AGENDA



COUNCIL MEETING

TUESDAY 8 MAY 2018

6.30pm

INNER WEST COUNCIL

Live Streaming of Council Meeting

In the spirit of open, accessible and transparent government, this meeting of the Inner West Council is being streamed live on Council's website. By speaking at a Council meeting, members of the public agree to being recorded and must ensure their speech to the Council is respectful and use appropriate language. A person who uses defamatory, discriminatory or offensive language may be exposed to liability for which Council takes no responsibility. Any part of this meeting that is held in closed session will not be recorded

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- your name;
- contact details;
- item on the Agenda you wish to speak to; and
- whether you are for or against the recommendation in the agenda.

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- keep your address to the point, the time allowed for each speaker is limited to three minutes. This time limit applies, no matter how many items are addressed by the speaker;
- when addressing the Meeting you must speak to the Chairperson;
- the Chairperson may curtail public participation where the information being presented is considered repetitive or irrelevant; and
- only 3 speakers for and against an Agenda Item are allowed.

What happens after I submit the form?

Your request will then be added to a list that is shown to the Chairperson on the night of the meeting.

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An audio recording of this meeting will be taken for the purpose of verifying the accuracy of the minutes.

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Item No: C0518 Item 1

Subject: SMALL BARS PROPOSED AMENDMENT TO LEICHHARDT LOCAL ENVIRONMENTAL PLAN (LEP) 2013

Prepared By: Katie Miles - Strategic Planner

Authorised By: David Birds - Group Manager Strategic Planning

SUMMARY

The Small Bars Planning Proposal seeks to make a change of use between a restaurant and café to a small bar (and vice versa) in the B2 Local Centre zone exempt development in the *Leichhardt Local Environmental Plan 2013* (LEP). Council has been requested by the Department of Planning and Environment (DPE) to withdraw the Planning Proposal. This report addresses DPE's request, and recommends a formal response seeking further consideration of the matter by the Minister for Planning and DPE in order to progress the Small Bars LEP Amendment.

RECOMMENDATION

THAT Council:

- 1. Resolves to not withdraw the Small Bars LEP Amendment; and
- 2. Writes to the Minister for Planning and the Department of Planning and Environment seeking reconsideration of the issue and requesting reversion to the approach initially supported by Parliamentary Counsel as outlined in the report.

BACKGROUND

The Small Bars Planning Proposal seeks to make a change of use between a restaurant and café to a small bar (and vice versa) in B2 Local Centre zones exempt development in the *Leichhardt Local Environmental Plan 2013* (LEP). After a period of consultation the Inner West Council resolved to support the Small Bars Planning Proposal at its meeting on 6 December 2016. The proposed LEP Amendment was forwarded to the Department of Planning and Environment (DPE) to be made on 20 December 2016.

The State Government's Parliamentary Counsel Office must draft and finalise all LEP amendments. Initially, Parliamentary Counsel (PC) issued three drafts of the LEP clauses that accepted the proposed change of use exemption. However in August 2017 it is understood that the Deputy PC ruled that the amendment to make the change of use exempt development could not progress and that it should be changed to complying development.

The exempt development pathway would not have any associated costs and would not require an application to be made to carry out the activity. However the complying development pathway would require a formal application that would cost applicants an approximately \$830 certification fee with a \$250 inspection fee. Along with a 10 day application turnaround this additional cost application cost, and the associated costs of preparing an application, may inhibit the use of the Small Bars LEP Amendment.

In October 2017, Strategic Planning obtained legal advice from Council's General Counsel that contested PC's rationale as explained below. This was sent to the DPE but, on considering the matter it did not alter its position and in December 2017, Council received a letter from the DPE requesting that Council withdraw the Planning Proposal.



Council has since held discussions with various senior DPE officers seeking further consideration of the matter in the light of the advice of Council's General Counsel and requesting reversion to the approach initially supported by PC. This has culminated with a recent discussion with the newly appointed Regional Director who has undertaken to review the matter.

The intent of this report is to seek approval of a formal response to DPE's request seeking further consideration of the matter by DPE in order to progress the Small Bars LEP Amendment. This request should also take into account the need for the planning system to enable more active leisure and entertainment uses in our local centres which is addressed in a separate report being made to Council on the recent DPE issued discussion paper on Planning for the Future of Retail.

Council should note that the related Small Bars Leichhardt Development Control Plan 2013 (DCP) Amendments to relax Plan of Management requirements for small bar development applications were adopted on 20 December 2016. This report relates only to the proposed LEP component.

POLICY DEVELOPMENT OF THE SMALL BARS LEICHHARDT LEP 2013 AMENDMENT

A report to the 25 March 2014 Leichhardt Council meeting explained changes to the *Liquor Act* 2007 and Standard Instrument (LEP) Order 2006 that defined a new type of "small bar" land use. The former Leichhardt Council resolved (C82/14) to prepare a 'draft' Planning Proposal to facilitate small bars in appropriate locations.

A key aim of the small bar licence for the State Government was to provide greater certainty around how these venues operate. Venues operating under a small bar licence are expected to appeal to patrons who are interested in smaller, more intimate licence venues, thereby lowering risks associated with larger venues such as poor patron behaviour and the impacts of alcohol consumption on the community.

The Standard Instrument definition is *"a small bar within the meaning of the Liquor Act 2007"* meaning it must have a small bar liquor licence. If any other type of liquor licence is obtained the establishment is no longer defined by the Standard Instrument as a small bar under the NSW Planning System.

However, restaurants can obtain an on-premise liquor licence (with primary service authorisation) and a pub with a general hotel licence. Both can effectively operate as a 'small bar-type venue'.

The former Leichhardt Council endorsed a Small Bars Planning Proposal at its meeting on 6 October 2016 to be forwarded to the DPE for Gateway Determination based upon the following justification:

- Small bars and pubs encourage a diverse night time economy, multi-destination patronage, investment and the development of associated businesses.
- A reasonable agglomeration of small bars in late night trading locations, town centres and shopping streets can complement each other to create fine-grain precincts. This can reinforce desirable cultural characteristics in an area, such as artistic communities and retention of heritage properties.
- Small bars encourage and promote street activation, employment and tourism, and a unique sense of place.
- Small bars are considered low risk in terms of safety. The intimate nature of the bars and their more mature patrons, reduce the risk of anti-social behaviour and violent incidents. The provision of higher priced boutique alcohol, provision of food and seated

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drinking reduce binge drinking, and provide alternatives to high-risk venues such as pubs and clubs.

Given retail vacancies rates along Parramatta Road, Norton Street and Darling Street, the Small Bars Planning Proposal sought to boost the night time economies in these B2 Local Centre zones.

The DPE issued a Gateway Determination on 14 March 2016 and the Proposal was exhibited from 24 May 2016 to 21 June 2016. There was a delay in reporting the exhibition outcomes due to Council amalgamation. Council approved the making of the LEP Amendment at its 6 December 2016 meeting.

STATE GOVERNMENT SMALL BARS REVIEW (SEPTEMBER 2016)

The *Liquor Act 2007* is reviewed every five years. The *Small Bars Review 2016* found that there were only 50 small bars in NSW. There were no small bars in the former Leichhardt LGA, two in the former Marrickville LGA and one in the former Ashfield LGA. It appeared that the original 60 patron limit on small bars licences limited viability, it was suspected that few small bars would be created via the proposal LEP Amendment if it was finalised. However, in August 2017 the Liquor Licence Regulations were amended to increase small bar patron capacity to 100 persons. This appears to have increased potential viability and since then there has been growing interest in opening small bars across the Council area.

The Small Bars Review 2016 also concluded that:

"Process complexities involved in gaining regulatory approval for a small bar are further impeding the uptake of this licence. To open a small bar, aspiring venue operators must receive development approval (DA) from the local council and a liquor licence from the Independent Liquor and Gaming Authority. According to the Office of the NSW Small Business Commissioner, Small Bars Association and Coalition of City Liquor Accords, many aspiring operators find these licensing and approval processes to be onerous and time-consuming.'

The Review recommended two key initiatives that are relevant to this Planning Proposal:

- 1. Reduce administrative delays and complexity in the licensing approval process; and
- 2. Consider further opportunities for reforms to reduce red tape and administrative complexity, including potential expansion of the Service NSW Easy-to-do Business initiative and enhanced coordination of planning and liquor licensing processes.

The State Government resolved to adopt and implement these recommendations and the Small Bars Planning Proposal is aligned with the recommendations.

APPROVAL PROCESS FOR SMALL BARS

New small bars require development consent from Council. Development consent is also required when an amendment of approved hours of operation is sought or to vary conditions of a previous consent. This includes where an existing restaurant or café seeks a "change of use" to become a "wine bar" (where the primary activity is the sale of liquor) within its existing approved hours. Once consent is granted, an application for a liquor licence is made to the Independent Liquor and Gaming Authority.

The Small Bars LEP Amendment analysis prepared in 2014 found that restaurants and cafes with a general bar licence operate in much the same way as a small bar. At that time, both the former Marrickville and the City of Sydney councils considered that food and

drink premises with capacity of 120 patrons or less should be assessed against many of the development controls that apply to small bars. That analysis concluded therefore that a change of use from café, restaurant to small bar and vice versa should be made exempt development in the B2 Local Centre zone as effectively no development or operational changes arises from this type of change of use.

REPORT

Council's proposed small bars LEP clause is similar to the State Government's Subdivision 10A Change of Use of Premises under the *State Environmental Planning Policy (Exempt and Complying Developments Codes) 2008* (Codes SEPP). The Department accepted this premise when it issued the Gateway Determination for Council's Small Bar LEP Amendment. The proposal was generally well received by the community during the public exhibition.

The draft LEP Clause below was agreed between Council officers and Parliamentary Counsel (PC) in August 2017 prior to the change of position by PC.

"Amendment of Leichhardt Local Environmental Plan 2013

Schedule 2 Exempt Development

Change of use of land from restaurant or café to small bar or from small bar to restaurant or café

- 1) The land must be in Zone B2 Local Centre.
- 2) The new use must be in accordance with the conditions of development consent applying to the old use that relate to hours of operation, noise, car parking, loading, vehicular movement, traffic generation, waste management and landscaping.

Note. The use of a footpath as an outdoor dining area may be exempt development if it is associated with restaurant or café but cannot be exempt development if it is associated with a small bar: see State Environmental Planning Policy (Exempt and Complying Development Codes) 2008, Part 2, Division 1, Subdivision 20A (Footpaths - outdoor dining)."

The process for obtaining a small bar liquor licence via the NSW Office of Liquor and Gaming under the Liquor Act 2007 requires that the applicant submit a community impact statement. This involves the applicant consulting adjacent properties or any buildings within 100 metres of the boundary of the premises. These neighbours then have 30 days to prepare a submission. Other relevant stakeholders such as local police must also be contacted for comment. These licence applications are referred to Council for comment to ensure that community and local amenity issues are considered before a licence is issued.

The NSW Office of Liquor and Gaming consider Council comments and community submissions as part of their licence application assessment process. Consequently even if the change of use is exempt the community can still comment on proposed small bars. The LEP amendment would eliminate this regulatory duplication.

Parliamentary Counsel's change of position to a preference for a complying development clause is contrary to the contemporary understanding of exempt development within the State Government's own State Environmental Planning Policy (Exempt and Complying Developments Codes) 2008 (Codes SEPP), in particular Subdivision 10A Change of Use of Premises.

Council's General Counsel has advised that he does not consider "the basis upon which Parliamentary Counsel is approaching the Small Bars amendment to the Leichhardt Local Environmental Plan 2013 to be correct", and that he is "perplexed by PC's position given that clauses 2.20A and 2.20B of State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 classify "changes of use" for various categories as exempt development provided that, inter alia, conditions of any applicable consent are complied with. That is precisely what Council is pushing with respect to the Small Bars amendment. Could PC simply not accept a drafting of the amendment that accords with that in the SEPP?"

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Council officers forwarded the legal opinion to the DPE in October 2017 requesting that PC reconsider the position but despite this legal advice, DPE informed Council that an exempt development provision was not supported and that PC would not be requested to reconsider their new preference for complying development. In December 2017, Council received a formal letter from the DPE requesting that the Small Bars LEP Amendment be withdrawn.

Following the receipt of the request from DPE Council has since held discussions with various senior DPE officers reiterating the need for a consistent approach from PC and the Government and seeking further consideration of the matter by PC in the light of the advice of Council's General Counsel. Whilst DPE legal officers appear to have considered the matter it does not appear to have been reconsidered by PC. The recent newly appointed DPE Regional Director has now undertaken to consider the matter and a response to this is currently awaited. In the meantime it is considered that Council should formally write to the Minister for Planning and DPE seeking support for PC to reconsider the issue and requesting the reversion to the approach initially supported by PC.

It is also recommended that when seeking a change to the approach being taken to the proposed amendment Council should highlight the need for the planning system to enable more active leisure and entertainment uses in local centres. This is a wider issue that it is considered the Government should consider when developing its approach to planning for retail and other uses in local centres. The matter is addressed in a separate report being made to Council on the recent DPE issued discussion paper on Planning for the Future of Retail.

If the outcome is that the LEP amendment as exempt development is not supported it is recommended that Council pursue the LEP amendment as complying development.

FINANCIAL IMPLICATIONS

Nil.

OTHER STAFF COMMENTS

Nil.

PUBLIC CONSULTATION

The outcomes of the public exhibition process were reported to Council on 6 December 2016.

CONCLUSION

Council's proposed Small Bars LEP Amendment would mean restaurant and café owners could make a change of use between a restaurant and café to a small bar (and vice versa) in B2 zones as exempt development in the *Leichhardt Local Environmental Plan 2013* B2 Local Center zone. This would simplify the planning process and promote small businesses that provide character and vitality in local centres.

As the DPE is currently not supporting the proposal for legal reasons that conflict with the advice provided to Council by its General Counsel, and the initial approach taken by DPE and PC, it is recommended that Council writes to the Minister for Planning and DPE seeking further consideration of the matter. If the outcome is that the LEP amendment as exempt development is not supported it is recommended that Council pursue the LEP amendment as complying development.

ATTACHMENTS

Nil.

Item No: C0518 Item 2

Subject: PROPOSED AMENDMENTS TO STANDARD INSTRUMENT - RETAIL LAND USE DEFINITIONS

Prepared By: Peter Wotton - Strategic Planning Projects Coordinator

Authorised By: David Birds - Group Manager Strategic Planning

SUMMARY

The Department of Planning and Environment has released a discussion paper on Planning for the Future of Retail and an associated discussion paper on proposed amendments to the Standard Instrument LEP including new definitions of 'artisan premises' (to include microbreweries) and a 'neighbourhood supermarket'. The documents are on public exhibition until 18 May 2018.

This report, while generally supportive of the need for change to the way the planning system addresses planning for retailing and supporting our centres, outlines some concerns about the proposals. It recommends that a submission is made that supports a broader approach to improvements to planning for centres, including non-retail activities such as entertainment, arts and dining facilities in the daytime and in the evening, and also supports changes that enable the development of innovative new businesses, such as micro-breweries. The submission will also advocate support for associated current Council planning policy initiatives that support active uses for our centres and growing new local businesses.

RECOMMENDATION

THAT Council makes a submission to the Department of Planning and Environment based on the recommendations made in this report and advising that Council:

- a) Supports the need for change to the way the planning system addresses planning for retailing and supporting our centres;
- b) Supports a broader approach to planning for centres, including supporting non-retail activities such as live entertainment, arts and dining facilities in the daytime and in the evening;
- c) Supports the introduction of a new definition for artisan premises including microbreweries to support local businesses, subject to the proposed changes made in the report; and
- d) Recommends that the Department carry out a holistic review of all the retail premises and other relevant definitions under the Standard Instrument LEP to help simplify and streamline planning approval processes for retailing and other supporting non-retail activities in centres, such as small bars.

BACKGROUND

The Department of Planning and Environment (DPE) has released a discussion paper on Planning for the Future of Retail (**Attachment 1**) that states that "*it is developing a NSW Retail Strategy to better support retailers and the supply chain. The Strategy will:*

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- balance regulatory clarity and certainty with flexibility and adaptability
- facilitate the changing needs of retail planning, while maintaining the existing centres hierarchy
- ensure the planning system can promote competition, contribute to jobs growth and meet consumer need."

To support this work the DPE has released a Discussion Paper *Proposed amendments to the Standard Instrument LEP – Better planning for the NSW retail sector* (**Attachment 2**) outlining some initial amendments to the planning system it considers are needed as *"it is clear that some immediate impediments within the planning system should be addressed through initial strategic amendments to the Standard Instrument (Local Environmental Plans)* Order 2006 (*Standard Instrument)."* The initial strategic amendments proposed relate to proposed new planning definitions as follows:

- a new definition for 'artisan premises';
- an amended definition for 'garden centres';
- a new definition for 'local distribution premises';
- a new definition for 'neighbourhood supermarkets'; and
- an amended definition for 'bulky goods premises' to be known as 'specialised retail premises'.

DISCUSSION

1. Planning for Future Retail

The general aim of the Discussion Paper (**Attachment 1**) to review the planning system so that it addresses the State's dynamic retail sector and enables it to flourish is supported. Retailing is an important source of employment across the Inner West as well as the provider of services to the community.

The Inner West is often at the forefront of new innovative approaches to the provision of retail services for the community in our centres, such as the growth of small scale sales outlets at microbreweries.

It is important that when modernising the planning system consideration is given to all activities that create our thriving local centres. This highlights that food and entertainment facilities may be particularly important in some centres, and the synergies between these activities and retailing that create attractive centres to visit, live and play in needs to be considered and supported. Hence the need to allow for innovative, contemporary retail and other entertainment and leisure solutions that match consumer need should also be considered when reviewing the planning controls for retail.

While the Discussion Paper notes that retail can help 'activate' a place by attracting people and activity and can contribute social and economic vibrancy to local places, it is considered that food, entertainment and leisure activities also play an important role in our centres, and this is particularly so in some Inner West centres.

Council welcomes the emphasis on strategic planning for retail and Council proposes to carry out important work to build the evidence base for future planning for retail in the Inner West through the development of the new local environmental plan.

The importance of planning for co-located retail and manufacturing is acknowledged and supported, and the identification of this issue in connection with artisan premises is an important one for the Inner West. It is proposed to seek support for enabling suitable retail floor space provision for microbreweries and other artisan premises as part of this policy development. Council has already raised this issue with the DPE and will continue to pursue it

in discussions with DPE officers. Associated opportunities for streamlined planning approval processes for these activities should also be considered.

The reference made in the Discussion Paper to highly prescriptive planning controls that can present burdensome regulatory mechanisms is acknowledged and is a matter that Council will discuss further with the DPE in relation to difficulties that the DPE has raised with Council proposals to enable small bars to be more easily introduced in centres. It is considered that streamlined consent processes need to be considered for a range of uses that can support planning for retail and centres, including non-retail activities such as live entertainment, arts and dining facilities in the daytime and in the evening, and also support innovative developing new businesses such as micro-breweries.

However it is also important that planning for new retail takes account of investment already made in existing infrastructure that supports centres and enables the community to access local services. The continuing need to support our existing centres and enable them to flourish should be at the heart of planning for retail in the Inner West and care needs to be taken to ensure the importance of those centres is not undermined by unplanned development in inappropriate locations.

2. <u>Proposed New and Amended Definitions</u>

The Discussion Paper on definitions (**Attachment 2**) includes indicative definitions of new terms and amended terms. Whilst the aims of some of the proposed definitions are supported not all of the definitions generally follow well practiced legal drafting principles. Some of the indicative definitions are vague and do not appear to adequately address the proposed intentions of the terms stated in the Discussion Paper. It is recommended that Council offers to work with the DPE on the finalisation of the definitions and makes a detailed submission on related matters based on the comments made in this report. The submission would also refer to the need to investigate potential opportunities for exempt and complying development approval pathways to support the development of local businesses.

The following sections outline the proposals for each definition and concerns that it is recommended are raised with the DPE in a detailed submission.

A Artisan Premises

The proposed intent for the new land use term 'artisan premises' is to "provide clarity for the growing artisan and craft food and drink industry".

The indicative definition for that term in the Discussion Paper is:

Artisan premises

A building or place used to produce and/or process foods and beverages on site, without being fully automated.

- It can also include:
- a) a restaurant or café;
- b) tastings;
- c) tours;
- d) sales; and
- e) workshops

The introduction of such a definition is generally supported and presents an opportunity for Council to introduce more detailed planning controls to encourage the development of more boutique types of industry that are emerging in the Inner West, such as specialised food producers and micro-breweries.

It will also enable Council to follow up on the aim of the recent resolution on micro-breweries at the 13 March 2018 meeting to *write a letter to the state government seeking advice on the*

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best options available to increase retail floor space and to clarify the definition of 'ancillary use' for micro-breweries.

Council wrote to DPE after the 13 March Council meeting on this issue and the current DPE proposal presents an opportunity for Council staff to continue to work with DPE to address these issues. A report updating on this matter will be prepared for the Council meeting on 22 May 2018.

It is proposed that the submission to DPE seeks finalisation of a suitable definition that enables appropriate floorspace for sales and the other activities listed in the proposed Artisan Premises definition to be provided unrestricted by other Standard Instrument LEP requirements, in particular Clause 5.4(4) which restricts retail floorspace in industrial retail outlets. It is considered that Artisan Premises should not be restricted by that clause. This would confine the exemption to a small group of industrial activities that requires the flexibility to include retail and other supporting activities such as a restaurant or bar. The details of the most suitable legal drafting for this will be discussed in the Council submission.

There are other legal drafting issues raised by the proposed definition that also need to be addressed. For example, nothing in the draft definition references or restricts the use to the production or processing of boutique, craft or artisan foods or beverages. Without such referencing the proposed definition would apply to all buildings or places used to produce and/or process food and beverages on site, if not fully automated. As a result the indicative definition as currently drafted could result in extremely broad land use interpretation issues and may not achieve the outcomes sought.

This difficulty is likely to be compounded as the definition of the use does not specify that the use 'produce and/or process foods and beverages' is the principal purpose that the building or place is used for. Hence it could be interpreted as applying to a restaurant or café, and would thus circumvent any current planning controls that prohibit restaurants and cafes in a zone where artisan premises are permitted. This is likely to be problematic as the Discussion Paper states that initially it is proposed to make artisan premises "*permissible wherever light industry is permissible*". In the Council area under Ashfield Local Environmental Plan 2013, Leichhardt Local Environmental Plan 2013 and Marrickville Local Environmental Plan 2011 whilst light industries are permissible in the IN2 Light Industrial zone with consent, restaurants and cafes are prohibited.

It is proposed to raise these issues in a submission and to suggest changes to help address the issues identified above including suggested revised wording for the term such as:

Artisan and craft food and drink industry means a building or place principally used to carry out food processing and/or beverage manufacturing of locally produced boutique, craft or artisan food and/or beverages. It may include a restaurant, bar or café, tastings, tours, workshops and an industrial retail outlet.

Note. Artisan and craft food and drink industries are a type of **light industry** - see definition on that term in this Dictionary.

Council staff will continue to discuss the most suitable definitions that will support the development of local industries with local Business Chambers and the Inner West Breweries.

In this respect it is understood that the Inner West Breweries generally support the approach described in this report, but also favour the inclusion of a supporting new definition of microbrewery as a sub-set of the Artisan Premises definition. It is considered that this would also be helpful to clarify the matter and confirm that a microbrewery may include an on-site food and general liquor service. The introduction of a suitable liquor license for this activity is a matter Council staff have been discussing with Liquor and Gaming NSW and was referred to

in the report made to Council on supporting this industry on 13 March 2018. It is proposed that this issue is also raised in the submission to DPE.

It is proposed that Council staff finalise a detailed submission that takes these issues into account.

B Neighbourhood Supermarket

The Discussion Paper proposes the introduction of a definition of *Neighbourhood Supermarket* which would be restricted to a maximum size of 1,500 sqm and would be made permissible in the B1 Neighbourhood Centre zone. The definition proposed is:

Neighbourhood Supermarket

A shop selling food and other household items where the selection of goods is organised on a self-service basis.

The intention is to enable small format local supermarkets that would generally be larger than the neighbourhood shops that are permitted in that zone which are restricted in size by local planning controls. In the Inner West Council area neighbourhood shops are currently restricted to a maximum of 100 sqm in the former Ashfield Council, 80 sqm in the former Leichhardt Council and 100 sqm in the former Marrickville Council areas.

The introduction of the term appears to be contrary to the only mandated objective for the B1 Neighbourhood Centre zone which is:

"To provide a range of small-scale retail, business and community uses that serve the needs of people who live or work in the surrounding neighbourhood."

Apart from the use of the word 'neighbourhood' in the name of the proposed term, nothing in the definition would limit the sale of the food and other household items sold from the premises to those needed to "serve the needs of people who live and work in the surrounding neighbourhood".

Rather than proposing an additional land use term to address the issue identified it is considered that it would be more appropriate to enable local councils to continue to address the issue by setting a maximum floorspace for neighbourhood shops in the B1 Neighbourhood Centre zone. Where local councils consider it suitable, taking local issues (e.g. traffic, parking, service and delivery related impacts associated with supermarkets) into account, a higher amount of floorspace can be identified. It is proposed that this be the basis of a submission to be made to the DPE.

C Specialised Retail Premises

It is proposed to replace the current definition of Bulky Goods Premises with a new definition with the intention of addressing the current needs of contemporary large format retailing. The proposed definition is:

Specialised Retail Premises

A building or place used to sell, display or hire:

- a) Automotive parts and accessories;
- b) Camping, outdoor and recreation goods;
- c) Electrical light fittings;
- d) Animal supplies;
- e) Floor, wall and window coverings;
- f) Furniture, bedding, furnishings, fabric and Manchester and homewares;
- g) Household appliances, household electrical goods and home entertainment goods;

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- *h)* Party supplies;
- *i)* Swimming pools and spas;
- *j)* Office equipment and supplies;
- *k)* Baby and children's goods, children's play equipment and accessories;
- I) BBQs, fireplaces and gas appliances;
- m) Sporting, cycling, leisure, fitness goods and accessories; or
- n) Goods and accessories which:
 - Require a large area for handling, display and storage of goods; or
 - Require direct vehicle access to the building by customers for the purpose of loading or unloading goods into or from their vehicles after purchase or hire.

It does not include the sale of food, clothing or footwear unless it falls into one of the above categories.

The current definition of "bulky goods premises" is:

Bulky goods premises means a building or place the principal purpose of which is the sale, hire or display of bulky goods, being goods that are of such size or weight as to require:

(a) a large area for handling, display or storage, and

(b) direct vehicular access to the site of the building or place by members of the public for the purpose of loading or unloading such goods into or from their vehicles after purchase or hire,

and including goods such as floor and window supplies, furniture, household electrical goods, equestrian supplies and swimming pools, but does not include a building or place used for the sale of foodstuffs or clothing unless their sale is ancillary to the sale or hire or display of bulky goods.

The new definition aims to:

- Capture retail that serves a specialised purpose;
- Capture retail that supplies goods that are necessary but infrequently purchased; and
- Meet the consumer's preference for convenient one stop specialised shopping.

While the intention of modernising the terminology used in planning for large format retailing is understood there are significant problems with the manner in which the proposed term would operate.

Primarily, in omitting any reference to retailing that "involves the sale, hire or display of bulky goods" there are no prerequisites for any of the types of retailing included to constitute a "specialised retail premise". Consequently regardless of the size of the shop, or whether or not the use requires a large area for handling, display or storage, or direct vehicular access to the site of the building or place by members of the public for the purpose of loading or unloading such goods into or from their vehicles after purchase or hire, all the retail uses listed in part a) to m) inclusive in the indicative definition, would constitute a "specialised retail premise".

This approach has the potential to be problematic as it would cause significant interpretation issues for local environmental plans made under the Standard Instrument and could have serious planning implications for development in many council areas.

As part of the preparation of their respective local environmental plans under the Standard Instrument, councils determined whether it was appropriate for *bulky goods premises* to be permitted with consent in Land Use zones other than those zones where the use was mandated under the Standard Instrument. Decisions as to the appropriateness of permitting

bulky goods premises in other land use zones were based on the definition of "*bulky goods premises*" under the Standard Instrument, that existed at the time of preparing their LEPs.

As development for the purposes of "*bulky goods premises*" is not substantially the same as development for the purposes of "*specialised retail premises*", councils may not have made the same decision as they had previously, i.e. to permit unrestricted "*specialised retail premises*" in those Land Use zones where they had previously determined it was appropriate to permit "*bulky goods premises*". This could have the effect of making a much larger range of retail activities permissible in existing industrial areas than had been the intention of the council.

This issue is of particular concern to the Inner West Council as both Ashfield Local Environmental Plan 2013 and Leichhardt Local Environmental Plan 2013 permit *"bulky goods premises"* in their IN2 Light Industrial zones.

The proposed amendment to permit "specialised retail premises" on such zoned land has the potential to "reduce the total potential floor space for industrial uses in industrial zones" contrary to Part 4 (d) of Section 117 Direction 1.1 Business and Industrial zones.

It should be noted that those local environmental planning instruments were made before the Greater Sydney Commission's Greater Sydney Region Plan. One of the objectives of the Greater Sydney Region Plan is "Industrial and urban services land is planned, retained and managed" (Objective 23). The proposed amendment would have the potential to seriously undermine this objective in the Inner West Council area. Furthermore the wide ranging nature of the new definition would restrict the ability of a council that wants to permit more limited "specialised retail premises" in its industrial zones to do so.

It is considered that the DPE should carry out a holistic review of all the different types of "retail premises" definitions under the Standard Instrument before making substantive changes to one development type in the manner proposed.

Whilst that holistic review is being carried it is would be reasonable to make a relative minor change to the Standard Instrument definition of "bulky goods premises", to address the issue identified.

As detailed in the Discussion Paper the DPE has previously proposed to amendment the Standard Instrument definition of bulky goods premises by changing the current definition two part requirement that such premises must provide a large area for handling, display or storage of goods AND direct vehicle access for customers to load or unload their purchases to remove the need to satisfy both requirements by replacing the word 'AND' with the word 'OR'. It is recommended that this approach be followed until a more holistic review of retail planning terms has been carried out. This would result in the amendment shown below (with the proposed changes to the current definition highlighted in red):

"bulky goods premises means a building or place the principal purpose of which is the sale, hire or display of bulky goods, being goods that are of such size or weight as to require:

(a) a large area for handling, display or storage, or

(b) direct vehicular access to the site of the building or place by members of the public for the purpose of loading or unloading such goods into or from their vehicles after purchase or hire,

and including goods such as floor and window supplies, furniture, household electrical goods, equestrian supplies and swimming pools, but does not include a building or place used for the sale of foodstuffs or clothing unless their sale is ancillary to the sale or hire or display of bulky goods."

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D Garden Centre

The indicative definition proposed for Garden Centre is:

A building or place where the principal purpose is the sale of:

- a) plants; and/or
- b) landscaping and gardening supplies and equipment

A garden centre may also include a restaurant or cafes and the sale of:

- a) Outdoor furniture and furnishings;
- b) Barbecues;
- c) Shading and awnings;
- d) Pools, spas and associated supplies;
- e) Items associated with the construction, maintenance and improvement of outdoor areas;
- f) Pets and pet supplies;
- g) Fresh produce

The Discussion Paper describes the 'Proposed Intent' of the amendment as follows:

"The proposed amendment seeks to restructure the definition to clarify principal and contemporary uses. It replaces the term 'ancillary', lists the uses that may be associated with a garden centre and restructures the definition to remove ambiguity."

The current wording included in the definition of garden centre in the Standard Instrument is consistent with the wording of other defined Standard Instrument terms which have a "principal purpose" and include ancillary uses in the definition of that term.

The current definition of "garden centre" under the Standard Instrument is:

Garden centre means a building or place the principal purpose of which is the retail sale of plants and landscaping and gardening supplies and equipment. It may, if ancillary to the principal purpose for which the building or place is used, include a restaurant or cafe and the sale of any the following:

(a) outdoor furniture and furnishings, barbecues, shading and awnings, pools, spas and associated supplies, and items associated with the construction and maintenance of outdoor areas,

(b) pets and pet supplies,

(c) fresh produce.

It is considered that the current definition of garden centre is not ambiguous. The indicative definition of 'garden centre' in the Discussion Paper removes the current requirement that the sale from such centres be restricted to "retail sale". As a garden centre is a type of 'retail premises' the word 'retail' should be included in the definition.

The current definition requires the principal purpose of such premises to be "the retail sale of plants and landscaping and gardening supplies and equipment". The indicative definition changes that 'and' to 'and/or'. While the proposed change may appear insignificant because of the way other terms are defined in the Standard Instrument the proposed change could have unintended consequences of solely enabling "plant nursery" and "landscaping material supplies" on sites and may create interpretation issues for other defined land use terms in the Standard Instrument. The relevant Standard Instrument definitions are:

"**plant nursery** means a building or place the principal purpose of which is the retail sale of plants that are grown or propagated on site or on an adjacent site. It may include the on-site sale of any such plants by wholesale and, if ancillary to the principal purpose for which the building or place is used, the sale of landscape and gardening supplies and equipment and the storage of these items."

"**landscaping material supplies** means a building or place used for the storage and sale of landscaping supplies such as soil, gravel, potting mix, mulch, sand, railway sleepers, screenings, rock and the like."

As a consequence it is proposed that these issues are highlighted to the DPE in Council's submission for further consideration by DPE.

E Local Distribution Premises

The Discussion Paper proposes an indicative definition for Local Distribution Premises:

A building or place used for storing or handing items purchased or ordered for local delivery, but from which no retail sales are initiated.

The Discussion Paper outlines the general intent of the term as follows:

"A new land term would facilitate the establishment of local distribution premises alongside other urban services and business activity centres in highly accessible locations. This would clarify that these facilities are intended to be of a scale appropriate for local deliveries, rather than those of a regional, national or even global scale."

It is proposed to make Local Distribution Premises permissible wherever a warehouse or distribution centre is permissible, but to also allow councils to make them permissible in other locations that may be suitable for servicing by smaller vehicles as opposed to traditional large freight vehicles.

No objection is raised in principle to a new land use term being included in the Standard Instrument for what the Discussion Paper describes as the *"last mile" distribution centres – places that support the final leg of the parcel delivery from a central distribution place to a place closer to the destination*" where those "distribution centres are smaller in scale than traditional distribution centres...(and)... closer to where the customers receiving deliveries live."

FINANCIAL IMPLICATIONS

Nil.

OTHER STAFF COMMENTS

Council's Economic Development Section was consulted in the preparation of this report.

PUBLIC CONSULTATION

Nil.

CONCLUSION

This report, while generally supportive of the need for change to the way the planning system addresses planning for retailing and supporting our centres, outlines some concerns about the proposals in the discussion papers. It recommends that a submission is made that supports a broader approach to improvements to planning for centres, including non-retail activities such as live entertainment, arts and dining facilities in the daytime and in the evening, and also supports innovative developing new businesses such as micro-breweries. This will also support current Council planning policy initiatives that support active uses for our centres and growing new local businesses.

The report also identifies a number of issues with the proposed definition changes to be raised with DPE as follows:

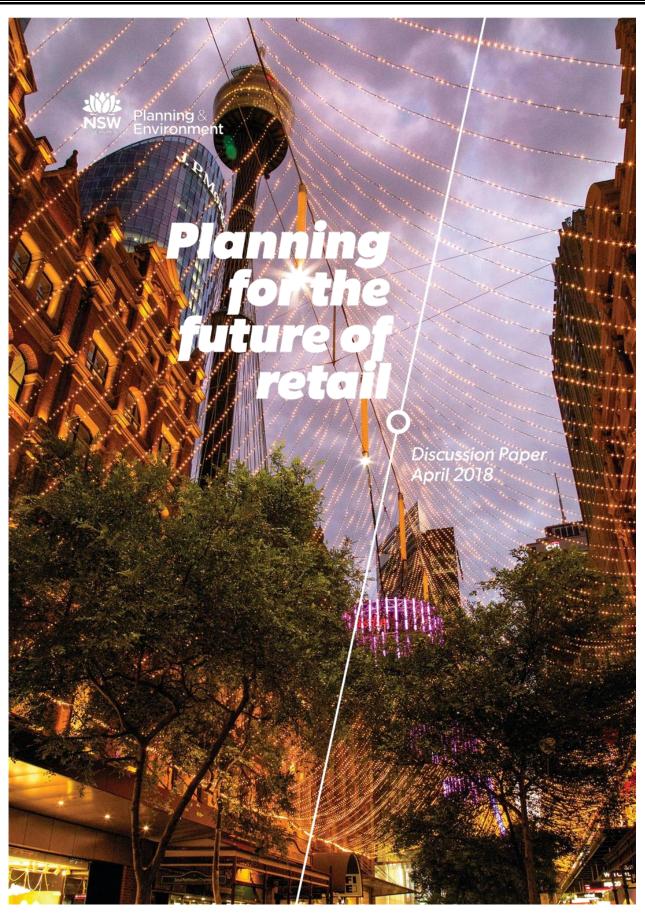
- i. The introduction of a new definition of "*artisan premises*" is supported in principle and presents an opportunity for Council to introduce more detailed planning controls to encourage the development of more boutique types of industry that are emerging in the Inner West, such as specialised food producers and microbreweries. It will also enable Council to address some of the aims of the recent resolution on micro-breweries. Amendments are proposed to further support this intent.
- ii. The introduction of a new definition of "*neighbourhood supermarket*" is not supported.
- iii. The proposed new definition of "*specialised retail premises*" is not substantially the same as "*bulky goods premises*" (current Standard Instrument definition) and for reasons detailed in this submission this proposed amendment should not be progressed and the DPE formerly proposed amendment to "bulky goods premises" should be adopted.
- iv. Issues identified concerning the operation of the proposed amended definition of *garden centre* should be considered by DPE.
- v. The proposed new definition of "*local distribution premises*" is supported.

It is also recommended that the Department should carry out a holistic review of all the retail premises and other relevant definitions under the Standard Instrument LEP to help simplify and streamline planning approval processes for retailing and other supporting non-retail activities in centres, such as small bars.

ATTACHMENTS

- 1. Planning for the Future of Retail DPE Discussion Paper
- 2. DPE Discussion Paper Proposed amendments to the Standard Instrument LEP Better planning for the NSW retail sector





April 2018

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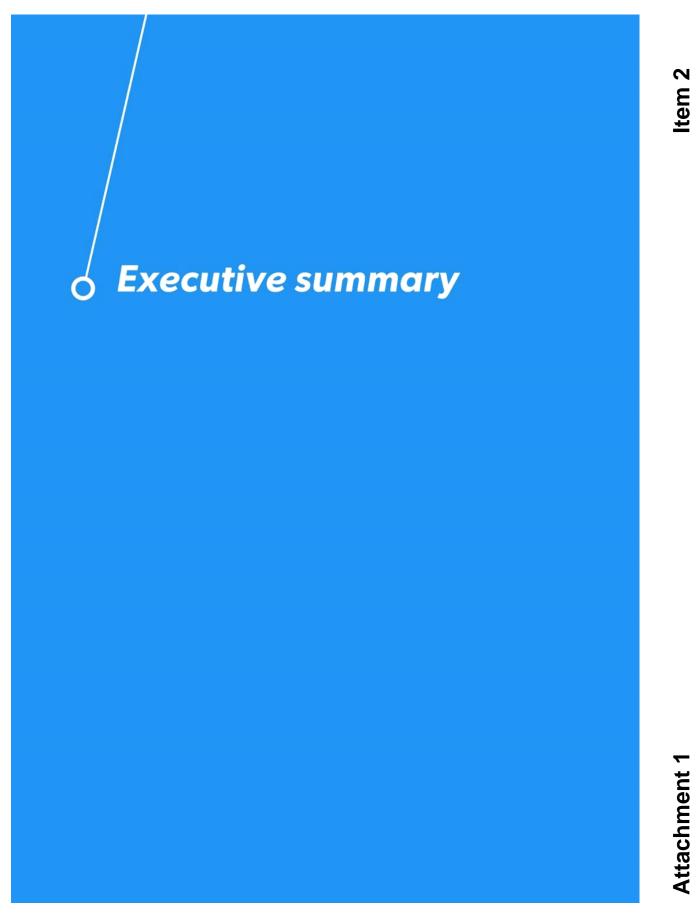
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Planning for the future of retail Discussion Paper April 2018





Have your say on the future of retail in the NSW planning system

New South Wales is home to Australia's strongest retail sector. The sector has more than 44,000 businesses that together account for a third of national retail turnover, employ one in every 10 workers, and generate more than 3.3 million trips each weekday. Few industries can boast of being so diverse as retail, with such formative influence on local economic, employment and place outcomes.

However, retail is changing. Globalisation and technology have significantly heightened competitive pressures on local retailers and driven dramatic changes to customer behaviour and expectations. Retailers have responded by increasing their speed to market, engaging their customers across the day and through multiple channels, and innovating their production, supply and distribution networks.

This Discussion Paper describes how the NSW planning system could address the State's increasingly dynamic retail sector. It builds on the work of the Independent Retail Expert Advisory Committee as well as targeted stakeholder consultation undertaken by the NSW Department of Planning and Environment.

It has been developed alongside a suite of immediate actions detailed in *Proposed definition amendments to the Standard Instrument LEP – Better Planning for the NSW retail sector.* This is available at www.planning.nsw.gov.au/Retail

Both the immediate actions and this Discussion Paper are on public exhibition to obtain a wider understanding of how stakeholders believe the NSW planning system can better support a robust, diverse and evolving retail sector that meets the needs of both business and the community.

To provide context, the Discussion Paper details the influence of the retail sector in NSW, particularly the influence the sector has on the productivity and liveability of the various locations where retail uses occur, in both metropolitan and regional areas. It details emerging trends in terms of supply and demand, customer behaviour, new technology and retail channels, the distribution of goods, and how retail uses can revitalise regional areas.

This Discussion Paper puts forward three potential directions that the NSW planning system can take to respond to these trends and create the environment for both retailers and local councils to respond and adapt to future requirements. These directions are:

- better local strategic planning for retail identify the retail narrative for centres to facilitate and plan for a
 retail sector that responds to customer requirements, while also meeting strategic objectives for
 liveability and productivity
- a modern approach to retail development that reflects a range of retail formats in centres –
 understanding the strengths and role of local retail to develop suitable planning outcomes
- providing adaptability and certainty for retail developing a planning system that has the flexibility yet
 certainty to allow for innovative, contemporary retail solutions that match consumer need, while
 bringing wider benefits to local areas.

Stakeholders are encouraged to provide feedback on these directions, while also applying their expertise and experience to how the planning system can best respond as the retail sector changes.

Feedback to this Discussion Paper will inform the preparation of a NSW Retail Strategy and implementation of other retail reforms. Once finalised, the NSW Retail Strategy will align with regional and district planning objectives and provide guidelines to inform councils as they develop local strategic planning statements, update or develop local retail strategies, or amend local environmental plans.

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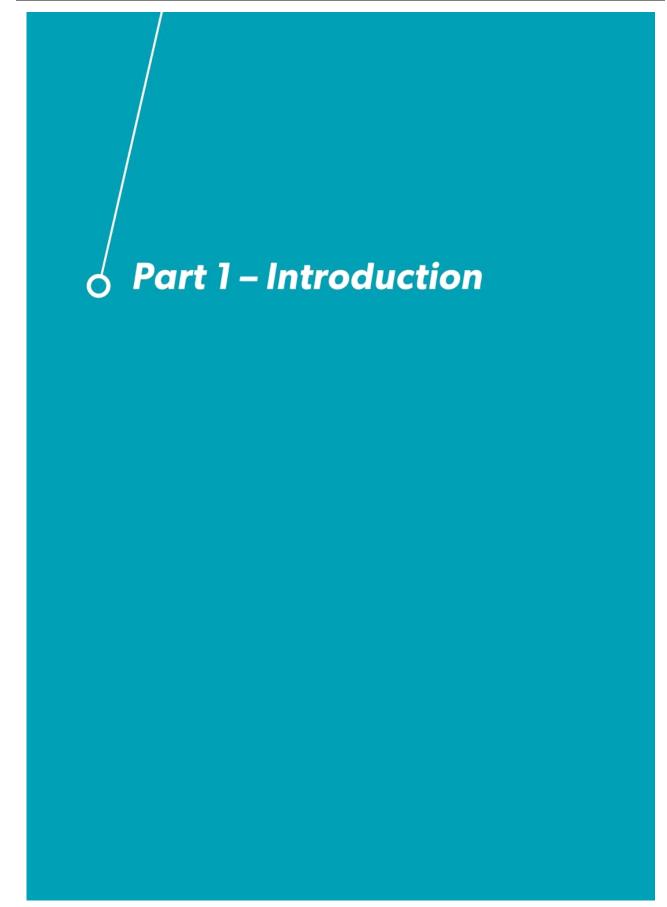
This Discussion Paper is on exhibition until 18 May 2018 at 5pm. You can provide feedback at www.planning.nsw.gov.au/Retail



The Corso, Manly

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INNER WEST COUNCIL



A clear case for reform

Changes in customer behaviour and technology, urbanisation and competition from global businesses influence the NSW retail sector, with implications across the State's cities, towns and communities.

In 2017, the Independent Retail Expert Advisory Committee reported to the NSW Government that the NSW planning system does not provide sufficient flexibility to accommodate the dynamic and evolving nature of the retail sector, resulting in ad hoc development, an undersupply of retail floor space and inconsistent land use outcomes. The Independent Retail Expert Advisory Committee recommended a State-wide retail planning policy to reduce barriers, costs and complexity from the planning framework.

In response, the NSW Department of Planning and Environment is developing a NSW Retail Strategy to better support retailers and the supply chain. The Strategy will:

- balance regulatory clarity and certainty with flexibility and adaptability
- facilitate the changing needs of retail planning
- ensure the planning system can promote competition, contribute to jobs growth and meet consumer need.

The Strategy will establish a framework that will focus high frequency retail activity in well-designed, accessible locations, and balance this with flexible approaches so that innovative retail formats and transformative land use proposals can develop in appropriate areas as identified through local strategic planning.

This Discussion Paper is designed to inform the Strategy's development. It sets out the contemporary policy challenges relating to land use, statutory and local planning for retail premises and identifies three potential directions for reform:

- better local strategic planning of retail
- a modern approach to retail development that reflects a range of retail formats in centres
- adaptability and certainty for retail developing a planning system that has the flexibility yet certainty to
 allow for innovative, contemporary retail solutions that match consumer need while also bringing wider
 benefits to local areas.

These directions are detailed in Part 3 of this Discussion Paper. The Department encourages feedback on these potential directions; you can find out how to have your say in Part 4 of this Discussion Paper.

Five initial amendments to the Standard Instrument Local Environmental Plan (LEP) land use definitions are proposed to respond to the impediments identified in the Department's analysis of the Independent Retail Expert Advisory Committee report and feedback from stakeholders. These proposed amendments are:

- A new definition for 'artisan premises'
- Amend the current definition for 'garden centre'
- Insert a new definition for 'local distribution premises'
- Insert a new definition for 'neighbourhood supermarket'
- Replace the current definition for 'bulky goods premises' with a new definition 'specialised retail premise'.

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These proposed amendments will provide operational certainty ahead of the proposed directions and initiatives outlined in this Discussion Paper.

The Department undertook targeted consultation with metropolitan and regional councils, retailers, retail developers, and planning, property and development peak bodies in early 2018. The consultation explored current challenges and future directions in retail from various stakeholder perspectives.

The Department also undertook customer focus group sessions to better understand customer behaviours, preferences and to determine how the planning system can better meet customer requirements.

These discussions built on the information obtained through the Retail Expert Advisory Committee process and informed the content of this Discussion Paper.

A critical economic sector for NSW

The retail sector sells a diversity of goods and services to every person, household and business in NSW. Of the 706,671 active trading businesses in NSW in 2015, 44,495 were retail businesses.¹

The sector comprises supermarket and grocery stores; liquor retailing; motor vehicle retailing; fuel retailing; electrical and electronic goods retailing; furniture and homeware retailing; hardware, building and garden supplies retailing and recreational goods retailing; clothing, footwear and personal accessory retailing; and many other conveniences². It includes a range of formats – from 'bricks and mortar' stores to online shopping activity, to premises that provide services direct to customers, such as leisure, entertainment, and hospitality.

While the goods and services provided by retailers are critical to customers, the activity generated by the sector has important wider impacts on the economic and social vibrancy of local places. The sector is a major contributor to the NSW Government's strategic liveability, productivity and sustainability objectives, as established in the long-term infrastructure and land use plans that address forecast population and economic growth over the next 20 to 40 years.

This part sets out why the retail sector is critical for NSW, noting that retail is a major determinant of both economic and liveability outcomes in metropolitan and regional communities. It also identifies the outlook for retail – opportunities for growth, and likelihood of continued global competitive pressure.

Driving jobs and economic activity

The retail sector is an important contributor to the NSW economy, contributing \$95.6 billion in annual retail turnover in NSW, equivalent to 32 per cent of Australia's retail turnover,³ with significant upstream impacts on other sectors, including manufacturing, and logistics and freight.

In 2017, retail was the second largest employing industry in NSW, employing around 420,000 people.⁴ The sector is the third-largest employer in regional areas.⁵ It is also a major contributor of regional tourism employment⁶ and women and young people are heavily represented in the retail workforce. For example, nationally, retail is the largest employer of young people, between the ages of 15-24 years in 2017 (400,000).⁷

Retail has a relatively higher impact on employment than larger sectors of the economy. It has twice the share of jobs than financial and insurance services, while being only a third of its size. The industry comprises 6.3 per cent of the State's total operating businesses, but accounts for one in every 10 workers in NSW.⁸

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Table 1: Value add and number of jobs by industry – NSW (2017)⁹

Industry sector	Value add (%)	Number of jobs (%)
Retail trade	4.5%	10.2%
Manufacturing	5.7%	5.6%
Financial & insurance services	14%	5.2%

Influencing liveability and vibrant places

Retail is a significant trip generator throughout regional and metropolitan NSW, attracting foot traffic to local areas and contributing to the vibrancy and activity of centres and precincts. In NSW, consumers travelling to retail destinations make up more than 3.3 million trips per average working day.¹⁰

Retail is also a contributor of social and cultural infrastructure of a place, providing a focus for events and supporting social interaction. The City of Sydney's *Retail Action Plan* is an example of metropolitan-based efforts to enhance liveability by focusing on shopping experiences in the city centre, and thriving main streets in its villages, as seen in comparable global cities.¹¹ Social and recreational trips, in addition to shopping, represent 25 per cent of total trips each work day in the greater metropolitan area of Sydney.¹²

Similarly, regional cities and centres report that a single shop can draw customers from hundreds of kilometres away to the town, ¹³ and serve as an anchor for social occasions.

Retail businesses are a major focus for regular trips. Where they locate, and how they co-locate with a diversity of businesses, has a major influence on travel behaviours and ultimately of land use productivity. Retail is often observed to 'activate' a place by attracting people, activity, and contributing social and economic vibrancy to local places.

Most retail businesses benefit from agglomeration. This occurs where clusters of related economic activity thrive by being closer to each other, and closer to suppliers, employees and customers. Despite higher rents or increased congestion, these clusters enhance productivity and give retailers a larger market of customers who are drawn to vibrant places with a broad tenant mix. Customers also benefit from the convenience of these businesses being near each other and supporting infrastructure.

The retail outlook for NSW

Strong economic conditions, and forecast economic and population growth, will continue to make NSW the leading market for retail. However, globalisation and technology have heightened competitive pressures on local retailers, as evidenced by signs of vitality and changes to the retail property market. Additionally, land prices have continued to rise with added pressure and competition for land from higher order land uses.

Continued strong demand

The NSW economy has the biggest impact on national retail conditions. NSW residents represent almost a third of the country's total population,¹⁴ and enjoy above-average weekly incomes, and the highest average net worth (\$1,091,200), followed by Victoria (\$868,600).¹⁵

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NSW leads other states and territories in retail spending, accounting for over one-third of total retail spending. In 2017 (2nd quarter), metropolitan residents in NSW had the highest average monthly spend (\$2,099), and regional residents had the second highest average monthly spend (\$1,955) in the country.¹⁶

Projected population growth, the pipeline of infrastructure and housing development, and above-trend forecast economic growth make it clear that this strong demand will continue.

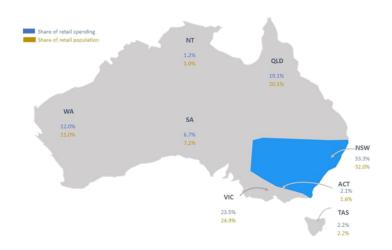


Figure 1: Share of retail spending and population by State¹⁷

A global investment destination

Greater Sydney is Australia's financial capital and a gateway for international tourists. In the year to June 2016, 3.4 million international overnight visitors came to NSW, an increase of almost 10 per cent on the year prior. In 2016, tourism consumption contributed \$38.1 billion to the NSW economy, a third of which was on retail.¹⁸

Retail property transactions are relatively strong, with 32 retail transactions above \$200 million between 2012 and 2016.¹⁹ Well-developed retail and supply chain infrastructure, including major shopping centres, distribution facilities and logistical support in metropolitan and regional areas, is another reason for confidence in the NSW retail segment.

A survey by Savills (see Figure 2 and Figure 3) found that NSW has the largest supply pipeline of retail space among all the states surveyed, with a high proportion at development application stage, particularly in Sydney CBD, residential growth corridors and in the large-format retail sector.

Ahead of future supply being delivered, retail rents are increasing, with prime CBD premises achieving higher rates of rental growth, and large formats delivering higher yield partially due to relatively lower rental growth (large format sites have an average rental growth index: 150, in comparison to a rental growth of 200 for prime CBD²⁰).

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Item 2

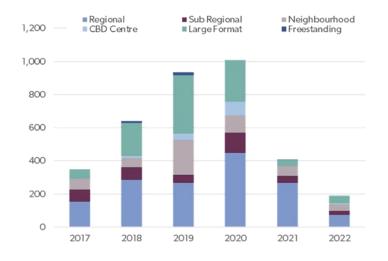


Figure 2: National supply pipeline by retail type (sq m)²¹

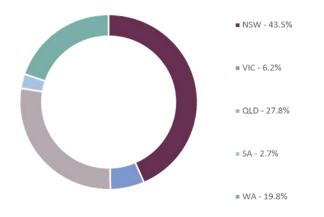


Figure 3: National supply pipeline by state share (%)²²

Source: Cordell/Savills Research (Year to Dec 17); pipeline data includes new/additions/redevelopment/refurbishment projects under construction, committed or in planning

Growing competitive pressure

Despite the positive outlook, vacancy rates in NSW are rising. According to a survey issued by NAB to property developers in NSW, an increase in vacancy space is forecast from 6.6 per cent to 7.2 per cent in the 2nd quarter of 2019. A factor behind this rise is retailer consolidation of store networks.

High profile closures of local retailers, including Dick Smith, Payless and David Lawrence, have fuelled perceptions of higher than average levels of market turnover.

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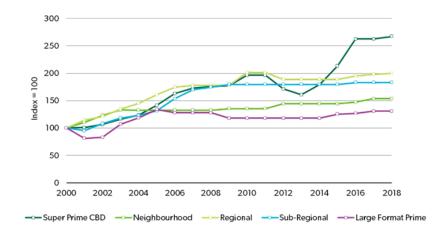
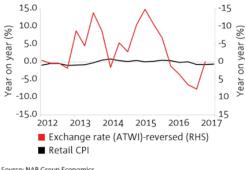


Figure 4: Average National Rental Growth Index²³

In fact, the total number of retailers that have gone into administration has decreased on previous reporting periods. Australian Securities and Investment Commission data indicates that the number of retailers that went into external administration for the first time decreased from 270 in 2013-14 to 177 in 2016-17. In contrast, there have also been notable new entrants to the market including global chains such as Zara, Topshop, H&M and UNIQLO, with sophisticated global distribution that enables them to respond quickly to seasonality and demand. However, there has been a steady decline overall of the total number of retail businesses, with the 2015 figure of 44,495 businesses representing an eight per cent decline on 2010 figures.²⁴

Customer focus groups identified that today's customers have noticed newcomers to the local retail market and, while welcoming its impacts on competition, remain concerned about the longevity of independent retailers.

Data also points to local retailers facing significant competition and cost pressure. NAB data shown below reveals that while rents and wages have been generally increasing, and other costs fluctuating such as exchange rates, there has been limited flow through to prices, with retail CPI remaining consistently around zero per cent year on year. The implication, therefore, is that price competition has led to price fluctuations and increases often being absorbed by retailers and their supply chains.

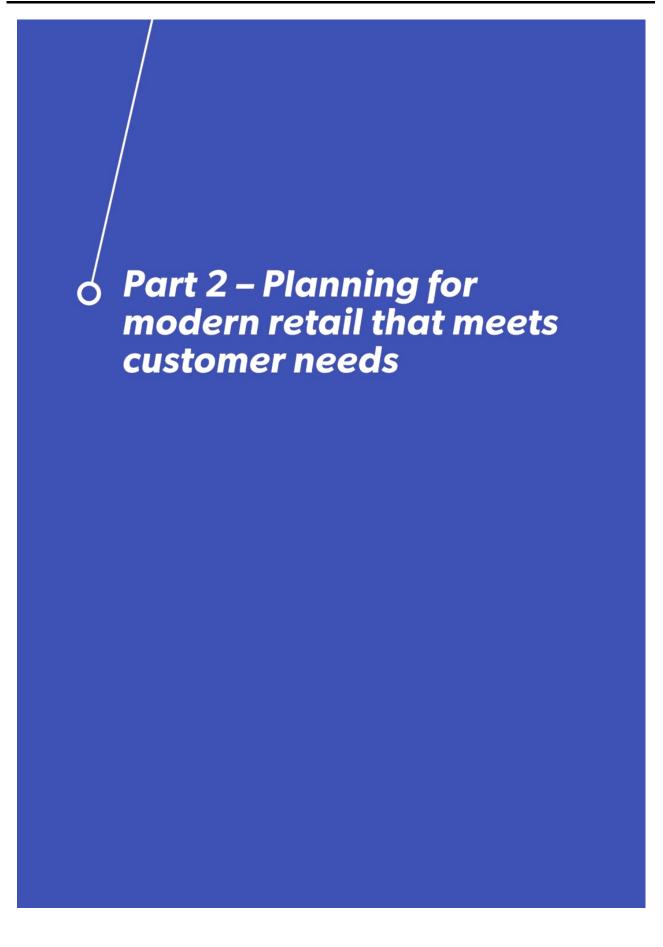


Source: NAB Group Economics

Figure 5: The limited pass through to retail price²⁵

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A planning system that responds to changing customer need

The retail sector today is undergoing significant change. Globalisation and technology have significantly heightened competitive pressures on local retailers and driven dramatic changes to customer behaviour and expectations. This cycle of significant change is set to continue. New technology will enter the market and will continue to shift the way retail responds to meet customer wants. The capacity of the planning system to allow these shifts in the way retail occurs, and how it shapes places, will need to be accommodated.

Retail has always been subject to evolution and innovation. People once regularly shopped on main streets in the heart of their major town or city; others purchased from door-to-door salespeople or from mail order catalogues. While main street retail still plays a role in many communities, consumers now shop in large shopping malls that may also include lifestyle offerings such as cinemas; many shop online and complete day-to-day retail services close to public transport hubs as part of the daily commute or in high density mixed-use locations, health or education precincts. The changing nature of customer trends highlights the ongoing evolution of retail.

By shopping online, customers can shop anywhere and at any time of day, compare product ranges and prices across countries, order online then collect in person, or receive a delivery at home. When customers do visit a store or outlet, they often do so to confirm their online product research, or they expect a personalised or responsive service.

These changing customer behaviours and expectations are driving competition and innovation across the retail supply chain, leading to new store concepts and formats. Retailers today have responded by increasing their speed to market. They are more agile, can engage customers across multiple channels, and compete by offering better value for money or unique in-store experiences. In turn, these new formats have driven the development of different land uses, leading to shifts in where jobs and economic activity occur.

In 2017, the Independent Retail Expert Advisory Committee recommended the development of a retail planning policy for NSW that provides greater flexibility for the evolving retail sector, aimed at avoiding ad hoc development, 'right-sizing' supply of retail floor space, and ensuring better land use outcomes.

Greater flexibility will enable the retail sector to respond to changing customers' needs and innovate their offering for local communities and markets, while still achieving important productivity and place outcomes in local retail areas.

This part sets out five outcomes that will serve the needs of the contemporary retail sector and today's customers:

- clustering of retail will provide easy, multipurpose, frequent shopping meeting the needs of empowered customers who require immediacy, choice and convenience.
- orderly development of new retail formats catering to customers choosing to shop in places that
 offer specific or unique experiences
- strategic planning and zoning flexibility responding to new and innovative retail formats
- better planning for last mile distribution and innovative supply chains enabling convenient delivery models with less congestion impacts on local communities
- strategic planning that revitalises regional centres supporting regional communities and customers who welcome investment and want to protect their main streets

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Clustering of retail will provide easy, multipurpose, frequent shopping

Empowered customers want immediacy, choice and convenience

Customers today are more discerning, value conscious, and less brand loyal. A quarter indicate they would not place an order if one-day delivery were not available²⁶ and 94 per cent of Australian customers indicate they have researched a product or service online in the last year, with 35 per cent often researching a product online while in store. ²⁷

In the United States, where online and catalogue sales are growing at five times the rate of overall sales, it is predicted that 10 per cent of all retail space will be renegotiated or converted to other uses by 2022.²⁸ However, Australian retailers are responding with omni-channel strategies that include physical stores as well as direct-to-customer delivery models, often providing a variety of store formats in different markets and locations. For example, 42 per cent of Australian retailers now offer click and collect, up from 24 per cent in 2015, and 38 per cent allow customers to return their online purchases in-store.²⁹

At the same time, retailers are providing more personalised, curated local selections. For example, the recently re-furbished Woolworths store in Marrickville has a curated range to meet customer preference for local goods, while David Jones will open its first mini-supermarket in South Yarra (Victoria) next year. Overseas, US Target is using data analytics to tailor each store's product range to local customers. This trend is backed up by evidence that 68 per cent of Australians want more opportunities to shop for locally made products and 19 per cent of Australians aged 20 to 34 regularly promote local suppliers on social media.³⁰

"While online may go ahead, and of course it will go ahead, people still want to connect [with people]"

86% of retailers say they can no longer rely on traditional sales channels to drive growth



Figure 6: Percentage of global sales generated from bricks-and-mortar stores (left) and 2014-20 Forecast Compound Annual Growth Rate (CAGR) by channel (right). Source: EY, Re-engineering the supply chain for the omni-channel of tomorrow, February 2015

Retailers are increasingly innovating in terms of small-scale store concepts, using bricks and mortar stores as part of a multichannel offer. This will lead to smaller formats such as virtual retail walls and more intensive use of larger centre-based sites such as supermarkets that double as distribution centres for online deliveries. Allowing smaller format supermarkets provides convenient daily shopping for consumers and works well when collocated with transport hubs or higher density residential. One of the initial strategic amendments proposed and currently on exhibition is a new definition for neighbourhood supermarket as permissible with consent in the B1 Neighbourhood Centre zone.

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Figure 7: Virtual retail – using augmented reality to create a virtual supermarket wall

Customer focus groups highlighted that retail is an increasingly 'local' phenomenon. Customers perceived that between areas, there was a somewhat homogenised offer, minimising the need for travel to other locations unless for very specialised products.

This, combined with population growth and increased densities (especially in Greater Sydney), makes centrebased retail within walking distance of transport hubs critical for convenience and high frequency shopping, and well suited to smaller, more regular or multipurpose trips. These well-located shopping precincts also provide better accessibility to retail employment and are better suited to retail formats with higher workforce needs.

Orderly development of new retail formats

Today's customers are choosing experiences over products - and this determines where they shop

Time-poor shoppers increasingly want 'frictionless' shopping for essentials, with in-home services, same-day delivery, auto-renewals and one-tap purchases, while reserving in-store visits for experiential shopping and entertainment. For instance, not all shoppers want to go into major shopping centres for groceries.

This shift has seen food retailing become one of the best performing sub-sectors of retail, with growing retail-asa-service models, specialty stores and curated and sustainable selections. Today, recreation and culture take up a greater share of household spending than 20 years ago, and consumption on both essential and discretionary services is growing at a faster rate than consumption of essential and discretionary goods.

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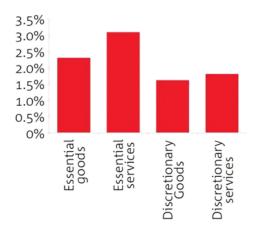


Figure 8: Household consumption volumes (5-year average annual growth)

Source: ABS data as cited in 'The future of retail', NAB September 2017

In response, shopping centre owners are moving towards store-as-destination shopping, offering a more diverse range of products and experiences to enhance customer dwell time. Shopping centres are expanding essential services and entertainment offerings; main streets are being renewed through public domain improvements and social and cultural attractions including improvements to the night-time economy; large-format retailers are diversifying specialised product ranges to provide wider experiences and complementary products; and regional centres are regenerating with thriving new food and beverage offerings even as some anchor retail tenants depart.

Table 2: Examples of international experience shopping

Retail store	Description
MM.LaFleur	MM.LaFleur creates luxury apparel and accessories with the same detail as a high-end fashion house. A "Bento box" is hand-selected for customers based on their style and fit preferences. Shipping is offered free for both ways.
Bonobos	A guide is allocated to each customer to walk through the Bonobos assortment and find the right fit. The guide then places the order for the customer to be delivered to their home or office. A guide will also assist with any exchanges or returns free of charge.
UNIQLO	In 2015, UNIQLO rolled out its first-ever neuroscience fashion campaign in Australia matching clothing selection to consumer's moods. Customers wore the UMood technology on their forehead before being shown a series of still images and videos. Their neurological reactions provided a brainwave reading, allowing UNIQLO to score this against an algorithm before suggesting a t-shirt from the retailer's range to match the consumer's state of mind. These include feeling 'adventurous', 'calm' or 'stressed.'

The most important implication of this trend is that retail precincts attract a broad range of uses, similar to a typical town centre, as they grow - and ultimately, should be planned so that development is commensurate with infrastructure improvements.

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Comparison of 2011 and 2016 Census data shows significant increases in employment in large-format corridors and precincts, which even in well-located areas face higher rates of private vehicle travel. Figure 10 below shows significant growth in the Sydney CBD to Airport corridor, within the Eastern City District. This growth in retail employment over the five-year period can be seen within many industrial and business zones within Alexandria and Tempe in particular.

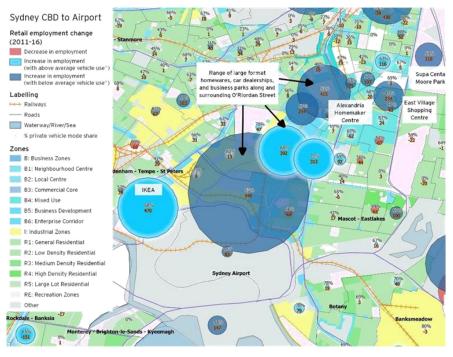


Figure 9: Retail jobs growth in the Sydney CBD to Airport corridor (2011-16) and % private vehicle travel to work. Source: EY analysis using ABS Census Tablebuilder, using QGIS mapping

These increases correspond largely with recent growth in large format retail including IKEA, homemaker centres, and a range of other homewares stores and growth within business parks. Many large growth areas have higher than average share of private vehicle trips to work by retail workers. In areas where there is more dependence on private vehicle travel commensurate infrastructure improvements to support growth should be considered.

"There needs to be a change in the perception of what a centre is from being a shopping centre to being a place where you're entertained and derive some enjoyment"

Strategic planning for innovative retail formats

Customers are embracing new retail formats and innovative retailers

Disruption is occurring globally in retail sectors. In the US, for example, Amazon.com is taking a growing share of online sales, despite the success of omni-channel retailers to date.³¹ To compete with online and global retailers, local retailers are improving the flexibility and speed with which merchandise is produced, transported, displayed, and delivered and paid for. Hybrid models are blurring the lines between retail and warehousing. For example, warehouses that are located close to customers may have a store onsite, or 'dark stores' that also allow

customers to collect online orders. Supermarkets that serve as distribution and consolidation centres need better on-site infrastructure for truck pick-ups.

New retail models are emerging that challenge how the planning system will provide consistent and certain land use outcomes. For example:

- Large-format retail is developing show rooms on former industrial sites when they cannot secure space in centres. According to Colliers International, the large-format retail sector is evolving, with a greater focus on the mix of tenants within homemaker centres. These developments seek to combine elements of main street, large-format and other complementary retail uses.
- Ancillary retail is being established to support primary manufacturing, industrial, or warehousing use to
 not only service workers in the area, but to attract a wider customer base, and shorten supply and
 distribution chains (for example, for factory outlets or microbreweries).
- Creative production techniques such as 3D printing are blurring the distinction between manufacturing and retailing.
- Pop-ups are temporarily filling vacancies. According to Ben Tremellen, Colliers International director of
 retail leasing Victoria, on average, 20 per cent of retail stores on high streets in Sydney and Melbourne
 are pop-ups.
- Supermarkets are operating after their typical opening hours to fulfil online grocery orders. While
 customers may not be accessing the store after hours, supermarket staff and delivery vehicles will be.

The Standard Instrument LEP uses a standard format, zones, definitions and clauses to guide councils as they develop LEPs for a local government area. It aims for all local plans to use a common planning language so that communities understand plans for their areas, and the development industry saves time and money.

Councils are now required to review and update their local environmental plans every five years, this provides an opportunity to align these plans with the regional and district plans, local strategic planning statements and when finalised, the NSW Retail Strategy.

Planning for last mile distribution and innovative supply chains

Customers want immediate, convenient delivery and communities want less congestion

Competition and a culture of immediacy are giving rise to retail giants and global supply chains. Today, 0.1 per cent of retailers in Europe account for 39 per cent of retail employment, and almost half of all retail turnover.³² According to RetailX's list of top -50 Australian ecommerce and multichannel retailers, one in four retailers on the list is a global brand.

The result of this is a rapid increase in the number of direct-to-customer, last-mile deliveries, requiring greater public investment and planning of distribution channels, such as retail lockers at rail stations or shared consolidation centres where multiple retailers work with suppliers for effective order fulfilment. In Europe, smaller retailers are being assisted to create small and medium enterprise (SME) e-commerce platforms on which to sell their products online.³³

Retailers want to remain innovative and adapt to ensure future expansion; however, they are challenged by the degree of flexibility within the current planning framework.

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"I think we know we that we need to adapt and there will become structural things that we need to put into our stores ... that's where the planning system doesn't allow for that flexibility"

Strategic planning that revitalises regional centres

Regional customers and communities want to attract new investment and protect the vibrancy of main streets and centres

Customer focus groups indicated that customers in regional areas increasingly shop online, are dissatisfied with the choice on offer locally, and want to see retail activity return to their main streets. The focus groups also reported that out-of-centre retail development can have a more pronounced negative impact as they draw social, cultural and economic activity away from established shopping strips.

Regional councils and retailers have provided feedback that regional centres are more sensitive to change from the arrival or departure of significant retail or anchor retail tenant such as a department store or supermarket.

Often, towns do not have the critical mass of population and lack frequent public transport to sustain dispersed activity levels.

Greater distances also mean that people in regional communities are more likely to undertake 'one big shop'. In 2008, the Australian Competition and Consumer Commission found that of the people who lived 10 kilometres or more from their regular supermarket only 10 per cent took small trips, while 54 per cent shopped once a week. This message was reiterated during the customer focus groups, where regional consumers expressed their satisfaction for less frequent, quarterly shopping trips to larger areas, where multiple items can be purchased in one trip.

"It's much more complex and a lot harder equation to deal in regional markets than it is in metro markets"

Item 2



Herbert St, Gulgong Credit: Amber Hooper

Centres and main streets provide community interaction, convenience and are often easily accessible by car. Unique retail experiences, such as historic main streets and festivals showcasing local produce, attract tourism revenue, boost the local economy and support other businesses. Being located at junctions of major roads can increase the potential for customers at a reasonable cost and is a growing trend in regional areas. The narrative provided in a Local Strategic Planning Statement will articulate the priorities of a regional community.

> "My vision would be a real diverse CBD. So you want to go there because you'd have a beer and a sandwich or you can do your vehicle rego or whatever, you can do it all, but it's still a place to go."

Regional consultation indicates that regional centres are more sensitive to change from the arrival or departure of a significant or anchor retail tenant such as a department store or supermarket. For example, Figure 10 shows the change in retail employment over the five years from 2011 to 2016 in Orange, NSW.

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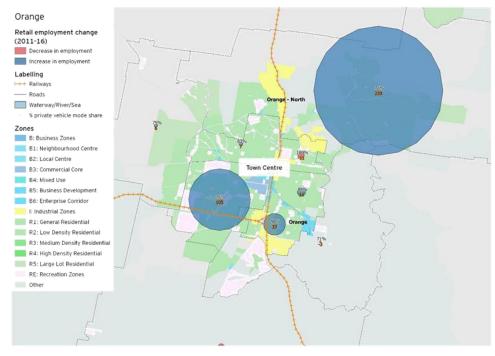


Figure 10: Retail jobs change in Orange (2011-2016). Source: EY analysis using ABS Census Tablebuilder, using QGIS mapping. Images sourced from Central Western Daily online.

While some growth can be seen around the town centre, the majority of growth is attributed to the North Orange region, where a supermarket and hardware have both opened. This has meant that residents to the north of Orange have had less incentive to visit the town centre, where impacts are already beginning to be felt by local customers. The loss of Myer in January 2017, for example, is seen as a recent event which has had a major impact on retail within the city.

"Since Myer moved out at the start of last year, you really notice it in town."





Three directions for better retail planning

The NSW planning system needs to enable the retail sector to adapt innovatively while encouraging activity in the right places. This will require a careful balance: on one hand, allowing flexibility for innovation and emerging retail formats; on the other, ensuring good place outcomes that maximise employment density, transport access, and optimise existing public infrastructure. The planning system also needs to provide retailers with a clear and consistent set of rules.

In balancing these objectives, this part proposes three directions aimed at modernising the retail planning framework and achieving the right balance of customer and community amenity:

- Direction 1: better local strategic planning of retail
- Direction 2: orderly development of new retail formats in centres
- Direction 3: adaptability and certainty for retail

Further detail on each of these directions is outlined below.

Direction 1: Better local strategic planning for retail

Retail planning will place greater emphasis on strategic planning and local place-based outcomes to guide retail land use objectives and decisions. In practice, this could mean:

- establishing long-term place-based outcomes for retail at the local level consistent with local strategic planning statements
- updating local retail strategies to reflect current and future trends in the retail sector and the implications these have for floor space requirements and other planning considerations such as accessibility
- Aligning strategic narrative and statutory planning controls.

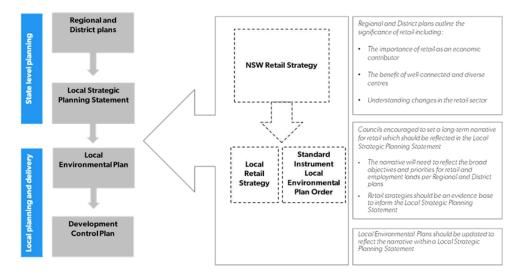
The retail sector contributes to local productivity, place-making, and the vibrancy of local communities. Placebased planning for retail should remain the hallmark of a flexible planning system in NSW. These approaches are locally responsive, giving power to local communities to shape the future of their local areas while providing consistency and certainty for businesses.

However, better local strategic planning of retail will ensure that changing land uses, growth and development are properly managed to improve the amenity and liveability of places.

Retail planning should also be aligned to the economic, social and environmental objectives of NSW Government's district and regional plans. The *Greater Sydney Region Plan* identifies a range of land use implications for retail, including the need to maintain strategic and local centres, transition some industrial zones and business parks, protect important industrial lands, and preserve land for urban services.

Likewise, the *Riverina Murray Regional Plan* and the *Central West and Orana Regional Plan* include actions to accommodate future commercial and retail activity in existing commercial centres unless there is a demonstrated need and positive social and economic benefits for the community. These plans also require new retail

tem



developments to demonstrate how they respond to retail demand, suitability to public and community infrastructure and ways in which they enhance the public domain.

Figure 11: NSW strategic planning response for retail

This strategic direction will require councils to define long term strategic retail outcomes for their area, that are informed by up to date retail strategies, and which align to NSW Government plans and are then implemented through local planning controls.

Establish long-term place-based outcomes for retail

The introduction of local strategic planning statements from the second half of 2019 will provide a consultative, narrative for the future development of retail in a local government area, with clear links to regional and district plans. Councils will work with their communities to develop the statements as a 20-year vision for their areas that shape zoning, objectives and development controls in LEPs.

Retail and related services are usually unique to their area and are an important part of centres and place-making. If a council views retail as a priority a local strategic planning statement should consider how best to accommodate new retail formats, with reference to local impacts on existing public infrastructure, access to jobs and transport, and contribution to centres and vibrancy. Local strategic planning should also strategically assess the longer-term appropriateness of retail in employment, manufacturing, industrial and service areas.

In this regard, local strategic planning statements can allow councils to tailor their narrative for retail to local circumstances. For example, in inner city areas, some emerging types of retail uses in industrial areas may warrant formal identification of an emerging centre; in other places, this may not be appropriate. In other areas retail may be a means of renewing an area. Importantly, councils and their communities will make these decisions based on their understanding of local places.

Update local retail strategies

Many councils have prepared retail strategies for their local government areas as part of their Community Strategic Plan. Local strategic planning statements will also identify the need for these retail strategies. Given the changing nature of retail, strategic planning frameworks will need to consider the future of retailing to respond to global, national and state trends as they relate at the local level.

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These strategies are typically underpinned by retail demand studies. However, traditional demand studies assume that retailing models will be the same in the future as they are today. Evidence indicates that this is not accurate and that a broader understanding of retail need that considers the implications global and national trends will have demand for floorspace requirements over time is required. This broader understanding would also help to identify other planning and infrastructure requirements such as accessibility and logistical requirements and how these might change over time.

Using the Standard Instrument LEP, LEPs can impose limitations on floor space for specific retail types, despite the permissibility of that activity within the zoning (for example, a local provision setting a cap on retail premises in industrial zones). These restrictions reflect broader strategic planning objectives to protect industrial and urban services land. However, these restrictions may need to be reviewed where there is significant disconnect between demand for retail floor space and availability of suitable zoned land and/or with the retail narrative for the area.

The Department will continue to provide guidance on retail issues such as new, emerging and renewing centres and prepare supporting toolkits and data to help councils review retail trends in their area.

Align strategic narrative and planning controls

Retail planning must balance the flexibility to accommodate innovation and trends with certainty and clarity in the development process. This tension was repeatedly raised as an issue by Independent Retail Expert Advisory Committee. The emphasis on strategic, place-based planning will help to provide this certainty and flexibility. The shift to a more outcomes-focused planning system can give greater credence to the retail narrative and objectives for local areas than prescriptive controls.

Once a retail narrative is articulated in a local strategic planning statement, LEPs can demonstrate how they give effect to this narrative. This process will provide a clear logic for zoning and other development controls. Over time, the local strategic planning statement will be reflected in zoning, zone objectives and development standards, providing clarity for individual planning outcomes or decisions and moving away from prescriptive statutory planning mechanisms. Figure 11 shows how the statements fit within strategic planning and local level statutory planning.



Dandaloo Street, Narromine

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Direction 2: A modern approach to retail development that reflects a range of retail formats in centres

While most retail will remain well-suited to traditional centre-based development, retail is an important activity in other locations. The emergence of retail clusters in some locations will require an appropriate strategic planning and infrastructure response. In practice this could mean:

- transitioning clusters of retail into an emerging centre in accordance principles of planning for centre development
- ensuring appropriate levels of investment in infrastructure, accessibility and amenity are commensurate with the development of an emerging centre
- renewing main streets through greater coordination and targeting of investment in social and cultural infrastructure to help support local place-making, tourism and cohesion, particularly for regional towns
- providing guidance to support councils in planning for retail

Most retail land uses in NSW are situated in centres. Centre-based retail development supports broader productivity, employment and accessibility outcomes - such the NSW Government's 30-minute city objective - and optimises public transport investment. Retail areas with high levels of mixed use generate frequent smaller shopping trips and are therefore suited to centres. Centres are also well suited to investments in community building and public domain improvements that enhance places and support vibrant, walkable neighbourhoods.

The Greater Sydney Region Plan establishes a three-level hierarchy of centres (see Figure 12):

- **Metropolitan centres** the economic focus of Greater Sydney, fundamental to growing its global competitiveness and where government actions and investment, including transport, will be focused. The intent of these centres is to deliver very high levels of development and amenity.
- Strategic centres varying in size, location and mix of activities, they enable access to a range of goods, services and jobs. High levels of private sector investment will enable strategic centres to grow and evolve.
- Local centres important for day-to-day access to goods and services, with a strong sense of place for the local community. Local centres include collections of shops with health, civic or commercial services, or larger local centres, such as those anchored by a supermarket, that form the focus of a neighbourhood. Supermarket-based centres also provide local jobs. Local centres are planned for at a local level and are informed by place-based strategic planning processes.

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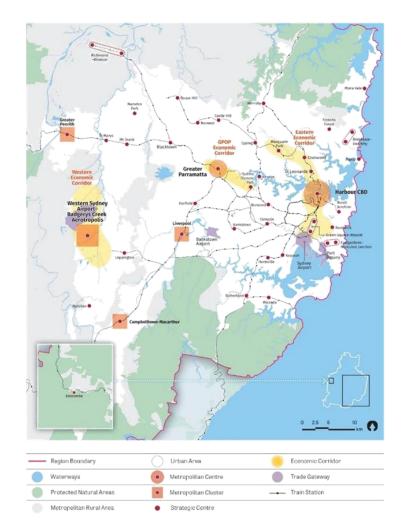


Figure 12: Metropolitan and strategic centres (Source: Greater Sydney Region Plan)

This hierarchy helps to differentiate the qualities of retail precincts between established centres. The *Greater Sydney Region Plan* acknowledges that to meet forecast population growth as well as productivity, liveability and sustainability objectives, planning should aim to:

- grow existing centres, particularly strategic centres and supermarket-based local centres
- plan for and grow new centres across Greater Sydney, including for clusters of large-format retail
- monitor development and activity trends and changes in centres.

Regional plans covering the remainder of NSW also identify:

• **Regional cities** – Places that have the largest commercial component of any location in the region and that provide a full range of higher-order services, including hospitals and tertiary education services.



Maitland Street, Narrabri

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However, there is an increasing trend toward the establishment of large-format sites with diversified offerings, and other changing land uses which may warrant nurturing of sites into emerging centres outside of the traditional centres hierarchy. Examples include:

- Clusters of large-format retail: Large-format retail is emerging as a separate and popular retail category in Australia, with the sector now comprising 22 per cent of all retail sales.³⁴ Within Sydney, the large-format sector currently comprises 30 per cent of all retail space in Sydney, and provides 142,700 full time equivalent direct and in-direct jobs.³⁵ Large-format retailers tend to locate in precincts, either within homemaker centres or in other emerging centres on industrial land.
- Greater types of retail within homemaker centres: The large-format retail sector is also shifting
 from a traditional furniture and bedding mix to a more hybrid model including serviced-based retail,
 gymnasiums, children's play centres, learn to swim schools, pet retailers, baby goods retailers and sport
 and recreation uses, which drive the popularity of these centres.³⁶
- **Co-located retail and manufacturing uses:** This is relevant for factory outlets, artisan retailers including microbreweries, or retailers using innovative technologies including 3D printing.
- **Expanding companion uses:** Some retailers seek an increased range and ratio of additional, individual non-associated retailers to co-locate which can support the primary business, essentially creating a small centre.

