Schedule




On Hold



Rescheduled

Outcome 4.4 People have access to the services and facilities they need at all stages of life and all abilities

Strategy 4.4.1 Plan and deliver infrastructure and services for the changing and aging population and those with disability

ID	Action	Responsible	Comment	Status
4.4.1.1	Review customer experience for community venue hire	Community Venues	Work is continuing with this project. User Guides and floor plan updates have been deployed for all of the Community Venues. Community Centre Guides and Web Pages are being reviewed and updated.	

Legend



On Track



Completed



Behind Schedule








On Hold



Rescheduled

Strategy 4.4.2 Provide quality children’s education and care services to ensure a strong foundation for lifelong learning

ID	Action	Responsible	Comment	Status
4.4.2.1	Review Council’s Occasional Care service	Children's Services	Occasional Care just underwent an assessment and rating visit where we successfully received a Meeting rating across all national quality standards.	
4.4.2.2	Implement recommendations from the Inner West Council Family Day Care review	Children's Services	The recommendations of the FDC review are being implemented, including one IT platform and ensuring that the fees and charges are aligned under the one Inner West Council Family Day Care Scheme.	
4.4.2.3	Develop and implement a Marketing and Communications Plan to promote Children’s Services.	Children's Services	Video promotional pieces are also being rolled out for the Early Learning Centres. Most recent is Enmore Early Learning Centre.	
4.4.2.4	Work towards meeting National quality standards for Marrickville West (OSH) service	Children's Services	The centre is prepared to apply to the regulatory authority to be reassessed and re-rated against the National Quality Standard (NQS). At a centre spot check this quarter, the service was advised by the regulatory authority officer there pending changes to reassessment and do not apply until the new process is advised. The service is prepared to resubmit quality area two when updated application process is advised. The rating currently remains unchanged as a result.	
4.4.2.5	Provide free early education places to children whose parents are awaiting asylum seeker declaration	Children's Services	Work has been completed with potential referring agencies and no referrals received this quarter.	

Legend



On Track



Completed



Behind Schedule







On Hold



Rescheduled

ID	Measure Key Performance Indicator	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
KPI 4.4.2a	Percentage utilisation of middle school services	> 85%	Children's Services	85%	74%	90%	96%	87%
KPI 4.4.2B	Percentage utilisation of early learning services	> 85%	Children's Services	85%	94%	94%	92%	91%

Strategy 4.4.3 Provide facilities, resources and activities for lifelong learning

ID	Action	Responsible	Comment	Status
4.4.3.1	Investigate a consortia lending service agreement with neighbouring councils	Libraries and History	This has been investigated with neighbouring councils and due to the size of the other interested consortia libraries there found to be no benefits for the Inner West Libraries. The Inner West Libraries continues to play a leading role organising consortia library purchasing resulting in increased value for money.	
4.4.3.2	Refurbish Balmain Library	Libraries and History	The Library has prepared documents and actively participated in on-site briefings to the appointed architects (NRBS). The Library has worked with the Community Engagement team to further consult the youth demographic of the Inner West, and this is occurring June-July 2023.	
4.4.3.3	Review layout and functionality of Leichhardt Library	Libraries and History	The funding for this work is dependant on the size and scope of the Refurbishment of Balmain Library/ Balmain Town Hall Precinct project to be determined.	
4.4.3.4	Review Libraries languages other than English (LOTE) collections	Libraries and History	Final recommendations have been drafted based on a recent survey of all library staff and additional information about the demographics of the Inner West Libraries customer base. These include library staff training, improved customer service, marketing "in language", library programming and redistribution and focussed collections.	

Legend



On Track



Completed



Behind Schedule




On Hold



Rescheduled

Strategy 4.4.4 Improve the quality and use of existing community assets

ID	Action	Responsible	Comment	Status
4.4.4.1	Replace soffit during the shutdown period in the childcare centres	Facilities Management	Works programmed for one Child Family Services (CFS) centre, the remainder are programmed for the Christmas shut down period.	

