



Delivery Program 2018-2022

Adopted June 2018
Draft amendments April 2019



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 – <i>Our Inner West 2036</i>
DP	Delivery Program
EFT	Equivalent full-time positions
LEP	Local Environmental Plan
DCP	Development Control Plan
KPI	Key performance indicator
LGBTIQ	Lesbian, gay, bisexual, transgender, intersex and queer/questioning
OP and B	Operational Plan and Budget

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About the Delivery Program

The Delivery Program is a four year plan which outlines Council's commitment to achieving the outcomes and strategies of *Our Inner West 2036* – the Inner West's Community Strategic Plan.


This is the first four year Delivery Program developed by Inner West Council. Initially adopted in June 2018, it has been updated and improved in 2019.

It sets out the initiatives that Council will undertake during its four year term of office, with detailed annual actions to implement the initiatives listed in Council's annual Operational Plan and Budget.

Council has been very busy developing fresh processes and policies for the still new Council, and continuing this progress is one of the most important outcomes for this Delivery Program.

By integrating and harmonising the workings of the three former councils, Inner West Council can continue its work as an exciting and innovative local government entity, delivering high quality services for the community.





Introduction from the Chief Executive Officer

I am proud to present my first Delivery Program as CEO, which informs the Inner West community about what Council plans to do, and will do, over the next four years.

The Delivery Program is presented in two parts:

- **Part A:** Continuing to deliver essential and established services
- **Part B:** Key initiatives over four years that deliver on the Community Strategic Plan (CSP)

The plan is part of a suite of documents that includes the Community Strategic Plan and the Operational Plan. The Operational Plan 2019/20 gives greater detail on how the above initiatives will be delivered in the coming year.

For ease of reading, the Operational Plan is broken down into Council service areas.

Delivering the Community Strategic Plan - *Our Inner West 2036*

The Community Strategic Plan, *Our Inner West 2036* is a long term plan with an 18-year timeframe.

It is a whole of community and government plan requiring input and collaboration from many stakeholders and includes outcomes and strategies that are the responsibility of some of those stakeholders.

This Delivery Program is Council's first step towards realising the outcomes and strategies contained in the Community Strategic Plan.

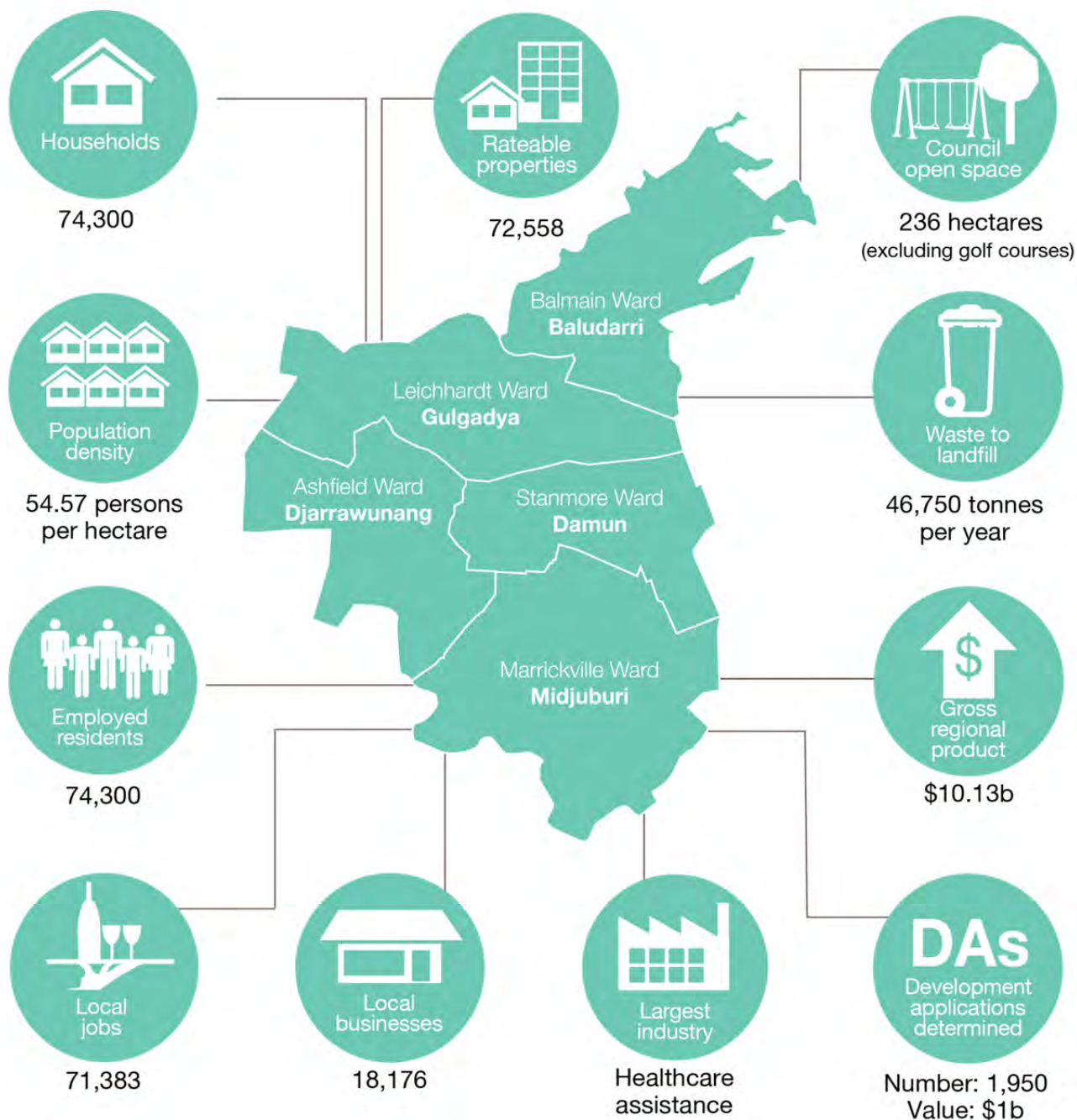
Michael Deegan
Chief Executive Officer

Our community

Inner West local government area

Population: 192,030

Area: 3,519 hectares



Note: Statistics based on 2016 data.

Local Democracy Groups

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

- Aboriginal and Torres Strait Islander
- Access
- Arts and Culture
- Bicycle
- Environment
- Housing and Affordability
- International Women's Day
- LGBTIQ+
- Multicultural
- Quarterly Business Forum
- Planning and Heritage
- River Catchments
- Seniors
- Social Strategy
- Sydenham to Bankstown
- Transport
- Young Leaders

Our elected Council

Inner West Council has 15 Councillors in five wards: Ashfield - Djarrawunang; Balmain - Baludarri; Leichhardt - Gulgadya; Marrickville - Midjuburi; and Stanmore - Damun.

