

Community Development		Key Activity Area 1: Marrickville's People		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
CD1	Oversee the implementation of the strategic actions contained in the Belonging in Marrickville Social Plan in partnership with relevant sections of Council, government agencies, community organisations and the community	On Track	On Track	On Track
		Proposal on the strategic implementation of the Belonging In Marrickville Social Plan – including conceptual diagram - endorsed by Senior Staff 18 August 2005. Proposal is consistent with Council's suite of Corporate strategic planning and budgetary processes.	A total of 22 community based projects consistent with the aims and directions of the Social Plan were funded by Council under the 2005 Community Grants Program. The Social Plan has been posted to the website and compact discs are being produced to be made available to the community as an alternative to hard copies.	A formal process has been introduced to track progress and inform reporting on the Social Plan.
CD2	Further promote the transport needs of people with a disability through the implementation of appropriate infrastructure provisions of the Disability Standards for Accessible Public Transport 2002 and consultation with other State agencies to improve access to transport services in Marrickville	On Track	On Track	On Track
		Due to a Ministerial portfolio change in State Government Council received a poor response to previous offer to work collaboratively on planning and delivering urgently needed improvements to the local area which will satisfy the National Disability Standards for Accessible Public Transport. This matter was reported to Community Services Committee (CD 21) on 9 August 2005 when Council resolved to write again raising the same issues as in previous correspondence. A workshop to develop further advocacy strategies for the improvement of accessible public transport options is planned for the October meeting of Council's Access Committee.	A workshop on Accessible Transport was facilitated for the Access Committee in October. The aim was to generate ideas in the first stage of developing a community awareness strategy for accessible transport in Marrickville following a poor response to previous approaches to the Ministry of Transport. Ideas to further advocate for local needs and gain support from key stakeholders involved in transport planning and provision were discussed. The results generated from the workshop are being collated and proposed actions assessed for implementation in 2006.	A marketing strategy to progress Council's advocacy is under consideration. Members of the Access Committee and the Seniors Reference Group will be involved in developing and testing the strategy. There has been increased media attention this quarter. Council has issued press releases and assisted media access to residents, supporting others' advocacy initiatives on access, including Newtown Neighbourhood Centre's campaign to improve Newtown station.

CD3	Through the promotion of the Missed Business Guide assist local small businesses in complying with the Disability Discrimination Act highlighting simple and cost effective ways to making local businesses more accessible and in turn more successful	On Track	On Track	On Track
		Council has endorsed at the Community Services Meeting on 13 September 2005 (CD23) to write to the Local Government and Shires Associations requesting support to further promote the Missed Business Guide state-wide. Further local strategies and presentations planned with Main Street Coordinators.	A consultant has been engaged to develop a marketing strategy. Improving community understanding and local business responses to access needs is a part of that brief. A second run of guides has been printed for local distribution once the strategy is completed. In addition, Council has approached the LGSA to assist with state wide promotion of the guide. The LGSA have advised that it will be promoted through their website and an article outlining the benefits of implementation will be included in an upcoming LGSA newsletter.	Preliminary research is underway to compile case studies from businesses that have made changes. The documented outcomes will be used in marketing and a second promotional postcard (with case studies) if needed. Next quarter, opportunities for Business breakfasts will be investigated as a means of promoting the Guide locally.
CD4	Through initiatives such as the development and support of a Multi Faith Roundtable of religious and community leaders, continue to influence, endorse and support the promotion of the equal rights and responsibilities of all Marrickville people within a cohesive and harmonious multicultural society	Behind Schedule	Behind Schedule	Behind Schedule
		No action this quarter, awaiting recruitment of Cultural Diversity Officer.	Recruitment process for Cultural Diversity Officer underway in late January.	Cultural Diversity Officer recruited for commencement in early April 2006.
CD5	Strengthen connections with emerging communities in Marrickville with an emphasis on the Pacific Islander, African and Asian communities in partnership with settlement service providers and community based organisations to develop appropriate outreach strategies	On Track	On Track	On Track
		Following initiatives undertaken: maintained involvement with Pacific Unity during preparation for the next PU Festival with significant focus on youth involvement and participation; provided advice to two local Tongan groups for future project developments; enlisted three young Pacific Island young people onto Marrickville Youth Council including supporting a Pacific Island Youth radio program on Koori Radio.	Currently assisting Pacific Unity to plan for a Pacific Island Festival at Tempe Reserve in March 2006, which will feature sporting competitions and the performing arts.	Estimated 8,000-10,000 attendance at Pacific Unity Festival - related website being developed. New program being developed by Youth Block Camperdown for young people of African descent. Chinese and Vietnamese table tennis programs/tournaments held weekly at Jarvie Park youth facility.

CD6	Identify opportunities to improve access to employment and training for residents of the Marrickville area with a focus on the employment and training needs of residents of Marrickville South	On Track	On Track	On Track
		Council and TAFE, as partners in the Women's Employment Program in Marrickville South, await a response from the NSW Department of Housing on the availability of funding.	Funding from Dept of Housing not forthcoming. Working party re-grouping to consider other funding options. Plans for International Women's Day activities to include a Work Opportunities for Women Workshop which will be delivered by Petersham TAFE highlighting training/learning and employment opportunities.	Work Opportunities workshop at IWD celebrations in Marrickville South very popular. Petersham TAFE Outreach to extend employment and training related partnership in the area. Discussions with Centrelink continue.
CD7	Progress the 'Within Reach Project' to develop a holistic support and service approach to people dealing with complex needs simultaneously, such as drug and alcohol issues, mental health issues and enhancing support networks for their families, friends and carers	On Track	On Track	On Track
		Held two workshops during School Youth Forum on Mental Health on 2 September 2005. The recommendations will be included in the revised Youth Strategy currently being developed; met with SSWAHS and NSWCAG with view to support the promotion of a holistic youth mental health outreach service approach. Plan to involve other relevant stakeholders for future meetings.	Planning commenced for shared activities with community partners throughout Youth Week 2006. Youth Inter-Agency progressed development of a mental health training program for local youth service providers. Council is also working with the Central Sydney Division of General Practice professional development program for GPs re young people and their mental health needs.	Planning continues for Youth Week 2006. Brain and Mind Institute has established free, youth-friendly service in Camperdown, and has engaged with Council initiatives eg <i>Young People and Mental Health - Who Cares?</i>
CD8	Support the provision of services for Aboriginal Young people as identified in the Aboriginal Children Youth and Family Strategy working with the Aboriginal community and service providers to increase resources	On Track	On Track	Behind Schedule
		Council is supporting IWACC to recruit and induct a part time Youth Worker funded through Families First. Final report from Project Reference Group presented to Community Services Committee Meeting (CD24) on 13 September 2005. As an outcome of the report, a series of letters have been written to the State Government Ministers, local Members of Parliament and Inner West Councils.	With funding from Families First, Inner West Aboriginal Children Youth and Family Strategy Reference Group established a position for an Aboriginal Youth Coordinator and recruitment process for this position. Temporary worker appointed pending permanent appointment in early 2006.	Temporary worker position extended due to poor response to recruitment action. Permanent position to be readvertised with assistance from Council staff.

CD9	Continue to support the Inner East Affordable Housing Strategy to define regional housing needs and develop regional strategies to provide greater choice in housing options and to continue to work with members of the Marrickville/Leichhardt Housing Forum to develop actions regarding local housing, accommodation and tenancy issues across public, community and private housing sectors	On Track Community Development is working in conjunction with Planning Services to provide input into the development of the Inner East Regional Housing Strategy, due for endorsement by the end of 2005. Also, Council has provided \$2000 to assist the Marrickville Leichhardt Housing Forum organise a Housing Choices Expo to be held on 23 October 2005. A further \$15,000 has been allocated to the Newtown Neighbourhood Centre to support people living in boarding houses in the Marrickville LGA. This was report to Council (CD16) on 21 June 2005.	On Track The Inner East Regional Affordable Housing Strategy has been completed. The Housing Choices Expo organised by the Leichhardt/Marrickville Housing Forum was held on Sunday 23 October 2005 and was a great success. Approximately 150 people attended workshops and took opportunities to speak to a range of stall holders about buying a home, renting and environmental issues.	Behind Schedule Progress delayed - awaiting recruitment action.
CD10	Co-ordinate partnerships with the local Aboriginal community, IWACC, employment agencies, universities and TAFE to increase local employment opportunities to provide assistance with recruitment, work experience placement and skill development	On Track Initial focus on Marrickville Council's Aboriginal Employment Strategy. Planning has commenced with UNSW on a series of breakfast meetings with Council's Aboriginal staff to be held mid-2006. As member of the Aboriginal Youth Strategy Reference Group, currently assisting with drafting a job description for an Aboriginal Youth Co-ordinator, as identified in the Aboriginal Children, Youth and Family Strategy (See CD8). This position is to be employed by IWACC.	On Track Worked with Employee Services to agree on Community Development's role in the Aboriginal Employment Strategy, which will include advice and participation in recruitment process, training consistent with Aboriginal Cultural Protocols, as well as a coordinated approach to network development.	On Track Development of program and report to Senior Staff well advanced - preparing for implementation on dates of cultural significance.

CD11	In alignment with Council's strategic directions, complete the development and implementation of the Ageing Community Strategy to identify appropriate responses in the areas of housing, education, recreation, transport and community care	On Track A draft background paper has been developed providing a policy context at the National and State levels and outlines some of the key issues to be addressed locally. An update report was presented to the Community Services Meeting (CD14) on 14 June 2005. A framework for the implementation of the Ageing Strategy in Marrickville LGA is being developed with a completion date of June 2006.	On Track Research continues and project remains on track.	Behind Schedule Project delayed due to recruitment action. Officer commences early May 2006.
CD12	Continue to develop and deliver services and programs at Tom Foster Community Care with a focus on recreation and leisure programs for frail, older people	On Track Senior staff recruitment at Tom Foster completed August and September 2005. Provisional approval received from Department. Ageing, Disability & Home Care to retain unexpended funds for renovations of Tom Foster Community Care Centre with planning underway.	On Track Tom Foster Centre had a marked increase in usage of the Centre by local groups in December 2005. The use of the bus also increased from the previous quarter due to the growing demand for transport from elderly groups in the LGA. Newly recruited Social Support Program Officer commenced work in December 2005. Planning for renovations continues.	On Track Recruitment of a permanent Head Chef completed. Minister for Ageing and Disability Services launched Meals on Wheels Bush Tucker Menus at the centre in March, adding to the growing selection of culturally diverse menu choices. DA submitted for renovations.
CD13	Ensure that there are both formal and informal mechanisms in place that will provide all families accessing Council's Children's Services with accepting, inclusive and welcoming experiences	On Track Through following Council Social Justice Policy, Centres are guided in the provision of inclusive programs such as exploring different families types and challenging perceptions of children and staff on a daily basis. Inclusive resources that include posters, books, photographs are also use on a daily basis.	On Track Recently the staff at Council's Early Childhood Centres reviewed the social justice policy and strategies for implementation with children and families. Educators in children's centres have undertaken a review of resources including books and images on display, to ensure they are reflective of the diversity of the Marrickville community. This approach aims to ensure that services are welcoming and inclusive for all families and children	On Track Services have involved families in a number of initiatives including parent information evenings. In addition a survey has been developed and will be distributed to families to seek their input into the ways in which services can be more inclusive and responsive to their needs. Staff have also attended training in the area of diversity and difference.

CD14	Work with members of the Gay and Lesbian Liaison at Marrickville Committee (GLL@M) to identify needs of members of the local gay, lesbian, bisexual, transgender and intersexual community to encourage locally responsive events and services	On Track Currently within the Community and Cultural Services portfolio, GLL@M continues to meet Quarterly. In September 2005, GLL@M held a stall at the Marrickville Festival, and conducted a focus group with the Gay and Lesbian community. The Committee is currently planning the GLL@M Big Day Out to be held 27 November 2005.	On Track Facilitated by Communication and Cultural Services, the GLL@m Committee set up a working party to produce the GLL@M Day Out which was to be held on 27 November 2005. The event was cancelled due to poor weather conditions. A new page on the Council website is under construction to act as an information exchange and community service for this community. GLL@M fridge magnets were produced for distribution to raise awareness of the Committee.	On Track Communication & Cultural Services has implemented the new GLL@M website. Council held a stall attended by Councillors, GLL@M committee members and Council officers at the Mardi Gras Fair Day in February to promote GLL@M and to register people from the gay, lesbian, bisexual, transgender and intersex community for a strategic planning focus group.
PERFORMANCE MEASURES				
PMCD1	Number of meals provided through Tom Foster Community Care Food Service	Total clients for the Centre is 821. This includes: 271 Meals on Wheels; 20 Social Support Service; 81 Tom Foster Group; 143 Transport users (not including Tom Foster Groups) and 306 clients from other day centres. 11,960 meals were delivered to eligible clients in their home in the Marrickville and Leichhardt LGAs, 272 meals were served at the Tom Foster Community Centre and 1,170 meals were provided to other day centres. There are 45 active Volunteers at the Centre.	Total number of clients for the Centre for this quarter was 939. This includes 270 Meals on Wheels; 20 Social Support Service; 81 Tom Foster groups; 230 transport users and 358 from other day centres and services in the area. 11,650 meals were delivered to eligible clients in their homes in the Marrickville and Leichhardt LGAs. 552 meals were served at the Tom Foster Community Centre and 1,150 meals were provided to other services and day centres. There are 45 active volunteers at the Centre.	Total number of clients for the Centre for this quarter was 903. This includes 280 Meals on Wheels; 25 Social Support Service; 82 Tom Foster groups; 240 transport users and 249 from other day centres and services in the area. 10,187 meals were delivered to eligible clients in their homes in the Marrickville and Leichhardt LGAs. 275 meals were served at the Tom Foster Community Centre and 1,040 meals were provided to other services and day centres. There are 47 active volunteers at the Centre.
PMCD2	Number of Employment and Training related programs provided for people from Marrickville Local Government Area	4 new employment and training programs were developed across the LGA.	3 programs targeting high school students, including a focus on the arts.	4 newly funded programs, plus 3 young Aboriginal people selected to participate in a National Indigenous Employment Conference in Queensland.

PMCD3	Number of people accessing the Cadigal Wangal Website	Not available to date.	Unavailable.	Unavailable.
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Community Facilities and Recreation		Key Activity Area 1: Marrickville's People		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
CR1	Implement the recommendations from the October 2004 Review of Community Facilities relating to the hire of community facilities, tenanted community building and building maintenance of community services facilities	On Track	On Track	On Track
		Application forms have been updated for hire of Town Halls and Community Facilities. Work has also commenced on the items identified in the 2004 Condition Audit in accordance with the Budget allocation listed in the 2005/6 Resources Plan.	Expressions of Interest were sought for 2006 Community Facilities Hire. A number of forms were designed and distributed to regular users and placed on the website. These included booking enquiry forms, key register forms, terms & conditions of hire booklets, casual hirers booking enquiry forms and key register forms. Bookings were also confirmed for 2006.	Facility hire has been running smoothly during this period. Building maintenance and upgrade program has been reprioritised and is gradually being completed by Property Services Section.
CR2	Review future directions for the Marrickville Aquatic Facilities by considering available strategic options and the ongoing management of the pools	On Track	On Track	On Track
		A report was presented to the Community Services Committee (CF5) 9 August 2005 regarding the ongoing management of the pools. Pamstream (the current pool operators) were granted a six month contract extension until 1 April 2006. A Councillor Conference was also arranged to review the strategic options for the upgrade of the Aquatic Facilities. Visits to NSW Water Play Parks were undertaken to help refine the concept for a Marrickville South facility.	Two stakeholder workshops were held to consider future management options for the two pools and a Councillor Conference is scheduled for 7 February 2006.	Council adopted recommendations in February to proceed with the Aquatics Upgrade Package including the upgrade of Enmore Pool, based on the New Site Option, the upgrade of Petersham Pool, a waterplay park in Marrickville South, investigation into waterslide proposal for Enmore Park, and the tender process for operation of the pools.

CR3	Develop and promote wider use of the Debbie and Abbey Borgia Community Recreation Centre by supporting PCYC in their operation of the Centre and by taking a role in program development at the Centre	On Track Information on the programs and services at the Centre were placed in the Marrickville Matters September edition. The wider use of the Centre was promoted through the DABCRC Advisory Committee and through regular meetings with the new Manager. Council Officers also helped to develop new Seniors programs including new indoor bowls sessions. Support was also extended to PCYC in developing their facility for two new sporting activities (Futsal and Handball)	On Track Indoor bowls for seniors was established on Mondays from 10am - 1pm. Meetings were also held to develop Youth Zone and other activities for young people.	On Track New full-time Police Youth Programmer commenced duties in March. Staff have attended monthly PCYC management committee meetings to take a role in program development and operations of the Centre.
CR4	Extend support to community based leisure organisations and local licensed clubs by:- (1) providing an annual program of training opportunities (2) holding leisure forums to provide information sharing opportunities (3) Informing leisure organisation about potential funding sources. (4) Providing organisations with the opportunity to promote themselves at Community events such as the Marrickville Festival	On Track The following support was provided to Community based leisure organisations and local clubs: On 20 July 2005, a training session on Club Planning was held to assist sporting clubs with their organisation; July edition of the Active Marrickville newsletter was produced; Active Marrickville Showcase was held at the Marrickville Festival on 18 September 2005 where eight community groups took part in a wide range of demonstrations; on 14 September 2005 over 30 local sporting organisations attended the third Leisure Forum titled "Risky Business". The content of this forum was well received by all participants.	On Track The October Active Marrickville Newsletter was distributed to all clubs, sporting and recreation organisations, Citizens' Services Centre & libraries. The Dulwich Hill Active Showcase was held at the Dulwich Hill Street Fair with approximately 300 people watching throughout the day.	On Track An Autumn Leisure Forum was held in March focusing on active recreation promotion for females, with two elite female athletes giving guest presentations.

CR5	Updating leisure information available to the community in Marrickville and ensuring a comprehensive distribution strategy is employed including use of our website	On Track The three leisure guides - Young and Active, Children and Families and Active for Later Life - were distributed at the Marrickville Festival. A new leisure Guide for Women and Girls in Marrickville is being prepared. Updating of the sport and recreation sections of the website began including new information about the Debbie and Abbey Borgia Community Recreation Centre (DABCRC) and the Robyn Webster Sport Centre.	On Track A new recreation publication has been developed this quarter called <i>Girls and Women, Active in Marrickville</i> . The booklet will be distributed next quarter.	On Track A new Council guide called Girls and Women Active in Marrickville was launched at the Autumn Leisure Forum in March and distributed around the community and on Council's website.
CR6	Developing formal and informal leisure opportunities for the aged, people with disabilities, women and youth	On Track The new indoor bowls sessions and gentle exercise sessions for seniors at the DABCRC were developed and will be commencing in October. Council Officers worked with Aftercare, a local special needs group, to assist them in relocating their table tennis club for people with disabilities to a Council venue. Work was undertaken with worked with young indigenous people during NAIDOC Week in July 2005 to provide informal recreation opportunities at DABCRC.	On Track The new women and girls publication encourages greater leisure participation from this group.	On Track Recreation activities have been organised and promoted as part of the annual Youth Week and Seniors Week activities in April.
CR7	Encourage and support the community, Council staff and elected members to participate in community recreational events and be involved in healthy and active lifestyles	On Track In conjunction with Development and Environmental Services Council officers helped to promote the Walk to Work Day by encouraging staff to become involved in the event held on 7 October 2005.	On Track There were no specific initiatives this quarter.	On Track The Recreation Team organised equipment for Council staff and elected members to participate in annual cricket match against Canterbury Council.