ID	Measure	Target	Responsible	RESULTS				YTD
	Key Performance Indicator			Q1	Q2	Q3	Q4	
KPI 4.4.4a	Attend to reactive building maintenance	> 85%	Facilities Management	85%	80%	65%	80%	78%

Legend



On Track



Completed



Behind Schedule

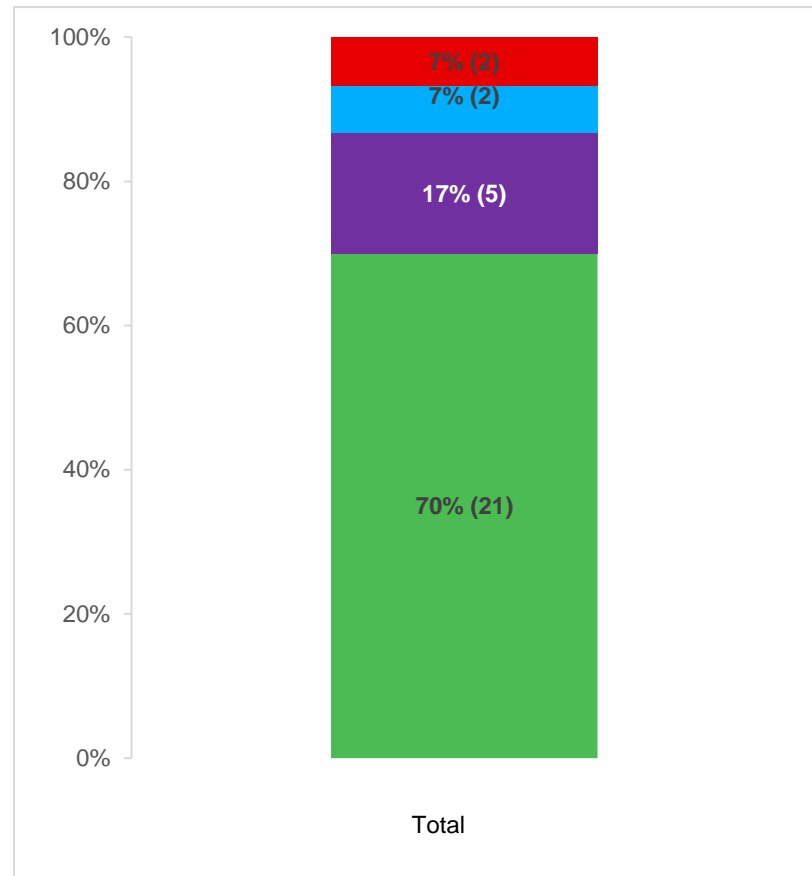


On Hold



Rescheduled

Strategic Direction 5 - Progressive, responsive and effective civic leadership



Progressive, responsive and effective civic leadership Actions by Status

Legend



On Track



Completed



Behind Schedule







On Hold



Rescheduled

Outcome 5.1 Council is responsive and service-focused

Strategy 5.1.1 Deliver responsive and innovative customer service

ID	Action	Responsible	Comment	Status
5.1.1.1	Develop first draft of a Customer Experience Strategy	Service Transformation	Development of the Customer Experience Strategy is in progress with completion of desktop research, internal engagement and community workshop sessions as well as an online survey completed. A phone survey is currently being conducted, and a focus group planned to commence in August 2023.	
5.1.1.2	Develop a Customer Service Charter	Service Transformation	Service Charter adopted by Council on Tuesday 20 June 2023 and published as well as socialised through all available Council channels and service centres.	
5.1.1.4	Adopt new technologies to improve transparency around maintenance schedules	Engineering Services	The Field App was implemented in Quarter 4.	
5.1.1.5	Consider a customer service point in every library	Service Transformation	This is being considered in line with the Customer Experience Strategy. Engagement on this to date has suggested customers are seeking a more technological experience that is different to the library service function.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
Key Performance Indicator								
KPI 5.1.1A	Customer Satisfaction (Voice of Customer – post call survey)	> 4.30	Customer Service	4.3	4.3	4.3	4.5	4.3
KPI 5.1.1B	Customer calls answered within 60 seconds	> 80%	Customer Service	59%	59%	59%	87%	60%
KPI 5.1.1C	Customer issues resolved at first point of contact	> 85%	Customer Service	85%	85%	85%	85%	85%
KPI 5.1.1D	Back office processing time – emails, applications, payments and forms (within 2 business days)	> 95%	Customer Service	90%	90%	90%	90%	90%

