

KAA 1: COMMUNITY WELLBEING & INCLUSIVENESS

COMMUNITY DEVELOPMENT

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 1.1.1 Strengthen the community of Marrickville by promoting citizen participation, fostering connections and a sense of belonging within the community			
1.1.1 - 1	Maintain the profile of Marrickville South community events and activities, e.g., regular community barbeques <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <i>Performance Indicator - 4 barbeques & 3 community events/activities conducted for the Marrickville South area</i> </div>	Completed Oz Tag competition held at Steel Park with Inner West Aboriginal Community Company on 5 April and Dance Party with Marrickville South Youth Working group on 14 April 2007 as part of the Youth Week 2007 program; free food and refreshments provided; 7 partner organisations assisted and more than 300 attended both events. Marrickville South second planning session held Friday May 11 and included a presentation by Executive Manager, Major Projects on the Draft Urban Strategy. All Nations Indoor Soccer Cup (Refugee Week, 19 June) held at DABCRC; local team fielded.	Completed Marrickville South continues to be a focal point of community engagement for service providers in the government and non-government sectors. Council has commenced second phase planning with community partners for improved social outcomes in Marrickville South, consistent with the results based performance framework used by state government agencies.
1.1.1 - 2	Continue to support StAMP Project (funded by Attorney General's Dept) and similar projects under the Safety in Marrickville Plan <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <i>Performance Indicator - Evaluation confirms effectiveness of model</i> </div>	Completed Continue to support monthly StAMP mentoring meetings including training on Aboriginal issues. Regular half yearly accountability requirements fulfilled. Successfully applied for third and final year of funding, which will expire in November 2007 - \$55,000 including GST.	Completed This high profile, community based project has been successful in attracting three years of continuous funding support from the NSW Attorney General's Department under the State Government's Community Compact. This and other similar projects across Sydney are to be evaluated by the Crime Prevention Division of AGs in the near future.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
1.1.1 - 3	Resource and support the section's consultative committee program including the Marrickville Youth Council, MACC, MECC, Access Committee, GLL@M, Snrs. Reference Group and Safety in Marrickville Committee, as well as the SSROC Access Forum in 2006	Completed	Completed
	<i>Performance Indicator</i> - Regularity of consultative committee program meetings as agreed and within budget	Marrickville Youth Council meetings have met monthly during the last quarter. They have helped organise the Youth Week program; and the Community Harmony performance day at Jack Shanahan Park. GLL@M Committee met Wednesday 2 May 2007. Safety in Marrickville Committee met Tuesday 6 June and held an extraordinary meeting Tuesday 8 May. Marrickville Council Multicultural Committee (MCMC) met 6 June.	All consultative committees have provided feedback on Council's draft management plan and major projects as well as other issues specific to their field of experience, including the Plan of Management for Sydenham Green, Council's Cultural Plan, Accessible Transport and a Water Play Park proposed for Marrickville South.
1.1.1 - 4	Coordinate 2006/07 program of events including Youth Week, Seniors Week, Refugee Week, International Women's Day, International Day of People with a Disability, International Day of Volunteers, including inter-generational activities	Completed	Completed
	<i>Performance Indicator</i> - Calendar of events reported to Council in July 2006	Series of events, exhibitions and celebrations for Refugee Week 2007 organised. This included the All Nations Indoor Soccer Cup which attracted 300 people and 16 teams. Youth Week 2007 celebrations attracted 2500 young people and residents attending 14 events. The 3 weeks program of celebrations was also nominated for the Local Government Youth Week awards.	A successful 2007 program of social issue events included Youth Week, Seniors Week, NAIDOC Week, Anti-Poverty Week and, due to a calendar change at the national level, 2 Refugee Weeks were held in this financial year. Plans have already begun for the 50th Anniversary celebrations in 2008. International Day of People with a Disability and International Women's Day were again highly successful. A public forum on Work Choice/Welfare to Work was initiated by Council's Multicultural Committee.
1.1.1 - 5	Cooperative planning and support for external events, e.g. Pacific Unity, NAIDOC Week, Elimination of Racial Discrimination	Completed	Completed
	<i>Performance Indicator</i> - A minimum of 3 external events/groups supported	Planning continued with Aboriginal community partners on 2007 NAIDOC week and anniversary of the 1967 Referendum. Promoted and supported 2007 National Sorry Day.	Ongoing links and support for Pacific Unity festival provided by Community Development, however, financial and event support are now provided through the Cultural Events Program. NAIDOC Week and the NSW Local Government Aboriginal Networking Conference are supported annually in partnership with the local Aboriginal community. Approximately twenty five local organisations were supported through the 2006 Community Grants Program to conduct events and/or programs that build social capital or meet the service needs of local citizens.

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1.1.1 - 6	Establish a consultative network and commence planning for a place management project in the Sydenham/St Peters/Tempe area <i>Performance Indicator - Consultative network established by December 2006</i>	Completed	Completed
		Resident consultative network extended.	Planning and consultation meetings with service providers and residents scheduled throughout the year have continued to build on a body of knowledge about needs and expectations for the St. Peters-Sydenham-Tempe place management project.
	1.1.1 - SI1	Implement a continuing program of review and revision of major action plans under the Social Plan, specifically in 2006/07: Safety in Marrickville Plan, Cultural Diversity Plan, Youth Strategy, Marrickville South Action Plan, 5 year plan for Aboriginal services <i>Performance Indicator - 5 revised plans under the Social Plan submitted to Council by June 2007</i>	Completed
		Prioritised Cultural Diversity Action Plan on track. Revision of the Youth Strategy continues - final draft to be completed in July 2007. Marrickville South 2nd Planning Day was held Friday 11 May 2007. Aboriginal Belonging Plan reviewed and revised with local community in June.	All major revisions in progress and progressing according to agreed schedules.
1.1.1 - SI2	Review and revise the Leadership in Marrickville Program <i>Performance Indicator - Outcomes of the review of the Leadership in Marrickville Program reported to Council by March 2007</i>	Completed	Completed
		2007 program underway.	Review completed and innovative new Community Leadership Program initiated.

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1,1,1 - SI3	Develop and deliver training modules for the Aboriginal Cultural Protocols to Council staff and Aboriginal communities of Sydney's Inner West <i>Performance Indicator</i> - Training modules for staff on Aboriginal Cultural Protocols are incorporated into the Council training calendar for 2007. <i>Performance Indicator</i> - 80% of participants are satisfied with the training modules on Aboriginal Cultural Protocols	Will not Complete	Will not Complete
		Previous TAFE advice superseded.	TAFE collaboration not sustainable. Project will now be reconsidered in collaboration with People and Workforce section.
1.1.1 - SI4	Commence planning for 50 year celebration of Youth Week in Marrickville in 2008 <i>Performance Indicator</i> - Planning committee established for 50 year celebration of Youth Week in Marrickville in 2008 and draft budget developed by February 2007	Completed	Completed
		Initial discussions have been held with Council officers, Youth Council, local youth organisations and two interested business leaders.	A budget has been prepared, a committee established and formal planning has commenced.
Strategy 1.1.2 Make Marrickville fairer by improving citizen access to services [programs and resources] that meet daily needs and ensure basic quality of life			
1.1.2 - 1	Coordinate and provide services and programs through the Tom Foster Community Centre <i>Performance Indicator</i> - Increased number of service users on previous year	Completed	Completed
		12,014 meals for this quarter represent a decrease of 554 meals from the previous quarter, due to cessation of centre based meals program during construction. All home delivered meals and regional arrangements continue unabated.	Renovations at TFCC are complete and all programs operational. Official opening is planned for August 2007.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
1.1.2 - 2	Implement marketing strategy to promote services and programs at TFCC <i>Performance Indicator - Increased number of services users on previous year</i>	Completed The Food Services' brochure has been translated into six languages and will soon be available for distribution.	Completed The TFCC marketing strategy is being implemented and the Centre now identifies strongly as a Council facility through re-badging of the corporate logo on all marketing materials.
	1.1.2 - 3	Completed	Completed
	Guide Council's involvement in future programs addressing mental health and wellbeing of citizens using shared principles of a holistic approach <i>Performance Indicator - A coordinated program for addressing mental health issues among young people is prepared by June 2007</i> <i>Performance Indicator - Shared principles are developed by December 2006</i>	The final draft submission for the regional Headspace Grant has been completed by Central Sydney Division of General Practice. Submission incorporating feedback from all members to be finalised in July 2007.	Council staff have provided input into the Consortiums' submission ensuring a Marrickville area component of the Central Sydney program.
1.1.2 - 4	Work with community partners to develop a health and wellbeing program relevant to the local Aboriginal community <i>Performance Indicator - A health and wellbeing program relevant to the local Aboriginal community is prepared by May 2007</i>	Completed Inner West Aboriginal Community Company will, as auspice for the Working Group, apply for funding to implement Health and Wellbeing program.	Completed This popular program for women with complex health and lifestyle issues arose from the Aboriginal Belonging in Marrickville Plan but is now seeking alternative funding source as the NSW Health commitment is not ongoing.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT
<p>1.1.2 - 5 Participate and resource Marrickville Youth Interagency, Marrickville South Interagency, Aged Services Committee, Marrickville/Newtown Liquor Accords and associated Police Service Committees, SSROC Access Forum</p> <div data-bbox="277 427 732 1031" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i></p> <ul style="list-style-type: none"> - Average of 15 agencies x 6 meetings of the Marrickville Youth Interagency - Average of 30 agencies x 4 meetings of the Marrickville South Interagency - Average of 15 agencies x 4 meetings of the Aged Services Committee - Minimum of 4 meetings combined of the Marrickville/Newtown Liquor Accord and associated Police Service Committee - Average of 6 councils x 4 meetings of the SSROC Access Forum </div>	<p>Completed</p> <p>Marrickville Multicultural Interagency (MMIA) met 29 May. Multifaith Roundtable met 14 June. MYI have met twice, the MYI Marrickville Sth Working Group have met three times and the Mental Health Youth working group has met once. Marrickville South Interagency second Planning Session was held Friday 11 May 2007. No invitation to attend Liquor Accords in Marrickville or Newtown. Marrickville Aged Services Committee met on 7 June with 6 workers in attendance.</p>	<p>Completed</p> <p>All interagencies have met according to schedule. Anticipated program of Liquor Accord meetings has not eventuated, either in Newtown or Marrickville.</p>
<p>1.1.2 - 6 Assist Employee Services to develop and implement Council's Aboriginal Employment Strategy</p> <div data-bbox="277 1198 732 1329" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator - 3</i> Aboriginal staff breakfast forums held in 2006/2007</p> </div>	<p>Completed</p> <p>National Sorry Day event was successfully implemented. Planning for 2007/2008 program completed.</p>	<p>Completed</p> <p>This unfunded initiative was developed by Aboriginal staff in the Community Services Division who continue to meet, plan future directions and investigate funding sources for the program.</p>

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT
<p>1.1.2 - 7</p> <p>Assist providers to respond to the needs of residents of Sydenham, St Peters, Tempe area</p> <div data-bbox="277 300 732 475" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator - 3 programs established/revised to assist providers to respond to the needs of residents of Sydenham, St Peters, and Tempe area</i></p> </div>	<p>Completed</p> <p>Community gatherings at St Peters Town Hall in April, May and June.</p>	<p>Completed</p> <p>Place management project is progressing according to agreed program of activities.</p>
<p>1.1.2 - 8</p> <p>Assist local service providers to respond to the needs of Aboriginal young people as identified in the Aboriginal children Youth and Family Strategy</p> <div data-bbox="277 655 732 831" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator - 3 programs established/revised to assist providers to respond to the needs of Aboriginal young people</i></p> </div>	<p>Completed</p> <p>Young artists submitted art works to the XPOZED III Youth Art Exhibition during Council's Youth Week celebrations at Dulwich High School of Visual Arts and Design. An Oztag tournament (mixed) for schools and local services was organised by the IWACC. The Bounce Dance Party was organised by the MYI Marrickville Sth Youth Working Group members and 13 Aboriginal young people during Youth Week. Drop in and recreation afternoon activities are also being organised regularly by Marrickville Youth Resource Centre with assistance from Barnardos and IWACC.</p>	<p>Completed</p> <p>Revised strategies for the Marrickville Aboriginal Belonging Plan, which was workshopped on 29 May with services providers and members of local Aboriginal community, will provide foundation for more targeted initiatives in the coming year.</p>

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<p>1.1.2 - 9 Continue to develop Aerosol Art opportunities for local young people, as well as promoting aerosol art as a legitimate art form and means of entering the Arts economy</p> <div data-bbox="277 384 707 740" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator - 5 participating businesses/agencies in the development of Aerosol Art opportunities</i></p> <p><i>Performance Indicator - Earning and learning outcomes achieved for 6 young people</i></p> </div>	<p>Completed</p> <p>Refugee Week 2005 Mural completed and launched by Mayor 21 June 2007. There have been 2 Street art workshops have been held at DHSVAD this quarter. The after school workshops continue with 15 students currently enrolled. Local projects have been negotiated with production of wall murals for the school grounds, performance stage, banners for Youth Week and signage for the school art gallery. The Art Week workshops for year 10 students attracted 20 young people. They produced a 20 metre mural along one of the walkways to Seaview St carpark.</p>	<p>Completed</p> <p>Partnerships have continued with DHSVAD, Marrickville Youth Resource Centre, Twenty10, individual mentors such as Matthew Peet and Stuart Barber. Other young artists are also completing legal wall murals in Enmore, McNeilly Park and Mahony Park. Workshops for young people are also being planned with the One80 Youth Group from Assembly of God, Petersham.</p>
<p>1.1.2 - 10 Promote and administer Council's Community Grants Program and ClubsNSW Community Development and Support Expenditure Scheme</p> <div data-bbox="277 943 730 1225" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator - Minimum of 50 Community Grants Program applications received and approximately 18 funded</i></p> <p><i>Performance Indicator - CDSE Scheme delivered on time and within budget</i></p> </div>	<p>Completed</p> <p>Information package reviewed and prepared for distribution in hard copy and through website. Two information sessions held on 13 June, attended by 24 people representing local agencies.</p>	<p>Completed</p> <p>Grants program on track and preparations underway to assess applications after closing date on 4 July 2007.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
1.1.2 - SI1	Finalise renovations at Tom Foster Community Centre (TFCC) to improve safety, access and amenity of centre	Completed	Completed
	<div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> <i>Performance Indicator - Renovations at Tom Foster Community Centre (TFCC) are finalised on time and on budget</i> </div>	Renovations of Tom Foster are now completed. An Open Day will be held on the 15th August 2007 to celebrate the completion of the renovations.	Renovations at TFCC have brought the centre to a high standard of access and amenity for service users and staff.
1.1.2 - SI2	Undertake unit cost study of food production at TFCC	Completed	Completed
	<div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> <i>Performance Indicator - A unit cost study of food production at TFCC is finalised by November 2006</i> </div>	Project completed and informed the 2007-2008 budget process.	Project completed and informed the 2007-2008 budget process.
1.1.2 - SI3	Develop a service provision response for people with complex needs from TFCC	Completed	Completed
	<div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> <i>Performance Indicator - A draft proposal for a service provision response for people with complex needs from TFCC is prepared by September 2006</i> </div>	The working party continues to meet monthly. The TFCC dementia project is still under DADHC consideration.	The project was completed and submitted to the Department within the required timeframe. No advice received to date.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 1.1.3 Collaborate with others in planning and delivering services that produce better outcomes for citizens			
1.1.3 - 1	<p>Continue to support and implement Council's adaptable, affordable housing initiatives</p> <div data-bbox="277 443 730 708" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator - Recruitment of Housing Affordability Officer</i></p> <p><i>Performance Indicator - Report to Council on progress of Housing Affordability Strategy</i></p> </div>	<p>Completed</p> <p>Recruitment process completed. Successful candidate commences July 2007.</p>	<p>Completed</p> <p>Recruitment complete and wider project will commence in July 2007.</p>
1.1.3 - 2	<p>Assist local businesses to comply with Disability Discrimination Act legislation, by promoting and advising on Council's Missed Business Guide</p> <div data-bbox="277 903 716 1072" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator - Four promotional activities related to the Missed Business Guide undertaken by June 2007</i></p> </div>	<p>Completed</p> <p>Missed Business Guide presented to International Cities and Towns Conference in New Zealand. The translated Guides are being printed. The PDF versions will be made available on Council's website and CALD business operators are being sought to help with the next stage of the guide's promotion.</p>	<p>Completed</p> <p>The Missed Business Guide continues to be published by local government authorities across Australia with acknowledgements to the Marrickville Council partnership with HREOC. The invitation to present at the international conference in NZ during June is further recognition of Council's reputation for high standards and innovation in relation to access.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
1.1.3 - 3	<p>Work collaboratively across Council to integrate priorities of Ageing Strategy into existing programs and work plans</p> <p><i>Performance Indicator - Average of 1 Ageing Strategy action per section of Council integrated with existing programs</i></p>	Completed	Completed
		4 focus groups held with community using Council's Citizens Panel and consultative committees as well as advertising in local media and through local networks.	Draft Ageing Strategy progressed to agreed timeframe and will be submitted to Council in August 2007.
1.1.3 - SI1	<p>Develop a marketing strategy with the Access Committee and submit to Council</p> <p><i>Performance Indicator - Marketing strategy developed with the Access Committee submitted to Council by December 2006</i></p>	Will not Complete	Behind Schedule
		Both Newtown and Sydenham have been included in the easy access program. Improvements needed to other key stations and bus services have been identified and will be pursued with assistance of the Transportation Committee. A draft Information Kit has been prepared and presented to the Access Committee this quarter and will be discussed at the next Transportation Committee in July.	This project is slightly behind schedule in order to accommodate outcomes of the NSW State Budget. Report completed and resource materials being developed.
1.1.3 - SI2	<p>Work with Planning Services to finalise review of Council's Access DCP</p> <p><i>Performance Indicator - Review of Council's Access DCP finalised by December 2006</i></p>	Will not Complete	Will not Complete
		Limited staff resources in Planning Services have delayed this project.	Project delayed as a result of limited staff resources in Planning Services.
1.1.3 - SI3	<p>Investigate funding options to establish an Aboriginal Cultural Centre/Meeting Place at an agreed location within the Marrickville LGA</p> <p><i>Performance Indicator - A minimum of 2 submissions for funding to establish an Aboriginal Cultural Centre/Meeting Place are made in 2006/07</i></p>	Will not Complete	Behind Schedule
		Project revised in context of Aboriginal Belonging Plan review, currently underway.	A recent review of the Aboriginal Belonging Plan will set new direction in 2008 for the MACC Culture and Heritage Working Group.

CHILDREN AND FAMILY SERVICES

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 1.2.1 Provide high quality early to middle childhood services			
1.2.1 - 1	Provide care and education programs for children from birth to 5 years at centres in Marrickville, Stanmore, Tempe and Dulwich Hill <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>Performance Indicator</i> - Utilisation rates of childcare services at 97% </div>	Completed Utilisation rate this quarter was 98%+.	Completed Overall utilisation rate of 97% for the year for all early childhood services.
1.2.1 - 2	Provide the Magic Yellow Bus mobile service <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>Performance Indicator</i> - Increased attendance at Magic Yellow Bus </div>	Completed Attendance numbers at the new MYB service are increasing, now averaging 30+ families/session, due to increased promotion at events such as the Cooks River Festival in April; and running programs for Canterbury Council in term one. Main service is averaging 60+ families per session and numbers continue to rise at all parks.	Completed The new MYB service has had great success in attracting people, increasing its numbers by 200% for both parks over the past 12 months. There has been extensive promotion of the new MYB at various community events and communications to parents/carers. The main MYB has had a steady increase in numbers. The service is averaging over 1,000 children and over 800 adults visiting per month.
1.2.1 - 3	Provide care and recreational activities for children 5 to 12 years, before and after school hours and during school holidays <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>Performance Indicator</i> - Increase in the utilisation rates of services for children 5 to 12 years </div>	Completed Stanmore, Wilkins and Ferncourt OSHC currently have a waiting list for some morning and afternoon sessions.	Completed During 2006/07 there were 4,289 additional children enrolled at OSHC centres - an increase of 7.7% as compared to 2005/06.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
1.2.1 - 4	Support registered carers to provide home-based care for children from birth to 12 years <i>Performance Indicator - Increase in the number of carers</i>	Completed	Completed
		Two new carers were recruited this quarter. FDC currently has 32 carers and 210 children enrolled at service.	6 new carers recruited during 2006/07 and increased marketing of the service to prospective carers.
1.2.1 - 5	Ensure standards of care are met and assist registered carers through central programs such as Council's weekly playgroup and home visiting services	Completed Weekly carer playgroups and monthly carer home visits have continued to occur to ensure compliance with regulations and quality assurance standards. Carers also operate their own playgroup in addition to the FDC coordinated playgroup.	Completed Weekly carer playgroups held during all school terms. Monthly home visits to carers completed and compliance assured with regulatory and quality assurance requirements.
1.2.1 - SI1	Continue to adopt environmental sustainability principles and practices into daily operations of Council's Children and Family Services through purchasing, community activities and education programs <i>Performance Indicator - New initiatives identified and implemented across services</i>	Completed	Completed
		A meeting has been held with Watershed to arrange workshops and activities to be held during FDC Playgroup from September 07. The middle childhood services have created 7 new SAFE work procedures and have included environmental principles in most.	Middle Childhood team has completed a SAFE environment plan for centres for the period 2007-2008. Areas include, water saving, review of internal recycling and minimisation of chemical use. Water savings programs/activities and environmental awareness programs held in early and middle childhood services throughout year.
Strategy 1.2.2 Increase levels of childcare services across the LGA			
1.2.2 - 1	Complete Child Care Needs Analysis <i>Performance Indicator - Child Care Needs Analysis completed</i>	Completed	Completed
			The child needs analysis has been completed

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
1.2.2 - 2	Identify recommendations that can be implemented and develop implementation model <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <i>Performance Indicator</i> - Strategies from Child Care Needs Analysis are implemented </div>	Completed	Completed
		Marrickville Matters (May 07) featured a profile on a Family Day Care Carer to increase awareness of the service to the community and market the service to prospective carers. Opening hours at Tillman Park and Enmore Children's Centres and at Wilkins OSHC were revised in accordance with recommendations. Ongoing work on the feasibility of establishing a child care service in Marrickville South. Regional FDC meeting to develop joint marketing campaign.	All recommendations actioned or ongoing.
Strategy 1.2.3 Improve quality of early to middle childhood programs and curriculum			
1.2.3 - 1	Provide relevant training and professional development opportunities in areas of curriculum and programming	Completed	Completed
		8 FDC Carers are completing child study units as part of a Statement of Attainment in Children's Services. Training for carers has also been presented in Music with Children, Nutrition and Road Safety. Middle Childhood Team attended customized training facilitated by Network of Community Activities. Session included overview of current programming strategies and resources staff can use to program, evaluate and seek feedback. Training met requirements of Quality Assurance principles & standards.	Early childhood curriculum group have met throughout the year and discussed curriculum approaches. OSHC services have attended training in programming strategies. FDC carers have been involved in and attended ongoing child care training and programming courses. All children and family services staff have attended training in relation to programming and curriculum approaches to address diversity and inclusion issues.
1.2.3 - 2	Work towards achieving high quality in the Quality Improvement and Accreditation System <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <i>Performance Indicator</i> - Early and middle childhood services achieve high quality in Accreditation </div>	Completed	Completed
		Tillman Park and Addison Road have had the validation visit and are awaiting the accreditation results. Deborah Little has submitted its self-study report. Wilkins and Camdenville OSHC have completed their self-study report during this quarter. Stanmore and Ferncourt Out of School Hours and Vacation Care are awaiting a validation visit in July.	All services that completed quality assurance achieved accreditation at high quality (FDC, May Murray, Enmore and Cavendish Street Children's Centres). Tillman Park and Addison Road are awaiting the results of the validation step.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT
Strategy 1.2.4 Increase access and participation of minority/marginalised groups to children's services programs		
	<p><i>Performance Indicator - Greater increase in participation by Indigenous, single, same sex and families at risk</i></p>	<p>Services continue to adhere to Priority of Access Guidelines set by the Federal government, which include these groups as a top priority. There has been a significant number of children with disabilities attending centres, and MYB continues to attract about 45% of participants from ATSI and CALD backgrounds.</p> <p>Support has been provided to increase access by Indigenous families (support of Murrawina families at Tillman Park); acceptance of DoCS referrals of disadvantaged families and children at risk into all services; significant ongoing participation by marginalised and disadvantaged families; and significant inclusion of families with children with disabilities or challenging behaviours.</p>
1.2.4 - 1	Develop relationships with other community organisations with support minority/marginalised groups	<p>Completed</p> <p>Bicultural Support workers have been assisting FDC playgroup for two terms in implementing a program that assists carers/staff and children to understand and value diverse cultural practices and encouraging maintenance of, and support the development of children's home languages; and at Ferncourt and Wilkins OSHC. FDC has been involved in Participatory Action Research Project with SDN Inclusion Support Agency to assist eligible childcare services to improve their capacity to include children with ongoing high support needs into a quality child care environment.</p> <p>Completed</p> <p>Families NSW (formerly Families First) Learning and Development Project has conducted 6 training sessions attended by 180 people, all addressing issues faced by marginalised/ disadvantaged communities in the Inner West, to provide children and family services staff with skills and knowledge to better respond to the needs and provide relevant services to marginalised communities. Over 160 children's services and family support workers from across the inner west attended the Kaleidoscope conference. Marrickville, Glebe and Leichhardt Interagency has established a pilot school holiday program for children under 12 who are not using and/or cannot afford formal vacation care.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
1.2.4 - 2	Explore external funding opportunities to subsidise fees for families who may otherwise be unable to afford childcare	Completed	Completed
		Dept of Community Services has continued to provide financial assistance to 3 families attending Enmore and Tillman Park Children's Centres to assist with paying child care fees. During this quarter the Dept of Community Services has provided approval to provide assistance to a family enrolled at Deborah Little Children's Centre.	Special CCB approved for a number of families at centres, within 10% total allowance provided by Dept FACS. Dept of Community Services has provided financial assistance to several families to assist with payment of child care fees.
1.2.4 - SI1	Update policies and procedures to ensure they are inclusive of the diverse needs of community members	Completed	Completed
		The Children and Family Services Procedure Manual was launched this quarter. All services have a copy on display for parents and a copy for staff. During the next quarter a team will review the parent handbook and incorporate the new procedures.	Procedure Manual for Children and Family Services finalised, launched and made available to centres, staff and parents. Systems established to involve families in a review of these. Parent Handbook will be updated in first quarter of 2007/08 financial year.
Strategy 1.2.5 Attract and retain suitably qualified and experienced staff within children's services			
1.2.5 - 1	Participate and provide feedback to Government advisory committee currently exploring shortages of trained staff in Children's Services <i>Performance Indicator</i> - Trained positions are filled <i>Performance Indicator</i> - Higher retention rates of staff	Completed	Completed
		This issue has been discussed at Your Voice meetings and is part of the brief for the review of children and family services. The casual teacher position continues to be booked out by all early childhood services. This issue also has been addressed as part of the LGSA Child Care Working Group Position Paper ' <i>Local Government Child Care: Continuing Evolution</i> '.	This issue has been included in a LGSA Position Paper on Local Government Child Care and has been the subject of discussion at Your Voice meetings. The issue will be canvassed and strategies recommended also as part of the review of Children and Family Services staffing and budget.

