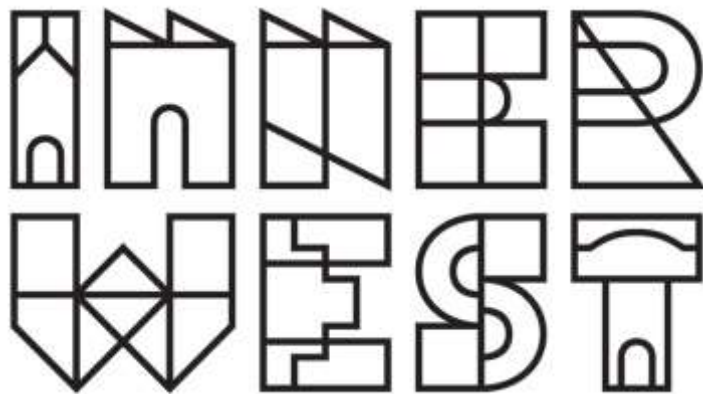


AGENDA



COUNCIL MEETING

TUESDAY 3 AUGUST 2021

6.30pm

Live Streaming of Council Meeting

In the spirit of open, accessible and transparent government, this meeting of the Inner West Council is being streamed live on Council's website. By speaking at a Council meeting, members of the public agree to being recorded and must ensure their speech to the Council is respectful and use appropriate language. A person who uses defamatory, discriminatory or offensive language may be exposed to liability for which Council takes no responsibility. Any part of this meeting that is held in closed session will not be recorded

Pre-Registration to Speak at Council Meetings

Speaking at a Council Meeting is conducted through an online software application called Zoom. Members of the public must register by 2pm of the day of the Meeting to speak at Council Meetings. If you wish to register to speak please fill in a [Register to Speak Form](#), available from the Inner West Council website, including:

- your name;
- contact details;
- item on the Agenda you wish to speak to; and
- whether you are for or against the recommendation in the agenda.

Are there any rules for speaking at a Council Meeting?

The following rules apply when addressing a Council meeting:

- keep your address to the point, the time allowed for each speaker is limited to three minutes. This time limit applies, no matter how many items are addressed by the speaker;
- when addressing the Meeting you must speak to the Chairperson;
- the Chairperson may curtail public participation where the information being presented is considered repetitive or irrelevant; and
- only 3 speakers for and against an Agenda Item are allowed.

What happens after I submit the form?

You will be contacted by Governance Staff and provided with a link to the online meeting. Your request will then be added to a list that is shown to the Chairperson on the night of the meeting. Public speakers will be allowed into the Meeting when it is their time to speak.

Where Items are deferred, Council reserves the right to defer speakers until that Item is heard on the next occasion.

PRECIS

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| 2 | Apologies | |
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| 4 | Disclosures of Interest (Section 451 of the Local Government Act and Council's Code of Conduct) | |
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| 7 | Public Forum – Hearing from All Registered Speakers | |
| 8 | Condolence Motions | |
| | Nil at the time of printing. | |
| 9 | Mayoral Minutes | |
| | Nil at the time of printing. | |
| 10 | Reports with Strategic Implications | |
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Reports appearing in this section of the Business Paper are confidential in their entirety or contain confidential information in attachments.

The confidential information has been circulated separately.

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Minutes of Ordinary Council Meeting held remotely and livestreamed on Council's website on 20 July 2021

Meeting commenced at 6.32pm

Present:

| | |
|---------------------|--|
| Darcy Byrne | Mayor |
| Victor Macri | Deputy Mayor (6:42pm) |
| Marghanita Da Cruz | Councillor |
| Mark Drury | Councillor |
| Lucille McKenna OAM | Councillor |
| Colin Hesse | Councillor (6:35pm) |
| Sam Iskandar | Councillor (6:35pm) |
| Tom Kiat | Councillor |
| Pauline Lockie | Councillor |
| Julie Passas | Councillor |
| Rochelle Porteous | Councillor |
| Vittoria Raciti | Councillor |
| John Stamolis | Councillor |
| Louise Steer | Councillor |
| Anna York | Councillor (6:35pm) |
| Peter Gainsford | General Manager |
| Simon Duck | Acting Director Development and Recreation |
| Cathy Edwards-Davis | Director Infrastructure |
| Caroline McLeod | Acting Director City Living |
| Peter Livanos | Acting Director Corporate |
| Harjeet Atwal | Senior Manager Planning |
| Aaron Callaghan | Parks and Recreation Planning Manager |
| Katherine Paixao | Acting Manager Governance |
| Carmelina Giannini | Acting Governance Coordinator |

APOLOGIES: Nil

DISCLOSURES OF INTERESTS: Nil

Councillors Hesse, Iskandar and York entered at 6.35pm.

CONFIRMATION OF MINUTES

Motion: (Lockie/Kiat)

THAT the Minutes of the Council Meeting held on Tuesday, 29 June 2021, Extraordinary Council Meeting held on Tuesday, 29 June 2021 and Council Meeting held on Tuesday, 6 July 2021 be confirmed as a correct record subject to the following amendment:

- 6 July 2021 – Record Councillor Lockie as absent in the motion of dissent vote in item 7 Notice of Motion: Mayor to Stand Down to absent as she not in attendance.

Motion Carried

For Motion: Crs Byrne, Da Cruz, Drury, Hesse, Iskandar, Kiat, Lockie, McKenna OAM, Passas, Porteous, Raciti, Stamolis, Steer and York

Against Motion: Nil

PUBLIC FORUM

The registered speakers were asked to address the meeting. The list of speakers is available on the last page of these minutes.

Councillor Macri entered the meeting at 6.42pm

Councillor Passas left the Meeting at 7:30 pm.

Councillor Iskandar left the Meeting at 7:30 pm.

C0721(2) Item 11 Mayoral Minute: Council's Covid Actions for the Community

Motion: (Byrne)

THAT Council:

- 1. Expresses thanks to the residents of the Inner West, the officers of Inner West Council and all of the frontline workers who have dedicated themselves to saving lives and protecting public health during this latest COVID-19 lockdown;**
- 2. Thanks NSW Health, the NSW Police and other emergency services for their collaboration in responding to the crisis;**
- 3. Thanks the local NGOs and charities working to provide outreach services to vulnerable citizens, and resolves that Council officers contact the NGOs to find out how it can support them in their efforts to address food security and outreach services;**
- 4. Extends the availability of the Summer Hill Depot as a COVID-19 testing centre until the end of September 2021;**
- 5. Notes the successful City of Ryde financial assistance package for ratepayers implemented during last year's lockdown and tables a report to the next Council meeting identifying options for providing financial assistance, up to \$400, to ratepayers who have lost income to assist in ameliorating the financial impacts from the present lockdown. This should include advice from the Office of Local Government on how financial assistance can be provided to ratepayers;**
- 6. Writes to the relevant Federal and State Ministers to urgently request that all of Council's frontline workers are prioritised to receive vaccinations;**
- 7. Ensures that tenants of Council properties will not be evicted during this lockdown, and that affected businesses receive a deferral of rental payments in accordance with Council's previously adopted policy;**
- 8. Notes this existing policies and measures Council is implementing to assist residents and businesses including:**
 - a) Sporting clubs are not to be charged fees for sporting fields and facilities that are closed and unable to be used during this COVID-19 crisis;**
 - b) Sporting fields, tennis and basketball courts (other than Henson Park and Tempe Reserve) are being illuminated until 9pm for the duration of the lockdown to allow more opportunity for safe exercise;**

- c) Council rangers have been directed to prioritise safety not issuing fines in residential streets. Rangers are also monitoring main streets to ensure there is adequate parking for residents to access essential services; and
 - d) Council's social media channels are available, upon request, to not-for-profit community organisations and local service providers to promote resources, services, donations and volunteerism in response to the crisis.
9. Write to the Prime Minister urging him to immediately lift the rate of the Jobseeker Allowance and Student Allowance to \$600.00 per week so that people in receipt of Jobseeker Allowance and Student Allowance, many of whom work casually, do not lose income during the current round of restrictions that seek to manage Covid-19;
10. Further seek the Prime Minister's urgent support for the voice of local government around Australia to be part of National Cabinet through the participation of the President of the Australian Local Government Association;
11. Receive a report back regarding United Services Union that includes the adequacy of the support offered by Council to its casual aquatic centre workers, with any proposals by the union to be reported to Councillors for consideration.
12. Receive a report back at the next Council meeting on turn off all parking meters during the lockdown period.

Motion Carried

For Motion: Crs Byrne, Da Cruz, Drury, Hesse, Kiat, Lockie, Macri, McKenna OAM, Porteous, Raciti, Stamolis, Steer and York

Against Motion: Nil

Absent: Crs Iskandar and Passas

Councillor Passas returned to the Meeting at 7:35 pm.

Councillor Iskandar returned to the Meeting at 7:41 pm.

C0721(2) Item 10 Mayoral Minute: Infrastructure Contributions Reforms**Motion: (Byrne)****THAT Council:**

1. Endorses Council's submission to the Environmental Planning and Assessment Act Amendment (Infrastructure Contributions) Bill 2021, and;
2. Notes the concerns raised by Council officers in the submission.

Motion Carried

For Motion: Crs Byrne, Da Cruz, Drury, Hesse, Iskandar, Kiat, Lockie, Macri, McKenna OAM, Passas, Porteous, Raciti, Stamolis, Steer and York

Against Motion: Nil

Councillor Kiat left the Meeting at 7:50 pm.

C0721(2) Item 1 Adoption of Inner West Council Gender Equity Strategy and Action Plan

Motion: (Lockie/Steer)

THAT Council:

- 1. Adopt the Gender Equity Strategy 2021-2025; and**
- 2. Adopt the Gender Equity Action Plan for implementation.**

Motion Carried

For Motion: Crs Byrne, Da Cruz, Drury, Hesse, Iskandar, Lockie, Macri, McKenna OAM, Passas, Porteous, Raciti, Stamolis, Steer and York

Against Motion: Nil

Absent: Cr Kiat

Amendment (Da Cruz/Passas)

THAT a report be brought back to Council in October of metrics by gender to be reported in the annual report such as Use of sports grounds and other facilities; Employment in Council by Salary Bracket or a job level or classification; and Community employment - possibly gender breakdown of business owner by survey or possibly from ABN register.

Motion Lost

For Motion: Crs Da Cruz, Passas, Porteous, Raciti, Stamolis and Steer

Against Motion: Crs Byrne, Drury, Hesse, Iskandar, Lockie, Macri, McKenna OAM and York

Absent: Cr Kiat

C0721(2) Item 2 Live music and entertainment conditions

Motion: (Byrne/Hesse)

THAT Council defer this matter to be considered when the Enmore Road precinct matter is brought back to Council.

Motion Carried

For Motion: Crs Byrne, Da Cruz, Drury, Hesse, Iskandar, Lockie, Macri, McKenna OAM, Passas, Porteous, Raciti, Stamolis, Steer and York

Against Motion: Nil

Absent: Cr Kiat

Councillor Kiat returned to the Meeting at 8:10 pm.

C0721(2) Item 3 Identifying a Vietnamese Precinct

Motion: (Iskandar/Byrne)

THAT Council:

1. Receives and notes the Engagement Outcomes Report;
2. Notes that the majority of respondents agreed to name the proposed precinct “Little Vietnam” and that the precinct be located in Marrickville;
3. Submits the following to the Geographic Names Board for adoption:
 - a) Name: Little Vietnam;
 - b) Geographic Precinct: between corner Marrickville Road and Illawarra Road and Illawarra Road and Warren Road;

Motion Carried

For Motion: Crs Byrne, Da Cruz, Drury, Hesse, Iskandar, Kiat, Lockie, Macri, McKenna OAM, Passas, Porteous, Raciti, Stamolis, Steer and York

Against Motion: Nil

C0721(2) Item 4 Henson Park Plan of Management

Motion: (Macri/Drury)

THAT Council:

1. Adopt the Henson Park Plan of Management (POM) as attached in Attachment 1, Appendix A, B,C,D and E and:
 - a) That in relation to the fencing and path between Amy St park and Centennial St Council notes that the fencing and entry is to be replaced and upgraded and that supporting documents should be amended to reflect this.
 - b) That Council notes the intention to retain and renovate the scoreboard, amenities and office space in the eastern Hill building and that where an inconsistency appears in supporting documents it should be amended.
 - c) In relation to women’s participation notes that both the AFL and Newtown Jets wish to provide opportunities for women to be involved and participate in their sports at the highest level.
 - d) Notes the support for tree planting throughout the sportsground and notes that the plans are indicative of proposed plantings and the need to consult with the AFL, Newtown Jets and adjoining residents on any proposed planting.
2. Note the ongoing support and sporting pathways which are being invested in and advocated for the growth and development of girls and women’s sport at Henson Park.
3. Notes that the POM and Master Plan maintain and enhance public use of and access to Henson Park sportsground.

Motion Carried

For Motion: Crs Byrne, Drury, Iskandar, Macri, McKenna OAM, Raciti, Stamolis and York

Against Motion: Crs Da Cruz, Hesse, Kiat, Lockie, Passas, Porteous and Steer

Foreshadowed Motion (Hesse/Passas)

THAT the Henson Park Plan of Management (POM) be deferred until more effective community consultation on the PoM, including letter box drops to all residents within a 1km radius of Henson Park, and that Councillors receive a briefing prior to the PoM being further considered by Councillors.

This foreshadowed motion lapsed.

Councillor Byrne retired from the Meeting at 8:53 pm and the Deputy Mayor, Councillor Macri assumed the chair.

C0721(2) Item 5 Review of Inner West Council Complaints Handling and Draft Complaints Handling Policy

Motion: (Da Cruz/McKenna OAM)

THAT Council:

- 1. Endorse the draft Policy shown as Attachment 1 to be placed on public exhibition for a period of 28 days; and**
- 2. Consider the results of the public exhibition process when adopting a final policy.**

Motion Carried

For Motion: Crs Da Cruz, Drury, Hesse, Iskandar, Kiat, Lockie, McKenna OAM, Porteous, Steer and York

Against Motion: Crs Macri, Passas, Raciti and Stamolis

Absent: Cr Byrne

Foreshadowed Motion (Stamolis/Passas)

THAT Council defer this item to the new term of Council.

This foreshadowed motion lapsed.

C0721(2) Item 6 Camperdown Memorial Rest Park - Update on Public Toilet Design and Construction

Motion: (Steer/Macri)

THAT Council:

- 1. Note the updates on the design and delivery of public toilets for Camperdown Memorial Rest Park;**
- 2. Notes that construction has been delayed since Councils original motion approving it on 11 December 2018; and**
- 3. Notes the commitment of Council to construct the public toilets in Camperdown Memorial Rest Park in financial year ending 30 June 2022.**

Motion Carried

For Motion: Crs Da Cruz, Drury, Hesse, Iskandar, Kiat, Lockie, Macri, McKenna OAM, Passas, Porteous, Raciti, Stamolis, Steer and York

Against Motion: Nil

Absent: Cr Byrne

C0721(2) Item 7 Local Traffic Committee Meeting - June 2021

Motion: (Macri/Da Cruz)

THAT the Minutes of the Local Traffic Committee Meetings held on 21 June 2021 be received and the recommendations be adopted.

Motion Carried

For Motion: Crs Da Cruz, Drury, Hesse, Iskandar, Kiat, Lockie, Macri, McKenna OAM, Passas, Porteous, Raciti, Stamolis, Steer and York

Against Motion: Nil

Absent: Cr Byrne

C0721(2) Item 8 Investment Report as at 30 June 2021.

Motion: (Stamolis/Macri)

THAT the report be received and noted.

Motion Carried

For Motion: Crs Da Cruz, Drury, Hesse, Iskandar, Kiat, Lockie, Macri, McKenna OAM, Passas, Porteous, Raciti, Stamolis, Steer and York

Against Motion: Nil

Absent: Cr Byrne

Meeting closed at 9.14pm.

PUBLIC SPEAKERS:

| Item # | Speaker | Suburb |
|----------------|-----------------|----------------|
| Item 3: | Kate Hoang | Bankstown |
| | Anh Linh Pham | Canley Heights |
| Item 4: | Stuart McCarthy | Marrickville |
| | Anthony Brooks | Moore Park |
| | David Klarnett | Marrickville |
| | Deborah Evans | Marrickville |
| | Roger Hudson | Marrickville |
| Item 5: | Jonathan Bolton | Annandale |

Unconfirmed minutes of the Ordinary Council meeting held on 20 July 2021.

Item No: C0821(1) Item 1
Subject: ADOPTION OF INNER WEST ZERO WASTE STRATEGY
Prepared By: Helen Bradley - Manager Resource Recovery Planning
Authorised By: Peter Gainsford - General Manager

RECOMMENDATION

THAT Council adopt the Inner West Zero Waste Strategy.

DISCUSSION

The Draft Zero Waste Strategy was presented to Councillors at a briefing in February 2021 and the draft was placed on public exhibition from 2 May to 2 June 2021.

Forty residents provided feedback on the draft showing strong support for the ambitious priorities and targets which lead the way in our region and exceed state targets. The attached engagement outcomes report details the feedback.

As a result of the feedback, the following amendments to the Draft Zero Waste Strategy were made.

Priority 2: Reduce organic waste

Outcome: 10% increase in target in Draft Zero Waste Strategy.

New Target: to reduce food and organic waste disposed in landfill by 60% by 2030 (previously 50%).

Eight suggested stronger targets and one said the target was too ambitious.

IWC aims to implement a range of kerbside and local/home composting options to achieve this target.

Priority 3: Recycle and buy recycled

Outcome: 10% increased target in Draft Zero Waste Strategy.

New Target: divert 60% of recyclables from the garbage bin by 2036 (previously 50%).

Feedback suggested a stronger target and to increase education and accessibility to reuse and repair and expanding to range of options for difficult to recycle items.

On 15 June 2021, NSW Department of Planning, Industry and Environment released the **NSW Waste and Sustainable Materials Strategy 2041 – Stage 1 2021-27** and **NSW Plastics Action Plan**.

Outcomes: Update to Draft Zero Waste Strategy in strategic influences and addition of NSW litter reduction targets in the priorities, targets, and actions.

FINANCIAL IMPLICATIONS

Nil.

ATTACHMENTS

1. [Zero Waste Strategy-Engagement Outcomes Report](#)
2. [IWC Zero Waste Strategy](#)

INNER WEST



Engagement outcomes report Draft Zero Waste Strategy

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Item 1

Attachment 1

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Summary

The Draft Zero Waste Strategy 2021-36 was placed on public exhibition from 2 May to 2 June 2021. The community could provide feedback on the priorities and targets for Inner West Council (IWC) over the next 15 years.

It was placed on 'Your Say Inner West' ([Draft Zero Waste Strategy | Your Say Inner West \(nsw.gov.au\)](https://www.nsw.gov.au/draft-zero-waste-strategy-your-say-inner-west)). The page included an explainer video with transcripts in community languages and the draft Strategy. The feedback form was designed to gauge level of support and feedback on each priority and its respective targets and actions.

There were 289 visitors to the page with 79 document downloads, 41 explainer video views and 40 community members provided online feedback via the form.

Overall, the responses indicate strong support of the draft Zero Waste Strategy priorities and targets. Most feedback requested easier access to recycling, reuse and repair opportunities within the Inner West. Those who indicated lower levels of support commented that the targets were ambitious without legislation, wider social appetite, or satisfaction with existing services.

Background

The Draft Zero Waste Strategy sets a vision for IWC and our community to transition our waste management to the circular economy (resource recovery). In 2019/20 an independent research company managed a telephone survey and focus groups to understand our community's knowledge and attitudes towards thinking of waste as a resource. Participants were randomly sampled and representative of the Inner West community by gender, age, language spoken at home, household size, dwelling type, ownership, and geographical location.

- Phone survey 600+ residents
- Focus groups - 30+ residents participated in the focus groups to probe further into the findings from the telephone survey, including one focus group in Mandarin

Inner West residents were most concerned about the amount of waste generated by our community, with those displaying the greatest knowledge showing the highest level of concern. Many flagged food waste as an issue, with many unsure about what action they could take to reduce food waste at home. The key opportunities identified by the community through this engagement were:

- Improved and targeted waste and recycling information (to improve recycling and reuse services).
- Food waste avoidance, reuse, and recycling initiatives (38% already composted at home).
- Community recycling/drop-off centres for hard to recycle items, reuse, and safe disposal.

These insights were combined with other information and used by Council staff to prepare the Draft Zero Waste Strategy. The IWC Environment Advisory Committee peer reviewed the draft strategy in March 2021. This resulted in strengthening and changing the timeframe of some targets and including a stronger focus on circular economy.

Engagement Methods

During public exhibition the community could provide feedback:

- Online on yoursay.innerwest.nsw.gov.au via the organisation or individual feedback form
- Direct email to the project lead
- Call to the project lead, including via an interpreter (TIS) or National Relay Service

Promotion

The engagement was promoted via:

- Social media
- Direct email including from the Green Living Centre (Environment and Sustainability) and Council's e-news including YSIW
- Direct email to Local Democracy Groups via conveners
- Council website
- Explainer video on YSIW

Engagement outcomes

Who did we hear from?

Responses were received from residents in 14 suburbs across the Inner West.

| Suburb | Total of participants |
|--------------|-----------------------|
| Annandale | 1 |
| Ashfield | 3 |
| Camperdown | 2 |
| Croydon | 2 |
| Dulwich Hill | 4 |
| Haberfield | 3 |
| Leichhardt | 4 |
| Lewisham | 1 |
| Marrickville | 9 |
| Newtown | 1 |
| Petersham | 1 |
| Rozelle | 3 |
| Stanmore | 3 |
| Summer Hill | 2 |

Most participants identified as living in a house (33 people) and owning their premises (30 people). There were six participants living in an apartment and nine renters.

Participants were asked if they speak a language other than English at home, of which four indicated 'yes'. Only one person requested information in another language.

What did they say?

The draft Zero Waste Strategy was downloaded 79 times, the explainer video was viewed 41 times and 40 community members provided feedback online.

Each feedback form question was framed around a priority and target from the draft Zero Waste Strategy to gauge to what extent participants agree with the target and an open comment box for them to explain their response.

Council's role and changing the model

Participants were asked 'To what extent do you agree with Council transitioning to the circular economy?'

- 27 strongly agree, reasoning included sustainability, mitigating climate change impacts and finite resources of the earth. Participants want to avoid landfill and manage resources better.
- 5 agree, with some doubt around what happens to recycling and the need to focus on most sustainable outcomes at reasonable cost
- 2 were neutral stating that they see too much wastage.
- 2 disagreed. As financials were not provided to enable an informed decision.
- 4 strongly disagree. Comments included dislike of drop-off and insufficient financial information.

Priority 1: Avoiding waste generation

Participants were asked 'to what extent do you agree with this target?'

- 19 strongly agree because as consumers everyone needs to avoid landfill and increase reuse, repair, and recycling for a better future.
- 13 agree. Seven of the comments suggested the target should be higher. We should all reduce and reuse and make it easier for those without cars.
- 4 were neutral. Comments included the need to target manufacturers of single use plastics, concern that the target doesn't reflect population increase and lacks details of how this would be achieved.
- 1 disagrees stating that the target was ambitious without legislation around types of products available to consumers.
- 3 strongly disagree, stating that the target was ambitious without legislation around types of products available including single use plastics to consumers.

Priority 2: Reduce organic waste

Participants were asked 'to what extent do you agree with this target?'

- 22 strongly agree. Two wanted stronger targets and most commented organics management was critical to avoid it entering landfill, with many already composting at home or expressed interest in food recycling services.
- 9 agree. Six wanted stronger targets and to provide easier options for residents.
- 3 were neutral. One requested more detail, and another wanted organics collections for houses.

- 3 disagree. One said the target was too ambitious, another wanted a higher target. Two thought food collection services would be preferable to home composting.
- 3 strongly disagree. One comment preferencing organics service over home composting for houses.

Priority 3: Recycle and buy recycled

Participants were asked 'To what extent do you agree with this target?'

- 20 strongly agreed. One suggested a stronger target. Most comments around community education and accessibility to increase reuse and recycling.
- 11 agreed with two suggesting a stronger target was possible. Comments included need for education and increased reuse and recycling to support this target.
- 3 were neutral. One suggested a stronger target, another noted the waste is from supermarket purchases more than IWC buying power. Another suggesting a lack of detail in practice.
- 1 disagreed and suggested a stronger target and mentioned buying recycled doesn't make it sustainable (e.g. lifecycle impacts).
- 4 strongly disagreed. Recycling services should include difficult to recycle items.
- 1 did not rate this item, commenting that the target should be higher

Priority 4: Problem Wastes

Participants were asked 'To what extent do you agree with this target?'

- 20 strongly agreed. One suggested a stronger target. Most comments mentioned obsolescence, manufacturer responsibility, easy options for the community, increased reuse, repair, and recycling options.
- 13 - Agreed. 3 suggested stronger targets and one mentioned these items are hard to recycle without a car.
- 3 (1 duplicate discounted) - Neutral. One suggested the target was ambitious.
- 0 - Disagreed.
- 4 - Strongly Disagreed. Difficulty in recycling these items expressed.

Priority 5: Collaboration and advocacy

Participants were asked 'To what extent do you agree with this target?'

- 1 - Unknown. Didn't understand the targets.
- 23 - Strongly Agreed. Education and making it easier for the community to recycle, reuse and repair is key.
- 8 - Agreed.
- 2 - Neutral. One noted a lack of detail and another didn't understand the target.
- 2 - Disagreed. One suggested the target should be 2025. One didn't understand target.
- 4 - Strongly Disagreed. Concerns about what happens post-collection.

General comments:

Overall, how satisfied are you with our approach to zero waste?

The general comments were overwhelmingly positive and in support of the Zero Waste Strategic direction. A few comments were concerned with how initiatives would be funded. One noted that Council should include not supporting MWO (organic output from

garbage). A few also mentioned the need for greater access to additional recycling opportunities such as soft plastics and more local drop-offs to make it easier for residents.

Other responses from individuals

One resident contacted staff requesting to see the ten-year financial model Council developed that sets its domestic waste management charge (including all of the programs and services), but due to the confidential nature of the data this could not be provided.

Petitions

A resident undertook an online petition for Council to provide a cloth nappy rebate. It received 60 signatures, 13 of whom identified as living in the Inner West. Many identified as living in Sydney, Australia.

[Petition - Cloth nappy rebate for the Inner West - Change.org](#)

Officer comments in response to public exhibition

The submissions were reviewed and general themes from each question addressed in the following ways:

Council's role and changing the model - transitioning to the circular economy?

Outcome: No change to Draft Zero Waste Strategy focus.

The majority (32) of respondents agreed with council transitioning to a circular economy and two were neutral. Concern around the ten-year financial model has been addressed under 'other comments' and a dislike of drop-offs has been addressed in 'overall' comments.

Priority 1: Avoiding waste generation

Outcome: No change to Draft Zero Waste Strategy.

32 agreed and 4 were neutral and felt reuse, repair and recycling should increase. 4 noted that the target was too ambitious without legislation and dealing with producers and manufacturers. Individual comments to increase or reduce the target balanced each other out.

Priority 2: Reduce organic waste

Outcome: 10% increase in target in Draft Zero Waste Strategy.

New Target: to reduce food and organic waste disposed in landfill by 60% by 2030.

Eight suggested stronger targets and one said the target was too ambitious.

IWC aims to implement a range of kerbside and local/home composting options to achieve this target.

Priority 3: Recycle and buy recycled

Outcome: 10% increased target in Draft Zero Waste Strategy.

New Target: divert 60% of recyclables from the garbage bin by 2036.

All comments about the target suggested a stronger target and to increase education and accessibility to reuse and repair and expanding to range of options for difficult to recycle items.

Priority 4: Problem Wastes

Outcome: No change to Draft Zero Waste Strategy.

The targets were accepted by the community, with the most feedback being around council providing more opportunities for reuse, repair and recycling and improving access to drop offs.

Priority 5: Collaboration and advocacy

Outcome: No change to Draft Zero Waste Strategy. Generally supported but IWC needs to focus on education (including transparency around what happens to materials once collected) and access to repair, reuse and recycling in its actions, which is already a focus.

Domestic Waste Financial Model

The ten-year detailed financial model that determines the annual domestic waste charge is not publicly available due to the highly confidential information around contracts and pricing. Council's model is robust and includes expected service and education costs.

iPart is standardising use of the DWMC across councils, including appropriate charges and aligned overheads. NSW auditors will be reviewing outlying councils DWM expenditure to determine appropriate and efficient use of DWMC funds.

Nappy Rebate Petition

A rebate for a specific waste stream was reviewed previously and due to the high level of administration required by officers and variance of waste streams where reusable options are available it was determined that a user-pays waste charge would be more equitable so that households could reduce the amount of waste they generate by targeting actions relevant to them, in turn paying a lower waste charge. Equally a household creating more waste would pay a higher charge.

Outcome: No change to the Draft Zero Waste Strategy - The domestic waste charges allows for household waste avoidance through variable waste charges by bin size; small (55/80 litre), standard (120 litre) and large (240 litre) garbage bin sizes.

Additional strategic directions released by NSW in June 2021 resulted in further updates to Council's Zero Waste Strategy

On 15 June 2021, NSW Department of Planning, Industry and Environment released the **NSW Waste and Sustainable Materials Strategy 2041 – Stage 1 2021-27** and **NSW Plastics Action Plan**.

The key targets in the NSW strategy align with IWCs' Zero Waste Strategy.

NSW commits to the National Waste Policy Action Plan targets:

- Reduce total waste generated by 10% per person by 2030.
- Have an average 80% recovery rate from all waste streams by 2030
- Significantly increase the use of recycled content by governments and industry
- Phase out problematic and unnecessary plastics by 2025
- Halve the amount of organic waste sent to landfill by 2030

NSW builds on these national targets with:

- Litter reduction target of 60% by 2030 and a plastic litter reduction targets of 30% by 2025 as set out in the NSW Plastics Action Plan
- Triple the plastics recycling rate by 2030 as set out in the NSW Plastics Action Plan
- Net zero emissions from organic waste by 2030 as laid out in the NSW Net Zero Plan Stage 1 2020-2030
- Establish new indicators to help track progress on infrastructure investment and the cost of waste services
- Develop a measure of the emissions performance of our waste and materials management to help track performance across the lifecycle of materials

Outcome: Update to Draft Zero Waste Strategy to include NSW litter reduction targets. IWC targets exceed NSW and federal targets for its areas of influence such as organics and waste avoidance.

INNER WEST

Zero Waste Strategy 2021-36



Item 1

Attachment 2

Inner West Council acknowledges the Gadigal and Wangal peoples of the Eora nation, who are the traditional custodians of the lands in which the Inner West Local Government Area is situated.



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The Inner West Zero Waste Strategy outlines how Council and the community are required to collectively take responsibility for waste and recycling and to work together to ensure resources can be valued as part of a circular economy. A circular economy requires resource-efficiency, avoiding waste creation throughout the product lifecycle and keeping resources in use for as long as possible.

The most effective way of managing waste is to avoid creating it in the first place, which in turn will reduce impacts associated with production, consumption, transportation, processing and disposal. Council and the community need to ensure landfill is a last resort for resources.

This Zero Waste Strategy aligns to the National Waste Policy – Less Waste, More Resources 2018 – and the United Nations' Sustainable Development Goal 12 of responsible consumption and production and community expectation, as well as aligning with Council's Integrated Planning and Reporting Framework.

Under the NSW Local Government Act 1993, councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IPR) Framework. This framework assists councils in delivering their community's vision through long, medium and short-term plans. The purpose of the framework is to formalise strategic and resource planning across NSW Councils and ensure long-term planning is based on community engagement, leading to a more sustainable local government sector.

4 Zero Waste Strategy 2021

We may never reach
the zero in 'zero waste'
but that's no reason
to take zero action.

@zerowastechef

Strategic Context

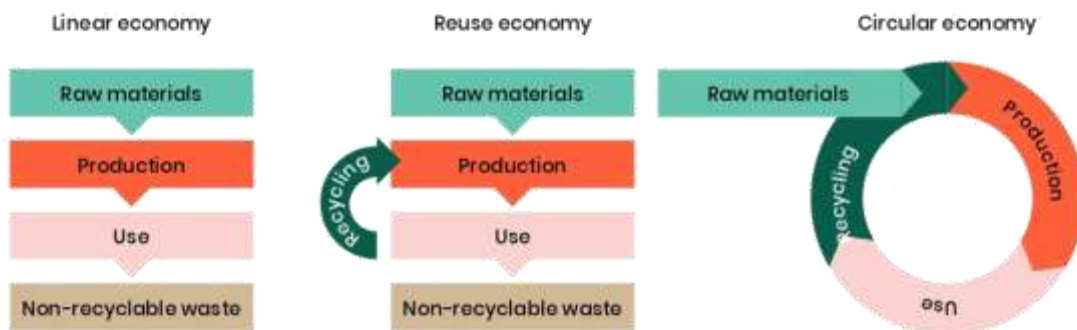
The table below identifies the key strategic drivers for Resource Recovery for IWC:

| | | |
|---------------------------|---|--|
| Inner West Council | Our Inner West 2036 – Community Strategic Plan (CSP) | <p>The CSP identifies the community's vision for the future, long-term goals, and strategies to get there and outlines how Council will measure progress towards that vision. The CSP identifies five strategic directions that support the goals of the community. The Zero Waste Strategy aligns closely with Strategic Direction 1 – an ecologically sustainable Inner West – and aims to achieve a zero waste community with an active share economy by 2036. Council will aim to achieve this by doing the following:</p> <ul style="list-style-type: none"> • Supporting people to avoid waste, and reuse, repair, recycle and share • Providing local reuse and recycling infrastructure • Diverting organic material from landfill • Advocating for comprehensive Extended Producer Responsibility+ <p>Target: Reduce waste per capita to landfill from 199kg pp</p> |
| | Climate and Renewables Strategy 2019 | <p>Community Key Area 5: Zero waste and a thriving share economy</p> <ul style="list-style-type: none"> • Helping our community address unsustainable consumption e.g. through facilitating and encouraging the share economy. • Eliminating organic waste to landfill. |
| Regional | SSROC Regional Waste Avoidance & Resource Recovery Strategy 2014-21 | <ul style="list-style-type: none"> • A Healthy Region – product stewardship and safe management of problem wastes. • Reducing Waste – reduce waste, especially food, encourage and enable reuse and tackle consumption. • Recovering Resources – maximising recovery and recycling through processing and engagement to reduce contamination. • Responsible Citizens – understanding and managing illegal dumping and improving infrastructure and behaviours around disposal and recycling. |
| State | NSW Waste and Sustainable Materials Strategy 2041 – Stage 1 2021-27 and NSW Plastics Action Plan | <p>NSW commits to the National Waste Policy targets in addition to:</p> <ul style="list-style-type: none"> • Litter reduction target of 60% by 2030 and plastic litter reduction target of 30% by 2025. • Triple the plastics recycling rate by 2030 • Net zero emissions from organic waste by 2030 • Establish new indicators to track infrastructure investment and the cost of waste services • Develop of emissions performance for waste and materials across materials lifecycles. |

| | | |
|---------|--|--|
| Federal | National Waste Policy – Less Waste, More Resources 2018 & Action Plan 2019 | <ul style="list-style-type: none"> • Avoid waste. Prioritise waste avoidance, encourage efficient use, reuse and repair. Design products so waste is minimised, they are made to last and we can more easily recover materials. • Improve resource recovery. Improve collection systems, processes and quality of recycled material. • Increase use of recycled material and build demand and markets for recycled products. • Better manage material flows to benefit human health, the environment and the economy. • Improve information to support innovation, guide investment and enable informed consumer decisions. |
| | Product Stewardship Act 2011 (Televisions and Computers) Regulations 2011 | <ul style="list-style-type: none"> • Reduce the amount of television and computer waste (particularly hazardous waste materials) disposed to landfill and increase recovery of resources from end-of-life television and computer products. |
| | National Food Waste Strategy 2017 | <ul style="list-style-type: none"> • Halve Australia's food waste by 2030. |
| UN | United Nations Sustainable Development Goal 12, by 2030 | <ul style="list-style-type: none"> • Achieve the sustainable management and efficient use of natural resources. • Halve per capita global food waste. • Substantially reduce waste generation through prevention, reduction, recycling and reuse. |

Circular Economy

Current economic models devalue materials as waste, rather than valuing them as a resource. To avoid waste and maximise resource recovery we need to move away from a linear consumption model of take-make-waste to a circular model where waste is valued as a resource.



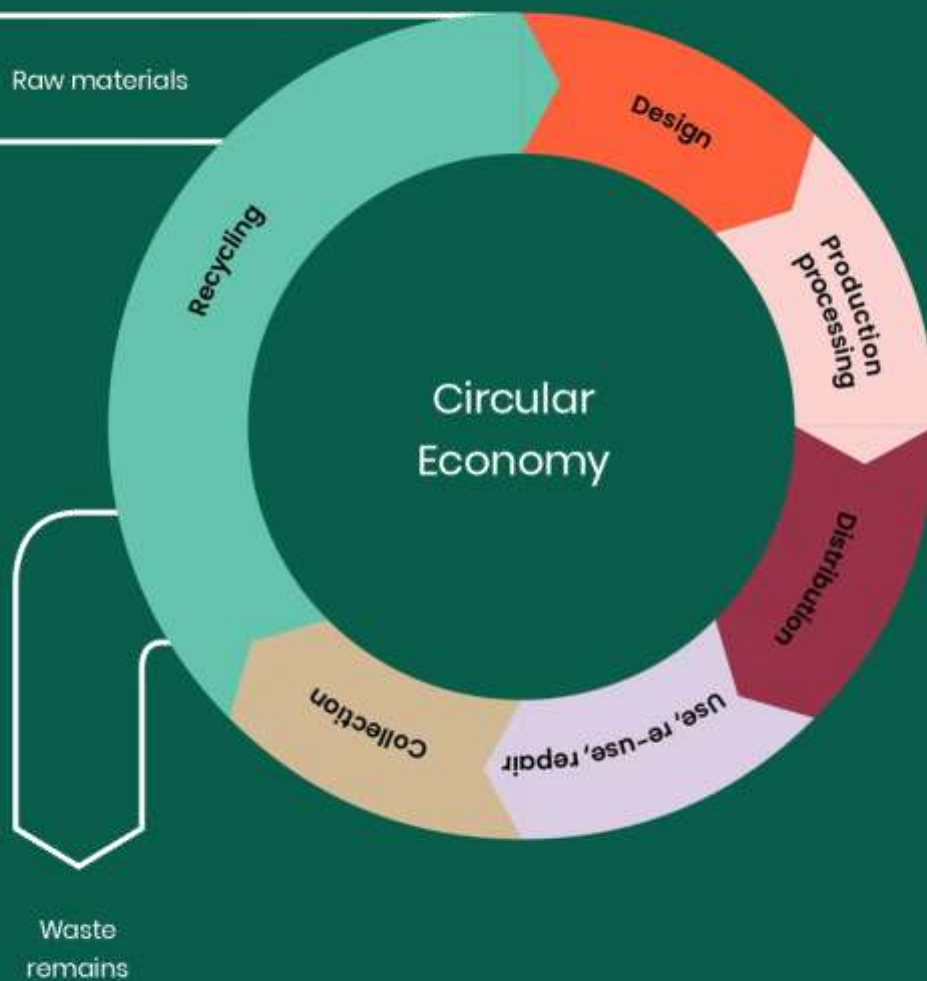
Source: <https://www.government.nl/topics/circular-economy/from-a-linear-to-a-circular-economy>

This requires resource-efficiency, avoiding waste creation throughout the product lifecycle and maximising the lifespan of products through improved design. The most effective way of managing waste is to avoid it in the first place, which in turn will reduce impacts associated with production, consumption, transportation, processing and disposal. Waste is not an end-product to review in isolation and we must consider unintended outcomes of decisions impacting waste and resource recovery.

A circular economy values reuse, repair and recycling and devalues disposal and landfill. Our current approach of take-make-waste has economic drivers that value disposal. The Ellen Macarthur Foundation describes the rethinking as, "Transitioning to a circular economy does not only amount to adjustments aimed at reducing the negative impacts of the linear economy. Rather, it represents a systemic shift that builds long-term resilience, generates business and economic opportunities, and provides environmental and societal benefits."¹

¹<https://www.ellenmacarthurfoundation.org/circular-economy/concept>

A circular economy values reuse, repair and recycling and devalues disposal and landfill.

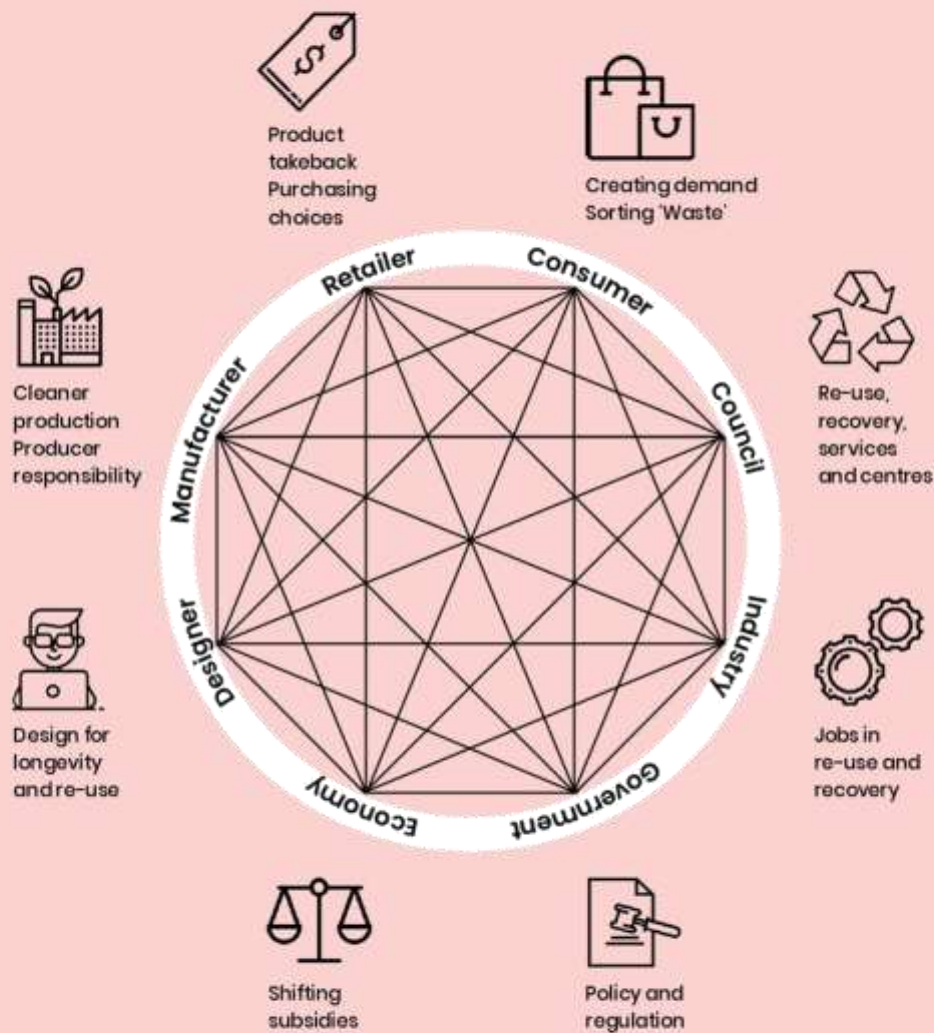


Source: <https://rip-circular-economy.eu>

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Government, industry and the community all have a role to play in influencing decisions associated with materials to avoid them becoming waste.

Rethinking waste as a resource involves the whole community:



What is the Role of Government?

Resource Recovery is a significant part of Council's budget and Australia's economy. Local Governments manage materials at the point of disposal through kerbside collections and services, once a decision has been made to label materials as 'waste'.

The current approach is that of a recycling economy which values processing and disposal over avoidance, reuse and repair.

Councils spend most of their resource recovery budgets at the bottom of the waste hierarchy through disposal of waste.

An increased focus on the top half of the hierarchy will reduce waste generation and the amount of materials requiring collection and processing. It will also build capacity in the local reuse and repair sector, increasing social and sustainability benefits to our community and local economy.

All levels of government can increase market demand for recycled products through procurement, this being a critical step following recent recycling market disruptions (e.g. China Sword) and policy changes (COAG packaging targets).



Source: <https://www.epa.nsw.gov.au/your-environment/recycling-and-reuse/waste-strategy/the-waste-hierarchy>

Impact of Waste on Climate

Inner West's Climate and Renewables Strategy 2019 identified that 9% of greenhouse gas emissions from the residential sector can be attributed to waste collection and disposal in landfill, where in anaerobic conditions waste generates the potent greenhouse gas methane.

Emissions result from the collection and transportation of waste. When the emissions of goods and services consumed by Inner West residents are included in emissions calculations, Sydney University calculates that 76% of an Inner West household's carbon emissions are caused by consumption.

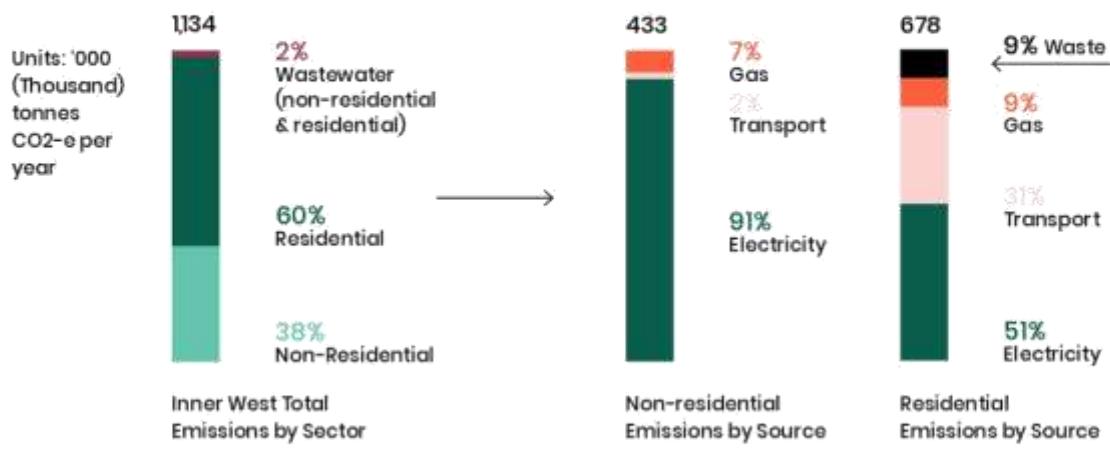
Reducing consumption, waste avoidance and resource recovery are key actions in becoming a zero emissions community.

Priority actions in the Climate and Renewables Strategy include:

- Helping our community address unsustainable consumption e.g. through facilitating and encouraging the share economy
- Eliminating organic waste to landfill – wasted food impacts the environment through resource use in production, manufacturing, packaging, transportation, preparation and disposal, contributing significantly to emissions.

Source: IWC Climate and Renewables Strategy 2019

Emissions in the Inner West by sector (L), and resource type (R).