Managing the growth of retail clusters such as those in the examples above with greater consistency and certainty would clarify when these precincts are an emerging centre and would help to distinguish them from single standalone retail developments that may be permissible under local planning controls and where there has been an identified need for such development.

Plan for new retail

Longer established large-format retail sites have tended to grow and diversify their offerings over time. Where there is increasing employment density, clustering and mix of uses, circumstances may warrant transitioning these sites into emerging centres.

Proposals to transition these areas into emerging centres should be treated in accordance with the principles of planning for centre development, as outlined in the *Greater Sydney Region Plan*:

Clusters of large-format retail should be treated as part of the retail network, and planning for new clusters of large-format retail should be done in the same way other new centres are planned. This includes ensuring centres are places that can grow and evolve over time and have adequate access to transport services and quality public domain.

This means that an appropriate level of investment in infrastructure, accessibility and amenity should be considered in the planning for new retail clusters. Funding through development contributions can support the delivery of infrastructure to achieve good amenity and liveability outcomes.

These principles for emerging centres are especially relevant to regional NSW, where a slower rate of development can lock in suboptimal planning outcomes. For example, the *Illawarra-Shoalhaven Regional Plan* acknowledges that retail activity should be focused in centres and outlines the following criteria for considering new retail centres:

Proposals for new retail centres (including retail proposals) will be assessed against the region's network of centres. These proposals should demonstrate how they:

- respond to retail supply and demand;
- respond to innovations in the retail sector;
- maximise the use of existing infrastructure (including public transport and community facilities) commensurate with the scale of the proposal; and
 - enhance the value of the public realm.

The net community benefit should be a factor when assessing these proposals.

Determining a new centre

The *Greater Sydney Region Plan* identifies how the determination of a new centre could be informed by a net community benefit test supported by a strategic review of centres (which identifies the need for the centre) and an industrial land review (which identifies that the loss of industrial activity can be managed) for the local government area. These reviews would be prepared by councils, and, in Greater Sydney, endorsed by the Greater Sydney Commission.

In such cases, the centre should be:

- located where public transport services are commensurate with the scale of the centre
- · directly opposite a residential catchment accessible by a controlled pedestrian crossing
- more than a standalone supermarket
- of quality urban design with amenity, informed by a master plan
- supported by planned and funded infrastructure commensurate with the needs of the centre.

Renew main streets

Investing in the public domain in centres and main streets supports effective access and well-designed spaces that attract people, economic activity and vibrancy, particularly in regional centres, where main streets can be the focal point for community interaction.

The decline of main streets has often been driven by changes in local retail conditions, particularly in regional areas, with flow on impacts for local communities. Greater coordination and targeting of investment in social and cultural infrastructure for main streets may support local place-making, tourism and cohesion.

Providing guidance to support councils in planning for retail

The Department will provide guidance such as toolkits and workshops, to help with analysing the future direction of retail, what is distinct about each local government area's retail activities, and the retail trends that will influence their area. This will allow councils to review their zonings, objectives and permissible uses to ensure a best fit.

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Attachment 1

Direction 3: Adaptability and certainty for retail

A greater emphasis on strategic planning for controlling retail land use outcomes will need to be matched with changes to the current suite of statutory controls, many of which are complicated and burdensome. In practice, this could mean:

- controlling permissibility by setting open zones
- establishing a retail innovation provision to allow a proposal that involves an undefined or prohibited use to be evaluated and potentially permitted
- In the longer term, introducing a strategic plan aligned zoning framework as part of a comprehensive review of all zones

The Standard Instrument LEP was introduced in 2006 as a means of standardising and streamlining the development of local LEPs. As retail and other land uses have evolved over time, the Department has recognised the need to ensure that the Standard Instrument LEP is reviewed and updated to ensure that it reflects the needs of a contemporary retail sector.

At present, local LEPs contain highly prescriptive definitions and variable permitted and prohibited uses that may create burdensome regulatory mechanisms. In practice, the application of rigid permissibilities are often used to control for scale or local character but can adversely impact feasibility and competition. Definitions and permissibilities are sometimes used as 'gates' to stop types of retail businesses from submitting a development application.

There is a high degree of variation across LEPs in terms of permissible uses in certain zones. For example, while each LEP establishes zones by setting objectives and identifying a defined list of permitted and prohibited activities, there is variation between whether selected uses are permitted or not.

As councils plan for centres and retail, zones will be updated to reflect the future vision for an area, giving longevity to the LEP, as the future growth or change of an area will be envisaged when objectives and permissible uses are established.

As an immediate initiative to align existing definitions with contemporary retail practices, a suite of targeted amendments is proposed to address existing shortfalls where planning is not serving retail adequately. These proposed amendments are described in *Proposed definition amendments to the Standard Instrument LEP* – *Better Planning for the NSW retail sector* available at www.planning.nsw.gov.au/retail

Over the long term, the Department may consider a new zoning framework that councils can apply as they review their LEPs. A summary of proposed amendments to the statutory planning mechanisms is provided at Figure 13. These proposals have been considered in the context of retail only. The broader implications of this approach need to be considered for other land uses such as residential.

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Rouse Hill Town Centre

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Introducing flexible, open zones

Currently each zone in a LEP's land use table classifies uses as either:

- "Permitted without consent"
- "Permitted with consent"
- "Prohibited".

Councils establish land use permissibility in three different ways. Some LEPs provide an exhaustive list of uses, some treat anything not listed as 'permitted with consent' to be prohibited (closed zones) and some treat anything not listed as 'prohibited' to be permitted with consent (open zones). These different approaches can create confusion and differing degrees of flexibility.

Neither of these approaches capture evolving retail uses as an identified land use term and automatically treats them as a prohibited use. There is also a trend towards co-located activities, such as a café with a bicycle mechanic and a physiotherapist. In these cases, the proponent needs to ensure each proposed use is permissible within the zone even though the combination of these uses may not have an additional adverse impact and provides commercial affordability. The more complex the combination of uses is, the greater the likelihood that one of the uses will be prohibited and will not be able to proceed, even if there is no amenity impact.

Councils should consider using the strategic planning framework to confirm a centre's strategic intent provides an opportunity to look at controlling permissibility by setting open zones. Development control plans can align with this intent by setting place-based controls.

Introducing open zones would:

- provide greater flexibility and enable a proposal to be assessed on its merits
- allow for new types of retail uses to emerge and be assessed, without the need to periodically update the list of permitted uses
- reduce the instances of a site-specific planning proposal being required where a proposal is captured as prohibited because it was not included in a permitted list (closed zone).

The Department will also explore opportunities to streamline definitions for retail to better reflect contemporary retail practices and business models. In the short term, updates to definitions could address the issue of retail that does not fit within any definition. This issue can cause delays in gaining approvals or even failure to enter the planning system.

Early stakeholder feedback identified several opportunities to tailor retail definitions to modern business practices. These amendments are described in *Proposed definition amendments to the Standard Instrument LEP* – *Better Planning for the NSW retail sector* available at www.planning.nsw.gov.au/retail

Establish an 'innovation in retail' provision

The Department is suggesting that greater use of open zones would increase flexibility for permitted land uses particularly for evolving retail formats. The open zone solution, however, is reliant on LEPs being remade which will take time. As an interim measure, an "innovation in retail" provision could be considered within the Standard Instrument LEP. This would allow a proposal that involves an undefined use to be evaluated and potentially permitted where it can clearly demonstrate alignment to the retail narrative and strategic planning objectives and no adverse impacts on the environment and/or neighbouring land uses.

A recent example of a land use that may have benefitted from an innovation clause is microbreweries. The growing popularity in the creative industries, including craft brewing has not kept pace with land use terms within the Standard Instrument LEPs. The ability for a proponent to seek planning permission for a microbrewery would have been assisted by an innovation in retail clause similar to this proposal.

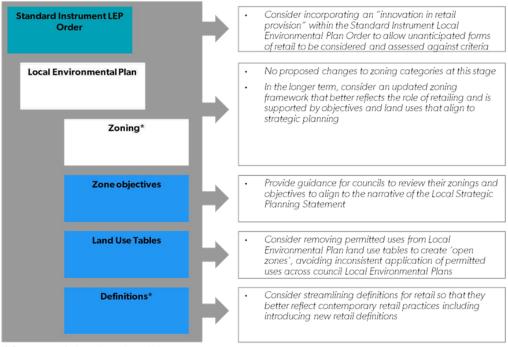
The Department is seeking feedback on whether, with suitable safeguards and established criteria, a test could be put in place against which the value of a proposed unanticipated, undefined or prohibited because of a closed zone use, could be evaluated.

Introduce a strategic plan aligned zoning framework

In the longer term, as local strategic planning statements are developed, the planning system may be better served by a zoning framework that reflects the future narrative of a centre or place.

A strategic plan aligned zoning framework would signal the scale, traits and purpose of a centre by applying a zone that accords to the strategic place-making purpose, including for retail. If developed a new zoning framework would be implemented through a staged roll out as LEPs are reviewed.

It is acknowledged that zoning for retail would be hard to fix without looking strategically at opportunities to consolidate zones. There are 13 land uses zones pertaining to retail but 35 land use zones in total. This longer-term reform would therefore need to be undertaken as part of a comprehensive review of all zones within the Standard Instrument LEP.



* Forms part of a broader review of all zones

Figure 13: Summary of proposed amendments to statutory planning mechanisms

Attachment 1

INNER WEST COUNCIL

Next steps

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Have your say

This Discussion Paper identifies the ways in which customer trends are shaping retail today, and proposes new initiatives aimed at modernising the retail planning framework and achieving balance between customer and retailer needs and productivity and liveability of places and centres in metropolitan and regional areas.

The potential directions and initiatives for retail planning summarised below represent possible approaches for supporting retailing with implementation by local councils and the Department of Planning and Environment.

Direction 1: better local strategic planning for retail

- Establish long-term place outcomes for retail
- Update local retail strategies
- Align strategic narrative and planning controls

Direction 2: a modern approach to retail development that reflects a range of retail formats in centres

- Plan for new retail
- Renew main streets
- Centres guidance

Direction 3: adaptability and certainty for retail

- Increase flexible open zones
- Establish an "Innovation in retail" provision
- Introduce a strategic plan aligned zoning framework

Feedback on the directions and initiatives outlined in the Discussion Paper are sought from all stakeholders including community, council, property owners and retailers.

This feedback will inform the NSW Retail Strategy which will set the direction for retailing across the State and establish staged implementation for the retail reforms. The reforms will enable councils to give effect to their local strategic plans. Where needed, the Department will provide guidance, logistical and trend-data support to empower councils to plan for the future of retail.

Submissions on this Discussion Paper will close on **Friday 18 May 2018 at 5pm**.

Make a submission

- Online at planning.nsw.gov.au/retail
- At a Service NSW Centre located near you
- Mail to the Director, Employment Policy and Systems, GPO Box 39, Sydney, NSW 2001

Planning for the future of retail Discussion Paper April 2018

All submissions will be made public in line with the Department's objective to promote an open and transparent planning system. If you do not want your name published, please state this clearly at the top of your submission. Before making a submission, please read our privacy statement at: planning.nsw.gov.au/privacy

Find out more

- Call our Information Centre on 1300 305 695
- If English isn't your first language, you can call 131 450 and ask for an interpreter in your language and then request to be connected to our Information Centre on 1300 305 695
- Email retail@planning.nsw.gov.au

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Dark stores usually a warehouse that resembles a conventional supermarket or other store but is not open to the public, housing goods used to fulfil orders placed online.

e-shopping digital retailing which allows shoppers to buy goods or services from a seller over the Internet.

Margin the difference between a product or service's selling price and its cost of production or to the ratio between a company's revenues and expenses.

Margin pressure the effect that various internal or market forces have on a company's profit share.

Omni-channel an integrated approach to sales that seeks to provide the customer with a seamless shopping experience whether the customer is shopping online from a desktop or mobile device, by telephone or in a bricks and mortar store. Customers tend to be looking for information in the physical store and, at the same time, they are getting additional information from their mobile devices about offers and possibly better prices.

SME e-commerce platforms software applications that allow small and medium-sized online enterprises to manage their website, sales, and operations

Tele-shopping shoppers purchase goods using the telephone usually advertised on television as 'infomercials'

Virtual retail walls shoppers scan products on a virtual shelf, purchase the products using a QR code and the products are then delivered to them

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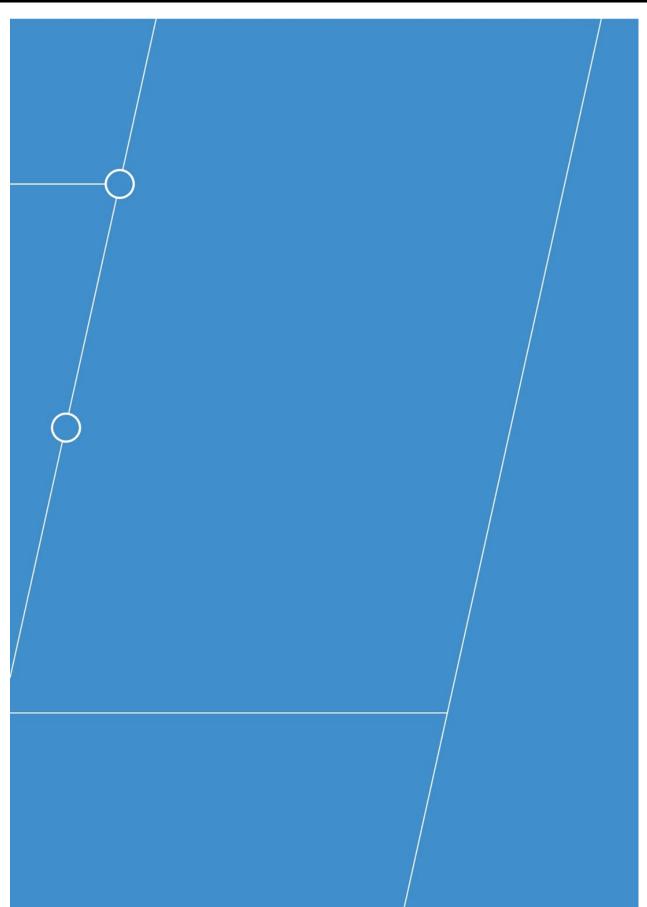
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Item No: C0518 Item 3

Subject: GLEBE ISLAND AGGREGATE HANDLING AND CONCRETE BATCHING FACILITY - ENVIRONMENTAL IMPACT STATEMENT

Prepared By: Steve Roseland - Senior Strategic Planner

Authorised By: David Birds - Group Manager Strategic Planning

SUMMARY

A public exhibition is currently underway for a State Significant Development (SSD) proposal from the NSW Government to construct and operate a new aggregate handling and concrete batching facility at Glebe Island, Rozelle. The facility would have the capacity to produce up to 1 million cubic metres of concrete per annum and operate 24 hours a day, seven days per week, and would including the following land uses:

- aggregate silos with enclosed conveyor feed for aggregate delivered by ship and for despatch of aggregate to other concrete batching facilities
- warehouse accommodating heavy vehicle tipping bin area, concrete loading area, truck wash bay, concrete batch room and enclosed conveyor system
- site offices and drivers room building
- weighbridges and at grade truck and car parking.

The proposal involves the relocation of concrete batching plants located at Blackwattle Bay and Pyrmont to Glebe Island due to re-development of the Blackwattle Bay component of the Bays Precinct.

The SSD Application, Environmental Impact Statement (EIS) and accompanying documents are on public exhibition from Wednesday 11 April 2018 until Tuesday 15 May 2018.

This report identifies a range of concerns regarding the proposal and recommends these be included in a submission to the Department of Planning and Environment.

RECOMMENDATION

THAT Council:

- 1. Endorse a submission to the Department of Planning and Environment objecting to the following:
 - a. The EIS must be revised to address the failure to incorporate Council's Secretary's Environmental Assessment Requirements (SEARs) request for inclusion of cumulative impacts of all developments in the Bays Precinct during both construction and operational phases, including the Glebe Island Multi-User Facility and Western Harbour Tunnel;
 - i. The applicant's intersection analysis must be revised to include and take into consideration traffic generated by the M4 – M5 link heavy vehicle stabling facility and the Glebe Island Multi-user Facility as these impacts must also be addressed in order to realistically analyse the deterioration of level of service and the operation of the adjacent road network;
 - ii. Assurance is required that Robert Street will not be used to provide any access, including relief access, for the concrete batching works as it is totally unsuitable for such use and would reduce access to the cruise passenger terminal, reduce access to parts of Balmain East, increase

conflict and reduce safety at the Robert St/Mullens Street intersection;

- iii. The Heritage Impact Statement (HIS) must be expanded to identify and describe the impacts on the remaining elements (including potential elements) of the former (first) Glebe Island Bridge, its embankments and potential archaeological evidence, including a site plan with proposed new structures overlaid on a drawing of existing state significant items. All fabric of state heritage significance associated with the both the former and current Glebe Island Bridge should be conserved and opportunities should be explored for erection of heritage interpretation;
- iv. The EIS must be revised to address the permanent re-opening of the Glebe Island Bridge for an active transport route between Balmain/Rozelle and Pyrmont/Sydney CBD;
- v. The level of significance ascribed within the HIS (Appendix C) to the former Glebe Island Bridge given its historical, technical and associational significance; and
- vi. Further investigation of foreshore public access arrangements for the site must be incorporated into the final proposed design and confirmation must be given that the proposed works will not preclude future foreshore access and connections.
- 2. Write to the relevant NSW Ministers re-stating commitment to the permanent reopening of the Glebe Island Bridge for active transport as included in the Inner West Council Integrated Transport Plan and Urban Growth's Bays Precinct Transformation Strategy (pgs. 22 and 52).

BACKGROUND

Hymix/Hanson currently operates a concrete batching facility at Blackwattle Bay and another in Pyrmont. Together the sites have a combined capacity of up to 1,000,000 cubic metres per annum and supply approximately 35% of Central Sydney's concrete requirements. Collectively they employ approximately 67 full time equivalent employees.

Redevelopment of the Blackwattle Bay section of the Bays Precinct requires the relocation of these facilities. The current proposal will see them amalgamated and a new shoreside aggregate handling facility built. The Glebe Island location has been chosen due to its location, being able to service Sydney CBD and inner ring centres and suburbs permitting delivery of materials within 45 minutes to 1 hour. The Harbourside site would also permit access to Sydney's deepwater port to allow aggregate importation by sea rather than road, reducing road-borne transit.





The Site

The proposed development will allow for the relocation of continued supply of concrete to a range of projects around Central Sydney in a way that aims to be efficient, reduce overall environmental impact and minimise regional road traffic impacts by securing ongoing aggregate shipping terminal capability.

The Bays Market District is part of the NSW Government's masterplan for The Bays Precinct, redeveloping waterfront land on Sydney Harbour for a wide range of land uses including residential, commercial, industrial and public open space. The Bays Precinct sites include:

- Blackwattle Bay (Sydney Fish Market & Wentworth Park)
- White Bay Power Station & White Bay
- Rozelle Bay and Bays Waterways & Rozelle Rail Yards
- Glebe Island

In June 2017 Urban Growth NSW awarded the contract to Copenhagen based designers 3XN Architects to design the new Sydney Fish Market site. The designated location for the new market will require the relocation of Hanson's concrete facility in Blackwattle Bay.

Urban Growth has stated the intention is for construction of the new Fish Market to begin late in 2018. Completion of construction and opening of the Fish Market and "foodie" destination is currently expected to be 2022.

In June 2017 Council was asked to provide input into the Department of Planning and Environment's Assessment Requirements (SEARs) for the Environmental Impact Statement (EIS) to be prepared for the proposed concrete batching plant at Glebe Island.

Council officers considered the information provided and lodged a submission (July 2017) stating that there were key issues and concerns that needed to be addressed by the applicant regarding specific elements of the proposal. The issues to be addressed or mitigated included:

• Cumulative impacts of the operation of the proposed concrete batching plant and aggregate shipping terminal facilities in relation to:

- the construction of major transport infrastructure projects in the immediate vicinity of the proposed batching plant over the next ten years including WestConnex, Western Harbour Tunnel, Iron Cove Link and the West Metro; and

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- possibly construction of elements of the Bays State Significant Precinct (SSP) during the next ten years that may incorporate mixed use development including residential uses, as well as public domain connections and adaptive reuse of the State-listed heritage White Bay Power Station.

- Traffic modelling to determine impact on surrounding road network of significant additional heavy vehicle traffic movements on-site and movements to-from the site.
- EIS measures that will ensure that the proposal will not compromise the permanent reopening of the Glebe Island Bridge for active transport as indicated in the Inner West Council Integrated Transport Plan and the Urban Growth NSW Bays Precinct Transformation Strategy (October 2015).
- More generally the EIS must address other provisions of the Bays Precinct Transformation Strategy such as possible use as an innovation campus for emerging industries such as medical and biomedical research, international education, infrastructure and engineering, and maritime technology.
- The provision of a continuous public foreshore Bays Waterfront Promenade from Balmain to Pyrmont.
- Water quality maintenance or enhancement.
- Addressing the possible implications of the limited lifespan of remaining stocks of Australian sand suitable for cement production, particularly in the Sydney region.
- A thorough acoustic assessment to be carried out addressing the following:
 - nominate the most affected residential premises/areas and impact of the proposed 24/7 operation and on the residential properties on the opposing side of White Bay:
 - noise from truck movements such as reversing signals and engines revving;
 - noise from shipping movements such as unloading of cargo onto the conveyor;
 - noise from plant and equipment such as cranes, forklifts, ship's engines, conveyors;
 - acoustic attenuation provided for all built structures housing noise generating machinery;
 - construction details of the sound proof fence along the northern boundary of the site; and
 - cumulative noise impacts of the Exhibition Centre, Cruise Terminal and the Sand Storage and Distribution Facility when operating.

CURRENT PROPOSAL

On 17 April 2018 Council was invited by the Department of Planning and Environment to comment on the State Significant Development EIS for the proposal, including any advice on recommended conditions of consent. Inner West Council is not the consent authority for the proposed development and is notified as a relevant stakeholder to provide comments to the Department of Planning and Environment (DPE) with the NSW Planning Minister recommending approval or refusal.

The EIS assesses the impact of constructing and operating a new aggregate handling and concrete batching facility at Glebe Island, Rozelle. The facility would have the capacity to produce up to 1 million cubic metres of concrete per annum and operate 24 hours a day, seven days per week and would include the following land uses:

 aggregate silos with enclosed conveyor feed for aggregate delivered by ship and for despatch of aggregate to other concrete batching facilities

- warehouse accommodating heavy vehicle tipping bin area, concrete loading area, truck wash bay, concrete batch room and enclosed conveyor system
- site offices and drivers room building
- weigh bridges and at grade truck and car parking.



The Project Site

Layout plan of proposed development



Photomontage of the proposed development when viewed from the open space parks at Pyrmont

Assessment

Council officers have reviewed the current EIS on public exhibition and raise the following matters for consideration.

Land Use

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The subject site is not included within the former Leichhardt Municipality Local Environmental Plan (LEP) 2013. It is included within the area known as City West covered by the Sydney Regional Environmental Plan No. 26 – City West (SREP 26).

Under SREP 26 the proposed site is zoned 'Port and Employment' which aims to facilitate the continuation of commercial port uses, encourage development on Glebe Island and land adjoining White Bay that compliments this land use and to generate employment opportunities, particularly in relation to port and maritime uses.

The former Leichhardt Council was supportive of the continued function of port and maritime uses in the Bays Precinct prior to the preparation of a Masterplan.

The current proposal for a concrete batching plant with port/harbour access is compatible with the zoning and desired land uses for the site.

Future Use of Bays Precinct

Over the last 10 years Council has received and been invited to comment on numerous development proposals, development applications and modifications to existing approvals for the Bays Precinct Area and was a member of the Bays Precinct Taskforce participating in the development of the 'Bays Precinct Strategic Framework Report to the NSW Government' to guide long-term decision making within the Precinct.

Council's long standing position in relation to the Bays Precinct, including White Bay / Glebe Island, is that cumulative impact of all developments in the area such as the Cruise Passenger Terminal, Rozelle Superyacht Facility, Baileys Marine Refuelling Facility and the Concrete Batching Plant need to be assessed and taken into consideration.

The Bays State Significant Precinct (SSP) preparation is currently on-hold following the cessation of negotiations with potential tenants for the core of the technology and innovation hub.

Glebe Island is identified in the "Transformation Plan: The Bays Precinct" (October 2015) as a longer term priority precinct, with Glebe Island currently an integral part of Sydney's logistics capability for essential construction materials and working harbour services. Glebe Island and White Bay are the only deep-water wharves west of the Sydney Harbour Bridge. The transformation of the Bays Precinct could provide an opportunity to support "blue" economic activities of port and maritime industries, combined with a new mixed use innovation district (White Power Station site).

Even so the possible construction of elements of the SSP over the short to medium term that may incorporate mixed use development, public domain connections and adaptive reuse of the State-listed heritage White Bay Power Station should also be addressed in the EIS to minimise and mitigate any adverse impacts upon local residents.

Traffic and Transport

A Vehicular Access

The proposed access arrangements incorporate a single access point to the site from James Craig Road. Internally, there are several access and egress points located along the western site boundary. Due to the nature of the facility and the high volume of heavy vehicle movements, the access for heavy vehicles and employee/visitor parking has been separated to improve safety.

The combined employee/visitor car park is accessed via a 5.5m wide driveway, which can facilitate two-way flow at this location.

The B-Double access is located to the north of the site and is accessed by a one-way driveway of 7.8m in width, while the concrete truck access is located to the south of the B-Double access, and is accessed through a one-way roller door of 8m in width, leading to the weight bridge for the site. The width of the internal road network has been designed to accommodate the manoeuvring of the largest vehicle to use the facility, a 25 metre B-Double cement truck.

B Traffic Generation

Even though much of the aggregate for the concrete batching plant will arrive by sea the plant will still generate significant traffic volumes, particularly heavy vehicles.

The traffic assessment provided in the EIS anticipates:

- 35 cement trucks per day;
- 241 aggregate trucks per day; and
- 689 concrete trucks per day.

This suggests a total heavy vehicle trip generation in the order of 2,064 truck trips per day. Added to this is the possibility of some 100 employee car trips per day.

The applicant's intersection analysis indicates that adjacent intersections will experience no deterioration in their level of service (LoS). This analysis, however, appears only to be based on the additional traffic generated by the concrete batching plant and does not take into consideration traffic generated by the M4 – M5 link heavy vehicle stabling facility or the Glebe Island Multi-user Facility. It is considered that these impacts must also be addressed in order to realistically analyse the operation of the adjacent road network.

C Cumulative Traffic Generation

Adding to the projected 2,064 heavy vehicle trips per day generated by the concrete batching works there are some 500 trips per day associated with the M4-M5 link stabling yards and 1,900 vehicles per day associated with the proposed multi-user facility.

This means that a total of over 4,500 additional trips will use the intersection of The Crescent and James Craig Road, with over 90% of these trips being made by heavy vehicles.

D Inconsistency of Intersection Analysis

The absence of a cumulative impact analysis is considered a critical gap in the assessment of this project. Particular concern arises when a comparison is made between traffic assessments of the various adjacent projects.

As an example, in relation to the intersection of City West Link/The Crescent, the concrete batching plant analysis indicates an unchanging PM LoS of C for 2018 and 2029, regardless of the presence of the concrete batching plant. In comparison the M4-M5 Link Environmental Impact Statement (M4-M5 EIS) indicates an anticipated 2021 LoS of B with LoS of C by 2033.

Additionally, the concrete batching plant analysis of the intersection of Victoria Road and The Crescent indicates a LoS of C in 2018 and of F in 2029, regardless of the presence of the concrete batching plant. In contrast; the M4-M5 Link EIS indicates improving of conditions at this location with a LoS of F in 2015, and of C by 2023.

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This inconsistency between the traffic analysis of different projects in similar locations brings into question the reliability of such data and amplifies the need to carry out a cumulative assessment for all projects proposed for Glebe Island and the wider Bays Precinct.

E Consideration of the Western Harbour Tunnel

While it is recognised that details of the proposed Western Harbour Tunnel are limited at this time it is considered that this project will have major implications for the operation of traffic in this area and should be addressed.

F Medium – Long Term Implications for Transport

Analysis of the proposal's medium-long term implications for transport should be provided including:

- consideration of any implications the aggregate handling facility may have on the future provision of enhanced ferry services for the Bays Precinct, including the permanent reopening of Glebe Island Bridge; and
- consideration of possible flow-on effects of delays encountered at the James Craig Road/The Crescent intersection, particularly during the PM peak, for bus services on Victoria Road and Anzac Bridge.

G Robert Street, Balmain

Robert Street, Balmain runs immediately to the north of Glebe Island and is linked to Glebe Island via an internal access road. Access to the cruise passenger terminal and much of Balmain East is available via Robert Street and the route also includes two critical intersections; Robert Street/Mullens Street and Robert Street/Victoria Road. These intersections provide critical access to the Peninsula and currently have limited capacity.

Council seeks assurance that Robert Street will not be used to provide any access, including relief access, for the concrete batching works as it is totally unsuitable for such use and is likely to:

- reduce access to the cruise passenger terminal;
- reduce access to parts of Balmain East;
- increase conflict (and corresponding reduce safety at the Robert Street/Mullens Street intersection) which has limited storage for turning vehicles and poor sight lines; and
- result in delays in Mullens Street and Victoria Road, both of which accommodate important bus services.

H Suggested Traffic Mitigation Measures

On traffic and transport grounds the concept of Glebe Island being the site for the Bays Precinct's centralised concrete batching is sound however it is essential that all aspects of its construction and operation be carefully considered and managed to ensure that impacts on the adjacent road network do not result in:

- delays to public transport;
- diversion of traffic to local streets;
- reductions in local amenity; and
- delays to critical projects such as proposed public and active transport links.

Operational management and mitigation is particularly important as the concrete batching plant will not be the only major facility on Glebe Island. Glebe Island will be the focus of intensive heavy vehicle operations including the concreate batching plant, Glebe Island Multiuser Facility and the M4-M5 Link truck stabling facility (potentially evolving into truck stabling for the Western Harbour Tunnel).

Additionally, the site has all access directed through the intersection of James Craig Road and The Crescent. Delays at this intersection may have significant flow-on effects for the City West Link, Victoria Road and the Anzac Bridge; particularly noting the importance of the latter two in relation of bus services.

I Glebe Island Bridge

The reinstatement of Glebe Island Bridge as an active transport link between the Balmain Peninsula and Pyrmont/Sydney CBD has been actively pursued by Council for over a decade. It is considered that both access to the site and the specific location of the concrete batching plant has the potential to jeopardise, or at least delay, the reinstatement of Glebe Island Bridge as an active transport link.

This has not been specifically addressed in the EIS and assurance is sought to guarantee that the concrete batching plant will not preclude opportunities for this project to proceed in a timely manner.

Public access to the Harbour Foreshore

Public access to the Sydney Harbour foreshore and increasing access are stated objectives for both Council and the NSW government, including within Sydney Regional Environmental Plan No. 26 – City West.

Council requests that the final proposed design examine opportunities to allow for public access to the Harbour foreshore, for both pedestrians and cyclists, while ensuring the potential operations of the facility are not compromised and public safety is ensured.

Noise and vibration impacts

The EIS finds that the cumulative construction noise impacts will be minimal due to the separation of the construction sites. Noise levels during construction comply with relevant standards except at one designated assessment location at Pyrmont (Bowman Street), the noise impact assessment conducted by the applicant's consultants have found that residual impact to be negligible.

The expected and predicted vessel operations have been found to be consistent with the existing long-term use of the site.

The Noise Impact Assessment finds that the total traffic noise levels will exceed relevant noise criteria due to the existing base traffic flows and movements. As existing traffic already exceeds required standards the EIS finding is that any additional noise increases due to this facility alone shall be negligible.

The EIS fails to examine the cumulative operational noise impacts of all existing and proposed facilities and infrastructure projects in the Bays Precinct and immediate vicinity. This simplistic approach to the analysis of the impacts is inappropriate and this deficiency should be rectified.

FINANCIAL IMPLICATIONS

Nil.

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OTHER STAFF COMMENTS

Heritage

The Statement of Heritage Impact (SOHI) does not currently provide a site plan that shows the proximity of the proposed new concrete batching plant to the significant elements identified in the Glebe Island Conservation Management Plan (CMP). This makes it very difficult to assess the impacts on the western approach and embankments. The aggregate silos are shown in close proximity to the embankment. The site plan provided does not indicate the position of any elements outside of the proposed plant so the position of the Glebe Island Bridge and its approaches and the current line of the foreshore are not shown.

The Glebe Island CMP was prepared by the Department of Public Works Heritage Group in 2000. The SOHI for the Glebe Island Concrete Batching Plant notes that it is difficult to apply the policies in the CMP to this project as commercial or large scale industrial uses of the adjacent land were not envisaged. The Glebe Island Bridge is listed on the State Heritage Register and the impact of the proposal needs to be more carefully assessed in relation to the surviving fabric of the Glebe Island Bridge, including the full extent of the embankments.

It has been a longstanding aim of the Councils whose land fronts the bays to create a foreshore walkway. The Glebe Island Bridge was intended to be utilised as part of the foreshore walking and cycling circuit. This proposal has been hampered by the development of the areas leased by Sydney Ports. Proposals in the vicinity should be designed so as to not limit the future inclusion of the State Heritage Register-listed bridge into the publicly accessible foreshore areas of Blackwattle and Johnston's Bay. The current proposal places large structures adjacent to the embankments that would overshadow the bridge approaches.

Due to the undisturbed character of the embankments to the Glebe Island Bridge these areas now support various grasses and other vegetation. The landscape survey notes that there are 'some plants' on the embankments without going in to any detail as to the species, as no formal flora and fauna assessment has been undertaken. Local wisdom has it that species now growing there are rare (due to the extent of development in the area). Planting on the embankments would be shaded by the proposal in its current form. This is another aspect that should be considered in an updated CMP for the Glebe Island Bridge.





The SOHI identifies a zone of archaeological potential adjacent to the embankments which may contain archaeological evidence of the first Glebe Island Bridge, a private civil engineer working that was contemporary with the abattoirs designed by the Colonial Architect in the 1850s. This assessment is based on information compiled for the SOHI rather than undertaking the type of detailed research that underpins the assessment of significance in CMP for the Glebe Island Bridge. No proper justification is given as to the levels of significance ascribed for the first bridge and no mention is made of who designed and erected the structure. It is however noted that no drawings of the structure survive. No comparison is made with other sites of this era, which would indicate either rarity or representativeness and it is unclear why the potential remains have been deemed as not being likely to demonstrate the principal characteristics of a toll bridge.

The significance of the potential archaeology has not been adequately addressed. It is unclear why the first bridge has such a low level of significance in relation to the second bridge, yet both created a major route to the Sydney markets.

In other sections of the foreshore walkway the past evidence of the use of the foreshore has been incorporated into the walkway and interpreted. It is a lost opportunity to not fully investigate and potentially retain evidence of the first Glebe Island Bridge as part of the overall interpretation of Blackwattle and Johnston's Bays.

The removal of significant evidence of the past development of Glebe Island does not meet the aim of the Leichhardt LEP to conserve the environmental heritage of the LGA and limits the long term proposals for the public use of the foreshores of Johnston's and Blackwattle Bays.

PUBLIC CONSULTATION



Item 3

The SSD Application, Environmental Impact Statement and accompanying documents are on public exhibition from Wednesday 11 April 2018 until Tuesday 15 May 2018.

CONCLUSION

While the proposed development is consistent with the zoning, objectives and existing land uses on the site the size, scale and operating hours of the proposed plant must be minimised and mitigated as much as possible to reduce or eliminate any adverse amenity impacts upon local residents.

The continued failure to examine the cumulative impacts of all developments in the Bays Precinct during both construction and operational phases is totally unacceptable and fails to address the matters raised by Council in its submission to the Department of Planning and the NSW Minister drafting and signing off on the SEARs.

Council has regularly and consistently advocated for over the last decade or more the reinstating and permanent re-opening of the Glebe Island Bridge for active transport as included in Inner West Council's Integrated Transport Plan and Urban Growth's Bays Precinct Transformation Strategy (pgs. 22 and 52).

The proposed concrete batching plant is immediately adjacent to the western approaches and structures of the bridge. Council raised the matter in its submission to the Department of Planning and the NSW Minister drafting and signing off on the SEARs. The EIS fails to adequately address the permanent re-opening of the Glebe Island Bridge for an active transport route between Balmain/Rozelle and Pyrmont/Sydney CBD.

ATTACHMENTS

Nil.

Item No: C0518 Item 4

Subject: WESTCONNEX LOCAL AREA IMPROVEMENT STRATEGY

Prepared By: Kendall Banfield - Manager WestConnex Unit

Authorised By: David Birds - Group Manager Strategic Planning

SUMMARY

In late 2016 Council resolved to undertake a study to assess the operational traffic impacts WestConnex will have on residential streets in the Inner West Council area. In 2017 Council commissioned Veitch Lister Consulting (VLC) to undertake traffic modelling and Beca Australia to interpret the modelling and prepare a draft WestConnex Local Area Improvement Strategy (LAIS). The LAIS report due to its size (over 200 pages) can be accessed on Council's website https://www.innerwest.nsw.gov.au/westconnex

The LAIS is intended to guide the design and ultimately implementation of a series of precinct improvement schemes designed to protect residential streets from increased traffic from WestConnex. The LAIS, developed by Beca with input from Council staff, has been guided by the VLC traffic model that predicts likely future traffic patterns in precincts around WestConnex portals.

The LAIS identifies streets likely to be affected by increased traffic and proposes precinct-wide treatments to protect and improve these streets, based on three typologies:

- Typology 1: integrated traffic calming, e.g. slow points, thresholds, tadpoles, traffic islands/refuges and raised platforms;
- Typology 2: intersection modifications, e.g. roundabouts, T-treatments, Give Way and Stop signs/prioritisation; and
- Typology 3: traffic diversions, e.g. diagonal, partial and full road closures.

The proposed treatments are indicative and will require further investigation and community engagement before final draft schemes can be considered.

The LAIS study includes a strategic framework and broad cost estimates for traffic management, streetscape and water-sensitive urban design (WSUD) improvements for the following five precincts:

•	Precinct 1:	Ashfield	\$1.0M to \$4.0M;
•	Precinct 2:	Haberfield	\$2.2M to \$9.3M;
•	Precinct 3:	Leichhardt West	\$1.5M to \$6.0M;
•	Precinct 4:	Johnston Street	\$1.8M to \$7.2M;
•	Precinct 5:	St Peters	\$0.5M to \$2.2M; and
•	TOTAL	all five precincts	\$7.0M to \$28.7M.

It is recommended that Council seeks funding from Roads and Maritime Services (RMS) for the LAIS works. Subject to funding, the LAIS would be implemented in a similar way that all of Council's Local Area Traffic Management (LATM) schemes are implemented, involving local community consultation, detailed design, approval and implementation.

RECOMMENDATION

THAT Council:

- 1. Adopts the draft WestConnex Local Area Improvement Strategy (LAIS); and
- 2. Writes to the Minister for Roads and other relevant ministers, forwarding the adopted LAIS with a request for funding of proposed LAIS works. Council to argue that Roads

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& Maritime Services (RMS) funding is justified as the need for these works is a direct result of WestConnex.

The three stages of WestConnex

The NSW Government announced WestConnex in 2012. It comprises the following three stages:

- Stage 1 includes M4 Widening, Parramatta to Homebush (completed) and M4 East, extension of the widened M4 between Homebush and Haberfield (70% complete) as twin tunnels (early 2016 to early 2019);
- Stage 2 includes King Georges Road intersection upgrade (completed) and New M5 (50% complete) from Beverly Hills to St Peters as twin tunnels and St Peters Interchange (late 2016 to late 2019); and
- Stage 3 M4–M5 Link Haberfield to St Peters, as twin tunnels (late 2018 to 2023 if approved).

Council's concerns about operational traffic

From the outset Council has been concerned about how operational traffic from WestConnex would affect the safety and amenity of residential neighbourhoods. This is particularly the case in the vicinity of the tunnel portals at Haberfield-Ashfield and St Peters. Should Stage 3 proceed with surface access at the Rozelle Rail Yards (RRY) site, it is expected that residential neighbourhoods in Annandale and Leichhardt West would also be affected.

Stage 1 Condition of Approval (CoA) E36 and Stage 2 CoA E40 require the proponent to prepare a *Road Network Performance Review Plan* one and five years after each stage of WestConnex is open to traffic. The plan is to include traffic modelling and is to identify ratrunning on local roads, performance deficiencies of the road network, pre- and post-performance issues for all transport modes and measures to address these.

Whilst the Stage 1 and 2 Environmental Impact Statements (EISs) include traffic modelling for main roads, there is no assessment of WestConnex operational traffic on local roads. The abovementioned CoAs would require such an assessment one and five years after each stage of WestConnex opens, but Council does not believe this represents good practice for mitigating operational traffic impacts. It would allow some local residential streets to be affected for at least one year and would allow an intrusive traffic pattern to be established rather than ensuring that residential areas are protected from the outset. Council is strongly of the view that operational traffic impacts on local residential streets must be addressed *before* each stage of the project is open to traffic, not after.

Council is also concerned that the CoA requiring the proponent to address *"performance deficiencies of the road network"* would result in measures that would have negative impacts on local amenity and safety, such as clearway extensions and intersection widenings.

Council resolution related to operational traffic

In response to this deficiency Council resolved at its 6 December 2016 meeting that:

"Council immediately commission a study, including appropriate traffic modelling, to assess the impacts each stage of WestConnex will have on residential neighbourhoods and streets following the progressive opening of each stage of WestConnex;

1. The study recommend appropriate traffic management measures to respond to the impacts predicted to occur and Council use this to lobby the State Government to

oppose WestConnex and fund the implementation of required measures which are to be put in place prior to any stages of WestConnex opening to traffic;

2. Council ensure that the study addresses what the impacts on Stage 1 (Haberfield/Ashfield) and Stage 2 (St Peters/Tempe) residential environments will be with and without Stage 3 of WestConnex, in order to shape Council's and the community's final position on Stage 3."

Council's argument for RMS funding is that if WestConnex is shown to be the cause of traffic impacts in residential neighbourhoods, then RMS (not Council) should fund measures necessary to protect them. As is mentioned above, it is imperative that these measures be implemented *before* WestConnex opens to traffic, not after.

Support from RMS & appointment of consultants

In early 2017 Council wrote to RMS to gain that agency's technical support for the trafficmodelling task. Council also sought suitable consultants to undertake the traffic modelling and development of the strategy. VLC was the only consultant found to have a model suitable for the task, and as a result was directly appointed by Council. Beca was appointed to undertake the LAIS component of the study by a standard competitive process.

Appointment of these consultants was reported to Council in the first half of 2017 and subsequently endorsed. Both consultants commenced work in mid-2017 and have undertaken their work in the second half of 2017 and early 2018. The consultants have been assisted by RMS and Council staff, and by an initial community consultation process undertaken in October-November 2017. The consultation process is described below and in the LAIS report. The LAIS report due to its size (over 200 pages) can be accessed on Council's website https://www.innerwest.nsw.gov.au/westconnex

Advocacy on the LAIS to date

Council has argued for funding and implementation of the LAIS in its October 2017 submission on the Stage 3 EIS, in its recent submission on the Stage 3 *Submissions & Preferred Infrastructure Report* (SPIR) and at a recent meeting with Department of Planning & Environment (DP&E) staff on the SPIR. Council had also issued a media release in November 2017 which included preliminary results of VLC's traffic modelling. This release coincided with the preliminary LGA-wide consultation for development of the LAIS, which involved written input from the community via Your Say Inner West and a community drop-in session held at Lilyfield in November 2017.

The VLC traffic model

The VLC Zenith traffic model is a regional network-wide simulation using various data sources, including traffic counts, projected population counts and proposed road and public transport infrastructure. Outputs include traffic volume/capacity ratios, levels of service, average travel speeds and delay estimations. The model aims to show how travel behaviour alters in response to external factors, such as spatial population and employment changes, infrastructure changes and travel pricing. As the modelling was undertaken in 2017, it does not include some recently-announced (2018) projects, such as the proposed Glebe Island multi-user facility.

The Zenith model is accepted as the most appropriate strategic model for the Sydney region and is consistent with RMS's traffic modelling methods. Consistency with RMS is considered essential, as the model's results will underpin Council's approach to RMS to fund the proposed LAIS treatments.

In order to best reflect network and population changes, the assessment periods were set as 2021 and 2031. Whilst 2021 does not coincide with the opening of WestConnex Stage 1, it provides a sufficiently robust output to justify implementation of LAIS measures, with the aim that these measures be implemented prior to the opening of Stage 1 in early 2019.

INNER WEST COUNCIL

Additionally the 2021 projections are considered to be conservative as they exclude the initial 'novelty value' traffic increases related to the opening of a new motorway.

Development of the LAIS by Beca

Beca's task has been to develop a strategic response, based on outputs from the VLC model, to protect local residential streets from increased traffic from WestConnex. Note that the LAIS considers operational traffic only – not construction traffic. The latter is dealt with through relevant CoAs, which set the framework for the development of construction traffic management plans. All CoAs are monitored by DP&E.

In developing the LAIS Beca has proposed a three-stage planning process, as follows:

ligh lovel plan to	Scheme		
High level plan to address an issue or objectives, focused at	Development of	Implementation Plan	
network or area level	collective implementations across corrdiors and collection of streets to achieve a strategy	Development of detailed plans and identification of improvements at an individual street level	

Figure 1 – Strategic Improvement Plan Process (source: LAIS report refer to web link)

Summary of key elements of the LAIS

In summary, the LAIS comprises:

- examination of existing traffic conditions;
- modelling of the medium-term (2021) operational impacts of WestConnex;
- modelling of the longer-term (2031) operational impacts of WestConnex;
- initial consultation with the community and consideration of other relevant stakeholders' actions;
- development of a high-level draft strategy to ameliorate impacts of WestConnex on local streets;
- proposed additional community consultation through exhibition of the draft strategy; and
- refinement of the draft to provide a final strategy for adoption by Council and for presentation to RMS seeking funding support.

After finalisation of the strategy and subject to funding, it is proposed that development of precinct improvement schemes follow the same process as all of Council's LATM schemes, i.e. detailed design, consultation, refinement of designs and implementation. *Initial community consultation for the LAIS*

Initial community consultation for the LAIS involved two main components. The first was information on the project and call for comments on Council's *Your Say Inner West* website between 19 October and 12 November 2017. The second was verbal comments received and recorded by Council staff and project consultants from community members at a drop-in session held in Lilyfield on the evening of 9 November 2017.

The main objective of the consultation was to determine the most important issues of concern for residents in relation to traffic, with a focus on operational impacts from WestConnex. Identifying these issues has assisted in identifying streets likely to be affected and corresponding amelioration measures. A total of 510 individual responses were received during the consultation period – in the form of online comments and those received verbally and recorded as part of the drop-in session. Of the 510 comments received, 111 were considered to be outside of the scope of this project and were therefore not considered further. These comments were however retained by Council as general information that can be used to guide Council's general management of traffic. The community's comments are summarised within the LAIS report (refer to weblink)

Key themes from the consultation

The following themes emerged from the 399 project-relevant comments received:

- access ability of residents to safely and efficiently to get to their property or intended destination by any means;
- *amenity* community or heritage related amenity associated with Inner West neighbourhoods;
- compliance with Council or government bylaws or laws, e.g. heavy vehicle ban bylaws;
- environmental pollution, dust or similar environmental concerns;
- heavy vehicles heavy vehicles operating on local streets;
- *noise* as caused by WestConnex;
- parking availability and provision of on-street parking;
- safety traffic-related safety issues within the Inner West Council area;
- traffic performance performance of traffic within the study area related to WestConnex;
- traffic speeds excessive speeds on local streets; and
- traffic volumes the potential for increased traffic as a result of WestConnex.

While all of these themes were used to inform development of the draft LAIS, the following three key strategic themes were evident as the community's concerns:



Figure 2 – Key strategic themes arising from community feedback (source: LAIS report refer to web link)

Recent councillor briefing

In addition to the community consultation, a briefing of councillors was held on the evening of 22 March 2018. Feedback from this briefing also assisted Beca and Council in refining the draft LAIS.

Analysis of modelling results

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Beca and Council staff have reviewed the VLC modelling and have identified potential ratrunning routes and their likely impacts for the following scenarios:

- 2021 Base Model without WestConnex;
- 2021 Project Model with Stages 1 and 2 completed;
- 2031 Base Model with Stages 1 and 2 completed; and
- 2031 Project Model with all three stages of WestConnex completed.

This model was used to examine the operational impacts on local residential streets, although it is acknowledged that certain residential streets are State Roads, such as Johnston and Frederick Streets. These streets have been included in the analysis because of their residential nature, the fact that they include sensitive uses (such as schools and local shopping centres) and because of the level of impact predicted. The main model output - traffic volume - can be used as a proxy for assessment of environmental amenity, as increased traffic usually directly increases road safety, noise and air pollution impacts.

Key operational traffic issues identified from the modelling

As illustrated in Figures 3 and 4 below, the VLC modelling raises the following operational traffic issues for the year 2021:

- absence of a link between Stages 1 and 2 generates increased traffic across the LGA between the Haberfield and St Peters portals;
- increased traffic will be encountered adjacent to the Haberfield-Ashfield portals; and
- increased traffic will occur on Bland Street, Ramsay Street / Marion Street, Waratah Street, Hawthorne Parade and Edgeware Road.

The VLC modelling raises the following points for 2031, if Stage 3 proceed:

- completion of Stage 3 is likely to take some traffic away from the surface road network with increased traffic being focussed on Haberfield-Ashfield and RRY site portals; and
- increased traffic would likely occur on Alt Street, Annandale Street, Johnston Street, Frederick Street and Unwins Bridge Road.

The modelling also indicates that *reduced* traffic can be expected on a number of streets for each of the periods modelled. Examination of these routes is technically not part of this project as the LAIS only considers streets that would have *increased* traffic from WestConnex. Wherever traffic is reduced, Council has always sought to reduce motor vehicle capacity to constrain car use and ensure traffic speeds do not increase. Spare road capacity should instead be used for improved amenity via public domain improvements (street trees/gardens, widened footways etc.) and improved public transport and active transport.

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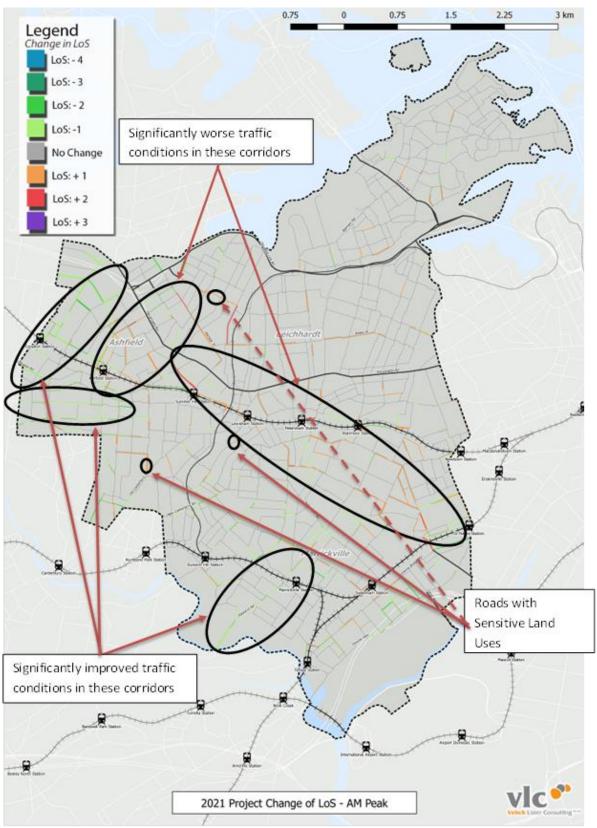


Figure 3 – areas identified with impact from WestConnex 2021 (source; LAIS report refer to web link)

In Figures 3 & 4 LoS means Level of Service for the road links shown (not intersections). The legend assigns colours to the change in the LoS (positive or negative) as a result of WestConnex.

Based on 2021 model outputs, Figure 3 above shows the areas of influence associated with Stage 1 and 2 of WestConnex. They identify the following areas as being of concern during this period:

INNER WEST COUNCIL

- Haberfield-Ashfield area, both sides of Parramatta Road particularly around the Ramsay Street / Wattle Street area;
- routes connecting to the St Peters Interchange, including Edgeware Road and Stanmore Road, as well as routes running parallel to these streets, e.g. Juliet Street;
- areas with sensitive land uses, including schools and shopping centres, such as Trinity Grammar School on Prospect Road, Petersham Primary School on Hunter Street, Ramsay Street shopping strip and St Pius School on Edgeware Road.

There are also areas identified that would have *reduced* traffic to the south and west of the St Peters and Haberfield portals.

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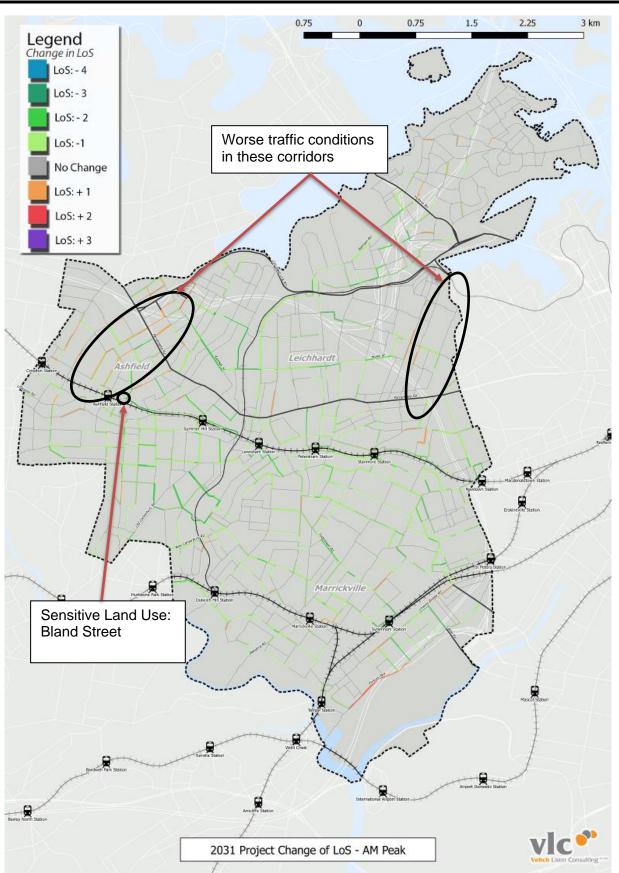


Figure 4 - areas identified with impact from WestConnex - 2031 (source: LAIS report refer to web link)

Based on 2031 modelling outputs, Figure 4 above shows the following areas of concern after completion of Stage 3:

 Haberfield-Ashfield area, on both sides of Parramatta Road and areas around the Wattle Street Interchange;

- Leichhardt-Rozelle, along routes between Parramatta Road and City West Link and connecting into the Rozelle Interchange; and
- areas with sensitive land uses around Bland Street at Ashfield, including De La Salle College, Bethlehem College and St Vincent's Catholic Primary School.

As is the case for the other scenarios, a number of the streets are expected to have *reduced* traffic in 2031 as a result of WestConnex.

Finer-grained analysis of modelling results by Beca

A finer-grained analysis of altered traffic patterns resulting from WestConnex is shown in Figures 5 to 13 below. This analysis has been used to inform development of the draft LAIS.

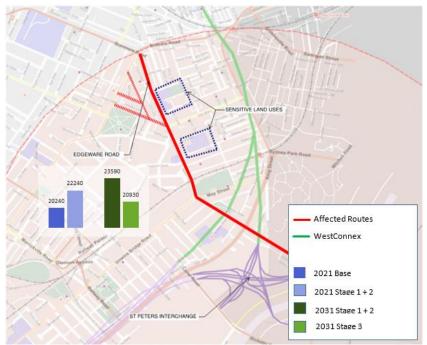


Figure 5 – WestConnex Traffic Impacts – Edgeware Road, St Peters (source: LAIS report refer to web link)

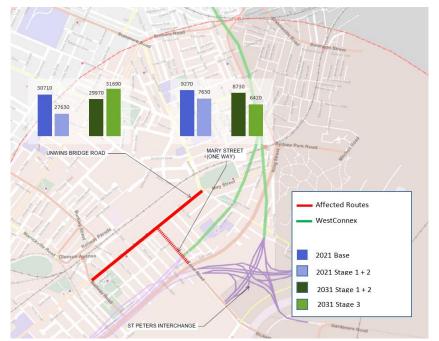


Figure 6 – WestConnex Traffic Impacts – Unwins Bridge road and Mary Street, St Peters (source: LAIS report refer to web link)

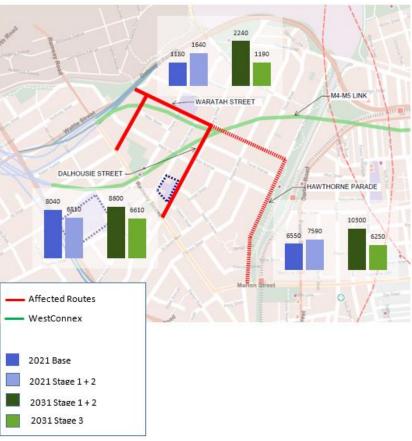


Figure 7 – WestConnex Traffic Impacts – Haberfield (source: LAIS report refer to web link)



Figure 8 – WestConnex Traffic Impacts – Ramsay St and Marion St, Haberfield/Leichhardt (source: LAIS report refer to web link)





Figure 9 – WestConnex Traffic Impacts – Ashfield (source: LAIS report refer to web link)

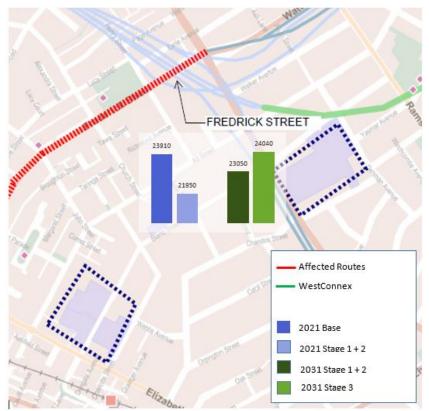


Figure 10 – WestConnex Traffic Impacts – Frederick Street, Ashfield (source: LAIS report refer to web link)



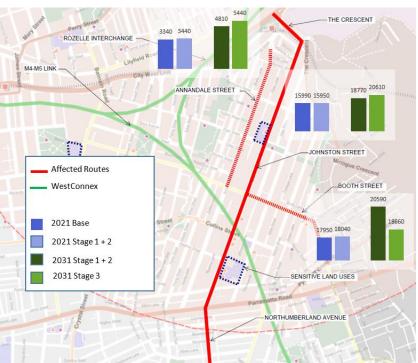


Figure 11 – WestConnex Traffic Impacts – Johnston Street, Annandale (source: LAIS report refer to web link)

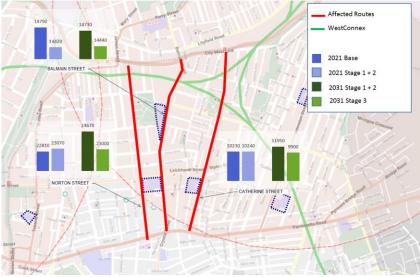


Figure 12 – WestConnex Traffic Impacts – Leichhardt (source: LAIS report refer to web link)





Figure 13 – WestConnex Traffic Impacts – Darley Road & Tebbutt Street, Leichhardt (source: LAIS report refer to web link)

Precincts identified by the LAIS

Based on the VLC modelling, feedback from the initial community consultation and analysis of land uses sensitive to traffic, a draft LAIS has been developed. It focuses on firstly on safety, then amenity through reductions in traffic volumes and speeds. As shown in Figures 14 and 15 below, the draft LAIS identifies five precincts, coinciding with the WestConnex portals that bring traffic to the surface or attract traffic from the surface. The fifth precinct at St Peters is technically a route, but for the purposes of the LAIS is referred to as a precinct. These precincts are: Ashfield; Haberfield; Leichhardt West; Johnston Street, Annandale (including the RRY site portal); and Edgeware Road / Unwins Bridge Road / Campbell Street at St Peters.

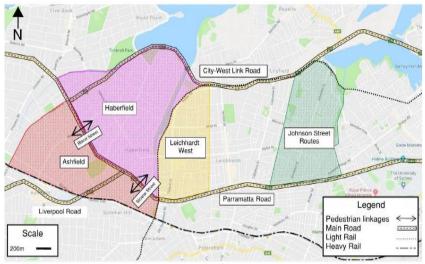


Figure 14 – precincts identified for precinct improvement schemes (source: LAIS report refer to web link)

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Figure 15 – St Peters route, referred to as the fifth precinct (source: LAIS report refer to web link)

Precinct treatment typologies

The LAIS study identifies key routes likely to be impacted by WestConnex traffic and proposes precinct-wide treatments based on three typologies:

- Typology 1: integrated traffic calming, e.g. slow points, thresholds, tadpoles island/refuges and raised platforms;
- Typology 2: intersection modifications, e.g. roundabouts, T-treatments, Give Way and Stop signs/prioritisation; and
- Typology 3: traffic diversions, e.g. diagonal closures, partial and full road closures.

Examples of typical improvement measures within each typology are shown in the LAIS report. (*refer to web link*)

Potentially affected streets & indicative LAIS responses

Figures 16 to 20 below from the LAIS report show the streets affected by WestConnex and the draft LAIS's proposed indicative responses. Note that these responses are not presented for consideration for approval, but indicate issues that will need to be discussed and examined in greater detail with the local community.



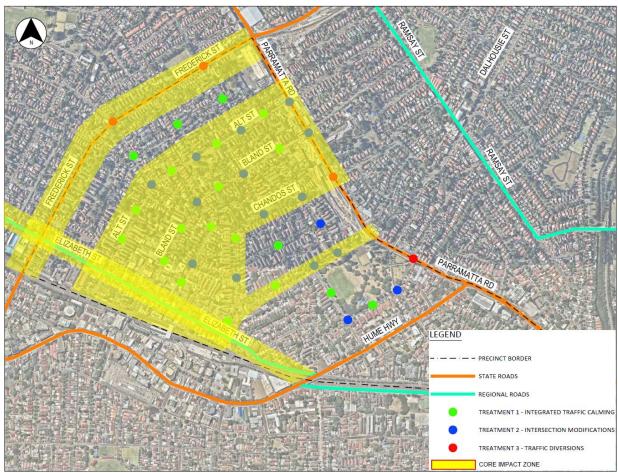


Figure 16 – Ashfield Precinct (source: LAIS report refer to web link)

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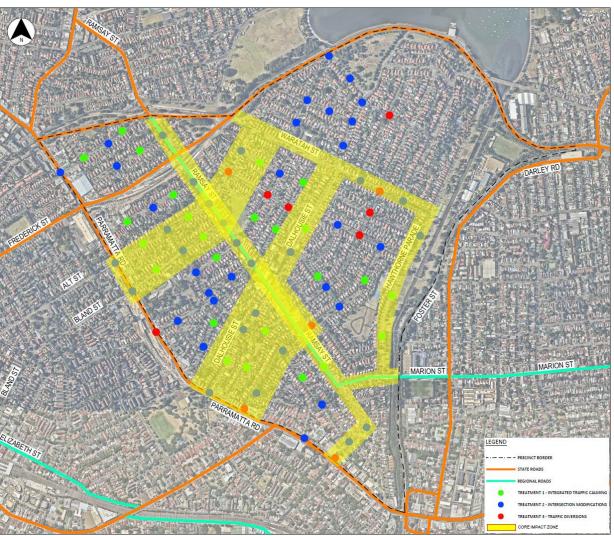


Figure 17 – Haberfield Precinct (source: LAIS report refer to web link)



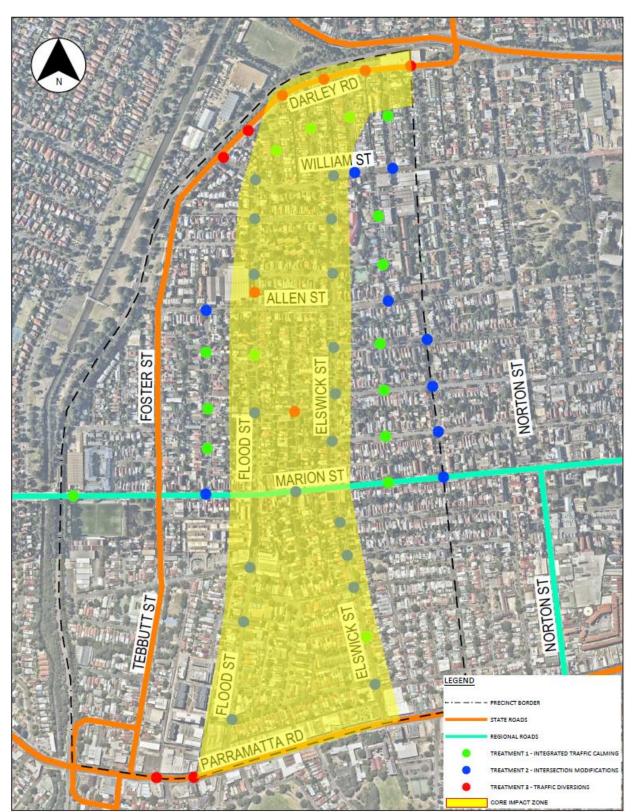


Figure 18 – Leichhardt West Precinct (source: LAIS report refer to web link)



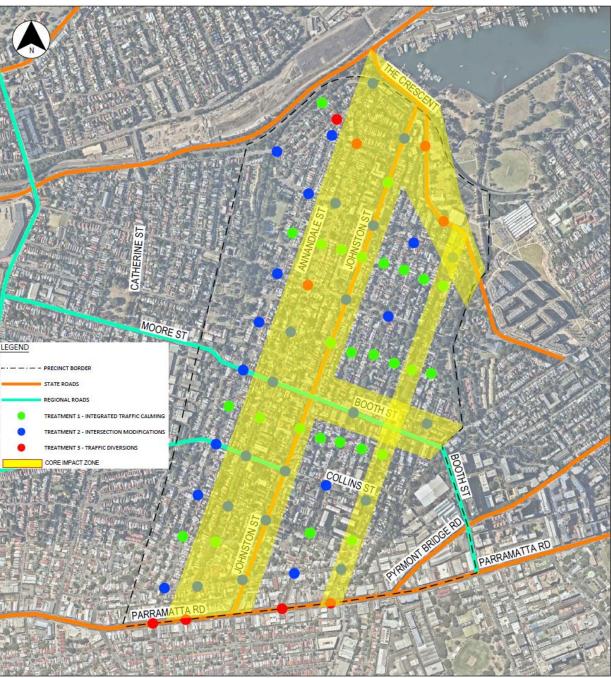


Figure 19 - Johnston Street, Annandale (source: LAIS report refer to web link)



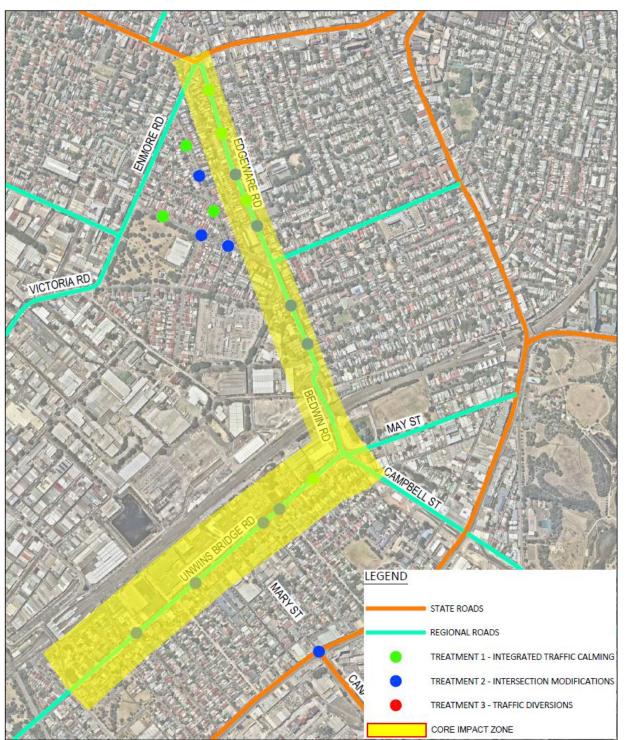


Figure 20– St Peters (source: LAIS report refer to web link)

Cost estimates for LAIS works

The LAIS report (*refer to weblink*) provides an estimate of costs for detailed design and construction of LAIS works for each of the precincts. As final LAIS designs would be subject to at least two more rounds of community consultation, the number and design of measures is likely to alter, hence costs would alter. Costs for each scheme will be dependent upon the specific measures used, the types of Water Sensitive Urban Design (WSUD) systems employed, landscaping style and types of materials used.

The LAIS includes strategic framework for traffic management, streetscape and sustainability improvements for the following five precincts. Cost estimates are as follows:

- Precinct 1: Ashfield \$1.0M to \$4.0M;
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•	Precinct 2:	Haberfield	\$2.2M to \$9.3M;
•	Precinct 3:	Leichhardt West	\$1.5M to \$6.0M;
•	Precinct 4:	Johnston Street	\$1.8M to \$7.2M; and
•	Precinct 5:	St Peters	\$0.5 to \$2.2M.
•	TOTAL	all five precincts	\$7.0M to \$28.7M

Next steps

This report recommends that Council adopts the draft LAIS and forwards it to the Minister for Roads and other relevant ministers with a request for RMS funding for implementation of the LAIS. Should RMS funding be forthcoming, the timing of the implementation of works within the five precincts will be determined, and the LAIS will follow a similar process as all of Council's LATM schemes, i.e. detailed design, local consultation, approval (by Traffic Committee and Council) and implementation.

Should RMS funding not be forthcoming, this will be reported back with a recommendation that Council considers an allocation of funding to commence implementation of the LAIS works over time. Again, at that point, the timing of the implementation of works within the five precincts will be determined, and the LAIS follow a similar process as all of Council's LATM schemes.

Regardless of funding arrangements and timing, implementation of LAIS works will involve community engagement within (and around) each of the five precincts. When that occurs, the community will have an opportunity to comment on LATM scheme options in greater detail. In the meantime, while Council is engaged in seeking funding, any comments from the community forwarded to Council will be considered during the LAIS implementation phase.

FINANCIAL IMPLICATIONS

At this stage there are no funding implications for Council from this report. Funding for the LAIS will be sought from RMS. Should full-funding of the LAIS not be forthcoming from RMS, Council will need to consider allocation of funding at a later stage.

OTHER STAFF COMMENTS

All relevant traffic and transport staff have had input into the consultants' reports and the Council officer's report.

PUBLIC CONSULTATION

Initial public consultation for this project was undertaken in late 2017. Subject to funding of the LAIS, local community engagement would be undertaken in the same way as for all of Council's LATM schemes. In the meantime, while Council is engaged in seeking funding, any comments from the community forwarded to Council will be considered during the LAIS implementation phase.

ATTACHMENTS

Nil.

Item No: C0518 Item 5

Subject: REGULATION AND ENFORCEMENT OF LONG TERM TRAILER PARKING REPORT

Prepared By: Graeme Palmer - Team Leader Ranger Services

Authorised By: Ryan Cole - Group Manager Development Assessment and Regulatory Services

SUMMARY

This report aims to provide information regarding long term parking of boat, advertising and general trailers and the difficulties surrounding regulation and enforcement.

RECOMMENDATION

THAT Council note:

- 1. That the amendments to the *State Environmental Planning Policy No.* 64 *Advertising and Signage* (SEPP 64), in respect of advertising trailers, is suitable and has been successful in its application to date;
- 2. That the Inner West LGA becoming a 'declared area' for the purposes of Section 15A(1) of the *Impounding Act 1993*, will not bring relief from the issue of long term boat trailer parking and regulation can occur via specific parking signage;
- 3. That the long term parking of a registered trailer is not an offence and regulation can only occur via specific parking signage; and
- 4. That abandoned trailers are an insignificant issue within our LGA and is currently managed appropriately.

BACKGROUND

Parking within the Inner West is a challenging issue for Council to manage. In doing so, Council strives to find a balance between the needs of local residents, businesses and those wishing to visit the area. In carrying out this function Council seeks to act fairly, consistently and effectively in its enforcement of the Road Rules and other relevant legislative provisions.

Throughout our LGA there are numerous trailers that remain in place for long periods of time and these are providing additional challenges, for both residents and Council enforcement staff alike. The parking of trailers for the long term, increases the pressure currently experienced by our residents by reducing the availability and turnover of on street parking spots, however it is important to note that the parking of a registered trailer in an unregulated area is not an offence.

Generally, trailers can be divided into four distinct categories, being advertising, boat, general registered and abandoned, they have been separated, as outlined below, for ease of reference:

Advertising Trailers

Advertising trailers are generally placed on roads with a high volume of traffic flow to maximise exposure. They may present a risk to drivers as they serve as a distraction from the road.

The main existing problem areas within the Inner West are as follows:

• Johnston Street, Annandale

- Frederick Street, Ashfield
- Old Canterbury Road, Ashfield/Dulwich Hill
- Ramsay Street, Haberfield
- Darley Road, Leichhardt
- Lilyfield Road, Lilyfield
- Liberty Street, Stanmore
- Railway Avenue, Stanmore

Legislation Changes:

On 1 March 2018, amendments to the *State Environmental Planning Policy No.* 64 – *Advertising and Signage* (SEPP 64) came into effect. These changes included the following:

- Banning advertisements on parked trailers on roads, road shoulders, footpaths and nature strips, excluding advertising that is ancillary to the dominant purpose of the trailer, e.g. trade trailers, and public authorities
- Requiring consent for displaying signage on trailers parked on private land in view from roads, road shoulders, footpaths and nature strips

Action Taken Since 1 March 2018

Since the amended legislation came into effect, the Ranger Services section commenced proactive investigations/enforcement of the initial 'bulk lot' of advertising trailers as listed in the table below.

The initial investigation/enforcement has been very successful and as such Ranger Services Officers will now undertake investigation of future 1-off trailers on an as observed/reported basis.

Please see table below, which represents the numbers of trailers investigated since 1 March 2018, and the level of success the initial evidence gathering and word of mouth has achieved.

Suburb	Location	No. of Trailers (Pre March 1)	No. of Trailers (as at March 20)	Special Notes
Annandale	Johnston Street	3	0	Note: *Two small advertising trailers are out of registration, and will be managed as abandoned vehicles. - **One other (Annandale Boat Hire) is technically not an "advertising trailer". Consideration currently being provided to addressing the matter via Consent Conditions and will be managed separately to this process.
Ashfield	Frederick Street	10	0	Note: *All Advertising trailers removed. ** One non advertising remaining trailer at location unable to undertake regulatory



				action.
Ashfield/Dulwich Hill	Old Canterbury Road	5	0	Note: *All Advertising trailers gone. ** One non advertising remaining trailer at location unable to undertake regulatory action.
Haberfield	Ramsay Street	4	1	Note: *Investigation commenced and continuing into one remaining trailer
Leichhardt	Darley Road	2	0	Note: *All Advertising trailers gone. **Approximately 20 non advertising trailers, including caravans, boat trailers etc. Investigations are currently in progress into the registration status of the abovementioned vehicles.
Lilyfield	Lilyfield Road	4	1	Note: *Approx 20 non advert trailers, including caravans, boat trailers etc. **Two other "advertising" trailers - however, they would likely be considered 'ancillary to primary usage of trailer'. Consideration currently being provided to addressing the matter via Consent Conditions and will be managed separately to this process.
Stanmore	Liberty Street	1	1	Investigation commenced and continuing into 1 remaining trailer.
Stanmore	Railway Avenue	2	2	Note: *Approximately 20 non advert trailers, including caravans, boat trailers etc. Investigations are currently in progress into the registration status of the abovementioned vehicles. **Investigation commenced and continuing into 2 remaining advertising trailers.
Totals	1	31	5	



Boat Trailers

Boat trailers are being left for long periods of time in various locations across the Inner West LGA, this practise impacts the availability of on street parking and creates a 'visual pollution' within the local amenity. Potentially, as trailer ownership increases, on street parking may become increasingly scarce in these areas.

On 1 July 2016, the *Impounding Act 1993* was amended by the *Impounding Amendment (Unattended Boat Trailers) Act 2015* to allow councils and impounding authorities to 'opt in' to take impounding action against boat trailers parked for more than 28 days.

This change is to enable councils to improve the management of boat trailer parking on residential streets and encourage the use of off-street storage.

In any area where the provisions are applied, boat trailers must move at least every 28 days at least as far as a different block section of the same street. In addition, Council must provide notice of at least 15 days before impounding a trailer.

Why the legislation is impractical

- The ability for Council to determine that the trailer has not moved after 28 days can be difficult. If the owner was to claim that they had used the boat once within the 28 day period and re-parked it in its original location, it would be on the investigating Officer to prove otherwise.
- Once the Officer is satisfied that the boat has not moved after 28 days, they can proceed to issue a notice to the owner of Council's intent to impound, this notice effectively gives the owner a further 15 days to move the trailer. During the 15 days, the owner must move the boat at minimum, across the nearest intersection on the same street. Once moved, the 28 day clock restarts and Council Officers must once again observe the trailer not moving for 28 days and reissue the notice. This practise can continue indefinitely.

It is also important to note that the legislation is designed for the impounding of boat trailers not necessarily boats on trailers, as such special considerations are required when undertaking enforcement action involving the potential impounding of a boat that is attached to a boat trailer, impounding authorities have been reminded to take into consideration:

a. that the owner of the vessel may differ to the owner of the boat trailer - attempts should therefore be made to identify the owner of both the trailer and the vessel before impounding action is taken,

b. the vessel is likely to be significantly more valuable than that of the boat trailer, and therefore there is likely to be significantly higher expectation from boat owners as to the appropriate handling and care taken by impounding officers when undertaking enforcement action involving vessels.

Both the above considerations may increase the financial risk to Council should a boat end up impounded incorrectly and any dispute arises over whether it was moved during the 28 period and/or claims of damage to the vessel during the impounding process.

Problem areas and extent of the issues

There are only three streets that maintain consistent issues with boat trailer parking, these are as follows:

- Lilyfield Road, LILYFIELD
- Darley Road, LEICHHARDT
- Railway Parade, ANNANDALE

What options are available?

Outside of solid enforceable legislation that the new amendments are not considered to provide the ability to adequately regulate, the options are effectively limited to the installation of signage.

Signposting streets with 'No Parking 7AM-7PM – Motor Vehicles under 4.5t GVM Excepted' signage is the only avenue for eliminating the parking of trailers generally on residential streets without a major legislative shift; however, it must be considered that the distribution of the trailers following signage implementation could be problematic and lead to the proliferation of required parking signage.

To prevent proliferation of the subject signage, consideration may be given to a signage strategy, whereby the signs are installed in a problematic area to prevent trailer congregation and subsequently removed after a period of time. This may require trialling to determine success rates and to monitor the return of trailers to the street. The implementation of this approach would require consideration by the Local Traffic Committee and further consideration by Council.

General Registered Trailers

Generally trailer parking has differing effects across the LGA dependant on the number of trailers congregating in one place.

Complaints regarding the congregation of trailers are very low; however, when it does occur, it can have a major impact on the affected street.

The regulation of this issue is limited to the aforementioned signage strategy.

Abandoned Trailers

The issue of abandoned trailers is insignificant across the Inner West LGA, the issue is easily remedied with the sufficient legislation already in place.

The *Impounding Act* 1993 is the appropriate legislation when looking at impounding abandoned vehicles. Trailers by definition are considered vehicles for the purpose of the Act.

The process of impounding abandoned trailers is indifferent to any other vehicle and takes approximately 2 weeks from the first inspection.

FINANCIAL IMPLICATIONS

There are financial implications associated with the implementation of a signage strategy, specifically the installation and removal costs, however, enforcement of the signage can be executed within existing resources.

OTHER STAFF COMMENTS

Traffic and Parking Services Manager

Leichhardt Council has installed 'No Parking 7AM-7PM – Motor Vehicles under 4.5t GVM Excepted' signage in McKell Street and Church Street (Cameron Street-McKell Street), Birchgrove and in Railway Parade, Annandale adjacent to the existing resident parking scheme. The installation of the subject signage in Lilyfield Road, Lilyfield was deferred until the outcome of the investigation into the separated cycleway was known.

The installation of the subject signage on Darley Road, Leichhardt would require approval of RMS as Darley Road is a classified State road.

PUBLIC CONSULTATION

Nil

CONCLUSION

The implementation of new signage to restrict the parking of all trailer types (in affected streets) may be a suitable solution, however the dispersion of these trailers may subsequently impact nearby streets without such restrictions.

ATTACHMENTS

Nil.

Item No: C0518 Item 6

Subject: DOGS IN PARKS-ELLIOT PARK AND BALMAIN COVE COMPANION ANIMAL REVIEW

Prepared By: Aaron Callaghan - Parks Planning and Engagement Manager

Authorised By: Cathy Edwards-Davis - Group Manager Trees, Parks and Sports Fields

SUMMARY

This report details the outcomes from the recent public survey undertaken to assess the potential public support for the establishment of an off leash companion animal area in Elliot Park and Balmain Cove, Rozelle. The report highlights the results of community engagement to date and recommends that an off leash trial period is held within the subject parks for a trial period of six months. An evaluation process will be undertaken towards the end of the trial period to assess residential and park user views. In addition, compliance and companion animal ranger presence will be present within the subject parks for the purposes of monitoring, education and compliance. The evaluation process will be reported back to Council at the end of the trial period with a recommendation pertaining to the future on or off leash status of these parks.

RECOMMENDATION

THAT:

- 1. Council proceed with an off leash trial period in the areas highlighted in Attachment 3 at Elliot Park and Balmain Cove for a period of six months commencing from 1 June to 1 December 2018;
- 2. Council carry out an evaluation on the level of support for making the trial areas permanent at the conclusion of the trial period; and
- 3. Following the completion of the evaluation trail period, a further report on companion animal access at Elliot Park and Balmain Cove be brought back to Council for further consideration.

BACKGROUND

In 2016 the former Leichhardt Council resolved to undertake a review of companion animal access to Balmain Cove and Elliot Park in Rozelle. On the 12 April 2016, Council resolved:

That Council review companion animal access to open space for Elliot Park, Rozelle as a part of the formal review of companion animal access to open space for the Leichhardt Local Government Area, scheduled for July 2017.

Presently both Balmain Cove and Elliot Parks are designated on leash areas for companion animals. The nearest open space within close proximity for off leash exercise is Bridgewater Park (*refer to Fig 1.0*).

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Fig 1.0 Site Location Balmain Cove and Elliot Park

FINANCIAL IMPLICATIONS

Council will need to design and install companion animal access signage for the trial period. The costs associated with this signage is approximately \$1,000.

OTHER STAFF COMMENTS

Council's Compliance Section-Animal Services has been consulted on the proposed trial period.

PUBLIC CONSULTATION

On 28th November 2017 Council launched a public survey on its Your Say Inner West website advertising a review of companion animal access in Elliot Park and Balmain Cove. A total of 1,700 flyers were distributed to residential properties within the Balmain Cove area and the public survey was also advertised in the respective park areas. The survey ran through to the 4th February 2018.

A copy of the flyer advertising the review is attached (refer to Attachment 1).

In total 574 people viewed the survey project page with a total of 239 people completing the public survey. In addition Council received four written submissions in relation to the survey. A summary of these submissions is attached *(refer to Attachment 2).*

During the survey process a petition with 27 signatures was also received, requesting that Council maintain the current on leash conditions within the two parks.

