

Delivery Program 2018-2022

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 (LGA) 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 the Inner West Council area. 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.

Abbreviations

These abbreviations are used in this document:

Abbreviation	Full term or explanation
CSP	Community Strategic Plan – Our Inner West 2036
DP	Delivery Program
EFT	Equivalent full-time positions
LEP	Local Environmental Plan
DCP	Development Control Plan
KPI	Key Performance Indicator
LGBTIQ	Lesbian, gay, bi-sexual, trans-gender, intersex and queer
OP and B	Operational Plan and Budget

Contents

)2	A message from the General Manager
)3	Introduction
)4	Our community
)5	Our elected Council
)6	Integrated planning and reporting
)7	Reporting on the Delivery Program
)7	Making the most of amalgamation
8(Resource commitments
8(Four year financial estimates
)9	Addressing community issues
1	Part A: Continuous service
	What Council does
	Inner West Council services
	Major Council projects
7	Part B: Four year initiatives
	Strategic direction 1: An ecologically sustainable Inner West
	• Strategic direction 2: Unique, liveable, networked neighbourhoods
	Strategic direction 3: Creative communities and a strong economy
	Strategic direction 4: Caring, happy and healthy communities
	Strategic direction 5: Progressive local leadership



A message from the General Manager

This is the first four year Delivery Program developed by Inner West Council.

It's a major step in delivering Our Inner West 2036, Council's Community Strategic Plan.

Council has been extremely busy developing fresh processes and policies for the still new Council. Integrating these throughout the organisation will be one of the outcomes of implementing the Delivery Program.

This is an important step in harmonising the workings of the three former councils into an exciting and innovative local government entity - which we are determined Inner West will be.

In reading through this Delivery Program, you will note the adoption and application of new technology that will greatly assist us in maintaining and improving service levels within our budget.

You will see how we are improving engagement, feedback and conversation between Council and our residents.

And how our asset management will ensure that our roads, parks and community buildings are to be maintained, and our infrastructure backlogs reduced, in the most cost-effective manner.

Council will soon commence online monthly reporting on our service areas, which will be available to the public, in our on-going commitment for greater public transparency and accountability.

As well, our six monthly, Annual and End of Council Term reporting will keep you informed of our progress. We are determined to not just meet, but exceed, your expectations.

Rik Hart General Manager



Introduction

The four year Delivery Program (DP) tells our community about what their Council plans to do, or will do for them over the next four years.

This includes:

- Part A: Continuing to deliver essential and established services
- Part B: Initiatives for major changes that deliver on the Community Strategic Plan (CSP)

The Operational Plan for 2018/19 gives greater detail on how the initiatives will be delivered in the coming year. It is organised by Council's service groups to simplify reporting.

Delivering the Community Strategic Plan Our Inner West 2036

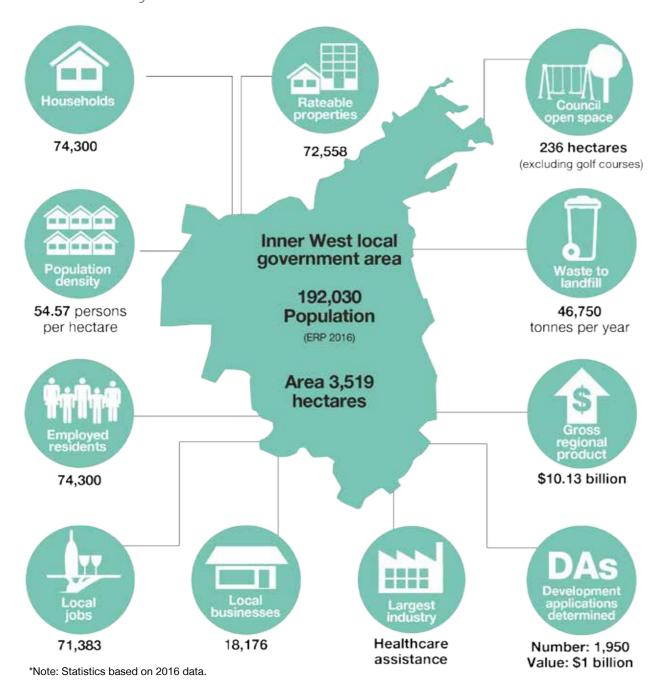
Our Inner West 2036 has an 18 year timeframe. It:

- is a long term plan, and
- includes outcomes and strategies that are the responsibility of other stakeholders, a CSP is a whole of community and government plan requiring input and collaboration from many stakeholders.

This DP is Council's first step towards realising the outcomes and strategies contained in the CSP.

Many of the initiatives that Council will deliver will support more than one CSP strategy. In this DP they are linked to one key strategy. This means that while not all strategies have individual initiatives linked to them, in this DP they are being implemented through the planning and implementation of other initiatives.

Our community



Strategic Reference Groups

As part of its commitment to local democracy, Inner West Council established eight interim Strategic Reference Groups, which form part of a broader Community Engagement Framework adopted in June 2017:

- Aboriginal and Torres Strait Islander
- **Economic Development**
- Environment
- Housing and Affordability

- Planning and Heritage
- Social Inclusion
- Transport
- Young Leaders

The Strategic Reference Groups are comprised of community representatives, provide feedback, guidance and recommendations to Council on specific issues, including strategic planning and policy, and contribute local knowledge regarding community impacts, emerging trends, opportunities and service gaps. Council is currently reviewing the structure of local participatory democracy to ensure it meets community needs.

Our elected Council

Inner West Council has 15 councillors in five wards: Ashfield, Balmain, Leichhardt, Marrickville and Stanmore. In accordance with the Local Government Act, Councillors review the performance of the Council and its service delivery, financial and management plans and annual budget and make decisions regarding the policies and programs of the Council.



Mayor, Councillor Darcy Byrne (LAB) - Balmain Ward darcy.byrne@innerwest.nsw.gov.au 9392 5900



Councillor Colin Hesse (GRN) - Marrickville Ward colin.hesse@innerwest.nsw.gov.au 0401 719 124



Councillor Victor Macri (IND) - Marrickville Ward victor.macri@innerwest.nsw.gov.au 0408 219 260



Councillor John Stamolis (IND) - Balmain Ward john.stamolis@innerwest.nsw.gov.au 0408 448 285



Deputy Mayor Councillor Julie Passas (LIB) - Ashfield Ward julie.passas@innerwest.nsw.gov.au



Councillor Sam Iskandar (LAB) - Marrickville Ward sam.iskandar@innerwest.nsw.gov.au 0421 494 515



Councillor Lucille McKenna OAM (LAB) - Leichhardt Ward lucille.mckenna@innerwest.nsw.gov.au 0408 629 888



Councillor Louise Steer (GRN) - Stanmore Ward louise.steer@innerwest.nsw.gov.au 0490 788 418



0419 206 855

Councillor Marghanita Da Cruz (GRN) - Leichhardt Ward marghanita.da.cruz@innerwest.nsw.gov.au 0490 788 943



Councillor Tom Kiat (GRN) - Ashfield Ward tom.kiat@innerwest.nsw.gov.au



Councillor Rochelle Porteous (GRN) - Balmain Ward rochelle.porteous@innerwest.nsw.gov.au 0418 213 054



Councillor Anna York (LAB) - Stanmore Ward anna.york@innerwest.nsw.gov.au 0435 656 772



Councillor Mark Drury (LAB) - Ashfield Ward mark_drury@bigpond.com 0448 722 942



Councillor Pauline Lockie (IND) - Stanmore Ward pauline.lockie@innerwest.nsw.gov.au 0434 690 544



(LIB) - Leichhardt Ward vittoria.raciti@innerwest.nsw.gov.au



0481 910 660

Council and committee meetings

Council conducts its business and decision making in formal council and committee meetings. These meetings are open to the public, except in specific circumstances. Inner West Council meetings are livestreamed on council's website.