In accordance with the Local Government Act, councillors review the performance of Council and its service delivery, financial and management plans and annual budgets, and make decisions regarding Council's policies and programs.



Mayor Darcy Byrne (LAB)
Balmain Ward – Baludarri
darcy.byrne@innerwest.nsw.gov.au



Cllr Rochelle Porteous (GRN)
Balmain Ward – Baludarri
rochelle.porteous@innerwest.nsw.gov.au



Cllr John Stamolis (IND)
Balmain Ward – Baludarri
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Deputy Mayor Victor Macri (IND)
Marrickville Ward – Midjuburi
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Cllr Colin Hesse (GRN)
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Cllr Sam Iskandar (LAB)
Marrickville Ward – Midjuburi
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Cllr Mark Drury (LAB)
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Cllr Tom Kiat (GRN)
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Cllr Julie Passas (LIB)
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Cllr Pauline Lockie (IND)
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Cllr Louise Steer (GRN)
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Cllr Anna York (LAB)
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Cllr Marghanita Da Cruz (GRN)
Leichhardt Ward – Gulgadya
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Cllr Lucille McKenna OAM (LAB)
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Cllr Vittoria Raciti (LIB)
Leichhardt Ward – Gulgadya
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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

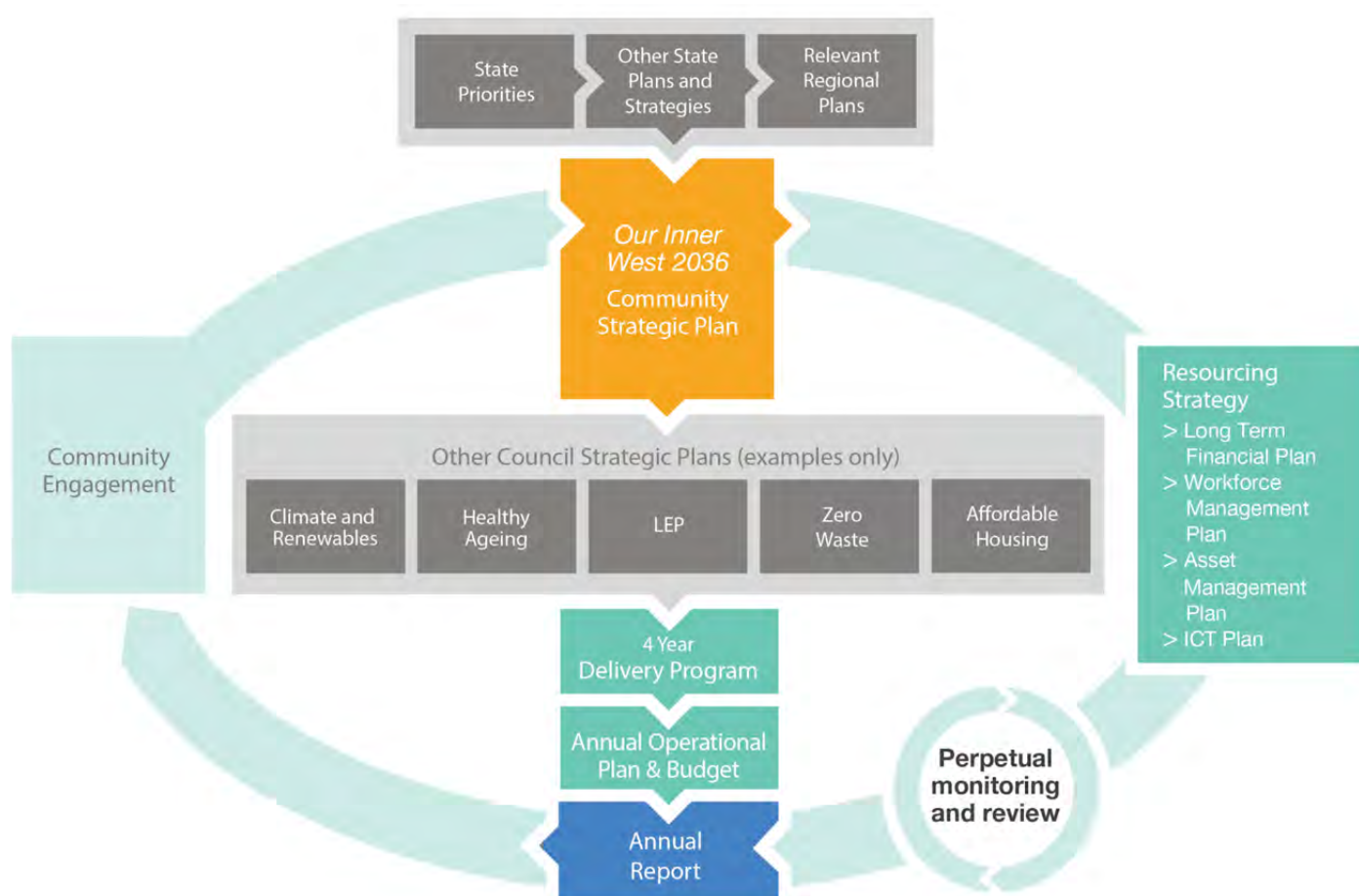
- Local Traffic Committee
- Audit, Risk and Improvement Committee
- Local Emergency Management Committee
- Flood Management Advisory Committee

Integrated planning and reporting

This Delivery Program 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 (CSP). This plan identifies the community the Inner West aspires to be by 2036.
2. **Delivery Program (DP) 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.
3. *Operational Plan and Budget (OP and B)* – 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 (ICT) Strategy
 - Workforce Management Strategy



Reporting on the Delivery Program



Making the most of amalgamation

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

This amalgamation provides an opportunity for Inner West Council to make service delivery more efficient by 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 Inner West Council.