PERFORMANCE MEASURES				
PMCR1	Number of initiatives to increase the level of contact and communication with local organisations	There have been 10 events/initiatives this quarter aimed at increasing the level of contact with local recreation organisations, these included 3 training events, 4 promotional opportunities and 3 healthy lifestyle events where approximately 400 people attended.	7 new initiatives this quarter, including: <ul style="list-style-type: none"> ■ organisation of the Dulwich Hill Active Showcase; ■ development of the Girls & Women Active in Marrickville Booklet; ■ assisting PCYC in the development and promotion of Indoor Bowls for older people; ■ assisting a local club in finding a new venue for their organisation; ■ further development of Youth Zone through the advisory committee; ■ assisting in promotion development for Sydney Gymnastics Factory; and ■ assisting in promotion development for Wicks Park Tennis Club. 	2 new initiatives this quarter including Autumn Leisure Forum and launch of <i>Girls and Women Active in Marrickville Guide</i> .
PMCR2	Attendance at swimming pools. Target: Annette Kellerman 80,000 p.a. Petersham Pool 30,000 p.a	Attendance at the Annette Kellerman Aquatic Centre for the quarter was 17,364 which represents an increase of 19% over the same quarter in 2004/05. The attendances for last year were: First Quarter: 14,564: Second Quarter: 27,207: Third Quarter: 26,075 Fourth Quarter: 18,530 . Please note that Petersham Pool was closed this quarter.	Attendance at the Annette Kellerman Aquatic Centre for the quarter was 34,888. This represents an 8% increase over the same quarter in 2004/2005. Attendance at the Petersham Pool this quarter was 20,827. This represents 8% over the same quarter in 2004/2005.	Attendance at the Annette Kellerman Aquatic Centre for the quarter was 31,640. This represents a 22% increase over the same quarter in 2004/2005. Attendance at the Petersham Pool this quarter was 19,285. This represents a 21% increase over the same quarter in 2004/2005.

PMCR3	Number of bookings for hire of community facilities	Bookings for the quarter were as follows:- <ul style="list-style-type: none"> • Herb Greedy Hall - 176 • St Peters Town Hall - 239 • Seaview Street Hall - 212 • Marrickville Town Hall - 83 • Petersham Town Hall - 210 Total - 920 bookings	The number of bookings for this quarter was 888. These are for the 2006 calendar year.	Bookings for the quarter were as follows:- <ul style="list-style-type: none"> • Herb Greedy Hall - 110 • St Peters Town Hall - 181 • Seaview Street Hall - 139 • Marrickville Town Hall - 71 • Petersham Town Hall - 82 Total - 583 bookings
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Library Services		Key Activity Area 1: Marrickville's People		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
LS1	Review and update the Library Services Strategic Plan to ensure it reflects current community needs and provides clear direction for the further development of the Service	On Track During August 2005, a revised draft of the Library's Draft Strategic Plan (2001) was circulated to the Library's Senior Staff for comment, feedback and input. The data has been collated and together with wider staff consultation, will be combined with the findings of the Library's recent Community Consultation Project, for finalisation and adoption by Council.	On Track The Library Community Consultation Project was completed in this quarter and the findings are currently being analysed. Proposed strategies and initiatives will be fed into the Draft Strategic Plan and Annual Management Plan.	On Track A summary of the final report on the findings of the Community Consultation Program was presented to the Community Services Committee of Council on 13 February 2006. A set of ten recommendations summarised the outcomes of the Community Consultation Process. These recommendations have been incorporated in the Library Services contribution to Council's Draft Strategic Plan 2006-2011 and Draft Annual Management Plan 2006-2009. A more detailed Library in-house action plan based on the Community Consultation outcomes will be devised to provide staff with an ongoing operational guide.
LS2	Conduct a user/non-user survey for the Library Service to ensure the delivery of Library programs that meet community needs and expectations	On Track Council received funding from the Library Council of NSW for a special purpose grant of \$29,560 to undertake a user/non-user community consultation program. The AECgroup, led by Dr Veronica Lunn have been appointed to the Project. Stages 1 and 2 of the project have been completed. Stage 1 - development of consultation, schedule and instruments. Stage 2 - market research comprising a review of the demographic profile, a direct community telephone survey and a consultation with staff and relevant stakeholders including focus groups. Stage 3 - reporting, recommendations, action	On Track The Library undertook market research in August-October 2005 in order to identify community needs and perceptions in relation to the provision of library services. An extensive series of consultations were held across the community and a library user and non-user survey was conducted with 424 residents. Overall, 574 persons were consulted over the 3 month period. A demographic analysis was also undertaken to identify the current make-up of the population in the Marrickville LGA. The consultation highlighted the value of	Completed A summary of the final report on the findings of the Community Consultation Program was presented to the Community Services Committee of Council on 13 February 2006. The findings from the Community Consultation Program have been incorporated into the Library Services contribution to Council's Draft Strategic Plan 2006-2011 and Draft Annual Management Plan 2006-2009. This service improvement is now finalised.

		<p>plan, final workshop with stakeholders and further reporting to Council is scheduled for completion by the end of 2005.</p>	<p>the library in the community. Ten recommendations were made on the basis of the findings, to be achieved in the short, mid and longer term. A report to Council on the findings of the Community Consultation Project is scheduled for the first quarter of 2006.</p>	
LS3	Commence investigation of options for the redevelopment of the Library Service to meet industry best practice	On Track	On Track	On Track
		<p>As stated above, circulation and development of the Library's Draft Strategic Plan and the outcomes of the Library Community Consultation Project will provide input to the redevelopment of Library Services. Work is currently being planned to reorganise the Marrickville Central Library to improve access to and usage of the collections and services. (Report to October Community Services Meeting, LS11)</p>	<p>The preliminary findings from the Library Community Consultation Project, conducted during this quarter, identify the need to review the quality and currency of the Library's collections. Findings of the Project will be presented to Council in the next quarter.</p>	<p>In order to meet industry best practice in providing a quality collection, a series of process changes are to be implemented in a staged approach over the next several years. These include: a consortia approach to cooperative purchasing and cataloguing of community language materials with other local government libraries and the State Library; acquiring shelf ready stock in selected areas of the English language collection; reviewing in-house selection, acquisition, cataloguing and processing procedures in order to streamline processes; and introducing a stock rotation system for improved customer access to material. The objective is to free Collection Management and other staff from routine procedures for planning, liaison, activity and front line customer service.</p>

LS4	Improve the presentation of all libraries to create a welcoming atmosphere	On Track	On Track	Completed
		<p>Stanmore and Dulwich Hill Branch Libraries have installed new display shelving on bay end panels for presenting multi-media items. St Peters/Sydenham Branch Library is gradually replacing top level shelving with display shelving to promote items "Face-Out" and encourage borrowing. Marrickville Central Library has also installed new signage on all bay end panels. The library is in preparation for the reorganisation of the Library from 21 to 27 November 2005.</p>	<p>The reorganisation of the Central Library was achieved within the specified timeframe. Community feedback has been most positive. Self Check units are installed in the Central Library and operational and staff are acting as train-the-trainers to the community. Painting of the Central Library was completed within the quarter. St. Peters/Sydenham Branch has replaced all top level shelving with display shelving. Stanmore Branch is not installing new shelving on bay end panels because of restricted space in walkways. This shelving has been relocated to Dulwich Hill Branch and installed on bay ends.</p>	<p>Extra bay end panels have been installed at St Peters/Sydenham Library and Dulwich Hill Library, which improves the appearance of both sites.</p>
LS5	Implementation of new technology in the Library Service through further development of the Library Management System	On Track	On Track	On Track
		<p>As reported to Council on 14 December 2004 (LS15), the Radio Frequency Identification (RFID) technology is being implemented at the Marrickville Central Library. The Library is only one of a few public libraries in NSW currently implementing this technology in full. Two self checkout units are due to be installed in November 2005.</p>	<p>The RFID project is fully implemented and operational with two Self Check units providing community self service for the borrowing of books. The Self Check units, located close to the Circulation Desk, are proving most popular with the community and usage is increasing. Marrickville Library Service is only the second library in Australia to implement the 3M One-Tag RFID system. A launch of the RFID operation was conducted on the evening of 12 December 2005 by the Mayor.</p>	<p>Digital Library Assistant being tested, which is innovative technology designed to minimise the time spent on several manual tasks. Online reservations have also been activated and associated procedures are currently being streamlined.</p>

LS6	Develop co-operative relationships with other relevant Council Library Services for the cataloguing of community language material as a resource sharing initiative	<p>On Track</p> <p>The National Bibliographic Database is implementing a new Unicode database due for release in December 2005. This will provide access to community language catalogue records for public libraries. Staff are also consulting with the State Library of NSW to identify improved acquisition and cataloguing of community languages</p>	<p>On Track</p> <p>Preliminary discussions with Ashfield and Fairfield Councils, and possibly with other Councils operating the Dynix Horizon Library Management System, indicate strong interest in joint cataloguing of community language materials. A meeting of relevant staff is to be scheduled, following commencement of the new Collection Management Team Leader and the new Multicultural Librarian, to investigate options. Similarly, a meeting with the State Library's Multicultural Section is to be scheduled, during the next quarter, to discuss cooperative purchasing arrangements for community language materials.</p>	<p>On Track</p> <p>Library staff from Marrickville and Ashfield met with State Library Multicultural staff in early March 2006. Plans were developed for a cooperative purchasing and cataloguing initiative to better manage community language collections. Fairfield Library has subsequently joined the initiative and the process will be trialled with Chinese language material. Library staff are currently developing specifications for cataloguing and processing that will ensure a continuation of current standards. It is envisaged that other languages can be included in the initiative over time.</p>
LS7	Develop a volunteer program in conjunction with other sections of Council to enhance Library Services and increase community involvement	<p>On Track</p> <p>An across Council working party which was formed in September 2005 plans to discuss ways of creating and implementing a volunteer policy for all Council. Manager, Library Services is coordinating and a briefing paper will be forwarded to Senior Staff</p>	<p>On Track</p> <p>The working party has met three times and has compiled a draft set of procedures for the recruitment, training and retention of volunteers. Distribution of the draft is on hold pending a review of volunteer management in Marrickville by Development and Environmental Services. The initiative proposes a joint funding bid from the involved Divisions - Environmental and Community Services - via Council's Resources Plan to identify the capacity and potential for expanding volunteer programs across Council; the support programs established for volunteers and the reporting and accounting for volunteer contributions.</p>	<p>On Track</p> <p>The Volunteer Program working party will continue to meet in order to finalise a draft volunteer policy for Council.</p>

LS8	Develop an environmental Resource collection and expand partnerships with other areas of Council and local community organisations to raise awareness of environmental concerns and solutions	On Track	On Track	On Track
		It is proposed to apply for a seeding grant through the Library Council of NSW for an environmental resource collection due at the end of February 2006. Further, Library Services have combined with Environmental Services to present programs for children with an environmental theme e.g. Pre-School Storytime sessions during Local Government Week featured an environmental theme and Library Spring School Holiday Activities between 27 September and 7 October 2005 included a Bugs Workshop.	This strategy will be examined in conjunction with consideration of the outcomes of the Community Consultation Project with a report to be presented to Council.	Resource funding has been requested to progress this initiative in the new Financial Year.
PERFORMANCE MEASURES				
PMLS1	Total number library membership per quarter	*43,612 (5%+) {* Total membership increase is reflecting last years deletion of inactive membership records prior to implementation of the new LMS.}	Note: i. retrieval not possible at this time. ii. the Central Library was closed to the public for reorganisation and refurbishment during the 7 day period from 21 to 27 November, 2005 inclusive.	Note: retrieval not possible at this time.
PMLS2	Total number library loans per quarter	135,871 (6%+)	121,784 (-9%)	138,548 (+14%)
PMLS3	Number of information enquiries per quarter	**5,316 (-52%) {** The number of information enquiries reflects recent changes to improve accuracy and relevance. Public libraries have been encouraged by the State Library to improve statistical analysis in order to better benchmark across the State. Marrickville Library Service has recently taken the decision to provide data in the PLEG (Public Library Evaluation Group) format as per State Library of NSW requirements}	9,620 (+55%)	9,828 (+2%)

PMLS4	Number of initiatives to provide educational and recreational events and activities to strengthen links with community groups	*** 79 Programs 1,393 participants {*** No comparison available due to change in data collection methods to improve accuracy and relevance}	Regular educational and recreational programs targeting specific community groups include preschool story times (parents and young children), homework help (students), internet and email classes (adults from English-speaking and CALD backgrounds) and adult reading clubs (adults). These attracted approximately 2,462 visitors to the library. Additional initiatives this quarter included a focus group of young people to discuss the "Library Behaviour Guidelines", Refugee Week display and event, Children's Week display and events, an author talk, storytelling at the Magic Yellow Bus, visits to schools and participation in Youth events. The adult reading club will be expanding to the branches in the New Year.	Total Programs 190, Total Participants 3,784; comprised of: 1. Regular/Ongoing Programs as outlined in previous column: 162 programs, 2,678 participants. Additional initiatives this quarter included School Holiday Activities, Summer Reading Clubs for children and teens, Law Week, Chinese New Year and Greek National Day: 28 Programs and 1,106 participants.
PMLS5	Number of internet users per quarter	9473 (-7%)	10,422 (+9%)	7,561 hours (Note: now reporting in hours in place of bookings.)

Children & Family Services		Key Activity Area 1: Marrickville's People		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
CF1	Following the completion of the Children & Family Services Strategic Plan, as outlined in the Social Plan, to implement the strategies within the required timeframes	On Track The annual funding document ASPARD Department of Community Services funding occurred in September 2005 with documentation to be completed in November 2005. Centres currently collecting information for the reporting period that includes statistics that will reflect this question. The results of the survey and performance indicators will be completed in December.	On Track A number of strategies identified in the social plan have been implemented across children's services. These strategies are also reflected in the below listed management plan targets.	On Track A number of strategies identified in the social plan have been implemented across children's services. These strategies are also reflected in the below listed management plan targets.
CF2	Ensure the effective implementation of new State Regulations relating to Early Childhood, Family Day Care and Mobile Children's services, as well as implement any changes arising from the federal funding of the Inclusion Support Program	On Track May Murray, Deborah Little, Cavendish Street, Addison Road, Enmore and Tillman's Park centres are currently undergoing the NSW Licensing process; Centre Directors and Family Day Care staff attended an update sessions held during July/August 2005 for new regulations that come into effect in January 2006; Tender submitted for Inclusion Support Agency Program as per report to Council on 9 August 2005 (CS21).	On Track Report submitted to Community Services Committee Meeting December 2005 (Item CS 29, 11/05) outlining the progress made to ensure compliance with the NSW Children's Services Regulations (2004). Most actions are fully compliant with the Regulations with final safety glass film to be installed in February 2006, making all services fully compliant.	On Track One outstanding issue relates to the presence of CCA treated pine in the children's playgrounds. Advice has been sought from the Department of Community Services and Council has been informed of a formal report to be released in April-August 2006.

CF3	Initiate and participate in programs that promote local diversity and community living for families and children who utilize Council's Children & Family Services	On Track Many initiatives were undertaken this quarter. Highlights are as follows: Children's Services involved with Moon Festival celebrations, increased community focus for children's centres with more community excursions and home visiting programs established in many services; Family Day Care Staff attended Social Justice stories training Part 3 on 13 September 2005. An OSHC "Schools out" newsletter was updated this quarter for families living in Tempe, Sydenham and St Peters.	On Track Council services continue to implement initiatives which ensure that families and community members participate actively in the community. Services have been vigilant in ensuring that council and non-council organised events are promoted to families through service newsletters and the distribution of fliers. In addition events for families are currently been planned for the 2006 calendar year.	On Track During the past quarter a number of programs were planned and delivered. These include participation of the Magic Yellow Bus at International Women's Day and the Gay and Lesbian Mardi Gras Fair Day. In addition Family Day Care Carers were actively involved in International Women's Day. Tillman Park Children's Centre is currently building a community herb garden which will allow for greater participation of citizens within the children's centre.
CF4	Continue to adopt environmental sustainability principles and practices into daily operations of Council's Children & Family Services through purchasing, community activities and educational programs	On Track Following initiatives undertaken this quarter: installation and use of water tanks being organised at children's centres; environmental design consideration for new playgrounds e.g. natural shade, irrigation; children involvement encouraged in recycling and reuse projects e.g. worm farming, paper recycling, Reverse Garbage. Children's Centres moving towards use of environmentally friendly and less toxic cleaning products.	On Track Water tanks have been installed in all of Council's Early Childhood Services. In addition, water saving taps with timers have been installed at Addison Road, Enmore and Cavendish Street Children's Centres. Additionally, a number of services have been working on projects to ensure environmental /sustainability principles are embedded into daily practices with children.	On Track A number of new initiatives were undertaken this quarter. Each of Council's Early and Middle Childhood Services ordered 200 plants from the community nursery. These are to be planted on site. A number of services have purchased drying racks. These will be used on a daily basis to reduce the reliance on dryers. Furthermore a community garden has been established at Tillman Park Children's Centre. Children from Council's Middle Childhood Services participated in the Clean Up Australia Day.