Council's committees

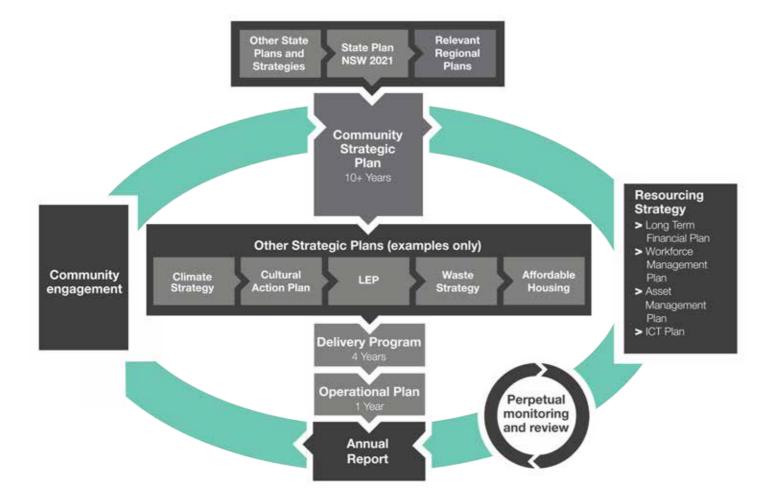
- Local Traffic Committee
- Aged Care Interagency
- Local Emergency Management Committee
- Flood Management Advisory Committee

Integrated planning and reporting

This Council Plan is part of the process of Integrated Planning and Reporting (IP&R). This process is led by the NSW Government and provides a framework for all councils in NSW, including Inner West, to plan, deliver and monitor services for our community.

The key elements of the framework are structured in Inner West as follows:

- 1. Our Inner West 2036 the Inner West Community Strategic Plan. This plan identifies the community the Inner West aspires to be by 2036.
- Delivery Program 2018/22 is the four year Council plan which outlines its commitment to achieving the outcomes and strategies of the CSP. It sets out the initiatives that council will undertake during its four year term of office.
- Operational Plan and Budget (OP and B) 2018/19 outlines the detailed annual actions and planned expenditure that council will undertake to work towards the community vision.
- 4. Resourcing Strategy sits alongside the CSP, DP and OP and B to support and resource our long term commitment. The Resourcing Strategy consists of four key components:
 - Long Term Financial Plan
 - Asset Management Strategy and Plans
 - Information and Communications Technology Plan
 - Workforce Management Strategy



Reporting on the Delivery Program

Our Inner West 2036 **Delivery Program Community Strategic Plan** 2018 - 2022 • 18 year plan Four year plan Review in 2021 Renewal in 2021 Strategic directions Annual update Outcomes · Four year initiatives Strategies aligned to CSP · Community Indicators · Key Performance Indicators for Council All stakeholders responsible Council program **End of Term Report**

Annual Report

- · Achievement of actions from the Operational Plan
- · Progress of KPIs from the four year Delivery Program
- · Progress of KPIs from the Operational Plan

Operational Plan and Budget

- One year plan
- · Renewed every year
- Actions to implement four year Delivery **Program Initiatives**

Council plan

6 Monthly Report

- · Achievement of actions from the Operational Plan
- · Progress of KPIs from the Operational Plan

Making the most of amalgamation

Achievement of

initiatives from the

Change in Community

Community Strategic

· Progress of KPIs from

the Delivery Program

Indicators from the

Delivery Program

In 2016 Inner West Council was created through an amalgamation of Ashfield, Leichhardt and Marrickville councils.

This amalgamation provides an opportunity for the new council to make service delivery more efficient taking advantage of its larger scale.



All essential and established services will be systematically harmonised and reviewed to ensure that the Inner West community continues to receive the best value services possible benefitting from the creation of the Inner West Council.

Inner West Council Delivery Program 2018-22 **Inner West Council** Delivery Program 2018-22 **7**

Resource commitments

This DP reflects these resource commitments:

- Council business will continue as usual with pre-amalgamation service levels maintained with these service levels harmonised over time
- Efficiencies and increased revenue opportunities will be investigated
- The infrastructure renewal program will be maintained
- No forced redundancy of staff

Four year financial estimates	2018/19 (\$'000)	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)
Income from Continuing Operations				
Transfer from Statutory Reserves	39,815	40,850	41,881	42,937
Rates and General Revenue	117,282	119,947	120,949	123,729
User Charges & Fees	44,429	49,354	51,714	53,631
Interest Income	5,167	5,295	5,427	5,561
Other Income	24,484	25,093	25,959	26,355
Operating Grants and Contributions	10,904	11,527	11,622	11,889
Capital Grants and Contributions	25,907	29,270	33,559	15,418
Profit or Loss on Disposal	182	199	200	200
Total Income from Continuing Operations	268,169	281,536	291,311	279,721
Expenditure from Continuing Operations				
Employee Costs	123,934	128,193	131,951	133,822
Borrowing Costs	1,207	1,468	1,197	1,001
Materials and Contractors	64,415	65,948	66,543	66,797
Depreciation & Amortisation	26,129	26,391	26,655	26,921
Other Expenses	29,449	30,300	30,665	31,459
Total Expenses from Continuing Operations	245,134	252,300	257,011	260,000
Surplus/(Deficit) from Continuing Operations	23,035	29,236	34,300	19,721
Surplus/(Deficit) from Excluding Capital Grants and Contributions	(3,053)	(234)	541	4,103

Addressing community issues

As part of its commitment to effective community engagement, Council will conduct a community satisfaction survey at least once in every two years. This survey provides key information to measure satisfaction with Council services and to identify community priorities.

Two community surveys have already been conducted for Inner West Council, the first one in 2016 and the second in August 2017.

The August 2017 survey sample consisted of a total of 1,002 residents. Eight hundred and fifty respondents were selected by means of a computer based random selection process using the electronic White Pages. The remaining 152 respondents were directly recruited at a number of locations including Addison Road Markets, Ashfield railway station, Marrickville railway station, and Woolworths Balmain.

The Community Satisfaction Reports are available on Council's website.