COMMUNITY FACILITIES AND RECREATION

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
<p>Strategy 1.3.1 Increase leisure and recreation opportunities for all sectors of the Marrickville community, particularly special needs groups, including the aged, people with disabilities, females, youth, Aboriginal people and CALD groups</p>			
1.3.1 - 1	<p>Develop formal and informal leisure opportunities for the aged, people with disabilities, women, youth Aboriginal people and CALD groups</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>Performance Indicator</i> - Priorities in Recreation Strategic Plan identified</p> <p><i>Performance Indicator</i> - High priorities in Recreation Strategic Plan implemented</p> </div>	<p>Completed</p> <p>Indoor bowls and gentle exercise classes continue to be held at the DABCRC for the aged and people with disabilities. The first outings for the seniors' class occurred in May and feedback has been so positive fortnightly rather than monthly trips are being considered. The Combined Pensioners Association runs popular twice weekly dancing lessons at Petersham Town Hall that will continue throughout 2007. The Recreation section organised successful active programs during the quarter for target groups, including an Indoor Soccer Tournament held as part of Refugee Week.</p>	<p>Completed</p> <p>Many formal and informal recreation opportunities were initiated or provided throughout the year. High priorities in the Recreation Strategic Plan have been implemented.</p>
	1.3.1 - 2	<p>Facilitate leisure and recreation participation through the provision of accessible community spaces</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>Performance Indicator</i> - Community satisfaction with community facilities</p> <p><i>Performance Indicator</i> - No. of bookings for hire of community facilities</p> </div>	<p>Completed</p> <p>The six accessible community hall spaces available for leisure and recreation activities were well used by the community. Satisfaction levels remain high because staff provided quick responses to maintenance and other hiring issues. Facility bookings for the quarter were as follows: Petersham Town Hall 100, Petersham Town Hall Amenities Room 84, Marrickville Town Hall 82, St Peters Town Hall 103, Herb Greedy Hall 149, and Seaview Street Hall 152. Total 670.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
1.3.1 - 3	Facilitate and develop leisure programs and facilities	Completed	Completed
		Ongoing leisure programs were facilitated at the DABCRC, swimming pools and community facilities. Council has sponsored the seniors group at the DAB to include recreation outings once a month. These have proved so popular fortnightly outings are being considered. The recreation department assisted in the Walk to School Day held this quarter. Recreation opportunities continue to be promoted through the Active Marrickville newsletter.	Many programs have been developed or sponsored by Council this year.
1.3.1 - 4	Provide aquatic, sporting, leisure and community programs at the Annette Kellerman Aquatic Centre, Fanny Durack Pool and the Debbie and Abbey Borgia Community Recreation Centre <i>Performance Indicator - Attendance at swimming pools - target: Annette Kellerman Aquatic Centre 80,000 p.1. (subject to interruptions for redevelopment)</i> <i>Performance Indicator - Attendance at fortnightly aquatic facilities management meetings</i>	Completed	Completed
		Fanny Durack Pool closed for the winter on 14 April 2007. Both aquatic facilities provide a variety of programs to the community. Co-ordinator Community Facilities and Recreation has attended monthly management meetings with the pool manager. Total attendance for the quarter to June 18 for Annette Kellerman Aquatic Centre was 16779. Year to date attendance at AKAC is 84618, which already exceeds the annual target. For Fanny Durack Pool, total attendance for the quarter was 347 owing to the poor weather in early April. Year to date attendance at FDP is 28,966. The DABDCRC continues to provide a comprehensive range of sporting, leisure and community programs.	Feedback from the community and high attendances at the aquatic centres and DAB has generally been of a positive nature.
1.3.1 - 5	Improve communication with customers using Council's community facilities, particularly in relation to service disruptions <i>Performance Indicator - Reduction in the number of customer complaints related to Council's community facilities</i>	Completed	Completed
		Noise complaints have still been an issue at Petersham Town Hall. An independent acoustic specialist has been employed and prepared a report both on noise levels emitted from the hall and possible remedies. Customer complaints in regards to hiring of facilities have been reduced through prompt answering of queries and addressing problems when they arise.	A reduction in the number of complaints has occurred throughout the year with noise levels at Petersham town Hall the only ongoing concern.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
1.3.1 - SI1	Implement a continuing program of review and revision of major actions contained in the Recreation Strategic Plan (2003) <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <i>Performance Indicator</i> - Program of review and revision of major actions contained in the Recreation Strategic Plan (2003) implemented </div>	Behind Schedule	Behind Schedule
		A review with all departments that have a lead in any actions contained in the plan will occur in the next quarter.	Due to staff vacancies, the Review will occur in the next quarter.
1.3.1 - SI2	Implement a continuing program of review and revision of major actions contained in the Review of Community Facilities (2004) <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <i>Performance Indicator</i> - Program of review and revision of major actions contained in the Review of Community Facilities (2004) implemented </div>	Completed	Completed
		Council adopted the Leasing of Community facilities Policy this quarter. An EOI will be produced and put out to the public in the next quarter.	The review of Council's vacant facilities and leasing policy has been completed and an EOI will be developed in the next quarter.
1.3.1 - SI3	Work with other sections of Council to ensure that organisational commitment to the Recreation Strategic Plan is achieved	On Track	On Track
		Ongoing	A further review with other Council departments will take place in the coming quarters and the Recreation Plan will be updated and reprinted.
1.3.1 - SI4	Install disability water lift at Fanny Durack Pool <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <i>Performance Indicator</i> - Disability water lift installed at Fanny Durack Pool </div>	Completed	Completed
			The disability water lift installed at the Fanny Durack pool is now operational

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 1.3.2 Encourage and support the development of a more active and healthy community			
1.3.2 - 1	Encourage and support the community, Council staff and elected members to participate in community recreational events and be involved in healthy and active lifestyles	Completed	Completed
		The Recreation department organised an Indoor Soccer tournament as part of Refugee Week. 16 teams from the local and surrounding areas competed in junior, youth and senior age groups. The Community Facilities and Recreation section also supported the Walk to School Day and Council has approved the formation of a Recreation Advisory Committee to be set up in the next quarter.	Community, Council staff and elected members have been active in a wide range of initiatives and events throughout the year.
1.3.2 - 2	Support community based leisure organisations and local licensed clubs by: i) providing an annual program of training opportunities; ii) organising leisure forums to provide networking and information sharing opportunities; iii) informing leisure organisations about funding opportunities; and iv) providing leisure organisations with the opportunity to promote their activities at community events such as the Marrickville Festival	On Track	On Track
		Local organisations can promote themselves through the "Active Marrickville " newsletter and are kept abreast of leisure opportunities in the local area. Community Facilities and Recreation is currently updating the website to have a dedicated recreation section expanding on what is currently available on the web. The information of what is on at the Town Halls and Community centres is also being updated so people will be able to source ballroom dance classes or other activities directly from the website. Council has approved the formation of a Recreation Advisory committee which will be formed in the coming quarters to provide representatives from a diverse range of the community input into developing recreation opportunities in Marrickville.	All initiatives are on track, completed or of an ongoing nature.
<div style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Two leisure forums organised</p> <p><i>Performance Indicator</i> - Two educational training workshops for recreational groups organised</p> <p><i>Performance Indicator</i> - Presence of recreational groups at at least one community event/festival</p> </div>			

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
1.3.2 - 3	Respond to community request for assistance and information on recreation	On Track	On Track
		Ongoing. Staff respond to these requests and provide advice as required. Staffing levels have necessitated the delaying of a coordinated program for addressing mental health issues among young people.	Staff provide information and advice promptly to the community when it is required.
1.3.2 - 4	Publicise recreational opportunities and update leisure information available to the community in Marrickville and ensure a comprehensive distribution strategy is employed including use of Council's website <i>Performance Indicator - Active Marrickville guide updated annually</i> <i>Performance Indicator - Active Marrickville guides for target groups updated annually</i> <i>Performance Indicator - Recreation newsletter produced quarterly</i>	On Track	On Track
		Meetings with the Web Administrator have been held with the design of the new recreation website. The Active Marrickville newsletter continues to be published quarterly and recreation articles are also included in Marrickville Matters. Active guides are to be updated in the coming year.	All initiatives are on track, completed or of a ongoing nature.
1.3.2 - 5	Develop and administer ongoing grant and funding applications	On Track	Completed
		Ongoing	This is considered a medium term priority in the Recreation Strategic Plan and will be considered in future quarters.
1.3.2 - 6	Develop and promote wider use of the Debbie and Abbey Borgia Community Recreation Centre by supporting PCYC in their operation and by taking a role in program development at the centre <i>Performance Indicator - Attendance at monthly advisory committee meetings for Debbie & Abbey Borgia Community Recreation Centre</i>	On Track	On Track
		Quarterly program figures at the DAB include: Pilates (48), Gentle exercise (230), BoxFit (331), Yoga (45), Indoor Bowls (156), Junior Dance Classes (1546). Attendances for April and May were 24871. Council continues to hold many events throughout the year at the DABCRC. An indoor soccer tournament, the "All Nations World Cup" was held at the DAB as the highlight event of refugee week with 16 teams both local and outside of the Marrickville LGA attending.	The DAB will continue to be utilised for Council run or sponsored events and the Coordinator will attend monthly meetings promoting increased recreation programs there.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
1.3.2 - 7	Develop and promote wider use of the Annette Kellerman Aquatic Centre and Fanny Durack Pool by supporting the pool operators in the management of the facilities and by taking a role in program development	Completed	Completed
		Staff continue to meet monthly with the pool managers to take a role in program development. Belgravia Leisure have expanded programs such as aqua-aerobics while still maintaining enough time and space devoted to lap swimming. A new school handbook will be distributed by Belgravia to local schools in the area highlight programs offered.	Belgravia Leisure's first year managing the pools has been successful. Programs have expanded, attendances increased and feedback from the public generally of a positive nature.
1.3.2 - SI1	Implement a continuing program of review and revision of major actions contained in the Recreation Strategic Plan (2003) and the Review of Community Facilities (2004)	Will not Complete	Behind Schedule
		Ongoing	This project has fallen behind schedule due to staff vacancies. The coming year will see the Plan reviewed with an outcome of an updated and reprinted Recreation Strategic Plan. Council adopted the formation of a Recreation Advisory Committee and part of the committee's function will be working towards the implementation of the Plan.
1.3.2 - SI2	Investigate and establish partnerships with the community, private and government sectors to sponsor and develop new recreation programs and opportunities <i>Performance Indicator</i> - New recreation programs developed in partnership with the community, private or government sectors	On Track	On Track
		An indoor soccer tournament held at the DAB as part of refugee week saw Council gain support from the Department of Sport and Recreation. A partnership between local bowling Clubs, high schools and Council is to be considered in future quarters.	While programs developed were less than hoped the last quarter saw a successful event held at the DAB and more are earmarked for the coming year.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 1.3.3 Facilitate the improvement of community leisure and recreation facilities			
1.3.3 - 1	<p>Maintain and enhance leisure and recreational community facilities by continuing implementation program contained in 2004 Review of Community Facilities</p> <p><i>Performance Indicator</i> - High priorities in 2004 Review of Community Facilities implemented in liaison with Community Facilities Assets Coordinator and Property Assets Coordinator</p>	Completed	Completed
		<p>Community Facilities and Recreation is in the process of reviewing the priorities in the community facilities upgrade. Much work has commenced and has been completed however unplanned or unforeseen work has added to the workload and slowed the process.</p>	<p>While significant progress has been made there still remains a large volume of work to be completed and additional requests to be added to the current list.</p>
1.3.3 - SI1	<p>Prepare contract and tender specifications and coordinate the tender process for the management contract of the two aquatic facilities</p> <p><i>Performance Indicator</i> - New management contract for two aquatic facilities tendered and new agreement signed</p>	Completed	Completed
			<p>Belgravia Leisure completed their first year on managing Council's two Aquatic Centres with positive feedback from the community.</p>
1.3.3 - SI2	<p>Project manage the tender process for the design and construction of the upgraded Annette Kellerman Aquatic Centre at Enmore</p>	On Track	Completed
		<p>Suters, Prior and Cheney Architects were appointed to design the upgraded facility. The DA is expected to be approved by the end of the year.</p>	<p>Following Council's decision to upgrade to a 50 m pool the short listed tenders resubmitted proposals with Suters, Prior and Cheny chosen.</p>
1.3.3 - SI3	<p>Provide a strategic contribution to and project manage the design phase for the redevelopment of the Annette Kellerman Aquatic Centre at Enmore</p> <p><i>Performance Indicator</i> - Design phase for redevelopment of Annette Kellerman Aquatic Centre completed</p>	On Track	Behind Schedule
		<p>Coordinator Community Facilities and Recreation will be a member of the Project Management Group. Council has approved Suters, Prior and Cheney Architects to design the new facility.</p>	<p>Council adopted to replace the facility with a 50 m pool so a new design brief was needed putting the project behind schedule.</p>

KAA 2: A CREATIVE, LEARNING AND DIVERSE MARRICKVILLE

COMMUNICATION AND CULTURAL SERVICES

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 2.1.1 Enhance Marrickville's creative economy and lifestyle through undertaking arts and cultural development for the Marrickville area			
2.1.1 - 1	Implement Council's arts program including Chrissie Cotter Gallery, Artist Residency program and Public Art Strategy <div style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator - A minimum 80% occupancy of Chrissie Cotter Gallery</i></p> <p><i>Performance Indicator - Commence construction of a major project such as the Artboard project</i></p> </div>	Completed The CCG and Artist Residency have had a minimum of 80% occupancy over the last quarter, with the CCG hosting 12 artists in 4 exhibitions and the residency hosting 4 artists. Property Services have presented CCS staff with final designs for the lasting accessibility of the CCG gallery. Approximately \$900 in commissions was made on works sold in CCG.	Completed The CCG and Artist Residency have had a minimum of 80% occupancy. Hosting over 40 artists in the CCG and over 20 artists in the residency. A highlight of the residency program has been the receipt of the silver award in the Local Govt Managers Australia Award for Excellence in 2006. The upgrade of CCG will attract more diverse artists and audiences in 2007/08.
2.1.1 - 2	Implement the Newtown Entertainment Precinct Project	Completed Council staff have continued to liaise with and support the Newtown Precinct Business Association throughout the quarter, with the Newtown Main Street co-ordinator taking on the key liaison role for Council to allow the Cultural Development Officer position to refocus on other cultural development initiatives. A design architect, Anton James has been appointed for the Art Board project and the Cultural Development Officer has continued to liaise with Railcorp to progress approval to commence with the design of the Art Board.	Completed With the completion of Council's Newtown Entertainment Precinct project imminent, the Cultural Development Officer position has been refocussed to undertake broader cultural development projects such as review of the Arts Grants Program and assisting with the development of the Cultural Plan.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
2.1.1 - 3	Facilitate the international artist exchange through the Sister Cities Program <i>Performance Indicator</i> - Host a visit from an international artist	Behind Schedule	Will not Complete
		The municipality of Larnaca, Cyprus has withdrawn from the program. Discussions are currently with Kos, Greece. An artist has been selected for the next exchange.	Council is awaiting confirmation from the Municipality of Kos regarding their participation in the program in 2007.
2.1.1 - SI1	Develop a plan to support Marrickville as a centre for cultural activity <i>Performance Indicator</i> - The existing arts and cultural industries are mapped to inform a Cultural Plan <i>Performance Indicator</i> - Cultural Plan for Marrickville is finalised by June 2007	Behind Schedule	Behind Schedule
		Cultural planning consultants have undertaken a broad range of community and Council consultations progressing the mapping of the LGA throughout the quarter. The consultant's report is expected to be delivered to Council in August 2007.	Cultural planning consultants, appointed in March 2007, have implemented a extensive consultation program in the local area and are on track to deliver a comprehensive report that maps existing arts and cultural industries and activity in the LGA. This report will provide the basis for the development of a Marrickville Cultural Plan in the next reporting period.
2.1.1 - SI2	Review the Public Art Strategy <i>Performance Indicator</i> - Report on Review of Public Art Strategy including recommendations is presented to Council by June 2007 <i>Performance Indicator</i> - Report presented to Council on community consultation of installation of sculpture celebrating Miss Havisham by June 2007	Completed	Completed
		The MPAS Review was tabled at and endorsed by Council in April 2007, with implementation of the recommendations commenced in the quarter including the preparation of a brief for consultancy services to progress a number of key public art projects. Council also determined, in April and then June 2007, in the 2007/2008 Budget not to proceed with the Miss Haversham figurative sculpture project in Camperdown Memorial Rest Park and therefore consultation has not been required.	Over the reporting period, the MPAS was reviewed and its recommendations were endorsed by Council in April 2007.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 2.2.1 Support community inclusiveness by providing timely and relevant information in appropriate forms to Council's various communities and stakeholders about Council activities, services, policies and plans			
2.2.1 - 1	Liaise with the media on Council's behalf <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>Performance Indicator</i> - Timely response to media inquiries </div>	Completed Council activities are promoted to local and metro media through regular media releases. Responses to media enquiries continue to be addressed in accordance with Council's Media Liaison Policy.	Completed The quarterly and annual tasks have been completed.
2.2.1 - 2	Produce Marrickville Matters quarterly <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>Performance Indicator</i> - Meet scheduled production of internal and external publications </div>	Completed The May issue of <i>Marrickville Matters</i> was completed on schedule with 33,500 distributed across the LGA.	Completed The quarterly and annual tasks have been completed.
2.2.1 - 3	Co-ordinate Council's advertising requirements <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>Performance Indicator</i> - Meet scheduled production of internal and external publications </div>	Completed Council Column was prepared on schedule each week. All Council advertising requirements have been processed on time.	Completed The quarterly and annual tasks have been completed.
2.2.1 - 4	Co-ordinate Council's internal communication needs including Briefing Notes and internal staff newsletter <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>Performance Indicator</i> - Meet scheduled production of internal and external publications </div>	Completed Councillor Briefing Notes have been prepared and distributed to Councillors and Senior staff each week. The internal publication, FYI, was produced in February and March, and a combined April/May edition was also distributed. Another edition was produced in June, and a special Major Projects FYI was distributed in June. The monthly events calendar has been posted on community notice boards and at Council meetings.	Completed The quarterly and annual tasks have been completed.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
2.2.1 - SI1	Implement the second stage of the Ethnic Communications Strategy <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <i>Performance Indicator - Implementation of Ethnic Communication Strategy</i> </div>	Completed	Completed
		Implementation of the Ethnic Communications Strategy continues with a monthly translated column included in the Council Column; a 'Citizen Focus' feature in Marrickville Matters focusing on a CALD community member; and publication of ads in ethnic language newspapers outlining Council's translation services. New graphic markers were created to ad to Council advertising to make the content of ads clear to people from non-English speaking backgrounds. A review of the Ethnic Communications Strategy assessing the effectiveness of the strategy and providing recommendations for future directions has started, with consultations with the MCMC and Multicultural interagency.	The quarterly and annual tasks have been completed.
2.2.1 - SI2	Develop and implement Communication Guidelines and an Advertising Policy <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <i>Performance Indicator - Adoption of Communication Guidelines</i> </div>	Completed	Completed
		Communication Guidelines, Advertising Policy and Media Liaison Policy communicated to staff at Induction Days and as needed in consultation with relevant staff. Guidelines yet to be formally adopted.	Guidelines are completed but have yet to be formally adopted.
2.2.1 - SI3	Develop and implement a corporate gifts procedures <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <i>Performance Indicator - Adoption of a Corporate Gifts Procedure</i> </div>	Completed	Completed
		Corporate Gift Protocol completed but has yet to be formally adopted. A range of gifts have been purchased in line with draft Protocol.	Corporate Gift Protocol completed but has yet to be formally adopted.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 2.2.2 Engage with and develop a strong sense of community through the provision of a major community events program			
2.2.2 - 1	Implement the major community events program including cultural celebrations such as Australia Day Celebrations and Marrickville Festival (and Cultural Festival)	Completed The major community event in the quarter was the Cooks River Arts & Sustainability Festival, held on 15 April 2007, which attracted 4,000 people.	Completed All events in the major community events program were successfully delivered and well attended by the local community. Council received positive feedback on all events.
2.2.2 - 2	Evaluate events to ensure their responsiveness to community needs <div data-bbox="280 719 734 887" style="border: 1px solid black; padding: 5px;"> <i>Performance Indicator</i> - Production of evaluation reports for major community events including customer satisfaction </div>	Completed The Cooks River Festival was evaluated through an on-site survey. Results showed that festival goers were primarily local (61%); 92% would like to see an annual Cooks River Festival; the most popular festival elements were community building activities, leisure and family activities and sustainability education.	Completed Evaluation reports were prepared for all mayor community events and included customer satisfaction ratings. Across all evaluation reports, customer satisfaction remained high.
2.2.2 - 3	Ensure an appropriate degree of local performance content in events <div data-bbox="280 1066 734 1182" style="border: 1px solid black; padding: 5px;"> <i>Performance Indicator</i> - Monitoring of local performance content at Council's events </div>	Completed Local performance content at the Cooks River Festival was 70%; Greek cultural event was %; African cultural event was %; Italian cultural event was %; Portuguese was %; and Arabic cultural event was %.	Completed Across all council events throughout the year, local performance content remained high.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
2.2.2 - SI1	Celebrate and support community events for the following communities - Portuguese, Greek, Arabic, Chinese, Vietnamese, Italian, African, Pacific Islander <i>Performance Indicator - Eight community events held by 30 June 2007</i>	Completed	Completed
		In the quarter cultural events were held for the following communities: the Greek event was held between the 20-26 April and the Brides exhibition attracted 700 people; the African event was held on 12 May and attracted 500 people; the Italian event was held on 27 May and attracted 1,300 people; the Portuguese event was held on the 14 June and attracted 150 people; and the Arabic event was held on the 22 June and attracted 300 people.	Eight community events were held over the year following consultations with the various community groups.
2.2.2 - SI2	Develop an events service provider database <i>Performance Indicator - Events service provider database and local and regional performer's database established by 30 June 2007</i>	Completed	Completed
			The Events service provider database is in use and data entry is ongoing.
2.2.1 - SI2	Develop a database of local and regional performers <i>Performance Indicator - Events service provider database and local and regional performer's database established by 30 June 2007</i>	Completed	Completed
			The database of local and regional performers is in use and data entry is ongoing.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 2.2.3 Develop and maintain Marrickville's international relationships through its Sister Cities program			
2.2.3 - 1	Manager relationships with Marrickville's Sister Cities	<p>Completed</p> <p>The Sister Cities Committee met on 24 April 2007 and the Sister Cities Multi-cultural event working party met on 7 May and 4 June 2007 and progressed the pre-production of the event. Council resolved in May 2007 to invite a delegation from Zonnebeke-Passendale to Marrickville sign a Recognition of Historical Bond and resolved in June 2007 to invite a delegation from Bethlehem Palestine to formalise the Memorandum of Understanding regarding the sister cities agreement.</p>	<p>Completed</p> <p>Over the period Council staff have co-ordinated the Sister Cities Committee and implemented a range of actions to support Council's on-going relationships with its sister cities.</p>
2.2.3 - SI1	Implement recommendations of the Sister Cities Program and Policy Review <div data-bbox="280 895 734 1018" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <i>Performance Indicator - Implementation of adopted recommendations</i> </div>	<p>Completed</p> <p>At their April 2007 meeting the Sister Cities Committee recommended the deferral of terms of reference for the committee to be considered as part of the strategic planning process.</p>	<p>Completed</p> <p>Over the reporting period, the majority of recommendations have been implemented including writing to various cities of interest, endorsement of a new sister city in Egypt, and commencement of the strategic plan. The Committee has deferred consideration of the terms of reference to be considered as part of the strategic planning process.</p>
2.2.3 - SI2	Commence preparation of a strategic plan for the development of the Sister Cities Program over a 3 year period	<p>Completed</p> <p>The strategic directions paper was finalised and considered by Senior Staff and the Sister Cities Committee in April 2007. Council then resolved in April 2007 to hold a Councillor Conference to discuss the key directions for the Sister Cities Strategic Plan.</p>	<p>Completed</p> <p>The Strategic Plan has been commenced and considered by the Sister Cities Committee, Senior Staff and Council during the reporting period.</p>