Resource commitments

This DP reflects these resource commitments:

- Council business will continue as usual with pre-amalgamation service levels maintained and 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)	2022/23 (\$'000)
Income from Continuing Operations					
Domestic Waste Charge	39,477	40,637	41,354	42,430	43,326
General Revenue	188,842	122,001	123,521	126,862	130,293
User Charges & Fees	42,962	44,648	49,351	51,996	54,056
Interest Income	5,167	5,277	5,389	5,503	5,620
Other Income	25,730	26,291	25,859	26,204	26,807
Profit or (Loss) on Disposal	182	(70)	(425)	(78)	(451)
Total Income from Continuing Operations	232,361	238,785	245,049	252,918	259,651
Expenses from Continuing Operations					
Employee Costs	124,376	134,750	140,857	144,663	146,409
Borrowing Costs	1,443	1,969	1,737	1,582	1,456
Materials & Contracts	61,575	64,173	64,787	64,618	69,084
Other Expenses	34,983	34,200	35,468	35,701	36,652
Depreciation & Amortisation	31,647	33,080	34,378	35,116	35,707
Total Expenses from Continuing Operations	254,024	268,172	277,122	281,681	289,308
Total Surplus/(Deficit) before Funding	(21,663)	(29,387)	(32,178)	(28,763)	(29,657)
Operating Grants & Contributions					
Operating Grants	8,891	10,620	10,568	10,719	10,875
Total Surplus/(Deficit) after Operating Grants	(12,772)	(18,767)	(21,610)	(18,043)	(18,782)
Funding Contributions & Overhead Allocations					
Capital Grants & Contributions	18,830	36,819	38,131	19,177	14,741
Overhead Allocation	-	-	-	-	-
Funding from/(to) Restricted Funds	54,280	(11,915)	(2,082)	(12,729)	(14,457)
Funding from/(to) General Funds including Rates	15,621	73,398	39,060	33,157	30,744
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	75,958	79,535	53,499	21,562	12,245
Less Non-Cash Items					
Non-Cash	-	36,580	37,878	38,616	39,207
Total Surplus/(Deficit) after Non-Cash Items	75,958	116,115	91,377	60,178	51,452
Capital Works					
Capital Works	75,958	116,115	91,377	60,178	51,452
Total Surplus/(Deficit) after Capital Works	0	(0)	0	(0)	(0)

A photograph of children playing chess on a grassy field. In the foreground, a boy in a grey t-shirt and black shorts is sitting on a large black chess piece. Next to him, a girl in a green t-shirt and blue skirt is standing. They are surrounded by large white and black chess pieces. In the background, other children and an adult are visible on the grass.

PART A: Continuous service delivery

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 845km of footpath
	Maintains 25 sportsgrounds
	Provides 31 rooms available for hire
	Maintains 62 public toilet buildings including in 46 parks Maintains 328ha 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 aquatic centres with 1,540,000 visits a year
	Provides or supports 645 childcare places and 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 (including 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

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 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 late 2019
- **GreenWay** multi-purpose active transport and biodiversity link – implement the recommendations of the GreenWay Master Plan
- **Draft Inner West Urban Local Environmental Plan (LEP)** and Development Control Plan (DCP) scheduled for initial public consultation in 2019



Artist impression of the new Ashfield Aquatic Centre



Artist impression of the new Marrickville Library

NSW Government initiatives

The NSW Government has a number of current initiatives that will significantly impact on life in the Inner West. Inner West Council is active in advocating for the best outcomes for the Inner West community.

- WestConnex
- Sydenham to Bankstown Urban Renewal Corridor
- Parramatta Road Urban Transformation Program
- The Bays Precinct Sydney
- Callan Park

More information about Inner West Council's response to these NSW Government initiatives can be found on Council's website.

Inner West Council services

Inner West Council provides a range of services to the community. These services use a continuous improvement approach to monitor and evaluate their delivery and to ensure that they are making a major contribution to Council's effort to deliver on the CSP. This is a summary of what they provide on a day to day basis.



Children and Family Services

- Provide Council's education and care services for children aged 12 years and under including long day care, family day care, preschool, occasional care and out of school hours care



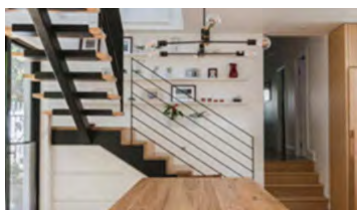
Community Events

- Organise major local events including Marrickville Festival, Ashfield Carnival of Cultures, ANZAC Day, Australia Day, Celebrate 2044, Dulwich Hill Village Fair, Footprints Ecofestival and Bairro Português



Community Services and Culture

- Provide programs and services to support community wellbeing and position the Inner West as an arts and cultural destination
- Activate Council's community facilities to foster community building, participation and social support



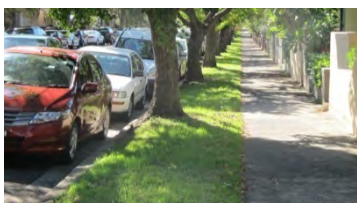
Development Assessment

- Provide accurate, timely and consistent planning and building advice to customers and high quality decisions and development outcomes



Environment and Sustainability

- Run sustainability education programs and support volunteer projects
- Undertake planning for biodiversity and green infrastructure to protect ecological assets across the Inner West



Footpaths, Roads, Traffic and Stormwater

- Construct and maintain road pavements, kerb and gutter, footpaths, cycleways, bridges, stormwater drainage and public carparks



Library and History Services

- Deliver library services to approximately 100,000 members and one million visitors, including access to technology and activity programs
- Manage historical collections and present exhibitions



Aquatic Services

- Manage Ashfield Aquatic Centre, Dawn Fraser Baths and Leichhardt Park Aquatic Centre and the service provider contracts for Annette Kellerman Aquatic Centre and Fanny Durack Aquatic Centre to ensure programming meets the needs of the community



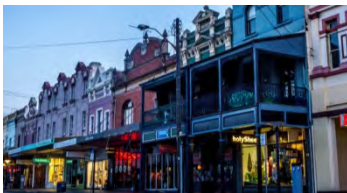
Regulatory Services

- Manage the urban environment in a way that protects life, property and amenities through the use of regulatory tools and education



Resource Recovery

- Provide education to promote reuse, recycling and disposal of materials
- Deliver waste, recycling and green waste collection services to more than 90,000 households and businesses across the Inner West



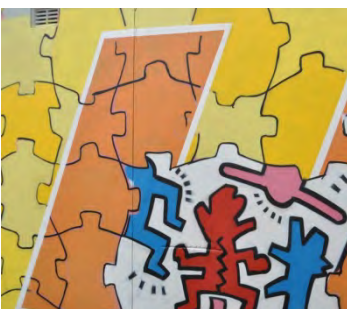
Strategic Planning

- Protect the natural and built environment, shape future growth and guide infrastructure delivery through land use policy and strategy development
- Develop outcomes based organisational strategy that reflects community needs and aspirations through effective integrated planning and reporting



Trees, Parks and Streetscapes

- Maintain, renew and upgrade parks, reserves and sporting grounds and public open space
- Coordinate recreation planning and programs for parks
- 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, Customer Service and Business Excellence
- Communications and Engagement
- Finance
- Human Resources
- Information and Communications Technology
- Legal
- Procurement
- Properties, Major Building Projects and Facilities





PART B: Four Year Initiatives

Reading the four year initiatives

How this section is structured

Over the next four years, Council plans to respond to the five strategic directions identified by the community in *Our Inner West 2036* – the Community Strategic Plan for the Inner West community. These directions form the structure of this section of the Delivery Program.