Community Survey 2017 Top priority areas for Council	CSP Outcomes support these priorities
Managing development/ adequate planning/ overdevelopment	Development is designed for sustainability and makes life better 2.2 The unique character and heritage of neighborhoods is retained and enhanced
Providing adequate infrastructure to cater for the growing population	4.4 People have access to the services and facilities they need at all stages of life
Availability of/ access to/ improving public transport	2.5 Public transport is reliable, accessible, connected and enjoyable
Traffic management/ congestion	2.6 People are walking, cycling and moving around Inner West with ease
Environmental protection/ managing pollution/ maintaining green open spaces	1.1 The people and infrastructure of Inner West contribute positively to the environment and tackling climate change 1.2 Biodiversity is rich, with connected habitats for flora and fauna
Access to parking facilities	2.6 People are walking, cycling and moving around Inner West with ease
Access to quality services/ facilities	4.4 People have access to the services and facilities they need at all stages of life
Housing affordability/ availability	2.4 Everyone has a roof over their head and a suitable place to call home



What council does

Council delivers a wide range of essential and established services to the people of the Inner West. The scale and scope of services provided by Inner West Council could surprise many people. This is only part of what Council does to provide the Inner West with great services:



Manages assets with a total replacement value of: \$1,783,959,000 or \$9290 asset value per resident



Employs 1,530 people in full, part time or casual work in 1,014 EFT positions Issues 72,558 rates notices each year



Maintains **346km** of **local road** and **77.4km** of **laneways** which is **474ha** of **roadway** Maintains **40km** of **regional road** with grant assistance from the NSW Government





Maintains **25 sportsgrounds**



Provides 31 rooms available for hire



Maintains 62 public toilet buildings including in 46 parks

Maintains 328 ha of parks and playgrounds

Maintains 310 parks

Maintains 7.7km of seawall along 17km of harbour frontage



8 libraries with 1,015,838 visits a year and over 1 million library items borrowed



5 aguatic centres with 1,540,000 visits a year

Provides or supports **645** childcare places & **760** out of school hours care places



Maintains a **website** with over **2,700,000 page views** each year



Undertakes **616 inspections of registered premises** a year (food shops/ tattoo parlours etc)



Services 73,000 waste bins (garbage, recycling and green)

Picks up 38,300 tonnes of garbage every year or 199kg for every resident

Picks up 19,800 tonnes of material for recycling every year or 103kg for every resident

Council is structured to support the delivery of the wide range of services our community expects to a continuing high standard.

Inner West Council services

Inner West Council's services are well established, providing a high level of service for the community. These services use a continuous improvement approach to deliver, monitor and evaluate their service delivery and to ensure that in their day to day service delivery they are making a major contribution to Council's effort to deliver on the CSP. This is a summary of what they deliver on a day to day basis.







Children and Family Services

- Plan for and provide Council's education and care services for families with children aged 0 to12 years:
 - Long day care
 - Family day care
 - Preschool and occasional care
 - Out of school hours care

These services operate under the National Quality Framework Bill 2010, and the Education and Care Services National Regulations.

- Support parents' participation in the workforce and/or society
- Support children with additional needs and from vulnerable and disadvantaged backgrounds

Community Events

- Organise, present and evaluate a program of high quality events that engage the local community in celebrations of place, culture and diversity
- Provide employment for local performing artists and arts workers

Community Services and Culture

- Provide, and work with partners on programs and services to support and promote community wellbeing
- Develop social and cultural strategies and plans
- Initiate and manage programs that position Inner West as a destination for excellence and innovation in the arts and culture
- Activate Council's community facilities to foster community building, participation, and social support
- Provide community grants through the Inner West Grants Program

Development Assessment

- Implement Council's statutory responsibilities to effectively manage change within the built and physical environment
- Provide accurate, timely and consistent planning and building advice to customers and high quality decisions and development outcomes

12 Inner West Council Delivery Program 2018-22 Inner West Council Delivery Program 2018-22 13











Environment and Sustainability

- Undertake strategic planning for urban sustainability climate change and renewables and deliver
- day-to-day sustainability advice, support, partnerships and tools through education, engagement, and $\,$
- programs with community, schools and businesses
- Undertake strategic planning for urban ecology water and catchments, soils, biodiversity, soil health and green infrastructure to protect and enhance ecological assets in the public domain across Inner West
- Support community involvement with urban ecology volunteer projects including Bushcare, native plant nurseries, living lanes ambassadors and citizen science projects
- Manage Council's environmental risk, compliance, ecological design and environmental performance, monitoring and reporting

Footpaths, Roads, Traffic and Stormwater

- Plan, design and construct infrastructure
- Maintain and manage infrastructure:
 - Road pavements
 - Road side furniture
 - Kerb & gutter
 - Footpaths
 - Cycleways
 - Bridges
 - Streetscape
 - Road reserve signage and pavement markings
 - Stormwater drainage
 - Traffic facilities and devices
 - Public carparks

Library and History

- Deliver library services to a network of eight libraries with around 100,000 library members
- Provide a program of regular activities such as baby rhyme time, story time, computer classes, craft classes, health talks and school holiday activities
- Manage the annual one million visitors to the library, the one million borrowed items and free access to technology and digital resources
- Provide history services and research, manage collections and archives, present exhibitions and displays and run community workshops and programs
- Partner with community organisations and schools to expand library activities and increase library use.

Recreation and Aquatics

- Develop, plan for, deliver and promote recreation opportunities
- Manage Council's service provider contracts for the two indoor recreational facilities to ensure that services and programming meet the needs of the community
- Manage the service provider contracts for Annette Kellerman Aquatic Centre and Fanny Durack Aquatic Centre to ensure that services and programming meet the needs of the community
- Manage Ashfield Aquatic Centre, Dawn Fraser Baths and Leichhardt Park Aquatic Centre to ensure services and programming meet the needs of the community
- Develop and deliver master plans for the public domain to support growth and change











Regulatory Services

 Manage the urban environment in a way that protects life, property, amenities and the environment (natural, built and cultural) through the use of regulatory tools and education

Resource Recovery

- Undertake strategic planning for resource recovery and provide policy, education and information that leads to behaviour change in relation to the avoidance, reuse, recycling and disposal of materials.
- Deliver daily collection and transport services to more than 90,000 households and businesses across Inner West for waste, recycling, greenwaste, household clean up, illegal dumping and lane cleaning, litter bins, community recycling centres and other recycling services (e-waste, mattresses, white goods)

Strategic Planning

- Protect and improve the local natural and built environment through land use policy and strategy development
- Guide the efficient and effective use and distribution of Council's resources
- Guide the delivery of local infrastructure ensuring it supports forecast growth
- Deliver a suite of plans to drive change and economic development, shape future growth outcomes and guide the delivery of infrastructure
- Develop outcomes based organisational strategy that reflects community needs and aspirations through effective integrated planning and reporting

Trees, Parks and Sportsfields

- Maintain, renew and upgrade parks, reserves and sporting grounds and public open space
- Coordinate recreation planning and programs for parks
- Manage public and private trees
- Maintain Council's trees

Corporate Support Services

The corporate support services that underpin the efficient and effective delivery of Council's services are:

- Civic Governance, Integration, Customer Service and Business Excellence
- Communications and Engagement
- Finance
- Human Resources
- Information and Communications Technology
- Legal
- Procurement and Fleet
- Properties, Major Building Projects and Facilities

14 Inner West Council Delivery Program 2018-22

Major Council projects

Major projects that renew and upgrade significant facilities can take many years to complete from the initial consultation and planning phases through to construction and launch of a new facility. Large scale projects often require more than the four years of a DP to move from conception, planning, funding to completion.

The major projects that are already underway and will be completed as part of this DP include:

- Ashfield Aquatic Centre upgrade which is scheduled to be open to the public early in 2020.
- Patyegarang Place, including Marrickville Library and community spaces, as part of the redevelopment of the former Marrickville Hospital site is scheduled to be open to the public in mid-2019.
- GreenWay multi-purpose active transport and biodiversity link implement the recommendations of the GreenWay Masterplan
- Draft Inner West Urban Local Environmental Plan (LEP) and Development Control Plan (DCP) scheduled for initial public consultation in 2019





Artist impression of Ashfield Aquatic Centre

Artist impression of Marrickville Library

NSW Government initiatives

The NSW Government has a number of current initiatives that will significantly impact on life in Inner West:

- Parramatta Road Urban Transformation Program http://www.landcom.com.au/places/parramatta-road/
- Westconnex https://www.westconnex.com.au/
- The Bays Precinct Sydney http://thebayssydney.nsw.gov.au/ Sydenham to Bankstown Urban Renewal Corridor http://www.planning.nsw.gov.au/Plans-for-Your-Area/Priority- Growth-Areas-and-Precincts/Sydenham-to-Bankstown-Urban-Renewal-Corridor
- Callan Park

Inner West Council is active in advocating for the best outcomes for the Inner West community.