We can extend the useful life of items through reuse and repair, avoiding additional consumption

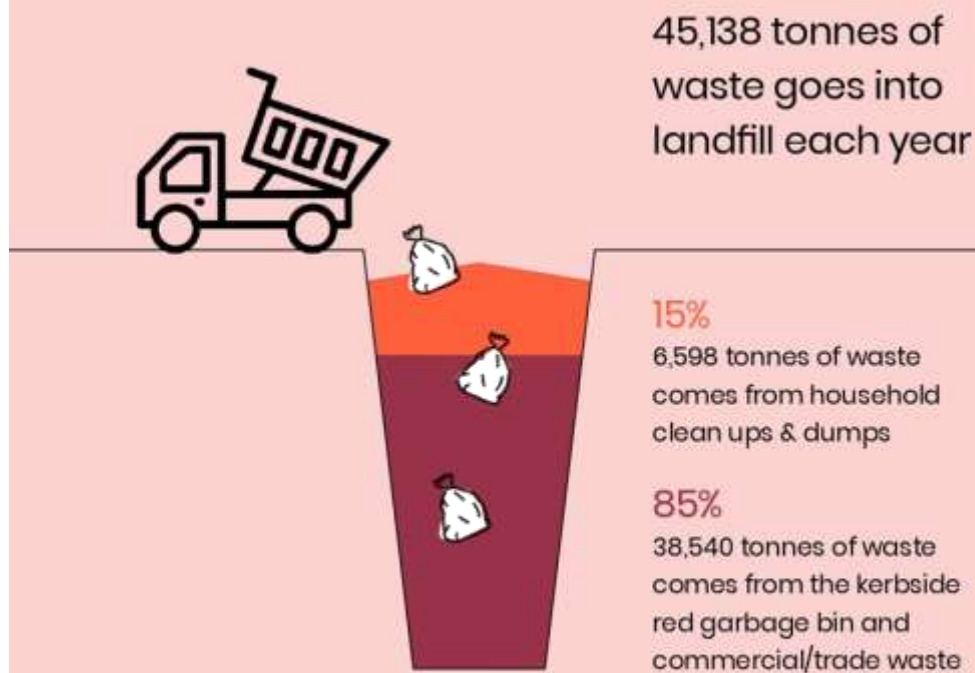
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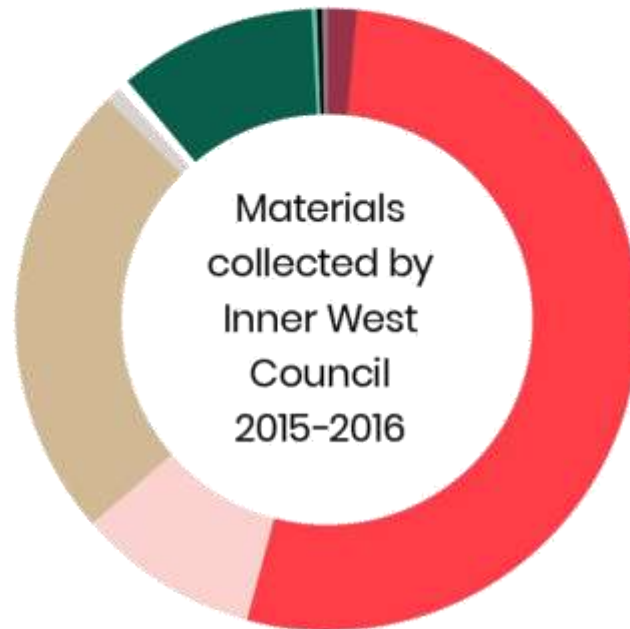
The Inner West Waste Stream

We know that in our baseline year (2015/2016 amalgamation) Inner West had an overall diversion of residential waste from landfill of 36%. Like most Sydney-Metro councils (and NSW), this falls drastically short of the state target of 75% waste diversion from landfill.

Much of this relates to infrastructure needs for the Sydney-Metro area with limited access to food organics transfer and processing facilities for urban councils.

The diagram on the right outlines the weight of materials collected by Council and how they were processed or disposed of.





= 70,913.8 tonnes per year

Approximately 378kg of waste per person per year

| | |
|--|--|
| Organics <ul style="list-style-type: none"> 7,407 T Kerbside green garden organics 103 T Food | Landfill <ul style="list-style-type: none"> 38,540 T Kerbside red garbage bin 6,598 T Household clean ups & dumps Commercial/trade waste bin (Ashfield and Leichhardt only) |
| Recycled <ul style="list-style-type: none"> 17,050 T Kerbside yellow recycling bin 450 T Mattresses 512 T White goods | Drop off <ul style="list-style-type: none"> 132 T E-waste 116 T Hazardous chemicals |

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What Do We target?

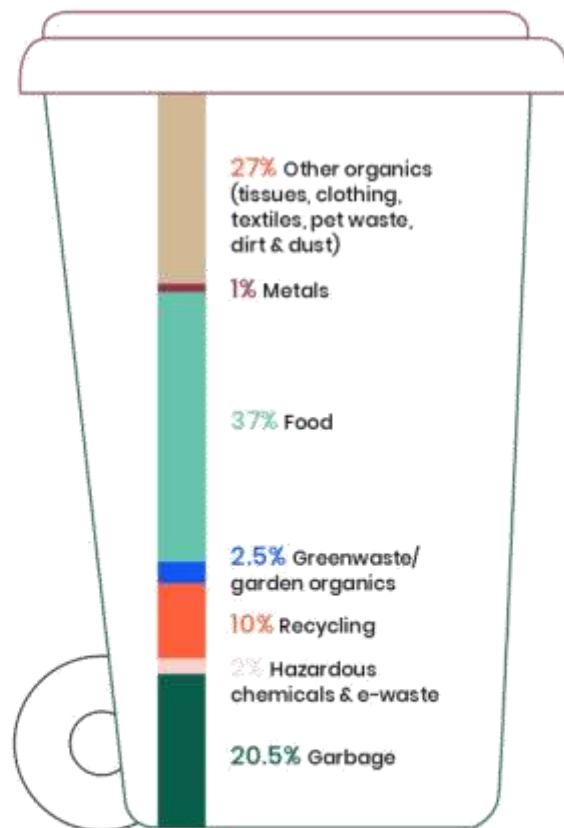
Opportunities to avoid and recover more resources were identified through analysis of the kerbside garbage bin through audits:

- 37% is food waste which can be targeted through food waste avoidance, home and local composting and kerbside food organics collection services.
- 27% 'other organics' could be reduced through community avoidance, reuse, recycling and composting.
- 15.5% could be avoided through better use of existing kerbside recycling, garden organics, metals & whitegoods and the chemical and e-waste drop offs.

79.5%
can be recovered

There is potential to recover this right now with changes to behaviour and the way we manage materials

20.5%
is actual garbage



Community Research

During 2019, Inner West Council undertook a community survey and series of focus groups to test community knowledge, attitudes and behaviour towards resource recovery and receptivity to rethinking waste as a resource.

Over six hundred residents participated in the telephone survey and over thirty residents in the focus groups, which probed further into information emerging from the survey responses. Participants were randomly sampled and representative of the Inner West community by gender, age, language spoken at home, household size, dwelling type, ownership and geographical location.

What did we learn?

Our community was most concerned about the amount of waste our community produced; those with the greatest level of concern were the most knowledgeable about waste.

Food waste was a concern for most of our community, with many not sure how they could reduce food waste or compost at home.



The community identified key opportunities:

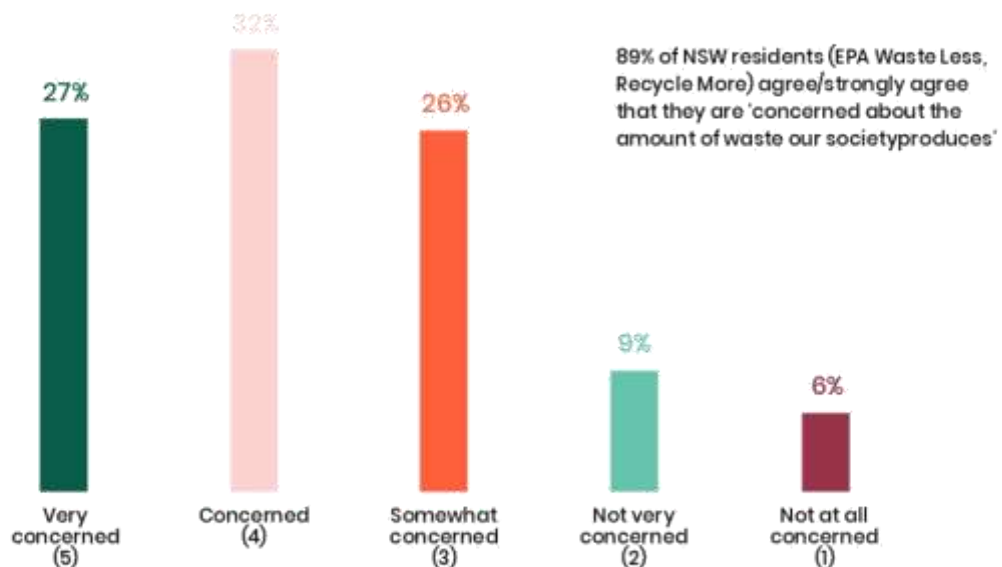
- Improved and targeted waste and recycling information (to improve recycling and use services)
- Food waste avoidance, reuse and recycling initiatives (38% already composted at home)
- Community Recycling/Drop off Centres for hard to recycle items, reuse and safe disposal.

Concern with the Amount of Waste Going to Landfill Across the LGA

| | Overall | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|------|---------|------|--------|-------|-------|-------|-------|------|-----------|---------------|
| Mean | 3.66 | 3.43 | 3.88▲ | 3.39 | 3.58 | 3.78 | 3.80 | 3.54 | 3.71 | 3.57 |
| Base | 590 | 284 | 306 | 62 | 147 | 180 | 119 | 82 | 387 | 203 |

| | Speak a language other than English | Do not speak a language other than English | Single dwelling | Multi-unit dwelling | Number of people living in the home | | | | Leichhardt Service Area | Marrickville Service Area | Ashfield Service Area |
|------|-------------------------------------|--|-----------------|---------------------|-------------------------------------|------|------|------|-------------------------|---------------------------|-----------------------|
| Mean | 3.43▼ | 3.77 | 3.73 | 3.61 | 3.44 | 3.61 | 3.87 | 3.65 | 3.76 | 3.79▲ | 3.38▼ |
| Base | 187 | 403 | 240 | 351 | 75 | 196 | 132 | 187 | 119 | 299 | 172 |

Q1a. How concerned, if at all, are you about the amount of household waste from across the Inner West Council area that goes to landfill?



Scale: 1 = not at all concerned, 5 = very concerned. ▲▼ = A significantly higher/lower level of concern (by group)

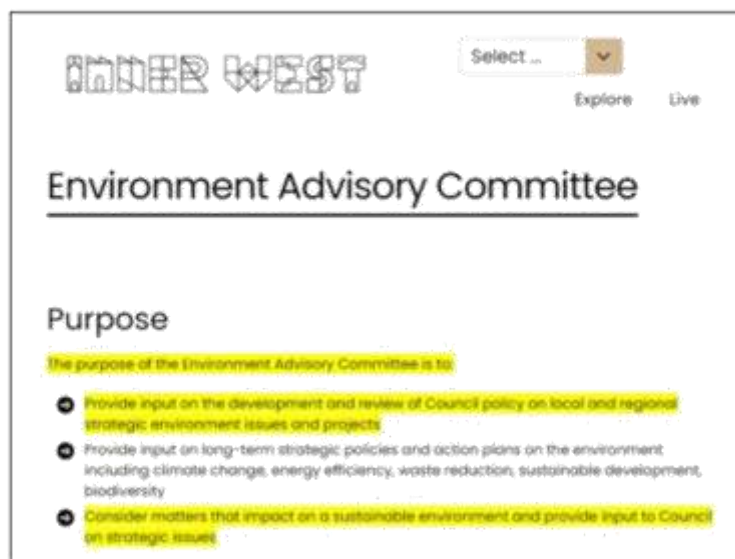
Inner West Environmental Advisory Committee – Review

The Draft IWC Zero Waste Strategy and service transition plan were presented to Inner West's Community Environmental Advisory Committee in March 2020 for peer review.

The committee's feedback recommended greater emphasis on:

- Circular economy principles
- Stronger targets/shorter timeframes
- Organics (services and home composting)
- Reuse and repair opportunities, including clean-up
- Access to problem waste drop-offs
- Advocacy for product stewardship

The feedback was incorporated into this Draft Strategy:



Zero Waste Priorities

In transitioning to a zero-waste community and circular economy, the Inner West must focus on the following priorities:

| Priorities | Targets | Actions | Timeframes |
|--|---|---|------------------------|
| Avoid Waste Generation Prioritise waste avoidance (consumption), encourage efficient use, reuse and repair through opportunities and influencing individual behaviour. | <i>Reduce waste landfilled per capita by 50% by 2036</i> | 1. Maximise waste avoidance (consumption). | Ongoing 2021-2036 |
| | | 2. Support and improve reuse, repair, sharing and recycling opportunities and access to services and facilities. | Ongoing 2021-2036 |
| | | 3. Avoid generation of waste from Council operations and events, including single-use plastics. | 2021-2025 |
| Reduce Organic Waste Reduce the weight of organics presented for collection and processing and manage organic streams efficiently to avoid resource loss. | <i>Reduce food and garden organic waste disposed in landfill by 60% by 2030</i> | 4. Minimise food organics presented through food waste avoidance initiatives. | 2021-2036 |
| | | 5. Support home composting to reuse food as a resource and minimise impacts of collection and processing. | 2021-2025 then ongoing |
| | | 6. Maximise garden organics and food waste recovery through kerbside organics services. | 2021-2025 |
| | | 7. Maximise reuse and recovery of food and garden organics within Council operations and facilities. | Ongoing 2022-2036 |
| Recycle and Buy Recycled Prioritise recycling and procurement of materials with recycled content to support demand for recycling processing. | <i>Divert 60% of recyclables from the garbage bin by 2036</i> | 8. Improve recycling collection systems and education to maximise recovery and reduce contamination. | 2023-2027 |
| | | 9. Use Council's purchasing power to help create a market for recycled products, increasing recycled content, and identify strategic procurement opportunities. | Ongoing 2021-2036 |
| | | 10. Maximise the quality and quantity of recycling from Council operations and facilities. | Ongoing 2021-2036 |

| Priorities | Targets | Actions | Timeframes |
|---|--|--|------------------------|
| Problem Wastes Problem wastes are usually toxic or hazardous and safe management is essential for our health and environment. | <i>Increase recycling of televisions and computers by 80% by 2036</i> | 11. Provide infrastructure and encourage safe management and recycling of problem wastes (chemicals). | 2021-2023 then ongoing |
| | <i>Reduce the amount of hazardous waste presented in the garbage to 50% by 2036</i> | 12. Ban televisions and computers from landfill (Recycling via product stewardship scheme). | 2025 onwards |
| | <i>Reduce illegal dumping by 50% by 2030</i> | 13. Reduce illegal dumping and encourage reuse and use of clean-up services. | Ongoing 2021-2036 |
| Collaboration and Advocacy | <i>To provide access to mandatory product stewardship schemes through kerbside services or drop-offs for residential wastes for our community by 2030.</i> | 14. Build community trust around resource recovery through transparency around materials flows and what happens to waste and recycling collected through Council services. | Ongoing 2021-2036 |
| Resource Recovery inputs and outputs go beyond the inner west boundary and control, requiring a collective approach to effective solutions. | <i>To provide information for our community on Inner West Waste flows for each material stream within three months of a new contract.</i> | 15. Collaborate to improve resource recovery by sharing knowledge, working together with all levels of government, local councils and other stakeholders on a shared journey towards a circular economy. | Ongoing 2021-2036 |
| | | 16. Maximise opportunities and access to product stewardship schemes for the Inner West community and advocate for increased producer responsibility to cover other product types with limited or costly solutions for recycling or safe management. | Ongoing 2021-2036 |
| Reduce Litter Reduce the amount of litter entering our environment. | <i>Reduce litter by 60% by 2030. Reduce plastic litter by 30% by 2025.</i> | 17. Provide infrastructure in the right locations with appropriate service to avoid litter. | Ongoing – 2036 |
| | | 18. Prevent litter entering our local environment. | Ongoing – 2036 |
| | | 19. Build community capacity and leadership to prevent litter. | Ongoing – 2036 |
| | | 20. Deliver two new Return and Earn machines for plastic containers within the Inner West. | Ongoing – 2036 |

*Targets against 2015/16 baseline

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Current projects

Avoid Waste Generation

- We are designing a **reuse hub** with local organisations and deliver repair workshops to maximise reuse of household items.
- Aligning the household **bulky clean-up service** for households to an on-request booked collection. This provides collections when they are most convenient for households and by separating materials (bulky, metals, garden, and mattresses) we can maximise recovery and recycling.

Source: <https://www.innerwestnsw.gov.au/live/waste-and-recycling/less-waste>



Reduce Organic Waste

- **Food recycling service** for all apartments across the Inner West. The food recycling service became available to all apartments from March 2021 and collects over 500 tonnes annually (increasing with more apartments using the service), reducing organics sent to landfill.
- **Home composting** workshops and subsidies. About 700 composting systems subsidised by council are purchased annually by Inner West residents.

Source: <https://www.innerwestnsw.gov.au/live/waste-and-recycling/household-waste/your-bins-and-services/food-waste>

Recycle and Buy Recycled

- **Recycling right** through monitoring and education to maximise the quality and quantity of recycling. About 10% of what goes into the garbage bin should be in the recycling bin - We're working to increase our recycling rates and avoid contamination.
- Council is aiming to align recycling by providing **yellow-lidded fortnightly commingled recycling** for all households.

Source: <https://www.innerwest.nsw.gov.au/live/waste-and-recycling/household-waste/recycling-at-home>

Problem Waste

- **Two Community Recycling Centres (CRCs)** open on weekends for dropping off problem waste including paint, oil, batteries, gas bottles, fluorescent globes, smoke detectors, fire alarms and e-waste. Around 80 tonnes of chemicals were dropped off in 2019-20 & 20 tonnes of e-waste for recycling through the CRCs and drop offs.

Source: <https://www.innerwest.nsw.gov.au/live/waste-and-recycling/tricky-waste-items>

Collaboration and Advocacy

Inner West has been working collaboratively with councils in the Southern Sydney Region (SSROC) on strategic resource recovery projects, tenders and submissions on state and federal policies and strategies.

We've been promoting recycling opportunities available through product stewardship schemes.

Source: <https://www.innerwest.nsw.gov.au/live/waste-and-recycling/zero-waste/extended-producer-responsibility>



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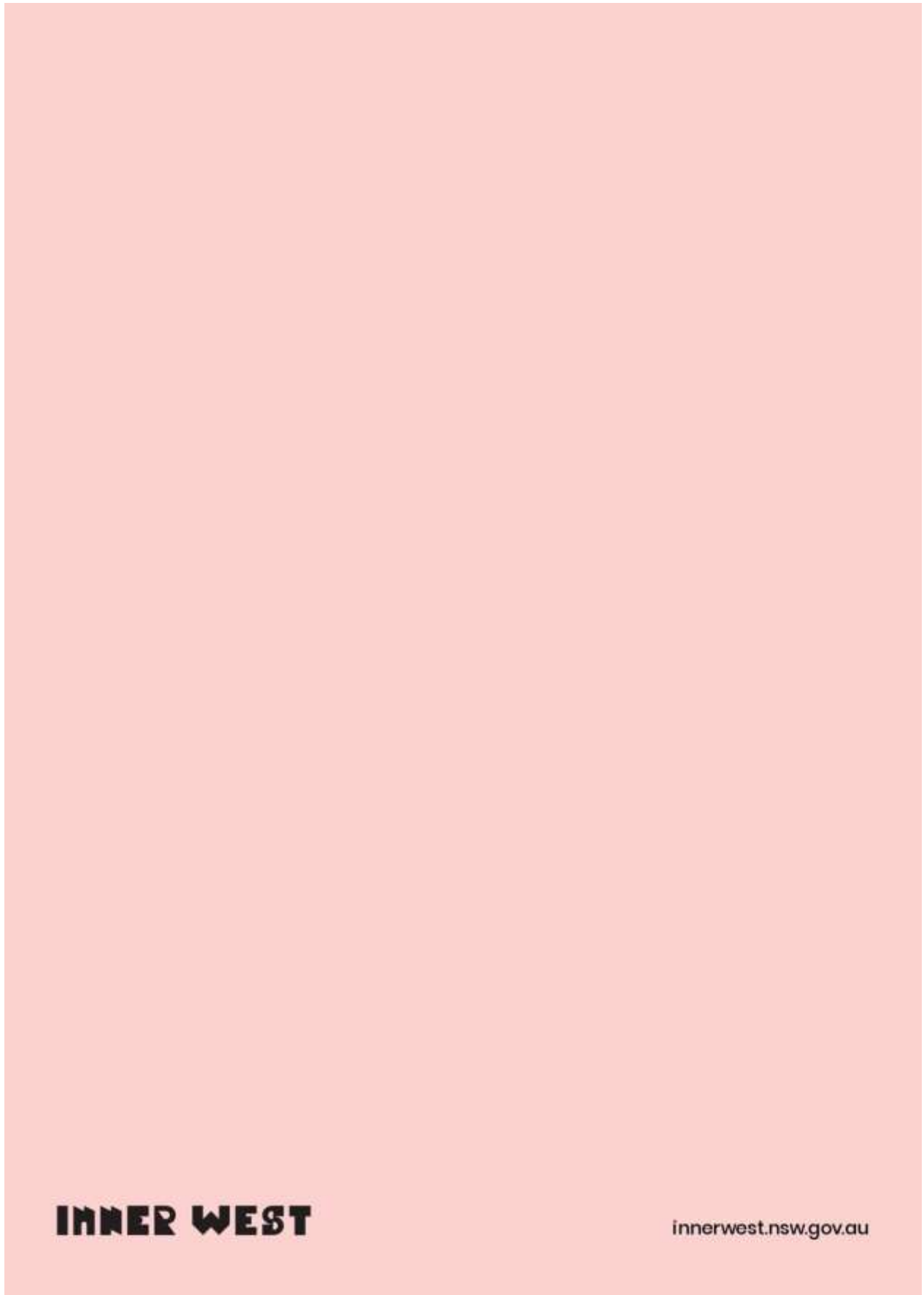
Zero Waste Strategy Implementation

Implementation of the Zero Waste Strategy will be embedded in Council's Integrated Planning and Reporting (IPR) Framework and timelines to ensure that priorities are included in the long-term planning and short-term delivery of Council's projects and programs. Longer term outcomes will be in the high-level Delivery Program, which is a four-year document that aligns with the term of the elected Council. Each year Zero Waste Priorities will be detailed in Council's one-year Operational Plan and these will be reported to Council and the community through the Quarterly Reporting process. In addition to these actions, Council will also create efficient and effective measures and targets that will be used to demonstrate Council's progress against service delivery and will ascertain whether Council is moving towards or away from the community's priorities as outlined in the Community Strategic Plan – Our Inner West 2036.



The most effective way of managing waste is to avoid creating it in the first place, which in turn will reduce impacts associated with production, consumption, transportation, processing and disposal. Council and the community need to ensure landfill is a last resort for resources.

Zero Waste Strategy 2021 25



INNER WEST

innerwest.nsw.gov.au

Item 1

Attachment 2

Item No: C0821(1) Item 2

Subject: **ADOPTION OF PLANNING PROPOSAL - 36 LONSDALE STREET AND 64-70 BREMAN STREET, LILYFIELD**

Prepared By: Aleksandar Kresovic - Strategic Planner

Authorised By: Harjeet Atwal - Senior Manager Planning

RECOMMENDATION

THAT Council:

1. **Endorse the amendments to the Leichhardt Local Environmental Plan 2013 for 36 Lonsdale Street and 64-70 Brennan Street, Lilyfield and submit the Planning Proposal to the Department of Planning, Industry and Environment Minister to make the amendment under section 3.36 of the Environmental Planning and Assessment Act 1979; and**
 2. **Adopt the site-specific amendment to the Leichhardt Development Control Plan 2013 for 36 Lonsdale Street and 64-70 Brennan Street, Lilyfield to come into effect on the same date as the Local Environmental Plan amendment is published on the NSW legislation website.**
-

DISCUSSION

On 16 November 2020, the Department of Planning, Industry and Environment (DPIE) issued a Gateway Determination for the Planning Proposal at 36 Lonsdale Street & 64-70 Brennan Street, Lilyfield to proceed to public exhibition, **Attachment 1**. The Planning Proposal seeks to amend the Leichhardt Local Environmental Plan 2013 (Leichhardt LEP) as follows:

- Increase the maximum Floor Space Ratio (FSR) from 0.6:1 to 1.5:1;
- Restrict the maximum Building Height to RL 33.2 or 5 storeys;
- Add the site to the Key Sites Map as Key Site 7 of Leichhardt LEP 2013; and
- Add a site-specific clause to Leichhardt LEP 2013 which includes the following provisions:
 - objectives for the future redevelopment of the site
 - setbacks and a maximum height in storeys and
 - a requirement for non-residential ground uses next to the City West Link.

Council previously resolved on 23 June 2020 to support the Planning Proposal for Gateway Determination. Council was not given delegation from the State government to make this LEP amendment. Council's role is to carry out community consultation and make a recommendation to DPIE as to whether it should make the LEP amendment.

The Planning Proposal was exhibited for 28 days between 19 November 2020 to 18 December 2020. Feedback was also sought from State government agencies as required by the Gateway Determination. Following advice from DPIE, Council officers prepared the draft site-specific Leichhardt Development Control Plan (DCP) which was exhibited for 28 days between 19 April 2021 to 14 May 2021. This DCP will be necessary if DPIE makes the LEP amendment.

All the submissions related to both the LEP and DCP amendments are discussed in the Community Engagement Outcomes report, which includes officer responses to the issues raised in **Attachment 2**. 25 submissions were received during the Planning Proposal

exhibition, 1 in support, 17 opposed and 7 government agencies who stated they had no objection. 15 submissions were received during the DCP exhibition, 13 against the proposal 2 in support recommending amendments. The concerns raised in the LEP and DCP community engagements related to possible traffic impacts, loss of on-street parking in Russell Street, lack of sympathy with the local street character, excessive built form and loss of privacy.

It is considered that the community concerns about development impacts can be addressed in the site-specific DCP which has provisions to ensure satisfactory amenity, setbacks, built form transitions, visual privacy, noise levels and traffic and parking outcomes and which will be able to be assessed carefully at a future development application stage. The following minor amendments to the site-specific DCP in **Attachment 3** are recommended:

- Amend Controls, C5, under 1.5 - Built Form, Height and Design, to require approval from Transport NSW for setbacks from City West Link Road.
- Amend Controls, C7, under 1.5 - Built Form, Height and Design, to permit a zero setback from City West Link Road along partial length of ground level storey containing employment spaces located in Figure 2 subject to Transport NSW approval.
- Add clause C8 to Controls, 1.5 - Built Form, Height and Design, that buildings above a ground level employment storey are to maintain a setback of 3m from City West Link Road.
- Amend Controls, clause C1 under 1.6 - Setback and Separation, that part of ground level employment uses may have a smaller setback to road subject to compliance with Clause 1.5 at C7.
- Clarify in Controls C2 under 1.6 - Setback and Separation, that setbacks to boundaries of adjacent houses for deep soil also apply to carpark basement areas.
- Add in Objectives, clause 02 under 1.9 - Communal Open Space, Deep Soil and Landscaping provision for green walls.
- Clarify in Controls C1 and C2 under 1.9 reference to the Tree Management DCP amendment 2020 and 40 percent tree canopy and landscaping requirements.
- Add clause C6 to Controls in 1.9, to require green walls to parts of buildings facing City West Link Road.
- Add clause C7 to Controls under 1.9, to require a green roof above commercial storey with nil setback to City West Link Road.
- Amend Controls, clause C5, under 1.11- Parking, Access and Waste to make reference to waste management facilities.

In conclusion, it is recommended that Council support the amendments to the Leichhardt LEP and adopts the site-specific Leichhardt DCP for 36 Lonsdale Street and 64-70 Brenan Street, Lilyfield and advise DPIE accordingly.

ATTACHMENTS

1. [↓](#) Gateway Determination 36 Lonsdale Street & 64-70 Brenan Street, Lilyfield
2. [↓](#) Engagement Outcomes Report 36 Lonsdale Street & 64-70 Brenan Street, Lilyfield
3. [↓](#) Site-Specific DCP 36 Lonsdale Street & 64-70 Brenan Street, Lilyfield



Planning,
Industry &
Environment

Gateway Determination

Planning proposal (Department Ref: PP_2020_IWEST_005_00): to introduce a maximum height of buildings control, increase the maximum floor space ratio, identify the site on the Key Sites Map and include a site-specific provision for the site at 36 Lonsdale Street and 64-70 Brenan Street, Lilyfield.

I, the A/Director at the Department of Planning, Industry and Environment, as delegate of the Minister for Planning and Public Spaces, have determined under section 3.34(2) of the *Environmental Planning and Assessment Act 1979* (the Act) that an amendment to the Leichhardt Local Environmental Plan (LEP) 2013 to introduce a maximum height of buildings control, increase the maximum floor space ratio, identify the site on the Key Sites Map, and include a site-specific provision, should proceed subject to the following conditions:

1. Prior to community consultation, the planning proposal is to be updated to:
 - (a) Replace the draft site-specific local provision with a plain English explanation that clearly states the intent of the proposed controls;
 - (b) Include information to address section 9.1 Direction 2.6 – Remediation of Contaminated Land; and
 - (c) Make reference to the current Traffic Impact Assessment, dated October 2020, and revise the discussion on traffic impact accordingly.
2. Prior to finalisation, further information is to be submitted to the satisfaction of the delegate of the Minister to justify inconsistency of the planning proposal with the following section 9.1 Ministerial Directions:
 - (a) 2.6 Remediation of Contaminated Land – Council is to include an updated Phase 1 site investigation report for the entire site in accordance with the Contaminated Land Planning Guidelines. Should the Phase 1 investigation indicate further studies are required, the Department will request as such, in accordance with the Contaminated Land Planning Guidelines.
 - (b) 4.1 Acid Sulfate Soils – an acid sulfate soils study is to be prepared for the site including findings on whether the site can be safely redeveloped.
 - (c) 6.3 Site Specific Provisions – a more detailed justification should be provided that the inconsistency is appropriate and minor in nature.
3. A site-specific development control plan (DCP) is to be prepared to provide more detailed guidance and controls for future development on the site.
4. Public exhibition is required under section 3.34(2)(c) and schedule 1 clause 4 of the Act as follows:
 - (a) the planning proposal must be made publicly available for a minimum of **28 days**; and

- (b) the planning proposal authority must comply with the notice requirements for public exhibition of planning proposals and the specifications for material that must be made publicly available along with planning proposals as identified in section 6.5.2 of *A guide to preparing local environmental plans* (Department of Planning and Environment, 2018).
5. Consultation is required with the following public authorities/organisations under section 3.34(2)(d) of the Act and/or to comply with the requirements of relevant section 9.1 Directions:
- Ausgrid;
 - Heritage NSW;
 - Sydney Airport Corporation (SAC);
 - Sydney Water;
 - NSW Environmental Protection Authority; and
 - Transport for NSW (TfNSW).
- Each public authority/organisation is to be provided with a copy of the planning proposal and any relevant supporting material and given at least 21 days to comment on the proposal.
6. A public hearing is not required to be held into the matter by any person or body under section 3.34(2)(e) of the Act. This does not discharge Council from any obligation it may otherwise have to conduct a public hearing (for example, if reclassifying land).
7. The time frame for completing the LEP is to be **12 months** following the date of the Gateway determination.

Dated 16 day of November 2020.

Brendan Metcalfe
A/Director, Eastern and South Districts
Eastern Harbour City
Department of Planning, Industry and Environment

Delegate of the Minister for Planning and Public Spaces

PP_2020_IWEST_005_00 (IRF20/5243)

INNER WEST



Engagement Outcomes Report

36 Lonsdale Street and 64-70

Brenan Street, Lilyfield -

Amendments to Leichhardt Local

Environmental Plan 2013 and

Development Control Plan 2013

Page 1 of 22

Item 2

Attachment 2

Contents

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Summary

The Planning Proposal and draft Development Control Plan (DCP) were publicly exhibited separately for 28 days from 19 November 2020 to 18 December 2020 and 19 April 2021 to 14 May 2021 respectively. The exhibition material was made available on Your Say Inner West (YSIW) and 177 letters were posted to neighbours on both occasions, the landowner and occupiers. The YSIW project pages were viewed a total of 254 times with relevant documents downloaded 178 times.

A total of 40 submissions were received during the two separate exhibition periods. 25 of the submissions were received during the planning proposal exhibition, including 7 State Agencies submissions and 15 submissions were received during the DCP exhibition.

Planning Proposal

Respondents were asked "Do you support the planning proposal at 36 Lonsdale Street and 64-70 Brenan Street, Lilyfield". Throughout the 28 days of public exhibition, 18 respondents provided feedback to YSIW. 17 opposed the proposed amendment and 1 supported it. 7 State Government Agencies stated they had no objection in principle to the proposed amendments.

Site Specific DCP

Respondents were asked "Do you support the DCP amendment at 36 Lonsdale Street and 64-70 Brenan Street, Lilyfield". Throughout the 28 days of public exhibition, 12 responded on the YSIW webpage and 3 submissions were received by email.

Background

On 16 November 2020, the Department of Planning, Industry and Environment (DPIE) issued a Gateway Determination that the Planning Proposal for 36 Lonsdale Street and 64-70 Brenan Street, Lilyfield should proceed to public exhibition. The Planning Proposal seeks to amend the Leichhardt Local Environmental Plan (LLEP) 2013 as follows:

- Increase the maximum floor space ratio from 0.6:1 to 1.5:1
- Restrict the maximum building height to RL 33.2 or 5 storeys
- Add the site to the Key Sites Map as Key Site 7 of LLEP 2013 and

- Add a site-specific clause to LLEP 2013 which includes the following provisions:
 - objectives for the future redevelopment of the site
 - setbacks and a maximum height in storeys and
 - a requirement for non-residential ground uses next to the City West Link.

Engagement Methods

The following engagement methods were used:

- Online on yoursay.innerwest.nsw.gov.au
- Social media
- Direct mail
- Email

Promotion

The engagement was promoted via:

- Council website in the news/announcement section
- Social media
- YSIW monthly subscriber's email

Engagement outcomes

How did people respond?

Council received 40 written submissions in total, 25 for the Planning Proposal and 15 for the site specific DCP.

These included 30 responses on the YSIW webpage (Planning Proposal and DCP), 7 submissions from government agencies on the Planning Proposal, 3 submissions by email from the public on the DCP.

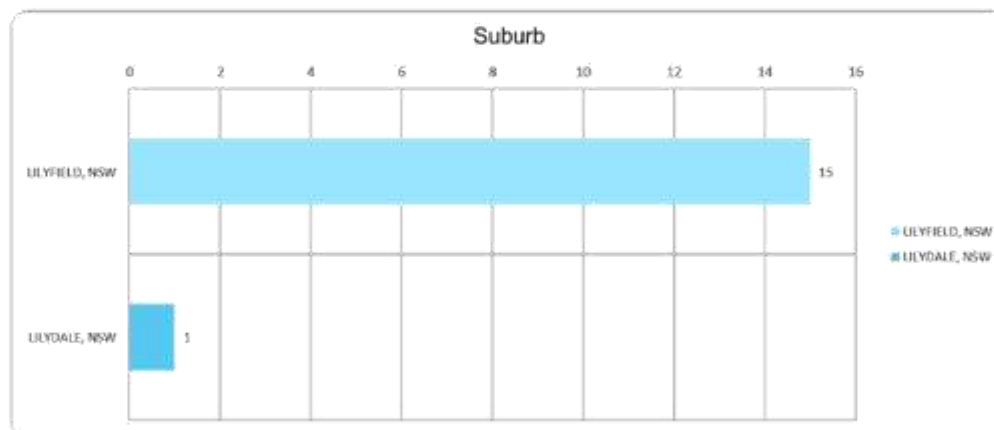
Who did we hear from?

All the YSIW community submissions were received from local residents in Lilyfield. The graph no 1 below identify where respondents live. Two respondents did not

Page 4 of 22

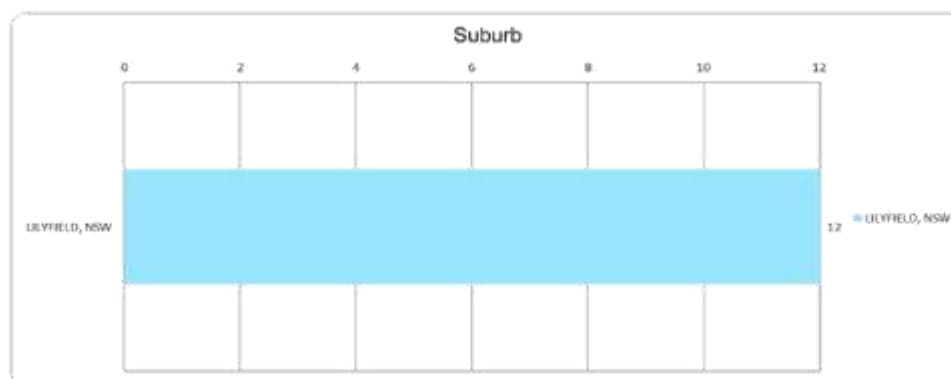
include where he or she lives and therefore only 16 of the 18 YSIW submissions are shown in the graph below for the planning proposal.

1. Your Say Planning Proposal graph showing submissions by Suburb



Please note, the one submission showing as Lilydale is from a resident living on Russell Street.

2. Your Say DCP graph showing submissions by Suburb



Note there were also 3 email submissions, one from local resident and two submissions from consultants on behalf of proponent for Planning Proposal.

What did they say?

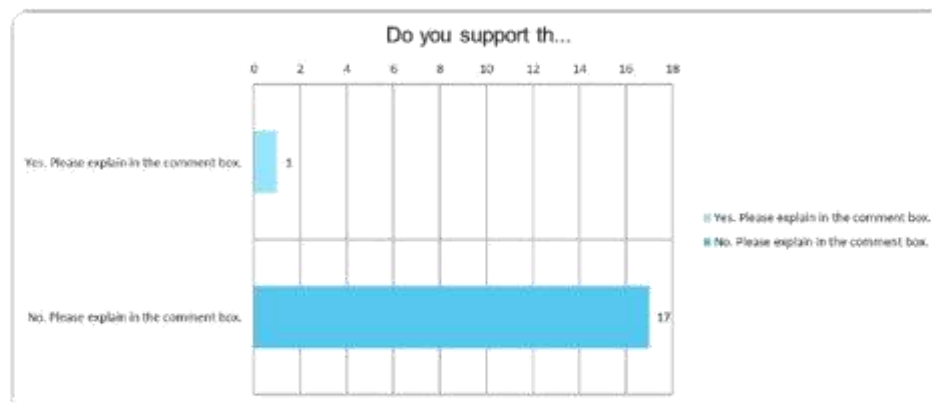
The submissions on the YSIW webpage responded to the following questions 'Do you support the planning proposal?' and then separately, 'Do you support the DCP amendment?'

There were 30 responses (including for Planning Proposal and draft DCP) to these surveys. 29 opposed the proposed amendments and 1 supported the planning proposal. The following key themes emerged from the community feedback:

- Predominantly objecting to the Planning Proposal and resulting development outcomes
- Loss of on street parking and increased traffic in Russell Street
- Excessive FSR and built form, height and density
- Loss of privacy
- Seeking DCP clause requiring a dilapidation report for minimising damage to adjacent houses
- Ensuring DCP controls will minimise impacts

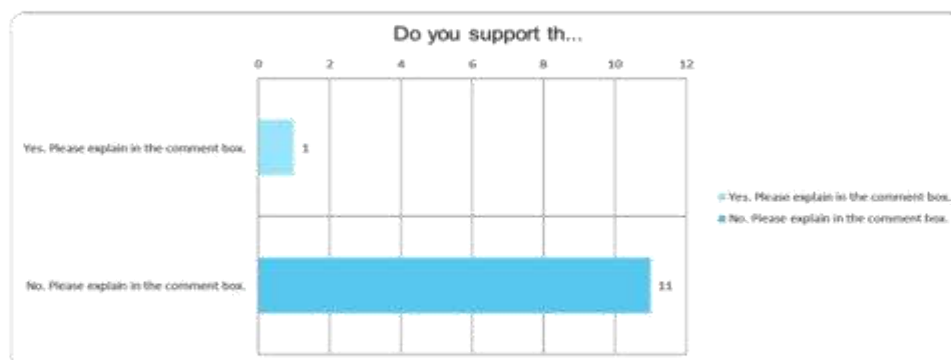
Further details of the submissions and officer responses are provided in the tables at the end of this report.

3. Your Say Planning Proposal graph - number of submissions by Suburb



Please note that a respondent from the survey mistakenly ticked to support the amendment to the DCP. The comments from that respondent were opposed to the site specific DCP.

4. Your Say Planning Proposal graph - number of submissions by Suburb



State Government comments

Sydney Water, Heritage NSW, NSW Environment Protection Authority and Ausgrid raised no objections.

Transport for NSW

Transport for NSW initially raised concerns regarding the planning proposal.

- They advised the site was above the underground WestConnex road tunnel.
- Future development must not compromise the tunnel's structural stability
- A specialist engineering report will be required.
- The development must address for its future residents the impacts of City West link road such as appropriate building setbacks.

Council sought clarification from Transport for NSW, who advised they had no objections to the planning proposal providing their concerns will be addressed at the development application stage.

Sydney Trains

Sydney Trains advised that the northern boundary of the site along City West Link Road adjoins the footpath which has high voltage transmission lines on power poles, approximately 2.5m from the site boundary. Sydney Trains confirmed that development will have to ensure it has sufficient building setbacks to maintain safety and maintenance. A clause for this is provided in the proposed site specific DCP.

Department of Planning Infrastructure and Environment (DPIE)

DPIE have advised Council that it will not accept the exhibited proposed site specific LEP clauses shown below as to be deleted and will replace these with a LEP clause which references the need for a site specific Development Control Plan (DCP) which has the same provisions/outcomes as those in the Planning Proposal.

- Add a site-specific clause to LLEP 2013 which includes the following provisions:
 - objectives for the future redevelopment of the site
 - setbacks and a maximum height in storeys and
 - a requirement for non-residential ground uses next to the City West Link.

This approach is acceptable as it should achieve the same outcomes.

