



# Our Inner West 2036

A community strategic plan for  
the Inner West community

Draft April 2018







## Aboriginal and Torres Strait Islander Statement

Inner West Council acknowledges the Gadigal and Wangal peoples of the Eora Nation, who are the traditional custodians of the lands in which the Inner West local government area is situated.

We celebrate the survival of Aboriginal and Torres Strait Islander cultures, heritage, beliefs and their relationship with the land and water. We acknowledge the continuing importance of this relationship to Aboriginal and Torres Strait Islander peoples living today, despite the devastating impacts of European invasion. We express our sorrow for past injustices and support the rights of Aboriginal and Torres Strait Islanders to self determination.

Inner West Council understands our responsibilities and role in working with the Aboriginal community to promote cultural heritage and history, address areas of disadvantage, and protect and preserve the environment as well as sites of significance to Aboriginal peoples. In doing so, we acknowledge that Aboriginal cultures continue to strengthen and enrich our community.

Today, diverse groups of Aboriginal and Torres Strait Islander peoples live and work across Inner West. We admire the resilience displayed in their significant achievements and in making immense contributions to both Council and the broader community.

Inner West Council is committed to embedding the values and perspectives of the Aboriginal and Torres Strait Islander communities to ensure we learn from the mistakes of our past and forge a positive future of long-lasting value built on mutual respect, equality and opportunity.

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# Mayor's message

As the first Mayor of Inner West, it is a pleasure to introduce our first Community Strategic Plan, *Our Inner West 2036*.

We've consulted closely with the community to identify your main goals and priorities for the future – and this will help our newly elected Councillors to refine our priorities for our coming term.

Real change takes time – that's why this is an 18-year plan with long-term directions, outcomes and strategies. We've strived to address community priorities and needs, as well as complex problems that cross Council boundaries and involve all levels of government, businesses and the community. Collaboration with our communities and stakeholders will be essential if we are to create a sustainable, liveable, creative, happy and healthy Inner West. The Community Strategic Plan is not just about what Council needs to do – it's bigger than that. It's also about what needs to be done by, and for, the community.

We want to deliver real outcomes for our community in both the short and long term, and that will take initiative and purpose.

Council will contribute by:

- Completing our major projects to deliver essential community facilities such as parks, libraries, aquatic centres and sporting fields
- Renewing our ageing infrastructure in a difficult financial environment
- Maintaining our heritage while we plan appropriate and sensible development to sustain a growing population
- Supporting businesses and industries to grow and thrive
- Opening opportunities for our arts and live music scene
- Taking the lead in environment and renewable energy by developing strong environmental policies, divesting from fossil fuels and expanding rooftop solar
- Ensuring the continued availability of quality childcare and preparing for our ageing population
- Maintaining existing bushlands and building biodiversity corridors such as the GreenWay
- Standing firm and advocating on behalf of our community to the State and Federal governments on issues that affect them such as health, transport and education
- Embracing new technologies to ensure that Council delivers its services in the most responsive, effective and efficient way

Council's direct responsibilities and the resources available to achieve them are shown in Inner West Council's four year Delivery Program, annual Operational Plan and Budget, and Resourcing Strategy – all adopted by 30 June 2018.

I look forward to working with my fellow Councillors in supporting your goals, as outlined in *Our Inner West 2036*. We will make sure that Council's plans and resources are focused on your priorities, and we will collaborate with various government agencies and community groups to achieve the outcomes presented in this plan.

*Darcy Byrne*

Inner West Mayor  
**Darcy Byrne**



## Inner West local government area

The Inner West local government area was established when Inner West formed on 12 May 2016, from the former councils of Ashfield, Leichhardt and Marrickville.

Inner West Council has five wards: Ashfield, Balmain, Leichhardt, Marrickville, and Stanmore.

Three councillors have been elected to represent each ward.

The Council area spans 36km<sup>2</sup> from the banks of Parramatta River at Birchgrove in the north east, to the Cooks River at Dulwich Hill in the south west.

### Our suburbs\*



Annandale



Ashfield



Balmain & Balmain East



Birchgrove



Dobroyd Point



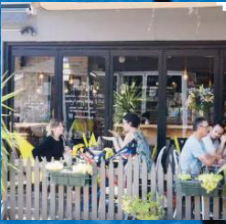
Dulwich Hill



Enmore



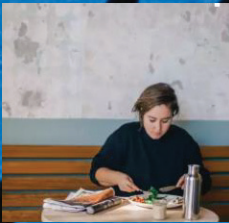
Haberfield



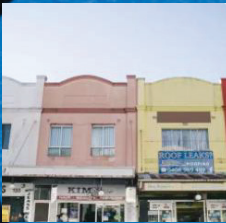
Leichhardt



Lewisham



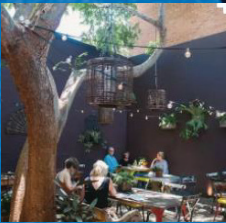
Lilyfield



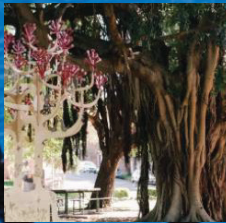
Marrickville



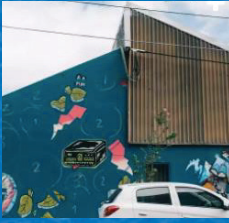
Petersham



Rozelle



Stanmore



St Peters



Summer Hill



Sydenham



Tempe

\*As well as parts of Ashbury, Camperdown, Croydon, Croydon Park, Hurlstone Park and Newtown