CF5	In partnership with the Primary School Principals Consultative Committee develop a parent/carer supported playgroup model that can be incorporated into local school environments	On Track At the Primary Principals Consultative Committee meeting 3 August 2005, it was decided that schools need to further investigate the needs of school communities. Feedback from existing playgroups in local schools will be considered at the next meeting to be held on 25th October 2005.	On Track Guest speaker from the Playgroups Association has been organised to attend the next Primary School Consultative Committee meeting to discuss protocols and opportunities for the establishment of playgroups on the premises of schools.	On Track Communication with school principals continues regarding the options available to them to establish playgroups on site.
CF6	Support and work with the Marrickville South community and local agencies to develop whole of family Early Literacy programs	On Track The Marrickville Children and Family Interagency, Early Literacy working party is convened with representatives from Council and local agencies with a focus on having a shared understanding of multi-literacies. The working party planned and implemented two Bookweek Events. Two storytelling sessions were held by Rose Costello, a children's storyteller. They were held at a variety of local playgroups operating across Marrickville as well as with the Magic Yellow Bus.	On Track Council staff continue to be involved in the Early Literacy working group. In December 2005 a planning day was held for the Marrickville Interagency and actions for 2006 were established including goals for working groups. In addition, Council has been advised that its application to continue running the Interagency has been successful.	On Track The Early Literacy Working Group continues to meet on a regular basis. A directory and book has been produced regarding the importance of Bilingualism and Bilingual education. This booklet will be distributed to all services across the LGA, plus other peak agencies.
CF7	Through the Children & Family Interagency develop a new Children and Family Support workers kit to ensure a collaborative approach to their work with the local community	On Track The Marrickville and Children and Family Interagency, Community Connectedness working party has undertaken and completed a draft of a New Children and Family Support workers kit. The Kit was presented during the Interagency meeting on 10 August 2005 for preliminary feedback. The kit will be distributed to New Workers at the next meeting in October 2005 to be trialled.	Completed Task completed	Completed

CF8	Extend parent/carer support programs and community support outreach programs through the Magic Yellow Bus	On Track Through a collaborative approach to supporting families, the Family Services Development Officer and the Magic Yellow Bus presented a Musical Workshop for young children and their parents during their September 2005 School Holiday Program at Camperdown Park, where more than 50 families attended.	On Track Magic Yellow Bus continues to be involved in a number of outreach programs across the LGA. In December 2005, the MYB worked in collaboration with the IWACC and ran a playgroup on site as part of the end of year celebrations. There is continued involvement in a number of community projects. At the Community Services Committee meeting of Council held on 13 December, a recommendation that the MYB service be expanded into both Steel Park and Tillman Park was adopted, together with a recommendation that external funding opportunities be sought to support the on-going operational costs of the MYB.	On Track On Saturday 25 March 2006 Council launched its new Magic Yellow Bus. The bus will service the Tempe and Marrickville South communities. The new bus is in operation from Tuesday 28 March 2006. External funding is currently being sought and a letter to the NSW Department of Community Services has been forwarded requesting an increase in funding.
PERFORMANCE MEASURES				
PMCF1	Quality of services as indicated by the percentage of Council childcare services meeting national quality assurance standards and state licensing.	Ferncourt, Wilkins and Camdenville OOSH and Deborah Little Children's Centre have been Accredited by National Childcare Accreditation Council. The next review for these services will be completed in 2007. May Murray, Deborah Little, Cavendish Street, Addison Road, Enmore and Tillman's Park centres currently going through NSW Licensing process.	All of Council's services that were to be accredited in 2005 have been accredited and received high quality. Preparations are underway for the reaccreditation at Cavendish Street, Enmore and May Murray Children's Centres in 2006.	Currently Family Day Care is preparing to submit their self study report to the National Childcare Accreditation Council. Additionally Enmore, May Murray and Cavendish Street Children's Centres are finalising their self study report.
PMCF2	Parent satisfaction with child care services –for different centres and services as measured by annual parents survey	Surveys are being developed to determine parent satisfaction for all services. These are to be distributed next quarter.	Surveys have been sent out to families and responses are being collated.	Family Day Care has collated feedback from its recent surveys. The surveys indicated a high level of satisfaction by families. Additionally the Child Care Needs analysis included a number of community consultations with users and non-

				users of Council's Children's Services. As part of the consultations, service users have been asked to provide feedback regarding the quality of care. This report is planned for completion by April 2006.
PMCF3	Identified use of child care services by different sectors of the community, including children of Aboriginal and Torres Strait Islander families, children from families of a language background other than English and children with a disability as reported in the annual ASPARD document	The representative week for the annual funding document ASPARD (Department of Community Services) occurred in September 2005 with all documentation to be completed by November 2005. This document included statistics relevant to this performance measure.	Child Care needs analysis was released in November 2005, and a consultancy firm has been awarded the contract to carry out this task. Community forums will assist in identifying users of the services and possible barriers.	The Child Care Needs analysis has begun and data has been collected regarding the users and non users of Council's services. The report is due for completion in April 2006. This report will provide strategic directions for Council to consider regarding barriers for accessing childcare by community members.
PMCF4	Utilisation of child care services. Target 100%	The average utilisation rate for Children and Family Services is as follows: Children's Centres 94.46% utilisation rate OOSH Services 76.89% utilisation rate Family Day Care 98% utilisation rate.	New systems have been put into place to ensure that vacancies are filled immediately. Fee targets have been met through greater analysis, vigilance and follow through of debts. Specific figures pertaining to utilisation not available this quarter due to the fact that children beginning school in 2006 who attended a Council early childhood service in 2005, continue to attend in January 2006 and staggered enrolments occur during January and February.	The new centralised waiting list has increased the ability to monitor vacant positions in Council's early childhood services. Fee targets continue to be met.

Communication & Cultural Services		Key Activity Area 1: Marrickville's People		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
CC1	Oversee the implementation of Council's new Major Community Events Program to engage with whole community and ensure the ongoing vibrancy of Marrickville's public places	On Track	On Track	On Track
		Implementation of the Major Community Events Program in the first quarter is on track and has included the launch event for Gift Given mural at Tempe Reserve on 7 August 2005, attracting an audience of 300; a Meet the Candidates by-election forum on 7 September 2005 attracting 150 people; Marrickville Festival on 18 September 2005 attracting 50,000 people; and Feastability Food and Wine Fair on 25 September 2005 attracting 15,000 people.	Implementation of the Major Community Events Program in the second quarter is on track and has included the Bali Memorial on 12 October 2005 with 80 people in attendance and the Dulwich Hill Street Fair on 3 December 2005, attracting 3,000 people. In addition to the Major Community Events Program, CCS assisted the Sister Cities Committee in the delivery of a Sister Cities Multicultural evening, attracting an audience of 400; and prepared the GLL@M Day Out scheduled for 27 November 2005 which was cancelled due to poor weather conditions.	Implementation of the Major Community Events Program continued with Australia Day Celebrations on 26 January attracting 15,000 people; Sunday Arvo Sessions on 26 February attracting 800 people; International Women's Day celebrations breakfast attracting 100 people; and Bairro Portugues Food & Wine Fair attracting 8,000 people.
CC2	Implement strategies to improve Council's communication with communities from diverse backgrounds and work across council to reinforce environmental sustainability messages	On Track	On Track	On Track
		Following adoption of the Ethnic Communication Strategy in May 2005, Council has commenced implementation of the strategy through providing on-going advice to sections of Council regarding the placement of advertisements in the ethnic media and distribution of relevant media releases to the preferred ethnic media outlets identified in the Strategy.	Council continues implementation of the Ethnic Communications strategy through utilising preferred ethnic media outlets to advertise Council projects and activities; a new section of the Marrickville Council website was developed to act as an information exchange and community service for the gay, lesbian, bisexual, transgender and intersex community of Marrickville - the site will become active in 2006.	Marrickville Council's website now contains an information page for the gay, lesbian, bisexual, transgender and intersex communities. Council held a stall at Mardi Gras Fair Day, attended by Councillors, committee members and Council officers, to communicate Council services and to register people for a strategic planning focus group. Council continues implementation of the Ethnic Communication Strategy by preparing ads for the ethnic press promoting Council's translation service. Officers have worked

				across Council providing advice on reaching non english speaking audiences, specifically in relation to the Urban Strategy.
CC3	Promote Marrickville as a centre for the arts through the development of the Newtown Entertainment Precinct brand and cultural projects throughout the local government area and develop partnerships with relevant agencies and organisations	On Track	On Track	On Track
		<p>Projects progressed in relation to NEPP and cultural development include continuation of the development of the profile for the Newtown Entertainment Precinct in conjunction with NEPA and Addison Road Centre; distribution of a brief for the Newtown Art Board Project; submission of grant applications to City of Sydney Council for the funding of the Art Board; renegotiation of the service agreements with Inner West Cultural Services and Stone Villa Artists; the completion of the Robyn Webster Sports Centre Aboriginal mural Gift Given at Tempe Reserve, launched on 7 August 2005; the implementation of the Illuminart arts grant, a series of projected light shows on buildings throughout the LGA. CCS has also worked in partnership with the NSW Ministry for the Arts through a grant of \$25,000 to prepare a brief for the development of a management model for a potential flagship artist studio complex for Sydney situated in Marrickville. Expressions of Interest closed on 30 September 2005. Report to Council (CC11) 26 July 2005.</p>	<p>Development of the profile of the Newtown Entertainment Precinct continues in conjunction with NEPA and other project partners including a successful promotional campaign 'Get into the Precinct and get under Sydney's skin' - increasing visitors to the newtownprecinct.com.au website by 79% compared to the same period last year (previous average increase over the last twelve months has been 39%); submission of a grant application in regards to the Newtown Art Board Project and other precinct projects to the DoTARS Regional Partnerships Programme. Development of the arts continued through production of the Marrickville Council Arts Night 'Upstage Newtown' on 17 November 2005 showcasing the precinct and receiving coverage in the local press and radio; and continued negotiation with the Addison Road Centre regarding the second phase of the 'Artsville' project. CCS has also continued working in partnership with the NSW Ministry for the Arts through a grant of \$25,000 to prepare a brief for the development of a management model for a potential flagship artist studio complex for Sydney situated in Marrickville. A consultant has been engaged and is</p>	<p>Council continues to negotiate with the City of Sydney to develop a strategic partnership to promote and enhance the Newtown Entertainment Precinct through projects such as the Artboard, Newtown Precinct Guide, Business Sector Marketing Program, and the Fashion Marketing Program and Fashion Event. With funding from the Ministry for the Arts, Council has developed a Management Model for a proposed Flagship Artist Studio Complex. Investigations continue to determine the project's viability with a consultant being engaged to develop a Business Plan.</p>

			<p>preparing a management model for consideration.</p> <p>In November, Council won a Community Based Planning Award <i>in the Planning Institute of Australia NSW 2005 Awards for Excellence</i> for the development and implementation of the Marrickville Public Art Strategy: People, Place & Art.</p>	
CC4	Develop and strengthen the Main Street Program, with the view to enhancing local character and the profile of shopping strips as centres of community life including encouragement for the extended operation of entertainment and restaurant facilities	On Track		On Track
		<p>All Main Street Committees have commenced the implementation of their new work plans for the year. Dulwich Hill has commenced pre-production of the Dulwich Hill Street Fair; Marrickville has organised an advertising feature and performances in Alex Trevallion Plaza; Newtown has successfully produced Feastability Food and Wine Fair; and Petersham has pursued the production of a business operators newsletter. A meeting with all Main Street Coordinators was held in August to discuss the standard terms of reference for Committee. Coordinators job specifications have been standardised and positions graded.</p>	<p>Main Street Committees continue implementation of their annual work plans. Dulwich Hill produced a successful Dulwich Hill Street Fair on 3 December 2005 attracting 3,000 people; Marrickville assisted in the implementation of Council's rollershutter policy, Alex Trevallion Plaza design consultation, and commenced discussions with cafe and restaurant owners about extended operating hours; Newtown has provided leadership in holding regular Newtown Business Network meetings to provide opportunities for professional development of businesses in the area and sharing of information. Newtown is also contributing a fashion and retail directory for inclusion on the NEPA website; Petersham has finalised production of a local services guide and has begun production of the 2006 Bairro Portuguese Food and Wine Fair. All Main Street areas took part in Christmas festivities including a lighting program whereby white lights in shopping strips were temporarily replaced by coloured lights.</p>	<p>The Main Street programs continue to enhance local character and raise the profile of the local shopping strips with Petersham producing the successful Bairro Portugues Food & Wine Fair attracting much media coverage. Dulwich Hill Main Street has commenced planning for the next Street Fair. Newtown Main Street continues to support the growth of the Newtown Business Network meetings which will be incorporating to provide a representative body for the businesses in Marrickville and City of Sydney LGAs. A shopping guide in 6 categories (fashion, antiques & collectibles, books & music, pampering, specialty shopping, and home & gardens) has been completed for inclusion on Council's website. Negotiations continue with Tourism Sydney to promote Newtown as a tourism destination. Marrickville Main Street has begun promotions for its Easter activities and continues to produce a series of concerts in Alex Trevallion Plaza to attract shoppers to the area.</p>

CC5	Commence the development of a model for a Cultural Plan for Marrickville LGA in accordance with the Guidelines produced by the NSW Ministry for the Arts.	On Track	On Track	On Track
		In regard to the development of a model for the Council's cultural plan and to explore potential research partnerships, CCS has met with Centre for Social Inclusion, Macquarie University; the Faculty of Humanities and Social Sciences and Shopfront, University of Technology (UTS); the Centre of Cultural Research, University of Western Sydney (UWS); and the Social Policy Research Centre, University of New South Wales (UNSW), who are all well regarded as specialists in arts, community and cultural research.	With potential research partners previously identified unable to participate, CCS began to explore alternatives for the most effective means of carrying out research to inform a Cultural Plan.	A brief is being developed to engage a consultant to undertake primary research to inform the Cultural Plan.
CC6	In consultation with the Sister Cities Committee, review the administration of Council's Sister City relationships to ensure the most effective outcome for the Marrickville community and Sister City partnerships	On Track	On Track	On Track
		Following discussion with the Sister Cities Committee at its August 2005 meeting, a draft Sister City Program and Policy Review document has been prepared and will be tabled at the November meeting of the Sister Cities Committee for their consideration.	A draft Sister City Program and Policy Review document was tabled at the November Sister Cities Committee meeting for consideration. Draft recommendations were prepared and forwarded to Councillors and Senior Staff for comments which will be tabled at the Sister Cities Committee Meeting in February 2006.	Sister Cities Committee recommendations were discussed at its February meeting and final recommendations were adopted by Council at its March Meeting.
PERFORMANCE MEASURES				
PMCC1	Overall satisfaction of community functions and events organised by Council as measured by customer satisfaction surveys.	Customer satisfaction surveys for events have not been undertaken in the quarter except for Marrickville Festival on the 18 September 2005. The results of this survey are currently being compiled.	The results of the recent Community Survey conducted by Micromex Research indicated that 70% of respondents had attended festivals or events organised by Marrickville Council in the past 12 months. More than 60% of respondents were satisfied or very satisfied that festivals and events were offering good cultural opportunities	Evaluation surveys conducted at Australia Day Celebrations, Sunday Arvo Sessions and Bairro Portugues showed a high degree of satisfaction with these events. Citizens surveyed liked Australia Day Celebrations for the friendly family atmosphere, sense of community and multicultural inclusions. Citizens surveyed liked Bairro Portugues for the food and

			<p>Marrickville Festival survey results were compiled and showed that the community values the festival's atmosphere, entertainment programming and cultural diversity. Evaluation surveys have been developed to gather feedback at the Australia Day Celebrations in the next quarter and will be applied to smaller scale events in the major community events program.</p>	<p>atmosphere. Citizens surveyed liked Sunday Arvo Sessions for the atmosphere. Citizens surveyed asked to see more seating and more shade at Bairro Portugues and more advertising for Sunday Arvo Sessions.</p>
PMCC2	Number of visitors to community functions and events	<p>Overall attendance at events in the quarter has been pleasing; launch event for Gift Given mural at Tempe Reserve on 7 August 2005 attracting an audience of 300; a Meet the Candidates by-election forum on 7 September 2005 attracting 150 people; Marrickville Festival on 18 September 2005 attracting 50,000 people and Feasibility Food and Wine Fair on 25 September 2005 attracting 15,000 people.</p>	<p>Attendance at events in the second quarter has been strong with the exception of the GLL@M Day Out which was cancelled due to poor weather conditions: Bali Memorial on 12 October 2005, with 80 friends, family and supporters of the victims; Sister Cities Multicultural evening on 5 November 2005 attracting an audience of 400; Upstage Newtown on 17 November 2005 attracting an audience of 400; and Dulwich Hill Street Fair on 3 December 2005, attracting an audience of 3,000.</p>	<p>Council's Major Community Events Program continues to be well supported with over 15,000 attending Australia Day Celebrations; 800 attending Sunday Arvo Sessions; 100 attending International Women's Day Celebrations breakfast; and over 8,000 attending Bairro Portugues Food & Wine Fair. Australia Day Celebrations and Bairro Portugues Food & Wine Fair in particular are growing in popularity every year.</p>

History Program		Key Activity Area 1: Marrickville's People		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
HP1	Create a directory of local heritage and cultural organisations and their history within the Marrickville LGA	On Track	On Track	On Track
		Council's Arts Officer has produced a "Guide to Marrickville Galleries and Museums". The History Program will further build on this publication giving a brief history of each organisation.	Historical information available on listed museums. Consultation to be held with new Arts Officer.	No further progress on this matter was made this quarter.
HP2	Promote the History Centre through:- (i) the development of a marketing strategy; (ii) active participation in the activities of the Heritage Promotions Committee; (iii) involvement in Heritage Week & History Week; and (iv) the development of other relevant partnerships	On Track	On Track	On Track
		i) marketing strategy is in the preliminary stages (ii) Participated with the Heritage Promotions Committee at Marrickville Festival with their shopfront and the showing of a new revised "Marrickville Retro". (iii) History Week was held 18 - 23 September 2005 with historical photographic display of Marrickville in the 1940s. The History Centre operated on extended opening hours. (iv) This was displayed at Marrickville Festival and at the History Centre throughout the week. A significant relationship exists with the Marrickville Aboriginal Consultative Committee where the History Program is represented on the Cultural Working Group.	(i) Brief for marketing strategy being prepared ii) History staff attend monthly Heritage Promotions Committee meetings and are contributing to the Plaque Project which involves identifying relevant sites in the LGA for plaques iii) planning for Heritage Week is underway with History staff being responsible for the exhibition on early industries iv) partnership developed with Marrickville Mainstreet through Back to Marrickville Road event	ii) Further development of the marketing strategy brief with other relevant models investigated ii) Planning for the annual Heritage Festival in April took place this quarter. The Industrial exhibition was prepared iii) The Enmore Theatre will celebrate 100 years in 2008. An initial meeting has been held with the current owner and a relative of the original owner, William Szarka, to develop an exhibition on the history of the theatre for 2008.
HP3	Engage the community by conducting historical walks with accompanying historical pamphlets in the Marrickville LGA in consultation with the Heritage Promotions Committee	On Track	On Track	On Track
		Historical walks of Petersham were held during Local Government Week 1-7 August 2005. These were well attended by both the community and Council staff.	Due to the number of significant exhibitions held in this quarter, no further historical walks were held.	There were no historical walks held this quarter.

HP4	Develop a volunteer program to utilise local skills and knowledge for the history program	On Track	On Track	On Track
		The Volunteer Program across Council is being coordinated by Manager, Library Services. Preliminary meeting scheduled in September 2005.	Suitable project for volunteers in History Centre being identified. Submissions from community to join program will be called in February 2006	Eight (8) volunteers were selected and commenced in the History Centre on 21 March. The identified projects are the Passchendaele Archives Project, War Memorials Project and indexing.
HP5	Engage citizens in their local history by further developing online exhibitions and information accessible through Council's website	On Track	On Track	On Track
		General historical information is accessible through Council's website. The Heritage Promotions Committee now has a link on the website to its brochures and the Historical Photographic Digital Database. Online exhibitions are to be developed in cooperation with Corporate Development.	Online exhibition on industrial Marrickville will be in place for Heritage Week 2006	An online exhibition on Industrial Marrickville has been placed on website from 17 March until end of the Heritage Festival on 17 April. Good feedback has been received from the community.
HP6	Hold a range of workshops and promotional events to celebrate the culturally diverse heritage of the Marrickville LGA	On Track	On Track	On Track
		Marrickville Aboriginal History Project launched on 27 June 2005 was also displayed at both Petersham Town Hall and at the launch of the Gift Given mural at the Robyn Webster Sports Centre on 7 August 2005. Up to 200 people saw the exhibition. During History Week, which focused on the 1940s where Marrickville transformed into an industrial reality, a talk and display on the history of Stanmore was held at Stanmore Library on 13 September 2005. During Adult Learners Week which was held between 1 - 8 September 2005, a bus tour of the Marrickville LGA was held to promote the history of the area and the work of the History Centre to Council's staff.	The Social History of Childhood & Play was held as part of Children's Week. The exhibition consisted of photographs and examples of toys, past and present. It was launched at Marrickville Library on 24 October and was displayed until 28 October 2005. A ghost tour of Camperdown Cemetery was held on 24 October. A historical exhibition on housing styles was displayed at the Housing Choices Expo on 23 October 2005. Back to Marrickville Road exhibition held in Alex Trevallion Plaza on Saturday 12 November 2005. The exhibition of photographs was held in conjunction with Marrickville Mainstreet. The photographs were a mixture of contemporary and historical themes.	The focus for this quarter was the development of the annual Heritage Festival. No additional events were held in this quarter.