Four year initiatives

Over the next four years Council plans to respond to the priorities established with the community in Our Inner West 2036.

Council's key guiding strategies that are already adopted, underway or planned are listed here. Each of these strategy documents, when adopted, provides more detail about what council plans to do and why.

Many of the initiatives in this DP are to develop integrated council wide strategies and to review services. Responding to these new strategies and any service reviews will require adjustments and change. This means that this DP may experience significant change well before June 2022.

This DP is structured to align with the CSP. Many of the initiatives in this four year DP support multiple strategies. They are placed here to reflect the key outcome for the initiative.



Strategic direction 1: An ecologically sustainable Inner West

Guiding strategies

- Carry forward: Strategy for a Water Sensitive Community (Marrickville Council)
- Carry forward: **Biodiversity Strategy** (Marrickville Council)
- Carry Forward: Climate Plan (Marrickville Council)
- Carry Forward: Environmental Sustainability Plan (Leichhardt Council)
- Carry forward: Our Energy Future Renewable Energy Master Plan
- (South Sydney Regional Organisation of Councils)
- Carry forward: Regional Waste and Resource Recovery Strategy (South Sydney Regional Organisation of Councils)
- Carry forward: GreenWay Biodiversity Strategy (Inner West and Canterbury Bankstown Councils)
- Planned: Inner West Urban Ecology Strategy
- Planned: **Urban Forest Policy**
- Planned: Inner West Climate and Renewables Strategy
- Planned: Street Tree Master Plan
- Planned: Inner West Zero Waste Strategy
- Planned: Inner West Council Resource Recovery Policy

Measuring our progress

Key Performance Indicator	Trend or target June 2022	Benchmark 2017
Community satisfaction with household garbage collection	Maintain	4.30
Community satisfaction with environmental education programs and initiatives	Increase or maintain	3.30
Community satisfaction with encouraging recycling	Increase or maintain	3.73
Community satisfaction with removal of illegally dumped rubbish	Increase or maintain	3.48
Community satisfaction with protecting the natural environment	Increase or maintain	3.46
Community satisfaction with tree management	Increase or maintain	3.12
Tonnes of carbon emissions generated by Inner West Council	Trending down	23,000 tonnes per year
% Inner West Council investment in fossil fuels	Trending down	
Number of bushcare volunteers	maintain	1,400
Kgs of total waste stream to landfill per resident each year	Trending down	244 kg
Kgs of residential waste collected in recycling bins per resident each year	Trending up	85 kg
Recovery of green waste from the waste stream per resident each year	Trending up	37 kg
% of E-waste and chemical waste recovered, recycled or safely disposed	90%	
% Bulky household items picked up by Inner West Council reused, recycled or recovered	50%	12%
The incidence of illegal dumping	Trending down	

Planned Capital Projects

Project Description	2018/19 (\$'000)	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)
Sea Walls Capital	60	500	544	70
Wharves Capital	-	-	15	-
Stormwater Renewal	1,140	1,945	1,499	1,375
Stormwater Upgrade	861	1,225	1,388	1,575
Leichhardt Park Bushcare Upgrade	60	-	-	-
TOTAL	2,061	2,061	3,446	2,950

Outcome 1.1

The people and infrastructure of Inner West contribute positively to the environment and tackling climate change

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
1.1.1 Provide the support needed for people to live sustainably	Renew and upgrade seawalls in line with the Seawalls and Wharves capital program					Trees, Parks and Sportsfields
	Establish and maintain a Green Living Centre Program					Environment and Sustainability
	LED street lighting accelerated replacement					Footpaths, Roads, Traffic and Stormwater
1.1.2 Reduce urban heat and manage its impact	Undertake the street tree planting and establishment program					Trees, Parks and Sportsfields
Impuot	Gap analysis and audit of street tree data					Trees, Parks and Sportsfields
	Establish a sustainable proactive maintenance program and forward inspection program for all council trees.					Trees, Parks and Sportsfields
	Continue to work with Ausgrid for appropriate pruning standards for street trees, including the adoption of an Inner West Local Precinct Plan					Trees, Parks and Sportsfields
	Implement the Urban Ecology sub catchment planning program					Environment and Sustainability
	Seek and maintain partnerships to support adaptation to urban heat					Environment and Sustainability
1.1.3 Create spaces for growing food	Seek and maintain research and on- ground partnerships around growing food in urban areas					Environment and Sustainability
1.1.5 Provide green infrastructure that supports increased ecosystem services	Provide, renew and upgrade stormwater infrastructure					Footpaths, Roads, Traffic and Stormwater
	Upgrade Dobroyd Point rock wall					Trees, Parks and Sportsfields
	Design and implement prioritised green infrastructure in the public domain					Environment and Sustainability
	Support the community to provide green infrastructure					Environment and Sustainability

Outcome 1.2

Biodiversity is rich, with connected habitats for flora and fauna

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
1.2.1 Support people to connect with nature in Inner West	Develop and deliver an Urban Ecology Education and Incentives Program					Environment and Sustainability
	Manage urban ecology volunteer programs and facilities					Environment and Sustainability
1.2.2 Create new biodiversity corridors and an urban forest across Inner West	Maintain, protect and enhance the Inner West's current ecological assets					Environment and Sustainability
	Establish environmental planning zones for the GreenWay and the Cooks and Parramatta Rivers in the Inner West Urban Local Environmental Plan and Development Control Plan					Environment and Sustainability
	Develop and implement an Urban Forest Policy and Street Tree Master Plan					Trees, Parks and Sportsfields
	Identify new corridors across Inner West					Environment and Sustainability
1.2.3 Maintain and protect existing ecological sites for species richness and diversity	Develop Urban Ecology strategies and policies					Environment and Sustainability

Outcome 1.3

The community is water-sensitive, with clean, swimmable waterways

CSP Strategy	initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
1.3.1 Collaborate to make plans, designs and decisions that	Partner with regional stakeholders on catchment and waterway health					Environment and Sustainability
are water sensitive	Develop and implement subcatchment based Urban Ecology Plans					Environment and Sustainability
1.3.2 Supply water from within Inner West catchments	Develop and implement a stormwater harvesting plan for Inner West					Environment and Sustainability

Outcome 1.4 Inner West is a zero-emissions community that generates and owns clean energy

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
1.4.1 Support local adoption of clean renewable energy	Develop and implement the Inner West Climate and Renewables Strategy					Environment and Sustainability
	Pursue opportunities to drive an increase in renewable energy in the Inner West for Council and the community					Environment and Sustainability
	Focus efforts to drive efficiency and manage demand for energy across Council operations and reduce corporate emissions					Environment and Sustainability
	Update planning controls and agreements to maximise the uptake of renewable energy and installation of green infrastructure in new developments and clarify processes for existing buildings					Environment and Sustainability
1.4.2 Support development of a transport network that runs on clean, renewable energy	Develop and implement a sustainable fleet and procurement strategy					Procurement and Fleet