The strategic directions are:

1. An ecologically sustainable Inner West
2. Unique, liveable, networked neighbourhoods
3. Creative communities and a strong economy
4. Caring, happy, healthy communities
5. Progressive local leadership

In *Our Inner West 2036*, each strategic direction is accompanied by the outcomes the community would like to achieve by 2036, as well as strategies to achieve them. Each four year initiative in this section of the Delivery Program has been developed to deliver on one or more of these strategies.

Understanding the content

Guiding strategies	<p>Council's key guiding strategies or plans that are already adopted, underway or planned. This currently also includes some legacy strategies from the former Ashfield, Leichhardt and Marrickville councils which are yet to be harmonised.</p> <p>Each of the new strategy documents link to strategies in <i>Our Inner West 2036</i>, and when adopted, provide more detail about what Council plans to do and why.</p>
Measuring our progress	<p>This includes key performance indicators, targets and benchmarks that Council will use to demonstrate progress against each strategic direction.</p>
Planned capital projects	<p>One-off projects and associated budgets Council is delivering, which work to each strategic direction.</p>
Outcomes	<p>Outcomes the community would like to achieve by 2036, which have been identified in <i>Our Inner West 2036</i>. These were developed with extensive community engagement.</p>
CSP strategies	<p>Strategies to meet the outcomes, also identified in <i>Our Inner West 2036</i>.</p>
Initiatives	<p>Four year initiatives that Council will deliver to respond to the strategies identified in <i>Our Inner West 2036</i>.</p>

Review of four year initiatives

Since many of the initiatives in this Delivery Program involve the development of integrated Council-wide strategies and the review of services, responding to these strategies and any service reviews will require adjustment and change.

For this reason the Delivery Program was reviewed in 2019 and may experience further minor amendments before its expiry.



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)
- In Development: **Inner West Zero Waste Strategy**
- 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 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	26% (2017/18)
Number of bushcare volunteers	Maintain	1,400
Kilograms of total waste stream to landfill per resident	Trending down to 150kg per resident each year	199 kg (2016/17)
Kilograms of residential waste collected in red-lid bins that could be recycled (other than organic matter)	Reduce to 183kg per resident per year	244kg (2016/17)
Recovery of green waste from the waste stream per resident each year	Trending up	37 kg
% of residential waste collected in red-lid bins that is food and garden organic matter	Reduce to 29% (average of 10kg per week in each red-lid bin)	39% (2016/17)
% 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% recovery rate (reused, recycled or recovered)	12%
Tonnes of waste collected from illegal dumping	Reduce by 25% to 2045 tonnes each year	2727 (2016/17)

Planned Capital Projects

Project Description	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)	2022/23 (\$'000)
Sea Walls Capital	-	61	70	-
Stormwater Renewal	1,295	1,259	1,450	1,595
Stormwater Upgrade	1,175	535	1,240	1,035
Wharves Capital	-	15	-	-
Total	2,470	1,870	2,760	2,630

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 Unit
1.1.1 Provide the support needed for people to live sustainably	1.1.1.1: Renew and upgrade seawalls in line with the Seawalls and Wharves capital program					Trees, Parks and Streetscapes
	1.1.1.2: Establish and maintain a Green Living Centre Program					Environment and Sustainability
	1.1.1.3: LED street lighting accelerated replacement					Footpaths, Roads, Traffic and Stormwater
1.1.2 Reduce urban heat and manage its impact	1.1.2.1: Undertake the street tree planting and establishment program					Trees, Parks and Streetscapes
	1.1.2.2: Conduct gap analysis and audit of street tree data					Trees, Parks and Streetscapes
	1.1.2.3: Establish a sustainable proactive maintenance program and forward inspection program for all Council trees					Trees, Parks and Streetscapes
	1.1.2.4: 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 Streetscapes
	1.1.2.5: Seek and maintain partnerships to support adaptation to urban heat					Environment and Sustainability
1.1.3 Create spaces for growing food	1.1.3.1: Seek and maintain research and on- ground partnerships around growing food in urban areas					Environment and Sustainability
1.1.4: Develop planning controls to protect and support a sustainable environment	<i>While no key projects are programmed, this work is ongoing as required as part of business as usual.</i>					
1.1.5 Provide green infrastructure that supports increased ecosystem services	1.1.5.1: Provide, renew and upgrade stormwater infrastructure					Footpaths, Roads, Traffic and Stormwater
	1.1.5.2: Design and implement prioritised green infrastructure in the public domain					Environment and Sustainability

Outcome 1.2

Inner West has a diverse and increasing urban forest that supports 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 Unit
1.2.1: Support people to protect, restore, enhance and connect with nature in Inner West	1.2.1.1: Develop and deliver an Urban Ecology Education and Incentives Program					Environment and Sustainability
	1.2.1.2: Manage urban ecology volunteer programs and facilities					Environment and Sustainability
1.2.2: Maintain and increase Inner West's tree canopy and urban forest, and enhance biodiversity corridors	1.2.2.1: Maintain, protect and enhance the Inner West's current ecological assets					Environment and Sustainability
	1.2.2.2: Develop and implement an Urban Forest Policy and Street Tree Master Plan					Trees, Parks and Streetscapes
1.2.3: Protect, conserve and enhance existing natural area sites for species richness and diversity	1.2.3.1: 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 Unit
1.3.1: Collaborate to deliver water-sensitive plans, decisions and infrastructure	1.3.1.1: Partner with regional stakeholders on catchment and waterway health					Environment and Sustainability
1.3.2: Supply water from within Inner West catchments	1.3.2.1: 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 Unit
1.4.1 Support local adoption of clean renewable energy	1.4.1.1: Develop and implement the Inner West Climate and Renewables Strategy					Environment and Sustainability
	1.4.1.2: Pursue opportunities to drive an increase in renewable energy in the Inner West for Council and the community					Environment and Sustainability
	1.4.1.3: Focus efforts to drive efficiency and manage demand for energy across Council operations and reduce corporate emissions					Environment and Sustainability
	1.4.1.4: 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
	1.4.1.5: Use operational efficiencies to reduce plant and vehicle numbers					Trees, Parks and Streetscapes
1.4.2: Support development of a transport network that runs on clean renewable energy	1.4.2.1: Develop and implement a sustainable fleet and procurement strategy					Trees, Parks and Streetscapes