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 2.3.1 Maintain the vitality of local business centres throughout the local government area as the heart of the local economy and cultural life			
2.3.1 - 1	Support the four main street programs of Dulwich Hill, Marrickville, Newtown and Petersham	<p>Completed</p> <p>In the quarter newsletters were produced in Marrickville and Newtown; and annual general meetings were held across all four program areas, each voting unanimously to continue for another year.</p>	<p>Completed</p> <p>Over the period Council staff supported the Main Street programs with newsletters, promotions, publicity and events and organised committee meetings and the annual general meetings for each area.</p>
2.3.1 - 2	<p>Deliver events in Main Street area to reflect the characteristic of that area, for example, Feastability Food and Wine Fair in Newtown and Bairro Portugues Food & Wine Fair in Petersham</p> <div data-bbox="280 946 734 1114" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Promotion and media coverage of Council's Main Street events reflects the characteristics of each particular area</p> </div>	<p>Completed</p> <p>In the quarter, Newtown co-ordinated the Flaunt Fashion Week (end) from 18 to 23 May 2007 and Marrickville hosted a Kindifarm event on 23 June 2007. Both events were promoted widely to target audiences and well supported.</p>	<p>Completed</p> <p>Over the reporting period, key events have been held across all main street areas, promoting local businesses and drawing a wide range of audiences to local shopping centres. Media and promotion of each of the events was tailored to meet the specific needs and characteristics of each particular area.</p>
2.3.1 - SI1	<p>Standardise Main Street Committee operations to contribute to their ongoing viability</p> <div data-bbox="280 1286 734 1430" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Adoption of terms of reference for all Main Street Committees</p> </div>	<p>Completed</p> <p>Consultants People Place + Partnership completed consultations with local community groups and are finalising a draft report that will include recommendations for standard operating procedures.</p>	<p>Completed</p> <p>The review of the main street program, including business consultation and the preparation of a draft report has been completed in the reporting period. The draft report will be tabled at Council in the next period for approval for public exhibition.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
2.3.1 - SI2	<p>Main Street Committees to promote reduction in Footway Occupation Annual Licence Fee and promote on-street dining in the area</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>Performance Indicator</i> - Increased uptake of Footway Occupation Licences</p> </div>	Completed	Completed
		<p>Committee members continue to be encouraged to take up licences. Uptake of licenses across the 4 programs has increased by 27.6% in the financial year.</p>	<p>Committee members continue to be encouraged to take up licences. Uptake of licenses across the 4 programs has increased by 27.6% in the financial year.</p>

HISTORY PROGRAM

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
<p>Strategy 2.4.1 Establish a sustainable, accessible History Centre to collect and protect materials relating to the unique social, cultural and physical history of the area as determined by the History Centre Collection Development Policy (2004) with review as required</p>			
2.4.1 - 1	Develop a sustainable and accessible History Centre	Completed	Completed
		Options are related to the development of civic centre.	Options will be presented in a paper to Council's Senior Staff in July 2007
2.4.1 - 2	Specialist collections organised to maximise community use with access points through Council's website <div style="border: 1px solid black; padding: 5px;"> <i>Performance Indicator</i> - Review of photographic collection completed December 2006 and placed on database by June 2007 <i>Performance Indicator</i> - Graham-Wright-Hanney donation catalogued December 2006 </div>	Completed	Completed
		The Hanney portion of the Graham - Wright-Hanney donation has been identified as a special project for the History Services' volunteer program. This will be done in 2007/2008.	Review of photographic collection completed in October 2006 and all relevant photographs placed on database. All historical photographs are now on the database. This is a continuing project and a regular task of History Services. The Graham - Wright portion of the collection is catalogued and available to researchers.
2.4.1 - 3	Develop and implement a Business Plan over 5 years <div style="border: 1px solid black; padding: 5px;"> <i>Performance Indicator</i> - Business Plan developed December 2006 </div>	Completed	Completed
		This is linked with the options available to develop a sustainable History Centre. Basic Business Plan completed.	Basic Business Plan developed. It is linked with available options to develop History Centre. The Business Plan will be further developed after future directions finalised.
2.4.1 - 4	Investigate accommodation options towards developing a sustainable and accessible history centre	Completed	Completed
		Temporary solutions to storage issues developed.	This is completed within existing operating framework of History Centre.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
2.4.1 - 5	Regular development and maintenance of History Collection		Completed
		Regular development occurs with 3 hours dedicated weekly.	Ongoing and regular program.
2.4.1 - SI1	Develop Volunteer Program	Completed	Completed
	<i>Performance Indicator</i> - Volunteer Program will have 2 intakes. August-September 2006, March-April 2007	Participation occurred at the Volunteers Forum. Over 20 information packages distributed with several people following up. There will be another information session specifically held by History Services in August 2007	Volunteer program successfully launched with intake in August 2006. March intake deferred until May because of the Volunteers Forum.
Strategy 2.4.2 Conduct interpretative and informative history programs on the area's diverse history so as to engender a sense of community, understanding and pride			
2.4.2 -1	Implement History and Heritage Week Programs <i>Performance Indicator</i> - History Week held in September 2006 <i>Performance Indicator</i> - Heritage Week held in April 2007	Completed	Completed
		Planning for History Week 2007 which will be held in September commenced. The focus will be on the theatre and literary history of the Marrickville LGA. The program has been devised with input from other Council services such as the library and Newtown Mainstreet.	Both History Week 2006 and Heritage Festival 2007 successfully implemented.
2.4.2 - 2	Update, improve and extend History program to local schools	Completed	Completed
		History talks held at Marrickville Public School & Newtown High School of the Performing Arts	Ongoing program. It was improved and extended with very good results.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
2.4.2 - 3	Annual program of themed events, walks and talks	Completed	Completed
	<p><i>Performance Indicator</i> - Back to Marrickville Road annual event held in November 2006</p> <p><i>Performance Indicator</i> - 5% increase in active participation by citizens and community organisations</p>	A talk on Passchendaele Archives Project was given to the Botany Bay Family History Society on 3 May. It was attended by over 120 people. A small exhibition on the history of the Italian community featured at Italian Day on 27 May and was well received. A bus tour for the Citizen panel was conducted on 26 May at the request of Corporate Development.	The program of events for 2006/2007 was successfully held. The Back to Marrickville Road event exceeded the performance indicator with an increase of 50% in citizen participation.
2.4.2 - 4	Regular public open day of History Centre	Completed	Completed
	<p><i>Performance Indicator</i> - 10% increase in use of History Centre</p>	There were 68 visits to the History Centre compared to 67 visits in the same quarter last year.	There were 297 visits compared to 254 in 2005/2006. This is an increase of 17% which exceeded the performance indicator of 10%
2.4.2 - SI1	Establish Friends of History Centre Program	Behind Schedule	Behind Schedule
	<p><i>Performance Indicator</i> - Brief on establishing a Friends of the History Centre prepared for budget process in Nov/Dec 2007</p>	This project will not be completed until 2007/2008	This was a linked project with the development of the Business Plan, which was delayed to allow wider consultation
2.4.2 - SI2	Introduce bi annual competition for residents of contemporary writing about local area	Completed	Completed
	<p><i>Performance Indicator</i> - Brief on proposed contemporary writing competition about local area prepared for budget process in Nov/Dec 2007</p>	This was part of the Resource Plan bid to increase funding to the promotions program. The bid was successful	The competition will be held in 2007/2008
2.4.2 - SI3	Promote the creative resources of the History centre to the local arts community	Completed	Completed
		Met with consultants re the Cultural Plan and History Services resources	There was more active participation with the local arts community

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
2.4.2 - SI4	Compile a Literary Marrickville Guide of authors, people and places of the Marrickville LGA <i>Performance Indicator - Literary Marrickville Workshop held in October 2006. Guide produced June 2007.</i>	Completed	Completed
		The Literary Marrickville Guide will also now contain references to theatres, past and present, after discussion with relevant people and organisations, including Newtown Main Street coordinator.	The launch of the Literary & Theatre Guide of the Marrickville LGA will be a key event in History Week 2007. It will be launched on Friday 19 September 2007 at Stanmore Library with an accompanying photographic exhibition and talk.
<i>Strategy 2.4.3 Stimulate and preserve community knowledge and appreciation of the area's diverse cultural history through a creative program of recording, orally and visually, the experiences of its community</i>			
2.4.3 - 1	Oral history commissioned in relevant community languages <i>Performance Indicator - Greek oral histories completed by February 2007</i>	Completed	Completed
		The interviews with the members of the Greek community have been done. The transcribing, translation and preparation for display commenced.	The interviews have been completed.
2.4.3 - 2	Photographs taken of identified subjects	Completed	Completed
		Photographs have been taken, sourced and are being prepared for display.	The photographic section is completed.
2.4.3 - 3	Community launch of completed histories <i>Performance Indicator - Greek oral histories & photographic exhibition launched March 2007</i>	Behind Schedule	Behind Schedule
		The exhibition was not complete for a March launch. Some interviewed participants were also not available. The launch of the exhibition was delayed.	The launch of the Greek oral histories and photographic exhibition will take place in October 2007 and will also form part of the Back to Marrickville Road event in November 2007.

LIBRARY SERVICES

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT
Strategy 2.5.1 Provide a high quality, relevant library service to the Marrickville community		
2.5.1 - 1	Develop and manage a range of collections and services that contribute to the educational, artistic and social development of children and young people, educational clubs and programs, and internet access	<p>Completed</p> <p>Youth & Children's school holiday activities were offered in this current quarter. Emphasis on Youth Week in April. HSC Lectures and workshops offered in June at Marrickville, St Peters/Sydenham and Stanmore Libraries. Chess and Checkers club has resumed bimonthly at the Marrickville Library and is targeted at both children and youth. The Mayor launched Yourtutor, an online tutoring program in May. This service is available at all libraries and can be accessed both in the library and remotely. Junior series changes allow easier access to all titles from the same series. Premier's Reading Challenge new titles purchased and title holding lists for citizens available. Preschool Storytime, Vietnamese-English Storytelling, Storytelling at Magic Yellow Bus and Children's Services Bulk Loans are operating smoothly. Special library tour/storytime for Globe Wilkins Preschool is conducted monthly.</p>
		<p>Completed</p> <p>The young citizens of Marrickville have been catered for from educational to entertainment.</p>

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT
<p>2.5.1 - 2 Develop and manage reading materials, activities and services to meet the recreational and educational needs of individual adult members of the community, including fiction and non-fiction, research support and internet access</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Total library membership per quarter</p> <p><i>Performance Indicator</i> - Increase in library visitation</p> <p><i>Performance Indicator</i> - Total library loans per quarter</p> <p><i>Performance Indicator</i> - Proportion of current material as against aged material</p> <p><i>Performance Indicator</i> - Citizen satisfaction with library collections</p> </div>	<p>Completed</p> <p>Loans totalled 141,471 for the quarter, an increase of 0.25% on the same period last year. Total visitation was 100,601 for the quarter, an increase of 5% on the same quarter of the previous year. Membership currently stands at 33,445. Recently updated our standing order list after input from citizens.</p>	<p>Completed</p> <p>Loans for the year totalled 573,832, an increase of 5% from the previous financial year. Total visitation for the year is estimated at 412,056. Problems with counting equipment in 2005/6 mean that comparisons between the two years cannot be made. The year has seen improved selection methods being developed and introduced to produce a collection that is more in keeping with the demands of the community.</p>
<p>2.5.1 - 3 Develop and manage community language collections and services for people from non-English speaking backgrounds, including fiction and non-fiction language collections, local migrant studies, limited translator and interpreter services</p>	<p>Completed</p> <p>Arabic language collection rearranged as for Chinese & Vietnamese collections. A small display was provided to celebrate Refugee Week. Additional work has been carried out on the Basic English Collection to improve the collection and make it easier to use.</p>	<p>Completed</p> <p>Our community language collections are suitable for all age groups.</p>
<p>2.5.1 - 4 Develop and manage collections in alternative formats to text and services to people with visual or other sensory difficulties or who face mobility barriers, such as the Large Print collection, audio-visual collection, and homebound service</p>	<p>Completed</p> <p>We have increased our audio and LP collections, with significant additions to the audio stock for Greek, Chinese & Vietnamese language collections. Buying in both soft and hardcover to meet the needs of our citizens. Four Daisy machines have been purchased to loan to visually impaired citizens, this technology plays CDs similarly to the old Tape deck. Much easier for our less mobile and visually impaired citizens to use.</p>	<p>Completed</p> <p>Our audio and large print collections have been purchased to meet the needs of our citizens in all age groups.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
2.5.1 - 5	Provide library specific citizen service training	Completed	Completed
		The trial of a user education program has been completed with a decision made to continue on an "as needs" basis. Email, Internet and database training continues. Other aspects of user education entail self-check units, self-booking software for PC & printer use, and Yoututor take up.	Library specific citizen service training has expanded during the year with additional courses being added. Self-booking software and rollout of new membership cards with magnetic strip coding & encoding technology will require a further 3 month timeframe.
2.5.1 - 6	Review balance between outreach and in-house operations to best meet the needs of the community within resource capacity <i>Performance Indicator</i> - Review of the balance between outreach services and in-house operations completed by 30 June 2007	Completed	Completed
		The following collections are now provided shelf-ready: Adult Fiction, Large Print, Talking Books/Audio Books, Graphic Novels and the Environmental Collection. Anticipate 50% out-managed by end 2008. The out managing process has advanced to include specifications for classification, cataloguing, accessioning and end-processing. The Local Government Procurement (LGP) initiative has played a leading role in summing up the documentation of the Tendering Process for out managing of collection purchases. A representative from LGP briefed staff on the methodology that NSW councils are keen to pursue re this tendering process for library Book & AV supplies.	Review of in-house selection, acquisition, processing operations complete. Reduction of supplier list to 5 or less suppliers anticipated with taking up of Local Government Procurement option for supplier list in preference to near-completed in-house tender document.
2.5.1 - SI1	Implement Collection Development Policy <i>Performance Indicator</i> - Collection Development Policy implemented	Completed	Completed
		CDP was approved by Council in February and is in regular use by staff. Updates made to maintain currency as required.	CDP was approved by Council in February and is in regular use by staff. Updates made to maintain currency as required.
2.5.1 - SI2	Expand the graphic novel collection to branches <i>Performance Indicator</i> - Graphic novel collection introduced at 3 branches	Completed	Completed
		Graphic Novel stands received at DH and St Peters/Sydenham. Stanmore stand still to arrive as are the ordered graphic novels.	Once the Graphic Novels arrive all 4 Libraries will be more attractive to citizens who enjoy the Graphic Novel experience. The Graphic Novel is a great tool for the reluctant reader and light entertainment for the advanced reader.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
2.5.1 - SI3	Develop and implement a rotation of book stock strategy <i>Performance Indicator - Rotation of book stock strategy developed by 31 December 2006 and implemented by 30 June 2007</i>	Completed	Completed
		CALD languages have been assessed. As Chinese is the only CALD language at all service points the opportunity for rotation is limited to this language. The group have finished rotating the ANF Dewey range and are in the process of rotating the last of the ANF 800-999 by 13/08/07. New transfer boxes were ordered and are in use. The July review is scheduled on Fri 6th July 2007. Review will be looking at minor adjustments to ratio of stock to be rotated (i.e. CD's and DVD's). Rotation of Chinese collections to branches planned to begin in August 2007.	We are now in a position to review and evaluate this new process.
2.5.1 - SI4	Establish the Environmental Resource Collection	Completed	Completed
		Profile for out managing of Environmental collection established. Out managing of Environmental collection commenced with James Bennett as a trial to investigate proficiency of book supplier. Liaison with environmental groups completed and recommendations for current material selected.	Marketing and promotion of the Collection to be planned and implemented for St Peters.
2.5.1 - SI5	Pursue resource sharing initiatives with other councils and the State Library for cooperative purchasing and joint cataloguing of community language materials	Completed	Completed
		Experimentation continuing with State Library cooperative scheme. We are planning to investigate specific language partnerships with relevant libraries in Sydney and elsewhere. Selection profiles for all community languages completed.	Marrickville will continue to be involved with the State Library's LOTE Cooperative Cataloguing Scheme. The Cooperative will base the purchasing 2007/8 cooperative cataloguing project on the successful 2005/6 model.
2.5.1 - SI6	Active membership of Metropolitan Public Library Association (MPLA) <i>Performance Indicator - Attendance at no less than 3 meetings of MPLA</i>	Completed	Completed
		Owing to geographic and demographic similarities, Marrickville has requested transferral of regional membership from the South East to the Central meeting group. Children's Librarian attended the Central Region CYA Group meeting in late April.	This is now achieved. Marrickville will commence with Central Region by sharing catalogue access.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 2.5.2 Provide community facilities, including technology facilities, for use by the community and manage the libraries as important community centres			
2.5.2 - 1	Provide and manage internet access points <i>Performance Indicator - Number of internet access points at each site</i>	Completed	Completed
		St Peters/Sydenham back online for this quarter. An additional PC has been provided at Dulwich Hill to meet increasing need. Public Internet usage at Marrickville is running close to capacity. The library has purchased software to manage public PC Reservation and Printing. This software will become operational in the new financial year and will provide equitable management of public PCs at Marrickville Central Library.	Public Internet facilities have been provided at all locations during the year. The introduction of additional PCs at Stanmore and Dulwich Hill has brought the total number of public access Internet PCs to 23, with additional PCs being available for database and catalogue searching. The upgrade of PCs during the 3rd quarter was successfully carried out.
2.5.2 - 2	Introduce staff development and training programs for improved information technology skills	Completed	Completed
		Homework Help is available at Marrickville and Stanmore and Dulwich Hill branch libraries during the school holidays. Yourtutor was launched in May and is being well used at the libraries. In June Lectures and workshops were held at Marrickville and at Dulwich Hill and St Peters/Sydenham branch on a range of English related topics.	The opportunity is taken at general staff meetings to train staff in in-house procedures.
2.5.2 - 3	Ongoing assessment of internet capacity to best meet community need <i>Performance Indicator - Increased number of technology bookings</i>	Completed	Completed
		The demand for public access to the Internet has increased. Additional PCs have been added at Stanmore and Dulwich Hill, and it anticipated that further increases in capacity will be required. Internet bookings for the quarter totalled 8,582.5 hours, an increase of 18% on the same quarter last year.	The demand for public access to the Internet has increased significantly during the year. Additional PCs have been added at Stanmore and Dulwich Hill, and it anticipated that further increases in capacity will be required. Internet bookings for the year totalled 31,768, an increase of 14% on the previous year.
2.5.2 - SI1	Plan for new Central Library for expansion of facilities, provision of parking, provision of lounge and meeting room spaces and enhanced technology capacity	Completed	Completed
		Awaiting completion of Council's planning schedule leading to a detailed design brief stage.	The new library planning group met 27 April 2007 with the Executive Manager, Major Projects presenting an overview of the Hospital Site development. Further planning is on hold. The Library planning group has a clear idea of strategy and is awaiting further developments.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
2.5.2 - SI2	Garden development and maintenance <i>Performance Indicator</i> - new gardens established in 3 branch libraries by 30 June 2007	Completed	Completed
		Garden completed at St Peters/Sydenham	Planning continues for new garden at Marrickville Town Hall and a rejuvenated garden at Stanmore Branch Library in the new Financial Year.
2.5.2 - SI3	Introduce user code of behaviour <i>Performance Indicator</i> - Library user code of behaviour introduced by 30 June 2007	Completed	Completed
		Signage completed and in production.	The code is now issued to all new members.
2.5.2 - SI4	Investigate volunteer policy, procedures and program in cooperation with other Council sections	Behind Schedule	Behind Schedule
		Community Programs Coordinator oversees this area. She is currently reviewing the procedures to ensure that they meet Councils objectives. Participated at Council's Volunteer Stand and received expressions of interest in volunteering at the library.	Given recent staff changes, the Community Programs Coordinator is working to ensure Library compliance to Council requirements in 2007/08.
2.5.2 - SI5	Review Central and Branch operating hours <i>Performance Indicator</i> - Review of Central and Branch operating hours completed by 31 December 2006	Will not Complete	Will not Complete
		No action during this quarter.	Costing for revised weekday hours and extended weekend hours completed.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 2.5.3 Properly manage library collections supported by effective technology solutions to ensure an efficient loan system, proper record-keeping and currency and relevancy of the collections			
2.5.3 - 1	<p>Ongoing maintenance/upgrade and regular review and recommendations for future development of the library management system</p> <div data-bbox="280 448 784 566" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - At least one review of library management system conducted</p> </div>	<p>Completed</p> <p>Printing and PC management software has been purchased for implementation in the next quarter.</p>	<p>Completed</p> <p>Investigating new software options, and the advantages and disadvantages of the new upgrade of our current Library Management System. Recommendation may be to fast track upgrade to take advantage of financial benefits offered by software provider.</p>
2.5.3 - SI1	<p>Document all policies, procedures (Operations manual) and processes to comply with TRIM and future ISO certification</p>	<p>Behind Schedule</p> <p>Technology issues still being investigated. These issues should be resolved early in the new financial year.</p>	<p>Behind Schedule</p> <p>Technology issues still being investigated. These issues should be resolved early in the new financial year.</p>
2.5.3 - SI2	<p>Reform statistical presentation for improved reporting/benchmarking</p> <div data-bbox="280 895 784 1086" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Paper advising available and reliable statistical data as at 31 December 2006 and 30 June 2007 respectively submitted to Senior Staff within one month of those dates</p> </div>	<p>Completed</p> <p>The collection and collation of all figures on a monthly basis has now been centralised into a spreadsheet with detailed account of visitation at all branches, number of loans and circulation statistics, number using Internet facilities, new memberships, with automated calculation on spreadsheet with figures added on a regular basis. The spreadsheet also provides comparative figures from previous years to current year to evaluate performance improvements and to meet the statistical reporting requirements of the State Library of NSW.</p>	<p>Completed</p> <p>Statistics collection has improved with uniform approach for all areas of the Library now developed and in use. Continued improvement with implementation of new PC management software.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
2.5.3 - SI3	Process redesign of the Collection Management Team <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>Performance Indicator</i> - Proportion of staff available for citizen service </div>	Completed	Completed
		Alternate duties list devised. These duties will be negotiated with staff and taken up by staff as out-managing technical services operations continues.	Alternate duties list devised. These duties will be negotiated with and taken up by staff as the out-managing of the technical services operation continues. A range of collection areas are currently out-managed with a view to 50% processed this way by end 2008.
Strategy 2.5.4 Engage the community in learning activities			
2.5.4 - 1	Respond to inquiries on the local area and its services	Completed	Completed
		Two staff have been nominated to undertake training in this area, and once completed will be our Champions and will work with the History Centre on providing a seamless service. The training commences 30 June 2007.	Discussion with History Centre on its draft business plan and future directions was positive and is ongoing.
2.5.4 - 2	Develop and implement a program of activities including homework help and HSC talks <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>Performance Indicator</i> - 4 HSC talks conducted </div>	Completed	Completed
		Six month author talk for adults implemented for July at Marrickville Library. Homework Help is available at Marrickville, Stanmore and Dulwich Hill branch libraries during the school holidays. Yourtutor was launched in May and is being well used at the libraries. In June Lectures and workshops were held at Marrickville, Dulwich Hill and St Peters/Sydenham on a range of English related topics.	Homework Help operates at Marrickville, Stanmore and Dulwich Hill libraries. The Yourtutor programme compliments this programme. The June HSC lectures were successful.
2.5.4 - 3	Marketing program including external advertising <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>Performance Indicator</i> - Marketing Plan developed by 30 June 2007 </div>	On Track	On Track
		Electronic books, particularly those for young children and primary school children promoted to Council's Manager, Children's Services and OOSH Co-ordinator for consideration of inclusion at childcare centres. Online Tutoring Service also promoted to Childcare Centres as support for homework help.	Draft Marketing Plan has been adopted and is now being actioned.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
2.5.4 - SI1	Pursue Library Council of NSW competitive grant opportunities <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>Performance Indicator</i> - Minimum of one grant submission to the Library Council of NSW </div>	Will not Complete	Will not Complete
		Long lead-in for preparation towards next grant opportunity in late February 2008	Intensive change management program was given priority this Financial Year. Determination of Special Purpose grant submission to Manager's action plan. Local Special Projects grant for Talking Books completed.