PERFORMANCE MEASURES				
PMHP1	Number of users of the service	There were 82 visits to the History Centre compared to 66 visits in 2004/2005. This represents an increase of 24%. Visits for 2004/2005: 1st Quarter: 66; 2nd Quarter: 35; 3rd Quarter: 43; 4th Quarter: 55.	There were 49 visits to the History Centre compared to 36 visits in 2004/2005. This represents an increase of 36%.	There were 56 visits to the History Centre compared to 43 visits in 2004/2005. This represents an increase of 30%.
PMHP2	Number of enquiries and requests handled by the History programme	232 enquiries this quarter. Of these 67 were by email/correspondence and 165 were telephone enquiries. Enquiries 2004/2005 1st Quarter: 208; 2nd Quarter: 287; 3rd Quarter: 294; 4th Quarter: 259.	248 enquiries received this quarter. Of these, 123 were by email/correspondence and 125 were telephone enquiries. This was slightly down on 2nd quarter 2004/2005 which received 287 enquiries.	293 enquiries were received this quarter. This is on a par with 2004/2005. Of these, 163 were telephone enquiries and 130 were emails & correspondence. March is traditionally the busiest month of the year.
PMHP3	Number of initiatives to engage the community through events/exhibitions/activities	Four exhibitions were held with 495 people in attendance. The Marrickville Aboriginal History Project approximately 200 people; the History Week Exhibition approximately 130 people; the Stanmore Library talk approximately 105 people and Local Government Week walks 60 people.	Four exhibitions/events were held with approximately 550 people in attendance. The Social History of Childhood and Ghost tour of Camperdown Cemetery in Children's Week had 150 people. The Housing Choices Expo had 50 people. Back to Marrickville had 350 people.	The main focus of this quarter was the planning for the annual Heritage Festival and the launch of the Volunteer Program. As part of the Schools Program, Dulwich Hill Public School was visited. Approximately 120 children and 6 teachers from years 3 & 4 attended an interactive talk about the history of Dulwich Hill.
PMHP4	Number of donations to the History Collection	There were twelve (12) donations of individual items, including photographs, family histories, two bricks and a history of St Brigid's Catholic Church.	There were eight (8) donations of individual items, including two photographs and six bricks.	There were six (6) donations. An original 1880s photograph showing the Enmore tram terminus was among the donations.

Planning Services		Key Activity Area 2: Marrickville's Built Environment		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
PS1	To develop a series of local planning documents arising from the final directions of the NSW Government's Planning Reform Package, including input to Council's Strategic Plan process and to develop an Urban Strategy, new Local Environmental Plan, and revised Section 94 Plan	On Track	On Track	On Track
		Initial reports and briefings to Councillors held for the scoping of the Urban Strategy and Section 94 projects. A revised Draft LEP template was placed on public exhibition by the Department of Planning in late September, 2005, and reported to the October DES Committee Meeting. Also working closely with the Manager Corporate Development to better co-ordinate the Marrickville Plan/Strategic Plan and the Urban Strategy processes.	Following a Tender process in November, Council approved the appointment of a consortium of external consultants to assist in the preparation of a new Urban Strategy at its December Meeting. An Inception Meeting has been held with the consortium, and work on the Strategy will commence over December/January. Following a Councillors' Conference in September, a report on a revised Section 94 Plan will be submitted to the February DES Committee Meeting. The Department of Planning has recently advised that the new LEP Template will be finalised in March, 2006.	The Urban Strategy process is well under way, and the PS Section and the external consultants are about to commence an extensive period of initial consultation with local residents, Council's Consultative Committees, Business and Community Groups, Government Stakeholders and the Councillors. PS staff are also participating in the DOP's Sydney South Sub Regional Strategy and Parramatta Road Corridor process, to implement the Metro Strategy. It was decided by Senior Staff to co-ordinate a report on the new Section 94 Planning Reforms and changes to the 2004 Plan with the Draft 2006/07 Management plan and Budget process. A report on a draft revised Section 94 Plan will be submitted to the April DES Committee Meeting for public exhibition.
PS2	Develop an integrated transport strategy that coordinates all forms of road and rail transport, encourages alternatives to car use and reduces heavy traffic on local roads	On Track	On Track	On Track
		Reports on the proposed Strategy process were endorsed by Senior Staff and Council at the July DES Committee Meeting. Council's Transport Planner has completed an extensive period of consultation with key officers across Council and with external stakeholders. It is aimed to report to Council with a draft Strategy in late 2005. Council has also endorsed the reformation of the Transportation Committee, with a revised Terms of Reference.	The first meeting of the re-activated Transportation Committee was held in November, and included a briefing on the progress of the Integrated Transport Strategy. A Draft of the Strategy is expected to be reported to Council in early 2006.	The second meeting of the Transportation Committee was held in February, and its recommendations have been reported to Council. One initiative of the Committee is to undertake a public education campaign on the proposed expansion of Port Botany and the Enfield Intermodal Freight facility. The Transport Planner has been working closely with the Urban Strategy consultants, and a draft Integrated Transport Strategy is expected to be reported to the June DES Committee Meeting.

PS3	Develop a series of preferred planning mechanisms to create a greater supply of affordable housing in the Marrickville LGA for Council's consideration	On Track	On Track	Behind Schedule
		PS officers have worked collaboratively with the Community Services Division to provide significant input and policy input to the Inner East Regional Affordable Housing Strategy process, which is due for completion in October, 2005. Through various reports and a Councillors Conference, the PS and CD Sections have continued to keep Council informed on the best means of advancing local affordable initiatives, such as the retention of existing low cost housing and the community development actions of the South Marrickville Project.	There has been a slight delay in the final production of the Inner East Regional Affordable Housing Strategy, which is now due by the end of December. The Planning Services Section will submit a report on the final Strategy to the DES Committee in early 2006, including a detailed investigation of the Waverley Council Affordable Housing Developer Agreement FSR bonus, as requested by Councillors at the September Section 94 Plan Conference.	There have been further delays in the final production of the Inner East Regional Affordable Housing Strategy, relating to the Department of Planning's proposal to seek a confidentiality MOU on the investigation of the Waverley Council Affordable Housing Developer Agreement FSR Bonus. PS staff are currently working with the DOP to resolve this issue. The DOP has recently advised that the NSW Premier is likely to make an important announcement on affordable housing planning controls within the next month. A report to Council on these matters is now expected in May.
PS4	To continue to seek guidance from DIPNR and the NSW Heritage Office and advise Council on the most appropriate ways of advancing the recommendations of the Marrickville Heritage Study Review, 2001	On Track	On Track	Behind Schedule
		Planning Services officers conducted extensive liaison with DIPNR and the NSW Heritage Office throughout this period to develop a preferred strategy for advancing heritage planning mechanisms. The current Council has resolved only to proceed with the completion of the 2 new heritage conservation areas for King Street/Enmore Road and the Abergeldie Estate, Dulwich Hill. These HCAs are close to being gazetted. The further assessment and recommendation of the HSR has been incorporated as an important component of the upcoming Urban Strategy investigations, which is expected to commence in late 2005/ early 2006.	Planning Services officers have made every effort to advance the Draft LEP Amendment for the 2 Heritage Conservation Areas, and are awaiting the final determination by the Department of Planning and the Minister. The brief for the Urban Strategy Tender contains a priority for the appointed consortium to review and advise Council on the recommendations of the Marrickville Heritage Study Review, 2001.	Similar to the last quarter, PS officers have made repeated enquiries to the DOP on the progress of the 2 new Heritage Conservation Areas. Officers have been advised that the Draft Amendment is still with the Minister's office. The consultants for the Urban Strategy process have been fully briefed on the current and proposed heritage controls of the Marrickville Heritage Study Review, 2001, and will be assessing these matters as part of the Strategy for a revision of Council's current zoning controls.

PS5	To provide effective professional input and support to a series of emerging local community transport initiatives such as Greenway and Car Share, as well as the broader urban design and transport actions within the State Government's Parramatta Road Corridor project	On Track Council's Transport Planner has added great value not only in the formulation of a new Integrated Transport Strategy, but also in his input to a wide range of projects across Council including a revitalisation of the Bicycle and Transportation Committee activities, the Greenway and Car Share projects, and also in the response to major State Government planning (Metro and Parramatta Road Strategies) and road proposals (M4 East and F6).	On Track Council's Transport Planner has continued to be highly active and effective in advancing a range of initiatives, including a successful bid for Department of Planning funding for the Greenway project, achieving significant progress on the review of Council's Bike Plan, and walking/cycling programs with local schools and community groups. He has also made significant contributions to the investigations and strategic advice on the major State Government planning policies and road transport proposals.	On Track Council's Transport Planner has continued his professional input to a wide range of Council transport initiatives, including issues related to the management of parking generated by the Enmore Theatre and related venues in the Newtown/Enmore area; development of transport information and policy for the Marrickville Urban Strategy and Strategic Plan; input into cycling-related projects and actions in the LGA and region, such as the Cooks River to Iron Cove GreenWay Co-ordination Strategy, the Cooks River Path Upgrade Study, the SSROC Regional Bikeplan Mapping Project and various cycling-related events; and preparation of grant applications, such as the Wilkins Green Bikepath Project.
PERFORMANCE MEASURES				
PMPS1	Development of integrated transport strategy underway by December 2005	Reports on the proposed Strategy process were endorsed by Senior Staff and Council at the July DES Committee Meeting. Council's Transport Planner has completed an extensive period of consultation with key officers across Council and with external stakeholders. It is aimed to report to Council with a draft Strategy in late 2005. Council has also endorsed the reformation of the Transportation Committee, with a revised Terms of Reference.	Council's Transport Planner has made substantial progress on the Draft Integrated Transport Strategy and, due to the busy end of year commitments of Council, it is now aimed to report the Draft Strategy to Council in early 2006.	The Transport Planner has been working closely with the Urban Strategy consultants, and a draft Integrated Transport Strategy is expected to be reported to the June DES Committee Meeting.

PMPS2	Development of a series of preferred planning mechanisms for affordable housing underway by December 2005	PS officers have worked collaboratively with the Community Services Division to provide significant input and policy input to the Inner East Regional Affordable Housing Strategy process, which is due for completion in October, 2005. Through various reports and a Councillors Conference, the PS and CD Sections have continued to keep Council informed on the best means of advancing local affordable initiatives, such as the retention of existing low cost housing and the community development actions of the South Marrickville Project.	Progress on new affordable housing mechanisms has been impacted upon by the delay in the final production of the Inner East Regional Housing Strategy, as well as the need to clarify the recent Planning Reforms of the State Government, particularly in terms of the opportunities to create new affordable housing supplies through voluntary Planning Agreements. Planning Services officers have made substantial investigations into these issues over the last period and now aim to report a preferred approach to Council in early 2006.	There have been further delays in the final production of the Inner East Regional Affordable Housing Strategy, relating to the Department of Planning's proposal to seek a confidentiality MOU on the investigation of the Waverley Council Affordable Housing Developer Agreement FSR Bonus. PS staff are currently working with the DOP to resolve this issue. The DOP has recently advised that the NSW Premier is likely to make an important announcement on affordable housing planning controls within the next month. A report to Council on these matters is now expected in May.
PMPS3	Number of planning processes where equity, access and environmental sustainability principles have been incorporated	The planning for the upcoming Integrated Transport and Urban Strategy processes has placed a great priority on the need to incorporate ESD principles. In terms of more immediate policy actions, Council recently adopted the Waste DCP, a best practice plan, with strong ESD principles. The Planning Services Section has also collaborated with the Community Services Division to commence stakeholder consultation for the review of Council's Access DCP.	These principles have been strongly reinforced through the ongoing development of the Draft Integrated Transport Strategy, and were featured prominently in the Urban Strategy brief for external consultants.	These principles continue to be a major priority in the preparation of the Draft Integrated Transport Strategy and Urban Strategy.

Development Assessment		Key Activity Area 2: Marrickville's Built Environment		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
AP1	Continue to review the issuing of construction certificates to ensure citizens receive an expeditious, high quality service.	On Track	On Track	On Track
		Checklists integrated into Proclaim for testing to streamline process.	Ongoing refinements made following testing. Class 1 checklists fully integrated into Proclaim. Delegations for CCs extended to improve efficiency.	Review undertaken of Proclaim data to update missing information. Preliminary work undertaken to prepare guidelines for staff to ensure comprehensive use of Proclaim for CCs.
AP2	Up-skill staff in the assessment of development and building finishes and to use external assistance as required; and review the consent process and institute means by which Council can have more control over the materials and finishes selected and used in development	On Track	On Track	On Track
		Approval of finishes and colours integrated into consent conditions to facilitate monitoring by Principle Certifying Authority. No external training in assessment of finishes this quarter.	Task allocated to Planner as a special project, internal workshop in initial planning stage.	Workshop held and staff now assess schedules of finishes "up front" in the DA process. Protocol being developed in conjunction with Records for storage of sample boards.
AP3	Continue and expand the 'renovator's workshops' run during 2004. Additional target audiences include local architects and building designers as a group, and people wishing to occupy shops (including prospective tenants, local real estate agents and Chamber of Commerce members).	On Track	On Track	On Track
		Not held this quarter - deferred until third quarter to allow further planning of workshop.	Not held this quarter - deferred until third quarter to allow further planning of workshop.	Not held this quarter - deferred until fourth quarter to allow further planning of workshop.
AP4	Review the planning and building advice service currently provided by phone and in person from Council's Administration Centre. The provision of pre-development application advice would be the focus of the review, although the entire system and physical environment are due for reconsideration after many years without review	On Track	On Track	On Track
		Minor review of formal prelodgement process carried out to improve service and turnaround time to schedule meeting.	Prelodgement practice note prepared. Prelodgement application form drafted and finalised. Housing Approvals Guide updated and reprinted.	All prelodgements registered in Proclaim. Application form for prelodgement now available. Requests for a meeting dealt with within 21 days. Regular weekly meeting time allocated to prelodgements.

PERFORMANCE MEASURES				
PMAP1	Reduction of mean processing times for building approvals	Mean processing time this quarter = 23 days.	Mean processing time this quarter = 21 days.	Mean processing time this quarter = 21 days.
PMAP2	Reduction in number of applications outstanding	No. of outstanding Development Applications reduced by 14%, from 203 at beginning of quarter to 174 at end of quarter.	No. of outstanding Development Applications stable at around 176 this quarter.	No. of outstanding Development Applications increased to an average of 197 this quarter. Increase is due to staff leave over Christmas, a planner being on long service leave for the quarter and the unusually large number of appeals heard in this quarter (13 appeals).
PMAP3	Overall satisfaction of citizens with Council's planning service as measured by customer satisfaction surveys	Corporate customer satisfaction survey not conducted this quarter.	Survey conducted included a small sample of 45 who used the development assessment service in the last year. The service was rated by respondents as 3.2 (out of 5).	Corporate customer satisfaction survey not conducted this quarter.
PMAP4	Number of attendees to renovators workshops per quarter	Not held this quarter.	Not held this quarter.	Not held this quarter.

Monitoring Services		Key Activity Area 2: Marrickville's Built Environment		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
MO1	Develop a Food Safety Program that will encompass the regulated inspection of medium risk food premises.	On Track	On Track	On Track
		Inspection of medium risk food premises has commenced. At this stage the focus is identifying food premises operating within the Council area and ensuring compliance with food safety standards.	Inspection of premises continue.	Inspection of premises continue.
MO2	Develop of a Mobile Food Vending and a Temporary Food Stalls Policy.	On Track	On Track	On Track
		Research has commenced on the current literature from other Council's recognised as leaders in the field of food safety.	Analysis of the current literature commenced and continues.	Temporary Food Stall Guideline developed. Mobile Food Vending Guideline being developed.
MO3	Maintain a register for all premises that have cooling towers and warm water systems	On Track	On Track	Completed
		90% of the known systems have been inspected. Work will commence in the next quarter on the creation of a register.	All of the known premises have been inspected and a register has been created.	All of the known premises have been inspected and a register has been created.
MO4	Improve general health, and living standards for shared accommodation premises to ensure they are operating in accordance with industry best practice and the relevant legislation.	On Track	On Track	Behind Schedule
		20% of boarding houses inspected for general health and living standards.	30% of known boarding houses inspected.	35% of known boarding houses inspected. Gaining access to inspect the premises has been the biggest obstacle preventing a better result.
MO5	Improve the service for CRMS, specifically for building, health, planning and environment requests.	On Track	On Track	On Track
		The new request management system MERIT was launched in August	Report prepared and considered by Senior Staff for a revised service standard that better reflected Council's current capacity.	Senior Staff have acknowledged a new service standard for the building, health, planning and environment CRM's. The service standard now is in line with guidelines issued by the Local Government Ombudsman. An

				acknowledgement letter reflecting the service standard is being prepared for Monitoring CRM enquiries.
MO6	Develop a Footway Licensing Policy that incorporates footway dining, display of goods, A-frame signs, hoardings and fences	On Track	On Track	Will not complete
		Research has commenced.	Research continues.	NSW Department of Planning has created new legislation that requires Council's to prepare a comprehensive DCP Development Control Plan and does not allow stand alone DCP's.
MO7	Maintain a register for all premises that have footway dining, display of goods, A-frame signs, hoardings and fences and advertising structures	On Track	On Track	On Track
		Work is currently underway on the development of this register.	Temporary register in place that allows application to be received and processed. Work on the permanent register will not commence until Proclaim can process debtors.	Evaluating a permanent register 'Proclaim' with financial / invoicing capabilities.
MO8	Develop a strategy to address after hours parking issues and resident parking schemes	On Track	On Track	Completed
		Discussions have commenced with Technical Services.	Strategy developed and operating for after hours parking. Discussions continue for Resident Parking Schemes Strategy.	Strategy developed and operating for resident parking schemes.
MO9	Develop education initiatives to target dog owners/ walkers that will highlight the proper disposal of dog faeces.	On Track	On Track	On Track
		The first initiative was developed for delivery at the recent Marrickville Festival. Dog owners were approached by the Rangers and provided with a range of dog products. At that time the Rangers delivered the message regarding dog owners options for proper disposal of dog faeces.	The second initiative was developed for delivery at Marrickville's busiest shopping centre, Marrickville Metro. Dog owners were approached by the Rangers and provided with a range of dog products. At that time the Rangers delivered the message regarding dog owners options for proper disposal of dog faeces.	The third initiative was developed for delivery at the Australia Day Celebrations at Enmore Park on 26 January 2006. This is Council's biggest public event. Rangers delivered information regarding correct disposal of faeces and handed out brochures, dog 'clean it up' bags and plastic bag holders.

PERFORMANCE MEASURES				
PMMO1	Successful completion of a program for assessing standards of food safety for medium risk health premises	25% of medium risk health premises inspected.	50% of medium risk health premises inspected.	75% of medium risk health premises inspected.
PMMO2	Policies developed and adopted for Mobile Food Vending and Temporary Food Stalls and Footway Licensing		Work has not commenced on policy development for the three areas.	Temporary Food Stall Guideline developed. Mobile Food Vending Guideline being developed. NSW Department of Planning has created new legislation that requires Councils to prepare a comprehensive DCP Development Control Plan and does not allow stand alone DCP's.
PMMO3	Registers are created for premises with cooling towers/ warm water systems and footway licenses		Cooling tower and warm water system register created.	Refer MO3 and MO7 in this report.
PMMO4	Level and quality of initiatives to increase boarding house health and living standards		Nil initiatives commenced	The inspection process facilitates information and standards to the owners/ operators to ensure that standards are improved. Council is identifying premises for the Department of Ageing, Disabilities & Home Care for intervention and improvement of living standards. Council liaising with People with Disability (Advocacy Group) to influence the State Government for policy changes to increase the number of Licensed premises.
PMMO5	Level and quality of initiatives to improve service to CRMS		Nil initiatives commenced.	Temporary Compliance Officer position has been created that is dedicated to CRM's . Request for permanent Compliance Officer position made as part of the Resources Plan for the 06/07 budget process.