Outcome 1.5

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 Unit
1.5.1: Support people to avoid waste, and reuse, repair recycle and share	1.5.1.1: Develop an Inner West Zero Waste Strategy and Action Plan Policy					Environment and Sustainability
1.5.2: Provide local reuse and recycling infrastructure	1.5.2.1: Develop and operate a second Inner West Council Community Recycling Centre for problem wastes					Environment and Sustainability
	1.5.2.2: Promote zero waste avoidance, reuse recycling and repair					Environment and Sustainability
	1.5.2.3: Increase reuse opportunities and develop a local reuse centre					Environment and Sustainability
1.5.3: Divert organic material from landfill	1.5.3.1: 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	1.5.4.1: 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: **GreenWay MasterPlan: Cooks to Cove GreenWay**
- Adopted: **Parramatta Road Corridor Urban Amenity Improvement Plan**
- Adopted: **Transport Asset Management Plan**
- Adopted: **Stormwater Asset Management Plan**
- In Development: **Inner West Council Development Contribution Plan**
- In Development: **Inner West Integrated Transport Strategy**
- In Development: **Inner West Local Environment Plan (LEP) and Development Control Plan (DCP)**
- In Development: **Inner West Housing Strategy**
- Planned: **Creative Communities, Public Art and Place Making Framework**
- Planned: **Inner West Public Domain Strategy**
- Planned: **Inner West Active Transport Plan**

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	Increase or maintain	3.51
Community satisfaction with maintenance and cleaning of town centres	Increase or maintain	3.67
Community satisfaction with graffiti removal	Increase or maintain	3.38
Community satisfaction with stormwater management and flood mitigation	Increase or 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
Total number of affordable housing units transferred to Council or a community housing provider	At least 20	4

Planned capital projects

Project Description	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)	2022/23 (\$'000)
Alex Trevallion Plaza	800	-	-	-
Ashfield Town Centre Upgrade	1,000	-	-	-
Bridges - Capital	880	35	375	300
Capital Program Footpaths Roads Traffic and Stormwater	300	-	-	-
Car Parks - Capital	35	180	285	200
Cycleways - Capital	4,235	5,040	5,771	2,540
Dobroyd Parade/City West Link - rock armour wall	500	450	-	-
Footpaths Renewal	2,496	2,200	2,454	2,765
Footpaths Upgrade	250	260	145	320
Greenway capital budget	1,060	9,950	2,100	-
Greenway Central Links Construction	10,067	-	-	-
Kerb & Gutter Renewal	415	480	370	940
Local Roads Renewal	5,418	5,009	5,143	7,846
New Plaza-Darling St & Montague St (old Telstra Site)	540	-	-	-
Playground Renewal and Upgrade Strategy	180	-	-	-
Playground Strategy Works	333	183	667	395
Regional Roads Renewal	400	1,445	1,000	785
Roadside Furniture	100	188	100	100
Shade sail additional - as per shade sail plan	305	-	-	-
Town Centres Upgrade	140	590	3,520	2,000
Traffic and Parking Management	165	165	165	165
Traffic Facilities	1,865	410	1,085	1,435
Urban Amenity Improvement Program	6,718	16,678	-	-
Total	38,202	43,263	23,180	19,791

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 Unit
2.1.1: Pursue integrated planning and urban design across public and private spaces to suit community and local environment needs	2.1.1.1: 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
	2.1.1.2: Prepare a Local Strategic Planning Statement					Strategic Planning
	2.1.1.3: Prepare an Inner West Local Environmental Plan (LEP) and Development Control Plan (DCP)					Strategic Planning
	2.1.1.4: Review, update and improve education materials, website information, application forms and guidelines					Development Assessment and Regulatory Services
	2.1.1.5: Implementation of the Swimming Pool Inspection Program					Development Assessment and Regulatory Services
2.1.2: Identify and pursue innovative and creative solutions to complex urban planning and transport issues	2.1.2.1: Establish Inner West as a leader in finding innovative solutions and partnerships to complex urban sustainability issues					Environment and Sustainability
	2.1.2.2: Prepare masterplans for the Parramatta Road Urban Amenity Improvement Program projects					Strategic Planning
	2.1.2.3: Develop and implement the Parramatta Road Urban Infrastructure Program works (Undertake Parramatta Road Urban Amenity Improvement Program)					Footpaths, Roads, Traffic and Stormwater
	2.1.2.4: Undertake master planning as part of the NSW Government's Precinct Support Scheme for the Sydenham station area					Strategic Planning
2.1.3: Improve the quality, and investigate better access and use of existing community assets	2.1.3.1: Prioritise playground renewal and upgrade through a long term Playground Strategy					Trees, Parks and Streetscapes
	2.1.3.2: Prioritise shade sail renewal and upgrade through a Shade Sail Strategy					Trees, Parks and Streetscapes
2.1.4: Develop planning controls that protect and support a sustainable environment and contribute to a zero emissions and zero waste community	<i>While no key projects are programmed, this work is ongoing as required as part of business as usual.</i>					

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 Unit
2.2.1: Provide clear and consistent planning frameworks and processes that respect heritage and the distinct characters of urban villages	2.2.1.1: Increase provision of pre-lodgement planning and heritage advice by Council staff					Development Assessment and Regulatory Services
	2.2.1.2: Increase the provision of Building Certification Services by Council in Inner West					Development Assessment and Regulatory Services
2.2.2: Manage change with respect for place, community history and heritage	2.2.2.1: Crown Land Act changes will transfer the Native Title management responsibility to Council from July 2018					Properties, Major Projects and Facilities
	2.2.2.2: 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 Unit
2.3.1: Plan and deliver public spaces that fulfil and support diverse community needs and life	2.3.1.1: Prepare the Inner West Public Domain Study and Strategy					Strategic Planning
	2.3.1.2: Develop and implement Master Plans for the public domain					Strategic Planning
	2.3.1.3: Enhance streetscapes and town centres					Footpaths, Roads, Traffic and Stormwater
	2.3.1.4: Deliver interpretation artwork at the site of the former Datchett St, Balmain East incinerator					Trees, Parks and Streetscapes
	2.3.1.5: Support the Creative Communities, Public Art and Place Making Framework					Community Services and Culture
2.3.2: Ensure private spaces and developments contribute positively to their surrounding public spaces	2.3.2.1: Identify opportunities and/or lobby for additional open space in association with large development					Strategic Planning
2.3.3: Advocate for and develop planning controls that retain and protect existing public and open spaces	2.3.3.1: Establish the Callan Park Trust					Trees, Parks and Streetscapes

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 Unit
2.4.1: Ensure the expansion of social, community and affordable housing, distributed across Inner West, facilitated through proactive policies	<i>While no key projects are programmed, this work is ongoing as required as part of business as usual.</i>					
2.4.2: Encourage diversity of housing type, tenure and price in new developments	2.4.2.1: Prepare an Inner West Housing Study and Strategy					Strategic Planning
2.4.3: Assist people who are homeless or sleeping rough	2.4.3.1: 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 collaboratively with them to support better public transport.