Outcome 1.5

The Inner West is a zero waste community with an active share economy

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
1.5.1 Support people to avoid waste, and reuse, repair, recycle and share	Develop an Inner West Council Resource Recovery Policy					Environment and Sustainability
1.5.2 Provide local	Develop and operate a second Inner West Council Community Recycling Centre for problem wastes					Environment and Sustainability
reuse and recycling infrastructure	Promote zero waste avoidance, reuse and recycling					Environment and Sustainability
	Increase reuse opportunities and develop a local reuse centre					Environment and Sustainability
1.5.3 Divert organic material from landfill	Provide options for residents to divert organics at home, in the community and through a kerbside service					Environment and Sustainability
1.5.4 Advocate for comprehensive Extended Producer Responsibility	Collaborate with stakeholders to support delivery of the Inner West Zero Waste Strategy and Action Plan					Environment and Sustainability



Strategic direction 2: Unique, liveable, networked neighbourhoods

Guiding strategies

- Adopted: Inner West Affordable Housing Policy
- Adopted: Inner West Council Homelessness Policy
- Adopted: Parramatta Road Corridor Urban Amenity Improvement Plan
- In development : Inner West Integrated Transport Strategy
- In development: Transport Asset Management Plan
- In development: Stormwater Asset Management Plan
- In development: Inner West Council Development Contribution Plan
- In development: GreenWay MasterPlan
- Planned: Inner West Urban LEP and DCP
- Planned: Parramatta Road Urban LEP and DCP
- Planned: Sydenham to Bankstown LEP and DCP
- Planned: Inner West Active Transport Plan
- Planned: Creative Communities, Public Art and Place Making Framework
- Planned: Inner West Public Domain Strategy
- Planned: Inner West Housing Strategy

Measuring our progress

Key Performance Indicator	Trend or target June 2022	Benchmark 2017
Community satisfaction with long term planning for Council area	Increase	2.97
Community satisfaction with managing development in the area	Increase	2.83
Community satisfaction with protection of heritage buildings and items	Increase	3.23
Community satisfaction with protection of low rise residential areas	Increase	2.95
Community satisfaction with appearance of your local area	Maintain	3.51
Community satisfaction with maintenance and cleaning of town centres	Maintain	3.67
Community satisfaction with graffiti removal	Increase	3.38
Community satisfaction with stormwater management and flood mitigation	Maintain	3.48
Community satisfaction with maintaining local roads excluding major routes	Increase	3.17
Community satisfaction with maintaining footpaths	Increase	3.08
Community satisfaction with cycleways	Increase	3.00
Community satisfaction with management of parking	Increase	2.74
Community satisfaction with traffic management and road safety	Increase	3.18
Increase number of trees on Council owned land including street trees	Increase	900 planted each year
Implement the Affordable Housing Policy to increase the number of affordable housing units transferred to Council or a community housing provider	At least 20	4

Planned capital projects

Project description	2018/19 (\$'000)	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)
Various – shade sail additions: as per shade sail plan	400	-	-	-
Waterfront Drive upgrade	1,380	-	-	-
Ashfield Town Centre upgrade	295	1,000	-	-
Ashfield Town Centre Gateway treatments	480	-	-	-
Ashfield Town Centre outdoor dining embellishments	600	-	-	-
New Ashfield Town Centre public toilet	100	300	-	-
Urban Amenity Improvement Program: various projects	930	6,718	16,678	-
Town Centres Upgrade	(1,189)	(2,285)	(2,554)	1,667
Arts Projects	135	-	-	-
Bike Route LR18 construction (Marrickville Station to Dulwich Hill)	600	-	-	-
Lilyfield Road Cycleway	2,500	1,375	-	-
Bike Route LR03 construction (Livingstone Rd to Frazer St)	500	1,100	-	-
GreenWay Missing Link N: Leichhardt Northern Feeder	250	-	-	-
GreenWay Missing Link J1: Bridge under Parramatta Rd	450	-	-	-
GreenWay Missing Link H2: Longport St tunnel	400	-	-	-
GreenWay Missing Link I: Cadigal Reserve cycle path	400	-	-	-
GreenWay capital budget	400	5,260	6,150	2,100
Cooks River Cycleway lighting design and upgrade	390	-	-	-
GreenWay Central links construction	7,650	1,217	-	-
Cycleways	700	3,200	5,560	4,157
Car Parks - Capital	260	215	285	165
Ramsay St-Dalhousie St To Wattle St, Haberfield	420	-	-	-
Dover St road reconstruction	375	-	-	-
Arthur St road reconstruction (Holden St to Milton St)	850	-	-	-
Keith St, Macarthur Pde to Wardell Rd, Dulwich Hill	320	-	-	-
Riverside Cres, Marrickville drainage diversion	500	-	-	-
Booth St Bridge, Annandale investigation, design, replacement	840	-	-	-
Chester St, Camperdown footbridge replacement	300	-	-	-
Regional Roads Renewal	1,225	910	1,300	485
Local Roads Renewal	3,466	4,995	2,730	7,683
Kerb & Gutter Renewal	564	770	785	750
Roadside Furniture	150	155	243	180
Footpaths Renewal	2,492	2,740	2,500	2,566
Footpaths Upgrade	315	385	244	386
Traffic and Parking Management	160	165	165	265

Project description	2018/19 (\$'000)	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)
Traffic Renewal	2,106	1,598	1,481	1,277
Bridges - Capital	-	35	375	300
TOTAL	35,899	29,853	35,942	21,981

Outcome 2.1 Development is designed for sustainability and makes life better

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
	Prepare an Inner West Council Development Contribution Plan under Sec 7.11 and Sec 7.12 of the Environmental Planning and Assessment Act (formerly s.94 and s.94A)					Strategic Planning
2.1.1 Pursue integrated planning	Prepare a Local Strategic Planning Statement					Environment and Sustainability
and urban design across public and private spaces to	Prepare an Inner West Urban Local Environmental Plan (LEP) and Development Control Plan (DCP)					Environment and Sustainability
suit community needs	Review, update and improve education materials, website information, application forms and guidelines					Development Assessment and Regulatory Services
	Increase the market share of Council provided Building Certification Services in Inner West					Development Assessment and Regulatory Services
	Establish Inner West as a leader in finding innovative solutions and partnerships to complex urban sustainability issues					Environment and Sustainability
	Prepare a Parramatta Road Urban LEP and DCP					Strategic Planning
2.1.2 Identify and pursue innovative and creative	Prepare masterplans for the Parramatta Road Urban Amenity Improvement Program projects					Recreation and Aquatics
solutions to complex urban planning and transport issues	Undertake Parramatta Road Urban Amenity Improvement Program					Footpaths, Roads, Traffic and Stormwater
	Prepare a Sydenham to Bankstown LEP and DCP					Strategic Planning
	Undertake master planning as part of the NSW Government's Precinct Support Scheme for the Sydenham station area					Recreation and Aquatics
2.1.3 Improve the quality, and investigate better	Prioritise playground renewal and upgrade through a long term Playground Strategy					Trees, Parks and Sportsfields
access and use, of existing community assets	Prioritise shade sail renewal and upgrade through a Shade Sail Strategy					Trees, Parks and Sportsfields