Dogs in Park Survey Analysis

Table Total Number of People Who Responded to the Survey.

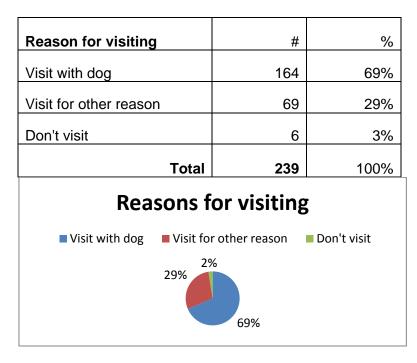
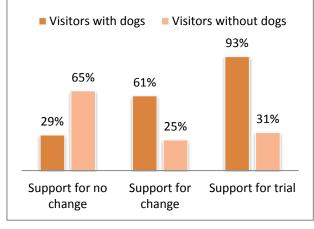


Table Comparison of Support for Change: Visitors with Dogs and Visitors Without Dogs.

	Visitors with dogs	Visitc witho	ors ut dogs
Support for no change	29%		65%
Support for change	61%		25%
Support for trial off-leash	93%		31%

Review of dogs in parks Elliot Park and Balmain Cove



Based on the outcomes of the public survey and the support received for an off leash trail period, Council officers are recommending that Council proceed with the implementation of a

six month off leash trial at Balmain Cove and within Elliot Park. The areas recommended for the trial period are highlighted in **Attachment 3**

Should Council support the implementation of an off leash trial period further community engagement and an evaluation of the trial will be held. Evaluation will include the following: included the following:

- an evaluation survey on Inner West Your Say web site.
- letterbox drop to residents adjacent to the trial area informing them of the off leash trial and evaluation process;
- a designated email address will be set up for feedback during the duration of the trial; and
- promoting awareness of the evaluation through Council Column and media release.

CONCLUSION

Support for an off leash trial for companion animal access improvements at Elliot Park and Balmain Cove has been well supported by the community. The public engagement process to date has highlighted significant support for an off leash trial period. Moving forward an off leash trial period is recommended for a period of six months following which further community engagement will be undertaken with respect to community views on making the trial areas a permanent arrangement within the subject parks.

ATTACHMENTS

- 1. <u>Community Engagement Flyer</u>
- 2. J Summary of Public Subissions
- 3. Proposed On and Off Leash Trial Area

INNER WEST COUNCIL your say Inner West

Elliott Park and Balmain Cove Review of Dogs in Parks

November 2017

Council is reviewing the policy for dogs in Elliott Park and Balmain Cove. The community is invited to have input into the review.

Dog ownership is increasing in the inner west. There are currently 4,116 dogs living in Balmain and Rozelle (Source: NSW Companion Animals Register, March 2017). Dog ownership has many benefits for human health including improved mental health and physical health.



The right balance is needed between the provision of areas to exercise dogs off leash and the needs of other park users. Currently the closest off leash area is in Bridgewater Park. Council is keen to hear from the community as to whether off leash dogs should be permitted in areas of Elliott Park and Balmain Cove.

Have your say Online at: www.yoursayinnerwest.com.au by Sunday 4 February 2018. Or contact Aaron Callaghan, Parks Planning and Engagement Manager, to request a paper survey on 9392 5634 or email aaron.callaghan@innerwest.nsw.gov.au NNER WEST

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INNER WEST COUNCIL your say Inner West

Review areas:

- Elliott Park is a small neighbourhood park which is currently designated as on leash. The park provides space for passive and informal recreation.
- Balmain Cove lies to the east of Balmain Shores and is currently designated as an on leash area. The open space is maintained to a high standard through an agreement between Council and the strata body of the Balmain Cove residential apartments.

The areas to be reviewed are outlined in bold.



Next steps

The survey closes on Sunday 4 February 2018 and the results will be included in a report to Council. This will be considered at a forthcoming Council meeting to determine any changes to the policy for dogs in Elliott Park and Balmain Cove. If you leave your contact details in the survey we will let you know when this meeting occurs. The report to Council and the final decision will be posted at www.yoursayinnerwest.com.au



www.yoursayinnerwest.com.au

WINNER WEST COUNCIL

Submission Received S		
	Submitter	Issues / Comments
16/3/2017 P	Park User / Resident	Dear Mr Pearson
(This submission		Our apartment is, at present, in an ON LEASH council area. We maintain it should
has been		remain that way for the reasons set out below. We are aware that some dog owners are
included as it was submitted to		campaigning to have that changed, so there is a degree of disputation, which we would like to see resolved.
Council following		
the original Council report		BACKGROUND
and officers		Balmain Cove, a large residential development, is sited between the Balmain Shores
made a		residential development and Balmain High School (Balmain Secondary Campus). It is
commitment to		designated as ON LEASH for companion animals (dogs), but largely this is not observed
ensure that the local resident's		and not policed by the Council.
views would be		We have requested Council apply the usual ON LEASH stencils (as per other parts of
conveyed		the Bay Run, for clarity, to the Bay Run walkway in front of Balmain Cove. However,
documented to Council).		Council declined to do so (May 2016); an unfair decision.
		The ON LEASH designation, as you will be aware, means that dog owners/dog walkers
		are supposed to keep their dogs ON LEASH whilst walking through the tightly developed
		residential areas of Balmain Cove. This is exercise in itself for the dogs on their way to Bridewater Dark Conly some 75 metres away and part of the Balmain Shores
		development), which is designated as OFF LEASH by Council. Here, the dogs are able
		to walk and run to their heart's content, without disturbing nearby residents.
		REASONS FOR MAINTAINING THE STATUS QUO
		Our apartment's front courtyard (along with 24 other owners of ground floor apartments)
		is separated from the very popular Bay Run by only a 10-12 metre strip of grass.
		Currently dogs NOT ON LEASH create a fair degree of nuisance through their barking, owners' velling for them to come back to them. defecating (droppings rarely picked up)
		and coming into our front courtyard. Thus, because of the proximity of our apartments

ATTACHMENT 2 Summary of Written Submissions Received Companion Animal Review –Elliot Park and Balmain Cove

INNER WEST COUNCIL

we submit that this is not an appropriate area for the dogs to run OFF LEASH. Unnecessary nuisance is caused in these circumstances, particularly where there are a large number of unleashed dogs. This is not appropriate in areas of Balmain Cove where there are sections of high density populated areas. Open areas not immediately adjacent to high density residential areas might be a consideration, but even then, a buffer is important.	There will be ample opportunities for the dogs to exercise in the adjacent Bridgewater Park (already designated OFF LEASH) and on the Bay Run, which is presently a combination of OFF LEASH and ON LEASH.	We understand there is a push to have Elliott Park, within Balmain Cove, made OFF LEASH, but even in that situation, a buffer would be appropriate to protect nearby residences around the perimeter of that park.	We are confident that Council's code of conduct would discourage decisions which lead to the unnecessary harassment and loss of quiet enjoyment to residents (i.e. the residents of the ground floor apartments of Balmain Cove). Any relaxation of the current ON LEASH arrangements need to respect our quiet enjoyment and of those other residents in our development likely to be affected.	Thank you for the opportunity to comment on the review of dogs in Parks - Elliott Park and Balmain Cove.	I live in Balmain Cove and Elliot Park is a place where families picnic, individuals read and children learn to ride bikes. In my view it is not a park that lends itself to dogs off leash.	It is a safe park and one where people have learnt that they can confidently relax without the constant monitoring of dogs off leash. There are also a number of private areas that back directly on to this park and dogs illegally off leash have no hesitation to attempt to squeeze through the fences and into people's yards. Dog owners think this is sweet!	There are people who have dogs off leash in this area and this causes unnecessary anxiety to children learning to walk, riding bikes or people just gardening. Many people who live around the park help with maintaining the gardens. The gardens in turn contribute to the reduction of pollution by reducing the amount of carbon dioxide in the air and giving off oxygen. The dogs off leash often destroy the plants.	Balmain Cove is the park at the water's edge of the complex. This is more of an open
	-			Park User / Resident				
				1/12/2017				

INNER	WEST	COUNCIL

Item 6

space than a park and is a hardier built environment. It does however attract cyclists who are often chased by the dogs off leash.	Bridgewater Park on the other hand is a unsafe park, generally unused and is ideal for dogs off leash. There is playground but it is so remote that it is rarely used. This park is easily accessed by the Bay walk and though Balmain Shores. It is not too far for those who have dogs that require a less urban excercise yard.	Regardless of where dogs are allowed to be off leash this always equals dog feces left behind. Owners simply pretend that as the dog is allowed to be off leash, it ran around the corner and they didn't see	I would like to submit my views on the dogs in the Balmain Cove area Very often I see owners on the phone or walking unaware while their dog does it's business on the lawn nearby. They are more likely to take notice and responsibility if it remains an on leash area. We have many young children who play on these areas. It is a high pedestrian traffic area.	I strongly recommend it does not become an off leash area. There are many other adjacent off leach areas anyway. Please maintain the current balance which is fair and equitable for all parties.	I would like to submit my views on the dogs in the Balmain Cove area Very often I see owners on the phone or walking unaware while their dog does it's business on the lawn nearby. They are more likely to take notice and responsibility if it remains an on leash area. We have many young children who play on these areas. It is a high pedestrian traffic area.	I strongly recommend it does not become an off leash area. There are many other adjacent off leach areas anyway. Please maintain the current balance which is fair and equitable for all parties.
			Park User / Resident		Park User / Resident	
			3/2/2018		3/2/2018	

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Attachement 3 Proposed on and Off Leash Zones-Balmain Cove and Eillot Park





Item No: C0518 Item 7

Subject: LOCAL PARTICIPATORY DEMOCRACY AT INNER WEST

Prepared By: Prue Foreman - Coordinator Communication and Engagement

Authorised By: Laura Stevens - Group Manager Communications, Engagement and Events

SUMMARY

This report makes recommendations to strengthen local democracy at Inner West through an improved Strategic Reference Group/committee structure, additional engagement mechanisms and regular reporting to Council.

RECOMMENDATION

THAT Council:

- 1. Make the following SRGs/Committees permanent:
 - a. Aboriginal and Torres Strait Islander;
 - b. Environment;
 - c. Housing and Affordability;
 - d. Planning and Heritage;
 - e. Social Inclusion ;
 - f. Transport; and
 - g. Young Leaders.
- 2. Replace the Economic Development SRG with the established quarterly forum of Inner West local business chambers and associations, with outcomes reported to Council;
- 3. Establish an Access advisory group with outcomes reported to Council;
- 4. Ensure the Environment SRG has representation from community members with an interest or expertise in the Cooks River and Parramatta River catchments;
- 5. Convene a Multicultural Roundtable bringing together community leaders from Inner West's diverse communities, and scope development of Multicultural Communication and Engagement guidelines;
- 6. Determine to receive and note a bi-monthly Local Democracy report prepared by Council's Engagement team. The report will include SRG meeting minutes and updates from relevant working groups, Access advisory group and Business Forum;
- 7. Determine that Council by resolution may refer items to SRGs, Business Forum or working groups for advice and recommendations to be reported back;
- 8. Endorse a trial of options including:
 - a. Hold an annual Councillor roadshow/community forum in each ward, encouraging a large and diverse group of local residents to participate in an engagement event in their local area;
 - b. Support community-led independent resident groups through a small grants program to cover meeting costs such as venue hire;
 - c. Establish a register of community groups for relevant engagements; and
 - d. Implement a marketing campaign promoting ways to get involved in

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engagement processes and lodge service requests.

- 9. Update the Community Engagement Framework to:
 - a. Include any resolutions resulting from this report;
 - b. Include information about the elected Council; and
 - c. Review the Community Engagement Framework including the impact of any resolutions which result from this report and the functions of SRGs/committees, Business Forum, advisory and working groups in one year, and report back to Council.

BACKGROUND

At its meeting on 12 December 2017, Council considered a report on Local Participatory Democracy at Inner West (C1217 Item 8). The report included the results of an evaluation of the interim Strategic Reference Groups (SRGs) and made recommendations to strengthen local democracy.

Council resolved to defer the item to a briefing for further information on former committees and how Council will engage with specific communities. Council also resolved to continue the SRGs in the interim, and requested a process for policy matters to be referred to the SRGs by resolution of Council and recommendations to be reported back. The Councillor briefing was held on Thursday, 15 March 2018.

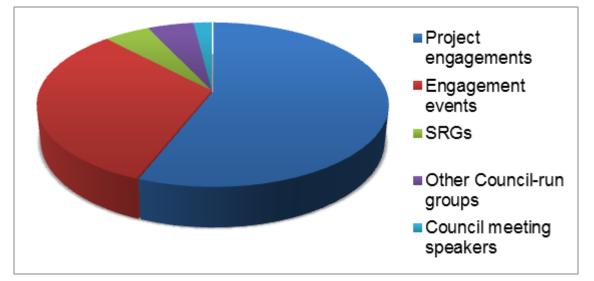
DISCUSSION

Council is committed to developing the capacity of the local community to participate in its decision-making. The community participates through:

- Project-specific engagement
 - Strategy/policy development
 - o Service planning and review
 - Infrastructure planning and delivery
- Engagement events:
 - o Roundtables
 - Your Say stall at flagship events
 - Public meetings
- SRGs
- Other Council-run groups:
 - Committees/advisory groups/working groups
 - o Time-limited or special purpose groups
 - o Interagencies
- Council meeting speakers



Community participation in IWC local democracy



The vast majority of the community participates in shaping the decisions of Council through project engagements and engagement events. Council has engaged the broad community on <u>more than 50 projects</u> in the current financial year. This type of engagement should be strongly supported as the key means to involve the majority of the community including those who experience barriers to engaging with Council. For example Council regularly translates materials into key community languages to support participation. A *Your Say Inner West* stall is held at flagship events to reach community members who may not otherwise connect with Council. In the last year, a stall has been held at Norton Street Festa, Marrickville Festival, Dulwich Hill Fair, Ashfield Carnival of Cultures and Celebrate 2044.

SRGs/committees and other groups offer opportunities to participate in an ongoing way, but it should be noted that there are not always items on which to engage outside of periods of strategy development and implementation. For example, the Transport SRG will be extremely useful over the next period as the *Integrated Transport Strategy* is developed, but meetings to date have mostly consisted of presentations as there was no opportunity to influence policy. Similarly, as the new Local Environmental Plan and Development Control Plan are developed over the next few years, there will be significant opportunities for the Planning and Heritage SRG to participate in the strategy development and these opportunities should be identified and meetings scheduled accordingly. Conversely the Young Leaders SRG is actively involved in coordinating Youth Week activities as well as an ongoing advisory role.

Access advisory group

There is an opportunity to strengthen Council's engagement with community members who have lived experience of disability. It is proposed that Council establishes an Access advisory group to provide advice on implementation of Council's Inclusion Action Plan adopted in May 2017. The Access advisory group would report to Council through the Social Inclusion SRG, and Council could refer items to the Access Advisory Group for advice.

Multicultural Roundtable and working group to develop guidelines

It is proposed that Council convene a Multicultural Roundtable, bringing together community leaders from the many communities representing the diversity of the Inner West.

There is also an opportunity to strengthen Council's multicultural communications and engagement through development of guidelines based on evidence including demographic analysis. It is proposed to convene a Multicultural working group to inform development of the guidelines, once the project has been scoped and funded. The guidelines will contribute to the staff toolkit of resources that support good communication and engagement.



Environment Strategic Reference Group

At its meeting on 27 March 2018, Council resolved (C0318 Item 21) to 'support the reinstatement of the Cooks River and Environment Committee run by the former Marrickville Council in the review of the new committee structure.' Council however already has an Environment SRG which provides strategic advice for the whole LGA. Inner West is now one entity, and it would be divisive to reinstate a committee relating only to a former council area. It is however proposed that the Environment SRG membership include representation from community members with an interest or expertise in the Cooks River and Parramatta River catchments, and that the rivers are a standing item on the SRG agendas.

Additionally there are existing community groups including the Cooks River Valley Association and the Cooks River Alliance (chaired by the Inner West Mayor) which provide opportunities for community participation and input to Council.

Councillor Roadshow/Ward-based community forums

It is proposed to trial five engagement events in the 2018/19 financial year. The ward-based Councillor Roadshow/community forums would allow community members to connect with local projects, programs and services outlined in Council's Delivery Program and annual Operational Plan. The objective would be to create an opportunity for a large and diverse group of local residents to participate in an event in their local area, to learn about what's happening in their neighbourhoods, meet their Councillors, ask questions, contribute ideas, and hear from their peers about what's important locally.

The events would be supported by an online campaign through which people who were unable to attend could submit questions and suggestions. The benefits are that the format would allow a wide range of people to participate in local democracy, in an ongoing way, connected to Council's strategic objectives. The forums would supplement the SRGs and the extensive program of project-based engagement that occurs throughout the year. Local resident associations and groups would be invited to participate in the events.

Independent resident groups

Local resident groups are an important way for people to participate in the life of their community. It is proposed that Council's Engagement team establish a register of community groups as a resource for all engagement projects.

It is also proposed that Council support local resident groups to defray the cost of hiring Council venues and printing meeting invitations through a small-grants program managed by the Engagement team. The groups could be promoted through Council's communication channels and involved in local engagements including the proposed Councillor roadshows. The groups would be independent and not restricted by Council's code of conduct, thereby free for example, to speak to the media on behalf of their group.

Reporting and process for referring items to Council's groups for advice

Council currently receives regular reports on engagement projects and engagement events at relevant milestones. It is proposed to strengthen reporting to Council by a bi-monthly Local Democracy report, which includes SRG meeting minutes, and updates from relevant working groups, Access advisory group and Business Forum, prepared by Council's Engagement team.

It is proposed that Council should have the capacity to refer items to SRGs, Business Forum or working groups for advice and recommendations to be reported back to Council.

Finally a further review of Local Participatory Democracy is recommended in one year with the results reported back for Council's consideration.

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FINANCIAL IMPLICATIONS

A trial of Councillor roadshows, and/or a small grants program for resident associations would require a budget allocation at the next quarterly budget review. It is estimated that a Councillor roadshow would cost approximately \$9,000 per ward (excluding staffing costs), including advertising, printing and distribution of promotional material, audio-visual equipment and operation, and catering. A small-scale marketing campaign could be undertaken within existing resources. Development of Multicultural Communications and Engagement guidelines would require scoping.

OTHER STAFF COMMENTS

Staff from Strategic Planning, Environment and Sustainability, and Community and Culture were consulted in the preparation of the report.

PUBLIC CONSULTATION

Nil – community engagement informed prior report on SRG evaluation (C1217 Item 8).

CONCLUSION

The recommendations of this report aim to strengthen local participatory democracy, create opportunities for broad and specialist community input, build trust between Council and the community, enhance Council's reputation as a leader in the field of community engagement, and ensure the community has a range of opportunities to help shape the future of the Inner West.

ATTACHMENTS

1. <u>Community Engagement Framework - adopted June 2017</u>

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Community Engagement Framework

Adopted June 2017







Attachment 1

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4. Community Engagement Framework Elements

5. Framework Review

1.Introduction

Inner West Council, formed on 12 May 2016 through the amalgamation of Ashfield, Leichhardt and Marrickville Councils, is committed to delivering effective, efficient services that meet the expectations and needs of the community. Council recognises that local knowledge, ideas and feedback from the community are essential to ensure Council's decision-making improves community wellbeing and long-term sustainability.

Community engagement is the process by which the community participates in and influences Council's decision-making.

What is the purpose of the Community Engagement Framework?

The Community Engagement Framework guides how Council will engage so that a broad range of perspectives are sought and the community has a strong voice in Council's decision-making. The Framework is based on a set of principles and recognises that engagement is a planned practice which should be tailored to particular circumstances, taking into account factors such as complexity, risk, significance, sensitivity, timing or opportunity.

The Framework is applicable to the array of engagement processes that shape programs, services and infrastructure provided by Council, and plans that guide Council's work. The Framework enables Council to engage with the community in a strategic, ongoing, flexible and locally appropriate way.

Engaging with the community is one of the guiding principles for councils under the Local Government Act 1993 (section 8A) and is an important part of local democracy. Some engagement processes are already prescribed by legislation and Council's practice will always meet these minimum requirements.

Council will regularly review and update the Framework as required so that it remains current and complies with any amendments to legislation and innovations in practice.

What are the benefits of effective engagement?

Good community engagement is the basis for understanding decisions, sharing perspectives, improving outcomes and building trust between Council, the community, and other partners. Effective engagement will:

- ensure community needs and expectations are understood and reflected in the decisions and actions of Council
- > result in better, more sustainable decisions
- > build trust and improve accountability through transparency of decision-making
- > value local knowledge and foster local problem-solving
- > improve understanding of Council's planning, prioritising and resourcing
- identify critical issues and opportunities early
- > optimise use of limited resources and maximise efficient resource allocation.

How was the Community Engagement Framework developed?

Community engagement was a high priority at each of the three former Councils that amalgamated to form Inner West Council. Excellent practice was demonstrated through a variety of methods that ensured a strong community voice in decision-making by the Councils. This legacy will be continued and strengthened at Inner West Council.

The development of Inner West Council's Draft Community Engagement Framework was informed by engagement with staff and the Local Representation Advisory Committee (former Councillors); and the engagement frameworks of the three former Councils.

The International Association for Public Participation (IAP2) Framework considered best practice internationally and within Australia, underpinned the three former Councils' Frameworks and forms the foundation of the Inner West Council Community Engagement Framework.

The Draft Framework was on public exhibition for four weeks from Friday 28 April 2017 to Sunday 28 May 2017.

Input from the community, Council's Interim Strategic Reference Groups and staff informed the final version. It was adopted by Council on 27 June 2017.

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2.Local Democracy

What is local democracy?

The system of local government in New South Wales as set out in the Local Government Act provides for governed bodies of councils that are democratically elected.

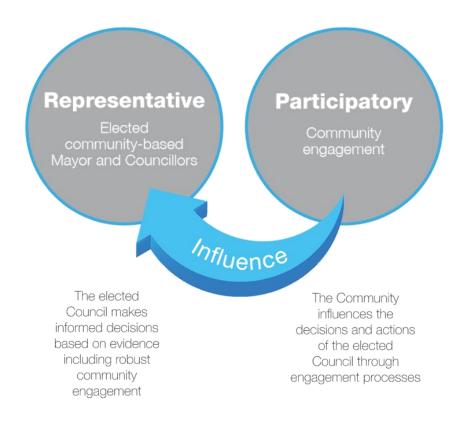
Councils make decisions through local democracy processes which are both representative and participatory.

Representative:

Representative democracy is the process by which the community elects Councillors to be the governing body of the Council. The elected Council develops and implements policies, programs and long-term strategic plans, ensures financial sustainability, monitors performance, and makes decisions to direct and control the affairs of the Council. The elected Council is the final decision maker and is accountable to the community.

Participatory:

Participatory democracy is the process by which community members are actively involved in decisions that affect them. The community can participate through a variety of community engagement processes that influence and shape the elected Council's decisions.



Local democracy at Inner West Council Representative

Inner West Council was proclaimed on 12 May 2016. The Inner West local government area has five wards.

Following elections in September 2017 each ward will have three councillors to represent the community, with fifteen councillors in total. The role of a Councillor as set out in the Act includes to 'make considered and well informed decisions as a member of the governing body' and to 'represent the collective interests of residents, ratepayers and the local community'.

Prior to elections, Council decisions are made by an Administrator appointed by the NSW Government.

Council decisions are made at formal monthly meetings. At each meeting Council considers items in an agenda called the Business Paper. Each item has a corresponding report, which is written by staff. The results of community engagement are included in the reports. The report also includes recommendations written by staff. The elected Council considers the recommendation and makes its decision. The decision is called a resolution of Council.

The Business Paper is available to view on Council's website and community members may attend (and speak at*) Council meetings or view the meeting through live streaming on the internet. Minutes of Council meetings which outline Council resolutions are available on Council's website within a week of the meeting.

code of meeting practice

Local democracy at Inner West Council - Participatory

The Inner West community has a strong desire to have a voice in Council's decision-making. Eighty-seven percent of people surveyed rated the "Community's ability to influence Council's decision-making as important or very important (Community Satisfaction Survey independently conducted by Micromex 2016, available on Council's website).

The community participates in Council's decisionmaking through planned community engagement processes. Council engages the community across a wide variety of areas, including to:

determine strategic plans, budgets, asset maintenance and service levels

>

- > identify community issues, needs and priorities
- plan, change or evaluate infrastructure, programs, facilities or services

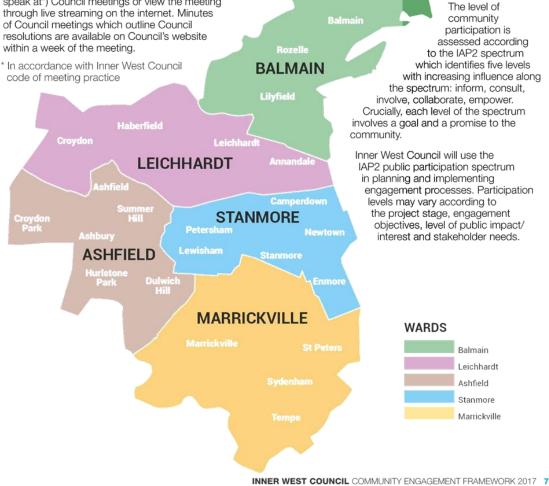
obtain input into any other

matter where there is

a significant real or perceived impact on

community members.

meet legislative obligations



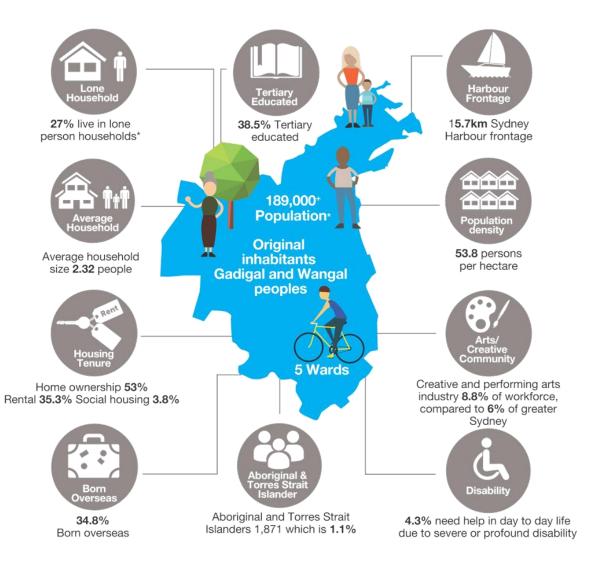




3.Community Engagement Framework

Who is the Inner West Community?

- The Inner West is 35 km2 and includes 24 suburbs from Birchgrove in the north, Newtown to the east, Tempe to the south and Croydon to the west. The Gadigal and Wangal peoples of the Eora Nation are the traditional custodians of the Inner West. The area is in close proximity to the Sydney CBD, and its thriving economic and cultural scene. The community enjoys excellent access to key services, employment opportunities, transport and cultural and recreational infrastructure.
- The community is everyone who lives, works, plays, studies, conducts business, visits or uses the services, facilities and public spaces of the Inner West.
- The community is not a singular entity, but is made up of individuals and groups connected by geography, interest, identity, or affiliation.
- Communities can be formal or informal.
- > People will be members of many communities within the Inner West.



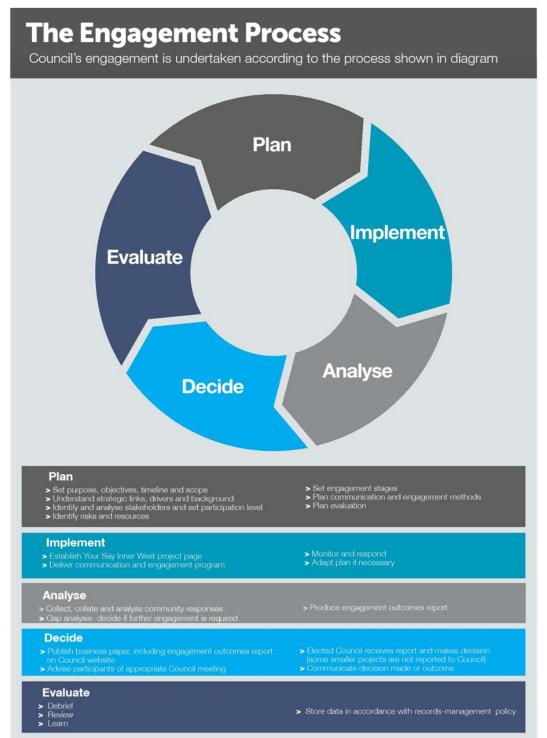
How will Council engage?

Principles

Five core principles drive Council's approach to engaging the community. A principles-based approach recognises that one size does not fit all and each engagement has a distinct purpose, with a unique set of stakeholders and specific circumstances. The principles are:

Authentic	 The purpose of the engagement and the scope of what's being decided including which aspects the community can influence or have input into is honestly and clearly communicated The decision-making process is clear including how input will be used Community input will not be sought if a decision has already been made The community's input is considered in the final decision or outcome Authentic engagement allows for adequate notice and time for community response, and usually excludes public and school holiday periods
Planned	 > Engagement is a well-planned process with a clearly defined purpose and stages for community input > Planning improves outcomes by engaging the community as early as possible in the process > Planning improves outcomes by identifying critical issues and opportunities early in the process > Planning delivers a coordinated approach to community engagement > Coordination guards against 'engagement fatigue' where people within the community feel over-consulted and unheard > Planning ensures Council has considered how individual projects fit into the 'big picture'
Tailored	 Engagement will be tailored to particular circumstance as identified in the planning, particularly when there is complexity, risk, significance, sensitivity, timing or opportunity A range of tools and techniques will be used to maximise efficiency and participation, balancing technology with traditional methods
Inclusive	 As many relevant people as possible, who have an interest in or will be affected by a decision, are identified and invited to participate. This is to avoid interest group capture or single issue hijack Community diversity is valued and consideration will be made of diverse needs Barriers to participation are identified and removed or mitigated
Transparent	 Information is clear, relevant and timely without jargon A summary of community feedback and how it will be used is provided Engagement outcomes reports are published The decision or outcome is communicated to people involved in the process and to the broader community with an explanation of how community input influenced the decision A permanent record of engagements is available on the Your Say Inner West online engagement hub

Process



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Stakeholders

Council's community engagement will comprehensively identify stakeholders - individuals, groups or organisations who will be affected by or who have an interest in a decision - and promote opportunities for participation to ensure a range of perspectives is heard, and the community's needs, values and expectations are represented. Stakeholders can be internal or external.

Stakeholder groups who may be identified in a community engagement process include:



External stakeholders

Stakeholders may include residents, businesses, ratepayers, schools, service users, service providers, government agencies, sporting clubs, and local groups etc.

Every engagement plan will identify relevant stakeholders and their needs or interests. The stakeholder list may need to be refined as information emerges during implementation.

Stakeholders should be carefully nurtured and provided with resources or support where necessary. Council is aiming to build long-term partnerships with the community; not just a single contact for the purpose of a particular engagement.

Council's reputation and the community's trust in Council will be impacted by each engagement.

Inclusive Participation

Some communities are 'hard to reach' as they may have special needs or barriers to participation that impact on inclusion. These barriers may include language, accessibility, cultural, safety issues or even time constraints.

Community engagement activities should be sensitively planned for the intended audience and may need to provide opportunities that mitigate these barriers including

- material in languages other than English and accessible by people with a vision impairment or other disability (including WCAG compliant online material)
- provision for assistance where needed to participate
- > accessible venues
- > appropriate time and day for the target group
- > appropriate method for the target group
- > online as well as face-to-face or non-digital activities

Interim Strategic Reference Groups, Statutory Committees and Interagencies

Council has appointed representatives from the community to be members of Interim Strategic Reference Groups (SRGs) during the transition to Inner West Council. The SRGs provide feedback, guidance and recommendations to Council on specific issues, including strategic planning and policy and contribute local knowledge regarding community impacts, emerging trends, opportunities and service gaps. The SRGs, whose role is advisory include:

- > Young Leaders Reference Group
- Social Inclusion Strategic Reference Group
- Economic Development Strategic Reference Group
- > Housing and Affordability Reference Group
- Transport Strategic Reference Group
- Environment Strategic Reference Group
- Planning and Heritage Strategic Reference Group
- Aboriginal and Torres Strait Islander Reference Group

Council's Interim Strategic Reference Groups and statutory committees are recognised in the Framework as stakeholders that will be identified in the engagement plans of relevant projects. The Reference Groups will be asked to provide feedback or input into specific engagements and may be asked to review an engagement plan and/or provide advice on reaching members of the demographic group/s which the Reference Group represents. Recommendations or advice will be included in engagement outcomes reports as the opinion of the SRG as a whole. SRG members may also participate in engagement processes as individuals.

Council also has a number of statutory committees and interagencies which may be stakeholders in a process. Current statutory committees include:

- The Local Traffic Committee advises Inner West Council on traffic and parking control matters for which Council has been delegated authority from NSW Roads and Maritime Services.
- The Inner West Flood Management Advisory Committee helps develop and implement of Flood Risk Management Plans (FRMP) for the Inner West local government area.
- The Local Emergency Management Committee carries out emergency management as the responsible authority for the Inner West local government area.
- The Inner West Council Aged Care Interagency is a forum established to bring together the various agencies working with older people in the Inner West Council area.

Internal stakeholders

It is essential that internal stakeholders (staff across Council service units) are included early in the engagement process, before external stakeholders. Effective collaboration and communication within the organisation will improve processes and outcomes.

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Participation levels

The amount of resources, time and depth of an engagement will depend on the level of impact, significance, risk or opportunities of the circumstances.

Legislation sometimes prescribes minimum standards for a particular engagement. Council's engagement will always meet and often exceed minimum standards.

Participation levels are set during the planning process and will take into account:

- > What participants expect
- What participants can and can't influence (the scope)
- What assumptions or constraints are impacting the process

Selection of the spectrum level follows stakeholder analysis. Sometimes particular stakeholders may benefit from higher levels of participation and participation levels may also vary according to the project stage and engagement objectives.

The level of participation in the engagement process will vary; some people will be extremely engaged, others will comment occasionally and some may follow the process but choose not to actively participate.

Additionally, levels of interest amongst participants may also vary across the life of the project as their interest, availability, awareness and priorities change. This highlights the need to provide good communication throughout the project to ensure all potential stakeholders remain informed and are aware of opportunities to participate.

iap	Increasing level of public impact			
	Inform	Consult		
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.		
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.		

Program of communication and engagement activities

The program of activities will be determined by the communication channels, tools and techniques that will best meet the engagement objectives and the needs of stakeholders and decision makers at each stage.

For projects about physical spaces a collaborative map may be useful. For financial decisions, a simulation or budget allocator tool could be appropriate. For legal or major policy decisions, a statistically significant, demographically representative sample may be required using the services of an independent market research company.

Selection of communication and engagement activities will take into account:

- How will it meet the engagement objectives of this stage?
- Will it deliver the appropriate information to enable progression to the next stage?
- How effective will it be in reaching the right audience?
- > Will it meet the community's needs?
- Will it capture information that can influence the decision-making process in a meaningful way?
- > Is there enough:
 - Time?
 - Budget?
 - Personnel?
 - Expertise?



Online engagement allows stakeholders to participate at a time and place convenient to them. All engagement has a project page at www.yoursayinnerwest.com.au providing

- engagement purpose
- background information
- > timeline
- > online feedback tools
- and techniques
- news throughout the project
- reports to Council
- engagement outcomepermanent and transparent
- record of engagement

Online feedback techniques can be as simple as a submission form or encourage community discussion, debate and dialogue in a safe, responsive and managed environment. Council may use a combination of interactive mapping, surveys, polls or online forums to obtain community input. Community members can register to receive a monthly e-newsletter from Your Say Inner West to keep up to date with Council's engagement.

Council recognises that not everyone has online capabilities and commits to provide other methods where required.

Your Say Inner West is fully compliant with Web Content Accessibility Guidelines (WCAG) to a AA standard.

Involve	Collaborate	Empower
To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Some communication and engagement activities that Council may use are:

ommunication channels	Engagement activities
Letters	Online tools at Your Say Inner West
Emails	> Survey
E-news	Submission
Council column and advertisements in the	Drop-in session
local newspaper	> Workshop
Media releases	Events / pop-up displays
Social media	Briefing
Inner West Council quarterly news	Focus group
Signs	Visioning session
Flyers	> Co-design
Newsletters	 Site visits
Posters	 Appreciative enquiry
Your Say Inner West website	 Interviews
	 Citizen Juries

Examples of community participation opportunities include:

- Participating in long-term vision and strategic plan development
- Providing input to develop options for an infrastructure project
- Sharing stories, photos and local knowledge during Framework development
- Taking part in a survey
- Providing feedback about a plan on exhibition
- Attending a workshop or community meeting
- Speaking at a Council meeting
- Providing feedback during a service review
- Signing up and participating at www.yoursayinnerwest.com.au
- > Becoming a member of a Strategic Reference Group or statutory committee
- Joining a project-specific working group

Evaluation

Council will evaluate engagement practice to identify how well the objectives were met. Evaluation will assist in:

- > Reporting on outcomes
- > Identifying gaps in data collections
- > Learning what worked and what didn't
- > Strengthening Council's and the community's capacity for participation
- Building knowledge and skills
- Continuously improving processes

Evaluation criteria relevant to the engagement will be set. For example criteria may be around numbers of people participating, the demographics of those who participated or the quality of the input.

4.Framework Elements

Four elements ensure successful implementation of the Framework.

Community Engagement Framework Elements

Commitment

There is a whole-of-Council commitment to effective community engagement.

- Core business for Council staff
- Championed by the Leadership
 Trusted by Councillors in their role as final decision-makers
 Governed by policy
 Based on IAP2 best practice and aligned with IAP2 core values
 Drives strategy development and service delivery

Core Principles

A principles-based approach is embedded across the organisation and guides Council's

The five principles are:

- Authentic

- Transparent

COMMUNITY The community is the heart of

the heart of everything that we do.

Capacity

There is strong capacity for participation in Council and the community.

- In-house training builds staff skills and internal capacity
- Community participation in local democracy. is meaningful
- Partnerships and Advocacy are robust
 Online engagement hub Your Say Inner West provides a permanent record of engagement outcomes and measures participation • Engagement toolkit supports staff
- Dedicated Engagement Team coordinate organisational practice and provide strategic advice
- Engagement undertaken by consultants accords with Framework

Continuous Improvement

The plactice is an ongoing cycle of review, measurement and actions to improve performance.

- Aligned with Business Excellence Framework
 Incorporates innovation in methodology and technology
 New citizen participation models are trialled
 Practice is monitored, reviewed and measured across the organisation
 Propers and outcomes are available.
- Process and outcomes are evaluated.
- Community satisfaction with the practice is measured

The Community Engagement Framework guides how Council will engage so that the community has a strong voice in Council's decision-making.



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5.Framework Review

The Community Engagement Framework will be monitored and reviewed regularly to ensure compliance with legislative change, innovation in practice and community expectations.

The Framework makes reference to the current period in which Council is under administration and the forthcoming election in September 2017 at which Councillors will be elected. The Framework will therefore require review within one year of adoption. The new Councillors and community will have opportunities to participate in the review and the outcome will be made publicly available.



ACCESSIBLE FORMATS

This publication can be provided in large print or an alternative media format. If you need this service, please contact 02 9335 2222.

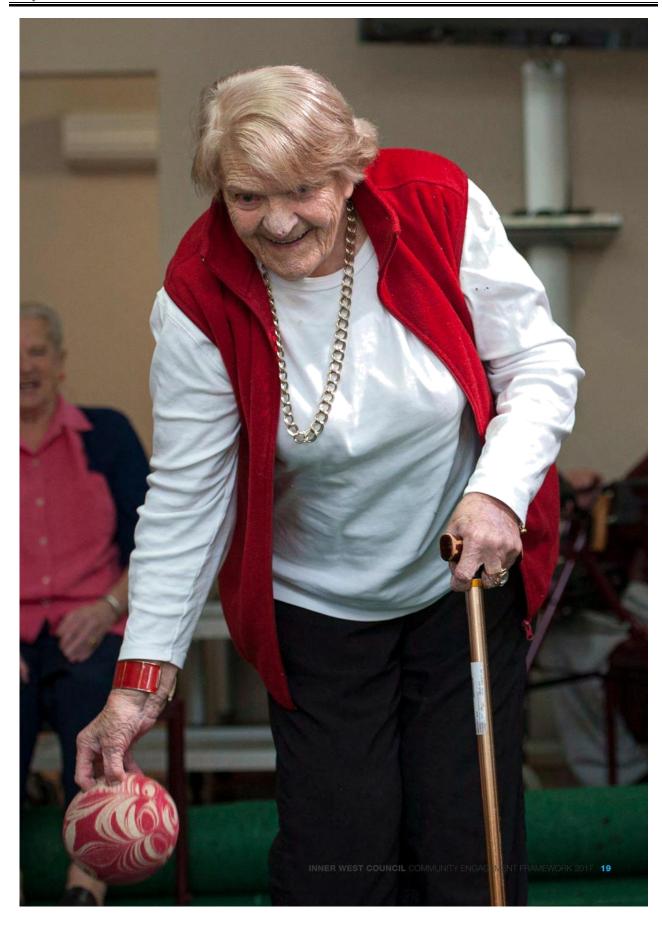
MORE INFORMATION

Contact Council's Engagement Team on 02 9335 2222 or email council@innerwest.nsw.gov.au Visit www.yoursayinnerwest.com.au

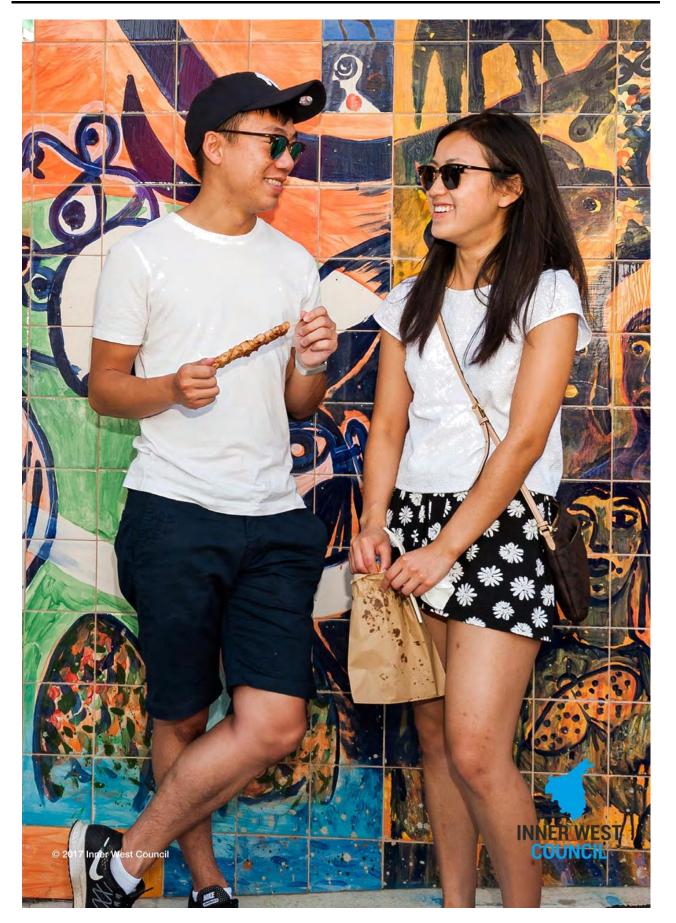
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VINNER WEST COUNCIL







Item No: C0518 Item 8

Subject: DRAFT MARRICKVILLE ROAD (EAST) PUBLIC DOMAN MASTER PLAN

Prepared By: David Petrie - Coordinator Public Domain Planning

Authorised By: Josephine Bennett - Group Manager Recreation and Aquatics

SUMMARY

This report is seeking Council's endorsement of the draft public domain master plan for Marrickville Roast (East) to be placed on public exhibition for 28 days, with the results presented to Council recommending further action.

RECOMMENDATION

THAT:

- 1. The draft public domain master plan for Marrickville Road East (ATTACHMENT 1) be placed on public exhibition for a period of 28 days and submissions be received for a further 14 days; and
- 2. The results of the public exhibition and community engagement process are presented to Council recommending further action.

BACKGROUND

The Public Domain Planning team has engaged across Council, with the community, businesses and State Government agencies to develop an integrated public domain improvement plan for Marrickville Road (East).

Project scope

The scope of the project includes the public domain elements along Marrickville Road from Meeks Road to the intersection with Railway Parade. The project also extends along Railway Parade from Marrickville Road to Gleeson Avenue at the Sydenham Railway Station. The project scope reviews the road intersections with Lower Railway Parade, Buckley Street, Barclay Street, Sydney Street, Gerald Street, and access into Fraser Park. The public domain elements contained in the master plan include:

- Pedestrian pavements
- Pedestrian furniture including seating, rubbish bins, and bollards
- Bicycle infrastructure including cycle lanes
- Street cross sections including travel lanes, kerb alignment and parking
- Kerb blisters
- Rain-gardens and other planting locations
- Street tree locations
- Pedestrian and feature lighting
- Public art strategies

Context

There are a number of drivers and aims for the initiation of the Marrickville Road East Master Plan. These include:

1. Asset renewal

Streetscape improvements were identified along Marrickville Road (East) for asset renewal and programed into the forward budgets. The project required strategic input for constructed

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outcomes to best meet the needs of the community. It was agreed between service delivery units a holistic master plan would be used to guide upgrades so construction works completed now would allow for further streetscape improvements in the future.

2. <u>A Changing Marrickville</u>

The Marrickville area has been a recent focus of new residential development and population increase. The increased population has placed additional pressure on the public domain to meet the needs of the area's residents for circulation, recreation, transportation, social activities and commerce.

3. <u>State Government Planning Proposals (Sydney Metro and Draft Sydenham to Bankstown</u> <u>Urban Renewal Corridor Strategy)</u>

The New South Wales State Government is committed to delivering the Sydenham to Bankstown City Metro and Southwest with an upgraded station design at Sydenham. The State Government's proposed rail upgrades will provide increased frequency of trains and faster access to the city and northern rail lines along with an upgraded equal access Sydenham Station. The Sydenham to Bankstown Urban Renewal Corridor Strategy includes plans to increase population along the rail corridor between Sydenham and Bankstown.

Marrickville Road (East) is already heavily used by pedestrians and cyclists particularly for commuters heading to Sydenham Station. The proposed increased use of Sydenham Station via the Sydney Metro project and densification around Marrickville has major implications for Marrickville Road (East). The street already has conflicts of use which will worsen with increased patronage. The master plan aims to plan for future uses and allow Council to negotiate outcomes from State Government agencies that will result in increased safety for all users.

4. Employment Lands and an industrial Marrickville

Council supports the use of the suburb of Sydenham as a place of employment and industry. The master plan aims to support this vision with streetscape improvements ensuring key existing uses are retained as requested by business; these include vehicles turning movements, driveway access and parking. Council is also conscious of streetscape improvements leading to gentrification and blandness of place. The master plan process aimed to understand and retain the areas distinct sense of place and industrial 'gritty' character that is unique to this street in Sydney's inner west.

5. Sydenham Creative Hub

The Sydenham Creative Hub was an initiative of the former Marrickville Council to diversify the uses within the employment lands of the Sydenham area, specifically to encourage creative industry uses. The 12 December 2018 Inner West Council meeting reduced the scope of the Creative Hub to match that of the Marrickville Road (East) Public Domain Master Plan. The master plan aligns with the vision of the creative hub and can accommodate changes to industries, but is not dependent on the creative hub proposals proceeding.

Master Plan Process

Public Domain Planning has used its internal design team to develop the public domain master plan. Staff worked collaboratively with Council stakeholders, Businesses, the community and State Government agencies to develop an integrated public domain plan. Detailed site analysis reviewed site history, existing and proposed zoning, stormwater and drainage design, active transport options, pavement design and quality, street trees, overhead electrical infrastructure, road ownership, (large) vehicle turning requirements, urban heat island, bicycle infrastructure options, pedestrian connections and road crossings, pedestrian furniture and public art opportunities. The combination of site analysis and stakeholder input produced opportunities and constraints that were used to establish the master plan design strategies. The strategies were costed to understand financial implications of proposed upgrades and the integrated into Council forward capital budget.

DISCUSSION

Draft Master Plan

The draft master plan document comprises the following sections:

- 1. Project context: this section provides an introduction and background to the project including reference to existing Council policies, project objects and project methodology;
- 2. Site Analysis: the physical characteristics of the site area and its context are described with analysis in plan, text and images. The focus is on the physical site, but it also includes site and cultural history, sense of place and meaning to the community;
- 3. Community Engagement: this section provides an overview of the community engagement process and the feedback provided by the community;
- 4. Design Principles: each of the overarching project design principles have been described;
- 5. Design Options: Different street design options have been documents with a discussion of positives and negatives for each option. The options are presented as a record of the thought processes to arrive at the selected preferred option for the master plan design;
- 6. The Detailed Master Plan: the master plan compiled all the strategies to spatially illustrate the designed outcomes, supported by text and imagery; and
- 7. Project Costs and Implementation: This section outlines the probable costs for the project and articulates a potential staging and implantation strategy.

The draft master plan aims to deliver a pedestrian and cyclist environment that is safe, pleasant and enjoyable to use. The plans promote active transport and a better link between the Marrickville Town Centre and the Sydenham Railway Station. Specific strategies to deliver this aim include:

- Install new furniture elements including pedestrian seats, drink fountains, rubbish bins and bicycle racks;
- Provide pedestrian priority threshold treatments to pedestrian crossings at road intersections;
- Provide an additional north-south crossing point along Marrickville Road (East);
- Provide kerb blister enlargements at street intersections with rain-gardens in the planting areas. The kerb alignment has been designed to facilitate turning circles for 19m rigid vehicles and any new planting to be low to maintain required sightlines at intersections;
- New pedestrian pavements of concrete with two different textures (broom finished and shot-blast, sandblast or saw cut finishes);
- Provide a separated bicycle lane along Marrickville Road, connecting with the regional routes to the west (Meeks Road), north (along Sydney Street and Railway Avenue);
- Retain key existing tree specimens;
- Replace low quality trees with new advanced trees appropriate for their location (i.e. lower spreading tree canopies below overhead electrical infrastructure; and tall and large canopies where space allows);
- All tree plantings to have expanded tree pits or structure soil zones to maximise growing medium for trees;
- New pedestrian lighting along the street;
- Retain existing bus stop locations;
- Retain existing car parking configuration and business driveway accesses;
- Retain the existing heritage walls along Marrickville Road and Railway Parade; and
- Use the existing wall along Marrickville Road for future public art.

Item 8

Public Exhibition

Public exhibition is proposed as the next phase of the master planning process. Public exhibition will allow the community and businesses another round of input on the draft master plan to ensure proposed strategies meet community requests.

The public exhibition period will be for a period of 28 days with submissions received for a further 14 days. The exhibition period will be initiated from Tuesday 15 May 2018. All submissions will be reviewed with feedback integrated in an updated master plan. The feedback will be presented back to Council in a schedule for transparency, along with the final draft master plan. The public exhibition will be advertised via the Inner West Courier, the Your Say Inner West website, Facebook posts and Twitter.

FINANCIAL IMPLICATIONS

The master plan costs have been estimated to total \$4,091,118, excluding GST. The master plan has been developed to be implemented in six stages. The cost breakdown associated with the stages includes:

Stage	Amount
Stage 1A	\$1,162,017
Stage 1B	\$1,931,188
Stage 2	\$269,096
Stage 3	\$346,134
Stage 4	\$324,505
Stage 5	\$58178
Total (Excluding GST)	\$4,091,118

The master plan has been integrated into the forward capital works budget. The forward capital works budget has allowed for **\$1,620,000** over the following financial years:

Year	Amount
2018 / 2019	\$ 120,000
2019 / 2020	\$ 400,000
2020 / 2021	\$ 1,100,000
TOTAL	\$ 1,620,000

Current budget allocation allows for the implementation of stage 1A and an additional stage to the cost of approximately \$450,000. Additional budget would be sought from external funding sources such as grant applications for the additional stages of the master plan.

OTHER STAFF COMMENTS

The development of the master plan has been a collaborative process with input from all disciplines across Council. The feedback occurred at several times through the development of the plans, and staff comments have been integrated into the plans. The collaborative and iterative process has been helpful in developing multifunctional infrastructure that benefits many users. The internal stakeholders across Council have included representatives from:

- Development Assessment and Regulatory Service
- Trees, Parks and Sport fields
- Environment and Sustainability
- Roads and Stormwater
- Major Building Projects and Facilities
- Finance
- Strategic Planning

- Library and History Services
- Recreation and Aquatics
- Community Services and Culture
- Communications, Engagement and Events

There is support for the master plan from across Council. The plan is spatially locating many disciplines strategies including active transport initiatives, urban tree canopy, water sensitive cities as well as giving design guidance for Roads and Stormwater for the design of the streetscape outcomes. Roads and stormwater are ready to proceed with the next design phase for stage 1A with budget allocations for the 2018/2019 for detail design.

PUBLIC CONSULTATION

During February and March 2017 Council undertook community engagement with residents and businesses in Marrickville and Sydenham. Information was disseminated to the community via a number of means including Inner West Courier, email, Council website and a letter box mail out. A total of 1440 residents and businesses received the letter box mail out, centred on the nearby streets extending north to Sydenham Road and west to Illawarra Road. All advertising material provided details for the Inner West Council 'Your Say Inner West' website. The site contained information outlining key dates, an overview of the project and a link to an online survey. The Your Say Inner West website received 100 visits to the Marrickville Road East survey page; and from the 100 visits, 26 surveys were completed.

The most commonly raised items to improve the streetscape environment from the community were:

- Provide traffic calming measures along the street
- Planting of shade trees and low plantings
- Provide bicycle infrastructure including bike racks and cycle lanes
- Additional pedestrian crossings across Marrickville Road East
- Footpath surfaces need to be improved, widened to provide a safe pedestrian environment
- Provision of pedestrian lighting along the streets

Additional engagement occurred with all businesses along Marrickville Road (East) during November 2017. Each business was provided with a verbal presentation of the planning process, was questioned about what they need from the streetscape to help their business succeed and was provided with Council contacts for more information.

The community and business engagement information has directly influenced that strategies and plans developed for the public domain master plan. A full summary of the feedback is included in the master plan on page 69 of ATTACHMENT 1.

Engagement has also occurred with external stakeholders and agencies including Sydney Buses, Department of Planning and Roads and Maritime Service (RMS).

Roads and Maritime Service (RMS) Engagement

RMS has provided support of the project aims, objective design principles and Council's aspirations. RMS has requested additional traffic modelling be undertaken in the context of the increased densification of Marrickville and Sydenham due to the State Governments Draft Sydenham to Bankstown Urban Renewal Corridor Strategy prior to full endorsement and construction occur. This modeling is being undertaken by the State Government and is approximately 6 to 12 months from being available.

RMS and Council's traffic committee will be further consulted during detail design for all except stage 1A of the proposed stages of delivery. This will occur after RMS has the required traffic

studies and information to input further on the street design including a separated bicycle lane. In the meantime, Stage 1A can proceed without RMS and traffic committee as no road assets are impacted by proposed work within the footpath environment.

CONCLUSION

The draft Marrickville Road East Public Domain Master Plan has followed the required collaborative process to establish the values consistent with the views of the local community and stakeholders. To ensure the plans meet the needs of the users it is now appropriate for the wider community to again have the opportunity for input through a public exhibition process.

ATTACHMENTS

1.4 Marrickville Road (East) Public Domain Master Plan

INNER WEST COUNCIL



Item 8

Issued Approved	AR 9 0 0 9 0 9 0 9 0 9 0	Enthernition: Material Build Petrie Material Dordinator Public Domain Planning Material Material Material
Revision Details	Draft issue 01 - For Discussion Draft issue 02 - For Discussion Draft issue 02 - For Approval Draft issue 04 - For Approval Final make up and changes - For Approval	
Revision Number	5888	
Date Revi	23.03.2017 29.05.2017 24.03.2017 22.04.2018 23.04.2018	

Executive Summary

The Public Domain Planning team has been engaging with the community, across Council, with businesses, and State agencies to develop an integrated public domain improvement plan for Marrickville Road (East). The brief for the Marrickville Road (East) Master Plan has been to support existing uses, while planning for future development and increased pedestrian and bicycle activity particularly movements from the Marrickville Town Centre to the Sydenham Station area.

The former Marrickville Council had adopted the updated Our Place, Our Vision – Marrickville Community Strategic Plan (CSP) with a vision that articulated the desired character of public spaces as:

"In 2023, Marrickville has innovative urban planning that protects the character and heritage of the area. Public spaces are enticing, clean and well maintained, lively and accessible, with a street life that connects the community and welcomes visitors. Industrial areas remain an important part of the local community, while high technology, creative and eco-enterprises thrive."

The master Plan is acting to fulfil this vision along Marrickville Road (East) with the project undertaking extensive community and business engagement that has requested and therefore proposes the following elements:

- _Provision of traffic calming measures along the street, to provide a safe street environment for users;
- Planting of additional shade trees and general greening of the street;
- _Provision of pedestrian and bicycle infrastructure including seating, bicycle lanes and bike racks;
- _Provision of additional and safer pedestrian crossings;
- _Upgrading and improvement to pedestrian pavements; and
- _Provision of better pedestrian lighting along the street.

The master plan has considered the existing zoning, proposed zoning through the proposed creative hub proposals and proposed planning changes by State Government via the Sydenham to Bankstown Urban Renewal Corridor Strategy. The master plan and the creative hub are not mutually dependant, instead complimentary, and beneficial to the streetscape environment even if the creative hub proposals do not proceed.

The design of the public domain has carefully considered the ability of a staged implementation to align with Councils available funds. The plans have included testing vehicle movements on each of the intersections to allow for future changes to the direction and flow of traffic that has been identified by RMS, Sydney Metro and internal stakeholders (Council's transport planners) as potential outcomes of future traffic studies. The proposed plans can allow for these flow changes without impacting on already completed parts of the proposed master plan.

The project is currently has been reviewed by RMS and Sydney Buses to ensure it meets their operational and safety needs. The next steps for the project include a final round of community and business engagement through a public exhibition process. Following the completion of the master plan, the project will shift to implementation phases for the the master plans strategies to be realised. The master plan is a 10 year plan for the streetscape and will be delivered in stages.





INNER WEST COUNCIL

Contents

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Section	Project Context Site Analysis Community Engagement Design Principles Proposed Design Options Master Plan Implementation Plan	Appendix



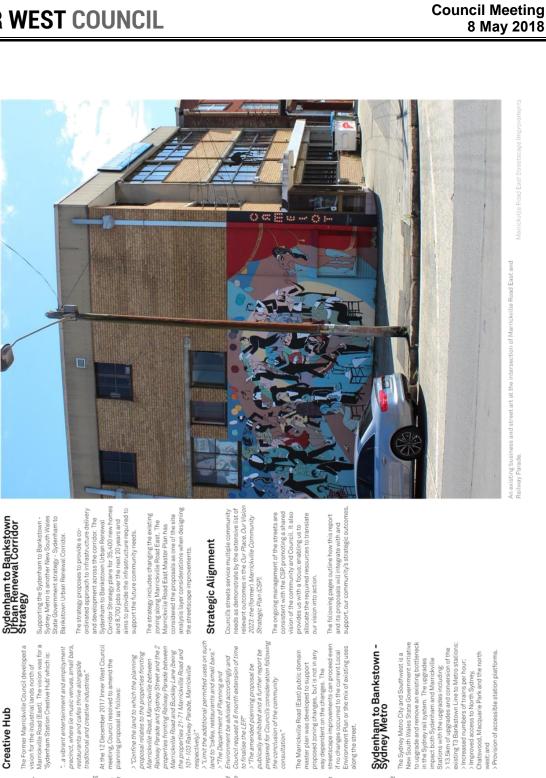


Attachment 1



05





01_ Project Context

Overview

Creative Hub

ncreased pedestrian and bicycle activity, ularly from the Marrickville Town Centre In 2013, the former Marrickwille Council adopted the updated OL Takeo. Our Vision-Marrickville Communy Strategic Plan that has guided Danning within the Marrickville local government area (LGA). The vision arricultaes the desired character of public engaging with the community, across Council mprovement plan for Marrickville Road East. The Marrickville Road East Master Plan has The Public Domain Planning team has been Sydenham Station Creative Hub planning project. The brief for the Marrickville Road East Master Plan has been to support exinesses and State agencies to while planning for future developm occurring concurrently with the develop an integrated public domain to the Sydenham Station area. ncreased pede

spaces:

"In 2023. Marrickville has innovative urban planning that protects the character and heritage of the area. Public spaces are enticing, clean and well maintained, lively and occessible, with a street life that connects the community and welcomes visitors. Industrial treas remain an important part of the local mity, while high technology, creativ enterprises thrive.

enhance and support the existing uses in the study area as well as potential future uses complementing the strategic vision for the Master plan strategies in this report will

the Marrickville town centre and Sydenham Station is a critical element for the scope of this project. The high level of pedestrian and strian and cycle

environment shall be acknowledged and environment shall be acknowledged and existing industrial uses. Master plan existing industrial uses. Master plan maintain vehicles movements required for 17 industrial activity. cle traffic that use the footpath

vest; and

sion of accessible station platfor

An existing business and street art at the intersection of Marrickville Road East and Railway Parade.

INNER WEST COUNCIL

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	OUTCOME STATEMENT These are detailed outcomes that the read result specific that the KRAs, but sulf focus on the end result rather than how to get there	Community last preview and basis The community has proview and basis The community has proview and basis accesses to a range of local accesses for all ages and processed accesses to a accesse of a logies and provide accesses the participant of the partipant of the partipant of the participant of the partit		 1.2.4 Community and Council facilities are well managed. 1.3.4 Hare are safe places for people to meet and interact. 1.4.4 Rane are safe places for people to meet and interact. 1.4.4 Rane are safe places for people to meet and interact. 1.4.2 Colloborate to address form any organity maintained and accessible pathways. 1.4.3 Reduce aportestible teamport topriors and well. 2.1.4 Integrate publics and tograding the measuremes. 2.1.4 Integrate publics and any constraint on the series forward to the and respectible and promotes that and any apasits. 2.1.4 Integrate publics and any constraint of the series forward thrute generations. 2.1.5 Integrate publics and any constraint and respect for the areads diverse history. 2.3.1 Renord as asense of community pride in and respect for the areads diverse history. 2.4.1 Protect Aboriginal Culture and History in Marrickwille. 2.4.1 Protect Aboriginal Culture and History in Marrickwille. 2.4.3 Protects and thrute generations. 2.4.3 Protect and thrute generations. 3.3.3 Support and other alternative transport modes to addite to a changing firmate. 3.3.3 Support and promote costing and wellom generations. 3.4.4 Ensure and promote cycling, walking and use of additor a daranged are safe and well constructed and mainterinet. 3.4.4 Ensure to reduce and and antiched. 3.4.4 Ensure to reduce and any station and bus ended to a state provide states. 3.4.4 Ensure to reduce and any statement schedure daranged. 3.4.4 Ensure to reduce and and antiched. 3.4.4 Ensure

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	OUR PLACE, OUR VISION 2023 (former) Marrichwille Community Strategic Plan	Actions The detailed set of actions which Council will undertrake to help achives the community which are not contained in the Community Strategic Plan, but are specified in its Delivery Programs and Operational Plan	
	ALIGNMENT OF THE MARRICKVILLE ROAD EAST STREETSCAPE IMPROVEMENT MASTER FLAN WITH THE COMMUNITY STRATEGIC FLAN AND DELIVERY PROGRAM	 STRATEGY OBJECTIVES 3.5.1 Ensure Councils streets, lanes and public spaces are accounting, the community. 3.5.2.1 Chrososa the urban tree acrosopy through sustainable meas and explanement the pathnings and maintain street trees at throughout the local area. 3.5.3.1 Work with the community to improve the sustainability of streetscapes and reaches the urban trees throughout the local area. 3.5.4 Reduce the incidence of gathit wondalism and linkostes. 3.5.4 Reduce the incidence of gathit wondalism and linkostes. 3.5.4 Reduce the incidence of gathit wondalism and linkostes. 3.5.4 Reduce the incidence of gathit wondalism and urban environment. 3.1.2 Regimes and public spaces. 3.3.1.3 Report assisting build be oldvereity and muchan environment. 3.3.1.4 Reduce the and environment. 3.3.4.4 Reduce the and environment. 3.3.4.4 Reduce the and environment. 3.3.4.4 Reduce the accomment of local urban centres. 3.3.4.5.1 Reduce the devicionment of local urban centres. 3.3.4.7 Rouge frances authors are larger and the regulating patrines to take accompany. 4.5.3 Ensure Councils property assets are wealt management. 	
01_ Project Context Community Strategic Plan	OUR PLACE, OUR VISION 2023 (former) Marrickville Community Strategic Plan	DELIVERY PROGRAM OBJECTIVES These guide the specific actions related to this plan and define how to achieve outcomes	

Attachment 1

How to use this document	
Project methodology	

ements along Marrickville Road East report is proposed to be a holistic The project methodology was undertaken in concurrently to meet project deadlines. The concurrently to meet project deadlines. The methodology produced a process that ensured basic practice outcomes provide for user needs.

for the proposed stri

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ease of reference. Project Context

INNER WEST COUNCIL

Phase 01: The project brief was written The eight phases include:

background to the project inc

ject methodology and object

Site Analysis

provides an

alop project objectives, project aim ntify engagement strategy and keholders. luding project program, meth

o understand what the community like and fisike about the streets and understand hou t is being used. Investigate what the community would like to see changed or Phase 02: Undertake pgraded.

mertake extensive site analysis stablish opportunities and constraints, ments to be considered in the Phase 03: Under

ve at project outcomes and the ack received from the communi

Community Engagement

ms that

uamurance, tlooding, drainage issues, opography, geology, biodiversity and lies, existing trees and veg ncil policies, existir history, bicycle pro ety, legislative requ

ses. The principles provide a

In principles est which decisions 04 Design Principles

> Phase 04: Develop draft plans including design options with streetscape strategies Precedent imagery and detailed text are to support illustrative plans.

Jesign process - including all liscarded design options - fee

Proposed Design Options tation of the object

> stakeholders was provided to update documents and ensure all disciplines. ncluded. Phase 05: Feedback from internal

outcomes, with strategies write in tex

Master Plan

ted with images and ill

mplementation Plan

on of probable costs posed upgrades groups as potentia vith the finance team to integrate pverable projects developed. Phase 06: An op

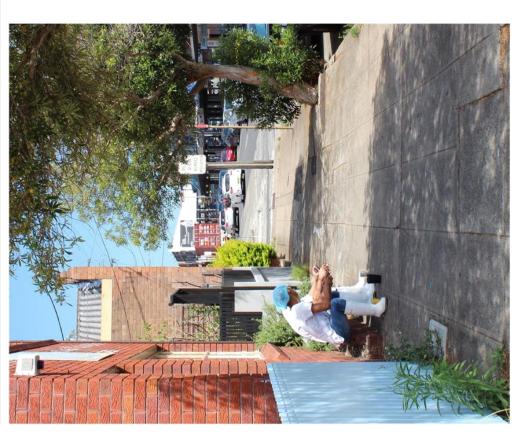
pendix osts with the long term financial plan, and forward capital agement plan

comment through an exhibition period. Use the feedback obtained to update the Phase 07: Use the documents for cor uments to ensure the plans

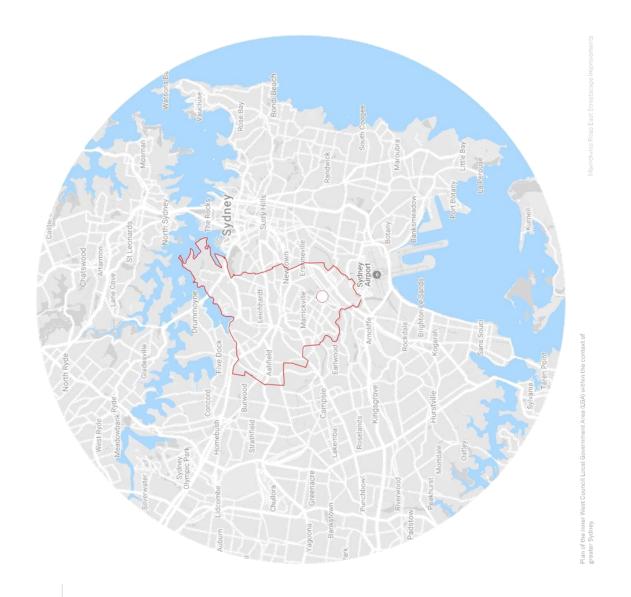
tion analyses potential circu and establishes that the pr

community expe

Phase 08: Finalise documents and report the proposals for Council adoption.









Location

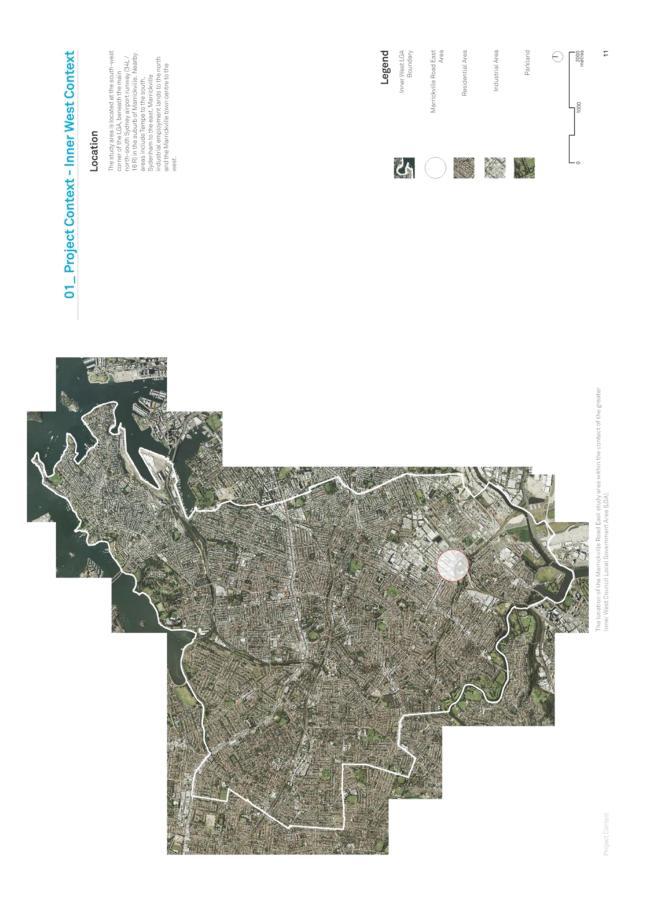
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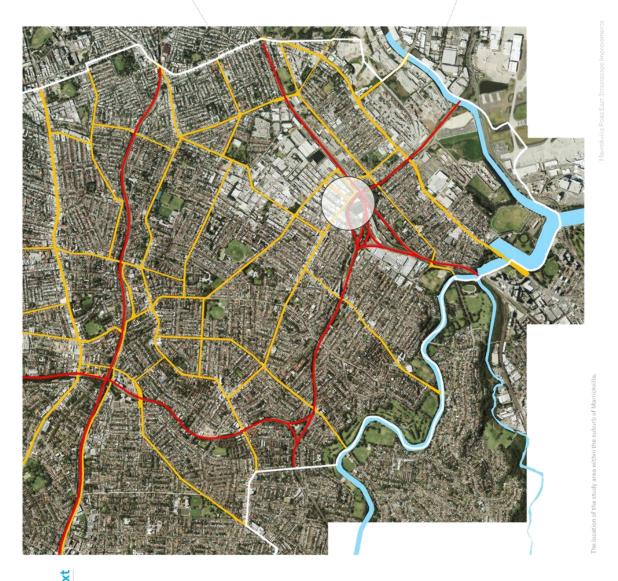
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Marrickville Road East Area Legend





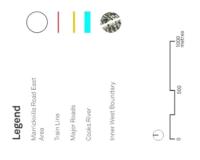


01_ Project Context - Marrickville Context

Location

aitway Parade; Raitway Parade; and Gleeson Avenue (stopping outside the The site is comprised of three roads: > Marrickville Road between Meeks F The roads form part of the key urban tetwork, having connections with Pri Highway, Marrickville Road (beyond h toad), Victoria Road and Sydenham F

The site is adjacent the South Bankstown railway lines and 5











02_site analysis

Attachment 1

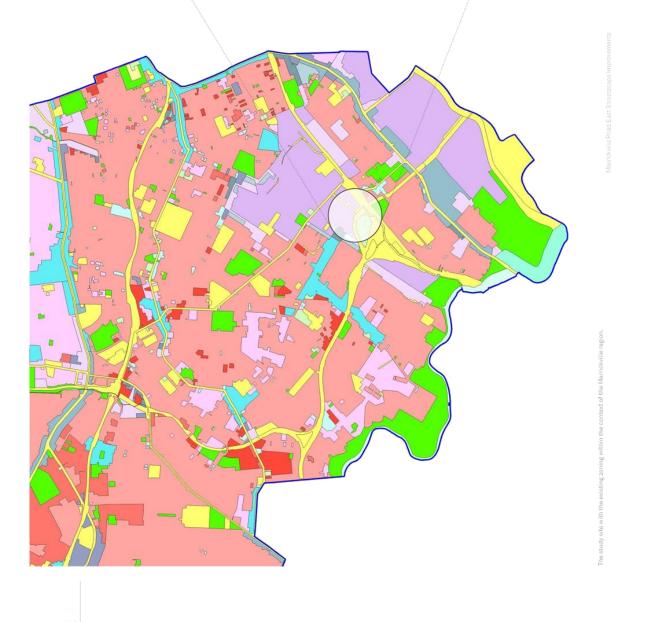
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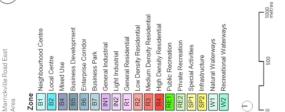




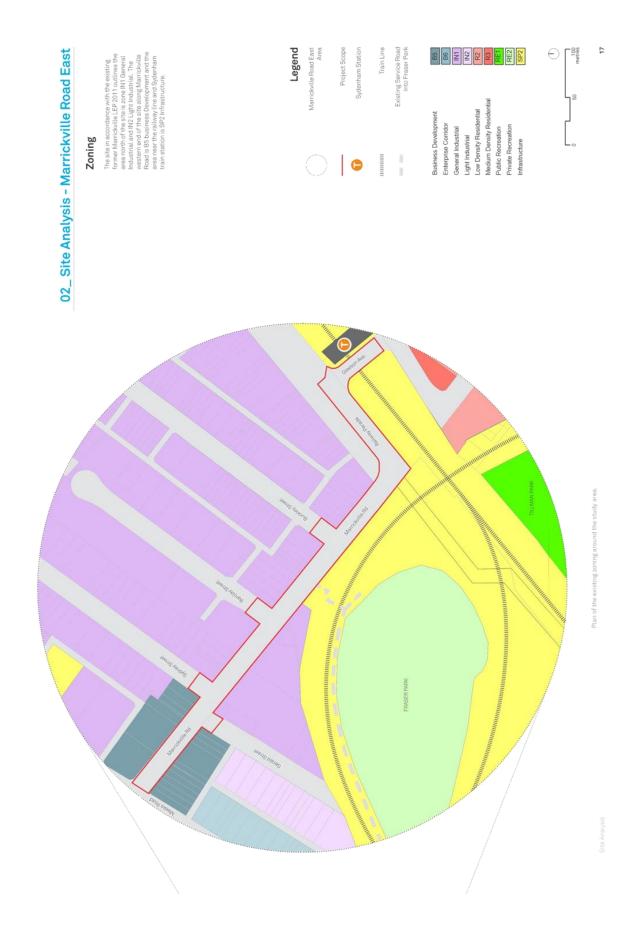
Zoning

The former Marrickwille Local Environmen Plan (LEP) 2011 outlines the permissible uses across the LGA. The plan outlines th land use context in which the site is locat

Legend



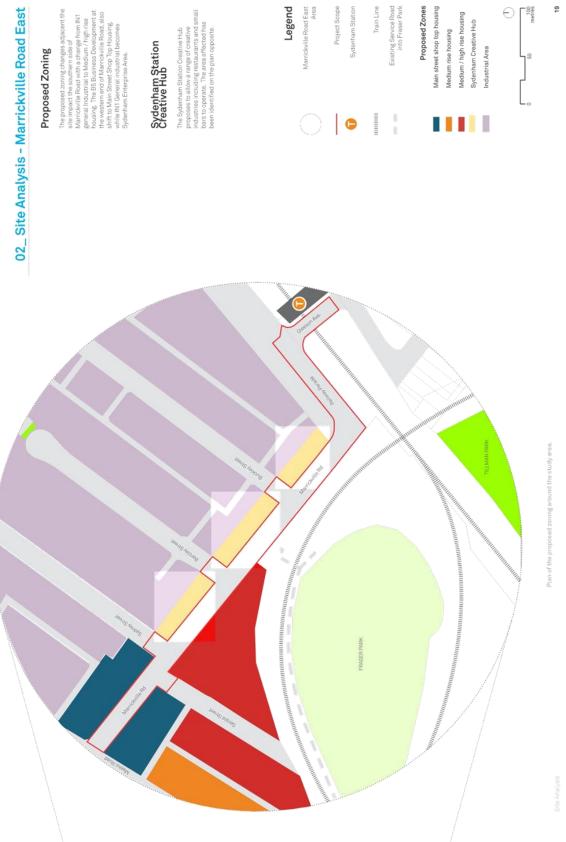




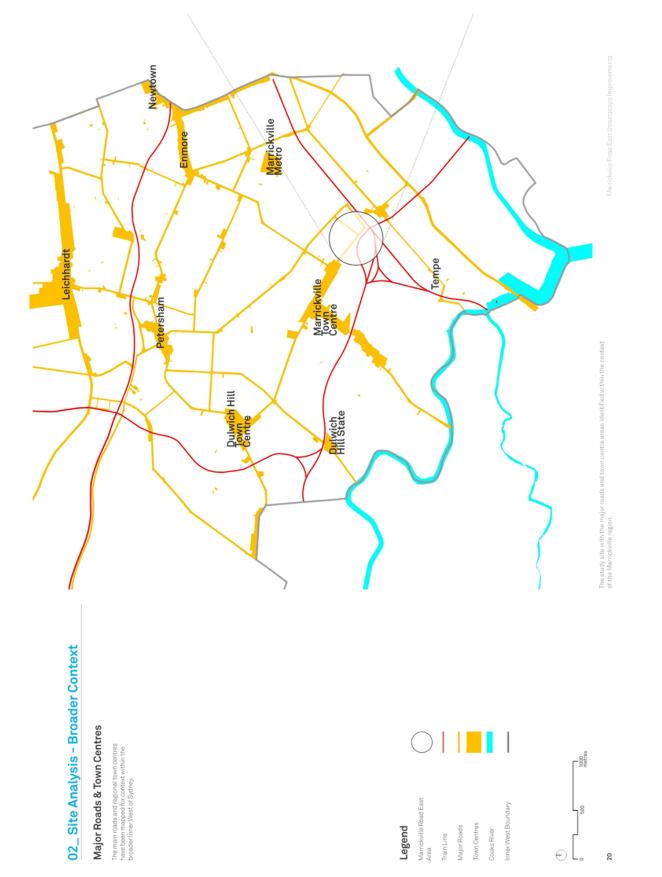


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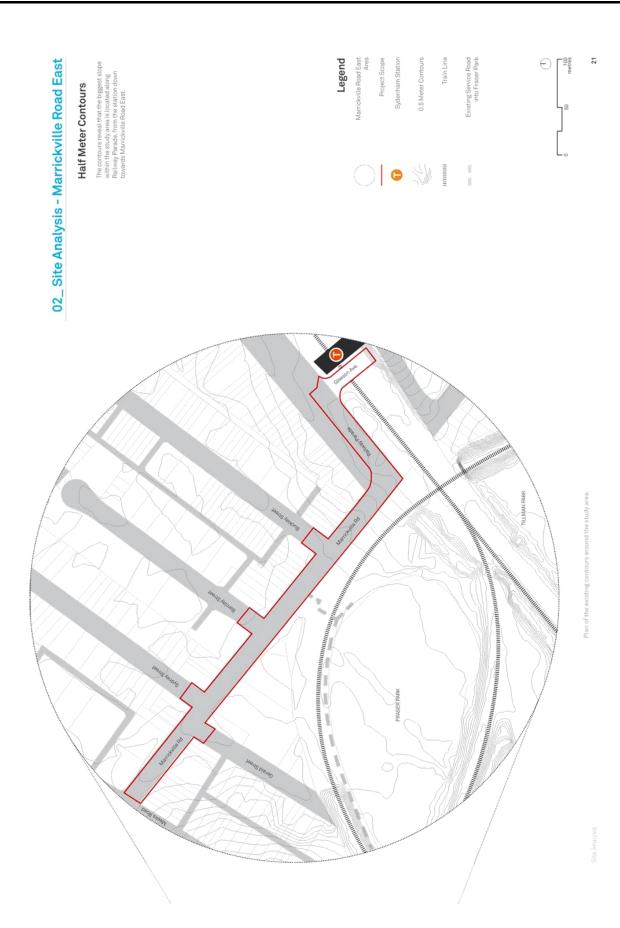