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled

Strategy 5.1.2 Monitor performance and implement continuous improvement to meet the changing needs of the community

Legend



On Track



Completed








Behind Schedule



On Hold



Rescheduled

ID	Action	Responsible	Comment	Status
5.1.2.1	Design and rollout the annual training and development calendar	People and Culture	<p>There were 98% of staff that received training this financial year. Completed programs include Men's mentoring program (MENTor), Women's Mentoring program, Project Management framework, Authentic Leader, Dealing with difficult Customers, Deafness Awareness, Disability Awareness, Planning for Non-Planners, Finance for Non-Finance, Gender Equity & Manual Handling.</p> <p>The second group attending the Authentic Leader program is now 50% complete. The embedding of the program is being supported by the People and Culture team. Additionally, there is approximately half-way progress in achieving Tier 1 for Mental Health First Aid.</p>	
5.1.2.2	Implement the Work Health and Safety Strategy year one actions	People and Culture	Action plan progressing as stated in Work health and Safety Strategy. Items this quarter included completion of skin cancer checks, the development/ issue of Health Safety Representative Roles and Responsibilities Guide, Health and Wellbeing communications for Employee Assist Program (EAP) Awareness menopause webinar and EAP health and wellbeing support through Converge. Safety Vault end to end process training continued with specific assistance to line manager's meeting their responsibilities with investigations and corrective/ preventative actions. Toolbox talk team attendance and tracking commenced. EAP review refreshed and completed. Safety observation "walk and talk" was undertaken.	
5.1.2.4	Review Integrated Planning and Reporting measures and Levels of Service	Corporate Strategy and Engagement	Integrated Planning and Reporting actions, key performance measures and service levels were reviewed during the preparation of the Delivery Program/Operational Plan 2023-24. They were further refined following the April/May public exhibition, and prior to the adoption by Council in June 2023.	
5.1.2.5	Deliver project management and business improvement education programs	Service Transformation	<p>Prince2 Project Management Training has been completed by 81 staff. Additionally, five project Communities of Practice have been held for staff who have completed the training to build and reinforce knowledge and practice as well as exchange ideas and experiences.</p> <p>The business improvement education program based on the world-class methodology of Six Sigma is expected to be developed and delivered in the new financial year.</p>	
5.1.2.6	Establish the service review program and reporting framework	Service Transformation	A Service Review framework was completed, and the process commenced with an organisational-wide business excellence assessment. A desktop assessment of all key services to prioritise services those for review is currently in progress.	

Legend



On Track



Completed





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On Hold



Rescheduled

ID	Action	Responsible	Comment	Status
5.1.2.7	Establish the business improvement program and reporting framework	Service Transformation	The business improvement methodology of Six Sigma has been approved as Council's preferred practice following its application to six initiatives underway. The business improvement program and reporting framework is currently being developed.	
5.1.2.8	Oversee the agreed program of service reviews to be conducted by nominated business units	Service Transformation	The monitoring program for Service Reviews is being developed and will be implemented, following the prioritisation and programming of services.	