24 Inner West Council Delivery Program 2018-22 25

Outcome 2.2

The unique character and heritage of neighbourhoods is retained and enhanced

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
2.2.1 Provide clear and consistent planning frameworks and processes that	Increase provision of pre-lodgement planning and heritage advice by Council staff					Development Assessment and Regulatory Services
respect heritage and the distinct characters of urban villages	Increase the provision of Building Certification Services by Council in Inner West					Development Assessment and Regulatory Services
2.2.2 Manage change with	Crown Land Act changes will transfer the Native Title management responsibility to Council from July 2018					Properties, Major Projects and Facilities
respect for place, community history and heritage	Prepare and submit documentation to support Haberfield Heritage Conservation Area being included in the NSW Heritage Act schedules					Strategic Planning

Outcome 2.3

Public spaces are high quality, welcoming and enjoyable places, seamlessly connected with their surroundings

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
	Prepare the Inner West Public Domain Study and Strategy					Recreation and Aquatics
	Develop and implement Master Plans for the public domain					Recreation and Aquatics
2.3.1 Plan and deliver public spaces that fulfil and support diverse	Enhance streetscapes and town centres					Footpaths, Roads, Traffic and Stormwater
community needs and life	Deliver interpretation artwork at the site of the former Datchett St, Balmain East incinerator					Trees, Parks and Sportsfields
	Support the Creative Communities, Public Art and Place Making Framework					Community Services and Culture
2.3.2 Ensure public uses and developments contribute positively to their surrounding public spaces	Identify opportunities and / or lobby for additional open space in association with large development					Recreation and Aquatics
2.3.3 Advocate for and develop planning controls that retain and protect existing public and open spaces	Establish the Callan Park Trust					Trees, Parks and Sportsfields

Outcome 2.4

Everyone has a roof over their head and a suitable place to call home

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
2.4.1 Ensure the expansion of community and affordable housing, distributed across Inner West, facilitated through proactive policies	Maintain a Housing and Affordability Officer role					Community Services and Culture
2.4.2 Encourage diversity of housing type, tenure and price in new developments	Implement the Inner West Affordable Housing Policy and develop implementation guidelines for the policy					Community Services and Culture
2.4.3 Assist people who are homeless or sleeping rough	Implement the Inner West Homelessness Policy					Community Services and Culture

Outcome 2.5

Public transport is reliable, accessible, connected and enjoyable

While this outcome is the primary responsibility of other stakeholders, Inner West Council is working comparatively with them to support better public transport.

Outcome 2.6

People are walking, cycling and moving around Inner West with ease

CSP Strategy	Initiative	Y.1	Y.2	Y.3	Y.4	Lead Service
		18/19	19/20	20/21	21/22	Group
	Prepare an Inner West Integrated Transport Strategy					Strategic Planning
2.6.1 Deliver integrated networks	Traffic and Parking needs study to confirm the Development Contribution Plan					Strategic Planning
and infrastructure for transport and active-travel	Develop and implement traffic and parking management studies					Strategic Planning
	Implement the GreenWay Master Plan ensuring that it is consistent with adopted and emerging GreenWay strategies and plans					Trees, Parks and Sportsfields
2.6.2 Pursue innovation in	Prepare an Inner West Active Transport Plan					Strategic Planning
planning and providing new transport options	Behavioural Change Program to encourage the shift to active transport					Strategic Planning
	Develop and implement programs to promote road safety					Footpaths, Roads, Traffic and Stormwater
	Review and coordinate the implementation of parking strategies					Development Assessment and Regulatory Services
	Renew local and regional roads					Footpaths, Roads, Traffic and Stormwater
2.6.3 Ensure transport	Renew and upgrade footpaths					Footpaths, Roads, Traffic and Stormwater
infrastructure is safe, connected and well-	Provide, renew and upgrade traffic and pedestrian safety facilities					Footpaths, Roads, Traffic and Stormwater
maintained	Provide and upgrade cycleway infrastructure					Footpaths, Roads, Traffic and Stormwater
	Renew and upgrade bridges					Footpaths, Roads, Traffic and Stormwater
	Renew and upgrade carparks					Footpaths, Roads, Traffic and Stormwater
	Renew and upgrade roadside furniture					Footpaths, Roads, Traffic and Stormwater



Strategic direction 3: Creative communities and a strong economy

Guiding strategies

- Carry Forward: Marrickville Cultural Action Plan (2016 2020)
- Carry Forward: Leichhardt Community and Cultural Plan 10 Year Strategic Plan (2011 2021)
- Carry Forward: Live Music Marrickville Action Plan
- Planned: Inner West Creative Cultures Plan
- Planned: Creative Inner West Economy Strategy
- Planned: Inner West Council Economic Development Strategy

Measuring our progress

Key Performance Indicator	Trend or target June 2022	Benchmark 2017
Community satisfaction with supporting local jobs and businesses	Increase	3.36
Community satisfaction with supporting local artists and creative industries	Increase	3.39
Community satisfaction with festival and events program	Maintain or increase	3.73

Outcome 3.1 Creativity and culture are valued and celebrated

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
3.1.1 Grow Inner West's reputation as a leading creative and cultural hub.	Develop the Inner West Creative Cultures Plan					Community Services and Culture
celebrating and supporting diverse creative industries and the arts	Support the marketing of Inner West as a tourism destination and creative hub					Communication, Engagement and Events
3.1.2 Create opportunities for	Digitise existing Inner West history collections					Library and History
all members of the community to participate in arts and cultural activities	Conduct a Strategic Review of the Major Community Events Program to support a high quality program that encourages community participation					Communication, Engagement and Events

Outcome 3.2 Inner West is the home of creative and innovative industries

CSP Strategy	initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
3.2.1 Position the Inner West as a place of excellence for creative industries and services and support them to thrive	Develop the Creative Inner West Economy Strategy					Community Services and Culture

Outcome 3.3 The local economy is thriving

CSP Strategy	initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
3.3.1 Support business and industry to be socially and	Conduct audit of unauthorised restricted premises across Inner West					Development Assessment and Regulatory Services
environmentally responsible	Conduct safety audit program of awnings over Council footpaths					Development Assessment and Regulatory Services
	Conduct audit of unauthorised entertainment facilities (eg. "rave parties")					Development Assessment and Regulatory Services
	Implement a program of proactive building site inspections					Development Assessment and Regulatory Services
	Develop and implement the Community Resourcing and Major Partners Program					Community Services and Culture
	Develop a council portal to create one place to interact on-line with Council					Information and Communications Technology
	Establish e-services to enable Council services to be performed electronically					Information and Communications Technology
3.3.2 Strengthen economic viability and connections	Prepare an Inner West Council Economic Development Strategy					Strategic Planning
beyond Inner West	Improve Development Application processing times					Development Assessment and Regulatory Services
	Develop and provide specific planning advice and educational materials tailored to small business and creative industries.					Development Assessment and Regulatory Services
3.3.3 Promote Inner West as a great place to live, work, visit and invest in	Support mobility by allowing community and staff to interact with Inner West Council systems anywhere, anytime					Information and Communications Technology

Outcome 3.4 Employment is diverse and accessible

CSP Strategy	initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
3.4.2 Encourage social enterprises and businesses to grow local employment	Inner West Council Traineeship Program					Human Resources