PMMO6	Strategy developed to address after hours parking issues and resident parking schemes		Strategy developed and operating for after hours parking.	Strategy developed and operating for resident parking schemes.
PMMO7	Level and quality of initiatives to promote responsible pet awareness specifically, faeces disposal	At Marrickville Festival, three Rangers attended and discussed responsible pet ownership with 230 dog owners (130 with dogs at the Festival). Information sheets were provided to reinforce Council's message.	On 17 November 2005, two Rangers attended Marrickville Metro, set up a display and discussed responsible pet ownership with 30 people (20 of those being dog owners). Information sheets were provided to reinforce Council's message.	On 26 January 2006 two rangers operated a booth at the Australia Day celebrations. 35 residents made direct approaches regarding 'disposal of dog faeces'. Clean up bags and brochures supplied to reinforce our message.

Engineering Services		Key Activity Area 2: Marrickville's Built Environment		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
EN1	Ensure the long term viability and quality of Council's footpath network by replacing damaged footpaths in thirteen streets and continuing the Heritage Brick footpaths program	On Track	On Track	On Track
		Footpath projects have been designed and are being scheduled for construction in 2nd quarter.	Footpath work completed in: Augustus St; Enmore Kent St; Newtown Merton St; Petersham Railway Rd; Sydenham Charles St; Enmore Kays Ave, Marrickville	Footpath work completed in: Darley Street(heritage brick path).
EN2	Continue to work with citizens by continuing the development of the new Marrickville Bicycle Strategy.	On Track	On Track	On Track
		Work by the Consultant is progressing on the Marrickville Bike Plan.	Marrickville Bike Strategy being reviewed by Consultant to mid '06.	Draft Bike Strategy report submitted by consultant.
EN3	Improve safety for drivers, cyclists and pedestrians through a variety of traffic works and implement priority initiatives within the Road Safety Strategic Plan.	On Track	On Track	On Track
		Feedback on status of current actions has been sought from key stakeholders. The Road Safety Officer will commence complying results in 2nd Quarter for a report to Council.	Progress has been made towards the implementation of some of the strategies within the Road Safety Strategic Plan.	Bike track in West Street closure at Railway Terrace completed. Further progress has been made towards the implementation of some of the strategies within the Road Safety Strategic Plan.
EN4	Improve the amenity and safety of residents through enhancements to the local area traffic management (LATM) schemes in Lewisham, Morton Park and Petersham.	On Track	On Track	On Track
		Design work complete on all LATM's. Projects are being scheduled for construction in 3rd quarter.	Design work complete on all LATM's. Projects are being scheduled for construction in 3rd quarter.	Enmore LATM review approved by Traffic Committee.
EN5	Improve accessibility by continuing the implementation of the Marrickville Pedestrian Access & Mobility Plan (PAMP) in Addison Road and extending the accessible footpaths program.	On Track	On Track	On Track
		Design work complete.	Works in Addison Road are nearing completion however it has been necessary to scale back works to fit within the available budget.	Completed previous quarter. Work is now underway in determining a program of works for 06/07.

EN6	Improve safety at marked pedestrian crossings through improvements to lighting and signage.	On Track Investigation is to commence on identifying priority locations to develop a program of works.	On Track Upgraded Pedestrian Crossings at: West St at Petersham Park West St at Station Street Illawarra Rd at Schwebel St Illawarra Rd at Grove St	On Track Upgraded Pedestrian Crossing at: Beach Road at Hercules Street.
EN7	Continue the stewardship of Council's civil infrastructure assets by accelerating the resurfacing of regional and local roads and rear service lanes and reconstruction of damaged and failed footpaths in residential streets.	On Track Work is complete in: Warwick Lane, Stanmore Stafford Lane, Stanmore Gibbs Lane, Newtown Work has commenced: Percival Road, Stanmore Arlington Street, Dulwich Hill Rawson Street, Newtown Convent Lane, Marrickville Neville Lane, Marrickville	On Track Work is complete in: Warwick Lane, Stanmore Stafford Lane, Stanmore Gibbs Lane, Newtown Percival Road, Stanmore Arlington Street, Dulwich Hill Rawson Street, Newtown Convent Lane, Marrickville Neville Lane, Marrickville Oxford Street, Newtown Work has commenced: Salisbury Road, Camperdown Chelmsford St, Newtown Macauley Lane, Stanmore	On Track Work is completed in: Macauley Lane, Stanmore, Chelmsford Street, Newtown, Schwebel Street, Marrickville and Harriett Street, Marrickville.
EN8	Improve stormwater management through upgrading and repairing damaged and inadequate drainage systems in Ewart Street and investigating improvements in the Tennyson Street catchment area including water sensitive urban design principles	On Track Design work on Ewart Street is nearing completion. The Tennyson Street Catchment investigation is awaiting commencement of Environmental Engineering position.	On Track Work in Beach Road, Dulwich Hill is complete. Design work for all projects is complete except for Ewart St. The position of Environmental Coordinator/Specialist was not filled in November 2005 as anticipated, resulting in a delay in implementing some of the initiatives planned for in the 2nd quarter. The program will be accelerated when the Environmental Coordinator/Specialist is appointed.	On Track Work in Blackwood Ave, Dulwich Hill and 90 - 92 Station Street Newtown are both 95% completed. Ewart Street, Dulwich Hill has been deferred to 06/07.

EN9	Investigate sustainable stormwater management practices through modelling of four stormwater drainage catchments and investigating water sensitive urban design opportunities.	On Track	Behind Schedule	Behind Schedule
		Awaiting recruitment of Environmental Engineer.	Awaiting recruitment of Environmental Engineer. Position is to be re-advertised.	Recruitment completed. New Environmental Engineer to begin 18/4/2006.
EN10	Improve pedestrian safety and amenity of local shopping strips through the implementation of 40 kph speed zones using RTA funds.	Will not complete	Will not complete	Will not complete
		Council had budgeted on 100% RTA funding however the RTA has not funded this program in the current year. As such, it is not intended to proceed with this program in the current year.	Council had budgeted on 100% RTA funding however the RTA has not funded this program in the current year. As such, it is not intended to proceed with this program in the current year.	Council had budgeted on 100% RTA funding however the RTA has not funded this program in the current year. As such, it is not intended to proceed with this program in the current year.
EN11	Encourage healthy lifestyles and reduce traffic volumes through improved facilities for cyclists, including stage 1 of works along the Cooks River cycleway, further efforts to establish the Greenway Route from Cooks River to Iron Cove and other enhancements to the on-road bicycle network.	On Track	On Track	On Track
		Working with Transport Planner to progress this as part of the Marrickville Bike Plan. Some funds are available from DIPNR for works associated with the Greenway Route.	Working with Transport Planner to progress this as part of the Marrickville Bike Plan. Some funds are available from DIPNR for works associated with the Greenway Route.	Working with Transport Planner to progress this as part of the Marrickville Bike Plan. Some funds are available from DIPNR for works associated with the Greenway Route.
EN12	Plan for the ongoing provision of effective local emergency services in Marrickville by investigating the development of suitable local headquarters facilities including preparation of a suitable financial plan.	On Track	On Track	On Track
		Being considered as part of Council's Major Projects Program.	Council has contacted the Real Estate Agents in Marrickville to identify suitable sites that are on the market that are within Council's budget. To date no suitable site has been identified.	* A number of sites have been provided by various Real Estate Agents and these are being investigated for suitability. * The option of leasing or buying land and constructing a purpose built operation centre is being investigated.
PERFORMANCE MEASURES				
PMEN1	Completion of Resources Plan projects within agreed timeframes and budget	Presently working within current budget allocations.	Presently working within current budget allocations.	Presently working within current budget allocations.
PMEN2	Number and percentage of Drain Safe improvements completed	Program not funded by council in 2005/2006	Program not funded by council in 2005/2006	Program not funded by council in 2005/2006

PMEN3	Extent of works to enhance safety and accessibility of infrastructure		A review of potential sites has been undertaken. A budget provision is required to progress implementation.	
PMEN4	Km of roads reconstructed and footpaths upgraded	Gibbs, Stafford, Warwick	ROADS: 1.695km Oxford St - Albermarle St/Horbury Lane -; Neville Ln - Norwood/Un-Named Ln -; Convent Ln - Warham Ln to End - M'Ville; Warrick Ln - Ravenue Ln/Rosevear St -Rawson St - Station/Reiby St, Newtown; Bruce St - Albany Rd/Douglas St -; Arlington St - Old Canterbury/Constitut; F/P: 1.260km Augustus St, Enmore; Kent St - College St/Ferndale St - Newtown; Merton St - Stanmore Rd/Trafalgar St -; Railway Rd - Unwins Bridge Rd/Burrows Av; Charles St - London/Phillip St -; Kays Ave, Marrickville (East)	Roads & Lanes: 1.745km Salisbury Rd - Mallet to Australia; Unwins Bridge Rd - Foreman to Richardson Cres; Harriett St - Carrington to Charlotte; Goddard St - Baily St to King St; Schwebel St - Illawarra to Carrington; Chelmsford St - Albermarle to Bedford; Macaulay Ln - Percival Ln to Northumberland Ave F/P: 1.425km Princes Hwy - Campbell St to Victoria to Silver; Abergeldie St - Union to Arlington; The Boulevarde - Toothill to Hunter to Elthem.
PMEN5	Number of new kerb ramps	0	0	54 as part of the Accessible Ramps Program.
PMEN6	Number of new / upgraded street lights	0	0	19
PMEN7	Number of pedestrian crossing safety improvements implemented	0	Upgraded Pedestrian Crossings at: West St at Petersham Pk West St at Station Street Illawarra Rd at Schwebel St Illawarra Rd at Grove St Beach Rd at Hercules St	Design of Pedestrian Refuge Island in Livingstone Road at Randall Street complete.

Property Services		Key Activity Area 2: Marrickville's Built Environment		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
PR1	Progress repairs to Council's administration building and depot to ensure maintenance of current infrastructure and compliance with legislative changes.	On Track	On Track	On Track
		Forecourt repairs and general maintenance works at the Administration building completed. Quotations invited for construction of the Retaining Wall (southern boundary), Awning and Waterproof Membrane to southern and eastern wall of Building A at the Marrickville Depot.	Forecourt repairs and general maintenance works at the Administration building completed. Quotations invited for construction of the Awning and Waterproof Membrane to southern and eastern wall of Building A at the Marrickville Depot. The Retaining Wall (southern boundary) is complete.	Quotations invited and received for the installation of the Waterproof Membrane to southern and eastern wall of Building A at the Marrickville Depot. The Retaining Wall (southern boundary) has been completed.
PR2	Working with SSROC, identify options for long term waste disposal using alternative technologies and implement waste management strategies in accordance with the NSW Waste Strategy.	On Track	On Track	On Track
		SSROC regional putrescible waste contract was finalised in this quarter with commencement effective from 1 June 2005. EOI for dry waste initiative due for completion in October/November 2005 and awaiting Australian Competition and Consumer Commission's determination. Stage 2 of Alternative Waste Technology(AWT) to proceed following finalisation of the dry waste initiative.	Australian Competition and Consumer Commission allowed EOI for dry waste initiative to proceed, 5 OEI's received and reviewed. Will go to selected tender next quarter. Stage 2 of the AWT to proceed following finalisation of the dry waste initiative.	Approval from Australian Competition and Consumer Commission has been received to proceed with procurement of Dry Waste recovery and disposal service tender. Tender documents are under review. Selective Tenders scheduled to be invited early May 2006. No further progress on Stage 2 of Alternative Waste Technology(AWT).
PR3	Complete remediation works at Tempe Lands, including the landscaping works and the sale of land.	On Track	On Track	On Track
		Remediation and Development Works completed with the exception of the round two landscaping works. Planting to be carried out between late September to Early November 2005. Council awarded the Case Earth Award for Environmental Excellence. Sale of 5.85 ha of Land north of SPIR pending on rezoning and completion of land subdivision	Remediation, landscaping and development works completed. Council awarded the Case Earth Award for Environmental Excellence. Sale of 5.85 ha of Land north of St. Peters Industrial Route (SPIR) pending on rezoning and completion of land subdivision	Remediation, landscaping and development works completed. Site Audit Statement relating to Voluntary Remediation Order completed and received. Awaiting Site Audit Certificate for land parcels scheduled for sale. Sale of 5.85 ha of Land parcels north of SPIR is dependant on rezoning and completion of land subdivision, and receipt of site audit certificate.

PR4	Implement Council's car parking strategy including the installation of new lighting in Seaview St Stage 2 Car park to enhance the safety and the look of the area.	On Track	On Track	On Track
		Quotations invited for the Seaview Street (South) Car Park lighting and the Lennox Street Car Park planter boxes redesign and upgrade.	Quotations invited for the Seaview Street (South) Car Park lighting and the Lennox Street Car Park planter boxes redesign and upgrade.	Awaiting development approval for Seaview Street (South Car Park) prior to commencement. Lennox Street Car Park upgrade completed
PR5	Complete repairs to external walls of Council Administration centre to eliminate any risk of failure.	On Track	On Track	On Track
		Tenders invited and received for the Facade Remedial Building Works at the Administration Building. Report on tender analysis and recommendation ready for presentation to the October 2005 Council Meeting.	Facade Remedial Building Work at the Administration Building is 90% complete. Quotations for further works for the south and west facades are being analysed, and will be completed prior to the end of March 2006.	Facade Remedial Building Works at the Administration Building, including the additional works, have been completed.
PR6	Further develop Council's strategies for reducing illegal dumping, including further targeted education programs, appropriate signage, the installation of surveillance cameras at dumping hotspots and random patrols.	On Track	On Track	On Track
		Surveillance cameras have been installed at Murray Street and Frampton Lane, Marrickville. Illegal Dumping Officer to target illegal dumping activities in the area commenced in this quarter. The development of a targeted education program is underway.	Surveillance cameras remain operating and proven success with no dumps sighted in these areas. Education program continues in problem areas.	Surveillance cameras are currently located at Murray Street and Frampton Lane Marrickville. Cameras are in the process of being relocated to other hot spots. The Education program continues with new education material being produced. Authorisation enabling the Illegal Dumping Officer to issue clean up notices, has now been approved.
PERFORMANCE MEASURES				
PMPR1	Increased tonnages of domestic recyclables diverted from landfill	Domestic recyclables have increased by 98 tonnes (4.9%) for the same period last year.	Domestic recyclables have increased by 4 tonnes (0.17%) for the same period last year.	Domestic recyclables have increased by 163 tonnes (7.94 %) for the same period last year.
PMPR2	Increased tonnages of domestic green waste diverted from landfill	Domestic green waste has increased by 3.13 tonnes (0.7%) for the same period last year.	Domestic green waste has increased by 48 tonnes (7.76%) for the same period last year.	Domestic green waste has increased by 106 tonnes (16.5%) for the same period last year.

PMPR3	Decreased tonnages of domestic putrescible waste per head of population per annum.	Domestic waste has increased by 11.9 tonnes (0.3%) for the same period last year.	Domestic waste has increased by 125 tonnes (3.13%) for the same period last year.	Domestic waste has increased by 76 tonnes (1.8%) for the same period last year.
PMPR4	Improved commercial return on Council's property assets	The 2004/05 achieved a net surplus of approximately \$179,000. This was largely due to the increased rental from Council 's commercial operations at Tempe Lands. The commercial return for 2005/06 is on track.	The commercial return for 2005/06 is on track.	The commercial return for 2005/06 is on track.

Parks and Reserves		Key Activity Area 3: Marrickville's Natural Environment		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
PK1	Plan for the development of parks within the local area as a resource for families, groups and individuals including finalising of Toilet Strategy and Dog Off Leash Strategy.	On Track	On Track	Behind Schedule
		Councillor Conference Parks Strategic Planning held September 26. Strategies for Dogs, Picnic/BBQ, Toilets, Playgrounds 90% complete, Sports Grounds 50% complete. Proposed report to Council in early 2006 prior to extensive community consultation.	Proposed report to Council deferred to May 2006 prior to extensive community consultation.	Proposed report to Council delayed until August 2006
PK2	Implement the next phase of the Parks Improvement Program to provide significant upgrading at a range of parks.	On Track	On Track	Behind Schedule
		Master planning and heritage consultancies for Camperdown, Petersham and Marrickville Parks, and design for Weekley Park to be commenced by December 2005. Sydenham Green 'Loungeroom' paving currently at design stage. Enmore Park master plan on hold until footprint of new aquatic facility confirmed.	Petersham Park heritage and pool upgrade impacts; Camperdown Park tree and traffic management and heritage issues and Marrickville Park master plan and heritage assessment to commence March 2006. Weekley Park design to commence February 2006. Sydenham Green community consultation February with construction in May 2006.	Petersham Park, Camperdown Park and Marrickville Park master plans and heritage assessment to commence May 2006. Weekley Park design to commence May 2006. Sydenham Green community consultation in April with construction in July.
PK3	Undertake park furniture replacement and tree planting across a range of parks to maintain the quality, amenity and green look of parks.	On Track	On Track	On Track
		Guidelines for park furniture procurement currently being prepared. Guidelines to emphasise compliance with standards, use of recycled materials and durability. Proposed review of suitable commercially available products in 2006.	Preliminary guidelines document prepared. Review and installation of demonstration models scheduled for May 2006	Currently reviewing selection and ordering of furniture.

PK4	Continue landscape planting and establishment, and open space embellishment at new Open Space areas at Tempe Lands	On Track	On Track	On Track
		Works on track for areas to be open to public in December 2005. Preparation for further planting being undertaken.	Tempe Lands opened to public in December 2005. Preparation for further planting being undertaken.	Maintenance under construction contract complete.
PK5	Undertake riverbank restoration and other park embellishments at Kendrick Park including wetland, regional cycleway, picnic facilities artworks and planting improvements.	On Track	On Track	On Track
		Concept planning works well advanced. Proposed to provide Council with a draft master plan for riverbank restoration and other works in December 2005.	Concept Master Plan completed. Currently arranging internal consultation prior to report to Council.	Internal consultation currently being undertaken. Report to Council in May.
PK6	Institute a program to improve water storage and diversify irrigation water supply to enable continuing improvements to sportsgrounds.	On Track	On Track	On Track
		Draft 3-year program provided to Council in October 2005	Review of program and funding undertaken. Feasibility study being undertaken on water storage at Camdenville Park.	Camdenville Park project investigations on-going.
PK7	Undertake major sportsground field and facilities upgrading at a range of parks	On Track	On Track	Behind Schedule
		Currently preparing for field and toilet/amenity upgrading at Mahoney Reserve commencing January 2006. Toilet/amenity upgrade at Steel Park scheduled for early 2006.	Mahony Reserve works rescheduled to commence April/May and completed September/October 2006. Steel Park toilets upgrade scheduled for May 2006	Mahony Reserve works & Steel Park toilet upgrade scheduled to commence September/October 2006.
PK8	Improvement safety and amenity at a range of playgrounds by implementing the next phase of the Playground Program	On Track	On Track	Behind Schedule
		Works program attachment to Playground Strategy currently being finalised. Implementation has commenced on works to improve playground safety.	Prioritised works schedule completed. Works at Quinn Playground commence February, Salmon Playground consultation in March and Steel Park construction in April.	Quinn Playground upgrade complete. Salmon Playground consultation in April and Steel Park construction in May.

