



In October 2023, the Inner West Council brought Food Organics, Garden Organics (FOGO) to every Inner West home

Operational Plan Quarterly Report October – December 2023



Introduction

This report provides a progress update on Council's Operational Plan 2023/24.

It has three sections:

Message from the General Manager – This section contains highlights from the quarter.

Executive Summary – This section contains an overview of progress against the actions and measures in the Operational Plan 2023/24.

Strategic Directions in detail – This section details progress against each of the actions and achievement against annual performance targets, ordered by the five strategic directions of the Inner West 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

Message from the General Manager



In the second quarter of the financial year, 94% of our 171 actions are completed or on track. The majority of measures (75%) are on target or within tolerance.

In November, Council was awarded the prestigious **AR Bluett Memorial Award** for the 2022/23 year. This is awarded annually to one metropolitan and one rural council for outstanding achievements in local government.

The Chairman of the judging panel noted that, Inner West Council **has forged three previous Inner West Councils into a vibrant, responsive and community focused** organisation, customer experiences have outperformed against other like sized councils, environmental leadership is paramount, and Council has delivered \$22m in savings since amalgamation. Achieving the Bluett Award is an amazing result and reflects the work and efforts of the whole organisation.

In the Local Government Environment Awards Council won for the category **Behaviour Change in Waste Category** Division C for its Community Recycling Centre Rap Video. Our customer service teams work was also recognised when Council's team was recognised at the National Local Government **Customer Service Network Awards**.

The **Customer Experience Strategy 2024-2027** was adopted in November. It is designed to enable us to provide great customer experiences across all areas of the organisation. Our goal is to go above and beyond to help meet our community's needs and the best solutions possible. The strategy was developed with feedback and ideas from more than 1,400 residents and over 1,100 staff.

In the first 10 weeks of the **FOGO service**, the Inner West community successfully diverted over 3,300 tonnes of organic waste from landfill. This diversion from landfill has been an outstanding result for the environment with approximately **7,000 tonnes of carbon dioxide emissions saved**. This is equivalent to taking around 6,000 cars off the road for a year.

Construction work on the **GreenWay missing links** began. Construction for the Longport Street tunnel has begun and the piling works on and around Constitution Road bridge are now completed.

The new **Lewis Herman Reserve** at Ashfield which was completed at a cost of \$1.3m was officially formally opened by the Hon Anthony Albanese. This new park has been designed and built to respond to the need for facilities that are underpinned by the principle that 'everyone can play' and it includes a purpose-built area for dementia sufferers.

In December, Council began two weeks of celebrations to mark **International Day of People with Disability**. The celebrations recognised the contributions and achievements of people with disability. Key events included delivering the audio descriptions for 20 Perfect Match artworks, an annual inclusion festival at Petersham Town Hall and a community questions and answers forum with the ParaMatildas. We are also a proud inclusive employer and have endorsed our second Inner West Disability Inclusion Action Plan 2023-26.

Finally, Council's grant program awarded **\$458,000** to 72 individuals, a variety of community organisations and clubs to support cultural, arts, community development and sustainability initiatives in the Inner West.

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

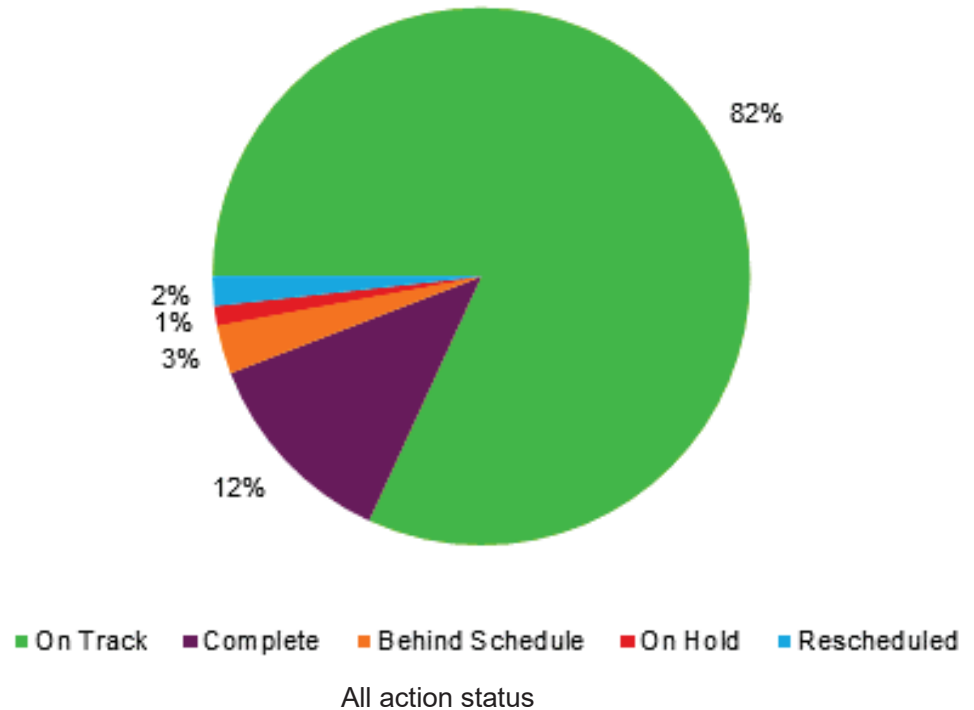
Peter Gainsford - General Manager

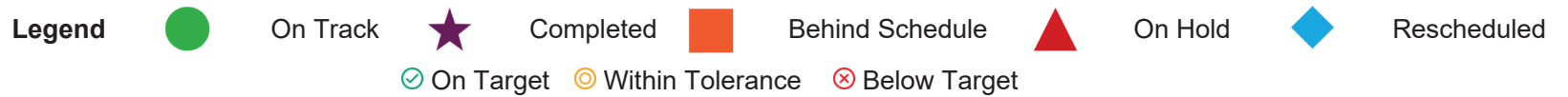
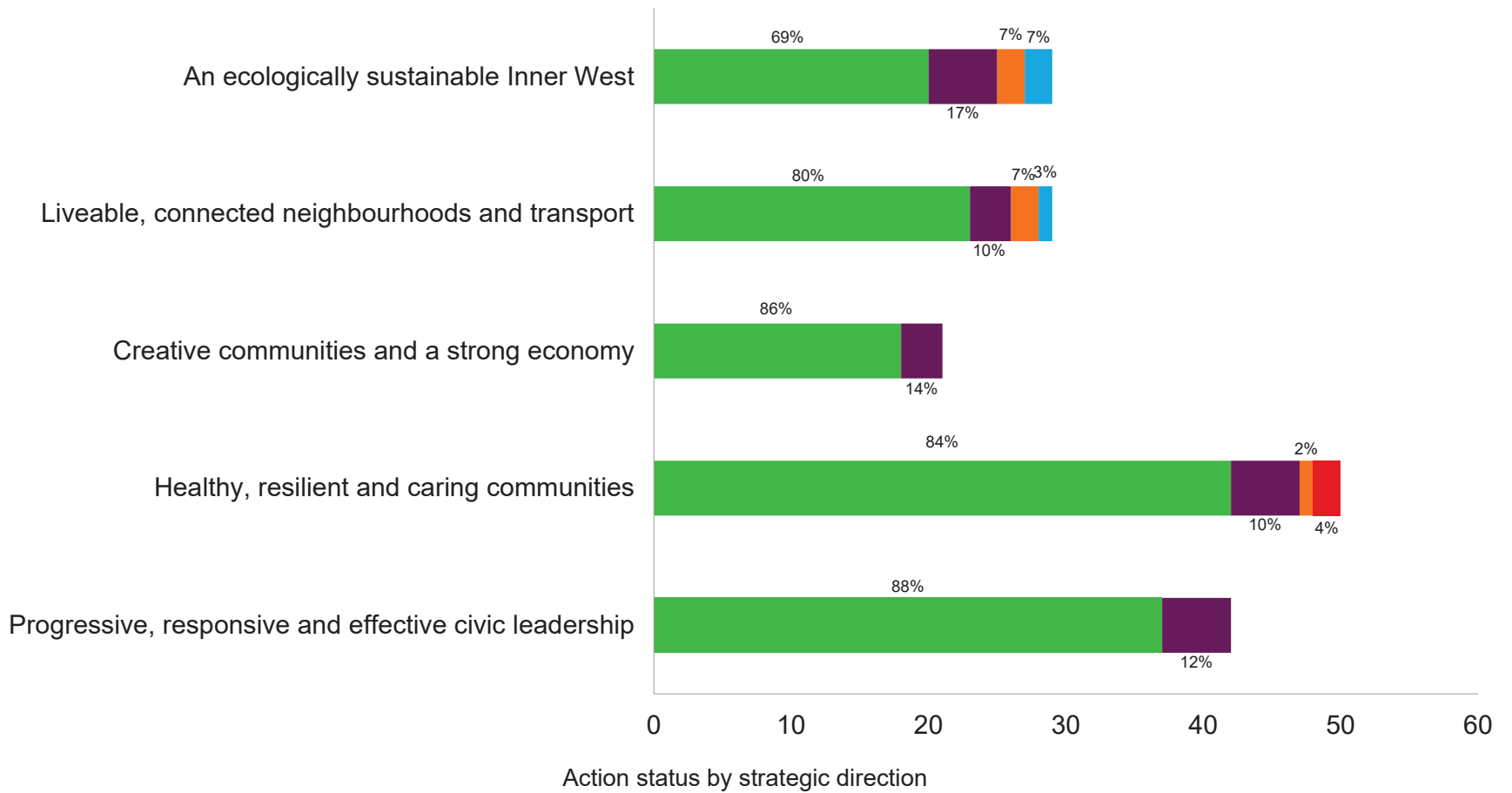
Executive Summary

The quarterly progress report outlines progress against the 171 actions in the 2023/24 Operational Plan.