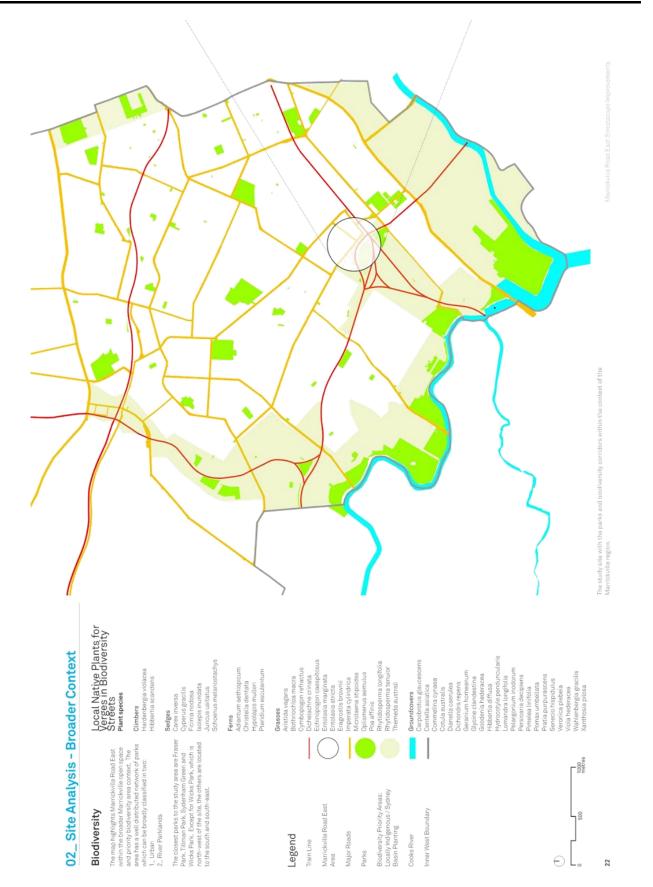


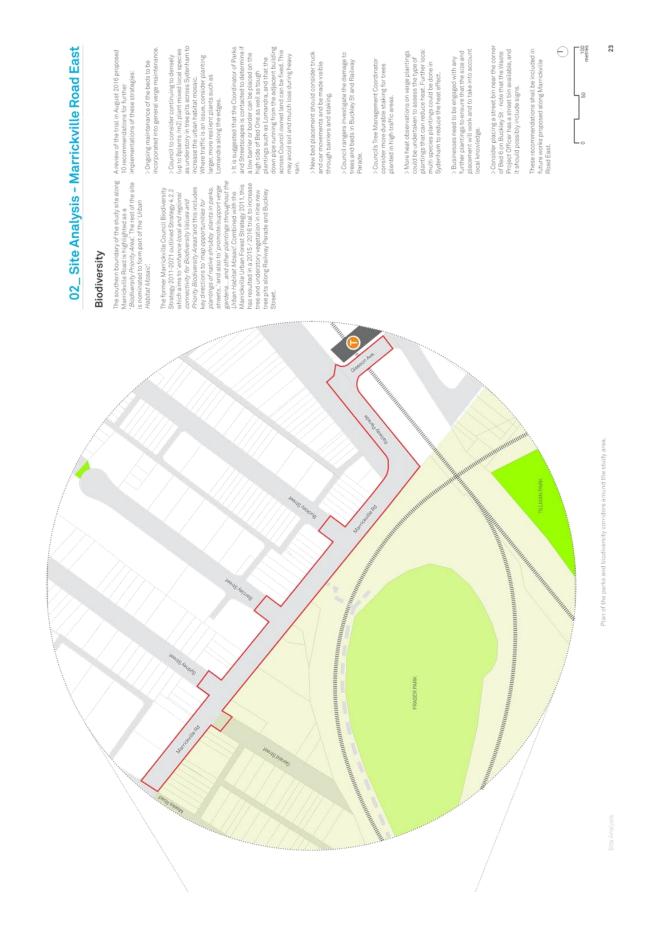
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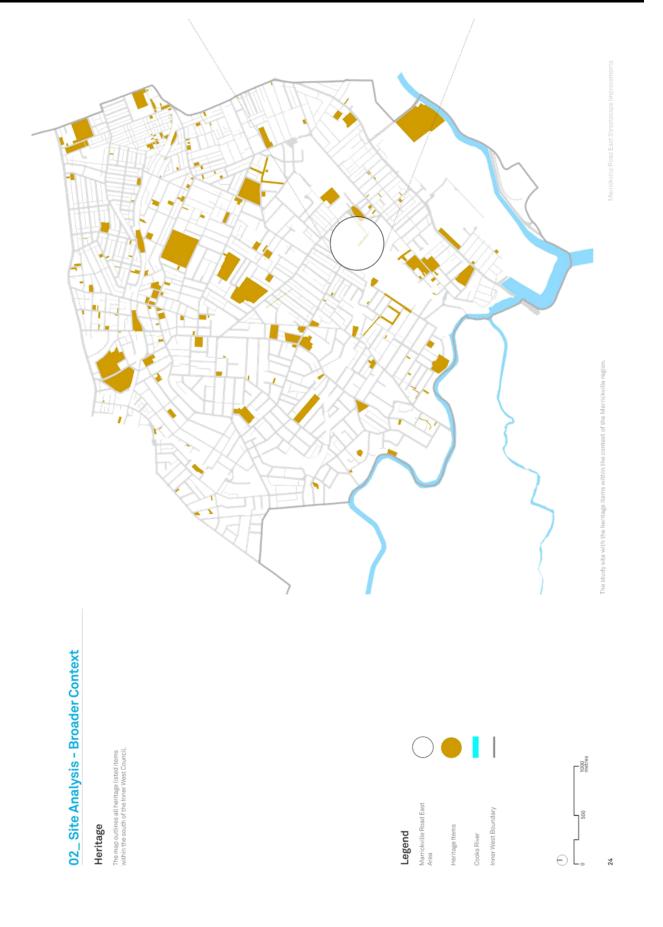




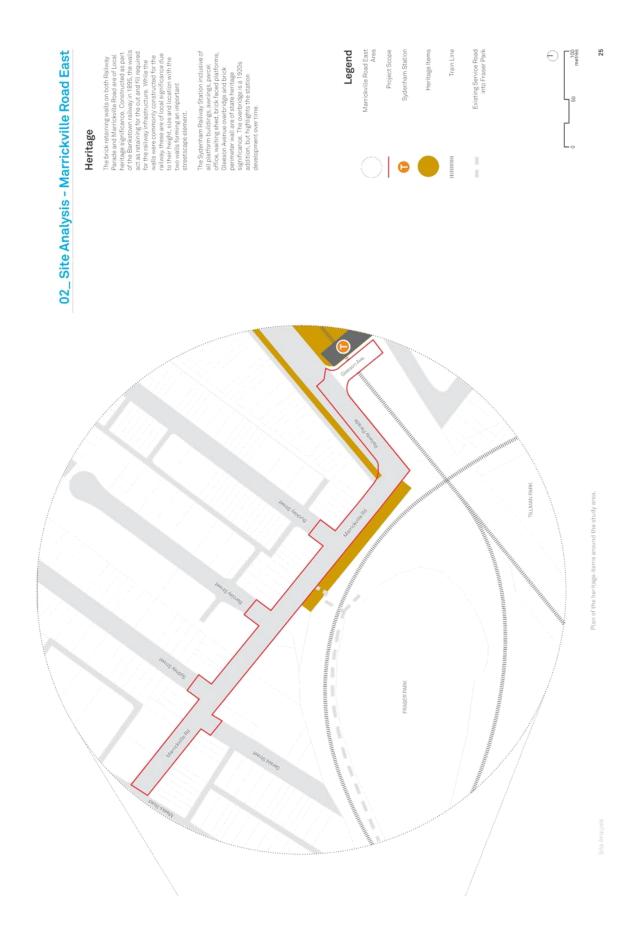








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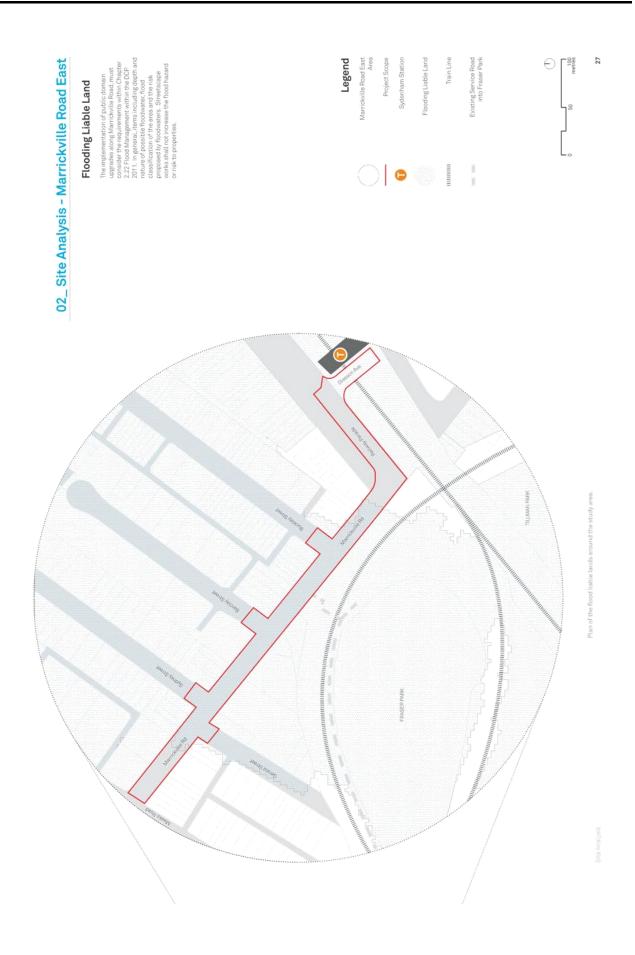
02_ Site Analysis - Broader Context

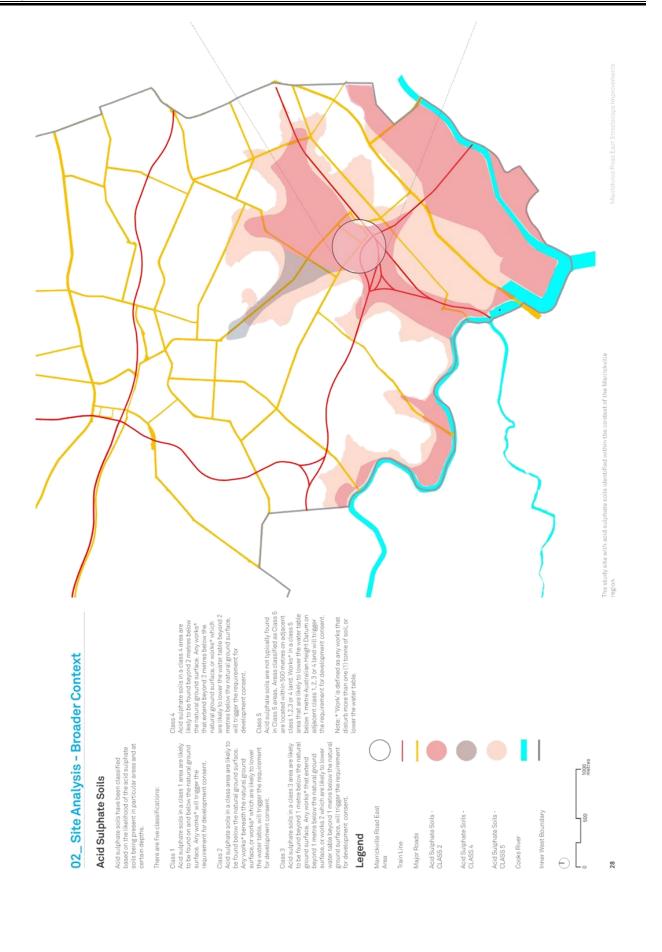
Flooding Liable Land - Overland Flow

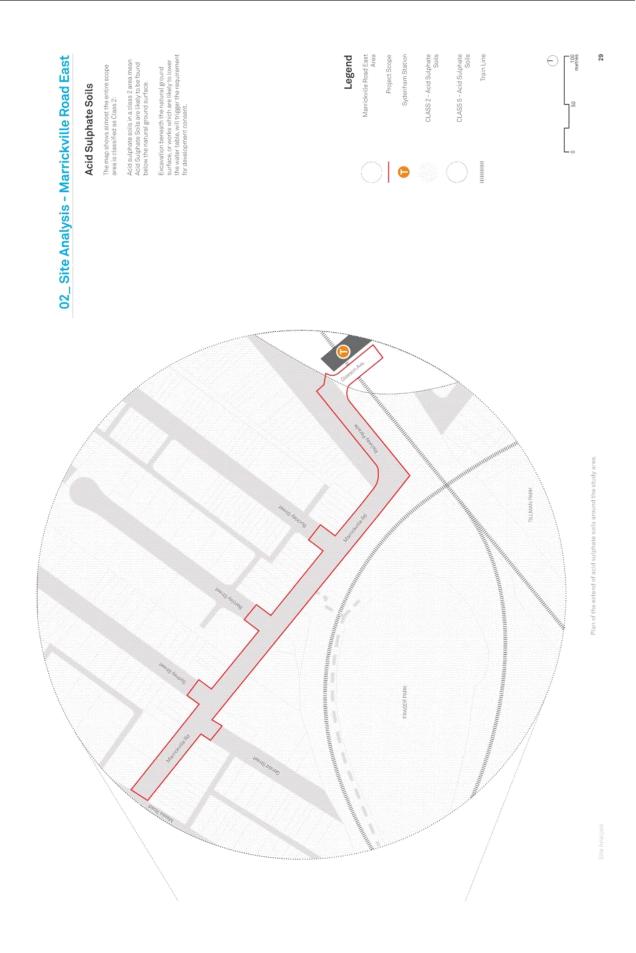
The study area is part of the Cooks River catchment. The low wart of the site along marrickville Road was once part of the site along drained Gumbramorra Svamp. The map shows the Food Jubble Land' from the 20 bellopment Council Plan (DCP). Flood Li Land is detailed as land within a flood granning areas, and land likely to be affect by the probable maximum flood PMF of Cooks River. The map also includes the Cooks River. The map also includes the Ranning Area (overland flood). It dentifies land in accodance which includes the land in cocdance with Council's flood area and by the 100-year flood overland fl



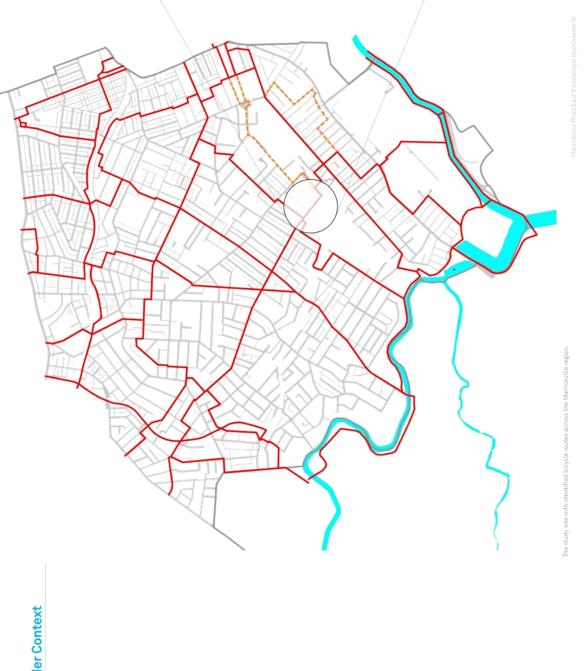
Attachment 1











02_ Site Analysis - Broader Context

Bicycle network

The site connects with regional cy heading west through Marridwill Duiwich hill. Neapy connections along Sydrey Street towards Erm Newtown, and south connecting. cycleway via Meeks

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iggested Cycle Route: Existing Cycle Routes

nner West Boundary

Cooks River

Marrickville Road East Vrea

Area

Legend







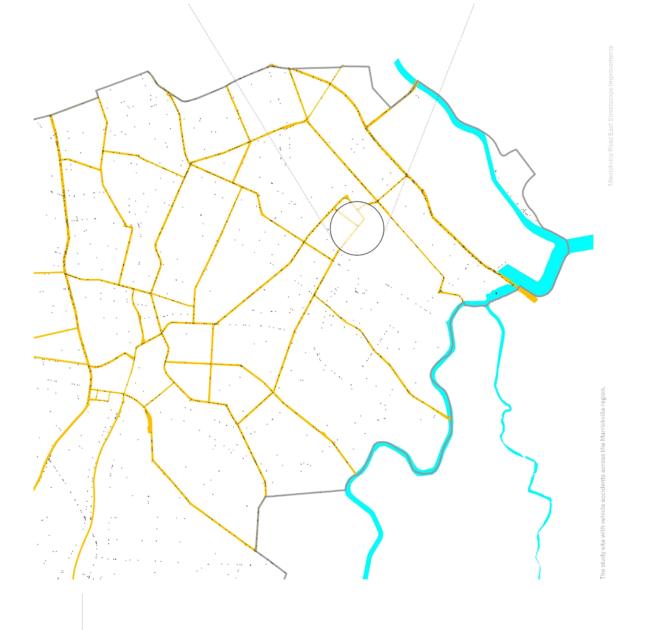
02_ Site Analysis - Broader Context

Main Walking Routes

All streets within the site are mapped as part the former hardricking councils wildeble Streets Network. Both Marrickville and Sydenham rainys stations are pedestrian attractors, particularly for commuters to the city. The catchments for these stations each other.









Traffic Accidents - 5 years

Black dots represent the accidents that occurred over the last 5 years in the sout area of the Inner West Council. While many are concentrated along majo roads, the map highlights the smaller str also host a number of traffic accidents.



Attachment 1

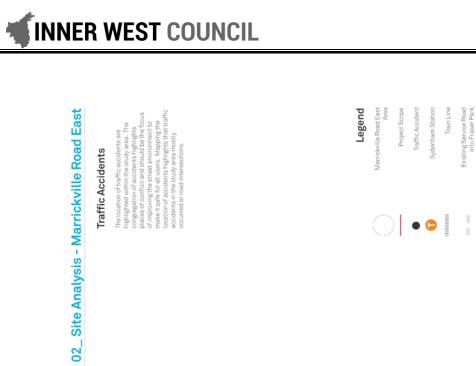
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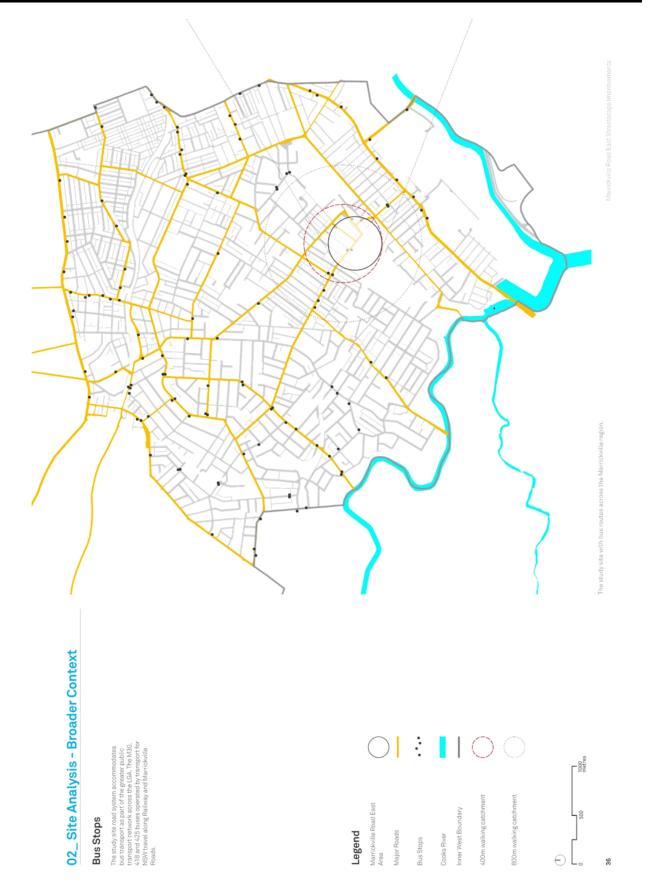
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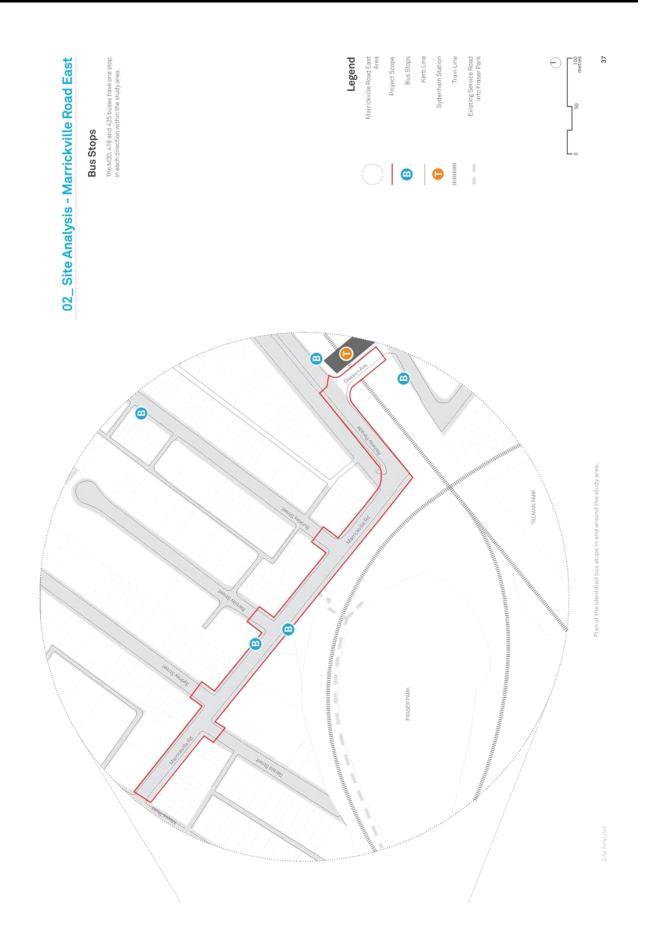


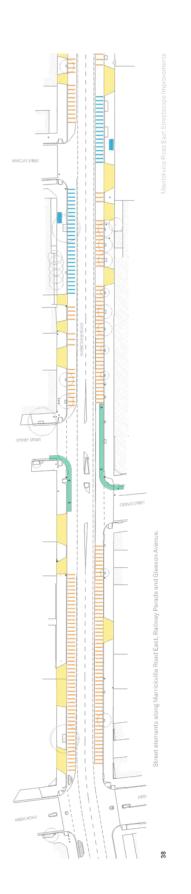












Traffic & Parking

The streets include a number of existing contrains that example a number of existing contrains that example use of the existing that exists in that have been dentified within the sints in that have been of the street of the street of the street Diversity with and locations; Diversity with an existing conditions have be measured on the existing conditions have be treated on the avesting conditions.

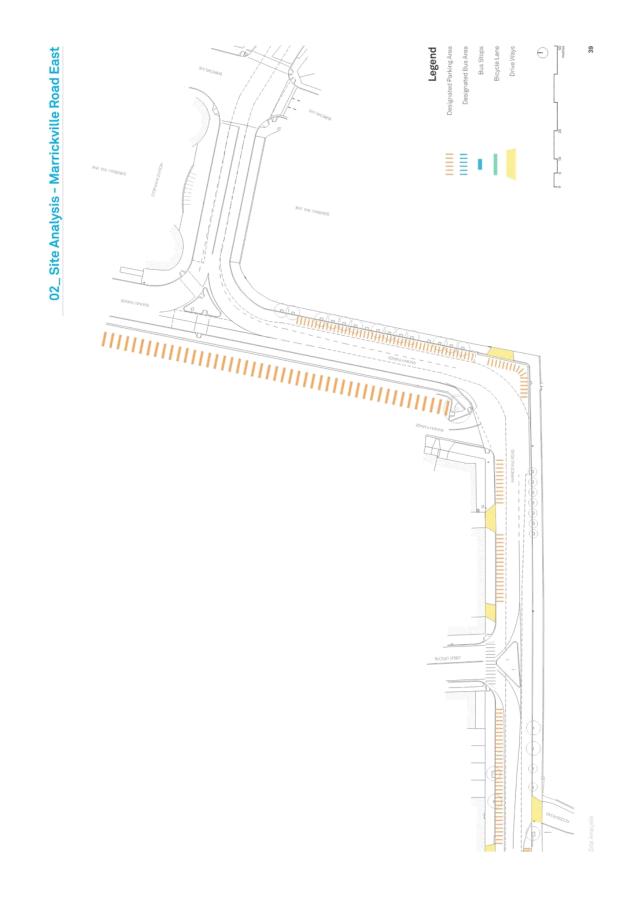
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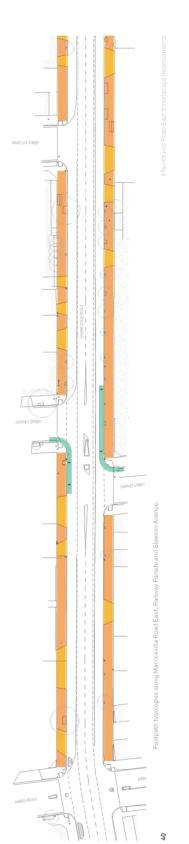
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INNER WEST COUNCIL

Item 8





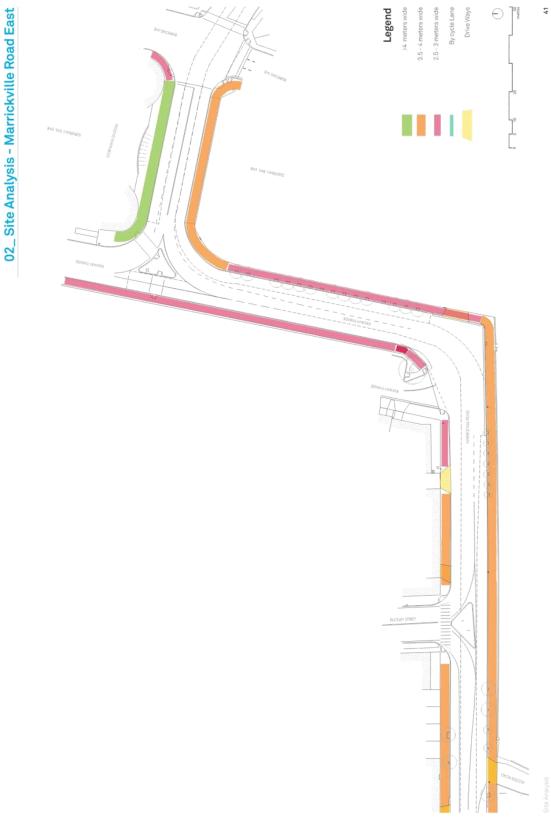
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02_ Site Analysis - Marrickville Road East

Pedestrian footpaths

Pathway width has a significant impact on design outcomes along as treetscape. The pathway width plan captures the typologies the acting street involuting width within the struct and cur along the street in the what can cour along the street in the infirent design poilons.

Legend



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27 Asset Number: TRS28905 Asset Number: TRS28905 Height: 3m Canopy Spread: 1m Age: Young Age: Young BH: 4cm Age: Young Age: Young	29 29 Botanical Name. TRe28903 Botanical Name. TRenocarpus sinuatus Canopy Spread: 1m DBH: 4cm Age: Young and Stenad: 1m DBH: 4cm Age: Young and Age: Young and Age: Young Age: Young Age: Young Age: Young Age: Young DBH: 5cm DBH: 5cm	Misim Product E ast Street eccape improvements
21/21a/21b Asset Number Betanical Name Macadamia Integrifolia Height Ta Canopy Spread 0.5m Canopy Spread 0.5m Age Young 22 Asset Number TRS28930 Botanical Name Tristanlopsis laurina Height 2m Canopy Spread 1 m Canopy Spread 1 m Canopy Spread 1 m	23 Asset Number TRS28009 Boranical Name Tristanlopsis laurina Height Canopy Spread 1 DBH 10m Age Young Asset Number TRS28008 Asset Number TRS28008 Beranical Name Melaleuca bracteata Height Em Age Mature Age Mature Age Mature DBH 20cm DBH 20cm DBH 20cm DBH 20cm DBH 20cm DBH 4cm DBH 4cm DBH 4cm	
15 Asset Number: TR528917 Botancial Name: Triataniopeis faurina Height: Am Canopy Spread: 3m Age: Mature 16, 16b Asset Number: TR528916 Botanioy Spread: 6m Height: 5m Canopy Spread: 6m Age: Mature	17 Asser Number: TR528827 Botanical Name: Eucatyptus mannifera Height: This DBH: 60cm Age: Mature Bearingh: Shead 4m Height: Em Height: Em Age: Mature Ber 2cm Age: Mature 19 Ber 2cm Age: Mature 20 Asser Number: Tr528911 Ber 3cm Age: Mature Ber 3cm Age: Mature Ber 3cm Ber 3cm Be	
09 Asset Number: TRS28924 Botonica Name: Tristaniopsis laurina Height: 2m Caropy Spread: 1m Age: Young DBH: 3cm Asset Number: Tristaniopsis laurina Height: 4m Caropy Spread: 3m Age Mature Age Mature	11 Asset Number: TRS28026 Baset Number: TRS28026 Height Am Canopy Spread: 4m Age: Mature Age: Mature Baset Number: TRS28920 Baset Number: TRS28919 Baset Number: TRS28919 Baset Number: TRS28919 Asset Number: TRS28919 Baset Number: TRS28919 Baset Number: TRS28919 Baset Number: TRS28919 Baset Number: TRS28918 Baset Number:	Con R CENTO SHEET
Iarrickville Road East Legend High Fatention Value Medium Retention Value Low Retention Value	aser Number: TRS28924 Botanical Nume: Trtataniopeis laurina Height: Zm Canooy Spread: 1m DBH: 2cm Aser Numbor: TRS28923 Aser Numbor: TRS28923 Botanical Nume: Trtataniopeis laurina Height: Zm Canooy Spread: 1m DBH: 3cm DBH: 3cm DBH: 3cm Age: Noung Canooy Spread: 5m Age: Mature Age: Mature Bet and Age: Mature DBH: 25 Botanical Name: Trfs28925 Botanical Nam	Control of the first of the fir
O2_ Site Analysis - Marrickville Roa Existing Trees Legend All existing Trees Legend All existing trees have been mapped with data including: Batanical name, common name, height, spread and general age mane, height, spread and general age mercanico value All trees have been assessed on site. All trees have been assessed on site. All trees have been assigned to each one tree.	Alser Number: TR829201 Botanical Name. Eucalyptus melliodora Height: 8m Canoby Spread: 6m Age: Mature DBH::30cm Asset Number: TR528869 Botanical Name: Tristaniopsis laurina Height: 4m DBH: 18cm Canopy Spread: 5m DBH: 18cm Age: Mature Canopy Spread: 3m Asset Number: Tr529137 Asset Number: Tr529137 Asset Number: Tr529137 Asset Number: Tr529137 Botanical Name: Auranticarpa rhombifolia Height: 4m DBH: 10cm DBH: 10cm	42 Street tree

Item 8

42 43 4 0 48 44 45 Asset Number: TRS2888 Botanical Name: Lophostemon confertus Height: Am DBH: 16cm DBH: 16cm Ags: Semi Mature on confertus australe Asset Number: TRS28884 Botanical Name: Lophostemo Height: 3m Canopy Spread: 2m 48 / 48b Asset Number: TRS28885 Botanical Name: Syzygium a Height: 1m Canopy Spread: 1m DBH: 1cm Age: Young Asset Number: TRS28887 Botanical Name: Syzygium sset Number: TRS28886 30tanical Name: Lophoste Height: 4m Canopy Spread: 2m DBH: 8cm Age: Semi Mature Height: 1m Canopy Spread: 1m DBH: 1cm Botanical Name: Scher Height: 4m Canopy Spread: 2m DBH: 8cm Age: Semi Mature DBH: 8cm Age: Semi Mature Asset Number: Age: Young 97 5 65 20 confertus tion confertus 39 Asset Number: **TRS2889**4 Botanical Name: **Syzygium australe** Asset Number: TRS28890 Botanical Name: Syzgium australe Height: 1m Canopy Spread: 1m Asset Number: TRS28892 Botanical Name: Syzygium australe Asset Number: TRS28893 Botanical Name: Lophoste Asset Number: TRS28891 Botanical Name: Lophoste Asset Number: TRS28889 Botanical Name: Lophoste Height: 1m Canopy Spread: 1m DBH: 2cm eight: 1m anopy Spread: 1m 3H: 2cm Height: 4m Canopy Spread: 2m Height: 4m Canopy Spread: 2m py Spread: 2m DBH: 16cm Age: Semi Mature 0BH: 12cm Age: Semi Mature DBH: 8cm Age: Semi Mature DBH: 1cm Age: Young Age: Young Young Height: 4m 9 5 3 43 1 tus

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Contours & Rain Water

The site slope and drainage pit locat been mapped to design the street, it water sensitive urban design elemen existing pits have been retained and the final design options.

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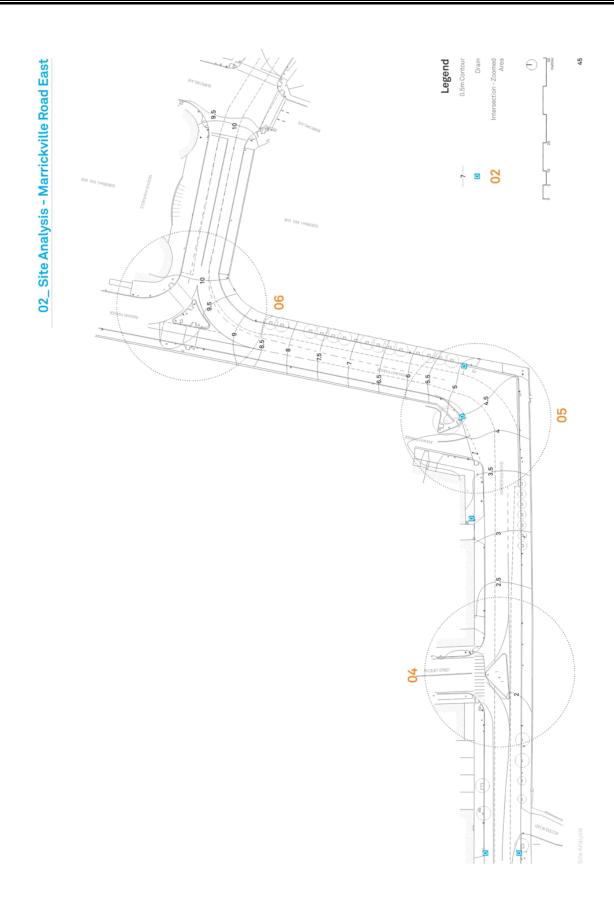
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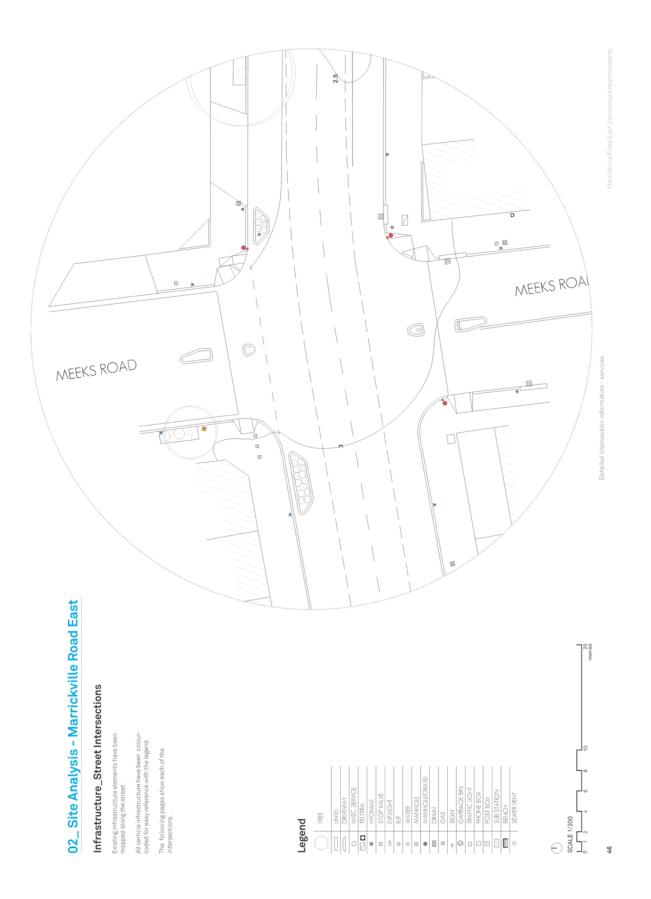
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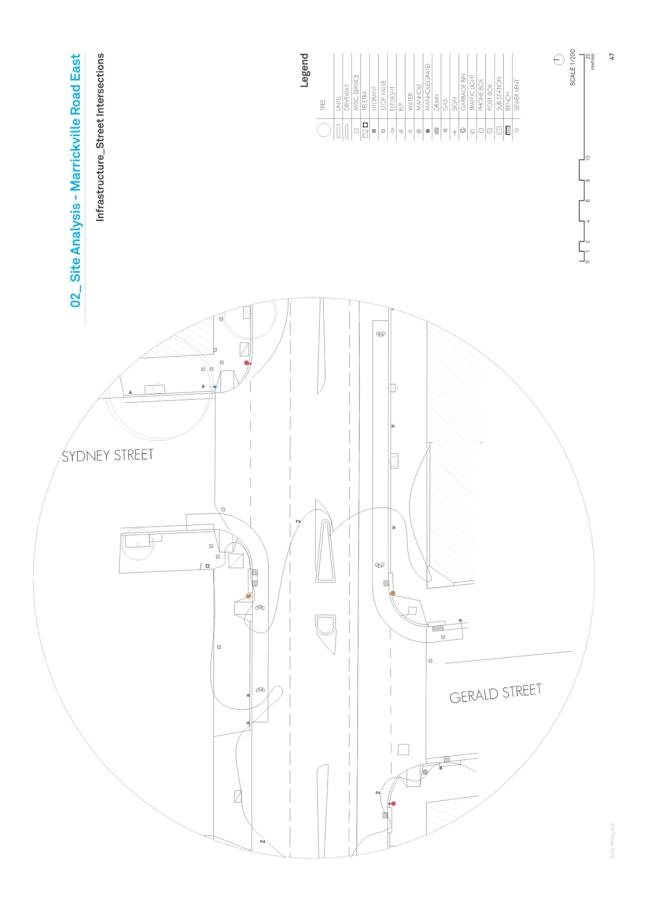
INNER WEST COUNCIL

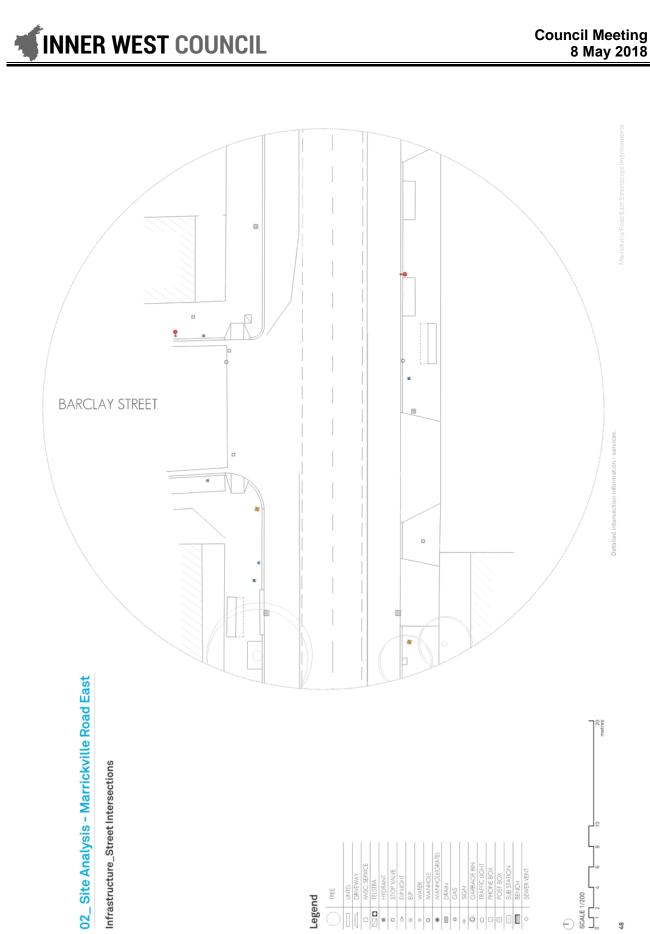
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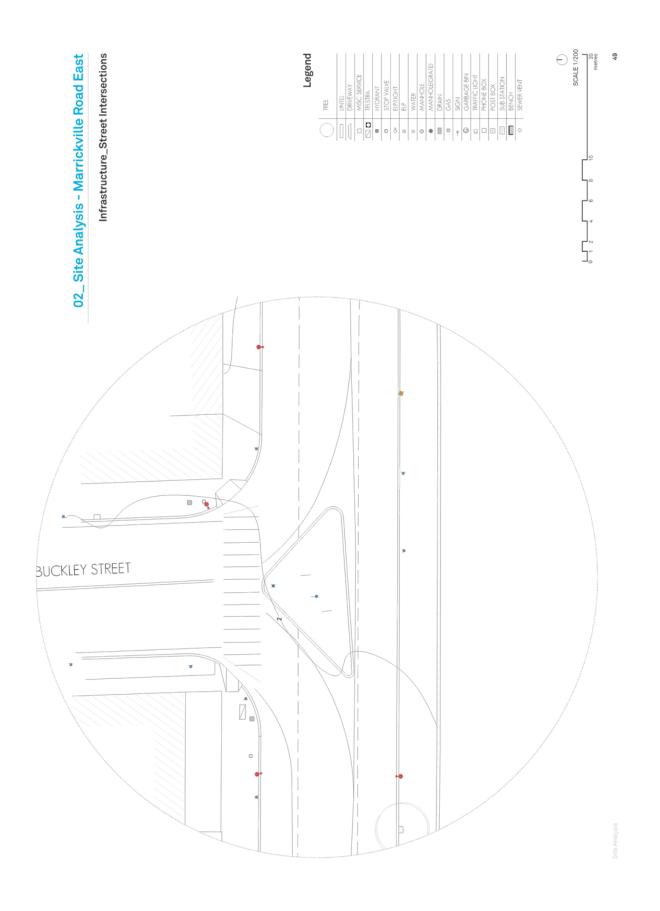




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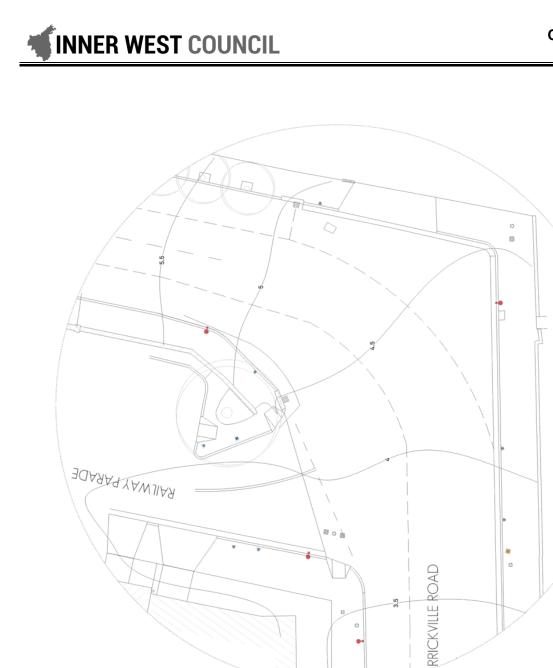
20 metres

Scale 1/200

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SUB STATION BENCH SEWER VENT

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02_ Site Analysis - Marrickville Road East

Infrastructure_Street Intersections

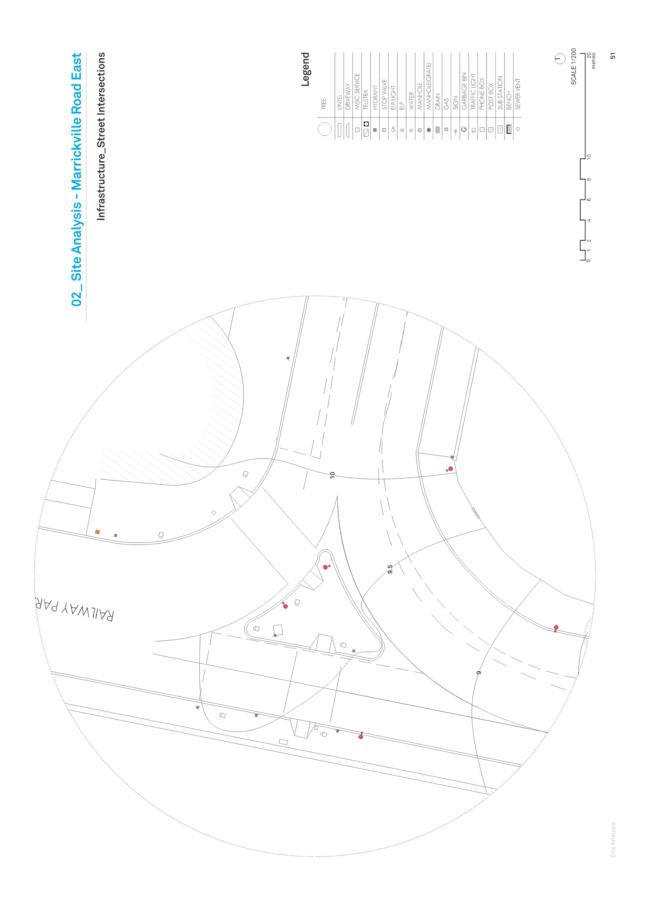
Item 8

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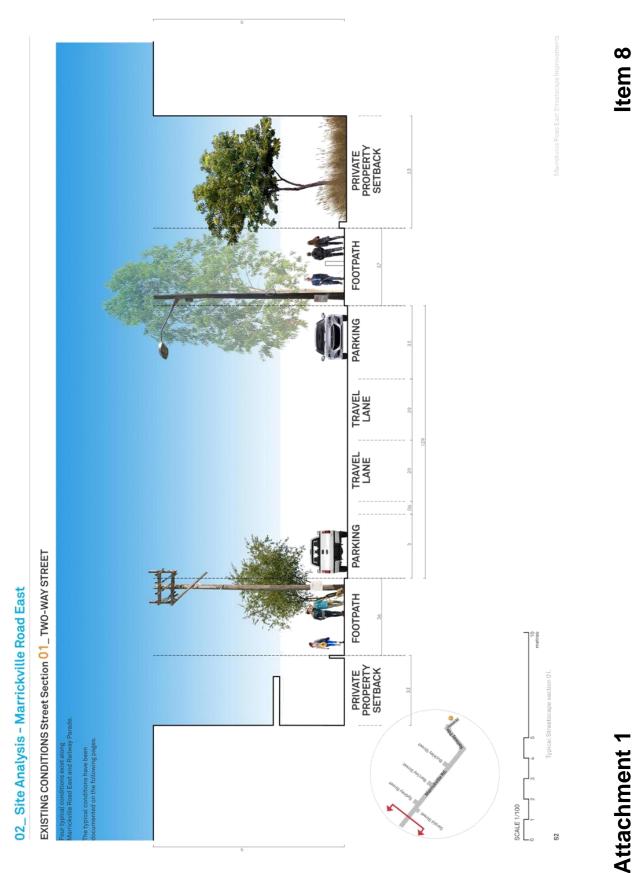
TREE

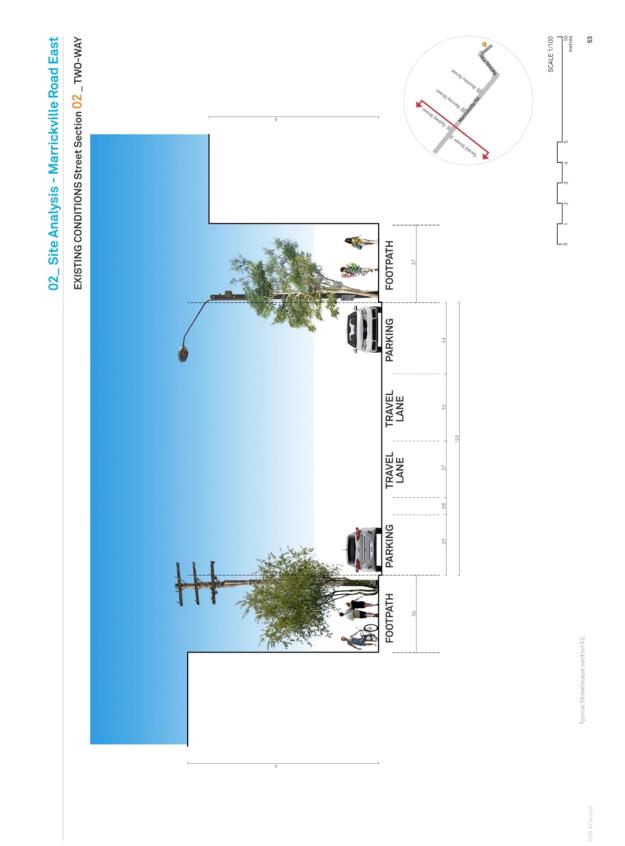
Legend

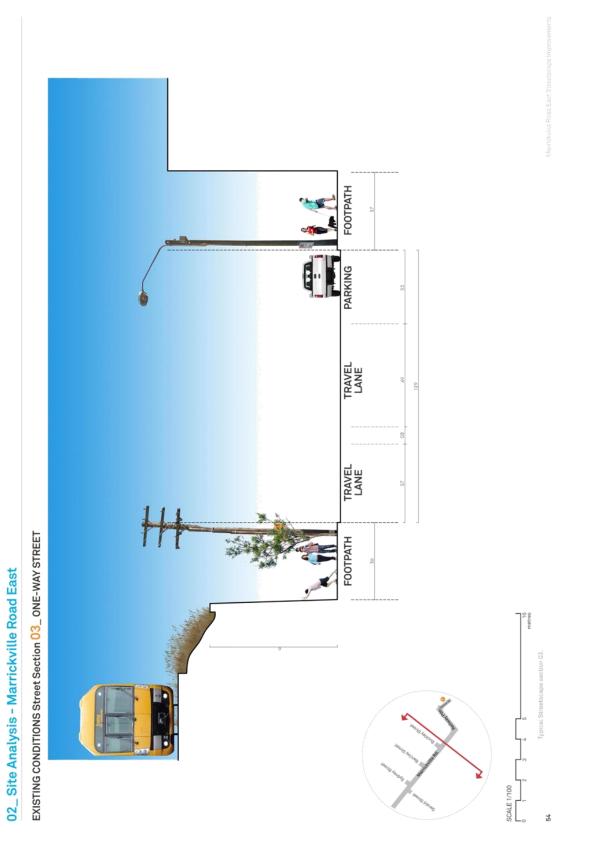
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Item 8





EXISTING PHOTO REPORT

Marrickville Road - Between Meeks Road and Sydney Street



The existing conditions and use have been captured as a photo record over the following pages.





EXISTING PHOTO REPORT









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02_ Site Analysis - Marrickville Road East

EXISTING PHOTO REPORT

EXISTING PHOTO REPORT Marrickville Road - Between Sydney Street and Barclay Street

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Street from Marickville Road's corner





EXISTING PHOTO REPORT

02_ Site Analysis - Marrickville Road East

Marrickville Road - Between Barclay Street and Railway Parade

02_ Site Analysis - Marrickville Road East

EXISTING PHOTO REPORT Marrickville Road - Between Barclay Street and Railway Parade

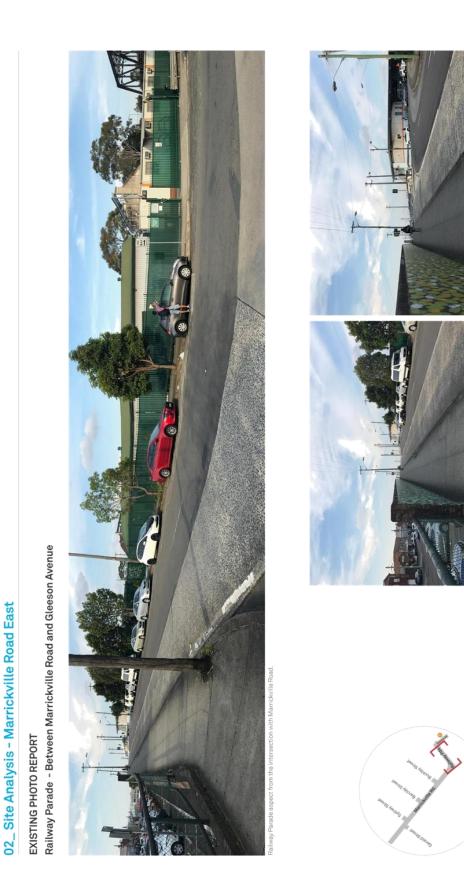
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rsection between Marrickville Road and Railway Parade, Ic









side.



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97

02_ Site Analysis - Marrickville Road East

EXISTING PHOTO REPORT Gleeson Avenue - Between Railway Parade and Burrows Avenue

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yclist riding on the footpath entering Railway Parade from Gleeson Roi

the franciscolo



03_community engagement

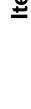


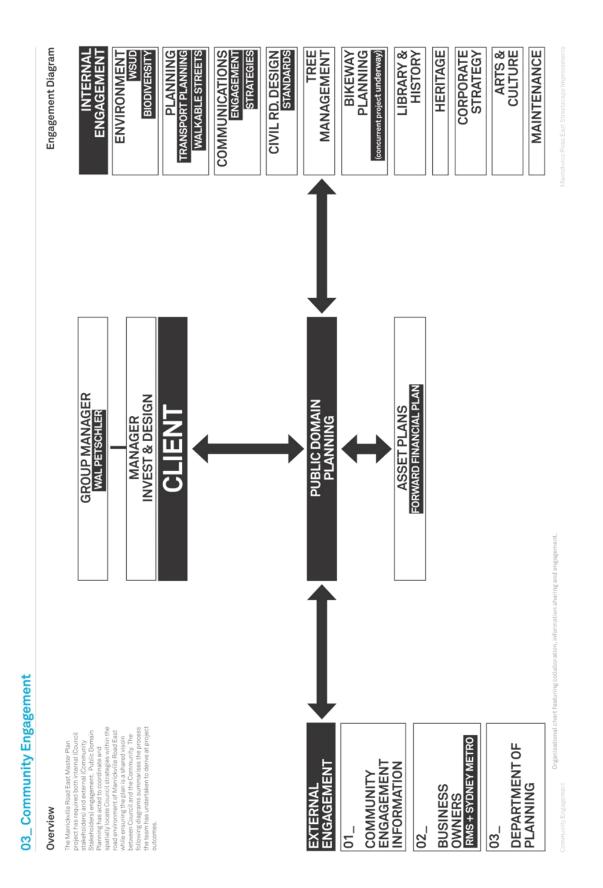
67

Attachment 1



ommunity. Engagemen





Council Meeting 8 May 2018

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69

[Type a quote from the document or the summary of an interesting point. You can position the text box 03_Community Engagement anywhere in the document. Use the Drawing Tools tab to change the formatting of the pull quote text box.] High priorit Moderate priority Low priority rs) was good ans / cyclists along the What would respondents like to see mproved along Marrickville Road East: Common comments from respondents egarding safety: s noted that the: t due to fast traf by strai ne day, but ets lack Night 3 2 Method of travel to visit Sydenham Station along Marrickville Road East: ville Road East Each section has the question asked with a number correlating to the number of times respondents selected the answer. The reasons why people visit Marrickville Road East: 00 Engagement summary Evening The feedback received from the con 3 13 ed in the fol ing Marrich Live in or near the area Travel through the area Day 23 Purpose of visit /cle indents perception of safety along that have recently occurred in Marrickvil East. Therefore the engagement was vis respondents use Marrickville Ro (trees, seating, bins etc.) need ding along Marrickville Road East The purpose of why respondents use arrickville Road East; transport mode to get to or from was disseminated to the ment; and t streetscape pedestrian ami tanding any issues respo nunity via a number means ii West Courier, email, Council occurred in Ma online survey of seven que he community engage ired the high skville Road: Overview heir street the most; cape;

ed to:

6 15 22 11 004 strian lighting along th surfaces need to be imp The most commonly raised items to provide a safe pedes environment ng of shade trees and ille Road East; streetscape Night 2 Evening ng the day? Day 19 10 14 8 12 Cycle along the street Valk along the /isit for leisure /alking along /isit a local Jse the bus fisit Fraser troller

The your Say Inner West website received 100 visits to the Marrickville Road East survey page. From the 100 visits, 26 surveys were completed.

All advertising material provided details

er box mail out. A total of 1440 /ed the letter box mail out, cen!

learby streets extending to 5 1 and west to Illawarra Road.

Inner West Council Your Say Inner site. The site contained informati

an overview of the p

and a link to the online survey.

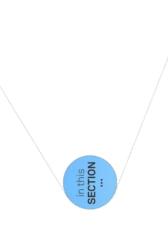
respondents feel safe along the etscape dui

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Do respondents feel safe along the streetscape at night?

Quite safe Ok Quite unsafe Very unsafe



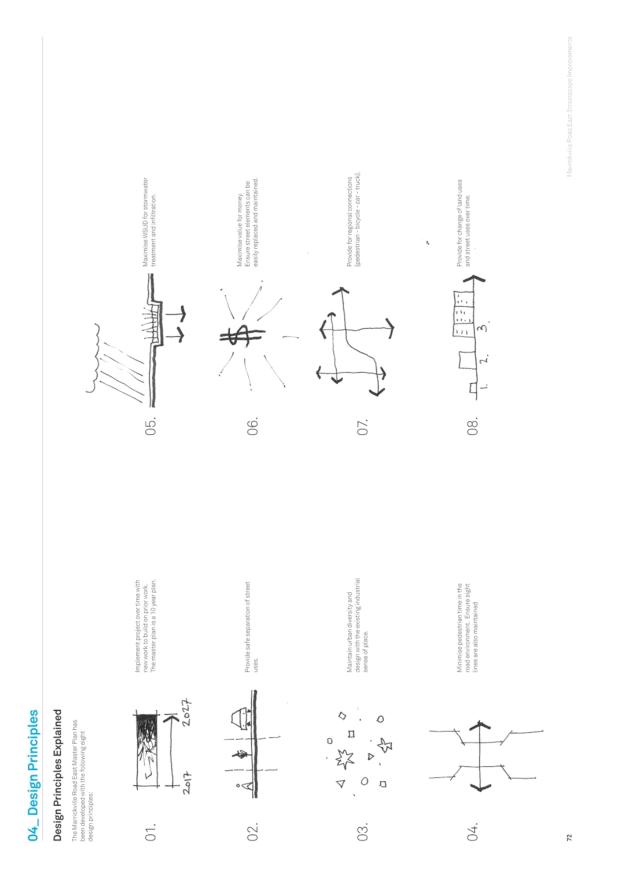


04_design principles



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04_ Design Principles	Design Objectives	<section-header><section-header><section-header><section-header><section-header><text><text><text><text><text><text><text><text><text><text></text></text></text></text></text></text></text></text></text></text></section-header></section-header></section-header></section-header></section-header>	

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Item 8

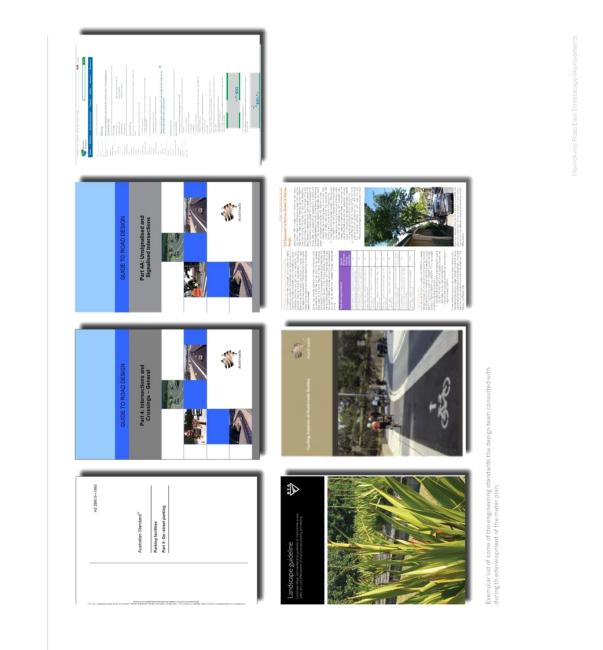


05_proposed design options









05_ Design Options

Overview / Standards

The design of the streetscape is based on engineering requirements. Council policy, Road authority requirements and Australian standards. The following are the minimum documents consulted:

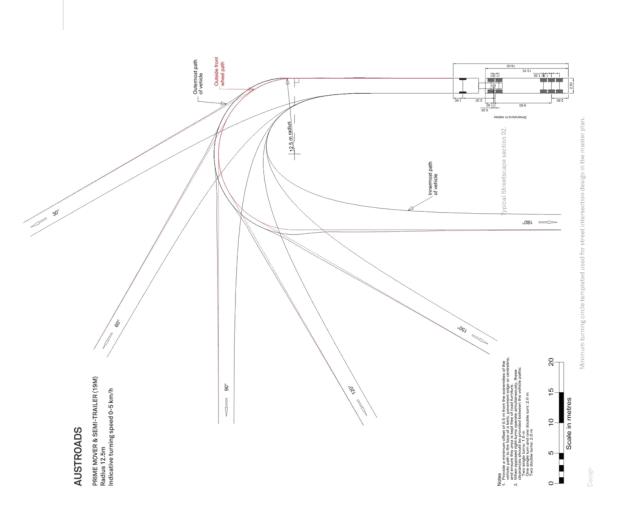
> Ausroads; > FITA Landscape Guidelines; > Australian Standard; and > L.A.T.M. - Parking numbers to remain

ame. Marrickville Street Tree Master Plan

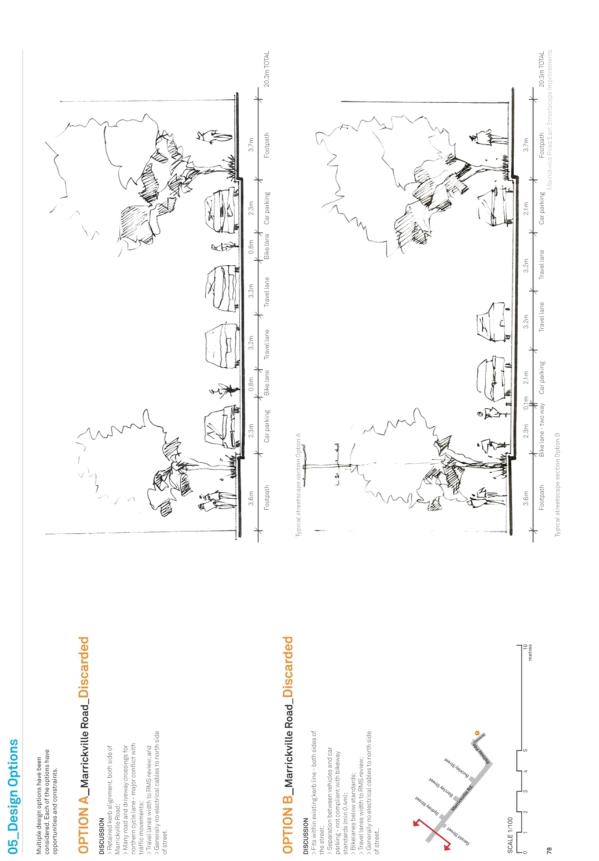
The master plan complies with all releve standards and guidelines.













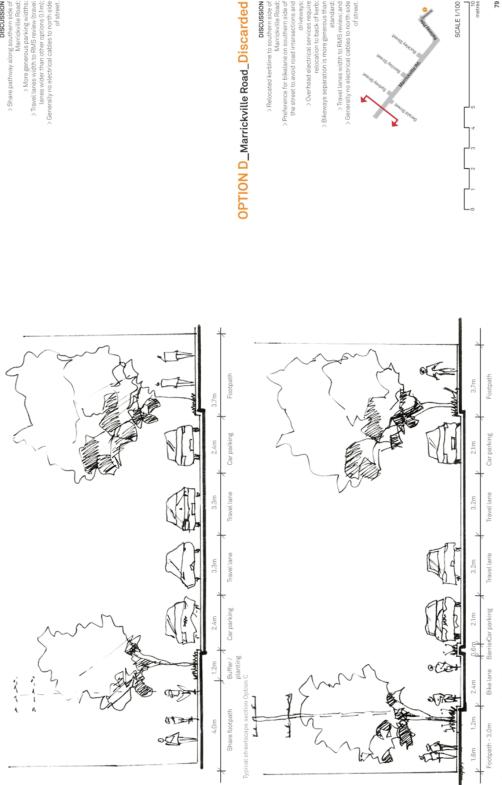
05_ Design Options

OPTION C_Marrickville Road_Discarded

1

 > More generous parking widths:
 > Travel lanes width to RMS review (travel lanes wider than other options 0.1m);
 Generally no electrical cables to north side DISCUSSION > Share pathway along so

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DISCUSSION

Marrick

tables to r

SCALE 1/100





06_master plan



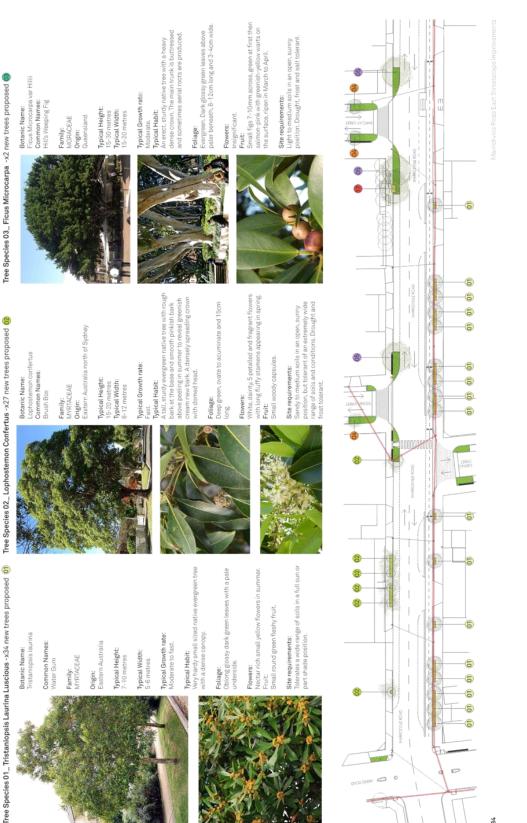






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Tree Species 02_ Lophostemon Confertus -x27 new trees proposed 02 Tree Species 01_Tristaniopsis Laurina Luscious -x34 new trees proposed 00

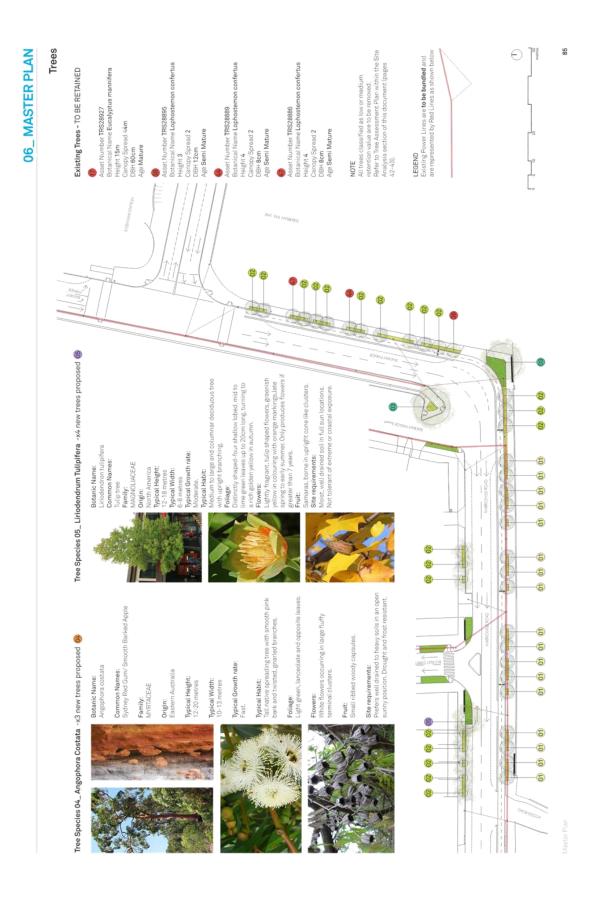
06_ MASTER PLAN

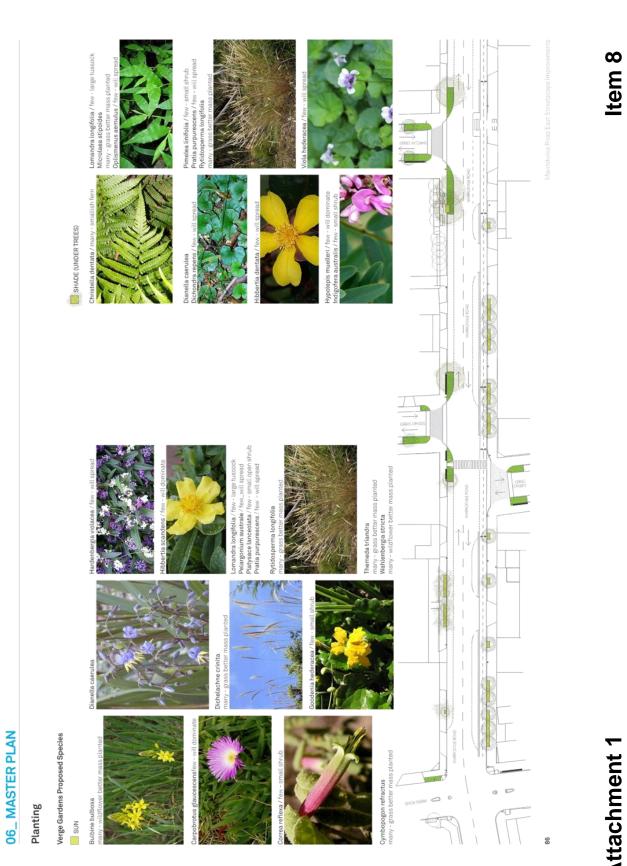
Trees

Council Meeting 8 May 2018



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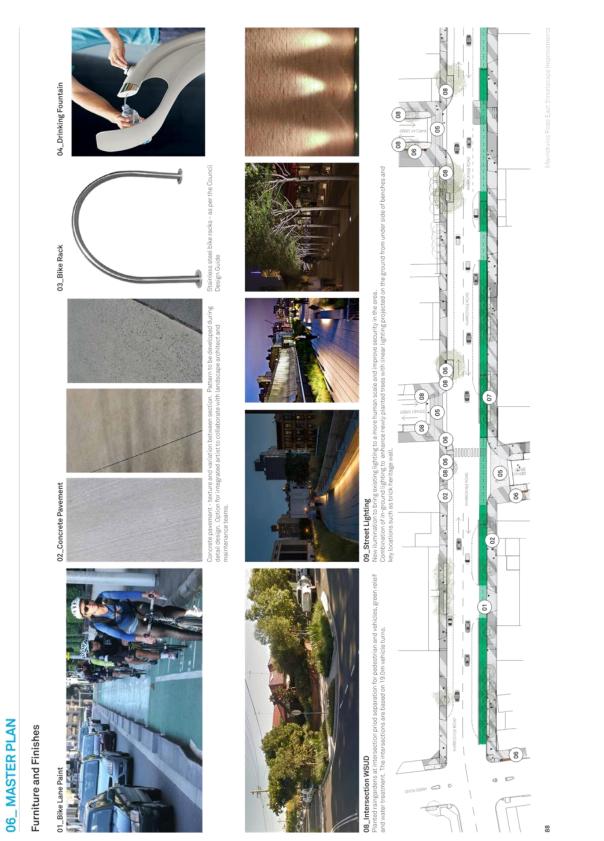




Attachment 1

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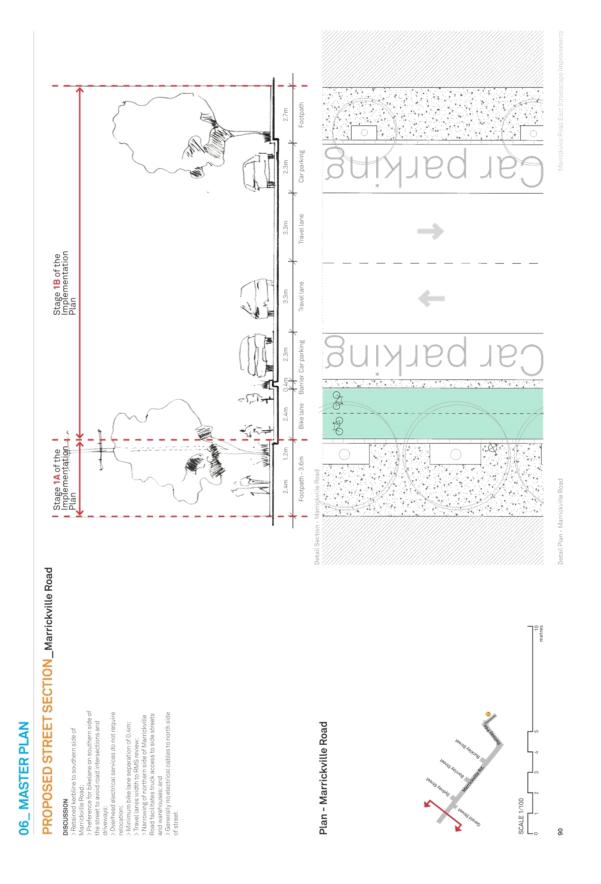


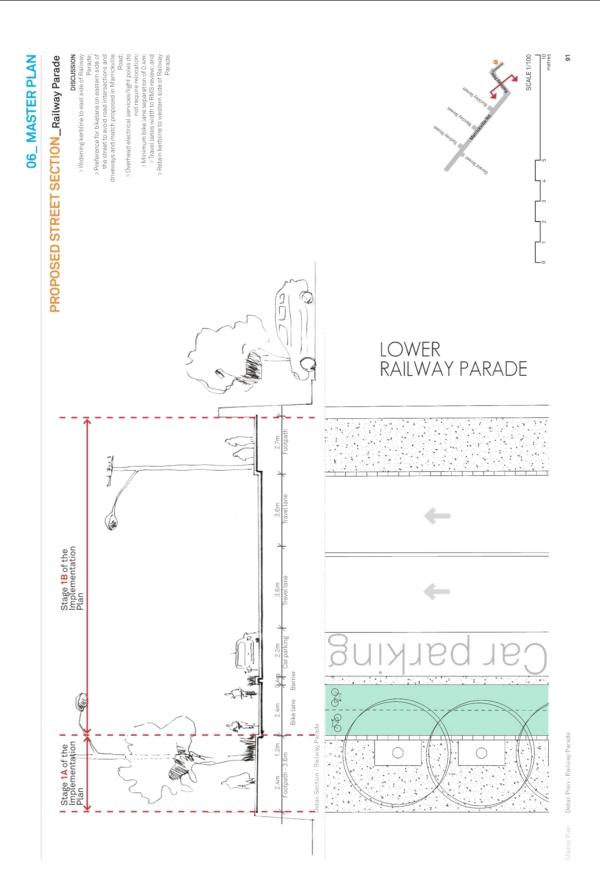


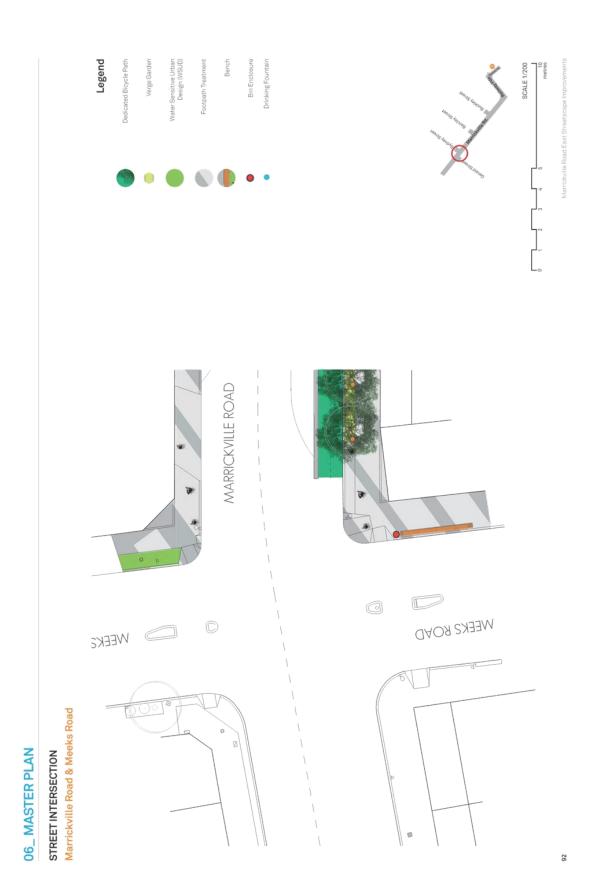






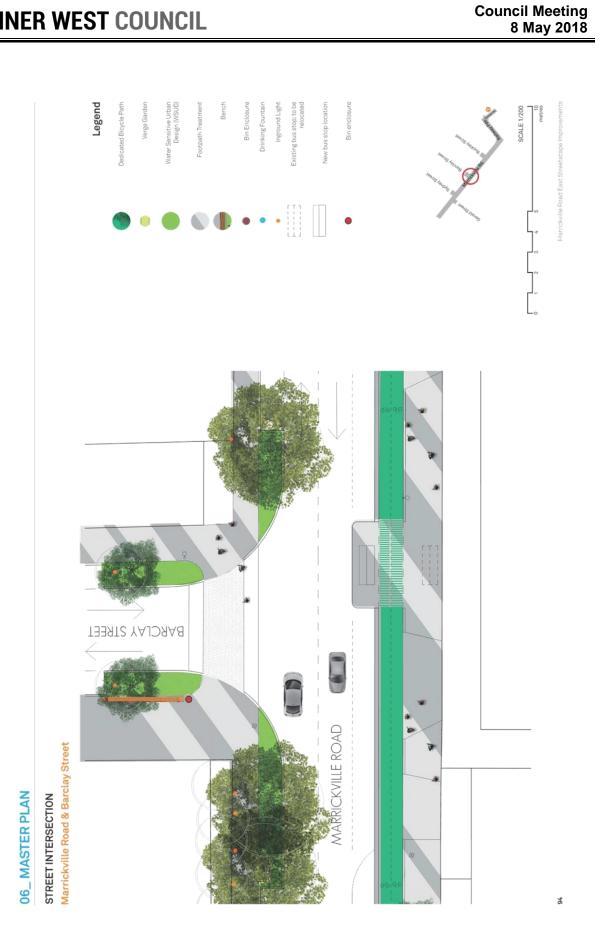












Inground Light	•	
Drinking Fountain	•	
Bin Enclosure	•	
Bench	٠	
Footpath Treatment	٩	
Water Sensitive Urban Design (WSUD)	•	
Verge Garden		
Dedicated Bicycle Path	۲	ич 11 11 11 11 11 11 11 11 11 11 11 11 11
Legend		
STREET INTERSECTION e Road & Buckley Street	Marrickville Road & Buckley Street	
06_ MASTER PLAN	CTDED	

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Council Meeting 8 May 2018

Master Plan

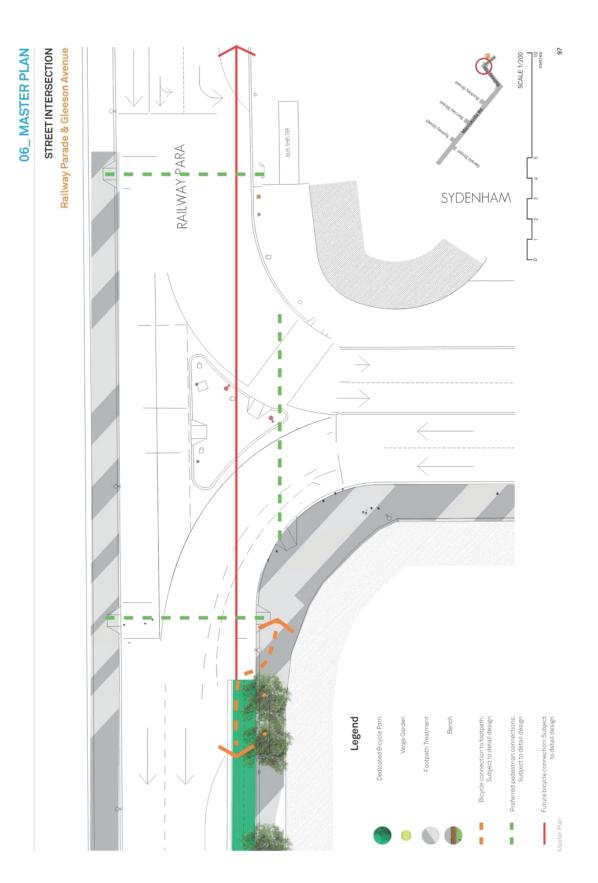
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Attachment 1



INNER WEST COUNCIL





Item 8





Attachment 1



npismentation Plan

WINNER WEST COUNCIL

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There remained in the first of the province of the first of		ree removal (small)		each	\$250.00	\$11,500.0
Singly and flat the total (out) consolitions (100 cm) 510 000 350 000 Singly and flat the total (1000 cm) consolitions (1000 cm) 310 000 310 310 Singly and flat channel (1000 cm) 1000 1000 3100 31200 3100 Singly and flat channel (1000 cm) 1000 1000 1000 31200 31200 Singly and frat af model (1000 cm) 1000 1000 1000 31200 31000 Singly and (1000 cm) 1000 1000 1000 1000 31000 Singly and (1000 cm) 1000 1000 1000 1000 31000 Singly and (1000 cm) 1000 1000 1000 1000 31000 Singly and (1000 cm) 1000 1000 1000 1000 31000 Singly and (1000 cm) 1000 1000 1000 10000 10000 Singly and (1000 cm) 1000 1000 10000 10000 Singly and (1000 10000 10000 10000 10000 Singly and (10000 10000 10000 10000 10000 Singly and (10000 10000		ree removal (large)		each	\$1,000.00	\$3,000.0
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Synthy and leads. To Mike service. Synth and leads.	- 25	upply and Install Inground Lights		each	\$500.00	\$60,000.0
Stepping and inside Toolkin sounding 200 each 520000 Stepping and inside Toolkin solution 200	TREFT FURNITURE AND OTHER ASSOCIATED COSTS					
Stepsky and Iterach 20 eech 5,00000 Stepsky and Iterach 8,0 eech 5,00000 Stepsky and Iterach 10,0 10,0 5,00000 Stepsky and Iterach 10,0 10,0 5,00000 Neglek and Iterach 10,0 10,0 5,0000 Neglek and Iterach 10,0 10,0 5,0000 Neglek and Neglek 10,0 10,0 5,0000 Neglek and Neglek 10,0 10,0 10,0 Neglek 10,0 10,0 10,0 10,0 Neglek 10,0 10,0 10,0 10,0 Neglek 10,0 <t< td=""><td></td><td>upply and install - Public seating</td><td>36.0</td><td>each</td><td>S2,000.00</td><td>\$72,000.0</td></t<>		upply and install - Public seating	36.0	each	S2,000.00	\$72,000.0
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Mark Gar CC 300 Dialy Control CC 300 Dialy Control CC 300 Dialy Control Dialy Control Dialy Control CC 300 Dialy Control CC 300 Dialy Control CC 300 Dialy Control Dialy Control Dialy Control Dialy Control CC 300 Dialy Control CC 300 Dialy Control CC 300 Dialy Control Mark Control Dialy Control Dialy Control Dialy Control Dialy Control Dialy Control Mark Control Dialy Control Dialy Control Dialy Control Dialy Control Dialy Control Mark Control Dialy Control	6.	undling of Overhead Electrical Infrastructure - priced per span (pole to pole)	18.0	each	\$8,000.00	\$144,000.0
By any device indexerse (and which) FC (2004) By any device indexerse (and which) FC (2004) By any device indexerse (and exceeding the obtained of the second term of the second ter	6 8	viblic Art Annual Custome Conserve Dominimum County Life and A		PC SUM		\$100,000.0
Sector Religion of the compare pederation religie FC 50M PC 50M Sector Religionerst. Sector Religionerst. Sector Religionerst. Sector Religionerst. Sector Religionerst. Sector Religionerst. Mathematic Religionerst. Sector Religionerst. Sector Religionerst. Mathematic Religionerst. Sector Religionerst. Sector Religionerst. Mathematic Religionerst. Sector Religionerst. Sector Religionerst. Sector Religionerst. Sector Religionerst. Sector Religionerst. Sector Religionerst. Sector Religionerst. Sector Religionerst. Sector Religionerst. Sector Religionerst.		us Shelter Relocation (both sides)		PC SUM		\$70,000.0
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Mighrande, Internet and Application 20 52,15,00 Mighrande, Additional Dataset 20 50 52,35,00 Mighrande, Additional Dataset 1 exch 5,23,000 Scondarp and Public Hedders, economic projecting flow 1 exch 2,33,000 Scondarp and Public Hedders, economic projecting flow 1 exch 2,33,000 Scondarp and Public Hedders, economic projecting flow 1 exch 2,33,000 Scondarp and Public Hedders, economic projecting flow 1 exch 2,33,000 Scondarp and Public Hedders, economic projecting flow 1 exch 2,33,000 Scondarp and Public Hedders, economic projecting flow 1 exch 2,33,000 Scondarp and Public Hedders, economic projecting 1 1 1 Scondarp and Public Hedders, economic projecting flow 1 1 1	A DELA DUDALA				SUBTOTAL :	\$2,928,689
Myhneed-callon allonetti Sendar and Public Holders: scorene plant equivid (lee Sendar and Public Holders: scorene plant equivid (lee Sendar and Public Holders: Additional Jounda Sendar hard Agely and transf Overcord (15.1%) Found barch Septy and transf Overcord (15.1%) Found Found Foun		ijehtwork: concrete plant opening fee	-	each	\$2.415.00	\$2,415.0
Sundays and Nuclei Holdstyce correcting factor 1 exit 23,300.00 Sundays and Nuclei Holdstyce correcting Balling Sundays and Incurst Operent (10.5.1%) 20,300.00 100 pt 100		lightwork: additional loading	30	8	0.30	\$263,582.0
Sundays and Mutch Foldsryce additional busines Swall barch Sipply and intral Overcent (0.5.1%) (0.1 m)		undays and Public Holidays: concrete plant opening fee	1	each	\$2,930.00	\$2,930.0
100 DAV 259.000		undays and Public Holidays: additional loading mult burch Sunch and Install Overcost (0.5.161	10	%	0.33	597,623.0
100 DM 252600 1114 258		fare end waxaa a second in the first second in the second second second second				0.1015000
11EM 25%	UPERVISION		100	DAY	\$250.00	\$25,000.0
	ONTINGENCIES			ITEM	25%	\$732,172.3

07_ Implementation Plan

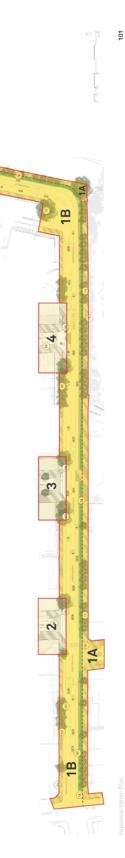
Costing

The implementation plan is to guide the mplementation and possible costs associated with the Marrickville Road East cooject. The implementation plan has been read to influence the long term Financial Plan. The street has been deconstructed with each construction element listed. Each listed item has a quartity provided, a unit rate, a cost rat and total costs.