# Defining Inner West

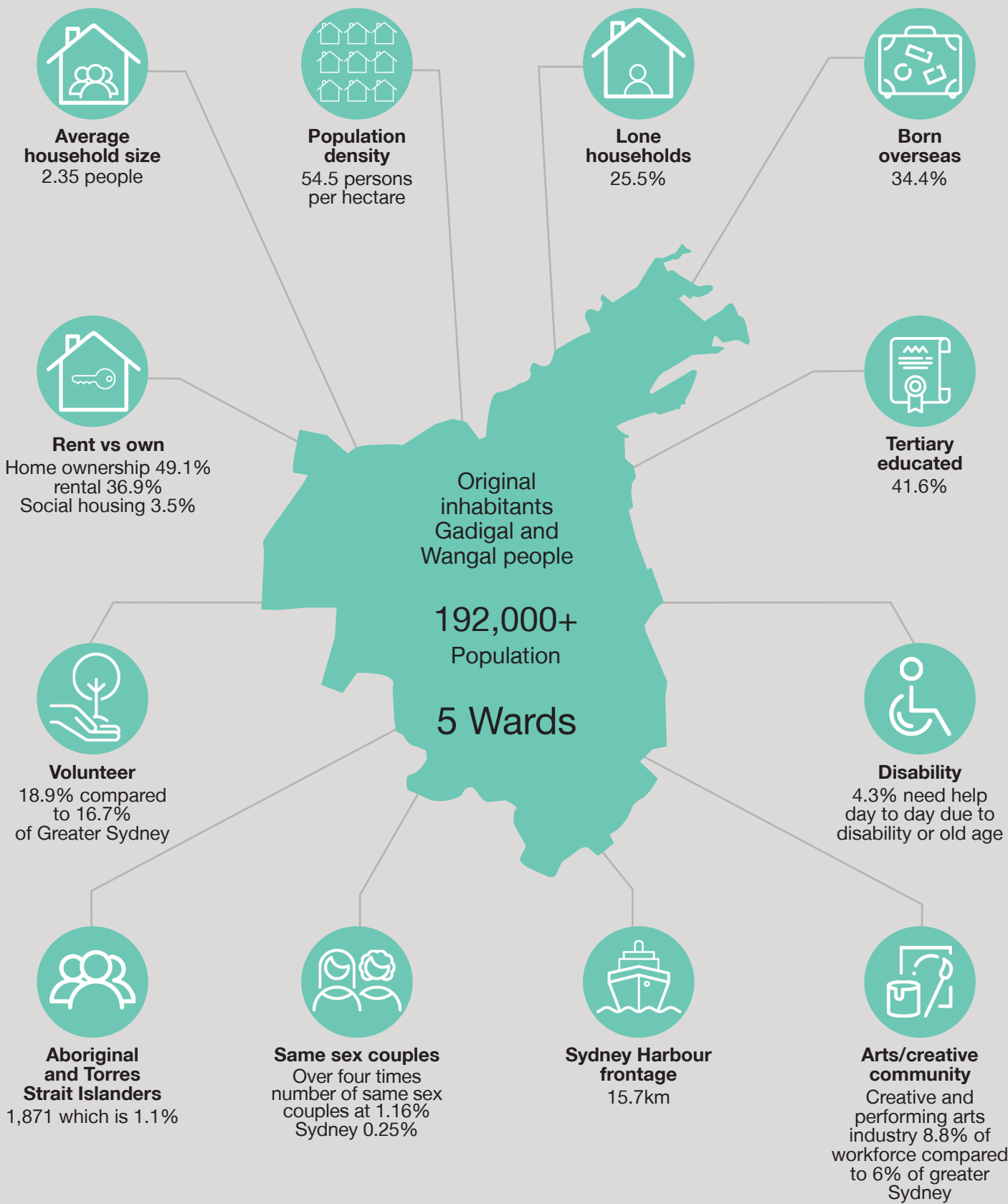
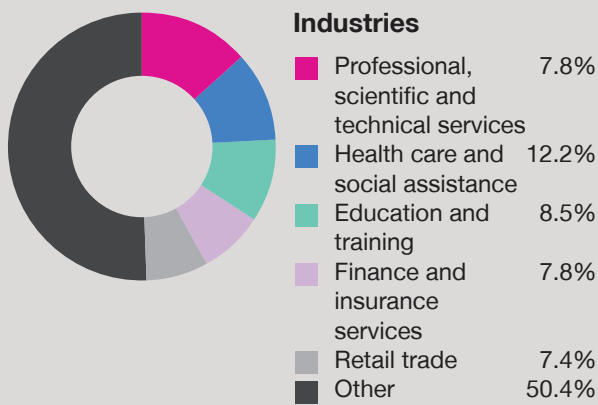
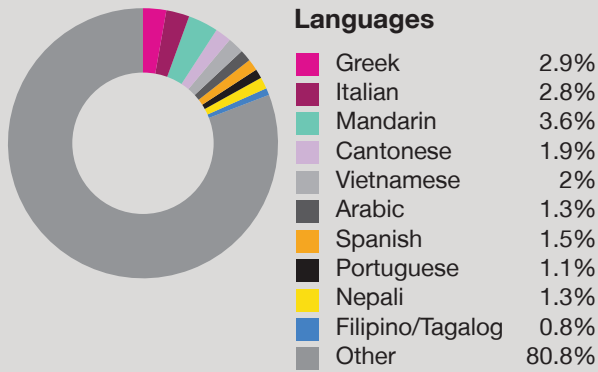
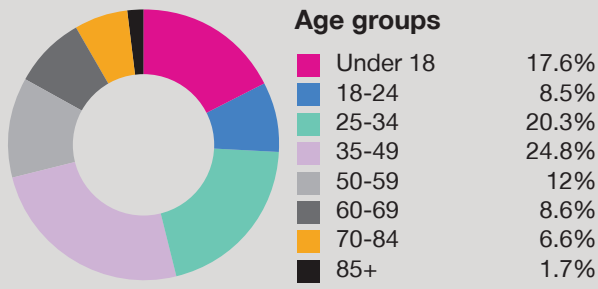
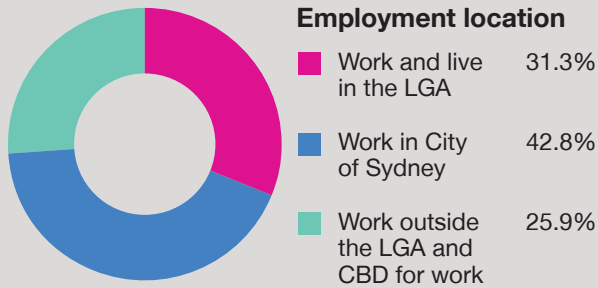
Inner West feels like home. Located on the western edge of the CBD and framed by the Parramatta and Cooks rivers, it's a place of culturally diverse, progressive inner city communities and neighbourhoods. Our people value and respect each other's languages, abilities, sexual orientations, traditions and lifestyles. Bound by a strong sense of social justice, everyone is welcome and can participate in local life. There is a strong sense of belonging.