Officer responses to public exhibition submissions on Planning Proposal

Submissions that support the Planning Proposal

| <i>Issue</i> | <i>Officer's comment</i> |
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| <p>Successful balance for retention of the existing warehouse façade.</p> <p>The landscaping will provide an appropriate setting.</p> <p>The built form provides a suitable transition to the lower density housing.</p> <p>The live / work arrangement is a good idea.</p> <p>The design is a successful outcome.</p> | <p>Noted.</p> |
| <p>A childcare centre may also be suitable for the ground floor work area.</p> | <p>Centre-based childcare facilities are a permitted land use within the existing land use zoning.</p> |

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| | However, a development application requires certain site conditions to achieve intrinsic conditions for children's wellbeing as stipulated in relevant regulations. |
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Submissions that do not support the Planning Proposal

| <i>Issue</i> | <i>Officer's comment</i> |
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| <p><i>Parking and Traffic:</i></p> <ul style="list-style-type: none"> • Significant increase in traffic on Russell Street, further contributing to bottle necks at peak hour in Piper Street. Prefer traffic entry off Lonsdale street. • Piper Street cannot handle additional traffic off Russell Street. • Impacts from the location of underground car park. • Loss of existing street parking in Russell Street. • Loss of safety and amenity in Russell street due to more traffic. • Traffic during and post construction will be disruptive to the community. • Increase of traffic noise. • Overflow parking from the Bowling Club impacts Russell Street parking demands. • Concerns regarding the traffic report conclusions. | <p>The Planning Proposal and any future development application will have to comply the Leichhardt Development Control Plan (DCP) 2013 parking rates which considers the site's location near public transport such as Lilyfield Light Rail Station.</p> <p>The site specific DCP exhibited in May 2021 requires the entrance/exit to the underground carpark to be off Lonsdale Street, adjacent to the IGA site. There will be no traffic impacts on Russell Street.</p> <p>Development consent conditions will mitigate construction impacts. The proposed draft DCP limits construction traffic to Lonsdale Street.</p> <p>The proponent's traffic report demonstrates that traffic generated by the new development will be less than the levels that could be generated by uses permitted under existing controls and is acceptable.</p> |

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| <p><i>Built Form</i></p> <ul style="list-style-type: none"> • The development will create overshadowing and affect skyline. • Creates privacy and overlooking concerns. • Poor architectural design. • Loss of views. • 5 storeys is too big and out of character with the local area. • Excessive Floor Space Ratio. • Setbacks are too small. • Excessive scale. • Preferable for the current buildings to remain and be renovated. • The design should recognise the history and key period design elements in the Lilyfield area. | <p>The site specific draft DCP clause requires a design transition from 5 storeys at City West Link to a 2-storey scale compatible with adjacent houses on Lonsdale and Russell Street. There are 3m building setbacks for deep soil tree planting. A wide middle open space area between buildings will allow winter sun into adjacent house and their gardens.</p> <p>The proposed DCP building positions, setbacks and building heights are appropriate as they will mitigate overshadowing impacts and place the bulk of the development towards City West Link away from the adjoining low-density dwellings. The height of the proposed development has been reduced by one storey compared to the version reported to Council in 2019.</p> <p>The resulting FSR of 1.5:1 is appropriate. It has been reduced from previously the proposed as 2.2:1. Council's Strategic Planners and the Inner West Local Planning Panel consider that the FSR is appropriate for the site and its context.</p> <p>The proposal will be consistent with the desired future character of the area as per the proposed site specific draft DCP.</p> <p>The site specific draft DCP has an objective which requires the development to respond to the</p> |
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| | <p>residential character of Lonsdale and Russell Street. This includes having a deep soil garden/tree setting along Russell Street and Lonsdale Street, and to the south of the site adjacent to the residential dwellings, with buildings oriented to address those streets and respond to the local character.</p> <p>An analysis was carried out to determine if significant views will be lost as a result of the proposal. It was determined that the proposal would not result in any significant view loss as the dwellings along Russell and Lonsdale Street are east and west facing, with the proposal situated to the north out of sight of the significant views to the east from these houses.</p> |
| <p>Impact on privacy to the neighbouring properties.</p> <p>Negative impact to the living conditions of nearby residents.</p> | <p>The proposed DCP building layout for the proposal has a transition from 5 storeys at City West Link to 2 storeys next to the adjacent houses on Lonsdale and Russell Street.</p> <p>The controls will require a 3m setback to the houses at Lonsdale and Russell Street and to the south of the site adjacent to the residential dwellings with deep soil planting for a tree buffer.</p> <p>The proposed site specific DCP requires the majority of the new dwellings to be oriented towards Lonsdale and Russell Street with a rear garden site layout pattern. Also, dwellings adjacent or in close proximity to houses on Lonsdale Street and</p> |

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| | Russell Street are not to have windows which directly face those houses, except for rooms containing highlight windows with a minimum sill height of 1.6 metres. |
| This is a bigger floor space ratio that is currently allowed. | The intent of Planning Proposal applications is to amend planning controls in an LEP under Section 3 of Environmental Planning of Assessment Act 1979. The proposed FSR of 1.5.1 is a reduction from the 2.2:1 originally proposed by the proponent and is consistent with the adjacent mixed use building at 402 Catherine Street, Lilyfield. |
| My property will be devalued because of this development. | Matters that affect property value such as amenity impacts have been assessed and the proposed planning controls are appropriate. |
| Would not have purchased our house if we knew this development would occur. | This is not a matter for consideration. |
| Tenants regularly leave broken furniture and rubbish on Lonsdale street at the IGA site. | <p>This issue will be referred to Council's Waste Services Team for further attention.</p> <p>The proposed site specific DCP requires waste storage rooms and servicing areas to be located in the basement and not visible from the street.</p> |
| Inner West Council needs to remain firm on this matter and think of its current residents who have been here long term. | The proposed site specific DCP provides sufficient setback and a 2 to 5 storey building transition that is compatible with adjacent houses on |

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| <p>The developer built the IGA site across the road and has lodged many previous applications for the IGA site and Lonsdale Street site and have been previously rejected by Council.</p> | <p>Lonsdale and Russell Street. This will reduce overshadowing, bulk and scale. The majority of the dwellings will be oriented towards Lonsdale and Russell Street to reduce privacy issues, as well as having the entry and exit from Lonsdale Street only and adequate landscaping.</p> <p>This is only the second recent Planning Proposal for the subject site and has been amended to reflect the concerns raised by Council previously.</p> |
| <p>Adverse impact on the community feel on Russell Street.</p> | <p>The proposal will not have any direct traffic impact on Russell Street as the site specific draft DCP will have the entrance/exit for the underground basement carpark off Lonsdale Street.</p> <p>The 2 storey built form off Russell Street will be consistent with the existing building heights.</p> |
| <p>Council must ensure the developer complies with any conditions of the Development consent at DA stage.</p> | <p>Any development application will be assessed on its planning merits, based on the LEP and DCP controls that apply to the site. If granted, all conditions of consent must be complied with.</p> |
| <p>Construction work impacts.</p> | <p>Construction is inevitable for any proposal. The development consent will mitigate the impacts of construction work.</p> |
| <p>Inadequate community consultation.</p> | <p>Community consultation was carried out in accordance with Council's community</p> |

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| | <p>engagement framework and the Gateway Determination for 4 weeks.</p> <p>177 letters were mailed to the surrounding area's owners and occupiers . If the LEP amendment is made, there will be an opportunity for future community consultation as part of the DA process.</p> |
| The development is not in line with the demographics of the suburb | <p>Clause 6.13 Diverse Housing of the Leichhardt Local Environmental Plan 2013 ensures the provision of a mix of dwelling types in residential flat buildings and mixed use developments that includes shop top housing.</p> |

Officer comments in response to public exhibition on DCP amendment

Submissions seeking amendment to the DCP.

| <i>Issue</i> | <i>Officer's comment</i> |
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| <p><i>3m setback to City West Link</i></p> <ul style="list-style-type: none"> A 3m setback to the employment floor space is inconsistent with the adjacent IGA development to the east and will not activate the streetscape successfully. A 3m deep soil setback for trees will not offer adequate noise attenuation and a so nil setback is required. | <p>The objective of the DCP setback for deep soil is to maximise the 40 percent requirement for tree canopy added to the LDCP Part C1 .4- Tree Management amendment in 2020. Since this was not primarily designed for residential flat buildings it is more applicable to houses that are characteristic of R1 zones. It is therefore reasonable to delete the 3m setback control for ground level employment floorspace to achieve a</p> |

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| <ul style="list-style-type: none"> • Employment floor space has a much higher noise threshold, therefore not requiring a 3m setback. • A nil setback to the lower levels to City West Link will concentrate the massing to the northern portion of the site rather than the neighbouring low density dwellings to the south. • The DCP seeks to have the Transmission Lines relocated underground which enables a nil setback to the lower level on City West Link. | <p>larger functional commercial space, which will activate what would otherwise be a blank car park wall facing City West.</p> <p>The adjacent dwellings to the south will not be impacted by this nil setback to City West Link. The DCP provides for a harmonised scale in relation to neighbouring dwellings and a 3m deep soil setback for tree planting.</p> <p>The 3m DCP setback to the rear of houses for deep soil planting and trees will be a sufficient buffer, with the much larger adjacent unobstructed communal open space also providing for tree planting above the podium slab.</p> |
| <p><i>Acoustic Amenity</i></p> <p>C2 in Section 1.8 - Visual and Acoustic Amenity should be amended so that the DCP does not rely on trees along City West Link Road to achieve quiet noise levels in the communal open space. Allowance should be made for an optional retention of existing frontage brick wall.</p> | <p>The DCP does not rely for trees for achieving satisfactory noise levels on site.</p> <p>C2 in section 1.8 should not be amended or deleted as it will provide for essential acoustic attenuation to the site's communal open space area from high traffic noise levels. Retention of a thin brick wall may not be structurally advisable and the extent of the wall would not achieve a worthwhile noise reduction in any case.</p> <p>In addition, any future development application will require the submission of a specialist acoustic report due to the site's proximity to an arterial road (City West Link) as per the State Environmental Planning Policy</p> |

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| | <p>(Infrastructure) 2007 as confirmed by TNSW.</p> <p>The potential lower ground floor employment space does not require as strict acoustic attenuations as those for residents.</p> |
| <p>Vehicular access should be from Russell Street.</p> | <p>Vehicular access from Russell Street would create adverse impacts for the residents living on Russell Street as stated by the community in response to the exhibition of the Planning Proposal and site specific Development Control Plan.</p> <p>The vehicular access off Lonsdale Street is existing and will be adjacent to the vehicular access for the adjacent IGA site.</p> <p>Council's engineers have confirmed the entrance/exit to the underground carpark should be off Lonsdale Street, adjacent to the IGA site.</p> <p>Transport NSW have raised no objection since their policy for traffic access is that should be from side streets and not off motorways.</p> |
| <p>Parts of the DCP are faulty and will affect the feasibility for development of the site as demonstrated on new designs. Including</p> <ul style="list-style-type: none"> • lack of basement carparking capacity • unnecessary vehicular access of Lonsdale Street | <p>There will not be any adverse effect on the feasibility.</p> <p>The alternative design put forward to support these objections is not acceptable for the reasons outlined below:</p> |

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| <ul style="list-style-type: none"> • unnecessary setbacks from City West Link Road for deep soil tree landscaping • unnecessary acoustic protection for communal open space • seeking a child care centre on the ground level storey on an design concept. | <p>The designs do not show where substantial additional floorspace would be possible within the draft DCP controls while still complying with the maximum FSR of 1.5 :1.</p> <p>The access off Lonsdale Street is to avoid traffic impacts on Russell Street.</p> <p>The carparking provision is consistent with LDCP controls and the development only requires a modest amount off basement carparking space because of its closeness to the light rail station and bus services.</p> <p>A childcare centre should not be located next to City West Link with its 110 decibel traffic and without open space.</p> <p>The DCP provides for some deep soil planting along City West Link Road to maximise Council's 40 percent tree canopy objective for R1 Zones in the LDCP amendment in 2020 - Tree Management. The ground floor employment spaces next to city west link are not residential and a zero setback should be allowed for part of that frontage.</p> |
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Submissions objecting

| <i>Issue</i> | <i>Officer's comment</i> |
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| <i>Parking and Traffic relating to the Planning Proposal /LEP amendment:</i> | These comments relate to the Planning Proposal and are commented on in the |

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| <ul style="list-style-type: none"> • Significant increase in traffic on Russell Street. • Piper Street cannot handle additional traffic off Russell Street. • Loss of existing street parking. • Safety and amenity impacts from the location of underground car park off Russell Street. • Emergency vehicles cannot move along Piper Street. • Traffic should be in/out of West Connex. • Overflow parking from the Bowling Club impacts Russell Street parking demands. • Increase of traffic noise. | <p>previous section on the Planning Proposal. In summary however:</p> <ul style="list-style-type: none"> • The draft DCP requires access from Lonsdale Street. • Transport for NSW will not permit any entry/exit off City West Link. • A development application will require compliance with the Leichhardt Development Control Plan (DCP) 2013 parking rates which take the location of sites near public transport such as Lilyfield Light Rail Station into account. • Council's engineers confirmed the entrance/exit to the underground carpark should be off Lonsdale Street to avoid traffic impacts On Russell Street. |
| <p><i>Built Form</i></p> <ul style="list-style-type: none"> • 5 storeys is too big and out of character with the local area. • The development will create overshadowing. • Creates privacy and overlooking concerns. • Out of character. • Loss of views. • Poor architectural design. • Excessive Floor Space Ratio. | <p>These comments relate to the Planning Proposal are commented on in the separate report on the Planning Proposal.</p> <p>The Draft DCP provides controls to minimise or mitigate potential adverse impacts.</p> <p>An analysis was carried out to determine if significant views will be lost as a result of the proposal. It was determined that the proposal would not result in any significant view loss as the dwellings along Russell and Lonsdale Street are east and west facing, with the proposal situated to the north out of sight of the significant views to the east from these houses.</p> |

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| <p>Live/work units do not work.</p> <p>Lack of controls to protect live/work units from selling the workspaces separately.</p> <p>Viability of employment uses</p> | <p>The site is currently partly occupied by houses including a home business as well as two industrial units. In addition, it is envisioned many employees will continue to work from home, therefore creating a need for home offices and live/workspaces.</p> <p>The live/work arrangement will also activate the site, instead of the space being occupied by an above ground carpark.</p> <p>The live/work component of apartments cannot legally be sold off individually. The DCP also does not have the legislative power to include any such controls.</p> <p>The existing R1 land use zoning already allows for certain employment uses such as take away food operations, resulting in potential activation.</p> |
| <p>The future development does not provide any amenity improvements for the surrounding area.</p> | <p>A voluntary planning agreement has been agreed, exhibited and approved by Council. It will provide a monetary contribution to Council to be used for public domain, infrastructure improvements or to implement other Council policies.</p> <p>The DCP protects the amenity of neighbouring properties with a transition from 2 storeys at the south adjacent to the residential dwellings to 5 storeys on City West Link, 3m setbacks for deep</p> |

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| | soil planting and gardens and with the carpark entry and exit on Lonsdale Street so that residents along Russell and Lonsdale Streets are not burdened by traffic noise and light spillage. |
| Russell Street will become a dumping pit for waste collection. | The DCP requires basement waste storage rooms and servicing areas that are not visible from the street. |
| The development can impact the water table and floor propensity. | The development is to be built in accordance the National Construction which shall not impact the neighbouring properties. |
| Dilapidation reports should be provided prior to any works and final Occupational Certificate. | A development application will require the dilapidation reports to be conducted as a matter of the development consent. |
| The development should provide indemnities for adjacent houses resulting from future construction works. | This is not a matter of consideration under the Environmental Planning and Assessment Act. |
| Negative impact to the living conditions of nearby residents. | <p>The proposed DCP building layout for the proposal has a transition from 5 storeys at City West Link to 2 storeys next to the adjacent houses on Lonsdale and Russell Street.</p> <p>The controls will require a 3m setback to the houses at Lonsdale and Russell Street and to the south of the site adjacent to the residential dwellings with deep soil planting for a tree buffer.</p> <p>The proposed site specific DCP requires the majority of the new dwellings to be oriented towards Lonsdale and Russell Street with a rear</p> |

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| | garden site layout pattern. Also, dwellings adjacent or in close proximity to houses on Lonsdale Street and Russell Street are not to have windows which directly face those houses, except for rooms containing highlight windows with a minimum sill height of 1.6 metres. |
| My property will be devalued because of this development. | Matters that affect property value such as amenity impacts have been assessed and the proposed planning controls are appropriate. |
| Tenants regularly leave broken furniture and rubbish on Lonsdale street at the IGA site. | This issue will be referred to Council's Waste Services Team for further attention. |
| The developer built the IGA site across the road. The developer has lodged many previous applications for the subject site and have been previously rejected by council. | Noted. This is only the second recent Planning Proposal for the subject site and has been amended to reflect the concerns raised by Council previously. |
| Adverse impact on the community feel of Russell Street. | The proposal will not have any direct traffic impact on Russell Street as the site specific draft DCP will have the entrance/exit of the underground basement carpark off Lonsdale Street. The 2 storeys built form facing Russell Street will be consistent with the existing building heights. |
| Council must ensure the developer complies with any conditions of the Development consent at DA stage. | Any development application will be assessed on its planning merits, based on the LEP and DCP controls that apply to the site. If granted, all |

| | |
|---|---|
| | conditions of consent must be complied with. |
| Object - but support only if the development if the views and vistas aren't impacted. | An analysis was carried out to determine if significant views will be lost as a result of the proposal. It was determined that the proposal would not result in any significant view loss as the dwellings along Russell and Lonsdale Street are east and west facing, with the proposal situated to the north out of sight of the significant views to the east from these houses. |

SECTION XX – Lonsdale St, City West Link Road Lilyfield

XX1.0 LAND TO WHICH THIS SECTION APPLIES

This section applies to 36 Lonsdale Street and 64-70 Brennan Street, Lilyfield, being Lots 18, 19 & 20 DP 977323, Lot 1 DP 1057904, Lot 22 DP 977323, and Lots 1 & 2 DP 529451 (the Site).

The site has an area of 2,145m² and is located on the southern side of City West Link Road/Brennan Road between Russell Street and Lonsdale Street.

XX1.1 BACKGROUND

This site specific section of Leichhardt Development Control Plan 2013 (LDCP) has been created to reflect Council's current view on the most appropriate development for the site and should be designed in-conjunction with the site specific provisions contained within Leichhardt Local Environmental Plan 2013 Amendment XX (LLEP).

The site is subject of a planning proposal which seeks to increase the FSR to 1.5:1, to have a maximum Building Height of RL 33.2, containing a maximum of 5 storeys as measured from City West Link Road.

XX1.2 RELATIONSHIP TO OTHER SECTIONS OF THIS DCP

Unless otherwise stated, development of the Site should be designed and constructed in accordance with the controls in this site specific section and the provisions of this plan.

In the event of an inconsistency between this site specific section and the remaining provisions of the LDCP, the controls in this section will prevail in relation to development on the Site to the extent of the inconsistency.



Figure 1: Location Plan

XX 1.3 GENERAL OBJECTIVES

- O1 Apply site specific controls/guidelines which take into account the site's unique conditions to ensure an acceptable development outcome.
- O2 To respond to the existing and future context and character of the area.
- O3 To achieve architectural and urban design excellence.
- O4 To enhance and activate the public domain.
- O5 To maintain adequate solar access and amenity to adjacent residences in Lonsdale Street and Russell Street.
- O6 To ensure good amenity for future residents of the development.
- O7 To encourage active transport and support public transport mode share.
- O8 To ensure an ecologically sustainable development outcome.

XX1.4 DESIRED FUTURE CHARACTER STATEMENT

The site is located in the 'Peripheral Sub Area' of the Catherine Street Distinctive Neighbourhood in Lilyfield (Section C2.2.4.1 of the LDCP 2013).

The new character of the site should:

- O1 Achieve architectural design excellence using appropriate building composition which enhances the site and is also sympathetic to the local density residential character of Lonsdale Street and Russell Street.
- O2 Protect and enhance the residential amenity of neighbouring dwellings and ensure the amenity of residents within the development.
- O3 Enhance and activate the surrounding public domain.
- O4 Provide a landscaped setting to the foreground of buildings within the site and enhance the streetscape.

XX1.5 BUILT FORM, HEIGHT AND DESIGN

Objectives

- O1 Achieve appropriate amenity for occupants, a landscape setting for the site, landscaped buffer to adjacent houses.
- O2 To integrate new high quality buildings with neighbouring buildings by having an appropriate transition of building height and scale.
- O3 To provide appropriate building form, height and articulation to reduce apparent bulk and minimises impacts on the surrounding area including adjacent dwellings and their open space.
- O4 To minimise overlooking and overshadowing of neighbouring properties.

Controls

- C1 All roof structures, such a plant and lift overruns shall be integrated into the design of the development, are not to exceed the building heights contained within LLEP 2013 and are to be fully screened when viewed from street. The maximum height of buildings is RL 33.2 with a maximum of 5 storeys at City West Link Road and a transition to 2 storeys adjacent to the houses at Lonsdale Street and Russell Street.
- C2 The built form height envelopes are to comply with **Figures 3 and 4** with buildings having a transition in height to a maximum of 5 storeys at City West Link Road as follows:
 - buildings have a maximum ceiling height of RL 24.7 being an equivalent of a two storey scale relative to the adjacent house in Lonsdale Street
 - buildings have a maximum ceiling height of RL 27.8 an equivalent of a two storey scale relative to the adjacent house at Russell street
- C3 No residential uses are to be contained at ground level storey along City West Link Road
- C4 Top of building roof structure slab for the five storey building component in **Figures 3 and 4** should be a maximum at approximately RL 30.7 to accommodate a lift overrun.
- C5 Subject to approval from the relevant consent authority (Transport for NSW) the overhead power cables along City West Link Road must be relocated underground and replaced with appropriate street lighting in accordance with Council's relevant public domain guidelines given the scale of the development and the significant aesthetic benefit resulting from undergrounding, including allowing for viable street tree planting.

If approval from the consent authority (Transport for NSW) is not obtained then buildings are to be setback along City West Link Road at a sufficient distance of at least 3m to maintain safety and maintenance of high voltage cables.
- C6 The proposed building locations and site layout should be consistent with that shown in **Figure 2** to achieve buildings oriented predominantly to Lonsdale Street and Russell Street for appropriate amenity for occupants, a landscape setting and tree canopy, middle ground level communal open space area, landscaped buffer to adjacent houses and to comply with other parts of this Development Control Plan.
- C7 For part of the site area along City West Link Road beginning at the Lonsdale Street corner, there may be employment floor space storey provided used as part of an apartment above or as employment floor space permitted in the LLEP 2013. The employment floor space along with any basement below may have a zero setback from City West Link Road provided this is approved by Transport NSW and be in accordance with location in **Figure 2**.
- C8 A minimum 3m building setback from City West Link Road is to be provided to all residential storeys above the ground level storey used for employment uses in accordance with XX 1.6, Controls, clause C1 and **Figures 3 and 4**.



Figure 2: Indicative site plan

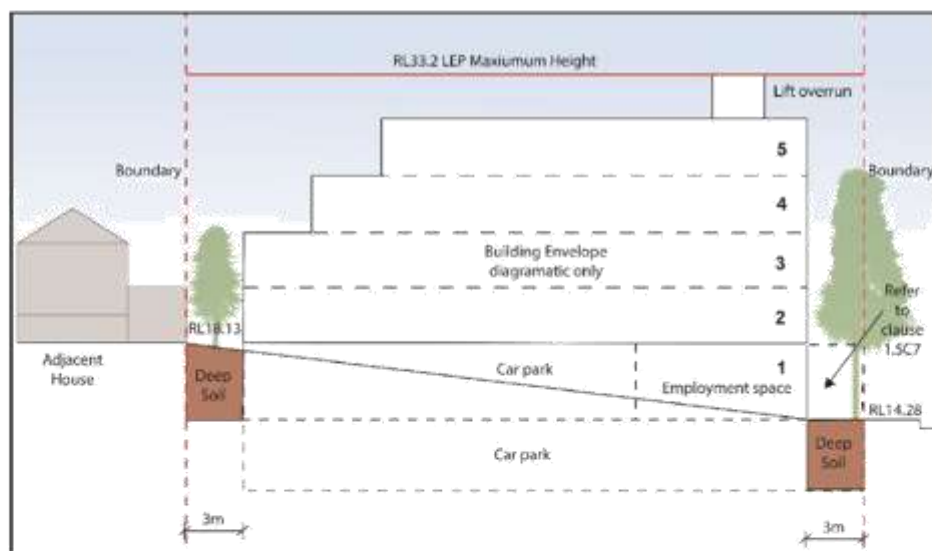


Figure 3: Indicative elevation envelope along Lonsdale Street

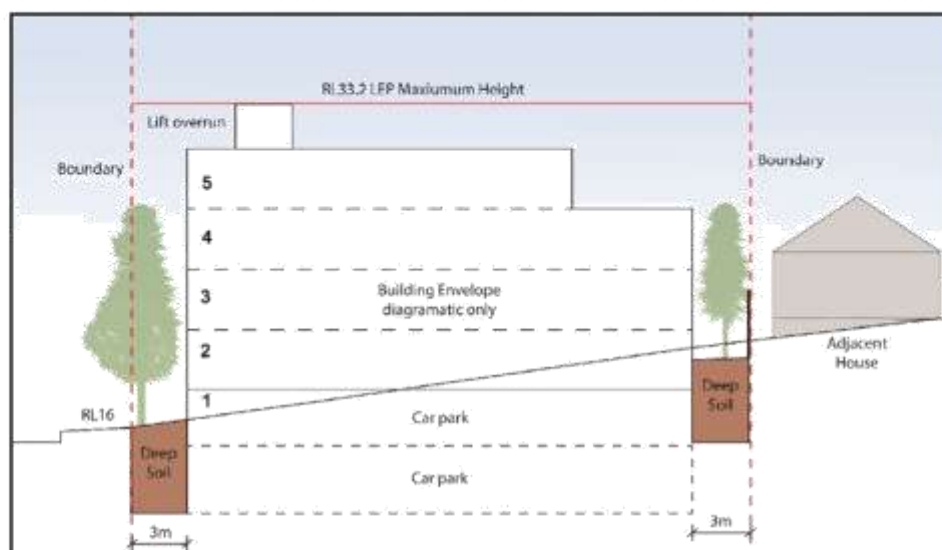


Figure 4: Indicative elevation envelope along Russell Street

XX1.6 SETBACK AND SEPARATION

Objectives

- O1 Achieve adequate building separation including privacy between buildings.
- O2 To accommodate deep soil planting and landscaping to enhance the streetscape and provide for tree canopy.
- O3 Achieve adequate building separation between buildings and adjoining houses.
- O4 Achieve adequate separation from high voltage powerlines along City West Link Road.

Controls

- C1 Buildings are to be setback a minimum of 3m inclusive of below ground car parks levels from City West Link Road, Lonsdale Street and Russell Street. Any ground floor employment uses along City West Link Road may have a smaller setback subject to compliance with XX 1.5, Controls, Clause C7.
- C2 Buildings are to be setback by a minimum of 3m from house lot boundaries of the dwelling houses fronting Lonsdale Street and Russell Street inclusive of below ground basement levels.
- C3 Within the site Building Separation is to comply with the Apartment Design Part 2F and be generally in accordance with **Figure 2**.

XX1.7 DESIGN, FINISHES AND MATERIALS

Objectives

- O1 To ensure that buildings have a high quality appearance and enhance and activate the public domain.
- O2 To ensure that buildings respond to the residential character of Lonsdale Street and Russell Street.
- O3 To provide high quality and durable finishes and materials.

Controls

- C1 Building design is to be well considered and demonstrate that architectural canons for providing well considered composition and proportions and a dialogue between parts of the building have been achieved.
- C2 Building design is to provide architectural cues to complement adjacent and nearby houses.
- C3 Exterior building finishes should use a variety of materials, including the use of face brickwork.
- C4 The lower ground floor along City West Link Road and surrounds is to be differentiated from the upper parts of the building and conceal any internal carpark use. Use of a tripartite base middle top composition is encouraged.
- C5 Buildings are to be setback along City West Link Road at a sufficient distance to maintain safety and maintenance of high voltage cables from City West Link Road as required by Transport NSW.

XX 1.8 VISUAL AND ACOUSTIC AMENITY

Objectives

- O1 To minimise the noise impacts of City West Link Road for residents.
- O2 To minimise direct overlooking and maximise visual privacy of adjacent dwelling houses in Lonsdale and Russell Streets and within the precinct itself.

Controls

- C1 The majority of dwellings should be oriented toward Lonsdale and Russell Street.
- C2 A noise screen, or slim building wing no higher than 3 storeys off City West Link Road, shall be provided between buildings along City West Link Road to reduce noise in the middle communal open space area for the amenity of residents, as shown in figure 2.
- C3 Dwellings should have "winter garden balconies" as defined in Apartment Design Guide Part 4J/Glossary.
- C4 Dwellings adjacent or in close proximity to houses on Lonsdale Street and Russell Street shall not have windows which directly face those houses, except for rooms containing highlight windows with a minimum sill height of 1.7m.

- C5 Any development application is to be accompanied by a report prepared by an appropriately qualified acoustic consultant verifying the adequacy of the proposed design and the construction methods and materials to achieve appropriate noise levels within the proposed residential accommodation as well as the communal open space.
- C6 A tree buffer with deep soil planting shall be provided along boundaries with Lonsdale Street and Russell Street in accordance with **Figure 2**.

XX1.9 COMMUNAL OPEN SPACE, DEEP SOIL AREA AND LANDSCAPING

Objectives

- O1 To ensure occupants are provided with usable communal open space in a location onsite which has adequate amenity.
- O2 To provide deep soil planting, green walls and landscaping to enhance the streetscape and provide for tree canopy.
- O3 To provide for amenity and a visual buffer for adjacent houses in Lonsdale Street and Russell Street.

Controls

- C1 Landscaping is to comply with the provisions contained within the LDCP 2013, part C1.12 Tree Management and 40% tree canopy target for an R1 General Residential land use zoning.
- C2 Deep soil areas and gardens are to be provided along Lonsdale Street, Russell Street, City West Link Road and the southern boundary of the site adjacent to neighbouring low density dwellings with building setbacks in accordance with XX 1.6 , Controls, clause C 1 and **Figure 2**. Except for any ground level employment uses along City West Link Road in accordance with XX 1.5, Controls, Clause C7.
- C3 A ground level communal open space area is to be located generally in accordance with **Figure 2**, this should include topsoil above the carpark podium area sufficient to accommodate small trees and a grass area.
- C4 Communal Open Space areas are to be provided in accordance with the requirements of the Apartment Design Guide part 3D .
- C5 Any rooftop open space is to provide adequate screening for the privacy of neighbouring dwelling houses.
- C6 Provide minimum 35 percent area of green walls being trellises and plantings to the upper building levels facades facing City West Link Road.
- C7 The top of any ground floor employment uses podium along City West Link permitted in XX1.5, Controls, C7 and shown in location in **Figure 2**, shall provide a green roof being topsoil with adequate depth and soil volume to accommodate trees up to 8m high.

XX1.10 DISABLED ACCESS

Objectives

- O1 To provide for equitable access.

Controls

- C1 Compliance shall be demonstrated on the Development Application for provision of access from surrounding streets to areas within the site and up to the point of entry into dwellings, for people with disabilities.
- C2 A legible pathway should be provided within the site to shared areas including the communal open space and carpark areas.
- C3 Use of platinum level standard Universal Design is encouraged for dwellings.

XX1.11 PARKING ACCESS AND WASTE

Objectives

- O1 To ensure safe, efficient and equitable vehicular access to and from the site.
- O2 To minimise car parking, bike parking and motorcycle parking to encourage active transport and car share.
- O3 Ensure that carparking access from Lonsdale Street is available to all potential parts which are to be developed.
- O4 Basement parking contains required servicing areas including waste storage and deliveries.
- O5 Address matters unique to the site pertaining to local roads.

Controls

- C1 All car parking and bicycle parking shall comply with the provisions contained in the LDCP 2013, Part C, Parking C1.11.
- C2 All vehicular access must be from Lonsdale Street only (in and out). All vehicles need to enter and exit the site in a forward direction. Swept paths should be provided as part of Transport Impact Assessment (TIA).
- C3 An easement for vehicular access must be created over any undeveloped parts in the site to allow for future basement access to the properties 64 to 70 Brennan Street for access off Lonsdale Street.
- C4 A schematic design is to be provided for any remaining undeveloped properties within the site to show how carparking access with any Development Application.
- C5 Basement areas must accommodate waste storage rooms and servicing areas and not be visible from the street. Waste management facilities are to comply with the Resource Recovery and Waste Management provisions contained in D2.5 Mixed Use Development of this Plan.

- C6 A Construction Pedestrian Traffic Management Plan (CPTMP) detailing construction vehicle routes, number of trucks, hour of operation, access arrangements, locations of the crane(s) and traffic control shall be submitted with the development application.
- C7 Prior to the issue of any construction certificate or any preparatory, demolition or excavation works, whichever is the earlier, the following documentation in relation to rail safety shall be provided for the review and endorsement of TfNSW:
 - Final geo-technical and structural report / drawings. Geotechnical reports should include and potential impact on the Inner West Light rail corridor;
 - Final construction methodology pertaining to structural support during excavation or ground penetration;
 - If required by TfNSW, details of the vibration and movement monitoring system that will be in place before excavation commences;
 - Detailed survey plan with location of light rail and associated services; and
 - Plans regarding proposed crane and other aerial operations.
- C8 All demolition and construction vehicles are to be contained wholly within the site and vehicles must enter the site before stopping. A construction zone will not be permitted on City-West Link Road.
- C9 No direct vehicular access will be provided to / from the site to / from City West Link (Brenan Street).
- C10 Vehicular entries are to be designed to minimise the visibility of garage doors on the street.

XX 1.12 ENVIRONMENTAL MANAGEMENT

Objectives

- O1 To ensure that the new development maximises the principles of ecologically sustainable development.
- O2 To reduce the cause and impact of the urban island heat effect.

Controls

- C1 Dwellings are required to comply with the BASIX State Environmental Planning Policy. In addition, consideration is to be given to maximizing dwellings with "cross through" apartment layouts to achieve increased cross ventilation and solar access.
- C2 Deep soil areas for dense Tree Canopy are to be provided in accordance with XX 1.6, Controls, clauses C1 and C2 and **Figure 2**.
- C3 Landscaping is to be provided to the communal open space area in accordance with Clause XX 1.9, Controls, clause C3.
- C4 The development is encouraged to achieve an additional minimum 4-star Green Building Council rating and incorporate Water Sensitive Urban Design to its communal open space areas.

Item No: C0821(1) Item 3
Subject: ADOPTION OF CAR SHARE POLICY
Prepared By: Brigid Kelly - Senior Transport Planner
Authorised By: Ken Welsh - Transport Planner

RECOMMENDATION

THAT:

1. Council note amendments made to the draft Car Share Policy in response to feedback received during public exhibition;
2. The Inner West Car Share Policy be adopted for implementation;
3. The following Policies be rescinded:
 - a. Ashfield Council: Supporting Car Share Parking December 2015;
 - b. Leichhardt Council: Car Share Policy 2008;
 - c. Marrickville Council: Marrickville Car Share Policy May 2014.

DISCUSSION

On 9 March 2021 Council endorsed public exhibition of the draft Car Share Policy. The draft policy was publicly exhibited between 17 March and 28 April 2021 to obtain feedback from the community and car share operators. Most comments received were supportive of car sharing services, making a number of suggestions about how the policy could be improved. The policy has been amended in response to feedback received and further information can be seen on the published Engagement Outcomes report:

<https://yoursay.innerwest.nsw.gov.au/car-share-policy-draft>

Car sharing is well established in the Inner West allowing people to access cars for short periods and only pay for their use. The Car Share Policy of the three former councils supported car sharing and, as recommended in Council's Integrated Transport Strategy the policies of the former Councils have been harmonised to create a consistent framework for the application, installation and management of designated car share spaces in public streets and car parks owned and/or managed by council.

It is recommended that the Car Share Policy be adopted. The Policy will be reviewed alongside development of the Public Domain Parking Policy and the Parking Strategy, with any changes reported to council in the future.

FINANCIAL IMPLICATIONS

Nil

ATTACHMENTS

1.  Inner West Car Share Policy

CAR SHARE POLICY

DOCUMENT PROFILE

Item 3

| | |
|---|--|
| Title | Car Share Policy |
| Summary | This Policy provides a framework for the application, installation and management of designated car share spaces in public streets and car parks owned and/or managed by council. |
| Background | Car sharing is well established in the Inner West. Car sharing services provide an additional transport option for the growing population in the Inner West LGA. |
| Policy Type | Council |
| Relevant Strategic Plan Objective | Strategic Direction 2: Unique, liveable, networked neighbourhoods |
| Relevant Council References | <p>This Policy supersedes the following:</p> <ul style="list-style-type: none"> Ashfield Council: Supporting Car Share Parking December 2015 Leichhardt Council: Car Share Policy 2008 Marrickville Council: Marrickville Car Share Policy May 2014 |
| Main Legislative or Regulatory Reference | NSW Road Rules |
| Applicable Delegation of Authority | As per delegations register |
| Other External References | Guidelines for On-Street Fixed Space Car Share Parking, NSW Government Technical Direction, TTD 2018/001 – 26 October 2018 |
| Attachments | Nil |
| Record Notes | External available document |
| Version Control | See last page |

| | | | |
|-----------------------------------|--|---------------------------------------|-----------|
| Document: | Council Policy | <i>Uncontrolled Copy When Printed</i> | |
| Custodian: | Traffic and Transport Planning Manager | Version # | Version 1 |
| Approved By: | Director Infrastructure | ECM Document # | 35066067 |
| Adopted By: | Council | Publish Location | Internet |
| Adopted Date and Minute #: | | Next Review Date | 2026 |

Attachment 1

1. INTRODUCTION

Car sharing allows people to use a car for any period of time and only pay for the time used and/or the distance travelled. It is a membership-based service available to all qualified drivers in the community and it can be a convenient and cheaper way to drive in place of owning a car. The use of shared cars reduces the need for car ownership subsequently reducing vehicle emissions and the demand for street parking. Members of car sharing services also report increased walking activity and reduced transport costs.

The Car Share Policy aims to achieve consistency and clarity in the application, installation and management of designated car share spaces in the following locations:

- Public streets owned and/or managed by Inner West Council, and
- Car parks owned and/or managed by Inner West Council.

The policy is based on the NSW Government *Guidelines for On-street Fixed Space Car Share Parking* (TTD 2018/001 dated 26 October 2018) which outlines the use of signage for fixed street parking designated for use by car share vehicles.

2. OBJECTIVES

Going Places: An Integrated Transport Strategy for Inner West outlines Inner West Council's support for car share as a means to reduce car parking demand and improve sustainability. Users of car share schemes in the Inner West report reduced car ownership and greater use of other transport options including public transport, walking and cycling and the Car Share Policy aims to support these outcomes.

The objectives of this policy are to:

- a. Support *Going Places: An Integrated Transport Strategy for Inner West*
- b. Provide an additional transport option to reduce vehicle congestion and greenhouse gas emissions
- c. Reduce the demand for on-street car parking
- d. Encourage more active lifestyles by reducing dependency on private cars
- e. Provide assessment considerations and the rationale for fees and charges for on-street parking bays/spaces for car share vehicles

3. SCOPE

This policy applies only to streets and car parks which are owned and/or managed by Inner West Council.

The policy does not apply to agreements between car share operators and another party for parking vehicles on private property, whether existing or proposed by development. For car share parking to be provided with new development, please refer to the relevant Local Environmental Plan (LEP) and Development Control Plan (DCP).

The policy applies only to car share schemes which provide access to vehicles for members of the scheme. It does not apply to 'peer-to-peer' car rental services where an individual provides public access to their own privately registered vehicle for a fee. The policy does not apply to schemes offering services to non-member customers such as car hire/rental companies.

Provided it meets the specifications in this policy, any car share scheme operator can make applications for dedicated on-street parking bays/spaces.

4. ELIGIBILITY TO OPERATE A CAR SHARE SCHEME IN THE INNER WEST LGA

Designated car share parking bays/spaces will only be allocated to operators that satisfy the following:

1. Have a network of cars in place, planned or emerging within the Inner West Local Government Area to provide equitable and competitive access.
2. Any person with a valid driving licence, provisional or above, is eligible for membership of the car share scheme subject to relevant financial and driving checks.
3. Provides both phone and internet booking facilities with availability 24 hours per day and 7 days per week and allows immediate booking of cars to support spontaneous trips.

5. OBLIGATIONS OF CAR SHARE OPERATORS

Operators of a car share scheme must meet the following obligations:

1. A range of vehicles suitable for use and access by people with disabilities including wheelchair users must be provided within the operators network.
2. Vehicles within an operator's fleet are not to exceed the following combined average of carbon dioxide emissions for each category:

| | |
|-------------------------------|---------|
| Hatchbacks / sedans | 150g/km |
| Sports Utility Vehicles (SUV) | 180g/km |
| Vans / people movers | 230g/km |

3. Operators are encouraged to achieve the following combined average of carbon dioxide emissions for each category within five years of adoption of this policy:

| | |
|-------------------------------|---------|
| Hatchbacks / sedans | 128g/km |
| Sports Utility Vehicles (SUV) | 162g/km |
| Vans/people movers | 219g/km |

4. Car share operators are to provide an annual report, for their fleet of vehicles in the Local Government Area, which states:
 - a. The average carbon dioxide emission levels for each of the vehicle categories referred to in point 5.2.
 - b. Steps taken by the car share operator, that year, to assist in achieving the fleet average emission targets specified in point 5.3
5. All passenger vehicles are to have a minimum 4-star ANCAP safety rating.
6. The exterior of vehicles must clearly identify the company name.

7. Operators are to provide telephone and email contact details which are staffed 24 hours per day 7 days per week.
8. A vehicle is to be installed and available in the bay/space within three days after the installation of signage.
9. Car share operators are to provide a monthly vehicle usage and membership report for all vehicles in the Local Government Area including at least the following:
 - a. The total number of vehicles.
 - b. The total number of vehicles allocated with designated street parking space.
 - c. The total number of vehicles using non-allocated street parking space (also known as 'floating car share vehicles').
 - d. The total number of members, showing the total number of residential members and business members.
10. The monthly report is to include at least the following per vehicle:
 - a. Location description and spatial location.
 - b. Total number of bookings
 - c. Total number of hours booked.
 - d. Average number of bookings per day.
 - e. Average and median trip distance.
 - f. The proportion of bookings on weekdays and weekends.
11. All vehicles available for booking in the Inner West Local Government Area are to be included in the data required by points 5.8 and 5.9 above including vehicles using non-allocated street parking space (also known as 'floating car share vehicles').
12. If considered necessary by council, independent auditing of the data submitted may be carried out at the operator's expense.
13. When considered reasonably necessary to ensure its ability to meet its obligations to members and council, a car share operator may be requested to demonstrate its financial soundness.
14. Operators will be required to enter into a licence agreement with council in accordance this policy.

6. APPLICATION AND INSTALLATION

1. Council will authorise the exclusive use of an approved dedicated parking bay/space by the operator
2. The following hierarchy of preferred locations for designated car share spaces will be considered when assessing suitability of locations:
 - a. Within immediate proximity to public transport services such as a rail/metro station/stop.
 - b. Adjacent to public land such as a park.
 - c. Adjacent to a public facility such as a leisure centre or library.

- d. Within high/medium density residential areas.
 - e. In or immediately adjacent to retail / commercial streets.
 - f. Adjacent to the side boundary of single dwellings.
 - g. Other locations.
3. Car share parking spaces located in front of single dwellings will be given low priority and avoided in most circumstances.
 4. Consultation will be carried out with residents and businesses in the immediate vicinity of a proposed parking space.
 5. Parking spaces are to be endorsed by the Local Traffic Committee.
 6. Inner West Council reserves the right to reject, or determine by refusal, any application for a car share parking space.
 7. A maximum of three applications from a car share operator will be accepted at any one time. Additional applications will not be accepted until prior applications are determined.
 8. Costs associated with the installation, removal, maintenance and administration of dedicated car share bays/spaces including non-statutory features such as painted road markings will be met by the relevant car share company in accordance with the Schedule of Fees and Charges.

7. MANAGEMENT OF ESTABLISHED PARKING BAYS/SPACES

1. Parking bays/spaces designated for use by car share vehicles can be removed at any time, at council's discretion. Notification of at least one month will be provided.
2. In the event of non-compliance with the policy or licence agreement council may revoke, suspend or remove parking bays/spaces designated to an operator and reject further applications.
3. Parking bays/spaces are not to be transferred between operators. If ownership of a car share company changes council may, if considered reasonably necessary, revoke or re-allocate any or all of the parking bays/spaces approved for use by the subject operator. For the purposes of this section an 'operator' is a car share company with street spaces allocated by Inner West Council.
4. To facilitate competition of operators functioning in the Local Government Area, Inner West Council may, at its discretion, invite applications for use or re-allocation of any, some or all car share parking bays/spaces, either established or proposed. Established parking bays/spaces will not be reallocated to another operator within three years of signage installation and line marking of the space.
5. A clearly marked car share vehicle, operated by a car share scheme authorised by Council, will be entitled to the same parking exemption in a permit parking zone as provided to the holder of a resident parking permit.

8. FEES

Fees are set annually in the Schedule of Fees and Charges.

Fees are to be set only for the recovery of costs associated with the installation, administration, maintenance and removal of parking spaces

The following factors will be considered in determining the applicable fees and charges, following factors:

- The infrastructure costs of installing new car share bays/spaces.
- Administration costs including installation and ongoing management.
- Staff time dedicated to the expansion of the car share network.

Reduced application fees may be set to facilitate new car share operators and support a diversity of car share companies operating in the Local Government Area

Version Control - POLICY HISTORY:

Governance Use only - The history of modifications and approval to the Policy must be detailed in the table below post adoption

Governance Use only:

| Version | Amended By | Changes Made | Date | ECM # |
|---------|--|---|-------------|-------|
| 1 | Traffic and Transport Planning Manager | Policy placed on public exhibition | April 2021 | |
| 2 | | Policy reported to council for adoption | August 2021 | |

Item No: C0821(1) Item 4

Subject: ADOPTION OF GENDER EQUAL REPRESENTATION POLICY

Prepared By: Katherine Paixao - Acting Governance Manager

Authorised By: Peter Livanes - Acting Director Corporate

RECOMMENDATION

THAT Council adopts the Gender Equal Representation Policy shown in Attachment 1.

DISCUSSION

At the 13 April 2021 Council meeting, it was resolved:

THAT Council:

1. *Endorse the draft Policy shown as Attachment 1;*
2. *Place the policy on public exhibition for a period of 28 days; and*
3. *Consider the results of the public exhibition process when adopting a final policy.*

The Gender Equal Representation Policy was exhibited for Public Consultation for 28 days between 29 April 2021 and 26 May 2021. 17 submissions were received from 15 people during the exhibition period. 10 (58.8%) were supportive of the draft policy, 6 (35.4%) were opposed and 1 (5.8%) was neutral.

Out of the total 17 submissions received, 10 responses supported the draft policy, 6 opposed the draft policy and 1 was neutral. The following key themes emerged from community feedback:

- Affirmative action is supported to support women
- Equal representation is extremely important
- Active discrimination in favour of one gender undermines efforts to attain equality
- Representation should be based on merit not gender
- Council should focus on delivering its key services to the community rather than gender representation

A copy of the engagement outcomes report can be viewed in **Attachment 1**.

The below changes have been made to the draft policy from community feedback including from Council's LGBTIQ working group;

- Modify the wording on the first row of the table on page 3 from 'Gender balance (50%) should be achieved where possible' to 'Achieve holistic gender representation that includes transgender and gender-diverse/non-binary people, with a 50% male-female gender balance if transgender and gender-diverse/non-binary groups are not represented.'
- Changes were made to the purpose of the policy to clarify that the policy relates to councillor representations on councillor committees and external committees
- Update to Table 1: Councillor gender equal representation on Councillor committees, external committees, boards and panels to incorporate community feedback including the LGBTIQ working group to achieve holistic gender representation that includes not only men and women, but also transgender and gender-diverse/non-binary people
- Creation of Table 2: three phase policy implementation plan to provide clarity on when the policy is applicable when positions are filled on Councillor committees, external committees, boards and panels.

These changes have been reflected in the revised draft Gender Equal Representation Policy in **Attachment 2**.

FINANCIAL IMPLICATIONS

Nil

ATTACHMENTS

1. [Engagement Outcomes Report - Gender Equal Representation Policy](#)
2. [Gender Equal Representation Policy](#)



Engagement outcomes report

Gender Equal Representation Policy

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| Officer comments..... | 4 |

Summary

The Gender Equal Representation Policy was exhibited for Public Consultation for 28 days between 29 April 2021 and 26 May 2021. The exhibition material was made available online at Your Say Inner West (YSIW).

17 submissions were received from 15 people during the exhibition period. 10 (58.8%) were supportive of the draft policy, 6 (35.4%) were opposed and 1 (5.8%) was neutral.

Background

On 8 December 2020, Council resolved to create a policy on Gender Equal Representation on Councillor committees, boards and panels

This Policy ensures that Council has gender representation on committees, boards and panels to engage fairly and equitably with all its members, in a positive, respectful and constructive manner.

Engagement Methods

The following engagement methods was used:

- *Online on yoursay.innerwest.nsw.gov.au*
- *Direct email*
- *Council E-news*
- *Social media*

Promotion

The engagement was promoted via:

- Council website in the news/announcement section
- Social media
- YSIW monthly subscribers' email

Engagement outcomes

How did people respond?

Council received 17 written submissions in total from the YSIW webpage.

Who did we hear from?

The majority of YSIW submissions did not indicate what suburb they were from. Only 1 submission indicated they were from Marrickville.

Officer comments in response to public exhibition

17 responses were received. 10 responses supported the draft policy, 6 opposed the draft policy and 1 was neutral. The following key themes emerged from community feedback:

- Affirmative action is supported to support women
- Equal representation is extremely important
- Active discrimination in favour of one gender undermines efforts to attain equality
- Representation should be based on merit not gender
- Council should focus on delivering its key services to the community rather than gender representation

Officer responses are provided in the table at the end of this report.

| | Key themes | Officer's comment |
|-----------------------------------|--|--|
| Supporting submissions key themes | Affirmative action is supported to support women | Noted. |
| | Equal representation is extremely important | Noted. |
| | Policy is straightforward and easy to understand | Noted. |
| | An equal representation is fair and necessary at all levels, but particularly for committees, boards and panels, as well as executive and senior positions. | Noted. |
| Neutral Submissions key themes | Unsure that this is Council's top priority. | Noted. This policy has been created as a result of a Council resolution. |
| Negative Submissions key themes | <i>"Note: Where there is an odd number of vacancies available and diversity cannot be achieved, Council where possible will promote diversity by appointing more women than men".</i> This provision discriminates against men and contrary to the objective of equal representation and also does not consider non-binary or transgender. | This sentence has been modified to the following: "Where there is an odd number of positions, diversity and equality may not be achieved. For example, if an existing committee of 5 members, already had 3 men, and there are two vacancies, women/ transgender/ gender diverse/ non-binary councillors should be actively prioritised. |
| | Sex and gender is not binary but is represented best as a bimodal distribution | Noted. |
| | The policy was not sent to Council's LGBTIQ working group for comment prior to public exhibition. | Feedback was sought from a number of internal stakeholders including People and Cultural and Community directorate on LGBTIQ matters prior to public exhibition. The policy was sent to the LGBTIQ working group for comment after public exhibition. |



Gender Equal Representation Policy (Councillor Committees, Boards and Panels)

| | |
|--|---|
| Title | Gender Equal Representation Policy (Councillor Committees, Boards and Panels) |
| Summary | This Policy ensures that Council has gender representation on committees, boards and panels to engage fairly and equitably with all its members, in a positive, respectful and constructive manner. |
| Background | On 8 December 2020, Council resolved to create a policy on Gender Equal Representation on Councillor committees, boards and panels. |
| Policy Type | Council |
| Relevant Community Strategic Plan Objective | Strategic Direction 5: Progressive local leadership |
| Relevant Council References | N/A |
| Main Legislative or Regulatory Reference | Anti-Discrimination Act 1977 |
| Record Notes | Externally available document |
| Version Control | See below |

| | | | |
|-----------------------------------|--------------------|---------------------------------------|-----------------------------|
| Document: | Policy | <i>Uncontrolled Copy When Printed</i> | |
| Custodian: | Governance Manager | Version # | Version # |
| Approved By: | General Manager | ECM Ref # | |
| Adopted By: | Council | Publish Location | Intranet/ Internet |
| Adopted Date and Minute #: | | Next Review Date | 2 years from adoption |

1. Purpose

The Gender Equal Representation Policy aims to provide Council a framework to improve and achieve equal opportunity outcomes for Councillor participation in committees, boards and panels.

It is well documented that striving for gender equality in organisations will provide for improved benefits in the forms of innovation and performance¹. Council committees, boards and panels that do have gender equal representation will better reflect the diverse community and will be better placed to meet the needs and expectations of the whole community.

This policy aims to provide commitment and support during Councillor appointments to committees, boards and panels by ensuring Council engages fairly and equitably with all its members, in a positive, respectful and constructive manner.

This policy relates to Councillor representation on Council committees, external committees, boards and panels such as: General Manager's Recruitment Panel, Councillor representation on Council committees and participation in external committees, boards or panels.

2. Definitions

In this policy the following terms have the following meanings:

| | |
|--------------------|---|
| Board/panel | Short term tenured committees created to achieve a specific outcome. It may consist of only Councillors, a mix of Councillors and council officials and/or consultants procured on behalf of Councillors or council officials |
| Council Committee | A committee established by council comprising of councillors, that the council has delegated functions to. |
| External committee | A committee established by external organisations that Council is a member of and to discuss matters relevant to their organisation which have requested councillor representation. |
| Councillor | Any person elected or appointed to civic office, including the mayor, and includes members and chairpersons of county councils and voting representatives of the boards of joint organisations and chairpersons of joint organisations. |
| Gender | Gender refers to current gender, which may be different to sex recorded at birth and may be different to what is indicated on legal documents. |
| Gender Equality | The equal treatment of all genders. In the workplace this would include the same rights, responsibilities, opportunities and protections of women, men, transgender, non-binary, agender gender diverse or any other diverse gender. |
| Tenure | The length of time a Councillor or a member of the public is committed to the duties and responsibilities of a committee, board or panel. |
| Vacancy | A position vacant in a committee, board or panel that requires representation from a Councillor. |

¹ [Workplace Gender Equality Agency, 2018, Workplace gender equality: the business case](#)

3. Policy Statement

This policy demonstrates best practice principles for fair and equitable participation in committees, boards and panels. To ensure fair and equitable participation in Council, where possible when a vacancy occurs the policy implementation plan in Table 2 will be followed.