As of 31 December 2023:

- 94% (161) of actions are 'Completed' or 'On Track'
- 6% (10) of actions are 'Behind Schedule', 'On Hold' or 'Rescheduled'

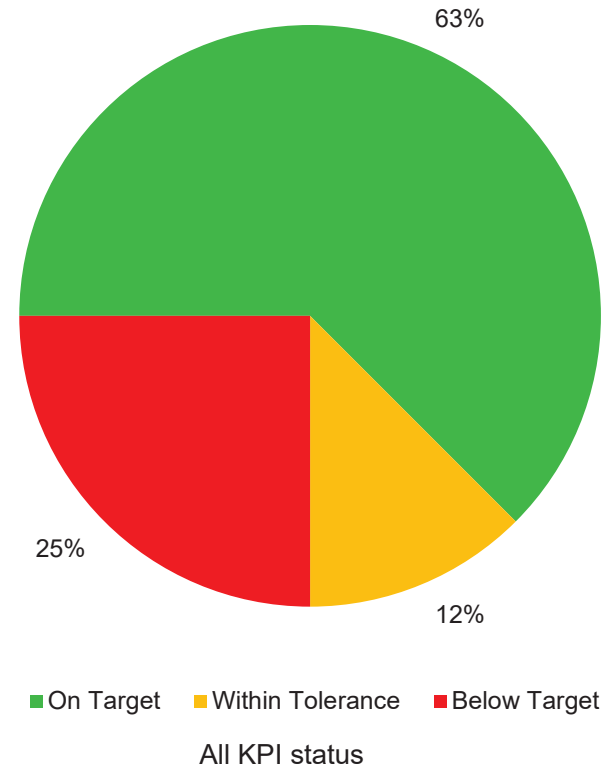




Measures

As of 31 December 2023:

- 75% (42) of measures are 'On Target' or 'Within Tolerance'
- 25% (14) of measures are 'Below Target'



Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled



On Target



Within Tolerance




Below Target

Strategic Direction 1 - An ecologically sustainable Inner West

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 and promote a sustainability program at the Inner West Sustainability Hub	Urban Sustainability	The Sustainability Hub was officially launched by the Mayor in July 2023 with an introductory sustainability program. Council's Green Living Centre is now operational from the Hub as is The Bower. Other tenants include Re Place and Dress for Success opened in October 2023. A more comprehensive program, including regular markets has commenced,	
1.1.1.2	Deliver Community Environment Grants	Urban Sustainability	The Community Environment Grants are a two-year cycle and will reopen in 2024. In the meantime, Council's Environment team continues in-kind support of community organisations including through our Sustainable Schools networks and via a range of community programs at the Sustainability Hub.	
1.1.1.3	Inform residents about threatened and unique species of flora and fauna in our local parks and wild places	Parks Planning and Ecology	Threatened species and ecology information are being incorporated into Parks Plans of Management and Council strategies. Projects to directly involve our residents in this work will be rolled out as part of the delivery of individual place plans.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled





On Target











Within Tolerance






Below Target









ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
1.1.1a	Number of people attending sustainability engagements and education sessions	700	> 700	Urban Sustainability	1,271	242			1,513 
1.1.1b	Total subscriptions for environment and sustainability social media and What's On e-news	0	> 6,000	Urban Sustainability	0	13,083			13,083 




Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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	Parks and Streetscapes Operations	Internal structure adjustments have been completed. Tree resourcing and service levels are progressing.	
1.2.1.2	Prepare the Urban Forest Policy and Strategy 2023/24	Environmental Health and Building Regulation	The request for quotation scope and requirements are being developed to harmonise strategy documents.	
1.2.1.3	Prepare operational plans for public tree management	Parks and Streetscapes Operations	Operational considerations/planning for the public tree management are being developed.	


Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target





ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
1.2.1a	Number of trees planted	1,057	> 1,000	Parks and Streetscapes Operations	189	470			659 
1.2.1b	Tree permit applications completed for tree pruning or removal on private land assessed within 28 days	59%	> 80%	Parks and Streetscapes Operations	63.77%	92%			77.89% 
1.2.1c	Input to development applications involving tree works provided within 21 days	70%	> 70%	Parks and Streetscapes Operations	53.47%	27%			40.24% 

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 plants for Council's natural areas including priority sites along the GreenWay	Parks Planning and Ecology	Council's two community nurseries continue to collect local seed stock and propagate plants to supply native plants for Council's natural areas and future GreenWay sites. Plants are also being stocked for the verge garden program.	
1.2.2.2	Supply local plants to Inner West residents	Parks Planning and Ecology	Council's two nurseries continue to supply free plants for local schools and resident special events such as National Tree Day and the Verge Gardening program. In addition, plants are available to purchase from the nurseries. There were 274 plants provided to the community at the IWC Sustainability Hub opening, and others through a voucher system at Hub events and local schools.	
1.2.2.3	Develop and implement the LGA-wide verge gardening policy	Parks Planning and Ecology	The Verge Gardening and Adopt a Spot Policy was adopted by Council at the October 2023 Council meeting. The program arising from the policy was launched thereafter.	


Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target


ID	Action	Responsible	Comment	Status
1.2.2.4	Evaluate micro forest trial	Parks Planning and Ecology	A micro forest site has been established in a location complimentary to the Leichhardt Skate Park project (to the north-east along the Bay Run) in 2023 and a further site has been established at Whites Creek Valley Park. Additional trial sites will be subject to ongoing community engagement and the sites will be evaluated in 2024 and onward.	









ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
1.2.2a	Number of Bushcare volunteer hours	1,600 Hours	> 1,600 Hours	Parks Planning and Ecology	548.50 Hours	380.50 Hours			929 Hours 
1.2.2b	Number of Bushcare volunteers	1,400	> 1,400	Parks Planning and Ecology	254	150			404 
1.2.2c	Number of nursery volunteer hours	1,200 Hours	> 1,200 Hours	Parks Planning and Ecology	456.50 Hours	432.95 Hours			889 Hours 
1.2.2d	Number of plants supplied from Council's nurseries	2,000	> 2,000	Parks Planning and Ecology	3,773	2,066			5,839 

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

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target



ID	Action	Responsible	Comment	Status
1.2.3.1	Develop a Biodiversity Strategy	Parks Planning and Ecology	The Ecology team has finalised the recruitment of a Planning and Policy officer and the development of the Biodiversity Strategy project will commence in early 2024.	









ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
1.2.3b	Number of citizen science survey events facilitated by Council	6	> 6	Parks Planning and Ecology	4	10			14 

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target


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 continue subcatchment planning	Parks Planning and Ecology	The Ecology team has recently recruited a Senior Catchments Officer who will work collaboratively with Council's Stormwater team to deliver existing sub-catchment planning activities and projects, including projects arising from Council's involvement in the Parramatta River and Cooks River Catchment groups.	
1.3.1.2	Deliver 'WSUD' and rainwater conservation programs	Parks Planning and Ecology	A resolution from the November 2023 Council meeting requires staff to review the delivery of these programs and report back to Council. Council's Ecology team continue to deliver these programs. However, new ecology staff are exploring ways to deliver material in ways that is more accessible to our community (for example, via online channels, or through the Sustainability Hub at Summer Hill).	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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	Parks Planning and Ecology	A resolution of the November 2023 Council meeting requires staff to review delivery of this program and report back to Council. It is intended that the program will be delivered from Council's Sustainability Hub at Summer Hill when new forward planning staff within the ecology team are established.	


Strategy 1.3.3 Identify and plan for river swimming sites

ID	Action	Responsible	Comment	Status
1.3.3.1	Progress Callan Point swim site project	Parks Planning and Ecology	A report on the delivery of this project was presented to Council's October 2023 meeting. A consultant team has been appointed to deliver detailed community consultation and construction plans, as well as a quantities survey/cost estimate. Design work is progressing.	
1.3.3.2	Translate Cooks River and Parramatta River litter prevention strategies into local strategies	Resource Recovery Planning	An action plan (including major milestones), budget, steering committee members and meeting dates have been developed as part of the 'Inner West, Litter Less' strategic project. Council has continued to meet and liaise with the EPA on this project throughout Q4 of 2023. A project control group with senior stakeholders from within Council has been established and Council is also participating in the Sydney Harbour litter prevention project.	
1.3.3.3	Align recycling service across LGA and support with education campaign	Resource Recovery Planning	Recycling services were aligned in the first quarter of July-September 2023 across IWC. All households now have comingled mixed recycling services with yellow lid bin, and separate paper bins have been removed. Education material has been provided to support this service improvement.	


Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target









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 actual or potential pollution incidents to protect the environment and public health	Environmental Health and Building Regulation	100% of pollution complaints received during the second quarter were investigated.	