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Unit
2.5.1: Advocate for improved public transport services to, through and around Inner West	<i>While no key projects are programmed, Council collaborates and advocates with external stakeholders including the NSW Government as and when required.</i>					
2.5.2: Advocate for, and provide, transport infrastructure that aligns to population growth	<i>While no key projects are programmed, Council collaborates and advocates with external stakeholders including the NSW Government as and when required.</i>					

Outcome 2.6

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

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Unit
2.6.1: Deliver integrated networks and infrastructure for transport and active travel	2.6.1.1: Prepare an Inner West Integrated Transport Strategy					Strategic Planning
	2.6.1.2: Develop and implement traffic and parking management studies					Footpaths, Roads, Traffic and Stormwater
	2.6.1.3: Implement the GreenWay Master Plan ensuring that it is consistent with adopted and emerging GreenWay strategies and plans					Trees, Parks and Streetscapes
2.6.2: Pursue innovation in planning and providing new transport options	<i>Pursued concurrently with initiatives programmed under Strategy 2.6.1.</i>					
2.6.3: Ensure transport infrastructure is safe, connected and well-maintained	2.6.3.1: Develop and implement programs to promote road safety					Footpaths, Roads, Traffic and Stormwater
	2.6.3.2: Review and coordinate the implementation of parking strategies					Development Assessment and Regulatory Services
	2.6.3.3: Renew local and regional roads					Footpaths, Roads, Traffic and Stormwater
	2.6.3.4: Renew and upgrade footpaths					Footpaths, Roads, Traffic and Stormwater
	2.6.3.5: Provide, renew and upgrade traffic and pedestrian safety facilities					Footpaths, Roads, Traffic and Stormwater
	2.6.3.6: Provide and upgrade cycleway infrastructure					Footpaths, Roads, Traffic and Stormwater
	2.6.3.7: 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 or maintain	3.36
Community satisfaction with supporting local artists and creative industries	Increase or maintain	3.39
Community satisfaction with festival and events program	Increase or maintain	3.73

Planned capital projects

Project Description	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)	2022/23 (\$'000)
Arts Projects	131	-	-	-
Total	131	-	-	-

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, celebrating and supporting diverse creative industries and the arts	3.1.1.1: Develop the Inner West Creative Cultures Plan					Community Services and Culture
	3.1.1.2: Support the marketing of Inner West as a tourism destination and creative hub					Communications, Engagement and Events
	3.1.1.3: Develop and provide specific planning advice and educational materials tailored to small business and creative industries					Development Assessment and Regulatory Services
3.1.2: Create opportunities for all members of the community to participate in arts and cultural activities	3.1.2.1: Digitise existing Inner West history collections					Library and History Services
	3.1.2.2: Conduct a Strategic Review of the Major Community Events Program to support a high quality program that encourages community participation					Communications, 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 Unit
3.2.1: Position Inner West as a place of excellence for creative industries and services and support them to thrive	3.2.1.1: Develop the Creative Inner West Economy Strategy					Community Services and Culture
3.2.2: Facilitate links to programs and services to help businesses grow, innovate and improve their competitiveness	<i>Pursued as part of Initiative 3.3.2.1.</i>					
3.2.3: Encourage the establishment of new enterprises in Inner West	<i>Pursued as part of Initiative 3.3.2.1.</i>					
3.2.4: Facilitate the availability of affordable spaces for creative industries and services	<i>While no key projects are programmed, this work is ongoing as required as part of business as usual.</i>					

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 Unit
3.3.1: Support business and industry to be socially and environmentally responsible	3.3.1.1: Conduct audit of unauthorised premises across Inner West					Development Assessment and Regulatory Services
	3.3.1.2: Conduct safety audit program of awnings over Council footpaths					Development Assessment and Regulatory Services
	3.3.1.3: Implement a program of proactive building site inspections					Development Assessment and Regulatory Services
	3.3.1.4: Develop and implement the Major Partners Program Policy					Community Services and Culture
	3.3.1.5: Develop a Council portal to create one place to interact online with Council					Information and Communications Technology
	3.3.1.6: Establish e-services to enable Council services to be performed electronically					Information and Communications Technology
3.3.2: Strengthen economic viability and connections beyond Inner West	3.3.2.1: Prepare an Inner West Council Economic Development Strategy					Strategic Planning
	3.3.2.2: Improve Development Application processing times					Development Assessment and Regulatory Services
3.3.3 Promote Inner West as a great place to live, work, visit and invest in	3.3.3.1: 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 Unit
3.4.1: Support local job creation by protecting industrial and employment lands	<i>Pursued as part of Initiative 3.3.2.1.</i>					
3.4.2 Encourage social enterprises and businesses to grow local employment	3.4.2.1: Inner West Council Traineeship Program					Human Resources

Outcome 3.5

Urban hubs and main streets are distinct and enjoyable places to shop, eat, socialise and be entertained

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Unit
3.5.1: Promote unique, lively, safe and accessible urban hubs and main streets – day and night	<i>While no key projects are programmed, this work is ongoing as part of business as usual.</i>					
3.5.2: Enliven community life by delivering and supporting events, public art, cultural celebrations and entertainment	<i>While no key projects are programmed, arts and cultural events are ongoing as part of business as usual.</i>					
3.5.3: Pursue a high standard of planning, urban design and development that supports urban centres	<i>While no key projects are programmed, this work is ongoing as required as part of business as usual.</i>					
3.5.4: Promote the diversity and quality of retail offerings and local products	<i>Pursued as part of Initiative 3.3.2.1.</i>					



Strategic Direction 4: Caring, happy, healthy communities

Guiding strategies

- Adopted: **Inner West Council Inclusion (for people with a disability) Action Plan 2017 – 2021**
- Adopted: **Parks and Sports Fields Asset Management Plan 2018 – 2038**
- Adopted: **Multicultural Policy**
- In Development: **Inner West Recreation Policy and Strategy**
- In Development: **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**