It is recognised that participation in committees, boards and panels are on a volunteer basis gender equal representation may not be achieved at the introduction of this policy. Notwithstanding, long term goals will be necessary to achieve and maintain gender equal representation. The process to achieving equal representation is through a three-phase implementation plan and acknowledges that the pool of available councillors will remain constant for a period of time.

Where Council calls for nominations for Councillor committees, external committees, boards and panels, Council will source and encourage nominations to ensure gender diversity is achieved, by referring to this policy and ensuring that the criteria for appointments to committees are gender equitable and free of any gender bias.

Table 1: Councillor gender equal representation on Councillor committees, external committees, boards and panels.

| Councillor committees, boards and panels | |
|--|---|
| Membership* | Achieve holistic gender representation that includes transgender and gender-diverse/non-binary people, with a 50% male-female gender balance if transgender and gender-diverse/non-binary groups are not represented. |
| *Where there is an odd number of positions, diversity and equality may not be achieved. For example, if an existing committee of 5 members, already had 3 men, and there are two vacancies, women/ transgender/ gender diverse/ non-binary councillors should be actively prioritised. | |

Table 2: Policy implementation plan

| Steps | Action | Responsible |
|---------|--|-------------|
| Phase 1 | Encourage councillors to willingly share their gender identity | Governance |
| Phase 2 | Review total number of positions available to be held by Councillors | Governance |
| Phase 3 | Review Councillor nominations against policy. Achieve gender equal representation appointments based on nominations available | Councillors |
| Ongoing | Record and maintain the gender makeup of committees, boards and panels for ongoing policy benchmarking and reporting. Including turnover, for the length of term of Council. | Governance |

Version Control - POLICY HISTORY:

Governance Use only:

| Version | Amended By | Changes Made | Date | ECM # |
|---------|------------|--------------|------|-------|
| 1 | Council | New policy | | |

Item No: C0821(1) Item 5

Subject: PARINGA RESERVE PLAN OF MANAGEMENT

Prepared By: Aaron Callaghan - Parks and Recreation Planning Manager

Authorised By: Simon Duck - Acting Director Development and Recreation

RECOMMENDATION

THAT Council:

1. **Note the additional community engagement which has been undertaken with respect to the development of a Plan of Management and Master Plan for Paringa Reserve (Attachment 1);**
 2. **Adopt the Plan of Management and Master Plan for Paringa Reserve (Attachment 2 and Attachment 3); and**
 3. **Proceed with the delivery of an architecturally designed container kiosk at Paringa Reserve, noting that the design will be one which is secure and transportable to other park locations should the facility not be financially viable at Paringa Reserve in the longer term.**
-

DISCUSSION

At its meeting on the 24 April 2021 Council considered a report on the adoption of a Plan of Management for Paringa Reserve and resolved the following:

1. THAT Council defer this item to June 2021 for additional consultation with the community and an inspection for interested Councillors.

Additional Community Consultation

Council undertook additional community engagement and consultation on a revised Plan of Management for Paringa Reserve between 26 May and 23 June 2021. A fully summary of the community engagement is attached in **Attachment 1**.

Community engagement was undertaken through both online engagement and through on site engagement with local residents and park users. Council's online engagement (***Your Say Inner West***) was visited by 63 people during this time. Of these, 19 people downloaded the revised proposals. Overall, there were 34 participants across the various methods of engagement.

Key Online Engagement Themes

- Removal of the existing dilapidated buildings
- Additional planting
- Welfare of birdlife
- Litter
- A perceived lack of community consultation
- Possible contamination of land
- Light and Noise pollution
- Concerns regarding rodents
- Security and safety
- Privacy to neighboring homes

- Ongoing park maintenance
- Crown Land transition to Community Land
- Mental health concerns
- Parking pressures.

Community Engagement and On-Site Meetings at Paringa Reserve

Onsite Meeting

A preliminary on site meeting was organised by council officers with local residents regarding initial proposals on 12th May 2021. Council Parks Planning and Engagement Unit held this meeting with six residents to discuss residential concerns associated with the draft Plan of Management. Key issues discussed included

- Human impact on natural environment:
- Seating plans
- Tree planting
- eco-friendly/social responsibility clauses in the kiosk contract.
- Impacts on immediate residents' privacy and security
- Remove of the fitness stations from the plans,
- Removal of path lighting,
- Installation of fishing tangle bins
- Access path – Future Pedestrian Route

Advertised Public Consultation and Engagement Session

On Saturday, 5 June 2021 (11am – 12:30pm) residents were invited to meet with Council staff and Councillors at Paringa Reserve to discuss the revised Plan of Management proposals. A walkabout tour was also held. The meeting was well advertised and attended.

In summary:

- 28 local residents attended the meeting
- 4 Council Officers attended

Key issues discussed included:

- Kiosk and Public Toilet Proposal
- Wildlife protection
- Key Pedestrian Route discussion and alternative path network
- Traffic management

- Seating
- Litter management

Kiosk Proposal

In summary, the majority of respondents supported the concept of a kiosk at the Park. Those who do not support the kiosk question it's viability in this location and adverse social and aesthetic impacts on the Reserve. Some participants advocated for a shade structure/rotunda to be considered.

It is recommended that Council proceed with the delivery of kiosk café and public toilet delivery. The proposal involves the development of a container kiosk (*refer to Fig 1.0 and Fig 1.1 below*) which is portable and relocatable. The benefits of this design are threefold. One being that if the facility is identified as not being financially viable in its current location it can be easily relocated to another park within the LGA and utilised. Secondly, this development approach is also ecologically friendly in that it is repurposing a former shipping container and creating local employment. Thirdly, the container model can also be fully enclosed and locked at night.

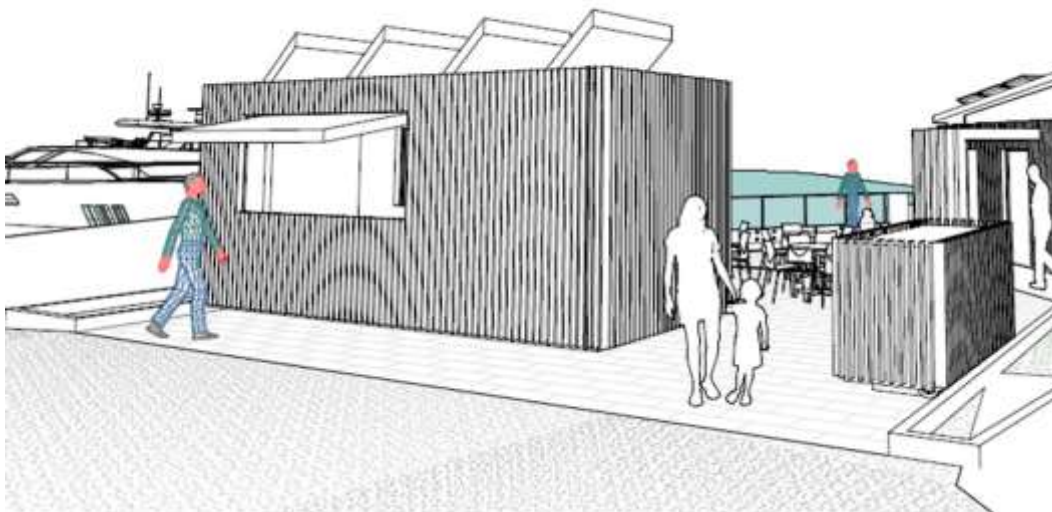
The alternative proposal of a rotunda is not considered appropriate in this location. Rotunda's can attract anti-social behavior including after dark drinking as well as amplified music.

Figure 1.0 Examples of a Container Kiosk





Fig 1.1 Artists Impression of Paringa Reserve Master Plan Works



Key Pedestrian Route

The draft plan of management highlighted a long-term proposal to develop a pedestrian link and right of way from the edge of the parkland to Lockhart Avenue. There was significant opposition to this proposal with opponents citing accessibility issues, cost implications to Council, ongoing maintenance and issues associated with residential privacy.

An alternative proposal which was suggested by residents has now been incorporated into the revised Plan of Management and Master Plan for the park. The previous option has been removed. The alternative proposal is based on an informal right of way which adjacent residents utilise. The proposed alternative pathway strategy would commence at the edge of the Reserve near the path between Apartment Blocks 4 and 5, proceed up existing stairs to Lagan Avenue, along this Avenue (for a short walk), to Blocks 101 Elliott and 2 Lockhart to

Lockhart Avenue. This option is supported by Council officers subject to a future negotiated agreement with NSW Housing. The Plan of Management has been amended in this respect.

Key Master Plan Changes

A revised Master Plan for Paringa Reserve has been developed following the outcomes of community consultation. This is attached as **Attachment 2**.

Following the outcomes of the community engagement Council officers have amended the Draft Plan of Management and included a number of key changes including:

- Removal of long-term proposal to develop a pedestrian link and right of way from the edge of the parkland to Lockhart Avenue.
- Inclusion of negotiated right of way path through the public housing area (*subject to a future agreement with NSW Housing*).
- *Future seating with backrests and handrails proposed behind the pathway*
- Removal of Fitness Stations
- Removal of Park Lighting
- Provision of a Bubbler
- Provision of Fishing Line Tangle bin
- Future tree planting

FINANCIAL IMPLICATIONS

Council has current budget allocation in the capital works program for the Kiosk Proposal. Other park improvements will be subject to future planning and budget consideration by Council.

ATTACHMENTS

1. [↓](#) Community Engagement Summary
2. [↓](#) Paringa Reserve Plan of Management
3. [↓](#) Paringa Reserve Master Plan A3

INNER WEST



Engagement outcomes report *Paringa Reserve*

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Item 5

Attachment 1

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Summary

Council engaged the Inner West community for input in the preparation of a 10-year plan for Paringa Reserve, which is to include a Plan of Management and Master Plan. Community engagement was carried out via the engagement platform Your Say Inner West (YSIW).

Stage 1 was carried out online between 4 November and 3 December 2020. The project page received 415 visits. Of those visitors, 26 left feedback. The questions prompted visitors to express what their relationship with Paringa Reserve was, as well as their frequency of visits and demographic. The questions also asked for opinion and level of support for concept options and the masterplan in general.

The top two issues were human impacts on the natural environment and concern for resident's privacy/security with some of the proposals within close proximity to bedrooms due to the narrow strip of land.

After listening to community feedback, Council revised the proposals in the Plan of Management. The community could provide feedback on the revised proposals (Stage 2) between 26 May and 23 June 2021. The project page on YSIW was visited by 63 people during this time. Of these, 19 people downloaded the revised proposals. Overall, there were 34 participants across four methods of engagement. Repeat engagement across multiple methods indicates an ongoing conversation between interested members in the community and Council staff. Overall, the community welcome the Plan of Management and engagement efforts – with changes.

The customised container kiosk is the main point of contention. Those who support the kiosk believe it will be a positive contribution to the reserve with social outcomes for residents and commuters if the ferry service is resumed. Those who do not support the kiosk question its viability in this location and adverse social and aesthetic impacts on the Reserve. Some participants advocated for a shade structure/rotunda to be considered, giving Council the opportunity to validate demand for a kiosk without the upfront expense.

The top concerns were connections via the proposed stairway to Lockhardt Avenue and parking/traffic control. Residents shared an alternative for stair access to the road via private property and advocated for a revision of the turning circle and a resident parking scheme.

Background

Plans of management must be prepared for all types of parks on community land. Community engagement is a critical step in the preparation of a Plan of Management, forming one of the first stages of the process. Community feedback is then taken into consideration alongside stakeholders and expert advice to form a draft plan of management and master plan, which is presented for further community input prior to the final document being decided upon by Council. Inner West Council established a Park Planning Priority List, which nominates which open spaces in greatest need of new or updated Plans of Management. Paringa Reserve has been nominated as high priority within the Inner West council area.

The purpose of engagement was to establish any key issues that the community may have in relation the proposals identified in the draft masterplan, as well as highlighting aspects of the park which are highly valued. Contributors were encouraged to include ideas, comments and suggestions to assist in prioritising the focus of key strategies and outcomes for the future.

Stage 1

Promotion

The public exhibition period was promoted by Inner West Council using a number of means, including:

- Social media
- 'Your Say Inner West' monthly update
- Council website

Engagement Methods

The methods of engagement were:

- Online on yoursay.innerwest.nsw.gov.au through survey
- Written feedback
- As part of council's response plan to coronavirus COVID-19, no on-site drop-in sessions were able to be held.

Engagement outcomes

Outcomes of community engagement received through the online survey and written feedback forms have been collated within this report. Feedback to questions has been arranged so that comments which were more common are presented first.

Online Survey

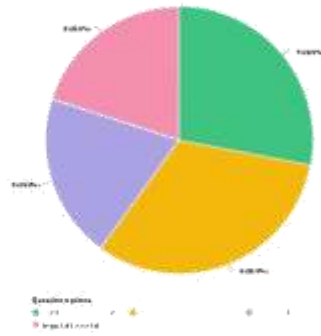
The online survey was predominantly multiple choice style questions, however respondents were also given the opportunity to submit questions. Quantitative responses to the multiple-choice questions are displayed visually as pie charts on the following pages. One question was received and has been included in the commentary on written feedback on page 6 of this document.

Respondent demographics

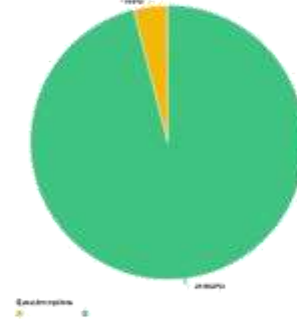
The demographics of respondents were collected through the online survey and is represented in graph form within this report. The most significant age group of respondents was between 50-59 (34.6% of respondents) followed by 35-49 (26.9% of respondents). A single respondent identified that they lived near the reserve, whilst 20% of respondents said that they visited the reserve frequently.

ONLINE SURVEY

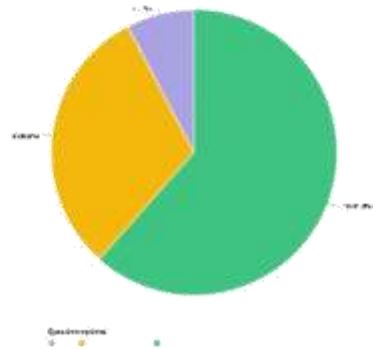
Question - How often do you visit Paringa Reserve?



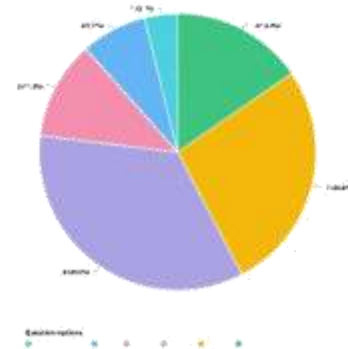
Question - Do you identify as Aboriginal or Torres Strait Islander?



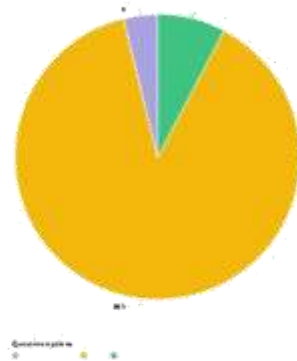
Question - Do you support the draft plan of management and draft masterplan?



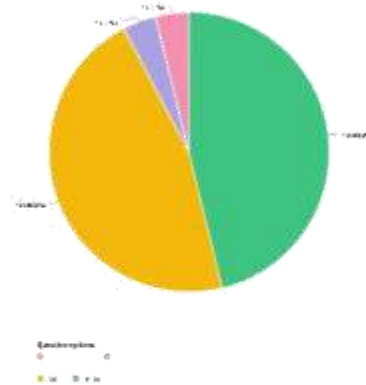
Question - What is your age group?



Question - Do you identify as someone with a disability?

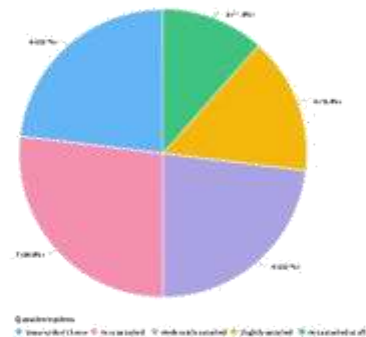


Question - What is your gender?

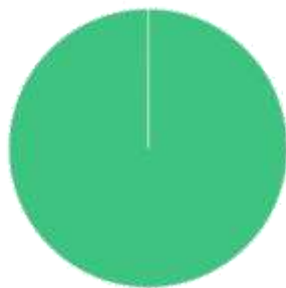


ONLINE SURVEY

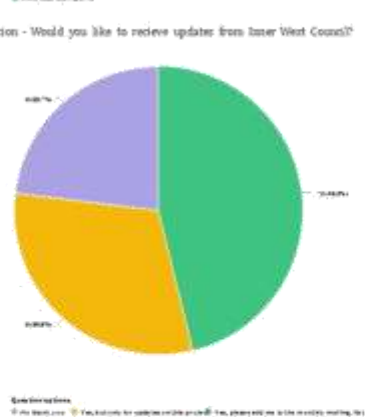
Question - How satisfied are you with the concept design?



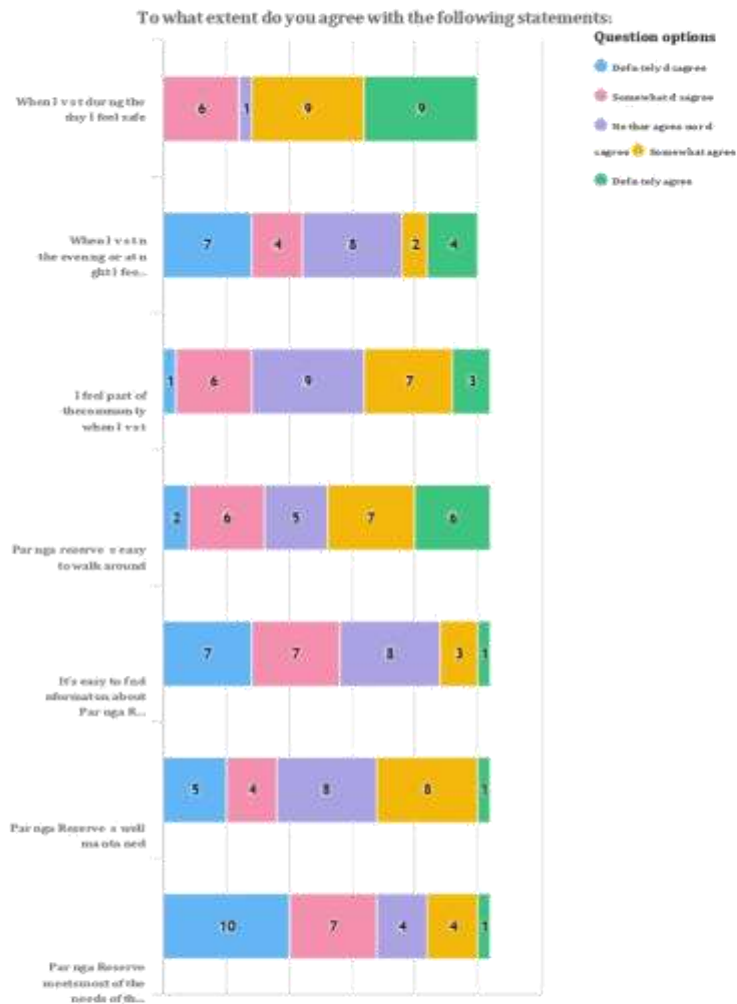
Question - What is your relationship to Paringa Reserve



Question - Would you like to receive updates from Inner West Council?



ONLINE SURVEY



Written Feedback

Input was also received by council in the form of written feedback posted to council to ensure that there were opportunities to provide feedback beyond the online portal. This feedback has been themed and collated with the online feedback.

There was written support for the following proposals:

- Removal of the existing dilapidated buildings
- Additional planting

Concerns that were raised in the written submissions included:

- Welfare of birdlife;
- Litter;
- A perceived lack of community consultation;
- Possible contamination of land;
- Light and Noise pollution;
- Concerns regarding rodents;
- Security and safety;
- Privacy to neighbouring homes;
- Ongoing park maintenance;
- Crown Land transition to Community Land;
- Mental health concerns;
- Parking pressures.

Officer comments in response to public exhibition Stage 1

Council officers reviewed the public submissions which were received as part of the exhibition of the draft plan of management. Responses to specific issues are as follows:

Welfare of Birdlife

Council supports the continuation of the park as a foreshore location which birdlife frequent. To this extent council will continue to monitor and manage Paringa Reserve to ensure that recreational uses are not in conflict with ecology needs and that that future planting will be planned to provide habitat and refuge for wildlife. Council encourages local residents to notify organisations including WIRES (wildlife rescue) where injured wildlife are found within the reserve.

Park management and Maintenance

Council will continue to service and inspect the park weekly to ensure litter and general park management maintenance standards are maintained. Where issues arise in relation to increased reports of litter in the park, Council will review its frequency of inspections. Where new facilities are in put in place to encourage and support passive recreational enjoyment of the park, additional litter receptables will be evaluated and where required incorporated into the landscape design to support such use.

Community Consultation

Council has adhered to its adopted Community Engagement Framework in the development of this plan of management and master plan. Council's Community Engagement Framework guides how Council will engage the community to ensure that a broad range of perspectives are sought and the community has a strong voice in Council's decision-making. The adopted framework recognises that engagement is a planned practice which should be tailored to particular circumstances, taking into account factors such as complexity, risk, significance, sensitivity, timing or opportunity.

Possible Contamination of Land

In assessing any future development proposal or implementation of master planning concepts which could indirectly result in potential sources of contamination, Council will ensure that technical and management controls are in place to prevent contamination. In undertaking such works Council will also impose appropriate conditions of consent (such as a requirement for monitoring and environmental management plans) to ensure that such controls are applied.

Light and Noise Pollution

To ensure park user safety, Council will only light areas of the park where path connections are provided and in areas which are frequently utilised and enjoyed by the public as key access

points and thoroughfares. Council will not encourage or permit the use of amplified music or sound equipment in Paringa Reserve.

Rodent Management

Council will continue to maintain Paringa Reserve to a high standard. Where issues arise with rodent's and feral pests in the reserve these will be addressed proactively by Council in line with adopted pest management practices.

Security and safety

Residents are encouraged to report any issues associated with security and safe use of the park to Council. Where new development of the park is proposed, Council will include in its development assessment a safety audit of the proposal and also ensure that any works undertaken comply with safety by design principals.

Privacy to Neighbouring Homes and Mental Health Concerns

Council recognises that Paringa Reserve shares a common boundary with adjacent residential homes and units. The park is however a community resource and as such use of the park is encouraged by Council. Residents who are concerned about privacy issues associated with the park are encouraged to approach Council for advice on landscaping and other means in which privacy can be maintained and improved.

Crown Land transition to Community Land

In the management of its open space areas Council must adhere to the legislative requirement of the Crown Lands Act 2016 and the provisions of the Local Government Act 1993 as they relate to community land management.

Parking Pressures

Council realises the need for review of key parking areas within the area. Ensuring that there is a good balance of parking space for park users, residents, businesses, shoppers, commuters and others is a key aim of Council.

Council will continue to monitor car parking in and around Paringa Reserve to ensure that parking spaces are maximised and where possible improve and manage changing parking needs over time.

Stage 2

Summary

After listening to community feedback, Council revised the proposals in the Plan of Management. The community could provide feedback on the revised proposals between 26 May and 23 June 2021.

The project page on YSIW was visited by 63 people during this time. Of these, 19 people downloaded the revised proposals. Overall, there were 34 participants across four methods of engagement. Repeat engagement across multiple methods indicates an ongoing conversation between interested members in the community and Council staff. Due to the ongoing nature of these discussions in various formats, it was difficult to accurately quantify specific levels of support.

Overall, the community welcome the Plan of Management and engagement efforts. However, it is reasonable to suggest the common sentiment is 'yes – with changes' which the customized container kiosk being the main point of contention.

Those who support the kiosk believe it will be a positive contribution to the reserve with social outcomes for residents and commuters if the ferry service is resumed. Those who do not support the kiosk question its viability in this location and adverse social and aesthetic impacts on the Reserve. Some participants advocated for a shade structure/rotunda to be considered, giving Council the opportunity to validate demand for a kiosk without the upfront expense.

Connections via the proposed stairway to Lockhardt Avenue and parking/traffic control were also of top concern. Residents shared an alternative for stair access to the road via private property and advocated for a revision of the turning circle and a resident parking scheme.

Promotion

The engagement was promoted via:

- Direct email to past participants
- Letters to residents
- Your Say Inner West home page
- Council's website

Engagement Methods

Onsite meeting 1 – meeting with residents regarding initial proposals

On 12 May 2021, an on-site meeting was held between two Council staff members and six residents to discuss their concerns about the initial proposals for Paringa Reserve. Key issues raised included:

- Human impact on natural environment: seating should remain behind the path, plant more trees and eco-friendly/social responsibility clauses in the kiosk contract.
- Impacts on immediate residents' privacy and security: remove the fitness station, remove the path lighting, and install tangle bins as dogs have been eating hooks.

Onsite meeting 2 – Drop-in session for revised proposals

On Saturday, 5 June 2021 (11am – 12:30pm) residents were invited to meet with Council staff in Paringa Reserve to discuss the revised proposals. There were 28 attendees who lived in nearby social housing, TOGA development and neighbouring streets. Most attendees had received the letterbox drop that was hand delivered by Council staff. An initial group of 12 had a discussion with

Page 11 of 10

Council staff about the revised proposals and their concerns. An additional 16 people joined the drop-in session at various times. They either contributed to the group discussion or waited for one-on-one conversations with staff.

Feedback form

This was hosted online via Your Say Inner West and paper copies were provided at the drop-in session on Saturday, 5 June 2021. Participants were asked if they supported the revised proposals and to supply comments. Overall, 11 responses were provided online. Approximately five of these were following up previous conversations. There were eight paper forms completed during the on-site engagement on 5 June 2021. Responses from the same individual were counted once in the total participation rate.

Direct email or phone call

Details to contact Council staff directly was provided online and in the letter distributed to residents in the local area. One email was received as a follow up to discussions at the information session on 5 June 2021.

Engagement Outcomes

Who did we hear from?

Overall, 34 residents provided feedback on the revised proposals. Participants were predominately from nearby residential blocks, including social housing, TOGA, the new development, and neighbouring streets.

What did we hear?

Overall, participants welcome a Plan of Management and efforts to engage the community on what they would like to see in the space. This engagement was an ongoing conversation, with an interested group of participants providing feedback through more than one method, often elaborating further on past conversations with staff. Of the 28 who attended the drop-in sessions, approximately 13 followed up with further comments in other formats. For clarity, all sentiments have been themed and qualitatively reported against categories in this document.

Customised container kiosk

There were mixed sentiments about the kiosk. It was the proposal that received the most comments. Those who support the kiosk expressed the following:

- If the ferry terminal is reactivated, it will create more demand and foot traffic for a kiosk, supporting a more permanent structure
- The kiosk must cater to the needs of social housing residents – not just \$20 smashed avocado, but toasted cheese too
- Kiosk could provide volunteer or paid opportunities to social housing residents and a chance to connect with one another
- Saves climbing up the hill
- The kiosk could be suitable with the right materials to soften it into the landscape

Those who do not support the proposed kiosk raised the following concerns:

- Proximity to residents' windows

- Clarification about if install or EOI would come first and what happens if there isn't a suitable tenant identified
- Viability of tenant operating a kiosk in this location
 - There are other parks and locations that demand a kiosk due to higher visitation/usage
 - Different approach: a rotunda structure that allows drive-in coffee cart gives Council a chance to validate the demand with a temporary approach. It provides rain protection/shade for park users and commuters if wharf is activated again, and a space for community programming.
- Concerns about attracting anti-social behaviour
 - Resident noted the area was previously a drug drop off area
 - Site and area susceptible to vandalism and graffiti
- Concerns about waste management (see next point)

Waste Management

- Fishing hook disposal bins are required near the Ferry Wharf, but not along Paringa Reserve itself
- Adequate bins and regular collection schedule
- Residents noted rubbish dumped by cruise operators
- Water rat problem in the area. Need to make sure food scraps are contained.

Fitness equipment

There was mixed sentiment about removing the fitness equipment. Support was expressed due to proximity to negative social and environmental impacts (such as proximity to bedrooms). Those who were disappointed looked forward to the facilities.

Feasibility of stairway to Lockhart Avenue

Those who do not support the stairway to Lockhart Avenue do so because there is an existing route on private land between buildings three and four up to Laggan Avenue and Elliot Street. Staff went for a walk with residents who pointed it out 50m from the proposed site of a stairwell and that it would require a direct gate to the Reserve and wayfinding signage.

There was concern from some residents about whether the projected number of users would justify the spend. Residents noted any proposed stairs/pathway under the figs will be exposed to bat and possum poo leading to slippery surfaces.

Parking and traffic management

There are supply/demand parking issues in Elliot Street with one resident requesting a Resident Parking Scheme be introduced. Key issues raised include:

- TOGA development has underground car park that residents and workers don't necessarily use
- Residents must park in other streets when they can't get a spot

Requests relating to the dead-end include:

- 'No through road signage at top of Elliot Street
- Issues with the turning circle: residents noted the need to keep a section of the existing driveway in the turning circle free to allow vehicles to turn
- Would like clarification on dimensions of the driveway and if it can be made bigger to allow service vehicles to park further in and still allow vehicles to turn behind.

Speed management:

- Residents noted vehicles speed down Elliot Street and wanted options such as speed humps.

- Residents noted that the speed hump currently being constructed at Elliot/Darling is in an awkward position and not lit or line marked.

Interpretive signage

Residents expressed support for interpretive signage and hope it would include Aboriginal heritage as well as workers and link to Cockatoo Island and Pellegrini's.

Park usage

Residents noted the reserve is used for quiet reflection and activities such as yoga (individuals and small groups). Families/groups visit with picnic blankets. There were concerns that a kiosk would take away open space for these users.

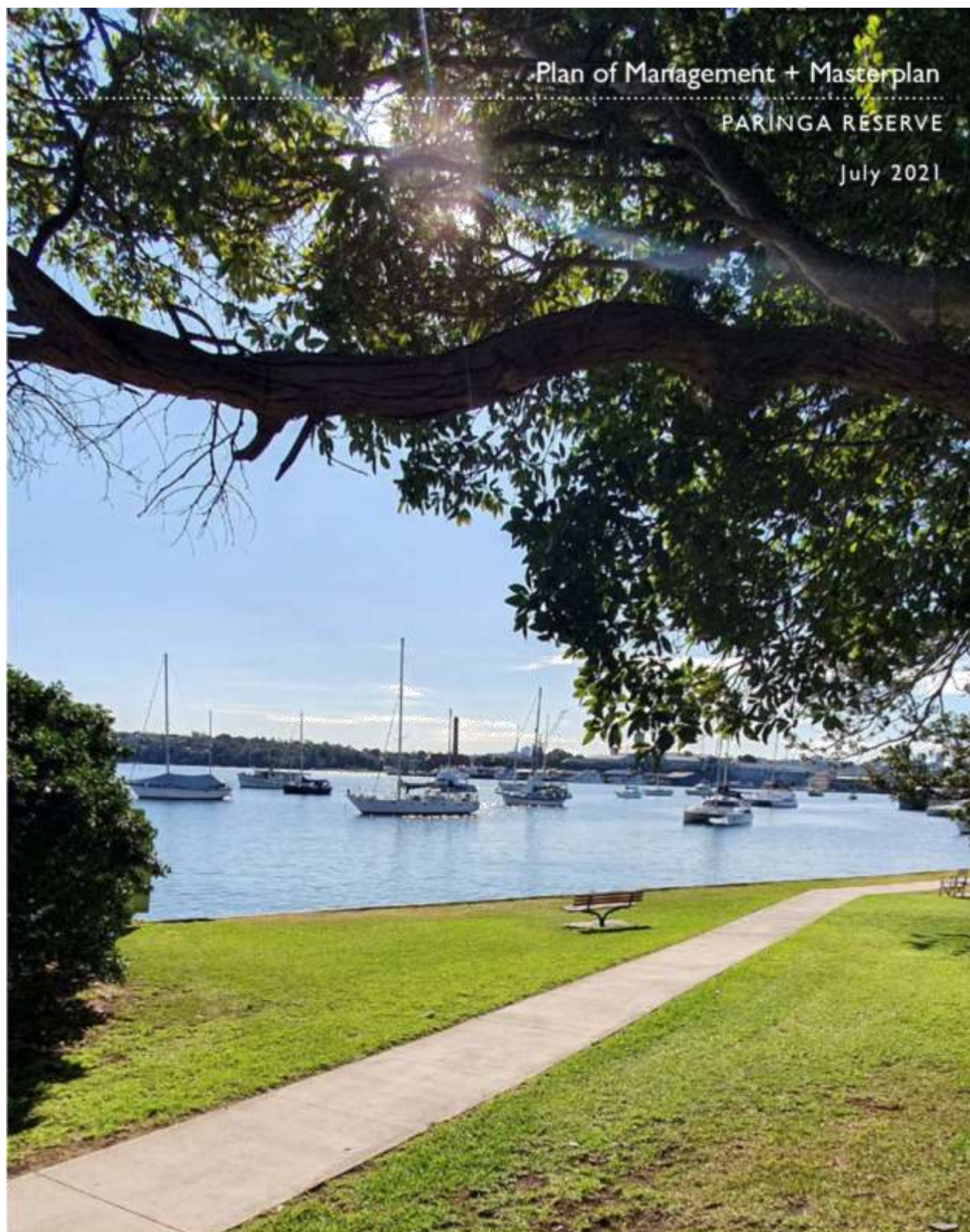
More shade and chairs are required across the park. There is support for new seating to ensure accessibility, with one resident noting example of benches at Foley Park and Peacock Point.

Officer Comments Stage 2

| Theme | Concern | Officer response |
|-------------------------|---|---|
| Park usage | More shade and seating not just for the kiosk, but for park users | These insights will be combined with what we heard in previous engagement activities to help us decide what goes into the Plan of Management. Noted kiosk tenant will provide tables and chairs/shade which will be packed up and removed each night and stored in the store room to avoid attracting unwanted use/attention at night. |
| Support for the kiosk | Volunteer and employment opportunities | The revised proposals include social responsibility as part of the tenant's contract. |
| | Anti-social behaviour | Noted the timber slats on the kiosk to deter graffiti and ensure CPTD issues and construction to reduce likelihood/damage through vandalism. |
| Opposition to the kiosk | Viability of kiosk in this location | Council has determined that the development of a kiosk in this location will be undertaken and has endorsed the initiative including community engagement on the concept and future use, demolition of the existing former restaurant building. |
| | Proximity of kiosk and gym equipment to residents' windows | The outdoor gym has since been removed from the POM. Kiosk and amenities limited to existing footprint of Pellegrini's structure. |
| | Rotunda/pergola and drive in coffee-cart model and other sites/parks have | The proposed temporary kiosk model provides an income stream for Council and can be relocated to another site if it |

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| | | |
|---|--|---|
| | more demand | becomes unsustainable in this location. A rotunda-like structure is likely to attract anti-social behavior after hours and is not lockable. Ensuring the design is a robust one and responds to Anti social behavior concerns which have been expressed by residents throughout this engagement is a critical consideration of Council. |
| Waste Management | Supply and regular collections of bins | We could include in the lease that the operator needs to be sustainable and focused on minimising waste and waste products. Look at options of bin storage (2-3 bins at minimum) and check with Waste about frequency of pickups/emptying. Tenant will also be under the watchful eye of the local residents if they do not comply with waste and resource recovery initiatives/requirements. |
| | Fishing hook bins | This can be addressed before the POM is adopted as there are bins available. Parks Team to look at installing one and ensuring that it is cleaned/checked regularly. |
| Fitness Equipment | Whether to add/leave | The outdoor gym has been removed from the POM to respect the concerns of residents about privacy. |
| Feasibility of stairway into Lockhardt Avenue | There is an existing route | This route is on private land. Council will need to follow up with NSW Housing to see if it is possible to have public access and install appropriate wayfinding signage. Not currently accessible for wheelchair users, need to check compliance. |
| | Feasibility of the new stairwell | The proposal is for Council to investigate the feasibility of this route with view to remove the dead end. When the time comes, Council officers will have to prepare a report about this for the elected representatives to make a final decision. |
| Parking and Traffic Management | Request for Resident Parking Scheme | The scheme would apply to all residents in Elliot Street, including those in the TOGA development as per the Leichhardt Parking Policy. |
| | Turning circle/dead end | |
| | Speed management | |
| Interpretative signage | | These contributions have been noted and will be explored with the relevant staff and cultural liaison practices. |



FURTHER INFORMATION

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Front cover image: Paringa Reserve, photo by Welsh + Major

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Document Control

| DATE: | REVISION NO: | REVISION DETAILS: | APPROVED: |
|----------|--------------|---|-----------|
| 16/07/20 | - | Draft Issue for Client Review | DW |
| 17/09/20 | A | Draft Issue for Client Review | DW |
| 29/09/20 | B | Final Issue | DW |
| 26/02/21 | C | Final Issue with Amendments from Comments | DW |
| 16/07/21 | D | Final Issue with Amendments from Comments | DW |

Introduction + Executive Summary

Inner West Council has produced a Plan of Management priority list identifying priority open spaces within the local government area.

In 2020, Welsh + Major Architects were engaged by Inner West Council to develop a Plan of Management and accompanying Masterplan for Paringa Reserve. This document contains both the Plan of Management and Masterplan for Paringa Reserve and the Elliott Street Wharf, which are located on the foreshore of Panamata River and wrap around Somerville Point to the south-west of Ekington Park and White Horse Point.

Plan of Management

The Plan of Management [POM] is a guiding framework which directs the future vision, planning, management and use of the park. It will be used to inform the development of the park over the next ten years.

Review of this Plan

The Paringa Reserve Plan of Management is to be reviewed in ten years to ensure it aligns with Council's operational plans and objectives.

Masterplan

The Masterplan is a design report outlining the actions required for improvement, intended to guide the physical upgrade of the site over the next ten years. It does this by suggesting how the strategies set out in the Plan of Management can be translated into site specific gestures for application to the park.

How to Use This Document

Development of the POM and Masterplan involved some overlap of research and analysis. As such the POM and Master Plan were undertaken simultaneously, and are presented together within the same document.

The site has been considered and designed as a whole. Developing the Plan of Management and Masterplan involved the following processes:

- Policy review identifying the opportunities and constraints presented by national and local government initiatives.
- Demographic review identifying the local community profile.
- Review of site ownership and legal categorisation.
- Identification of applicable statutory conditions and legislation.
- Undertaking detailed site analysis
- Analysis of the outcomes of the Context Review and Site Analysis to develop Key Objectives and Strategies for management and action.
- Application of the physical strategies onto the Draft Master Plan.

Key Features of the Master Plan:

- Establish a clearly defined entry/ gateway into Paringa Reserve to identify it as a shared public outdoor place.
- Upgrade the path at key pinch-points and implement a consistent lighting plan to facilitate use before and after daylight hours
- Provide safe and connected pedestrian routes and improved wheelchair access within the park and around key assets.
- Consolidate wayfinding, regulatory and information signage into a consistent, clear and concise format.
- Demolition of the former Pelligrini's Restaurant building and terrace retaining piles as part of historical interpretation strategy. Provide a new temporary cafe structure and outdoor seating area to replace the existing restaurant and terrace. Maintain existing open green spaces for flexible recreation and general community use. Retain the 'natural' grass surface which is utilised by the community for general recreation.
- Repair, maintain or replace existing furniture and associated amenities as required.
- Establish clear on-leash and off-leash dog areas.



I.0 Context Overview



Photo taken by Welsh + Major.

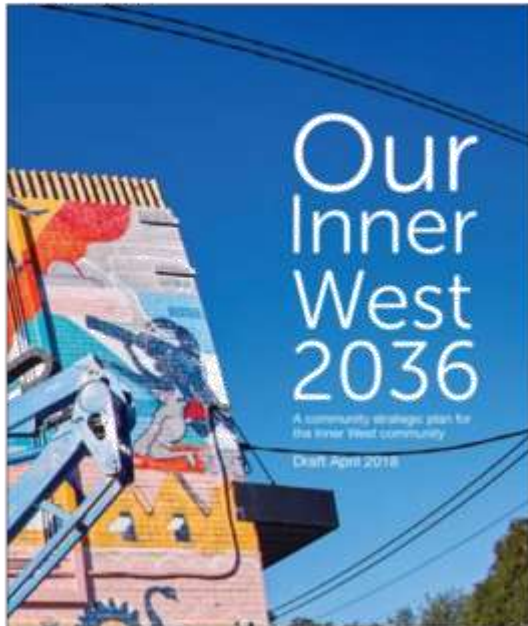
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1.0 Context Overview



1.0 Context Overview

REVIEW OF CORPORATE OBJECTIVES + EXISTING POLICY

Our Inner West 2036

A Community Strategic Plan for the Inner West Community

Inner West Council, draft endorsed by Council 06/2018.

This plan identifies the community's vision for the future, outlines long term goals, strategies to get there and how to measure progress towards that vision. It guides all of Council's plans, policies and budgets.

The strategic directions set out are:

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

Among the stated aims, those which apply directly to the regeneration of public parkland are to increase community satisfaction with: green infrastructure, the total area of habitat for wildlife managed under bush-care programs, protection of the natural environment, safety of public spaces, cycleways, maintaining footpaths, aquatic and recreation centres, availability of sporting grounds and facilities and walk-able open space. It also aligns with State and District Plans.

Recreation Needs Study - A healthier Inner West

Cred Consulting for Inner West Council published 10/ 2018

Analysis of the current and projected recreation needs of the Inner West community, with a view to both maintaining and improving social and mental health as the population of the Inner West Council (IWC) area continues on its projected path of growth and change.

The study identified that the IWC area lacked sufficient public open space for the growing population. It outlines a strategic 'action' framework and explores how this framework could be applied.



1.0 Context Overview

OUR INNER WEST 2036 - COMMUNITY STRATEGIC PLAN

| Outcomes | Strategies | Outcomes | Strategies |
|--|---|--|---|
| 1.1 The people and infrastructure of Inner West contribute positively to the environment and tackling climate change | <ol style="list-style-type: none"> 1. Provide the support needed for people to live sustainably 2. Reduce urban heat and manage its impact 3. Create spaces for growing food 4. Develop planning controls to provide ecosystem services* 5. Provide green infrastructure that supports increased ecosystem services* | 2.1 Development is designed for sustainability and makes life better | <ol style="list-style-type: none"> 1. Pursue integrated planning and urban design across public and private spaces to suit community needs 2. Identify and pursue innovative and creative solutions to complex urban planning and transport issues 3. Improve the quality, and investigate better access and use of existing community assets 4. Develop planning controls that protect and support a sustainable environment and contribute to a zero emissions and zero waste community |
| 1.2 Biodiversity is rich, with connected habitats for flora and fauna | <ol style="list-style-type: none"> 1. Support people to connect with nature in Inner West 2. Create new biodiversity corridors and an urban forest across Inner West 3. Maintain and protect existing bushland sites for species richness and diversity | 2.2 The unique character and heritage of neighbourhoods is retained and enhanced | <ol style="list-style-type: none"> 1. Provide clear and consistent planning frameworks and processes that respect heritage and the distinct characters of urban villages 2. Manage change with respect for place, community history and heritage |
| 1.3 The community is water sensitive, with clean, swimmable waterways | <ol style="list-style-type: none"> 1. Collaborate to make plans, designs and decisions that are water-sensitive 2. Supply water from within Inner West catchments | 2.3 Public spaces are high-quality, welcoming and enjoyable places, seamlessly connected with their surroundings | <ol style="list-style-type: none"> 1. Plan and deliver public spaces that fulfil and support diverse community needs and life 2. Ensure private spaces and developments contribute positively to their surrounding public spaces 3. Advocate for and develop planning controls that retain and protect existing public and open spaces |
| 1.4 Inner West is a zero emissions community that generates and owns clean energy | <ol style="list-style-type: none"> 1. Support local adoption of clean renewable energy 2. Develop a transport network that runs on clean renewable energy | 2.4 Everyone has a roof over their head and a suitable place to call home | <ol style="list-style-type: none"> 1. Ensure the expansion of social, community and affordable housing, distributed across Inner West, facilitated through proactive policies 2. Encourage diversity of housing type, tenure and price in new developments 3. Assist people who are homeless or sleeping rough |
| 1.5 Inner West is a zero waste community with an active share economy | <ol style="list-style-type: none"> 1. Support people to avoid waste, and reuse, repair recycle and share infrastructure 2. Provide local reuse and recycling infrastructure 3. Divert organic material from landfill 4. Advocate for comprehensive Extended Producer Responsibility+ | 2.5 Public transport is reliable, accessible, connected and enjoyable | <ol style="list-style-type: none"> 1. Advocate for improved public transport services to, through and around Inner West 2. Advocate for, and provide, transport infrastructure that aligns to population growth |
| | | 2.6 People are walking, cycling and moving around Inner West with ease | <ol style="list-style-type: none"> 1. Deliver integrated networks and infrastructure for transport and active travel 2. Pursue innovation in planning and providing new transport options 3. Ensure transport infrastructure is safe, connected and well-maintained |

1.0 Context Overview

REVIEW OF CORPORATE OBJECTIVES + EXISTING POLICY

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

| Outcomes | Strategies |
|--|---|
| 4.1 Everyone feels welcome and connected to the community | <ol style="list-style-type: none"> 1. Foster inclusive communities where everyone can participate in community life 2. Embrace, celebrate, respect and value difference by building awareness and appreciation of Inner West's diversity 3. Empower and support vulnerable and disadvantaged community members to participate in community life 4. Increase and promote awareness of the community's history and heritage |
| 4.2 The Aboriginal community is flourishing, and its culture and heritage continues to strengthen and enrich Inner West | <ol style="list-style-type: none"> 1. Celebrate Aboriginal and Torres Strait Islander cultures and history 2. Promote Aboriginal and Torres Strait Islander arts and businesses 3. Acknowledge and support the rights of the Aboriginal community to self-determination 4. Actively engage Aboriginal people in the development of programs, policies and strategies |
| 4.3 The community is healthy and people have a sense of wellbeing | <ol style="list-style-type: none"> 1. Provide the facilities, spaces and programs that support wellbeing and active and healthy communities 2. Provide opportunities for people to participate in recreational activities they enjoy |
| 4.4 People have access to the services and facilities they need at all stages of life | <ol style="list-style-type: none"> 1. Plan and provide services and infrastructure for a changing and ageing population 2. Ensure the community has access to a wide range of learning spaces, resources and activities 3. Support children's education and care services to ensure a strong foundation for lifelong learning |

| Outcomes | Strategies |
|---|---|
| 5.1 People are well informed and actively engaged in local decision making and problem-solving | <ol style="list-style-type: none"> 1. Support local democracy through transparent communication and inclusive participatory community engagement |
| 5.2 Partnerships and collaboration are valued and recognised as vital for community leadership and making positive changes | <ol style="list-style-type: none"> 1. Support leadership and mentoring initiatives that build and strengthen the capacity of individuals, businesses and communities 2. Support local capacity for advocacy 3. Collaborate with partners to deliver positive outcomes for the community, economy and environment |
| 5.3 Government makes responsible decisions to manage finite resources in the best interest of current and future communities | <ol style="list-style-type: none"> 1. Undertake visionary, integrated, long term planning and decision making, reflective of community needs and aspirations 2. Ensure responsible, sustainable, ethical and open local government 3. Deliver innovation, excellence, efficiency and effectiveness and probity in Council processes and services |



1.0 Context Overview

RECREATIONAL NEEDS STUDY

Key Findings:

A number of findings about recreation within the Inner West are highlighted by the report. These include the benefits of recreation and its changing perception and role within society generally. These have assisted in providing a foundation for the strategies and objectives of this Plan of Management and Master Plan. A summary of the key findings includes;

- Participation in recreation brings significant health and social benefits to individuals, including mental health benefits and improved development outcomes for children and young people.
- Recreation provides benefits at the community level, supporting community cohesion and community development, and public health benefits.
- Nationally, the most popular recreation activities include walking, fitness, swimming, cycling and running, and this is reflected by local participation trends in the Inner West.
- The major change in participation in recreation is a trend to more flexible and non-organised participation.
- Children have declining access to unsupervised participation in recreation activities, with Planet Ark estimating that only 35% of Australian children play outside every day, compared to 72% a generation ago.
- People who identify as having a disability have lower levels of participation in recreation and are less likely to take part as a spectator.