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

ID	Action	Responsible	Comment	Status
1.4.2.1	Implement an Electric Vehicle Encouragement Plan	Traffic and Transport Planning	Council adopted the "Powering Ahead" - Electric Vehicle Encouragement Strategy (2023) at the Council meeting held on 9 May 2023. The subsequent planning for the implementation of actions is ongoing including the provision of public electric vehicle charging. Kerbside parking is progressing. Council Carpark - RFQ will be created in early 2024.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

Strategy 1.4.3 Minimise air pollution through policy and regulation

ID	Action	Responsible	Comment	Status
1.4.3.1	Enforce air pollution controls to regulate development	Environmental Health and Building Regulation	Air pollution controls are applied to relevant development proposals and are investigated and enforced upon receipt of a complaint.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled



On Target




Within Tolerance




Below Target









Outcome 1.5 Inner West is zero emissions, climate adapted 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	Implement the Sustainable Fleet Transition Plan	Urban Sustainability	A report detailing the rollout of the Electric Vehicle (EV) fleet and charging infrastructure, including opportunities to bring forward the target(s), was presented to the October 2023 Council meeting. There are 8 EV pool vehicles currently in Council's fleet. A grant funding application is in train for a further 14 EV vehicles and feasibility studies for the remainder of the fleet is ongoing.	

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 Adaptation Plan	Urban Sustainability	A whole of Council Climate Change Risk Assessment has commenced, marking the first step in the development of Council's Climate Adaptation Plan.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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
1.6.1.1	Commence waste audits for Council operations	Urban Sustainability	Waste audit data from Council sites has been collected and is being analysed for use in corporate sustainability programs.	★
1.6.1.2	Commence the grant-funded litter reduction initiative in collaboration with other areas of Council and community groups	Resource Recovery Planning	Inner West is actively participating with the Sydney Coastal Council Group, Parramatta River Catchment Group and Cooks River Alliance in EPA Grant-funded litter prevention programs, which contribute to the development of a regional litter prevention roadmap and directly influence local litter reduction initiatives.	●




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









ID	Action	Responsible	Comment	Status
1.6.2.1	Establish operations at the Inner West Sustainability Hub	Resource Recovery Planning	The Sustainability Hub was officially opened on 1 July 2023 and Council's Green Living Centre, the Bower, Dress for Success and Re: Place ("the Village Project") have commenced operations.	★
1.6.2.2	Identify and implement two new reverse vending machines for return and earn (10c refund on eligible containers)	Resource Recovery Planning	Council is currently finalising an agreement with TOMRA to install two reverse vending machines for our community at the Inner West Sustainability Hub at Summer Hill.	●




Legend

-  On Track
-  Completed
-  Behind Schedule
-  On Hold
-  Rescheduled
-  On Target
-  Within Tolerance
-  Below Target

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

ID	Action	Responsible	Comment	Status
1.6.3.1	Plan and introduce the Food Organics and Gardens organics (FOGO) service	Resource Recovery Planning	Council launched the FOGO services on 9 October 2023. Monthly progress reports are being provided to the Council.	
1.6.3.2	Commence the Food Organics and Gardens organics (FOGO) service	Resource Recovery Operations	The FOGO service started on the 9 October 2023.	
1.6.3.3	Align the fortnightly commingled recycling collection service	Resource Recovery Operations	There has been the successful completion of the 240 litre bin rollout, and the introduction of a fortnightly recycling collection service in the northern area. As a result, there is now a standardised fortnightly collection service throughout the Inner West.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target





ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
1.6.2b	Number of booked clean ups through the Optimo booking system (21/22 Baseline =65,863)	65,863	> 72,449	Resource Recovery Operations	16,657	18,771			35,428 
1.6.2d	Material received at the Community Recycling Centres and Household Chemical Collection Events (21/22 Baseline= 176.06 kilograms (kg))	176	> 185	Resource Recovery Operations	202	28,823			14,512 
1.6.2f	Number of missed bins per year (21/22 Baseline = 15,849)	15,849	< 15,065	Resource Recovery Operations	5,689	13,937			19,626 









Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target



Strategic Direction 2 - Liveable, connected neighbourhoods and transport

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
2.1.1.1	Review Council's LEPs and harmonise the provisions for encouraging a sustainable environment	Strategic Planning	Sustainable environment provisions will be included in future Local Environmental Plan amendments for Parramatta Road and housekeeping amendments to be finalised by DPE by June 2024.	
2.1.1.2	Review the Voluntary Planning Agreement Policy	Properties and Strategic Investments	The VPA Policy was adopted by Council at the 21 November meeting.	
2.1.1.3	Adopt a Blue Green Grid for the Inner West	Strategic Planning	Blue Green Grid was adopted on 5 December 2023.	
2.1.1.4	Create a staged approach to implement the Parramatta Road Corridor Urban Transformation Strategy	Strategic Planning	Stage 1 of the Parramatta Road Corridor planning proposal and Development Control Plan is scheduled to be placed on exhibition by the end of 2023 and finalised by March 2024.	


Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

ID	Action	Responsible	Comment	Status
2.1.1.5	Implement the Local Strategic Planning Statement actions 6.1 and 6.2 related to housing and heritage, as well as actions 13.2 and 13.5 related to the Camperdown area	Strategic Planning	The planning proposals related to heritage pubs and residential heritage were placed on early consultation in 2023. Heritage pubs will be reported to Council in mid-2024 and residential heritage will be reported to Council by the end of the year. Early consultation on Camperdown Tech Central is underway in collaboration with City of Sydney and Greater Cities Commission.	
2.1.1.6	Progress the Tech Central Precinct in Camperdown and strategic partnership with Greater Sydney Commission and key stakeholders	Strategic Planning	Regular meetings are being conducted with the Greater Cities Commission and other key stakeholders to progress the Camperdown precinct. A jointly funded masterplan is being prepared to guide the future of the area.	

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	Investigate complaints in relation to breaches of the Environmental Planning and Assessment Act.	Environmental Health and Building Regulation	Complaints pertaining to breaches of the Environmental Planning and Assessment Act are investigated. The focus remains on ensuring strict compliance with environmental regulations and addressing customer concerns.	
2.1.2.2	Investigate class 1b-9c premises in relation to fire safety and act as required to safeguard lives and property	Environmental Health and Building Regulation	For the period 1 October to 31 December 2023, a total of 1661 AFSS reminder letters, comprising 888 – 90-day letters and 773 – 30-day follow-up letters, were sent to property owners and or their respective property managers. An additional 85 premises were added to the Fire Safety Register, bringing the number of properties on the register to 3841, up from 3755.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

ID	Action	Responsible	Comment	Status
2.1.2.3	Proactively inspect and regulate places of shared accommodation such as boarding houses for breaches of legislation and act as required to safeguard the health and amenity of residents	Environmental Health and Building Regulation	The Boarding House Project Team have a prioritised inspection program based upon the highest to lowest risk for shared accommodation, specifically boarding houses. The focus remains on ensuring compliance with legislation and taking necessary actions to safeguard the health and amenity of residents.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled



On Target




Within Tolerance











Below Target

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, Implement allocated heritage actions within the LSPS in priority 6.2	Strategic Planning	Targeted heritage studies are under early consultation, listing Haberfield on the State Heritage Register has been placed on hold by the state government, while the Heritage Act is being updated and the Blue Green Grid has been completed.	


Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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	Early consultation has concluded (Stage 1). Stage 2 co-design consultation took place in late 2023 and the draft masterplan is being placed on consultation in early 2024.	
2.3.1.2	Develop a graffiti management policy	Facilities Management	Policy is being drafted.	
2.3.1.3	Undertake regular inspections of town centres and respond to maintenance needs	Civil Maintenance	Ongoing inspections are undertaken. Service levels have been achieved on maintenance delivery program.	
2.3.1.4	Develop and deliver the Main Streets Strategy	Strategic Planning	The Main Streets Strategy is continuing with some leverage and synergy with Public Domain Masterplans. A range of projects are in development for delivery by the end of the financial year.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

ID	Action	Responsible	Comment	Status
2.3.1.5	Deliver the Public Toilet Strategy	Capital Works	<p>Timelines:</p> <ul style="list-style-type: none"> - Pioneers Park toilets was completed in December 2023. - HJ Mahoney Reserve is due for completion by February 2024. - Planning and design are underway for King George Park and Camdenville Park for FY23/24, with construction planned for FY24/25. - Leichhardt No 2 oval is projected to be completed in Quarter 1 FY24/25. - Planning and design for Richard Murden Reserve are scheduled for FY23/24, with construction set for FY24/25, coordinated with an inclusive playground. - Design and construction for Tempe Reserve - Canal side toilets are due for completion in 2025 - The renewal of Blue toilets at Tempe Reserve is planned to commence in October 2024. 	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled









On Target



Within Tolerance



Below Target

ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
2.3.1b	Average number of days to complete a 40-day Street sweeping cycle	40	< 40	Civil Maintenance	30	40			35 
2.3.1c	Average number of days to complete verge maintenance (mowing) Target: 20-working day from October to March and 40-working day cycle from April and September	30 Days	< 30 Days	Civil Maintenance	30 Days	20 Days			25 Days 
2.3.1d	Average number of days to complete high-pressure cleaning of each shopping centre every three months	2.75	< 60	Civil Maintenance	60	60			60 
2.3.1e	Gross pollutant trap/nets cleaned	37	> 37	Civil Maintenance	37	37			37 
2.3.1f	Pits cleaned	194	> 194	Civil Maintenance	290	290			290 
2.3.1g	Percentage of potholes repaired within 48 hours (Note - weather dependent)	100%	100%	Civil Maintenance	80%	95%			87.50% 

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled



On Target







Within Tolerance











Below Target

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 NSW planning portal	Development Assessment	Connectivity between Council's system and the NSW Planning Portal has reached the first milestone of going live for the lodgement of development applications. The next stage of determination of applications, is the configuration and testing stage.	

ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
2.3.2a	Median determination timeframes for development applications (days)	97 Days	< 85 Days	Development Assessment	83 Days	87 Days			87 Days 
2.3.2b	Average completion time of applications for pre-lodgement advice (days)	35 Days	< 35 Days	Development Assessment	47 Days	50 Days			48.5 Days 
2.3.2c	Percentage of site visits undertaken within 21 days of the application being accepted	75%	> 75%	Development Assessment	24%	21%			22.50% 

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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
2.4.1.1	Progress delivery of affordable housing in the Hay Street car park	Properties and Strategic Investments	Link Wentworth is progressing with the design and feasibility of the scheme in anticipation of the launch of the first funding round that is being rolled out by the Housing Australia Future Fund (HAFF) and the National Housing Accord Facility (NHAF) that is being officially launched on 15 January. It is anticipated that once the eligibility criteria have been released and considered by Link, they will respond with a proposed scheme for consideration.	


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


ID	Action	Responsible	Comment	Status
2.4.2.1	Review Council's LEPs and harmonise for a diversity of housing types	Strategic Planning	Harmonisation of the diversity of housing types as part of the 2024 update to the Inner West Local Environmental Plan and Development Control Plan (LEP/DCP) has commenced including a workshop attended by a range of stakeholders.	









Legend

-  On Track
-  Completed
-  Behind Schedule
-  On Hold
-  Rescheduled
-  On Target
-  Within Tolerance
-  Below Target

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, Centres and Venues	The Inner West Homelessness Assertive Outreach Collaboration conducted outreach patrols throughout the quarter and convened monthly case coordination meetings. Focus areas for discussions with service providers included Enmore Park, Tempe Reserve and Pratten Park.	

ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
2.4.3a	Percentage of people sleeping rough reported to Council that are referred to homeless service providers	100%	100%	Community Wellbeing, Centres and Venues	100%* <small>*Q1 figure corrected in Q2 report</small>	100%			100% 









Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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 contribute to the further development of the Public Transport Position Statement, currently in draft form.	

Legend

-  On Track
-  Completed
-  Behind Schedule
-  On Hold
-  Rescheduled
-  On Target
-  Within Tolerance
-  Below Target




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 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 continue to support safe walking around schools through the development and implementation of strategies including the completed Pedestrian Access and Mobility Plan (PAMP) and ongoing series of Local Area Traffic Management (LATM) studies.	●
2.6.1.3	Implement the GreenWay project (stages)	Capital Works	Works on the in-corridor contract are progressing at Constitution Road and Lewisham West/Longport Street. HV Feeder relocation works in the Hercules parklands area have been completed.	●
2.6.1.4	Deliver Urban Amenity Improvement Plan (Pymont Bridge Road Cycleway)	Capital Works	Conceptual plans are being developed. Due to the complexity of the proposed works, the delivery model for the project is under review with TfNSW.	■
2.6.1.5	Deliver Pedestrian Access and Mobility Plan (PAMP)	Capital Works	The delivery of the PAMP program remains on target. The procurement for construction is progressing with crossings around school zones scheduled to be completed in January 2024	●

Legend ● On Track ★ Completed ■ Behind Schedule ▲ On Hold ◆ Rescheduled
 ✓ On Target ○ Within Tolerance ⊗ Below Target

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 Council's parking permit management system	Traffic and Transport Planning	The upgrade of Council's parking meters to digital meters is completed, along with the provision of a pay parking app. The upgrade of the parking permit management system is under preliminary investigation and trial.	
2.6.2.2	Prepare Council's Parking Strategy	Traffic and Transport Planning	An initial draft of Council's parking strategy is under development. The scope for the parking permit scheme will be completed by March 2024.	
2.6.2.3	Deliver Local Area Traffic Management (LATM) program	Capital Works	Newington LATM construction has been successfully completed. Design work for Lewisham LATM is in progress. The design for Newtown LATM is 80% complete and waiting for final approval from TfNSW.	

ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
2.3.1a	Percentage of expenditure of town centre upgrade budget	18%	100%	Capital Works	11.60%	11.60%			23.20% 
2.6.2c	Percentage of LATM program budget delivered	48%	100%	Capital Works	13.13%	13.13%			26.26% 

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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 final Freight and Services Delivery Study has been completed and will be used to inform the development of Council's Freight and Services Delivery Strategy. A draft case study of Norton Street, Leichhardt is currently underway.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled



On Target



Within Tolerance













Below Target




Strategic Direction 3 - Creative communities and a strong economy

Outcome 3.1 Creativity and culture are valued and celebrated

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

ID	Action	Responsible	Comment	Status
3.1.1.1	Distribute cultural information through multiple sources	Creative Communities (Living Arts)	The Living Arts newsletter was distributed to the mailing list monthly. Multiple social media avenues were used to distribute information on current cultural offerings by council. In the past quarter, radio carts have run with FBI radio and media packages have run with Concrete Playground.	
3.1.1.2	Support implementation of identified programs from the Arts and Music Recovery Plan	Creative Communities (Living Arts)	All initiatives in the Arts and Music Recovery plan are on track for delivery as planned. Of note in the last quarter, the Creative Spaces pilot program has wrapped up with the findings now being analysed to create the Creative Spaces Framework in 2024. Funding has been allocated for Cultural Connections, funding for diverse communities, the Boomali partnership is underway and more opportunities for artists have been offered via EDGE White Bay and Town Hall takeover; Chrissie Cotter Gallery; Newtown Art Seat; public art on the Greenway and a new writers residency in partnership with Writers NSW.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

ID	Action	Responsible	Comment	Status
3.1.1.3	Expand Council's annual Young Creative Awards program	Libraries and History	<p>The YCA 2023, closed in July 2023 in its new expanded format - film, writing and art. Council received 408 entries - 174 in art, 165 in writing and 69 film entries.</p> <p>The winners were announced in November 2023. Award programs were held at Chrissie Cotter Gallery (art + writing awards) and Marrickville Pavilion (film awards).</p> <p>A review of this year's competition will be completed in December 2023.</p>	
3.1.1.4	Support development of Aboriginal creatives through living arts programs	Creative Communities (Living Arts)	<p>Council has initiated a new partnership with Boomali, which includes the upskilling of Aboriginal artists to enable them to deliver works of scale and a new mentorship program with established artists mentoring emerging artists.</p> <p>The Cultural Connections EOI has been specifically designed to create opportunities for creatives from diverse backgrounds, including First Nations.</p> <p>A number of Aboriginal creatives have been commissioned to deliver Perfect Match artworks and public artworks and a major First Nations identified commission is currently out for EOI through the public art on the GreenWay program.</p>	
3.1.1.5	Lead the implementation of the Creative Spaces Audit recommendations	Creative Communities (Living Arts)	<p>The recommendations from the Creative Spaces audit will be incorporated into the Creative Spaces Framework, scheduled to be delivered in early 2024. The findings from the audit are helping to understand the use and function of Council's creative spaces, and the recommendations will be implemented with the rollout of the framework.</p>	






Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

ID	Action	Responsible	Comment	Status
3.1.1.6	Lead the implementation of the Cultural Strategy	Creative Communities (Living Arts)	The Cultural Strategy continues to underpin Council's work in the Inner West cultural sector. After implementing the Cultural Connections Expression of Interest, funds have been granted to projects which are now underway. This implements priority two – Culture is for Everyone. Eight brand new public artworks have been commissioned along the GreenWay, and the team is continuing work on meeting priority four – Culture's Role in our Growing Places. Work on EDGE Inner West 2024 is also well underway, and meeting targets from priority three – Love Inner West Day and Night.	
3.1.1.7	Support cultural diversity in arts and culture	Creative Communities (Living Arts)	Council continues to commit to increasing diversity, equity and representation in our local cultural funding, commissioning, and programming. The newly introduced funding stream, Cultural Connections, received a large volume of high-quality applications and \$40,000 in funding was awarded to diverse community groups. These groups are from Aboriginal and Torres Strait Islander background, People of Colour and people who identify as culturally diverse. Their projects increase diverse representation in the arts, increase cross-cultural understanding and recognise cultural diversity as an asset and contributor to innovative arts practice.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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 the program of Council produced events	Creative Communities (Events)	During this period, IWC delivered and partnered on various events, including Culture X Ashfield, Dulwich Hill Festival, Marrickville Music Festival, Oxi Day, Norton St Festa, Stanmore Music Festival and live music activation with the Inner West Chamber Music Festival.	
3.2.1.2	Partner with community and creative groups to deliver events, providing support and advice	Creative Communities (Events)	Partnered with community and creative groups to deliver program activities such as Culture X Ashfield, Dulwich Hill Festival, Marrickville Music Festival and Stanmore Music Festival.	
3.2.1.3	Prioritise engagement of local creatives in events delivered by Council to support the creative economy and community wellbeing	Creative Communities (Events)	Local creatives were prioritised at Footprints, Dulwich Hill Festival and Marrickville Music Festival.	
3.2.1.4	Roll out culture counts evaluation for the events program	Creative Communities (Events)	Culture counts attendee feedback was undertaken at Dulwich Hill Festival, Culture X Ashfield and Marrickville Music Festival.	
3.2.1.5	Deliver EDGE art camp on the GreenWay and EDGE Sydenham including an annual program of new art commissions and activations	Creative Communities (Living Arts)	Both EDGE Greenway and EDGE Sydenham were successfully delivered in 2023 and 2024 will see the introduction of a new EDGE project in partnership with the Biennale of Sydney - EDGE Inner West.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled




On Target







Within Tolerance






Below Target

ID	Action	Responsible	Comment	Status
3.2.1.6	Finalise Enmore Road Special Entertainment Precinct and review additional areas for implementation	Strategic Planning	The Enmore Road Special Entertainment Precinct has been finalised.	

ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
3.2.1a	Percentage of major events program completed	100%	100%	Creative Communities (Events)	0%	50%			50% 
3.2.1b	Number of stakeholders (organisations including community and business) engaged through events program	423	> 100	Creative Communities (Events)	148	316			464 
3.2.1c	Number of stakeholders (creative participants) delivering work through events program	351	> 100	Creative Communities (Events)	80	209			289 
3.2.1d	Percentage of local stakeholder participation in events program	83%	> 80%	Creative Communities (Events)	80%	79%			79.5% 

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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
3.2.3.1	Develop and deliver an annual program of creative trails, tours and activations	Creative Communities (Living Arts)	Creative Trails was successfully delivered in August 2023, featured many studios and artist run initiatives. This year also saw the introduction of accessible sensory tours and hundreds of participants over the weekend of trails.	
3.2.3.2	Support the creative economy and lead community creativity by increasing funding for the Perfect Match program	Creative Communities (Living Arts)	Funding was increased for this financial year and the recent round of expressions of interest for Perfect Match has recently closed with an anticipated rollout of new works to commence in early 2024.	
3.2.3.3	Develop a pilot program to engage young people (12-18 year old) in co-design and delivery of a Perfect Match Street Art project	Creative Communities (Living Arts)	Council officers are currently working with a number of partners to identify an appropriate artist and space. Council will partner to deliver a program that centres young people in the co-design and delivery of artwork.	









ID	Measure	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
Key Performance Indicator									
3.2.3a	Number of Perfect Match projects per year	44	> 40	Creative Communities (Living Arts)	9	16			25 

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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	Two Economic Summits were held in 2023 and a Community Wealth Building Discussion Paper has been prepared to set out a draft economic plan framework. The Economic Development Strategic Plan is currently in development.	
3.3.1.2	Facilitate business engagement in place making	Economic Development	A range of improvements for Inner West main streets have been implemented. There are now 20 improved sites that have fairy lights, street murals, and wayfinding signage. These have been attained via consultations with the public and stakeholders. Main streets have also been activated via music performances and art installations. The Main Streets Revitalisation EOI has closed and applications are being reviewed and assessed.	
3.3.1.3	Provide business support for local small businesses in community languages	Economic Development	A variety of materials are being made more accessible for various community languages, such as Mandarin, Cantonese, Vietnamese, Nepalese and Greek to support small businesses. A summit for multicultural businesses is being planned for April on how Council can support CALD businesses in future years.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

Outcome 3.4 Employment is diverse and accessible

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




ID	Action	Responsible	Comment	Status
3.4.2.1	Conduct an annual education program targeting a specific business sector to improve environmental outcomes and best practice	Environmental Health and Building Regulation	This metric is achieved via environmental audits, with a current focus on dry cleaners and their use of a solvent called perchloroethylene (PERC). PERC is listed as a suspected cancer-causing agent by WHO and improper disposal of it under the POEO Act 1997 can have detrimental effects on the environment and public health. The audit process involves several stages, starting with a desktop audit (completed) and followed by a review of chemical uses and disposal practices. Subsequently, an inspection will be carried out for each premises to develop a compliance and education regime. Educational material will also be created in English, Vietnamese and Chinese languages.	
3.4.2.2	Conduct investigations relating to water pollution incidents from building sites to protect the environment and public health	Parking and Ranger Services	Investigation of water pollution incidents is critical in safeguarding the environment and public health as they ensure compliance with regulations, prevent water contamination, and mitigate potential hazards associated with construction activities.	









Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target




Strategic Direction 4 - Healthy, resilient and caring communities


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	Lead the implementation of the Gender Equity Strategy	Community Wellbeing, Centres and Venues	Officers partnered with Canada Bay Council to host the Annual Walk Against Domestic Violence on 8 December. This was well supported by Police, service providers and members of the community. The Love Bite Training was delivered to eight Inner West High Schools and Council continued to support the Inner West Domestic Violence Committee.	
4.1.1.2	Lead the establishment of a Pride Centre in Newtown Town Hall	Community Wellbeing, Centres and Venues	Officers conducted an EOI seeking an LGBTQ+ organisation to run the Pride Centre. Council endorsed youth service provider, Twenty10, to be the lead tenant. Work continues on the Centre refurbishment.	
4.1.1.3	Develop an Anti-Racism Strategy	Social and Cultural Planning	Community engagement has commenced.	




Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

ID	Action	Responsible	Comment	Status
4.1.1.4	Deliver Community Wellbeing projects and programs to meet the identified needs of the Inner West community	Community Wellbeing, Centres and Venues	The Community Wellbeing team supported or delivered a suite of community programs and activities including: The Disability Pride event and Disability Inclusion Festival at Petersham Town Hall, Mental Health Month programs including Heaps Mad at Marrickville Pavilion, a children's festival celebrating Aboriginal languages week at Tilman Park, Inner West Children and Families Interagency on 'the Impacts of Domestic Family Violence on Children', Grandparents Morning Tea at the Magic Yellow bus for grandparents day and the Halloween Youth event in conjunction with Headspace at Ashfield.	
4.1.1.5	Celebrate culturally significant days with and on behalf of the community (e.g. days of remembrance, volunteers, etc)	Community Wellbeing, Centres and Venues	Officers delivered the Inclusion Festival at Petersham Town Hall on 8 December to celebrate the International Day of People with a Disability. Flags were raised at Town Halls for Intersex Awareness Day, Transgender Awareness Day and the International Day of People with a Disability.	
4.1.1.6	Activate and support the Community Refugee Welcome Centre	Community Wellbeing, Centres and Venues	Officers have been working with representatives from Settlement Services International (SSI) to update the agreement between Council and SSI. This includes an evaluation framework.	

ID	Measure	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
Key Performance Indicator									
4.1.1a	Percentage of Gender Equity Strategy year two actions implemented	100%	> 85%	Community Wellbeing, Centres and Venues	25%	50%			75% 

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

Legend	 On Track	 Completed	 Behind Schedule	 On Hold	 Rescheduled
	 On Target	 Within Tolerance	 Below Target		

ID	Action	Responsible	Comment	Status
4.1.2.1	Lead the implementation of the Healthy Ageing Strategy	Community Wellbeing, Centres and Venues	<p>Focus areas included the delivery of several healthy ageing programs with Sydney Local Health District including Stepping On, one program for the older LGBTQ community and a social connection program during Mental Health Month. Wesley Mission delivered a 'Stressed about your Finance' initiative as part of the financial literacy suite and a dementia education session for the Vietnamese community delivered by Baptist Care.</p> <p>Some key community resources were also finalised during the quarter as part of interagency working groups such as: a Seniors Directory, a Community Hub Map, Digital Literacy resource and updates to other resources and plans for translation of Keeping Healthy and Safe.</p>	
4.1.2.2	Develop a Community Safety Action Plan	Community Wellbeing, Centres and Venues	<p>Officers have conducted desk research and drafted a community engagement plan in relation to the Community Safety Action Plan. Consultation will commence at the end of January.</p> <p>The Newtown Police attended the LGBTQ Advisory Committee to share information about their safety initiatives around Newtown and officers have been working with the police on the planning of a LGBTQ Community and Police meeting that will take place in January 2024.</p>	
4.1.2.3	Develop a Children and Youth Strategy	Social and Cultural Planning	Community engagement has commenced.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled





On Target




Within Tolerance




Below Target

ID	Action	Responsible	Comment	Status
4.1.2.4	Lead Child Safe policy and practice across Council	Social and Cultural Planning	<p>Childsafe training was delivered to 44 Aquatics staff by Demetrius Consulting with additional staff planned to be trained from January 2024.</p> <p>Training content design for Libraries staff will commence in January 2024 with additional areas planned to be trained by the end of financial year.</p> <p>Approximately 400 staff will initially be trained on child-safe policies and practices across the following services:</p> <ul style="list-style-type: none"> • Aquatics • Libraries • Outdoor Operations • Parking and Rangers • Children Services 	
4.1.2.5	Support and celebrate Inner West Volunteers	Community Wellbeing, Centres and Venues	A date has been identified for a 2024 event to celebrate Inner West volunteers, and the nomination forms and a project plan have commenced.	