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 aquatic centres each year	Increase, after opening of new Ashfield Aquatic Centre in 2021/22 to 1,700,000	1,500,000 (2016/17)
Number of visits to Inner West Council libraries each year	Maintain	1,000,000
Area of Council open space, excluding golf courses, per resident	Increase or maintain	12.3m ²

Planned capital projects

Project Description	2018/19 (\$'000)	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)
Ashfield Aquatic Centre upgrade works	32,838	2,517	200	200
Bell Reserve General Expenses	400	-	-	-
Capital Program Children and Family Services	476	410	350	479
Capital Program Community Services	1,371	1,196	2,561	2,355
Capital Program Library Services	3,758	2,003	413	77
Capital Program Recreation and Aquatics	750	3,008	2,919	850
Capital Program Trees Parks & Streetscapes	1,643	3,414	3,465	2,563
Dawn Fraser Pool upgrade works	3,200	3,400	-	-
Haberfield Library upgrade works	2,370	800	-	-
Mahoney Reserve Priority 1 and 2 works	1,867	-	-	-
Marrickville Town Hall upgrade works	2,311	2,000	-	-
Parks Capital and Assets Capital	1,715	5,390	5,429	6,570
Play equipment renewal	235	203	190	190
Pratten Park Upgrade	701	-	-	-
Published Projects - Trees, Parks & Sportfields	778	2,030	-	-
Skate Park in Callan Park - Construction	276	1,000	-	-
Synthetic Turf Investigation	2,000	-	-	-
Total	56,689	27,371	15,527	13,284

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 Unit
4.1.1 Foster inclusive communities where everyone can participate in community life	4.1.1.1: Develop the Inner West Community Wellbeing Strategy including plans for: <ul style="list-style-type: none"> • Healthy ageing • LGBTIQ people • Children and youth • Multicultural 					Community Services and Culture
	4.1.1.2: Implement the Inner West Grants Program					Community Services and Culture
	4.1.1.3: Improve library signage					Library and History
	4.1.1.4: Develop an Inner West Volunteer Framework					Community Services and Culture
	4.1.1.5: Support companion animal registration					Development Assessment and Regulatory Services
4.1.2: Embrace, celebrate, respect and value difference by building awareness and appreciation of Inner West's diversity	4.1.2.1: Develop the Inner West LGBTIQ Strategy					Community Services and Culture
	4.1.2.2: Scope and activate a Pride Centre					Community Services and Culture
	4.1.2.3: Implement Multicultural Policy					Community Services and Culture
4.1.3: Empower and support vulnerable and disadvantaged community members to participate in community life	4.1.3.1: Implement the Inner West Council Inclusion Action Plan for people with a disability 2017-2021					Community Services and Culture
	4.1.3.2: Deliver a Refugee Welcome Centre					Community Services and Culture
	4.1.3.3: Lead prevention of family and domestic violence in Inner West					Community Services and Culture
	4.1.3.4: Develop and facilitate a range of recreation initiatives for disadvantaged communities in conjunction with relevant program partners					Trees, Parks and Streetscapes
4.1.4: Increase and promote awareness of the community's history and heritage	4.1.4.1: Support history research by the community through provision of face-to-face history services for the community					Library and History Services
	4.1.4.2: Investigate feasibility of creating an Inner West History Centre and relocation of history services					Library and History Services
	4.1.4.3: Develop a comprehensive history of the Inner West					Library and History Services

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 Unit
4.2.1: Celebrate Aboriginal and Torres Strait Islander cultures and history	4.2.1.1: Scope a study of Inner West Aboriginal heritage and culture					Community Services and Culture
	4.2.1.2: Improve way-finding through Gadigal Wangal country					Parks, Trees and Streetscapes
4.2.2: Promote Aboriginal and Torres Strait Islander arts and businesses	<i>While no key projects are programmed, this work is ongoing as required as part of business as usual.</i>					
4.2.3: Acknowledge and support the rights of the Aboriginal community to self determination	<i>While no key projects are programmed, this work is ongoing as required as part of business as usual.</i>					
4.2.4: Actively engage Aboriginal people in the development of programs, policies and strategies	4.2.4.1: Develop and implement an Aboriginal Belonging or 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 Unit
4.3.1: Provide the facilities, spaces and programs that support wellbeing and active and healthy communities	4.3.1.1: Implement the Inner West Recreation Strategy and Policy					Trees, Parks and Streetscapes
	4.3.1.2: Implement the Aquatic Services Plan					Aquatic Services
	4.3.1.3: Upgrade Dawn Fraser Pool					Aquatic Services
	4.3.1.4: Upgrade and re-open Ashfield Aquatic Centre					Aquatic Services
	4.3.1.5: Prepare a master plan for Leichhardt Park Aquatic Centre					Aquatic Services
	4.3.1.6: Develop and implement the Inner West Council Venues and Facilities Marketing Strategy					Community Services and Culture
	4.3.1.7: Audit and update park and foreshore asset data					Trees, Parks and Streetscapes
	4.3.1.8: Develop and implement a prioritised plan for Inner West parks Plans of Management and Master Plans					Trees, Parks and Streetscapes
	4.3.1.9: Investigate the use of synthetic turf					Trees, Parks and Streetscapes
	4.3.1.10: Develop and implement a prioritised implementation plan for Crown Land parks Plans of Management and Master Plans					Trees, Parks and Streetscapes
	4.3.1.11: Renew and upgrade parks in line with the Parks Capital Works Program					Trees, Parks and Streetscapes
	4.3.1.12: Deliver the recommendations of the Cooks River Master Plan					Trees, Parks and Streetscapes
	4.3.1.13: Undertake the Sydenham Green Landscape Interpretation					Trees, Parks and Streetscapes
	4.3.1.14: Establish Lewis Herman Reserve, Ashfield					Trees, Parks and Streetscapes
	4.3.1.15: Upgrade King George Park Rozelle					Trees, Parks and Streetscapes
	4.3.1.16: Upgrade Johnson Park, Marrickville					Trees, Parks and Streetscapes
4.3.2 Provide opportunities for people to participate in recreational activities they enjoy	4.3.2.1: Develop the Office of Sport to increase partnerships between Council and sporting clubs					Trees, Parks and Streetscapes