1.0 Context Overview

REVIEW OF CORPORATE OBJECTIVES + EXISTING POLICY

| NEED | OPPORTUNITIES |
|---|---|
| Increased quality of open space to optimise use, address demand and meet higher and more diverse needs. Informal, flexible and social recreation opportunities. | <ul style="list-style-type: none"> Multi-use, flexible open space that is designed to support sharing and reduce conflict between users. |
| Water bubblers and bins in parks. | <ul style="list-style-type: none"> At least one water bubbler and a designated waste area. |
| Lighting and design of parks to increase feelings of safety. | <ul style="list-style-type: none"> Low Lighting to pathways and new terrace. |
| Signage and wayfinding for pedestrian paths. | <ul style="list-style-type: none"> Review foreshore path. Continuing or connecting to South Paringa. |
| Increased access to recreation opportunities for older people. | <ul style="list-style-type: none"> Footpath improvements. |
| Inclusive recreation opportunities for people with disability. | <ul style="list-style-type: none"> Prioritise accessibility in the upgrades of recreation facilities and parks, for example in new cafe, pathway and access. |
| Ongoing provision and maintenance of existing dog off leash areas; Managing and preventing conflicts between users of parks, particularly children and dogs. | <ul style="list-style-type: none"> Clarity in signage to enable regulation and enforcement. |
| Provide eating and drinking opportunities for visitors + locals. | <ul style="list-style-type: none"> New use of area were vacant restaurant and terrace is now located to open views and create a further connection between Elliott Wharf, South Paringa and Paringa Reserve. |

1.0 Context Overview



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1.0 Context Overview

REVIEW OF CORPORATE OBJECTIVES + EXISTING POLICY

Dog Exercise Areas Within Paringa Reserve

The use of Paringa Reserve for dog walking is encouraged and recognised by Council as creating a positive sense of community if conducted in a responsible manner.

Areas for on and off leash dog exercise are indicated by the map adjacent. These areas should be clearly sign posted within the park and be integrated into a cohesive signage strategy to notify dog walkers of their responsibilities.

Dog On-Leash Areas

- Dogs are generally permitted to be on-leash in the entrance of the reserve.

Dog Off-Leash Areas

- Off-leash dog exercise is permitted where the park turns on Paringa Reserve which is a larger area.

Dogs Prohibited

- Dogs are prohibited on the now abandoned terrace of Pelligrini's Restaurant area of Paringa Reserve lot.





2.0 Categorisation + Ownership



Photo taken by Welsh + Major.



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2.0 Categorisation + Ownership



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2.0 Categorisation + Ownership

LAND TO WHICH THIS PLAN APPLIES

Community land - Local Government Act Requirements

Public land as defined under the *Local Government Act 1993*, must be classified as either community or operational land.

'Operational' land comprises land that serves a commercial or operational function (e.g. offices, works depot, car park, sewage pump station, etc.), or land that is being retained for commercial or strategic reasons. The range of controls that apply to Community land do not apply to the use and management of Operational land.

'Community' land is generally public park land set aside for community use. Development and use of this land is subject to strict controls set out in the Act such as Community land cannot be sold, or leased or licensed for more than 30 years. In addition to these controls, the Act requires Councils to have plans of management for all Community lands.

A plan of management places each piece of Community Land into one or more of five categories which impact on how they can be used. These are: Natural area; Sports ground; Park; Area of cultural significance; or General community use. Community Land is still subject to zoning controls and a plan of management operates as an additional control over that piece of land.

Crown Land Management Act 2016

Following a comprehensive review of legislative provisions and the management of Crown land the Crown Land Management Act 2016 (CLM Act) commenced on 1 July 2018 and the Crown Lands Act 1989 was repealed. The objectives of the CLM Act are:

- To provide for the ownership, use and management of the Crown land of New South Wales, and
- To provide clarity concerning the law applicable to Crown land, and
- To require environmental, social, cultural heritage and economic considerations to be taken into account in decision-making about Crown land, and
- To provide for the consistent, efficient, fair and transparent management of Crown land for the benefit of the people of New South Wales, and
- To facilitate the use of Crown land by the Aboriginal people of New South Wales because of the spiritual, social, cultural and economic importance of land to Aboriginal people and, where appropriate, to enable the co-management of dedicated or reserved Crown land, and
- To provide for the management of Crown land having regard to the principles of Crown land management.

The CLM act gives council the authority to manage Crown Land in the same way that it manages Public land, as defined under the *Local Government Act 1993*. The legislation requires council to firstly classify Crown land managed by Council as Community Land or Operational Land, and to then to nominate a single category for the land. The Plan of Management then provides the mechanism to place the Crown Land into multiple categories which are better suited to the current and future use of the land.

| Lot/DP | Name & Location | Current Management & Agreement Recommendations | Ownership | Area (approximate) | Notes |
|---------------------|---------------------------|--|---------------------------------|--------------------|---|
| Lot E DP 36161 | Parings Reserve | Inner West Council | Inner West Council | 2972 m2 | Encumbrances (1) Excludes minerals (2) Easement for |
| Lot 26 DP 850832 | Elliott Street Wharf | Inner West Council is Lessee. | RMS (Crown devolved to Council) | 133 m2 | |
| Lot 1 DP 850832 | Elliott Street Wharf Cafe | Vacant | Inner West Council | 213 m2 | |



2.0 Categorisation + Ownership



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2.0 Categorisation + Ownership

COUNCIL LAND CATEGORISATION

Community land - Local Government Act Requirements

The majority of the land analysed falls into parkland under Council Land. Lot 1 DP 850832 Elliott Street Wharf Cafe located in the front section of the vacant restaurant and DP 36161 Paringa Reserve are both council owned.

The third lot in the analysed site is RMS owned. This wharf was served by a ferry service until 2013, but now it is only used by private vessels. Paringa Reserve minus its west coastal edge is classified as Community land. Community land is generally public park. Development and use of this land is subject to strict controls set out in the Act such as Community land cannot be sold, or leased or licensed for more than 30 years. In addition to these controls, the Act requires council to have plans of management for all Community lands.

A plan of management places Community Land into categories which impact how they can be used. Community Land is still subject to zoning controls and a plan of management operates as an additional control over that piece of land.

The Community land within the site analysed falls into the categories listed in the table below.

Management Principles

The core objectives for management of community land categorised as general community use are to promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public:

- (a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and
- (b) in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).

| Category (Crown land) | Core objectives (as defined by the Local Government Act 1993) |
|-----------------------------|---|
| PARK | The core objectives for management of community land categorised as a park are— (a) to encourage, promote and facilitate recreational, cultural, social and educational pastime and activities, and (b) to provide for passive recreational activities or pastime and for the casual playing of games, and (c) to improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management. |
| GENERAL COMMUNITY USE | The core objectives for management of community land categorised as general community use are to promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public— (a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and (b) in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities). |





3.0 Leases + Licences

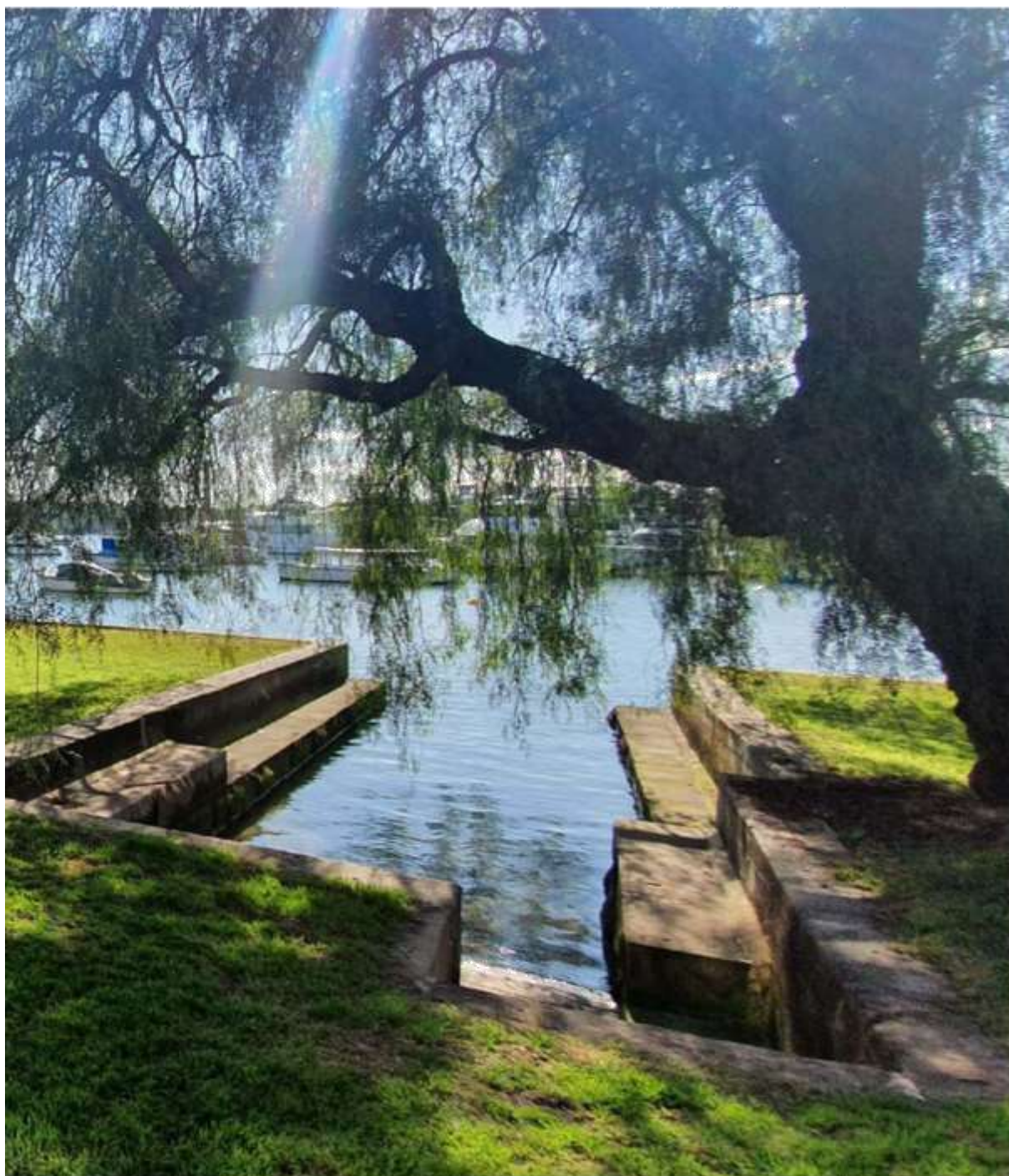


Photo taken by Welsh + Major.

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3.0 Leases + Licences

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3.0 Leases + Licences

CURRENT LEASES + LICENCES

Leases + Licensing

The Local Government Act allows Council to grant leases, licences or other estates over all or part of Community Land.

Leases and licences are a method of formalising the use of land and facilities. Leases or licences can be held by groups such as community groups, sporting clubs and schools, and by commercial organisations or individuals providing facilities and/or services.

Where exclusive control of all or part of an area or facility is proposed or desirable, a lease is appropriate. There are other factors which may influence the granting of a lease. These include the level or scale of investment, the necessity for security measures and the relationship between the activity on the land and the activity of the controller of the land.

The activities undertaken by a leaseholder should be compatible with any zoning or Council requirements and provide benefits and services or facilities for the users of the land. Terms and conditions of a lease should reflect the interest of the Council, protect the public and ensure proper management and maintenance.

Where short term, intermittent or non-exclusive occupation or control of all or part of an area or facility is proposed, a licence may be used. Providing there are no conflicts of interest, several licences may apply concurrently.

In considering whether to grant any lease or licence, Council should take into account the consistency of the proposal with the values and management strategies of this Plan of Management, particularly with regard to the following:

The Lessee/Licensee is responsible for ensuring the area is maintained to a standard which is acceptable to Council.

There is a need to define the times the land or facility will be available for use by the Lessee/Licensee, the impact of the lease/licence on the public/private space use of the Parks, the impact on maintaining the Parks as one cohesive open space.

The Plan of Management for Paringa Reserve and Elliott Street Wharf allows for the provision of leases and licences in accordance with the Local Government Act 1993, Crown Lands Management Act 2016, Crown Lands Management Regulations 2018 and any subsequent legislation. Future leases and licences will be allowable for uses consistent with this Plan of Management or Inner West Council Local Environment Plan (pending adoption) and any other applicable legislation.

Any leases, licences, easements and other estates on crown land (a use agreement) on Crown land may impact native title rights and interests. Any use agreement issued on Crown land must be issued in accordance with the future act provisions of the Native Title Act 1993 and in accordance with Part 8 of the Crown Land Management Act 2016 unless native title is extinguished. For Crown land which is not excluded land this will require written advice of one of Council's native title managers that it complies with any applicable provisions of the native title legislation. This plan does not authorise the issuing of use agreements on Crown land for Aquaculture, Marinas or Moorings.

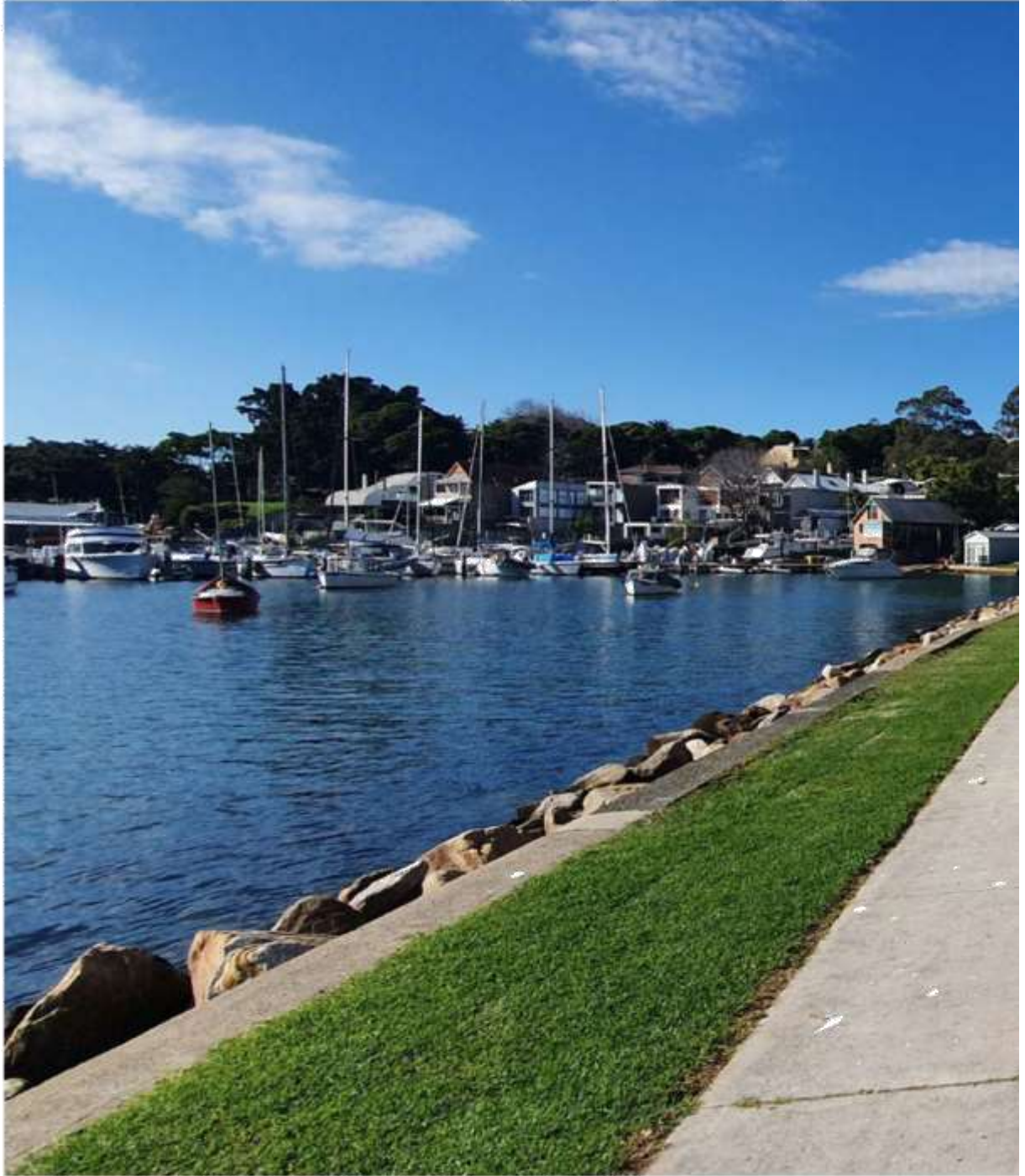
Current Leases + Licences

| Location | Purpose | Term |
|---------------------------|------------------------|---------|
| Paringa Reserve | Community Park | |
| Elliott Street Wharf | Leased for private use | Unknown |
| Elliott Street Wharf Cafe | Vacant | N/A |

Future Leases + Licences

| Location | Proposed Leasing and Licensing Agreements |
|---------------------------|---|
| Paringa Reserve | Cafe - food and beverage service. |
| Elliott Street Wharf | n/a |
| Elliott Street Wharf Cafe | Cafe - food and beverage service. |





4.0 Statutory Conditions + Legislation



Photo taken by Welsh + Major.

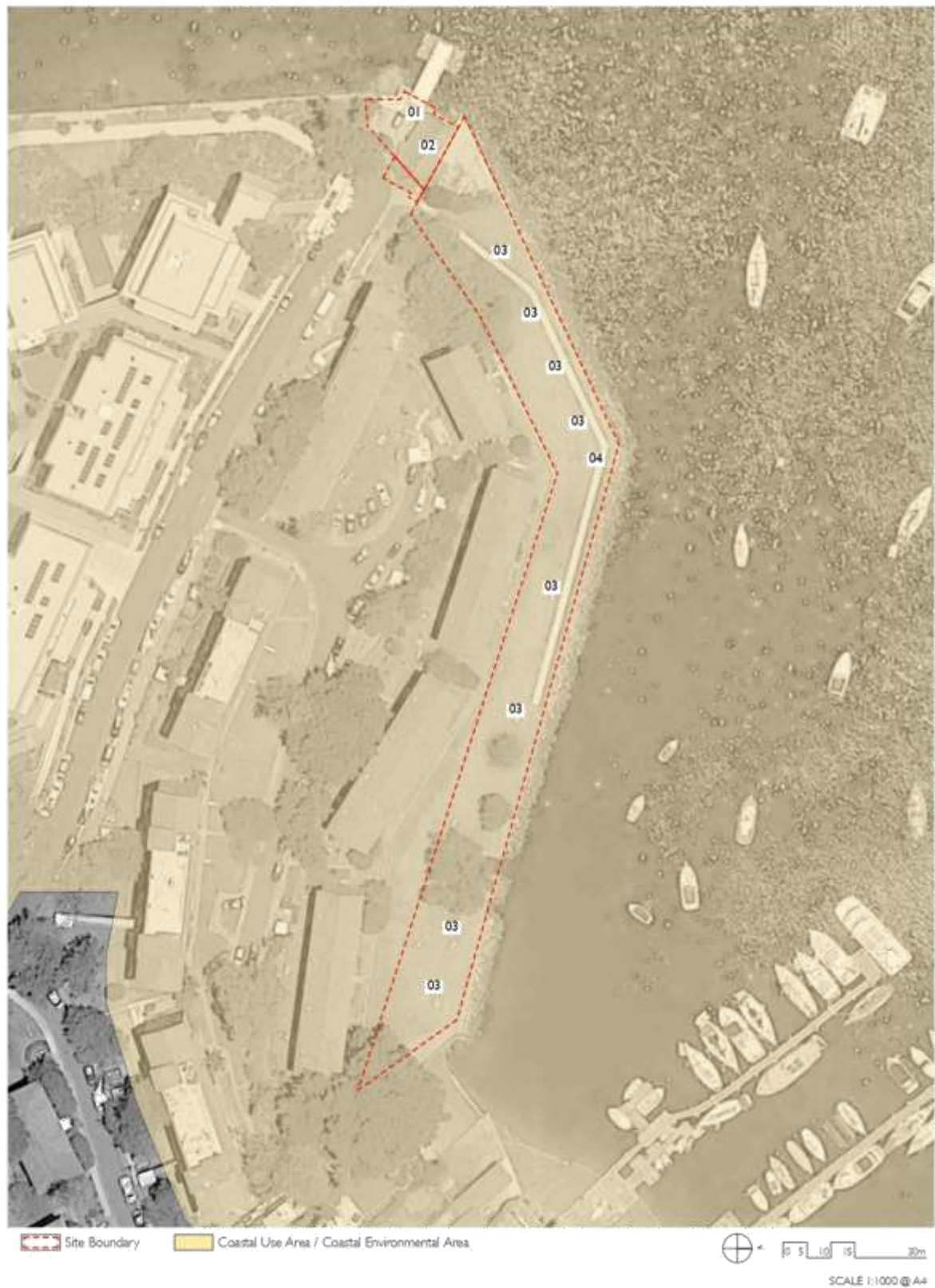
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4.0 Statutory Conditions + Legislation



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4.0 Statutory Conditions + Legislation

STATUTORY CONDITIONS + LEGISLATION

Zoning + Classification

Paringa Reserve : RE1 'Public recreation'

State Environmental Planning Policy - Coastal Management 2018 + Coastal Management Act 2016

This legislation provides a framework and objectives for managing coastal issues in NSW. It focuses on ecologically sustainable management, development and use of the coast for the social, cultural and economic well-being of people.

Other Relevant Legislation

- Foreshore Building Line LEP 2013
- Native title Act 1993 (cw/th)
- Companion Animals Act.
- Disability Discrimination Act.
- Environmental Planning and Assessment Act 1979.
- National Construction Code 2019.
- National Parks and Wildlife Act 1974
- State Environmental Planning Policy (infrastructure) 2007
- Work, Health and Safety Act.
- Biodiversity Conservation Act 2016
- Vegetation SEPP

CONDITION OF LAND + STRUCTURE

| | Use of land or structure (on adoption of the PoM) | Condition of the land or structure (on adoption of the PoM) | Future Condition (targeted following adoption of the PoM) |
|----|--|--|--|
| 01 | Private Ferry (Adjacent lot) | Good | n/a |
| 02 | Restaurant | Poor | Remove |
| 03 | Timber Benches | Poor | Upgrade |
| 04 | Pathway | Poor | Upgrade |





5.0 Master Plan Strategies



Photo taken by Welsh + Major.



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5.0 Master Plan Strategies

OVERVIEW

The key objectives outline a broad vision for the future of Paringa Reserve. They have been derived from the opportunities and constraints outlined in the Site Analysis.

Key strategies offer practical measures for how these objectives can be implemented within Paringa Reserve.



ACCESS

Key Objectives:

1. Provide welcoming and easy to navigate entry points.
2. Improve existing connection throughout the park.
3. Create a simple signage and wayfinding strategy for navigating the park and its assets.

Key Strategies to achieve this in Master Plan:

- Establish gateways that define entry to Paringa Reserve as a shared public green space.
- Widen entrance for a visual connection to South Paringa.
- Provide updated safe and connected path within the park.
- Consolidate wayfinding, regulatory and information signage into a consistent, clear and concise format.
- New access to connect with Lagan Avenue.



INCLUSIVENESS

Key Objectives:

1. Provide new public accessible amenities.
2. Ensure that the park and its assets are accessible for all visitors.

Key Strategies to achieve this in Master Plan:

- Provision of a new cafe that caters for a range of age groups.
- Provide additional park furniture and rest stops.
- Improve wheelchair access throughout the park and within key assets.
- Provide clear signage for on-leash and off-leash dog areas.



SENSE OF PLACE

Key Objectives:

1. Highlight the unique aspect of the site and build upon them to establish a clear identity for the site and its assets.
2. Create opportunities to educate visitors about the culture and history.
3. Preserve and protect trees and successful spaces, and create new fine-grain spaces.

Key Strategies to achieve this in Master Plan:

- Develop the identity of intermediary spaces.
- Create an integrated waste management solution throughout the site. Install bins and water fountains, which do not attract pest and vermin.
- Protect existing trees and vegetation.
- Maintenance of amenities, and ongoing site condition.

5.0 Master Plan Strategies



COMMUNITY

Key Objectives:

1. Protect areas that are highly valued by the community.
2. Provide high quality amenities, furniture and facilities.
3. Continue maintenance of existing park assets.

Key Strategies to achieve this in Master Plan:

- Maintain existing open green spaces for flexible recreation and general community use.
- Repair, maintain or replace existing furniture and amenities as required.



SUSTAINABILITY

Key Objectives:

1. Protect and restore local ecology and prioritise the environment in decision-making.
2. Integrate sustainable measures into new and existing facilities and landscaping elements through a holistic design approach.
3. Retain and enhance green spaces.

Key Strategies to achieve this in Master Plan:

- Design new facilities from sustainable principles facilities with sustainable measures.
- Increase local native understorey and ground cover planting within the reserve including along the foreshore.
- Plant medium and large native canopy trees to enhance the landscape amenity of the park and to increase shade cover.
- Include natural heritage information as part of any interpretive signage plan.
- Look for opportunities to incorporate water sensitive design into landscaping for sustainable water management.



SAFETY

Key Objectives:

1. Pedestrians safety.

Key Strategies to achieve this in Master Plan:

- Implement safe paths for pedestrians, management of access to the reserve.
- Accessible parking on street.
- Applying main principles of CPTED.



SPORTS + RECREATION

Key Objectives:

1. Provide high quality facilities that encourage active and healthy communities.
2. Acknowledge spaces for leisure activities and benefit the community for recreation outside.

Key Strategies to achieve this in Master Plan:

- Retain natural grass surface which is utilised by the community for general recreation and off-leash and on-leash dog area.



5.0 Master Plan Strategies



ACCESS

Paringa Reserve is a Place for People

Access to Paringa Reserve must be focused around safe equitable pedestrian use. It should allow people to move about safely and effectively to, in and around the entire reserve. This could be improved by establishing a defined pedestrian link between Paringa Reserve and Paringa South as a pedestrianised zone which only allows vehicles to utilise the driveway for maintenance and service delivery.

A new pedestrian link to Lockhardt Avenue for a public walkway from Paringa Reserve connected via the existing stairs to Lagan Avenue. This would link via that right of way, Phoebe Street and Tilba Avenue to White Street and Elkington Park.

Areas intended for service vehicle access should be separated with removable bollards and pedestrianise so ensure they are safe places at all times.

Car parking along Elliott Street is well utilised. Consideration should be given to having accessible parking close to the Reserve entry. Many (perhaps most) visitors arrive by foot from neighbouring areas. Previously visitors may have arrived by ferry when a public service ran to this area. This may change in the future and should be considered.

Signage and Wayfinding

A cohesive signage strategy should be implemented for the park and its assets, which would assist in establishing the identity of the site. Generic road signs should be avoided. The signage strategy would include:

Establishing the identity of the site at the Reserve entry is important. Signage needs to indicate where on/ off dog leash areas are, include interpretative information about the location and its history, and where the outdoor gym facilities are located, along with time frames of use.

Informal Connections

There are a few informal pedestrian gate connections within Paringa Reserve to the adjacent public housing. It is recommended that these gates are retained to encourage access to outdoor spaces.



INCLUSIVENESS

Accessible Facilities

A new temporary or light structured food kiosk is recommended to replace the former restaurant building. It should have a level, accessible outdoor paved area for seating. The new facility would be located near the entrance of Paringa Reserve. This will allow visibility from Elliott St, as well as easy access from the wharf, Paringa Reserve itself and neighbouring areas.

Pet and People friendly

Off-leash, on-leash and prohibited areas for dogs are already established within the reserve. This should be clearly identified within the site through a coherent signage strategy that is to be integrated into the overall signage strategy for the site.

It is important that a sharing spirit towards public space is encouraged and there are places provided for both dog owners and park users who may not want to interact with off-leash dogs. Dog litter bag dispensers should be provided at key locations, and bubblers in some locations could have integrated dog bowls.

Rest Areas

Places to sit should be provided in suitably located areas throughout Paringa Reserve to allow for visitors to stop, rest, meet and enjoy the view. Places identified in the Master Plan for additional furniture or seating include:

- Simple, robust bench seating oriented towards the bay.

5.0 Master Plan Strategies

SENSE OF PLACE



Built area

The Master Plan proposes the demolition of the disused Pellegrini's restaurant building with a new temporary or lightweight food kiosk. It should have an adjacent outdoor paved area for seating.

This site of the existing disused building has been built upon and demolished on a number of occasions since 1891, with different shapes and sized buildings of varying capacity. The Masterplan proposes its replacement with a temporary lightweight removable structure that will be a utility for the community and give back a sense of place to the park and general locale that some of the former buildings once offered.

Identity

The Master Plan proposes to build upon elements already present within Paringa Reserve, and to sensitively re-establish former uses that existed upon the site which will re-establish Paringa Reserve identity, sense of place and position within the local community.

This strategy intends to maintain open space to the majority of the reserve, retaining and enhancing a waterfront garden setting and preserving the existing sense of place currently enjoyed by the local community.

SUSTAINABILITY



Sustainable Facilities

New projects within the park must be designed and built to meet sustainable principles. This would include considerations of a facilities life-cycle, embodied energy and ongoing sustainability. Upgrading existing facilities to improve sustainability.

Water Management

Improved water management will allow council to provide a better playing surface and grounds.

Biofilter planting, and where appropriate, rain gardens and bioswales are integral to the water management strategy. These help to filter storm water; reduce the extent of hard surfaces and provide attractive landscaped areas.

Review of existing and proposed storm water systems should be undertaken by a specialist consultant prior to implementation.

Biodiversity + wildlife

Strategies to support biodiversity and wildlife need to be carefully considered and appropriate within the context and off-leash dog activity. The Masterplan proposes retaining grassed areas, along with new biofilter planting, meadow planting and trees to provide food and habitat.

Trees and Understorey Planting

New trees should be planted where space allows in order to provide additional shade. A range of species are recommended in order to improve biodiversity within the park and build upon the character. Plant species have been selected to correspond to the current use of areas where they are proposed, as well as the history of the park and the area.

Understorey planting is recommended for areas which are less utilised, to improve the range of habitats available for local fauna and to encourage greater biodiversity. Understorey planting has also been selected to soften barriers.

Elements to attract local insects, birds and animals are also recommended being included, including possum boxes, bird boxes and bee hotels.



5.0 Master Plan Strategies



COMMUNITY

Open Green Space

It is important to protect existing open green spaces within the Reserve, which are highly valued by the community, and avoid the assumption that unprogrammed or undefined spaces are less utilised because they lack a defined purpose. Open green spaces are flexible and fulfil a range of needs, ranging from picnics, gatherings, casual sports, warm-up and quiet relaxation.

Paringa Reserve consists primarily of open grass area. It is recommended that these areas are retained primarily as open lawn, with any proposed new amenities/ planting being sensitively located to augment these spaces with areas of shade and seating without unduly compromising their existing qualities.

New Amenities

It is recommended that the existing seating and concrete path be removed and replaced with a mix of seating opportunities for groups and individuals at various locations within the Reserve.



SAFETY

Safer Interaction

Priority should be given to the safe interaction between people on foot.

Access objectives, including measures such as:

A focus on pedestrian safety both within and at the entry to the park, and managed, limited vehicle access to the reserve (see Access section above). Easy accessible parking on street.

Safer Pathways

A Safe path of travel should be provided for all users to navigate the Reserve. This is especially important for older park visitors who are at most risk of a fall and those who identify as having a disability. Improving the safety of pathways could include measures such as: Short term repair to areas of footpath which are uneven and may present a trip hazard as they arise, with a view to full replacement in the medium term.

It should be noted that a park can benefit from having a range of different path surfaces and conditions and that not all pathways need to be formalised to meet a particular standard.

5.0 Master Plan Strategies

SPORTS + RECREATION



Flexibility

Paringa Reserve is a flexible open space that fulfils a range of needs, ranging from picnics, gatherings, casual sports, and quiet relaxation. It is primarily a space for unstructured outdoor recreation.



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5.0 Master Plan Strategies

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5.0 Master Plan Strategies

STRATEGY PRECEDENTS



Example of a seating element for a rest spot adjacent Lilyfield St Bridge¹



Example of the existing open green spaces and off-leash dog zone at Paringa Reserve²



Bird boxes, Solvassparken, Sweden.⁴



Example of secluded seating within a sensory garden³



Integrated signage and wayfinding⁵



Integrated signage and wayfinding⁵



Dog off-leash area⁶

¹Activity Landscape, HASU Planning. Photo © Kirstine Autzen

²Photo © Welch + Major

³Magrath Sensory Garden by HASU planning. Photo © Kirstine Autzen

⁴Plymville Park by Aspect Studios. Photo © SweetLine

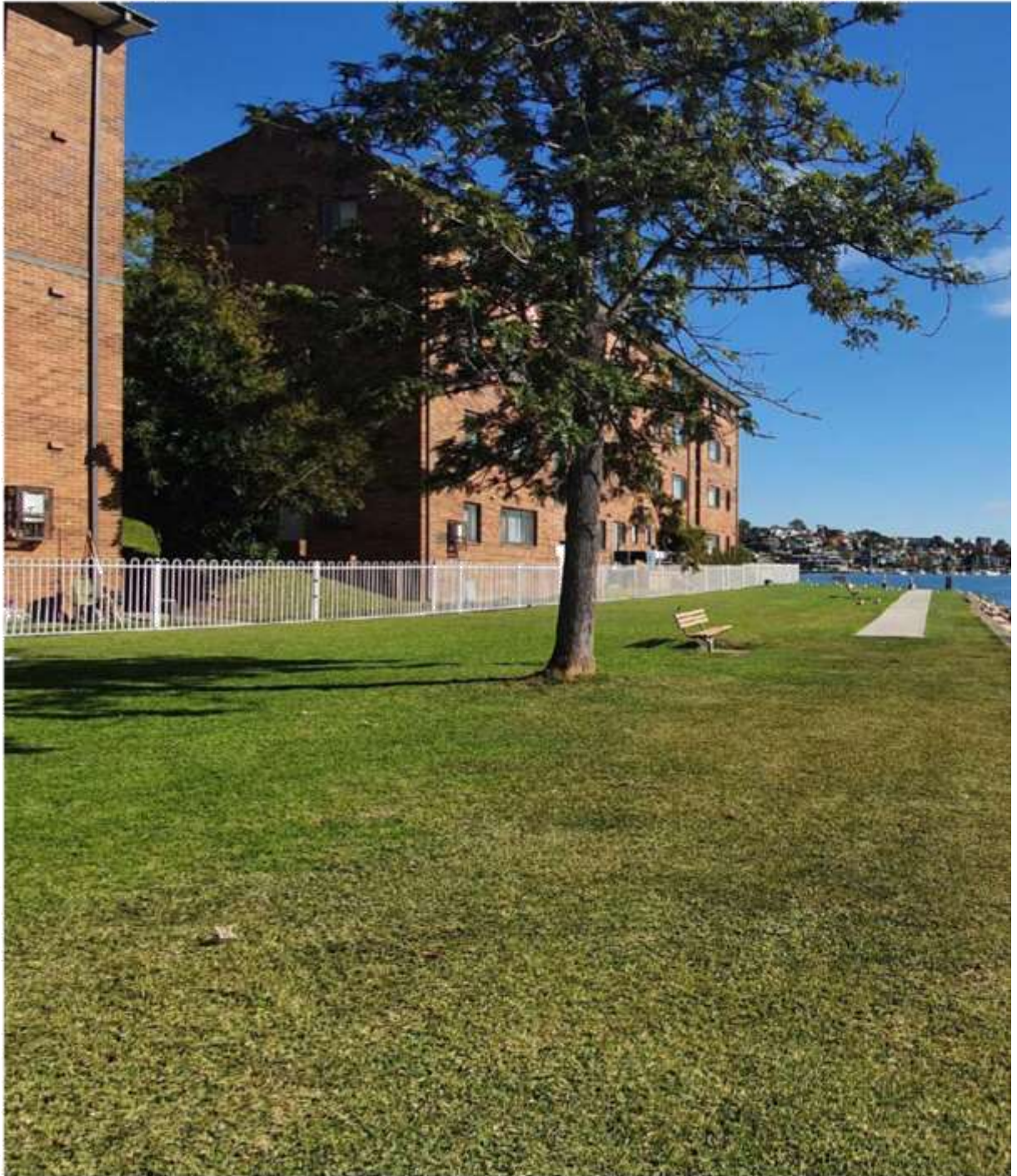
⁵Sydney 1788 Shoreline. Photo © Somewhere2

⁶Landscape Project. Photo © Alex Gacamin

⁷Rochdale Lee Banks of the Scene by In Situ. Photo © IN SITU

⁸Plymville Park by Aspect Studios. Photo © SweetLine





6.0 Draft Master Plan



Photo by Welsh + Major.

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Attachment 2

6.0 Draft Master Plan



Item 5

Attachment 2

6.0 Draft Master Plan

PARINGA RESERVE

01. Revitalise abandoned restaurant and terrace. This could include:
 - Removal of the existing structure, this will create a visual connection with Paringa South and open the street to the bay view.
 - Developing a co-ordinated approach to an identity for the space.
 - Provide a café ad toilet.
02. Increase the width of the entrance of Paringa Reserve to establish a consistent link between the South Paringa and Paringa Reserve.
03. Updated pedestrian path and provide clear and consistent way finding, removing all old and poorly maintained signage:
 - Entrance: Park Information
 - Dog On-Leash + Off Leash Areas
 - Near Old Dock: including natural heritage information (interpretive information)
 - Local Wildlife
04. New solid path connected with permeable paths between them and to the café.
05. Protect existing trees inc. Management of significant fig tree.
06. Additional trees to improve canopy coverage.
07. Do not permit vehicles on a regular basis. Option to permit restricted vehicle access with removable bollards. Increasing connection with water and both reserves.
08. Establishing a cohesive landscaping and furniture strategy creating spaces for peaceful recreation, relaxation, picnics and smaller gatherings within the garden. Replacement of existing seating with new seating with arm and backrest.
09. Provide at least one water bubbler.
10. Maintain and protect existing open green natural grass area.
11. Fix timber fence where needed at East end.
12. Protect pockets of native bushland. Provide measures to create safe habitats and refuges for smaller birds and native wildlife from predators.
13. New camouflaged bin area for easy maintenance at the entrance/ exit of the Reserve. Option to have the same style, colours as café.
14. New adjacent on street accessible parking next to park entrance.
15. Pedestrian route (Negotiated agreement with NSW Housing) commencing at the edge of the park near the path between Blocks 4 and 5, transiting through the existing stairs to Lagan Avenue, along this Avenue for a short walk, then following the steps between Blocks 10/1 Elliott Street and 2 Lockhart to Lockhart Avenue.
16. Incorporate local native flora into parts of the existing foreshore edges and wall to provide habitat for native fauna and link the site to its environmental heritage.
17. Contribute to water sensitive design into landscaping for sustainable water management when appropriate.

TREE SPECIES

Angophora floribunda
Angophora costata
(Sydney Red Gum)
Banksia integrifolia

PLANTS RIVERS EDGE

Ficinia nodosa
Goodenia ovata
Juncus kraussii
Lobelia alata
Lomandra longifolia
Scaevola calendulacea
Suaeda australis
Tetragonia tetragonioides
Viola hederacea



Angophora floribunda



Angophora costata (Sydney Red Gum)



Banksia integrifolia



Ficinia nodosa



Goodenia ovata



Juncus kraussii



Lobelia alata



Lomandra longifolia



Scaevola calendulacea



Suaeda australis



Tetragonia tetragonioides



Viola hederacea





7.0 Objectives + Performance Targets



Photography by Welsh + Major.

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7.0 Objectives + Performance Targets

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7.0 Objectives + Performance Targets

OBJECTIVES + RECOMMENDATIONS

Overview

This section connects the Master Plan Objectives + Strategies to the Master Plan proposal.

The following pages prioritise the proposed Master Plan actions with a view to their phased implementation over a ten year period - until the Plan of Management is reviewed.

For consistency and ease of reference, the actions have been grouped according to the categories used to set out the Master Plan Objectives + Strategies:

- Access
- Inclusiveness
- Community
- Sense of Place
- Sustainability
- Safety
- Sport + Recreation

The framework defined in the table below is applied to each objective. This includes the level of priority and suggested measure for assessing the recommendation for success. This forms the basis for determining the future directions and management actions required to implement the recommendations.

| | |
|-------------------------------------|---|
| Management Issues | Broad issues listed here, derived from Inner West Council Community Strategic Plan and site analysis. |
| Objectives and Performance Targets | List objectives and targets consistent with local government act. |
| Means of Achievement of Objectives | A list of practical steps that will be taken to achieve the objectives. |
| Manner of Assessment of Performance | Practical measure of assessment of the recommendation. |
| Priority | Advised time-scale for implementing for the recommendation. |
| • High | Short term: 1 to 3 years |
| • Medium | Medium term: 4 to 6 years. |
| • Low | Long term: 7 to 10 years. |
| • Ongoing | Continually considered during implementation of works and maintenance strategies. |

Core Objectives

There are core objectives for the management of community land which are legislated by the local government act 1993. These core objectives are defined by the category which applies to the land. Two categorisations apply to the land within analysed: Park and General Community Use. The categories and their core objectives are listed within the table below. The relevant core objectives will be referenced throughout the implementation plan through use of a reference label to avoid repetition.

| Land Classification | Reference Label | Core Objectives which apply to the land under LG Act. |
|-----------------------|---------------------------------------|--|
| Park | Core Objective: Park | <p>(a) to encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities, and</p> <p>(b) to provide for passive recreational activities or pastimes and for the casual playing of games, and</p> <p>(c) to improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.</p> |
| General Community Use | Core Objective: General Community Use | <p>(a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and</p> <p>(b) in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).</p> |



7.0 Objectives + Performance Targets



ACCESS

Key Objectives:

1. Provide welcoming and easy to navigate entry points.
2. Improve existing connections throughout the park.
3. Create a simple signage and wayfinding strategy for navigating the park and its assets.

Key Strategies to achieve this in Master Plan:

- Establish gateways that define entry to Paringa Reserve as a shared public green space.
- Widen entrance for a visual connection to South Paringa.
- Provide updated safe and connected path within the park.
- Consolidate wayfinding, regulatory and information signage into a consistent, clear and concise format.
- New access from East End.

| Management Issues | Objectives and Performance Targets | Means of Achievement of Objectives | Manner of Assessment of Performance | Priority |
|------------------------|---|--|---|----------|
| Entry/ Exit Points | <p>Access to Paringa Reserve must be focused around safe equitable pedestrian use. It should allow people to move about safely and effectively to, in and around the entire reserve.</p> <p>This could be improved by establishing a defined pedestrian link between Paringa Reserve and Paringa South as a pedestrianized zone which only allows vehicles to utilise the driveway for maintenance and service delivery when necessary.</p> <p>A new pedestrian link to Lockhardt Avenue.</p> | <p>Increase the width of the entrance of Paringa Reserve to establish a consistent link between the South Paringa and Paringa Reserve.</p> <p>New solid path connected with permeable paths between them and to the cafe.</p> <p>Do not permit vehicles on a regular basis. Option to permit restricted vehicle access with removable bollards. Increasing connection with water edge and both reserves.</p> <p>New pedestrian link (path/ stairs) to Lockhardt Avenue for a public walkway from Paringa Reserve to Lockhart / Phoebe Street. Linking Paringa Reserve to Phoebe Street and Tilba Avenue to White Street and Elkington Park. (Negotiated agreement with NSW Housing.)</p> | Assess success through observation and visitor survey | High |
| Signage and Wayfinding | <p>A cohesive signage strategy should be implemented for the park and its assets, which would assist in establishing the identity of the site. Generic road signs should be avoided.</p> | <p>Updated pedestrian path and provide clear and consistent way finding, removing all old and poorly maintained signage. To provide clear signage for:</p> <ul style="list-style-type: none"> -Entrance: Park Information -Dog On-Leash + Off Leash Areas -Near Old Dock inc. natural heritage information (Interpretive information) -Outdoor gym equipment -Natural heritage information (interpretive information). | Assess success through observation and visitor survey | High |
| Informal Connections | <p>There are a few informal pedestrian gate connections within Paringa Reserve to the adjacent public housing. It is recommended that these gates are retained to encourage access to outdoor spaces.</p> | <p>Maintaining gates + access between Paringa Reserve and Somerville Point. Make good when appropriate.</p> | Assess success through observation and visitor survey | Med |

7.0 Objectives + Performance Targets

INCLUSIVENESS

Key Objectives:

1. Provide new public accessible amenities.
2. Ensure that the park and its assets are accessible for all visitors.

Key Strategies to achieve this in Master Plan:

- Provision of a new cafe that caters for a range of age groups.
- Provide additional park furniture and rest stops.
- Improve wheelchair access throughout the park and within key assets.
- Provide clear signage for on-leash and off-leash dog areas.

| Management Issues | Objectives and Performance Targets | Means of Achievement of Objectives | Manner of Assessment of Performance | Priority |
|-------------------------|---|--|--|----------|
| Accessible Facilities | A a new temporary or light structured food kiosk is recommended to replace the former restaurant building. It should have a level, accessible outdoor paved area for seating. The new facility would be located near the entrance of Paringa Reserve. This will allow visibility from Elliott St, as well as easy access from the wharf, Paringa Reserve itself and neighbouring areas. | Revitalise abandoned restaurant and terrace. Provide a new food and drinks station (café) for visitors and locals with paved outdoor seating area. This could include: Removal of existing structure, this will create a casual connection with Paringa South and open the street to the bay view. Updated pedestrian path that is well connected to new amenities. New adjacent on street accessible parking next to park entrance | Assess success through observation and visitor survey. | High |
| Rest Areas | Places to sit should be provided in suitably located areas throughout Paringa Reserve to allow for visitors to stop, rest, meet and enjoy the view. | Additional trees to improve canopy coverage to provide more shade. Simple, robust bench seating oriented towards the bay. | Assess success through observation and visitor survey | High |
| Pet and People friendly | Off-leash, on-leash and prohibited areas for dogs are already established within the reserve. This should be clearly identified within the site through a coherent signage strategy that is to be integrated into the overall signage strategy for the site. | Retain on-leash and off leash areas in the park. Provide clear signage of designated areas and times. | Assess success through observation and visitor survey. | Med |

7.0 Objectives + Performance Targets



SENSE OF PLACE

Key Objectives:

1. Highlight the unique aspect of the site and build upon them to establish a clear identity for the site and its assets.
2. Create opportunities to educate visitors about the culture and history.
3. Preserve and protect trees and successful spaces, and create new fine-grain spaces.