Our neighbourhoods have unique character and heritage, reflecting the waves of migrants that helped shape the neighbourhoods they called home. The density of housing and population gives Inner West its distinct vibrancy. Liveability is high, and it's easy to get to and around through multiple options of active and public transport. Parks and open spaces provide relief from the urban environment and are ideal for active and quiet recreation. Busy urban centres and main streets are lively and accessible, and offer a range of quality shopping and places to gather. The street life connects the community and welcomes Sydneysiders and visitors who come to experience Inner West's uniqueness. The night-time economy is thriving.

As a hub of independent arts and strong artistic communities, Inner West is an incubator for new ideas, innovation and emerging technologies. It is a magnet for artists, writers, musicians, designers, filmmakers and knowledge workers seeking an inspiring atmosphere and space to live, work, visit and play in.

Existing bushland is home to native plants and species, including three threatened species – the Powerful Owl, Grey-headed Flying-fox and Eastern Bentwing-bat, one endangered population – the Long-nosed Bandicoot and the endangered Coastal Saltmarsh community. New biodiversity and active transport corridors such as the GreenWay, the Cooks River foreshore and the Bay Run link green infrastructure networks across Inner West. They provide ecological, economic, social and health benefits to the community.

We are a community of volunteers, helping to manage over 14,304 m<sup>2</sup> (14.3 ha) of ecological restoration areas across Inner West and committing thousands of hours of time to biodiversity programs.



\*Source: Profile ID - ABS.



# A strategic plan for the community

The Inner West Community Strategic Plan (CSP), *Our Inner West 2036*, identifies the community's vision for the future, long-term goals, strategies to get there and how to measure progress towards that vision.

Under pressure from increasing population density and looming environmental and economic challenges, it is essential to plan for Inner West's future. The development of *Our Inner West 2036* has involved thousands of people who participated through a series of engagement activities in 2016 and 2017.

- Our Inner West 2036* has been designed to:
- Inform the strategic decision-making that will shape our future community and environment
  - Protect and enhance the community's values and everything that makes Inner West unique
  - Pave the way for the future by anticipating change and the impacts of that change on the community, economy and environment
  - Achieve inclusivity, sustainability, accountability and innovation in service delivery

## An integrated approach

As a high-level vision for the community, *Our Inner West 2036* includes areas over which Council has direct control and those which are the responsibility of other stakeholders, such as governments, state agencies, non-government organisations, community groups and individuals.

For Council, the CSP is the leading component of an Integrated Planning and Reporting Framework. The framework is mandated for all NSW councils by the State Government. This requires councils to demonstrate how they will deliver aspects of the CSP through a detailed four year Delivery Program and annual Operational Plan.

Reviewed annually, these documents show the activities Council will undertake during its term of office to help achieve the long-term objectives set out in *Our Inner West 2036*.

To support this plan effectively, Council is required to develop a 10-year Resourcing Strategy. The strategy ensures Council has the right people, budget, technology and infrastructure in place to deliver against its commitments. There are four components:

- Workforce planning
- A long-term financial plan
- Assets management
- Information and communications technology

## Reporting progress

While achieving the outcomes set out in the CSP is a shared responsibility, Inner West Council will report back to the community every four years – at the end of each Council term – against the indicators in *Our Inner West 2036*, and at least every six months on Council's effectiveness in implementing the activities and initiatives it has responsibility for in its four year Delivery Program.