The total overall costs are calculated as a subtotal and total which has contingencie included for staged delivery, project management and unforseen costs.

Project 1A - Pavement and Street Tree/Furtniture Improvements

		TINNOD		RAIE	AMOUNT
COLTPATH & VEHICULAR CROSSING					
10012011 0 ¥ LIILOOMA LAOJINO	Enotoath Trae Pit (excand existing and excavate 100mm)	12.0	Cm	\$245.00	\$2 940.0
4176	Footpath Tree Pit (new and mulch) 4.0m x 1.0m	191.0	m2	\$300.00	\$57,300.0
VINOR TRAFFIC WORKS					
41.2	Provision of traffic control staff, including all required signage and Traffic Control Plan	20	PP/Dav	\$450.00	\$9,000.0
415	Colour oxide surface finish (all three streets' footpaths - 100% coverage - south side)	1750.0	m2	\$50.00	\$87,500.0
105	Concrete Vehicular Crossing: Heavy duty – 150mm thick concrete (40MPa).	111	m2	\$180.00	\$19,980.0
KAFFIC FACILITIES	the state of the Property of the state and the state and				
15a	Tactile indicators (600mm wide SS) drilled in	26.0	ε	\$780.00	\$20,280.0
170	Linemarking (symbols)	4,0	each	\$170.00	\$680.0
	Signage and Post Installation (Council supply) in grass	4,0	each	\$180.00	\$720.0
DEMOLITION WORKS					
	Demolition: Footpath all types upto 100mm thick	500.0	m2	\$40.00	\$20,000.0
ANDSCAPING AND ANCILLARIES					
	Rainzarden - Gerald St Intersection - CAPEX	25.0	m2		\$49.252.00
	Raingarden - Railway Road Intersection - CAPEX	40.0	m2		\$94,094.00
	Tree removal (small)	41.0	each	\$250.00	\$10,250.0
	Supply and plant tube stock (native provenance, 6 per sqm) exc. Prep	54.0	m2	\$25.00	\$1,350.0
	Supply, install and maintain (6 months) trees (native provenance, 100L) exc. Prep - South Side	47.0	each	\$1,250.00	\$58,750.0
	Supply and Install Inground Lights	92.0	each	\$500.00	\$46,000.0
STREET FURNITURE AND OTHER ASSOCIATED COSTS					
	Supply and install - Public seating	16.0	each	\$2,000.00	\$32,000.0
	Supply and Install - Bicycle Racks	2.0	each	\$2,000.00	\$4,000.0
	Supply and Install - Bin Enclosures	4.0	each	\$3,000.00	\$12,000.0
	Supply and Install - Drink fountain	1.0	each	\$4,500.00	\$4,500.0
	Pedestrian wayfinding signage	2.0	each	\$7,000.00	\$14,000.0
	Public Art		PC SUM		\$65,000.0
	Repair Existing Concrete Pavement (south side only)		PC SUM		\$50,000.0
	Bus Shelter Relocation		PC SUM		\$35,000.0
	Bundling of Overhead Electrical Infrastucture - priced per span (pole to pole)	18.0	each	\$8,000.00	\$144,000.0
				SUBTOTAL :	\$838,596
VARIATIONS	Mishkundu namanka Alank amanjan fan		Anah	61 41E 00	67.41E.0
	Nightwork: additional loading	30	20	0.30	\$75.473.6
	Sundays and Public Holidays: concrete plant opening fee	1	each	\$2,930.00	\$2,930.0
	Sundays and Public Holidays: additional loading	10	ж	0.33	\$27,953.2
SUPERVISION		20	DAY	\$250.00	\$5,000.0
CONTINGENCIES			iTEM	25%	\$209,649.0



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Project 1A entails the south side of Marrickville Road and east of Railwa The scope of works for this project ir changes to the kerb lines.

07_ Implementation Plan

Costing - Breakdown by Projects

The Master Plan has been bri different projects to allow for budget allocation and execut proposed works.

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	ITEM NO. KERB AND GUTTER	ITEM DESCRIPTION	QUANTITY		RATE	AMOUNT
07_ Implementation Plan	A2a A4a ***	Concrete Kerb & gutter - 150mm high kerb (by hand) Concrete Median Usind Kerb 1500mm high on existing road pavement	283.0 430.0	EE	\$160.00 \$135.00	\$45,280.0 \$58,050.0
		לאנוס ווא רחור הוו היור ברב הפאר או אינו אינו אינו אינו אינו אינו אינו א	677	•	00.0076	0.000,000
Costing	FUULIPATH & VEHILULAR LRUSSING	Concrete Lavhack & Sm Ione	11.0	ach	\$905.00	\$9.955 D
Distributions of the first state of the second state of the relations.	A7a	Concrete Layback reinforced (extra over above)	11.0	each	\$520.00	\$5,720.0
Project 1 binas the largest scope and budget allocation it includes ausorphing porth of	AS	Concrete Kerb Ramp	12.0	each	\$1,090.00	\$13,080.0
anouauon. n muuuse everyumig noru uror Marrickvilla Road's south karb line eventing	A9c	Concrete Footpath 100mm thick (reinforced)	1100.0	m2	\$105.00	\$115,500.0
the intersections with Sydney, Barclay and	P19	Footpath I ree htt (new and mutch) 4.0m x 1.0m Asphalt Footpath (S0mm thick)	45.0	2m 2m	\$135.00	\$60,750.0
Buckley Streets.	AANMAD YOA CELE LUCCOVE					
This project's main items are the proposed	INTRUCK TRAFFIC WURKS	Procirrement of a Road Occinsancy License from RMC/site.	0.1	Fach	\$210.00	\$210.0
bike lane and the realignment of Marrickville	A1.2	Provision of traffic control staff, including all required signage and Traffic Control Plan	40	PP/Day	\$450.00	\$18,000.0
Road's northen kerb line	A14a	Island Infill: Concrete	90.0	a2	\$120.00	\$10,800.0
	AIS	Colour oxide surface finish (bikepath - 100% coverage - 1250m2) Colour oxide surface finish (all three streets' footpaths - 100% coverage - north side)	775.0	2 G	\$50.00	\$38,750.0
	TRAFFIC FACILITIES		4 44		44 492.94	4 400 44
	P15a	Tactile Indicators (600mm wide SS) drilled in	12.0	εł	\$20.00	\$9,360.0
	P17b	Linemarking (symbols)	48.0	each	\$170.00	\$8.160.0
	CSa	Signage and Post Installation (Council supply) in grass	2.0	each	\$180.00	\$360.0
	C5b	Signage and Post Installation (Council supply) in concrete	12.0	each	\$185.00	\$2,220.0
	ASPHALT ROAD RESEALS					
	Q1	Asphalting Site Establishment	m	item	\$26,000.00	\$78,000.0
	01a	Asphalting Subsequent site float fee	mr	shift	\$13,000.00	\$39,000.0
	02a	Asphaiting Parking control ree (2 person team) Asphaltine Provision of additional traffic control staff (more than 2)	n 9	3 shift 6 PP/shift	\$450.00	\$2.700.0
	02b	Variable Message Sign	2	each/week	\$1,000.00	\$2,000.0
	Q3a	Mill and fill (AC10 or AC14) 40mm Thick	5500.0	5500.0 m2	\$16.00	\$88,000.0
	STORMWATER WORKS					
	81.1	Procurement of a Road Occupancy License from RMS/site.	1.0	each	\$390.00	\$390.0
	81.2	Provision of traffic control staff, including all required signage and Traffic Control Plan	1.0	each	\$645.00	\$645.0
	83c	Kerb Inlet Pit up to 1.8m deep (1.8m lintel)	6.0	each	\$3,950.00	\$23,700.0
	SLI@ B1Rs	supply and Lay UPYC Pipes (300mm) avg. depth 1.2m Subscill airia (600mm dean)	400.0	E E	\$125.00	\$50,000.0
	8135	Subsoit pipe backfill (300m wide trench)	400.0	ε	\$80.00	\$32,000.0
	DEMOLITION WORKS	Demolition: Footpath all types upto 100mm thick	700.0	Cm	\$40.00	\$28.000.0
			0		k 1	
	LANDSCAPING AND ANCILLARIES					
		Raingarden - Meeks Road Intersection - CAPEX Raingarden - Railway Board Intersection - CAPEX	9,0	2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2		\$74,699.00
	R4a	Tree removal (small)	4.0	each	\$500.00	\$2,000.0
	R4b	Tree removal (large)		each	\$1,000.00	\$2,000.0
	RSb	Supply, install and maintain (6 months) trees (native provenance, 100L) exc. Prep - North Side Supply and Install Instrumed Links	21.0	each	\$1,250.00	\$26,250.0
		en 18a maria de la companya de la co				
	STREET FURNITURE AND OTHER ASSOCIATED COSTS	Public Art		pr stim		\$35,000 D
		Bus Shelter Relocation		PC SUM		\$35,000.0
		Upgrade of non-compliant pedestrian refuge		PC SUM		\$20,000.0
		Service Realignment		PL SUM		0.000,061¢
					SUBTOTAL:	\$1,395,031
	VARIATIONS		,	1	44.445.00	A 445 A
	C2b	Nghtwork: concrete plant opening ree Nightwork: additional loading	30	%	0.30	\$125,552.8
18 18	C3a	Sundays and Public Holidays: concrete plant opening fee	1	each	\$2,930.00	\$2,930.0
	C3b	Sundays and Public Holidays: additional loading	10	*	0.33	\$46,501.0
	SUPERVISION		40	DAY	\$250.00	\$10,000.0
	CONTINGENCIES			ITEM	25%	\$348,757.8
					TOTAL .	61 021 100
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Project 2 - Intersection \$ WSUD upgrade 1

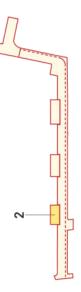
nplementation Plan	- Breakdown by Projects	
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07_	Costing - F	

TEM NO.	ITEM DESCRIPTION	QUANTITY	UNIT	RATE	AMOUNT
KERB AND GUTTER					
12.8	Concrete Kerb & gutter - 150mm high kerb (by hand)	52.0	ε	\$160.00	\$8,320.0
48	Concrete Median Island Kerb 150-200mm high on existing road pavement	25.0	ε	\$150.00	\$3,750.0
MINOR TRAFFIC WORKS					
11.2	Provision of traffic control staff, including all required signage and Traffic Control Plan	10	PP/Day	\$450.00	\$4,500.0
15	Colour oxide surface finish (all three streets' footpaths - 100% coverage - north side)	158.0	m2	\$50.00	\$7,900.0
105	Concrete Vehicular Crossing: Heavy duty – 150mm thick concrete (40MPa).	80	m2	\$180.00	\$14,400.0
RAFFIC FACILITIES					
15a	Tactile Indicators (600mm wide SS) drilled in	8.0	ε	\$780.00	\$6,240.0
17b	Linemarking (symbols)	2.0	each	\$170.00	\$340.0
Sa	Signage and Post Installation (Council supply) in grass	3.0	each	\$180.00	\$540.0
5b	Signage and Post Installation (Council supply) in concrete	2.0	each	\$205.00	\$410.0
DEMOLITION WORKS					
(da	Demolition: Footpath all types upto 100mm thick	25.0	m2	\$45.00	\$1,125.0
ANDSCAPING AND ANCILLARIES					
	Raingarden - Sydney St Intersection - CAPEX	60.0	m2		\$118,206.00
24a	Tree removal (small)	1.0	each	\$500.00	\$500.0
15	Tree removal (large)	1.0	each	\$1,000.00	\$1,000.0
	Supply and Install Inground Lights	2.0	each	\$500.00	\$1,000.0
STREET FURNITURE AND OTHER ASSOCIATED COSTS					
	Supply and install - Public seating	8.0	each	\$2,000.00	\$16,000.0
	Supply and Install - Bin Enclosures	2.0	each	\$3,000.00	\$6,000.0
				SUBTOTAL :	\$190,231
ARIATIONS					
2a	Nightwork: concrete plant opening fee	1	each	\$2,415.00	\$2,415.0
2b	Nightwork: additional loading	30	×	0.30	\$17,120.8
53a	Sundays and Public Holidays: concrete plant opening fee	1	each	\$2,930.00	\$2,930.0
3b	Sundays and Public Holidays: additional loading	10	36	0.33	\$6,341.0
SUPERVISION		10	DAY	\$250.00	\$2,500.0
ONTINGENCIES			ITEM	25%	\$47,557.8
				TOTAL :	\$269,096

Project 2 focuses on Sydney Street and Marrickville Road intersection upgrade.

INNER WEST COUNCIL

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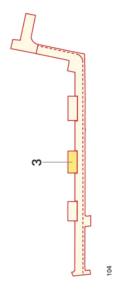
nplementation Plan

ITEM NO.	ITEM DESCRIPTION	QUANTITY	UNIT	RATE	AMOUNT
KERB AND GUTTER					
AZa	Concrete Kerb & gutter - 150mm high kerb (by hand)	57.0	ε	\$160.00	\$9,120.0
A4a	Concrete Median Island Kerb 150-200mm high on existing road pavement	20.0	ε	\$150.00	\$3,000.0
MINOR TRAFFIC WORKS					
A1.2	Provision of traffic control staff, including all required signage and Traffic Control Plan	10	PP/Day	\$450.00	\$4,500.0
A15	Colour oxide surface finish (all three streets' footpaths - 100% coverage - north side)	207.0	m2	\$50.00	\$10,350.0
A10b	Concrete Vehicular Crossing: Heavy duty – 150mm thick concrete (40MPa).	75	m2	\$180.00	\$13,500.0
TRAFFIC FACILITIES					
P1Sa	Tactile Indicators (600mm wide SS) drilled in	8.0	ε	\$780.00	\$6,240.0
P17b	Linemarking (symbols)	2.0	each	\$170.00	\$340.0
CSa	Signage and Post Installation (Council supply) in grass	2.0	each	\$180.00	\$360.0
CSb	Signage and Post Installation (Council supply) in concrete	2.0	each	\$205.00	\$410.0
DEMOLITION WORKS					
C4a	Demolition: Footpath all types upto 100mm thick	25.0	m2	\$45.00	\$1,125.0
ANDSCADING AND ANCH ADJES					
	Raingarden - Barclay St Intersection - CAPEX	100.0	m2		\$182,882.00
	Supply and Install Inground Lights	7.0	each	\$500.00	\$3,500.0
STOCK CITER OF STATE AND STATE AND STATES					
SIREELFURNITURE AND UTHER ASSOCIATED CUSTS	Crimely and install - Dublic castion	40	And	00000	00000
	Supply and Install - Bin Enclosures	1.0	each	\$3,000.00	\$3,000.0
				SUBTOTAL :	\$246,327
VARIATIONS					
C2a ///	Nightwork: concrete plant opening fee	1	each	\$2,415.00	52,415.0
C20 C31	Nigruwork, auditional loaurig Cuindeur and Dublic Molidaur, concrete niant ananian faa	00	N N	000000	\$2 020 U
Cab	oundays and Public Holidays: concrete plant opening ree Sundays and Public Holidays: additional Ipading	101	%	0.33	\$8.210.9
SUPERVISION		10	DAY	\$250.00	\$2,500.0
CONTINGENCIES			ITEM	25%	\$61,581.8
				TOTAL:	\$346,134

07_ Implementation Plan

Costing

Project 3 includes the upgrade of Barclay Street and Marrickville Road intersection.



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Project 4 - Intersection & WSUD upgrade 3

TERM D0. TERM D0. <						
Memory of the field o	ITEM NO.	ITEM DESCRIPTION	QUANTITY	LIND	RATE	AMOUNT
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CFACUTITIS PCI/Owa PCI/Owa S50.00 S10.00	MINOR TRAFFIC WORKS					
Colour oude surface frain, (all three street' footpaths : 100% coverage - north aide) 160.0 m2 \$50.00 Testile Indicators (600mm wide S) diriked in Untermitving (symbols) 60.0 m2 \$730.00 Testile Indicators (600mm wide S) diriked in Untermitving (symbols) 20.0 eech \$170.00 Signage and Post Installation (council supply) in press 2.0 eech \$150.00 Signage and Post Installation (council supply) in press 2.0 eech \$150.00 Demolition: Footpath all types upto 100mm thick. 2.5 m2 \$550.00 Bilingarden : Biolity St Internetion - CAPEX 3.0 m2 \$530.00 \$11 Rupply and Intral I. Public seeting 8.0 m2 \$2,000.00 \$11 Supply and Intral I. Public seeting 8.0 m2 \$2,000.00 \$11 Supply and Intral I. Public seeting 1.0 eech \$2,000.00 \$11 Supply and Intral I. Public seeting 1.0 eech \$2,000.00 \$11 Supply and Intral I. Public seeting (ee 1.0 eech \$2,000.00 \$11 Supply and Intral I. Public seeting	A1.2	Provision of traffic control staff, including all required signage and Traffic Control Plan	10	PP/Day	\$450.00	\$4,500.0
Tectle Indicators (600mm wide SS) drilled in Unermarking (ymbols) 60 m 5780.00 Unermarking (ymbols) 2.0 each 5770.00 Signage and Post Installation (current supply) in grass 2.0 each 5730.00 Signage and Post Installation (current supply) in grass 2.0 each 5730.00 Signage and Post Installation (current supply) in concrete 2.0 each 5205.00 Demolition: Footpath all Types upto 100mm thick. 25.0 m2 545.00 Demolition: Footpath all Types upto 100mm thick. 25.0 m2 545.00 Supply and Install Type upto 100mm thick. 3.0 each 52.00.00 Supply and Install "Public reating 85.0 m2 53.00.00 51 Supply and Install - Ending and Install all of Install - Ending reating 1.0 each 53.00.00 51 Supply and Install - Ending and Install - Ending reating 8.0 m2 53.00.00 51 Supply and Install - Ending reating 5.0 8.0 8.0 53.00.00 53 Supply and Install - Ending reating and Install - Ending reating	A15	Colour oxide surface finish (all three streets' footpaths - 100% coverage - north side)	160.0	m2	\$50.00	\$8,000.0
Tactle indicators (Golm wide SS) dilled in 500 60	TRAFFIC FACILITIES					
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Supply and Intall - Public reating \$2,000.00 \$2,000.00 Supply and Intall - In Enclorures 1.0 each \$3,000.00 Supply and Intall - Enclorures 1.0 each \$3,000.00 Mightwork: concrete plant opening fee 1 each \$3,100.00 Nightwork: concrete plant opening fee 1 each \$3,15.00 Nightwork: concrete plant opening fee 1 each \$3,230.00 Sundays and Eublic Holidays: additional loading 10 % 0.33 Sundays and Public Holidays: additional loading 10 % 0.33 Sundays and Public Holidays: additional loading 10 % 0.33						
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Nightwork: concrete plant opening fee 3 SubTOTAL : Nightwork: concrete plant opening fee 1 each \$2,413.00 Nightwork: concrete plant opening fee 30 % 0.30 Sundays and Public Holidays: additional loading 10 % 0.33 Sundays and Public Holidays: additional loading 10 % 0.33 Field 10 % 0.33		Supply and install - Bin Enclosures	1.0	each	\$3,000.00	\$3,000.0
Nightwork: concrete plant opening fee 1 each \$2,415.00 Nightwork: additional loading 30 % 0.30 \$ Sundays and Public Holiday: concrete plant opening fee 1 each \$2,390.00 \$ Sundays and Public Holiday: concrete plant opening fee 1 6 0.33 \$ Sundays and Public Holiday: additional loading 10 % 0.33 Sundays and Public Holiday: additional loading 10 5 0.33					SUBTOTAL:	\$230.578
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Sundays and Public Holidays: concrete plant opening fee 1 each 5/39000 Sundays and Public Holidays: additional loading 10 % 0.33 2000 10 PM 235000 10 PM 235000 10 PM 235000 10 PM 235000 10 PM 2350 10 PM 2450 1	25	Nightwork: additional loading	30	×	0.30	\$20,752.0
Sundays and Public Holidays: additional loading 10 % 0.33 3.0 MV 5:350.00 10 MV 5	3a	Sundays and Public Holidays: concrete plant opening fee	1	each	\$2,930.00	\$2,930.0
10 DAY 525.000	3b	Sundays and Public Holidays: additional loading	10	×	0.33	\$7,685.9
10 DAY 525000 11FM 25% 5						
17EM 25%	UPERVISION		10	DAY	\$250.00	\$2,500.0
11EM 25%						
	ONTINGENCIES			ITEM	25%	\$57,644.5

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ITEM NO.	ITEM DESCRIPTION	QUANTITY	UNIT	RATE	AMOUNT	
MINOR TRAFFIC WORKS						
A1.2	Provision of traffic control staff, including all required signage and Traffic Control Plan	10	рр/Дау	\$450.00	\$4,500.0	
TRAFFIC FACIUTIES						
P15a	Tactile indicators (600mm wide SS) drilled in	18.0	ε	\$780.00	\$14,040.0	
P17a	Linemarking (lines)	400.0	ε	\$30.00	\$12,000.0	
P17b	Linemarking (symbols)	10.0	each	\$170.00	\$1,700.0	
C5b	Signage and Post installation (Council supply) in concrete	2.0	each	\$205.00	\$410.0	
DEMOUTION WORKS						
C4a	Demolition: Footpath all types upto 100mm thick	100.0	m2	\$40.00	\$4,000.0	
				SUBTOTAL :	\$36,650	
VARIATIONS						
C2a	Nightwork: concrete plant opening fee		each	\$2,415.00	\$2,415.0	
C2b	Nightwork: additional loading	30	%	0.30	\$3,298.5	
Cla	Sundays and Public Holidays: concrete plant opening fee	-1	each	\$2,930.00	\$2,930.0	
C3b	Sundays and Public Holidays: additional loading	10	8	0.33	\$1,221.7	
SUPERVISION		10	DAY	\$250.00	\$2,500.0	
CONTINUERCIES			ITEM	3616	\$ 0.16.7 6	
					10000 Car]
				TOTAL :	\$58,178	

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INNER WEST COUNCIL

07_ Implementation Plan Costing - Breakdown by Projects

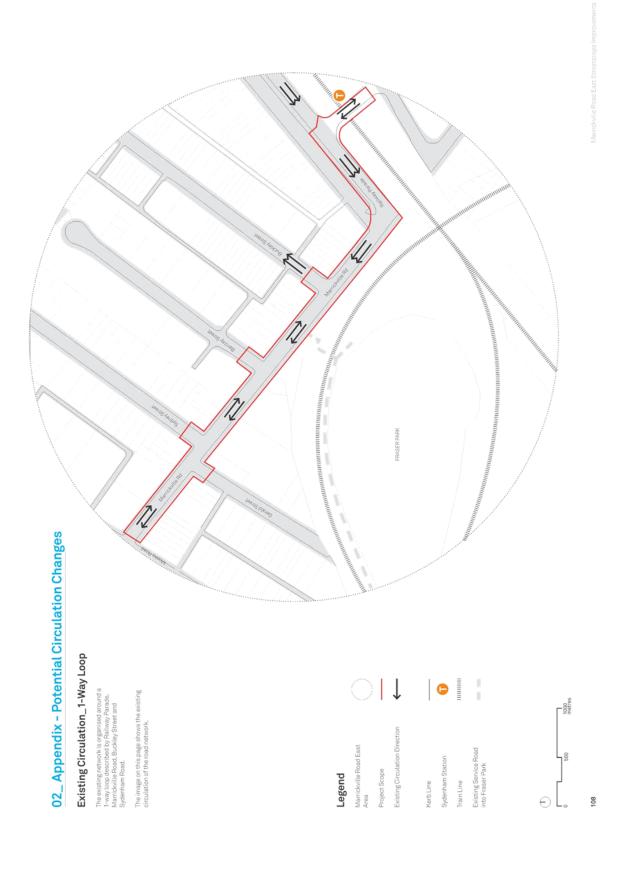
Project 4 has its scope limited to Buckley St and Marrickville Road intersection upgrade.



Appendix_ 2-Way Road Option

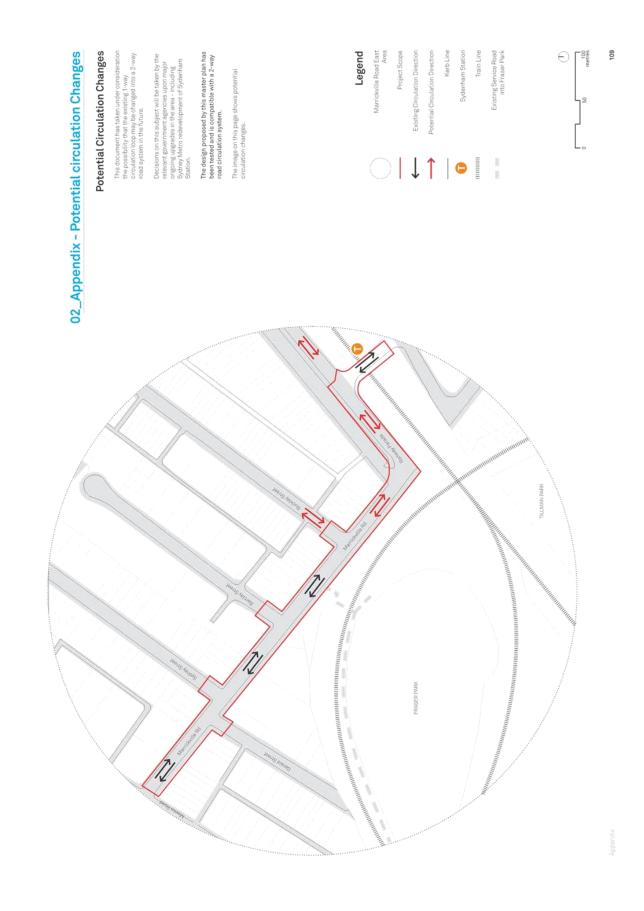






Item 8











Item No: C0518 Item 9

Subject: SHORT-TERM LICENSES AT THIRNING VILLA 40 ARTHUR ST ASHFIELD

Prepared By: Olivia Patchett - Community Cultural Development Officer

Authorised By: Erla Ronan - Group Manager Community Services and Culture

SUMMARY

This report recommends that Council endorse a process for short-term licenses at Thirning Villa (40 Arthur Street, Ashfield) for the purposes of community arts and cultural participation. This report seeks Council's approval as it is the Trust Manager for this facility, which is part of the Pratten Park Reserve Trust.

RECOMMENDATION

THAT Council authorises the General Manager or his delegate to enter into short-term licenses for Thirning Villa at 40 Arthur St Ashfield upon conditions detailed in this report for the purposes of community arts and cultural participation.

BACKGROUND

Thirning Villa is a self-contained historic two storey dwelling which was constructed in 1868. The Villa sits within the Pratten Park Reserve which provides a range of amenities and multiple uses, including a cricket oval (soccer in winter), a grandstand and associated change sheds, practice wickets, a bowls club, tennis club, a children's playground area and sculpture gardens.

Thirning Villa has proved over the years to be an important facility for the Ashfield community. Since 2003, it has been the home of Council's popular artist in residence program.

Pratten Park Reserve is a Crown reserve dedicated for public recreation in accordance with the Crown Lands Act 1989. It includes Council-owned land classified as community land under the Local Government Act 1993 and Crown reserve (P500002) for Public Park administered by the NSW Department of Lands under the Crown Lands Act 1989.

The Pratten Park Reserve Trust (P500002) was appointed on 08 September 1995 by the minister responsible for the Crown Lands Act 1989 and charged with its care, control and management. Inner West Council manages the affairs of the Trust.

Under Section 102 of the Crown Lands Act 1989, the Trust is responsible for issuing all tenures (leases and licences) over the Reserve. Thirning Villa is part of the Pratten Park Reserve (P500002).

Whilst Inner West Council undertakes the Land and Property Review and a longer term Community and Cultural Facilities Study, there is a need to create short-term licenses for Thirning Villa without undertaking an application process. Short-term licenses will apply in cases where previous leases/licenses have been concluded or lessees/licensees have moved on from Thirning Villa. Short term licenses will ensure that Thirning Villa continues to be occupied and used by the Community at the same time as Council is concluding its facilities reviews and studies.

Additionally, Thirning Villa will need to be closed due to capital works scheduled for 2018 - 2019 (roof and balcony repairs). Short term licences will ensure flexibility for Council to accommodate the works program.

INNER WEST COUNCIL

The conditions of short-term licenses and licensees for Thirning Villa at 40 Arthur Street, Ashfield will be:

- Duration of licenses would be 3-6 months, with a month to month holdover option after the initial licenses expire of up to a maximum of 12 months.
- Fees for licenses and utilities comply with standards set by the Crown and implemented by Council. This is currently \$117.75 (plus GST) per quarter.
- Short-term licenses would be identified under the following conditions:
 - Demonstrated meeting of community need for an arts space;
 - Delivery of a community development/engagement program during the residency. The form of engagement will be agreed and approved by Council prior to commencement of the residency; and
 - Delivery of meaningful outcomes for the community, including participation in Council cultural and community programs, open days, etc.

This short-term licensee identification process would be managed by Community Services and Culture. It is understood that following Council's Community Services and Culture Assets Audit, protocols for longer-term leases will be established, including implementation of an EOI and selection process. In accordance with Crown Lands Regulations, Council's General Manager or delegate is able to sign temporary licenses for the site for any tenancies less than 12 months.

FINANCIAL IMPLICATIONS

Nil.

OTHER STAFF COMMENTS

Nil.

PUBLIC CONSULTATION

Nil.

CONCLUSION

Nil.

ATTACHMENTS

Nil.

Item No: C0518 Item 10

Subject: BIANNUAL REVIEW OF INNER WEST COUNCIL OPERATIONAL PLAN FY17/18

Prepared By: Lawrence Hennessy - Manager Corporate Strategy and Communications

Authorised By: Laura Stevens - Group Manager Communications, Engagement and Events

SUMMARY

This report provides Council with an overview of the progress in June-December 2017 (Q1-2 period) against the Operational Plan 2017/18. The full Q1-2 progress report is attached.

RECOMMENDATION

THAT the report be received and noted.

BACKGROUND

A July to December (Q1-2) review of actions in Council's Operational Plan 2017/18 is attached to this report. This is the first of two biannual progress reviews produced against this Operational Plan.

This review provides a high level snapshot of the progress of these actions across Council. These are arranged by Service Area, reflecting the structure of the Operational Plan and Budget 2017/18.

The report does not aim to cover the full and extensive range of achievements in the Q1-2 period. Please refer to the attached Q1-2 reviews for more details. This report and its attachments also do not address financial details or implications, which will be provided to Council independently of this report.

PROGRESS SNAPSHOT

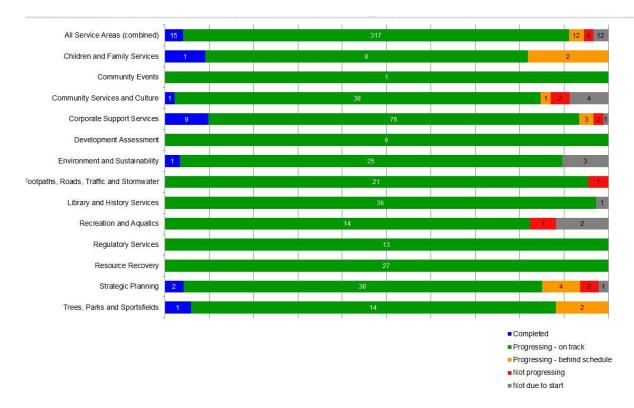
Of the 364 actions in the Operational Plan 2017/18, 91% were 'Completed' or 'Progressing – on track' at 31 December 2017. Fewer than 6% of actions were 'Not progressing' or 'Progressing – behind schedule'. Work on the remaining 3% of actions was not scheduled to begin in this reporting period.

Further details about statuses are outlined in the progress comments next to each action in the attached review.

The chart below provides a snapshot of action statuses overall and across Council's key Service Areas.

Council Meeting 8 May 2018





FINANCIAL IMPLICATIONS

Financial details will be outlined in the Q1 and Q2 budget reviews provided to Council independently of this report.

OTHER STAFF COMMENTS

All Group Managers and Deputy General Managers contributed to this review through the delivery of their operational plans and reporting against their specific quarterly and annual actions.

PUBLIC CONSULTATION

The attached biannual review will be made available for viewing and download by the community on Inner West Council's website after receipt by Council.

FUTURE REPORTING

A second biannual review of the Operational Plan 2017/18 will be produced at the end of the financial year, followed by an Annual Report. This will be the last of Council's reporting to be conducted against plans developed in Council's administration period.

CONCLUSION

The fourth Quarterly (Q4) Reviews detail the performance and achievements of the former Councils for 2015/16. While these are the final Quarterly Reports for the former Councils, many of the priorities, goals and projects will continue to be progressed through the 2016/17 Inner West Council Operational Plan.

ATTACHMENTS

1. Biannual Progress Review against the Operational Report FY17/18

INNER WEST COUNCIL



Biannual Progress Review

July-December progress against the **Operational Plan 2017/18**



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Item 10

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Development Assessment	
Environment and Sustainability	45
Footpaths, Roads, Traffic and Stormwater	
Library and History Services	61
Recreation and Aquatics	71
Regulatory Services	77
Resource Recovery	80
Strategic Planning	
Trees, Parks and Sportsfields	

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Introduction

About the Operational Plan and this review

Operational Plan

An Operational Plan is prepared by Council each year in response to changing community needs and expectations. It lists the actions Council will undertake each financial year to achieve its strategic goals.

This review

Council compiles biannual progress reviews to provide a snapshot on progress made against the adopted Operational Plan. It also identifies areas that require Council's attention.

This review outlines Council's progress on the actions in the Operational Plan 2017/18 between 1 July 2017 and 31 December 2017 (quarters one and two of the financial year - 'Q1-2'), as well as the status of each action at the end of that period.

How to read this Progress Review

This review is divided into thirteen Service Area sections, mirroring the Operational Plan 2017/18. Each Service Area section begins with a progress snapshot of the actions that sit within that area.

Underneath each Service Area, actions are sorted into "Continuing Activities" (ongoing work or 'business as usual') and "Key Initiatives" (one off projects or initiatives).

A comment each for Q1 and Q2 is displayed next to each action.

Statuses and traffic lights

The status of each action in this report indicates progress made on the action by the end of the reporting period. A coloured 'traffic light' appears next to each action to provide a clear graphical indication of its status.

The following table displays the meaning of each status and its traffic light colour.

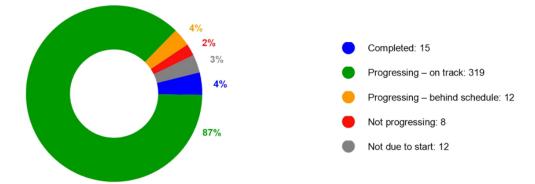
Status	Traffic light	Status description
Completed	•	Work on this action has been completed.
Progressing – on track		Work on this action is progressing to schedule.
Progressing – behind schedule		Work on this action has been delayed, but is ongoing with a defined completion date.
Not progressing	•	Work on this action has stopped, or is delayed with an unclear completion date.
Not due to start		Work on this action is not scheduled to begin until a later date.



Action status snapshot for Q1-2

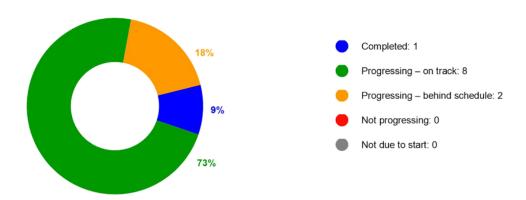
Of the 364 actions in the Operational Plan 2017/18, 91% were 'Completed' or 'Progressing – on track' at 31 December 2017. Fewer than 6% of actions were 'Not progressing' or 'Progressing – behind schedule'. Work on the remaining 3% of actions was not scheduled to begin in this reporting period.

Further details about statuses are outlined in the progress comments next to each action.



Children and Family Services





Continuing Activities

	Children and Family Services		
Continuing Activity	Comment	Status	Traffic Light
Responsible Officer: Gro	oup Manager Children and Family Services		
Implement and monitor compliance of Council's Early Childhood and Middle Childhood services with the National Education and Care Services Regulations, the National Quality Standards and requirements and expectations of the National Quality Framework	 Q1: Two services received a rating of 'Exceeding the National Quality Framework' as a result of the Assessment & Rating process. Q2: Assessment and Rating visit from DEC to another of Council's services with favourable initial reports. Relevant policies and procedures updated and as per changes to Regulations which took effect in November. Preparation for next round of changes due in 2018. 	Progressing - on track	•
Support access to Council's Children's Education & Care Services by minority / marginalised groups in conjunction with relevant community and referral support organisations	 Q1: Employment of an Aboriginal Educator supported the retention of Aboriginal enrolments at Preschool. A range of relevant community programs accessed across CFS services included Migrant Resource Centre, Stretch-a-Family, Allied Health and Angli-Care. Q2: Enrolment of Aboriginal children and their families has been sustained across services. 14 identified Aboriginal and Torres Strait Islander children are enrolled and attending. Sustained enrolment is assisted through employment of six Aboriginal educators in the services. Services continue their linkages with external agencies including the NSW Aboriginal Education Consultative Group, Family and Community Services, Angli-Care, Stretch-a-Family, Brighter Futures, Launch Pad and Inner West Migrant Resource Centre. 	Progressing - on track	•

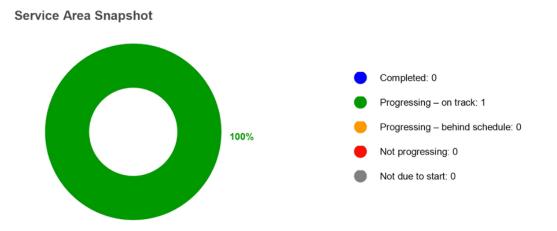
Children and Family Services			
Continuing Activity	Comment	Status	Traffie Light
Implement Council's and external agencies' policies and programs to assist with the affordability and accessibility of Council's Children's Education & Care Services for low income and vulnerable families, children with additional needs and children from other disadvantaged backgrounds	 Q1: Engagement and formal agreements with commonwealth, state, local government and not for profit agencies enabled continued financial and other supports to sustain enrolments across service. For example 19 Aboriginal children and their families and over 45 additional needs children continued access to high quality programs across the Children and Family Services. Q2: 39 children accessed Council's Early Childhood Centres subsidy in this quarter to a total of \$7,080.00. 29 children accessed Commonwealth Inclusion support Program funding across OSHC the Early Childhood services. The State 'Start Strong' Preschool funding enabled a reduced daily fee of \$63 for 29 School aged eligible children. Nine Aboriginal and Torres Strait Islander children accessed fees of \$10 per day and 15 children had a fee of \$30 per day based on their low income health care card. 	Progressing - on track	

Key Initiatives

	Children and Family Services		
Key Initiative	Comment	Status	Traffic Light
Responsible Officer	: Group Manager Children and Family Services		
Undertake a review of each of the web-based and manual processes that exist across the Children's Services section	 Q1: Review of waitlist processes complete. Expecting to go live in Quarter 2 with a web-based system that will provide integration of Council's waitlists for a) long day care services b) family day care services. Q2: Web-based waitlist system implemented with go live date successful in November 2017 for Council's Early Childhood and Family Day Care Services. Changes to Commonwealth requirements have necessitated a deviation from reviewing other reporting web-based and desktop systems. Current software providers are going through changes to be in line with Government requirements. Council informed in November of changes to software providers from early 2018. Preparations for changes underway as per Commonwealth requirements and software provider requests. Close collaboration with Council's ICT section to ensure compliance with requirements. 	Progressing - on track	•
In conjunction with Council's Strategic Planning section, undertake a needs analysis of Early Childhood and Middle Childhood services across the Inner West LGA to determine current supply and demand and identify any gaps and future needs	 Q1: Initial and basic scoping of number and types of services across the IWC complete. Q2: Update of information regarding location, type and fees of local providers. Brief for engagement of consultant/s being developed. Initial scope possibly being expanded; investigations underway with external subject matter experts to determine suitability and feasibility of additional scoping. 	Progressing - on track	
Develop and implement a business development plan for Council's Occasional Care service	Q1: Project commenced. Initial project plan development underway.Q2: Developing a project plan. Mapping and consultation with teams to recommence after January/February period of settling new children into care.	Progressing - behind schedule	

Key Initiative	Comment	Status	Traffic Light
Develop an Inner West Council Children's Services Business Plan	 Q1: Obtained previous business plan for Leichhardt Council Children's Services. Initial contacts made to determine other former Councils of IWC existing business plans or similar. Q2: No further actions taken on this project as focus on policies and procedures project, and on recruitment. Children's Services Business Plan will continue late January 2018. 	Progressing - behind schedule	•
ncrease available places for Out of School fours at Council's Camdenville and Marrickville West OSHC services	 Q1: Camdenville and Marrickville West OSHC received a grant of \$30,000 each from the Before & After School Care Fund (State Government) to increase number of places available. In collaboration with Council's property services, host schools and DEC Asset Management team, draft concept plans have been prepared. Approval and construction phase is planned for Qtr 2 with an aim of minimal, if any, disruption to service delivery Q2: Commencing from January 2018, Camdenville OSHC increased operational numbers from 45 to 60 places and Marrickville West from 75 to 90 places each afternoon. The Before & After School Care Fund grant received at Marrickville West has been used to relocate the service and construct external storage to operate the service from the school hall. Draft concept plans for refurbishment at Camdenville have been placed on hold due unforseen property requirements the DEC. Asset Management team need to rectify before the service can progress future projects. A review of the OSHC venue was completed and internal redesign of spaces has increased area space and the centre will continue to access school spaces when required. 	Completed	
Provide support to and expand the relationships of the Local Network of Early Childhood Children's Services	 Q1: Meetings with previously existing local group from former Leichhardt LGA. Provided updates in regards to amalgamations and changes across IWC from the former Councils such as changes in structure and roles Q2: Local services focussing on changes to regulations and compliance with those changes. Proposal within group in regards to establishing possible social media closed group for information sharing and mutual support. Meeting dates yet to be set for 2018. 	Progressing - on track	
Begin the process of merging, integrating and narmonising the Leichhardt and Marrickville Family Day Care services to an Inner West Council Family Day Care Service	 Q1: A variety of processes have been harmonised between the two existing services. Project plan in progress. Contact details for other LG and community based services collated. Q2: New Family Day Care Coordinator in post and work continues on integrating and harmonising policies and procedures. 2 workshops with both Family Day Care Coordinators has taken place to ensure collaboration from both Family Day Care teams. First Policy for both Family Day Care schemes completed. Project to continue late January 2018. 	Progressing - on track	•
Merge and integrate the operational Policies & Procedures that exist across the Children's Services section	 Q1: Project plan complete, stakeholders identified and informed, first policy batches identified, workshop planning in progress Q2: Feedback from stakeholders led to a new project plan being completed and the process of this project being changed to be consultation instead of collaboration. IWC Policies and Procedures manual referenced and first batch of policies under review. One policy (Family Day Care) reviewed, merged and in draft awaiting feedback. Project progressing and will continue late January 2018. 	Progressing - on track	

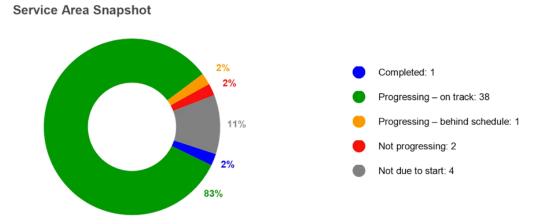
Community Events



Continuing Activities

	Community Events			
Continuing Activity	Comment	Status	Traffic Light	
Responsible Officer:	Group Manager Communications, Engagement and Events			
Deliver Council's annual program of community events to engage citizens in the community life of the inner west	Q1: Council's annual program of community events is underway for the 2017 - 2018 financial year and the following events have been successfully delivered: Footprints Ecofestival - Sunday 27 August 2017, 3000 attendees Dulwich Hill Village Fair - Sunday 10 September, 2017, 8000 attendees Big Bike Day - Sunday 24 September 2017, 400 attendees Bali Memorial Service - Thursday 12 October 2017, 40 attendees Marrickville Festival - Sunday 22 October 2017, 60,000 attendees			
	Preparations are currently underway for Back to Balmain, Jazz in the Park, Staff Christmas Party, Australia Day, Bairro Portuguese Food & Wine Fair and the Carnival of Cultures to further engage community and showcase goods and services in the local government area.	Progressing - on track		
	Q2: Council's annual program of major community events continued to roll out with the successful delivery of the following: Remembrance Day - Sunday 11 November 2017, 200 attendees Jazz In The Park - Sunday 19 November 2017, 2000 attendees Carols By Candlelight - Saturday 9 December 2017, 400 attendees Preparations are currently underway for the Bairro Portuguese Food & Wine Fair, Carnival of Cultures, Bluesfest, Movies in the Park, Anzac Day Dawn			
	Service, Built Environment Awards and Celebrate 2044 to further engage community and showcase goods and services in the local government area.			

Community Services and Culture



Continuing Activities

Community Services and Culture			
Continuing Activity	Comment	Status	Traffic Light
Responsible Officer:	Group Manager Community Services and Culture		
Coordinate and administer Council's Community and Cultural grants programs	 Q1: Requests for applications sent to the community, promotion of grants programs commenced. Q2: Council endorsed grant recommendations; groups advised of outcomes; funds allocated; internal Grants Working Group review meeting conducted. 	Completed	•
Coordinate Community Services and Cultural networks and interagencies across the inner west	Q1-2: Continued attendance at cultural network meetings and events, and community and cultural interagencies across inner west and regionally.	Progressing - on track	
Implement the homelessness policy and action plan	Q1: Council is a partner in a new multi-agency Homelessness outreach team that includes representatives from the Police, FACS, HousingNSW, Missionbeat, Sydney Local Health District and Newtown Neighbourhood Centre. This project coordinated by the Newtown Neighbourhood Centre is based on the same model which has been operating in Ashfield for some time. It includes monthly patrols in the Newtown area. These early morning outreach sessions aim to make contact with people sleeping rough in the Newtown area, initially focusing on King Street, Newtown Square, Camperdown Memorial Park and Stephen's Church cemetery. The team will ascertain whether the people sleeping rough would like assistance from homelessness services and assist them to access housing.	Progressing - on track	•

Continuing Activity	Comment	Status	Traffic Light
	Q2: Community Services and Culture continues to collaborate with Regulatory Services and Missionbeat to respond to reports of people sleeping rough, providing referral information and support. Council is continuing to collaborate with the State Government and local community organisations to deliver the Ashfield Outreach Project and the Newtown Outreach Project. Project teams are monitoring and responding to people who are sleeping rough and have assisted people to obtain temporary accommodation and housing. A review of Ashfield Outreach Project was conducted in December 2017 and participating organisations remain committed.		
Seek opportunities to ncrease provision of	Q1: Staff are progressing discussion on inclusion of IWC in Sepp 70.		
affordable housing and acilitate management of Council's affordable housing stock	Q2: Staff are continuing to implement the Affordable Housing Policy, including investigation of opportunities to increase supply of affordable housing via development partnerships with community housing providers and private developers.	Progressing - on track	
Coordinate volunteer support and partnership opportunities across the nner West	Q1: Council delivered Linked-In Youth Mentoring Program in partnership with Sydney Secondary College. Students participate across two terms with adult volunteers who act as role models and mentors. The program empowers and supports young people, keeping them engaged in education through alternative learning environments. During this quarter 10 program sessions were held with 10 mentors and 11 mentees. Council partnered with STARS and Volunteer Network to celebrate and promote volunteering in the Inner West through the Amy Large Volunteer of the Year Awards. The awards ceremony took place in July at Leichhardt Town Hall with 85 people in attendance. Awards were presented for young volunteer of the year, adult volunteer of the year, senior volunteer of the year and group / team volunteer of the year. Council engaged 12 volunteers to assist with the development of New Locals, an app to assist refugees and people seeking asylum to find services and activities in the Inner West.	Progressing - on track	
	Q2: English Conversation Program expanded to provide an additional weekly volunteer led English class. In collaboration with Metro Assist and a team of 15 volunteers, the program provides a free English class for up to 100 students each week. Classes were run in the Ashfield Civic Centre and at Ashfield Public School. Volunteers continue to support Community Wellbeing events with 6 volunteers from the Young Leaders Reference Group supporting White Ribbon Day celebrations in Bridgewater Park (Rozelle) in November. LGBTIQ projects also receive significant volunteer input with the LGBTIQ Working Group and the Marriage Equality Results Day Party benefiting significantly from volunteer contributions. Together with CASS (Chinese Australian Services Society) Council continues to provide the free Chinese Language Help Desk. Council also continues to develop the partnership with STARS and Volunteer Network and has commenced planning to deliver volunteer recruitment and training sessions in 2018.		
Implement the Public Art Policy	Q1: Living Arts manager is collating the public art policies, strategies and guidelines from 3 foundation councils to inform a consistent way forward for Inner West Council. a key priority in 2018/19 will be the development of the Inner West Public Art Policy and Plan		
	Q2: The Living Arts team is implementing Public Art projects across the LGA with Council stakeholders and developers. Major new projects include Patyegarang Place – new Marrickville Library and Community Centre; Yanada at Luna Apartments in Lewisham; Yirran Gumal, Early Learning Centre, Steel Park and The Place in Ashfield. Annual street art programs include 3 new works for Wall2 Wall. Expressions of Interest are open until March 2018 for Perfect Match.	Progressing - on track	•

Continuing Activity	Comment	Status	Traffic Light
Support, engage and promote local artists and the creative arts sector	Q1: ARtPost and CreatEnews continue to engage and inspire the arts and creative sector and interested community members. Council has widely promoted the Independent Artist Grants and cultural sector grants.		
	Q2: Create e news and Artpost continue to inform the community of exhibitions, workshops, events and opportunities for artists across the LGA. The Inner West Open Studio trial has engaged over 100 studios to showcase over 4 days in March 2018 in partnership with Art Month. Four artists were selected to showcase their work on Newtown Art Seat. Living Arts is partnering with the Istanbul Biennale and Biennale of Sydney to host The Project 4 large banners exploring the concept of a good neighbour in Ashfield, Newtown, Sydenham and Marrickville.	Progressing - on track	
Promote opportunities for Council facilities to be used for arts and cultural activities	Q1: Council's staffed Community Centres provided a range of arts based workshops for families during the 2017 Inner West Open Studio Trail. Local artists were employed to engage specific population groups in hands on workshops at the Hannaford, Jimmy Little and Annandale community centres. These workshops contributed to promoting the centre as an available venue for arts activities.	Progressing - on track	
	Q2: Planning is underway for activation across Council's various Town Halls and Facilities including; Site and Sound in May, Open Festival in June, and Spark Youth Theatre on a quarterly basis. Additionally, a host of arts and cultural groups continue to use community facilities for purposes of workshops, classes, rehearsals and performances.	- on track	
Market and manage Council's Cultural and Artist in Residence	Q1: Successful cultural artist residency programs continue to run across the full range of venues, engaging local communities and activating practitioner spaces across all art forms.		277 20000000
programs	Q2: Chrissie Cotter Gallery is fully booked with 25 new exhibitions in 2018. All Artist Residency programs continue to run across Inner West cultural and community venues engaging local communities and supporting a range of art forms. The Arts and Cultural grants funded five arts studios and galleries to host temporary residencies.	Progressing - on track	0
Manage, market and operate community ouses, venues and acilities for hire	Q1: Promotion internally and externally of venues and buses through Annual Expression of Interest booking process. EOI for regular hire of all Council venues, meeting rooms, town halls and buses for 2018 advertised in the local paper, council's website and distributed through community networks. Information across IWC collated and disseminated to all IWC staff to promote use of facilities, including buses and venues.	Progressing - on track	
	Q2: On track. EOI Process for regular hire completed, with hirers locked in for 2018. Community Operations continuing the management and marketing of facilities for Ad Hoc Bookings.		
Coordinate the implementation of the Inner West Community Safety Plans	Q1: The former Ashfield and Marrickville Councils were given the opportunity to apply for Crime Prevention funding following the endorsement of their respective Community Safety Plans earlier in 2017. Two projects were successful and Council has now received \$40,000 to implement the Safe at Home Project and a further \$15,235 to implement the DIY Home Safe Project. An officer will be employed to lead both projects concurrently over a 6-8 month period once the recruitment process is finalised in the coming weeks. Both projects will respond to Steal from Dwelling and Break and Enter data, which shows these are a priority for the Inner West. Safety talks were delivered to seniors in community languages by the NSW Police at Marrickville library.	Progressing - on track	•

Continuing Activity	Comment	Status	Traffi
Continuing Activity	Q2: Funding from the Department of Justice has been received to support the implementation of two community safety projects identified in the former Marrickville Council and Ashfield Council Community Safety and Crime Prevention Plans. Recruitment processes have been completed with the engagement of a project co-ordinator. Work will commence this month.	Guilds	Light
Manage and develop Spark Youth Theatre	Q1: Delivered weekly Workshop program with 3 different artists through the Artist Xchange program. Each block was promoted individually via the Spark website/Facebook/Mailchimp and other outlets (e.g., IWC Facebook and E-News, other youth theatre companies). A new process of online registration (via the Spark website and Eventbrite) was successfully implemented and synched with new online contact databases. Numbers averaged 5 young people per workshop with a couple of new members getting involved. The Artist Xchange program continued with a new online EOI form and 3 new submissions received and accepted. was promoted via the Spark website/Facebook and other arts organisations (e.g., PACT centre for emerging artists, Shopfront Arts Co-Op, etc.). 3 artists/companies used the Graham Yarrol Room to develop/rehearse a project. The MoU template for the program has been revised, with an induction checklist currently being drafted in liaison with Haberfield Library and Property staff.	Progressing - on track	
	Q2: Delivery of major project 'Claim the Stage and More' engaging an ensemble of 14 young people aged between 12-18 years. Over a 6-week timeframe, participants were supported to develop their own short performances, which were then woven together in a unique showcase experience for local audiences at Ashfield Town Hall over 3 nights. Feedback from participants, parents/guardians and contracted artists was collected, with 12 out of the 13 surveyed participants strongly agreeing that they'd like to be involved in similar projects in the future. The Weekly Workshop Program was delivered in the final 2 weeks of term, with 13 young people participating. The Artist Xchange program continued, with 3 new online submissions received and 3 artists/companies utilising the Graham Yarroll Room to develop/rehearse a project.		
Support and facilitate Strategic Reference Groups for Social Inclusion; Young Leaders; Aboriginal and	Q1: Lively community participation continues through reference groups, which are providing an engaged and informed forum for Council consultation on the Community Strategic Plan, Social Inclusion Plan and key policies.	Progressing - on track	
Torres Strait Islanders and Housing and Affordability	Q2: All reference groups met within the quarter.		
Actively engage with the diversity of communities across the Inner West, foster partnership and skills development to facilitate community capacity building initiatives	Q1: Council collaborated with the LGBTIQ Working Group to host Rainbow RoundTable at Newtown Neighbourhood Centre under the guidance of MC Jordan Raskopoulos. Over 40 participants discussed 4 key themes to be developed into a LGBTQI Action Plan to improve social inclusion for LGBTIQ communities. Council partnered with Ashfield Police Command to host the School Principal's Forum with over 30 participants and guest presenters Spark Youth Theatre, Headspace and Narragunnawali Aboriginal Reconciliation. Council staff support, provide programs and information at the Community A fair Community hub once a month at Addison Rd Community Centre. The majority of attendees are people from CALD communities as well as clients of a number of local agencies. Planning is underway to establish an Elder Abuse Collaborative with an EOI finalised in consultation with the NSW Elder Abuse	Progressing - on track	•

Item 10

	Community Services and Culture		
Continuing Activity	Comment	Status	Traffic Light
	Q2: Council collaborated with the LGBTIQ Working Group to fly rainbow flags and banners from its key buildings throughout the voting period for the same- sex marriage postal survey. A Marriage Equality Mayoral Reception was held on 15 November to coincide with the postal vote announcement with 100 people attending. The LGBTIQ Working Group met 4 times to review the results of the Rainbow Roundtable, and plan for Feel the Love Mardi Gras reception (15 February) and a rainbow flag raising ceremony (16 February). Engagement with the LGBTIQ Seniors Working Group continued with an afternoon tea at the Rainbow Room. The Inner West Elder Abuse Collaborative met twice, engaging the Seniors Rights Service and Sydney Local Health District. The Collective participated in the flagship Inner West White Ribbon. Liveable Communities Grant Application was submitted. The proposed program will provide mentoring and training older people using food, gardens and cultural tours, with a CALD focus.		
Implement the Community Engagement Framework for Community Services and Culture	Q1-2: Continuing to extend IAP2 and leading practice engagement across all Community Services and Culture outputs.	Progressing - on track	
Manage operations, develop and deliver programs and services through Council's community centres, facilities and community venues	 Q1: A new series of four holiday activities for primary school aged children was developed and delivered during the school holidays at Jimmy Little Community Centre. All Community Centres develop a term based calendar and information pamphlet to promote the activities and community bookings at the centre. Q2: On track. Council continues to run a number of in house programs out of its Community Venues in line with its term based calendar. In addition, Council continues to attract community focused venue hirers who run valuable initiatives for targeted populations 	Progressing - on track	•
Deliver community and cultural initiatives to celebrate community and to connect people	Q1: Perfect Match, Council's flagship graffiti mitigation strategy that enlivens local neighbourhoods with leading practice street art and innovative. Delivering 18 new street art murals and 6 arts and cultural tours, this community and cultural development program also featured 5 neighbourhood celebrations of the many Perfect Matches.	Progressing - on track	
	Q2: On track including: Say Yes Celebration, November; Seniors Christmas Celebration, December		
Participate in place based initiatives to activate public spaces, increase safety and improve the public domain	 Q1: Perfect Match embeds Placemaking in the neighbourhood across 29 sites and programs. Council's Living Arts team continue to activate public space though planning for collaborative community-based visual arts in Ashfield Town Centre, the Greenway Missing Links program and curating the Newtown ArtSeat. Q2: Planning underway for the summer Pics in the Park programs. 	Progressing - on track	•

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Continuing Activity	Comment	Status	Traffic Light
Deliver information and facilitate cultural awareness programs connecting people to the local area	Q1: In August 2017, 55 refugees were welcomed to inner west Community and Refugee Welcome Centre, which included an Aboriginal Welcome to Country and a smoking ceremony. An active consultation of the Intergenerational Pop Up Games (i-PUG) was undertaken at A Family A Fair day at Addison Road Centre 26 people were surveyed and many played games throughout the event including chess, bocce, badminton and croquet. Planning is underway during to deliver The Pauline McLeod Awards for Reconciliation through Council's partnership with the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF). The shared food preparation program has grown and has a community development focus with participants shopping and sharing the cost of ingredients. The Local Social model of informal afternoon coffee catch ups aimed at socially isolated individuals was piloted and proved successful.	Progressing - on track	•
	Q2: Planning is underway to deliver a dementia awareness raising event with the Aboriginal Community. A working group has been established (led by the Aboriginal Sector Support & Development Officer – Inner West). Planning is underway during to deliver The Pauline McLeod Awards for Reconciliation through Council's partnership with the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF). The awards ceremony will take place at Ashfield on 24 May 2018.		
Support the Refugee Welcome Centre and nanage key stakeholder elations	Q1: Council recently launched the New Locals Inner West App which has been developed to assist refugees and people seeking asylum to find services and activities in the Inner West. New Locals has been developed by Inner West Council, in partnership with Asylum seeker centre, and with support from Settlement Services International. Council worked with a group of 12 volunteers to support the development of the app and it was launched at the Inner West Refugee Welcome Centre. Meanwhile the Refugee Welcome Centre Coordinator has continued to deliver a weekly program of activities and programs to an average of 50 refugees each week.	Progressing - on track	
	Q2 : Council supported the centre coordinator to plan activities for 2018, including meeting with other key local stakeholders in the Inner West to extend networks, develop capacity and other partnerships that will benefit the centre's work. In addition 32 volunteers/community members attended a meeting in December, which outlined a draft program of activities and volunteer training in 2018. The Memorandum of Understanding with partners Settlement Services International and the Justice of the Peace has been operating successfully and now into its 7th/8th month. An annual review of the MOU is planned for February/March 2018. The New Locals Inner West APP was launched in October at the Refugee Welcome Centre. The APP was developed in partnership with the Asylum Seeker Centre with support from Settlement Services International, Council and Beaconmaker, the platform developers. The App assists refugees and people seeking asylum to find places, services and activities in the Inner West.		•
Provide access to Home Gardening, Maintenance and Modification Services	Q1: Services are booked to capacity for reporting period.Q2: New employee begins in January 2018. Trade staff returning from leave in January 2018 will allow services to reach predicted capacity service delivery in	Progressing - on track	

Continuing Activity	Comment	Status	Traffic Light	
Deliver programs and initiatives for children, young people and families	 Q1: Council provided Magic Yellow Bus at 7 different parks five mornings per week during this quarter with 76 occasions of service. Over 5,400 children attended with an average of 71 children participating at each location. Council hosted Y on Norton Homework Support Program for young people aged 12-18 years with 9 sessions and 59 instances of attendance. Y on Darling included 9 sessions and 165 instances of attendance. Winter School Holiday Program delivered a range of free and low cost school holiday activities for young people with 116 instances of attendance. Council delivered Breakfast Club every Wednesday to average of 18 young people in partnership with Weave, Barnardos, Marrickville PCYC, Sydney Airport and Marrickville Youth Resource Centre. Council continued Linked-In Youth Mentoring Program in partnership with Sydney Secondary College across two terms with 10 adult volunteers who act as role models and mentors matched with 11 mentees Q2: In 2017 Council, and partners, delivered 55 sessions of Breakfast Club with 1008 young people attending, mostly identifying as Aboriginal and CALD. The Y on Norton engaged young people aged 12-18 years with 9 sessions and 74 instances of attendance. Y on Darling included 9 sessions and 290 instances of attendance. Spring School Holiday Program for young people including workshops on time / stress management and white card training. Council provided support and resources to MYRC and PCYC to deliver after school programs / outside-of-hours programs for young people including a Mental Health Month project. Council coordinated a range of activities for young people and children at the Marrickville Festival in partnership with PCYC, MYRC, Headspace, Marrickville Red Devils Soccer Club and Barnardos. 	Progressing - on track		
Work with regional partners to progress the activation of Parramatta Road as a creative and cultural destination	Q1: Planning for participation in the Sydney Fringe Festival (to be delivered Qtr 2), with a particular focus on activating Parramatta Road, and igniting OffBroadway. Living Arts team members continue to collaborate with the Economic Development team to support small enterprises in the creative sector and link artists to empty spaces.	Progressing - on track		
	Q2: Living Arts team members continue to collaborate with the Economic Development team to support small enterprises in the creative sector and link artists and businesses to empty spaces as a strategy to activate Parramatta Road.			
Provide the Magic Yellow Bus mobile playgroup service across parks in the Inner West	 Q1: Council has provided the free Magic Yellow Bus at 7 different parks five mornings per week during this term with 26 occasions of service. Over 1,840 children have attended the MYB service with an average of 71 children participating at each location. The children and parents/carers have engaged with a diverse range of activities including craft, storytime, skills development and imaginative play. MYB has received a number of visits from local high school students interested in child care studies. Council is also currently recruiting part time staff to this service. Q2: Council provided Magic Yellow Bus at 7 different parks five mornings per week during this quarter with 64 days of service and 4, 191 children participating (an average of 65 children participating at each location). The Magic Yellow Bus collaborated with The Infants Home and NSW Police to participate in the local program of White Ribbon Day events. The service also participate in Marrickville Festival 	Progressing - on track	•	
Coordinate the implementation of Council's Disability Inclusion Action Plan	Q1-2: Implementation of the IAP is being included in planning 2018/19 Operational Plan.	Progressing - on track		

Continuing Activity	Comment	Status	Traffic Light
Coordinate and provide meal services and activities for seniors at Tom Foster Community Centre	 Q1: Tom Foster Community Centre (TFCC) has continued to provide meals on wheels to clients at home; clients and seniors groups who come in to the centre and also meals ordered by other services or community centres. In total, TFCC had 7579 meals during this quarter and an extra 84 meals were wasted as clients were not home and cancelled their meals late. Distributed with the meals which some clients only ordered were 1755 sandwiches and 2319 deserts. Q2: Tom Foster Community Centre (TFCC) continues to provide meals to clients at home (through Meals on Wheels), to clients and senior groups that attend TFCC (such as Chinese Seniors), Former Yugoslav Group, TFCC Exercise Group and Portuguese Seniors), and to other Community Centred Based Meals distributed to Hannaford Community Centre, and 2000 Meals on Wheels delivered across the entire Inner West LGA to 80 clients per month, for the quarter. 45 Individuals were also supported through the Social Support Program. 	Progressing - on track	
Coordinate an Active and Connected Seniors' program	Q1: Inner West Council delivers a diverse range of activities for seniors across the LGA to increase social connections and improve health and wellbeing through passive and active recreation. This quarter included Yoga, Walking groups, meditation, Aqua aerobics, learn to swim, Zumba, Art classes with the group receiving a prize for their submission to the NSW Elder Abuse ant competition called 'talking Elder Abuse', including being interviewed on Radio Skid Row. Senior Bus Outings, Tai Chi and table tennis continue to be popular, established LGBTIQ over 55's social group, Line Dancing has progressed from being a pilot to ongoing activity attracting average of 28 seniors each week. The Songs from Next door Choir and Seniors Theatre workshops were held weekly. The Women's Shed continues to expand and The Not So Young Club is attended by 20-30 people once a month and included a presentation on local community gardens and one on memory.	Progressing - on track	
	Q2: A Seniors Christmas Lunch was held in December at Wests Leagues, with 250 seniors attending. Council's Seniors Health and Wellbeing Programs Survey was distributed and 100 surveys were completed. There were 15 Active and Connected programs delivered in the Marrickville area. Activities included Cyber Seniors at Tempe High, Salsa for Senior's, Multicultural Gentle Exercise and the newly established LGBTIQ Social Group Monthly Meet Up. A need was identified to provide dementia dance classes targeting the Vietnamese community. A partnership was established with Community and Cultural Connections to deliver six weekly sessions facilitated by a dementia dance specialist. The sessions were popular attracting about 20 people each week.	- on naok	
Encourage partnerships to support family and domestic violence initiatives across the inner west	Q1: Council actively supports both the Ashfield and Leichhardt Marrickville Domestic Violence Liaison Committees. Planning currently underway to deliver local White Ribbon Day and 16 Days of Activism activities and events in partnership with local domestic violence liaison committees and Police Local Area Commands. Council partnered with NAPCAN (National Association for Prevention of Child Abuse and Neglect) to mark National Child Protection Week in September at The Hannaford Centre. The NSW Play Your Part Awards were presented and Council highlighted its commitment to eliminate domestic / family violence and promote respectful relationships. Council continued to support the delivery of Love Bites respectful relationship workshops at Sydney Secondary College, Balmain Campus and Marrickville High School throughout September.	Progressing - on track	•

Community Services and Culture			
Continuing Activity	Comment	Status	Traffic Light
	Q2: A White Ribbon Day 2017 Flagship event was held on Thursday 23 November at Bridgewater Park in partnership with NSW Police and the local domestic violence liaison committees. The event engaged 350 local residents and school students. A series of 16 Days of Activism activities also took place across the Inner West in November / December, including activities with Marrickville South Breakfast Club, Magic Yellow Bus, Y on Norton and Y on Darling. An evaluation of the 2017 event will inform planning for future events		

Key Initiatives

	Community Services and Culture		
Key Initiative	Comment	Status	Traffic Light
Responsible Officer:	Group Manager Community Services and Culture		
Consult with the community and develop a	Q1: Commence Q 4 in alignment with the Community Strategic Plan		
strategy to address Aboriginal belonging and reconciliation	Q2: Due to commence in Q4 in alignment with the new Community Strategic Plan.	Not due to start	
Review Council's Community Grants and Resourcing policy	Q1: Internal key stakeholder consultation in progress. an initial draft was presented to the former IWC Council, however in Q2, incoming Councillors and community members will be involved in wider stakeholder discussion and consultation.	Progressing - on track	
	Q2: Cross agency committee convened; working groups for major partners, fee structure and grants have met; Resourcing Principles (which will underpin the Policy) developed and adopted by Leadership Group; drafting process commenced.		
Produce the Inner West Council Public Art Policy	Q1: Funds will be sought to undertake this strategic planning initiative in 2018/19.	Not progressing	
Spark Youth Theatre: Undertake re-branding and seek partnership opportunities	Q1: New Spark website sparkyouththeatre.com finalised, utilising new company name, logo and includes E-News subscription synched to new online database. Branding applied to Spark Facebook and Instagram accounts with followers steadily increasing. Spark promoted via social media accounts (average of 1-2 posts per week) e-News, mailing lists & other youth theatre companies. Partnerships sought with Young Leaders Reference Group, Rozelle Neighbourhood Centre, Addison Road Community Centre, local schools & other youth theatre companies. There is potential for Rozelle Neighbourhood Centre to become an active partner, in terms of collaborating on future projects and supporting Spark to reach young people and artists with a disability. Two grant applications for \$30K were unsuccessful through the Australia Council for the Arts and CreateNSW. The remount of Spark's show 'Political Children' with City of Sydney finalised with 3 performances and 2 workshops at Customs House confirmed in December.	Progressing - on track	•

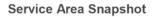
Key Initiative	Comment	Status	Traffic Light
	Q2: A remount of Spark's show 'Political Children' was delivered in partnership with City of Sydney Library at Customs House. There were 3 performances and 2 workshops from 8-10 December. Spark's projects and programs continued to be promoted through paper flyers (following the design of a template) and its Facebook, Instagram and Mailchimp accounts (directing people to Spark's website). This was complemented by IWC's E-News and social media, as well as press releases to local media (resulting in two articles). Artistic Director attended Marrickville Festival to sign-up interested people to Spark's E-News. New relationships with relevant staff from local schools were nurtured towards reaching new young people from across the LGA. A taster workshop with 3Bridges Community (after school/vacation care at Summer Hill Public School) was also offered to attract local children transitioning from primary to high school.		
evelop a marketing trategy for community enues, centres and acilities	 Q1: First need to undertake a review of community facilities. The timeframe for this project should be redefined to 30 June 2019. Q2: Have commenced this project ahead of proposed timeline. Currently building evidence base for situational analysis, performing segmentation of current and potential users, and accruing data for benchmarking 	Progressing - on track	
evelop an evaluation amework for community nd cultural services	Q1: Initial scooping undertaken, to be drafted in Q3. Q2: Action commences Q3.	Not due to start	
ndertake a review of ouncil's Community entres, facilities and enues to improve ommunity utilisation and ccess	 Q1: Funds will be sought to undertake this strategic planning initiative in 2018/19. Q2: Recently updated profiling of Community Facilities in Asset Management Documents. Additionally, Utilisation Data of all venues have been pulled from Bookings Tools for analysis and review. 	Progressing - on track	•
repare a concept and lan for Aboriginal walking ails and signage on the arbour foreshore	Q1: Aligned with the Greenway Missing Links Program. Q2: Initial investigation into scoping a study into Aboriginal heritage and culture across the LGA has been undertaken. This work will contribute to an EOI for suitably qualified experts to undertake study initially focused in the Cooks River to Iron Cove Bay catchment. This will serve as a foundation for ongoing work on a walking trail around the harbour foreshore.	Progressing - on track	
evelop and promote a treet Entertainment olicy and procedures for e Inner West LGA	Q1-2: Busking/street entertainment policies and guidelines of the former Councils have been reviewed, revealing significant difference across the LGA. Meetings with relevant staff in compliance, customer service and Community Services and Culture have been held, resulting in a set of draft guidelines that could work across the LGA. Annual street performers insurance, covering Public Liability for performers who register online, has been renewed. Next steps will involve the presentation of the draft to the Executive Team for review as part of ongoing policy integration across Inner West Council.	Progressing - on track	
evelop a Major Partners rogram Framework	Q1: Commence Q4. Q2: Policy Framework for Major Partners Program has commenced and will be incorporated into the Community Grants and Resourcing Policy. Working group established and collation of information regarding existing partnerships has commenced. Resourcing Principles to inform the Policy Framework	Progressing - on track	

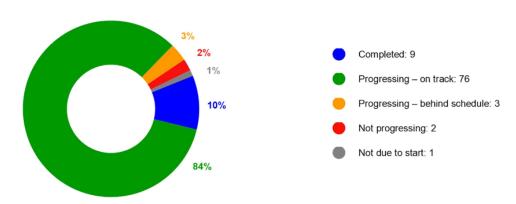
Key Initiative	Comment	Status	Traffic Light
Develop a Healthy Ageing Plan for the Inner West LGA	Q1: Commence in conjunction with the Community Strategic Plan finalisation by Council. No funds were allocated to this project in current year of delivery plan. Change the delivery date of this project to June 2019 subject to funding. Commence in conjunction with the Community Strategic Plan finalisation by Council. No funds were allocated to this project in current year of Delivery Plan. Change the delivery date of this project to June 2019 subject to funding.	Not progressing	•
Develop a marketing and communication strategy for Community Services and Culture	Q1-2: In order to advise community on how Council aligns resources with community vision and strategic objectives - this will commence on completion of the Community Strategic Plan.	Not due to start	
Produce an Inner West Arts & Cultural Plan / Strategy	Q1: Living Arts manager is collating the public art policies, strategies and guidelines from 3 foundation councils to inform a consistent way forward for Inner West Council. a key priority in 2018/19 will be the development of the Inner West Public Art Policy and Plan. Funds will be sought to undertake this strategic planning initiative in 2018/19. The completion date for this action needs to be revised accordingly, to June 2019.	Progressing - on track	
	Q2: Funding has been sought for community and cultural asset audit for 2018/19, which will provide a foundation for the Arts and Cultural Plan.		
Develop a Multicultural Strategy	Q1: Investigate in alignment with Community Strategic Plan commencing Q4.Q2: Investigate in alignment with Community Strategic Plan commencing Q4.	Not due to start	
Collaborate to develop and implement an LGBTIQ	Q1: Investigate with members of LGBTQ Roundtable, and align with the Community Strategic Plan commencing Q3		
Strategy	Q2: The results of the Rainbow Roundtable and earlier survey of LGBTIQ community organisations are informing current year priorities in working across the sector, and identifying emerging priorities for consideration in 2018-2019.	Progressing - on track	•
Develop an Inner West Child, Youth and Family	Q1: Scope this strategy in context of Draft Community Strategic Plan, commencing Q4	Not due to	
Strategy	Q2: Scope this strategy in context of Draft Community Strategic Plan, commencing Q4	start	
Provide social support services and collaborative partnerships through Community Centres	Q1: Hannaford Centre continues to provide an extensive and broad range of affordable programs and activities for older people. The Centre continues to work in conjunction with the Sydney Secondary School, Blackwattle Campus, to provide 'work skills training' opportunities at the weekly Hannaford community lunch for high school students with special needs. Council's Aged, Disability and Inclusion Officer provides weekly workshops and activities at the Annandale Community Centre that cater to the needs of socially isolated residents.	Progressing - on track	•
	Q2: Hannaford, Annandale and Jimmy Little Community Centre provide a range of affordable programs catering to the diverse needs of various groups in the community. Centres provide a community meeting place for residents to come together and socialise and learn new skills.		

Community Services and Culture			
Key Initiative	Comment	Status	Traffic Light
Develop a strategy for the Refugee Welcome Centre	Q1: Working in collaboration with relevant stakeholders and Community and Well Being staff to develop a strategy regarding refugee programs and use of the Wharf Road Community and Refugee Welcome Centre. Identifying facility budget requirements and determining staffing resources.	Progressing - on track	
	Q2: An increase in new Refugee programs booked into the Wharf Road Community and Refugee Welcome Centre for 2018. In partnership with Settlement Services International, regular programming is being delivered		

from the Centre, and an annual program is being prepared for 2018.

Corporate Support Services





Continuing Activities

Corporate Support Services			
Continuing Activity	Comment	Status	Traffic Light
Responsible Officer: Gr	oup Manager Integration, Customer Service, Business Excellence ar	nd Civic Gove	mance
Manage the provision of facilities, secretariat and administrative support to ensure Councillors have support and access in accordance with Council's adopted policy	 Q1: Councillors have received an induction program detailing the expenses and facilities provided to them under the adopted policy. An interim Councillor Request system has been setup to manage request for councillors for equipment and reimbursement of facilities. Q2: Requests for support, facilities and expense reimbursements for Councillors are actioned as requests are made in accordance with the approved Expenses and Facilities Policy. Councillor requests are logged and responded to within a service standard of 10 working days. Approximately 400 formal Councillor requests were actioned during the quarter. 	Progressing - on track	•
Provide front line contact / call centre services to customers	 Q1: Customer Service underwent significant change in Q1. The Contact Centres were co-located to Petersham in August and Council's new consolidated contact number (9392 5000) was launched in July. The Contact Centre received 57,940 calls in Q1, with annual rates notices and the Council election being significant call drivers. 77.5% of calls were answered with 2 minutes, against the interim target of 75%. By comparison, 68% of total calls were answered within 60 seconds and 83.4% within 3 minutes. The average wait time in the contact centre averaged 66 seconds (interim target 60 seconds). A total of 6% of total calls were abandoned (interim target 5%). First Contact Resolution (FCR) is a core metric for the newly consolidated Contact Centre with a first year interim goal set at 85%. This represents a change in service model for two of the three former councils. Q1 saw the Contact Centre achieve FCR of 80.5%. 	Progressing - on track	•

	Corporate Support Services		
Continuing Activity	Comment	Status	Traffic Light
	 Q2: The Contact Centre received 48,176 calls in Q2, with booked waste collections and development related enquiries being significant call drivers. 78% of calls were answered with 2 minutes, against the interim target of 75%. By comparison, 68.3% of total calls were answered within 60 seconds and 83.6% within 3 minutes. The average wait time in the contact centre averaged 67 seconds (interim target 60 seconds). A total of 5.8% of total calls were abandoned (interim target 5%). First Contact Resolution (FCR) is a core metric for the newly consolidated Contact Centre with a first year interim goal set at 85%. This represents a change in service model for two of the three former councils. Q2 saw the Contact Centre achieve FCR of 82%. 		
Provide front line over-the- counter services to customers	 Q1: Council operates three face to face service counters - at Ashfield, Leichhardt and Petersham. A total of 10,978 customers were served in Q1 with building and development enquiries/applications, parking permits and rates payments the top three transactions. The average wait time of 277 seconds across the three service counters, exceeded the interim target of <300 seconds. Performance by service counter is shown below: Ashfield served 3,530 customers with an average wait time of 399 seconds Leichhardt served 3,734 customers with an average wait time of 144 seconds Petersham served 3,714 customers with an average wait time of 267 seconds Q2: Council operates three face to face service counters - at Ashfield, Leichhardt and Petersham. A total of 8,607 customers were served in Q2 with building and development enquiries/applications, parking permits and rates payments the top three transactions. The average wait time was 320 seconds across the three service counters (interim target of <300 seconds). Performance by service counter is shown below: Ashfield served 1,795 customers with an average wait time of 369 seconds Leichhardt served 3,493 customers with an average wait time of 369 seconds Leichhardt served 3,493 customers with an average wait time of 369 seconds 	Progressing - on track	
Provide frontline administration services to customers	 Q1: Council's Customer Service Administration function manages enquiries from customers received via email, web, post, fax and social media channels. These enquiries include, among other things: requests for service complaints certificate, permit or licence applications venue, park, sportsground or waste bookings payments and refunds GIPA requests Q1 saw the formation of a single Administration function, a highly complex function which includes responsibility for managing multiple email addresses, online portals, spreadsheets and other legacy channels supported by the three former councils. Q2 will see the integration of a number of these channels into a single set of consolidated channels as well as the introduction of more robust workload management and performance tracking tools. 	Progressing - on track	•

Continuing Activity	Comment	Status	Traffic Light
	 Q2: Council's Customer Service Administration function manages enquiries from customers received via email, web, post, fax and social media channels. These enquiries include, among other things: requests for service complaints certificate, permit or licence applications venue, park, sportsground or waste bookings payments and refunds GIPA requests Q2 saw the continued consolidation of the Administration function, a highly complex function which includes responsibility for managing multiple email addresses, online portals, spreadsheets and other legacy channels supported by the three former councils. 		
Drive continuous improvement to customer service systems and outcomes	Q1 saw the establishment of the IWC integrated Customer Contact Centre at Petersham. TouchPoint was implemented as the Contact Centre software solution and Q-flow was introduced across the three counter service points to provide a ticketing and queuing system. Both of these systems are core infrastructure that provide valuable data on workloads and transaction drivers for the Customer Service function, underpinning ongoing business improvements to better serve the community. On 27 July, Customer Service launched the new consolidated contact number for Council (9392 5000), effectively providing customers with a single contact number for Council for the very first time. Customers can still dial any one of the former Council contact numbers, however these will be phased out. At the end of Q1, more than 50% of calls to Council were received via the new number.		
	Q2: Q2 saw the commencement of initial scoping work for a consolidated Customer Relationship Management (CRM) system, currently expected to launch in July 2018. Customer Service commenced providing the Leadership Team with monthly reporting on Open Service Requests and Requests Actioned with Service Standard in Q2. Initially this reporting was highly manual however in collaboration with ICT, an interim reporting data warehouse was developed in Q2 to partially automate this reporting. Q2 saw the continuation of the cross training program with Customer Service, up-skilling Customer Service staff to be able to manage all customer enquiries, regardless of which former Council area the customer is from. Additionally, as a part of Council's launch of Promapp (Council's process mapping platform) in Q2, Customer Service commenced the documentation of existing high priority processes, publishing 29 processes as a part of the initial launch as well as identifying 30 additional processes to be published in the coming months.	Progressing - on track	•
Co-ordinate the merger mplementation, including support, facilitation, analysis and project management services to Group Managers	Q1: 200 projects are estimated for completion by December 2018 under the Integration and Transformation Program adopted in April 2017. At the end of Q1, 151 projects were in progress and 23 had been completed. While progress is being made, some projects are slightly behind schedule. In many instances this is due to over-ambitious timeframes and/or the time taken throughout 2017 to finalise and recruit service unit structures and to appoint staff to project lead roles. The Program currently remains on track for most projects to be completed by December 2018.	Progressing - on track	

Continuing Activity	Comment	Status	Traffic Light
	Q2: Approximately 55 projects have been completed in the Integration & Transformation Program to-date. Project status reporting has resumed for projects underway/in progress for 2018. A number of Corporate Priority projects (Stream 2) had not submitted a project plan in 2017 - this has since been addressed for most projects in this stream. The Program remains on track, with the vast majority of remaining projects due to be completed by December 2018.		
Communicate with key stakeholders regarding merger implementation progress	 Q1: Internal Partnership Agreements have been established between the Integration Team and all service units to define responsibilities, deliverables and performance indicators under which we will deliver the Integration Program. Quarterly partnership review meetings commenced in Q1 with all service units. During Q1 regular reports on the progress of the Integration and Transformation Program were provided to the Leadership Team, Implementation Advisory Group and the Audit, Risk and Improvement Committee. Project leads responsible for integration project delivery are key stakeholders. Monthly on-boarding sessions have provided leads with the skills to initiate, execute and report on projects. Project management, business analyst and change management support resources are available to project leads through the Project Management Office. Regular integration updates are provided to staff via the intranet, staff news and road-shows. 	Progressing - on track	•
	Q2: Group Managers and the wider Leadership Team continue to receive regular progress status updates on the merger implementation through the Integration & Transformation Program. Additionally, Council's intranet (the Newsroom) has been regularly updated with case studies from staff and teams, outlining their integration/transformation journey. The next quarterly review of Partnership Agreements with Group Managers for integration and transformation initiatives will commence in late February 2018. Quarterly reporting on progress is also provided to the Audit Risk and Improvement Committee.		
Provide change nanagement support for critical organisational projects	Q1: A temporary resource has been recruited to ensure ongoing change management and support is readily available for the integration and transformation program as a whole. The Integration Team continued to be a critical support for integration projects across the organisation, compiling regular updates and content to the weekly staff newsletter, supporting the co-location of indoor staff as well as being central to the Technology One team from a change and communications perspective. Within Stream 2 (corporate priority projects) and Stream 3 (service unit projects) change management support has assisted project leads with the development of the Promapp implementation, the new Newsroom Intranet, changes to the InfoCouncil Business Paper processes, as well as the alignment of staff pay cycles.	Progressing - on track	•

Corporate Support Services			
Continuing Activity	Comment	Status	Traffic Light
	Q2: Change management has continued to be supported by a temporary resource within the Program and Project Management Office. Whilst the primary focus has been on the upcoming Technology One module implementation, there has been regular discussion with Project Leads undertaking integration/transformation initiatives with significant impact to staff and other stakeholders, to ensure they have the tools to help manage change impacts effectively. Examples of such projects include the rollout of Promapp, Council's process mapping platform, as well as the consolidation of payroll systems.		