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
Key Performance Indicator								
KPI 5.1.2a	Project managers successfully complete foundational training	100%	Service Transformation	61%	100%	100%	100%	100%
KPI 5.1.2b	Percentage of staff who have completed mandatory training courses per agreed program	>90%	People and Culture	95%	95%	98%	97%	100%
KPI 5.1.2c	Percentage of staff who have an assigned performance review	> 85%	People and Culture	100%	100%	100%	100%	100%
KPI 5.1.2d	Percentage of staff turnover	< 14%	People and Culture	4.5%	3.17%	5.29%	3.82%	16.7%
KPI 5.1.2e	Percentage of Work Health and Safety Strategy year one actions implemented	100%	People and Culture	65%	70%	85%	100%	100%

Legend



On Track



Completed



Behind Schedule







On Hold







Rescheduled





Outcome 5.2 Council makes responsible decisions to manage finite resources in the best interest of current and future communities

Strategy 5.2.1 Undertake visionary, integrated, long term planning and decision making, reflective of community needs and aspirations

ID	Action	Responsible	Comment	Status
5.2.1.1	Review Asset Management Plans	Engineering Services	Extensive review and update of asset data on all four Asset Management Plans.	
5.2.1.2	Implement the agreed program for condition audits and valuations	Engineering Services	The Building Assets Audit was completed in Q4. Procurement is to commence in Quarter 1 FY24 for the parks asset audit.	
5.2.1.4	Implement the Asset Improvement Plan	Engineering Services	Work on the implementation of the Asset Improvement Plan is ongoing.	
5.2.1.5	Implement the Workforce Management Plan	People and Culture	Workforce Management Action Plan (WMAP) has progressed in accordance with the Action Plan. Some items such as 3.5: Work towards being an Employer of Choice, has already been completed through an application to the Australian Business Awards Employer of Choice Framework.	

Strategy 5.2.2 Ensure probity and responsible, sustainable, ethical and open local government

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled

ID	Action	Responsible	Comment	Status
5.2.2.1	Implementation of the 22 recommendations of the Governance Framework Review Report	Governance and Risk	The Governance Manager has been recruited and commenced on 29 May 2023. The team currently working through the Governance recommendations, with the finalisation of the audit report to be completed by December 2023.	
5.2.2.2	Implementation of the 17 recommendations of the Enterprise Risk Management Framework Review Report	Governance and Risk	As part of the implementation, the Risk Team has been resourced and is meeting with all key stakeholders across Council that have input into this process. Council endorsed the Risk Management Policy on 11 April 2023. Action plans have been developed to progress outstanding recommendations.	
5.2.2.3	Implementation of the new OLG Risk Management and Internal Audit Framework for Local Government	Governance and Risk	The release of the Office of Local Government (OLG) NSW Management and Internal Audit Framework for Local Government has been delayed. In lieu of a formalised new guideline, Council has still implemented a new ARIC (Audit Risk & Improvement Committee) TOR (Terms of Reference) in line with the OLG Draft Model TOR and is conducting the required steps including annual reviews, to operate in accordance with the draft Guidelines. Council will recommence implementation when the OLG publishes the framework and makes the regulations. This is now expected during the 2024 financial year.	
5.2.2.4	Develop a new Council insurance framework	Governance and Risk	Council's Insurance team has been gathering data in relation to Council's current Insurance landscape. This will form part of the development of a fit- for-purpose framework to help guide internal and external stakeholders with the Insurance process. The team have prepared and are implementing updates to customer facing information, Info council-supported matter tracking systems, the online submission process and internal monitoring and reporting processes.	

Legend



On Track



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On Hold



Rescheduled

ID	Measure Key Performance Indicator	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
KPI 5.2.2A	Respond to Privacy Complaints within 5 business days of receipt	< 100%	Governance and Risk	100%	100%	100%	100%	100%
KPI 5.2.2B	Percentage compliance with relevant legislation (zero breaches)	100%	Governance and Risk	90%	100%	100%	100%	93%
KPI 5.2.2c	% of staff involved in procurement have received training	100%	Procurement	80%	81%	86%	89%	89%
KPI 5.2.2d	% of procurement events above \$10k go through vendor panel	100%	Procurement	100%	98%	96%	93%	97%
KPI 5.2.2e	Percentage of ARIC recommendations implemented	100%	Governance and Risk	100%	100%	100%	100%	100%