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 Unit
4.4.1: Plan and provide services and infrastructure for a changing and ageing population	4.4.1.1: Undertake a Community Wellbeing Survey					Community Services and Culture
	4.4.1.2: Develop Strategy around Council's provision of direct services					Community Services and Culture
	4.4.1.3: Undertake an audit of community and cultural facilities and services					Community Services and Culture
	4.4.1.4: Develop and implement the Grants and Fee Scale Policy					Community Services and Culture
4.4.2: Ensure the community has access to a wide range of learning spaces, resources and activities	4.4.2.1: Develop an Inner West Council Library and History Strategy					Library and History Services
	4.4.2.2: Open and operate Patyegarang Place and the new Marrickville Library					Library and History Services
	4.4.2.3: Refurbish Haberfield Library					Library and History Services
	4.4.2.4: Develop a Library Technology Roadmap in conjunction with ICT					Library and History Services
	4.4.2.5: Conduct a tender for the provision of the fiction and non fiction collections					Library and History Services
4.4.3: Support children's education and care services to ensure a strong foundation for lifelong learning	4.4.3.1: Understand, and operate under, the new Commonwealth Government Child Care Subsidy					Children and Family Services
	4.4.3.2: Investigate changes to NSW Government funding and impact on services					Children and Family Services
	4.4.3.3: Implement recommendations from the Inner West Council Occasional Care review					Children and Family Services
	4.4.3.4: 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 2017**
- Adopted: **Workforce Management Strategy 2018 - 2022**
- Adopted: **Asset Management Strategy and Policy 2018 - 2028**
- Adopted: **Long Term Financial Plan 2018-2028**
- Adopted: **Information and Communication Technology Strategy 2018-2022**
- In Development: **Inner West Council Land and Property Strategy**

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%	36% (2018/19)
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

Planned capital projects

Project Description	2018/19 (\$'000)	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)
Capital Program Property & Assets	2,823	6,598	7,671	5,851
Fleet Management	8,817	7,879	7,166	6,469
Information & Technology	1,316	815	985	977
Loan Repayments	5,066	3,581	2,888	2,451
Mervyn Fletcher Community Centre renewal works	600	-	-	-
Total	18,622	18,873	18,710	15,748

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 Unit
5.1.1 Support local democracy through transparent communication and inclusive participatory community engagement	5.1.1.1: Improve analytics and reporting within and across Council information					Information and Communications Technology
	5.1.1.2: Expand the information available to the community online and encourage online collaboration					Information and Communications Technology
	5.1.1.3: Establish relevant Communications Engagement and Events policies, protocols and processes					Communication, Engagement and Events
	5.1.1.4: Develop strategies to identify new technologies to open up digital communications and engagement channels					Communications, Engagement and Events
	5.1.1.5: Develop innovative methodologies to involve the community in decision-making processes					Communications, Engagement and Events
	5.1.1.6: Develop Social Media and Digital Strategy to identify new ways to expand digital communication					Communications, Engagement and Events
	5.1.1.7: Establish Local Democracy Groups					Communications, 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 Unit
5.2.1: Support leadership and mentoring initiatives that build and strengthen the capacity of individuals, businesses and communities	<i>While no key projects are programmed, this work is ongoing as required as part of business as usual.</i>					
5.2.2: Support local capacity for advocacy	<i>While no key projects are programmed, this work is ongoing as required as part of business as usual.</i>					
5.2.3: Collaborate with partners to deliver positive outcomes for the community, economy and environment	5.2.3.1: 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 Unit
5.3.1: Undertake visionary, integrated, long term planning and decision making, reflective of community needs and aspirations	5.3.1.1: Implement Asset Management Improvement Program					Footpaths, Roads, Traffic and Stormwater
	5.3.1.2: Develop and implement an Inner West Council Brand and Marketing Strategy					Communications, Engagement and Events
5.3.2: Ensure responsible, sustainable, ethical and open local government	5.3.2.1: Policies and processes are in place to support Councillors					Customer Service, Business Excellence and Civic Governance
	5.3.2.2: Coordinate 2020 Local Government Election					Customer Service, Business Excellence and Civic Governance
	5.3.2.3: Develop and implement an Environmental Management System addressing Council Environmental Risk and Compliance					Environment and Sustainability
	5.3.2.4: Develop and implement a performance monitoring system for four year Delivery Program reporting					Strategic Planning

CSP Strategy	Initiative	Y.1 18/19	Y.2 19/20	Y.3 20/21	Y.4 21/22	Lead Service Unit
5.3.3: Deliver innovation, excellence, efficiency, effectiveness and probity in Council processes and services	5.3.3.1: Optimise organisational efficiencies through amalgamation					Customer Service, Business Excellence and Civic Governance
	5.3.3.2: Implement the Inner West Council Long Term Land and Property Strategy					Properties, Major Projects and Facilities
	5.3.3.3: Implement priority actions in the Buildings Asset Management Improvement Plan					Properties, Major Projects and Facilities
	5.3.3.4: Undertake operational Service Reviews					Environment and Sustainability
	5.3.3.5: Support a strong collaborative Inner West Council staff culture					Communications, Engagement and Events
	5.3.3.6: Establish a new website including a photo library which will provide one place to interact with Council online					Communications, Engagement and Events
	5.3.3.7: Rationalise Council systems creating a unified system portfolio					Information and Communications Technology
	5.3.3.8: Enable a connected Council supported by network connectivity					Information and Communications Technology
	5.3.3.9: Integrate Council functions and services					Information and Communications Technology
	5.3.3.10: Enable new methods and ideas in line with industry trends					Information and Communications Technology
	5.3.3.11: Create an organisation which is able to interact and transact digitally					Information and Communications Technology
	5.3.3.12: Remove manual workloads within Council processes					Information and Communications Technology
	5.3.3.13: Operate Council's 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 Unit
	5.3.3.14: New and upgraded Council projects have effective Information and Communication Technology services on opening					Information and Communications Technology
	5.3.3.15: Rates modelling after rates freeze expires at the end of June 2020					Finance
	5.3.3.16: Consolidate Work Health and Safety policies and procedures					Human Resources
	5.3.3.17: Develop and implement Inner West Council Enterprise Bargaining Agreements					Human Resources
	5.3.3.18: Develop and implement an Inner West Council permanent salary system					Human Resources
	5.3.3.19: Implement an Inner West Council Staff Performance Management system					Human Resources
	5.3.3.20: Prepare non-residential election roll					Customer Service, Business Excellence and Civic Governance
	5.3.3.21: Deliver an integrated bookings system					Customer Service, Business Excellence and Civic Governance
	5.3.3.22: Develop and implement the Inner West Council Workforce Management Plan					Human Resources

Inner West Council's detailed actions to implement the Delivery Program are available in the annual **Operational Plan and Budget**.

This is available on the Inner West Council website - www.innerwest.nsw.gov.au.

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

翻译服务

如果您对本文件有任何疑问，需要传译员帮助，请拨打TIS National的电话131 450，然后要求接通Inner West Council的电话9392 5000

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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