Key Strategies to achieve this in Master Plan:

- Develop the identity of intermediary spaces.
- Create an integrated waste management solution throughout the site. Install bins and water fountains, which do not attract pests and vermin.
- Protect existing trees and vegetation.
- Maintenance of amenities, and on going site condition.

| Management Issues | Objectives and Performance Targets | Means of Achievement of Objectives | Manner of Assessment of Performance | Priority |
|-------------------|---|---|---|-----------------|
| Built Area | Replacement with a temporary lightweight removable structure that will be a utility for the community and give back a sense of place to the park and general locale that some of the former buildings once offered. | New solid path connected with permeable paths between them and to the cafe to create fine-grain spaces. Provide at least one water bubbler. New camouflaged bin area for easy maintenance at the entrance/ exit of the Reserve. Option to have the same style, colours as cafe. | Assess success through observation and visitor survey | High |
| Identity | Preserve and protect successful spaces, and create new fine-grain spaces. | This strategy intends to maintain open space to the majority of the reserve, retaining and enhancing a waterfront garden setting and preserving the existing sense of place currently enjoyed by the local community. | Assess success through observation and visitor survey | Med/ Ongoing |

7.0 Objectives + Performance Targets

COMMUNITY

Key Objectives:

1. Protect areas that are highly valued by the community.
2. Provide high quality amenities, furniture and facilities.
3. Continue maintenance of existing park assets.

Key Strategies to achieve this in Master Plan:

- Maintain existing open green spaces for flexible recreation and general community use.
- Repair, maintain or replace existing furniture and amenities as required.

| Management Issues | Objectives and Performance Targets | Means of Achievement of Objectives | Manner of Assessment of Performance | Priority |
|-------------------|--|--|---|----------|
| Open Green Space | It is important to protect existing open green spaces within the Reserve, which are highly valued by the community, and avoid the assumption that unprogrammed or undefined spaces are less utilised because they lack a defined purpose. Open green spaces are flexible and fulfil a range of needs, ranging from picnics, gatherings, casual sports, warm-up and quiet relaxation. | Paringa Reserve consists primarily of open grass area. It is recommended that these areas are retained primarily as open lawn, with any proposed new amenities/ planting being sensitively located to augment these spaces with areas of shade and seating without unduly compromising their existing qualities. | Assess success through observation and visitor survey | Ongoing |
| New Amenities | It is recommended that the existing seating and concrete path be removed and replaced with a mix of seating opportunities for groups and individuals at various locations within the Reserve. | Establishing a cohesive landscaping and furniture strategy creating spaces for peaceful recreation, relaxation, picnics and smaller gatherings within the garden. View seating towards the bay and curved seating under trees to provide shade. Revitalise abandoned restaurant and terrace. New Cafe Area at entrance of Paringa Reserve. | Assess success through observation and visitor survey | High |

7.0 Objectives + Performance Targets



SUSTAINABILITY

Key Objectives:

1. Protect and restore local ecologies and prioritise the environment in decision making.
2. Integrate sustainable measures into new and existing facilities and landscaping elements through a holistic design approach.
3. Retain and enhance green spaces.

Key Strategies to achieve this in Master Plan:

- Design new facilities from sustainable principles facilities with sustainable measures.
- Increase local native understorey and ground cover planting within the reserve including along the foreshore.
- Plant medium and large native canopy trees to enhance the landscape amenity of the park and to increase shade cover.
- Include natural heritage information as part of any interpretive signage plan.
- Look for opportunities to incorporate water sensitive design into landscaping for sustainable water management.

| Management Issues | Objectives and Performance Targets | Means of Achievement of Objectives | Manner of Assessment of Performance | Priority |
|---------------------------------------|---|--|--|----------------------|
| Sustainable Facilities | New projects within the park must be designed and built to meet sustainable principles. This would include considerations of a facilities life-cycle, embodied energy and on-going sustainability. Upgrading existing facilities to improve sustainability. | Aim for a carbon neutral design solution and easy maintenance for the new amenities building. | Assess success through observation and visitor survey | High/ Ongoing |
| Water Management | Biofilter planting, and where appropriate, raingardens and bioswales are integral to the water management strategy. | Contribute to water sensitive design into landscaping for sustainable water management when appropriate to waterfront edge. | Assess success through observation and visitor survey | Med |
| Biodiversity + wildlife | Protect and restore local ecologies and prioritise the environment in decision making. Provide connections between isolated habitats to strengthen biodiversity. Balance the impact of recreation on sensitive habitats while providing opportunities for visitors to engage with nature. | Maintain and continue bush regeneration and biodiversity works along the escarpment. Protect dense pockets of native bushland by limiting access. Provide measures to create safe habitats and refuges for smaller birds and native wildlife from predators. | Visual survey by ecologist / council Urban Ecology unit. | Med/ Ongoing |
| Trees and Understorey Planting | New trees should be planted where space allows in order to provide additional shade. Recommended species are in order to improve biodiversity. Understorey planting is recommended for areas which are less utilised. Elements to attract local insects, birds and animals are also recommended. | Protect existing trees. Additional trees to improve canopy coverage. Introduce shade-tolerant understorey planting to assist in creating safe habitats for local fauna. Plant low level understorey planting along the foreshore between the existing trees to create a fauna link. | Assess success through observation and visitor survey | Med |

7.0 Objectives + Performance Targets

SAFETY

Key Objectives:

1. Pedestrians safety.

Key Strategies to achieve this in Master Plan:

- Implement safe paths for pedestrians, management of access to the reserve.
- Accessible parking on street.
- Applying main principles of CPTED.

| Management Issues | Objectives and Performance Targets | Means of Achievement of Objectives | Manner of Assessment of Performance | Priority |
|---------------------------|--|---|---|-------------|
| Safer Interactions | Priority should be given to the safe interaction between people on foot. CPTED—natural surveillance, access control, territorial reinforcement and space management. | New adjacent on street accessible parking to park entrance. Do not permit vehicles on a regular basis. Option to permit restricted vehicle access with removable bollards. New pedestrian link (path/ stairs) to Lockhardt Avenue. | Assess success through observation and visitor survey | High |
| Safer Pathways | A Safe path of travel should be provided for all users to navigate the Reserve. This is especially important for older park visitors who are at most risk of a fall and those who identify as having a disability. | Fix timber fence where needed at East end. Update pedestrian path and provide clear and consistent way finding. | Assess success through observation and visitor survey | High |

7.0 Objectives + Performance Targets

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7.0 Objectives + Performance Targets

SPORTS + RECREATION



Key Objectives:

1. Provide high quality facilities that encourage active and healthy communities.
2. Acknowledge spaces for leisure activities and benefit the community for recreation outside.

Key Strategies to achieve this in Master Plan:

- Retain natural grass surface which is utilised by the community for general recreation and off-leash and on-leash dog area.

| Management Issues | Objectives and Performance Targets | Means of Achievement of Objectives | Manner of Assessment of Performance | Priority |
|-------------------|---|---|---|----------|
| Flexibility | Encourage active and healthy communities and acknowledge leisure activities and current successful uses of the reserve. | Retain natural grass surface which is utilised by the community for general recreation and off-leash and on-leash dog area. | Assess success through observation and visitor survey | Med |

Appendix A

Site Analysis



Photo taken by Welsh + Major.

INNER
WEST

WM

Item 5

Attachment 2

Appendix A



Site Analysis

HISTORICAL ANALYSIS



1900 Balmain Looking to Drummoyne. Source: State Library of NSW (Sommerville)

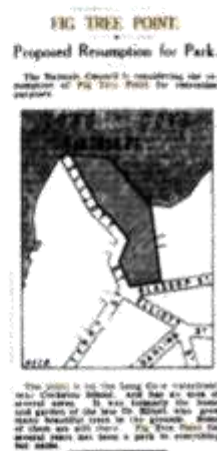


Fig Tree Recreation Purpose Plan - SMH 04/04 1935 - Source: State Library of NSW



Balmain 1st Edition Map 1st Edition 6.11.37. Source: State Library of NSW

First Nations History

Prior to European colonisation, the Balmain area was inhabited by the Wangal band of the Dharug (Eora) language group. The territory of the Wangal people extends along the southern shore of the Parramatta River to Parramatta. Suburbs close to the city such as Glebe are also the home of the Gadigal and Wangal ancestors. The surrounding bushland was rich in plant, bird and animal life with fish and rock oysters available from Blackwattle Bay. There were identified 16 midden sites with four being readily accessible to the public. A shell midden very close to the site can be seen at Whitehorse Point in Elkington Park and on the foreshore at Callan Point, Rozelle. Records show the first name of this peninsula as "Ross's Garden".

It is possible that prior to 1899 the area was known by the Wangal name 'Cooroowal', which was listed as the Aboriginal name for a place called 'Fig Tree Point' (Thornton 1899: 210) believed to be what is now known as Sommerville Point, Balmain.

Sommerville Point

It is understood that the area was called Figtree Point because of its predominance of fig trees, however it was subsequently re-named by Balmain Council after Mr A.W. Sommerville, Town Clerk for 50 years. The land was "resumed" by Balmain Council in the mid- 1930's 'for recreation purposes'. Housing Commission homes were built in 1948. When the Housing Commission buildings were constructed, access to the foreshore was maintained for the public, and has remained so ever since.

Elliott Street Wharf

In 1885 the Elliott Street Wharf was built and sublet to the Balmain Steamship and Ferry Company. In July 1887 Balmain Council commissioned a report on the need or suitable waiting rooms and built in 1891. By 1913, the waiting room at Elliott Street was in a poor state of repair and the Council decided to remove it. In 1952, the council decided to erect a kiosk at the Elliott Street wharf. The kiosk included an existing waiting-shed and a new structure. This was then demolished and rebuilt into a café and restaurant. The kiosk appears to have resulted from the extension of the waiting room structure to the west as far as the seawall. No plans or surveys have yet been sourced to confirm the extent of the works. This kiosk operated it seems until early 80's. In 1992 Pellegrini sought approval to undertake renovations to the kiosk, which they had subleased from Leichhardt Council since 1986. Alterations were made to the shed and the works included considerable additions encroaching the adjoining Paringa Reserve, owned by Council, but not leased to the Pellegrini. Council appears to have taken no action in respect of the illegal building works. Pellegrini continued to hold the lease until they elected to vacate in 2015. This was the only waterfront restaurant on the Peninsula. The earliest built elements still present are from sometime between 1913 and 1952. The site is of significant local importance due to its relationship with Cockatoo Island and our waterfront past.

WM

Appendix A



Inner West Council area and suburbs. Recreation Needs study - A Healthier Inner West.

Site Analysis

DEMOGRAPHICS

Overview

This section outlines the current community profile of Leichhardt using data from the 2016 ABS Census from Profile i.d.

Population Growth

In 2016, the estimated resident population of the Inner West was 192,030 people. The population increased by 11,729 people or 6.5% between 2011 and 2016. The growth rate of Greater Sydney during this period was 9.8%.

Balmain was one of the highest growth suburbs by number with an additional 1,019 people between 2011 and 2016 (10.5%). Further growth is anticipated, with an additional 49,049 people living in the IWC by 2036.

Open Space Provision

The Inner West has 323.4ha of open space which equates to 9.2% of the total land area or 16.8m² per person. Of this, Council owns 256ha, which equates to 7.3% of total land area, or 13.3m² per person.

The provision of Council owned open space in Balmain is low, with 10.8m² per person in 2016, with a forecast to decrease to 10.4m² per person by 2026.



Appendix A



KEY

Icons show suburbs with a proportion above the LGA average or high number of:

- Babies and children (0 - 12yrs) (over 12.8% or over 1,000 people)
- Young people (12 - 24yrs) (over 13.1% or over 1,000 people)
- Older people (65yrs +) (over 12.2% or over 1,000 people)
- People with disability (over 4.5% or over 500 people)

01 Balmain - Age + disability profile. Recreation Needs study - A Healthier Inner West.



KEY

- % speaking English at home
- % speaking a language other than English at home
- >1.5 % Aboriginal and Torres Strait Islander population

Languages spoken by more than 2% of the population:

- Arabic
- Cantonese
- Greek
- Italian
- Macedonian
- Mandarin
- Nepali
- Portuguese
- Spanish
- Tagalog
- Vietnamese

*In Leichhardt, while the proportion of people speaking a language other than English at home is relatively low, the number of speakers is very high (~3,000)

02 Balmain - Cultural profile. Recreation Needs study - A Healthier Inner West.



KEY

- Median weekly household income:
 - \$1,500 - \$1,749
 - \$1,750 - \$1,999
 - \$2,000 - \$2,499
 - \$2,500 - \$2,999
 - > \$3,000 icon"/> > \$3,000
- % of households with cars:
 - Under 75%
 - 75% - 80%
 - 80% - 85%
 - 85% - 90%
 - Over 90%

Dominant dwelling type:

- Low density
- Medium density
- High density

03 Balmain - Density, income + housing profile. Recreation Needs study - A Healthier Inner West.

Site Analysis

DEMOGRAPHICS

Age + Disability Profile

Balmain has a diverse representation of age groups with high proportions of babies, children, young and older people. Spaces that are inclusive of all age groups, accessible and flexible should be prioritised to cater for current and future population needs.

Cultural Profile

The proportion of people speaking a language other than English at home is low with only (12%).

Density, Income + Housing Profile

Balmain is characterised by medium density housing which is typical for the LGA. Income levels are above average, and car ownership is high between 85% - 90%. The majority of households have cars. Improved connectivity would encourage Balmain residents to use active or public transport.



Appendix A



Site Analysis

NEIGHBOURHOOD CONTEXT

Major Roads

The two major arterial roads of the area include Victoria Road to the south-west that connect with Darling Street which is the main road that connects Balmain. These roads provide a connection between Sydney's CBD and western suburbs.

Public Transport

Public transport links in proximity to the site include;

- Bus Route 442 runs from the Queen Victoria Building in the CBD to Balmain East wharf.
- Bus Route 445 run from Campsie to Balmain East via Dulwich Hill and Leichhardt.
- Bus Route 433 runs from George Street in the CBD to Gladstone Park Balmain via Glebe.
- Bus Routes 441 and 442 providing services between Balmain and the city.

While there are a few of public transport options, they are generally not considered to be close enough to Paringa Reserve to encourage accessing the park via public transport. It is a 400m walk from the nearest bus stop to the entrance of the park. Besides that there is no light rail or train close by.

One point of access was Elliott Wharf but it has become a Private Station. Elliott Street Wharf is a secondary pier, situated on the Parramatta River on the Iron Cove, which used to serve the suburb of Balmain. It is located on the west side and is also commonly referred to as Balmain West Ferry Wharf.

The pier was served by a ferry service until 2013, but now it is only used by private vessels decreasing the amount of traffic via public transportation.

An integrated transport strategy for Inner West was carried out in June 2019. The report acknowledges... *"the bus network is very confusing and has low legibility. Many people don't understand how different bus routes interconnect and this can act as a deterrent to bus patronage. The high number of bus routes means that buses are allocated across many routes at low frequency, rather than less routes at higher frequencies."*

In this same study the residents of Balmain as a method of transportation they use mainly vehicle, bus and walking as preferred method of transportation.

Cycle Routes

It is anticipated that cycling within the area will continue to grow as a mode of active transport and recreation, with Inner West Council and the NSW State Government considering improvements to the current cycle network.

On-road

Currently, the majority of Council's cycle paths within the area are on roads with mixed or heavy traffic. Cycle paths are generally indicated by road markings, either through the delineation of a cycle lane or markings indicating that cyclists are present on the road. The network is highly fragmented and poorly connected in parts. As a result it's

likely that some cyclists would feel discouraged from riding due to safety concerns.

Off-road

Near the site the only off-road routes is in Elkington Park and to the south a route between Balmain Cove Park, Bridgewater Park and the Bay Run, the Hawthorne Canal Greenway and Iron Cove.



Appendix A



10

Item 5

Attachment 2

Site Analysis

EXISTING CONDITIONS

Overview

The site extends along the northern waterfront to Parramatta River. Containing a wharf, a vacant restaurant and Paringa Reserve, Paringa Reserve is flat and open and bare with clear visibility to Snapper Island and surroundings. Its characterised by its close connection to the water. It is bordered by Sommerville Point, the water and Elliott Street. It doesn't have a large number of park visitors creating a quieter and relaxed area used for leisure exclusively.

Activity

The site is well utilised by the community from the adjacent lot of Sommerville Point and surroundings. Young children and families are seen walking as the residents enjoy the view. Walkers wander along the Reserve. The area is also popular with dog walkers given there is a good off leash area.

Furniture

There is some existing timber bench seating which is oriented towards the bay.
No water fountains or bins.

Lighting

There is one low post light at the entrance of the reserve and there appears to be little lighting around facilities such as the Ferry Wharf and existing abandoned restaurant.
The lighting lacks consistency and there are areas where lighting is in-existent along pathways. There is no provision for lighting along the foreshore.
Street lighting on the adjacent residential streets provide some lighting to the street and entrance.

Signage & Way finding

There is limited signage within the reserve in which has been added over time to suit needs. As a result the signage lacks cohesion and a uniform style. They are also deteriorated.
Signage is provided by two means; standalone signage and signage incorporated into electricity posts or other.
The standalone signage has a number of purposes, including:
Providing information regarding the prohibited activities within the park.
Notifying users of a particular aspect of the reserve (dog on leash and off leash areas).
Speed limits for boats and ferries when arriving to the wharf.

Built Structures

At the entrance of the reserve there is "Pellegrini's" restaurant, which is currently vacant with its including its terrace.
The Elliott Wharf still in use but only for private use and to the East of the Reserve there is an old dock that is not been updated or in use.

Foreshore Edge

A foreshore wall forms the retaining edge, which contains the park. The foreshore seawall was deteriorated due to age and marine conditions with an outward lean. It was repaired in 2015 with a rock rubble sea wall in front of the leaning sea wall to stabilise the wall. The water level is fairly low along the shoreline showing the rock

rubble unless the tide rises.

Tree Cover + Planting

There is generally an average amount of tree cover providing shade along the Reserve in specific areas, particularly a large tree to the rear over the old dock and other individual large trees, which are dispersed amongst the open grassed areas.

On the East side of the Reserve there is a densely sloped vegetation and a large tree provides the boundary between the Reserve and the residential area. On the southern boundary there are some small trees that work as buffers between the Reserve and Sommerville Point. This also occurs at the East end near the entrance. You can observe also some low planting that creates a natural boundary between the Park area and the terrace area within the same lot.

Fauna Linkages

Pockets of trees along the foreshore may be utilised by some wildlife, but are generally exposed and poorly connected. You can often see birds and pelicans.

Ground Cover & Surfaces

The zone is characterised by a large grassed area along the foreshore, with a small concrete path that ends half way.

Key View Lines

There are significant and unbroken views out towards the bay, including key views to Snapper Island, White Horse Point in Elington Park and Birkenhead Point.

Foreshore Building Line

The whole site falls within the foreshore building line, which limits development along the foreshore.

Boundary Condition + Fences

Paringa Reserve to the North is bounded by the waterfront. To the East by a timber fence in bad condition and a big tree. To the south of the lot there is a low metal fence that separates the Reserve from Sommerville Point, it also has gates that connect them to provide access. There is a portion of the boundary that is not aligned with the gate, meaning it belongs to the lot of Sommerville Point but its part of Paringa Reserve. To the West there are no fences but two bollards at the entrance of the Reserve. The terrace of the former restaurant is part of Paringa Reserve lot surrounded by metal fences to the north towards the water and to the east with some vegetation. The lot that contains the former restaurant and wharf don't have any fences and only some bollards that determine the vehicular access. The third lot doesn't contain any fences. Boundaries or set by the water, the road and the existing structure.

Access & Existing Pathways

Access is directly and only by land from Elliott Street. There is only a single pedestrian concrete pathway over the grassed. There are a one observation along the existing pathway. The pathway abruptly finishes two thirds of the way into Paringa Reserve in which is confusing why this happens.





Existing Structures + Facilities



Foreshore building line



Fence + enclosure



Access points + existing pathways



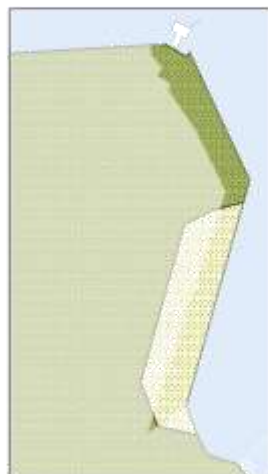
Vehicular access roads + car parks



Tree cover



Gradient



Acid Sulphate Soils

- | | |
|-------------------------------|---------------------------|
| Zone Boundary | Formal path connections |
| Fore shore building line | Informal path connections |
| Existing building | Public vehicle access |
| Water | Service vehicle access |
| Planting | High Fence |
| Grassed Areas | Medium fence |
| Public parking | Low Fence / Bollard |
| Private parking | Services & Infrastructure |
| Pedestrian Path | Gradient |
| Asphalt Driveway | Furniture Benches |
| Acid Sulphate Soils - Class 2 | Signage |
| Acid Sulphate Soils - Class 5 | Lighting |



Site Analysis

EXISTING CONDITIONS

Neighbour pathways:

Three pathways run in between the buildings that connect to the boundary of Sommerville Point to gates along the metal fence to access Paringa Reserve. South Paringa entrance is across Elliott Street from the site connections to the Wharf, Paringa Reserve and "Pellegrini's". South Paringa is a tranquil path that has consistent seating, lighting and signage in place in difference to Paringa Reserve.

Vehicular Access Points, Roads and Car Parking

There is a driveway that is accessed via Elliott Street, which is the smaller lot of the site. This was a previous DA approved for these works. There is also vehicular access to Elliott Wharf.

Services

There is an electricity cable that goes from the restaurant to an electricity pole.





01



02



03



04



05



06



07



08



09



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11



12

01. Example of existing signage / 02. Pellegrini's Restaurant / 03. Driveway / 04. Entrance to South Piering / 05. Water speed limit signage / 06. Elliott Street Wharf / 07. Sea wall / 08. Sandstone sea wall, Pellegrini's Restaurant front and terrace. / 09. Seagulls + Birds / 10. Historic dock / 11. Typical seating and end of path. / 12. Fence to Sommerville Point and gate.

Site Analysis

CONSTRAINTS & OPPORTUNITIES

Based on the Analysis set out over the previous pages, the following opportunities present themselves within the site:

- Provide additional furniture along some areas of the foreshore, and water bubblers.
- Improve way-finding and signage to address the consistency of way-finding, signage and lighting.
- Incorporate local native flora into parts of the existing foreshore edges and wall to provide habitat for native fauna and link the site to its environmental heritage.
- Re-vitalise abandoned restaurant "Pellegrini's" and its terrace. For the community and visitors.
- Engage with local First Nations peoples to develop a strategy for incorporating references to the Wangal history of the site.
- Establish a consistent strategy for the appearance and location of historical information and signage. As neighbour waterfront.
- Open view towards bay where location of "Pellegrini's" is located.
- Connect with neighbouring Reserve. (Paringa South).
- Connect with Lockhart Avenue.



Welsh + Major

Appendix A

PARINGA RESERVE - DRAFT MASTER PLAN



Item 5

Attachment 3

Item No: C0821(1) Item 6

Subject: WHITES CREEK VALLEY PARK-RECLASSIFICATION OF COMPANION ANIMAL ACCESS AREAS.

Prepared By: Aaron Callaghan - Parks and Recreation Planning Manager

Authorised By: Simon Duck - Acting Director Development and Recreation

RECOMMENDATION

THAT Council:

1. **Note the community engagement (Attachment 1) which has been undertaken with regards to a reclassification of on and off leash areas in Whites Creek Valley Park; and**
2. **Revoke the on-leash provisions in the Section of Whites Creek Valley Park between Piper Street to Brenan Street and reclassify the large area of open space adjacent to the pathway in Fig 1.0 as off leash while maintaining the walkway area (which runs north to Brenan Street) as an on-leash walkway.**

DISCUSSION

In October 2020 Council resolved in a confidential session of Council to revoke the existing declaration in respect of the public off-leash walkway (in Whites Creek Valley Park) which runs the length of Piper Street to Brenan Street and reinstate this area as an on-leash walkway.

Council will recall that concerns were originally raised about the impacts of walkway of the park being used as an off-leash area including that it may discriminate against a resident with dogs whose property adjoins the off-leash area. Additional details of the complaint were provided in a Confidential Attachment to the original report in October 2020.

Council subsequently received a petition of 988 signatories requesting that Council reconsider this issue and revert the entire area back to an off-leash area for companion animal exercise and socialisation.

The management of companion animal access to Whites Creek Valley Park was considered at the 23rd March 2021 meeting of Council where a Council's officers report was considered.

Council resolved to undertake the following:

THAT consultation be undertaken with park users on the proposal in the report.

Community Engagement Outcomes

Community engagement was undertaken between 21 May and 18 June 2021 regarding a proposal to reclassify the off-leash area of Whites Creek Valley Park. A full summary of the community engagement outcomes is attached in **Attachment 1**.

In summary the following community input was received over a four-week period:

- Online by filling in the feedback form - 187
- Emailing the Coordinator Parks Planning – 1
- Mailing the Coordinator Parks Planning – 0
- Telephoning the Coordinator Parks Planning including free interpreter or National Relay Services – 0

The project page on Your Say Inner West page received 504 visits. A total of 281 people performed a further action on the page such as downloaded a document and 187 submissions were received.

In total 159 responses were received in support of reinstating the open space section of the park between Piper Street to Brennan Street to off-leash. A total of 22 respondents were opposed to the proposal and 6 were not sure/neutral.

One email from a member of the public was received which advocated maintaining the area as on-leash rather than reverting part of the park back to off-leash.

Compromise Option

Following the outcomes of community engagement, Council officers have carefully reviewed the companion animal restrictions in this area of the park and recommend that a compromise resolution to this issue is adopted. This option involves the adjoining open space which runs adjacent to the pedestrian path area being designated as off-leash up to the point where the pathway joins the open space and this area is retained as on-leash **(as highlighted in Fig 1.0)**. The compromise position addresses in part the issues highlighted by the petition signatories. Importantly it ensures that Council is complying with its obligations under the Disability Discrimination Act as the area immediately adjacent to the housing zone is maintained as on-leash.

Council officers have discussed the proposed reclassification with the original proponent and have been advised that the resident who raised the discrimination concerns is supportive of the proposed changes and recognises that a compromise is required to address community concerns.

Fig 1.0 Proposed Companion Animal Zones Whites Creek Valley Park



FINANCIAL IMPLICATIONS

\$2000 of budget allocation will be required for new signage within the designated areas.

ATTACHMENTS

1. [Whites Creek Valley Park Dog off Leash Engagement Report](#)

INNER WEST



Engagement outcomes report *Making Whites Creek Valley Park accessible for all*

Page 1 of 8

Contents

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| Summary | 3 |
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| Engagement Methods | 4 |
| Promotion | 4 |
| Engagement outcomes | 5 |
| Who did we hear from? | Error! Bookmark not defined. |
| What did they say? | 6 |
| Officer comments in response to public exhibition | 8 |

Summary

Community feedback was sought between 21 May and 18 June 2021 regarding a proposal to reclassify the off-leash area of Whites Creek Valley Park.

The following community input was received over a four week period:

- Online by filling in the feedback form - 187
- Emailing the Coordinator Parks Planning - 1
- Mailing the Coordinator Parks Planning - 0
- Telephoning the Coordinator Parks Planning including free interpreter or National Relay Services - 0

The project page on YSIW received 504 visits, 281 people performed a further action on the page such as downloaded a document and 187 submissions were received.

Of those who submitted online, 159 were in support of reinstating the open space section of the park between Piper Street to Brenan Street to off-leash, 22 were against the proposal and 6 were not sure/neutral.

One email received was in support of maintaining the area as on leash rather than reverting part of the park back to off leash.

Background

In October 2020 Council resolved in a confidential session to revoke the existing declaration in respect of the public off-leash walkway (in Whites Creek Valley Park) which runs the length of Piper Street to Brenan Street and reinstate this area as an on-leash walkway.

Concerns were originally raised about the impacts of walkway of the park being used as an off-leash area including that it may discriminate against a resident with dogs whose property adjoins the off-leash area. Additional details of the complaint were provided in a Confidential Attachment to the original report in October 2020.

Subsequently Council received a petition of 988 signatories requesting that Council reconsider this issue and revert the entire area back to an off-leash area for companion animal exercise and socialisation.

Compromise Option

Council officers carefully reviewed the companion animal restrictions in this area of the park and recommended that a compromise resolution to this issue is adopted whereby the adjoining open space which runs adjacent to the path area is designated as off leash up to the point where the pathway joins the open space and this area is retained as on leash

This compromise position addresses in part the issues highlighted by the petition signatories while ensuring that Council is complying with its obligations under the Disability Discrimination Act as the area immediately adject to the housing zone is maintained as on leash.

Council officers discussed the proposed reclassification with the resident who raised the concerns and have been advised that they are supportive of the proposed changes and recognises that a compromise is required to address community concerns.

On 9 March 2021 Council resolved to engage the community on the comprise solution.

Engagement Methods

The community was invited to provide feedback via:

- Your Say Inner West through an online feedback form
- Email
- Phone (including via the National Relay Service for Translating and Interpreting Service)
- Mail

The community was provided access to a Report to Council – 9 March 2021 and map of the Proposed Companion Animal Zones Whites Creek Valley Park. The community was also notified they could obtain a hardcopy of the proposed map and provide feedback by contacting a named officer.

Promotion

The engagement was promoted through:

- Council website
- Onsite posters
- Resident letterbox drop
- Council e-newsletter

Making Whites Creek Valley Park accessible for all



The park is a great outdoor activity for people of all ages. With its many trails, it's a great place to enjoy nature and exercise. The park is also a great place to spend time with family and friends.

We've been listening

We've been listening to the feedback we've received from the community. We've been listening to the feedback we've received from the community. We've been listening to the feedback we've received from the community.

The new dog off-leash area proposal

We've been listening to the feedback we've received from the community. We've been listening to the feedback we've received from the community. We've been listening to the feedback we've received from the community.

Visit your city

We've been listening to the feedback we've received from the community. We've been listening to the feedback we've received from the community. We've been listening to the feedback we've received from the community.

What's happening next?

We've been listening to the feedback we've received from the community. We've been listening to the feedback we've received from the community. We've been listening to the feedback we've received from the community.

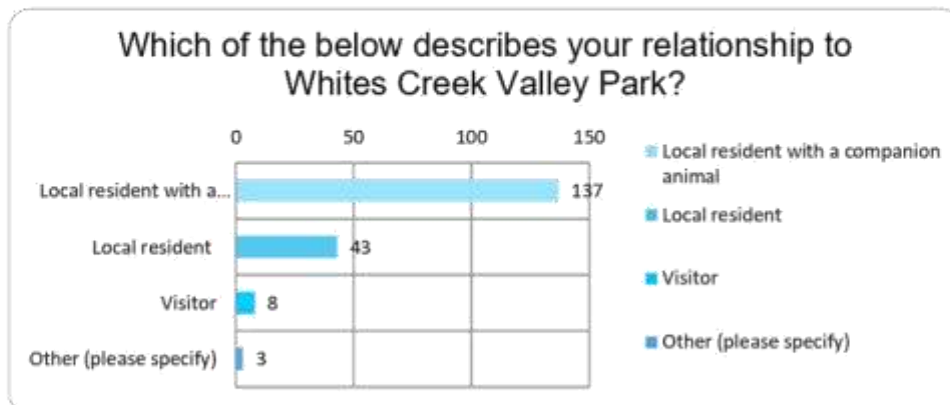
Expected to change dog off-leash area at Whites Creek Valley Park

We've been listening to the feedback we've received from the community. We've been listening to the feedback we've received from the community. We've been listening to the feedback we've received from the community.

Engagement outcomes

Who did we hear from?

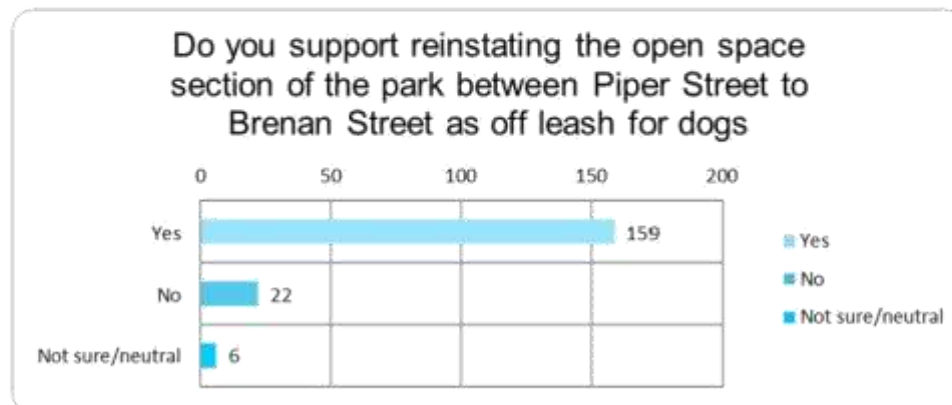
Of those who contributed to the survey, 137 were residents with a companion animal, 43 residents, 8 visitors to the park and 3 did not specify their relationship to the area.



What did they say?

- Online via yoursay.innerwest.nsw.gov.au

Of the 187 participants on the online survey, 159 were in support of the open space section of Whites Creek Valley Park between Piper Street to Brenan Street be reinstated as off leash for dogs. 22 were opposed to the change and 6 were not sure or neutral in their response.



Support analysed by identifying category

| Do you support the proposal? | Resident with companion animal | Resident | Visitor |
|------------------------------|--------------------------------|----------|---------|
| Yes | 125 | 26 | 7 |
| No | 11 | 10 | 1 |
| Neutral/unsure | 2 | 4 | |

Comments

In total, **104** people out of 187 provided comments in the survey.

Key themes :

Comments from those in support of proposal:

- Would like to revert to the original status of the whole of Whites Creek being off-leash (19)
- Believed the compromised proposal was a pragmatic solution (14 respondents)
- Think there should have been community consultation before the initial change (12 respondents)
- Are concerned that not all perspectives were heard before Council's decision was made (5 respondents)

Comments from those not in support of the proposal:

- Would like clear signage to indicate the change to off/on leash areas within the park (4 respondents)
- Worried about public safety particularly for young children, elderly or those with disabilities when dogs are allowed off-leash (4 respondents)
- Think the off-leash areas should be fenced off (3 respondents)
- Feel safer when walking or cycling along the pathway knowing dogs would be on-leash (3 respondents)
- Believe when dogs are allowed to roam freely owners are less likely to clean up the dogs' mess (3 respondents)
- Believe there are too many parks in the Inner West dominated by dogs and don't feel there is enough space for free exercise or other leisure activities (3 respondents)
- Worried about the threat to native wildlife posed by dogs roaming freely (3 respondents)
- Concerned about the safety of smaller/more timid dogs in off-leash areas (1 respondent).
- **In addition, comments were raised about the need for:**
 - Better lighting along the Whites Creek pathway to improve safety (2 respondents)
 - Council enforcement of the on/off-leash areas (3 respondents)

S.

Officer comments in response to public exhibition

A compromise position is recommended which addresses in part the issues highlighted by the majority of respondents while ensuring that Council is complying with its obligations under the Disability Discrimination Act. This being that the large area of adjoining open space remains off leash while the path way that joins the open space is retained as on leash.

The overwhelming response of residents was that the open space section of Whites Creek Valley Park between Piper Street to Brenan Street should be reinstated as off leash for dogs.

In response to the specific points raised in the survey commentary:

| You said | Council Officer Response |
|---|--|
| Community consultation Council should have consulted with the local community prior to making the recent decision to make the park on-leash | Council officers note that the original report submitted to Council contained advice which was confidential in nature and contained sensitive legal advice. Community consultation was undertaken as part of the updated review process and the public were invited to have their say on the proposed changes to the parkland. |
| Fencing Would like the off-leash component of the park fenced off | This section of Whites Creek Valley Park is highly valued by the community at large for wide range of recreational uses. The park area in question has not been set aside as an exclusive "dog park". The area is set aside for recreational use by the whole community and as such fencing is not advocated. Companion Animal owners have a legal responsibility to keep their dogs under effective control at all times. |
| Signage Expect clear signage of the designated on and off-leash areas of the park | Subject to any adopted changes in companion animal access, clear signage will be developed for this area of the parkland. |
| Lighting Would like more lighting to improve safety | Council has noted this request and lighting will be reviewed as part of any future path upgrade works. |
| Enforcement Would like to know how the off/on leash areas will be enforced by Council | Regular patrols on a weekly basis will be undertaken by Council compliance section. |

Item No: C0821(1) Item 7

Subject: MARRICKVILLE PARKLANDS AND GOLF COURSE- ADOPTION OF PARK PLAN OF MANAGEMENT

Prepared By: Aaron Callaghan - Parks and Recreation Planning Manager

Authorised By: Simon Duck - Acting Director Development and Recreation

RECOMMENDATION

THAT Council:

1. **Adopt the Marrickville Parkland and Golf Course Plan of Management and Master Plan (Attachment 1 and 2);**
 2. **Note the key changes highlighted in this report which have been made to the Plan of Management and Master Plan for the Marrickville Parklands;**
 3. **Note the key challenges and cost impacts in building a bridge from the Marrickville Parklands to Gough Whitlam Park; and**
 4. **In managing the future success of a restored biodiversity habitat at the Dibble Avenue Water Hole, Council permit the Marrickville Golf Sporting and Community Club, to undertake water extraction for the purpose of irrigation at a fixed level between the outflow pipe level (RL 1.25mAHD) and the fixed stabilisation level of RL 0.8mAHD. This allowance is to be documented in any future license agreement with the Marrickville Golf Sporting and Community Club.**
-

DISCUSSION

At its Ordinary Meeting on 22nd September 2020 Council considered a report on the draft plan of management for the Marrickville Parklands and Golf Course and resolved the following:

1. Council maintain an 18-hole golf course and revise the Draft Plan of Management accordingly prior to referring its Crown land components (generally the area described as Riverside Park) to the Minister for Water, Housing and Property for owners consent;
2. The revised Plan of Management highlight the environment, safety and community benefits that can be achieved while maintaining an 18 hole golf course;
3. Council commit to working with the Marrickville Golf, Sporting and Community Club on grant opportunities which will assist the club with environmentally sustainable water supply for greens and fairway watering;
4. Council note that on receipt of owner's consent by the Minister the Draft Plan will be exhibited for 28 days and brought back to Council for adoption;
5. Council investigate the potential benefits of a bridge to Gough Whitlam Park;
6. Council give in principle support for a 21 year lease; and
7. Council to conduct a safety audit as part of the Plan of Management of the public walking paths through the golf course to determine if safety treatments are needed.

A Revised Plan of Management (*with 18 holes*) has now been prepared for the parklands (**Attachment 1**). This report highlights the key changes which have been made to the Plan of Management and master plan (**Attachment 2**) for the parklands. The report also highlights the key community engagement outcomes associated with additional community engagement and recent work by Council officers which have resulted in minor adjustments to the final plan of management.

Community Engagement

Council undertook additional community engagement on a revised plan of management and master plan for the Marrickville Parklands and Golf Course between 19 March and 1 May 2021. The majority of community engagement was undertaken on Council's Community Engagement platform, Your Say Inner West. In addition, a number of workshop meetings were also held with the Marrickville Golf Sporting and Community Club Executives to discuss the revised draft plan of management, key sporting club member views and issues associated with the master plans. Much of the discussion from the workshop events centered around the current and future operation and success of the sporting club.

In total the project and engagement page received 1007 visits and there was a total of 67 responses to the online submission form. Respondents were asked whether they supported the draft Master Plan. The responses were as follows:

- Yes – 19
- No – 47
- Not sure / Neutral – 5

The responses received reflect the wider community views on the use of the parkland as an 18 hole golf course. This issue was however formally resolved by Council (*at its meeting on the 22nd September 2020*) prior to the final public exhibition. The elected Council voted to maintain an 18 hole course within the parkland. A full summary of the community engagement outcomes is attached in **Attachment 3**.

Key Plan of Management and Master Plan Changes

Council officers have worked closely with the Marrickville Golf, Sporting and Community club to update the Plan of Management and Master Plan (**Attachment 2**) for the Marrickville Parklands and Golf Course. Key changes have included:

- Increasing the number of course holes from 9 holes to 18 holes in the revised master plan.
- Removing the concept of multipurpose sporting grounds.
- Realigning future pathways to ensure no conflict with golf tees
- Updating the Plan of Management to align future tee improvements across the course
- Including options for future water harvesting including options for ponds within the parkland subject to future Development Application Approval by Council.
- Removal of the nursery concept.
- Future options for car parking included.
- Upgrades to golf infrastructure and support facilities.
- Access improvements across the course.
- Inclusion of a 21 Year license agreement for the Marrickville Golf, Sporting and Community club
- The lease agreement is to include responsibilities pertaining to tree management for the site which will be the responsibility of the Golf Club.
- Allowance for water harvesting from the Dibble Avenue Water Hole (*subject to set conditions established by Council*).

The revised Plan of Management and master plan recognize that over the next 10 years, the Marrickville Parklands and Golf Course will continue to become an integral part of the recreation and biodiversity fabric of the Inner West Local Government Area. Developments including the Greenway in the north and Cooks River Parklands in the south will improve connectivity to the Cooks River, Paramatta River, Marrickville Parklands and greater Sydney. It expected that the importance of recreational use and appreciation of the Marrickville Parklands will continue to grow as future open space areas are connected and the population need for access to quality open space increases.

Dibble Avenue Waterhole Management

Council has recently completed works on the restoration of the Dibble Avenue Waterhole. The total budget cost of this restoration work was \$900k. Careful management of the Waterhole moving forward is essential to ensure that there is no future collapse of the embankment walls which support the waterhole. Critical to this, will be the ongoing management of hydrology within the water hole and ensuring that water levels where naturally possible are maintained.

Based on engineering feedback some small amount of ongoing water removal is supported where conditions support such use. Removal of water from Dibble Avenue Waterhole for the purpose of irrigation will be fixed between the outflow pipe level (RL 1.25mAHD) and the fixed stabilisation level of RL 0.8mAHD. Removal of water from Dibble Avenue Waterhole is supported by the Plan of Management provided the Golf Course implement an overall water security strategy. To achieve this requirement Council will physically fix the golf course pump inlet at a fixed level to prevent pumping below 0.8m AHD. The maximum height of the water is set by the outlet pipe at 1.25m AHD. The water hole is designed based on the creation of a wet/dry zone within these levels and plants selected for this environment. These water levels also provide a sustainable volume of water in the Waterhole to support environmental and aquatic species and provide stability of the embankments. Benefits of Fixed Golf Club Pumping Continued pumping of water from the Waterhole by the Golf Club for irrigation has the following benefits:

1. Establishment of native plant species in the newly stabilised waterhole wet/dry planting zones. If the water level is permanently at the outflow pipe level, the planting zone will be flooded inhibiting plant growth.
2. If the water level is maintained below the outflow pipe, the Waterhole can act as a buffer for high intensity rainfall runoff and receive excess overflow stormwater during rain events. This is particularly important as the downstream area of Riverside Crescent is prone to flooding.
3. Without pumping access to the Waterhole, the Golf Club would be reliant on potable water for irrigation. This could be considered an inefficient use of potable water resources and a negative environmental outcome considering the proximity of the Waterhole.

The golf club has indicated that they are undertaking a review of water capture and storage opportunities to ensure there is improved water security during over the tenure of the renewed lease. Pumping from Dibble Avenue Waterhole will only form a portion of the overall water usage strategy for the Golf Club.

Crown Lands Sign Off

Formal advice from the Department of Planning, Industry and Environment – Crown Lands was received on 4th March 2021. The Department advised Council that the draft Plan of Management had been reviewed and that the draft plan of management satisfies the requirements under section 3.23 of the Crown Land Management Act 2016. The Crown Lands Office has however advised that should Council that If Council amends the draft Plan of Management following community consultation then Council is required to again submit it to the landowner prior to adoption.

Bridge to Gough Whitlam Park

The distance to build a raised bridge from the edge of the Marrickville Golf Course to Gough Whitlam Reserve in the Canterbury Bankstown LGA is approximately 1.5km. A bridge of this

scale would cross two suburbs, including Undercliffe in the Canterbury Bankstown LGA. Such a proposal would rival that of the Macleay Valley Bridge in regional NSW. A project of this nature would be a state significant infrastructure project and is likely to cost in the region of \$520 million with a three to four-year construction period. Such a proposal would cripple Council financially.

Future Safety Audit

Council has previously resolved to undertake a safety audit of the parkland to support community safety and access. This work will be commissioned upon adoption of a final Plan of Management.

FINANCIAL IMPLICATIONS

Nil at this stage

ATTACHMENTS

1. [↓](#) Plan of Management
2. [↓](#) Master Plan
3. [↓](#) Community Engagement Report



Inner West Council
March 2021



Item 7

Attachment 1

Inner West Council

T 02 9392 5000

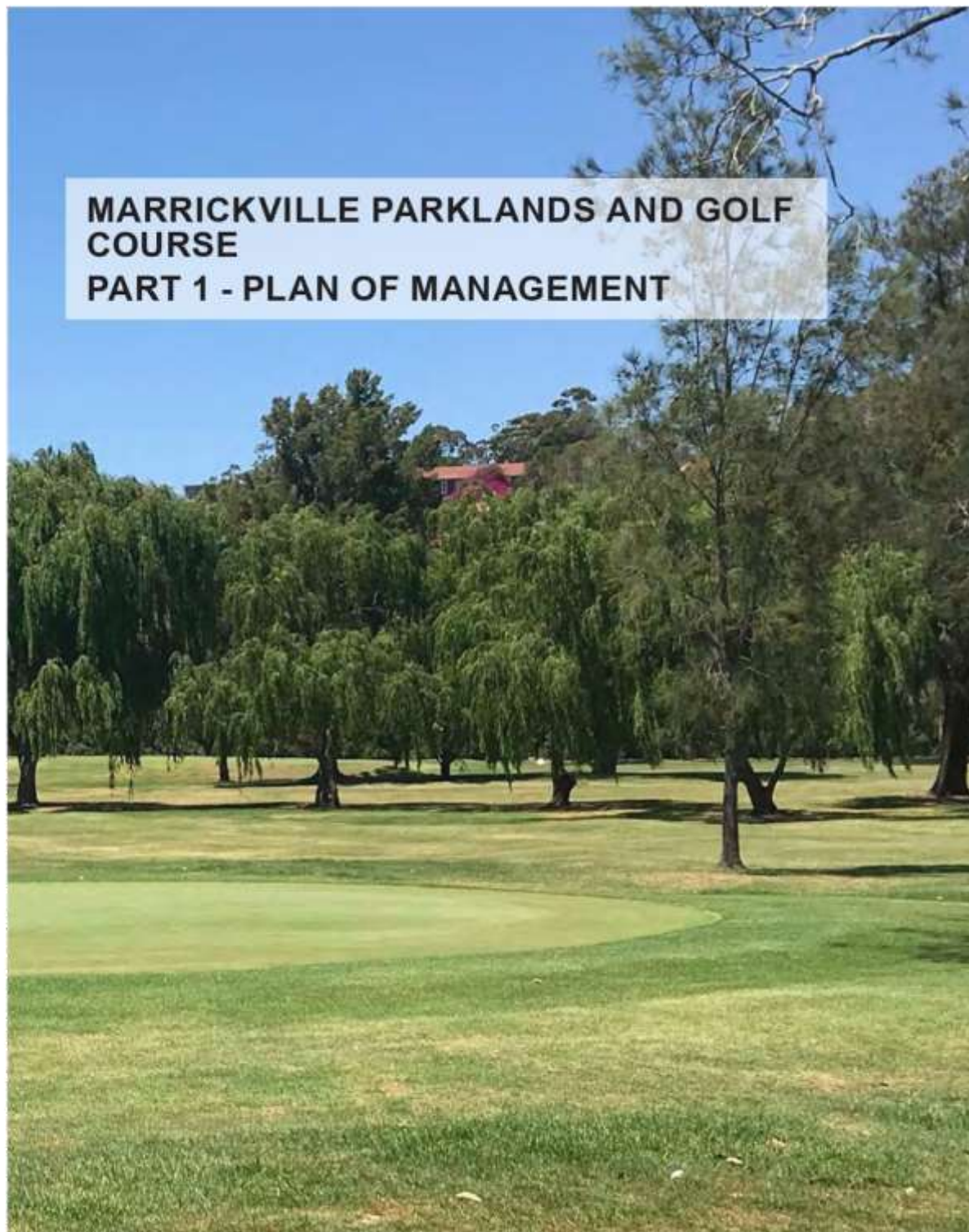
Ashfield Service Centre
260 Liverpool Road, Ashfield NSW 2131

Leichhardt Service Centre
7-15 Wetherill Street, Leichhardt NSW 2040

Petersham Service Centre
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www.innerwest.nsw.gov.au

Front cover image: Footbridge, Cooks River, Marrickville
Photography by Inner West Council



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Front cover image: Footbridge, Cooks River, Marrickville
Photography by Inner West Council

Document Control

| Date | Revision No. | Revision Details | Approved |
|------------|--------------|--------------------------------------|----------|
| 02.11.2018 | 01 | Draft Issue 01 - internal comment | AGC |
| 08.02.2019 | 02 | Draft Issue 02 - internal comment | AGC |
| 08.05.2019 | 03 | Draft Issue 03 - internal comment | AGC |
| 01.08.2019 | 04 | Draft Issue 04 - internal changes | AGC |
| 29.07.2020 | 05 | Draft Issue 05 - internal amendments | AGC |
| 02.07.2020 | 06 | Draft issue 06 - For Council | AGC |
| 19.09.2020 | 07 | Draft Issue 07 - internal amendments | AGC |
| 02.11.2020 | 08 | Submission - owners consent | AGC |
| 02.03.2021 | 09 | Public Exhibition | AGC |
| 07.07.2021 | 10 | Minor amendments | MS |



Item 7

Attachment 1

Executive Summary

Extensive research in 2018 resulted in the 'Inner West Council Recreation Needs Study a Healthier Inner West' which identified that the Inner West Council lacked sufficient public open space for the growing population.