KAA 3: BEAUTIFYING AND CARING FOR OUR ENVIRONMENT

MONITORING SERVICES

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 3.1.1 Ensure that the community is provided with the highest level of health and safety			
3.1.1 - 1	Provide a Public Health Program	Completed Public Health Program provided during the quarter. Refer to specific reports below.	Completed Public Health Program provided during the quarter. Refer to specific reports below.
3.1.1 - 2	Provide advice through inspections, information packages and Council organised seminars to food handlers working in high risk food premises <i>Performance Indicator</i> - Information pack developed, seminars developed and delivered	Completed Information is continuing to be provided to food handlers during inspections. Fact Sheets have been developed and distributed to food handlers for the festivals (Marrickville & Australia Day) that Council organise. The Fact Sheets are also distributed to the other major festivals held in the Marrickville LGA.	Completed Council organised seminars to food handlers working in high risk food premises
3.1.1 - 3	Conduct regular inspections of all food outlets, skin penetration businesses, premises that have cooling towers and warm water systems, the funeral industry and public swimming pools <i>Performance Indicator</i> - Inspections undertaken	Completed 100% of food premises have been inspected.	Completed The excellent result reflects the integrity of the system developed for health premises inspections.
3.1.1 - 4	Maintain a register of health premises <i>Performance Indicator</i> - Register maintained and updated annually	Completed 100% of the inspected health premises have been entered on to the database.	Completed The excellent result reflects the integrity of the system developed for the health premises register.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
3.1.1 - 5	Respond to enquiries concerning public health and safety <i>Performance Indicator - Response time for 50% of issues within 40 days</i>	Completed	Completed
		Officers responded to enquiries during this period. Statistical information unable to be provided due to technical issues with the software (MERIT). A new release (MERIT) due by the end of February 2007 has been installed mid-May. Statistics not available.	Officers responded to enquiries during this period. However our ability to measure against the performance indicator is not available. The New Acting Coordinator Citizen services currently being trained in the use of the reporting software. Statistics should be available in the new financial year.
Strategy 3.1.2 Ensure that the built environment reflects the expectations, and accommodates the changing needs, of the community			
3.1.2 - 1	Provide a Monitoring Program for the built environment	Completed	Completed
		Monitoring Program for the Built Environment provided during the quarter. Refer to specific reports below.	Monitoring Program for the Built Environment provided during the quarter. Refer to specific reports below.
3.1.2 - 2	Conduct inspection of buildings during construction for compliance with building codes and consent conditions <i>Performance Indicator - 95% of booked inspections are carried out on requested date</i>	Completed	Completed
		100% of booked inspections are undertaken on the requested date.	The excellent result reflects the integrity of the system developed for inspection bookings.
3.1.2 - 3	Ensure compliance with fire safety standards for all places of shared accommodation <i>Performance Indicator - Annual inspection undertaken for each premises</i>	Completed	Completed
		94% (48) of Class 3 premises upgraded. 85% (82) of Class 1b upgraded.	100% of the premises known at the beginning of the financial year have been inspected; however, unknown/unregistered boarding houses identified during the year have been added to the list affecting the performance target. The 2007-2008 inspection program will include all currently known and discovered premises.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
3.1.2 - 4	Respond to enquiries concerning non approved building works and unauthorised use and not operating in accordance with the approved consent conditions <i>Performance Indicator</i> - Response times for 50% of issues within 40 days	Completed	Completed
		Officers responded to enquiries during this period. Statistical information unable to be provided due to technical issues with the software (MERIT). A new release (MERIT) due by the end of February 2007 has been installed mid-May. Statistics not available.	Officers responded to enquiries throughout the year. (The ability to measure against the performance indicator is not available. The New Acting Coordinator Citizen services currently being trained in the use of the reporting software. Statistics should be available in the new financial year.)
3.1.2 - SI1	Commence development of the public domain part to Council's DCP <i>Performance Indicator</i> - Literature review for public domain section of DCP conducted by 30 June 2007	Completed	Completed
		Literature review completed.	Ready for internal stakeholder consultation.
Strategy 3.1.3 Ensure all members of the community are provided with safe and accessible parks, streets and footpaths			
3.1.3 - 1	Provide a Monitoring Program for accessible parks, streets and footpaths	Completed	Completed
		Public Domain Monitoring Program provided during the quarter. Refer to specific reports below.	Public Domain Monitoring Program provided during the quarter. Refer to specific reports below.
3.1.3 - 2	Provide a companion animal registration service <i>Performance Indicator</i> - Registrations entered within 5 days	Completed	Completed
		100% of registrations are entered onto the system within 5 days.	The excellent result reflects the integrity of the system developed for registration data entry.
3.1.3 - 3	Investigate public concerns regarding nuisance or dangerous dogs, abandoned vehicles and water issues <i>Performance Indicator</i> - Response times for 90% of issues within 10 days	Completed	Completed
		Officers responded to enquiries during this period. Statistical information unable to be provided due to technical issues with the software (MERIT). A new release (MERIT) due by the end of February 2007 has been installed mid-May. Statistics not available.	Officers responded to enquiries throughout the year. (The ability to measure against the performance indicator is not available. The New Acting Coordinator Citizen services currently being trained in the use of the reporting software. Statistics should be available in the new financial year.)

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
3.1.3 - 4	<p>Ensure roads, footpaths, parks and other public areas are efficiently maintained to provide a safe, clean, equitable and accessible environment to meet reasonable community expectations</p> <p><i>Performance Indicator - Response times for 90% of issues within 10 days</i></p>	Completed	Completed
		Officers responded to enquiries during this period. Statistical information unable to be provided due to technical issues with the software (MERIT). A new release (MERIT) due by the end of February 2007 has been installed mid-May. Statistics not available.	Officers responded to enquiries throughout the year. (The ability to measure against the performance indicator is not available. The New Acting Coordinator Citizen services currently being trained in the use of the reporting software. Statistics should be available in the new financial year.)
3.1.3 - 5	Obscure offensive or obscene graffiti on private property with the consent of the owner	Completed	Completed
		Nil matters reported that required Council intervention.	Two matters requiring Council intervention were addressed during the year.
3.1.3 - SI1	<p>Increase community awareness regarding the responsibilities associated with owning a companion animal</p> <p><i>Performance Indicator - Second year actions from Part 4 of the 2005 Companion Animal Management Plan</i></p>	Behind Schedule	Behind Schedule
		Companion Animal Officer due to commence 2 July 2007.	The new officer's primary focus will be the implementation of the first and second year actions from the management plan.

PARKS & RESERVES

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 3.2.1 Develop and implement a range of strategies for the improved management of parks facilities including picnic facilities, toilets, sportsgrounds, playgrounds and for dogs in parks			
3.2.1 - 1	Implement a Parks Improvements Program <i>Performance Indicator</i> - Complete construction works for improvement of facilities at Brighton Street Reserve	On Track Consultation undertaken. Report to Council in August on final design. DA for retaining wall September to December. Construction in 2008.	On Track On Track. Provision of accessible entry for vehicles and pedestrians was difficult to resolve.
	<i>Performance Indicator</i> - Complete the identified traffic management works and tree planting at The Parade Playground	Project will be undertaken in 2007/2008.	This project will be undertaken in 2007/2008.
	<i>Performance Indicator</i> - Complete the review of the Plan of Management for Enmore Park and detailed design of minor improvements	Awaiting Enmore Pool concept designs for inclusion in PoM.	On Track. The PoM cannot be progressed until concept designs for the new pool can be assessed.
	<i>Performance Indicator</i> - Complete investigations and prepare design for repairs to Henson Park northern boundary brick wall	Monitoring and preparation of rectification design works continuing.	On Track. Risk assessment and preliminary investigations indicate that major rectification or reconstruction works are required. Design and modelling will be undertaken and a report prepared for Council.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
	<i>Performance Indicator</i> - Complete the review of the Plan of Management and Heritage Management for Camperdown Rest Park including design of improved park furniture and public toilet	Project deferred to 2007/08.	This project will be undertaken in 2007/2008.
	<i>Performance Indicator</i> - Complete the draft Plan of Management and community consultation for improvements at Camdenville Park	Interim monitoring and management completed. Detailed Site Investigation 2007/08.	Preliminary investigations and interim works have been completed. A detailed site investigation will be undertaken in 2007/2008, followed by feasibility and costing, which will be reported to Council.
	<i>Performance Indicator</i> - Complete the design for improvement works at Memory Reserve	Approval for memorial relocation delayed. Construction documentation commenced.	On Track. Finalisation of project cost and scope to be completed prior to construction in 2007.
	<i>Performance Indicator</i> - Design for repairs to perimeter wall, fencing, tree planting and new park furniture at Montague Gardens	Consultation undertaken. Construction in 2008.	On Track. Recent storm damage requires review of design.
	<i>Performance Indicator</i> - Complete design and comment stage 1 construction works for refurbishment of Francis Street Playground	Project scope under review.	Delayed. Resolution of future role and use of this pocket park under review.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
3.2.1 - 2	Implement a Parks Playground Improvements Program <i>Performance Indicator</i> - Rolling program for new and replacement softfall installation in parks playgrounds <i>Performance Indicator</i> - Continue the rolling program for replacement of playground equipment in play centres	On Track	Behind Schedule
		Salmon Playground complete. O'Hara construction September, Bugler & Flemming construction October 2007.	Due to necessary community consultation and detailed design, playground improvement works are being undertaken in 2007/2008.
3.2.1 - 3	Implement programs for enhancement of sporting facilities and set up user feedback mechanism <i>Performance Indicator</i> - Complete the approved program of works for upgrading and embellishment of sporting and recreation facilities <i>Performance Indicator</i> - Improve cricket facilities at Petersham Park by improved maintenance of the pitch	Completed	Completed
		Improvements in playing surface achieved.	Inspection and maintenance practices improved. Further improvements proposed for 2007/2008, including reconstruction of central wicket table and improved maintenance program.
3.2.1 - 4	Implement a Parks Infrastructure Renewal Program <i>Performance Indicator</i> - Complete an agreed program of replacement of damaged paths in parks <i>Performance Indicator</i> - Complete an agreed program of maintenance and repairs in parks	Behind Schedule	Behind Schedule
		Salmon Playground path works to be completed July. Arlington Oval works to be completed August 2007.	Path improvement works are being completed early in 2007/2008.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
3.2.1 - 5	<p>Implement a program for greening of Marrickville through new and replacement tree plantings in streets and parks and for provision of trees to residents</p> <p><i>Performance Indicator</i> - Implement a program for supply of new trees to residents</p> <p><i>Performance Indicator</i> - Complete the program for developing open space on roads by landscaping and tree planting in accordance with the Street Tree Master Plan</p> <p><i>Performance Indicator</i> - Undertake and complete tree planting in Sydenham Green, subject to comment from Council's Community Safety Committee</p>	Behind Schedule	Behind Schedule
		Report to Council in July on Sydenham Green urban forest issues. Advanced tree planting in Sydenham Road to commence in July.	Sydenham Green works delayed due to necessary community consultation and master plan review process and report to Council.
3.2.1 - 6	<p>Develop and implement a range of strategies for the improved management of parks facilities including picnic facilities, toilets, sportsgrounds, playgrounds and for dogs in parks including: a) Enhancement of green space in parks through a new Community Gardens program</p> <p><i>Performance Indicator</i> - Conduct investigation and consultation to identify locations and feasibility of a new program to introduce community gardens in parks</p>	Behind Schedule	Behind Schedule
		Preparation of report recommending strategy and possible locations for community gardens commenced.	Report to Council scheduled for September 2007.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT
<p>b) Enhancement of user experience in parks through additional cleaning parks BBQs</p> <p><i>Performance Indicator</i> - Increase the cleaning frequency of BBQs to include Sundays and public holidays</p>	<p>Increased frequency of BBQ cleaning being achieved.</p>	<p>Program completed. Identified busy BBQs are cleaned during the weekend and on public holidays.</p>
<p>c) Enhancement of the condition of parks through reducing the park mowing cycle time</p> <p><i>Performance Indicator</i> - Additional resources to assist in meeting public expectations</p>	<p>Additional resources provided for improved park mowing performance.</p>	<p>Program completed. Mowing efficiency improved by addition of additional mowing crew transport.</p>
<p>d) Enhancement of the condition of park trees by reducing susceptibility to damage</p> <p><i>Performance Indicator</i> - Increase the protection for park trees by additional mulching around the bases of 200 trees</p>	<p>Program is continuing throughout the year.</p>	<p>Program completed. Improved protection from mechanical injury to park trees by mulching around tree base.</p>
<p>e) Enhancement of the condition of street trees by reducing susceptibility to damage</p> <p><i>Performance Indicator</i> - Increase the protection for street trees by additional mulching around the bases of 660 trees</p>	<p>Program of mulch installation commenced. Alternatives not considered practical.</p>	<p>Program completed. Improved protection from mechanical injury to street trees by mulching around tree base.</p>
<p><i>Performance Indicator</i> - Conduct additional maintenance and weeding cycles</p>	<p>Monthly maintenance at Tempe Lands, Tempe Reserve and Richardsons Lookout continued.</p>	<p>Program completed. Program of environmental management including weed removal in summer and continuing planting in winter.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
3.2.1 - 7	<p><i>Performance Indicator</i> - Identify and remove illegal graffiti on park infrastructure</p>	On-going program	Program completed. An on-going part of the park maintenance program.
	<p>Enhancement and embellishment of the recently developed Tempe Lands open space through further construction works</p> <p><i>Performance Indicator</i> - Minimise erosion and siltation through providing additional drainage, sealing of steeper paths and stabilisation of rip rap walls along paths</p>	<p>On Track</p> <p>Design work advanced. Construction will be undertaken in 2007/08.</p>	<p>On Track</p> <p>Review of construction priorities being undertaken. Recent storm damage being assessed.</p>

ENVIRONMENTAL SERVICES

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 3.3.1 Planning for a sustainable future			
3.3.1 - 1	Incorporate action plans, required by new legislation, e.g., water savings plans, into the Local Action 21 framework <div style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Local Action 21 Strategy reviewed and implemented</p> <p><i>Performance Indicator</i> - Council teams meet on a regular basis</p> </div>	Completed The first round table meetings of the year were held from 18 to 25 June on individual Action Plans. The purpose of the meetings was to wrap up the actions in the existing LA21 and review actions for continuation. Meeting outcomes will be circulated for comments to start the review process of the next LA21 2008-2013.	Completed Two rounds of meetings have been held over 2007/08 with attendance from all sections of Council on the various Action plans. Individual Action Plans have been implemented - for each plan the following % of actions have been completed - Air 88%, Biodiversity 65%, Greenhouse 58%, Waste, 43%, Water 100%, Learning for Sustainability 100%. Actions not completed have been discussed and relevant actions will be carried forward into the new LA 21 Strategy due for review in 2008.
		Completed The crux of the LA 21 round table meetings was to identify the indicators to measure each goal under each theme of the Strategy and in the SoE and to develop the indicators database for efficient reporting. A draft list of indicators is being prepared for review with all sections of Council. Planning for the next 2006-2007 State of Environment Report has begun.	Completed Indicators have been reviewed for inclusion in the 2007 SoE and in the new LA 21 Strategy, work is ongoing to revise and refine the indicators. The 2006 SoE report was completed and submitted on time.
3.3.1 - 2	Undertake a review of State of Environment Indicators for reporting and monitoring on impact of the Local Action 21 and other Council strategies <div style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Indicators reviewed and State of Environment Report submitted annually</p> </div>	Completed The crux of the LA 21 round table meetings was to identify the indicators to measure each goal under each theme of the Strategy and in the SoE and to develop the indicators database for efficient reporting. A draft list of indicators is being prepared for review with all sections of Council. Planning for the next 2006-2007 State of Environment Report has begun.	Completed Indicators have been reviewed for inclusion in the 2007 SoE and in the new LA 21 Strategy, work is ongoing to revise and refine the indicators. The 2006 SoE report was completed and submitted on time.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT
<p>3.3.1 - SI1 Demonstrate a commitment to ESD by responsible management of natural resources - energy, waste, water and purchasing by: a) Implementing projects via the Strategic Water and Energy Team to reduce energy consumption throughout Council b) Implementing the Water Savings Action Plan in partnership with the Strategic Water and Energy Team c) Implementing the Green Purchasing Program throughout Council</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>Performance Indicator</i> - Develop and implement the Energy and Water Savings Action Plans</p> <p><i>Performance Indicator</i> - Reduce Greenhouse gas emissions by 20% on 1997 levels and reduce water consumption by 10% on 2003 levels</p> <p><i>Performance Indicator</i> - Program to review purchasing to improve environmental outcomes established</p> </div>	<p>Completed</p> <p>Received an extension until 30 June 2007 from State Government to finalise plans. Consultant on track to finalise Water Savings Plan. Energy Plan to be finalised by end of July 2007. Progress continues in-house on greenhouse and water savings with the Strategic Water and Energy Team (SWET) meeting in April and a second meeting scheduled for July.</p>	<p>Completed</p> <p>The Water & Energy Savings Plans have not been finalised and work continues in-house and via consultant to complete plans and seek approval from State Government. Strategic Water and Energy Team has met regularly and has implemented administrative initiatives which will support Council in reaching it's greenhouse and water savings goals by 2010. A Sustainable Purchasing Action Plan has been finalised and implementation has commenced, contributing to improved environmental outcomes.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 3.3.2 Increased environmental responsibility by all sections of the Marrickville community			
3.3.2 - 1	<p>Our Place Community and School Environmental Education Program incorporating school visits, financial assistance and community workshops</p> <p><i>Performance Indicator - All schools invited to participate in Our Place Program</i></p> <p><i>Performance Indicator - Seven schools allocated financial assistance</i></p>	<p>Completed</p> <p>Community Workshops were held in April and May on Backyard Biodiversity and Creating an Oasis for Birds. Both were well attended. All schools have received program information for 2007. Our Place Financial Assistance has been awarded to 6 school environmental projects, which will be completed at end of Term 3 2007. 19 schools have received 100 plants each and one school and Petersham TAFE have received a compost or worm farm workshop.</p>	<p>Completed</p> <p>Eight community workshops have been held on biodiversity and sustainable gardening themes. All schools were provided with Our Place Program information and invited to participate. Six schools received Financial Assistance for Environmental Projects, 19 schools received 100 plants each and workshops on School Environment Management Plans and composting were provided on request. 10 schools participated in the Ecological Footprint activity and 4 High Schools participated in the Great Environment Debate.</p>
3.3.2 - 2	<p>The Watershed - Sustainability Resource Centre to continue in partnership with the City of Sydney Council to provide a Workshop Series, volunteer lead projects, a business and community program and the shopfront at 218 King Street Newtown</p> <p><i>Performance Indicator - 45 Community Workshops held with 500 participants</i></p>	<p>Completed</p> <p>Shopfront visitors for the quarter were 607. With 497 volunteer hours being contributed to the project. 11 USWS workshops were conducted with 128 participants. The Watershed Steering Committee was re-invigorated and a snapshot of the past years activities presented. The Watershed has developed a comprehensive Annual Plan for operation in 2007/2008 linked to the Watershed Strategic Plan.</p>	<p>Completed</p> <p>Total Workshops = 68. Total Workshop participants = 816. This represents an achievement of 137% of the target for number of workshops and 149% of the target for workshop participants. Additionally The Watershed has achieved a 30% increase in visitors to the shopfront in 2006/2007 and a 149% increase in volunteer hours. The Watershed has also provided a number of community workshops at festivals including Cooks River, Feastability and Newtown as well as in community venues across the LGA including Marrickville Library, Tom Foster and Tilman Park.</p>
3.3.2 - 3	<p>Maintain and improve the Environmental Volunteer Program which support volunteer activities at the Marrickville Community Nursery, Landcare, Cooks River Valley Garden and Camperdown Cemetery and through the RiverLife Interpretive Tour Program</p> <p><i>Performance Indicator - 3,000 volunteer hours worked</i></p>	<p>Completed</p> <p>8 working bees were held and 2 were cancelled due to rain. 13 RiverLife Interpretive tours were held with 166 participants. A total of 942 volunteer hours were worked in this quarter.</p>	<p>Completed</p> <p>A total of 4,509 volunteer hours were worked in the Environmental Volunteer program exceeding our target.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
3.3.2 - SI1	<p>USWIM - Urban Stormwater Integrated Management (USWIM) - develop and implement sub catchment community water plans in partnership with the community</p> <p><i>Performance Indicator - Projects planned and implemented in partnership with the community</i></p>	Completed	Completed
		<p>Works are scheduled for the implementation of the Hill St Rain Gardens, consultation with the community is ongoing and all residents in the area were notified of the construction time line. Recruitment of more Water Ambassadors has occurred with a feedback session held to determine resource needs, a community screening of water related films was held in early June. The Stormwater Showcase at the Cooks River Festival in April was a great success with all 10 workshops oversubscribed. The Business Plan for Collaborative Planning for Sustainable Irrigation in Marrickville was submitted by 1 May to the NSW Environmental Trust.</p>	<p>Bi-monthly meetings with the Illawarra Rd Sustainable Water Working Group have been held this year to assist with implementation of the sub-catchment plan. The community education and participation activities have been highly successful with more volunteers joining the program on a regular basis. A paper on the community engagement aspects of USWIM was presented to a group of DECC staff on the 13 June and to the Stormwater Industry Association 2007 Conference on the 21 June.</p>
3.3.2 - SI2	<p>Undertake a comprehensive Volunteer Management Review, identifying the capacity and potential for expansion across Council, in partnership with Community Services</p> <p><i>Performance Indicator - Report with recommendations for a Volunteer Management Review completed</i></p>	Completed	Completed
		<p>The Centre for Volunteering has been contracted in an advisory role. A Reference Group has been established and a SWOT and Gap analysis undertaken. A Volunteer Feedback survey has been sent out to all current volunteers. The Volunteer Management Review report with recommendations is due for completion at the end on July 2007.</p>	<p>This project has been substantially completed. The Volunteer Management Review report with recommendations is due for completion at the end of July 2007.</p>
3.3.2 - SI3	<p>To identify appropriate locations and management structures for the development of a community garden/s</p> <p><i>Performance Indicator - Funding awarded to community led projects and projects completed</i></p>	Completed	Completed
		<p>Comments were provided to Parks and Reserves on a brief on community gardens. Funding for 2 community gardens has been provided through the second round of the Citizens for Sustainability Program</p>	<p>2 community gardens received funding under the second round of the Citizens for Sustainability program.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
3.3.2 - SI4	Support the Marrickville Community Nursery (MCN)	Completed	Completed
		3,387 plants were propagated in this quarter.	A total of 12,194 plants were propagated in this financial year exceeding the target by 3,194. This great result is due to the dedicated volunteers who work at the Nursery.
3.3.2 - SI5	Upgrade the MCN to improve access for people with a disability, improve the propagation area and improve efficiency of plant production by volunteers <div style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Number of plants propagated to protect and restore native vegetation (Target 9,000)</p> <p><i>Performance Indicator</i> - Upgrades completed</p> </div>	Completed	Completed
		A new shade cloth for the work the potting area has been installed. Quotes for a ramp to provide better access to the Nursery outdoor education and plant sale area have been accepted and work should be complete in early July 2007. Recently the mulch bays have collapsed and reconstruction of these will also be carried out when the new access path is built.	Most of the planned work for the Marrickville Community Nursery is complete. These are: new retaining wall along stormwater drain, new shade cloth, rainwater tanks and irrigation system. Works that are still incomplete include the access path and reconstruction of mulch bays. These works are due for completion in July / August 2007
Strategy 3.3.3 Improved community health through a reduction in air, noise, water and soil pollution			
3.3.3 - 1	Environment Means Business - Industry Assessment Program <div style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Visit 80 businesses to develop a high level of environmental responsibility amongst local businesses and industry Program</p> </div>	Completed	Completed
		Over 50 Business were approached to participate in the Sustainability Advantage Program. 25 Businesses attended the Sustainability Advantage Business Breakfast and as at 27 June 2007 6 businesses have formally committed to participate in the Sustainability Advantage Program.	In summary 92 businesses: a) 15 businesses were visited under the Environment Means Business Program, b) 33 Businesses entered the Environment Awards of which 20 were finalists and visited as part of the Awards judging process, c) Over 50 business were approached to participate in the Sustainability Advantage Program, 25 attended the business breakfast, and 6 have formally committed participate in the program. d) All businesses in the local government area (3000) have been contacted through 3 editions of the Sustainable Business News. e) 99 Businesses have been visited as part of Sydney Water's trade waste program.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
	<p><i>Performance Indicator - Reduce Council's fuel usage through implementing the Future Fleet program</i></p>	<p>A financial review of the Sliding Scale for leaseback vehicles has been completed and recommendations reported to Senior Staff. Minor modifications will be made to the Sliding Scale as a result. The Sliding Scale will be presented to staff in early 07/08. The Biodiesel trial finished on the 18 May and a report is being finalised. Trucks which participated in trial will continue to use biodiesel pending the results of the trial. Two additional Hybrids Prius have been added to Councils fleet - total of 4.</p>	<p>Via the Plan of Action for Fleet Management a number of initiatives have been investigated and/or implemented to reduce Council's fuel usage. A Sliding Scale for leaseback holders has been thoroughly investigated and is in the final approval stage. The effect on fuel usage is unknown at this stage. Three Hybrid Prius have replaced less efficient vehicles within the fleet, adding to a total of four hybrids vehicles. A biodiesel trial was completed.</p>
3.3.3 - SI1	<p>Undertake a comprehensive review of the Environment Means Business Industry Assessment Program in order to increase awareness and participation by the business community.</p> <p><i>Performance Indicator - Review of Program completed</i></p>	<p>Completed</p> <p>Review of Industry Assessment Program is Complete. Branding for the new program, target sustainability @ marrickville is finalised. The Expression of Interest (EOI) in the Environmental Trust's Urban Sustainability Grant Program has been successful and an expanded application is to be completed in August. If the grant is successful, the funding will assist with additional resources for the role out of target sustainability @ marrickville.</p>	<p>Completed</p> <p>The Review of the Industry Assessment Program is complete. A new framework has been developed through the target sustainability @ marrickville program. Target sustainability @ marrickville is a voluntary program that encourages businesses to work towards reduction targets in the sustainability areas of carbon emissions from energy, water imported from outside the catchment and waste to landfill.</p>
3.3.3 - SI2	<p>Improve water quality and usage through adopting an integrated urban water management approach including USWIM: Investigate and trial a Rainwater Tank Incentive Scheme should a SW levy be introduced</p> <p><i>Performance Indicator - Trial program developed</i></p> <p><i>Performance Indicator - Number of rainwater tanks installed</i></p>	<p>Will not Complete</p>	<p>Will not Complete</p> <p>This project did not proceed as funding via a Stormwater Levy was not raised. Work has however continued on researching rainwater tank programs and a report was presented to Council in June regarding various options for consideration. A further report will be presented on preferred options for rainwater tank incentive schemes for residents and businesses in 07/08.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 3.3.4 Restoration of the Cooks River and its foreshores, including water quality			
3.3.4 - 1	Support the community and Council Cooks River Committee (CRC)	Completed	Completed
	<i>Performance Indicator - Four CRC meetings held per year</i>	A committee meeting was held on 14 May 2007 at the Marrickville Golf Club and the agenda items included welcome of new members to the committee, public exhibition of Draft Annual Management Plan, feedback from Clean Up Australia day and Cooks River Festival. Other program reported include Cooks River Tempe Area Park upgrades, RiverScience, USWIM, Cooks River Sustainability Initiative grant and the Water Play Park	Four meetings were held this year, new community members were recruited to the committee and joined their first meeting in May.
3.3.4 - 2	Cooks River Foreshores Projects - RiverLife Interpretive Tour	Completed	Completed
	<i>Performance Indicator - No. of RiverLife Interpretive Tours conducted</i>	13 interpretive tours were held with 166 participants.	RiverLife Interpretive Tours provided 39 tours for the community this year. 296 people participated in the tours which were developed and delivered by volunteer guides. A review of the structure of RiverLife is underway to ensure the program can continue into the future - currently the program relies on grant funds to support it.
3.3.4 - 3	Support the activities of the Cooks River Foreshores Working Group (CRFWG) in undertaking regional projects to improve the Cooks River	Completed	Completed
	<i>Performance Indicator - Attendance at CRFWG meetings and participation in regional progress</i>	The CRFWG meeting was held in May to discuss the 2007 Work Plan and calendar of events. Communication strategy and Cooknet was discussed followed by re-submission of Estuary Vegetation Management Guideline. The Cooks River Sustainability Initiative business plan has been submitted and the recruitment of staff and fit out of office accommodation is underway.	Marrickville Council staff made a significant contribution to the CRFWG this year with 1 - 4 staff members in attendance at all meetings, Staff from Environmental Services, Engineering and Parks and Reserves participated in meetings and CRFWG projects. Feedback from the DECC on the Business Plan for the Cooks River Sustainability Initiative was very positive with comment being it was the best prepared plan, the DECC are wishing to use this as a case study for other Councils to learn from.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
3.3.4 - SI1	Continuation of RiverScience Ecological Monitoring of the Cooks River <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <i>Performance Indicator</i> - Monitoring undertaken in line with the established framework </div>	Behind Schedule Final report has been approved by the steering committee and endorsed by the scientific committee. Copies have been distributed to partner councils. A brief for consultants has been advertised to produce a shorter interpretive summary of the reports.	Behind Schedule Monitoring has been completed as part of the original grant and is baseline. The final reports presented require further work to ensure accessibility by all audiences - work is underway to have the 'science' interpreted for Council staff and the community. It is anticipated that the final results will be disseminated by September 2007.
		Completed The database has been delivered to Council and the functions of the database are being explored by participating councils. Data from new plantings will be entered from 1st July.	Completed The project has completed the initial mapping of vegetation along the Cooks River foreshores across 3 council areas. Information now needs to be collated on retrospective plantings and new plantings which will be completed within the next quarter.
3.3.4 - SI2	RiverLife: Planting the Seed: Mapping native vegetation and identifying sites for revegetation <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <i>Performance Indicator</i> - Mapping completed </div>		