## Integrated Planning And Reporting Framework





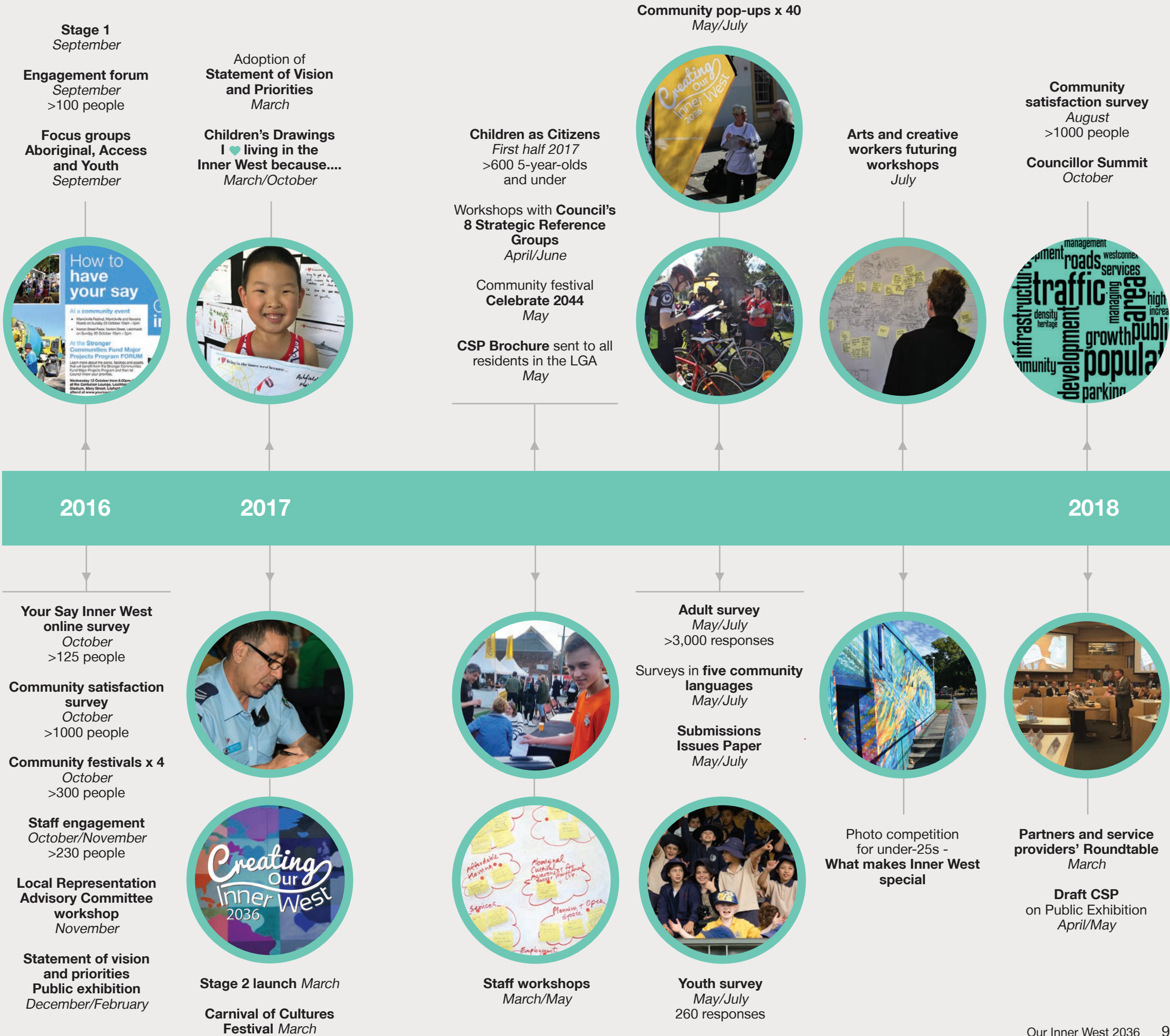
# Engaging the community

Our Inner West 2036 has been shaped by a large and diverse range of people, across all age groups, geographic areas, cultures and languages. The input from over 7,000 people, over 18 months has determined the vision and strategic directions of the plan.

The community and key stakeholders and partners were engaged in a two-stage process

- Stage one was designed to build a bridge between the former councils' CSPs and engage the communities of the new Inner West local government area to develop a statement of Vision and Priorities. This took place from September to November 2016
- Stage two was to build on and confirm the direction of the Statement of Vision and Priorities and develop the long-term objectives, strategies, resourcing and targets to inform the CSP. This was implemented from March 2017 to March 2018

Community engagement and events locations across Inner West





“heart of  
Sydney’s culture”

“the food, the culture  
and the night life”

“all its diversity and  
just plain buzz”

“strong local identity  
and pride”

“home of Sydney’s  
progressives”

“the vibe”

“wonderful village  
feel and the kindness  
of its residents”

“walkability, bike-ability!”

# What makes Inner West?

“our connection  
to the water”

“street art, cafés, wine bars,  
restaurants and breweries”

“heritage houses  
and streetscapes”

“people are passionate  
about other people and  
the environment”

“all things weird  
and wonderful”

“You can be  
whoever you  
are and you are  
accepted”



## Vision statement

We are Inner West, land of the Gadigal and Wangal peoples, whose rich cultures, heritage and history we acknowledge and respect. We are defined by our diversity of people, places and ideas. We are an inclusive, vibrant, caring and progressive community where everyone is welcome, people and nature live in harmony, and creativity is a way of life.

## Guiding principle

The Community Strategic Plan is structured around a guiding principle:

*To work together in a way that is creative, caring and just*

This reflects the values of the Inner West community, underpins community expectations of how Council will interact with its residents and is the foundation for all decision-making, actions taken and management of resources.

### What do we mean by 'creative'?

Inner West is an environment where all forms of creativity flourish. This generates socio-economic growth and development, linking together the economy (creative industries), places (creative spaces) and people (creative talent), making a 'creative ecosystem' that reflects the relationship between creativity and place. Creativity is playful, fun and brings enjoyment, and is fundamental to our identity, liveability and wellbeing.

Creativity can be:

- Experimental, original and independent, celebrating the unconventional and encouraging new ways of doing
- Borne of diverse communities with distinct points of view, producing unexpected and ever-changing expressions of culture
- Experienced in our unique neighbourhoods and rich street life, making it an urban playground for visitors and residents
- A wealth of art spaces, festivals and events fostering visual arts, live music, performance and emerging arts practices, creative enterprises and cultural products
- A driver for local innovation, industries and connections that nurtures local solutions to the complexities of urban living

### What do we mean by 'caring'?

Inner West is a community that cares about sustainability. What we mean by sustainability is that we must meet the ecological, social and economic needs of today without compromising the present or future generations' abilities to meet their own needs. The impact that we make and the legacy that we leave drives our decision-making and the way we work. As a caring community, we care for our natural places and resources, people and future.

By caring, we mean that:

- The intrinsic value of biodiversity and natural ecosystems is protected, restored and expanded
- Communities minimise their ecological footprint and practice sustainable ways of living such as consumption and using active and public transport
- The characteristics of ecosystems contribute to nurturing healthy and sustainable places that enhance wellbeing
- The distinctive characteristics of Inner West including natural systems, cultural values and history are recognised
- Cooperative networks work towards a common, sustainable future
- Inner West's economy is prosperous, diverse and protects and improves its environment
- Good governance is achieved through effective and efficient decision-making, made in the interests of long-term sustainability

### What do we mean by 'just'?

Inner West is bound by a strong sense of social and environmental justice. Everyone is welcome and can participate in local life, enhancing the wellbeing that comes with a sense of belonging. People have equitable access to key services they need across all stages of their lives. The community speaks up for those without a voice – across the social and ecological landscape.

Social justice has four key components:

- Equity – There should be fairness in decision-making, prioritisation and allocation of resources, particularly for those people in vulnerable circumstances or need
- Access – All people should have fair access to services, resources and opportunities to improve their quality of life
- Participation – Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives
- Rights – Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life



# Linking vision to action

This is how the Community Strategic Plan supports the community’s vision and the principles that frame how we will get there:

The **vision statement** summarises the kind of place and community Inner West aspires to be in the long term.

**Strategic directions** are the big picture results which the community would like Council and its many partners to focus on achieving.

**Outcomes** are the results that come out of each strategic direction. They are more specific but still focus on the end result rather than on how to get there. In this context, an outcome is the realisation of a strategic direction.