Responsible Officer: D	eputy General Manager Chief Financial and Administration Office	er	
Administer Council's Internal Audit Committee	Q1: External members for the new Audit Risk & Improvement Committee (ARIC) have been interviewed and selected. The ARIC's first meeting was held on the 7th September. The 3 external members appointed their Chair, and have adopted their Charter. A range of actions have resulted from the meeting, which will now feed as relevant into the other risk-related projects. The first meeting minutes have been developed, and the Council report covering this and the requirement for 2 Councillors to be appointed to the Committee has been prepared.	,	•
	Q2: Councillors (2) and Independent Members (3) have met in December 2017. A full 2018 meeting cycle has been adopted. The ARIC Charter is adopted, and future meetings will be shaped by the Charter. This item is complete as it is now a Business As Usual matter, continuing.		
Implement amendments to the Local Government Act	 Q1: 1. New financial auditing requirements implemented in accordance with requirements. This included working for the first time with the NSW Audit Office which is now responsible for conducting financial audits and select performance reports on all 140 NSW Councils. 2. New requirements for the taking of oaths or affirmations of office by incoming Councillors met 3. New requirement for the election of Mayor for a two year term (instead of one year) met 4. Careful monitoring of developments concerning commencement of further provisions of the enabling legislation - Local Government Amendment (Governance and Planning) Act 2016 - is continuing. 	Progressing - on track	•
	Q2: No significant matters have required action this quarter within Policy and Risk Services.		

Corporate Support Services			
Continuing Activity	Comment	Status	Traffic Light
Review Compliance with egislation	Q1: Templates have been developed for consistent policy, operational protocol, and procedure development, and covering Guidelines have been adopted by the Leadership Team. The Internal Reporting - Public Interests Disclosures process was drafted and adopted by the Leadership Team. Council-wide matters endorsed or adopted since merger have been incorporated into draft register framework. The website Policy Page and related policy page-landing mapping has been drafted for the website administrators developing the new IC website. On the new website, external users will be able to access Council adopted Policies thematically, alphabetically, and via related landing-pages. A blue-print of priority policy and protocol development and integration with compliance requirements across the IWC is being prepared, for further consideration by stakeholders.	Progressing - on track	
	Q2: The register reflecting both the former-legacy Council policies and operational protocols as well as IWC policies and operational protocols adopted since merger has been fully developed. Interviews with Group Managers and level 4 Managers will be programmed over the Feb-Mar period to systematically establish the draft 2018 recommended priorities (development and/or harmonisation and/or rescinded) for stakeholder consideration and endorsement.		
aintenance of Council's olicy Register, Delegations nd Conflicts of Interest egister and Positions of tatement	Q1: Templates have been developed for consistent policy, operational protocol, and procedure development, and covering Guidelines have been adopted by the Leadership Team. All delegation instruments for staff appointed to new the new structure have been issued to L4 and L5 staff. Regular updates of the Delegation Register has been provided to the stakeholder group (ICT, Legal, Procurement and Finance) for mapping the various relevant back-end systems to the approved delegations. A Delegations Review report has been prepared and submitted for endorsement to the Leadership Team, providing a framework of reviewing and removing/re-issuing existing financial and other delegations of current staff in old-structure positions. The transition focus of this project is now on reviewing existing delegations of staff still occupying old-structure positions. The Pecuniary Interest Register has been developed, and returns undertaken for the 16/17 year.	Progressing - on track	•
	Q2: The register reflecting both the former-legacy Council policies and operational protocols as well as IWC policies and operational protocols adopted since merger has been fully developed. Interviews with Group Managers and level 4 Managers will be programmed over the Feb-Mar period to systematically establish the draft 2018 recommended priorities (development and/or harmonisation and/or rescinded) for stakeholder consideration and endorsement.		
Develop and maintain effective risk management supported by relevant plans, policies, procedures and training	Q1: The Enterprise Risk Management Framework has been developed, and adopted by the Leadership Team. The Risk Register framework provides for Strategic Risks, Corporate Risks, Service Unit (operational) Risks, and Project Risks (both major projects, and transition-related). A Strategic Risk workshop has been held with a strategic risk working party, and the resulting 11 risks have been presented to the Leadership Team.	Progressing - on track	
	Q2: The Strategic Risk Working Party has, through further internal workshops developed target risk ratings for the identified strategic risks, confirmed the controls and then further assessed those controls for currency. Supporting actions for controls that are not fully implemented have been developed into a management action plan.		



Continuing Activity	Comment	Status	Traffic Light
Manage relationships with Council's Insurers and provide focused advice regarding risk and insurance matters	 Q1: The IWC Claims Register has been internally built and manually populated, and now reflects all 2017 advised Public Liability claims and open claims from the legacy entities. The Claims Register is a cornerstone of the insurance framework, as it will allow for work planning, dashboard reporting, and is the basis of future policy and training decisions. The Risk Mitigation Team are currently managing 54 open claims to closure as a business as usual activity. The Risk Mitigation Team have joined the second ProMap pilot group, and have undertaken training for this and will now map the primary claims processes. Q2: 4 new Business Process Maps have been developed in Promapp for claims-handling processes. Council has received 75 Public Liability claims over the first 2 quarters: the Risk Mitigation Team are currently managing 49 open Public Liability claims as a business as usual activity. A further 81 Motor Vehicle claims have been received and managed over the first 2 quarters. 	Progressing - on track	•
Coordinate the implementation of a strong and effective governance framework supported by relevant plans, policies, procedures and training	 Q1: 1. Governance Group organisational structure for positions at Level 5 and below finalised and endorsed. Progress with related recruitment reached approximately 70%. 2. Partial integration of Document & Records Management Services progressed in conjunction with colocation of staff – a range of small step improvements also completed 3. Enhancements to management of Delegations Framework completed 4. Foundations for new internal audit function established 5. Phase 1 integration of insurance claims management processing commenced 6. Revised Statement of Business Ethics facilitated 7. Advice to internal customers on a range of organisational governance matters provided both proactively and in response to requests 8. Executive support to Leadership Team maintained 	Progressing - on track	•
	Q2: Corporate Registers have been developed and populated for: - Gifts and Benefits - Pecuniary Interests - Secondary Employment - Related Party Disclosures - Policies and Operational Protocols - Strategic Risks - Delegations		
Effectively manage fraud and corruption risks	Q1: The IWC Audit Risk and Improvement Committee has been established and recruited to, and the first meeting has been held. The first phase of the Audit Program is focussed on delivering 2 internal audits in the area of Rating and Banking, and Contract Management. To this end, RFQ have been sought from the market and a provider has been appointed.	Progressing - on track	

Corporate Support Services			
Continuing Activity	Comment	Status	Traffic Light
	 Q2: The IWC Audit, Risk & Improvement Committee met in December with a full complement of Councillors (2) and Independent members (3), and have a full cycle of confirmed 2018 meeting dates. 2017 Contract Management Audit: All 10 exit meetings have been held between the Internal Auditor and contract owners (staff). A draft report has been prepared and will be considered by Management in the next quarter. 2017 Rating and Direct Debit: This audit is underway, with a final site audit scheduled for 24 January. 2018 Audit Program: A EOI for RFT covering the 4 year Internal Audit program (development and delivery) has been prepared and endorsed by the Audit Risk and Improvement Committee, and will be released to market in the next quarter. 		
Maintain the relevance and value of Council's Business Continuity Management Plan	Q1: This program is due for commencement in second quarter. Q2: Phase 1 - Incident Response Action Plans: A proposal for developing and testing the management of 10 critical incidents has been submitted for Leadership Team consideration and endorsement. This provides for the "incident/response owners" to be involved in the development of the plans.	Progressing - on track	
Responsible Officer: G	eneral Counsel (Group Manager Legal)		
Prepare leases and licences and co-ordinate legal matters for Council's property portfolio	Q1: All leases and licences are being co-ordinated in-house by the Lawyer - Property.Q2: All leases and licences are being co-ordinated in-house by the Lawyer - Property.	Progressing - on track	
Provide a legal education and training program for Council staff	 Q1: Ad hoc training has been provided to staff during the first quarter. Programmed training is scheduled for subsequent quarters. Q2: Ad hoc training has been provided to staff during the first half of the year. Programmed training is scheduled for the balance of the year, particularly with respect to Council's regulatory functions. 	Progressing - on track	
Represent Council in matters before the Courts	 Q1: The vast bulk of legal matters are being carried out by staff internally. In particular, all new class 1 appeals in the Land and Environment Court and Local Court prosecutions commenced in the quarter are being dealt with internally. Q2: The vast bulk of legal matters are being carried out by staff internally. In particular, all new class 1 appeals in the Land and Environment Court and Local Court prosecutions commenced in the first half of the year are being dealt with internally. 	Progressing - on track	
Responsible Officer: G	roup Manager Procurement and Fleet		
Manage Council's procurement process and monitor adherence with statutory and organisational requirements	Q1: The centre-led Procurement Model that council has set up provides for the Procurement Team to have oversight into the process of buying goods, services and works to ensure optimised purchasing across the council, whilst applying probity standards and governance processes to procurement functions and ensuring legislative compliance. The Technology One Procure to Pay workflow was also developed to have all Purchase Orders checked and vetted by the Procurement Team prior to release, to ensure adhere to Council's procurement function requirements.	Progressing - on track	

Item 10

	Corporate Support Services		(L
Continuing Activity	Comment	Status	Traffic Light
	Q2: Q1 spend data was presented to each service unit, outlining areas for possible improvement relating to the new policy and procedures manual, number of Purchase Orders raised, values of orders and top value suppliers over Q1 17/18. Q2 data is being prepared and will be rolled out similarly.		
Produce quarterly spend analysis report for presentation to Leadership Team	Q1: The Procurement team have compiled and analysed purchasing data for Q1 2017/18 to examine the quantum and value of Purchase Requisitions and Purchase Orders placed, completed and paid, as well as reviewing the spend data by the procurement method, by user, by service area, by suppliers and by contract type. This information will be presented to the Leadership Team in November.	Progressing	
	Q2: The Procurement team have compiled and analysed purchasing data for Q2 2017/18 to examine the quantum and value of Purchase Requisitions and Purchase Orders placed, completed and paid, as well as reviewing the spend data by the procurement method, across each of the service units, for presentation to the Leadership Team in February.	- on track	
Produce quarterly compliance review of procurement functions for presentation to Leadership Team	Q1: The Procurement team have compiled and analysed purchasing data for Q1 2017/18 to examine compliance to procurement functions such as procurement method of supply based on spending threshold, substantiation and approval of any exemptions, placement of orders prior to invoice submission, and usage of government contracts or Prescribed Approved Panels wherever possible. This information will be presented to the Leadership Team in November.	Progressing - on track	
	Q2: The Procurement team have compiled and analysed purchasing data for Q2 2017/18 to examine compliance to procurement functions such as procurement method of supply based on spending threshold, substantiation and approval of any exemptions, placement of orders prior to invoice submission, and usage of government contracts or Prescribed Approved Panels wherever possible. This information will be presented to the Leadership Team in February, and will be broken down and circulated to individual service units for their specific reference.		
Complete program of capital acquisition within budget	Q1: Capital fleet acquisitions have been limited to passenger vehicles for the first quarter as service units continue the process of recruitment and operational planning for co-location. It is expected that purchasing of larger plant items will proceed in Q2 and Q3 as operational requirements of the co-located service unit groups are reviewed and confirmed.	Progressing - on track	
	Q2: Fleet acquisitions of passenger vehicles has progressed well in Q2 and is on track. Capital acquisitions will commence February and March 18 after consultation with the operators and managers to ensure we meet their operational needs now the colocation is complete.		
Responsible Officer: G	roup Manager Finance		
Ensure compliance with statutory rate limits and prepare Annual Rating	Q1: On track for completion. Sign off in October 2017.	Completed	
Return	Q2: Completed on time		
Preparation and audit of Council's financial reports	Q1: Audit is primarily completed. The financial statements will be presented to Council in October 2017.	Completed	

Corporate Support Services			
Continuing Activity	Comment	Status	Traffic Light
	Q2: The audited financial statements for Inner West Council 2016/2017 have been finalised, presented to Council and placed on public exhibition for comment. They have been approved and adopted by Council.	i	8
Preparation of Council's Long Term Financial Plan	Q1: Enterprise Budgeting Tool built, tested, now live. Training of group managers and above has taken place. Currently working with the group managers validating their budget information to be used as the baseline for moving forward.		
	Q2: Long Term Financial Plan is on track. Currently finalising our Budget which includes the LTFP.		
Responsible Officer: G	roup Manager Communications, Engagement and Events		
Deliver information through a range of communication channels to make the community fully aware and engaged in decision making on major issues	Q1-2: Ongoing activities through all Council communication channels. Community engagement included Advocacy Public meetings for WestConnex, Sydenham to Bankstown. The community engagement for the community strategic plan was concluded and a report will go to council in Q4.	Progressing - on track	
Develop and manage effective internal communications	Q1: The launch of the intranet occurred during Q1 and has enabled consistent access to news, information and forms across most areas of council. Prior to launch weekly newsletter was distributed via email and print out to staff without email access. Executive team information roadshow was held in different locations and times across Council	Progressing	
	Q2: Staff are now actively using the NewsRoom platform for information sharing and gathering. Phase 2 of the intranet has not commenced due to staff structures not fully in place. A business case and project plan will be developed in Q4 and once staff structures are complete roll out of phase 2 will commence.	- on track	
Support and implement best practice community engagement processes across the organisation	Q1: Key engagement projects in this quarter included • Creating Our Inner West – winners of photo competition announced; adult survey, youth survey and issues paper submissions closed; analysis and theming of responses • Five Playground Upgrades • Managing Flood Risk In Your Neighbourhood – Former Leichhardt LGA • Dulwich Hill Station Precinct - Planning The Streetscape Urban Renewal • Making it safer and easier to ride a bike – St Peters to Tempe: Local Route 7. More than 450 people attended a public meeting held to inform the community about the state government's Sydenham to Bankstown Urban Growth Corridor EIS. Independent researcher Micromex conducted the annual community satisfaction survey on behalf of Council. The Your Say Inner West website hosted 20 projects in this period and attracted 14.400 visitors.	Progressing - on track	•

Item 10

Continuing Activity	Comment	Status	Traffic Light
	Q2: Key engagement projects this quarter included • Improving Dawn Fraser Baths • Lilyfield Road Cycleway • Protecting Local Streets from WestConnex • The Greenway Missing Links Masterplan • Recreation Needs Study • Preliminary Stage Planning Proposal For 114 Parramatta Road, Ashfield • Planning Proposal For Mary, Edith And Roberts Streets, St Peters • Steel Park Inclusive Playground Four public meetings were held to inform the community about the impacts of WestConnex (3) and the Carrington Road planning proposal (1). Independent social research company Micromex presented the Community Satisfaction Survey findings to Councillors and Council's leadership team. The Your Say Inner West website hosted 20 projects in this period and attracted 18,400 visitors.		
arket Council's services and facilities to residents	Q1-2: Council services and events promoted through online enews, social media and website. IWC Newsletter produced and distributed to all householders	Progressing - on track	
roduce an Annual Report emonstrating Council's erformance against the perational Plan 2016/17.	Q1: Reporting is on track for a report to be produced by 30 November 2017.Q2: completed and available on the website	Completed	•
ngage leadership team in fective decision making by tablishing best practice stems and processes that nbed an integrated work ethodology across Council meet Integrated Planning Reporting objectives	 Q1: Workshops have been held with the leadership team on developing processes for Delivery Program. Guidelines and workbooks created to capture funded and planned initiatives, and existing and proposed strategies. Q2: Ongoing facilitation of leadership team in decision-making includes further workshops to develop 4 year plan and budget, all group manager workbooks completed to inform strategy register and Delivery Program. 	Progressing - on track	
uide new strategy velopment and plementation across the ganisation and progress e integration or retirement existing Council rategies and plans within e Integrated Planning & eporting Framework	 Q1: First cut strategy log is being produced via the 4 year planning process. All Group Managers are requested to provide information on all current and active strategies and action plans informing their work. Q2: Information on all strategies and action plans are now collated. Work with the leadership group to identify current, superseded and strategies needing retirement will commence in Q4. No new strategies developed in Q1 or 2. 	Progressing - on track	
aintain a positive brand presentation in the mmunity	Q1: Continuation of levels of service and quality of communications has contributed to positive brand.	Progressing - on track	
esponsible Officer: G	roup Manager Human Resources		
ontinue to develop new iner West employee onditions and HR policies accordance with	Q1: Details of the former council's conditions and practices are being identified and documented in a matrix ready for development of new HR policies. This will also be informed by service reviews conducted in the outdoor service areas to establish effective and efficient service to the community. This process is oppoint.	Progressing - on track	۲

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community. This process is ongoing.

consultation processes

Continuing Activity	Comment	Status	Traffic Light
	Q2: Details of each of the former Council's enterprise agreements have been reviewed, and a draft plan of approach has been established. This is to be reviewed by the Group HR Manager and HR Leadership Group by 12 January 2018. Work has also commenced with respect to the development of Inner West Council HR policies taking the policies of the previous 3 Councils into consideration.		
Continue to harmonise work nealth and safety procedures ensuring compliance with legislative	Q1: WHS Policy and Recover at Work Policy harmonised. Overall structure decided on and work started on harmonising forms and support documents.	Progressing	
requirements to provide a safe and health working environment	Q2: Fire Evacuation's held in the following main staffing Ashfield, Petersham, Leichhardt and St Peter's. Work beginning on harmonised Policies in the next quarter.	- on track	
Responsible Officer: G	roup Manager Information and Communications Technology		
Process, determine and report on applications for nformation or documents under the Government Information Public Access Act (GIPA)	 Q1: Approximately 450 Informal Access requests were received in the 1st quarter; this is a 19% increase from the previous quarter. 85% were completed in ten working days, 13% within fifteen working days, and 2% within twenty working days. We also received a total of 17 Formal Access applications in the 1st quarter. All were resolved within the legislated timeframe, with several due in the upcoming quarter. Q2: Council received approximately 510 informal information access requests during the second quarter of the year. This represents a 13% 	Progressing - on track	
	increase on the first quarter. Council also received a total of 22 formal information access requests, representing a 29% increase on the first quarter. All requests were / are being determined within the legislated timeframe, with several falling due in the early part of the third quarter.		
Coordinate the mplementation of nformation and records management systems that provide effective service and meet legislative and Council requirements	Q1: The approval of the new Governance structure and co-location of Governance staff has assisted to promote integration work in the following areas: GIPAA (right to information) processing transferred from document and records management teams to right to information specialists; implemented a staff roster for registering emails sent to the new IWC email address and the three legacy email systems; implemented a centralised mail receipt and dispatch service with one external mail service provider, reduced from 3 providers; provided access to the three legacy record-keeping systems for nominated staff; removal of records collections from three separate locations, all of which were required for accommodation / storage purposes; provision of a twice daily internal mail delivery service between the three Service Centres; and monitoring of staffing movements and responsibility changes to ensure efficient and effective workflow tasking.	Progressing - on track	
	Q2: Information management specialists continued to provide access and training to staff in the three corporate recordkeeping systems. Specialists attended workshops during November with the Technology One implementation team to discuss high level planning for the data migration. The workshop also provided an opportunity for information management specialists to receive a product demonstration, to explore the integration to other products and to consider the advice provided when work commences to develop a classification index.		

Operational and a divide	0	Status	Traffic
Continuing Activity	Comment	Status	Light
Manage Council's nformation technology nfrastructure, software and data domains to meet the needs and objectives of the organisation	Q1: The Technology One project is on track. ICT is close to finalising the Infrastructure road map for the next three years which defines the high level consolidation plans for data centres and desktop equipment. The next priority project will be to build a single desktop operating environment for IWC and roll out new desktop hardware.		
	Q2: The Technology One project is on track. Release 2 (Payroll) is conducting user testing and has been scheduled for deployment in May 2018. Release 3 (Assets) is also progressing to plan and the first asset class will be deployed by June 2018. The initial phases of Enterprise budgeting and Business Intelligence solutions have also been deployed. The approach for release 4 (Property and Rating) has been signed off by the Executive Steering Committee and planning is underway for the deployment of Customer Request Management (CRM) by June 2018. In the Infrastructure domain the road map for the next four years has been finalised. The development of a single Inner West Council desktop environment has commenced and is scheduled to be completed by September 2018. The consolidation and replacement objectives for data centres and wide area networks have also been defined and procurement has commenced for the detailed design stages.	Progressing - on track	•
Deliver a highly available and secure information and communications technology environment	Q1: Independent vendor was engaged to conduct penetration testing on the former council's internal network infrastructure. The report provided tailored technical recommendations to improve the overall security posture of the organisation (e.g. Implement unified password policy). The ICT team is following up on these recommendations and the work is ongoing.	Progressing - on track	
	Q2: Password policy rollout - pilot phase completed.		
Responsible Officer: G	roup Manager Properties, Major Building Projects and Facilities		
mplement priority actions from the Buildings Asset Management Improvement Plan	 Q1: The draft Buildings Asset Management Plan is underway. The main key action for this year is to improve the data quality. A buildings data collection and audit is being prepared to update the quality of information. The audit will include identification of components, condition, compliance and a full revaluation. Q2: The draft Buildings Asset Management Plan is 60% completed. The 	Progressing - on track	
	main key action for this year is to improve the data quality. A buildings data collection and audit has commenced to update the quality of information. The audit will include identification of components, condition, compliance and a full revaluation. 30% of the inspections have been completed.		
Vlaintain the asset register for buildings and undertake condition inspections	Q1: The buildings asset register integration is complete. It has been identified that improved data and a full revaluation for the buildings and land category is required. A condition and compliance audit will commence in December.	Progressing	
	Q2: The buildings asset register integration is complete. It has been identified that improved data and a full revaluation for the buildings and land category is required. A condition and compliance audit has commenced with the report expected April 2018.	- on track	
mplement priority actions from the Property & Land Strategy	Q1: The Land and Property Strategy is being developed. 30% progressed for Stage 1 data collection and review of current status. Stage 2 will then identify the priority actions. Currently the priority actions are attending to new leases and urgent renewals.	Progressing - on track	

Continuing Activity	Comment	Status	Traffic
	Q2: The Land and Property Strategy is 50% developed. Whilst the strategy is being developed priority actions are attending to new leases and urgent renewals. There is a significant backlog of renewals with 121 agreements due for renewal this year.		Light
fanage the commercial and ommunity leases and cences in accordance with he Leasing Policy	 Q1: A draft IWC leasing policy is under review. Leases and licences are being managed and new Expressions of interest advertised. A review of lease and licence procedures is also underway with improvements and efficiencies being identified. Q2: A draft IWC Property policy is 70%. Leases and licences are being managed and new Expressions of interest advertised. A review of lease and licence procedures is also underway with improvements and efficiencies being identified. 	Progressing - on track	
rovide a coordinated pproach to Leichhardt Oval vents and activities	efficiencies being identified. Documentary released on the History and future of Leichhardt Oval, successful Aboriginal knockout tournament held in October, hosted the top National Premier League grand finals, NSWRL grand final day and Sydney FC FFA cup match. Attendance, events and income have all increased compared to last year Q1.	Progressing - on track	
	Planned maintenance continuing in accordance with existing schedules and plans. Cost efficiencies and base-line service level requirements being documented through the audit process and in consultation with stakeholders. Procurement plan and contract renewal due to commence in early 2018.		
nplement scheduled and lanned maintenance in ccordance with the Buildings Asset Janagement Plan	Q1: Planned maintenance continuing in accordance with existing schedules and plans. Cost efficiencies and base-line service level requirements being documented through the audit process and in consultation with stakeholders. Procurement plan and contract renewal due to commence in early 2018.		
	Q2: Planned maintenance continuing in accordance with existing budgets, schedules and plans. Cost efficiencies and base-line service level requirements being documented through the audit process and in consultation with stakeholders. Procurement plan and contract renewal due to commence in early 2018. The draft Asset Management Plan will identify scenarios for required maintenance.	Progressing - on track	
nplement priority actions rom the facilities nanagement service usiness plans	 Q1: Business plans are currently being developed. Priority actions will commence early in the new calendar year. Q2: Priority actions from the draft business plans will commence early in March. This includes a comprehensive integrated procurement process for 	Progressing - on track	
Maintain the Leachate reatment plant at Tempe in ccordance with Asset Management Plans	 Facilities Management activities. Q1: Leachate Plant continuing to be maintained in accordance with the current plans. A review has been undertaken, an action plan is being developed. Q2: Leachate Plant continuing to be maintained in accordance with the 	Progressing - on track	
eliver the construction of ne annual properties capital vorks program	current plans. A review has been undertaken, an action plan is being developed and preparation for a plant maintenance tender. Q1: 10 projects have been completed this financial year including the indoor staff colocation.	Progressing - on track	

	Corporate Support Services		
Continuing Activity	Comment	Status	Traffic Light
Review VPA proposals for buildings and facilities	Q1: VPA proposals are under review prior to public exhibition and Council approval.	Progressing	
	Q2: VPA requests are increasing. 12 requests are under review with another 6 expected over the next 2 months.	- on track	

Key Initiatives

Corporate Support Services				
Key Initiative	Comment	Status	Traffic Light	
Responsible Officer: Grou	up Manager Integration, Customer Service, Business Excellence an	nd Civic Gove	ernance	
Coordinate effective operations of the Local Government elections 2017	Q1: Council liaised with the NSWEC on a regular basis to ensure a smooth and efficient process for the election of the new council. Council wrote to all electors, provided additional advertising and signage and a dedicated webpage and hotline to ensure the community were well informed of the election.	Completed		
	Q2: Council liaised with the NSWEC on a regular basis to ensure a smooth and efficient process for the election of the new council. Council wrote to all electors, provided additional advertising and signage and a dedicated webpage and hotline to ensure the community were well informed of the election.			
Ensure smooth induction and transition of elected representatives	Q1: A Councillor Induction Kit was developed to ensure Councillors were fully informed of operations, policies and procedures to fulfil their civic duties. This has been distributed to Councillors as well organising a Councillor Summit to discuss operational issues with the Leadership Team. The Leadership and Civic and Executive Support Team are providing ongoing advice and resources to ensure a smooth transition.			
	Q2: A Councillor Induction Kit was developed to ensure Councillors were fully informed of operations, policies and procedures to fulfil their civic duties. This has been distributed to Councillors as well organising a Councillor Summit to discuss operational issues with the Leadership Team. In addition briefings have been held with Councillors to discuss the Changes to the Local Government Act (John Davies from the OLG), Councillor Requests, Council Meeting Procedure, Location of Council Meetings, use of Technology and role of the Leadership Team. The Leadership and Civic and Executive Support Teams are providing ongoing advice and resources to ensure a smooth transition.	Completed		

Key Initiative	Comment	Status	Traffic Light
Establish an organisation-wide business process mapping and analysis platform	Q1: The Promapp business process mapping platform was established in August 2017. Expected benefits include: -Short term (Mar-2018): Documented 'as-is' processes that are accessible via a centralised repository, using a standard approach -Medium term (Sep-2018): Standardisation and streamlined business processes, resulting in an improved customer experience -Long term (ongoing): Embed a process-oriented culture where business improvement is part of business-as-usual The project implementation has been scoped into 4 phases as follows: 1. Establish an enterprise process governance model to ensure a quality standard for process mapping> Completed 2. Introduce business process mapping using Promapp into all Council Groups> on track for 29/12/2017 3. Embed process mapping and business process improvement> yet to commence 4. Transform business process improvement into business-as-usual> yet to commence	Progressing - on track	
	Q2 : There has been significant progress made on the rollout of Promapp, Council's business process mapping platform. Between August and November 2017, Promapp was introduced to each area of Council, with training provided to over 50 Process Experts (those who will map business processes) and Process Owners (typically L4 Managers). A process governance model was established to ensure a quality standard for process mapping as well as consistency in the language and structure of mapped processes. Promapp officially launched on 27 November 2017, with over 100 published processes and more than 160 staff members having accessed the portal. Currently commencing Phase 3 of the project, which is aimed at embedding process mapping and introducing business process improvement.		
Establish and commence mplementation of a Business Excellence program to support nnovation and continuous mprovement across all Council activities	 Q1: The current organisational focus remains on integrating the three former councils' services, structures, systems and business processes. Some early scoping work has commenced for the Business Excellence program, however it is not due to start until mid 2018. Q2: The current organisational focus remains on integrating the three former councils' services, structures, systems and business processes. Some early scoping work has commenced for the Business Excellence program, however it is not due to start until mid 2018. 	Not due to start Progressing - on track	
Develop and report on the nternal Business mprovement Plan	 Q1: The Business Improvement Plan for 2018/19 is being developed in the context of the broader Integrated Planning and Reporting Framework, commencing in October 2017. Q2: The Business Improvement Plan for 2018/19 is being developed in the context of the corporate priorities determined by the Leadership Team and the broader Integrated Planning and Reporting Framework. 		
Responsible Officer: Ger	neral Counsel (Group Manager Legal)		
Establish a benchmark nternal satisfaction rating of egal services provision	 Q1: A survey is being developed for deployment to Council staff. This is unlikely to be issued until later in the Financial Year to ensure there is a reasonable time period covered by the survey. Q2: A survey is being developed for deployment to Council staff. This is unlikely to be issued until later in the Financial Year to ensure there is a reasonable time period covered by the survey. 	Progressing - on track	



Key Initiative	Comment	Status	Traffic Light
Responsible Officer: Gro	oup Manager Procurement and Fleet		
Review and update Procurement and Fleet Management policies and procedures	Q1: The Procurement Policy, Staff Expenses Policy and Corporate Credit Card Policy and Procedure have been completed. The Procurement Procedures Manual and the Leaseback Motor Vehicle Policy are at final draft stage ready for endorsement by the Leadership Team.		
	Q2: The Procurement Procedures Manual was completed and endorsed by the Leadership Team in Q2 17/18, and a Procurement Roadshow was held across service units to introduce usage of the new document. The Leaseback Motor Vehicle Policy was also completed and endorsed by the Leadership Team and the Joint Consultative Committee in Q2 17/18, and communications have gone out to staff with leaseback arrangements.	Completed	•
mplement an integrated fleet and plant servicing program or optimum maintenance of ant and vehicles	Q1: All of council's vehicle and plant items have been integrated into one fleet management system (Ausfleet) and have set service schedules that will keep the fleet running to optimum levels. The mechanical workshops at both St Peters and Catherine Street depots will continue to monitor the maintenance schedules looking for improvements and efficiencies across the consolidated fleet.	Progressing - on track	٠
	Q2: The mechanical workshops have been working with the integrated fleet management system and monitoring maintenance schedules following co-location of fleet across the four operational depots. Staff are now working with Assets and the TechOne team on the importation of all asset information to the new Fleet management asset module of TechOne.		
Responsible Officer: Gro	oup Manager Finance		
Build and maintain Inner West Council Long Term Financial Plan	Q1: Enterprise Budgeting Tool built, tested, now live. Training of group managers and above has taken place. Currently working with the group managers validating their budget information to be used as the baseline for moving forward - the development of the long range plan.	Progressing - on track	•
	Q2: Long Term Financial Plan is on track. Currently finalising our Budget which includes the LTFP		
mplement TechnologyOne Supply, Financials and	Technology One Supply and Financials modules are completed and in production. Payroll implementation has been delayed until March 2018.	Progressing - on track	
Payroll" module	Q2: Technology One Supply and Financials modules are completed and in production. Payroll implementation has commenced, anticipated roll-out April 2018.		
Participate in the development of the new Inner West Council Community Strategic Plan, Delivery Program and	Q1: Enterprise Budgeting Tool built, tested, now live. Training of group managers and above has taken place. Currently working with the group managers validating their budget information to be used as the baseline for moving forward.	Progressing - on track	
Operational Plan	Q2: Operational Plan is near complete. Finalising last Service Unit budget.		

Responsible Officer: Group Manager Communications, Engagement and Events

Corporate Support Services			
Key Initiative	Comment	Status	Traffic Light
Build Council's website	The website project commenced in August 2017 but is behind schedule as there were some issues with the User Experience and Information Architecture work provided by the vendor. These are still being resolved. The Project Manager was also removed from the project which explains why the project is currently behind schedule. Q2: The website is due for completion in August 2018. We are currently	Progressing - on track	۲
Build Council's intranet	finalising designs. Q1: Phase one of intranet is complete and launched Q1	Completed	
	Phase one of intranet is complete and launched Q1	Completed	
Develop Council's brand ramework	Q1: Community engagement has been undertaken but internal engagement has been held up due to resourcing issues. This will be rectified with the appointment of Group Manager freeing up staff.Q2: Council resolution to put on hold brand development has resulted in	Not progressing	
	no further work being undertaken this quarter.		
Roll out the new Community Engagement Framework	Q1: The adopted Community Engagement Framework was uploaded to Council's website, referenced in EOI processes for commissioning of project contractors, and distributed to consultants engaged by Council to undertake engagement programs. The Framework was also included in the Councillor kit for the new Councillors elected in September. Work continues internally with project teams to embed the Framework.	Progressing - on track	
	Q2: The Community Engagement Framework was presented to the new Council at a Councillor summit. Council's Strategic Reference Groups were evaluated and results reported to Council in a broad report on Local Participatory Democracy in December. Work continues internally with project teams to embed the Framework.	- on track	
Coordinate the development of a new Resourcing Strategy including the Asset Management Plans, Long Ferm Financial Plan, information & Communication Fechnology Plan and Workforce Planning Strategy o ensure legislative compliance and integration	Q1: The Resource Strategy group has convened twice and development of all strategy components have commenced.Q2: The resource strategy working group have been active in assisting and determining delivery of associated plans.	Progressing - on track	•
Develop and implement a new performance reporting ramework	 Q1: The framework is partly dependent on the implementation of the Performance Planning (TechOne) module. Training for corporate strategy staff is scheduled for November. A workshop is also proposed to determine scope. Q2: Scoping and design work for TechOne did not commence during the 	Not progressing	
Drive, facilitate and prepare a new 10 year Community Strategic Plan 2018 to 2028	quarter. Q1: A high level first draft Community Strategic Plan is complete and service provider engagement is being planned for late 2017/early 2018, dates and format to be confirmed.	Progressing - on track	
	Q2: Stakeholder and service provider roundtable planning in Q2. March 7 confirmed as Roundtable date. Editing of the draft CSP continued.		

Key Initiative	Comment	Status	Traffie Light
Produce a Delivery Program or the ensuing three year period 2018/19 to 2020/21	 Q1: The process is well underway with the Leadership Team participating in an initial workshop in early October. We are currently preparing guidelines and templates for Group Managers. The Plan will be a rolling, four year Plan instead of a fixed three. This reflects best practice. Q2: Work with the finance team was undertaken to align draft Initiatives with funding. Workshops were held with the Leadership Group to commence action of review and decision-making on initiatives over the next 4 years. Initial workshops commenced with Councillors for input into draft Delivery Program. 	Progressing - on track	
Transition our online reporting o the Performance Planning solution	Q1: TechOne training for corporate strategy staff has been delayed and we are advised will be rescheduled for November. Initial discussions have identified the need to workshop our organisational requirements. This is a discussion for corporate strategy, finance and ICT to ensure integration and alignment of processes.	Progressing - behind schedule	
	Q2: The TechOne system is not ready at this stage to start populating.		
Responsible Officer: Gro	oup Manager Human Resources		
Deliver leadership development program to ensure consistent leadership message and language across the leadership levels in the Council	 Q1: Continued rollout of HPLC to Level 4 Managers this period with a 3rd program of approx. 20 managers and coordinators started in August with completion scheduled in December. This ensures consistent leadership language and messaging across the organisation. Q2: Continued rollout of HPLC to managers and people managers with 4th and 5th program booked for this period. Approximately 40 	Progressing - on track	
Develop Worldford Disc or	participants starting in February with completion scheduled for June. This ensures consistent leadership language and messaging across the organisation.		
Develop Workforce Plan as part of the Resourcing Plan for P&R	Q1: Initial meetings have been held with the Corporate Planning team on templates and process. Development of the Workforce Plan is scheduled to start in January after the information from the Long Term Financial Plan and Asset Management Plan is available to inform actions and activities for the Workforce Plan.	Progressing - on track	O
	Q2: Draft Workforce Plan almost complete. Waiting on data from the Finance team to provide alignment with the Long Term Financial Plan.		
Develop the Equal Employment Opportunity (EEO) Management Plan for Inner West Council	Q1: Development of the EEO Management Plan has been delayed due to the priority of appointing staff into the new organisation structure. This project will commence early in 2018 in line with work on the Workforce Plan, starting with a EEO survey to provide new EEO statistics reflective of the Inner West Council.	Progressing - behind schedule	Ö
	Q2: The EEO plan will be informed from the Workforce Plan which is being drafted. When approved the EEO plan will be drafted early in Q3.		
Review the adopted organisation structures to ensure they are meeting	Q1: This is a work in progress. Preliminary work has started on engaging an independent external provider to review work practice and conditions in some of the outdoor services.		
service delivery needs	Q2: The whole of the organisation's leadership group have directed full attention to this priority. Recruitment activities have progressed significantly and staff have and continue to be appointed within all approved structures. Positions continue to be advertised for organisational structures that were approved prior to Christmas and recruitment will re-commence for these mid-January 2018	Progressing - on track	

Key Initiative	Comment	Status	Traffic Light
Develop a permanent Inner West Council Salary System	Q1: Inner West Council has implemented an interim salary system that has been endorsed by staff and unions and we will not develop a permanent salary system within this reporting year due to the volume and priorities of other HR corporate priorities.	Progressing – behind	
	Q2: Although this project has not commenced, budget has been allocated in the 4 year budget for 2018/19 - 2021/22 to ensure funds are available for engaging a contractor to assist with this project.	schedule	
Responsible Officer: Gro	oup Manager Information and Communications Technology		
Enhance information systems to provide on-line and mobile access to information and processes for Council staff and the community	Q1: Phase 1 (Finance & Supply Chain) of the Technology One project has been completed and consolidated the three former Councils finance systems into a single cloud based application that supports mobile access to information and processes for Council staff. Phase 2 (Enterprise Budgeting) of the Technology One project is due to be completed and has introduced a consolidated budget management system into a single cloud based application that supports mobile access to information and processes for Council staff. New Council website project is underway to allow for online and mobile access to information for Council staff and the community. New Intranet project 'Newsroom' has been completed and provides Council staff with access to information in a single location.	Progressing - on track	•
	Q2: Technology One project is progressing on track. Phase 1 and Phase 2(Finance & Supply Chain and Enterprise Budgeting) have been implemented. Phase 3(HR & Payroll, Enterprise Asset Management, Strategic Asset Management) have commenced with an estimated phased rollout before July 2018. Phase 4 (Property & Rating, Enterprise Content Management and Enterprise Cash Receipting) is kicking off with Customer Requests Management in February 2018. Data Migration planning has commenced from Property and Rating.		
Implement appropriate information technology solutions to lower energy use, minimise radiation emissions, reduce waste on de- commissioning and improve environmental impacts	 Q1: ICT will explore options on how to strategically consolidate our Data Centres to cut energy consumption. At the same time, taking further advantage of the energy efficient measures already installed such as virtualisation, precision in-row cooling, and LED lighting. We will continue with our proactive approach of shutting down decommissioned and inactive servers. When procuring the new endpoint devices, ICT will ensure that the selected model meet the highest energy star standards. Today's desktops and laptops are much more efficient than those produced 4-5 years ago. With better power management tools, lower power CPUs, and other key components provide significant power saving without requiring a loss of performance. The selected vendor/manufacturer would cover all the environmental aspects of the product lifecycle, from design and engineering to packaging and recycling end-of life devices. Q2: Vendors invited to provide design concepts for compute and storage platforms refresh to consolidate and reduce the current number of IWC Data Centres. 	Progressing - on track	•

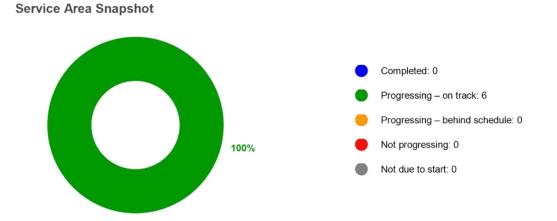
Kasa Initiation	Corporate Support Services	Chat	Traffic
Key Initiative	Comment	Status	Light
Implement the new corporate business system in accordance with the agreed project plan	 Q1: Technology One project is progressing on track. Phase 1 (Finance & Supply Chain) has been implemented. Phase 2 (Enterprise Budgeting) is due to 'go live' end October 2017. Phase 3 (HR & Payroll) is starting October 2017 with estimated 'go live' April 2018. Phase 3 (Enterprise Asset Management, Strategic Asset Management) is starting November 2017 estimated phased rollout July 2018 through to December 2018. Phase 4 (Property & Rating, Enterprise Content Management and Enterprise Cash Receipting) is currently in planning phase. Q2: Phase 3 of the Technology One project is well under way with Enterprise Asset Management(EAM) and Human Resources & Payroll(HRP). They are projected for completion before the end of June. Part of the Phase 4 rollout will commence shortly with Customer Request Management. The will bring all former Call Centres into the one CRM system. This is expected to be completed end of June, bringing it inline with EAM. Work of data migration is underway starting with the Property Nucleus (Name and Address). 	Progressing - on track	•
Develop an integrated and sustainable information and communications technology (ICT) strategy and delivery road map, which includes the consolidation of ICT nfrastructure and applications of the three former Councils	 Q1: The infrastructure road map is almost complete and initial analysis has been done on the applications outside the Technology One scope of works. Determination of the future state for these applications will be discussed with respective Group Managers in early in Q3. Q2: The infrastructure road map has been completed and signed off by ICT and Executive Steering Committees. The programme has been developed and projects due in this Financial year have been scheduled and work commenced. The approach for the ICT Strategy has also been agreed and procurement has commenced for external partner to initiate the consultation and development of the strategy. Approach and time frames for consolidation of Human Resource and Booking systems have been agreed with respective stakeholders and similar exercise is underway for Library Management, Childcare and Aquatic Centre management systems. 	Progressing - on track	•
Responsible Officer: Gro	oup Manager Properties, Major Building Projects and Facilities		
Develop an Inner West Council Buildings Asset Management Plan and update annually	 Q1: Work has commenced on the Buildings Asset Management Plan with the draft due March 2018. Currently undertaking a major data collection to improve the asset register. A Building Service Level Report is being developed to inform the Asset Management Plan including the 5 year capital works program. Q2: Work has commenced on the Buildings Asset Management Plan with the draft due March 2018. Currently undertaking a major data collection to improve the asset register. The Asset Management Plan includes the 10 year capital works program. 	Progressing - on track	
Develop the Inner West Council Property & Land Strategy and implement priority actions	 Q1: The Land and Property Strategy is being developed. 30% progressed for Stage 1 data collection and review of current status. Stage 2 will then identify the priority actions. Currently the priority actions are attending to new leases and urgent renewals. Q2: The Land and Property Strategy is 50% developed. Whilst the strategy is being developed priority actions are attending to new leases and urgent renewals. There is a significant backlog of renewals with 121 agreements due for renewal this year. 	Progressing - on track	

Corporate Support Services			
Key Initiative	Comment	Status	Traffic Light
Develop a long-term Council accommodation strategy	Q1: A study and valuation has been undertaken. The draft strategy is being finalised for Council briefing.	Progressing	
	Q2: A study and valuation has been undertaken. Options for the draft strategy are proposed for Council briefing.	- on track	
Develop programs and levels of service for scheduled and	Q1: Current service levels identified and documented for all Council assets. Stakeholder consultation has commenced.	Drogrossing	
planned maintenance for the Buildings Asset Management Plan	Q2: Stakeholder consultation is progressing with planned maintenance schedules being developed for each service. Schedules for services will be finalised in readiness for procurement.	Progressing - on track	
Develop business plans for the facilities management services	Q1: Development of the Business plans has commenced. Currently undertaking stakeholder consultation for current and future service needs.	Progressing - on track	0
	Q2: Draft Business plans are being consulted internally with the service owners.	- OIT LIACK	
Implement the procurement plan for service agreements and contracts	Q1: Stage one of the procurement plan has commenced including scoping and review of current service levels. The tendering of integrated facilities management services will commence in Q3.	Progressing - on track	
	Q2: Developing the service schedules, specifications and contracts for the procurement plan commencement Q3.		
Review and update the WHS for Facilities Management including Safe Work Method	Q1: The trades team will collocate at the St Peters Depot by the end of November. An audit of tools and equipment has been undertaken and a WHS review will now commence.	Progressing	
Statements and risk assessments	Q2 : The Trades team have now collocated at the St peters Depot. An audit of tools and equipment has been completed with improvements planned for Q3.	- on track	
Set up and operate a business hours 'help desk' and out of	Q1: The Facilities Management after-hours procedure and roster has been developed and implemented.	Completed	
hours response process	Q2: The help desk and after hours response has been integrated utilising existing systems.	Completed	
Complete construction of the new Marrickville Community Hub and development of the Old Marrickville Hospital Site	Q1: In August 2017 the Sydney Central Planning Panel approved the development application submitted by Mirvac for the construction of the new Marrickville Library and community spaces, as well as residential accommodation. The transfer of land was undertaken on 3rd October 2017 so we can now expect the new Marrickville Library to open mid 2019. Early works have progressed on site including demolition of the terraces and nurses tower, piling and excavation of the basement carpark and in ground foundations. All the design drawings and specifications have now been approved by council and the project team are working with Mirvac on the For Construction and Shop drawings. Mirvac have recently engaged their contractor and will now commence construction on the buildings. The concepts for the Public Building Artworks have commenced.	Progressing - on track	٠

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Key Initiative	Corporate Support Services Comment	Status	Traffic Light
	Q2: In August 2017 the Sydney Central Planning Panel approved the development application submitted by Mirvac for the construction of the new Marrickville Library and community spaces, as well as residential accommodation and the new Marrickville Library is expected to open mid 2019. Early works have progressed on site including demolition of the terraces and nurses tower, piling and excavation of the basement carpark and in ground foundations. Council have a project team that oversee and coordinate with Mirvac on the design and construction of the Community facilities including the New Marrickville Library.	¢	
Complete the construction of the new Steel Park Childcare Centre	Q1: Construction of a new 50 place child care centre located adjacent to the Debbie & Abbie Borgia Recreation Centre in Steel Park has progressed. The location near the Cooks River is the site of significant Aboriginal cultural history. The building design, signage and artworks reflect and recognise the traditional owners of the land. Council is currently consulting with the Aboriginal reference group to co-name the site and to design the artwork and signage. There have been some delays due to the availability of the Forest Stewardship Council timber world wide. Works have progressed on site and it is expected that the centre will be opened mid 2018.		•
	Q2: Construction of a new 50 place child care centre located adjacent to the Debbie & Abbie Borgia Recreation Centre in Steel Park has progressed. The location near the Cooks River is the site of significant Aboriginal cultural history. The building design, signage and artworks reflect and recognise the traditional owners of the land. Council is currently consulting with the Aboriginal reference group to co-name the site and to design the artwork and signage. Works have progressed on site and it is expected that the centre will be opened mid 2018.		
Undertake planning and design for future projects in the 4 year delivery program	 Q1: Project plans for construction projects identified in 2018/19 and 2019/20 are being finalised, project control groups established and any concept or design requirements being identified. Q2: Project plans for the next 4 years capital program are on track. 	Progressing - on track	

Development Assessment



Continuing Activities

Development Assessment				
Continuing Activity	Comment	Status	Traffic Light	
Responsible Officer: Gro	oup Manager Development Assessment and Regulatory Servic	es		
Manage Council's development application and assessment process in accordance with statutory and organisational requirements	Q1: Progressing and on-going. Development applications continue to be assessed and determined in accordance with statutory and organisational requirements. Reviewing and updating the Assessment Process for Development Applications is part of an Integration Project Plan.	Progressing - on track	Progressing	
	Q2: Progressing and on-going. Development applications continue to be assessed and determined in accordance with statutory and organisational requirements. Reviewing and updating the Assessment Process for Development Applications is part of an Integration Project Plan.			
Review and improve business processes relating to Development Assessment	Q1: Progressing and on-going. Project plans have been established for Consolidating / Updating Conditions of Consent as well as the Consolidation of Templates.			
	Q2: Progressing and on-going. Project teams have been established and work has commenced on consolidating / updating conditions of consent as well as consolidating the templates used by staff from the 3 former service centres. Operational procedures, such as internal referrals, are being reviewed to ensure best practice and consistency between the 3 teams.	Progressing - on track		
Provide consistent and comprehensive advice and information to all applicants and customers in relation to Council's development assessment and development application policies and processes	Q1: Progressing and ongoing. Consolidation of Pre-DA Service is part of a Project Plan. Review of all services has occurred. The new harmonised process has been mapped and currently working with staff to implement changes including having the necessary support. 'Provisional applications' for the former Ashfield LGA have ceased and applicants are encouraged to seek advice via the Pre-DA Service. Legacy web pages are being updated as changes in process occur. Fees and Charges for Pre-DA advice have been harmonised.	Progressing - on track		

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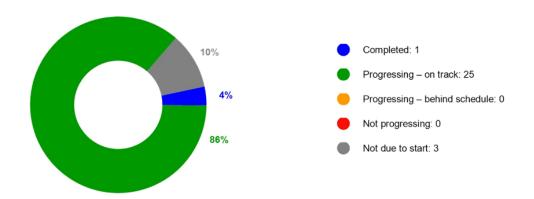
Development Assessment			
Continuing Activity	Comment	Status	Traffic Light
	Q2: Progressing and on-going. Transition has occurred to the new structure which includes a dedicated team to provide all Pre DA advice. Applications can be lodged at any service centre and we are continuing to harmonise all forms, correspondence etc DA, Pre DA forms have been completed. Content for the new IWC web page has been drafted.		

Key Initiatives

	Development Assessment		
Key Initiative	Comment	Status	Traffic Light
Responsible Officer:	Group Manager Development Assessment and Regulatory Servic	es	
Improve application processing times	Q1: Progressing and on-going. Average DA processing times continue to improve despite staff shortages. DA processing times should continue to improve in the 2nd quarter as the staff recruitment process is finalised and the new structure is established. The average DA processing time for the 1st quarter was 84 days.	Progressing - on track	
	Q2: Progressing and on-going. DA processing times have remained steady and should improve in the 3rd and 4th quarter as the staff recruitment process is finalised and the new structure is established. The average DA processing time for the 2nd quarter was 86 days.		
Review, update and improve education materials, website information, application forms and guidelines and checklists	Q1: On-going. Priority forms (DA and Pre-DA) have been completed. Work is part of project plan in which a working group is to be formed to assist with the development of education material, guidelines and checklists. Website material on each legacy web page is being updated as new forms, processes etc are finalised.	Progressing - on track	
	Q2: On-going. Legacy web pages have been updated to remove inaccurate information. Content for new IWC web page has been drafted. Information relevant to whole municipality being prepared for DA information seminars. Working group has been set up and in the process of reviewing lodgement documentation to assist in educating customers and streamlining lodgement process.		•
Increased provision of Building Certification services throughout the LGA	Q1: Council has seen an increased number of Construction Certificate quotes being provided for all areas of the Inner West. The Building Certification team are seeing increased enquiries and developing relationship with Major Projects team for the provision of Building Certification Services on Council projects.	Progressing - on track	
	Q2: A small increase in the take up of certification services occurred over Q2.		

Environment and Sustainability





Continuing Activities

Environment and Sustainability			
Continuing Activity	Comment	Status	Traffic Light
Responsible Officer	: Group Manager Environment and Sustainability		
Coordinate volunteer bushcare program	Q1: During the first quarter, Council staff coordinated 99 Bushcare events at 15 sites with 866 volunteer turn outs across the Inner West LGA.	Progressing - on track	
	Q2: During the second quarter, Council staff coordinated 73 Bushcare events at 12 sites with 326 volunteer turn outs across the Inner West LGA. Number of sites contributing 898 hours to bushcare.		
Support delivery of GreenWay Programs	Q1: On-going liaison with Sustainability and Environment, Inner West Environment Group and other internal/external stakeholders re: management of 16 GreenWay bush care sites and related initiatives along the GreenWay corridor to achieve urban biodiversity/sustainability outcomes		
	Q2: As per first quarter, on-going liaison continues with Sustainability and Environment, Inner West Environment Group and other internal/external stakeholders re: management of 16 GreenWay bush care sites and related initiatives along the GreenWay corridor to achieve urban biodiversity/sustainability outcomes. The focus for this quarter has been the implications of routing Missing Link E through the Waratah Mills bush care site in Dulwich Hill.	Progressing - on track	•
Provide information to residents on the impacts from domestic and feral animals on native animals	Q1: Inner West Council provided information about feral foxes (Fox Scan) at Dulwich Hill Fair. Planning commenced for targeted engagement with residents on pet management in Q3.	Progressing - on track	
	Q2: Research and project planning underway for project to start when relevant staff employed in Q3.	- OF TROCK	

Continuing Activity	Comment	Status	Traffie Light	
Manage and promote the Rainwater Tank Incentive Scheme	 Q1: Promoted the Rainwater Tank Incentive Scheme (RTIS) - promoted at Dulwich Hill Fair, monthly e-news, Council website, posts on IWC Facebook in concert with rainwater harvesting workshop, posters in Council display boards and reception areas and libraries. Administered 1 rebate payment including tank inspection audits. Q2: Promoted the Rainwater Tank Incentive Scheme - promoted in monthly e- 	Progressing - on track	The share and the second	
	news, Inner West Council's environment website, posts on IWC Facebook in concert with rainwater harvesting workshops, posters in Council display boards and reception areas and libraries. Administered 1 rebate payment including tank inspection audits.			
Create physical profiles for urban ecology place-	Q1: Place-based physical profiling to commence following recruitment of technical officer and development of Urban Ecology strategic plans.			
based planning across the IWC service areas	Q2: Underway – detailed place-based physical profiling for urban ecology subcatchment plan to commence following commencement of new technical officer in 3rd quarter. However, identification of the subcatchments in IWC area and community profiling for the Hawthorne Canal subcatchment has started.	Progressing - on track		
Manage the Community Nurseries as a resource providing indigenous plants from the Lower Cooks River Valley and Parramatta River for Council and community groups	Q1: During this quarter, volunteers contributed 1,377 hours to help propagate 5,432 plants at Marrickville and Rozelle community nurseries that supplied 10,683 plants for local sites and customers.	Progressing - on track		
	Q2: Between October and end December 2017, volunteers contributed 520 hours to help propagate 2,732 plants at Marrickville and Rozelle Bay community native plant nurseries that supplied 5,373 plants for local sites and customers.			
Promote native plant give-aways to residents	Q1: In this quarter, a total of 2,156 plants were given away to residents and schools at a value of \$6,468 (\$3 per tube).		7 	
and schools	Q2: From October to December 2017, Council's community native plant nurseries gave away1254 valued at \$3762 (\$3 per tube) to residents and schools (Balmain High, Tempe Public School, Australia Street Infants, Wilkins Green, and Marrickville West Public School.)	Progressing - on track		
Deliver an urban ecology education program and facilitate and work with the community volunteer groups on subcatchment/place- based projects	Q1: In the 1st quarter: A. Urban Ecology Education Program - Council organised, promoted and evaluated 1 rainwater harvesting and 1 WSUD on Your Property workshop. B. Community volunteer groups - Council supported volunteers on installing a mural and developing grant application for community litter reduction projects in Campbell Lane, Camperdown	Progressing		
	Q2: In the 2nd quarter: Urban Ecology Education Program - Council organised, promoted and evaluated 1 sustainable homes tour, 2 rainwater harvesting and 1 WSUD on Your Property workshops. Community volunteer groups - Council supported Love Your Lane volunteers on planning the litter reduction grant-funded project in Campbell Lane, Newtown.	- on track		

Continuing Activity	Comment	Status	Traffic Light
Support and promote the community involved with the urban ecology volunteer projects and programs	 Q1: The Environmental Volunteer Program supports and promotes volunteers and groups for these events and projects: National Tree Day, National Schools Tree Day Events, De salle College Planting Day, Marrickville Landcare, Friends of Camperdown Cemetery, Tempe Birdos, GreenWay Bushcare, Balmain High Bushcare, Callan Park Bushcare, Mort Bay Park Bushcare, Rozelle Bay Community Native Nursery, Whites Creek Bushcare Microbat Monitors, Mudcrabs (Wave Rock on Marrickville Golf Course), Marrickville Community Nursery, Wilford Lane Living Lane, Campbell Lane, . Council's community nurseries also went on site to recommend species for planting to Family Daycare Resource Centre at Enmore Park, Summer Hill and Lewisham public schools, Stanmore Public School OOSH and Camdenville Paddock. Q2: The Urban Ecology Volunteer Program has supported and promoted volunteers and groups for these events and projects: Marrickville Landcare, Friends of Camperdown Cemetery, Tempe Birdos, GreenWay Bushcare, Balmain High Bushcare, Callan Park Bushcare, Mort Bay Park Bushcare, Rozelle Bay Community Native Nursery, Whites Creek Bushcare, Microbat Monitors, Mudcrabs (Wave Rock on Marrickville Golf Course), Marrickville Community Nursery, Wilford Lane Living Lane, Campbell Lane Love Your Lane. Council's bushcare and community native nurseries staff have provided equipment and on site advice for species for planting to Family Daycare, local schools and staff at the Mental Health Coordinating Council (as part of SmartyGrants). 	Progressing - on track	
Review and update Council's corporate waste and recycling systems, including a waste and bin audit	Q1-2: New bins have been rolled out across Council's service centres. A large volume of stationery was either reused or donated during the co-location.	Progressing - on track	
Support community gardens across the IWC	 Q1: Direct support was provided to Gilbert Barry Gardeners, White's Creek Valley Food Forest and Oxford Street Gardeners to develop their community gardens this quarter. The Inner West Community garden network developed gardeners' skills in raised bed garden construction at Gilbert Barry Garden on 16 September. Wicking bed construction was demonstrated at Tom Kenny compost hut during September and a small herb garden established. Q2: Environment grants were provided to five community and school gardens to support their sustainability projects. Council provided practical assistance and advice to Wilkins Green Community Garden and Oxford Street gardeners to support effective composting and worm farming. Council worked with Whites Creek Community Garden to deliver the Green Living Centre's seasonal planting workshop. 	Progressing - on track	•
Work with SSROC to deliver corporate and community actions in the "Our Energy Future" Plan	 Q1: Our Energy Future promoted through Enviro eNews, Council eNews, online. OEF present at the Footprints Ecofestival on 27 August. The Our Energy Future inner west solar installation campaign was planned for October with Positive Charge as part of the SSROC partnership. Q2: IWC ran a promotional campaign during October 2017 with: mail-out to residents, online promotion, on-hold messages, two solar information sessions, and information stalls at Footprints Ecofestival and Marrickville Festival. Since program launch in June: 413 requests for quotes from Inner West residents 65 Inner West residents have purchased solar 9 insulation quotes 10 LED lighting quotes 9 home energy assessment quotes. 	Progressing - on track	•

9 home energy assessment quotes.

Continuing Activity	Comment	Status	Traffi Light
Work with SSROC on actions identified in the Renewable Energy Master Plan	Q1: Our Energy Future re-launched with Moreland Energy Foundation/Positive charge. New services on offer include the redesigned website, energy advice line, and energy assessments. Q2: Council staff worked with SSROC on joint tender for renewable energy	Progressing - on track	
	from a large scale generation project via a Power Purchase Agreement (PPA).		
Provide assistance, information and advice to residents about sustainable development	Q1: Face-to-face assistance, information and advice was provided to 375 community members through the Green Living Centre's shopfront engagements, workshops and solar assessments. The Our Energy Future inner west solar installation campaign was planned for October with Positive Charge as part of the SSROC partnership.	Progressing	
	Q2: Face-to-face assistance, information and advice was provided to 329 community members through the Green Living Centre's shopfront and engagements. Our Energy Future's website, advice line and information session on solar provided support for residents to install solar, resulting in requests for quotes to install solar at 413 inner west properties.	- on track	
Review priority actions in all Environment and Sustainability action plans and reprioritise for IWC	Q1: Workshops held throughout 2017 with Environment Strategic Reference Group to develop a submission as input to the 1st Inner West Council Community Strategic Plan (CSP). Officers attended workshops and meetings and contributed to development of the CSP.	Progressing - on track	
	Q2: Currently mapping all integration and project actions in each area against actions in current plans. Work on delivering business as usual services and activities is ongoing.		in a get
Implement or prepare for	Q1: Project has not commenced.	Not due to	
integration/review of the Water Savings Action Plans	Q2: Not due to start in Q2.	Not due to start	
Review all strategic documents and policies and prepare a plan for the development of new	Q1: Several workshops held with Environment Strategic Reference Group and a submission as input to the 1st Inner West Council Community Strategic Plan (CSP). Officers attended workshops and meetings and contributed to development of the CSP.	Progressing	
IWC plans	Q2: Project plans for strategic work are underway. These will include recent resolutions of Council and will reflect the work completed by the Environment Strategic Reference Group	- on track	
Review the programs and delivery methods for community partnerships on gateway sustainability as delivered by the Green Living Centre	Q1: A lease enabling temporary use of 218 King Street Newtown was finalised with City of Sydney Council this quarter. A complete exit from the King Street shopfront is planned for early 2018. The Green Living Centre's targeted focus on engagement with residents and businesses in the Newtown, Erskineville, Enmore precinct ceased and a new focus on the broader inner west community was developed. Face to face advice and support was provided to over 400 people through the shopfront and in new locations, including pop-up engagements at Dulwich Hill and Footprints Ecofestival. Recruitment of Green Living Centre staff was planned and approved in line with creation of the new Urban Sustainability Team. Sufficient staffing was retained to ensure level of service to the community was maintained. Staff established new locations for future workshops including Inner West community gardens and libraries and	Progressing - on track	

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new promotional partnerships.

Environment and Sustainability			
Continuing Activity	Comment	Status	Traffic Light
	Q2: The Green Living Centre's Newtown shopfront closed permanently at the end of this quarter. This quarter 107 people attended Green Living Centre engagements on seasonal gardening, composting, solar installations and Christmas eco crafts. The Green Living Centre's new website was launched and the workshop program finalised for 2018. The Green Living Centre participated in the Garage Sale Trail.		
Ensure compliance with erosion and sedimentation controls for Council and private works	Q1-2: Coordinator Corporate Sustainability recruited and will develop an Environmental Management System (EMS). Sediment and erosion control will be incorporated into EMS procedures. Addressing sediment and erosion control on private works is a component of compliance officers regular duties.	Progressing - on track	

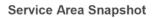
Key Initiatives

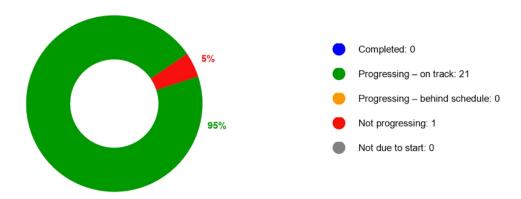
	Environment and Sustainability		
Key Initiative	Comment	Status	Traffic Light
Responsible Officer:	Group Manager Environment and Sustainability		
Review all utilities contracts and work with others to prepare a procurement plan that reflects the IWC Vision in the Community Strategic plan – work with SSROC and others to plan and implement joint procurement where appropriate	 Q1: Council joined the SSROC PEERs project to joint procure electricity as well as a portion of renewable energy via a Power Purchase Agreement Request for Quotation. Q2: Council is an active member of the SSROC energy procurement project: Joint tender for natural gas Joint tender for electricity (large sites and small sites) Renewable Energy Supply via a Power Purchase Agreement (PPA) – Joint tender for renewable energy from a large scale generation project. Energy Efficiency Consultancy Panel – Joint RFQs for panels able to supply electricity sub-metering and analytics, HVAC specialists and lighting specialists All tenders closed in Q2 	Progressing - on track	•
Review all natural area contracts and work with others to prepare a procurement plan that reflects the IWC Vision in the Community Strategic plan – work with SSROC and others to plan and implement joint procurement where appropriate	Q1: Underway and continuing to work with the Integration section on business analysis and process improvement.		
	Q2: Information with details on all natural areas contracts in the IWC area has been recorded in a database to support the review of all natural areas sites. This is to inform the procurement approach for the 2019/2020 contract period and beyond. Urban Ecology has worked with Procurement regarding the procedures and protocols relating to current contracts.	Progressing - on track	•
Collate baseline data and information that informs the development of new strategy for urban ecology – water, biodiversity and soils	 Q1: Relevant baseline data for developing Urban Ecology strategies has been collated on Inner West demographics, volunteerism, water and catchments, biodiversity, soils, vulnerability and urban heat, and air quality. Updates and gaps in data will be addressed in the Q2 and Q3. Q2: Relevant baseline data for developing Urban Ecology strategies has been collated on Inner West demographics, volunteerism, water and catchments, biodiversity, soils, vulnerability and urban heat, and air quality. Updates and gaps in data will be addressed in the Q3 	Progressing - on track	•

Key Initiative	Comment	Status	Traffi Light
Collate baseline data and information and prepare a discussion paper that informs the development of new strategy for climate change	 Q1: Council prepared its 1st corporate carbon inventory which sets the baseline for corporate action on climate change mitigation. Council engaged with the Environment Strategic Reference Group to develop Climate Change objectives and strategies as input within the submission to the Community Strategic Plan. Q2: Council has completed its baseline inventory and has commenced preparing a Request for Quotation for consultants to assist with preparing background studies to address Council resolutions in relation to a 100% carbon neutral target and renewables leadership. Council joined the Climate Change Council Cities Power Partnership in Q2 	Progressing - on track	•
Prepare a program for blace planning for urban ecology that covers the WC area	 Q1: The place-based planning program will commence following recruitment of Urban Ecology Planning and Policy staff and the development of Urban Ecology strategic plan/s. Q2: Planning for the Urban Ecology place-based planning program has commenced with mapping LGA subcatchments. The program will be fully developed with Urban Ecology Planning and Policy staff to commence work in the 3rd quarter. 	Progressing - on track	
Manage the Strategic Reference Group – Environment and support members to participate n strategic and policy directions for the IWC	 Q1: Workshops with the Environment Strategic Reference Group led to the development of a group submission to Council's draft Community Strategic Plan, which was presented at the 3 August 2017 ESRG meeting. Q2: Environment Strategic Reference Group met 9 November and formal evaluation of SRG's held 	Progressing - on track	
Nork with other Groups across the IWC to review policies and embed sustainability initiatives nto land use planning programs	Q1-2: Not due to start.	Not due to start	
Via the Our Energy Future Council partnership, investigate the feasibility of establishing a cross- council Energy Service Organisation (ESO). Its role would be to provide information and potentially services on energy efficiency and renewable energy focusing primarily on local communities and businesses.	 Q1: Through SSROC, Council has engaged the Moreland Energy Foundation/Positive Charge to commence a 15 month pilot cross Council Energy Service Organisation (Our Energy Future). Services on offer include the 1800 number energy advice line, informative website, solar quotes from supplier vetted by Alternative Energy Association, and energy assessments. The plan is to significantly promote this project during the pilot, and if successful, continue to grow the project and its offerings to business and residents. Two officers have been employed by the project and are located at the SSROC office in Redfern, with further phone support and technical advice available from the Moreland Energy Foundation office. 15,000 letters to residents from the Mayor and two solar information sessions have been organised for Q2. Q2: Council launched its Our Energy Future Campaign in October through a letter from the Mayor to resident owners of local homes, social media messages and two public information sessions promoting solar installation. As a result interest in the program soared, with 413 requests for quotes for solar installations and 62 sales. Since the program began in April 2017 community members have invested \$58 284 in installing solar, avoiding 611 tonnes of carbon emissions. 	Completed	

Environment and Sustainability			
Key Initiative	Comment	Status	Traffic Light
Coordinate corporate sustainability initiatives and programs to embed sustainability within the organisation	 Q1: Set up reuse stationery cupboards in Ashfield and Leichhardt service centres. Begun to engage staff on bicycle fleet locations and bicycle use. Waste sorting has been included in new staff inductions. A review and development of the corporate sustainability program for IWC will commence in Q2 and 3. Q2: Council's Coordinator Corporate Sustainability commenced 27th November and recruitment of the Sustainability Officer (EMS) completed 	Progressing - on track	•
Begin the development of climate adaptation plan to guide the update of relevant Council policies and plans to reflect and respond to climate risks	Q1-2: Not due to start.	Not due to start	

Footpaths, Roads, Traffic and Stormwater





Continuing Activities

Footpaths, Roads, Traffic and Stormwater			
Continuing Activity	Comment	Status	Traffic Light
Responsible Officer:	: Group Manager Footpaths, Roads, Traffic and Stormwater		
Develop and implement programs that promote road safety	Q1: A pedestrian safety program using pavement stencils, street litter bin stickers and local media is continuing. "Be truck aware" campaign has applied 36 pavement stencils at key construction zones. A presentation was given to 31 Greek speaking seniors on 22 August 2017. A speed reduction program using radars and community messages is continuing. The first of six scheduled car seat safety checks was completed on 29 August 2017 with 38 seats were checked. Safe driving over the holiday periods was promoted. As part of the Black-spot and Safer Roads Program 2018/19 funding, nominations for three locations have been submitted.	Progressing - on track	
	Q2: The third of six car seat safety checks were provided with "Littles" and 195 seats have been checked so far. A pedestrian safety program using pavement stencils, street litter bin stickers and local media is progressing. The message "Look Out Before You Step Out" was promoted with additional stencils (30) supplied by the RMS at a value of \$3000 for the IWC, using new mapping priorities to incorporate Marrickville, Leichhardt and Ashfield. A speed management program using radars has been conducted with support from Traffic, GIS and the community to promote safer speeds and driving. A proposal for an additional 8 radar units is planned for March 2018 with a media campaign. The first of two workshops for parents of learner drivers has been completed with 10 participants to date. A crash data report has been developed for 2016 and shows a reduction of crashes and injuries across the IWC totalling 647 crashes for 2016 compared to 1057 crashes in 2012.		•
Develop and implement precinct parking strategies	Q1: The Marrickville Town Centre parking review was supported at the July Traffic Committee meeting and adopted by Council. Planning for the implementation of Newtown/Enmore, Stanmore and Marrickville Town Centre parking reviews has commenced. Corunna Road, Stanmore Resident Parking Scheme extension was supported at the September LTC meeting and adopted by Council in October.	Progressing - on track	•

	Footpaths, Roads, Traffic and Stormwater		
Continuing Activity	Comment	Status	Traffic Light
	Q2: Approval has been gained for Edith Street, Leichhardt (south of Marion Street), William Street, Annandale (between The Crescent and Rose Street), Starling Street (between Brent Street and Mansfield Street) and Moore Lane, Rozelle. Implementation is planned for Q3 2017-18. Newtown/Enmore and Stanmore parking study reviews implemented. Planning for implementation of Marrickville Town Centre review completed. Sydenham/St Peters parking Study review implementation commenced.		
Implement LATM	Q1: Status of Projects arising from the Henson Precinct LATM are as follows:		
improvements in accordance with Capital Works Program	 Horton St @ Illawarra Rd - Ped Refuge (Design and construction completed) Charles St @ Illawarra Rd - Ped Refuge (Design and construction completed) Illawarra Rd @ Chapel St upgrade to pedestrian crossing (Design complete, construction scheduled for 2018) 		
	Design work is in progress for the following projects arising from the Dulwich Hill North precinct LATM:		
	 Windsor Rd @ david St - pedestrian refuge island Constitution Rd @ Williams Pde - pedestrian refuge island Denison Rd - proposed slow point and intersection priority changes 		
	 Q2: During Q2 designs have been completed for the following Dulwich Hill North LATM projects: -Windsor Rd @ David St- pedestrian refuge island. -Constitution Rd @ Williams Pde-pedestrian refuge island. Designs are still in progress for the following treatments: - Denison Rd-proposed slow point and intersection priority changes (70% design complete), - Denison Rd- from Constitution Rd to Eltham St- Line marking works (70% design complete) -Dulwich St- from Denison Rd to Windsor Rd-Line marking works, (50% design complete) -Davis St from Denison Rd to Windsor Rd-Line marking works. -Son Rd- from Denison Rd to Windsor Rd-Line marking works. -New Canterbury Rd @ Denison Rd- Installation of 'No Left' sign. will be installed soon. 	Progressing - on track	•
Maintain and repair the stormwater network to maintain existing service levels	Q1: Drainage repairs included and prioritised in the annual maintenance program. GPTs cleaned every 2-4 months as part of SSROC contract. Cleaning of drainage pits undertaken on a zone by zone basis. 1,242 pits cleaned in the first quarter	Progressing	
	Q2: Drainage repairs logged and prioritised on maintenance program. Any repairs beyond maintenance forward to Asset Planning for assessment and capitalisation. Gross pollutant traps cleaned out every 2-4 months. Cleaning of drainage pits undertaken on a zone by zone basis.	- on track	
Implement the road renewal and	Q1: Scoping of a staged program works completed and procurement commenced.		
reconstruction program as identified in the Capital Works Program	Q2: Work Programme is progressing to schedule. Phase 2 of road resurfacing and reconstruction work which includes road work in Marrickville and Ashfield are due to start from Mid February 2018.	Progressing - on track	

Item 10

Continuing Activity	Comment	Status	Traffic Light
Implement the footpath upgrade and renewal program as identified in the Capital Works Program	Q1: In Q1 the following footpath upgrade/renewals have been completed: - Walter Street, Annandale between Loftus St and dead end - Ilka Street, Lilyfield between Catherine St and Paling St - Gillies Street, Annandale between Collins Ln and Young St - Collins Street, Annandale between Johnston Lane and Trafalgar St - Clarke Street, Annandale between Whites Creek Ln and Ferris St - Young Street, Annandale between Piper St and Hudson St - Young Street, Annandale between Albion Ln and Albion St - Albion Street, Annandale between Susan St and Nelson St - Burrows Road South, St Peters from the End to opp 21 Canal Rd - Hart St, Tempe from South St to Princes Hwy - south & north side	Progressing - on track	•
	 Q2: In Q2 the following footpath upgrade/renewals have been completed: Marion Street Leichhardt between Elswick St and Edith St Renwick Street Leichhardt between Cary St and Jarrett St Edith Street Leichhardt Marion St and Regent St Catherine Street Leichhardt between Emily St and The Avenue Cromwell St between Macauley St and Allen St Orange Grove Plaza between Balmain Rd and Point St Pearl Street Newtown between Wells St and Alice St west side Lincoln Street Dulwich Hill 		
mplement the off-street arpark upgrade and enewal program as dentified in the Capital Vorks Program	 Q1: 1) Design and procurement completed and contractor engaged for renewal and improvements to Barclay Street carpark. 2) Designs completed and procurement commenced for the construction and extension of new carpark in Marion Street, Leichhardt. Q2: The expansion of the Marion St carpark is not proceeding following 	Not progressing	
Develop and Implement treetscape and town sentre improvement vorks as identified in the Capital Works Program	 Council resolution to investigate alternative uses of existing buildings. Q1: 1) Preparation of Tender Documents and Construction drawings currently in progress for town centre improvement works in Darling St, Balmain and Annandale main street. 2) Consultants brief being finalised for the design of Marrickville Rd (east) streetscape upgrade. Q2: Tenders called for upgrade works at Darling St, Balmain (between Oxford St and Cambridge Sts) and Annandale Post Office town centres for implementation during Q3. 	Progressing - on track	•
Develop and Implement ridge remediation and mprovement works as dentified in the Capital Vorks Program	 Q1: 1) Concept design for replacement of Chester St Footbridge completed for public consultation in October 2017. 2) Procurement of contractor to complete interim remediation works to Booth Street bridge arch is in progress. A brief to engage consultant to complete design work for bridge rehabilitation and upgrade is being finalised in collaboration with City of Sydney who share ownership of bridge. Q2: Detailed designs for Chester Street Bridge are being finalised for procurement and construction commencement 4th quarter. Interim remediation works have been completed on the Booth Street bridge. 	Progressing - on track	•
mplement program for he renewal and upgrade of roadside furniture, tructures and facilities is identified in the Capital Works Program	Q1-2: Scoping of Program of works is in progress.	Progressing - on track	

	Footpaths, Roads, Traffic and Stormwater		
Continuing Activity	Comment	Status	Traffic Light
Maintain and clean the public domain to funded service levels	Q1: Implementation of daily shopping centre and general street cleaning activities ongoing. Area wide street sweeping and verge mowing activities being undertaken to meet established cycle times. Completed tendering and engagement of new contact for specified verge mowing activities.	Progressing - on track	
	Q2: Daily sweeping of Shopping Centres and major road on going. Area wide street cleaning and mowing undertaken to meet established cycle times. New contract for verge mowing commissioned and underway		e to the design of the second s
Maintain and repair road reserve infrastructure to	Q1: Pot hole repairs undertaken between 24 and 78 hours in line with IWC service requirements.		
maintain existing service levels	Footpath make safe repairs attended to between 24 and 72 hours in line with IWC service requirement		
	Blocked drains attended to with 24 hours in line with IWC service requirement		
	Only one major sink hole in last quarter which was attended to with 24 hours in line with IWC service requirement.		
	Outstanding signage repairs complete and meeting service delivery of up to 5 days	Progressing - on track	
	Heavy patching and concrete repairs programmed and prioritised in maintenance schedule		
	Q2: Pot hole repairs undertaken between 24 and 78 hours in line with IWC service requirement Footpath make safe repairs attended to between 24 and 72 hours in line with IWC service requirement Blocked drains attended to with 24 hours in line with IWC service requirement General signage repairs complete and meeting service delivery of up to 5 days Heavy patching and concrete repairs programmed and prioritised in maintenance schedule		
Encourage the planting and maintenance of verges by residents, in accordance with Council guidelines	 Q1: Continuing to provide residents with assistance on request. Compliance auditing and data management undertaken on the Sustainable Streets Volunteer Register. Program promotion at the Marrickville Festival (Oct 22). Q2: The Sustainable Streets program administers one of Councils largest volunteer programs with 243 registered gardeners in total. Twelve new gardeners signed up to the program during last quarter (Oct-Dec). This represents nearly 100m2 of new street gardens being maintained by residents. Plans are in place to deliver a Whole-of-Street treatment to the residents in Calvert St which is an additional 21 participants and 152m2 of street gardens. Plantings were also completed in Livingstone Rd, Pile St, Cary St and Beach St. Four maintenance sessions were undertaken on Ruby Street Bush Pocket. New enquiries continue as well as offering advice and assistance on request. 	Progressing - on track	•
Develop and implement staged program for bus stop modifications to meet standards for accessible public transport	 Q1: Over 90% of bus stops in the former Marrickville LGA have been upgraded to accessible standards. A survey of bus stops in the former Leichhardt LGA has been undertaken and the reported outcomes need to be further investigated. In the former Ashfield LGA, over 95% have been upgraded to accessible standards. A programme is being prepared to investigate and upgrade the outstanding bus stops. State Transit Authority (Sydney Buses) and developers are requested to upgrade any new bus stops to accessible standards. Q2: Future Programme under development for implementation in forward capital works program. 	Progressing - on track	•

Item 10

Footpaths, Roads, Traffic and Stormwater			
Continuing Activity	Comment	Status	Traffic Light
Implement a staged program of Local Area Traffic Management (LATM) Scheme reviews	 Q1: The Dulwich Hill North LATM final report; Traffic Calming in Elswick Street, Leichhardt and Church Street, Croydon was supported at the September LTC meeting and adopted by Council on 12th October. Q2: Approval has been gained to raise the pedestrian (zebra) crossing in Darling Street, Rozelle at Beattie Street/Wise Street; Speed Cushions, Kerb Blister Islands & Kerb Extension Design Plans in Arthur Street, Ashfield; kerb extended pedestrian crossover facility in Victoria Street, Ashfield. LATM devices for Church Street currently in final design phase. A number of designs as a result of the Dulwich Hill North LATM review presented to the Traffic Committee for approval. These include pedestrian refuge upgrade on Constitution Road and new pedestrian refuge on Windsor Road. Detailed designs of other traffic facilities arising from the Dulwich Hill North LATM review are currently being undertaken. 	Progressing - on track	•
Implement a staged program for the development and review of Flood Risk Management Plans	Q1: The Flood Risk Management Study and Plan process is currently in progress for the following catchments: - Foreshore - Hawthorne Canal - Johnston Creek - Dobroyd Canal - Whites Creek north of Parramatta Road - Marrickville Valley		
	 Q2: Following the community consultation process that was undertaken, the Flood Risk Management Study and Plans for the following catchments were presented to the Flood Management Advisory Committee and were recommended for adoption: Foreshore Johnston Creek Whites Creek north of Parramatta Road Hawthorne Canal-Leichhardt Marrickville Valley The Flood Risk Management Study and Plan options for the following 	Progressing - on track	•
	 catchments are currently being finalised so that they can be presented to the Flood Risk Management Advisory Committee during the third quarter: Hawthorne Canal-Ashfield/Marrickville Dobroyd Canal 		

Attachment 1

	Footpaths, Roads, Traffic and Stormwater		
Continuing Activity	Comment	Status	Traffic Light
Develop and implement initiatives to address stormwater management deficiencies, including water quality, as identified in the works program	Q1: Project scoping & design is in progress for the following stormwater and drainage improvements: - Riverside Cres Diversion - Petersham Rd Converter Upgrade - Llewellyn St and Edgeware Rd - William St - Lonsdale St Lilyfield - William & Flood to Darley Rd Leichhardt - Burt St & Alfred St - Cnr Hill & Mackenzie Leichhardt - With St Balmain - Trafalgar / Rose St Annandale - Bay Run Water Sensitive Design - Railway Pde Annandale - Darley Rd Water Sensitive Design - Johnston St / Hosking St - George St Rozelle Designs have been completed for the following projects with procurement for contract delivery in progress: - Marrickville West Eco Water Garden (Stormwater Treatment System): - Council St - Edith St - Pipeline Reline -Thorby Av Leichhardt - Francis St - Constitution Ln Rain Garden - William St.	Progressing - on track	
Review and update Asset Management Plans and capital works priority programs for transport and stormwater infrastructure	 Construction works are in progress for Sloane St drainage upgrade. Q2: Marrickville West Eco Water Garden and Constitution Lane bioretention system at Dulwich Hill are currently under construction. Both of these water sensitive urban design projects treat stormwater via a rain garden. Q1: Integration of previous asset registers into a single IWC asset register was completed to achieve end of year financial reporting. Refinement and improvements to the register and data is ongoing. The process of preparing the Transport and Stormwater Asset Management plans has commenced and is planned to be completed by April 2018. The review and update of the Capital Works priority five year program will commence during the Q2. Q2: The improvement process of the register and data is progressing on an asset group basis, with the first stage of the footpath assets being completed. The process of preparing the Transport and Stormwater Asset Management plans and Strategy is progressing for completion by March 2018. The draft Asset Management policy has been prepared and following a review process will be finalised. The Capital Works priority program is currently being prepared. 	Progressing - on track	•



Key Initiatives

Key Initiative	Comment	Status	Traffic Light
Responsible Officer:	: Group Manager Footpaths, Roads, Traffic and Stormwater		
Undertake the staged implementation of	Q1: Planning and concept development is currently in progress for the following cycleway projects:		
Council's Bike Plan	 Lilyfield Rd., Leichhardt Parramatta Rd to Marrickville Park (RR2) Tempe to St Peters Station (LR7) Addison Rd, Marrickville (LR16) 		
	Detailed Designs are currently being developed for the following Cycleway Projects:		
	 Dulwich Hill Station to Marrickville Station (LR18) Livingston Rd, Marrickville (LR3) Lewisham to Newtown (RR7). 		
	Construction works are in progress for the widening of the Bay-run cycleway with completion expected November 2017.	Progressing	
	Q2: Concept Design cycleway projects; Concept design completed for two Cycleway projects:	- on track	
	 RR2 –Parramatta Rd to Marrickville Park, and LR7 Tempe Station to St Peters Both cycleway projects have been reviewed by Traffic Committee in December 2017 for Council review in February 2018. Detail design cycleway projects; LR18-Dulwich Hill Train Station to Marrickville Station- 70% Detail Design has been reviewed by Traffic Committee in December 2017 for Council endorsement in February 2018. LR3- Livingstone Road Cycleway and RR7 Cycleway(Lewisham to Newtown) 		
	Community consultation for both projects is schedule for February/March 2018 with Local Traffic Committee review expected April 2018.		
mplement the staged upgrade of the Ashfield	Q1: Construction of the \$7m Ashfield Town Centre Upgrade commenced in June 2017 and is progressing to schedule with completion expected mid-2018.	Progressing - on track	
Fown Centre	Q2: Construction of the core area 50% complete. Tree planting and landscaping to non-core area complete. Hercules St substantially complete other than removal of timber poles.		
mplement the Pedestrian Infrastructure	Q1: Currently detailed designs are being prepared for the construction of raised crossings at the following School locations:		
Safety Around Schools Program	- Haberfield Public School - Christian Brothers High School - Wilkins Public School - St Pius Primary School	Progressing - on track	
	The designs are expected to be completed by January 2018 with construction completed by June 2018.		