PROPERTY SERVICES

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 3.4.1 Increased knowledge and awareness of heritage significance of Council's building assets			
3.4.1 - 1	<p>Undertake investigations to further identify information for building and property assets</p> <div data-bbox="280 475 875 715" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Complete a program to gather information and enter this into the new Asset Master AM5 asset management systems</p> <p><i>Performance Indicator</i> - Undertake heritage studies of major heritage buildings i.e., Town Halls, Coptic Church</p> </div>	<p>Completed</p> <p>Version 5:10 release of Asset Master should be issued in July 2007. The laptop upgrade for wireless communication was successful with the link being excellent externally and only some minor issues internally.</p> <p>Data collection is ongoing (Child Care Centres - 10% collected, Property Services Buildings - 90% collected, car parks - 10% collected, Town Halls (including libraries) - 75% collected).</p> <p>Heritage conservation plans have been completed and are now being implemented as part of the Community Facilities upgrades. Works will commence on Newtown Town Hall in the second quarter of 2007-2008, followed by Petersham Town Hall and Marrickville Town Hall.</p>	<p>Completed</p> <p>Profiles for Asset Master and programming have been completed. The infrastructure for collection and maintenance has been completed. Data collection is ongoing and will be completed in the first quarter 2007/2008.</p> <p>Heritage studies of major heritage buildings have been completed. The works schedule is due to start in the second quarter 2007-2008.</p>

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 3.5.1 Effective management and maintenance of property assets			
3.5.1 - 1	<p>Develop and implement programs for effective maintenance and repairs to Council's property assets</p> <p><i>Performance Indicator</i> - Undertake all urgent (Priority 1) works on heritage buildings</p> <p><i>Performance Indicator</i> - Schedule complete to identify and prioritise the sale of non-core assets and to purchase/build suitable facilities</p> <p><i>Performance Indicator</i> - Develop draft programs and management plans for Council property assets</p> <p><i>Performance Indicator</i> - Identify and remove illegal graffiti on Council property assets</p>	<p>Completed</p> <p>A Building Maintenance Template has been developed with a trial of the Template used for 182-186 Livingstone Road. Power consumption in the Administration Centre is being undertaken with a report due for completion in October 2007. Graffiti continues to be removed from Council property as reported.</p>	<p>Completed</p> <p>All planned maintenance works have been completed and all graffiti actioned as reported. A Building Maintenance Template was developed to support effective maintenance of Council assets. This includes the identification and removal of graffiti. Energy consumption monitoring is ongoing and due for completion in October 2007.</p>
3.5.1 - 2	<p>Develop and implement a program of upgrades to Council's Administration Building to ensure a satisfactory level of service</p> <p><i>Performance Indicator</i> - Complete upgrades to toilets, floor coverings and kitchen facilities</p> <p><i>Performance Indicator</i> - Complete improvements to solar protection for the building</p> <p><i>Performance Indicator</i> - Complete an upgrade of the building's security system</p> <p><i>Performance Indicator</i> - Complete an upgrade of the mechanical switchboard</p>	<p>On Track</p> <p>Construction of the security profile for Council buildings has been completed. Testing of this profile has also been completed ready for installation.</p> <p>All cooling tower works are now complete.</p> <p>Pest and vermin issues were address with protection now in place. The air quality assessment was also completed.</p>	<p>On Track</p> <p>A wide range of upgrades have been made to the Administration Building including completion of security infrastructure, completion of cooling tower works, pest and vermin protection and completion of an air quality assessment. Monitoring and assessment of cleaning works is ongoing with a tender process scheduled for the first quarter 2007/2008. Upgrade of the mechanical switchboard was deferred to 2007-2008 financial year as works on the cooling tower were brought forward for completion this financial year. Other works have been integrated into the relocation project.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
3.5.1 - 3	<p>Develop and implement programs for the maintenance of Council's new Civic Centre site</p> <p><i>Performance Indicator</i> - Complete a program for repairs to the roofing and installation of new gutters to the main ward building and two storey Nurses Quarters</p> <p><i>Performance Indicator</i> - Complete pest inspections and reports and address any deficiencies identified</p> <p><i>Performance Indicator</i> - Complete priority works identified during a recent security review of the site</p>	Completed	Completed
		<p>A schedule of works is being developed to address roofing, guttering and painting to stabilise items in the asbestos report. Recommendations from a fire audit will be implemented over the next quarter. Security patrols and monitoring services have been reconfigured.</p>	<p>A wide range of activities have been implemented for maintenance of the Council's new Civic Centre site including completion of a fire audit, development of an asbestos management plan, completion of stage 1 asbestos removal, graffiti control, internal roof repairs, pest protection and security patrols.</p>
3.5.1 - 4	<p>Develop and implement identified improvements and major maintenance works at the St Peters Works Depot</p> <p><i>Performance Indicator</i> - Complete a detailed program of further upgrades and maintenance to facilities at various locations</p>	Completed	Completed
		<p>Proposed air conditioning works are to be integrated into the relocation project.</p>	<p>A range of maintenance works were completed during the year including water proofing works, fire stair compliance works, upgrade of the security panel and safety floor installed in the Muster Room. Proposed air conditioning works are to be integrated into the relocation project.</p>
3.5.1 - SI1	<p>Effective management and maintenance of property assets, specifically enhancements to site security and safety at the St Peters Works Depot</p> <p><i>Performance Indicator</i> - Completed detailed program of improvements to site security and safety at various locations</p>	On Track	On Track
		<p>Security upgrade works are to be integrated into the relocation project.</p>	<p>Security upgrade to lockdown mode has now been integrated into the relocation project as the outcome will determine the extent, requirements and costs.</p>

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 3.5.2 A well maintained and serviceable network of off-street car parking areas to maximise short stay parking opportunities for shoppers			
3.5.2 - 1	<p>Develop and implement programs for the maintenance and upgrading of Councils off-street car parking areas</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Complete a program for the upgrading of parking area lighting</p> <p><i>Performance Indicator</i> - Complete the resurfacing of the Loftus Street car park</p> <p><i>Performance Indicator</i> - Complete the redesign and improvement works at the Loftus Street car park</p> <p><i>Performance Indicator</i> - Replacement of the existing inadequate public toilet facility in the Calvert Street car park</p> </div>	<p>Behind Schedule</p> <p>Works in the Frampton Avenue, Richardson Crescent and Administration Centre car parks were completed. Emergency repairs were made to the retaining wall, barrier and fencing in the Loftus Street car park. Emergency repairs, together with cleaning works, were carried out in the Calvert Street car park toilet.</p>	<p>Behind Schedule</p> <p>A wide range of programs for the maintenance and upgrading of Council's car parking areas have been implemented during the year including works in the Frampton Street, Administration centre, Seaview Street South, Richardson Crescent, Lennox Street, Edgeware Road, Loftus Street, Calvert Street car parks. Loftus Street car park resurfacing has been deferred pending identification of Section 94 funding for the project. Investigation of alternative public toilet facilities in the Calvert Street car park is ongoing. Toilet is currently being cleaned twice daily.</p>

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 3.6.1 Environmentally sustainable programs for waste which maximise opportunities for reducing, re-using and recycling			
<p>3.6.1 - 1</p>	<p>Develop and implement programs which accord with the Local Waste Management Plan to promote awareness of best practice.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>Performance Indicator</i> - Complete a program of annual monitoring and review of waste services</p> <p>Performance Indicator - Complete programs for new service brochures and stickers, weekend displays and waste oil collection trailer service, employing contractors for waste minimisation and the Keep Australia Beautiful Waste Watchers Program</p> <p>Performance Indicator - Complete a further rollout of greenwaste bins to residents</p> <p>Performance Indicator - Implement a plastic bag reduction campaign</p> <p>Performance Indicator - Complete a rollout of replacement recycling bins to residential flat buildings</p> <p>Performance Indicator - Complete an education and monitoring program on illegal dumping and littering</p> </div>	<p>Completed</p> <p>Community Sharps brochure developed, New bin stickers completed for rollout of unit bins including new excess waste sticker for top of garbage bins. Unit bin rollout to commence 30 July and be completed August 17th. Chemical Clean Out held 30 June, 400 cars went through compared to 200 last year. Employed contractor for Proclaim database management to run over to 07/08 financial year. 181 greenwaste bins were rolled out and 256 litres of oil collected this quarter. Bagbusters team offered advice to 54 new retailers in Marrickville Metro shopping centre. 112 Bagbusters point-of-sale signs have been displayed by retailers to remind customers to say no to plastic bags. Approximately 4000 shoppers participated in the BYO Bag Month. During the month 17,007 used plastic bags were collected for recycling and over 4000 reusable shopping bags were given away. Volunteers have worked 124 hours this quarter.</p>	<p>Completed</p> <p>Waste services has completed annual monitoring and review. Programs have been completed for new service brochures including calendars, and commercial waste and community sharps brochures. Stickers including new bin stickers, excess waste sticker and event recycling have been developed. 1931 litres of oil were collected and recycled through the oil trailer collection service. The KAB program was completed with 2774 students participating. 1293 new green waste bins were rolled out to residents. The plastic bag reduction campaign was implemented and remains ongoing with 184 retailers approached, 4620 shoppers participating in events and educated and approx 200 volunteer hours. The education and monitoring of illegal dumps and littering program has been implemented and is ongoing.</p>

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT
<p><i>Performance Indicator</i> - Decrease (on 2005-2006 figures of 15,636 tonnes) in tonnes of domestic waste collected</p> <p><i>Performance Indicator</i> - Increase (on 2005-2006 figures of 2,326 tonnes) in tonnes of domestic green waste collected</p> <p><i>Performance Indicator</i> - Increase (on 2005-2006 figures of 8,617 tonnes) in tonnes of domestic recycling collected</p> <p><i>Performance Indicator</i> - Maintain high community satisfaction rates with waste services: general waste (4.5/5), recycled waste service (4.5/5), green waste service (4.5/5), and on-demand pick up service (4.3/5)</p>	<p>Domestic Waste has increased by 175 tonnes (4.62%) compared to the same period last year. Recycling has increased by 156 tonnes (7.54%) compared to the same period last year. Green Waste has increased by 167 tonnes (34.36%) compared to the same period last year.</p>	<p>Domestic Waste has increased by 99 tonnes (0.62%) on 2005-2006 figures. Given the increase in developments over the past 12 months this is a great result. Recycling has increased by 155 tonnes (1.79%) on 2005-2006 figures. Green Waste has increased by 333 tonnes (14.33%) on 2005-2006 figures.</p>

Strategy 3.6.2 To reduce the incidence of illegal dumping in the Marrickville Local Government Area and encourage use of Council's free clean up service

<p>3.6.2 - 1</p>	<p>Provide education on correct disposal methods (i.e., free clean up service)</p> <p><i>Performance Indicator</i> - Decrease in tonnes collected by lane truck</p> <p><i>Performance Indicator</i> - Provide staff resource to increase education and monitoring of illegal dumping and littering</p> <p><i>Performance Indicator</i> - Complete an education program on illegal dumping and littering</p>	<p>Completed</p> <p>Illegal dumped waste has decreased by 44 tonnes (12.98%) compared to the same period last year. Illegal Dumping magnets were developed as well as information card. Distribution of the information card and magnet by mail-out to all residents in the area was completed reminding residents of the free clean up service and encouraging the reporting of any illegal dumps. The education program on illegal dumping is ongoing.</p>	<p>Completed</p> <p>Illegal Dumping has slightly increased by 74 tonnes (5.86%) on 2005-2006 figures. Given the increase in developments over the past 12 months this is a great result, with the number of on call collections increasing. Staff resources have been provided to increase education and monitoring of illegal dumping and littering. The education program on illegal dumping and littering has commenced and is ongoing.</p>
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PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
3.6.2 - 2	Patrol dumping "hot spots"	Completed	Completed
		Ongoing	Patrolling of dumping hotspots continues by Council's Illegal Dumping Officer. These "hotspots" will be addressed by the additional dumping truck in the 07/08 resources budget.
3.6.2 - 3	Investigate and monitor illegal dumps <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> <i>Performance Indicator</i> - Provide staff resource to increase education and monitoring of illegal dumping and littering <i>Performance Indicator</i> - Complete a monitoring program on illegal dumping and littering </div>	Completed	Completed
		2 unmarked Council vehicles have been fitted with the high tech hidden cameras and are currently under trial. These cameras are infrared and able to be used at night. They will be used to randomly monitor illegal dumping. 7 infringement notices have been issued this quarter.	There are currently 2 fixed cameras and 2 unmarked vehicles fitted out with infrared and night cameras. The fixed cameras are due to be upgraded in 07/08. 17 infringement notices have been issued this quarter.
3.6.2 - 4	Action any citizen request about continual illegal dumps	Completed	Completed
		101 requests have been actioned in this quarter.	329 requests about continual illegal dumping have been actioned during this financial year.

ENGINEERING SERVICES (STREETSCAPES & WATER MANAGEMENT)

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 3.7.1 Effective management of Council's road and transport assets			
3.7.1 - 1	Implement a program of maintenance and repair of roads, footpaths and drains <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"><i>Performance Indicator</i> - Completion of routine asset maintenance programs</div>	Completed	Completed
		Maintenance programs for roads/footpaths and drainage have been identified and completed on schedule.	Maintenance programs for roads/footpaths and drainage have been identified and completed on schedule. It is proposed to continue with a planned program of works for roads, footpaths and drains next financial year.
3.7.1 - 2	Implement a rolling program of resurfacing of roads and lanes <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"><i>Performance Indicator</i> - Completion of roads and lanes resurfacing programs</div>	Completed	Completed
		Rolling program of resurfacing of roads and lanes complete. Further savings allowed for three more projects to be completed(Macaulay Lane, Stanmore/Bailey Street, Newtown and Dickson Lane, Newtown).	Capital works program for roads and lanes has been completed for 2006/07. New program of works has been developed for 2007/08.
3.7.1 - 3	Implement a program of routine replacement of damaged footpaths and a special program to maintain heritage brick paths <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"><i>Performance Indicator</i> - Completion of footpath replacement and repair programs</div>	Completed	Completed
		All work has been completed on the Footpath Construction programme including Heritage Footpaths.	Capital works program for footpaths has been completed for 2006/07. New program of works has been developed for 2007/08.
3.7.1 - SI1	Enhance efficiency of management of Council's assets by developing and implementing the Asset Management Strategy including provision of a specialist position to coordinate the new AM5 asset management system <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"><i>Performance Indicator</i> - Staffing a new position of Asset Management Systems Coordinator</div>	Behind Schedule	Behind Schedule
		Design of new footpath database, data collection methodology is still continuing.	It is proposed to continue the development of the footpath and drainage databases and integrate with Asset management system into the new financial year.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
3.7.1 - SI2	Enhance and improve the effectiveness and information on street name signage by commencing rollout of new street name signage incorporating new corporate colours and additional information (replacement basis)	Completed	Completed
		Damaged and faded signs are currently being replaced as required.	All scheduled damaged and faded Street name sign have been replaced as per budget allocations. Budget expended. It is proposed to continue with this on-going work in 2007/08.
3.7.1 - SI3	<p>Enhance the "look and feel" of streetscapes by: a) increasing the frequency of footpath scrubbing in shopping centres, b) implementing improvement works to the footpaths in South King Street, c) enhancing the "look and feel" of smaller shopping centres by implementing enhancement works, d) improving awareness of local emergency management</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Increase the frequency of footpath scrubbing from one cycle per year to two cycles</p> <p><i>Performance Indicator</i> - Completion of footpath replacement works between Darley Street and Lord Street</p> <p><i>Performance Indicator</i> - Complete enhancement works in Wardell Road between Keith Street and Railway Station</p> <p><i>Performance Indicator</i> - Prepare a new Community Awareness Brochure along with the 6 other councils in the Sydney Mid-West emergency management area</p> </div>	Behind Schedule	Behind Schedule
		All shopping centres have been cleaned as per the programme. Works on Wardell Rd Shopping Centre (Keith to Bedford St) are nearing completion, but have been delayed due to recent rains.	<ul style="list-style-type: none"> • Due to improved work efficiencies and related savings extra scrubbing outside the scope of works was undertaken along the Tempe Shopping Centre, Princes Highway and the recently constructed section of King Street, Newtown. Wardell Rd Shopping centre will be completed in the first quarter of new financial year. • King Street footpath construction complete. • Emergency Management Brochure is being worked on at the District Emergency Management Committee level.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 3.8.1 Provide infrastructure which meets the community's environmental, economic and social needs			
3.8.1 - 1	<p>Implement a program to investigate and address stormwater drainage deficiencies</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Completion of a drainage deficiency study for the Hawthorne canal catchment area</p> <p><i>Performance Indicator</i> - Complete 3 extra water quality catchment studies for the Illawarra Road catchment area</p> </div>	<p>Behind Schedule</p> <p>Consultant engaged for Tennyson St catchment study. Study is progressing with both catchments.</p>	<p>Behind Schedule</p> <p>It is proposed to complete the Johnstons Creek West and Tennyson St drainage catchment studies early in the 2007/08 financial year.</p>
3.8.1 - SI1	<p>Enhance Council's environmental performance through improved stormwater management practices by: a) reducing Council's dependency on mains water and b) improving the quality of stormwater runoff entering Cooks River through a range of WSUD enhancements, investigations and staff training</p> <div style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Installation of a rainwater tank at the Debbie and Abbey Borgia Recreation Centre</p> <p><i>Performance Indicator</i> - Complete a pilot program of bioswales or other improvements in the Illawarra Road catchment</p> <p><i>Performance Indicator</i> - Complete a training program for staff in the use of "MUSIC" stormwater quality design software</p> <p><i>Performance Indicator</i> - Complete a USWIM consultancy investigation in conjunction with Environmental Services</p> <p><i>Performance Indicator</i> - Develop new sub-catchment plans for the Tennyson St and Cooks River (EC1 West) catchments</p> </div>	<p>On Track</p> <p>Council to consider \$2.27 M funding offer in time for signing funding agreement by 31 July 2007. Hill Street Bioretention Systems programmed for construction in Aug/Sep 2007. Investigations & designs for new bioretention system in Wallace Street underway.</p>	<p>On Track</p> <p>It is proposed to review priorities and continue these works during the next financial year.</p>

KAA 4: GUIDED DEVELOPMENT AND SUSTAINABLE TRANSPORT

PLANNING SERVICES

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 4.1.1 Provide a more streamlined and efficient set of planning controls, which respond to the State Government's Planning Reforms and Metro Strategy			
4.1.1 - 1	Finalise Urban Strategy	Completed	Completed
	<div style="border: 1px solid black; padding: 5px;"> <i>Performance Indicator</i> - New Urban Strategy completed by end of 2006 </div>	Marrickville Urban Strategy was adopted on 3 April 2007.	Adoption of the Marrickville Urban Strategy represents a major milestone that will form the basis of the Council's new Comprehensive Local Environmental Plan.
4.1.1 - 2	Finalise Integrated Transport Strategy	Behind Schedule	Behind Schedule
	<div style="border: 1px solid black; padding: 5px;"> <i>Performance Indicator</i> - New Integrated Transport Strategy completed by end of 2006 </div>	The draft Integrated Transport Plan is being finalised to account for submissions received from the public exhibition.	It is proposed to present a final version of the Plan to Council for endorsement in August 2007.
4.1.1 - 3	Develop new Comprehensive LEP and DCP	Completed	Completed
	<div style="border: 1px solid black; padding: 5px;"> <i>Performance Indicator</i> - New LEP and DCP commenced by early 2007 and completed by early 2009 </div>	Marrickville Urban Strategy was adopted on 3 April 2007.	Adoption of the Marrickville Urban Strategy represents a major milestone that will form the basis of the Council's new Comprehensive Local Environmental Plan and DCP .