**Strategies** guide the specific actions related to this plan and define how to achieve the outcomes.

**Indicators** help to assess progress toward achieving the outcomes. Indicators are not measures for Council performance, but a gauge for stakeholders to determine whether the community is moving closer to, or further away from, the vision.

**Actions** are the detailed set of activities and initiatives that Council will undertake to help achieve the community vision. They are not contained in this Community Strategic Plan, but will be specified in its Delivery Program and annual Operational Plans.







"In 2036 I'd like to see clean waterways and cleaner public spaces so people are better educated about what rubbish does to the environment and understand what existing native species we will still have left in Inner West and that they are worth protecting."

**Andrew Dean**  
Volunteer, Callan Park Bushcare Group  
with helper 'Inner West Rory' Skattebol-James



Photo: [www.jamesphoto.com.au](http://www.jamesphoto.com.au)

## Strategic direction 1: An ecologically sustainable Inner West

Outcomes	Strategies	Indicators	Target or trend	Benchmark (2017)
<b>1.1 The people and infrastructure of Inner West contribute positively to the environment and tackling climate change</b>	<ol style="list-style-type: none"> <li>1. Provide the support needed for people to live sustainably</li> <li>2. Reduce urban heat and manage its impact</li> <li>3. Create spaces for growing food</li> <li>4. Develop planning controls to provide ecosystem services*</li> <li>5. Provide green infrastructure that supports increased ecosystem services*</li> </ol>	<p>Satisfaction with environmental education programs and initiatives</p> <p>Total area of habitat for wildlife managed under Bushcare programs</p>	<p>&gt;</p> <p>≥</p>	<p>3.30 (Satisfaction Mean Rating)</p> <p>18.8ha</p>
<b>1.2 Biodiversity is rich, with connected habitats for flora and fauna</b>	<ol style="list-style-type: none"> <li>1. Support people to connect with nature in Inner West</li> <li>2. Create new biodiversity corridors and an urban forest across Inner West</li> <li>3. Maintain and protect existing bushland sites for species richness and diversity</li> </ol>	<p>Satisfaction with protection of the natural environment</p> <p>The amount of mains water per household</p>	<p>&gt;</p> <p>&lt;</p>	<p>3.46</p> <p>Houses 169 kL/yr; RFBs 146 kL/yr (Sydney Water)</p>
<b>1.3 The community is water sensitive, with clean, swimmable waterways</b>	<ol style="list-style-type: none"> <li>1. Collaborate to make plans, designs and decisions that are water-sensitive</li> <li>2. Supply water from within Inner West catchments</li> </ol>	<p>Area of Inner West treated by water-sensitive treatment systems built by Council</p>	<p>38ha by June 2022</p>	<p>33ha in June 2018</p>
<b>1.4 Inner West is a zero emissions community that generates and owns clean energy</b>	<ol style="list-style-type: none"> <li>1. Support local adoption of clean renewable energy</li> <li>2. Develop a transport network that runs on clean renewable energy</li> </ol>	<p>Residential energy consumption</p> <p>Residential waste to landfill per capita</p>	<p>&gt;</p> <p>&lt;</p>	<p>1,89MWh per capita (Ausgrid)</p> <p>199kg per resident</p>
<b>1.5 Inner West is a zero waste community with an active share economy</b>	<ol style="list-style-type: none"> <li>1. Support people to avoid waste, and reuse, repair recycle and share</li> <li>2. Provide local reuse and recycling infrastructure</li> <li>3. Divert organic material from landfill</li> <li>4. Advocate for comprehensive Extended Producer Responsibility+</li> </ol>	<p>Satisfaction with encouraging recycling</p>	<p>&gt;</p>	<p>3.73</p>

\* Ecosystem services are the benefits that the natural environment and well functioning ecosystems provide for humans – including things like clean air, clean water and food.  
+Extended Producer Responsibility is a strategy where the makers of consumer items take responsibility for their environmental costs including their disposal.





“Hopefully in the future they won’t have put too much highrise in, and we maintain the GreenWay as a great connector to all the suburbs. If we can do that in more places along the canals and the foreshore it would provide more green, we could walk there and cycle there... and have better connected cycleways.”

**Col Jones**  
Cycling advocate and GreenWay enthusiast



Photo: [www.jamesphoto.com.au](http://www.jamesphoto.com.au)

## Strategic direction 2: Unique, liveable, networked neighbourhoods

Outcomes	Strategies	Indicators	Target or trend	Benchmark (2017)
<b>2.1 Development is designed for sustainability and makes life better</b>	<ol style="list-style-type: none"><li>1. Pursue integrated planning and urban design across public and private spaces to suit community needs</li><li>2. Identify and pursue innovative and creative solutions to complex urban planning and transport issues</li><li>3. Improve the quality, and investigate better access and use of existing community assets</li><li>4. Develop planning controls that protect and support a sustainable environment and contribute to a zero emissions and zero waste community</li></ol>	Community satisfaction with managing development in the area	>	2.83
		Community satisfaction with long-term planning for Council area	≥	2.97
		Community satisfaction with protection of heritage buildings and items	>	3.23
<b>2.2 The unique character and heritage of neighbourhoods is retained and enhanced</b>	<ol style="list-style-type: none"><li>1. Provide clear and consistent planning frameworks and processes that respect heritage and the distinct characters of urban villages</li><li>2. Manage change with respect for place, community history and heritage</li></ol>	Community satisfaction with maintenance and cleaning of town centres	>	3.67
<b>2.3 Public spaces are high-quality, welcoming and enjoyable places, seamlessly connected with their surroundings</b>	<ol style="list-style-type: none"><li>1. Plan and deliver public spaces that fulfil and support diverse community needs and life</li><li>2. Ensure private spaces and developments contribute positively to their surrounding public spaces</li><li>3. Advocate for and develop planning controls that retain and protect existing public and open spaces</li></ol>	Satisfaction with safety of public spaces	>	3.68
		Measurement of open space per capita	>	11.5 m <sup>2</sup> per person
<b>2.4 Everyone has a roof over their head and a suitable place to call home</b>	<ol style="list-style-type: none"><li>1. Ensure the expansion of social, community and affordable housing, distributed across Inner West, facilitated through proactive policies</li><li>2. Encourage diversity of housing type, tenure and price in new developments</li><li>3. Assist people who are homeless or sleeping rough</li></ol>	Satisfaction with the protection of low-rise residential areas	>	2.95
		Satisfaction with access to public transport	>	3.79
<b>2.5 Public transport is reliable, accessible, connected and enjoyable</b>	<ol style="list-style-type: none"><li>1. Advocate for improved public transport services to, through and around Inner West</li><li>2. Advocate for, and provide, transport infrastructure that aligns to population growth</li></ol>	People who travel to work by public transport	>	38.2% (ABS 2016)
		Satisfaction with cycleways	>	3.00
<b>2.6 People are walking, cycling and moving around Inner West with ease</b>	<ol style="list-style-type: none"><li>1. Deliver integrated networks and infrastructure for transport and active travel</li><li>2. Pursue innovation in planning and providing new transport options</li><li>3. Ensure transport infrastructure is safe, connected and well-maintained</li></ol>	Satisfaction with maintaining footpaths	>	3.08
		Community satisfaction with management of parking	>	2.74