Strategic direction 4: Caring, happy, healthy communities

Guiding strategies

- Adopted: Inner West Council Inclusion (for people with a disability) Action Plan 2017 2021
- Underway: Inner West Recreation Policy and Strategy
- Planned: Inner West Council Library and History Strategy
- Planned: Aboriginal Belonging and Reconciliation Strategy
- Planned: Community Resourcing and Major Partners Framework
- Planned: Inner West Community Wellbeing Strategy including:
- Inner West Healthy Ageing Plan
- Inner West Multicultural Plan
- Inner West LGBTIQ Plan
- Inner West Child, Youth and Family Plan
- Planned: Inner West Volunteer Framework
- Planned: Inner West Events Strategy
- Planned: Inner West Council Venues and Facilities Marketing Strategy

Measuring our progress

Key Performance Indicator	Trend or target June 2022	Benchmark 2017
Community satisfaction with library services	Maintain	3.97
Community satisfaction with availability of sporting ovals, grounds and facilities	Maintain	3.82
Community satisfaction with maintenance of local parks, playgrounds and sporting fields	Maintain	3.94
Community satisfaction with swimming pools and aquatic centres	Maintain	3.82
Number of visits to Inner West Council libraries each year	Maintain	1,000,000
Number of visits to Inner West Council aquatic centres each year	Maintain	1,500,000
Area of Council open space, excluding golf courses, per resident	Increase or maintain	12.3m2

Planned capital projects

Project Description	2018/19 (\$'000)	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)
Skate Park in Callan Park – construction	476	800	-	-
Ashfield Park lighting upgrade	590	-	-	-
Dawn Fraser Pool upgrade works	2,081	-	-	-
Ashfield Aquatic Centre upgrade works	12,000	19,550	-	-
Capital Program Recreation and Aquatics	150	250	4,008	5,404
Birchgrove Park Eastern Pavilion renewal works	410	-	-	-
Petersham Park Grandstand upgrade works	700	-	-	-
Camperdown Memorial Rest Park new toilet	597	-	-	-
Capital Program Trees Parks & Sportsfield	1,802	1,974	2,412	2,830
Parks Capital and Assets Capital	5,920	7,000	3,548	6,955
Published Projects - Trees, Parks & Sportfields	266	1,508	1,000	-
Capital Program Community Services	-	1,286	1,455	1,200
Haberfield Library upgrade works	840	-	-	-
Leichhardt Town Hall renewal works (library and history)	395	-	1,460	-
Capital Program Library Services	1,170	3,252	850	1,300
TOTAL	27,397	35,620	14,723	17,689

Outcome 4.1 Everyone feels welcome and connected to the community

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
4.1.1 Foster inclusive communities where everyone can participate in community life	Develop the Inner West Community Wellbeing Strategy including plans for: Healthy ageing LGBTIQ people Children and youth					Community Services and Culture
	Implement the Inner West Grants Program					Community Services and Culture
	Improve library signage					Library and History
	Develop an Inner West Volunteer Framework					Community Services and Culture
	Support companion animal registration					Development Assessment and Regulatory Services
4.1.2 Embrace, celebrate, respect and value difference	Develop the Inner West LGBTIQ Strategy					Community Services and Culture
by building awareness and appreciation of Inner West's diversity	Scope and activate a Gay Pride Centre					Community Services and Culture
4.1.3 Empower and support vulnerable and disadvantaged community	Provide information on the accessibility and inclusion features of parks and playgrounds					Trees, Parks and Sportsfields
members to participate in community life	Embed accessibility requirements in any Playground Strategy and in Plans of Management for parks, open space and related facilities and their use.					Trees, Parks and Sportsfields
	Implement the Disability Inclusion Action Plan 2017- 2021					Community Services and Culture
	Activate a Refugee Welcome Centre Partnership					Community Services and Culture
	Prevention of family and domestic violence in Inner West					Community Services and Culture
	Develop and facilitate a range of recreation initiatives for disadvantaged communities in conjunction with relevant program partners.					Recreation and Aquatics

32 Inner West Council Delivery Program 2018-22 Inner West Council Delivery Program 2018-22 33

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
4.1.4 Increase and promote awareness of the community's history and heritage	Support history research by the community through provision of face-to-face history services for the community					Library and History
	Investigate feasibility of creating an Inner West History Centre and relocation of history services					Library and History
	Develop a comprehensive history of the Inner West					Library and History

Outcome 4.2

The Aboriginal community is flourishing, and its culture and heritage continues to strengthen and enrich Inner West

CSP Strategy	initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
4.2.1 Celebrate Aboriginal and Torres Strait Islander cultures and history	Scope a study of Inner West Aboriginal heritage and culture					Community Services and Culture
	Improve Way-finding through Gadigal Wangal country					Parks, Trees and Sportsfields
4.2.4 Actively engage Aboriginal people in the development of programs, policies and strategies	Develop and implement the Aboriginal Belonging and Reconciliation Strategy					Community Services and Culture

Outcome 4.3
The community is healthy and people have a sense of wellbeing

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
	Facilitate the provision of community services that support wellbeing					Community Services and Culture
	Implement the Inner West Recreation Policy and Strategy					Recreation and Aquatics
	Implement the Aquatic Services Plan					Recreation and Aquatics
	Upgrade Dawn Fraser Pool					Properties, Major Projects and Facilities
	Upgrade and re-open Ashfield Aquatic Centre					Recreation and Aquatics
	Prepare a master plan for Leichhardt Park Aquatic Centre					Recreation and Aquatics
	Develop and implement the Inner West Council Venues and Facilities Marketing Strategy					Community Services and Culture
	Audit and update park and foreshore asset data					Trees, Parks and Sportsfields
4.3.1 Provide the facilities,	Develop and implement a prioritised plan for Inner West parks Plans of Management and Master Plans					Trees, Parks and Sportsfields
spaces and programs that	Investigate the use of synthetic turf					Trees, Parks and Sportsfields
support wellbeing and healthy communities	Develop and implement a prioritised implementation plan for Crown Land parks Plans of Management and Master Plans					Trees, Parks and Sportsfields
	Renew and upgrade parks in line with the Parks Capital Works Program					Trees, Parks and Sportsfields
	Deliver the recommendations of the Cooks River Master Plan					Trees, Parks and Sportsfields
	Undertake the Sydenham Green Landscape Interpretation					Trees, Parks and Sportsfields
	Upgrade the Richard Murden Netball Courts, Leichhardt					Trees, Parks and Sportsfields
	Establish Lewis Herman Reserve, Ashfield					Trees, Parks and Sportsfields
	Upgrade King George Park Rozelle					Trees, Parks and Sportsfields
	Upgrade Johnson Park, Marrickville					Trees, Parks and Sportsfields
	Install new netball courts in Richard Murden Reserve					Trees, Parks and Sportsfields
4.3.2 Provide opportunities for people to participate in recreational activities they enjoy	Introduce an Office of Sport to increase partnerships between Council and sporting clubs					Trees, Parks and Sportsfields

Outcome 4.4 People have access to the services and facilities they need at all stages of life

CSP Strategy	initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
4.4.1 Plan and provide	Undertake a Community Wellbeing Survey					Community Services and Culture
services and infrastructure for a changing	Develop Strategy around Council's Provision of NSW and Commonwealth government funded services					Community Services and Culture
and ageing population	Undertake an audit of community and cultural facilities and services					Community Services and Culture
	Develop and implement the Grants and Fee Scale Policy					Community Services and Culture
4.4.2 Ensure the	Develop an Inner West Council Library and History Strategy					Library and History
community has access to a wide range	Open and operate Patyegarang Place and the new Marrickville Library					Library and History
of learning spaces, resources and activities	Refurbish Haberfield Library					Library and History
4.4.3 Support	Provide Early and Middle Childhood services in Inner West					Children and Family Services
children's education and care services to ensure	Understand, and operate under, the new Commonwealth Government Child Care Subsidy					Children and Family Services
a strong foundation for lifelong learning	Investigate changes to NSW Government funding and impact on services					Children and Family Services
learning	Implement recommendations from the Inner West Council Occasional Care review					Children and Family Services
	Implement recommendations from the Inner West Council Family Day Care review					Children and Family Services