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
4.1.1 - SI1	Produce clearer, comprehensive, more efficient planning controls	Completed	Completed
	<p><i>Performance Indicator</i> - Improvement to web site information</p> <p><i>Performance Indicator</i> - Finalise new Urban Strategy by the end of 2006</p> <p><i>Performance Indicator</i> - Commencement of new comprehensive LEP and DCP by mid 2007</p>	Marrickville Urban Strategy was adopted on 3 April 2007.	Adoption of the Marrickville Urban Strategy represents a major milestone that will form the basis of the Council's new Comprehensive Local Environmental Plan and DCP .
4.1.1 - SI2	Include and promote equity, access and environmental sustainability principles in new planning processes by giving priority to these issues in the Urban Strategy, Comprehensive LEP and DCP processes	Completed	Completed
	<p><i>Performance Indicator</i> - Number of processes where equity, access and environmental sustainability principles have been incorporated</p>	Marrickville Urban Strategy was adopted on 3 April 2007. Access DCP will be integrated into the new Comprehensive DCP.	Access DCP will be integrated into the new Comprehensive DCP.
4.1.1 - SI3	Carry over and promote the principles of Crime Prevention through Environmental Design (CPTED) in the new planning processes	Completed	Completed
		To be included in Comprehensive LEP and DCP.	To be included in Comprehensive LEP and DCP.
4.1.1 - SI4	Consult closely and effectively with the community and major stakeholders on major planning processes through extensive community consultation programs for the Urban Strategy, Comprehensive LEP and DCP processes	Completed	Completed
	<p><i>Performance Indicator</i> - Positive feedback from Citizens Survey</p>	Comments received from community consultation in relation to Johnstons Creek Road Reservation rezoning, Integrated Transport Plan and Bike Plan were reviewed this quarter for comment as part the final reports to Council.	Extensive community consultation program formed the basis for all Planning Services projects this year.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 4.1.2 Create a balance between conserving heritage and new development			
4.1.2 - 1	<p>Provide better guidance/education in planning policies and advice to the public.</p> <p><i>Performance Indicator</i> - New brochures and web site information available by early 2007</p>	<p>Behind Schedule</p> <p>An explanatory brochure on "Understanding Heritage In Marrickville" was drafted.</p>	<p>Behind Schedule</p> <p>Heritage and Urban Design Advisor position was vacant for an extended period which impacted on this initiative.</p>
Strategy 4.1.3 Encourage an increase of appropriately designed residential development in shopping centres and around transport nodes			
4.1.3 - 1	<p>Determine appropriate locations for this development through the Urban Strategy and subsequent new LEP</p> <p><i>Performance Indicator</i> - New Urban Strategy and Integrated Transport Strategy completed by end 2006</p> <p><i>Performance Indicator</i> - New LEP and DCP commenced by early 2007 and completed by early 2009</p>	<p>Completed</p> <p>Marrickville Urban Strategy was adopted on 3 April 2007.</p>	<p>Completed</p> <p>Adoption of the Marrickville Urban Strategy represents a major milestone that will form the basis of the Council's new Comprehensive Local Environmental Plan and DCP .</p>
Strategy 4.1.4 Establish the role and future of our industrial areas			
4.1.4 - 1	<p>Determine these issues through the Urban Strategy and subsequent new LEP</p> <p><i>Performance Indicator</i> - New Urban Strategy and Integrated Transport Strategy completed by end 2006</p> <p><i>Performance Indicator</i> - New LEP and DCP commenced by early 2007 and completed by early 2009</p>	<p>Completed</p> <p>Memorandum of Understanding is being prepared in consultation with DOP to progress the Industrial audit.</p>	<p>Completed</p> <p>Adoption of the Marrickville Urban Strategy represents a major milestone that will form the basis of the Council's new Comprehensive Local Environmental Plan and DCP .</p>

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
4.1.5 To produce new planning controls and supporting mechanisms that retain existing and create new supplies of affordable housing			
4.1.5 - 1	Prepare a new local affordable housing strategy, to provide Council with a holistic, inter-Divisional approach to this issue <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <i>Performance Indicator</i> - Commence new Affordable Housing Strategy by end of 2006 </div>	On Track The Director of Community Services is now leading this project. Affordable Housing Strategic Projects Officer has been appointed.	Completed The Director of Community Services is now leading this project. Affordable Housing Strategic Projects Officer has been appointed.
4.1.5 - 2	Arising from this Strategy, commence preparation of new planning controls <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <i>Performance Indicator</i> - Initial reports to Council on recommended planning controls by mid 2007 </div>	On Track Future action.	Behind Schedule Future action as part of preparation of new planning controls
Strategy 4.2.1 Promote non-vehicular transport alternatives			
4.2.1 - 1	Broader policy direction to be provided through the Integrated Transport Strategy <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <i>Performance Indicator</i> - Completion of Integrated Transport Strategy by end of 2006 </div>	On Track The draft Integrated Transport Plan includes information and recommendations designed to reduce regional traffic movements through the LGA. Plan to be finalised in August 2007.	Completed It is proposed to present a final version of the Plan to Council for endorsement in August 2007.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
4.2.1 - 2	Investigate innovative pilot projects, such as mini-cabs and car share <i>Performance Indicator</i> - Reports and recommendations to Council on pilot projects by early 2007	Completed	Completed
		Improving community transport and promoting car share are recommendations of the draft Integrated Transport Plan. Continuing to work with Community Development on options to improve community transport and planning a car share discussion at the July 2007 Transport Committee.	Improving community transport and promoting car share are recommendations of the draft Integrated Transport Plan.
4.2.1 - 3	Better bike planning <i>Performance Indicator</i> - Completion of Bike Plan Review by end of 2006	Completed	Completed
		The draft Bicycle Plan is being finalised to account for submissions received from the public exhibition.	It is proposed to present a final version of the Plan to Council for endorsement in August 2007.
Strategy 4.2.2 Review the level of on-site car parking in new developments			
4.2.2 - 1	Broader policy direction to be provided through the Integrated Transport Strategy <i>Performance Indicator</i> - Completion of Integrated Transport Strategy by end of 2006 <i>Performance Indicator</i> - Commence review of Council's Parking Controls DCP by mid 2007	On Track	Completed
		Review of parking policies, including DCP 19, recommended by draft Integrated Transport Plan. Review of DCP 19 to be undertaken as part of development of new LEP and comprehensive review of all DCPs in 2007/08.	It is proposed to present a final version of the Integrated Transport Plan to Council for endorsement in August 2007. Review of DCP 19 to be undertaken as part of the development of the Council's new comprehensive LEP and DCP.
Strategy 4.2.3 To pursue options for reducing regional truck and car movement through the Marrickville LGA			
4.2.3 - 1	Broader policy direction to be provided through the Integrated Transport Strategy <i>Performance Indicator</i> - Completion of Integrated Transport Strategy by end of 2006	On Track	Completed
		The draft Integrated Transport Plan includes information and recommendations designed to reduce regional traffic movements through the LGA.	It is proposed to present a final version of the Plan to Council for endorsement in August 2007.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
4.2.3 - 2	Lobbying actions concerning major transport proposals, including the F6 road corridor, Port Botany expansion, Enfield Internodal Terminal, and Sydney Airport Masterplan <i>Performance Indicator - Evidence of lobbying actions through Council's Transportation Committee</i>	Completed	Completed
		The draft Integrated Transport Plan includes information and recommendations designed to address issues associated with major transport and traffic-generating developments. Report has been submitted to May 2007 Transport Committee and July 2007 DES meetings on progress of Airport and Port Botany developments.	Council has continued to lobby throughout the year.
4.2.3 - 3	Review and possibly strengthen existing restrictions on truck movements through the LGA <i>Performance Indicator - Report to Council on truck movement restrictions by mid 2007</i>	Completed	Completed
		The draft Integrated Transport Plan includes information and recommendations designed to reduce regional traffic movements through the LGA.	It is proposed to present a final version of the Plan to Council for endorsement in August 2007.
Strategy 4.2.4 To investigate opportunities and lobby for use of light rail within, and connecting to, the Marrickville LGA			
4.2.4 - 1	Work with other surrounding Councils and the State Government to investigate light rail viability for the inner city and inner west <i>Performance Indicator - Evidence of lobbying actions and investigations through Council's Transportation Committee</i>	Completed	Completed
		No actions this quarter.	Council will continue to lobby for light rail through its support for the City of Sydney's 'Transport Alliance'.

ENGINEERING SERVICES

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 4.3.1 Provide a range of infrastructure which is accessible to the whole community			
4.3.1 - 1	Provide suitable access by all through implementing the Pedestrian Access and Mobility Plan <i>Performance Indicator - Completion of approved PAMP works program</i>	Completed PAMP completed.	Completed Planned works for 2006/07 have been completed. It is proposed to undertake a new program of works during 2007/08.
	4.3.1 - 2 Encourage increased bicycle use by providing an enhanced bicycle network <i>Performance Indicator - Complete local bike route improvement works</i> <i>Performance Indicator - Implementation of Bike Plan Review stage 1 works</i> <i>Performance Indicator - Complete Cooks River Cycleway stage 2 reconstruction works</i>	Behind Schedule Due to inclement weather in June the last section of the Regional Bike Route 007 at Lennox St/Mary St, Newtown was not completed.	Behind Schedule Construction work on Regional Bike Route 007 was underway but completion of the last section (Lennox St/Mary St Newtown) was delayed due to inclement weather in June. Work at Lennox St/Mary St, Newtown is to be carried over and completed early in the new financial year.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT
<p>4.3.1 - 3 Analyse accident and speed data and develop appropriate traffic management plans</p> <div data-bbox="280 308 801 815" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Completion of 'amenity' improvement works in Albermarle Street and Moncur Street</p> <p><i>Performance Indicator</i> - Completion of improvement works to address urgent traffic problems</p> <p><i>Performance Indicator</i> - Complete a program of works identified through a review of the Enmore Local Area Traffic Management Area (Area 4)</p> </div>	<p>Behind Schedule</p> <p>Marrickville (area 12) and Stanmore South (Area 5) LATM schemes still need to be developed and works implemented.</p>	<p>Behind Schedule</p> <p>Works were completed in Moncur Street, Marrickville Road , Kintore Street and Albermarle Street. Works in Marrickville and Stanmore South are yet to be implemented. It is proposed to carry these programs over to the next financial year to complete studies and implement any outcomes.</p>
<p>4.3.1 - 4 Provide increased parking opportunities for residents while ensuring the availability of short-term parking for shoppers and businesses</p> <div data-bbox="280 983 801 1171" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Introduce additional resident parking schemes identified during the year</p> </div>	<p>Completed</p> <p>Residential Parking Scheme Policy and Mobility Parking Policy are currently being reviewed - project put on hold as other priorities including the Accident Analysis Project required additional resources.</p>	<p>Completed</p> <ul style="list-style-type: none"> • Identified schemes implemented • Ongoing project with review on both Residential Parking Scheme and Mobility Parking Policy to commence once again in 2007/2008 financial year.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
4.3.1 - SI1	<p>Enhance Council's response to the community's need for sustainable transport options through extension of existing programs and implementation of new programs, specifically providing additional opportunities for bicycle use as an alternative to motor vehicles</p> <p><i>Performance Indicator</i> -Develop a coordination strategy for implementation of the Cooks River to Iron Cove 'Greenway Route'</p> <p><i>Performance Indicator</i> - Investigation and design of the Alexandra canal cycleway</p>	<p>On Track</p> <p>A project brief is to be prepared in the very near future for the Cooks River to Iron Cove Co-ordination Strategy. A project Co-ordinator is now employed by Council to manage this study. Grant funding has been received for the Alexandra Canal project. However, waiting on decision by Sydney Water on whether this section of Alexandra Canal will be used for a pipeline which will result in the majority of the cycleway through the canal being constructed by Sydney Water.</p>	<p>On Track</p> <p>Both projects are ongoing, with funding for the Cooks River to Iron Cove Co-ordination Strategy and Alexandra Canal only received over the last quarter. Both projects will be carried over into the 2007/2008 financial year and both studies are expected to be completed in 2007/2008 financial year.</p>
		4.3.1 - SI2	<p>Design and construct a jetty and canoe launch facilities</p>
Strategy 4.3.2 Reduce traffic on local roads and increase pedestrian safety			
4.3.2 - 1	<p>Analyse accident and speed data and develop appropriate traffic management plans</p> <p><i>Performance Indicator</i> - Number of traffic management requests considered</p>	<p>On Track</p> <p>All accidents over the last five years have now been analysed and a report to the Local Traffic Planning and Advisory Committee was presented and a list of sites have been included on a works program for Council and selected for a detailed investigation of suitable traffic devices. Black Spot proposal to the RTA will now be developed. Speed and volume data is still being collected.</p>	<p>On Track</p> <p>Speed and volume for all roads in Council area is required to be collected prior to proceeding with this part of project.</p>
		4.3.2 - 2	<p>Implement traffic management schemes and maintain existing traffic facilities including traffic signs</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
4.3.2 - 3	Develop, install and maintain car parking facilities	Completed	Completed
		Ongoing program to improve parking facilities in the Marrickville LGA..	It is proposed to continue with this program to improve parking facilities in the Marrickville LGA.
4.3.2 - 4	Develop, install and maintain bicycle and pedestrian facilities <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>Performance Indicator</i> - Number of pedestrian crossing safety improvements implemented </div>	Behind Schedule	Behind Schedule
		All work completed except for a section of Regional Bike Route 007 at Lennox/Mary Street Newtown.	All works were completed except for a section of Regional Bike Route at Lennox/Mary Street Newtown. Work at Lennox Street/Mary Street Newtown as part of the Regional Bike Route 007 is programmed for completion early in the new financial year.
4.3.2 - 5	Promote road safety	Completed	Completed
		Senior pedestrian safety project -stage 2 has been completed. This involved the development of a brochure and the printing of 5000 copies. The brochure has been translated into 7 languages. Fleetsafe driver safety package has been developed. The package includes a driver's handbook and power point presentation for council employees. Road safety action plan for 2007-08 has been developed. Safety around schools project - education and enforcement was undertaken during term 2 focusing on illegal parking and 40km/h school zones. All schools were contacted and received "Go 40 for me" signage. The parents received an information flyer promoting safety outside schools. A full page advertisement was organised for the Courier. Workshop for parents of learner drivers - a workshop was promoted and held on 16 May in partnership with Leichhardt Council and 24 people attended. Walk safely to school day -was promoted to the community and local schools in partnership with other council divisions. Child Restraint Safety Check - was promoted widely in the community with 23 cars checked. Mobile Phones and Driving - the development of a brochure was finalised and printed. Operation Road Safe - was promoted locally in four licensed venues.	The key projects completed include: <ul style="list-style-type: none"> • Cycling and bicycle safety promotion at Marrickville festival • Walk to work day event • Senior pedestrian safety project • Fleetsafe driver safety induction package • Road safety action plan for 2007-08 and crash data analysis • Black spot crash data analysis project • Drink walking prevention project • Safety around schools project • Two workshops for parents of learner drivers • Walk safely to school day • Two child restraint safety checks • Road safety website • Mobile Phones and Driving • Operation Road Safe and support of other police enforcement operations.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
4.3.2 - 6	Develop and implement Pedestrian Access Mobility Plan	Completed	Completed
		PAMP works program completed	The PAMP works program for the year was completed. It is proposed to develop a new program of works for 2007/08

DEVELOPMENT ASSESSMENT

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
<p>Strategy 4.4.1 Provision of a service that delivers objective and comprehensive development assessment in a timely manner and in accordance with Parts 4 and 5 of the Environmental Planning and Assessment Act 1979</p>			
<p>4.4.1 - 1</p>	<p>Assessment and determination of applications for new buildings, alterations and additions to buildings, changes of use, modification or review of previous determinations, subdivision, and construction certificates</p> <div data-bbox="280 598 806 981" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Reduction of median processing times</p> <p><i>Performance Indicator</i> - Reduction in overall number of outstanding applications</p> <p><i>Performance Indicator</i> - All relevant matters/controls are considered and documented and, if for approval, the determination is conditioned accordingly.</p> </div>	<p>Completed</p> <p>Median DA processing time = 62 calendar days. Number of outstanding DAs at end of quarter = 211. All relevant matters considered.</p>	<p>Completed</p> <p>Number of outstanding DAs at end of reporting period =211. Median DA processing time for reporting period= 59 calendar days. All relevant matters considered.</p>
<p>4.4.1 - 2</p>	<p>Effective consultations with citizens</p> <div data-bbox="280 1077 806 1252" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - 100% of submissions made within the relevant due date in relation to development proposals are assessed</p> </div>	<p>Completed</p> <p>Full compliance.</p>	<p>Completed</p> <p>100% of submissions made within the relevant due date in relation to development proposals were assessed.</p>

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 4.4.2 Provision of sound advice and information to Councillors, Council staff and citizens concerning development assessment and related matters			
<p>4.4.2 - 1</p>	<p>Provide consistent and comprehensive advice and information to prospective applicants and citizens in relation to council's development control policies and development applications including: a) pre-lodgement advice services including formal pre-lodgement meetings, b) duty roster for face to face and telephone enquiries, c) development of forms, guidelines and checklists and d) targeted information workshop</p> <p><i>Performance Indicator</i> - Formal pre-lodgement advice letter is sent within 21 days of meeting</p> <p><i>Performance Indicator</i> - Duty roster operates smoothly with duty officers available during office hours</p> <p><i>Performance Indicator</i> - Documents are up to date and comprehensive</p> <p><i>Performance Indicator</i> - Workshop held</p>	<p>Completed</p> <p>25 pre-lodgement meetings held this quarter with advice letters sent within 21 days. Duty roster fully operational. Updating of DA forms and checklists commenced - ongoing program. No information workshop held as this event is under review to ensure that information, format and target audience is relevant in light of preparation of new Comprehensive LEP.</p>	<p>Completed</p> <p>A total of 82 pre-lodgement applications were processed. The popularity of Council's formal pre-lodgement service has exceeded expectations , and resulted in improved quality of applications. This service is supplemented by the duty roster that continues to offer access to staff for informal advice.</p>
	<p><i>Performance Indicator</i> - Citizens are satisfied with Council's development assessment services as measured by satisfaction survey</p>	<p>Community Survey carried out by Micromex Research in November and December 2006. Results - Satisfaction rating of 3.08/5 (49% indicated a high level of satisfaction, 16% expressed a medium level of satisfaction and 35% expressed a low level of satisfaction). These results are based on the responses of 37 people who indicated that they had used the service in the past year.</p>	<p>Level of customer satisfaction reflects the fact that development assessment operates in a regulatory environment where not all of the applicant's aspirations for development can be met.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
4.4.2 - 2	Liaison with citizens affected by development proposals <i>Performance Indicator</i> - Applications are notified in accordance with Council's Policies	Completed Full compliance.	Completed Applications were notified in accordance with Council's policies.
	4.4.2 - 3 Preparation of reports to, and support of, the Development and Environmental Services Committee <i>Performance Indicator</i> - Reports to the Development and Environmental Services Committee are prepared to meet agenda deadlines	Completed Full compliance.	Completed 212 reports were prepared for the consideration of the Committee in accordance with required deadlines.
Strategy 4.4.3 Continuously review Council's development assessment and related practices and processes to ensure that they are up to date and reflect best practice			
4.4.3 - 1	Implement any legislative changes and related requirements in a timely manner, including revising systems and procedures and training staff <i>Performance Indicator</i> - All processes and practices incorporate current legislative requirements <i>Performance Indicator</i> - 100% of staff are fully trained and aware of current requirements and practices	Completed No regulatory changes this quarter. Review of most important forms completed.	Completed Majority of forms have been revised to reflect current legislation. 100% of staff are fully trained and aware of current requirements and practices.
	4.4.3 - 2 Investigate opportunity to maximise the use of available technology <i>Performance Indicator</i> - Use of available technology is integrated with the development application process	Completed Further improvements to Proclaim include automatic numbering within checklists and reports, alignment of events for S96 applications, standard deferral letter and pre-DA letter new options added, standard report added for dual occupancy and RFBs report drafted for change of use (shop) for internal review.	Completed Proclaim has been progressively enhanced to improve and extend its use to streamline the assessment and issuing of determinations.