"I feel like the future is promising because of the set up within Inner West with pre-schools, after-school care, up to high schools all learning to be creative. I hope they don't pull down the warehouses as they could make good learning places. Have community spaces in those warehouses where local artists can use them."

**Euphemia Bostock**  
Bundjalung-Muajali woman  
Founding member of Boomalli  
Aboriginal Arts Co-operative  
Inner West Council  
2018 Senior Citizen of the Year

Photo: [www.jamesphoto.com.au](http://www.jamesphoto.com.au)

## Strategic direction 3: Creative communities and a strong economy

Outcomes	Strategies	Indicators	Target or trend	Benchmark (2017)
<b>3.1 Creativity and culture are valued and celebrated</b>	<ol style="list-style-type: none"><li>1. Grow Inner West's reputation as a leading creative and cultural hub, celebrating and supporting diverse creative industries and the arts</li><li>2. Create opportunities for all members of the community to participate in arts and cultural activities</li></ol>	Satisfaction with festival and events programs	>	3.73
<b>3.2 Inner West is the home of creative industries and services</b>	<ol style="list-style-type: none"><li>1. Position Inner West as a place of excellence for creative industries and services and support them to thrive</li><li>2. Facilitate links to programs and services to help businesses grow, innovate and improve their competitiveness</li><li>3. Encourage the establishment of new enterprises in Inner West</li><li>4. Facilitate the availability of affordable spaces for creative industries and services</li></ol>	Satisfaction with supporting local artists and creative industries	>	3.39
<b>3.3 The local economy is thriving</b>	<ol style="list-style-type: none"><li>1. Support business and industry to be socially and environmentally responsible</li><li>2. Strengthen economic viability and connections beyond Inner West</li><li>3. Promote Inner West as a great place to live, work, visit and invest in</li></ol>	Satisfaction with Council support of local jobs and businesses	>	3.39
<b>3.4 Employment is diverse and accessible</b>	<ol style="list-style-type: none"><li>1. Support local job creation by protecting industrial and employment lands</li><li>2. Encourage social enterprises and businesses to grow local employment</li></ol>	Community satisfaction with appearance of your local area	>	3.51
<b>3.5 Urban hubs and main streets are distinct and enjoyable places to shop, eat, socialise and be entertained</b>	<ol style="list-style-type: none"><li>1. Promote unique, lively, safe and accessible urban hubs and main streets – day and night</li><li>2. Enliven community life by delivering and supporting events, public art, cultural celebrations and entertainment</li><li>3. Pursue a high standard of planning, urban design and development that supports urban centres</li><li>4. Promote the diversity and quality of retail offerings and local products</li></ol>			





"As a couple, Inner West is such an embracing place, to be able to walk down the street and feel safe and happy. It would be great to show recognition of the unique history of this area being a place that has welcomed and included people from all over the world and all sorts of backgrounds and it would raise awareness of the contribution that LGBTBIQ people have made to that heritage"

**Sarah Midgley** (right)  
LGBTIQ campaigner  
Inner West Council 2018  
Citizen of the Year  
and wife **Shirleene Robinson**

## Strategic direction 4: Caring, happy, healthy communities

Outcomes	Strategies	Indicators	Target or trend	Benchmark (2017)
<b>4.1 Everyone feels welcome and connected to the community</b>	1. Foster inclusive communities where everyone can participate in community life	Satisfaction with programs and support for newly arrived and migrant communities	>	3.16
	2. Embrace, celebrate, respect and value difference by building awareness and appreciation of Inner West's diversity	Satisfaction with support for people with a disability	≥	3.31
	3. Empower and support vulnerable and disadvantaged community members to participate in community life	Satisfaction with aquatic and recreation centres	≥	3.82
<b>4.2 The Aboriginal community is flourishing, and its culture and heritage continues to strengthen and enrich Inner West</b>	4. Increase and promote awareness of the community's history and heritage	Satisfaction with the availability of sporting ovals, grounds and facilities	>	3.82
	1. Celebrate Aboriginal and Torres Strait Islander cultures and history	Walkable open space within 400m of all residents		
<b>4.3 The community is healthy and people have a sense of wellbeing</b>	2. Promote Aboriginal and Torres Strait Islander arts and businesses	Satisfaction with provision of services for older residents	>	3.34
	3. Acknowledge and support the rights of the Aboriginal community to self determination			
<b>4.4 People have access to the services and facilities they need at all stages of life</b>	4. Actively engage Aboriginal people in the development of programs, policies and strategies			
	1. Provide the facilities, spaces and programs that support wellbeing and active and healthy communities	Satisfaction with community education programs	≥	3.45
	2. Provide opportunities for people to participate in recreational activities they enjoy	Satisfaction with youth programs and activities	>	3.31





“Young people should also get involved with their community, I mean, after all we are the future of Inner West”