Strategic direction 5: Progressive local leadership

Guiding strategies

- Adopted: Inner West Community Engagement Framework and Policy
- Underway: Workforce Management Strategy
- Underway: Inner West Asset Management Strategy and Policy
- Underway: Long Term Financial Plan 2018-2028
- Underway: Information and Communication Technology Strategy 2018-2021
 Underway: Inner West Council Long Term Land and Property Strategy
- Planned: Inner West Council Performance Monitoring Framework

Measuring our progress

Key Performance Indicator	Trend or target June 2022	Benchmark 2017
Overall community satisfaction with Council's performance	Increase	3.5
Community satisfaction with Council's community engagement	Increase	3.6
Community satisfaction with Council's integrity and decision making	Increase	3.04
Community satisfaction with Council contact	Increase	3.75
Community agrees that Council offers good value for money	Increase	2.98
Community agrees that Council manages its finances well	Increase	2.92
Community agrees that they have enough opportunities to participate in Council community consultation	Increase	3.00
Staff satisfaction with working for Inner West Council	Increase or maintain	60%
Inner West Council customer calls answered within sixty seconds	80%	70%
Inner West Council website page views	Increase by 2.5% each year	2,700,000
Inner West Council social media followers (Facebook, Instagram, Twitter)	Increase by 2.5% each year	18,750
Manage the building assets portfolio to reduce the buildings backlog.	Less than 0.02	
Operating Performance Ratio Benchmark: Greater than 0%	Meets or improves on benchmark	4.42%
Own Source Revenue Ratio Benchmark: Greater than 60% average over three years	Meets or improves on benchmark	74.64%
Building and Infrastructure Renewals Ratio Benchmark: Greater than 100% average over three years	Meets or improves on benchmark	145.5%
Infrastructure Backlog Ratio Benchmark: Less than 2%	Meets or improves on benchmark	9.57%
Asset Maintenance Ratio Benchmark: Greater than 100% average over three years	Meets or improves on benchmark	100%
Debt Service Cover ratio: Benchmark: Greater than two times	Meets or improves on benchmark	5 times

36 Inner West Council Delivery Program 2018-22 Inner West Council Delivery Program 2018-22 37

Planned capital projects

Project Description	2018/19 (\$'000)	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)
S.H.A.R.E. Building Summer Hill renewal works	350	-	-	-
Steel Park Community Room	250	-	-	-
Mervyn Fletcher Community Centre renewal works	190	-	-	-
Thirning Villa Pratten Park renewal works	180	-	-	-
Petersham Town Hall upgrade works	1,055	-	-	-
Marrickville Town Hall upgrade works	360	2090	-	-
St Peters Town Hall upgrade works	395	-	-	-
Leichhardt Town Hall renewal works	630	-	-	-
Finance Loan Repayments	5,434	6,155	4,710	4,058
Information & Technology	4,303	100	305	210
Fleet Management	6,725	8,399	9,441	5,383
Capital Program Property & Assets	1,155	1,574	2,613	2,714
TOTAL	21,027	18,318	17,069	12,365

Outcome 5.1
People are well informed and actively engaged in local decision-making and problem solving

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
	Improve analytics and reporting within and across Council information					Information and Communications Technology
5.1.1	Expand the information available to the community online and encourage on-line collaboration					Information and Communications Technology
Support local democracy through	Establish relevant Communications Engagement and Events policies, protocols and processes					Communication, Engagement and Events
transparent communication and inclusive participatory community	Develop strategies to identify new technologies to open up digital communications and engagement channels					Communication, Engagement and Events
engagement	Develop innovative methodologies to involve the community in decision-making processes					Communication, Engagement and Events
	Develop Social Media and Digital Strategy to identify new ways to expand digital communication					Communication, Engagement and Events

Outcome 5.2

Partnerships and collaboration are valued and recognised as vital for community leadership and making positive changes

CSP Strategy	initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
5.2.3 Collaborate with partners to deliver positive outcomes for the community, economy and environment	Completion of Stronger Communities funded projects					Properties, Major Projects and Facilities

Outcome 5.3

Government makes responsible decisions to manage finite resources in the best interest of current and future communities

CSP Strategy	initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
5.3.1 Undertake visionary, integrated, long-term planning and decision making, reflective of community needs and aspirations	Implement Asset Management Improvement Program					Footpaths, Roads, Traffic and Stormwater
	Develop and implement an Inner West Council Brand and Marketing Strategy					Communication, Engagement and Events
	Policies and processes are in place to support Councillors					Civic Governance, Integration, Customer Service and Business Excellence
5.3.2 Ensure responsible,	Coordinate 2020 Local Government Election					Civic Governance, Integration, Customer Service and Business Excellence
sustainable, ethical and open local government	Develop and implement an Environmental Management System addressing Council Environmental Risk and Compliance					Environment and Sustainability
	Develop and implement a Performance Monitoring Framework for Four Year Council Plan Reporting					Strategic Planning

CSP Strategy	initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
5.3.3 Deliver innovation, excellence, efficiency, effectiveness and probity in Council processes and services	Optimise organisational efficiencies through amalgamation					Civic Governance, Integration, Customer Service and Business Excellence
	Implement the Inner West Council Long Term Land and Property Strategy.					Properties, Major Projects and Facilities
	Implement priority actions in the Buildings Asset Management Improvement Plan					Properties, Major Projects and Facilities
	Undertake operational Service Reviews					Civic Governance, Integration, Customer Service and Business Excellence
	Support a strong collaborative Inner West Council staff culture					Communication, Engagement and Events
	Establish a new website including a photo library which will provide one place to interact with Council online					Communication, Engagement and Events
	Rationalise Council systems creating a unified system portfolio					Information and Communications Technology
	Enable a connected Council supported by network connectivity					Information and Communications Technology
	Integrate Council functions and services					Information and Communications Technology
	Enable new methods and ideas in line with industry trends					Information and Communications Technology
	Create an organisation which is able to interact and transact digitally					Information and Communications Technology
	Remove manual workloads within Council processes					Information and Communications Technology
	Ongoing operation of Council Information and Communication Technology in a sustainable and efficient manner					Information and Communications Technology

CSP Strategy	initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Group
	New and upgraded Council projects have effective Information and Communication Technology services on opening					Information and Communications Technology
	Rates modelling after rates freeze expires at the end of June 2020					Finance
	Consolidate Work Health and Safety policies and procedures					Human Resources
	Develop and implement Inner West Council Enterprise Bargaining Agreements					Human Resources
	Develop and implement an Inner West Council permanent salary system					Human Resources
	Implement an Inner West Council Staff Performance Management system					Human Resources
	Facilitate the Inner West Council Traineeship Program					Human Resources
	Prepare non-residential election roll					Civic Governance, Integration, Customer Service and Business Excellence

Council's detailed actions to implement the Delivery Program is available in the Inner West Council Operational Plan and Budget 2018/19.

This is available on the Inner West Council website.

40 Inner West Council Delivery Program 2018-22 41