KAA 5: AN INNOVATIVE AND EFFICIENT COUNCIL

CORPORATE DEVELOPMENT

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 5.1.1 Coordinate effective and integrated corporate planning and reporting processes across Council and the community			
5.1.1 -1	Coordinate preparation of the Annual Management Plan <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <i>Performance Indicator</i> - Annual Management Plan approved by Council by 30 June 2007 </div>	Completed On 17 April 2007, the Draft Annual Management Plan and Budget 2007-2010 was approved by Council for public exhibition. The Plan, and associated Budget documents, were then placed on public exhibition from 24 April 2007- 4 June 2007. The Annual Management Plan and Budget 2007-2010, and associated Budget documents, were approved by Council with amendments on 19 June 2007. Work has commenced on publicising the approved Plan.	Completed The Annual Management Plan and Budget 2007-2010 was approved by Council on 19 June 2007.
5.1.1 -2	Ongoing development of the quadruple bottom line framework to underpin accountability for economic, environmental, social and governance impacts	Completed Information from the QBL checklists, completed by Managers as part of the Resource Plan 2007-2008 development process, continued to be used as part of the development and finalisation of the Annual Management Plan and Budget 2007-2010.	Completed The quadruple bottom line sustainability framework was applied both in the development of the Annual Management Plan and Budget 2007-2010 and in the Quarterly Management Reports on the Annual Management Plan and Budget 2006-2009.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.1.1 - 3	Coordinate preparation of Quarterly Reports against Management Plan to Council	Completed	Completed
	<i>Performance Indicator - Four Quarterly Reports prepared within prescribed timeframes to the satisfaction of Council</i>	The third quarter management report to Council on programs and activities in the 2006-2009 Annual Management Plan was submitted to Council at its meeting on 17 April 2007. Work commenced on preparation of the fourth quarter management report to Council on programs and activities in the 2006-2009 Annual Management Plan.	Four Quarterly Management Reports have been prepared within prescribed timeframes to the satisfaction of Council.
5.1.1 - 4	Provide support to Senior Staff and management for implementation of the Strategic Plan and Annual Management Plan including the provision of strategic policy advice	Completed	Completed
		Senior Staff and Management were advised and supported during finalisation of the Draft Annual Management Plan and Budget 2007-2010.	Appropriate support was provided to Senior Staff and management for implementation of the Strategic Plan and Annual Management Plan throughout the year.
5.1.1 - 5	Provide support and advice in response to external drivers, including relevant Commonwealth & State Government policy/reforms affecting Local Government	Completed	Completed
			Support and advice on the impact of external drivers on Council policies and operations was provided as appropriate including analysis of sector reforms proposed by the Department of Local Government
5.1.1 - SI1	Implement new reporting framework from introduction of new Strategic Plan and Annual Management Plan	Completed	Completed
	<i>Performance Indicator - General Manager and Councillors satisfied with reporting framework</i>		The new reporting framework has been introduced. The General Manager and Councillors have been satisfied with the reporting framework.
Strategy 5.1.2 Support an effective performance improvement culture			
5.1.2 - 1	Conduct a community satisfaction survey and communicate results to Councillors, staff and citizens	Completed	Completed
	<i>Performance Indicator - 100% of community feedback forwarded to the relevant Division/Unit for response</i>	The Community Survey was completed in December 2006 and the results were communicated to Councillors, Senior Staff, other employees and the community throughout January and March 2007.	The Community Survey was completed in December 2006 and the results were communicated to Councillors, Senior Staff, other employees and the community throughout January and March 2007.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.1.2 - 2	Utilise research and community feedback to drive organisational service improvements	Completed	Completed
		A report of analysis identifying trends and strategic issues from the community feedback mechanisms on Council's website for the quarter to 31 March was considered by Senior Staff in June 2007. Items from the community feedback mechanisms continued to be registered and referred to Managers for appropriate action during the quarter.	Four quarterly reports of analysis identifying trends and strategic issues from the community feedback mechanisms on Council's website were considered by Senior Staff. Items from the community feedback mechanisms were registered and referred to Managers for appropriate action throughout the year.
5.1.2 - 3	Coordinate the Marrickville Forum program for Managers	Completed	Completed
		No action this quarter.	Two Marrickville Forum sessions for Managers were held throughout the year providing a range of presentations and updates on key issues for Council.
5.1.2 - SI1	<p>Assist General Manager and Senior Staff to undertake cross function organisation improvement initiatives including: a) organisation improvement initiatives to ensure best practice and enhanced effectiveness b) investigation of possible strategic alliances (resource sharing options) with neighbouring Councils to improve asset utilisation c) review of service level agreements d) development of a benchmarking program e) review of organisation structure in context of revised Key Activity Areas</p> <p><i>Performance Indicator - Reports to Senior Staff as per agreement of General Manager</i></p>	Completed	Completed
		On 21 June 2007, Senior Staff endorsed 10 completed Section-Level Action Plans responding to issues raised in the Your Voice Climate Survey. Work continued on the three Across Council Focus Groups developing Action Plans for three Council-wide issues (career development, working hours and across-Council cooperation) respectively. Action Plans to make enhancements in the areas of career development and across-Council cooperation are near finalisation. Managers discussed the progress and process of the Your Voice Project at the Leadership Forum on 29 June 2007.	Support of cross function organisation improvement initiatives was provided through the year including support of the Your Voice Climate Survey Project.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT
Strategy 5.1.3 Build partnerships and facilitate informed and inclusive community involvement in planning Marrickville's future		
5.1.3 - 1 Manage and effectively engage the Citizens Panel <div data-bbox="304 360 763 624" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator - Citizen Panel engaged in major planning events</i></p> <p><i>Performance Indicator - Satisfaction on the part of members of the Citizens Panel with level of engagement</i></p> </div>	Completed The Citizen Panel Satisfaction Survey feedback was analysed and indicated that a majority of respondents were satisfied or very satisfied with their participation. The survey also illustrated that members are keen to be engaged with more face to face consultation. A series of consultations have been undertaken between April and June including Management Plan Bus Tours and Focus groups, Ageing Strategy Survey, Ethnic Communication Strategy Review and Volunteer and Citizen Participation Review survey. Total membership 322	Completed The Citizen Panel was involved in a number of major planning consultations for the year including Annual Management Plan & Budget 2007/10, Ageing Strategy, Ethnic Communication Strategy, Volunteer and the Citizen Participation Strategy Review. The Panel satisfaction survey illustrated that a majority of respondents were satisfied with their level of engagement, and felt that it gave them a good opportunity to have their say and become involved in the decision making process,.
5.1.3 - 2 Identify and address barriers to participation on the Citizens Panel <div data-bbox="304 807 763 943" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator - Number of culturally and linguistically diverse citizens represented on Citizens Panel</i></p> </div>	Completed Continued to look for mechanisms to increase CALD participation on the Panel through networks such as may Murray Centre and Anglicare.	Completed A series of barriers were identified to participating in the Panel, namely recruiting harder to reach communities such as CALD citizens. Through a series of targeted mail outs the number of CALD recruits in 2006/07 was increased by twelve on 2005/06 figures.
5.1.3 - 3 Provide information to citizens about Council's planning and performance improvement activities <div data-bbox="304 1078 763 1262" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator - High level of community awareness of the ways in which they can be involved in Council activities (confirm by survey)</i></p> </div>	Completed Developed a new e-newsletter format including information on Planning for our Future and other Council activities. The e-newsletter was sent to a subscription database of over 700 local residents. Information on Council's planning and performance was also included in the April Quarterly rates newsletter and via Council's website.	Completed Achieved a high level of community awareness on Council's planning and performance initiatives through a series of communication mechanisms including brochures of council Plans, e-newsletters, newsletter mail outs with quarterly rates, Annual Review brochure and insert into Marrickville Matters , and increased use of Council's website.
5.1.3 - 4 Build relationships with community groups through consultative committees	Completed Information about the Draft Annual Management Plan and Budget 2007-2010 was distributed to the Access Committee, Youth Council, GLL@M, Cooks River Committee, Mainstreet Committees, Senior Reference Group, Marrickville Aboriginal Consultative Committee	Completed Throughout the year there was ongoing liaison with Council's consultative committees providing information, and inviting feedback, on Council's planning processes.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.1.3 - 5		and Marrickville Aged Services Committee. Comments on the Draft Plan was invited from members of these committees. Corporate Development also participated in the Marrickville South Planning Day coordinated by Community Development.	
	Provide community feedback mechanisms through the website	<p>Completed</p> <p>A report of analysis identifying trends and strategic issues from the community feedback mechanisms on Council's website for the quarter to 31 March was considered by Senior Staff in June 2007. Items from the community feedback mechanisms continued to be registered and referred to Managers for appropriate action during the quarter.</p>	<p>Completed</p> <p>Four quarterly reports of analysis identifying trends and strategic issues from the community feedback mechanisms on Council's website were considered by Senior Staff. Items from the community feedback mechanisms were registered and referred to Managers for appropriate action throughout the year.</p> <p>In addition, community feedback mechanisms on specific projects (e.g., Draft Annual Management Plan and Budget 2007-2010, Cultural Plan consultations, Volunteer and Citizen Feedback Participation Questionnaire, Tree Management etc.) were facilitated through the website.</p>
Strategy 5.1.4 Facilitate good communications, image and relationships with citizens			
5.1.4 - 1	Coordinate Council Award submissions and manage major award applications and presentations <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <i>Performance Indicator - Projects completed to schedule</i> </div>	<p>Completed</p> <p>Produced May/June Grants & Awards Newsletter. Assisted several areas of Council with award submissions including Technical Services, Environmental Services and Waste Services.</p>	<p>Completed</p> <p>Managed the coordination of both Award and Grant submissions across Council. This includes tracking and alerting staff of available grants and awards through the distribution of the Grants & Awards Newsletter, attending Grants Networking meetings, coordinating an internal grants working group and reviewing editing award and grant submissions as required.</p>
	5.1.4 - 2	Promote Marrickville and Marrickville Council activities via effective communication and corporate branding activities	<p>Completed</p> <p>Developed a new e-newsletter format including information on a range of Council services and activities. The e-newsletter was sent to a subscription database of over 700 local residents. Produced the April Quarterly Rates newsletter. Assisted a range of</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.1.4 - 3		sections across Council with the appropriate use of corporate branding including Library Services, Community services and Monitoring Services. Produced corporate banners promoting Council and community identity for use in community consultations.	appropriate use of Council's branding and assisted with various branding projects throughout the year including uniforms, vehicle branding, new library branding, and Tom Foster Centre branding.
	Review website content to ensure effectiveness and communication of Council services to citizens and promotion of policy goals <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 10px auto;"><i>Performance Indicator - Website content up-to-date</i></div>	Completed Website updated every working day during the quarter.	Completed Website updates daily to schedule. Website upgrade and redesign progressed - to be launched in first quarter 2007-2008. <u>Visits to Council Website</u> 12 months to 30/06/07 (external users only, i.e., excludes staff users): <ul style="list-style-type: none"> • visits to Council website: 232,765 • average visits per day: 637 • hits: 916,236 • average hits per day: 2,510
5.1.4 - 4	Work with Historian to produce online heritage web exhibitions	Will not Complete	Will not Complete
		No activities this quarter	Heritage Online Exhibition, Literary Guide to Marrickville will be launched on the website in September 2007.
5.1.4 - SI1	Produce the quarterly rates newsletter	Completed	Completed
		Quarterly Rates newsletter for this quarter completed with approximately 33,000 delivered across the LGA. The newsletter is also made available at Council facilities.	Quarterly Rates newsletters for each quarter were completed.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.1.4 - SI2	In conjunction with Communications and Cultural Services, produce Annual Review 2006-2007	Completed	Completed
		The Annual Review was comprehensively distributed throughout the LGA during the previous quarter.	The Annual Review 2006-07 was produced and distributed to schedule.
Strategy 5.1.5 Promote the Marrickville values as a guide to the activities of Council staff			
5.1.5 - 1	Develop, manage and promote the Leadership Development program <i>Performance Indicator - Four quarterly meetings of the Leadership Program participants</i>	Completed	Completed
		Work commenced on development of the 2007-2008 Leadership Program. The General Manager invited interested staff to submit Expressions of Interest to participate in the 2007-2008 Leadership Program.	The Leadership Program 2006 was completed with the Annual Conference held on 30 November and 1 December 2006. The first quarterly meeting of the 2007-2008 Leadership Program will be held in August 2007.
5.1.5 - 2	Conduct Induction Program Marrickville Model sessions <i>Performance Indicator - Participation in 100% of induction sessions</i>	Completed	Completed
		Marrickville Model sessions were presented at Induction Sessions held during the quarter.	Marrickville Model sessions were presented at Induction Sessions held throughout 2006/07.
5.1.5 - SI1	Implement, in association with Employee Services, a program of initiatives to promote the Marrickville Model <i>Performance Indicator - High level of staff awareness of Marrickville Model components, as measured by staff survey</i>	Completed	Completed
		A series of additional activities focusing on online training have been discussed as the next step for the ongoing promotional activities already undertaken in previous quarters.	A series of promotional activities including footballs, post-it notes and cups were distributed throughout the year. A planned training refresher has been identified as the next initiative for promoting the Marrickville Model.

FINANCE

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 5.2.1 Maintain Council's long term financial viability			
5.2.1 - 1	Develop and maintain Council's Financial Plan	On Track	Completed
	<p><i>Performance Indicator</i> - Working funds are at or above agreed levels</p> <p><i>Performance Indicator</i> - Unrestricted current ratio is above 2:1</p> <p><i>Performance Indicator</i> - Debt service ratio is below 10%</p>	The benchmark for the 2005-2006 was maintained and it is anticipated that Council will maintain its benchmark level of working funds for the 2006-2007 financial year which is subject to final audit.	The performance target for 2005-2006 was achieved with the Audited Financial Statements indicating that the level of working funds at 30 June 2006 was above benchmark. The unrestricted current ratio was 1.67:1 and the debt service ratio stood at 4.46%. The 2006-2007 financial year for Council ends at June 30 and work has commenced on preparing the accounts for audit. At the time of preparing this report, the estimated debt service ratio stood at 3.98%.
	5.2.1 - 2	Develop and maintain the annual budget	Completed
		Monthly Reviews conducted and reported to Council. Draft Budget for 2007-2008 adopted at the ordinary meeting held on 19 June 2007.	Monthly reports have been submitted on schedule to each ordinary meeting of Council. The Annual Management Plan and Budget 2007-2010 was adopted by Council at its meeting on 19 June 2007.
5.2.1 - 3	Deliver financial services in support of Council operations	On Track	Completed
	<p><i>Performance Indicator</i> - Rates outstanding ratio is less than 5%</p>	Staff changes have impacted on the collection of outstanding amounts but it is anticipated that the target of 5% will be met.	Estimated rates outstanding ratio as at year end 2007-2008 is 4.93%.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.2.1 - 4	Provide management information to support decision-making	Completed	Completed
		As required, and provided using Business One. Monthly reports to Managers, Directors and GM.	Managers had the ability to have information provided in two formats - Crystal reports and Business One.
5.2.1 - 5	Manage Council's loan and investment portfolio <i>Performance Indicator</i> - Return on investments is above benchmark	Completed	Completed
		Investments continue to perform at or above benchmark as reported to Corporate Services Committee monthly.	Council achieved its performance target for investments. The total loan requirements were raised in June.
Strategy 5.2.2 Ensure public accountability for the use of community money			
5.2.2 - 1	Externally report Council's financial performance	On Track	Completed
		The annual accounts preparation plan has been developed with an aim to have the accounts audited in September 2007.	The Council's Auditors signed off the 2005-2006 Annual Accounts on 31 October 2006. The 2006-2007 Annual Accounts are now being prepared.
5.2.2 - 2	Ensure internal controls are in place <i>Performance Indicator</i> - Independent certification of financial reports by Council's auditors	Completed	Completed
		Internal controls have been maintained throughout the financial year. It is anticipated that the Annual Accounts will be audited in September 2007.	The Council's Auditors signed off the 2005-2006 Annual Accounts on 31 October 2006. The Audit of the 2006-2007 Annual Accounts is scheduled for August 2007.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 5.2.3 Transparency in revenue and pricing policy determinations			
5.2.3 - 1	Provide advice to Council on its rating structure, including the apportionment of rates between categories <div style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Legislative changes incorporated in Management Plan and Budget</p> <p><i>Performance Indicator</i> - Independent certification that rates are raised within permissible limits</p> <p><i>Performance Indicator</i> - Non rates debt as a percentage of revenue raised is below the level of prior year</p> </div>	Completed Advice provided to Council during its deliberations on the draft Management Plan and Budget. Legislative changes incorporated into Management Plan.	Completed Changes as required were incorporated into the Management Plan including the new Stormwater Levy. Certification and ratios will be determined and audited as required.
5.2.3 - 2	Provide advice on revenue or pricing of Council services	Completed Fees & Charges Schedule 2007-2008 adopted by Council on 19 June 2007.	Completed The Fees & Charges Schedule 2007-2008 was adopted by Council on 19 June 2007. Advice was provided to Council as part of the Management Plan and Budget 2007-2010 process.

ADMINISTRATIVE SERVICES

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 5.3.1 Provide the Elected Council with support to effectively serve the Marrickville community			
5.3.1 - 1	Provide secretariat support for Council and Committee meetings	Completed	Completed
	<div style="border: 1px solid black; padding: 5px;"> <i>Performance Indicator</i> - Councillor requests actioned within 24 hours of receipt </div>	100% of Councillor requests for information and/or assistance were actioned within 24 hours.	All councillor requests for information actioned within required timeframes over the year.
5.3.1 - 2	Provide administrative support to assist Councillors in fulfilling their civic duties	Completed	Completed
	<div style="border: 1px solid black; padding: 5px;"> <i>Performance Indicator</i> - An ongoing program of training is provided </div>	Training organised for one Councillor to attend "Development Approvals – The Heritage Perspective" run by Local Government Learning Solutions on 13 June 2007.	Administrative support provided to Councillors as required, to ensure fulfilment of Civic Duties.
5.3.1 - 3	Provide internal courier service	Completed	Completed
		All internal courier service requirements fulfilled during quarter.	All internal courier service requirements fulfilled as required throughout the year.
5.3.1 - 4	Provide business papers to support informed decision-making by the elected Council	Completed	Completed
	<div style="border: 1px solid black; padding: 5px;"> <i>Performance Indicator</i> - Accurate compilation of Business Papers and timely distribution to Councillors and to the public to support informed decision-making and community participation </div>	Committee and Council Meeting Business Papers produced for the months of April, May and June 2007 and distributed to Councillors and to the public. Paper-based archive up to date and web site and web-archive maintained to enhance citizen participation in decision making processes of Council.	Continuous improvement of the Business Paper system is an ongoing priority for the Administrative Services Section. Internal process improvements and program upgrades have helped to facilitate accurate and timely business paper production and distribution throughout the year.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 5.3.2 Promote and support citizenship			
5.3.2 - 1	Host Citizenship Ceremonies to welcome new Australian citizens to the Marrickville Community <i>Performance Indicator - Conduct at least 10 citizenship ceremonies</i>	Completed	Completed
		4 ceremonies held during the quarter (April - 1; May - 2; June - 1).	15 Citizenship ceremonies were held throughout the year.
Strategy 5.4.1 Implement best practice governance standards, transparent decision making and a strong ethical culture			
5.4.1 - 1	Review internal controls, undertake internal service reviews, special investigations and education and awareness activities <i>Performance Indicator - Achieve objectives contained in the Corporate Review Work Plan as endorsed by the Audit Committee</i>	Completed	Completed
		<p>Work on the 2006/2007 Corporate Review Workplan continued into the quarter through:</p> <ul style="list-style-type: none"> * completion of 6 internal investigations with full reports to the Audit Committee; * Commencement of Travel Management review, taking in a complete review of the policy framework, control environment, accountability and processing systems associated with the management of internal travel claims; * Continuation of the Access to Information Review, specifically targeting the Citizens' Services Centre with the aim of strengthening legislative compliance in the provision of information to Citizens; * completion of Quarterly Audits of the exercising of delegations and procurement practices, with results reported to Senior Staff and the Audit Committee; * continued support of staff learning and development through delivery of Code of Conduct training, Privacy Management and Tendering training programs, in conjunction with communication of Council's internal governance objectives through the Governance Gateway; * reporting of results from compliance audits of the operation of Council's SAFE system to the Audit Committee at regular intervals. 	2006/2007 Corporate Review Workplan complete, with outstanding work on Access to Information Review and Travel Management Review to be completed in time for implementation of 2007/2008 Corporate Review Workplan. All activity reported to Council's Audit Committee at quarterly intervals over the 2006/2007 period with additional reporting to Senior Staff where required.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.4.1 - 2	Develop governance policies, education programs, provide internal advisory services and monitor governance standards through service improvement reviews and special investigations	Completed	Completed
	<p><i>Performance Indicator</i> - Satisfactory or better performance against Local Government benchmarks such as DLG Better Practice Reviews and LGMA Governance Health Check</p> <p><i>Performance Indicator</i> - Governance policies reviewed and updated</p>	Advisory service to Council staff continued through the Corporate Review section, with the volume of requests for advice increasing since the commencement of the Governance Gateway project. Further internal support provided through the delivery of Code of Conduct and Tendering training sessions.	Key governance polices reviewed and updated through the year, to ensure Council's full compliance with legislative and best-practice models. Continuing operation of Corporate Review Workplan, Governance Gateway and additional staff training programs will ensure ongoing achievement in this area.
5.4.1 - 3	Facilitate public access to Council information	Completed	Completed
	<p><i>Performance Indicator</i> - FOI requests completed within statutory timeframes</p>	Seven Freedom of Information requests have been completed within statutory timeframes during this quarter.	There were 31 Freedom of Information requests during the 2006/07 financial year and all requests were processed within the statutory timeframes.
5.4.1 - SI1	Enhance public access to Council meetings and proceedings by a) upgrading Business Paper System to enable creation of real time web pages in both PDF and HTML to increase access to Business Papers on web and provide enhanced searching capability	Completed	Completed
	<p><i>Performance Indicator</i> - Upgrade Business Paper System by June 2007</p>	The upgrade of the Business Paper system to incorporate automated html report creation has been successfully completed. HTML real-time search function is operational.	The upgrade of the Business Paper system provides enhanced citizen access to the decision-making processes of Council through improved web-based search capabilities for business paper reports and will be incorporated into Council's improved website.

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
Strategy 5.5.1 Provide efficient and responsive service delivery that has regard to diverse needs and effectively discharges Council's legislative responsibilities			
5.5.1 - 1	<p>Provide frontline counter, telephone and internet services for Marrickville's citizens</p> <p><i>Performance Indicator - Responsiveness (75% of calls answered within 2 minutes)</i></p> <p><i>Performance Indicator - Quality (satisfactory or better rating in citizen satisfaction surveys)</i></p> <p><i>Performance Indicator - Access (number of visits to Council's website - increase over 2005/06 number of visits)</i></p> <p><i>Performance Indicator - Annual internal citizen satisfaction survey (target - satisfactory performance)</i></p> <p><i>Performance Indicator - Undertake a range of improvements to Council's website to improve access, aesthetics and the range of on-line services</i></p>	<p>Completed</p> <p>Call Centre Services: 7189 calls were received in April 2007 - 83% were answered within 2 minutes; 8849 calls were received in May 2007 - 86% were answered in 2 minutes; 7586 calls were received in June 2007 - 86% were answered within 2 minutes.</p>	<p>Completed</p> <p>Service excellence was a major focus for the Citizens' Service Centre in 2006/2007 with a much improved performance on last year. 102,004 calls were received between July 2006 - June 2007 with 80% answered within 2 minutes. Staff training and development targeted a number of areas including complaints handling, service excellence and individual coaching and assessment.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 5.5.2 Enable Council to manage, store and access information to support service delivery			
5.5.2 - 1	Support effective service delivery by Council staff with an effective records management and archives service <i>Performance Indicator - Satisfactory or better performance in NSW State Records Compliance Surveys</i>	Completed	Completed
		Final preparations are underway to migrate to TRIM 6 and incorporate the necessary software to enable Council to be fully compliant with the State Records Act by effectively sentencing electronic records from their point of creation. At present we do not have this function. This will occur in conjunction with the server upgrade. We will also secure a colour scanner to enable more accurate capture of the "full and accurate" records as required by the State Records Act and are moving closer to establishing a Distributed Management Agreement with State Records to retain State Archives on Council premises.	Definite strategies are now in place to fill significant gaps in Council's compliance with its recordkeeping obligations outlined in the State Records Act and defined by the NSW State Records Authority.
Strategy 5.5.3 Facilitate the provision of Council services through effective administrative support			
5.5.3 - 1	Support effective service delivery by Council staff with internal printing services, and administrative support including development application administration, internet/intranet and telephone services	Completed	Completed
		Continued provision of administrative support and printing services to the organisation over the quarter.	Administrative Services is highly committed to the provision of high quality administrative support throughout the organisation with the delivery of service improvements in Development and Environmental Services administration, Councillor support (implementation of digital recording system), telephone administration and implementation of technology upgrades to internal printing services.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.5.3 - SI1	Implement Stage 3 of PABX voicemail upgrade <i>Performance Indicator - Stage 3 of PABX upgrade implemented by June 2007</i>	On Track	On Track
		Preparation of upgrade of remote LIM to Depot has been completed, pending the outcome of feasibility studies of staff relocation to Depot.	Although this project has been delayed pending the outcomes of feasibility studies of staff relocation to the depot, Administrative Services has continued preparations to implement the remote LIM upgrade where possible and remains committed to enhancing telephony services at Council's remote sites.