**Anne Maree Hoang**  
Volunteer, Headspace  
Inner West Council 2018  
Young Citizen of the Year

## Strategic direction 5: Progressive local leadership

Outcomes	Strategies	Indicators	Target or trend	Benchmark (2017)
<b>5.1 People are well informed and actively engaged in local decision making and problem-solving</b>	1. Support local democracy through transparent communication and inclusive participatory community engagement	Satisfaction with Council's community engagement	≥	3.61
<b>5.2 Partnerships and collaboration are valued and recognised as vital for community leadership and making positive changes</b>	1. Support leadership and mentoring initiatives that build and strengthen the capacity of individuals, businesses and communities	Satisfaction with the community's ability to influence Council's decision making	>	2.71
	2. Support local capacity for advocacy 3. Collaborate with partners to deliver positive outcomes for the community, economy and environment	Community satisfaction with long term planning for council area	>	2.97
<b>5.3 Government makes responsible decisions to manage finite resources in the best interest of current and future communities</b>	1. Undertake visionary, integrated, long term planning and decision making, reflective of community needs and aspirations 2. Ensure responsible, sustainable, ethical and open local government 3. Deliver innovation, excellence, efficiency and effectiveness and probity in Council processes and services	Overall satisfaction with Council's performance	≥	3.49



# Key community challenges

The Greater Sydney Commission considers Inner West to be “vulnerable” to a range of stresses including a growing population, housing affordability, and a decline in land use areas for industry and mixed business in favour of residential use.

## The population is growing

Inner West is home to over 190,000 residents. By 2036, our population is forecast to grow to 228,000 people (an increase of 38,000 or 20% growth from 2017). The greatest growth will be in the age category 70–84, but all other age categories are anticipated to experience growth, including under 24s with an expected growth of 23%.

As the population increases, the demand for new dwellings will put pressure on what is already a high density local government area. In the 10 years from 2006 to 2016, Inner West grew by over 21,000 residents and 5,000 dwellings, 3,000 of which were in the past five years. Residential development forecasts from the Department of Planning and Environment assume an increase of over 8,500 dwellings in Inner West to come to a total of 98,198 dwellings in 2036.

## Inner West is a high cost housing area

A disproportionate number of Inner West residents are under housing stress. This impacts on the social and economic fabric of the community, and threatens its diversity. Rising housing costs and the development of smaller dwellings mean that many people can no longer live in Inner West. Significantly, the percentage of couples with children, 25.3% of the population, is way below the greater Sydney average of 35.3% and is forecast to decline further in coming years. The desire for space and larger homes may be a factor in families leaving the area.

The need for affordable housing puts pressure on the area’s social and community housing, making housing particularly difficult for younger and older people, single parent families, people with a disability, Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse communities, and workers on lower incomes.

## Ecological sustainability is under pressure

Bushland, green natural spaces and threatened species must be protected and integrated into the urban landscape to create places which are water sensitive, green, cool and rich with biodiversity.

Consumption of resources in a gentrifying and wealthy Inner West community is a significant challenge. Increased amounts of non-recyclable materials are being sent to landfill. In 2015/16, 64% of material from households was sent to landfill, twice as much as what was recycled. Over 15,000 tonnes of organic material was sent to landfill generating methane (CH<sub>4</sub>) – a potent greenhouse gas, four times more powerful than CO<sub>2</sub>.

Heatwaves are Australia’s deadliest natural hazard. By 2030, Metropolitan Sydney will have an average of four more days above 35°C per year and 11 days more per year by 2070. The people in our community most vulnerable to extreme heat are those under five and over 65 years of age, needing assistance due to disability and living in a low income household.

Other challenges are energy demand and renewable supply, water use and wastewater generation and increased stormwater runoff from hard, impervious surfaces that carry pollution into the Parramatta and Cooks rivers.

## The community’s diversity is shifting

Continued gentrification has substantially influenced the demographics and character of Inner West. Traditionally industrial and working class, and subject to several waves of immigration, Inner West is still ethnically diverse but shifting. While the number of residents born overseas remains steady, where they are coming from is changing. In 1991, 51% of residents were from non-English speaking backgrounds, compared to 35% for Greater Sydney. By 2016, the number had significantly decreased by over half to 24%, compared to a decrease of only 6% for Greater Sydney to 29%. The community values the maintenance of cultural diversity as a key characteristic of the area.

Diversity relates not only to culture but also to other characteristics. Inner West remains an enclave for same sex couples, double the Sydney average. In terms of age, while over 45% of the community are between 25 and 49 years old, the Inner West population is projected to get older. In 2016, 17% of the population was over 60 years of age. It is expected that by 2036, there will be 50% more people of retirement age.

The community is becoming more affluent. More than 35% of households earned a high income (over \$2,500 per week) compared to Greater Sydney’s 28%. However, 10% of households live on under \$500 per week, representing older people and households with low incomes.

When compared to Greater Sydney, Inner West has a higher proportion of people living alone, 30% compared to 23%. There is a similar share of couple-only households – 25% compared with 26% – but the numbers are expected to grow, likely from empty nesters or couples with dual incomes and no children, who tend to have a higher disposable income to support cafés, retail and bars in the area.

## Types of jobs and businesses are changing

Inner West’s economy has grown, increasing 26% from 2001 to 2016 with a Gross Regional Product (GRP) of \$10.13 billion. While areas of light industry remain, Inner West businesses are no longer predominantly industrial. In 2016, nearly 77% of all jobs located in Inner West were in service industries such as professional, health, retail, education, transport and administrative services. Inner West’s resident workforce reflects these services. In 2011, 63% were employed in white collar industries compared to Greater Sydney’s 50%. Still, it is a challenge for the economy to retain industrial and employment lands for local businesses to continue and thrive.

The creative and performing arts industry is 8.8% of Inner West’s workforce compared to 6% of Greater Sydney. It contributes to the strong local economy with more people employed in the arts and recreation sector in Inner West, 2.3%, than the share employed in Greater Sydney at 1.6%. The industry also plays a significant role in the increase of visitors to the area, up 34% from 2012. Support for artists and the creative industry is important to the community; a recent community survey showed they are considered key contributors to the unique quality and vibrancy of the area.

Rising costs and the decreasing availability of commercial space of a suitable size limit opportunities for creative communities to find or maintain workspaces, from small studios to large scale warehouses. This may force them to seek accommodation elsewhere.