PK9	Extend street tree planting, to provide large scale advanced tree plantings in prominent streets and continuing infill plantings in residential areas	On Track	On Track	Behind Schedule
PMPK1	Implementation of Camperdown Memorial Rest Park and Tom Kenney Reserve parks improvement programs by January 2006.	Camperdown Memorial Rest Park works delayed by Council resolution. Report to Council in December 2005 to clarify scope of works and program. Tom Kenny Reserve community consultation in 2005, report to Council March 2006, construction completed by June 2006	Camperdown Memorial Rest Park soft works commence March and hardworks undertaken June - September 2006. Tom Kenny Reserve community consultation completed December 2005, report to Council March 2006, construction completed by October 2006	Camperdown Memorial Rest Park soft works deferred to August and hardworks start October 2006. Tom Kenny Reserve community consultation completed December 2005, report to Council May 2006, construction by October 2006.
PMPK2	Implementation of public consultation for Toilet strategy and Dog Off Leash strategies to be commenced by December 2005	Propose to delay consultation on Toilets and Dogs to coincide with extensive community consultation proposed for remainder of Strategies in 2006. [See PK1 above]	Deferred consultation on Toilets and Dogs to coincide with extensive community consultation proposed for remainder of Strategies in 2006. [See PK1 above]	Strategies delayed until August 2006 [See PK1 above].
PMPK3	Success in obtaining Government funding for park improvements for Marrickville	No suitable grant applications available at this point in the year.	Grants for \$90,000 for Tempe Reserve Cycleway and \$62,000 for Steel Park playground approved by Cooks River Foreshores Improvement Program 2005/06.	Dept. Sport, Recreation and Leisure Capital Assistance Grants for \$28,823 announced in February 2006.

Environmental Services		Key Activity Area 3: Marrickville's Natural Environment		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
EV1	Develop key strategies to improve the recreation, access, ecology and biodiversity of the Cooks River and Foreshores in partnership with other Foreshore Councils	On Track	On Track	On Track
		RiverScience: The Australian Catholic University has been appointed to develop the ecological monitoring program for the Cooks River. A report from UNSW compiled from a survey which analysed the benthic ecology and sediment characteristics and geochemical of the river has been completed. This will assist in providing baseline data from which a monitoring program can be established. CREW continue to collect rubbish along the river improving visual amenity a proposal to extend the program for another year has been put to Council. RiverLife: Planting the Seed - A consultant has been appointed to deliver the ecological mapping component of the project. On the ground mapping will commence in mid October.	RiverScience: The ACU's draft plan for the Cooks River ecological monitoring program is currently being reviewed by the Project Steering Committee. CREW has been extended for another year. The Cooks River Foreshore Path Improvement Study has identified a range of works and strategies for improving the safety, functionality and amenity of the foreshore pedestrian/cycle path, the Final Report is to be completed in early 2006. The NSW Department of Planning is to develop an Open Space Plan for the Cooks River foreshores and Landscape and Vegetation Guidelines; Council and CRFWG representatives are involved in both of these projects. The Foreshore Signage Strategy has seen further progress on designs and maps for a proposed new regional system of orientation, directional and informational signage, which will improve access to and along the foreshores.	RiverScience: The First Phase report has been reviewed and the final report is due in early April 2006. The CRFWG continues to meet on a bi monthly schedule to guide projects. Round 4 of the Cooks River Foreshore Improvement Program grants are scheduled to open in July 2006.
EV2	Develop an Interpretive Plan for the Cooks River Foreshores Improvement Program application and install interpretive signage in key locations in Marrickville.	On Track	On Track	On Track
		A regional Steering Committee for this project has been established and met twice. A Forum was held to showcase best practice in Interpretational signage and concepts and the next stage will be to develop a brief to engage a suitable consultant	A brief is currently being finalised for the development of a Cooks River Interpretation Strategy.	The Consultants Brief was sent to 6 consultants. 3 proposals have been received and are currently being assessed by the project steering committee.

EV3	Expand Watershed programs and services that address waste, water conservation and pollution, and sustainable living to meet community demand	On Track A new Watershed Coordinator has been appointed and a Memorandum of Understanding is in draft for the partnership with City of Sydney Council. Three Project Officer positions are in draft and when the positions are in place targeted programs for the community and local businesses will be developed for the Newtown precinct and surrounding area. A Bagbusters Officer has been employed to expand the program to the Marrickville and Dulwich Hill shopping strips.	On Track The Watershed continues to deliver a range of sustainability workshops with good attendance levels for the quarter. Two further Project Officer positions are awaiting sign off from the City of Sydney before recruitment can take place. These positions will target programs for the community and local businesses. Council won an award for its Bagbusters program in the LGSA Excellence in Environment Awards	Behind Schedule The Watershed has had a number of staff changes during the quarter but continues to service citizen enquiries through the ongoing provision of advice through the Shopfront and maintaining a full workshop program.
EV4	Undertake the second stage of the Urban Stormwater Integrated Management (USWIM) project. In tandem with the Water Futures Modelling to be carried out by Engineering Services engage with the community on actions to achieve sustainable / integrated urban water management	On Track A Water Futures Planning Forum for the Illawarra Road sub-catchment was held in July, 2005, and was well supported with the participation of residents, community groups, and State agencies. A community vision was developed and goals for 2050 were set. A full-time project officer will be recruited for the next stage.	On Track Council won an award for the RiverLife Sustainable Water Environment program in the LGSA Excellence in Environment Awards. The USWIM Project Coordinator, appointed in October 2005, has been working on the Guidelines for Sustainable Water Planning, which will be a compilation of all USWIM research findings. Funding is being sought to publish and distribute these guidelines to councils Australia wide. Other projects in planning stage include a Rainwater Tank Incentive Scheme and a Sustainable Water Showcase. A community working group has been established for the Illawarra Road sub catchment. The first meeting of the internal Integrated Urban Water Management group is planned for early February 06.	On Track Council received funding for a biofiltration system in the Illawarra Road sub-catchment which will provide valuable capacity building opportunities for Council as well as being a demonstration site with community education values. The first Sustainable Water Showcase will be held at the Cooks River Festival in April 2006. A community working group and internal Integrated Urban Water Management team are working in conjunction to progress sustainable water management in the LGA and particularly in the Illawarra Road subcatchment.

EV5	Participate in the development of a strategic plan for the Greenway link between Iron Cove and Cooks River with community groups, neighbouring councils, State Government and non-government organisations.	On Track	On Track	On Track
		An application for funding to the Metro Greenspace program has been submitted. Awaiting confirmation of approval and subsequent Ministerial announcement.	Funding for the Metropolitan Greenspace grant has been successful and is being managed by Planning Services in partnership with the Environmental Services and Technical Services sections. Works on the strategy development will commence once funds are confirmed.	Project is waiting for other Council contributions to be made available in the 2006/07 financial year.
EV6	Implement the Every Drop Counts Water conservation program across Council	On Track	On Track	On Track
		Recruitment of the Environmental Management Systems Coordinator is complete. Projects will be implemented when the SAFE work plan is approved by the Safe Team and OH&S committee.	Work has commenced on the mandatory Water Savings Action Plan due in March 2006. All aspects of water management from the USWIM project and previous work completed through Sydney Water's Every Drop Counts Program will be included in the new Water Plan. Water saving projects identified through the plan will be implemented through the Strategic Water and Energy Team.	A 90 day extension was given by the Dept Energy, Utilities and Sustainability (DEUS) for completion of the mandatory Water Savings Action Plan. The plan is now due 30 June 2006. A Diagnostic session was held with Sydney Water and Managers from across Council to identify key actions needed for Council to achieve improved water management. The Every Drop Counts Program continues to be incorporated in the Water Savings Action Plan.
EV7	Map remnant and revegetated areas across the Marrickville area to better understand the state of native vegetation in Marrickville and assist with protection and enhancing biodiversity.	On Track	On Track	Behind Schedule
		RiverLife: Planting the Seed - A contractor has been engaged to begin work on mapping early next quarter.	RiverLife: Planting the Seed - Consultation is underway with the IT departments at the three participating Councils to create a user friendly database to record information about the mapped sites. Sites to be mapped have been identified and stakeholders are in the process of being contacted.	RiverLife: Planting the Seed project has been delayed due to the resignation of the consultant. Another consultant is currently being sought.

EV8	Develop a biodiversity web tool that showcases existing native gardens and plants e.g. Cooks River Valley Garden at Tempe and Marrickville Community Nursery, and provides horticultural advice, to promote local indigenous plants and assist people use local natives in domestic situations	On Track	On Track	Behind Schedule
		Preliminary work has begun with the mapping of remnant vegetation and revegetated sites along the Cooks River. This needs to be complete before a web tool can be developed.	information from the Planting the Seed project will assist in getting information onto the web site. Funding will need to be sought for the development of a web-based biodiversity tool.	Planting the Seed project has been delayed due to the resignation of the consultant. Another consultant is currently being sought.
EV9	Undertake a cost benefit analysis of a range of options for reducing energy consumption for Council buildings such as solar and greenpower. Implement the most effective projects that will assist in reaching the 20% greenhouse gas reduction goal set for 2010	On Track	On Track	On Track
		Recruitment of the Environmental Management Systems Coordinator is complete and this project will now progress through the Strategic Energy & Water Team.	The Environmental Management Systems Coordinator commenced employment. The implementation of projects will continue to progress through the Strategic Water & Energy Team. Work has commenced on the development of a green vehicle fleet policy and the CCP Advanced Action Project - Greenhouse Purchasing. Both projects will contribute to Councils greenhouse gas reduction goal. 318 tonnes of CO ₂ emissions have been saved so far this financial year.	Energy Reduction projects continue to be identified and implemented through the Strategic water & Energy Team. A green vehicle fleet policy continues to be developed and work has commenced on a greenhouse purchasing policy which will contribute to reaching the 20% greenhouse gas reduction goal.
PERFORMANCE MEASURES				
PMEV1	Number of volunteer hours worked to enhance the local environment. Target 2000 volunteer hours p.a	Total Volunteer hours for this quarter for the following programs: Camperdown Cemetery, The Watershed, Landcare, Marrickville Community Nursery, Cooks River Valley Garden & Riverlife are - 1157 hours	Total volunteer hours for this quarter are: 648.5	Volunteer hours at The Watershed are: 229.75; The Nursery: 262.5; Environmental Volunteers: 215; RiverLife: 340; Clean Up Australia Day: 4,185 Total Hours: 5,232.25

PMEV2	Number of participants at workshops targeting environmental sustainability, resources use and increased environmental sustainability. Target 400 attendances at 40 workshops	29 workshops with 307 participants were held during this quarter	15 Workshops were held at The Watershed with 178 participants.	12 Workshops held at The Watershed with 161 participants.
PMEV3	Number of plants propagated to protect and restore native vegetation. Target 3500 plants	3660 plants have been propagated during this quarter. 2,391 have been sold or dispatched for community planting projects.	2272 plants propagated with 2291 dispatched.	2635 plants propagated 2450 dispatched
PMEV4	Development of a high level of environmental responsibility amongst local businesses and industries by visiting organisations as part of the Environment Means Business Program. Target 70 businesses visited		Council visited 80 businesses, during 2005 located in the Chalder Estate, Marrickville. The assessment found that 15 businesses were polluting stormwater drains, 9 businesses were causing air pollution, 16 businesses had inadequate housekeeping and seven businesses had inadequate waste management.	Council has visited 33 businesses to 31 March 2006 in Mitchell Industrial Estate. The business are educated on their compliance requirements and encouraged to reduce energy, water and waste in their business's operations.

Corporate Development		Key Activity Area 4: Marrickville's Council		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
CO1	Continue community consultation and coordinate the development of a 10 year Marrickville Plan so that all sectors of Marrickville's diverse community are involved in creating a blueprint for Marrickville's future	On Track	On Track	On Track
		Public consultation begun with Council's What future do you see? stalls at Marrickville Festival & Newtown Feastability in September. Corporate Development produced and begun distribution to Marrickville Community of 45,000 copies of the new community discussion paper, <i>Marrickville: What future do you see?</i> Detailed program of community consultation planned over 2005/06.	Public consultation continued including public meetings, stalls at Newtown Festival and Dulwich Hill Street Fair respectively, attendance at the Marrickville South BBQ, facilitated group discussion sessions as part of Citizen Panel Bus Tours, and invitations to contribute feedback made through a variety of Council and other community publications. Distribution of the community discussion paper, <i>Marrickville: What future do you see?</i> was made to 33,000 households and also continued through a range of community centres and public sites. A telephone survey of 600 residents that included questions seeking input into the Marrickville Plan was also conducted by Micromex Research.	Focus groups were held with various community groups including senior citizens, long term unemployed citizens, citizens with a disability, Aboriginal citizens, artists living and working in the LGA, young citizens and the business communities of Marrickville, Petersham and Newtown. General public consultation was also ongoing with a stall at the Australia Day celebrations and ongoing distribution of the community discussion paper, <i>Marrickville: What future do you see?</i> , through community venues. A children's short story and drawing competition was also conducted with more than 200 entries received from schools across the LGA.
CO2	Facilitate the development of a Council Strategic Plan to ensure that Council efforts are clearly directed towards the achievement of the Marrickville Plan and Council's social, environmental and urban strategies are integrated within the one planning framework.	On Track	On Track	On Track
		First Councillor Planning Workshop undertaken in September with brief provided on development process of Planning Framework, including the 2006-11 Strategic Plan. September Council Meeting endorsed planning framework	A Councillor Conference was held on 7 December to report back on community consultation and commence work on drafting strategies and actions/programs.	Individual meetings were held with all Managers and Coordinators to facilitate ongoing work on drafting strategies, actions/programs and performance indicators for Council's Strategic Plan 2006-2011 and Annual Management Plan 2006-2009. Councillor Conferences on the 26 February and 14 March respectively considered the preliminary draft plans.

CO3	Implement outcomes to ensure that citizen input is informed and representative of community interests including participation from culturally and linguistically diverse (CALD) citizens.	On Track Active use of Citizen Panel is planned in 2005/06 in consultation process in developing the Marrickville Plan and supporting plans, including use in focus group research. The Citizen Panel will be also be revitalised as part of this process.	On Track Two Citizen Panel bus tours (involving a total of 18 Citizen Panel members) were held in November providing a guided tour of Marrickville by the Historian. A facilitated discussion group session was held at the conclusion of each tour to gather input into the Marrickville Plan and Strategic Plan. Work commenced on the development of a program of facilitated discussion groups to be conducted in 2006 that will seek input from specific target groups including CALD citizens.	On Track Consultation with CALD citizens was undertaken by CIRCA (Cultural & Indigenous Research Centre Australia) on behalf of Council. Groups participating in this consultation included Arabic, Cantonese, Mandarin, Greek, Portuguese and Vietnamese-speakers. The consultants also gathered expressions of interest from CALD groups for ongoing involvement in the Citizen Panel.
CO4	Work with Employee Services to implement the second year of the staff leadership program, extending training in leadership skills to all levels of staff throughout Council.	On Track General manager presented certificates to graduates of 2004/05 Leadership program in September. Expressions of Interest for new round of Leadership Program will be called for in October for a November start.	On Track Expressions of Interest for the 2006 Leadership Program were called. Successful applicants attended a Welcome and Afternoon Tea on 20 December 2005 where they were addressed by the General Manager.	On Track Leadership Program participants took part in an intensive day of workshops and presentations at the first quarterly meeting held on 17 February 2006. Work has commenced on planning for the second quarterly meeting to be held on 5 May 2006.

CO5	Work with Marrickville Historian to brand the local area and engage citizens in local history by developing online exhibitions, including: <ul style="list-style-type: none"> • At the Edge of the City - an exhibition of Marrickville's distinctive and unique character, compiled from citizens' images; and • Diverse, vibrant, innovative - an exhibition of the changing 'face' of Marrickville, compiled from historical images of Marrickville Festival. 	On Track	On Track	On Track
		Council Historian is active in developing and promoting Marrickville's history program. Council's website is supporting promotion of History program. Further development of website will be undertaken in 2nd Quarter.	Work has continued to support the history program on Council's internet site. Discussions commenced during the quarter to develop the online exhibitions.	An online exhibition of the Industrial Heritage Photo Exhibition is currently featured on Council's website in association with this year's Heritage Festival.
PERFORMANCE MEASURES				
PMCO1	Number of citizens participating in citizen panels.	Currently approximately 320 Citizens are on the Citizen Panel database.	Currently approximately 320 citizens are on the Citizen Panel database.	The Citizens' Panel database has been updated and currently has 300 members. The Community Survey identified a further 264 residents who were interested in being involved in the Citizens' Panel. Application forms will be distributed to these residents. In addition, consultants engaged to undertake consultation with CALD residents have received expressions of interest to be involved in the Citizens' Panel.
PMCO2	Number of CALD citizens represented on citizens panel	Currently approximately 30% of 320 total. Activities planned to increase % by end of 2005/06.	Currently approximately 30% of 320 total. Activities planned to increase % by end of 2005/06.	Approximately 25% of Citizen Panel members are CALD citizens. Expressions of for the Citizen Panel have been received by CIRCA, the consultants engaged to undertake consultation with CALD residents as part of the Marrickville Community Plan and Council's Strategic Plan 2006-2011. These will be received in early April and processed, resulting in an expected increase of both overall membership and CALD representation.

<p>PMCO3</p>	<p>The community is aware of ways they can be involved in Council activities (confirm by survey).</p>	<p>Begun distribution of 45,000 discussion brochures through LGA begun which details various methods of community input into Council activities. 3,000 distributed by end of September Quarter.</p>	<p>A telephone survey of 600 residents undertaken by Micromex Research was conducted and included advice that:</p> <ul style="list-style-type: none"> ■ 31% of respondents confirmed that they had received the brochure - <i>Marrickville - what future do you see?</i> - (63% indicated that they had read the brochure) ■ 67% of respondents had seen or read information relating to Council in <i>Marrickville Matters</i> ■ 39% of respondents had visited Council's website (72% were satisfied with the ease of access and 76.3% were satisfied with the usefulness of information) 	<p>Invitations to participate in Council's current planning processes have been made through community press and other publications, through community venues (e.g., libraries and Magic Yellow Bus), through focus group activities and on the internet. Ongoing community feedback on Council activities and services continues to be encouraged on the Council website.</p>
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Finance		Key Activity Area 4: Marrickville's Council		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
FN1	Introduce new methods of data exchange with Commonwealth Bank and Australia Post for rate payers and. examine the possibility of extending payment options to other Council services.	Completed	Completed	Completed
		New payment methods introduced from the first instalment of the 2005/2006 Rate Issue for: Australia Post - In Person; Australia Post - By Phone; Australia Post - By Internet; and BILLEXPRESS - In Person.	Service Improvement implemented.	Service Improvement implemented.
FN2	Introduce improvements to financial business processes which produce efficient services and outcomes for Marrickville citizens.	On Track	Completed	Completed
		New payment methods introduced for Children & Family Services child care fees in 2005/2006 for: Australia Post - In Person; Australia Post - By Phone; Australia Post - By Internet; and CBA Bpay.	Service Improvement implemented.	Service Improvement implemented.
PERFORMANCE MEASURES				
PMFN1	Introduction of new payment options with Australia Post by 1 July 2005 for rates revenue	New payment methods introduced from the first instalment of the 2005/2006 Rate Issue.	System Operational.	System Operational.
PMFN2	Completion of financial reports 100% on time and ensuring that they meet Council's budgeting objectives	Draft Financial Reports presented to Council and Audited Financial Reports scheduled for presentation to Council in the next quarter, on 18 October 2005.	Audited Financial Reports presented to Council on 18 October 2005.	Interim Audit Timetable has been established for May 2006
PMFN3	Independent certification of accounts by Council's auditors	Draft Financial Reports presented to Council and final audit completed by PricewaterhouseCoopers. Independent certification of accounts by Council's auditors	Independent certification of accounts by Council's auditors completed on 4 October 2005.	Interim Audit Timetable has been established for May 2006

		scheduled for next quarter, on 4 October 2005.		
PMFN4	Introduction of new business processes for non-rate accounts	New payment methods introduced for Children & Family Services child care fees in 2005/2006.	New payment methods for Children & Family Services child care fee operated during the quarter.	Service Improvement implemented.