PEOPLE & WORKFORCE

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
Strategy 5.6.1 Provide efficient and effective HR services			
5.6.1 - 1	Business focussed recruitment and retention service	Completed Turnover in the quarter was 3.8%.	Completed Annual turnover was 10.7%.
	<i>Performance Indicator</i> - Staff turnover rates are less than 15% per annum		
5.6.1 - 2	Customer focussed and accurate pay service	Completed Avoidable payroll system errors have been kept to below 2% of transactions.	Completed Accuracy in payroll transactions was over 98%.
	<i>Performance Indicator</i> - 95% accuracy in HR transactions		
5.6.1 - 3	Effective HR advice and policies	Completed No working time lost due to industrial disputes.	Completed No working time lost due to industrial disputes.
	<i>Performance Indicator</i> - Working days lost due to industrial disputes (target = 0 days)		
5.6.1 - 4	Improve HR team capacity to utilise a consultancy and business partnership style of working	Completed Manager, People and Workforce position filled. Business partner model continued.	Completed People and Workforce staff managed excellent business partnerships with Divisions despite carrying staff vacancies in significant positions.
	<i>Performance Indicator</i> - HR staff are using consultancy/business focussed style and understand change management issues <i>Performance Indicator</i> - Team capacity and competency to deal with IT led changes and IR changes reviewed		

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.6.1 - 5	Implement improvements to HR systems <i>Performance Indicator - HR21 and standard reports implemented by 30 June 2007</i>	Behind Schedule	Behind Schedule
		No progress on this task this quarter.	Staff vacancies necessitated focussing on key maintenance tasks. Project to be undertaken in 2007-08.
5.6.1 - SI1	Investigate options to bring performance review process on line <i>Performance Indicator - On line transactions increased</i>	Behind Schedule	Behind Schedule
		No progress on this task this quarter.	Three suppliers demonstrated software. Further research to be undertaken in 2007-08.
5.6.1 - SI2	Investigate options to increase recruitment processes on line	On Track	Behind Schedule
		No progress on this task this quarter.	Staff vacancies necessitated focussing on key maintenance tasks. Project to be undertaken in 2007-08.
5.6.1 - SI3	Develop HR information report for Senior Staff <i>Performance Indicator - Senior Staff satisfied with the quality and timeliness of six monthly HR reports</i>	Completed	Behind Schedule
		Regular HR information report in place for submission to Senior Staff on a six monthly basis.	Regular HR information report in place for submission to Senior Staff on a six monthly basis. Staff shortages, however, resulted in only one report for the year. Bi-annual reports to be resumed in 2007-2008.
5.6.1 - SI4	Standard HR reports available to managers via HR21 <i>Performance Indicator - All HR & OHS information on Corporate Information reviewed and updated</i>	On Track	Behind Schedule
		This task has been placed on hold until the position of Payroll Advisor is filled.	Staff vacancies necessitated focussing on key maintenance tasks. Project to be undertaken in 2007-08.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.6.1 - SI5	Investigate the introduction of fortnightly pay <i>Performance Indicator - Recommendations about the introduction of fortnightly pay provided to Senior Staff for consideration by 31 December 2006</i>	On Track	Behind Schedule
		No progress on this task this quarter.	Staff vacancies necessitated focussing on key maintenance tasks. Project to be undertaken in 2007-08.
Strategy 5.6.2 Develop and maintain a skilled and motivated workforce			
5.6.2 - 1	Deliver Learning and Development (LD) Plan <i>Performance Indicator - LD Plan activities implemented by 30 June 2007</i> <i>Performance Indicator - Business Section LD plans have improved business focus by June 2007</i>	Completed	Completed
		L&D calendar available to staff on line. Printed versions sent to staff who do not have copies of electronic version. Internal training being organised as per calendar. Staff being sent for external training, conferences and seminars.	L&D Plan for 2006-07 with focus on Council, operational, career and personal development issues.
5.6.2 - 2	Deliver programs of LD activities to meet annual plans within budget <i>Performance Indicator - 85% staff satisfaction with internal learning and development activities</i> <i>Performance Indicator - 100% of staff have a personal development plan</i>	Completed	Completed
		L&D plan and program on target to deliver activities identified for 2006/2007 L&D plan. Draft L&D plan 2007/2008 prepared	L&D Plan for 2006-07 completed on time and on budget.
5.6.2 - 3	Develop range of HR processes to deliver the workforce of the future	On Track Two Cross Council focus groups nearing completion. Flexible Working Hours to be completed by December 2007 due to input required from review of Children's Services and other research on cost/productivity issues. Majority of Section Plans completed.	On Track Senior Staff has endorsed Section Plans which have been completed. Full implementation of Cross Council groups and Section Plans due by 31 December 2007.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.6.2 - SI1	Investigate the use of testing processes to enhance recruitment outcomes <i>Performance Indicator - Evaluation report on usefulness of recruitment tests by 30 June 2007</i>	On Track	Behind Schedule
		Testing done on needs basis.	Evaluation report not completed due to staff shortages.
5.6.2 - SI2	Develop a strategy for use of apprenticeships and traineeships <i>Performance Indicator - A strategy for the use of apprenticeships and traineeships is drafted by 31 March 2007</i>	On Track	Behind Schedule
		4 apprentices working under apprenticeship scheme. 20 staff enrolled in Cert III in Local Government operations. 2 staff enrolled in traineeships	Strategy commenced but not completed due to staff shortages. Strategy to be completed by 31 August 2007.
5.6.2 - SI3	Investigate issues emerging from an ageing workforce <i>Performance Indicator - Report on impact of ageing workforce by 31 December 2006</i>	On Track	Behind Schedule
		Work delayed due to other competing priorities in the Section, and also due to the vacant position of the Section Manager.	Research commenced for a full report by 31 December 2007.
5.6.2 - SI4	Investigate skills needed to effectively deal with change	Completed	Completed
		Action completed. Ongoing support to managers for change management projects.	People and Workforce continued to support divisions involved in change management.
5.6.2 - SI5	Investigate what is required to be an employer of choice	Completed	Completed
			Awarded HR Award for Employer of Choice Public Sector 2006.
5.6.2 - SI6	Implement processes to enable all new staff to have access to a buddy <i>Performance Indicator - 60% of new staff have a buddy made available in 2006-2007</i>	On Track	Behind Schedule
		Buddy system paper to Senior Staff for review.	Buddy system to be trialled in 2007-08.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.6.2 - SI7	Review the flexible working time arrangement and consider a phase 2 <i>Performance Indicator - A review of flexible working time is completed by 31 December 2006</i>	On Track Review is progressing with the Your Voice Project Focus Group.	Behind Schedule Review is progressing with the Your Voice Project Focus Group. Current flexible working time arrangements to be reviewed by 30 September 2007.
	5.6.2 - SI8	Continue to roll out coaching and mentoring programs across Council Completed Mentoring program continued.	Completed Council implemented a Mentoring and Coaching program.
5.6.2 - SI9	Investigate a culture/climate survey to gain a greater understanding of the workplace <i>Performance Indicator - A staff culture and climate survey has been undertaken by 30 June 2007</i>	Completed Section-based focus groups produced Action Plans. Several groups still working on theirs. Senior Staff endorsed Plans. Two Cross-Council focus groups developed plans. A third, Flexible Working Hours, continues.	Completed Recommendations to be implemented in 2007-08. A further climate survey is scheduled for July 2008.
	Strategy 5.6.3 Provide a safe, healthy and non-discriminatory working environment		
5.6.3 - 1	Business focussed advice to ensure all reasonable risks are contained and insured <i>Performance Indicator - Public liability trends remain downward</i>	Completed The number of claims in the quarter was 22, of which 3 at this stage have been declined. The number of claims for the same period last year was 29.	Completed The number of claims received for the year was 84 compared with 142 in the previous year. This is in part attributable to changes in civil liability laws. 10 claims were declined during the year.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.6.3 - 2	<p>Leading edge SAFE and OHS systems is maintained and developed</p> <p><i>Performance Indicator - Downward trend in standard injury, lost day, and absentee rates</i></p> <p><i>Performance Indicator - Workers' compensation premium is within budget (target = < 100%)</i></p> <p><i>Performance Indicator - 100% of staff understand their OH&S obligations</i></p> <p><i>Performance Indicator - SAFE/SWP/OI induction competencies implemented by 30 June 2007</i></p>	Completed	Completed
		<p>There were a total of 13 claims in the fourth quarter (16 in 2005-06) resulting in 16 lost days (41 in 2005-06). All staff are aware of their SAFE responsibilities. Managers induct all new staff.</p>	<p>There were 59 claims and 179 lost days for the year, down from 62 claims and 200 lost days in 2005-06. This is a reduction of 10.5% in days lost. Induction competencies are now being fully implemented and all staff are aware of their SAFE responsibilities.</p>
5.6.3 - 3	<p>Workplace incidents are proactively managed and injuries are minimised</p> <p><i>Performance Indicator - Workers' compensation premium is within budget (target = <100%)</i></p>	Completed	Completed
		<p>Regular claim review meetings are held with CGU by telephone and face to face to discuss case management and promote early return to work. Premium forecast is higher due to claims from previous employees arising from hearing loss and incidence of skin cancer. These factors affected the outcome of the premium.</p>	<p>Regular claims review meetings are held with CGU by telephone and face to face to discuss case management and promote early return to work. Premium forecast is higher due to claims from previous employees arising from hearing loss and incidence of skin cancer. These factors affected the outcome of the premium.</p>
5.6.3 - 4	<p>Deliver EEO Management Plan</p> <p><i>Performance Indicator - Trends in EEO workforce data</i></p>	Behind Schedule	Behind Schedule
		<p>HR Metrics Report not prepared due to staff shortages.</p>	<p>Trends in EEO workforce data will be analysed for EEO Management Report in August 2007.</p>

INFORMATION SYSTEMS

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
<p>Strategy 5.7.1 Provide computer based systems and appropriate infrastructure that delivers a platform for good corporate governance and access of data to staff and citizens; is secure and has integrity; and enhances productivity</p>			
5.7.1 - 1	<p>Server, network and desktop hardware is from a Tier 1 vendor, and maintained under maintenance agreement, with no desktop hardware being more than 3 years of age</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>Performance Indicator</i> - 130 desktops replaced under expiring Lease 30 are from a Tier 1 vendor, with 3 year warranty. Minimal user downtime experienced.</p> </div>	Completed	Completed
		Completed last Quarter.	Desktops have been deployed successfully with minimum disruption and downtime. Current responses to Request For Quotations have to be computer Tier 1 compliant. Desktop are no more then 3 years of age.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.7.1 - 2	<p>Core application systems are at a release that is supported by the software vendor</p> <p><i>Performance Indicator - Finance One upgraded to version 11 ci</i></p> <p><i>Performance Indicator - Proclaim upgraded to version 10</i></p> <p><i>Performance Indicator - HR kiosk deployed</i></p> <p><i>Performance Indicator - Advanced modelling implemented for AssetMaster</i></p> <p><i>Performance Indicator - Merit enhancements implemented</i></p> <p><i>Performance Indicator - Trim upgraded to Context 6</i></p>	<p>On Track</p> <p>The JRA Advance Modelling has been installed on a test mode. Most of the required Merit enhancements have been developed and deployed.</p>	<p>On Track</p> <p>HR kiosk, Advance Modelling on a test mode and Merit enhancements have been deployed. The upgrade of the Finance One, Proclaim and Trim applications are planned to happen in August 2007, as part of the refreshment of existing leased servers lifecycle.</p>
	5.7.1 - 3	<p>Council's backend systems such as operating systems, exchange, SQL, anti-virus, backup, mail filtering are patched and at a release that is current or no more than two versions behind the latest release</p> <p><i>Performance Indicator - All servers moved to Windows 2003 server, Exchange 2003 and SQL upgraded to 2005 as core application vendors advise</i></p>	<p>Completed</p> <p>All systems have been automatically patched as part of the patching strategy.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.7.1 - 4	Appropriate disaster recovery procedures and security policies/procedures are in place, reviewed annually and adhere to relevant standards, government legislation and circulars	Completed	Completed
	<i>Performance Indicator</i> - Rating of 'good' by Council's Auditor, PwC is maintained	Proposal for the extension of the computer room at the Depot has been approved and works will start soon. Existing SAN at the Admin Centre will be re-allocated to the Depot. Test servers will be setup at the Depot and be used as live servers in case of disaster at the Admin Centre	The setup of the Disaster Recovery site at the Depot will improve the recovery time for the corporate applications from 1-2 weeks to 1-2 days. IT is keeping the same Rating of 'good' as previous years.
	5.7.1 - 5	Staff help desk enquiries and system problems are logged and actioned	Completed
	<i>Performance Indicator</i> - The number of calls in the help desk system are maintained below 20 requests, 90% of the time and that a first level of action is taken within 2 days	228 Help Desk call were received for the period and 83 mapping requests were processed for the period. Help desk system calls maintained below 10 in average and most of first level of action was taken within a day.	Requests in the Helpdesk system have been followed through diligently. The number of requests do not represent the true picture as a lot of troubleshooting is done on the fly and do not get recorded in the Helpdesk database.
5.7.1 - 6	Discrepancies in legal descriptions between the property system and the cadastral data are resolved and cross referenced with LPI data	Completed	Completed
	<i>Performance Indicator</i> - 90% of Section 149, 603 and 608 legal description enquiries are resolved within 1 business day. The remaining 10% resolved within 3 business days. <i>Performance Indicator</i> - Continuous resolution of Council black holes with a minimum of 10 being investigated each month	The remaining black holes stands at less than 0.5% Due to the nature of the complex ownership detailed title searches will be required. The new Property layer has been matched to the Land Parcel layer which should aid in future works.	149, 603 and 608 legal description enquiries are given the utmost priority and solved within the same day. Black holes are not currently an issue.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.7.1 - SI1	Increase Council's data storage capacity beyond 4TB to meet future needs <i>Performance Indicator</i> - Additional SAN disk frame module acquired and installed	On Track	On Track
		Existing SAN will be re-allocated to the Depot as part of the DR project. The replacement SAN will have enough capacity for the next three years.	New SAN will be installed in August and will have enough capacity for the next three years.
Strategy 5.7.2 Enhance Council's ability to access and share information and systems to facilitate collaborative programs			
5.7.2 - 1	Access to base maps are available to all staff through Exponare Enquiry and to citizens through Exponare Public <i>Performance Indicator</i> - Staff and citizens are able to view, print and customise maps available for printing and that new maps as requested are made available.	Completed	Completed
		Exponare Version 2.5 has been deployed successfully. Car park layers and street layers have been added to the mapping system.	Upgrades to the mapping system will bring further improvements and assist citizens in finding useful information within the Council's boundaries.
5.7.2 - SI1	Sharepoint Portal Server and BusTalk deployed as business tools throughout the organisation <i>Performance Indicator</i> - Digital Photo Importer and online forms are used by all appropriate staff within Council	Completed	On Track
		Photo Importer has been integrated with Trim. Further enhancements to the Online Forms have been implemented.	Further testing will be required to ensure that the systems address Council's requirements.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.7.2 - SI2	<p>Access and development of new hand held solutions for other sections within Council</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>Performance Indicator</i> - Updating and management of spatial data in AssetMaster through the use of hand held mobile mapping computing solutions</p> </div>	<p>On Track</p>	<p>On Track</p>
		<p>A system on PDAs has been setup for the collection labour, materials and plant, and is currently undergoing testing. Improved forms have been setup for the collection of parks assets. GIS is in the process of transferring and testing footpath segments and defects from PDA forms into a Tablet PC solution.</p>	<p>Whilst existing forms provide the ability to collect data, further enhancements and development will be required to refine existing processes for data collection.</p>
<p>Strategy 5.8.1 Support the introduction of environmentally friendly technology</p>			
5.8.1 - 1	<p>Investigate and implement appropriate IT solutions to reduce the use of paper, lower energy use, minimise radiation emissions, reduce waste on de-commissioning and improve environmental impacts of its use</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>Performance Indicator</i> - 4 HR forms available for electronic use by June 2007</p> </div>	<p>Completed</p>	<p>Completed</p>
		<p>Information Systems has conducted a detailed audit on all computer energy consumption including number, type and wattage as part of Council's Energy Savings Plan for the Department of Water and Energy.</p>	<p>Desktops and Servers are Energy Star compliant. Mechanisms are in place to reduce waste on de-commissioning such as the use of companies with expertise in disposal of computer equipment. Online forms are still under testing as new requirements have emerged from initial online forms testing.</p>

BUSINESS UNITS

PROGRAMS/ACTIVITIES	4th QUARTER REPORT	FULL YEAR REPORT	
<p>Strategy 5.9.1 An efficient Business Units operation which provides cost effective construction and maintenance services for road assets, parks, properties maintenance, waste and fleet services</p>			
<p>5.9.1 - 1</p>	<p>Increase multi-skilling, skills training and resource sharing between Business Units leading to an increase in staff skills, efficiency and job satisfaction</p> <div data-bbox="280 619 806 1102" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Programs developed for improved skill levels in the Business Unit</p> <p><i>Performance Indicator</i> - Improved work sharing culture in the Business Units</p> <p><i>Performance Indicator</i> - Greater sharing of resources to overcome the effects of peaks and troughs</p> <p><i>Performance Indicator</i> - Greater efficiency, effectiveness and timeliness in service delivery</p> </div>	<p>Completed</p> <p>Business Unit (BU) functions being reviewed to broaden multi-skilling. Review of operations of all BUs as part of MAD@M program commenced January 2007. Initial programs commenced to date are Trades, Civil Works and Waste . Review of these sections still in progress. Initial improvements include restructure of Civil Works staff grades to remove competency inconsistencies and expand range of activities that all staff can be engaged in.</p>	<p>Completed</p> <p>Scope of projects has been expanded as a result of first 2 M@DAM section reviews. This has increased the overall timeline for the project to review all operational areas.</p>
<p>5.9.1 - 2</p>	<p>Improve financial and performance monitoring systems, developing public accountability</p> <div data-bbox="280 1249 806 1404" style="border: 1px solid black; padding: 5px;"> <p><i>Performance Indicator</i> - Financial performance reporting developed to improve forecasting accuracy</p> </div>	<p>Completed</p> <p>Business One finance software now used by Manager BUs and all BU Administrators. Format of monthly financial report to Council still under review to meet contemporary accounting practices.</p>	<p>Completed</p> <p>Further review of BU Performance monitoring to occur in 2007/2008 to provide additional information for senior staff and Councillors.</p>

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.9.1 - 3	Implement a fleet and plant replacement program for optimum maintenance and replacement of plant and vehicles <i>Performance Indicator</i> - Completion of a program of plant and vehicle fleet replacements	Completed	Completed
		Plant Replacement Program developed and replacements being made on schedule.	Plant replacement program underwent considerable amendment to match the changing requirements identified by the Futurefleet project. All changes have been accommodated within the existing funding and schedules.
5.9.1 - 4	Provide cost effective civil and parks maintenance and construction, garbage and recycling collection services and Council building maintenance and cleaning services <i>Performance Indicator</i> - Completion of routine and ongoing public works services	Completed	Completed
		All services in Service Level Agreements delivered within budget and to standard with the exception of summer verge mowing program.	Service Level standards are currently under review as part of M@DAM project to identify the most appropriate service delivery mix to meet community expectations and budgetary requirements.
5.9.1 - SI1	Introduce a pilot program for electronic data capture (field data recorders and associated systems) to improve cost control, estimating and workflow management <i>Performance Indicator</i> - Introduction of electronic timesheets, plant costing, project costing, field data recorders and better workflow systems	Behind Schedule	Behind Schedule
		Current Assetmaster system not compatible at this stage. Hardcopy format of proposed data input required has been put in place to familiarise and train staff upon issue being resolved. Matter awaiting resolution of compatibility with Assetmaster software.	BU staff continue to participate in review of Assetmaster upgrades to ensure ultimate compatibility with BU operations.
5.9.1 - SI2	Enhanced service arrangements between Council's "purchasers" and "providers" <i>Performance Indicator</i> - Program of review of service level agreements developed and implemented	Behind Schedule	Behind Schedule
		Service Level Agreements (SLAs) currently under review. SLAs of all BUs will be reviewed as part of MAD@M program which commenced January 2007. Initial services being reviewed are Trades, Civil Works and Waste Services. Review process still in progress.	Service Level standards are currently under review as part of M@DAM project to identify the most appropriate service delivery mix to meet community expectations and budgetary requirements.

PROGRAMS/ACTIVITIES		4th QUARTER REPORT	FULL YEAR REPORT
5.9.1 - SI3	Introduce a pilot program for trial of 'biodiesel' fuel in Council's truck fleet <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <i>Performance Indicator</i> - Trial on at least 2 vehicles implemented </div>	Completed	Completed
		Trial of biodiesel on a total of 6 vehicles completed. Futurefleet currently evaluating the trial. If recommendations of Futurefleet are positive then biodiesel will be implemented into all fleet vehicles fuelled by diesel. Adequate funds for additional biodiesel costs have been approved in 2007/2008 Resource Plan budget.	Local supplier of biodiesel currently being investigated pending approval of biodiesel for entire diesel fleet vehicles.

LEGAL SERVICES

PROGRAMS/ACTIVITIES		1ST QUARTER REPORT	2nd QUARTER REPORT
Strategy 5.10.1 Assist Council to understand its legislative responsibilities and powers and to act lawfully			
5.10.1 - 1	Provide a legal education and training program for Councillors and Staff <i>Performance Indicator</i> - A minimum of 6 legal seminars and/or legal briefing papers are provided	Completed The two staff Guideline Manuals (Court proceedings and leasing and licensing) are presently being updated.	Completed Standard achieved.
5.10.1 - 2	Provide advice on statutory interpretation, delegated power and its proper use, legal rights and responsibilities and legal strategy <i>Performance Indicator</i> -75% of legal opinions are provided within 10 working days	Completed All legal opinions were provided within 10 working days.	Completed Standard achieved.
Strategy 5.10.2 Provide Council with legal support to enable it to effectively enforce laws, meet its legal obligations, mitigate risk and exercise its rights			
5.10.2 - 1	Represent Council in matters before the Courts <i>Performance Indicator</i> - Principal Solicitor is solicitor on the record in 90% of Class 4 Land and Environment Court matters and advocate in 90% of Class 1 matters	Completed Solicitor on the record in 100% of Class 4 matters and advocate in 80% of Class 1 matters this quarter.	Completed Solicitor on the record in 100% of Class 4 matters. Average in Class 1 matters as advocate was 80%.

PROGRAMS/ACTIVITIES		1ST QUARTER REPORT	2nd QUARTER REPORT
5.10.2 - 2	Facilitate the provision of external legal advice and representation	Completed	Completed
		Arranged for advice and representation in property and Local Court matters this quarter.	Effective and timely advice and representation was procured from all external providers.
5.10.2 - 3	Provide tactical legal advice	Completed	Completed
		This quarter, two confidential reports were prepared for Development and Environmental Services Committee meetings.	Advice provided in all appropriate cases.
	<div style="border: 1px solid black; padding: 5px;"> <i>Performance Indicator</i> - 100% of legal costs awarded are pursued and recovered </div>	Costs awarded in two Class 4 proceedings this financial year. Action has been taken to pursue costs recovery in both matters.	All costs recovered.

LEGAL SERVICES REPORT FOR 2006-2007 JUNE QUARTER

1. SUMMARY OF LEGAL COSTS

	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07 (Budget)	2006/07 (up to 30 June)
L&E Court	173,816	64,750	62,661	80,304	97,307	120,000	149,812
Local Court	23,775	30,676	17,993	40,361	23,978	30,000	21,776
Advice from external solicitors	169,582	171,157	116,954	130,277	95,124	160,000	180,419
Legal Services Office Costs	222,322	218,974	233,373	249,965	256,081	377,500	326,645
Total Expenditure	\$589,495	\$485,557	\$430,981	\$500,907	\$472,490	\$687,500	\$678,652
Costs recovered	(105,735)	(153,543)	(42,559)	(23,083)	(25,062)	(36,969)	(26,790)
NET	\$483,760	\$332,014	\$388,422	\$477,824	\$447,428	\$650,531	\$651,862

2. SUMMARY OF LITIGATION

	1995 /96	1996/ 97	1997/ 98	1998 /99	1999 /00	2000 /01	2001 /02	2002 /03	2003/ 04	2004/ 05	2005/ 06	2006/ 07*
Land & Environment Court Class 1, 2, 3 Appeals	15	21	15	23	21	11	24	23	25	20	19	18
Land & Environment Court Class 4 and 5 Proceedings	18	10	12	18	12	14	9	5	3	4	1	2
Local Court	71	112	80	94	57	100	40	61	160	140	111	90
Other litigation	2	1	6	3	0	2	3	2	0	2	0	1
TOTAL	106	144	113	138	90	127	76	91	188	166	131	111*

A total of 5 commercial transaction matters (sale, purchase, leasing, licensing) were current during the quarter.

- **General advice**

Two general advice matters were current during the quarter.

- **Other litigation**

The Council is a defendant in proceedings in the Supreme Court relating to an adverse possession dispute. Judgment in those proceedings is reserved.

7. LEGAL INCOME

This quarter, a total of \$7,957 was received in recovered costs and for conduct money for subpoenas.