As a result of major renewal projects, over the next ten to twenty years the Inner West will undergo significant population growth and change, and increasing population density. This growth presents challenges and opportunities for Council to provide for the recreation needs of its community.

Marrickville Parklands and Golf Course is an integral part of the inner west open space fabric. It occupies 1.6km of Cooks River Foreshore and has the potential to link the GreenWay and Cooks River Cycleway. The Marrickville Parklands and Dibble Avenue Waterhole are identified as Priority Diversity Areas (MLEP) with the river frontage area protected under the Coastal Management State Environment Planning Policy (Coastal Management Act 2016). It is also part of the Cooks River floodplain that is experiencing sea level rise and other climate change impacts such as salinisation and inundation. Marrickville Parklands partly encompasses Riverside Park (R 837656) which is Crown Land for which Council is the land manager. This land was gazetted for the purpose of Public Recreation on 16 March 1962.

This report outlines the legislative requirements for a Plan of Management. The report is divided into two main sections:

- Part 1 - The Plan of Management
 - Part 2 - The Master Plan including, the implementation Plan and Opinion of Probable Costs
- The Plan of Management outlines the legislative requirements for the site, along with key objectives and recommendations which will guide the strategic management of the Marrickville Parklands and Golf Course over the next 10 years. The Master Plan is a design report guiding the physical upgrade of the site over the next 10 years. The Master Plan sets out guiding principles for future detailed design and

infrastructure upgrades throughout the site. The implementation plan articulates the estimated costs for each project. Performance measure targets and a time frame for implementation is also provided. Each of the proposed upgrades are prioritised according to community feedback and asset renewal.

The reports balance interests of passive and organised recreation, biodiversity, stormwater treatment, heritage, pedestrian and cyclist circulation. It aims to deliver balanced outcomes that facilitate multipurpose infrastructure and use outcomes that provide for the golf course, all park users and the environment. The design outcomes are a direct representation of requests from the community engagement process.

In September 2020, the draft Plan of Management was presented to Council with the option to increase public open space and reduce the golf course to 9-12 holes in 5 years time. Council resolved that the Marrickville golf course should remain 18 holes, publicly accessible and that Council should enter into a 21 lease agreement with the golf club.

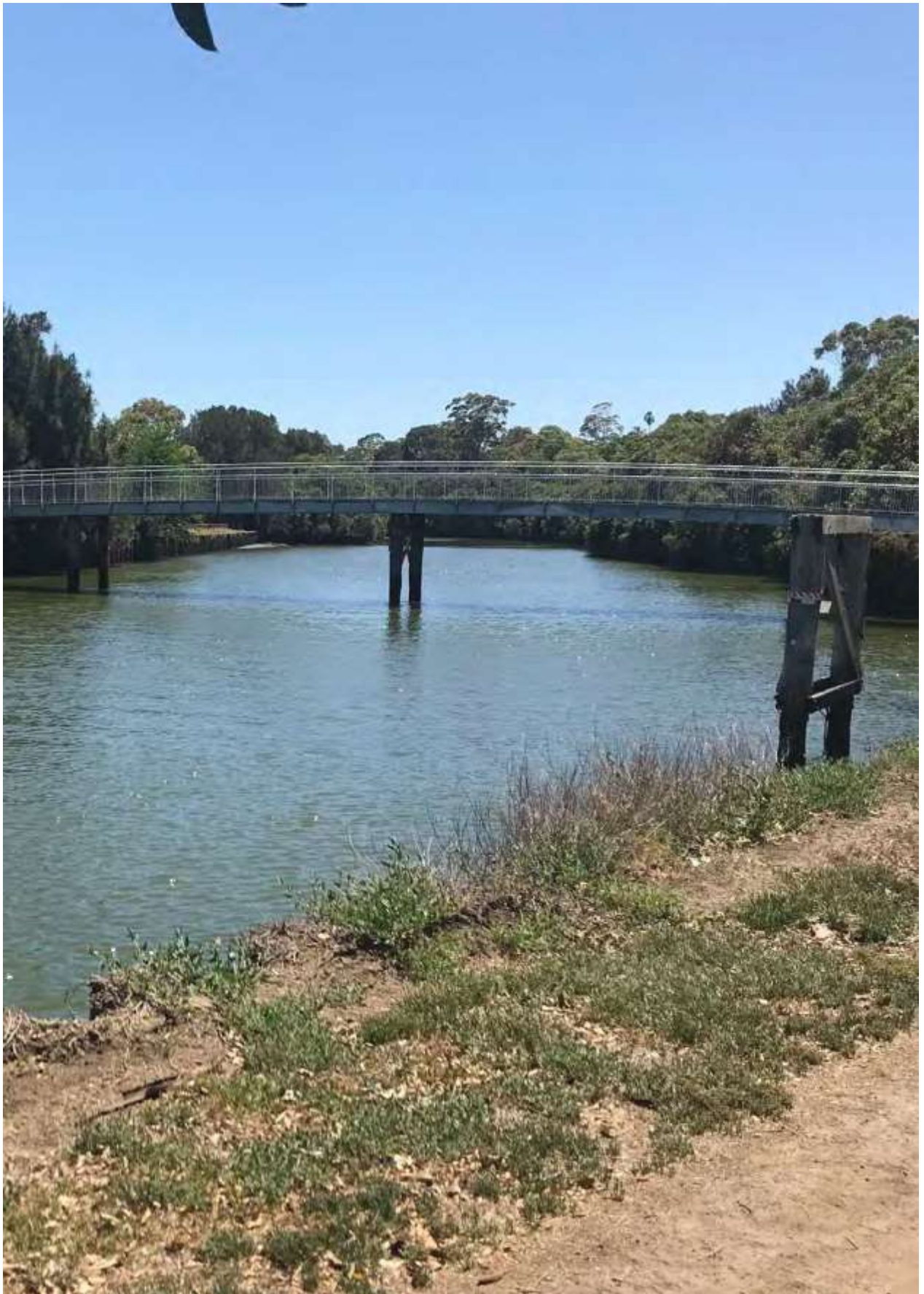


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Attachment 1

00 Contents

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| 01 Land to which this plan applies | 13 |
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| 04 Engagement Overview + Common Themes | 45 |
| 05 Action Plans | 49 |
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| 2 Implementation Plan | |
| 3 Stormwater Harvesting and Reuse Feasibility Assessment | |



Item 7

Attachment 1

01 Introduction

What is a Plan of Management?

A Plan of Management (PoM) is a strategic document providing a planning and management framework for the future use, development and maintenance of multiple or individual areas of community land in accordance with the Local Government Act 1993. While a PoM is a requirement for all community land owned by Council, it also presents an opportunity to engage with the community and create a vision and values that are consistent with the needs of the current population and establishes how the park can be used in the future.

PoMs may also include other land and open space under Council's management, care and control such as Crown Land.

What is a Master Plan?

A Master Plan is to be read in conjunction with the Plan of Management. The Master Plan is the illustrative representation of the proposed construction and design outcomes. It highlights long-term planning aspirations. It establishes best practice outcomes and a clear vision. It uses community goals and desires for the project, giving spatial organisation and a plan for implementation.

How to use This Document

This report is proposed to be a holistic reference guide for all proposed use and upgrade works of Marrickville Parklands including Marrickville Golf Course, A.B Crofts Playground and Dibble Avenue Waterhole. The Report is broken down into 2 main sections;

- Part 1 - The Plan of Management
- Part 2 - The Master Plan including - the implementation Plan and Opinion of Probable Costs

The Plan of Management outlines the legislative requirements for the site, along with key objectives and recommendations which will guide the strategic management of the Marrickville Parklands and Golf Course over the next 10 years.

The Master Plan is a design report guiding the physical upgrade of the site over the next 10 years. The Master Plan sets out guiding principles for future detailed design and infrastructure upgrades throughout the site.

01

Land to which this plan applies

Overview

Council is developing a 10 year plan as the principal guiding document that will direct the future planning, management and use of the Marrickville Golf Course.

In addition to the development of a Plan of Management (PoM), a master plan has been developed as a design document. These plans illustrate broad scale physical concepts for how the park might appear in the longer term, the implementation and management of which is described in the PoM.

In the case of the Marrickville Golf Course these two plans will be combined to provide a comprehensive Plan of Management and Master plan (PoM and MP) as the basis on which all future design, planning and management of the park will be developed.

Review of this plan

The Marrickville Parklands Plan of Management is to be reviewed in 5 years (minor review) ten years (major review) to ensure it aligns with Council's operational plans and objectives.

The Inner West Council

The Inner West Council area is located five kilometres west of the Sydney Central Business District (CBD) and includes the former Marrickville, Ashfield and Leichhardt Local Government Areas (LGA). The Inner West Council has a resident population of 185,000 people and extends from near Sydney Airport and the Cooks River to the south, borders Erskineville and Redfern to the east, Sydney Harbour to the north and adjoins Five Dock, Burwood and Campsie to the west.

There are 269 parks and reserves including playgrounds and sports grounds in the Inner West Local Government Area (LGA) and plans of management are required that apply to all community land. In 2018, Council completed the Recreation Needs Research Study which identifies that the majority of plans of management are in need of review to reflect the current recreation needs of the Inner West community.

Legend

Marrickville Golf Course

Inner West LGA
Boundary





01

Land to which this plan applies

Land to which this plan applies

The plan refers to Marrickville Parklands including Marrickville Golf Course and Dibble Avenue Waterhole. Marrickville Parklands is located on the northern bank of the Cooks River in the southern part of the LGA. It is bounded on the north by Tennent Parade, Tennyson Street, Riverside Crescent, Alfred Street, Princes Street, Bruce Street and Beauchamp Street, on the east by the H J Mahoney Memorial Reserve and Illawarra Road and on the west by Ewen Park in Hurlstone Park. Dibble Avenue Waterhole is located behind A.B Crofts Playground on Dibble Avenue. The waterhole is surrounded by residential houses and multistorey apartment dwellings.

This Plan of Management excludes Lot 556 DP 752049 from the PoM, being Crown land held under Lease by Marrickville Golf Sporting and Community Club Limited.

Marrickville Parklands and Golf Course is predominantly a flat partially reclaimed landform with sandstone outcrops rising to a sandstone crest covering an area of approximately 21 hectares. The southern boundary to the river is mostly an artificial vertical preformed steel retaining wall, with a small section of natural riverbank.

Prior to European settlement the local area was inhabited by the Gadigal Clan of the Eora Nation, and was the food source and core habitat for their social gatherings. Aboriginal heritage items have been identified within the park.

Owner of the Land

The Marrickville Parklands is made up of three land ownerships

- Land owned by the Crown (generally south) - managed by Inner West Council as Crown Land Manager under the Crown Land Management Act 2016.
- Canterbury Bankstown Council (north) - subject to a proposed lease between Marrickville Golf Club and Canterbury Bankstown Council
- Inner West Council (centre)

The Crown acquired property known as 'Riverside', bounded by Beauchamp and Bruce Streets and the Cooks River, in February 1911. The Park was gazetted for the purpose of "Public Recreation" on the 5th July, 1911 (Gov. Gaz.).

Related Projects

The GreenWay

The GreenWay is a 5.8km environmental and active travel corridor linking the Cooks River at Earlwood with the Parramatta River at Iron Cove. The GreenWay mostly follows the route of the Inner West Light Rail and Hawthorne Canal and features bike paths and foreshore walks, cultural and historical sites, cafes, bushcare sites and a range of parks, playgrounds and sporting facilities.

Cooks River Parklands Plan of Management and Master Plan

The Cooks River Parklands Plan of Management and Master Plan is a 10 year plan for 2.5 kilometres of the Cooks River foreshore including;

- HJ Mahoney Memorial Reserve;
- Steel Park;
- Warren Park;
- Richardson's Lookout;
- Cooks River Foreshore;
- Kendrick Park; and
- Fatima Island.



Figure 2 - Plan of the Inner West Council Local Government Area (LGA) within the context of greater Sydney.

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01

Land to which this plan applies

Ecological Context

The Cooks River Parklands site is situated on a floodplain and contains important remnants of vegetation communities that occurred across the area (refer figure 3). This includes mangroves, saltmarsh, Swamp Oak Floodplain Forest, Sydney Sandstone and Sandstone Heath. These remnant patches continue to have resilience despite historical pressures and with ongoing restoration and extension, they create important wildlife corridors and habitat stepping stones across the Cooks River Valley for an increasing number of local native fauna species. They are highly valued as seed sources for collection and propagation by Council with a number of species significantly, found nowhere else in the LGA.

Both Marrickville Parklands, including the golf course area and Dibble Avenue Waterhole are identified as Priority Biodiversity Areas recognised for their high biodiversity values (refer figure 4). These areas provide foraging resources, structural sheltering habitat and potential breeding habitat for a range of fauna and which makes them part of an important wildlife corridor. There is ongoing community and political will to restore the Cooks River environment, with active working groups, committees, bushcare groups and government agencies working to restore area.



Figure 3 - Coastal Wetland Areas and Urban Ecology

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Attachment 1



Figure 4 - Priority Diversity Areas and Natural Resources Biodiversity Wildlife Corridor

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Attachment 1

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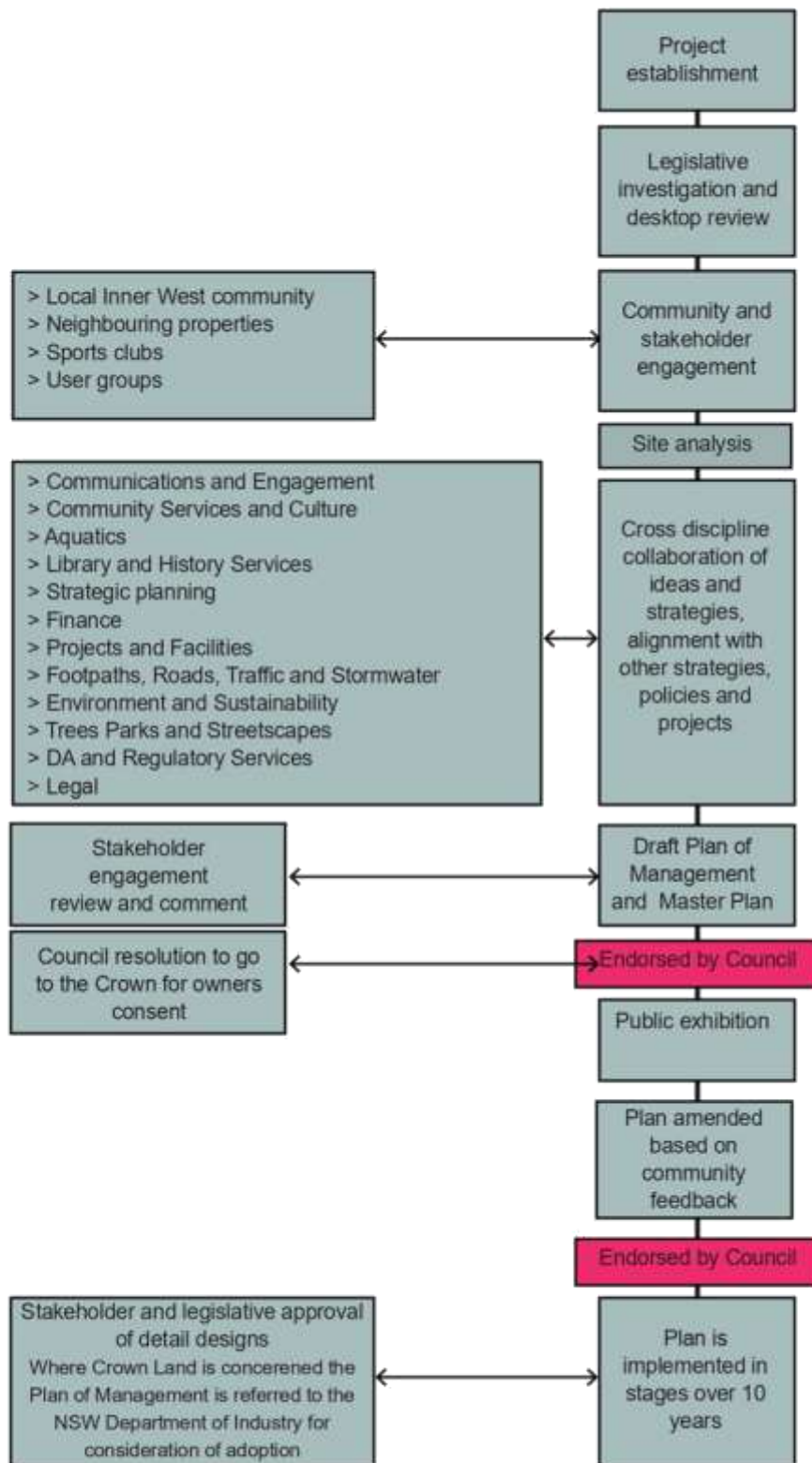


Figure 5 - Project Methodology diagram

01

Land to which this plan applies

Project Methodology

The project methodology was undertaken in eleven phases, with some occurring concurrently to meet project deadlines. The methodology produces a process that ensures best practice outcomes and provides for user needs.

The eleven phases include:

01 Project establishment: During project establishment, the project brief including project program, methodology, project objectives, aims, and the engagement strategy and stakeholders were established.

02 Park categorisation: All land, either Crown Land or Council owned and controlled land is classified community land. For this plan of management all land has been categorised as general community use, a park, or a natural area. The land categorisation stipulates what activities relating to use can or cannot take place within the park.

03 Leasing and licensing: Leasing and licensing outlines whether there are existing leases and licences existing within the parks. This section outlines whether future leases and licences are possible within any park area.

04 Community Engagement: Community engagement was undertaken to understand what the community like and dislike about the facility and understand how it is being used. Investigations and discussions were had on what the community would like to see changed or upgraded.

05 Site Analysis: Site analysis was completed to establish opportunities and constraints. Elements reviewed included: access, safety, legislative requirements, Council policies, existing trees, vegetation, site history, bicycle proposals, vehicle access, maintenance, flooding, drainage issues, topography, geology, biodiversity and microclimate.

06 Draft Master Plan and Plan of Management Development: Draft plans including design options

and strategies were developed and coordinated across multiple disciplines. Precedent imagery and detailed text support illustrative plans to articulate the master plan design and proposed improvements at the facility.

07 Internal Feedback and refinement: Further feedback from internal stakeholders was sought and documents updated to ensure all disciplines were considered.

08 Project Costing and Budget: An opinion of probable costs with proposed upgrades grouped as potential deliverable projects were developed based on the draft master plan design. The master plan strategies were coordinated with Council's forward budgets to integrate project costs with the long term financial plan and forward capital works plans.

09 Owners Consent: Following the Draft Plan of Management and Master Plan a Council resolution is sought to seek owners consent from the Minister for Water, Property and Housing.

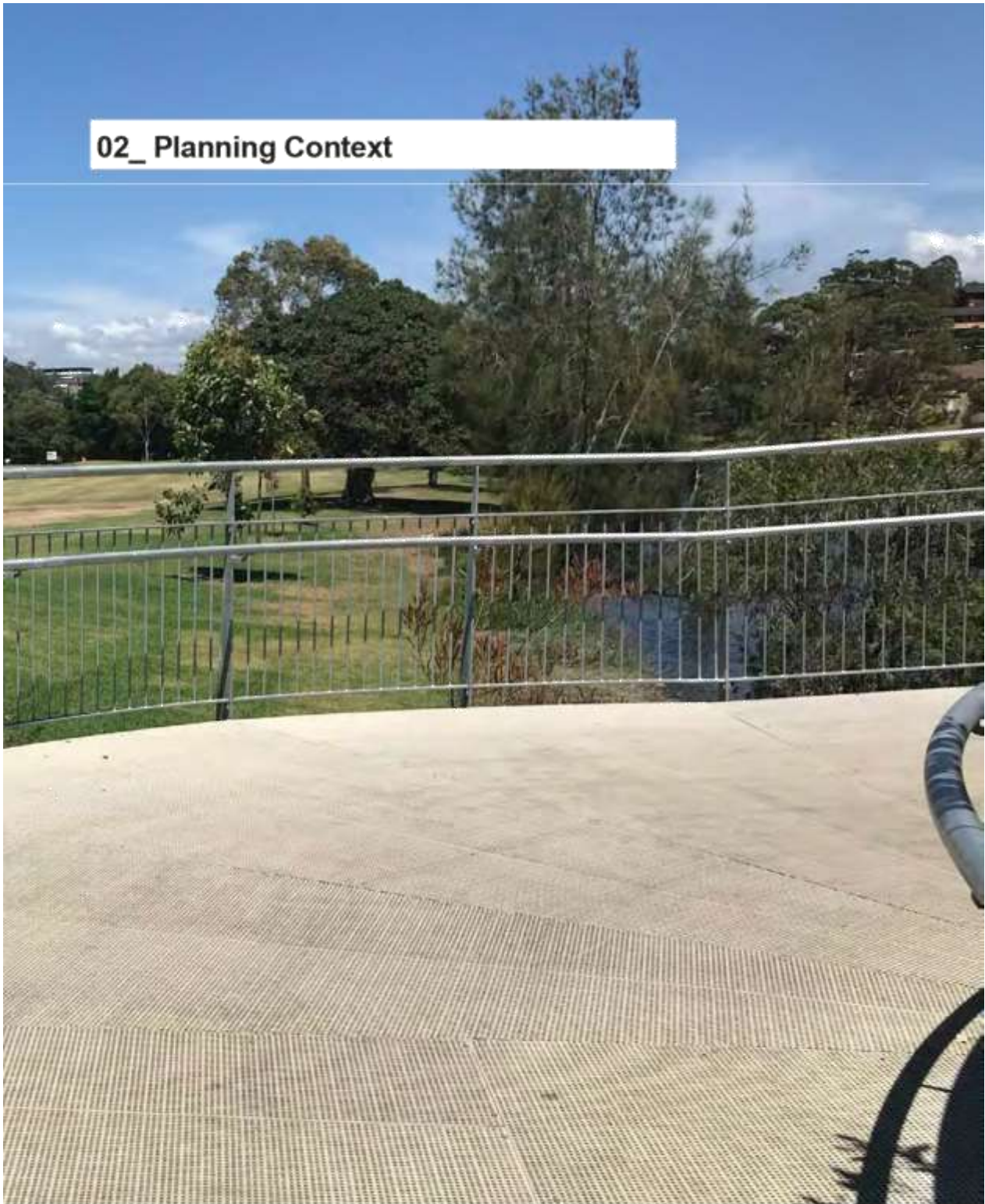
10 Public Exhibition: The draft documents are used for community comment through an exhibition period. The feedback obtained is used to update the documents to ensure the plans meet community expectations.

11 Final Plan of Management and Master Plan: Finalised documents are reported to Council for adoption.



Bearman footbridge. Photography by Inner West Council.

02_ Planning Context



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Attachment 1



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Attachment 1

02 Planning Context

The Local Government Act 1993, introduced a requirement that Council land be classified as either 'operational' or 'community'. Operational land is generally used for the carrying out of Council's functions and there are few restrictions imposed on Council by the Act.

Community land generally consists of public park land, and therefore, there are more restrictions imposed on Councils in relation to their dealings with this land, including the requirement that Council adopt a Plan of Management relating to the property.

Description of Act and Requirements

Marrickville Parklands is classified as 'community land' under the Local Government Act 1993, this Plan of Management has been prepared according to the requirements of the Act. The Act provides Councils with a specific approach to the management of community land. Specific requirements of the Act for community land, are that:

- It must be kept for the use of the general community, and must not be sold.
- Its use and management is regulated by a plan of management. Until a plan of management is adopted, the nature and use of the land must not change.

All Council property classified as Community lands are required to be categorised in accordance with the guidelines for categorisation listed in the Local Government Act.

Community land is required to be used and managed in accordance with the following:

- The plan of management applying to the land,
- Any law permitting the use of the land for a specified purpose or otherwise regulating the use of the land,
- This Division.

Community lands can be categorised as; land is to be categorised as one or more of the following:

- A natural area,
- A sports ground,
- A park,

Community Land Categorisation

- An area of cultural significance,
- General community use.

Crown Land Management Principles

Crown Land management principles as stated in the Crown Lands Act 2016, are to:

- That environmental protection principles be observed in relation to the management and administration of Crown land, and
- That the natural resources of Crown land (including water, soil, flora, fauna and scenic quality) be conserved wherever possible, and
- That public use and enjoyment of appropriate Crown land be encouraged, and
- That, where appropriate, multiple use of Crown land be encouraged, and
- That, where appropriate, Crown land should be used and managed in such a way that both the land and its resources are sustained in perpetuity, and
- That Crown land be occupied, used, sold, leased, licensed or otherwise dealt with in the best interests of the State consistent with the above principles.



Cooks River at Narrickville Parklands. Photography by Inner West Council.

03_ Local Government Planning Context



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Attachment 1

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03 Local Government Planning Context

Community Strategic Plan

In June 2018, the Our Inner West 2036, Community Strategic Plan was endorsed by Council. The plan has guided the direction within the Inner West Council local government area (LGA). The plans guiding vision statement is;

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

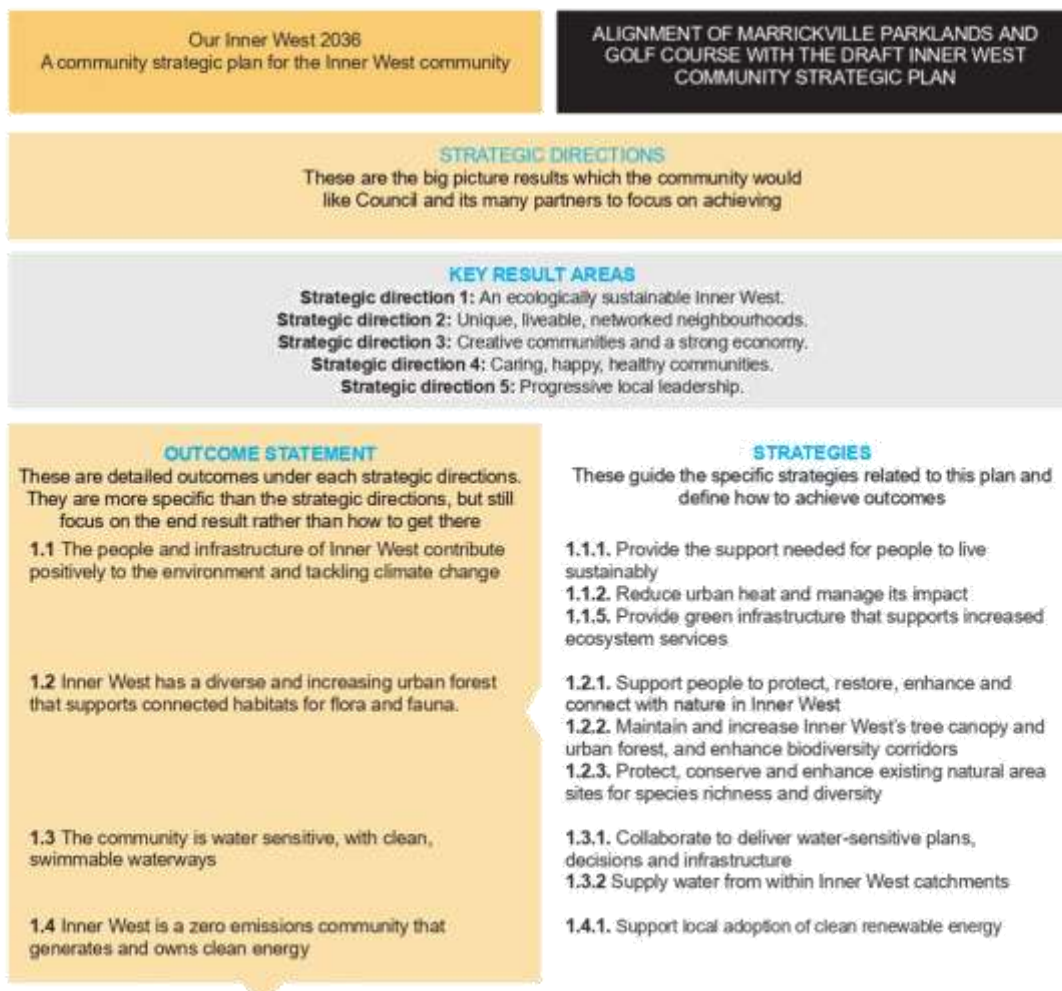
Council's parks and facilities serve multiple

community needs as demonstrate by the extensive list of relevant outcomes in the Community Strategic Plan (CSP).

The ongoing management of the Council's parks and facilities are consistent with the CSP, promoting a shared vision with the community and Council. It also provides us with a focus;

- Enabling Council to allocate the required resources to translate our vision into action.

The following pages outline how this report and its proposals will integrate with and support, our community's strategic outcomes.



| Our Inner West 2036 A community strategic plan for the Inner West community | ALIGNMENT OF THE LEICHHARDT PARK AQUATIC CENTRE MASTER PLAN WITH THE DRAFT INNER WEST COMMUNITY STRATEGIC PLAN |
|--|--|
| <p>STRATEGIC DIRECTIONS</p> <p>These are the big picture results which the community would like Council and its many partners to focus on achieving</p> | |
| <p>KEY RESULT AREAS</p> <p>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, healthy communities. Strategic direction 5: Progressive local leadership.</p> | |
| <p>OUTCOME STATEMENT</p> <p>These are detailed outcomes under each strategic directions. They are more specific than the strategic directions, but still focus on the end result rather than how to get there</p> <p>1.5 Inner West is a zero waste community with an active share economy</p> <p>2.1 Development is designed for sustainability and makes life better</p> <p>2.2 The unique character and heritage of neighbourhoods is retained and enhanced</p> <p>2.3 Public spaces are high-quality, welcoming and enjoyable places, seamlessly connected with their surroundings</p> <p>2.6 People are walking, cycling and moving around Inner West with ease</p> <p>3.1 Creativity and culture are valued and celebrated;</p> <p>3.2 Inner West is the home of creative industries and services</p> <p>3.3 The local economy is thriving</p> <p>3.4 Employment is diverse and accessible</p> | <p>STRATEGIES</p> <p>These guide the specific strategies related to this plan and define how to achieve outcomes</p> <p>1.5.1. Support people to avoid waste, and reuse, repair recycle and share 1.5.2. Provide local reuse and recycling infrastructure 1.5.3. Divert organic material from landfill 1.5.4. Advocate for comprehensive Extended Producer Responsibility+</p> <p>2.1.1. Pursue integrated planning and urban design across public and private spaces to suit community and local environment needs 2.1.2. Identify and pursue innovative and creative solutions to complex urban planning and transport issues 2.1.3. Improve the quality, and investigate better access and use of existing community assets 2.1.4. Develop planning controls that protect and support a sustainable environment and contribute to a zero emissions and zero waste community</p> <p>2.2.2. Manage change with respect for place, community history and heritage</p> <p>2.3.1. Plan and deliver public spaces that fulfil and support diverse community needs and life</p> <p>2.6.1. Deliver integrated networks and infrastructure for transport and active travel 2.6.3. Ensure transport infrastructure is safe, connected and well-maintained</p> <p>3.1.1. Grow Inner West's reputation as a leading creative and cultural hub, celebrating and supporting diverse creative industries and the arts 3.1.2. Create opportunities for all members of the community to participate in arts and cultural activities</p> <p>3.2.1. Position Inner West as a place of excellence for creative industries and services and support them to thrive 3.2.4. Facilitate the availability of affordable spaces for creative industries and services 3.3.1. Support business and industry to be socially and environmentally responsible 3.3.3. Promote Inner West as a great place to live, work, visit and invest in</p> <p>3.4.2. Encourage social enterprises and businesses to grow local employment</p> |

Our Inner West 2036
A community strategic plan for the Inner West community

ALIGNMENT OF THE LEICHHARDT PARK AQUATIC CENTRE
MASTER PLAN WITH THE DRAFT INNER WEST COMMUNITY
STRATEGIC PLAN

STRATEGIC DIRECTIONS

These are the big picture results which the community would like
Council and its many partners to focus on achieving

KEY RESULT AREAS

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, healthy communities.
Strategic direction 5: Progressive local leadership.

OUTCOME STATEMENT

These are detailed outcomes under each strategic directions. They
are more specific than the strategic directions, but still focus on
the end result rather than how to get there

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

4.1 Everyone feels welcome and connected to the
community

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

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

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

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

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

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

STRATEGIES

These guide the specific strategies related to this plan and define
how to achieve outcomes

3.5.2 Enliven community life by delivering and supporting
events, public art, cultural celebrations and entertainment

4.1.1. Foster inclusive communities where everyone can
participate in community life

4.1.2. Embrace, celebrate, respect and value difference by
building awareness and appreciation of Inner West's diversity

4.1.3. Empower and support vulnerable and disadvantaged
community members to participate in community life

4.1.4. Increase and promote awareness of the community's
history and heritage

4.2.1. Celebrate Aboriginal and Torres Strait Islander cultures
and history

4.2.4. Actively engage Aboriginal people in the development of
programs, policies and strategies

4.3.1. Provide the facilities, spaces and programs that support
wellbeing and active and healthy communities

4.3.2. Provide opportunities for people to participate in
recreational activities they enjoy

4.4.1. Plan and provide services and infrastructure for a
changing and ageing population

4.4.2. Ensure the community has access to a wide range of
learning spaces, resources and activities

5.1.1. Support local democracy through transparent
communication and inclusive participatory community
engagement

5.2.3. Collaborate with partners to deliver positive outcomes for
the community, economy and environment

5.3.1. Undertake visionary, integrated, long term planning and
decision making, reflective of community needs and
aspirations

5.3.2. Ensure responsible, sustainable, ethical and open local
government

5.3.3. Deliver innovation, excellence, efficiency, effectiveness
and probity in Council processes and services



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Attachment 1

03 Local Government Planning Context

People with Disabilities 2017 - 2121

The Inner West Council Inclusion Action Plan (for People with a Disability) 2017-2121 (IAP) outlines Council's commitment to respecting the rights and improving opportunities for people with a disability of all ages, to participate fully in community life.

The IAP also meets Council's obligations under the Disability Inclusion Act, 2014 (NSW) and other similar instruments that identify its role in reducing discrimination and improving participation opportunities for people with a disability. Following Council merges, staff from each of the former Council areas (Ashfield, Leichhardt and Marrickville) merged actions from existing Council access plans into this plan. The opportunity was also taken to revise actions that needed updating or that could be extended to facilitate best practice access and inclusion outcomes. The design process of the master plan has used the IAP to ensure the plan better meets the needs of the community.

The Recreation Needs Study

The Recreation needs Study provides an analysis of the current and projected recreation needs of the Inner West community. The study provides the evidence base to inform the development of Council policy and strategy in relation to recreation.

Recreational walking is the most popular recreation activities amongst adults both nationally and locally in the Inner West. At least 42.5% of adults participate in recreational walking. 6.4% of adults enjoy bush walking and 9.8% undertake regular cycling. 5.5% of adults within the LGA undertake Golfing as a recreational sport. Organised sport is more popular with children including swimming, football and dancing.

The Marrickville Golf Course forms part of a diverse range of recreational opportunities that respond to the modern demands of Australian communities.



FEMALES

1. Walking (recreational) 51.4%
2. Fitness/gym 36.1%
3. Swimming 18.3%
4. Athletics, track and field (includes jogging and running) 13.8%
5. Yoga 8.2%
6. Cycling 6.5%
7. Bush walking - 5.4%
8. Tennis 4.4%
9. Netball 4.4%
10. Pilates 4%
11. Football/soccer 2.9%
12. Golf 1.9%
13. Surfing 1.7%
14. Basketball 1.7%
15. Cricket 0.5%

MALES

1. Walking (recreational) 33.4%
2. Fitness/gym 30.0%
3. Athletics, track and field (includes jogging and running) 16%
4. Swimming 15.2%
5. Cycling 13.2%
6. Football/soccer 11.2%
7. Golf 9.2%
8. Bush walking 7.3%
9. Surfing 5.9%
10. Tennis 5.7%
11. Cricket 4.3%
12. Basketball 4.1%
13. Yoga 1.8%
14. Netball 0.5%
15. Pilates 0.2%

GIRLS

1. Swimming 35.9%
2. Dancing (recreational) 18.9%
3. Gymnastics 12.9%
4. Netball 11.3%
5. Football/soccer 9.6%
6. Athletics, track and field (includes jogging and running) 5.4%
7. Basketball 3.6%
8. Tennis 3.2%
9. Rugby League 1%
10. Cricket 0.7%

BOYS

1. Swimming 31.3%
2. Football/soccer 33.9%
3. Rugby League 7.9%
4. Cricket 7.6%
5. Basketball 5%
6. Tennis 5.2%
7. Athletics, track and field (includes jogging and running) 4.8%
8. Gymnastics 4.4%
9. Dancing (recreational) 2.7%
10. Netball 0%

Participation rates by recreation activity (Source: AusPlay NSW data tables July 2016 - June 2017)

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03 Park Categorisation



Figure 6 - Plan of the Marrickville Golf Course - Land Categorisation

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Attachment 1

03 Park Categorisation

This Plan of Management categorises the community land as follows:

| Land Category | Core objective |
|--|---|
| Land Owned by Council | |
| Community land - Watercourse (Dibble Ave Waterhole) | <p>The core objective for management of community land categorised as a watercourse area are:</p> <p>(a) to manage watercourses so as to protect the biodiversity and ecological values of the instream environment, particularly in relation to water quality and water flows, and</p> <p>(b) to manage watercourses so as to protect the riparian environment, particularly in relation to riparian vegetation and habitats and bank stability, and</p> <p>(c) to restore degraded watercourses, and</p> <p>(d) to promote community education, and community access to and use of the watercourse, without compromising the other core objectives of the category.</p> |

| Land Category | Core objective |
|---|---|
| Land Owned by Council | |
| Community land General community use | <p>The core objectives for management of community land categorised as general community use are to promote, encourage and provide for the use of the land and to provide facilities on the land to meet the current and future needs of the local community and the wider public:</p> <p>(a) in relation to public recreation and the physical, cultural and social and intellectual welfare or development of individual members of the public; and</p> <p>(b) in relation to purposes for which a lease, licence of other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities)</p> |

| Land category | Management principle |
|---------------------------------------|---|
| Land owned by the Crown - Park | <p>The core objectives for management of community land categorised as a park are:</p> <p>(a) to encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities, and</p> <p>(b) to provide for passive recreational activities or pastimes and for the casual playing of games, and</p> <p>(c) to improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management</p> |

03 Lots

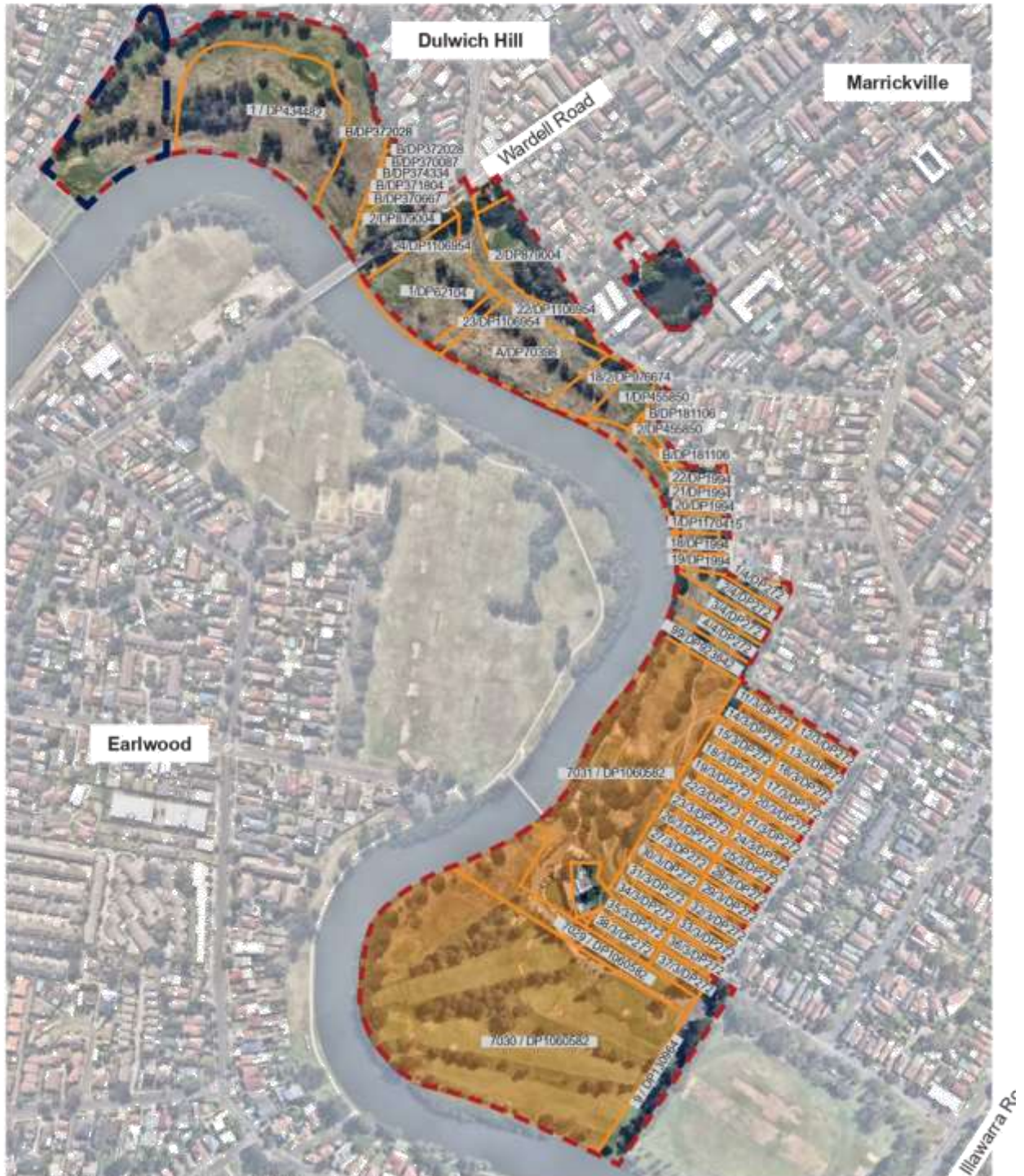


Figure 7 - Plan of the Marrickville Golf Course - Lot Boundaries

03 Lots

Marrickville Parklands and Golf Course is currently fragmented into numerous lots with both Local Government and Crown Land ownership.

| Crown Land | | | | | |
|--|-------------|-------------------------|---|------------------------------|--|
| Inner West Council is council land manager | | 1/4/272 | Council Owned Lands | 9/130964 | Council Owned Lands- closed road |
| 15/3/272 | Crown Lands | 2/4/272 | Council Owned Lands | 10/130964 | Council Owned Lands – closed road |
| 16/3/272 | Crown Lands | 3/4/272 | Council Owned Lands | 11/130964 | Council Owned Lands – closed road |
| 17/3/272 | Crown Lands | 4/4/272 | Council Owned Lands | | |
| 18/3/272 | Crown Lands | | | 2/744754 | Council Owned Lands |
| 19/3/272 | Crown Lands | 18/1994 | Council Owned Lands | 2/879004 | Council Owned Lands |
| 20/3/272 | Crown Lands | 19/1994 | Council Owned Lands | A/70398 | Council Owned Lands |
| 21/3/272 | Crown Lands | 20/1994 | Council Owned Lands | 22/1106954 | Council Owned Lands |
| 22/3/272 | Crown Lands | 21/1994 | Council Owned Lands | 23/1106954 | Council Owned Lands |
| 23/3/272 | Crown Lands | 22/1994 | Council Owned Lands | 24/1106954 | Council Owned Lands |
| 24/3/272 | Crown Lands | | | | |
| 25/3/272 | Crown Lands | 1/1170415 | Council Owned Land – closed road part Alfred Street | Auto Consol – 6643-49 | |
| 26/3/272 | Crown Lands | | | B/371804 | Council Owned Lands |
| 27/3/272 | Crown Lands | B/181106 | Council Owned Lands | B/370087 | Council Owned Lands |
| 28/3/272 | Crown Lands | | | B/370667 | Council Owned Lands |
| 29/3/272 | Crown Lands | Auto Consol 4012-84 | | B/370668 | Council Owned Lands |
| 30/3/272 | Crown Lands | 1/455850 | Council Owned Lands – part resumed 18846-3000 | B/374334 | Council Owned Lands |
| 31/3/272 | Crown Lands | 18/2976674 | Council Owned Lands – part resumed 18846-3000 | | |
| 32/3/272 | Crown Lands | 2/455850 | Council Owned Lands – part resumed 18846-3000 | 1/434482 | Council Owned Lands |
| 33/3/272 | Crown Lands | | | | |
| 34/3/272 | Crown Lands | Auto Consol 161 -520 | | 2/610005 | Council Owned Lands |
| 35/3/272 | Crown Lands | 11/3/272 | Council Owned Lands | 3/610005 | Council Owned Lands |
| 36/3/272 | Crown Lands | 12/3/272 | Council Owned Lands | | |
| 37/3/272 | Crown Lands | 13/3/272 | Council Owned Lands | Incomplete road closures | Chadwick Street, Garnett Avenue, Alfred Lane |
| 38/3/272 | Crown Lands | 14/3/272 | Council Owned Lands | | |
| | | | | Road closed – no title deeds | Bruce Street, Wardell Road. |
| 7029/1060582 | Crown Lands | 1/62104 | Council Owned Lands –part resumed 18846-3000 | | |
| 7030/1060582 | Crown Lands | | | | |
| 7031/1060582 | Crown Lands | Auto Consol – 10014-209 | | | |
| | | | | | |
| Council Owned Land | | | | | |
| Auto Consol 1006-218 | | | | | |

Legend

Lot Boundaries

Riverside Park Reserve

Site Boundary

Canterbury Bankstown Council

Site Context



03 Leases/Licences

What are Leases, Licences?

A lease is a contract between the land owner, and another entity granting to that entity an exclusive right to occupy, use or control an area for a specified time.

A licence allows multiple non – exclusive use of an area. Short term licences and bookings may be used to allow the best overall use of an area.

Council's leasing and licensing is governed by its Land and Property Policy.

Authorisation of Leases, Licences

The Local Government Act 1993 (LG Act) requires a lease or licence of community land must be authorised by a Plan of management (PoM). The lease or licence must be for a purpose consistent with core objectives of its categorisation and zoning of the land. In addition, leases and licences of Crown land must be consistent with the dedication or reservation.