Information Systems		Key Activity Area 4: Marrickville's Council		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
IS1	Enhance the tools available to staff and citizens through further development, integration and use of Council's core applications, including migration to the latest release (.net platform where available).	On Track	On Track	On Track
		<p>Council has implemented a new Citizen Request Management System (MERIT). The new system operates on a MS SQL relational database in a .net environment. MERIT integrates to other core applications and includes advanced reporting and functionality for use by Council's 24 hour call centre, providing improved after hour service to citizens. Council staff were trained in the use of the new system.</p>	<p>Council's CRM system, Merit was upgraded from 9.2.13 to 9.2.22. The new version provides owner location bookmarks allowing staff to view details from within Merit, without the need to go to an external application. Merit web client was upgraded to improve functionality to the remote call centre, WellDone. In addition the integration between Merit and JAWS (the application used by Council's visually impaired staff) was completed. This has enabled Council's visually impaired staff to log citizen calls when working at the Call Centre.</p> <p>Council's property system, ProClaim was upgraded to 9.5.1.6 in a Beta environment, providing new functionality in eProClaim to enhance the service that the remote call centre, WellDone, can provide to citizens.</p>	<p>Merit, Council's Citizen Request Management System, was upgraded to version 9.2.27 in the Production environment. This version included Marrickville requested enhancements as well as some general bug fixes. The Test Environment was upgraded to version 9.2.29. This version includes the new "Look Ups" into Proclaim for property and ownership details plus further bug fixes. This is currently in a testing phase and should be released for general use shortly. Chris21 was upgraded to Version 7.00.53 in a production environment. Users will notice a major change in the appearance of Chris21. Screens within Chris21 are now of a more graphical nature coupled with the use of dropdown menus along the lines of Microsoft Outlook. Information Systems will be upgrading client installation over the coming week.</p>

IS2	Continue the rollout and use of the new civil, infrastructure and facilities asset management system, Asset Master, to provide for whole of life cycle planning for assets and minimising data duplication/ replication between systems	On Track	On Track	Behind Schedule
		<p>Council's new asset management system, Asset Master went live on 12 September 2005. The system integrates to Council's new CRM system, MERIT and Council's record management, GIS, financial, and property systems. Asset Master is now being used to also manage internal work orders and restoration processes, eliminating duplication which existed in the previous works ordering system. Further work will continue over the next nine to twelve months as the system is fully populated and refined to deliver advanced modelling and reporting as well as a new booking system to be made available to the public.</p>	<p>An asset management steering committee commenced this quarter with key stakeholders in the asset management system as members of the committee. Milestones achieved this quarter include further training of staff members to make use of the works ordering system; standardised classification of assets with the assistance of Finance; consultation to reach a standardised asset conditioning rating across Council; asset data collection; a review of the second draft of the Booking System; and a planned timeframe to withdraw the use of the legacy systems.</p>	<p>The Project manager for the Implementation of the AMS Solution resigned to take a position with another Council, which is having an impact on the overall implementation of the System to agreed timeframes. The Booking System was demonstrated to all stakeholders involved with further development requirements in terms of ease of use. The integration between AssetMaster and FinanceOne is almost complete which will make MWA redundant. A new Project Manager is expected to be appointed soon.</p>

IS3	Provide enhanced and simple to use mapping to citizens through Council's website and MapInfo Exponare to enable a visual representation of facilities, services, zoning and other spatial layers.	On Track	On Track	On Track
		<p>Exponare Public was launched and is available to citizens from Council's webpage or by the URL http://www2.marrickville.nsw.gov.au/exponare/disclaimer.aspx Exponare Public reads and delivers live GIS data, replacing static maps previously provided through Council's website. Citizens can view different GIS base layers, with the ability to turn on and off layers as required. Built in queries are also available such as address search. A help file in PDF format and an e-mail contact are included to assist citizens as hyperlinks from the main map page. Maps related to Planning such as LEP Zones remain in a static format and will be moved to the interactive mapping at a later time.</p>	<p>Exponare Enquiry and Exponare Public was upgraded to version 2.4.</p> <p>A new Residential Parking layer, showing areas where citizens can apply for off street parking permits has been added to the webpage interactive maps.</p> <p>A number of shortcuts have been created in Exponare Enquiry and Public. This has the advantage of reducing the need by users to change the layer settings from the Legend Panel. Similarly, queries can be run instantaneously by launching appropriate links.</p> <p>Printing templates for Online Mapping have been created and will be made available to the public next quarter.</p>	<p>A new layer called Residential Parking areas was put in Basemaps workcontext. The layer shows the areas where the citizens can apply for off street parking permits. 24 new Deposited Plans and 1 strata Plan from LPI have been entered and/or updated in both Proclaim and relevant MapInfo layers in February.</p> <p>Two major projects were received from the Engineering Section: Analysis of RTA Accident Data and creation of Footpaths Layer. The GIS/LIS Analyst created the footpath layer using existing properties and roads layers. Attribute data were also attached. A mobile mapping solution was demonstrated and was compared to RapidMap. Other layers created included Footpath Defects layer. The GIS Section has intensively been involved in analysis of RTA Accident Data.</p> <p>Vertical mapper has been used to analyse point data and clusters. The list and locations of Child Care Centres in the LGA is currently being updated by the GIS Officer with consultation with the Manager, Children & Family Services.</p>

IS4	Refresh Council's key IT server, network switch and UPS infrastructure to provide a platform with sufficient primary and secondary memory, bandwidth and up to 30kVA capacity to meet the demands of storage, new technology and data transmission.	On Track	On Track	On Track
		Two 'Request for Quotations' were sought with contracts subsequently being awarded for the refreshment of 11 core servers, the network switch backbone, secondary firewall appliance with intrusion detection technology and a UPS.	<p>The electrical infrastructure of Rack1 in the IT Server has been upgraded from a single 10 Amp circuit to three 15 Amp and a 10 Amp circuit.</p> <p>Eleven Proliant fileservers, HP Layer 3 frame managed switches, a UPS for the Library and a Cisco hardware firewall appliance was deployed and commissioned this quarter. Connectivity between all servers is now at least 1 gigabit.</p> <p>A new switch cabinet was installed at Petersham Town Hall with HP ProCurve switches. An additional Avaya frame, providing for network port expansion was also installed.</p>	A new Server has been setup for log shipping to ensure business continuity in relation to corporate applications
IS5	Provide the necessary hardware, infrastructure, security and software to support the implementation of the Digital Photograph Policy	On Track	On Track	On Track
		Draft Digital Photograph Policy and report to senior staff submitted this quarter. Hardware infrastructure has been supplied to deliver the objectives of the policy. Initial meeting with Tower Software, the distributors of Council's record management software, Trim has taken place. A Software Specification Requirement has been developed and is with Tower Software for comment.	A software developer was engaged to develop a solution using MS SharePoint to support Council's new Digital Photograph Policy. Version 1 of the solution was trialed by the Parks Section in October and November, with feedback incorporated into Version 2 of the product. Version 2 is now being tested and will be deployed to other sections next quarter before the product is rolled out to all staff.	A request by the Records Co-ordinator was made to integrate the Digital Photo System with Trim. A feasibility study is under way.

PERFORMANCE MEASURES				
PMIS1	Number of system downtime hours and occurrences	Record management server, document store authentication problem: 9 hours and 20 minutes. Internet Proxy server, peer provider problem: 52 minutes	Total of 5 hours and 35 minutes downtime during the quarter, comprising 3 hours and 10 minutes during normal business hours. 3 hours were related to power failure in the IT Server room and only 10 minutes related to a process hanging on the Exchange server.	No downtime during Business hours for the quarter. After hours downtime for all systems was planned and occurred from Sunday 4.00pm 19 February until 8.30am Monday 20 February due to a power shutdown required to allow Energy Australia to undertake maintenance works.
PMIS2	Number of requests processed using the Help Desk facility and Proclaim (GIS)	295 Help Desk and 43 mapping requests processed, representing calls that were logged because they could not receive immediate attention	245 Help Desk and 60 mapping requests processed, representing calls that were logged because they could not receive immediate attention	241 Help Desk and 34 mapping requests processed, representing calls that were logged because they could not receive immediate attention or were escalated to 3rd level support
PMIS3	Number of Core Application Systems upgraded to a newer version or undergoing significant development within the quarter	Four - comprising CRM (Merit), Finance and Property system integration and new asset management system.	Three - comprising CRM (Merit), asset management (AssetMaster) and Property (ProClaim) in Beta and Training.	Eight - comprising CRM (Merit), Payroll (Chris 21), MapInfo/Exponare, Business Paper System migrated from MS access to SQL Database, Photo Importer System, Pinforce - hand held system solution for infringements, Windows System Update, HP Insight Manager 5.0 to monitor all Servers
PMIS4	Hardware acquired during the year meets the demands for storage, data transmission, DR and requirements for new policies as well as being energy efficient and OH&S friendly	The servers have increased primary and secondary storage, dual processors with HT technology. The switches are fully managed and offer gigabit connectivity between servers and the UPS has 50% better run capacity than the one it is replacing. One of the servers will act as a primary DR SQL log server. All equipment acquired was	A Disaster Recovery Server to facilitate transactional log shipping of all SQL based core applications was commissioned this quarter. All servers and switches deployed this quarter met Council's storage and data transmission requirements for the next 36 months. The equipment purchased was from Tier 1	Setup of new server at the Library to manage all Desktops on the public network

		done so under State Government Contract from Tier 1 vendors.	vendors and considered OH&S and EM principles.	
PMIS5	Mechanisms to protect computer system from breaches of security and virus infection are in place	Asset Management system deployed in September as per the original project time plan. Advanced features being developed and running to schedule.	The primary software based firewall was upgraded to the latest release. A secondary hardware appliance firewall was installed with intrusion prevention technology. It also has VPN (virtual private network) and SSL (secure socket layer) technology providing increased security to Council's network.	A review of the existing Firewall Appliance has commenced. A three staged improvement process is being considered.

Administrative Services		Key Activity Area 4: Marrickville's Council		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
AS1	Implement a new Citizen Request Management System in partnership with key citizens' service stakeholders to facilitate improved handling of citizen requests and the capture and reporting of management information.	Completed	On Track	Completed
		Following the establishment of an implementation project team and many months of planning, the new Citizen Request Management System - MERIT, went live across Council on 5 September 2005. Merit offers many benefits over Council's previous system, including greatly enhanced statistical and reporting capability, the ability to monitor 'quick calls' that don't require logging of a full request for further action and more flexible workflows.	Further work has been completed in the post implementation of the MERIT system, including further training updates, data correction, review of system use and correction of glitches. Work has also been completed on updating information for Council processes within the information icons, and improvements to workflow.	Temporary project officer position created to undertake critical post implementation tasks that are yet to be completed, including: <ul style="list-style-type: none"> • development of a manual documenting system administration functions; • update of staff training manuals to reflect system changes/enhancements following the initial implementation; • refresher and more advanced user training to ensure Merit is used to its full potential; and • implementation of the reporting module.

AS2	Review internal business processes for selected services, in consultation with relevant stakeholders, to remove any unnecessary 'red tape' and to ensure efficient and effective service delivery to citizens.	Completed	Completed	Completed
		<p>Internal business processes were reviewed for all of Council's major service categories as part of the MERIT project implementation, with two of the major categories undergoing review and improvement being waste services and monitoring services. These two areas account for a significant proportion of citizen requests to Council. The process reviews involved breaking down processes to ensure that all steps were relevant and that the process was working efficiently from both a Council and citizens perspective. Ensuring that our processes are streamlined and efficient is an ongoing priority and we will continue to address such issues on an ongoing basis through the newly established internal Citizens' Service Forum, of which all areas of Council are invited to participate.</p>	<p>WellDone process document reviewed and updated, including a site visit to identify requirements.</p> <p>Over the quarter, Community Services has been incorporated into the MERIT network, with the categories built up around the services provided by the Division.</p> <p>Hall Booking process and document review completed, with procedures enhanced to create a more efficient booking process for both citizens and Council staff.</p> <p>Preparations for Booking system to be introduced through Asset Master complete, with recommendations forwarded on how the system should operate.</p> <p>Updates to forms and processes on website.</p> <p>DA checklists updated to reflect new DCP's released over the quarter.</p> <p>Further detail work continued on streamlining links between the WellDone external call centre and the Citizens' Services Centre, with updated procedures, forms and call lists forwarded and a number of site visits further strengthening links between the two centres.</p>	<p>The following processes have undergone review during the quarter:</p> <ul style="list-style-type: none"> - Assetmaster Booking System; - Proclaim updates; - refund process streamlined with Finance Section; - parking permit process changed to align with Records requirements; - stall hire process revised in conjunction with Events Co-ordinator and Records staff; - acknowledgement letter developed for all Monitoring Services requests (now awaiting set up of standard letters within MERIT); and - DA information posted on website reviewed.

AS3	Develop a program of service excellence training for front line citizens' service staff, including a quarterly training program for Council's out of hours call centre contractor.	<p>On Track</p> <p>During this quarter all Citizens' Service staff attended training through the Australian Commercial Disputes Centre called "Complaints are a GIFT". This training specifically focused on changing attitudes about complaints so that we can appreciate complaints more as opportunities for improvement and valuable feedback. The next phase of our Citizens' Service training will be "Are you a Customer Service Saint or Sinner?" to be presented by Janelle Nisbet of Progress Training Systems in early 2006.</p>	<p>On Track</p> <p>Investigations commenced into options available to Council through TAFE for call centre staff to complete Certificates in Customer Contact with a focus on Service Quality. Preliminary findings have been positive, with plans to have further discussions and draw up a training program over the coming quarter.</p> <p>The Coordinator has also been working through the Customer Service Networking Group in a bid to reduce training fees by combining Council staff for the "Are you a Customer Service Saint or Sinner" program.</p>	<p>On Track</p> <p>"Are you a Customer Service Saint or Sinner" seminar booked for 4 April 2006. A TAFE representative with expertise in call centre management will be doing assessments of individual citizens' service staff and working with the Co-ordinator to develop individual action plans during April.</p>
AS4	<p>Enhance corporate governance systems and performance through:</p> <ul style="list-style-type: none"> • implementation of the Corporate Review Workplan as endorsed by the Audit Committee: and • review and enhancement of tendering/quotation procedures and provision of training seminars for staff. 	<p>On Track</p> <p>Implementation of Corporate Review Workplan 2005/2006 as planned.</p> <p>Purchaser/Provider Arrangements Review currently being completed by Kevin Hough of Kevin Hough & Associates, analysing the procurement relationships within Technical Services. Final Report on the review expected October 2005.</p> <p>Access to Information Seminar Held in September to raise awareness of options for Citizens to access Council information and also the issues affecting access, encompassing privacy and confidentiality compliance.</p> <p>Code of Conduct Induction Training</p>	<p>On Track</p> <p>Continuation of Corporate Review Workplan 2005/2006 as tracked at each Audit Committee meeting, comprising internal investigations, policy and procedural reviews, delivery of training and enhancements to promoting governance initiatives through Council.</p> <p>Cash Audit Reviews of external centres completed over the quarter, with report, recommendations and management comments to be forwarded to Audit Committee meeting March 2006.</p> <p>Preliminary work and planning on launch of 'Governance Gateway' completed. To be launched by end</p>	<p>On Track</p> <p>Corporate Review Workplan projects continued through the quarter and an Audit Committee Meeting was held on 13 March 2006.</p> <p>A Service Review Framework was developed for use in reviewing the effectiveness of all Council services. The Framework has since been endorsed by the Audit Committee and will be further refined over the final quarter and employed in the first service review.</p> <p>A draft Project Management Checklist has also been developed and will be implemented over the next quarter with the assistance of a project team comprised of members</p>