	Footpaths, Roads, Traffic and Stormwater		
Key Initiative	Comment	Status	Traffic Light
	Q2: Detailed designs have been completed and approved by the Traffic Committee and Council for the construction of raised crossings at the following School locations: - Haberfield Public School - Christian Brothers High School - Wilkins Public School - St Pius Primary School Construction of these crossings is scheduled to be completed by June 2018.		
Implement the Stronger Communities Fund projects	 Q1: Project scoping & design have commenced for the following programs: 1) Footpath Renewals: Lincoln St, Dulwich Hill Hart St Tempe Brown Street, St Peters 2) Road resheeting & reconstruction: Dalhousie St, Haberfield - Winchcombe to Denman Burfitt St Leichhardt - Marion to 4 Burfitt St Un-Named Ln Leichhardt - Mackenzie to Un-Named Ln Allen St Leichhardt – Derbyshire to Norton Seale St Leichhardt - Elswick to Ivory Ln Petersham Rd Marrickville - Centennial to Marrickville Rd Bruce St Marrickville - Beauchamp to Princes 	Progressing - on track	
	 Haberfield North (Stage 3 traffic calming improvements) Denman Ave Haberfield - Dalhousie to Alt (Pedestrian & calming improvements) Edgeware Rd Marrickville – Bedwin to Lewellyn St (intersection improvement) Intersection Improvement at Victoria Rd and Edgeware Rd Marrickville Victoria St, Summer Hill (Intersection upgrade) 4) Bridgework 		

- Booth St Annandale (Bridge remediation & construction work).

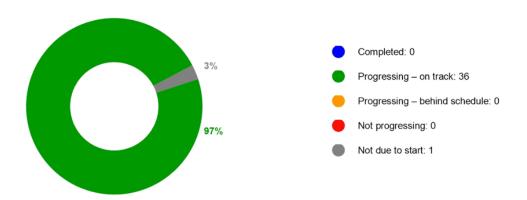
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Key Initiative	Comment	Status	Traffic Light
	Q2: Program status as follows:	a ur	
	1) Footpath Renewals:		
	- Lincoln St D/H-Const. in progress		
	- Hart St Tpe-Completed		
	- Brown Street, StP- deferred due to Westconnex impacts.		
	2) Road Resheeting & Reconstruction:		
	- Dalhousie St Haberfield (Winchcombe to Denman)-Survey commenced		
	 Petersham Rd Marrickville (Centennial to Marrickville Rd)- designs being finalised 		
	Scoping complete for the following:		
	- Burfitt St Leichhardt (Marion to 4 Burfitt St)		
	- Un-Named Ln Leichhardt (Mackenzie to Un-Named Ln)		
	- Allen St Leichhardt (Derbyshire to Norton)		
	- Seale St Leichhardt (Elswick to Ivory Ln)		
	- Bruce St Mvle (Beauchamp to Princes)		
	3) Traffic facilities: (Pedestrian, intersection & traffic calming improvements)		
	- Haberfield North (Stage 3)-Survey commenced		
	 Denman Ave Haberfield (Dalhousie to Alt)-Design in progress 		
	- Intersection at Victoria Rd & Edgeware Rd Marrickville-Design in progress		
	4) Bridgework		
	 Booth St Ann-Bridge remediation complete and improvement works yet to commence 		

Library and History Services





Continuing Activities

Library and History Services					
Continuing Activity	Comment	Status	Traffic Light		
Responsible Officer: Gro	oup Manager Library and History Services				
Operate Library services at Ashfield, Balmain, Emmanuel Tsardoulias Community Library, Leichhardt, Marrickville, St Peters, Haberfield, and Stanmore	Q1: Services at the eight libraries have been delivered for the first quarter. The focus for much of the quarter has been on delivering high quality customer service and integrating the processes and procedures for the new Council.	Progressing - on track	٠		
	Q2: Services across the eight libraries continue to be delivered. Currently all libraries are being assessed to ensure all buildings meet basic WH&S criteria for both staff and the public. The development of a common service wide staff roster has commenced and it is anticipated integration of the common roster will take six months. The Home Library Service team has commenced a review and staff are working cooperatively to ensure services levels are consistent across the LGA whilst improving their teamwork approach to increase efficiency. Weeding of old out of date stock from all collections has commenced in preparation for the annual stocktake. Regular programmes for the public continue to be provided; maintaining previous programme levels.				
Implement actions as part of the Disability Discrimination Act Strategy	Q1: Library staff have been allocated to lead this task and existing relationships with disability service providers identified across IWC library programs. The Library facilitated library info sessions to participants of Suicide and Depression Prevention (SMHSOP) Specialist Mental Health Service for Older People.	Progressing - on track			

Continuing Activity	Comment	Status	Traffic Light
	Q2: Collated information on existing inclusive programs across IWC libraries for strategy development. Curated a focus on diverse abilities for Story time sessions (ages in conjunction with IDPWD across Marrickville, Leichhardt, Ashfield and Balmain Libraries, six sessions in total. Book titles featured include; Isaac and his amazing Asperger Superpower, Black Book of Colour. Book displays for IDPWD at Ashfield and Marrickville Libraries 16 November - 8 December. Continued with regular programming and visits.		
Participate in State Library PLEG Surveys	Q1: PLEG measurement under taken for one week in August. Q2: The second collection of data will not occur until later in 2018.	Progressing - on track	
Apply for and manage grant applications	Q1: Library and History successfully applied for a Tech Savvy grant application seeking a tutor to deliver computer classes in languages other than English at Marrickville library. There have been no other suitable grant applications.	Progressing	
	Q2: An application was submitted to the State Library of NSW to contribute to the RFID and Library Management System as part of the integration works. No response has been received. The State Library Local Priority Grants and annual grants were acquitted and submitted.	- on track	
Complete State Library of NSW reporting	Q1: Not due to start until end of Q2.		
	Q2: This report has been commenced. Collections of the required data is slow as the three library management systems do not have common data fields or none in some cases. It is anticipated that the report will be completed early in the 3rd quarter.	Progressing - on track	
Conduct a stocktake of all libraries	Q1: Library and History are in the process of acquiring necessary IT Hardware. In addition, weeding of the collections has commenced prior to stocktake to reduce double handling.	Progressing - on track	
	Q2: Stocktake processes now in place and St Peters Library has been completed.		
Develop and maintain Selection Profiles for Adult, Junior, Audio-visual and eResource collections for all Main branch and neighbourhood libraries across the Inner West Council Library Service	Q1: Currently, existing selection profiles are in place from the former council library services. A Collections Project Plan has been outlined for the IWC Library and a collection analysis process has been identified. Specialist staff will be consulted in determining selection requirements for children's, youth, Adult, multicultural, and AV, taking into account differing demographics at each of the main branch and neighbourhood libraries. From this work, selection profiles will be developed for all collections across the IWC libraries. A review process will be implemented, working in conjunction with library suppliers, to update IWC selection profiles on a regular basis.	Progressing	
	Q2: A Draft IWC Collection Management Policy is currently being written and will be distributed to library staff for review and comment. Underpinning this, Selection Profiles will be produced for each collection at each IWC branch. Specialist staff will be identified to provide input and feedback on the profiles for Adult, Junior, AV and online collections. A Draft Selection Profile template has been produced and the Collection Coordinator will meet with relevant staff to explain the profiling procedure. Selection Profiles will guide library staff and vendors in the selection of material for the collection and also determine the allocation of material to individual libraries across the IWC service.	- on track	

Continuing Activity	Comment	Status	Traffie Light
Participate and review shared service initiatives with other public Library Services (e.g. SSROC, SLNSW and Swift)	Q1: The Library services has been participating in the SWIFT consortia, however, the service has reduced as a result of the former Botany and Kogarah libraries withdrawing as a result of amalgamation. The SWIFT consortia will be tendering for a new library management system at the end of the year and Library and History have participated in telephone conferences as a result of this. The Library Manager has attended meetings with other metropolitan libraries.	Progressing - on track	
	Q2: Liaison continued with the SWIFT consortia, especially with regard to their tender. A division of the Metropolitan Library's Association was hosted by Inner West Council.		
Maintain and review community language collections, including the Italian Centre of Excellence Collection	Q1: Community language collections at each of the main branch and neighbourhood libraries are targeted to be reviewed and consolidated as part of the Collections Project Plan for the IWC.		
	Earlier in the year The State Library of NSW decided it was going to ceases its bulk loan service following a trial held last year. However, the State Library received extensive negative feedback from a range of libraries around the state. As a result of this, the trial that involved Leichhardt Library managing the State Libraries' Italian collection has ceased and the State Library has now taken its Italian collection back for management. Leichhardt staff have worked extensively to withdraw the collection and organise its return.		
	As a result of amalgamation, the librarians are sharing their languages other than English collections between branches.		-
	Q2: The aim of the community language collections is to meet the cultural, recreational, education and information needs of our CALD communities, both junior and adult. The most widely spoken and emerging languages are chosen for our collections. Current collections across the IWC libraries are: Arabic, Chinese, Greek, Gujarati, Italian, Nepali, Portuguese and Spanish. Content includes books, AV materials, magazines and newspapers, and online resources. Community language collections are currently undergoing weeding, with new items being purchased to maintain collections. Resource sharing and Bulk Loans from the State Library fulfils community demand for books in languages not kept by IWC libraries as the State Library of NSW reversed its decision to cease the service following negative feedback from Libraries around the State. Review of Community Language collections will be undertaken as part of the harmonising of Collections, and the collection profiling project.		
Provide a quality professional reader and information service	Q1: Across the eight libraries there are varying levels of information services, statistical collections, customer service levels and levels of training. This can only be addressed productively with the appointment of the new branch librarians to assess and drive the levels of change required, anticipated in the 2nd quarter.	Progressing - on track	
	Pending their appointment new consist statistical gathering methods have be implemented as a basis across all eight libraries. The addition of the Development and Training Officer in 2018 will assist also in increasing consistent levels of knowledge and customer service.		C
	Q2: All eight libraries continue to provide a high level of informational services. This service is improving as the staff continue to develop cooperative work methods.		



Continuing Activity	Comment	Status	Traffic Light
Develop relationships and partner with local community, cultural and business organisations	 Q1: The relationships with community, cultural and business organisations is progressing in a program by program basis including extensive liaison with local primary schools as part of this year's Book Week program whereby the library received over 1,500 entries. Other partnerships include The West Tigers, Telstra and The Black Dog institute. Q2: The relationships with community, cultural and business organisations are progressing on a program by program basis including extensive liaison with local high schools as part of the 2018 Young Creative Awards to inform them of the competition and liaise with students and teachers. Other partnerships include CASS for Lunar New 	Progressing - on track Progressing - on track	•
Provide programs that reflect the diverse cultural and social make-up of the Inner West LGA	Year and The Summer Reading Program with The West Tigers. Q1: Film screenings across the libraries, health information sessions in Mandarin, IELTS classes; learning languages classes; speaker series events and more. Both Programs and the the make-up of our LGA needs to be investigated further so that programs are meeting actual community needs and profile. Over 388 people attended 21 films this quarter; 250 took part in English Language book clubs, Arabic book clubs; 20 talks in the speaker series with 789 in attendance; over 200 people participated in craft sessions; over 390 attended knitting groups; more than 750 participated in English language classes, Spanish classes and more; over 500 children and youth attended a variety of July School Holidays events; Rhymetime for babies was attended by over 5,324 babies; storytime for pre-schoolers had 2,376 in attendance; Wiggle and Jiggle for babies had 4,300 in attendance. Plus some HSC workshops, Mahjong groups, Health talks in Chinese. Q2: Inner West Libraries continue to deliver programming this quarter which reflects the cultural and social make-up of the area. The Speaker Series delivered 22 talks with over 480 in attendance; Make & Create groups over 20 sessions with over 300 attending; Hello HolidaysI in October delivered 20 school holiday programs with over 730 attending; Learn: Four Writing Workshops with 73 people; various computer support classes over 20 with over 100 attending; Learn: Scrabble, Mahjong etc with over 50 attending; various Tax Help and Hearing Testing; Film Club 13 screenings with 201 attending; Book Clubs over 12 sessions with over 100 attending; over 101 various Rhymetime sessions and more than 12,514 attending; over 60 Storytime sessions and more than 3,300 attending; More than 12 English language classes and over 200 attending.		
Review all programs delivered to the public	 Q1: All Programs being delivered to the public-their scope, timing, topic and location- will be investigated and analysed this financial year. The libraries continue to deliver a range of programs including author talks, children activities, brain training and computer classes across the libraries. Q2: All Programs being delivered to the public- their scope, timing, topic 	Progressing - on track Progressing - on track	
Provide outreach Library programs	and location - will be investigated and analysed this financial year. Regular and special programs are still being delivered to the community in the meantime and data being collected to ensure consistency of evaluation. Q1: The full range of Outreach programs continue to be delivered. This includes story time at the Magic Yellow Bus, Summer Hill Community Centre, school visits and home library.		

Continuing Activity	Comment	Status	Traffic Light
	Q2: The full range of Outreach programs continue to be delivered. This includes: Rhymetime at Summer Hill Community Centre, preschool visits, school visits and home library deliveries and two home library morning teas. The full range of Outreach programs currently being delivered across the library needs to be identified and reviewed across the library network. Currently most Children's and Youth Services staff visit preschools weekly to deliver storytime sessions. There was one Home Library Morning tea with 30 in attendance; preschool visits where staff ran storytime sessions totalled 19 with 595 attending. School visits saw over 380 students being made aware of library services and programs.	Progressing - on track	
Continue digitisation of Council archive material	Q1: October 2017 Digitisation Progress and Completion include 185 high resolution images Vicars Collection, the Anne Carolyn Collection "Winged Victory", the St Peters Rate Books 1871-1926 100 microfiche, Balmain Public School 1930 - 1990, Marrickville Council Jubilee Souvenirs 1912,1922,1935 and Architectural plans of Marrickville Town Hall 1922.		
	Q2: Leichhardt and Balmain Department of main roads planning maps have been digitised and catalogued with 108 records added to the catalogue. The Vicars collection is currently being catalogued. The Balmain Pubic School Photographs 1930-1990 are currently being catalogued.		
Develop and build partnerships with local historical and cultural groups	Q1: The History team conducted a meet and greet event with the local history groups at the Balmain Town Hall in July. This event was well attended and each group introduced themselves and provided an overview of their role.		
	The history team have delivered eight walking tours in partnership with individual historians including the Enmore Theatre tours x 2, Lewisham Hawthorne Canal walk, Dulwich Hill walking tour, cultural history of Leichhardt x 2, Balmain Industrial Heritage Walking Tour x 2 total number of 200 attendees.	Progressing - on track	
	The Community History and Heritage Coordinator presented a talk on on Cinemas and Theatres 1897-1960 to the Inner West Seniors Group of Ashfield, attended a local history grant recipient book launch 'One Small World: the History of the Addison Road Community Centre', gave a speech for CO AS IT at the Actors Centre Australia, attended and attended History Week Exhibition at the Balmain Watch House.		•
	Q2: The Meet and Greet series two is planned to be held in March 2018 with history talks and presentations of completed 2016 and 2017 Local History Grants including the completed digitisation and restoration project of Ashfield Bowling Club Archive by Bindiya Kumar and The Publication "One Small World" by Sue Castrique.		
Facilitate local history programs and events and community learning poportunities	Q1: History Programs and events have been delivered throughout 2017 with the majority of the activities taking place as part of the History Week and walking tour programs.	Progressing	
opportunities	Q2: 14 Family History Workshops have been planned for 2018 to be held at Marrickville, Ashfield, Balmain and Haberfield Libraries. History Talk by Christine Yeates on Shady Acres by Leslie Muir.	- on track	



Continuing Activity	Comment	Status	Traffic Light
Annually participate in the Heritage Festival and History Festival.	Q1: The theme for the History was "History Week goes POP". The 2017 program was considered a success with 10 events and an overall attendance of 2,500 people. The program included the launch of the Norton Street Walk walking tour app, the Sydney On Screen How the moving image shaped at Ashfield, Annette Kellerman Behind the Myth at Emanuel Tsardoulias Community Library, Going to the Movies in Sydney's Inner West 1898-2017. A series of walking tours were booked out that showcased the Enmore		
	Theatre, Dulwich Hill, Hawthorn Canal etc. The History and Heritage Festival had a strong marketing campaign and received media attention in the metropolitan press.	Progressing - on track	0
	Q2: The Heritage Festival 2018 programme for My Culture, My Story is being collated with two exhibitions planned: FILEF at Leichhardt (April2018) and the 100 years of the Dulwich Hill Bicycle Club exhibition (May 2018) at Addison Road. A series of engaging walking tours including Enmore Theatre, Screening of short film Growing up in Annandale Mark Matheson Heritage Heartland of Sydney's inner west.		
Manage local studies, hotographic and archival acquisitions	Q1: The History and Heritage Team acquired for custodial care the Fenwick's and Co 2 - 4 Weston's Street Archaeological archival collection. This collection of 12 boxes was assessed, resumed and catalogued by the team and will be housed in the Balmain Community Archives as part of Community Collections.		
	The History and Heritage Team have been working with Recreation and Aquatics and relevant stakeholders regarding the proposed care of the FODB (Friends Of Dawn Fraser Baths) Collection. The collection was assessed and a plan delivered for temporary care of the collection whilst the 2018 Dawn Fraser Pool upgrade takes place. The timeline is that the collection will be housed in February 2018 in the Balmain Community Archives, photographs and memorabilia will be included in the library catalogue in agreement with FODB.	Progressing - on track	
	Q2: New donations both internally and externally have been accessed and acquisitioned where relevant. These donations include framed council certificates, photographs and artworks from the former Marrickville and Leichhardt Council. Where relevant the images of the former mayors and councillors form 2014 -2016 will be digitised and catalogued for preservation and research purposes. Other donations include clippings and working documents from the Callan Park Bushcare group and Bush regeneration records, Rozelle Public School and Rozelle Hospital.		
Deliver the Local History Grants	Q1: The Local History Grants 2017/2018 received 14 applications. All applications were assessed by a panel of four including Public History Lecturer - UTS Paul Ashton, Coordinator history and heritage, Group Manager of Library and History and Local History Librarian. With a budget of \$25,000 six grants were recommended.	Progressing - on track	•
	The Community History and Heritage team continue to work with previous grant recipients.		

Continuing Activity	Comment	Status	Traffic Light	
	Q2: The 2017 Local History Grants have been awarded to the following projects. 1. Celebrating Special Moments in The Infants' Home's 143 Year History - 2. Henson Park - Historical Research - Chrys Meader 3.50 Years of Co.As.It. Exhibition - CoAsIt 4. Dulwich Hill Bicycle Club archive - The late Arthur Donnelly's estate 5. Book: History of Callan Park Mental Hospital and Estate. Edward Moxon 6. Broughton Hall Private Prosperity: Public Vision FOCP Friends Of Callan Park Research and work on these grants has begun.			
Review existing marketing material with a view to a coordinated approach	Q1: The review of the marketing collateral has commenced and work has commenced on a consolidated What's On brochure for December / January, consolidated naming conventions and templates. Specific projects have had a consolidated approach to marketing such as the ComicCon, Children's Book Week, the annual book sale etc. Larger scale programs are being marketing across all libraries.			
	Q2: Library and History continue to integrate the marketing material. All social media accounts (Facebook, Pintrest, Twitter and Instragram) have been consolidated. There is an integrated What's On and electronic newsletter for all of the libraries. The process around the collation of the information and work flows continues to be reviewed. In addition to this, the programs have been named into a series of groups such as Speaker Series, Make and Create, Film Club etc and dynamic posters have been designed to assist with the promotion of these activities.	Progressing - on track		
Promote the Library Service collections, events, programs and exhibitions	Q1: Library and History have promoted their collections, events, programs and exhibitions via a range of platforms including social media, posters, newsletters, letter box drop, print media including the Sydney Morning Herald for the History Week events and word of mouth.	Progressing		
	Q2: Library and History continue to produce regular marketing material such as the What's On, the electronic newsletter and specialist flyers and information for activities such as the Book Sale and History week, as a result there has been excellent attendance at a range of the programs.	- on track		
Coordinate the provision of fixed line and wireless internet access points at all libraries, and enable on-line access to information and requests	Q1: Currently assessing and stocktaking all IT software and hardware across all eight libraries to ensure a consistent level of service for both community and staff. EFTPOS currently being made available to all previous Ashfield borrowers to ensure equity of service. Gaps in staff access to council software systems have been identify and corrections commenced; begin with ensuring all staff have email access.	Drograssia		
	Q2: Access to digital information continues at all libraries; with few occasions of services dropping. The new IT Coordinators and team have commenced working to ensure all levels that the levels of service are the same across all libraries. During this quarter the Public PC Network was upgraded at Haberfield Library. Additionally all eight libraries are now using the same public printing software system with the upgrading of both Leichhardt and Balmain Libraries.	Progressing - on track		



Key Initiatives

Key Initiative	Comment	Status	Traffic Light
Responsible Officer:	Group Manager Library and History Services		
Integrate membership registration process and benefits	Q1: Due to their being separate Library Management Systems, the membership registration process has not been reviewed. However, the benefits of the library membership have been harmonised such as standardising the number of books borrowed.	Progressing	
	Q2: While there is not a consolidated Library Management System, it is not possible to integrate the process. However, the benefits have been harmonised.	- on track	
Implement a standardised reporting framework for Branch Libraries	Q1: Commenced with standardising of reporting format established with timeframes; further progress pending the appointment of new Branch Librarians to capture data across all eight libraries.		
	Q2 : Standardisation of operational reporting frameworks continues to be developed by the five teams. During the quarter the four new Branch Librarians and the IT Coordinator were appointed to lead their branch and accompanying neighbourhood library. Whilst hampered by the lack of common system drive, the branch librarians via the use of One Drive have now a central collection point for a range of essential statistics; collected monthly. Regular staff, team and individual meetings are now in place and occurring; agendas and action minutes distributed to all, reporting back to the Operational Manager and Group Manager. Additionally the Branch Librarians have commenced sharing attendance of other team meetings to ensure participation and up to date information exchange. All five teams continue to work together to standardise the data to be collected; as varying levels of information have been collected in the past across the three previous library services.	Progressing - on track	٠
Review and integrate collection development processes and standards	Q1: Due to the recent appointment of the Collections Coordinator this project is a little behind at this time, but initial conversation has begun and the first Collections team meeting has occurred.	Progressing - on track	
across the Inner West Council Library services	Q2: The consultation and draft development of the IWC Library Processing Specifications are almost complete for 75% of the resource types; the other resource types require some extra attentions in this harmonisation project. The first meeting to develop the IWC Library Cataloguing Specifications is planned for February 2018.		
Develop an Inner West Council Library Collection Development Policy	Q1: Due to the recent appointment of the Collections Coordinator this project is a little behind at this time, but initial conversation has begun and the first Collections team meeting has occurred and copies of all existing documentation has occurred.	Progressing	
	Q2: Examples of best practice documents and the documents of the former Council areas have been collected and assessed. The draft IWC Library & History Collection Development Policy is almost complete.		

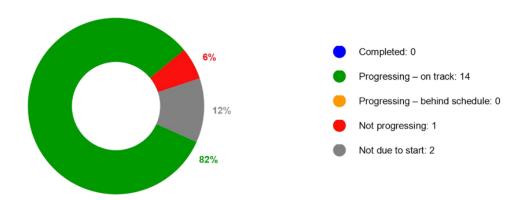
	Library and History Services		Tereff
Key Initiative	Comment	Status	Traffic Light
Review and integrate e- esource subscriptions	 Q1: A database review involved assessing the previous suite of eResources held by Ashfield, Leichhardt and Marrickville and setting up a new and combined suite of eResources launched as IWC for 2017/18. Databases were reviewed in regard to content, usage and cost. Databases have changed for each of the former library services. The database review process will continue through 2017/18 with increased staff involvement. The database review did not include eBooks and eAudioBooks at this stage. This will be a separate review process. The current suite of IWC eResources includes databases for streaming movies, language learning, reference and research, genealogy, and literacy. Q2: An IWC suite of online databases has been launched, with a review and evaluation process scheduled for early 2018. Collections staff will liaise with the Training Coordinator in devising the best review process and training 	Progressing - on track	
the stra fee Bo Ma Bol cur sup con	strategies for staff. Staff and the public have provided feedback which will be feed into this review process. Ashfield currently subscribes to only one eBook product, Overdrive, in a consortia with other libraries. Leichhardt and Marrickville work with a number of eBook suppliers including Wheelers, Bolinda and Proquest. Collections and IT staff are looking at ways to roll out current titles across the Inner West Libraries, and a review process of eBook suppliers will be undertaken to best reflect the needs of the Inner West community, taking into account the availability of suitable titles and Australian content, value for money, as well as licence agreements.		
evelop an Inner West ouncil Library Programs rocedures	Q1: Work has commenced on a process for the integrated delivery of the Inner West Library Programs. A series of templates, workflows and calendar have been drafted and staff have been invited to comment on the process.	Progressing - on track	
	Q2: The development of an IWC Library Programs Procedures has been partially achieved. Staff have been consulted about the programming team workflow and corresponding templates, these have now been introduced as of the 1 January 2018. Work on additional forms and programming organisation has begun.		
evelop an integrated poking process for event egistrations	Q1: The development of one booking process for events utilising Eventbrite (one for adults and one for children's) is occurring and by the beginning of 2018 it should be complete.	Drogrossing	
	Q2: The development of an integrated booking process for event registrations (Eventbrite) has been implemented. Some additional programming issues related to this booking process are currently being evaluated.	Progressing - on track	
nvestigate the option for veekend story time and aby rhyme time sessions	Q1-2: Due to the recent appointment of the Programs Coordinator this project is not due to commence until the 2nd half of the financial year. The investigation of weekend storytime and baby rhyme time sessions will occur when planning the programming staffing structure and when evaluation of all existing programs occurs.	Not due to start	
ovestigate and evaluate otential for a history entre for the LGA	Q1: Initial discussions regarding a potential history centre have commenced. Library and History are currently discussing potential sites for the centre. At this stage, the existing Marrickville Library site is being considered.	Progressing - on track	
	Q2: Library and History continue to discuss with Property Services and Community Services and Culture regarding the viability of this option.		10000
lan for all operational spects of the new arrickville Library	Q1: Planning for the operational aspects of the new Library has commenced. This includes reviewing the size of the staff areas as a result of amalgamation, investigating options for technology and planning for the collection.	Progressing - on track	

Item 10

	Library and History Services		
Key Initiative	Comment	Status	Traffic Light
	Q2: Planning for the new Marrickville Library continues with meetings held with major projects to refine aspects of the design. Work has also commenced with the ICT team regarding technology requirements and planning regarding the breakdown of the collection has also occurred. Staff that are unfamiliar with the project were taken on a tour of the site.		
Plan for the upgrade of the Haberfield Library	Q1: The scoping and the planning of this proposal has commenced with the refurbishment scheduled to commence in October 2019.		
	Q2: Library staff have worked with the appointed architect to design the layout for the library and the project is now progressing into more detailed design and interior concepts. Work around the community consultation has also been planned.	Progressing - on track	
Plan for the technological requirements for the new Marrickville Library	Q1: Work has commenced on the technological requirements for the new Marrickville Library. However, due to staff changes and integration work, this has not been the focus in the last quarter.	Progressing - on track	
	Q2: The Technology Working Group continues to meet to discuss the requirements for the new library. Much of the work associated with this project is sitting with the ICT and Major Projects teams, however requirements and budget will be finalised once a technology consultant is appointed.		•
Develop an Inner West Council Library Technology Plan, including options for one library management system	Q1: Work has commenced regarding the funding of a universal library management system. Library and History have been working with neighbouring Council's to discuss the potential of a joint tender.	Progressing	
	Q2: The Library has been liaising with neighbouring Councils - Burwood, Strathfield and Canada Bay - regarding the potential of a joint tender for a Library Management System. Initial scoping and a project plan have been developed.	- on track	

Recreation and Aquatics





Continuing Activities

	Recreation and Aquatics		
Continuing Activity	Comment	Status	Traffic Light
Responsible Officer: G	roup Manager Recreation and Aquatics		
Manage the Ashfield Aquatic Centre, Dawn Fraser Baths and Leichhardt Park Aquatic Centre to ensure that services and programming meet the needs of the community	Q1: Ashfield Aquatic Centre (AAC), Dawn Fraser Baths (DFB) and Leichhardt Park Aquatic Centre (LPAC) are currently operating well, meeting community needs. The DFB recently opened for the summer period after pre-season cleaning, maintenance and seasonal staff training. Both AAC and LPAC are entering peak summer operations and are experiencing positive levels of attendance and program uptake for the range of aquatics and fitness programs available at the Centres.	Progressing - on track	•
	Q2: All aquatic programs and services were successfully operated across a busy peak summer period in line with centre and program requirements.		
Undertake annual safety audits of Ashfield Aquatic Centre, Dawn Fraser Baths and Leichhardt Park Aquatic Centre	Q1: A draft internal safety audit safety audit has been developed for the Ashfield Aquatic Centre, Dawn Fraser Baths and Leichhardt Park Aquatic Centre and is scheduled to be carried out late in 2017. Safety audits conducted by Royal Life Saving Association were undertaken for LPAC in June 2017 and is current until June 2018. DFB is scheduled for RLSSA audit at the end of December 2017.	Progressing - on track	
	Q2: A draft internal safety audit for IWC sites has been developed and a review of operating protocols across peak times and weekends has been undertaken. The internal safety audit considers aspects of best practice water testing procedures and will make recommendations for upgrade and improvement if necessary.		
Manage the service provider contracts for the Annette Kellerman Aquatic and Fanny Durack Aquatic centres to ensure that services and programming	Q1: Contract management for Annette Kellerman Aquatic Centre (AKAC) and Fanny Durack Aquatic Centre (FDAC) is being undertaken with service deliverables and contractual obligations reviewed through monthly reporting, regular meetings and communications. All programs and services are in place and are being delivered, as are mechanisms to measure and respond to customer and community feedback.	Progressing - on track	

Continuing Activity	Comment	Status	Traffic Light
neet the needs of the community	Q2: Ongoing contract management has continued at both Annette Kellerman Aquatic Centre and Summer Season operations commenced at Fanny Durack Aquatic Centre. Operational meetings have taken place with the service provider each month and all outcomes and actions have been documented. Customer engagement undertaken for the gym members and equipment upgrades are currently scheduled for late in the 2017-2018 FY.		
Promote recreation opportunities available to the nner West community	Q1: The Recreation Grants program was promoted through distribution to sport and recreation groups as well as through Recpost. External funding opportunities have also been distributed to these groups. Organisations who subscribe and represent themselves on Recpost have had their content reviewed for currency and those with out of date information have been contacted with a request to review and update. Administration of a Heart Foundation Walking Group at Steel Park converted from a volunteer resident and is now being undertaken by the PCYC at Debbie and Abbey Borgia Recreation and Community Centre.		
	 Q2: The Recreation Grants were endorsed by Council and successful applicants were notified and funding agreements prepared. This period saw the recruitment and appointment through secondment to the Recreation Officer position. Current recreation initiatives underway include: Active and Connected Seniors Programs; Heart Foundation Walking; Women and Girls in Sport; Inclusive access to Sport; Initiation of Asylum Seeker Swimming Program at LPAC; and New initiative facilitating free fitness classes in parks. 	Progressing - on track	•
Develop and deliver ecreation opportunities to neet the needs of the Inner Vest community	 Q1: The Recreation Grants program has been administered in conjunction with other grants programs in Community and Culture, Library and History and Environmental Services. The program was advertised, in early July and open for 6 weeks until mid-August. Twenty-three (23) completed applications were received for the Recreation Grants with requests totalling \$141,110 for the available \$30,000 of funding. An Assessment Panel was developed comprising staff with relevant expertise as well as an external recreation expert to provide a level of independent peer review. The Assessment Panel agreed on the part and full funding of ten (10) programs to the value of \$30,000 and this was documented for inclusion in the draft report to Council presented to Council on 24 October 2017. Q2: The Recreation Grants were endorsed by Council and successful and unsuccessful applicants were notified and funding agreements prepared. This period saw the recruitment and appointment through secondment to the Recreation Officer position. Current recreation initiatives underway include: Active and Connected Seniors Programs; Heart Foundation Walking; 	Progressing - on track	
	 Women and Girls in Sport; Inclusive access to Sport; Initiation of Asylum Seeker Swimming Program at LPAC; and New initiative facilitating free fitness classes in parks. 		

Recreation and Aquatics			
Continuing Activity	Comment	Status	Traffic Light
Manage Council's service provider contracts for indoor recreational facilities, the Debbie and Abbey Borgia Recreation Centre and Robyn Webster Sports Centre, to ensure that services and programming meet the needs of the community	 Q1: Council has been working collaboratively to finalise the negotiations for the service agreement with PCYC NSW to manage and operate the Debbie and Abbey Borgia Recreation and Community Centre (DAB) and a final draft agreement has been sent to the PCYC for review. Works have been undertaken to repair the roof and upcoming works are scheduled to address the issue of birds accessing the building. Council has been liaising with Robyn Webster users concerning the occupation of outdoor netball courts for exploratory tunnelling by WestConnex. Staff have also been working to rectify issues with accessing the building through the remote access system and contingency options to deliver on user needs. Q2: All works on the Debbie and Abbey Recreation Community Centre (DAB) have been completed including new roofing, bird proofing and repair of ventilation louvres. The Service Agreement for the operation and management of the DAB took effect when it was executed just prior to Christmas. Liaison has continued with Robyn Webster Recreation users in relation to WestConnex occupation of outdoor netball courts with the compulsory temporary acquisition of an additional 2 courts (5 in total) for an extended period of time. 	Progressing - on track	

Key Initiatives

	Recreation and Aquatics				
Key Initiative	Comment	Status	Traffic Light		
Responsible Officer: Grou	p Manager Recreation and Aquatics				
Prepare an Aquatic Services Plan for the Ashfield Aquatic Centre, Dawn Fraser Baths and Leichhardt Park Aquatic Centre	Q1: Development of the Aquatics Service Plan has commenced with reviews of existing operating practices and preliminary planning with a view to develop an integrated approach to the management of the IWC's direct service aquatics facilities.	Progressing - on track			
to ensure alignment of services, programs, standards, policies and operating procedures	Q2: The Aquatic Services Plan is due for completion in June 2018. Current progress includes ongoing strategic review of operations, implementation of staffing structure and developing key business objectives for 2018-2019 Financial year. The plan is on track and will be completed as per June target date.				
Undertake essential maintenance works and refurbish the Ashfield Aquatic Centre	Q1: The new Ashfield Aquatic Centre plans were approved in June 2017 after a comprehensive community engagement. The design tender has been awarded to Brewster Hjorth Architects, concept design and master planning is almost complete with the DA being prepared for lodgement this quarter. Procurement for the construction contract will commence in February and construction is planned to commence in May 2018.	Progressing - on track	Progressing		
	Q2: The new Ashfield Aquatic Centre plans were approved in June 2017 after a comprehensive community engagement. The design tender has been awarded to Brewster Hjorth Architects, concept design, master planning, DA application have been completed. Currently finalising the tender documentation and reviewing the Expression of Interest applications. Council will review a report in February to confirm budget allocation and final scope.				

	Recreation and Aquatics		
Key Initiative	Comment	Status	Traffic Light
Develop master plans for the Leichhardt Park Aquatic Centre and Dawn Fraser Baths	 Q1: The Master Plans for Leichhardt Park Aquatic Centre and Dawn Fraser baths are progressing on program. The Leichhardt Park Aquatic Centre Master Plan is in the scoping and initiation phase. The Dawn Fraser Baths Master Plan has been initiated since August and is currently undertaking a period of extensive community engagement. This phase is on track as per program to be complete by December 2017. Q2: The Master Plans for Leichhardt Park Aquatic Centre and Dawn Fraser baths are progressing on program. The Leichhardt Park Aquatic Centre (LPAC) Master Plan is currently completing community and stakeholder engagement, along with benchmarking and site analysis. Draft designs for LPAC should be prepared by the end of March. Community and stakeholder engagement for the Dawn Fraser Baths is complete, along with site analysis. Draft designs are currently being prepared for the Dawn Fraser Baths Master Plan. 	Progressing - on track	۲
Undertake rectification works at Annette Kellerman Aquatic Centre	 Q1: The mechanical rectification works have been completed. The architectural and compliance rectification works have been procured and planning for the works is currently being coordinated with the pool operations to minimise the impact on the users. Q2: The mechanical rectification works have been completed. The architectural and compliance rectification works have commenced and are expected to be complete by June 2018. 	Progressing - on track	•
Undertake essential maintenance works at the Leichhardt Park Aquatic Centre, i.e. outdoor filtration systems, and the Dawn Fraser Baths	 Q1: Works have been undertaken at LPAC to replace the diving blocks and a major filtration pump. Planning to undertake major maintenance of the cogen is underway. Design for the Dawn Fraser baths maintenance works has commenced. Works include structural repairs, refurbishment of the amenities and improvements to accessibility. It is expected that works will commence in May 2018 pending any works approvals. Q2: Works have been undertaken at LPAC to replace the diving blocks, a major filtration pump and major maintenance of the cogen. Design for the Dawn Fraser baths maintenance works has commenced and a DA application submitted. Works include structural repairs, refurbishment of the amenities and improvements to accessibility. It is expected that works will commence in May 2018 pending any works approvals. 	Progressing - on track	•
Undertake a recreation needs study for the LGA to inform recreation policy and strategy, Section 94 planning and a new Inner West Local Environment Plan	Q1: Project Plan prepared, consultancy brief prepared and opportunity for input provided across all relevant sections of Council. Request For Quotation advertised in early September 2017 and distributed to nine industry recognised consultants for return before the end of the quarter. CRED Consulting have been appointed to conduct the research project and commenced community engagement on 22 October 2017.	Progressing - on track	

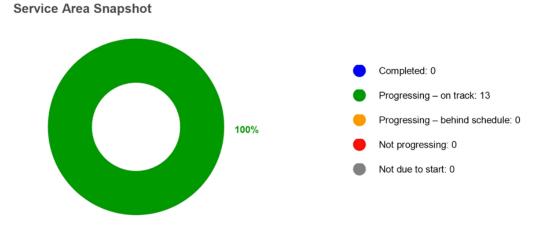
Key Initiative	Comment	Status	Traffic Light
	 Q2: Responses for the Request for Quotation for consultants to undertake the Recreation Needs Study were assessed and resulted in the appointment of Cred Consulting . The Project Brief was finalised with Cred followed by the commencement of the agreed Engagement Plan in October: Development and implementation of online community survey and interactive map; Distribution of promotional postcards and posters; Engagement stalls at the Marrickville Festival and Norton Street Festival; Councillor briefing; Internal staff stakeholder workshops; 16 pop up engagements / intercept surveys; Primary and High School workshops; Development and implementation of facility user survey; Presentation and workshop at Sports Forum; and Engagement workshops with CALD groups. An audit of current recreation open space and facilities was also completed. 		
coordinate the development of council's Recreation Policy and trategy	Q1-2: This project is scheduled to commence in the last quarter of 2017/18.	Not due to start	
eeliver Marrickville Road Town centre Master Plan	Q1: The Marrickville Town Centre Master Plan is progressing on program. A detailed community engagement process has been successfully completed. A community engagement report has been made public on the 'Your Say Inner West' website. The Public Domain Planning team is now working through the site analysis layers. This includes considering community requests with site history, services locations, vehicle movements, RMS requirements, microclimate and existing tree assessments. These layers inform the opportunities and constraints within the town centre that will be outlined in a draft Marrickville Town Centre Master Plan.	Progressing - on track	•
	Q2: The Marrickville Town Centre Master Plan is progressing on program. A draft design is currently being prepared.		
Deliver Marrickville Road East Master Plan	Q1: The Marrickville Road East Master Plan is progressing on program. The Public Domain Planning Team has completed community engagement, site analysis and developed a draft design including a supporting report. The draft design report has been issued to the Roads and Maritime Service (RMS) for input and approval. The team awaits input and approval from the RMS to proceed to Traffic Committee, Council and public exhibition.	Not progressing	•
	Q2: The project has been delayed by Roads and Maritime Service (RMS) not providing comment or approval for the design. RMS has provided no indication of the timeframe for approval, and we await for the feedback from RMS before proceeding.		
commence master planning for ublic domain upgrades in /ictoria Road precinct	Q1-2: The Victoria Road Precinct Master Plan is not due to commence in Q1-2.	Not due to start	



Item 10

Recreation and Aquatics			
Key Initiative	Comment	Status	Traffic Light
Finalise the master plan for the Dulwich Hill Station local area	Q1: The Dulwich Hill Station Mater Plan project is progressing on program. The Public Domain Planning team has completed community engagement, site analysis and developed a draft design including a supporting design report. The draft design report has been issued to the Roads and Maritime Service (RMS) for input and approval. The team awaits input and approval from the RMS to proceed to Traffic Committee, Council and public exhibition.	Progressing - on track	
	Q2: The Dulwich Hill Station Mater Plan project is progressing on program. The Public Domain Planning team has completed the design and design report and RMS has approved the road design. The Dulwich Hill Station Master Plan project will be resented to Council at the February meeting for public exhibition.	- on track	

Regulatory Services



Continuing Activities

Regulatory Services			
Continuing Activity	Comment	Status	Traffic Light
Responsible Officer: Group Man	nager Development Assessment and Regulatory Service	es	
Implement Council's Swimming Pool Fence inspection program to improve swimming pool safety throughout the LGA	 Q1: Mandatory swimming pools all have been inspected for multi residential pools. All other pools being dealt with as swimming compliance certificate applications lodged and occupation certificates issued and sale of property occurring. Q2: Swimming pool compliance certificates lodged have been inspected and actioned 	Progressing - on track	
Continue regular inspections and monitoring of public health and hygiene conditions of food premises including stalls at festivals and events	Q1: Council Officers continue to respond to enquiries concerning food safety as complaints are made. In addition, Council undertake proactive audits of high and medium risk food premises (as defined by the NSW Food Authority). Where breaches are identified Council undertakes appropriate regulatory action.	Progressing - on track	•
Undertake regular regulatory and food safety education programs and promotions for businesses	Q1-2: Council Officers continue to respond to enquiries concerning food safety as complaints are made. In addition, Council undertake proactive audits of high and medium risk food premises (as defined by the NSW Food Authority). Where breaches are identified Council undertakes appropriate regulatory action. In Q2 Council has issued its annual food safety calendar to all food businesses within the LGA. As part of the mail out, Council also provided businesses a food safety checklist to be completed on a daily basis.	Progressing - on track	•
Respond to enquiries concerning public health and safety	Q1-2: Council Officers continue to respond to enquiries concerning public health and safety as complaints are made. In addition, Council undertake proactive audits in terms of public health, food safety and environmental protection. Where breaches are identified Council undertakes appropriate regulatory action.	Progressing - on track	



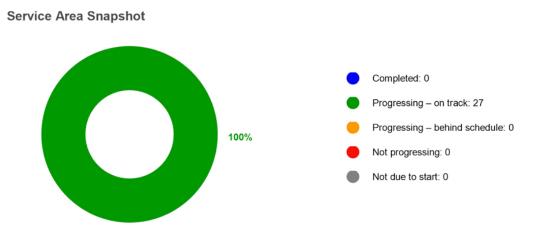
Regulatory Services			
Continuing Activity	Comment	Status	Traffic Light
Ensure compliance with fire safety standards for known high-risk premises including boarding houses and entertainment venue	Q1-2: Council Officers continue to respond to enquiries concerning fire safety as complaints are made. In addition, Council undertake proactive audits of high risk premises including boarding houses and entertainment venues. In Q1-2 Council has undertaken numerous inspections of pubs with NSW Police to ensure requirements are met. Where breaches are identified Council undertakes appropriate regulatory action.	Progressing - on track	•
Respond to enquiries concerning unauthorised uses, building works and development not in accordance with an approval	Q1-2: Council Officers continue to respond to enquiries concerning alleged unauthorised uses, building works and development not in accordance with an approval as complaints are made. Where breaches are identified Council undertakes appropriate regulatory action. It should be noted that following amalgamation there was a significant backlog of Development Compliance matters requiring investigation, in addition to actioning new submissions, the Development Compliance team have reduced the backlog of submissions by approximately 50%.	Progressing - on track	•
Jpdate and maintain current data base or Companion Animals registrations	Q1-2: All Companion Animal registrations received by Council are managed and entered onto the NSW Pet Registry System.	Progressing - on track	
Respond to public enquiries relating to log attacks	Q1-2: All reports and enquiries regarding dog attacks have been responded to.	Progressing - on track	
Monitor compliance with Outdoor Dining and Footpath Trading policy (Ashfield). Assist business in undertaking any application process for outdoor dining licences	Q1-2: Compliance with outdoor dining and footpath trading continues to occur weekly in the former Ashfield area.	Progressing - on track	
Undertake regular regime of parking patrols, including school safety patrols	Q1-2: Parking patrols are tasked and completed daily, this includes residential parking areas, school zones, car parks, clearways and metered parking areas.	Progressing - on track	
Undertake park patrols	Q1-2: Council's Ranger Services Section task their Officers to patrol Council's park and reserves daily.	Progressing - on track	

Item 10

Key Initiatives

Regulatory Services			
Key Initiative	Comment	Status	Traffic Light
Responsible Officer: Group Manager Development Assessment and Regulatory Services			
Commence Awning over Council footpath Safety Program (Leichhardt)	Q1-2: 5 year recurring program. Premises with awnings / balconies over public lands in the former Leichhardt LGA identified and contacted. Approximately 50% have been reviewed by a Structural Engineer and submitted relevant certification.	Progressing - on track	
Conduct an audit of Unauthorised Restricted Premises (Brothels) throughout the LGA (Leichhardt)	Q1-2: Private investigator engaged and annual audit commenced.	Progressing - on track	

Resource Recovery



Continuing Activities

Resource Recovery				
Continuing Activity	Comment	Status	Light	
Responsible Officer: Group Man	nager Environment and Sustainability			
Work with partners to deliver localised and regional priority projects under the new NSW Government Waste Less Recycle More funding package	 Q1: Working with SSROC to develop and deliver innovative clean up and recycling education through social and digital media platforms the first draft of a new video has been submitted for internal comment and market testing. Participated in SSROC joint pilot program - 'Improving Recycling & Contamination Management in MUDs' with approx. 300 units involved in the project. Project included bin bay assessments, improved signage, bin replacements, bin audits and a community engagement program. The study indicated that the changes to the bin bays through signage, bin replacements and bin stickers had a positive impact in increasing the quality and quantity of recycling. Q2: Worked with SSROC to develop and deliver an innovative clean up education campaign through social and digital media platforms scheduled to commence in mid February 2018 running for 6-7 weeks. 	Progressing - on track	•	

Continuing Activity	Comment	Status	Traffic Light
Provide recycling / safe disposal options for unique and problem waste: Mobile phone collection bins, Battery disposal bins, Christmas tree collections, Mattress collection service	 Q1: IWC partnered with participating local pharmacies to collect community sharps for safe disposal and keep them out of the residential waste stream. 2,081 mattresses were collected for recycling under the SSROC mattress contract. Batteries, mobile phones, light globes and corks were collected through residential drop offs at various service centres. The Christmas tree collection program will be scheduled for the Ashfield Service Area and Christmas trees collected through existing services across the rest of IWC. IWC has a representative on the SSROC tender working group which has been developing specifications to go out to market for the provision of mattress recycling contracts within the region, with a view to contracts commencing in April 2018. Q2: IWC partnered with participating local pharmacies to collect community sharps for safe disposal and keep them out of the 	Progressing - on track	
	residential waste stream. 2,663 mattresses were collected for recycling. Batteries, mobile phones, light globes and corks were collected through residential drop offs at various service centres. IWC has participated in the SSROC mattress tender working group which has developed specifications and gone to market for the provision of mattress recycling contracts within the region, with a view to contracts commencing in April 2018.		
Deliver Second-Hand Saturday, a giant neighbourhood garage sale held in ndividual households to encourage reuse and diversion from landfill	Q1: The 2017/18 Second-hand Saturday events are planned for early 2018 in the Leichhardt area. Inner West signed up to Garage Sale Trail and is promoting the event on the weekend of 21 & 22 October 2017.		
	Q2: The 2017/18 Second-hand Saturday events are planned for 10 March - Balmain/Birchgrove; 24 March - Rozelle/Lilyfield; and 5 May - Leichhardt / Annandale 2018 in the Leichhardt area. Inner West supported Garage Sale Trail in October 2017 with 142 individual households and 18 group sales hosing with 44,831 items for sale. Twenty-two percent of items listed by hosts sold, raising an average of \$340 per sale.	Progressing - on track	•
Work with SSROC to lobby for Product Stewardship and Extended Producer Responsibility (EPR) schemes for problem wastes: paint, smoke	Q1: IWC participated in the SSROC steering committee to update the SSROC Waste Avoidance & Resource Recovery Strategy 2017-21 to increase the focus and actions for Product Stewardship/EPR.	Progressing - on track	
detectors, fluorescent tubes, batteries, oil and gas bottles including drop-off at commercial facilities (such as hardware and electrical stores)	Q2: IWC participated in the SSROC steering committee to update the SSROC Waste Avoidance & Resource Recovery Strategy 2017-21 which was finalised in November 2017 setting a direction for SSROC Councils including an increased focus and actions for Product Stewardship/EPR.		
Implement the Community Engagement and Participation Plan for Food Recycling in Multi-unit Dwellings to increase participation and reduce bin contamination in the Leichhardt Service	Q1: The quarterly food newsletter was distributed to all apartment buildings within the Leichhardt Service Area participating in the Food Organics Collection Service. Q2: The quarterly 'Food Newsletter' was delivered to 5,000 apartment dwellers with access to the food organics recycling	Progressing - on track	
Area	service. Each issue of the Food News promotes Love Food Hate Waste and the Dec 2017 – Jan 18 issue focused on food waste avoidance messaging and tips for the holiday season.		



Continuing Activity	Comment	Status	Traffie Light
Deliver community information, education campaigns and service nformation to reduce waste to landfill and encourage positive behaviour change	Q1: Staff engaged 203 residents about food waste avoidance at face-to-face events throughout August and September including a workshop with the Mental Health Coordinating Council. The Food Fix, Compost Collective and Green Living Centre combined waste-free kitchen demonstrations were well-received by visitors to the Dulwich Hill Fair and Footprints Eco Festival. Over 260 people are registered with the Food Fix program to receive regular information and tips to reduce food waste. Within each service area of the Inner West, printed information has continued to be distributed as was done previously and integration of website information and up of the one heap.		
	integration of website information and use of the app has occurred. Waste and Recycling service calendars have been updated and promoted/distributed across the service areas as appropriate. An integrated marketing and communications plan will be developed once staff are in place.	Progressing - on track	
	Q2: Within each service area of the Inner West, printed information has continued to be distributed as was done previously and integration of website information and use of the online app has occurred. Waste and Recycling service calendars have been updated and promoted or distributed across the service areas as appropriate. An integrated marketing and communications plan is being developed aligned to service integration and resource recovery initiatives.		
Provide opportunities for the community to drop off problem/hazardous wastes	Q1: 15.6 tonnes of problem waste (paints, oils, batteries, globes, fire extinguishers and smoke detectors) were dropped off at the Leichhardt Community Recycling Centre for processing.	Progressing - on track	
	Q2: Problem wastes (paints, oils, batteries, globes, fire extinguishers and smoke detectors) were dropped off at the Leichhardt Community Recycling Centre for processing. Council staff are working on the establishment of a second Community Recycling Centre and have progressed through design stage.		
Support community education and enforcement initiatives which combat llegal dumping and littering	Q1: Council continues to support the Regional RID Squad through a one year extension to end of June 2018. RID officers support the work of IWC staff to educate the community on the issues of illegal dumping and correct disposal procedures and where necessary investigate and enforce illegal dumping incidents. 296 illegal dumping incidents were recorded through RID Online this quarter.	Progressing - on track	
	Q2: Council continues to support the Regional RID Squad through a one year extension to end of June 2018. RID officers support the work of IWC staff to educate the community on the issues of illegal dumping and correct disposal procedures and where necessary investigate and enforce illegal dumping incidents. 267 illegal dumping incidents were recorded through RID Online this quarter.		
Conduct annual audits of residential ecycling and garbage bins to plan for effective services	Q1: Quarterly presentation and capacity audits were undertaken in the Marrickville area to monitor the impact of service frequency and size of bin.	Progressing	
	Q2: Quarterly presentation and capacity audits were undertaken in the Marrickville collection area to monitor the impact of service frequency and size of bin.	- on track	

Continuing Activity	Comment	Status	Traffic Light	
Support the community to avoid waste and reuse materials minimising landfill	 Q1: IWC has a contract for the Bower Reuse and Referral Service which has resulted in 24.8 tonnes of household items being diverted from landfill through reuse opportunities. 705 residents engaged with the service through in-store donations, referrals and truck collections. Throughout July IWC ran the Zero Waste boot camp, a series of three workshops for residents. The workshops aimed to inform and educate participants on everyday activities they can undertake in working towards a waste free future. Participants were given practical information, examples and hands on demonstrations on how to minimise waste in the laundry, bathroom and kitchen areas as well as more generally in the home, office and community. Q2: IWC has a contract for the Bower Reuse and Referral Service which has resulted in 26.87 tonnes of household items being diverted from landfill through reuse opportunities. 630 residents engaged with the service through in-store donations, referrals and truck collections. 	Progressing - on track		
Deliver collection services through in- nouse staff and contracts for waste, ecycling, green waste and food organics waste	 Q1: Collection services completed in accordance with the guaranteed service frequencies. A total of 8,978 tonnes of garbage, 3,355 tonnes of recyclables, 1,550 tonnes of garden organics, 599 tonnes of household clean-up and 65 tonnes of food organics were collected across the LGA. Q2: Collection services completed in accordance with the guaranteed service frequencies. A total of 8,453 tonnes of garbage, 3,020 tonnes of recyclables, 1,620 tonnes of garden organics, 1267 tonnes of household clean-up and 72 tonnes of food organics were collected across the LGA. 	Progressing - on track		
Administer resource recovery ollection, haulage and disposal ontracts and develop a consistent ontract management approach	Q1: A matrix of all existing resource recovery collection, haulage and disposal contracts with their respective expiry dates has been completed. Planning for the alignment of contracts based on the expiry of existing contracts from the 3 former council's is being undertaken. Council is on the SSROC working group for the Household Clean-up and Mattress disposal contracts which are scheduled to commence in April 2018. New Contracts will continue to be developed in accordance with procurement legislation and guidelines with input from all stakeholders including Council's Legal Services team.	Progressing - on track	and the second	•
	Q2: Regional Household Clean-up and Mattress processing / disposal contracts have been finalised and will commence in April 2018. Council has committed to the Regional Illegal Dumping Squad to investigate and action incidents of illegal dumping for 17/18.			
Deliver regular e-waste and chemical drop off events in the Marrickville and Ashfield service areas	Q1: Four e-waste events were held at the Summer Hill Depot where 283 residents dropped off e-waste for recycling. The Leichhardt Community Recycling Centre is also open to all IWC residents on the weekends and collected 15.6 tonnes of chemicals. A chemical and e-waste event was held in August 2017 at St Peters Depot collecting 15.8 tonnes of e-waste for recycling and 19.5 tones of chemicals for recovery and safe disposal.	Progressing - on track		

Resource Recovery					
Continuing Activity	Comment	Status	Traffic Light		
	Q2: Four e-waste events were held at the Summer Hill Depot where 5 tonnes of e-waste was dropped off by residents for recycling. A chemical and e-waste event was held in November 2017 at St Peters Depot collecting 19.7 tonnes of e-waste for recycling and 22.8 tones of chemicals for recovery and safe disposal.				
Provide an ongoing drop-off service for community recycling for paint, smoke detectors, fluorescent tubes, batteries, oil and gas bottles, TVs and computers at the Leichhardt Transfer Station on Catherine Street	Q1: The Community Recycling Centre at Leichhardt is open every Saturday & Sunday. 15.6 tonnes paint, smoke detectors, fluorescent tubes, batteries, oil and gas bottles and 8.9 tonnes of TVs and computers were dropped off at the facility in the 1st quarter.	Progressing - on track			
	Q2: The Community Recycling Centre at Leichhardt is open every Saturday & Sunday. 14.9 tonnes paint, smoke detectors, fluorescent tubes, batteries, oil and gas bottles and 8.6 tonnes of TVs and computers were dropped off at the facility in the 2nd quarter.				
Provide a resource recovery service to Council events and facilities	Q1: Resource recovery services were provided at Council facilities as per the requested service schedules and at 2 events in the Q1.	Progressing - on track	0 0	0 0	
	Q2: Resource recovery services were provided at 5 council events in the Q2.				
Undertake collections as required to remove illegally dumped materials and implement systems to reduce retrieved waste to landfill	Q1: There have been 2272 illegal dumping requests received and actioned. Estimated 800 tonnes with 80 being recycled. Dumped whitegoods, large steel items and mattresses are separated and sent for recycling.	Progressing - on track	Progressing		
	Q2: There have been 2334 illegal dumping requests received and actioned. Estimated 651 tonnes with 65 tonnes being recycled. Dumped whitegoods, large steel items and mattresses are separated and sent for recycling.				

Key Initiatives

Resource Recovery			
Key Initiative	Comment	Status	Traffic Light
Responsible Officer: Grou	p Manager Environment and Sustainability		
Collate baseline data and information that informs the development of new strategy for resource recovery	Q1: IWC has reported it's annual Waste Avoidance and Resource Recovery Data to the EPA and tracks this information annually. A service matrix has been developed with detailed information that will be utilised when developing the IWC Resource Recovery Strategy.	Progressing - on track	
	Q2: A central database is in progress to enable data collation and comparison to inform the development of the IWC Resource Recovery Strategy. The SSROC Regional Technical Waste Strategy was completed in November 2017 which will influence the IWC Waste Strategy.		

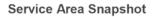
Resource Recovery			
Key Initiative	Comment	Status	Traffic Light
Prepare a new IWC Local Approvals Policy for Domestic Resource Recovery services	Q1: Draft waste policies had been developed prior to amalgamation - once the Coordinator Policy, Procurement and Reporting is appointed these will be reviewed and feed into the development of an Inner West Waste Policy.	Progressing - on track	
	Q2: The Draft Inner West Waste Policy will be submitted to Council by the end of 2018.		
Review the participation in annual resource recovery events – Clean Up Australia Day, Garage Sale Trail	Q1: IWC reviewed its participation in Garage Sale Trail 2016 and signed up to participate in the next event on 21-22 October 2017. IWC to date has supported site coordinators to participate in Clean Up Australia Day in March each year.	Progressing	
	Q2: IWC participated in Garage Sale Trail on 21-22 October 2017. IWC has committed to support site coordinators participating in Clean Up Australia Day in March 2018. A review of these activities is underway and will be reviewed over the remainder of 2018	- on track	
Work with property teams and across Council on the delivery of a new Reuse Centre and a Community recycling Centre for the IWC community	Q1: Resource Recovery has engaged with Properties regarding future locations for a community reuse centre and undertaken research and needs assessments - this is on hold until relocation of operational staff has been undertaken. Work has continued to progress the second IWC Community Recycling Centre for the drop off of problem wastes from the community. A new drop-off location is expected to be operational by 30 June 2018.	Progressing - on track	
	Q2: Resource Recovery has engaged with Properties, Major Building Projects and Facilities regarding future locations for a community reuse centre and undertaken research and needs assessments - this is on hold until relocation of operational staff has been undertaken. Work has continued to progress the second IWC Community Recycling Centre for the drop off of problem wastes from the community. A new drop-off location is expected to be operational by 30 June 2018		
Develop and implement a program to address illegal dumping and littering at known problem sites	Q1: An illegal dumping project is underway comparing different approaches to tackling illegal dumping across the three service areas comparing education, information, community engagement and enforcement. New signage was installed and newsletters were distributed around three hotspot lanes resulting in two lanes being free from illegal dumping.	Progressing - on track	
	Q2: Litter and illegal dumping projects are underway comparing different approaches to tackling illegal dumping across the three service areas comparing education, information, community engagement and enforcement. Social media was used to engage the community around cigarette butt litter hotspots as part of an EPA litter project.	- on track	
Develop a food waste avoidance information / education program in partnership with local communities and SSROC	Q1: Staff engaged 203 residents about food waste avoidance at face- to-face events throughout August and September including a workshop with the Mental Health Coordinating Council. The Food Fix, Compost Collective and Green Living Centre combined waste-free kitchen demonstrations were well-received by visitors to the Dulwich Hill Fair and Footprints Eco Festival. Over 260 people are registered with the Food Fix program to receive regular information and tips to reduce food waste.	Progressing - on track	•

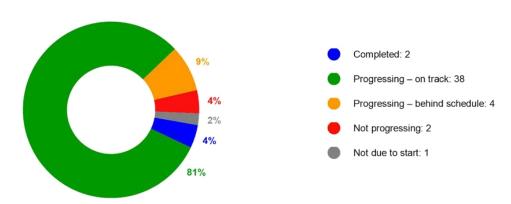
Key Initiative	Comment	Status	Traffic Light
	Q2: Council delivers the quarterly Food News to around 5,000 unit dwellers using the food waste recycling service. Each issue promotes food waste avoidance and Love Food Hate Waste. The December 2017 issue focused on food waste tips for the holiday season. Eight new sites joined the Compost Collective program with 28 residents trained. The program now supports communal composting at 95 sites. Council's Compost Hut pilot project was highly commended by Keep NSW Beautiful in the Waste Less, Recycle More Blue Star Sustainability awards .		
Develop tools to improve ommunity access to waste ervices collection information	Q1: Integrated IWC webpages have been developed and utilise web tools to provide easy on-line access to service dates and calendars across the three service areas. Ashfield Service Centre Smart Phone application continues to be utilised by the community for interactive waste management information.	Progressing - on track	
	Q2: Integrated IWC webpages have been developed within the new web structure and web tools used to provide easy on-line access to service dates and calendars across the three service areas.		
Vork with relevant agencies owards incorporation of an rganics facility within Council's ubmission on the Bays	Q1: Submission to Bay's Precinct Master Plan completed. IWC worked with SSROC through the strategic plan process to increase the focus for resource recovery infrastructure.		
brecinct Master Plan to respond to the NSW government's waste iversion target of 70% and the eed for the local infrastructure to process food and garden rganics	Q2: Submission to Bay's Precinct Master Plan completed. IWC has submission on Urban Growth - City Eastern District Plan and collaborated with SSROC on a regional submission to increase the focus for resource recovery infrastructure within growth areas and new residential precincts.	Progressing - on track	•
eview all resource recovery ontracts and work with others o prepare a procurement plan nat reflects the IWC Vision in ne Community Strategic plan – rork with SSROC and others to lan and implement joint	Q1: Resource Recovery is working with SSROC on a number of tenders (tender working groups) including mattresses and clean up scheduled for implementation in April 2018. Once the Coordinator Policy, Procurement and Reporting has been appointed, Resource Recovery Planning will work with the Transition specialist, Resource Recovery Services and Procurement to develop a procurement plan aligned to IWCs strategic direction.	Progressing	
procurement where appropriate	Q2: Resource Recovery is working with SSROC on a number of tenders (tender working groups) including mattresses and clean up scheduled for implementation in April 2018. IWC is the lead/host Council for the regional Clean Up tender (Dry Waste). Resource Recovery has commenced work on draft tender specifications for organics (garden organics/food organics/food and garden organics).	- on track	
valuate and make ecommendations on the Food Organics Garden Organics trial in the Marrickville Service Area nd the Food Organics ollection trial in the Leichhardt iervice Area	Q1: The Report on the Food and Garden Organics trial in the suburb of Marrickville is underway and the trial has continued with the 1,057 properties. Audits identified about 1kg reduction in food waste per household in the garbage bin each week. Few apartment buildings participated in the trial. The Leichhardt Food Organics collection with all apartment buildings (approximately 5,200 individual units) has reported an increase in tonnage of food collected (based on baseline 2013-14) from 0.34 kg/hh/wk in 2014 to 0.62 kg/hh/wk in 2016.	Progressing - on track	

Resource Recovery			
Key Initiative	Comment	Status	Traffic Light
	Q2: The Food and Garden Organics trial in the suburb of Marrickville has continued and the trial has continued with the 1,057 properties. Audits have been completed and data is being assessed. Few apartment buildings participated in the trial. The Leichhardt Food Organics collection with all apartment buildings (approximately 5,200 individual units) has reported an increase in tonnage of food collected from the baseline of 2013/14. Both services will be compared and assessed prior to decisions on the service offering.		
Prepare a financial model for Domestic Waste Charge and Reserve	Q1: Integration of current resource recovery budget is almost complete in collaboration with Finance. Work on the long term financial model will then be undertaken and aligned to service integration and strategic directions.	Progressing - on track	
	Q2: Work on the long term financial model is underway and will be aligned to service integration and strategic directions.		

Item 10

Strategic Planning





Continuing Activities

Strategic Planning			-
Continuing Activity	Comment	Status	Traffic Light
Responsible Officer: Group	Manager Strategic Planning		
Undertake statutory responsibilities and ensure planning controls are contemporary, reflective of community and stakeholder feedback and successfully manage growth across the Inner West Council area	 Q1: The Planning Operations team is undertaking detailed assessments of Planning Proposals seeking to amend the planning controls to ensure the controls are contemporary and reflect community and stakeholder feedback. Various strategic policies are taken into consideration to manage growth across the local government area. Q2: This is an on-going task and is on track. The Planning Operations team is undertaking detailed assessments of Planning Proposals seeking to amend the planning controls to ensure the controls are contemporary and reflect community and stakeholder feedback. Various strategic policies are taken into consideration to manage growth across the local government area. 	Progressing - on track	•
Ensure that heritage conservation and planning controls are a key consideration in decision-making	 Q1: Heritage is a consideration in the assessment of all planning proposals and additional heritage studies progressed as resourcing and need arises. A heritage review is nearing completion on a number of properties in the former Leichhardt area and will reported to Council when completed. Q2: A heritage review is nearing completion on a number of properties in the former Leichhardt area. The Gateway Determination for the proposed extension to the Annandale Heritage Conservation Area was received 18 October 2017 and the planning proposal will be placed on public exhibition in February 2018. 	Progressing - on track	٠
Assess the impact of planning controls on local centres and establish planning controls to encourage desired outcomes as iterated in Council strategies and	Q1: Various State and Council strategic policies are taken into consideration whilst assessing Planning Proposals seeking to amend planning controls. The Planning Operations team ensures that the Planning Proposals meet the strategic merits set by the State and Council Plans.	Progressing - on track	

	Strategic Planning		
Continuing Activity	Comment	Status	Traffic Light
action plans	Q2: This is an on-going task and is on track. Various State and Council strategic policies are taken into consideration whilst assessing Planning Proposals seeking to amend planning controls. The Planning Operations team ensures that the Planning Proposals meet the strategic merits set by the State and Council Plans.		
Undertake advocacy for the establishment of planning provisions that will promote	Q1: Council is investigating the potential for its inclusion in SEPP 70 - Affordable Housing - which aims to ensure affordable housing provisions within new developments.		
affordable housing	Q2: The Department of Planning & Environment released in December 2017 an Explanation of Intended Effect (EIE) for an amendment to SEPP 70 that proposes the inclusion of five Councils – Randwick City, Inner West, Northern Beaches, City of Ryde and City of Canada Bay. A submission and report is being prepared for a February 2018 Council meeting.	Progressing - on track	•
Work with relevant authorities, stakeholders, staff and community to address aircraft noise and other significant noise impacts on the community	Q1: Council continues to work with Sydney Airport Corporation Limited and is a member of the Sydney Airport Community Forum which actively advocates to address aircraft noise impacts on local communities.	Progressing - on track	
	Q2: Staff attended the Community Forum in December 2017. Ongoing.		
Work with Stakeholders to conserve and protect Aboriginal Cultural Heritage Sites	Q1: A scoping study will be undertaken in Q1 2018 for the Inner West Council area.	Progressing	
	Q2: A scoping study will be undertaken in Q1 2018 for the Inner West Council area in consultation with Community Services and Culture.	- behind schedule	
Liaise with State Government and Community stakeholders on the management, public access,	Q1: Matter deferred.		
management, public access, restoration and use of the Yasmar property	Q2: Yasmar is a large historic property off Parramatta Road – this matter has a long history under the former Ashfield Council. Preliminary meetings were held with representatives of the state government and Crown Lands. Due to the complexity of this site further internal planning is required. Meetings are proposed with relevant State Government authorities.	Progressing - behind schedule	•
Support and promote sustainable transport strategies, plans and actions	Q1: Former Marrickville and Leichhardt Sustainable Transport Strategies supported through myriad projects including the development of a GET scheme for Parramatta Road, collaboration on designs for station upgrades for Sydney Metro Sydenham to Bankstown, the development of new cycle routes (notably Lilyfield Road and Summer Hill-Newtown) and the hosting of Big Bike Day.		
	Q2: Former Marrickville and Leichhardt Sustainable Transport Strategies continue to be supported through implementation of a range of projects including the design of Sydney Metro City & Southwest, design of new cycle routes along Lilyfield Road and the Summer Hill to Newtown route, commentary provided on Sydenham to Bankstown Urban Renewal Corridor Strategy and potential for new Linear Park as well as input provided to a number of Planning Proposals and Development Applications ensuring sustainable transport objectives are achieved.	Progressing - on track	



	Strategic Planning		2
Continuing Activity	Comment	Status	Traffic Light
Provide advice on transport, traffic and land use issues associated with proposed major developments or major transport infrastructure proposals e.g. in relation to Sydney Airport, Port Botany, WestConnex and Sydenham to Bankstown Metro	 Q1: Transport and traffic advice provided in ongoing discussions on the Sydney Metro Sydenham to Bankstown proposal; on the draft DPE Sydenham to Bankstown Strategy and; on WestConnex Stage 3 including projects that will protect local neighbourhoods from increased traffic volumes and on the development of King Street Gateway proposals. Q2: Transport, traffic and land use advice provided: on the Sydney Metro Sydenham to Bankstown proposal including Council's submission on the recently exhibited EIS; on the draft DPE Sydenham to Bankstown Urban Renewal Corridor Strategy and; on WestConnex proposals including Council's submission on the recently exhibited Stage 3 Environmental Impact Statement. 	Progressing - on track	•
Provide advice and advocacy on VestConnex related matters hrough Council's WestConnex Init, including:			
Working with NSW Government compliance officers in response to complaints, queries and representations from the community	 Q1: The WestConnex Unit continues to respond to a steady stream of complaints and queries from the public. Most are by phone and e-mail, although a few are via formal letters to the mayor or local members. In most instances, complainants are given advice on how to make a formal complaint to SMC, DP&E or EPA. Council staff will also take up the issues raised by the community at project meetings. Q2: In the second quarter of 2017-18, the WestConnex Unit continued to respond to the steady stream of complaints and queries from the public. Most are by phone and e-mail, although a few are via formal letters to the mayor or local members. In most instances, complainants are given advice on how to make a formal complaint to SMC, DP&E or EPA. Council staff also take up the issues raised by the community at project meetings. 	Progressing - on track	•
Facilitating communication on WestConnex matters by convening regular meetings of the WestConnex Community Liaison Forum	 Q1: The WestConnex Unit continues to convene monthly meetings of the WestConnex Community Liaison Forum. In the first quarter of 2017-18, meetings were held on the first Thursday of July, August and September 2017. The Unit provides meeting agendas and takes minutes, and these are all posted on Council's WestConnex web page. Q2: In the second quarter of 2017-18, the WestConnex Unit continued to convene monthly meetings of the WestConnex Community Liaison Forum. These were held on first Thursday of October, November and December 2017. The Unit provides meeting agendas and takes minutes, and these are all posted on Council's WestConnex WestConnex WestConnex web page. 	Progressing - on track	
Raising and discussing local issues with project proponents (including Roads & Maritime Services, Sydney Motorway Corporation, project contractors) and relevant agencies at meetings and by making submissions	Q1: Staff from the WestConnex Unit continue to attend a range of project meetings convened by RMS, SMC and their contractors. Other Council staff attend these meetings on an as-needs basis. Most of these meetings are for WestConnex Stages 1 and 2 (under construction), but some meetings have been for WestConnex Stage 3 - mainly in relation to the Environmental Impact Statement (EIS). There have also been meetings for geotechnical investigation works in relation to Stage 3 and the Western Harbour Tunnel.	Progressing - on track	•

	Strategic Planning		Traffi
Continuing Activity	Comment	Status	Light
	Q2: In the second quarter of 2017-18, staff from the WestConnex Unit continued to attend a range of project meetings convened by RMS, SMC and their contractors. Other Council staff attended these meetings on an as-needs basis. Most of these meetings are for WestConnex Stages 1 and 2 (under construction), but some meetings have been for WestConnex Stage 3 - mainly in relation to the Environmental Impact Statement (EIS). There have also been meetings for geotechnical investigation works in relation to Stage 3 and the Western Harbour Tunnel.	Progressing - on track	
Input into Council's broader planning activities to ensure impacts of WestConnex are well considered	Q1: WestConnex Unit staff continue to attend meetings or give written comments to other Council staff to ensure WestConnex is considered in other planning processes. Examples of projects that may be affected by WestConnex are the Parramatta Road Urban Transformation Strategy and Sydney Metro (rail). The latter project has a construction site at St Peters that is very close to WestConnex construction sites.		
	Q2: In the second quarter of 2017-18, WestConnex Unit staff continued to attend meetings or give written comments to other Council staff to ensure WestConnex is considered in other planning processes. Examples of projects that may be affected by WestConnex are the Parramatta Road Urban Transformation Strategy and Sydney Metro (rail). The latter project has a construction site at St Peters that is very close to WestConnex construction sites.		
omote tourism opportunities hin the LGA, including:			
Balmain and Rozelle peninsula by developing connectivity between White Bay and marketing the retail	Q1: Working with Destination NSW, Ports Authority, TAFE to attract more cruise ship passengers to area & enhance the potential tourism market outcomes from the White Bay Cruise Terminal for businesses in Balmain and Rozelle with:		
precincts and visitor experiences	1. Free bus for cruise passengers from White Bay Cruise Terminal to the Balmain/ Rozelle villages when selected ships docked.		
	2. A Discover Balmain & Rozelle map that highlights a few places of interest.		
	A decal sign for businesses to put on their window to show passengers that this is a place to visit and shop.		
	 Promoting our free WiFi to cruise passages that is available in some areas along Darling street, as this is another draw card to the area. 	Progressing - on track	
	In addition have linked the Balmain Pub Tours to cruise ship operators docking at the White Bay Terminal as a way to help enhance visitation to the area. Attended 3 Working Group meetings during the reporting period.		
	Q2: Work has continued to progress this project. During the reporting period staff have attend 3 meetings with Ports Authority, Destination NSW & City of Sydney. Four additional bus services were request by Ports Authority to meet cruise ship demand. The heritage pubs in the area are keen to look at ways to enhance tourism spend. Staff will work with them to determine how best this can be achieved.		
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	Strategic Planning		Treff
Continuing Activity	Comment	Status	Traffic Light
Develop areas of interest within the IWC area and enhance the night time economy	 Q1: The ED Unit is represented on the late night economy task force set up by City of Sydney, Destination NSW, NSW Police and the Newtown Precinct Business Association. The focus of the task force is to look at an holistic late night economy that reflects the community "feel" of Newtown/Enmore. The task force draws upon 16 additional government agencies for assistance (Transport for instance). Q2: Attended Global Cities After Dark Forum hosted by City of Sydney including an update by the Chair of the Night Time Economy Task Force 	Progressing - on track	
Promote flagship events and unique visitor experiences e.g. galleries, theatres, studio/public art tours and dining	Q1: The ED unit actively promotes flagship events through encouraging local business participation, promotional offers and marketing throughout the year. This includes working with the cruise terminals at White Bay, Good Food Month, Lunar New Year, Italian Festa, Marrickville Festival, Dulwich Hill Fair, Bairro and Newtown Festival.		-
	Q2: The Economic Development Unit actively promoted Council's flagship events for the period to local businesses. The Summer Hill Fair and Newtown Food Fair had high levels of involvement with local businesses and drew excellent crowds even though the events were held on the same day; over 20,000 attendees in total with many from out of area. The ED Unit is also assisting the Inner West Asian Business Association with its Lunar New Year event which will be held in Ashfield in March 2018.	Progressing	
partnership with local business induct regular marketing and omotional activities that support ir urban centres and reflect the sitor experience	Q1: The ED Unit continues to facilitate marketing and promotional activities under the Urban Centres Program in areas where the special rate levy exists; Petersham, Dulwich Hill, Newtown/Enmore and Marrickville CBDs. The ED Unit has also organised promotional and marketing activities to assist Haberfield CBD recover from the impact of WestConnex. Promotional activities include petting zoos, choirs, bands, children's activities (face painting, balloon animals), Easter specials, dining/food offers, small markets, street events, Christmas decorations/trees and web/social media promotion.	Progressing - on track	
	Q2: The Economic Development Unit produced a promotional brochure which was distributed throughout the LGA promoting local attractions and shopping opportunities and encouraging residents to explore their expanded local area.		
Promoting the LGA as a hub for small bars, live music and creative industry businesses to encourage a vibrant day and night ime economy	Q1: ED Unit is a member of the Late Night Economy Project being auspiced by the Newtown Precinct Business Association in collaboration with Cit of Sydney, Destination NSW and 15 other government agencies and attends the regular meetings. ED Unit continues to work with the Chambers of Commerce and community services cultural officers to promote the LGA as a hub for small bars, live music and creative industries.	Progressing	
	Q2: The LGA's small bars and craft breweries featured prominently in Council's promotional Christmas brochure and the Economic Development Unit continues to work with the local craft brewers association to plan future events such as October-west.		