### Shaping the places where people live work, socialise and play is becoming more challenging

With population growth, the challenge of housing affordability and pressures to rezone land for residential use, the community is concerned about the impact of poorly planned development on both the environment and overall wellbeing of the community.

With a wide variety of building types, Inner West has a low proportion of separate houses (24% as compared to 55% in Greater Sydney) and these are disappearing at a fast rate (down from 34% in 2011), increasing the development of semi-detached houses, townhouses, flats and units. There is also a large number of heritage-listed properties and conservation areas, which are highly valued by the community.

With more people and increased density, it is important to retain existing green, open spaces such as sports fields and improve how they are used in conjunction with the built environment. This is not only to meet the community's needs for recreation but also to ensure a well designed public domain for socialising, active transport and economic activity.

Large, complex state government infrastructure projects such as WestConnex and Sydney Metro are already changing the landscape. With the New Parramatta Road Urban Renewal Strategy and the Bays Precinct Urban Transformation Program waiting in the wings, Inner West will be directly affected.

These projects highlight the need for sustainable, planned development and urban renewal, designed to make life better for all of the community.

### Public transport

Compared to many parts of Sydney, Inner West is well serviced by public transport to get in and out of the area, with three rail lines, 11 train stations, the light rail and major bus routes. But it's still not so easy to get around: the routes that link neighbourhoods and destinations throughout Inner West are limited. Accessibility of public transport also needs to be improved. In spite of recent improvements in train station accessibility, there are still local stations unable to be used by a proportion of the community.

Fewer people drive to work (38%) compared to Greater Sydney (56.6%) but traffic congestion is an issue for people living and working adjacent to main roads such as Liverpool Road, Parramatta Road, Victoria Road and the Princes Highway, as well as the larger feeder roads.

### Community expectations for civic leadership

Civic leadership is not limited to Council and refers to the community as leaders. It means building community capacity and enabling local democracy, as well as ensuring good governance.

Results from the Micromex Community Satisfaction Survey 2016 stated that the community's ability to influence Council's decision making was of high importance. In addition to providing opportunities for community participation, the expectation of Inner West Council is to take responsibility to apply good governance by demonstrating professional and transparent decision making, good communication and engagement, strong financial management, and transparent and efficient service delivery.

Residents also expect Council to build partnerships with other agencies and community groups, and advocate on their behalf with State and Federal governments on issues that directly affect them.





# Working together to deliver the Community Strategic Plan

Council is committed to working with other levels of government to advocate for the community on issues of concern. Jointly and separately, the Commonwealth and State governments are responsible for many critical services and policies impacting our community, including social security, public housing, health, public transport and traffic management, environmental regulation, education and policing. *Our Inner West 2036* identifies many issues and needs in which Council has only a limited role or minimal ability to influence. What Council is responsible for and able to deliver can be viewed in Council's four year Delivery Program and annual Operational Plan.

The *Intergovernmental Agreement 2013* guides the strategic partnership between State and local governments and is underpinned by the NSW 2021 State Plan, the Destination 2036 Action Plan for local government in NSW and local community strategic plans.

## Aligning the strategies

Aligning relevant strategies will create synergy that contributes to successful outcomes. Many of the outcomes outlined in this plan align with the priorities of the NSW 2021 State Plan, the Premier's Priorities and the draft Eastern City District Plan and Resilient Cities. *Our Inner West 2036* should be integrated in future decision-making processes for Inner West and Greater Sydney.



Alignment with State and District plans

	An ecologically sustainable Inner West	Unique, liveable, networked neighbourhoods	Creative communities and a strong economy	Caring, happy, healthy communities	Progressive local leadership
State priorities					
Better services	✓	✓	✓	✓	✓
Building infrastructure	✓	✓		✓	
Protecting the vulnerable				✓	
Safer communities		✓		✓	
Strong budget and economy			✓		✓
Premier's priorities					
Creating jobs			✓		
Delivering infrastructure	✓	✓		✓	
Driving public sector diversity					✓
Improving education results				✓	
Improving government services					✓
Improving service levels in hospitals				✓	
Keeping our environment clean	✓	✓			
Making housing more affordable		✓			
Protecting our kids		✓		✓	
Reducing domestic violence reoffending		✓		✓	
Reducing youth homelessness		✓		✓	
Tackling childhood obesity				✓	
Eastern City District Plan directions (Greater Sydney Commission)					
Adapting to a changing world	✓	✓			
Celebrating diversity and putting people at the heart of planning		✓		✓	✓
Creating the conditions for a stronger economy			✓		
Designing places for people	✓	✓	✓	✓	✓
Developing a more accessible and walkable city		✓		✓	
Giving people housing choices		✓			
Infrastructure supporting new developments	✓	✓		✓	
Using resources wisely	✓				
Valuing green spaces and landscape	✓	✓		✓	
Working together to grow a Greater Sydney			✓		✓





### Translation Service

If you have questions on this document and need an interpreter, please call TIS National on 131 450 and ask them to call Inner West Council on 9392 5000

### Υπηρεσία Διερμηνείας

Εάν έχετε ερωτήσεις αναφορικά με το παρόν έγγραφο και χρειάζεστε διερμηνέα, παρακαλούμε καλέστε την TIS National στο 131 450 και ζητήστε τους να καλέσουν το Inner West Council στο 9392 5000

### Servizio traduzioni

Se avete domande su questo documento e necessitate di un interprete chiamate TIS National al numero 131 450 e chiedetegli di chiamarvi Inner West Council al numero 9392 5000

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### Dịch vụ Thông Phiên dịch

Nếu quý vị có thắc mắc gì về tài liệu này và cần có thông dịch viên xin gọi cho TIS National qua số 131 450 và nhờ họ gọi cho Inner West Council qua số 9392 5000

### خدمة الترجمة

إذا كانت لديك أسئلة حول هذا المستند وتحتاج إلى مترجم فوري، فاتصل بخدمة TIS National على الهاتف رقم 131 450 واطلب منهم الاتصال بـ Inner West Council على الرقم 9392 5000

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