Strategy 5.2.3 Manage public resources to achieve financial sustainability

ID	Action	Responsible	Comment	Status
5.2.3.1	Review the financial reporting process to improve transparency	Finance	Whilst the Office of Local Government is yet to release any guideline or frameworks, Council has proactively reviewed reporting on the Quarterly Budget Review Statements to ensure any changes in Council's position are clearly articulated for the community.	
5.2.3.2	Revise the Land and Property Strategy	Properties and Strategic Investments	Stage 1 to update Council's Land Register has been completed and published on the website. The Land and Property Policy is being reviewed and updated with a Draft Policy to be presented to Council for consideration in late 2023.	

Legend



On Track



Completed



Behind Schedule



On Hold






Rescheduled

ID	Measure Key Performance Indicator	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
KPI 5.2.3f	Percentage of Capital Works budget expended	+/-10% of budget (>90%)	Finance	4.41%	14.13%	49.84%	68.72%	68.72%

Outcome 5.3 People are well informed and actively engaged in local decision making and problem solving

Strategy 5.3.1 Inform communities through multi-channel communications

ID	Action	Responsible	Comment	Status
5.3.1.1	Commence the development of an Internal and External Communications Strategy	Strategic and Corporate Communications	Strategies to be completed by end of 2023. Priorities are communicating improvements to the customer service experiences, innovating the way Council communicates with staff and the community, ensuring the community is kept informed of services and their delivery. Importantly, is developing strategies to ensure that staff are engaged with our values and purpose	
5.3.1.2	Scope the purchase and implementation of a digital asset management system	Strategic and Corporate Communications	The team is consolidating its photo library and scoping its software needs to create a comprehensive, searchable and easily accessible Digital asset Management System.	
5.3.1.3	Review communications policies and procedures	Strategic and Corporate Communications	The team recently refined its Business Partner model and is currently embedding that in each Directorate. Social media Policy on exhibition.	

Legend



On Track



Completed



Behind Schedule




On Hold



Rescheduled

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
Key Performance Indicator								
KPI 5.3.1a	Number of Inner West Council social media followers (Facebook, Instagram, Twitter)	> 2.5%	Strategic and Corporate Communications	3.05%	2%	1.5%	4%	2.6%
KPI 5.3.1b	Number of Inner West Council website page views	> 2.5%	Strategic and Corporate Communications	8.33%	3%	30%	4.92%	5.58%

Strategy 5.3.2 Support local democracy through inclusive participatory community engagement

ID	Action	Responsible	Comment	Status
5.3.2.1	Implement the recommendations of the "Your Say Inner West" website review	Corporate Strategy and Engagement	Roll-out of the new online engagement platform continued, with improvements to project updates, community languages, site accessibility and user experience feedback. This is undertaken together with continuous content management, and we are also evaluating feedback from the site to make future improvements for the community.	

ID	Measure	Target	Responsible	RESULTS				YTD
				Q1	Q2	Q3	Q4	
Key Performance Indicator								
KPI 5.3.2A	Number of visits to Your Say Inner West	> 63500	Corporate Strategy and Engagement	28,497	21,271	12,086	31,323	64,680
KPI 5.3.2b	Number of projects on Your Say Inner West on which the community has the opportunity to engage	> 40	Corporate Strategy and Engagement	10	17	16	29	72

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Strategy 5.3.3 Support evidence-based Council decision-making

ID	Action	Responsible	Comment	Status
5.3.3.1	Continue to review and refine the current Council resolution register processes	Governance and Risk	<p>Council has continued to refine the Council resolution register. For user readability previous and current terms have been separated and Council officers are working through the completion of all outstanding resolutions.</p> <p>Council aims to publish the Council resolution register on a monthly basis.</p>	

ID	Measure	Target	Responsible	RESULTS				YTD
	Key Performance Indicator			Q1	Q2	Q3	Q4	
KPI 5.3.3a	Council resolutions are implemented as per the agreed timeframes	> 95%	Governance and Risk	95%	95%	95%	95%	95%