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

ID	Action	Responsible	Comment	Status
4.1.3.1	Lead development of Council's Community Wellbeing Strategy	Social and Cultural Planning	Council officers have been working with the Sydney Local Health District and other local experts to identify issues relevant to developing the Wellbeing Strategy. Resilience preparedness is the first phase of the wellbeing work and this includes wellbeing during extreme weather. The Council website includes information.	




Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target









ID	Action	Responsible	Comment	Status
4.1.3.2	Develop and lead implementation of the second Disability Inclusion Action Plan	Social and Cultural Planning	Council adopted the Disability Inclusion Action Plan in October 2023.	★
4.1.3.3	Investigate continuing Council rebate on the purchase of reusable sanitary products and reusable nappies	Resource Recovery Planning	The rebate is active on the Inner West website aligning with the start of FOGO on 9 October 2023. https://www.innerwest.nsw.gov.au/live/waste-and-recycling/reuse-options/reusable-sanitary-product-rebate/reusable-sanitary-products-rebate	★

Legend ● On Track ★ Completed ■ Behind Schedule ▲ On Hold ◆ Rescheduled
 ☑ On Target ○ Within Tolerance ⊗ Below Target

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	Provide access to and promote Aboriginal and Torres Strait Islander needs and voices through cultural awareness programs and appropriate training	People and Culture	Council updated Learning Management System (LMS) is being configured and the Aboriginal and Torres Strait Islander (ATSI) Cultural Awareness Journey e-learning course will be assigned to all employees by the end of March.	
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 policy has been prepared and will be proposed for approval to exhibit in the first half of 2024.	
4.2.1.3	Lead establishment of the Aboriginal Community Hub, and deliver the first Aboriginal Survival Memorial	Social and Cultural Planning	A concept plan for the Aboriginal Community Hub is due for completion in early 2024. Installation of the first Survival Memorial is expected to commence on 8 January 2024 subject to weather conditions.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target




Strategy 4.2.2 Celebrate Aboriginal and Torres Strait Islander cultures and history









ID	Action	Responsible	Comment	Status
4.2.2.1	Lead implementation of Aboriginal Reconciliation Action Plan year one actions	Social and Cultural Planning	Council's Reconciliation Advisory Group meet in October 2023, and project delivery is underway.	






Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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	A range of programs and service providers have been introduced at the IWC Aquatics Facilities, catering to NDIS participants and various community groups. Opportunities to expand the suite of programs and providers continue to be sought.	
4.3.1.2	Implement Active Inner West (events, services, health and wellness activities in the Inner West, and enhanced website functions)	Aquatic Services	Active Inner West is now live and in progress. All web and search functionalities have been completed, and all open days and events are now firmly established as annual fixtures for the Aquatic Centres.	
4.3.1.3	Undertake Annette Kellerman Aquatic Centre (AKAC) capital works (2-3 year program, heating system upgrade)	Capital Works	<p>Installation of a new backup boiler was completed.</p> <p>The design for the broader plant upgrade contract is progressing.</p> <p>A proposal to defer this construction has been endorsed to avoid simultaneous works at LPAC and ensure the availability of centres for the community.</p> <p>Budget adjustments will be addressed as part of the Q2 budget review process.</p> <p>The Cladding replacement contract has been awarded, and the contractor and Council are commencing work in January 2024.</p>	









Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target


ID	Action	Responsible	Comment	Status
4.3.1.4	Undertake Leichhardt Park Masterplan upgrade as per schedule (4 year program of capital works)	Capital Works	Design consultant commissions are complete and the design is progressing. Community engagement for proposed Stage 1 works has commenced.	
4.3.1.5	Implement new Learn to Swim process for online enrolments	Aquatic Services	All online enrolment processes for learn to swim are now live and in operation. Members can now enrol online and change classes as required. The system is working well.	
4.3.1.6	Prepare Companion Animal Action (CAA) Plan 24-28	Parking and Ranger Services	The preparation of the Companion Animal Action Plan 24-28 is underway.	
4.3.1.7	Deliver education activities to promote responsible pet ownership, including information stands, programs or campaigns including off leash areas	Parking and Ranger Services	The Companion Animal Team currently hold stalls at various Inner West Council parks and also patrol the off-leash and on-leash areas with Humphry the Inner West Canine Mascot, to educate residents on responsible pet ownership.	
4.3.1.8	Undertake Dawn Fraser Baths northern pavilion works	Capital Works	Maintenance works have been completed to extend the life of structures. The Northern Pavilion Construction works are to be deferred to mid-2025 to allow works to be completed in the low peak season. Design to proceed in preparation for these works. Budgets will be adjusted as part of the Q2 review process.	



Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

Strategy 4.3.2 Build connected communities and provide opportunities for social participation

ID	Action	Responsible	Comment	Status
4.3.2.1	Complete the development of Council's ten-year Recreation Strategy	Aquatic Services	The Inner West Council 10-year Recreation Strategy is completed and endorsed at the Council Meeting of October 2023. Actions and planning, and delivery requirements listed in the strategy will now commence.	
4.3.2.2	Prepare Park Plans of Management for community and Crown Lands for Jarvie Park, Camperdown Memorial Rest Park, Wicks Park, Birchgrove Park, Richard Murden Reserve	Parks Planning and Ecology	The RFQ for the preparation of the next five park plans of management has been finalised and Council is in the process of appointing a successful consultant. Crown land plans of management are being completed in line with Council's adopted priority list of park plans of management.	
4.3.2.3	Complete a draft generic plan of management for Council's Pocket and Neighbourhood Parks	Parks Planning and Ecology	Public exhibition and in-person sessions in Ashfield, Leichhardt and Marrickville were undertaken during October - November 2023, as well as on-line engagement via Have Your Say. The draft Plan of Management is nearing completion and will be brought back to Council for consideration in early 2024.	
4.3.2.4	Review the structure and delivery of recreation programs and service including Debbie and Abbey Borgia Centre and Robyn Webster Centre	Aquatic Services	Planning and review of recreational programs are underway for both Debbie and Abbie Borgia Recreation Centre and the Robyne Webster Recreation Centre. An ongoing review of the management of the Debbie and Abbie Recreation Centre will take place in 2024.	
4.3.2.5	Complete a Commercial Dog Walking Policy for Council's open space areas	Parks Planning and Ecology	A draft policy was completed and was presented to Council at the September 2023 meeting, where it was deferred for further consideration.	
4.3.2.6	Implement the safety audit of Marrickville Golf Course	Parks Planning and Ecology	A Safety Audit and report was completed in August 2022. From this, an implementation plan was developed and actions arising from the basis for consideration with respect to the Golf Course Plan of Management.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target





ID	Action	Responsible	Comment	Status
4.3.2.7	Construct at least one inclusive playground in every ward, and public sensory gardens in pocket parks	Capital Works	King George Park inclusive playground will commence construction by April 2024 and be completed by the end of August 2024. Engagement with community undertaken. Richard Murden Reserve inclusive playground will be designed in FY23/24 for construction in FY24/25.	

ID	Measure	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
Key Performance Indicator									
4.3.2b	Number of parks bookings including: Schools, Commercial Fitness Trainers, Weddings, picnics and other events; does not include sporting ground bookings	6,000	> 6,000	Parks Planning and Ecology	1,368	1,733			3,101 
4.3.2c	Percentage utilisation of sporting grounds	100%	> 90%	Parks Planning and Ecology	90%	95%			92.50% 

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target






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	Properties and Strategic Investments	A simplified application process for regular hirers was introduced and Council Officers received positive feedback regarding the new process. A customer survey has been prepared for release in early 2024.	
4.4.1.2	Implement updated community venue hire fees following review of Grants and Fee Scale Policy	Properties and Strategic Investments	The information and processes have been updated to reflect the new Grants and Fee Scale Policy.	
4.4.1.3	Design new process for booking town halls to support creative spaces activation	Creative Communities (Living Arts)	A new creative spaces framework is under design with an anticipated rollout in early 2024. The new framework will recommend new booking processes for creatives.	
4.4.1.4	Support and action recommendations of independent review of Council owned premises and spaces for creative use, particularly affordable rental agreements to enhance access for creative practitioners in the community	Properties and Strategic Investments	<p>The short-term pilot program, Creative Use of Council Venues, commenced in July and finished in December with artists/organisations/collectives participating in the program. This program delivered over 2000 hours of subsidised space for creatives throughout August and September.</p> <p>The basement of the Marrickville Town Hall was used as a performance and presentation space during this time by organisations such as the Sydney Fringe Festival.</p> <p>Findings from the current creative spaces pilot program will form a new Creative Spaces Framework, which will be delivered in early 2024.</p>	







Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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	Complete the review of Council’s Occasional Care service	Children’s Services	The review will be completed by June 2024.	
4.4.2.2	Achieve ‘meeting or exceeding’ national quality standards for all early learning services	Children’s Services	Three of Council’s services were re-assessed against the National Quality Framework and consistent with regulatory requirements. Deborah Little ELC received an overall Meeting rating, Globe Preschool and May Murray received an overall Exceeding outcome.	
4.4.2.3	Improve utilisation of under-utilised early learning services	Children’s Services	All underutilised services have improved utilisation during the quarter.	
4.4.2.4	Ensure all early learning services are financially sustainable	Children’s Services	Council’s early learning services continue to strengthen their financial performance as a result of strong utilisation and the majority are financially strong. Strategies are in place for those financially less viable centres to ensure sustainability. This includes quarterly financial reviews and ensuring all relevant grant funding is in place.	
4.4.2.5	Complete implementation of service review recommendations	Children’s Services	All recommendations have been implemented. Occasional care review is being finalised separately.	