Continuing Activity	Comment	Status	Traffi Light
Actively develop and encourage businesses to support main street revitalisation through a range of	Q1: Working with business Chambers to promotion visitor experience and enhance main streets this has included investigating best practise in this area and undertaking promotion activities.		
strategic marketing and promotional activities	Have approach the pubs in an attempt to get them to develop a joint marketing campaign to promote area.		
	Providing guidance to start ups & trying to get businesses to connect in clusters to undertake shared marketing to promote offerings		
	Facilitated the following workshops to support business acumen 10/8/17 - Tax Essentials, 10/8/17 - Employer Essentials & 17/8/17-Record keeping for small business.	Progressing	
	Promote free WiFi to businesses (in former Leichardt council area) to get businesses signed up to the Business Directory. Businesses who register on the free directory can place pop up adds on the Free WiFi site which can help attract customers.	- on track	
	Q2: During this reporting period the team developed a marketing plan that kicked off with a Christmas campaign to encourage people to visit and shop in the inner west. This campaign included a letter box drop across the LGA to wish people all the best for the holiday season and to rediscover what the businesses in the inner west offer and advertisement in local papers promoting some local artisans shops. The marketing plan will be expanded over the next reporting period.		
Support the development of nome-based businesses through facilitating and building networks	Q1: The ED Unit continues to support home-based business by providing networking and skills development opportunities such as Westpac Wednesdays. The ED Unit has also facilitated digital workshops in conjunction with the NSW Department of Industries provider NetStripes. The ED Unit has also worked with Newtown Precinct Business Association to set up a Cooperative works pace that will enable home-based businesses from across the Inner West LGA to move to the next level of commercialisation through the provision of affordable office space, support services, workshops and mentoring.	Progressing - on track	
	Q2: The Newtown co-shared work space will be formally launched in January 2018 catering predominantly for local home based businesses seeking to move to the next level of commercialisation. The emphasis in this facility is on attracting and promoting emerging cultural and creative industries. The Westpac event has now moved to Decolata Cafe in Marrickville and continues to be run on the last Wednesday of each month. Working with the contractors for the Department of Industry, four more digital economy workshops have already been scheduled for early 2018.		
Contribute to Council's policy of inclusiveness by supporting	Q1: Team works across business units to support inclusiveness.		
young job seekers, women in business and implementing economic development initiatives identified in the Inclusion Action	During the reporting period the Team has promoted to businesses the need to enhance access into their shops for people with disabilities. This was done by a presentation to local business chambers. Held 1 information session to encourage businesses to look at job opportunities and work experience for youth within their enterprise.	Progressing - on track	C



Continuing Activity	Comment	Status	Traffic Light
Plan	Q2: Staff have been liaising with Community Services and Culture to look at ways to enhance outcomes in this area including trying to encourage local businesses to offer work experience and employment opportunities to people with a disability. This has included conducting a presentation to the Economic Development Strategic Reference Group. In the next reporting period a targeted women in business event will be conducted.		
Continue to facilitate and connect business to promote opportunities for employment, mentoring and skills development	Q1: The ED Unit has worked with Realise Business and NetStripes to provide local small businesses with access to workshops, seminars and mentoring under the SmallBiz Connect Program. There have been four workshops with a total of 93 attendees		
	Q2: Ongoing partnering with Realise Business, NetStripes and the Australian Tax Office to provide regular workshops and seminars for local businesses in the most cost effective and timely manner. The Economic Development Unit is also including strategic planning sessions for local business chambers and associations to increase their ability to communicate and work more effectively with their members, including the importance of promoting lifelong learning and continuous improvement.	Progressing - on track	•
e the first point of contact in Council for all business enquiries nd provide a conduit for Constitution and the second	Q1: The ED Unit continues to be the first point of contact for small business inquiries and maintains an excellent working relationship with the commercial planners and customer service personnel.		a and a second
information exchange	Q2: The Economic Development Unit continues to work with customer service to ensure it is the first point of contact thus avoiding unnecessary delays and expense for those planning to open a business or lodge a business related development application.	Progressing - on track	
examine opportunities to identify o-work affordable spaces for merging industries, start-up usinesses and to enhance the rowth and commercialisation of	Q1: The ED Unit continues to bring affordable properties to the attention of inquiring businesses and the first affordable cooperative space being instigated by the Newtown precinct Business Association is on track to open its doors in early November 2017.		
frown and commercialisation of home-based businesses	Q2: The Newtown co-share work space will be in full operation from January 2018 and the Economic Development Unit is also working with ALTSPC which is an organisation that sources affordable space for small businesses by working with property owners and larger business operators to make their excess space available for suitable businesses. The latter initiative provides a much needed source of affordable office/work space to alleviate the loss employment lands to residential development and state government infrastructure projects.	Progressing - on track	

Key Initiatives

	Strategic Planning		0
Key Initiative	Comment	Status	Traffic Light
Responsible Officer: G	roup Manager Strategic Planning		
Prepare a draft Inner West Urban Strategy	Q1: No progress this quarter.		
orban oracegy	Q2: Urban strategy - local strategic planning statement. Part of comprehensive LEP/DCP Project. Project pending funding approval for 18/19 onwards, and associated appointment of resources. Initial recruitment to commence in Feb/March and preliminary internal projects tasks once resources in place.	Progressing - on track	
Prepare a draft Inner West Urban LEP	Q1: Recruitment of a new Project Director Growth & Team currently underway, which will lead on the preparation and development of a new draft LEP.	Progressing	
	Q2: Part of comprehensive LEP/DCP Project. Project pending funding approval for 18/19 onwards, and associated appointment of resources. Initial recruitment to commence in Feb/March and preliminary internal projects tasks once resources in place.	- on track	•
Prepare a draft Inner West Urban DCP	Q1: Recruitment of a new Project Director Growth & Team currently underway, which will lead on the preparation and development of a new draft DCP; initial investigations into DCP preparation already undertaken.	Progressing - on track	
	Q2: Part of comprehensive LEP/DCP Project. Project pending funding approval for 18/19 onwards, and associated appointment of resources. Initial recruitment to commence in Feb/March and preliminary internal projects tasks once resources in place.		
Undertake needs assessment studies for the	Q1: Recreation Needs Study is commencing.		
Inner West for open space and recreation, community facilities and traffic infrastructure	Q2: Recreation Needs Study underway. Others pending s94 team resources.	Progressing - on track	
Prepare a draft Inner West Council s94/94A Developer Contributions Plan	Q1: Recruitment of a new Infrastructure Planning & Coordination Manager is currently underway, which will lead on the preparation and development of a new draft S94/A Developer Contributions Plan.	Progressing - behind	
	Q2: Recruitment for s94 manager unsuccessful. Pending change to Strategic Planning Group management structure. Project Plan progressing in meantime leading to needs studies once resources in place.	schedule	
Advocate for and provide advice on a Parramatta Road Public Transport Opportunity Feasibility Study	Q1: Council has completed a Parramatta Road Public Transport Opportunities Study, which advocates for further investigation into the potential for Guided Electric Trams along Parramatta Road and paves the way for a full Feasibility Study to be undertaken. Current negotiations with Transport for NSW on this matter have been temporarily suspended.		
	Q2: Council has completed a Parramatta Road Public Transport Opportunities Study, which advocates for further investigation into the potential for Guided Electric Trams along Parramatta Road and paves the way for a full Feasibility Study to be undertaken. Current negotiations with Transport for NSW on this matter have been temporarily suspended. Council won an award in the Moving People category at the 2017 Chartered Institute of Logistics and Transport Awards (CILTA) for its work on Guided Electric Trams.	Progressing - on track	•

	Strategic Planning		
Key Initiative	Comment	Status	Traffi Light
Participate in stakeholder engagement including the WestConnex Community Liaison Forum	 Q1: All three members of the WestConnex Unit attend all meetings of the WestConnex Community Liaison Forum (WCLF) to participate in the discussion as required. This usually involves giving the WCLF updates on Council's involvement in the issues being raised at the meeting. For the first quarter of 2017-18, WCLF meetings were held in July, August and September 2017. Q2: In the second quarter of 2017-18, all three members of the WestConnex Unit attend all meetings of the WestConnex Community Liaison Forum (WCLF) to participate in the discussion as required. This usually involves giving the WCLF updates on Council's involvement in the issues being raised at the meeting. In this period, WCLF meetings were held in October, November and December 2017. 	Progressing - on track	
iaise with the Department of Planning and Environment Compliance officer monitoring the WestConnex project	 Q1: WestConnex Unit staff continue to liaise with DP&E compliance monitoring staff on complaints handling and information exchange. The DP&E's Principal WestConnex Compliance Officer has a desk in the WestConnex Unit and is usually in attendance there for one day per week. The DP&E compliance officer also attends WCLF meetings to provide updates on complaints matters. Q2: In the second quarter of 2017-18, WestConnex Unit staff continued to liaise with DP&E compliance monitoring staff on complaints handling and information exchange. The DP&E's Principal WestConnex Compliance Officer has a desk in the WestConnex Unit at the text of text of the text of te	Progressing - on track	
Initiate and coordinate integrated , place-based planning and action to implement the 5.8km Cooks River to Iron Cove GreenWay, working in collaboration with the GreenWay community, diverse stakeholder groups, state agencies, public and private landowner	 there for one day per week. The DP&E compliance officer also attends WCLF meetings to provide updates on complaints matters. Q1: Coordination of GreenWay Steering Committee meetings on 24/7 and 9/10 - implementation of actions arising. Coordination of GreenWay Councils Place Management Steering Group (Brains Trust) meeting on 27/9 - implementation of actions arising. 		
	Ongoing management of GreenWay website and response to public inquiries, wrote/published GreenWay Enews on 17/10. Ongoing response to referrals re: planning proposals for major development proposals along GreenWay/Light Rail corridor eg 120c Old Canterbury Rd. Q2: GreenWay Steering Committee: coordination of meetings on 9th October 4th December, implementation of actions arising.	Progressing - on track	
Advocate and negotiate local and state government	GreenWay Missing Links Master Plan: led Strategic Planning's contribution to various Master Plan activities, ranging from community consultation sessions to inductions/briefings/site visits for McGregor Coxall, the Master Plan consulting team and relevant Inner West Council and City of Canterbury Bankstown staff Q1: - Convened/chaired meetings of the GreenWay Missing Links Agencies Funding and Approvals Group on 4/8 and 13/10 (state & local		
funding and governance arrangements to implement a \$20 mil capital works program to complete the remaining 3.2 kms of the GreenWay shared path from Parramatta Road South to the Cooks River	 govt. members are RMS, SWC, TfNSW, GSC, IWC, CCB, TransDev) - implementation of actions arising Convened inaugural meeting of Greenway Missing Links Project Control Group (chaired by DGM Community and Engagement) on 27/10, drafted ToRs in collaboration with Parks Unit etc On-going collaboration/support of GreenWay Missing Links Delivery Project Manager & Project Team(s) 	Progressing - on track	

Key Initiative	Comment	Status	Traffi Light
	Q2: Greenway Missing Links Delivery: Ongoing collaboration/support of Greenway Missing Links Delivery Team and Project Manager.		g.
	Parramatta Road Urban Amenity Improvement Program (UAIP) : Participated in meetings with UAIP reps. (Greater Sydney Commission, RMS) re proposed \$8.8 mil allocation of UAIP funds to Central GreenWay Missing Links.		
	GreenWay Missing Links Project Control Group: Coordination of meetings on 27 Oct and 15 Dec, implementation of actions arising.		
	GreenWay Missing Links Agencies Funding & Approvals Group : Coordination of meetings on 12 October and 11 December, implementation of actions arising.		
Develop and lead an ntegrated program to	Q1: -Coordinated all aspects of 8th Annual GreenWay Art Exhibition - due to open on 2/11 until 19/12		
achieve place making, urban bush care, active transport, sustainability education, bublic art and community	-Ongoing management of GreenWay Schools Program eg GreenWay Primary Schools Active Travel Project, in collaboration with Roads Unit, Bicycle Network and Observatory Hill Environmental Education Centre		
culture outcomes along the GreenWay/Inner West Light	 finalisation of Lewisham West Precinct Public Domain Guidelines and 1;250 Promenade Concept Plan 	Progressing	
Rail corridor	- liaison/negotiation with Planning Team and Allied Mills/EG developments re: implementation of aspects of the Public Domain guidelines through the development process eg Missing Link G		
	Q2: GreenWay Art Exhibition: Coordinated all aspects of 8th Annual GreenWay Art Exhibition which opened at Art Est Leichhardt on 2/11/17 and toured to Seaview Gallery, Dulwich Hill and Bansktown Arts Centre until 19/12/17.	- on track	
	Ongoing management of GreenWay Schools Program : This included organising and leading all day GreenWay walks for 4 x stage 2 clases from Dulwich Hill PS and Leichhardt PS; ongoing coordination of GreenWay Primary Schools Active Travel Project, in collaboration with Roads Unit, Bicycle Network and Observatory Hill Environmental Education Centre. Completed safety audit of 5 active paths identified by students and staff from Summer Hill PS		
nfluence local and state government strategies and plans to maintain and extend	Q1: - Ongoing consultation/negotiation with relevant state agencies to implement GreenWay priorities e.g. Greater Sydney Commission, Dept. Planning & Environment, RMS.		
he GreenWay's function as multi-faceted active ransport and urban	- Confirmation of GreenWay as the no. 1 priority Green Grid project in GSC's draft Central Sydney District Plan		
environmental corridor which supports sustainable,	 Consultation with NSW Government Architects re: planning and implementation GreenWay South West (Sydenham to Bankstown) 	Progressing - on track	
nealthy living for existing and new Inner West esidents into the future	 Preparation of comprehensive planning submissions for major development projects eg Sydenham to Bankstown Corridor, WestConnex re: GreenWay risks, concerns and opportunities 	- on track	
	 on-going liaison with Heart Foundation, UNSW City Futures Research Centre, UTS Design, Building and Architecture Faculty re: use of GreenWay as a case study and learning resource for Liveable Cities 		

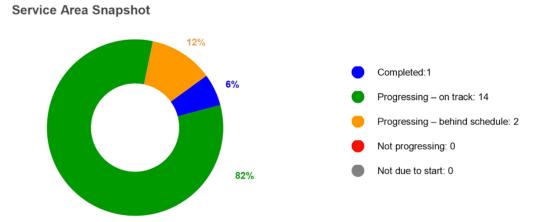
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Key Initiative	Comment	Status	Traffic Light
	Q2: Ongoing consultation/negotiation with relevant state agencies to implement GreenWay priorities eg Greater Sydney Commission, Dept. Planning & Environment, RMS, Government Architects NSW.		
	Planning submissions: prepared Greenway submissions for WestConnex Stage 3, Sydney Metro EIS.		
	Government Architects NSW: provided extensive copy to GANSW who have used the GreenWay as one of 10 Green Grid case study projects in NSW. GreenWay South West: ongoing liaison with DPE, City of Canterbury Bankstown, GANSW, GSC regarding potential for Cooks River to Iron Cove GreenWay to be used as a best practise example for developing and implementing the GreenWay South West along the Sydenham to Bankstown Corridor.		
Prepare a draft IWC Economic Development Strategy	Q1: Work has started with the preparation of a draft Brief to engage a consultant to develop Economic Development Strategy. A small working group will oversee project.	Progressing - on track	
	Q2: The team have commenced work on developing an IWC Economic Development Strategy.		
ndertake research uantitative data analysed in retail zones consumer ehaviour to identify service ind market gaps that may resent new business poportunities and business rowth within the LGA	 Q1: Study was undertaken in Norton Street. This data analysis of Norton street's consumer behaviour identified that people are going out of area to eat. This suggested that the local restaurants/café need to enhance service delivered to attract spend back to area. Will look at holding business workshops to help businesses enhance service delivery in this area in the next quarter. Q2: Study was undertaken in Norton Street. This data analysis of Norton street's consumer behaviour identified that people are going out of area to eat. This suggests that the local restaurants/cafés need to enhance service to attract spend back to area. The marketing plan developed in Q2 draws 	Completed	•
trategic planning formation nd stakeholder ngagement, including with tate government epartments / agencies and ne University of Sydney, to evelop an implementation amework for Parramatta oad Urban Transformation trategy	 on information from this data to enhance business growth opportunities. Q1: No action this quarter. Q2: A request was made to the Greater Sydney Commission for the Camperdown precinct to be included in the Camperdown-Ultimo Collaboration Area and for Council to participate in the Working Group. These discussions will commence in 2018. The Department of Planning and Environment and RMS will also be working with Council on developing a scope of works to undertake required traffic studies/modelling in early 2018. 	Progressing - on track	•
ndertake detailed land use, affic and transport, ousing, social, economic easibility, public health, eritage conservation, nvironmental, public omain and urban design tudies to inform the reparation of strategic lanning guidelines for arramatta Road Urban	Q1: No action this quarter. Q2: Discussion will commence on the preparation of traffic studies/modelling with the Department of Planning and Environment and RMS in early 2018. Funding for other work is part of the 2018/19 budget bid process.	Progressing - on track	

Key Initiative	Comment	Status	Traffic
Rey midauve	Comment	Status	Light
Prepare detailed Parramatta Road Urban Transformation Strategy strategic planning guidelines for incorporation in the draft Inner West Council LEP, DCP and s94/94A Developer Contributions Plan	Q1: No action this quarter. Q2: Work on the comprehensive LEP/DCP Project, of which this is a part, has commenced. As this is a long term project, further work will continue into the coming years.	Progressing - on track	
Prepare Inner West Council Response to revised Sydenham to Bankstown Urban Renewal Corridor strategy	 Q1: Council response to revised Sydenham to Bankstown Urban Renewal Corridor Strategy reported to Council. Submission being finalised. Q2: Matter reported to October 2018 Council Meeting and submission lodged with the Department of Planning & Environment. 	Completed	•
Strategic planning formation and stakeholder engagement, including with State Government departments / agencies, to develop an implementation framework for Sydenham to Bankstown Urban Renewal Corridor	 Q1: Council has prepared a response to the Sydenham to Bankstown draft Strategy, including having held a public meeting on it. Council will set out a program to work with stakeholders to develop an implementation framework. Q2: Awaiting finalisation of the strategy. The Sydenham-Bankstown Working Group has been established comprising community action group representatives and Councillors to provide input. 	Progressing - on track	
Undertake detailed land use, traffic and transport, housing, social, economic feasibility, public health, heritage conservation, environmental, public domain and urban design studies to inform the preparation of strategic planning guidelines for Sydenham to Bankstown Urban Renewal Corridor	 Q1: Council has prepared a response to the Sydenham to Bankstown draft Strategy. Council will begin to set out a program of works to undertake detailed studies to inform the preparation of strategic planning guidelines with regard to implementation of the Strategy. Q2: Awaiting finalisation of the strategy. 	Progressing - behind schedule	•
Prepare detailed Sydenham to Bankstown Urban Renewal Corridor strategic olanning guidelines for ncorporation in the draft Inner West Council LEP, DCP and s94/94A Developer Contributions Plan	Q1: Awaiting finalisation of the strategy. Q2: Action is not due to begin until the Sydenham to Bankstown Urban Renewal Corridor strategy is finalised. Until then, further work cannot be programmed.	Not due to start	
Participate in State Government Collaborative Working Arrangement and Project Review Panel for the Bays Precinct	Q1-2: Actions currently on hold as State Government reconsiders its approach with regard to the Bays Precinct.	Not progressing	
Participate in preparation of Land Use Infrastructure Strategy in partnership with NSW Department of Planning and Environment for the Bays Precinct	Q1-2: Actions currently on hold as State Government reconsiders its approach with regard to the Bays Precinct.	Not progressing	

Item 10

Trees, Parks and Sportsfields



Continuing Activities

	Trees, Parks and Sportsfields		
Continuing Activity	Comment	Status	Traffic Light
Responsible Officer: Gro	oup Manager Trees, Parks and Sportsfields		
Undertake regular maintenance of Council's parks, reserves, sporting grounds and facilities	Q1-2: Maintenance of parks & sportsfields undertaken in Q2 has been in accordance with current service standards & to meet community expectations.	Progressing - on track	
Engage the Inner West Sports Forum key stakeholders in the recreation and open space planning processes	 Q1: A Stakeholder meeting will be held in late November to introduce the new team and involve key stakeholders in planning process moving forward. Q2: On track. A Forum was held in November. The next meeting to be held in April 2018. 	Progressing - on track	
Implement Urban Forest Policy aims and objectives	 Q1: The aims and objectives of all previous Council trees policies are being implemented. Each Coordinator in the unit has undertaken a review of the policies to ensure consistency in service delivery. There are many similarities. The Urban Forest policies will be combined into one as part of a medium to long term project (12-18 months). Q2: Aims and objectives of all previous Council trees policies are being implemented to ensure consistency in service delivery. The Urban Forest policies will be combined into to one as part of a medium to long term project. 	Progressing - on track	•
Assess applications for, or that propose, tree pruning or removal on private land	Q1: Private tree applications are still being assessed under previous Council's arrangements/ processes. Current service standards are being maintained. The Private Tree Coordinator has been appointed and will undertaking a service review of the section to identify gaps and opportunities.	Progressing - on track	

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Continuing Activity	Trees, Parks and Sportsfields Comment	Status	Traffic
	Q2: Integration of processes for tree permits and DA referrals has commenced. Key forms and templates have been consolidated and a review of standard conditions is underway. Until a DCP review has been completed private tree applications are still being assessed under previous Council's DCP's. A 21 day turnaround time has been determined for DA referrals; however, this is subject to resourcing constraints. Regular communication with planning staff is helping to ensure services standards are mostly being met.		Light
Deliver the parks renewal and upgrade program as identified in the parks capital works program	Q1: Thornton Park Playground Upgrade and Glover Street Baseball Cages completed. Contractors engaged and works commenced for Petersham Park Upgrade, Sydenham Green Skatepark and Leichhardt Shade Sails. Procurement commenced for Leichhardt fitness stations, Illoura Reserve retaining wall and Sydenham Green basketball courts. Community engagement completed for Leichhardt playgrounds. Consultant engaged for Cooks River Parklands upgrade design. Development application submitted for Waterfront Drive Upgrade and consultation with OEH progressed for scoping of Callan Park Skatepark.		
	Q2 : Completed works include Petersham Park upgrade (path, lighting and entry upgrades), Sydenham Green Skatepark and shade sails at various Leichhardt parks and Marrickville Park. Works commenced at Sydenham Green basketball courts. Design and procurement completed for Leichhardt fitness stations and playgrounds, Enmore Park upgrade, Camperdown Park picnic area upgrade, Hammond Park lighting and fencing and Pioneer Park softfall replacement with works to be undertaken in Q3. Cooks River Parklands Upgrade community engagement (inclusive playground) competed and concept designs in progress. Waterfront Drive sports field upgrade procurement in progress in coordination with construction certificate and OEH approvals process. Callan Park Skatepark proposal may not be supported by OEH. Richard Murden Reserve netball courts community engagement commenced.	Progressing - on track	•
Deliver the foreshore renewal and upgrade program as dentified in the seawall and wharves capital works program	 Q1: Procurement commenced for Illoura Reserve, Yurulbin Park sea walls and Peacock Point retaining wall renewals. Q2: Design and procurement for wall replacement at Peacock Point and sea wall works at Illoura Reserve and Yurulbin Reserve completed. Works to be undertaken in Q3. 	Progressing - on track	
Deliver the public trees naintenance program and rees capital works program	Q1: Tree maintenance (reactive and proactive) programs are underway. Delivery of reactive tree maintenance services in the former Ashfield and Leichhardt LGA's have been combined. Existing contracts are in place for the former Marrickville area.		
	Scoping and project planning for capital tree planting programs is underway and final project delivery is programmed for 4th quarter (cooler months for tree establishment)	Progressing - on track	
	Q2: Public tree maintenance works are being successfully delivered. Ashfield and Leichhardt areas remain mostly reactive programs. Existing contract is in place for the former Marrickville area providing for proactive and reactive program delivery. Project planning for capital tree planting programs is being finalised and final project delivery is programmed for Q4 (cooler months for tree establishment).		

Item 10

Key Initiatives

	Trees, Parks and Sportsfields		
Initiative	Comment	Status	Traffic Light
Responsible Officer: Group Man	nager Trees, Parks and Sportsfields		
Trees of very high landscape significance: Investigate options for expanded public notification areas for applications for removal of trees of very high landscape significance, including reviewing the approaches of neighbouring councils	 Q1: Requires input from DA unit – will need to tie into their notification policy. Project lead has been inducted. Notification policy will also be reviewed for street and park trees as part of this project. Q2: Initiative has been somewhat delayed due to the prioritisation of essential integration projects. It is currently only Leichhardt that does give notification of tree removal on private land. To expand this to the other former Council areas with have resourcing implications on several service units. Further investigation into options is required. 	Progressing – behind schedule	•
Develop a practical information package for the community on how to manage large trees on private property	Q1-2: Will be combined with a program for education around the benefits of trees. Requires staff resources (admin) which are not yet in place.	Progressing – behind schedule	•
Develop integrated Inner West Council 10 year asset management plans (including Parks, Trees and Foreshore Structures)	 Q1: Preparations for asset management plan development commenced in coordination with Council IP&R program and Tech One asset revaluation and asset system upgrade. Q2: Draft park asset management plan information prepared for integration with asset management plan data reports provided as part of the Tech One asset management system upgrade. Plan preparation coordinated with Council IP&R program. 	Progressing - on track	
Develop an IWC Sportsfield and Facilities Allocation Policy and combine seasonal sportsfields allocation processes across the IWC	 Q1: To be developed once the recruitment for the Parks and Engagement Team has been completed. Works are planning to commence in early November. Q2: First draft is completed. Currently working with the Parks Planning and Engagement on reviewing the draft before submitting this to other sections of Council review and then subsequently engaging with the sports clubs and reporting to Council. 	Progressing - on track	
Engage and work with the consultant to prepare detailed plans for the Greenway missing links	 Q1: Consultant engaged for Missing Links detailed design and designs 50% completed. New consultant engaged for Greenway Masterplan to commence in October and to be prepared in coordination with Missing Links detailed designs. Q2: Greenway Missing Links detailed designs 70% completed. Greenway Masterplan community engagement completed and draft Masterplan in preparation. 	Progressing - on track	•
Work with OEH to obtain a licence for the Waterfront playing field in Callan Park and prepare a design and DA to undertake upgrade works	Q1: This is currently on track and a draft license agreement is currently being prepared. The DA has been submitted.Q2: Draft license agreement is with Council. Awaiting information pertaining to the regional skate park to move this forward and finalise.	Progressing - on track	•

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	Trees, Parks and Sportsfields		
Initiative	Comment	Status	Traffic Light
Develop and agree on an MOU with Ausgrid to stop long standing excessive tree pruning practices	Q1: The 'MOU' is being realised in several key documents that IWC has had significant input in. IWC has been very vocal and active in pursuing improvement in clearance pruning practices. Several outcomes in this area have been achieved;		
	 Lobbying for review of 'Network Standard' which has seen substantial improvement to clearances and practices. Submission on draft plan prepared by IWC. 		
	- Local precinct plan development (in the hands of Ausgrid's for draft preparation) submission provided by IWC on draft.		
	 Audgrid Tree Safety Management Plan development - IWC to attend workshop and provide submission 	Progressing - on track	
	 Co-funding discussions to establish a process for funding installation of improvements such as ABC. 		
	Q2: The Ausgrid 'Network Standard' and 'Tree Safety Management Plan' documents have been published and have improved the way trees are pruned in our area. Communication between Council and Ausgrid has greatly improved. The 'local precinct plan' draft has been provided to Council for review, feedback will be provided within Q3.		
Review existing Parks' Plans of Management and develop a prioritised implementation plan for new and updated Plans of Management across the IWC	Q1: The review of existing Park Plans of Management and the development of a prioritised implementation plan for new plans of management will be undertaken once recruitment for the Parks Planning and Engagement team has been completed. Work will commence in early November.	Progressing - on track	
	Q2: Dulwich Hill Parkslands Plans of Management are progressing. Community Engagement on the Marrickville Golf Course is about to commence.		
Review the existing Tree strategies and policies and prioritise their development/updating, including ncorporating information from	Q1: Heat information exists from the former Leichhardt and Marrickville Councils and currently informs planting programs. Further analysis needs to be combined with a review of existing tree planting arrangements.		
Council's urban heat island napping, canopy cover and adaptive capacity assessments to	Should also be considered as part of a combined IWC Street Tree Master Plan that will look at priority planting areas.	Completed	
help inform and prioritise locations and species for planting	Q2: Budget and timeline identified (2019-2020) for development of a Street Tree Master Plan and Urban Forest Policy review. Use of heat mapping data and a planting program prioritisation will form part of this review		
Review existing event management practices in parks, including Council	Q1: To be actioned once the Parks Planning and Engagement Team is established.	Progressing	
and private events and develop a new IWC Policy	Q2: This work will be actioned once the draft allocations policy is reported to Council.	- on track	

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Item No: C0518 Item 11

Subject: POLICY REGISTER

Prepared By: Charmian King - Policy and Risk Services Manager

Authorised By: Adam Vine - Executive Manager, Enterprise Risk

SUMMARY

This report provides an update to Council on the status of the Policy Register.

RECOMMENDATION

THAT Council:

- 1. Notes the Policy Register on Council's website; and
- 2. Receives regular updates on the progress of policy review and drafting via the regular Councillor Newsletter email publication.

BACKGROUND

Council resolved at the 27 March 2018 Council Meeting, that in relation to the management and harmonization of Council policies:

- 1. At each Ordinary meeting, a report is provided listing Council policy documents which are being drafted, revised or recently approved. Brief information about the reasons for redrafting or revising of the policy documents as well as the key changes should be provided;
- 2. Council implement a Register of Policies on the website (as an HTML webpage not PDF); and
- 3. The Register includes links to the policies on Council's website and when they were adopted.

This report provides an update on each of these resolutions.

Register of Policies on Website

The revised Policy Register has been updated on the website - <u>https://www.innerwest.nsw.gov.au/council/policies-and-publications/policies</u>. Each policy is clearly listed, and against each is the following:

- Legacy Council owner
- Date approved by Legacy Council
- Relevant Inner West Council business unit that is responsible for the policy.
- A hyperlink that provides a PDF copy of the policy.

Using the above, members of the community and media are able to contact the relevant business unit if they wish to seek further information about any particular policy. The Register will be continuously updated whenever Council resolves to adopt a new and/or review or rescind an old policy.

To avoid confusion and duplication, the legacy Policy Register web pages for the former Ashfield, Leichhardt and Marrickville Councils have been retired.

Regular Updates on Progress with Policies

The attached provides an update on the current status of all Council approved policies – this includes those from the Legacy Councils that were novated by the Proclamation, and those that have been approved by Inner West Council since Proclamation.

Group Managers are in the process of reviewing all policies for which they are responsible, and setting out a timeline for when each will be reviewed – consistent with their own operational priorities and constraints.

The process of policy adoption is set out as follows:

- All policies (new or revised) are to be adopted by Council;
- A key legislative step in the process of policy adoption is to present a draft version to Council, whereby resolution is sought to put the draft policy on public exhibition for the purpose of seeking public comment;
- Following public exhibition and consideration of comments by the community, the revised draft policy is again presented to Council for final adoption; and
- Once approved, a policy is then be updated on the Policy Register.

Engagement on the status of policy drafting and review is provided to the Councillors via regular councillor briefings, and also the Council Meeting papers. It is proposed that a regular update is also provided in the regular Councillor Newsletter email publication. Should there be a need for Councillors to seek further information regarding a particular policy; contact could then be made directly at any time with the relevant Group Manager.

This method is considered an efficient means of keeping Councillors informed of progress in relation to policy management, and is recommended to replace the requirement to provide a report to every Ordinary Meeting of Council.

As mentioned, every policy that is drafted new, or reviewed, is subject to the same statutory requirement for public exhibition and two Council resolutions. This is considered appropriate engagement with the community, and is in addition to the updated Policy Register on the website.

FINANCIAL IMPLICATIONS

The proposal to provide status updates on policy review and drafting via the regular Councillor Newsletter email publication is considered an efficient and effective means of ensuring Councillors are kept abreast of key policy matters.

OTHER STAFF COMMENTS

Nil.

PUBLIC CONSULTATION

Not applicable.

CONCLUSION

Current Council Policies are available for viewing on Council's website. Updates on the drafting and/or review of policies are proposed to be provided to Councillors via the regular Councillor Newsletter email publication to ensure that Councillors are aware of policy review work in progress, and also who they can contact for further information.

ATTACHMENTS

1. IWC Policy Register

OriginatingCouncil	Approved Policy Name	Adoption Date	IWC Group Manager Owner
Current Inner West Council	Affordable Housing Policy	1/11/2016	Group Manager Strategic Planning
Current Inner West Council	Procurement Policy	2/11/2017	Group Manager Procurement and Fleet
Current Inner West Council	Code of Meeting Practice for Council Meetings	21/11/2017	Group Manager Integration, Customer Service, and Business Excellence
Current Inner West Council	Councillor Expenses and Facilities Policy	25/07/2017	Group Manager Integration, Customer Service, and Business Excellence
Current Inner West Council	Model Code of Conduct	1/11/2015	Group Manager Integration, Customer Service, and Business Excellence
Current Inner West Council	Procedure for Administration of Model Code of Conduct	1/03/2015	Group Manager Integration, Customer Service, and Business Excellence
Current Inner West Council	Public Access to Information Policy	23/03/2017	Group Manager Information Communications Technology
Current Inner West Council	Development Advisory and Assessment Policy	23/05/2017	Group Manager Development Assessment and Regulatory Services
Current Inner West Council	Community Engagement Framework	27/06/2017	Group Manager Communications, Engagement and Events
Current Inner West Council	Media Policy	19/03/2018	Group Manager Communications, Engagement and Events
Current Inner West Council	Social Media Policy	19/03/2018	Group Manager Communications, Engagement and Events
Current Inner West Council	Council Audit and Risk Committee Charter	27/09/2016	Executive Manager Enterprise Risk
Current Inner West Council	Internal Audit Charter	27/09/2016	Executive Manager Enterprise Risk
Former Ashfield	Street Tree Strategy - Part B: Street Tree Management Guidelines & Policies	10/11/2015	Group Manager Trees, Parks and Sportsfields
Former Ashfield	Mowing of Verges Policy	2/04/1996	Group Manager Trees, Parks and Sportsfields
Former Ashfield	Noxious Weeds Policy 2012-2015	1/03/2012	Group Manager Trees, Parks and Sportsfields
Former Ashfield	Planting of Additional Trees in Parks and Reserves Policy	30/07/1985	Group Manager Trees, Parks and Sportsfields
Former Ashfield	Smoke Free Public Parks and Sports Venues Policy	9/11/2004	Group Manager Trees, Parks and Sportsfields
Former Ashfield	Assets Disposal Policy - Property and Other Assets	no date	Group Manager Properties, Major Buildings Projects and Facilities
Former Ashfield	Graffitti removal policy	10/11/2009	Group Manager Properties, Major Buildings Projects and Facilities
Former Ashfield	Leasing Policy	1/02/2016	Group Manager Properties, Major Buildings Projects and Facilities
Former Ashfield	Purchasing Policy and Procedure Non Tender	1/07/2011	Group Manager Procurement and Fleet
Former Ashfield	Library Collection Development Policy	10/11/1998	Group Manager Library and History Services
Former Ashfield	Library Public Use of Internet Policy	23/12/1998	Group Manager Library and History Services
Former Ashfield	Library Use of Ashfield Library Policy	1/02/2007	Group Manager Library and History Services
Former Ashfield	Council Work on Private Property Policy	16/10/1990	Group Manager Legal
Former Ashfield	Mediation Policy	7/10/1997	Group Manager Legal
Former Ashfield	Council Committee Structure and Terms of Reference	30/11/1998	Group Manager Integration, Customer Service, and Business Excellence
Former Ashfield	Councillor Expenses and Facilities Policy - October 2015	27/10/2015	Group Manager Integration, Customer Service, and Business Excellence
Former Ashfield	Customer Complaints Policy	23/12/2015	Group Manager Integration, Customer Service, and Business Excellence
Former Ashfield	Provision of Information to Councillors Policy 2011	1/11/2011	Group Manager Integration, Customer Service, and Business Excellence
Former Ashfield	Access to Council Information Policy	1/09/2010	Group Manager Information Communications Technology
Former Ashfield	Computer Software and Hardware Policy	11/12/1998	Group Manager Information Communications Technology
Former Ashfield	OHS Risk Management Policy	1/11/1995	Group Manager Human Resources
Former Ashfield	Staff Expenses and Facilities Policy	22/11/2011	Group Manager Human Resources
Former Ashfield	Staff Expenses Facilities Policy - Nov 2011 - Council Approved	22/11/2011	Group Manager Human Resources
Former Ashfield	Volunteering Policy	28/02/2012	Group Manager Human Resources
Former Ashfield	Boundary Roads Maintenance Agreement	1/01/1967	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Ashfield	Footpath Repair and Maintenance Policy	8/02/2000	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Ashfield	Resident Parking Permit Scheme 2013	1/04/2014	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Ashfield	Stormwater_Management_Policy	20/03/2014	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Ashfield	Borrowings & Asset Financing (Debt) Policy	1/04/2008	Group Manager Finance
Former Ashfield	Change of Property Numbers Policy	10/11/1998	Group Manager Finance
Former Ashfield	Investment Policy - April 2015	30/04/2015	Group Manager Finance
Former Ashfield	Pensioner Rebates Policy	28/10/2015	Group Manager Finance
Former Ashfield	Rates Hardship Policy	10/02/2015	Group Manager Finance
Former Ashfield Former Ashfield	Rates Hardship Policy Refund of Waste Charges Policy	27/10/1998	Group Manager Finance

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INNER WEST COUNCIL

OriginatingCouncil	Approved Policy Name	Adoption Date	IWC Group Manager Owner
Former Ashfield	Charitable Collections Policy	1/11/2012	Group Manager Environment and Sustainability
Former Ashfield	Commercial Street Vending and Mobile Vending Vehicles Policy	6/10/1993	Group Manager Environment and Sustainability
	Garbage Bins Lost or Stolen Policy		
Former Ashfield		16/07/1991	Group Manager Environment and Sustainability
Former Ashfield	Supporting Car Share Parking Policy	1/12/2015	Group Manager Environment and Sustainability
Former Ashfield	Companion Animals Management Plan 2009	1/01/2009	Group Manager Development Assessment and Regulatory Services
Former Ashfield	Filming In Ashfield Policy	12/02/2013	Group Manager Development Assessment and Regulatory Services
Former Ashfield	Abandoned shopping trolleys policy	1/05/2012	Group Manager Development Assessment and Regulatory Services
Former Ashfield	Colourbond Fencing Use Policy	20/11/1990	Group Manager Development Assessment and Regulatory Services
Former Ashfield	Enforcement Policy	1/01/2007	Group Manager Development Assessment and Regulatory Services
Former Ashfield	Food Safety Compliance And Enforcement	25/08/2009	Group Manager Development Assessment and Regulatory Services
Former Ashfield	Local Orders Policy	19/01/2000	Group Manager Development Assessment and Regulatory Services
Former Ashfield	Notification Policy	8/07/2014	Group Manager Development Assessment and Regulatory Services
Former Ashfield	Outdoor Dining and Footpath Trading Policy	1/11/2014	Group Manager Development Assessment and Regulatory Services
Former Ashfield	Ashfield Civic Centre Venue Usage Policy	10/11/2015	Group Manager Community Services and Culture
Former Ashfield	Art Collection Policy	20/04/2010	Group Manager Community Services and Culture
Former Ashfield	Audio Recording of Council Meetings Policy 2013 (196.00 KB)	1/10/2013	Group Manager Community Services and Culture
Former Ashfield	Culturally Diverse Society Principles Policy	4/02/1997	Group Manager Community Services and Culture
Former Ashfield	Local Ethnic Affairs Policy	10/11/1998	Group Manager Community Services and Culture
Former Ashfield	Public Art Policy	1/10/2015	Group Manager Community Services and Culture
Former Ashfield	Recognition of the Aboriginal Community Policy	26/02/2013	Group Manager Community Services and Culture
Former Ashfield	Sponsorship and Small Donations Policy 2014	6/08/1996	Group Manager Community Services and Culture
Former Ashfield	Street Entertainment Policy	22/02/2011	Group Manager Community Services and Culture
Former Ashfield	Council Information Guide (GIPA) - October 2013	1/06/2011	Group Manager Communications, Engagement and Events
Former Ashfield Former Ashfield	Community Gardening Policy July 2012 Community_Engagement_Policy	14/08/2012	Group Manager Communications, Engagement and Events Group Manager Communications, Engagement and Events
Former Ashfield	Media Relations Policy October 2015	30/10/2015	Group Manager Communications, Engagement and Events
Former Ashfield	Naming of Public Reserves Policy	9/11/1998	Group Manager Communications, Engagement and Events
Former Ashfield	Social Media Policy	1/02/2016	Group Manager Communications, Engagement and Events
Former Ashfield	Sustainable Event Management Policy	14/10/2014	Group Manager Communications, Engagement and Events
Former Ashfield	Conflict of Interest Policy	1/09/2011	Executive Manager Enterprise Risk
Former Ashfield	Register of Delegations: Mayor/General Manager/Deputy Mayor/committees of Counc	1/10/2013	Executive Manager Enterprise Risk
Former Ashfield	Risk Management Procedure 2013	27/09/2011	Executive Manager Enterprise Risk
Former Ashfield	Fraund and Corruption Policy - Updated 24 November 2015	1/11/2015	Executive Manager Enterprise Risk
Former Ashfield	Gifts and Benefits Policy 2014 (368.92 KB)	1/06/2014	Executive Manager Enterprise Risk
Former Ashfield Former Ashfield	Internal Reporting Policy March 2015 Risk Management Policy	24/03/2015 27/09/2011	Executive Manager Enterprise Risk Executive Manager Enterprise Risk
Former Leichhardt	Local Companion Animals Management Plan and Open Space Strategy for Dogs Policy	25/05/2004	Group Manager Trees, Parks and Sportsfields
Former Leichhardt	Tree Watering Policy	23/03/2004	Group Manager Trees, Parks and Sportsfields
Former Leichhardt	Trees - Damage to Public Trees Policy		Group Manager Trees, Parks and Sportsfields
Former Leichhardt	Trees Obstructing Footpaths Policy		Group Manager Trees, Parks and Sportsfields
Former Leichhardt	Damage to Public Trees.docx	10/12/2013	Group Manager Trees, Parks and Sportsfields
Former Leichhardt	Dinghy and Watercraft Storage Policy	22/11/2011	Group Manager Trees, Parks and Sportsfields
Former Leichhardt	Memorial Plantings and Plaques Policy	8/03/2016	Group Manager Trees, Parks and Sportsfields
Former Leichhardt	Off Leash Dogs Policy	22/05/2012	Group Manager Trees, Parks and Sportsfields
Former Leichhardt	Open Space Strategy for Dogs	22/11/2005	Group Manager Trees, Parks and Sportsfields
Former Leichhardt	Tree Management Policy (interim)	26/03/2013	Group Manager Trees, Parks and Sportsfields
Former Leichhardt	Tree Planting Programme Species Description	21/05/1991	Group Manager Trees, Parks and Sportsfields
Former Leichhardt	Tree Planting Streets Trees Policy		Group Manager Trees, Parks and Sportsfields
Former Leichhardt	Trees - Donation Trees on Private Property Policy Trees Selection for Street Planting Policy		Group Manager Trees, Parks and Sportsfields
Former Leichhardt Former Leichhardt	Trees Selection for Street Planting Policy Urban Forest Policy	23/11/2010	Group Manager Trees, Parks and Sportsfields Group Manager Trees, Parks and Sportsfields
Former Leichhardt	Urban Forest Policy Voluntary Planning Agreements Policy	11/08/2015	Group Manager Trees, Parks and Sportsfields Group Manager Strategic Planning
Former Leichhardt	Graffiti Management Policy	23/03/2010	Group Manager Properties, Major Buildings Projects and Facilities
Former Leichhardt	Investment Policy	26/03/2010	Group Manager Properties, Major Buildings Projects and Facilities
Former Leichhardt	Leasing Policy fo Residential	27/07/2010	Group Manager Properties, Major Buildings Projects and Facilities

Originating Council	Approved Policy Name	Adoption Date	IWC Group Manager Owner
Former Leichhardt	Sale of Council Land Policy	26/07/2011	Group Manager Properties, Major Buildings Projects and Facilities
Former Leichhardt	Lease of Airspace Policy	22/05/2012	Group Manager Legal
Former Leichhardt	Councillor Policy For Payment Of Expenses & Provision Of Facilities	25/11/2008	Group Manager Integration, Customer Service, and Business Excellence
Former Leichhardt	Meetings Between Councillors & Members Of Parliament and/or Government Departm	28/09/2010	Group Manager Integration, Customer Service, and Business Excellence
Former Leichhardt	Precinct Committee System Policy	22/02/2011	Group Manager Integration, Customer Service, and Business Excellence
Former Leichhardt	Service and Complaints Policy	24/03/2009	Group Manager Integration, Customer Service, and Business Excellence
Former Leichhardt	Records Management Policy - Councillors	9/06/2014	Group Manager Information Communications Technology
Former Leichhardt	Externally Initiated Redundancy Policy	6/10/2015	Group Manager Human Resources
Former Leichhardt	Volunteer Policy	01/09/2014	Group Manager Human Resources
Former Leichhardt	Resident Parking Scheme	30/10/2007	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Leichhardt	Resident Precinct Policy & Guidelines	22/02/2011 27/09/1994	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Leichhardt	Road Closures Traffic Calming Policy	27/03/2012	Group Manager Footpaths, Roads, Traffic and Stormwater Group Manager Footpaths, Roads, Traffic and Stormwater
Former Leichhardt	Angle Parking Policy	19/10/2010	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Leichhardt	Asset Management Policy	23/06/2009	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Leichhardt	Naming of Roads Parks Reserves and Public Spaces Policy and Procedure	1/01/2014	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Leichhardt	Naming of Roads, Parks, Reserves & Public Spaces	1/04/2014	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Leichhardt	Weed Policy		Group Manager Footpaths, Roads, Traffic and Stormwater
Former Leichhardt	Works Inspection Policy	22/07/2014	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Leichhardt	Pensioners Accruing Rates and Charges Policy	25/03/2014	Group Manager Finance
Former Leichhardt	General Financial Policy	16/05/2000	Group Manager Finance
Former Leichhardt	Pensioner Rates Concession	25/03/2014	Group Manager Finance
Former Leichhardt	Pensioners - Accruing Rates and Charges	25/03/2014	Group Manager Finance
Former Leichhardt	Rates Debt Recovery Policy	25/03/2014	Group Manager Finance
Former Leichhardt	Rates Financial Hardship Policy	25/03/2014	Group Manager Finance
Former Leichhardt	Reimbursement of Monies to Members of the public relating to Council Projects Policy	23/11/2010	Group Manager Finance
Former Leichhardt	Car Share Policy	01/07/2008	Group Manager Environment and Sustainability
Former Leichhardt	Pesticide Notification Plan	24/04/2007	Group Manager Environment and Sustainability
Former Leichhardt	Local Approvals Policy	9/05/2017	Group Manager Development Assessment and Regulatory Services
Former Leichhardt	Asbestos Policy	1/01/2006	Group Manager Development Assessment and Regulatory Services
Former Leichhardt	Advertising Outdoors Public Benefit Policy	11/08/2015	Group Manager Development Assessment and Regulatory Services
Former Leichhardt	Bird Control	18/04/2006	Group Manager Development Assessment and Regulatory Services
Former Leichhardt	Busking Policy	31/01/2014	Group Manager Development Assessment and Regulatory Services
Former Leichhardt	Compliance and Enforcement Policy	1/01/2016	Group Manager Development Assessment and Regulatory Services
Former Leichhardt	Determination of Applications Policy	7/12/2010	Group Manager Development Assessment and Regulatory Services
Former Leichhardt	Development Assessment Policy	28/06/2011	Group Manager Development Assessment and Regulatory Services
Former Leichhardt	Encroachments Architectural Details Policy	1/05/2011	Group Manager Development Assessment and Regulatory Services
Former Leichhardt	Live Music Venues Good Neighbour Policy	26/02/2013	Group Manager Development Assessment and Regulatory Services
Former Leichhardt	Aboriginal and Torres Strait Islander Communication Protocols	1/01/2015	Group Manager Community Services and Culture
Former Leichhardt Former Leichhardt	Community Garden Policy Naming Public Places with Aboriginal Names Policy	28/06/2011 18/06/1996	Group Manager Community Services and Culture Group Manager Community Services and Culture
Former Leichhardt	Social Impact Assessment Policy	22/09/2009	Group Manager Community Services and Culture
Former Leichhardt	Sponsorship Policy	24/08/2004	Group Manager Community Services and Culture
Former Leichhardt	Flag Flying Policy	14/04/2015	Group Manager Communications, Engagement and Events
Former Leichhardt	Communications Strategy	16/04/2012	Group Manager Communications, Engagement and Events
Former Leichhardt	Community Engagement Policy	6/11/2013	Group Manager Communications, Engagement and Events
Former Leichhardt	Event Policy	01/01/2015	Group Manager Communications, Engagement and Events
Former Leichhardt	Fair Trade Community Policy	27/05/2008	Group Manager Communications, Engagement and Events
Former Leichhardt	Grants and Community Resourcing Policy	26/06/2012	Group Manager Communications, Engagement and Events
Former Leichhardt	Public Outreach Strategy	22/05/2012	Group Manager Communications, Engagement and Events
Former Leichhardt	Social Media Strategy	22/05/2012	Group Manager Communications, Engagement and Events
Former Leichhardt	Use of Council Facilities for After School Care	22/07/2014	Group Manager Children and Family Services
Former Leichhardt	Public Interest (Protected Disclosures) Internal Reporting Policy	28/02/2012	Executive Manager Enterprise Risk
Former Leichhardt	Risk Management Policy and Framework	23/02/2013	Executive Manager Enterprise Risk
Former Marrickville	Sports Ground Allocation Policy	4/06/2013	Group Manager Trees, Parks and Sportsfields
Former Marrickville	Urban Forest Policy and Urban Forest Strategy	3/11/2010	Group Manager Trees, Parks and Sportsfields
Former Marrickville	Weed control policy	1/11/1995	Group Manager Trees, Parks and Sportsfields

INNER WEST COUNCIL

Council Meeting 8 May 2018

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Originating Council	Approved Policy Name	Adoption Date	IWC Group Manager Owner
Former Marrickville	Commercial Fitness Training Policy (2016)	16/02/2016	Group Manager Recreation and Aquatics
Former Marrickville	Recreation Policy and Strategy	1/06/2013	Group Manager Recreation and Aquatics
Former Marrickville	Statement of Business Ethics	1/01/2013	Group Manager Procurement and Fleet
Former Marrickville	Sustainable Procurement Policy (THINK Procurement)	no date	Group Manager Procurement and Fleet
Former Marrickville	Complaint Management Policy	2/12/2014	Group Manager Integration, Customer Service, and Business Excellence
Former Marrickville	Councillor Expenses and Facilities Policy 2015/16	1/12/2015	Group Manager Integration, Customer Service, and Business Excellence
Former Marrickville	Access to Information policy	no date	Group Manager Information Communications Technology
Former Marrickville	Public Access to Information Policy	1/10/2010	Group Manager Information Communications Technology
Former Marrickville	Equal Employment Opportunity Policy	no date	Group Manager Human Resources
Former Marrickville	Work Health and Safety (WHS) Policy Statements	1/07/2013	Group Manager Human Resources
Former Marrickville	Angle parking in residential streets policy	15/02/1999	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Marrickville	Asset Management Policy	16/02/2010	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Marrickville	Drainage policy	1/03/1994	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Marrickville	Naming of Roads and Lanes Policy (2016)	8/04/1997	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Marrickville	Signs policy	1/03/1994	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Marrickville	Stormwater drainage in developments policy	1/08/1995	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Marrickville	Street lighting policy	1/8/1995	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Marrickville	Traffic and Transport policy	1/03/1994	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Marrickville	Vehicular Crossings policy	1/02/1996	Group Manager Footpaths, Roads, Traffic and Stormwater
Former Marrickville	Car Share Policy	20/05/2014	Group Manager Environment and Sustainability
Former Marrickville	Environmental Management policy	1/9/2001	Group Manager Environment and Sustainability
Former Marrickville	Garbage collection policy	1/03/1994	Group Manager Environment and Sustainability
Former Marrickville	A-frames, Other Advertising Structures and Display Goods for Sale (Policy MS.11)	1/8/2012	Group Manager Development Assessment and Regulatory Services
Former Marrickville	Dividing fences policy (Policy PD.2)	1/3/1994	Group Manager Development Assessment and Regulatory Services
Former Marrickville	Filming Rights in the Marrickville Area Policy	19/05/1998	Group Manager Development Assessment and Regulatory Services
Former Marrickville	Food Services policy	1/12/1995	Group Manager Development Assessment and Regulatory Services
Former Marrickville	Hotel Trading Hours Policy	6/09/2005	Group Manager Development Assessment and Regulatory Services
Former Marrickville	Outdoor Commercial Seating (Policy MS.10)	1/08/2012	Group Manager Development Assessment and Regulatory Services
Former Marrickville	Placement of Waste Storage Containers in a Public Place policy	1/11/2000	Group Manager Development Assessment and Regulatory Services
Former Marrickville	Street trading policy	1/10/1993	Group Manager Development Assessment and Regulatory Services
Former Marrickville	Street vending policy	1/03/1994	Group Manager Development Assessment and Regulatory Services
Former Marrickville	Marrickville International Artist Exchange and Local and National Artist Residency Progr	15/07/2003	Group Manager Community Services and Culture
Former Marrickville	Aboriginal Naming / Co Naming Policy (2016)	1/03/2016	Group Manager Community Services and Culture
Former Marrickville	Arts Grant Scheme Policy	19/08/2003	Group Manager Community Services and Culture
Former Marrickville	Chrissie Cotter Gallery Policy	1/08/1995	Group Manager Community Services and Culture
Former Marrickville	Cultural Policy	no date	Group Manager Community Services and Culture
Former Marrickville	Neighbourhood Policy	18/03/2014	Group Manager Community Services and Culture
Former Marrickville	Public Art policy	10/04/2007	Group Manager Community Services and Culture
Former Marrickville	Sponsorship Policy	1/07/2004	Group Manager Community Services and Culture
Former Marrickville	Sister Cities Policy	1/03/2006	Group Manager Communications, Engagement and Events
Former Marrickville	Advertising Policy	1/07/2006	Group Manager Communications, Engagement and Events
Former Marrickville	Marrickville Community Grants Program policy	13/09/2005	Group Manager Communications, Engagement and Events
Former Marrickville	Sustainable Event and Meeting Management Policy	14/06/2011	Group Manager Communications, Engagement and Events
Former Marrickville	Audit Committee Charter	17/11/2015	Executive Manager Enterprise Risk
Former Marrickville	Disclosure of Interests Policy	n/a	Executive Manager Enterprise Risk
Former Marrickville	Fraud and Corruption Prevention Policy (2015)	17/11/2015	Executive Manager Enterprise Risk
Former Marrickville	Internal Audit Charter (2015)	17/11/2015	Executive Manager Enterprise Risk



Item No:	C0518 Item 12
Subject:	NOTICE OF MOTION: COMMUTER CARPARK
From:	Councillors Vittoria Raciti and Deputy Mayor, Julie Passas

MOTION:

THAT:

- 1. Council write to the Premier of NSW commending her and her government on infrastructure that was ignored for far too long; and
- 2. A letter of thanks and appreciation be sent to the Premier of NSW and a copy of that letter be published in the Inner West Council page of the local paper.

Background

The newly constructed carpark at Ashfield Station is up and running, welcomed and fully utilised by our ratepayers.

The commuter carpark has been a long running saga for many years and former and present Ashfield Councillors should be thanked for their ongoing commitment for this urgently required facility to be realised.

At the 2015 State Election the then Liberal Transport Minister and now Premier of NSW Gladys Berejiklian attended the site and made a promise to me the state Liberal candidate at the time, that the facility would be constructed.

I am very proud to say the Liberal State Government has fulfilled its' promise to the people of the Inner-West Council area.

The motion calls on Council to write to the Premier of NSW commending her and her government on infrastructure that was ignored for far too long.

Even more commendable is that this promised project was delivered in a strong Labor area.

Accordingly I move that a letter of thanks and appreciation be sent to the Premier of NSW and a copy of that letter be published in the Inner-West Council page of the local paper.

Officer's Comments:

Comment from Group Manager Communication, Engagement and Events:

The cost of publishing the letter in the Inner West Courier in addition to the regular Inner West Council page will be \$1,000.

ATTACHMENTS

Item No:	C0518 Item 13
Subject:	NOTICE OF MOTION: IMPROVING SCREENS AND FACILITIES IN THE COUNCIL CHAMBERS
From:	Councillor John Stamolis

MOTION:

THAT Council to provide an update in regard to improving screens and other facilities in the Council Chamber.

Background

The Ashfield Council Chambers currently has only one screen which is located at the front of the room. This is at a great distance from the gallery and even from some Councillors.

For Councillors and members of the public, it is very difficult to follow meeting proceedings without being able to view the screen. (I have had to ask the Mayor to read out amendments or final motions on several occasions due to not being able to see the screen.)

Next door to the Chamber is the Councillor meeting room – which is about one quarter the size of the Chamber. The meeting room has two screens.

The two new screens proposed for the Chamber should be placed so that the gallery can see one and the Councillors at the far end can see the other.

Additionally, there has been discussion about the need for improvements within the Chamber so that the ability to hear the meeting is enhanced.

Officer's Comments:

Comment from Manager Civic and Executive Support:

The Civic and Executive Support Team have commenced work on a project to engage an audio visual company to upgrade the Council Chamber. This will include monitors for Councillors, 2 screens for the gallery and an upgrade of the audio system to improve the speech quality at meetings.

ATTACHMENTS



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Item No:	C0518 Item 14
Subject:	NOTICE OF MOTION: MERGER TWO YEARS ON: INFORMING THE COMMUNITY
From:	Councillors John Stamolis and Pauline Lockie

MOTION:

THAT Council provide an update to the community on progress with the merger over the first two years including the main tasks done to date and, what is planned to be done over the next year.

Background

The merger of Ashfield, Marrickville and Leichhardt Council into the Inner West Council (in May 2016) is now two years in and there is still much more work to do. The merger will continue to consume large amounts of Council resources and funds for at least the next 3 to 5 years.

For some service contracts, it will take until 2023 or later before these are fully merged while the task of merging the key planning instruments (LEPs and DCPs) has barely started after two years.

The merger of our three Councils was not supported by our community and it is highly likely that the majority of residents today want their previous Councils restored.

The merger has had huge impacts on the senior management team of Council. The loss of all three General Managers and 8 of the 11 most senior Directors since the merger has seen a vast amount of skills, experience and many years of investment in these people wiped out over a short period. Further changes to staffing are expected in the years ahead. When the merger occurred, all Council Committees and many voluntary groups were dismissed. People are still waiting to see if their former roles and activities will be reinstated by the Inner West Council. Local participative democracy has been weakened at a time when Council is heralding its commitment to community engagement - which is central to the Community Strategic Plan.

The vast majority of our community have little idea of the activities associated with the merger, the amount of resources and funds that it has consumed and still consumes. Nor are our community aware of the key milestones for the merger. Our community have largely been kept in the dark, yet the merger will be the biggest expenditure of their rates in their entire lives.

It is vital that our community is assured that approval of Council expenditure comes under scrutiny and detailed costing; especially given that a virtually unlimited waterfall of resources and funds is being allocated to the merger with little or no public transparency; nor oversight by Councillors.

It should be Councils' responsibility to provide our community with regular updates on the progress of the merger and to demonstrate that this is an accountable and transparent process. This has not been done. Council should be advising the community about the main tasks done to date, what is planned for the years ahead and it should be frank and honest about the funds and resources being consumed.

Council should inform the community about progress with the merger using multiple channels such as the Mayoral column (Inner West Courier), a Council media release and flyers in rates notices (particularly as the merger consumes so much of ratepayers money).



Officer's Comments:

Comment from Group Manager Civic and Executive Support, Integration, Customer Service and Business Excellence and Group Manager Communication, Engagement and Events:

The cost of implementing this resolution would depend upon what communication method is used to update the community on the progress of the merger. It is estimated that it would cost \$2,300 being 21 hours of staff time to prepare the information. If the information is provided on Council's website it would cost a further \$350 in staff time to create the webpage and publish the information. A summary of the information could be included in the Mayor's Colum at no cost but if a flyer was inserted into the rates notice the estimate cost to print and insert the flyer for all property owners is estimated to be \$5000.

ATTACHMENTS



Item No: C0518 Item 15

Subject: NOTICE OF MOTION: COUNCIL MAINTENANCE AND INSPECTIONS OF PUBLIC BUILDINGS

From: Councillor John Stamolis

MOTION:

THAT Council:

- 1. Inspect and assess public entry and exit areas to its key public buildings on, at least, an annual basis;
- 2. Schedule quick response works where applicable; and
- 3. Report back to Council, on at least an annual basis, on the quality of the external appearance of key public buildings.

Background

The photos below show the entry to the Balmain library which is on the main street of Balmain (Darling Street). The library is part of the Civic Precinct and on the ground floor of the Balmain Town Hall (a heritage building).

The current condition of this entry is poor and it is in need of immediate attention.

It is vital that Council maintains its key publicly buildings in a presentable state and demonstrates to the community and visitors that we have good standards in place.

Additionally, these buildings are in prominent locations and some are heavily used. In the case of the entry to the Balmain Library, it appears that the maintenance works could be done without major cost and in a small number of days.

This motion does not negate that Council has scheduled other improvement works to public buildings. The inspections and/or works requested by this motion would be seen to be of a more regular and less expensive nature.







Officer's Comments:

Comment from Group Manager Properties, Major Building Projects and Facilities:

The Annual Asset Management Plan reports on the condition of the building assets including the façade. Regular inspections and maintenance works are included as part of the Asset Management Plan for buildings. A full condition audit for all Inner West Council buildings was recently undertaken and the report is expected by June 2018. The low height paint touch ups at the Balmain Town Hall can be undertaken as part of regular maintenance works and will be scheduled over the next couple of months. Any more complex capital renewal works will need to be schedule based on available future capital budgets. The implementation of an annual report to Council on the condition of key public buildings would require 14 hours of staff time being a cost of \$2000.

ATTACHMENTS



Item No:	C0518 Item 16
Subject:	NOTICE OF MOTION: CONDOLENCE MOTION JOHN FRANCIS WALSH, PSM, GCM, BCM, JP
From:	Councillors Mark Drury and Lucille McKenna OAM

MOTION:

THAT Council write a letter of condolence to the family of John Francis WALSH, PSM, GCM, BCM, JP, expressing our sadness at his passing and thanking them for his many years of service to the Inner West community.

Background

On Tuesday 3rd April 2018 John Walsh died at his home in Rutherglen VIC. John served Ashfield Council with distinction and was awarded the Public Service Medal for outstanding service to the Council in 1991. Prior to this he served his country and he continued to serve his community until he moved to Rutherglen to live near his daughter and her family.

John was born at Marrickville NSW on 9 June 1941 and lived at Ashfield with his beloved wife Joyce who sadly pre-deceased him. John served from 1960 to1968, with 19th Coy & 3 Coy RAASC (Inf Div Tpt), as well as for a short period of time in 5th Field Squadron, 1 Field Regiment RAE. He involved himself with many community organisations.

With his late wife Joyce they formed an 'ANTIOCH' Youth Group at St Vincent's Catholic Church, Ashfield from 1984 to 1990.

State President, St Vincent de Paul, Disaster Relief from 1989 to 1991, and he worked on the Newcastle Earthquake disaster in 1989-90.

State President NSW National Serviceman's Association 1997 and 1998.

President of Ashfield RSL Club from 2003 to 2013 and President of Ashfield RSL sub Branch from 2003 to 2013.

He was a Life Member of the Returned & Service League of Australia, and a Life Member of Ashfield RSL Club.

Vice President of 8th Australian Division AIF Association.

Inaugural member of the Reserve Force Day Council.

Board Member of EXODUS Foundation, Ashfield, which was started by the Rev Bill Crews AM.

The Gold Cross of Merit and Bronze Cross of Merit were awarded to him by the Polish Government in Exile, London.

He is survived by his cherished daughter Karen and her loving family, and loved brothers Bill and Matt and sister Mary and their families.

ATTACHMENTS

Item No:	C0518 Item 17
Subject:	NOTICE OF MOTION: CHANGES TO INNER WEST BUS SERVICES
From:	Councillor Pauline Lockie

MOTION:

THAT Council writes urgently to the Minister for Transport and Infrastructure and the Secretary of Transport for NSW (TfNSW) to ask that TfNSW:

- 1. Reverse planned changes to the 422 bus route so that it continues to terminate in Martin Place;
- 2. Reverse any planned changes to other Inner West bus services that result in a reduction of service to and from the Inner West; and
- 3. Correct potentially misleading information on the TfNSW website relating to route changes.

Background

Transport for NSW has recently publicised changes to a number of Inner West bus routes that will take effect from 6 May 2018. One of these changes will see the 422 bus route that currently runs to Martin Place terminate at Central instead.

This change will see residents in Camperdown, Newtown, St Peters, Sydenham and Tempe forced to catch two or more buses in order to complete their journeys to and from the CBD. As well as adding to travel times and inconveniencing commuters, this is likely to make using public transport even more difficult for people who are unable to switch services with ease.

The 422 service also runs through key destinations in the Inner West that draw people to our area. So while even though Council is working with local business association to promote visitation and build new opportunities for the night-time economy, the proposed changes to the route could end up making it more difficult for people to visit our area.

A number of changes to other Inner West bus routes have also been proposed, some of which involve route changes or withdrawals. These were published on the TfNSW website at <u>https://transportnsw.info/news/2018/inner-west-bus-changes</u> on 27 April 2018.

At least one of the descriptions of route changes on the aforementioned TfNSW link has the potential to mislead residents about the full impact of the change. For example, the L38 from Abbotsford to Martin Place, which services the Stanmore and Leichhardt wards, is advertised as having "5 additional weekly services, providing an additional afternoon peak service" from 6 May. However, while an 18:52 weekday service from the CBD to the inner west has been added to the new timetable, the current 15:06 service has been deleted. This means there is actually no net increase in services, and a later start to the afternoon service, which will now commence at 15:26.

ATTACHMENTS

Nil.

tem 17



Item No: C0518 Item 18

Subject: QUESTION ON NOTICE: STAFFING MATTERS

From: Councillor Rochelle Porteous

Comment by the General Manager:

Staff have provided answers to the questions below where the information is immediately available. The answers to the remaining questions require a considerable amount of time in accessing the three former systems and consolidating data. In addition to normal operating functions HR staff are currently engaged in a significant project to harmonise the payroll systems of the former councils. A response to the remaining questions will be provided by June 2018.

Questions:

Staff employments before and after the forced amalgamation:

What was the effective full time staff number at Leichhardt Council at the time of amalgamation?

What was the effective full time staff number at Marrickville Council at the time of amalgamation?

What was the effective full time staff number at Ashfield Council at the time of amalgamation?

What was the staff headcount at Leichhardt Council at the time of amalgamation?

What was the staff headcount at Marrickville Council at the time of amalgamation?

What was the staff headcount at Ashfield Council at the time of amalgamation?

What is the current effective full time staff level at Inner West Council?

Answer:

Current FTE as at 20/4/2018 is 1009 permanent and temporary staff

What is the current staff headcount at the Inner West Council?

Answer:

Current staff headcount as at 20/4/2018 is 1106 permanent and temporary staff.

Outdoor staff:

What was the outdoor staff headcount at Leichhardt Council at the time of amalgamation?

What was the outdoor staff headcount at Marrickville Council at the time of amalgamation?

What was the outdoor staff headcount at Ashfield Council at the time of amalgamation?

What is the current outdoor headcount at the Inner West Council?

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Answer:

Current outdoor headcount as at 20/4/2018 is 313 permanent and temporary staff.

How many of the current outdoor staff at the Inner West Council are casual?

How many of the current outdoor staff at Inner West Council are on fixed contracts?

Redundancies and resignations:

How many staff have left their employment through early retirement, resignation or redundancy in the Inner West Council since May 12 2016?

Consultants and Labor Hire firms:

Does the IWC use a labor hire company or more than one?

If so how many staff are currently working for Council from a labor hire company?

ATTACHMENTS



Item 19

Item No: C0518 Item 19

Subject: UPDATE ON DOCKLESS BIKE SHARE

Prepared By: Simon Lowe - Strategic Transport Planner

Authorised By: David Birds - Group Manager Strategic Planning

SUMMARY

Towards the end of 2017, Inner West was one of six inner city councils who prepared a set of guidelines to assist with the effective management of dockless bike share across the city. A three month review of the operation of the guidelines took place at the end of March 2018 that identified several continuing impacts of this activity. One of the most significant items highlighted by the operation of the guidelines is the lack of legislative powers available to support the management of dockless bike share. As a result the six councils consider it is imperative that the NSW Government addresses this issue as a matter of urgency.

This report recommends that Council, in a joint communication with the other councils where possible, writes to the NSW Government seeking urgent legislation or regulation to allow for the effective management of commercial bike share.

RECOMMENDATION

THAT Council:

- 1. In a joint communication, where possible, with Canada Bay, City of Sydney, Randwick, Waverley and Woollahra Councils, writes to the NSW Government seeking urgent amendment to legislation or regulation to allow for the effective management of commercial bike share; and
- 2. Staff continue to liaise with staff from the other five councils to explore how the recommendations from the three month review can be implemented and report back to a future meeting on action options and potential costs to Council.

BACKGROUND

Dockless Bike Share began to appear in Sydney in mid to late 2017 and by the end of the year five bike share businesses were operating across the inner city.

At its meeting of 12 October 2017 Council approved a Mayoral Minute setting out support for bike share but noting that its success depended on the establishment of a sound regulatory framework and the development of a consistent approach across inner city councils.

Following this, consideration was given to examining how bike share could be supported whilst managing the impacts of its operation. Consequently Council responded to the introduction of bike share schemes by working with other inner city councils and the bike share operators towards a balanced position that achieves transport, environment, health and other related goals, as well as the fair use of public space.

As a result, and in response to the urgent need to manage the impacts of bike share operations, Inner West was one of six inner city councils (along with Canada Bay, City of Sydney, Randwick, Waverley and Woollahra) who subsequently worked together to develop the Inner Sydney Bike Share Guidelines.

The Guidelines set out minimum standards and expectations for dockless bike share operators across these six council areas. At its meeting of 12 December 2017 Council approved the guidelines (**Attachment 1**), which subsequently came into operation on 22 December 2017. The five bike share operators committed to work to meet the guideline requirements, with a reviewed stipulated after an initial three month trial period of operation.

Three month review

The three month review (**Attachment 2**), jointly carried out by all six inner city councils, has generated data that shows that bike share is popular in Sydney. At the end of February 2018 there were 142,073 user registrations, and a total of 390,147 trips were made in January and February, averaging more than 6,600 trips a day. By comparison, Brisbane's City Cycle scheme registered 87,238 trips in January and February 2017.

Central Station was the most popular location for bike share trips with 12,461 trips starting around the station during January and February 2018. Other popular locations were Green Square station (5,181), Bondi Beach (3,551), Newtown Station (1,731) and Rose Bay Wharf (1,296).

However, the review confirmed that there are significant issues which must be addressed if bike share is to become an effective, integrated segment of the transport network that does not negatively impact on public amenity and positively contributes to a liveable, sustainable and connected city.

Significant identified issues include haphazard bike parking, bike vandalism, lack of helmet use and their availability on share bikes and an increase in riding on the footpath. It is clear from the review that much work continues to be needed by bike share operators, councils, other land owners and state government in order to address these issues.

A principal issue has been highlighted by the review, which needs resolution to enable councils to effectively manage the impacts of the bike share industry. This is the lack of clear legislative regulatory powers under which dockless bike share operates and can be managed.

At a recent meeting of the six inner city Mayors that was convened to consider the initial outcomes of the review, it was agreed that the Councils should collectively write to the NSW Government seeking urgent amendment to legislation or regulation to allow for the effective management of dockless bike share. Without such action it is unlikely that all of the current issues that Sydney is experiencing with dockless bike share can be effectively addressed in a coordinated and efficient manner.

In the meantime Council staff will continue to liaise with staff from the other councils to explore how the remaining recommendations from the review can be implemented. This includes:

- How to work with NSW Police and Transport for NSW to optimise the use of existing and potential new compliance powers, including a possible permit scheme;
- Service level agreements with operators that include the removal of damaged and badly parked bikes;
- Identification, and encouraging use, of bike parking areas in high usage locations;
- Potential incentive and penalty schemes to encourage responsible user behaviours, reduce vandalism and increase helmet wearing; and
- Examining how to ensure the costs of any permit and compliance actions can be paid for by the operators.

INNER WEST COUNCIL

This will include consideration of the use of the power Council currently has for Authorised Officers to impound an article (e.g. a bike) if the officer forms an opinion that it has been abandoned or left unattended in a public place under s15 of the Impounding Act 1993. Authorised Officers may exercise their powers on a discretionary basis, particularly where a bike is clearly damaged and unusable or a bike is dangerously positioned.

A further report will be prepared for Council updating on these actions, including any potential costs to Council.

FINANCIAL IMPLICATIONS

At present there are no financial commitments required to be made by Council, however managing the impacts of dockless bike share operations, such as bike removal, is placing resource implications on various sections of Council. Any additional financial implications (e.g. the installation of additional bike parking, costs of removal of bikes from the street) should be borne by the bike share operators.

OTHER STAFF COMMENTS

The nature of the very limited legal powers available to manage dockless bike share has been reviewed by the General Counsel who supports the recommendation.

PUBLIC CONSULTATION

Not applicable.

ATTACHMENTS

- 1. Inner Sydney Bike Share Guidelines
- 2. J Guidelines 3 Month Review
- 3. Memorandum of advice regarding dockless bike share schemes *Confidential*

Guidelines for Dockless Bike Share Operators

Bike share has an important role to play in Sydney's transport future.

Councils, public landholders and bike share operators are committed to working together to establish a balanced position that achieves transport, environment, health and other related goals as well as the fair use of public space.

These guidelines set out minimum standards and expectations for dockless bike share operations in Sydney.

These guidelines will be in operation from 22 December 2017; Councils and relevant authorities will review operations every three months.

These guidelines apply across the six municipalities of: Canada Bay, City of Sydney, Inner West, Randwick, Waverley, and Woollahra.

1. Customer safety and conduct

- a. Operators must inform their customers through their apps about correct bike parking, bike safety checks and responsible riding.
- b. All operators and their customers must obey NSW road rules and consider the safety and comfort of other people on the road and footpaths.
- c. Operators must promote legal and responsible riding when customers join, and regularly afterwards. Riders are to be made aware that they can incur heavy penalties for offences such as not wearing helmets, unauthorised riding on footpaths, reckless riding and riding through red lights.
- d. Bicycles must comply with Australian Standards. When deployed all bicycles must have bells or other warning devices, helmets, front and rear lights, and a rear reflector as per Australian Standards. All bicycles must also have sturdy kickstands. Operators will make reasonable efforts to ensure bicycles are always equipped with helmets.
- e. Operators must encourage customers to reposition poorly located bikes.

2. Safe bike placement

- a. Bikes must be parked in an upright position and not placed on footpaths that are narrow, or where they could pose a safety hazard.
- b. Bike placement must not interfere with pedestrian access or amenity. Bikes should be placed kerbside away from the building. Operators will educate customers on the impacts of bike placement to mobility and vision impaired.
- c. Bikes may be placed near public bike racks but rack space should be left free for regular bicycles that need to be locked to a fixed point.
- d. Operators must have geo-fencing capability for preferred parking and exclusion zones in high traffic areas, such as sections of waterfront or for large events where public safety is an issue.

3. Distribution and redistribution of bikes

- a. All bikes should be equipped with GPS tracking.
- b. Operators must monitor the location of bikes at least daily.
- c. Operators must be proactive in the redistribution of bikes according to demand to avoid excessive build-up in an area.
- d. Operators must liaise with councils and other public landholders regarding bike deployment and preferred parking areas on an area by area basis. Councils and public landholders may nominate preferred parking areas in high demand locations.

4. Faulty, damaged or misplaced bikes

- a. Faulty or damaged bikes must be removed or repaired within the timeframe set out below (see Part 9).
- b. Operators must enable easy reporting of faulty or damaged bikes, missing helmets or bikes parked in inappropriate locations, through their app, website, email and a fully dedicated phone number available 24/7. For out of hours phone calls, (outside 6am to 9pm seven days a week,) customers will have their enquiry followed up within the next day. Operators must work toward providing a phone service between 6am-9pm seven days a week.
- c. Operators must adhere to customer requests consistent with the timeframe set out below. Operators must work toward providing customers with a reference number that can be sited for ease of follow up on the phone, in email and in app.
- d. Operators must work toward having contact information clearly displayed and fixed on all bikes.
- e. Bikes must be easily identifiable at all times.
- f. Operators must provide a central point of contact to councils and other public landholders.

5. Legal and insurance

- a. Operators must have public liability insurance which names and indemnifies councils and other public landholders.
- b. Operators must seek legal advice with regard to ensuring their business complies with road rules, consumer protection (including privacy), insurance and road safety.
- c. Operators must advise customers of risks and insurances applicable to users.

6. Data sharing

- a. Operators must cooperate with councils and public landholders to share relevant data for the purposes of transport and urban planning.
- b. This data will be confidentially held unless authorised for public release by the bike share operator.
- c. This commercial-in-confidence data may include:
 - i. The number of registered users
 - ii. The total number of trips
 - iii. Trip origins and destinations, and trip duration (time and distance)
 - iv. The number of bicycles deployed and deployment locations
 - v. Bike redistribution numbers and patterns
 - vi. Data regarding damaged or lost bikes, and helmets replaced
 - vii. Customer service contacts and response times

INNER WEST COUNCIL

Dockless Bike Share Guidelines

- d. This non-identifiable information may be aggregated for external promotion of bike share by landholders.
- e. Operators will work together with councils and/or public landholders to survey customers about share bike usage. The results will be used to promote bike share and inform transport planning.
- f. Operators will work towards live data portals to facilitate information sharing with public landholders.

7. Council staff access to bikes

a. When requested, operators must access to bikes for council/landholder staff to unlock and move bikes (for example for park maintenance or event management).

8. Fees

a. Councils and public landholders reserve the right to evaluate whether a fee or levy structure may be implemented so that operators make a financial contribution toward bike share infrastructure.

9. Collection and relocation of faulty or damaged bikes

If a member of the public or public landholder reports damaged, faulty, abandoned or inappropriately parked bikes the following timeframes apply.

Incident	Timeframe	Action
a. Dangerously placed	3 hours	Where a bike is causing an unreasonable hazard (i.e. parked across a road, carriageway etc.) the operator will relocate the bike within three hours. Council/public landholder may remove and impound the bike at any time to make area safe. The operator will be contacted at the time of any such action.
b. Bike reported as unsafe	Immediate (upon verification) 1-7 days (depending on severity)	Upon verification of unsafe bike, operator will immediately deactivate bike. Operator will check for safety/damage/faults and remove the bike from the public area.
c. Significantly damaged	Immediate (upon verification) 1-7 days	Upon verification of damaged bike, operator will immediately deactivate bike. Operator will check for

d. Inappropriate bike density	(depending on severity) 1-7 days (depending on severity)	safety/damage/faults and remove the bike from the public area Operator will be proactive in the redistribution of bikes
e. Illegally parked	1-7 days (unless escalated by council or public landholders)	Dependent on location of bike. (For e.g. private property, motorcycle or disabled parking)

10. Unused bikes

The following timeframes will help keep bikes moving and not left in one location for too long.

Timeframe	Action
1-7 days	No action. It is expected that bikes may not be used for a period of up to 7 days, particularly bikes left in quiet streets.
7-10 Days	The operator must relocate the bike or offer customer incentives to ride the bike to another destination.
11-14 days	If the bike has not been moved at the end of 11 days, a council/public landholder may instruct the operator to relocate the bike.
15+ days	The bike may be retrieved and impounded by council/public landholder. A fee may be payable for the release of the bike.
28 days after impoundment	The bike may be recycled by the local council.

11. Ceasing of operations

In the event that a dockless bike share operator ceases trading, the operator is obliged to remove all of their bikes from public places within 15 days.

12. Review of Guidelines

Councils and public landholders reserve the right to amend, expand and or alter these guidelines provided they give operators 14 days' notice prior to implementing the change(s).

Item 19

Inner Sydney Bike Share Guidelines – three month review 22 Dec 2017 – 22 Mar 2018

Background

The Inner Sydney Bike Share Guidelines set out minimum standards and expectations for dockless bike share operations across six council areas. Six councils developed the Guidelines in consultation with the bike share operators. The Guidelines were adopted on 22nd December 2017.

Councils, public landholders and bike share operators are committed to working together to establish a balanced position that achieves transport, environment, health and other related goals, as well as the fair use of public space.

At the time of issue it was agreed that the Guidelines would be reviewed every three months; this document sets out a summary of the initial review period from 22 December 2017 to 22 March 2018.

Review of Operations in first three months

Councils have reviewed bike share operations over the past three months and identified the major issues that have become apparent during this period. A strong and clear suite of recommendations for moving forward has subsequently been laid out. The review was based on community feedback, council staff observations and regular discussions with the bike share operators.

Data provided by the bike share operators shows that bike share is popular in Sydney. At the end of February there were **142,073 user registrations**, and a total of **390,147 trips** were made in January and February, averaging more than 6,600 trips a day.

For comparison, Brisbane's City Cycle scheme registered 87,238 trips in January and February 2017.

Central Station was the most popular location for bike share trips with 12,461 trips starting around the station during January and February. Other popular locations were Green Square station (5,181), Bondi Beach (3,551), UNSW (2,948), Newtown Station (1,731) and Rose Bay Wharf (1,296).

While the data shows that bike share is popular in Sydney, there are significant issues which must be addressed if bike share is to become an effective, integrated segment of the transport network that does not negatively impact on public amenity and positively contributes to a liveable, sustainable and connected city.

Major Issues

Bike Parking

Inappropriate parking of bikes is a major challenge. Dockless bike share is in its infancy in Australia and public awareness of its merits and how it works is low. The seemingly arbitrary and haphazard nature in which bikes can appear to be left across the city is causing concern with parts of the community viewing the bikes as abandoned, even though the vast majority are still in operation and

available for hire. Furthermore, some customers are leaving bikes in inconsiderate places which can have a serious impact on people with mobility issues.

In addition, operators have on occasion deployed bikes in excessive numbers in single locations.

Vandalism

Vandalism of bikes and bikes that are broken or in an unrideable condition is an increasingly common issue which can devalue the concept of bike share. This not only reduces the proportion of rideable bikes but adds to the view that the bikes are merely street clutter rather than being seen as a sustainable transport option. Operators have reported that vandalism is causing major concern and difficulty for their operations.

Helmet Use

The guidelines set out a requirement for all bikes to be deployed with a helmet attached and for operators to make reasonable efforts to ensure that bikes are always equipped with helmets. User experience and on-site observations have noted that many bikes are without helmets. Operators have reported that helmet theft is one of the most challenging issues facing them.

Whilst a large proportion of riders appear to be travelling without helmets, without wholesale amendment to the law on helmet use, particularly for share bikes, this issue will require an innovative approach to resolving.

Footpath Riding

Some riders are illegally riding on footpaths, perhaps because this may feel safer than riding on the road or perhaps because they are unaware of the state road rules.

Recommendations for moving forward

In light of the aforementioned issues, a suite of recommendations is set out below. Implementation of recommendations will proactively move bike share forward in Sydney; this is contingent on continued collaboration between Councils, operators and NSW Government. Recommendations are made in light of Councils' limited legal powers to address the challenges of dockless bike share and the lack of leadership shown by NSW Government to date, while acknowledging that bike share has many benefits to offer to Sydney.

Councils will continue to work with operators and other public landholders to balance the transport, environmental, health and economic benefits of bike share with the fair use of public space.

- NSW Government make amendment to legislation or regulation to allow for the effective management of dockless bike share
- Identify and install new bike parking areas in high usage locations. Any installation costs to be funded via operator contributions and zones are to be available for the use of any share bike. Operators to strengthen incentives to users to utilise the new bike parking areas.

- Insist on the removal of bikes that are deemed to be unrideable or broken. Operators to proactively identify and remove/fix damaged bikes; Councils may remove bikes without giving notice that are deemed to be unrideable or broken.
- Guidelines to be developed into a Service Level Agreement, which all operators will sign up to with Councils and adhere to and which will set framework under which to operate.
- NSW Government, operators and other leading industry experts to explore innovative ways in which helmets could be made more readily available for users.
- Operators to require users to provide credit card details upon sign-up to encourage responsible use.
- Councils, operators and other stakeholders including NSW Police to work together on public education to reduce levels of vandalism and adherence to the road rules including mandatory helmet use.
- Transport for NSW, in partnership with Councils, to investigate the potential for introducing a permit system for dockless bike share, including the legal framework surrounding this.
- Geographical area in which the guidelines are operational is to be expanded to include additional inner Sydney councils.
- Transport for NSW to take on the role of data custodian.