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Rescheduled

Outcome 5.4 Partnerships and collaboration are valued and recognised as vital for community leadership and making positive changes

Strategy 5.4.1 Advocate for emerging community issues

ID	Action	Responsible	Comment	Status
5.4.1.2	Advocate to minimise impacts of state government infrastructure including WestConnex, Western Harbour Tunnel, Sydney Gateway	Traffic and Transport Planning	Council has been working with the NSW Government and advocating to minimise the impacts of state government infrastructure projects including M4 East, M8, Western Harbour Tunnel and Sydney Park Junction.	
5.4.1.4	Participate in SSROC and LGNSW projects and initiatives	Governance and Risk	Council continues to actively participate in the Southern Sydney Regional Organisation of Councils (SSROC) and Local Governments in NSW (LGNSW) projects and initiatives including motion submissions to these organisations.	

Strategy 5.4.3 Work with suppliers to deliver positive outcomes for the community, economy and environment

ID	Action	Responsible	Comment	Status
5.4.3.1	Review the procurement rules and weighting criteria to promote social and environment vs economic factors	Procurement	A revised procurement framework is being developed and will be implemented in late 2023. Weightings for social and environmental factors are currently determined on a case-by-case basis depending on what is being procured.	
5.4.3.2	Participate in the Sustainable Procurement assessment and implement recommendations arising	Procurement	Assessment by the Local Government Procurement Team has not yet commenced. Following this process, any recommendations made will be developed into an Action Plan for implementation.	

Legend



On Track



Completed



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On Hold



Rescheduled

Completed Actions (Q1-3)

1. Advocate for consolidated LEP gazettal from the State Government
2. Review and benchmark service levels for Council's streetscapes and parks maintenance programs
3. Revise the Affordable Housing Policy
4. Review Council's LEPs and harmonise the provisions for a diversity of housing types
5. Deliver a Covid Arts Recovery Summit
6. Provide governance and promotional support to establish the Inner West Creative Network
7. Establish a creative partnership arrangement with UTS Creative Intelligence Centre
8. Develop successful squads' programs at Ashfield Aquatic Centre in line with other centres
9. Complete the development of Councils ten-year Recreation Strategy
10. Roll out a new staff online training program for procurement
11. Recruit new term of local democracy group members
12. Advocate for consolidated LEP gazettal from the State Government
13. Review and benchmark service levels for Council's streetscapes and parks maintenance programs
14. Revise the Affordable Housing Policy
15. Review Council's LEPs and harmonise the provisions for a diversity of housing types
16. Deliver a Covid Arts Recovery Summit
17. Provide governance and promotional support to establish the Inner West Creative Network
18. Establish a creative partnership arrangement with UTS Creative Intelligence Centre
19. Develop successful squads' programs at Ashfield Aquatic Centre in line with other centres
20. Complete the development of Councils ten-year Recreation Strategy
21. Commission an external review and benchmarking the procurement framework and processes to identify opportunities for improvement
22. Roll out a new staff online training program for procurement
23. Recruit new term of local democracy group members
24. Deliver Community Environment Grants
25. Incorporate the low carbon precinct study into future planning controls
26. Deliver a consolidated Contributions Plan (S11 plan)
27. Implement the Night time Economy Strategy
28. Work with 50 venues to host music and arts events as part of the Council's legalisation of arts in main streets
29. Prepare the Annual Report
30. Develop and implement a defect reporting request system for staff

31. Develop and present the business case for de-amalgamation including community engagement
32. Deliver annual community wellbeing, arts, and multicultural grants program
33. Develop initiatives for World Pride -
34. Pilot program for a maintenance portal for the six aquatic and leisure centres to register work requests directly into and allow internal tracking -
35. Trial free period and sanitary products
36. Establish process for reporting and accountability of tier one customer complaints
37. Offer your say stalls directly in neighbourhoods on key issues impacting the community

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