Strategy 4.4.3 Provide facilities, resources and activities for lifelong learning

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target



ID	Action	Responsible	Comment	Status
4.4.3.1	Participate and collaborate with neighbouring councils in the development of an Aboriginal collection cataloguing standards	Libraries and History	This is a continuing project - the National Library of Australia release the "Guidelines for first Nations description" in November 2023. This is currently being read and included into the IW Libraries Collection Development Protocol.	
4.4.3.2	Develop an evaluation framework for library services and programs	Libraries and History	The use of Culture Counts for the Library service and programs was trialled in the last quarter of 2023, and will be implemented fully into Library and History programs from 2024.	
4.4.3.3	Review Library Information and Communications Technology (ICT) services	Libraries and History	The review commenced and was completed including workflows, meetings, reporting methods, budgets and staffing levels. Initial discussions with Senior Library management staff are completed.	
4.4.3.4	Implement findings from the review of the languages other than English (LOTE) collection	Libraries and History	Internal recommendations have been communicated to all library staff and are currently being planned i.e. deselection of nominated collections and implemented i.e. library marketing and outreach.	
4.4.3.5	Develop consistent customer satisfaction measure for all libraries	Libraries and History	This action is a duplication of the action regarding Culture Counts. Culture counts have been trialled in the last quarter of 2023 and will be implemented in Library and history programming in 2024.	
4.4.3.6	Investigate options for service level agreements / consortia for adjacent Councils for borrowing for residents and economies of scale for collections	Libraries and History	This action was completed for the subscription of eResource products in the third quarter.	









Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
4.4.3a	Number of library members	84,304	> 80,000	Libraries and History	87,767	88,126			87,946 
4.4.3b	Ratio of library members compared to population	46%	> 46%	Libraries and History	47.18%	42.90%			45.04% 

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

Strategy 4.4.4 Improve the quality and use of existing community assets

ID	Action	Responsible	Comment	Status
4.4.4.1	Trial free period and sanitary products in selected facilities	Facilities Management	The 12-month trial concluded on 30 December 2023, and will continue to run until reported to Council for future action. In this regard, the results of the trial are planned to be reported at the February 2024 Council meeting.	
4.4.4.2	Undertake regular building condition audits	Facilities Management	External consultant completed comprehensive condition audits of Council's building stock in 2023/2024. Ongoing audits continue as part of sound asset management of the asset via the facilities team	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target



Strategic Direction 5 - Progressive, responsive and effective civic leadership

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	Adopt Customer Experience Strategy	Service Transformation	Customer Experience Strategy was presented and adopted at the December Council meeting.	★
5.1.1.2	Adopt new technologies to improve transparency around maintenance schedules	Engineering Services	Access to verge mowing schedules is now available on Council's website. Scheduling for street sweeping, and cleaning crews have commenced.	●
5.1.1.3	Prepare a business case to examine the feasibility of customer service points in libraries	Service Transformation	A business case in relation to the feasibility of customer service points in libraries will be developed as a part of the Customer Experience Strategy adopted by Council in December 2023. In the interim, customer service points will be provided as part of the mobile customer service offering.	●

Legend ● On Track ★ Completed ■ Behind Schedule ▲ On Hold ◆ Rescheduled
 ☑ On Target ☉ Within Tolerance ⊗ Below Target

ID	Action	Responsible	Comment	Status
5.1.1.4	Improve the process for reporting and accountability of tier one customer complaints	Service Transformation	<p>The process for reporting and accountability has been reviewed in line with the review of the Complaints Handling policy. The policy has been drafted and reviewed by relevant internal and external stakeholders. Public Exhibition of the draft Complaints Handling Policy has also been finalised with no feedback received.</p> <p>The draft Complaints Handling Policy will be presented to Council in February 2024 for adoption.</p> <p>A case manager for the management of complex tier-one complaints has been established, and a dashboard for tier-one complaints has also been created for monitoring and reporting on complaint management.</p>	
5.1.1.5	Conduct fortnightly customer service stalls in key areas across the Inner West	Customer Service	Fortnightly customer service stalls have been replaced by weekly stalls as resolved by Council. These have been successfully held in locations across the Local Government Area.	

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled







On Target



Within Tolerance



Below Target

ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
5.1.1a	Customer Satisfaction (Voice of Customer – post call survey - out of 5)	4.30	> 4.30	Service Transformation	4.30	4.10			4.20 
5.1.1b	Customer calls answered within 60 seconds	80%	> 80%	Service Transformation	90.28%	42%			66.14% 
5.1.1c	Percentage of back office processing time (emails, applications, payments and forms) within 5 business days	90%	> 95%	Service Transformation	100%	100%			100% 
5.1.1d	Percentage of customer requests and applications via the online service portal	55%	> 55%	Service Transformation	54.30%	52%			53.15% 

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled



On Target

















Within Tolerance



Below Target

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

ID	Action	Responsible	Comment	Status
5.1.2.1	Budget, design and plan the rollout of the annual training and development calendar	People and Culture	Recently appointed leaders are being identified for the Authentic Leader program in early 2024. Childsafe was delivered to a majority of staff in the Aquatics team and the remaining staff are to be trained January 2024. The Libraries team will customise Childsafe content in January 2024. Workplace investigations are being scheduled for People & Culture for early 2024.	
5.1.2.2	Deliver business improvement staff training program	Service Transformation	The business improvement staff training program is under development and is planned to be launched in February 2024.	
5.1.2.3	Implement the service review program and reporting framework	Service Transformation	The Service Review program and reporting framework was approved in September and has since been rolled out across all service units. The first planned service review has commenced.	
5.1.2.4	Implement project management system	Service Transformation	The procurement for a project management system was undertaken in November 2023 through a Request for Tender process. Evaluation of all the tender submissions commenced in December 2023. A decision on the successful tender will be made in early 2024.	
5.1.2.5	Prepare and publish the Annual Report	Corporate Strategy and Engagement	The Annual Report was endorsed by Council at its meeting in November 2023, published on Council's website and notified to the NSW Office of Local Government.	
5.1.2.6	Implement the Work Health and Safety Strategy year two actions	Governance and Risk	Work Health and Safety (WHS) Strategy year two (2023/2024) actions are on track with 76% delivered of the required actions for the quarter.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
5.1.2c	Percentage of Work Health and Safety Strategy year two actions implemented	90%	> 90%	Governance and Risk	100%	100%			100% 

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled



On Target






Within Tolerance








Below Target

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	Commence review of the Community Strategic Plan and preparation of the State of the Inner West report	Corporate Strategy and Engagement	A project initiation meeting of the internal working group representing all key areas of Council was held, and preliminary staff engagement was undertaken with 200 leaders on 16 November 2023 at Marrickville Town Hall.	
5.2.1.2	Identify and apply for grants and other funding sources across Council	Corporate Strategy and Engagement	Council applied under the Get Active NSW Transport Grant program for funding for the next phase of the GreenWay construction. Council was successful in receiving funding for three grants under the Commonwealth Department of Infrastructure, Transport, Regional Development, Communications and the Arts Investing in our Local Communities grant program. Approved grants include the Leichhardt Park Aquatic Centre children's play area, installation of sunshades to the Ashfield Pool grandstand and children's pool area, and upgrades to the change rooms, disability access and storage at Hammond Park. Council also applied for funding under the 2023/24 Crown Reserves Improvement Fund for Leichhardt Park.	
5.2.1.3	Enter awards to showcase and recognise Council's successes	Corporate Strategy and Engagement	Council won the prestigious Bluett Award for the financial year 2023. Council was the overall winner in the Local Government Environment Awards for the Behaviour Change in Waste Category Division C and the overall winner for its Community Recycling Centre Rap Video. Council was also recognised in the National Local Government Customer Service Network Awards for Customer Service Teams.	









Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target




ID	Action	Responsible	Comment	Status
5.2.1.4	Review the Information and Communications Technology Strategy	Information and Communication Technology	Planning and gap analysis of the current draft strategy is underway.	
5.2.1.5	Review Asset Management Plans	Engineering Services	The review is scheduled for review in Quarter 4.	
5.2.1.6	Implement the agreed program for condition audits and valuations	Engineering Services	Contractor engaged for Parks, Reserves and Marine structures Audit, commencing in January 2024. Contractor engaged for Bridges Audit, commencing in January 2024. Contractor engaged for revaluation of Parks, Bridges and Stormwater Drainage, commencing January 2024.	
5.2.1.7	Implement the Asset Improvement Plan	Engineering Services	Work Order dashboards have been set up for the Facilities teams to assist with managing service delivery. Further enhancements have been requested and are in progress. Dashboards are currently being finalised for the Civil Works teams. Dashboards for Public Trees are in progress.	
5.2.1.8	Review and implement the Workforce Management Strategy year two actions	People and Culture	Council continues to implement ongoing Workforce Management Strategy actions. Of the four items commencing in 23/24, Council's updated Human Resource Information System (HRIS) now incorporates the development of two of these actions. The remaining actions are completed.	









Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target







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

ID	Action	Responsible	Comment	Status
5.2.2.1	Implement the recommendations of the Governance Framework Review Report	Governance and Risk	Three quarters of the Governance review recommendations have been implemented, all remaining will be finalised by the end of the Financial Year.	
5.2.2.2	Implement the recommendations of the Enterprise Risk Management Framework Review Report	Governance and Risk	Following Council's endorsement of the Risk Management Policy, Action Plans have been developed to progress outstanding recommendations. Strategic risks have also been developed, and an assessment of the effectiveness of control arrangements and the resulting residual risks is underway.	
5.2.2.3	Implement the new Office of Local Government (OLG) Risk Management and Internal Audit Framework for Local Government	Governance and Risk	The final Guidelines and associated regulations have now been enacted in December 2023 and need to be implemented by 1 July 2024. Council has already implemented new ARIC (Audit Risk & Improvement Committee) Terms of Reference (TOR) in line with the OLG Draft Model TOR and is conducting the required steps including annual reviews, to operate in accordance with the Guidelines.	
5.2.2.4	Develop a new Council insurance framework	Governance and Risk	An updated Claims page including an online submission form has been published on the Council website and claims management dashboards are being developed. These key steps form part of the development of a fit-for-purpose framework to help guide internal and external stakeholders with the Insurance process and to ensure Council's insurance function has fully effective internal claims management monitoring and reporting processes.	
5.2.2.5	Develop and maintain Council's compliance registers	Governance and Risk	A draft legislative compliance register is prepared. This is to be further refined and built into the Governance, Risk and Compliance system to be procured and implemented by the end of 2024.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

ID	Action	Responsible	Comment	Status
5.2.2.6	Implement actions identified through external review and benchmarking of the procurement framework	Procurement	<p>Actions have been progressively implemented from the external review.</p> <p>A new Procurement Policy and Procedures were finalised for public exhibition and education workshops have commenced to drive compliance. System enhancements are also underway.</p>	
5.2.2.7	Develop and implement an ethics and compliance e-learning training platform incorporating code of conduct, fraud and corruption, procurement and delegations	Procurement	The planned online program has been drafted. In conjunction face to face Procurement workshops and education have been implemented with over 200 staff having participated to date.	
5.2.2.8	Provide training to staff on legal matters	Legal Services	Legal training is being undertaken with the Council's employees in respect of planning and project management.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
5.2.2a	Percentage of access to Information Formal Requests responded to	100%	100%	Governance and Risk	100%	100%			100% 
5.2.2b	Percentage of Privacy Complaints responded to within 5 business days of receipt	100%	100%	Governance and Risk	100%	100%			100% 
5.2.2c	Percentage of staff involved in procurement that have received training	89%	100%	Procurement	0%	65%			65% 
5.2.2d	Percentage of procurement events above \$10k through vendor panel	97%	100%	Procurement	85%	90%			87.50% 
5.2.2e	Number of briefings to Council on the status of legal matters (February, May, August, November) Quarterly	4	4	Legal Services	1	2			3 
5.2.2f	Percentage of ARIC recommendations implemented within agreed timeframes	100%	100%	Governance and Risk	100%	100%			100% 

Legend



On Track



Completed



Behind Schedule



On Hold



Rescheduled



On Target
















Within Tolerance



Below Target




Strategy 5.2.3 Manage public resources to achieve financial sustainability









ID	Action	Responsible	Comment	Status
5.2.3.1	Revise the Land and Property Strategy	Properties and Strategic Investments	The Land and Property Strategy has been reviewed, with a new Property Strategy under development.	
5.2.3.2	Review the financial reporting process to improve transparency following the release of new Office of Local Government guidelines	Finance	The 2022/23 Financial Statements were completed with the incorporation of updated information as required by the Office of Local Government. The report template for Quarterly Budget Reviews has also been updated to improve the readability and transparency of key financial data.	
5.2.3.3	Update Land register published on Council's website (Annual)	Properties and Strategic Investments	Updating of the Land and Property Register is planned to be undertaken later in the financial year, noting the last annual update was completed and published in February 2023.	
5.2.3.4	Implement the long-term accommodation strategy (Annual)	Properties and Strategic Investments	A working group has been formed between Facilities, Property and ICT in collaboration with the GM's office and staffing analysis is ongoing. A strategic plan for the St Peters depot site will be undertaken in early 2024, which, in addition to seating analysis at other sites, will support the development of a Long-Term Accommodation Strategy.	
5.2.3.5	Manage Council's property portfolio	Properties and Strategic Investments	Actions this reporting period include: - Implementation of the Leasing and Licencing module within TechnologyOne to capture all leasing details as well as the electronic management and issuance of invoices. - Commencing development of a draft Property Strategy to guide future planning and management of the property portfolio. - Audit and investigation of council car parks and sites to consider feasibility for development of affordable housing	



Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target









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	Implement Internal and External Communications Strategy	Strategic and Corporate Communications	We are finalising a strategy that contains innovative ways to communicate Council's services, events and values to both residents and staff.	
5.3.1.2	Scope the purchase and implementation of a digital asset management system	Strategic and Corporate Communications	The consolidation of the photo and video asset library is continuing.	
5.3.1.3	Review communications policies and procedures	Strategic and Corporate Communications	A new Media Policy for Staff and Councillors has been completed.	









Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target






ID	Measure	Baseline	Target	Responsible	RESULTS				YTD
	Key Performance Indicator				Q1	Q2	Q3	Q4	
5.3.1a	Number of Inner West Council social media followers (Facebook, Instagram, Twitter)	59,245	> 60,726	Strategic and Corporate Communications	61,339	63,167			124,506 
5.3.1b	Number of Inner West Council website page views	6,986,412	> 7,161,072	Strategic and Corporate Communications	1,657,212	1,863,546			3,520,758 









Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

Strategy 5.3.2 Support local democracy through inclusive participatory community engagement


ID	Action	Responsible	Comment	Status
5.3.2.1	Enhance Your Say Inner West engagement website to maximise system capabilities and provide improved data, analysis and reporting	Corporate Strategy and Engagement	<p>Increased functionality of hot spot tools was used to improve the representation of Leichhardt Park Aquatic Centre stage 1 upgrade draft design plans on the site during the engagement.</p> <p>Increased mapping functionality was deployed during the Pocket Park Public exhibition.</p> <p>An enhanced project page was developed for the Parramatta Road Corridor planning controls site including three separate precinct pages, a flip book, community meeting pages, videos and an extensive document library.</p> <p>A news-feed engagement outcome report summary was included for the Henson Park Lighting Trial project.</p>	
5.3.2.2	Hold a Citizen's Jury	Corporate Strategy and Engagement	Scoping has commenced to include deliberative processes in the review of Council's key integrated planning and reporting strategic plans.	
5.3.2.3	Hold ten Local Matters Forums including two in each ward	Corporate Strategy and Engagement	Three Local Matters Forums were held during the quarter. These were held for: Balmain/ Baludarra ward at Balmain Town Hall on 24 October; Leichhardt/ Gulgadya ward at Annandale Community Centre on 28 November; and Marrickville/ Midjuburi at St Peters Town Hall on 4 December 2023.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target









ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
5.3.2a	Number of visits to Your Say Inner West	104,392	> 107,001	Corporate Strategy and Engagement	30,464	46,684			77,148 
5.3.2b	Number of projects on Your Say Inner West on which the community has the opportunity to engage	40	> 50	Corporate Strategy and Engagement	23	28			51 
5.3.2c	Percentage of average satisfaction with local matters forums (survey per forum)	75%	> 75%	Corporate Strategy and Engagement	85%	83.60%			84.30% 
5.3.2d	Percentage of community engagements that include face to face activities	75%	> 75%	Corporate Strategy and Engagement	39%	48%			43.50% 
5.3.2e	Percentage of average satisfaction with Your Say Inner West engagements (ease of finding information and providing feedback)	75%	> 75%	Corporate Strategy and Engagement	88%	89%			88.50% 

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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	Council has continued to refine the Council resolution register. For user readability, previous and current Council terms have been separated, and Council officers are working through the completion of all outstanding resolutions. Council aims to publish the outstanding Council resolutions register monthly.	

ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
5.3.3a	Percentage of Council resolutions that are implemented as per the agreed timeframes	95%	> 95%	Governance and Risk	94%	94%			94% 


Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target









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
5.4.1.1	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.	



Strategy 5.4.2 Build resilience and capacity of local leaders, groups and communities









ID	Action	Responsible	Comment	Status
5.4.2.1	Manage Council's annual community grants program	Social and Cultural Planning	The 2023 round has been completed. A celebration for recipients was held on 30 November 2023.	

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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	The draft procurement Policy has considered the promotion of social and environmental factors through the procurement process. Council has also resolved to further review the setting of specific targets for the organisation.	

ID	Measure Key Performance Indicator	Baseline	Target	Responsible	RESULTS				YTD
					Q1	Q2	Q3	Q4	
5.4.3a	Percentage of purchased expenditure on local suppliers	5%	> 5%	Procurement	7.27%	12.57%			9.92% 
5.4.3b	Percentage of purchased expenditure on Aboriginal suppliers	0.50%	> 1%	Procurement	0.56%	0.26%			0.41% 

Legend  On Track  Completed  Behind Schedule  On Hold  Rescheduled
 On Target  Within Tolerance  Below Target

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