		<p>Continued this quarter, with 27 staff attending induction training.</p> <p>Service Review Framework Background research into development of a framework for Council Service Reviews has commenced, with a draft expected to be completed in October 2005.</p> <p>Procurement Audit of 10 transactions carried out over the quarter was completed, analysing adherence to quotations procedures, delegations and payment processes. Progress on all individual items of the Workplan over Q1 reported back to Audit Committee meeting on 11 October 2005.</p> <p>Tenders and Quotations Procedure revised to incorporate the introduction of the Local Government (General) Regulation 2005 and adoption of Council's Statement of Business Ethics. Updated procedure distributed to all relevant staff, with information seminar scheduled for November 2005.</p>	<p>of January 2006, the Gateway will act as a focal point for the communication of governance initiatives, new policies/guidelines and the availability of training programs.</p> <p>Code of Conduct Induction training continued over the quarter with 19 staff in attendance.</p> <p>Procurement An audit of 10 transactions carried out over the quarter was completed, analysing adherence to procedures for quotations, delegations and payment processes. Further analysis of a tender completed over the quarter was also completed, for report to the Audit Committee.</p> <p>Further revision of the Tenders & Quotations Procedure to reflect additional refinements to the Local Government (General) Regulation 2005 and changes to some internal processes was completed and the revised Procedure was distributed.</p> <p>Progress on all individual items of the Workplan over Q2 will be reported back to Audit Committee meeting on 20 February 2006.</p>	<p>of Council's Leadership Group.</p> <p>Code of Conduct Training at Council Induction was held three times over the quarter, with 28 staff present in total. A privacy management refresher seminar was also conducted.</p>
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AS5	<p>Increase citizen/staff understanding of, and access to, Council's archival collection by way of:</p> <ul style="list-style-type: none"> • better utilising Council's website; • increasing the opening hours of the Archives during History and Heritage Weeks; and <p>presenting a workshop for citizens wishing to research their own House History during History and Heritage Week</p>	<p>On Track</p> <p>Some digitised Council records (e.g. Petersham Council Minutes from 1872 to 1949) are now in a format to enable access via Council's website. This represents the commencement of our program to digitise the Archives. The opening hours of Archives Room in Petersham Town Hall were extended during History Week in September.</p>	<p>On Track</p> <p>Digitised versions of Petersham Council Minutes refined further over the quarter, to enable easier access through Council's website.</p> <p>Preliminary work on a program to digitise a wider range of archived material to be accessed through the website has commenced, tied to the SSROC Digital Imaging Tender.</p> <p>Council's Records & Archives section of the website reviewed to refine services provided and ease of access for citizens; upgrades to be completed over the coming quarter.</p> <p>Opening hours of the Archives extended for Heritage Week through October 2005.</p> <p>Trial of changes to the setup of citizen workshops for researching House Histories proved successful. Guidance during research sessions was provided on an individual level as opposed to a group level, with attendees responding positively to the change.</p>	<p>On Track</p> <p>Petersham Council Minutes and Marrickville Council Minutes to 1969 are currently being prepared to go on the Internet and the site is under review.</p>
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AS6	Undertake PABX upgrade to link Administration Centre and Depot PABX systems, enabling Depot access to voicemail services, Depot numbers to be accessed via internal extensions and opportunities to centralise telephone administration [requires Resources Plan funding of \$14k and is the 2nd phase in a staged PABX upgrade plan. Phase 1 implemented in 2004/2005]	On Track Preliminary meetings have been held with Ericsson and an updated proposal for the project was received in September 2005. Over the quarter, ongoing problems have been experienced with the existing voicemail system. Due to the diminishing capacity of the system to provide a reliable service, investigation into the possibility of promoting the upgrade of the voicemail system over the linking of the Administration Centre and Depot PABX systems has commenced.	On Track Further investigations into viable Depot PABX access and voicemail service solutions have continued, with a number of organisations demonstrating alternate cost-effective solutions to upgrading the PABX. The process of receiving and assessing formal proposals for voicemail solutions has commenced, with quotes being sought from a range of suppliers. Options presented to Council have been examined based on cost effectiveness, quality of service provision and ability to adapt to changing technologies over time.	On Track With minor works to the current voicemail platform resulting in enhanced stability and reliability, the analysis of proposals to link the Depot and Administration Centre PABX is in its concluding stages. The PABX upgrade and integration is expected to be fully implemented by year end, enabling centralised phone administration and Depot access to voicemail services.
PERFORMANCE MEASURES				
PMAS1	Achievement of Citizens' Service Centre service standards of 75% of calls answered within 2 minutes	Performance against service standards has been less than satisfactory during the quarter due to two position vacancies, staff leave and the MERIT system implementation. Performance is summarised below: JULY: 55% within 2 minutes, 81% within 5 minutes, 19% of total calls went to external call centre, total calls 9659 AUGUST: 46% within 2 minutes, 71% within 5 minutes, 28% of total calls went to external call centre, total calls 11901 SEPTEMBER: 49% within 2 minutes, 80% within 5 minutes, 20% of total calls went to external call centre, total calls 10356	New recruits started at the end of November, along with the return of one staff member from the MERIT project group. Although this has resulted in the statistics increasing over the last quarter, we have still fallen short of the required standard. It is anticipated results will strengthen further over the next quarter, as the 2 new recruits become more familiar with Council processes. OCT: 45% within 2 minutes, 85% within 5 mins, 14% went to external call centre. Total calls 9836 NOV: 67% within 2 minutes, 81% within 3 minutes, 19% went to external call centre. Total calls 9243	Performance has improved significantly this quarter, although it should be noted that there has been a reduction in the number of calls compared to previous years. The team is also fully staffed for the first time in 12 months and this has also had a significant impact on results. JANUARY: 64% within 2 minutes, 89% within 5 minutes (Total calls 8324) FEBRUARY: 78% within 2 minutes, 94% within 5 minutes (Total calls 7666) MARCH : 93% within 2 minutes, 98% within 5 minutes (Total calls 7105)

			DEC: 64% within 2 minutes, 89% within 5 minutes, 11% went to external call centre. Total calls 7506	
PMAS2	Implementation of new citizen request management system by September 2005	Completed. Refer report above.		
PMAS3	Freedom of Information requests processed within 28 days. Target 100%.	All Freedom of Information requests were processed within the statutory timeframe during the quarter.	All Freedom of Information requests were processed within the statutory timeframe during the quarter.	All Freedom of Information requests were processed within the statutory timeframe during the quarter.

Employee Services		Key Activity Area 4: Marrickville's Council		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
EM1	Reviewing all processes 'owned' by the Employee Services section to ensure that they are fully documented and that guidance notes are available to assist managers and/or staff.	On Track	On Track	On Track
I		In the first quarter processes were identified for review and work that has commenced has included a new process for SAFE inductions, establishment control, job grading, job competencies and learning and development assistance. Work on the HR strategy is also ongoing with a view to completion at the end of the second quarter.	In the second quarter the work on the new SAFE induction process has continued, the learning and development assistance process has been updated and a proposal to add time limitations into the competency system agreed by senior staff and the consultative committee. The framework for the HR Strategy has been agreed by senior staff and consultation will commence in the next quarter.	The Harassment Procedure was reviewed and is awaiting finalisation. The Workchoices legislation has brought about a quick review of procedures to ensure that they are compliant - no further work will be undertaken until High Court hearing on the future of the legislation. The consultation on the HR Strategy has commenced.
EM2	Produce specific workforce strategies to address key HR issues, these will include recruitment and retention in key areas, the ageing workforce and managing absenteeism.	On Track	On Track	On Track
		During this quarter we have provided input into the local government surveys around skills shortages. A first outline of work to be considered for the ageing workforce plan has been drafted. No progress has been made on the absenteeism project in this quarter.	The successful recruitment into two hard-to-fill jobs was achieved via changing advertising copy and media. Joint initiatives with the Disability Community Worker raised Council's local profile as an employer keen to attract more applicants from people with disabilities. Key areas of Council were identified to target for absenteeism input.	Council has submitted a range of bids to the Elsa Dixon Trust for funding in relation to ATSI employment issues. The work on absenteeism needs to be prioritised but has not been progressed at this time.

EM3	Increase the number of Employee Services transactions on line and reduce paperwork and duplication by undertaking a thorough systems review and implementing new modules of CHRIS or other related on line systems to support the outcome.	On Track	Behind Schedule	Behind Schedule
		Frontier, Council's HR software provider, has worked with the team to load base data. This process will be completed in the next quarter when it is hoped to commence pilots of the on-line leave systems. There will be further roll-outs of the self service and on line time sheet process in 2006.	Frontier has not met requirements to enable roll out of HR21 (self service and on line forms); this is a serious concern. No further progress can be made until these systems issues are resolved by the vendor. This project is not on track at this point in time and roll out will be delayed.	HR21, the self service module is on track to be launched in April in Corporate Services and then to be rolled out across Council. Progress has been made to get timesheets inputted from the Depot and it is expected this will be rolled out in the next quarter.
EM4	Monitor and review the risk strategy to ensure Council continues to minimise risks and optimise insurance costs.	On Track	On Track	On Track
		Council has entered a risk award competition in relation to redesign of parks trucks	Council won the award in the Metro Pool area.	Council is establishing a team to review and put in place a risk strategy. Work is yet to commence.
PERFORMANCE MEASURES				
PMEM1	Achieve staff turnover rates of less than 15% per annum	The turnover in the quarter was 3.1%, this compares to 3.6% at the same quarter last year.	The turnover in the quarter was 1.6%, this compares with 1.3% at the same quarter last year.	The turnover in the quarter was 3%. This compares with 2.6% in the same quarter last year.
PMEM2	Working days lost due to industrial disputes. Target 0 days	There were no days lost due to industrial disputes in the quarter.	There were the equivalent of 14.32 days lost in the Child Care Centres as a result of unauthorised action in relation to the introduction of the Workchoices legislation.	There were no days lost to industrial disputes in the quarter.
PMEM3	Workers' compensation premium is within budget. Target 100%.	The performance in the first quarter ensures that the premium is on target to be met within budget.	The performance in the second quarter ensures that the premium is on target to be met within budget.	The performance in the third quarter continued to ensure that the premium is on target to be met within budget.
PMEM4	Evidence of safe and fair working environment - as measured by trends in accident rates and workers' compensation claims, training participation rates and achievement of EEO strategies	There were 42 workplace incidents in the quarter resulting in 12 Workers Compensation Claims but only one with lost time. There were 791 internal training episodes in the quarter and five investigations into EEO type complaints in the quarter.	There were 37 workplace incidents in the quarter resulting in 11 Workers Compensation Claims. There were 596 internal training episodes in the quarter. There have been no EEO investigations or formal complaints in the quarter.	There were 41 workplace incidents in the quarter with 18 workers compensations claims and four lost time claims. There were 211 internal training episodes in the quarter. There was one EEO related complaint in the quarter.

PMEM5	Public liability claim trends remain downward	There were 30 public liability claims in the quarter with 9 being declined. In the same period last year there were 15 claims.	There were 21 public liability claims in the quarter with 4 being declined. In the same period last year there were 21 claims.	There were 28 public liability claims in the quarter with 2 being declined. In the same period last year there were 14 claims.
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Business Units		Key Activity Area 4: Marrickville's Council		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
BU1	Improve cost control, estimates and work flow management through the introduction of field data recorders and associated systems	On Track	On Track	On Track
		All Business Unit operations currently being reviewed by an independent management consultant. Review to include field system improvements and outcomes are expected to be presented in late October 2005.	Independent consultant review extended to late January 2006. Move to A5 works order system currently in progress.	Move to A5 works order system currently in progress.
BU2	Develop and implement a Parks Maintenance Model to provide consistency in Parks preparation cycles through resource levelling measures	On Track	On Track	Will Not Complete
		Data collection is currently in place to record service dates, plant utilisation, downtime etc. Establishment of a formal program deferred pending introduction of new asset management system.	Establishment of a formal program deferred pending introduction of new asset management system.	Establishment of a formal program deferred pending introduction of new asset management system.
BU3	Establish greater rigour in Business Unit project costing through the development of systems in partnership with Finance which meet external audit requirements and comply with Australian accounting standards.	On Track	On Track	On Track
		All Business Unit operations currently being reviewed by executive management consultant. Review to include field system improvements and outcomes are expected to be presented in late October 2005.	Business Unit operations review by executive management consultant expanded for further investigation due January 2006. "Business One" budget development software has been implemented in all BUs. Monthly fiscal reporting format under review.	Format of Business Unit monthly performance report to council under review. Format being examined to provide greater clarity and independent audit by Finance Section.
PERFORMANCE MEASURES				
PMBU1	Financial performance of each Business Unit is within budget. Target 100%.	100% Business Units within budget. Impact of unprecedented cost of fuel increase being monitored as it will have an adverse affect on budget.	All Business Units except building Cleaners are within budget. This area is currently under review to establish true costs of services.	All Business Units except Building Cleaners are within budget. Cleaners EBA finalised for IRC approval on 5/4/2006.
PMBU2	Streetscape maintenance service standards, including cycle times are met. Target 100%.	Average service cycle period of 4.5 weeks achieved. Target cycle during this period is 6 weeks. 100% cycle times met.	Average service cycle period of 5.2 weeks achieved during Oct & Nov (Target 4 weeks) and 3.9 weeks during December (Target 3 weeks).	Average service cycle period of 4.6 weeks achieved (Target 3 weeks).

PMBU3	Achievement of capital works projects within established timeframes and budgets. Target 100%	100% capital projects completed within timeframe and budget.	Capital works are being completed within budgets. The current program shows a slight lag due to staff vacancies - this should be resolved in the forthcoming quarter.	100% Capital works are being completed within budgets.
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Legal Services		Key Activity Area 4: Marrickville's Council		
SERVICE IMPROVEMENTS		1ST QUARTER	2ND QUARTER	3RD QUARTER
LG1	Provide regular legal training and education in conjunction with the Council's panel of external legal service providers to staff and councillors.	On Track	On Track	On Track
		Two briefing notes have been provided to staff this quarter. 1 - the imposition of landscaping bonds as a condition of consent; 2 - the appropriate form of letter to 'stop the clock' in relation to development applications.	Two briefing notes have been provided to staff this quarter. 1 - the circumstances for acceptance by the Land and Environment Court of amended plans; 2 - the application of 'planning principles' by the Land and Environment Court. A seminar was also conducted by the Council's Local Court solicitors in relation to procedures for prosecution matters.	One briefing note has been provided to staff this quarter in regard to the penalties imposed by the Land and Environment Court for the unlawful lopping and removal of trees.
LG2	Limit the number of proceedings commenced against the Council which are actually heard by the Land and Environment Court by providing strategic and timely advice to staff and councillors	On Track	On Track	On Track
		Three proceedings were finalised by the Court this quarter. Only one of those proceedings resulted in a full hearing by the Court.	Three proceedings were finalised by the Court this quarter. Only one of those proceedings resulted in a full hearing by the Court.	Six proceedings were finalised by the Court this quarter. Five of those proceedings resulted in a full hearing by the Court.
LG3	Ensure that costs awarded to Council in litigation are recovered promptly and in a cost effective manner.	On Track	On Track	On Track
		A total of \$66,810 was recovered in legal costs. The majority of this related to an award of costs in a Land & Environment Court matter prior to 2005/06.	A total of \$18,399 was recovered in legal costs. No costs awards to the Council were made during the quarter.	A total of \$5,748 was recovered in legal costs this quarter. No costs awards to the Council were made during the quarter.
LG4	Minimise the amount of legal costs paid to the Council's panel of external legal services providers by providing timely and professional in-house advice as required.	On Track	On Track	On Track
		The legal services budget expenditure for the quarter is 18.4% against an indicative target of 25%.	The legal services budget expenditure for the quarter is 35.3% against an indicative target of 50%.	The legal services budget expenditure for the quarter is 60.7% against an indicative target of 75%.

PERFORMANCE MEASURES

PMLG1	Decrease in the number of matters mediated or settled without litigation	The actual number of proceedings commenced in the Land and Environment Court is exactly the same as last year's quarterly average being 5 x Class 1 and 1 x Class 4 proceedings per quarter.	There were 9 x Class 1 proceedings commenced in the Land and Environment Court this quarter. This is above the quarterly average. There were no new Class 4 proceedings.	There were 3 x Class 1 proceedings commenced in the Land and Environment Court this quarter. This is below the quarterly average of 5 per quarter. There were no new Class 4 proceedings.
PMLG2	Decrease in the number of Council matters before the Land and Environment Court	As indicated above, the actual number of proceedings commenced in the Land and Environment Court is exactly the same as last year's quarterly average.	There has been a slight increase in Class 1 proceedings compared to the quarterly average for 2004-2005.	The number of matters before the Court is very similar to 2004-2005.
PMLG3	Increase in percentage of Orders made by the Land and Environment Court that are in favour of Council	Only 1 contested proceeding was determined this quarter. The Council was unsuccessful.	Only 1 contested proceeding was determined this quarter. The Council was unsuccessful.	There were 5 contested proceedings determined this quarter. The Council was successful in 3 of the 5 proceedings.

LEGAL SERVICES REPORT FOR 2005-2006 MARCH QUARTER

1. SUMMARY OF LEGAL COSTS

	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06 (Budget)	2005/06 (up to end March quarter)
L&E Court	214,331	173,816	64,750	62,661	80,304	120,000	62,166
Local Court	45,992	23,775	30,676	17,993	40,361	30,000	21,956
Advice from external solicitors	182,591	169,582	171,157	116,954	130,277	160,000	73,590
Legal Office Costs	82,931	174,249	190,946	170,779	177,885	185,504	142,366
Other Legal Office Costs	31,590	48,073	28,028	62,594	72,080	78,508	48,519
TOTAL	\$557,438	\$589,495*	\$485,557**	\$430,981#	\$500,907##	\$574,012	\$348,597+

* Less \$105,735 recovered in legal costs

** Less \$153,543 recovered in legal costs

Less \$42,559 recovered in legal costs

Less \$23,083 recovered in legal costs

+ Less \$24,147 recovered in legal costs

Note: see also section 7 – Legal income

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*
Land & Environment Court Class 1, 2, 3 Appeals	15	21	15	23	21	11	24	23	25	20	17
Land & Environment Court Class 4 and 5 Proceedings	18	10	12	18	12	14	9	5	3	4	1
Local Court	71	112	80	94	57	100	40	61	160	140	85
Other litigation	2	1	6	3	0	2	3	2	0	2	0
TOTAL	106	144	113	138	90	127	76	91	188	166	103

* The 2005/06 figures are new matters only.

3. LAND AND ENVIRONMENT COURT

The following information relates to matters carried over from 2004-2005 and for new 2005-2006 matters.

- **Class 1 and Class 2 (merit appeals)**

There were 17 x Class 1 proceedings before the Court this quarter. The Council was successful in three appeals and unsuccessful in two appeals. One appeal was discontinued by the Applicant. The other eleven appeals are continuing.

Costs:

Average expenditure per quarter for 2004-2005 = \$19,742

Actual expenditure for 2005-2006 March quarter = \$37,544

Average cost of Class 1/2 matter for 2004-2005 = \$3,905

Average cost of a Class 1/2 matter for 2005-2006 December quarter = \$2,208

- **Class 4 and Class 5 (enforcement and criminal proceedings)**

There were 2 x Class 4 proceedings before the Court this quarter. Both proceedings are continuing.

Costs:

Average expenditure per quarter for 2004-2005 = \$332

Actual expenditure for 2005-2006 March quarter = \$128

Average cost of a Class 4/5 matter for 2004-2005 = \$332

Average cost of a Class 4/5 matter for 2005-2006 March quarter = \$64

4. LOCAL COURT

The following information relates to matters carried over from 2004-2005 and for new 2005-2006 matters.

The Council was a party in 34 matters in the Local Court this quarter.

Costs:

Average expenditure per quarter for 2004-2005 = \$10,090

Actual expenditure for 2005-2006 March quarter = \$8,025

Average cost of a Local Court matter for 2004-2005 = \$285

Average cost of a Local Court matter for 2005-2006 September quarter = \$236

5. SUBPOENAS

The Council was served with one subpoena this quarter.

Costs:

Nil.

6. GENERAL ADVICE, PROPERTY TRANSACTIONS AND OTHER LITIGATION

	No. of matters carried forward	No. of new matters – March quarter	Total 2004/05 Costs	Costs for March quarter 2005/06	Total 2005/06 Costs
Property	12	1	\$80,207	\$29,163	\$40,229
Commercial	4	0	\$18,801	\$2,051	\$2,051
General Advice	0	4	\$ 7,069	\$0	\$2,749
Other Litigation	0	0	\$24,200	\$18	\$8,573

- **Property transactions**

A total of 13 property matters (leasing and licensing) were dealt with during the quarter.

- **Commercial advice**

A total of 4 commercial transaction matters were dealt with during the quarter.

- **General advice**

A total of 4 advices on general matters were current during the quarter. Two of those matters were finalised.

- **Other litigation**

There was one other litigation matter current during the quarter. The Council obtained judgment in its favour.

Total Costs:

Average expenditure per quarter for 2004-2005 = \$32,561

Actual expenditure for 2005-2006 March quarter = \$19,998

Average cost of each matter for 2004-2005 = \$1,906

Average cost of each matter for 2005-2006 March quarter = \$951

7. LEGAL INCOME

A total of \$24,147 has been received in litigation costs and for conduct money for subpoenas being a quarterly average of \$8,049. The average quarterly income in 2004-2005 was \$5,770.

8. MATTERS SUBMITTED TO THE MAYOR FOR THE COMMENCEMENT OF PROCEEDINGS

One matter was submitted to the Mayor this quarter. The Mayor approved the commencement of the proceedings as recommended.

9. GENERAL INFORMATION

During this quarter, the Principal Solicitor:

- continues to represent the Council in all current Land and Environment Court proceedings;
- appeared as the Council's advocate in 3 successful Land and Environment Court proceedings; and
- provided 2 of the 4 requests for general legal advice current this quarter.