The maximum period for a lease or licence is 21 years if granted by Council or 30 years if granted by Council with the consent of the Minister for Local Government.

Leases and licences for the use of an area of land need to be permissible under this PoM, the LG Act, the Local Government Regulations 2005, Crown Lands Management Act 2016 (CLMA), Crown Lands Management Regulations 2017, Marrickville Local Environmental Plan 2011 and any subsequent LEP adopted by Inner West Council, and pursuant to a development consent if required.

Any proposed lease or licence for more than 5 years must be by tender unless it is to a non-profit organisation.

Any proposed lease, licence other than short term or casual public notice must be given and be in accordance with section 47 of the Act.

Any leases, licences, easements on Crown Land (a use agreement) may impact native title rights and interests.

Native Title

On Crown land Native title rights and interests must be considered unless:

- Native title has been extinguished; or
- Native title has been surrendered; or
- Determined by a court to no longer exist.

Some examples of acts which may affect native title on Crown land or Crown reserves managed by Council include:

- the construction of new buildings and other facilities such as toilet blocks, walking tracks,
- tennis courts, grandstands and barbecues,
- the construction of extensions to existing buildings,
- the construction of new roads or tracks,
- installation of infrastructure such as powerlines, sewerage pipes, etc.,
- the creation of an easement
- the issue of a lease or licence,
- the undertaking of major earthworks.

When proposing any act that may affect native title on Crown land or Crown reserves the act must be authorised pursuant to Part 2 Division 3 of the Native Title Act 1993 (Cwlth) (NT Act). Where it is proposed to construct or establish a public work on reserved or dedicated Crown land, where native title is not extinguished, prior to approval Council must notify and give an opportunity to comment any representative Aboriginal/Torres Strait Islander bodies, registered native title bodies corporate and registered native title claimants in relation to the land or waters covered by the reservation or lease as required under the NT Act.

Any use agreement issued on Crown land must be issued in accordance with the future act provisions of the NT Act and in accordance with Part 8 of the CLMA unless native title is extinguished.

For Crown land which is not excluded land it will require written advice of Council's native title manager that it complies with any applicable provisions of the native title legislation.

This PoM does not authorise the issuing of use agreements on Crown land for Aquaculture, Research Stations or Moorings.

03 Leases/Licences

Current Leases

Marrickville Golf Course

Marrickville Golf Course occupies land owned by the Crown, Inner West Council and Canterbury Bankstown Council.

The lease between Inner West Council (formerly Marrickville Council) and Marrickville Golf Club has expired and is in hold over. The lease is for the use as an 18 hole golf course, the use of water from the Dibble Avenue waterhole for irrigation purposes as well as the pro-golf shop, caretakers cottage and building adjacent to Riverside Crescent. The golf club building is excluded from the lease.

In terms of leasing and licensing arrangements, negotiations as they pertain to the portion of land on the golf course owned by Canterbury/Bankstown needs to independently negotiated between the golf club and Canterbury Bankstown Council.

Current Licences

There are currently no licences.

03 Leases/Licences

This PoM expressly authorises Inner West Council to grant leases and licences for Riverside Park where Council is the land manager for the purposes and uses which are identified or consistent with those in Table 1.01 and Table 1.02.

Table 1.01 Riverside Park (R83765) Reserve - Permissible Long Term Uses - up to 30 years - The maximum period for a lease or licence is 21 years if granted by Council or 30 years if granted by Council with the consent of the Minister for Local Government

| Type of Arrangement Authorised | Categorisation and Facilities | Purpose for which licensing / leasing will be granted |
|--------------------------------|-------------------------------|---|
| Licence | Park | Recreational purposes |
| Licence | Park | Organised sport |
| Licence | Park | School and community group recreation and education use |
| Lease | Park | Organised sport including golf |
| Lease | Park | Cafe/Kiosk (social enterprise) |

Table 1.02 Riverside Park (R83765) Reserve - Permissible Short Term Uses up to 12 months

| Type of Arrangement Authorised | Categorisation and Facilities | Purpose for which licensing / leasing will be granted |
|--------------------------------|-------------------------------|---|
| Licence | Park | <ul style="list-style-type: none"> -Seasonal licences -Sporting fixtures and events -Uses reasonably associated with the promotion or enhancement of sporting groups, fixtures and events - School and community group recreation and education use -fairs, markets, auctions and similar events - Outdoor Cinema -engaging in trade or business -delivering a public address -public performances -picnics and private celebrations such as weddings and family gatherings -conducting a commercial photography session -filming including film / television -community events and festivals -playing/practice of a musical instrument or singing for fee or reward - making of art for fee or reward -advertising - catering - community, training or education - environmental protection, conservation or restoration or environmental studies - exhibitions - functions - hiring of equipment - meetings - site investigations - sporting and organised recreational activities - storage including the storage of watercraft - emergency purposes including training -commercial fitness trainers - environmental protection, conservation or restoration or environmental studies |

03 Leases/Licences

Inner West Council Owned and Controlled Land

This PoM expressly authorises Inner West Council to grant leases and licences for the purposes and uses which are identified or consistent with those in Table 1.03, Table 1.04, Table 1.05, Table 1.06 and Table 1.07.

Table 1.03 Council Land (excluding Dibble Water Hole) - Permissible Long Term Uses up to 30 years

| Type of Arrangement Authorised | Categorisation and Facilities | Purpose for which licensing / leasing will be granted |
|--------------------------------|-------------------------------|--|
| Licence | Park/General community use | Recreational purpose |
| Licence | Park/General community use | School and community group recreation and education use |
| Lease | Park/General community use | Cafe/Kiosk (social enterprise) |
| Lease | Park/General community use | Organised sport including golf |
| Lease | Park/General community use | Biodiversity purposes - including plant nursery, sale of plants, storage |
| Licence | Park/General community use | Organised sport |
| Easement | Park/General community use | Easement for access only to 1 Chadwick Ave |

03 Leases/Licences

Table 1.04 Council Land (excluding Dibble Avenue Waterhole) - Permissible Short Term Uses

| Type of Arrangement Authorised | Categorisation and Facilities | Purpose for which licensing / leasing will be granted |
|--------------------------------|-------------------------------|---|
| Licence | Park/General community use | <ul style="list-style-type: none"> -Seasonal licences -Sporting fixtures and events -Uses reasonably associated with the promotion or enhancement of sporting groups, fixtures and events - School and community group recreation and education use -fairs, markets, auctions and similar events - Outdoor Cinema -engaging in trade or business -delivering a public address -public performances -picnics and private celebrations such as weddings and family gatherings -conducting a commercial photography session -filming including film / television -community events and festivals -playing/practice of a musical instrument or singing for fee or reward - making of art for fee or reward -advertising - catering - community, training or education - environmental protection, conservation or restoration or environmental studies - exhibitions - functions - hiring of equipment - meetings - site investigations - sporting and organised recreational activities - storage including the storage of watercraft - emergency purposes including training -commercial fitness trainers - environmental protection, conservation or restoration or environmental studies |
| Easement | Park/General community use | Access for essential maintenance to adjoining property walls/ structures where no alternative access is viable |

03 Leases/Licences

Table 1.05 Dibble Avenue Waterhole - Permissible Long Term Uses

| Type of Arrangement Authorised | Categorisation and Facilities | Purpose for which licensing / leasing will be granted |
|--------------------------------|---------------------------------|--|
| Licence | Community land - Watercourse | Environmental protection, conservation or restoration or environmental studies |

Table 1.06 Dibble Avenue Waterhole - Permissible Short Term Uses

| Type of Arrangement Authorised | Categorisation and Facilities | Purposes for which short term casual licences up to 12 months will be granted |
|--------------------------------|---------------------------------|--|
| Licence | Community land - Watercourse | Environmental protection, conservation or restoration or environmental studies |

03

Statutory conditions and legislation



Figure 8 - Public Works - Access easement

Public Works - Access easement (1911)

Easements generally provide specific rights to access and does not grant ownership of the land. Easements are generally used to secure rights of access and rights for use of the land. The Public Works access easement impedes any construction on the access easement.

Legend
Easement



Figure 9 - Mascot Petroleum Pipeline easement

Mascot Petroleum Pipeline - Viva Energy

Mascot Petroleum Pipeline runs through much of the site. The pipeline has a 6m easement and 120m buffer. Viva Energy currently manage the pipeline and must approve and be consulted on any works within its zone.

Legend
Pipeline
120m buffer

03

Statutory conditions and legislation





Figure 10 - SEPP - Coastal Management Act 2016

State Environmental Planning Policy - Coastal Management Act 2016

The act aims to manage the coastal environment of New South Wales in a manner consistent with the principles of ecologically sustainable development for the social, cultural and economic well-being of people.

Legend

-  Coastal Wetland
-  Coastal use area/coastal environmental area

Other relevant legislation

- Companion Animals Act.
- Disability Discrimination Act.
- Environmental Planning and Assessment Act 1979
- National Construction Code 2015.
- Biodiversity Conservation Act 2016
- State Environmental Planning Policy (infrastructure) 2007.
- Work, Health and Safety Act.



Marridoxie Parklands Golf Course. Photography by Inner West Council.

04_ Engagement Overview + Common Themes



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Attachment 1

04 Engagement Overview + Common Themes

Overview

The community engagement methodology aimed to be as inclusive as possible with a variety of forums for feedback. The process included 2 informal 'drop-in' style interactive workshops at A.B Crofts Playground in Dulwich Hill. These sessions were held on the weekend to ensure a broad spectrum of users could be engaged. An online survey at 'Your Say Inner West' was also available during the entire engagement period.

Refer to Appendix A for the comprehensive community engagement report.

TREES AND PLANTING



Appreciation of wildlife and vegetation
Community garden
More rainwater gardens
Natural setting
More under storey planting

PATHWAYS



Enjoy proximity to the water
Upgrade existing paths
Cycling vs walking

LIGHTING



Lighting along foreshore
Improved lighting along driveway
Minimal lighting throughout park preferred

Common Themes

The Golfing Community

Active golfers believe the lands are well shared with other members of the public and that any adjustment in the provision of lands away from the current 18 hole set up would be to the detriment of the golf club and its community

Passive Recreation Users

There are some concerns that the land is not shared adequately and that the constant threat of being hit by a golf ball was significant. Some users were unsure that public were even allowed to access the lands.

FORESHORE INTERFACE



Bushcare and regeneration
Kayaking and fishing
Gathering on the water edge
Twilight picnics and concerts
Open and immediate proximity to the river

LINKAGES



Improve broken linkages
Connect to the Greenway
Avoid crossing teeing ground
Avoid necessity to cross Wardell Road bridge

FURNITURE



Seating along river
Dog waste bins
More bins in key areas

04 Engagement Overview + Common Themes

FENCING/BOUNDARY



- Inviting perimeter fencing
- Upgrade tennis court at Ewan Park
- Dog off-leash area

SIGNAGE



- Better signage from Beaucham Street
- Golf ball risk signage
- signage at Dibble Ave Waterhole
- Community language signage

WATER MANAGEMENT



- Irrigation
- Management of Dibble Ave Waterhole water
- Irrigation of fareways

CLUBHOUSE



- Verandah and outdoor space
- Potential for functions, facilities and funding.
- More appropriate for families

Dibble Avenue Waterhole

- The history of the site was important to some and suggestions were made to provide signage on this subject.
- A lot of residents in the area were fond of the wildlife and bird populations that are served by the Waterhole environment and valued council initiatives to manage this aspect.
- There was a feeling among users that the low water levels and poor maintenance of the site was a missed opportunity to enhance this unique and diverse site. The resulting odour and rubbish from low levels and poor management were strongly resented.
- Some respondents questions whether on not public access should be provided, stating that the site was more important as a sanctuary for wildlife.
- Users frequently noted that the lack of visibility and access to the Waterhole was an issue, excluding a large share of the community from its benefits. Along with this, it was noted that there are limited opportunities to sit / rest near it to enjoy the wildlife.
- Members of the community were well informed about its use for irrigation on the course and believe the preservation and adequate management of this function is a priority.
- The treatment of the banks was of concern to

many members of the community. Whilst it was agreed that bank naturalisation and subsequent stabilisation is essential, who's responsibility this is not clear among users.

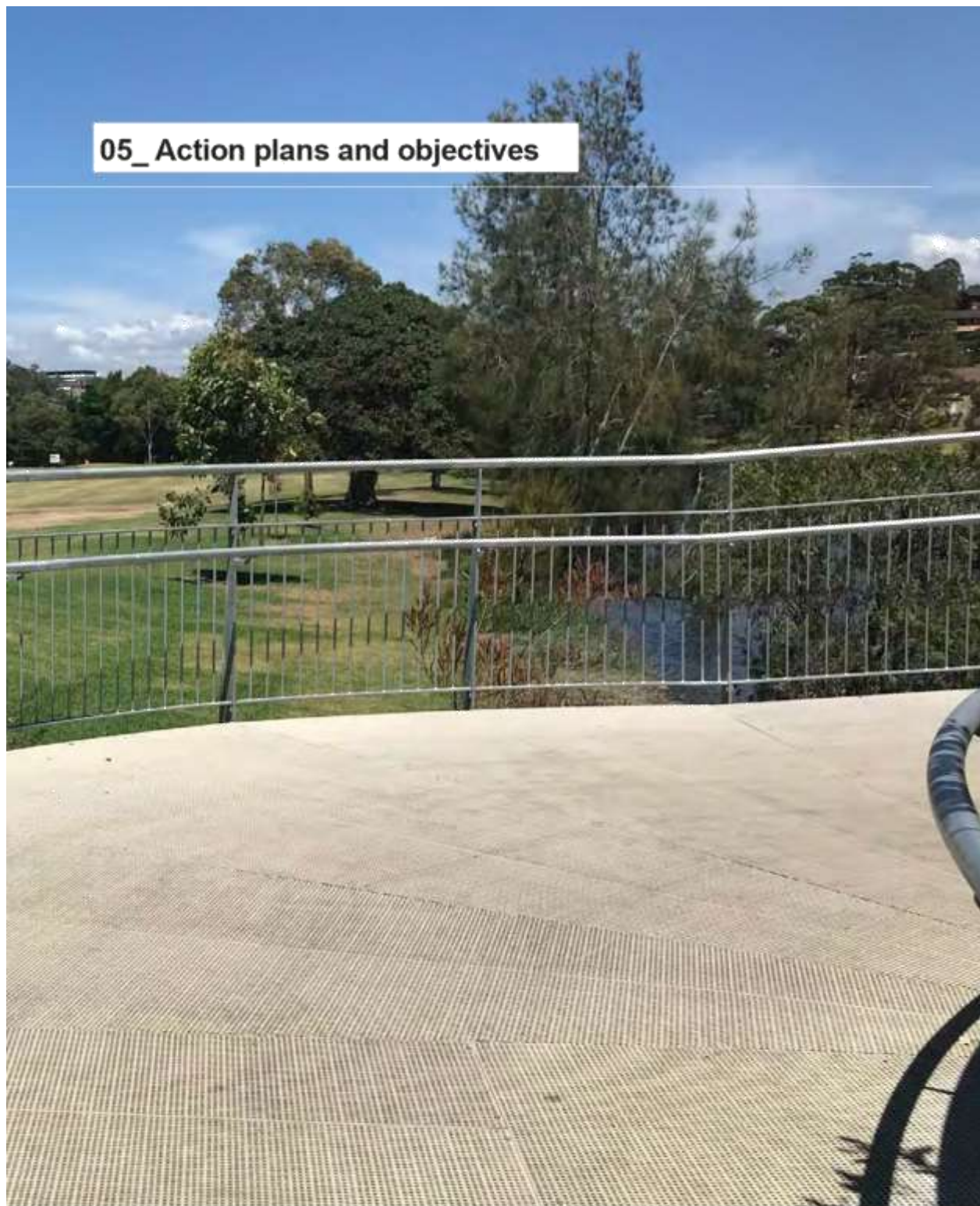
- The fencing around the water hole was troubling for many users, adding to the feeling that the Waterhole was neglected by both the council and local residence and acting as an obstacle to increased engagement with the environment.
- The community were also interested in establishing a plan of management for maintenance, specifically the removal of rubbish which at its presently low level is an increasing issue in the Waterhole.
- Users mentioned that signage on the pathways near the Waterhole along the Cooks River could inform and direct people to the Waterhole thus increasing engagement and participation.
- Because of the environmental importance of the area and the wealth of wildlife and plants, a possible integration of education amenities for local schools, groups and community initiatives was proposed.
- Users noted how the past accessibility and pontoon on the water lead to greater involvement with the Waterhole and were interested in the pontoon returning. Other amenities such as a lookout for bird watching and a walkway were suggested.

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Bearman footbridge. Photography by Inner West Council.

05_ Action plans and objectives



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Attachment 1

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05 Action plans and objectives

The following section outlines the strategic objectives and recommendations for the Marrickville Parklands and Golf Course. The objectives and outcomes are priorities between high, medium and low. The table below shows the management actions required to implement the recommendations.

| | |
|----------------------------|--|
| Objective | Overarching aim and goal consistent with Inner West Council Community Strategic Plan and community engagement outcomes |
| Recommendation | Specific tasks and outcomes for to be investigated or implemented |
| Priority | |
| High | Short term - 1 - 3 years |
| Medium | Medium term - 4 - 6 years |
| Low | Long term - 7 - 10 years |
| Funding | Preferred funding source including Capital works budget (Capex), Operational Budget (OP) or Grant funding |
| Means of assessment | How the recommendation can be assessed for success |

05

Action plans and objectives

Recreation

Current description

Marrickville Parklands and Golf Course currently provides a wide range of recreational opportunities. It is considered the largest parcel of Council managed open space within the Inner West Local Government Area.

The site currently functions with the following uses;

- 18 hole Golf Course
- Passive Recreation
- On-leash dog walking

Increased Opportunities for Improving Community Life-Marrickville Golf Sporting and Community Club

The Plan of Management highlights the opportunities which exist for increasing community recreational opportunities through redevelopment and enhancement of the parklands and diversification of recreational use and improved accessibility and inclusion. Opportunities also exist to increase the membership and functionality of the Marrickville Golf Sporting and Community Club. Such opportunities include introducing future opportunities for Dragon boating to the Cooks River (within the Marrickville Parklands) encouraging partnerships and collaboration between neighboring clubs and in the longer term consolidating infrastructure. Partnerships opportunities include greater collaboration with the River Canoe Club and its social activities, enhanced collaboration with the seasonal sporting uses of Mahoney Reserve and Steel Park including The Flying Bats, Marrickville FC and the Sydney Womens Baseball League. Such inclusion could increase social membership of the Golf Club (especially in areas where there are clear disparities eg women and girls membership) and increase the longer term financial sustainability of the club as well as support infrastructure improvements into the future.

Explanation: Increasing opportunities for community life within the Marrickville Parklands and the Marrickville Golf and Sporting Community Club will not only support increased opportunities for recreation and community cohesion, it will also build a stronger and more inclusive community and assist with the long term financial security of the sporting club

*The Marrickville Golf and Sporting Community Club has 705 members across all categories of whom 165 are Women. This equates to 23% of the total club membership.

Relevant policies

- Companion Animal Act
- Recreation Needs Research Study

Values

The community values the wide range of quality recreation and leisure experience offered on community land.

Vision

To provide flexible, inclusive and accessible recreation spaces

05 Action plans and objectives

| Objectives | Recommendations | Priority | Funding | Means of assessment |
|---|---|----------|----------------------------|---------------------------------------|
| Provide a wide range of quality recreation and leisure experiences | Conserve and enhance passive recreation and facilities within the park including trees in grass and informal park seating as per Part 2 Master plan report | High | Capex/ grant funding | Planning consent/ works program |
| | Provide a range of passive recreation settings to cater for relaxation and weekend use including mature tree canopy, flexible use open grass spaces and limited provision of urban use character plaza spaces as per Part 2 Master plan report. | High | Capex/ grant funding | Planning consent/ works program |
| | Provide 'Golf Free afternoon' one evening a month where there is no golf to be played for increased public recreation and events. | Med | OP | Community feedback |
| | Encourage the introduction of community and cultural events at the parklands. Events may be held with a Council licence and approval | Med | OP | Community feedback |
| Increased Opportunities for Improving Community Life- Marrickville Golf Sporting and Community Club | Increasing opportunities for community life within the Marrickville Parklands and the Marrickville Golf and Sporting Community Club will not only support increased opportunities for recreation and community cohesion, it will also build a stronger and more inclusive community and the long term financial viability of the sporting club. | High | OP | Community feedback |
| Provide active and accessible transport | Provide a concrete shared path from 'The Greenway' at Ewen Park to the Cooks River cycleway at HJ Mahoney Reserve. | High | Capex/ grant funding | Planning consent/ works program |
| Improve administrative functions | Consolidate lots and road closures | Med | OP | Plan registered |
| Marrickville Golf Club | Provision for a new Golf Club within the existing footprint is permitted | Low | OP | Planning consent |

05 Action plans and objectives

Access

Current description

The site is accessible for recreation activities being close to homes and public transport. The park is considered an important access route along the Cooks River and future potential connections between the Greenway and Cooks River Cycleway.

Access pathways through and within the site are currently considered confusing and of poor quality. Clear and readable wayfinding throughout Marrickville Parklands and Golf Course walk are desirable.

Relevant policies

- Inner West Council Inclusion Action Plan (for People with a Disability) 2017-2121

Values

The community values accessible and inclusive public spaces which are welcoming and well looked after.

Vision

Provide safe and accessible access for the public throughout the site.



Primary pathway - share pathway along the Cooks River



Secondary pathway through low vegetation



Tertiary pathway through revegetation

| Objectives | Recommendations | Priority | Funding | Means of assessment |
|---|--|----------|----------------------------|--|
| Improve accessibility and legibility for all throughout the site. | Improve pedestrian entrances to the site with signage relating to the safe thoroughfare through the golf course. | High | Capex/ grant funding | Planning consent/ works program |
| | Provide wheelchair accessible pathways along the Cooks River foreshore walk as per the Master Plan Report. | High | Capex/ grant funding | Planning consent/ works program |
| Provide pathways which are safe and accessible | Primary pathways are to be sealed and where possible at a grade accessible for wheelchairs. | Med | Capex/ grant funding | Planning consent/ works program |
| | Provide lighting along primary pathways | High | Capex/ grant funding | Planning consent/ works program |

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05 Action plans and objectives

Infrastructure

Current description

Infrastructure within the Marrickville Parklands and Golf Course is generally restricted to footpaths, driveways fencing and infrastructure relating to the golf course. Community engagement outcomes noted a lack of maintenance and upgrade works of current infrastructure is required.

Relevant policies

- N/A

Values

The community values well constructed, maintained and usable assets.

Vision

To provide flexible, inclusive and maintainable infrastructure which meets Councils environmental and lifecycle cost expectations.

Sheet Piling

The Cooks River edge shall be naturalised in conjunction with stakeholder engagement. The river edge naturalisation shall include alternate types of edge treatment; one that allows views to the river with low growing salt marsh and wetland species and another that encourages mangrove species to colonise the intertidal zone.

The existing sheet piling will not be replaced along the river edge. Instead it will be removed gradually and in conjunction with stakeholders.



Sheet piling, Cooks River

The existing sheet piling will be used as the starting point to lay back the river banks for the naturalisation process. This ensures no compromise to the river capacity to hold existing volumes of water.

Seating and picnic settings

Provide drinking fountain with waterbottle fill and dog bowl near Beaman Bridge pedestrian path. Provide drinking fountains in other appropriate locations.



Jack Shanahan Reserve, pedestrian lighting

Lighting

Provide lighting along the Cooks River Foreshore from Mahoney Reserve to the Greenway Cycleway. Investigate pedestrian lighting from Bruce Street to the Cooks River Foreshore. Ensure lighting is consistent with Greenway and Cooks River Cycleway Lighting.

Provide carpark and driveway lighting from Wharf Street to Beaman Bridge car park. Minimise area and pedestrian lighting within the park.

Lighting should be LED and in keeping with Cooks River Cycleway lighting. Lighting for the Cooks River Cycleway are hot dipped galvanised 100mm diameter poles painted with DULUX Ferreko No 3(MIO) coating system. Base of light pole is to include a concrete mowing strip and ensure base plate remains exposed for asset condition monitoring.

Fencing

Minimise boundary and internal fencing. Include safety fencing in specific locations if required.

05 Action plans and objectives

Ensure fencing is fauna safe. Any fencing is to be set back from footpaths with planting between. Fence panels are to include a concrete mowing edge.

Bollards

Install bollards long the vehicle entrance. Minimise the use of bollards to key locations.

Boardwalks

All timber throughout the site is to be Spotted Gum with a thick profile (approx 140mm x 38mm minimum) to reduce maintenance issues.

All new timber (structural, non-structural, joinery, timber substrates, timber products including



Camperdown Park, Camperdown, timber boardwalk

manufactured timber products) should be either FSC-certified or PEFCcertified timber or equivalent.

Signage

- Remove all golf club advertising signage within and around the parklands relating to alcohol and gambling.
- Install street post directional signage for the Golf Club

Bins

Provide slatted bin enclosure for multiple wheel bin storage near main park entry points. Provide additional wheeled bin enclosures for single bins in other locations within the park.

At a minimum provide wheeled bin enclosures at;

- Beaman Bridge
- Entry Carpark between HJ Mahoney Reserve and Kayak Launch
- Bruce Street Entrance

Retain current wheeled bins and bin stands at;

- Tennyson Street Playground
- AB Crofts Playground

Upgrade bin slabs if required.

| Objectives | Recommendations | Priority | Funding | Means of assessment |
|---|--|----------|----------------------|---------------------------------|
| Provide life cycle cost effective and sustainable infrastructure as per the Master Plan | Provide a suite of furniture including picnic settings, water fountains and seating which is in keeping with the Cooks River Parklands and Greenway furniture suite. | High | Capex/ grant funding | Planning consent/ works program |
| | Provide LED lighting along the Cooks River Foreshore from Mahoney Reserve to the Greenway Cycleway. Provide lighting from Wharf Street Beaman Bridge along driveway entrance and carpark. | High | Capex/ grant funding | Planning consent/ works program |
| | Install timber boardwalks at key locations as per Part 2 Master Plan Report. All new timber (structural, non-structural, joinery, timber substrates, timber products including manufactured timber products) should be either FSC-certified or PEFCcertified timber or equivalent. | High | Capex/ grant funding | Planning consent/ works program |
| Manage existing site infrastructure | Remove existing sheet piling along the river edge in conjunction with engineering and ecology advice. Ensure stakeholders are informed of the process | Low | Grant funding | Planning consent/ works program |
| | Remove all unnecessary signage. Signage advertising alcohol, gambling or political views are not permitted in or around the Parklands. | High | Grant funding | Planning consent/ works program |

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05

Action plans and objectives

Arts and community

Current description

The Marrickville Parklands and Golf Course do not currently house any public art.

Relevant policies

- Former Leichhardt Community and Cultural Plan and Public Art Policy
- Inner West Council Public Art Policy (to be developed)
- Inner West Council Memorial Art and Plaques Policy (to be developed)

Values

The community values accessible and inclusive public spaces which are welcoming and well looked after.

Vision

Provide safe and accessible access for the public throughout the site.

| Objectives | Recommendations | Priority | Funding | Means of assessment |
|--|--|----------|----------------------------|---------------------|
| Advocate for and implement Public Art | Allocate an amount of 5% of the total budget for public art and placemaking features to assist in the transformation of pathways through the precinct. | Med | Capex/ Grant funding | Works program |
| | Utilise public art/ placemaking features to tell 'stories of place' about both the natural and cultural histories of the Cooks River, and draw regional links where possible to the GreenWay | Med | Capex/ Grant funding | Works program |
| | Consider the application of public art/ placemaking features in the infrastructure (ie. text etched in wood pathways and woven images text in "golf netting") - for distinctive value add ons. | Low | Capex/ Grant funding | Works program |
| | Utilise public art/ placemaking features to support the work of the Trees, Parks and Streetscapes and Urban Ecology Teams. | Med | Capex/ Grant funding | Works program |
| Manage the request and installation of Memorials | Memorial art, tree plantings and plaques may be installed in accordance with Council's Policy. | Med | OP | tbc |

05 Action plans and objectives

Urban Ecology

Trees

Current description

Marrickville Parklands and Golf Course is comprised of approximately 57 different species and genus, with the prominent species being She Oak, Eucalyptus, Port Jackson Fig, Mangrove, River She Oak and Black Tea Tree. The species palette appears to be consistent with native tree species planted during the period of national identity between the 1970's and early 1980's. Consequently the age class of the majority of the existing trees is predominantly mature. Healthy Mangrove trees provide an essential ecosystem along the Cooks River foreshore whilst helping prevent erosion by stabilising sediments with their root system adaptation. The original tree planting layout is mainly in line with golf course landscaping design principles and limited to separating boundaries, fairways and adjacent trees.

1943 aerial imagery provides clues in relation to trees that still exist onsite to this day that may have greater historical significance. Such trees can be attributed to the plantings primarily around the main club house, most importantly the Norfolk Island Pine behind the main building and the Bull

Bay Magnolia to the left of the main building and possibly some Port Jackson Figs.

In 2015, an independent audit was undertaken by Homewood Tree Consultancy to assess 852 trees onsite. In 2017, 53 trees located across the site were removed due to defect symptoms, senescence and poor health. An additional 5 trees were

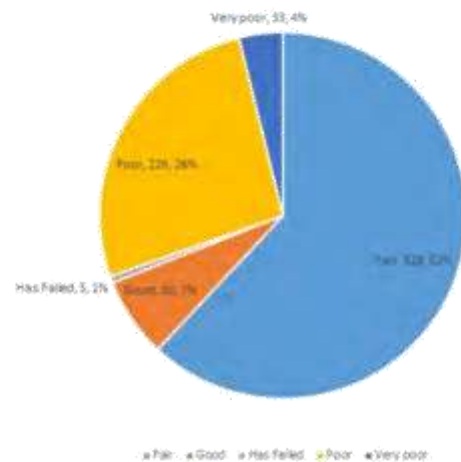


Figure 12 - Tree Structure

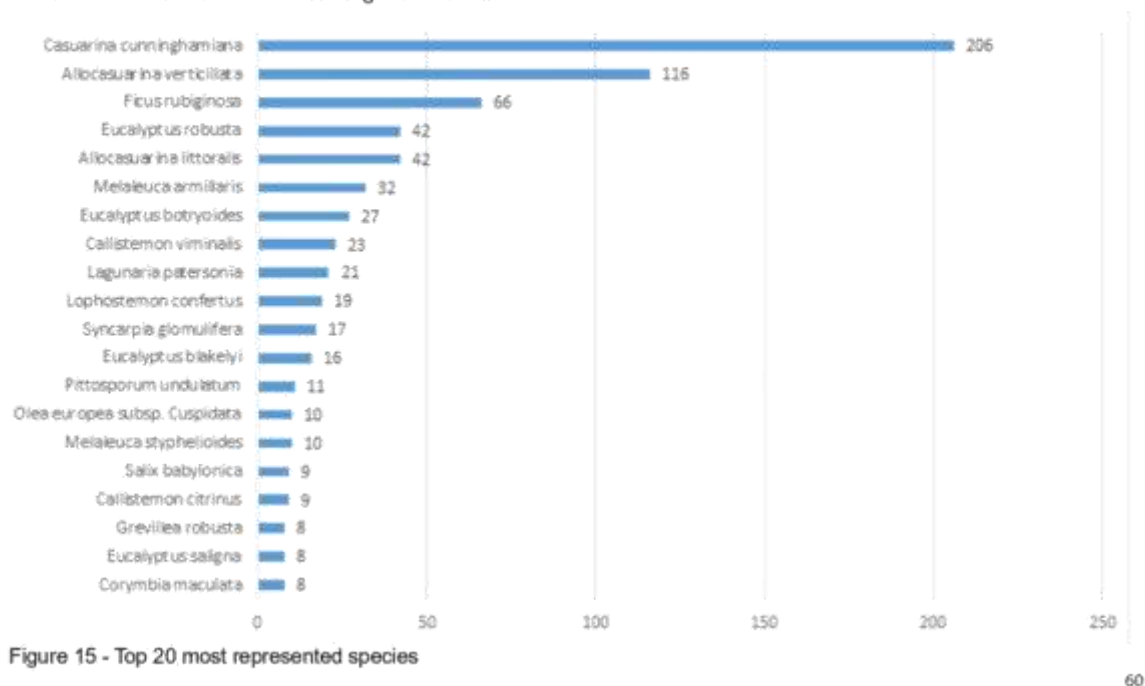


Figure 15 - Top 20 most represented species

05

Action plans and objectives

Urban Ecology cont.

converted into habitat trees to promote ecological habitat value and corridors. In 2018, 100 new native tree species were planted across the site to compensate for the loss of canopy, strengthen age diversity and maintain biodiversity values.

Biodiversity and Water

Current Description

The golf course is situated on the Cooks River floodplain. Important remnant patches and representative plants of Mangrove, Salt marsh and Reeds, Floodplain Forest, Sandstone Forest, Sandstone Woodland and Sandstone Heath remain across the site.

Remnant plants include:

Shrubs – *Acacia suaveolens*, *Kunzea ambigua*

Grasses, groundcovers and forbs - *Atriplex australasica*, *Dianella longifolia*, *Dichelacne crinata*, *Hypericum gramineum*, *Microlaena stipoides*, *Sarcocornea quinqueflora*, *Sporobolus creber*, *Suaeda australis*, *Wahlenbergia gracilis*.

Ferns – *Cheilanthes sieberi*, *Gleichenia dicarpa*, *Hypolepis muelleri*

Sedges and Rushes – *Cyperus gracilis*, *Fimbristylis dichotoma*, *Juncus homalocaulis*, *Juncus kraussii*, *Juncus usitatus*, *Phragmites australis*

These remnant patches continue to have resilience despite historical pressures and with ongoing restoration and extension, they create important wildlife corridors and habitat stepping stones across the Cooks River Valley for an increasing number of local native fauna species. They are highly valued as seed sources for collection and propagation by Council with a number of species significantly, found nowhere else in the LGA. Plants propagated at Council's Community Nursery are put back into the four restoration sites across the golf course to increase species diversity and richness:

- Landcare site – Sandstone remnant with extension areas – regular ongoing restoration since 1997 by Council volunteer bushcare group
- Wave Rock site – Riparian and sandstone remnant with extension areas – regular ongoing restoration since 2013 by Council and Mudcrabs volunteer group

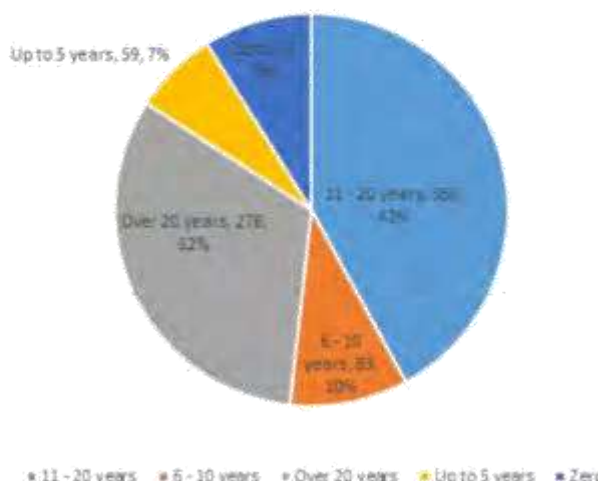


Figure 14 - Remaining life of tree species

- Beauchamp Street site – Sandstone remnant with extension areas – regular ongoing restoration since 2014 by Council and contractors
- Princes Street site – Sandstone and grassland remnant within a pocket park with extension areas – regular ongoing restoration since 2015 by Council and contractors.

Council works with both bush regeneration contractors and volunteers to care for these sites. Monthly volunteer working bees are held at the Landcare site through Council's bushcare program and Wave Rock site in partnership with Mudcrabs Eco Volunteers. In 2018 volunteers at both sites contributed 130 hours.

Both Marrickville Parklands and Dibble Avenue Waterhole are Priority Biodiversity Areas recognised for their high biodiversity values as identified and outlined in Marrickville Council's Biodiversity Strategy 2011-21 (refer figure 4).

The Dibble Avenue Waterhole was listed as a heritage item in 1999 as Marrickville's last remaining unfilled brick pit. The Statement of Significance was then updated in 2001 to acknowledge that: 'Its significance lies in its value as a rare inner city refuge for waterbirds'.

05 Action plans and objectives

Restoration of the site began in 2009 using terracing and a diverse range of local native plants. The shrubby sandstone vegetation has established over time to provide stability on the slopes surrounding the freshwater wetland. The limited access provided by fencing around the site has provided sheltering, breeding and foraging resources for a range of local fauna species including significantly three species of frogs (Eastern Dwarf Tree Frog, Peron's Tree Frog and Striped Marsh Frog).

Increasingly, with ongoing urbanisation both the golf course and Dibble Avenue Waterhole are providing important habitat and connectivity for local native fauna including Threatened Species (Eastern Bentwing bat and Grey-headed Flying Fox). Over 63 native fauna species have been recorded at the sites including:

Birds

- Australian Raven (*Corvus coronoides*)
- Australasian Figbird (*Sphecotheres vielloti*)
- Australasian Grebe (*Tachybaptus novaehollandiae*)
- Australian Magpie (*Gymnorhina tibicen*)
- Australian Raven (*Corvus coronoides*)
- Australian White Ibis (*Threskiornis molucca*)
- Australian Wood Duck (*Chenonetta jubata*)
- Azure Kingfisher (*Alcedo azurea*)
- Black-faced Cuckoo Shrike (*Coracina novaehollandiae*)
- Channel-billed Cuckoo (*Scythrops novaehollandiae*)
- Chestnut Teal (*Anas castanea*)
- Collared Kingfisher (*Todiramphus chloris*)
- Crested Pigeon (*Ocyphaps lophotes*)
- Dusky Moorhen (*Gallinula tenebrosa*)
- Eastern Koel (*Eudynamis orientalis*)
- Eastern Rosella (*Platycercus eximius*)
- Eurasian Coot (*Fulica atra*)
- Galah (*Eolophus roseicapilla*)
- Grey Teal (*Anas gracilis*)
- Hardhead (*Aythya australis*)
- King Parrot (*Alisterus scapularis*)
- Laughing Kookaburra (*Dacelo novaeguineae*)
- Little Black Cormorant (*Phalacrocorax*

- sulcirostris*)
- Little Corella (*Cacatua sanguinea*)
- Little Pied Cormorant (*Microcarbo melanoleucos*)
- Magpie-lark (*Grallina cyanoleuca*)
- Mallard (*Anas platyrhynchos*)
- Masked Lapwing (*Vanellus miles*)
- Noisy Miner (*Manorina melanocephala*)
- Pacific Black Duck (*Anas superciliosa*)
- Pied Currawong (*Strepera graculina*)
- Purple Swamphen (*Porphyrio porphyrio*)
- Rainbow Lorikeet (*Trichoglossus haematodus*)
- Royal Spoonbill (*Platalea regia*)
- Silvereye (*Zosterops lateralis*)
- Spangled Drongo (*Dicrurus bracteatus*)
- Spotted Pardalote (*Pardalotus punctatus*)
- Striated Heron (*Butorides striata*)
- Sulphur-crested Cockatoo (*Cacatua galerita*)
- Superb Fairy-wren (*Malurus cyaneus*)
- Tawny Frogmouth (*Podargus strigoides*)
- Welcome Swallow (*Hirundo neoxena*)
- White-faced Heron (*Egretta novaehollandiae*)
- Willy Wagtail (*Rhipidura leucophrys*)
- Yellow-tailed Black Cockatoo (*Calyptorhynchus funereus*)

Bats

- Black Flying Fox (*Pteropus alecto*)
- Eastern Bentwing bat (*Miniopterus schreibersii oceanensis*)
- Gould's Wattled bat (*Chalinolobus gouldii*)
- Grey-headed Flying Fox (*Pteropus poliocephalus*)
- Lesser Long-eared bat (*Nyctophilus geoffroyi*)
- Mormopterus redei (species 2)
- White-striped Freetail bat (*Tadarida australis*)

Reptiles

- Blue-tongue Lizard (*Tiliqua scincoides*)
- Broad-tailed Gecko (*Phyllurus platurus*)
- Garden Skink (*Lampropholis delicata*)
- Eastern Water Dragon (*Itellagama lesueurii*)
- Eastern Water Skink (*Eulamprus quoyii*)

Amphibians

- Eastern Dwarf Tree Frog (*Litoria fallax*)
- Peron's Tree Frog (*Litoria peronii*)
- Striped Marsh Frog (*Limnodynastes peroni*)
- Long-necked Turtle (*Chelodina longicollis*)

Possums

- Common Brushtail Possum (*Trichosurus vulpecula*)
- Ringtail Possum (*Pseudocheirus peregrinus*)

05

Action plans and objectives

Urban Ecology cont.

The Cooks River has suffered greatly over time from the impacts of urbanisation in the catchment through loss of native vegetation, increased hard surfaces, pollution (stormwater, sewage, industrial and domestic waste), and rubbish dumping. These impacts have all contributed to a decline in water quality.

Cooks River Catchment Councils are working with community and other catchment stakeholders to improve the water quality of the river. Council is developing a Strategy for a Water Sensitive Community to help achieve a community that is 'water sensitive, with clean, swimmable waterways' (Community Strategic Plan).

The Marrickville Parklands and Dibble Avenue Waterhole and their ongoing maintenance and restoration are vital to improving water quality in the Cooks River. Removal of water from Dibble Avenue Waterhole for the purpose of irrigation will be fixed between the outflow pipe level (RL 1.25mAHD) and the fixed stabilisation level of RL 0.8mAHD. Removal of water from Dibble Avenue Waterhole is supported by this Plan of Management provided the Golf Course implement an overall water security strategy

Relevant Biodiversity Legislation and Policies State

- Biosecurity Act 2015
- Biodiversity Conservation Act 2016
- Coastal Management Act 2016
- State Environmental Planning Policy (Environment SEPP)
- State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017
- State Environmental Planning Policy (Coastal Management SEPP) 2018

Relevant Water Legislation and Policies

- Fisheries Management Act 1994
- Water Management Act 2000 and Water Management Amendment Act 2014

Inner West Council Local Government Strategies

- Inner West Community Strategic Plan, Our Inner West 2036
- Marrickville Council Strategy for a Water Sensitive Community 2012-2021
- Marrickville Council Biodiversity Strategy 2011-2019
- Marrickville Council Sustainable Irrigation Plan
- GreenWay Master plan 2018
- GreenWay Biodiversity Strategy 2012

Relevant tree policies

- State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017;
- Marrickville Urban Forest Policy 2011;
- Open Space Inventory Report

Vision

Maintain and increase Inner West's tree canopy and urban forest, and enhance biodiversity corridors

05 Action plans and objectives

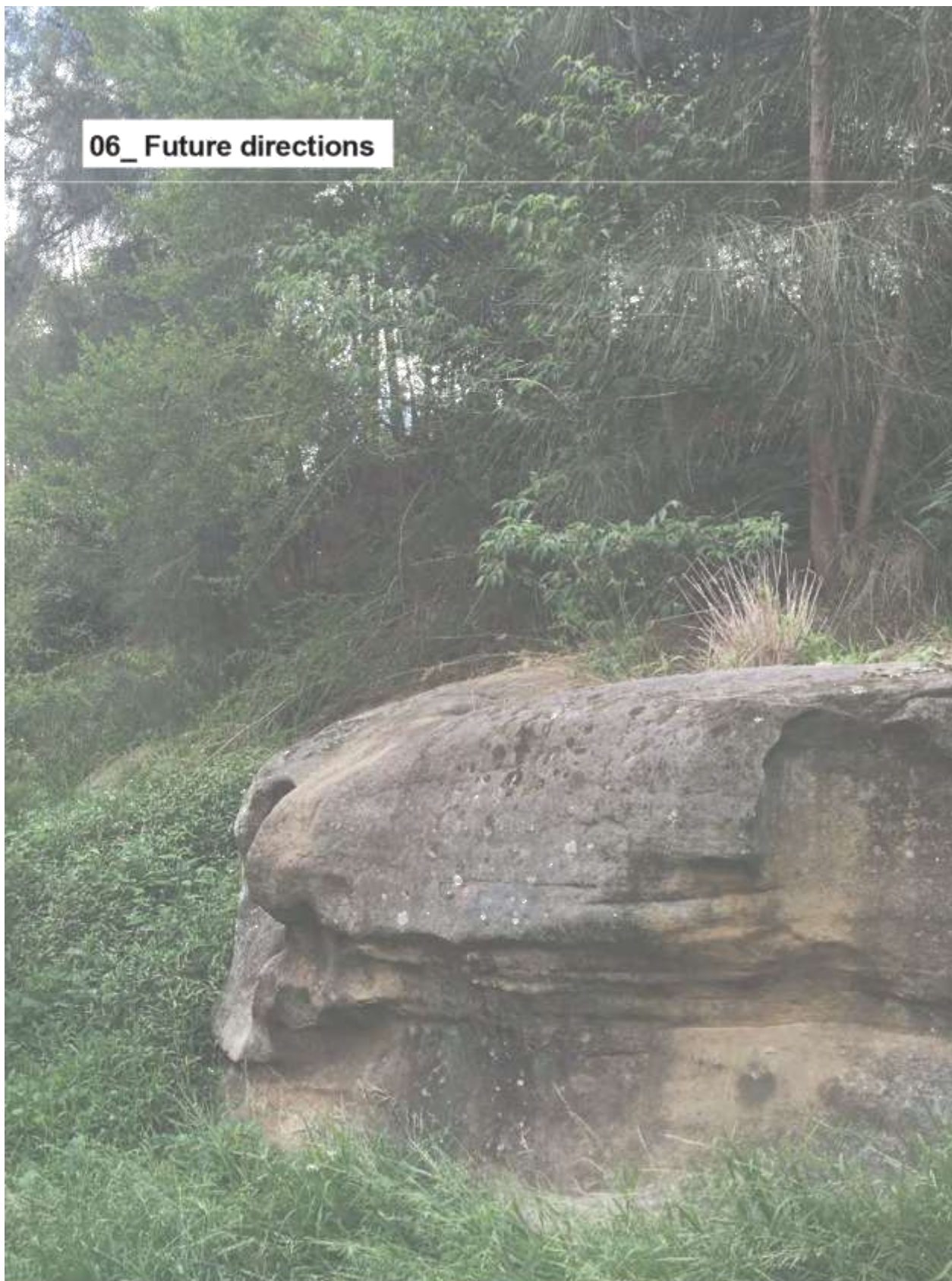
| Objectives | Recommendations | Priority | Funding | Means of |
|--|---|----------|--------------------------------|----------------------|
| Improve parkland tree management and establishment | Marrickville Golf Club is to undertake an assessment of all the trees within the site once every 2 years as part of a proactive maintenance and inspection program. All tree inspections are to be undertaken by an appropriately experienced and qualified AQF level 5 arborist. The assessment program will identify any required works to address tree risk and tree health and is to be submitted to Council for verification and approval prior to any works commencing. The assessments are to be carried out in accordance with and recorded in the tree inventory database prepared for the site. All works undertaken are to also be recorded in the database to ensure it is up to date and accurate. | High | | Independent audit |
| Improve tree planting and increase the Urban Forest | Marrickville Golf Club is to develop a Tree Replacement and Planting Strategy for the site. This should include specifications for tree planting, tree stock procurement and tree establishment and maintenance. It should also include; a) an appropriate tree species palette that is suited to the environmental conditions of Cook River Valley. Replacement tree species selection shall be native tree varieties and endemic to the Cooks River Valley ecosystem (refer to Section 2.18.13 of the MDCP2011 and 'Missing Jigsaw Pieces: The Bushplants of the Cooks River Valley' by Doug Benson); b) a commitment to 2:1 tree replacement for any tree that is removed (based on approved works identified as part of an assessment); c) a strategy for the staged removal and replacement of weed species within the site (Willow and Olive). | High | | Independent audit |
| Support and enhance the biodiversity values in the local area | Improve the wider community's knowledge and understanding of good urban tree and forest management; | Med | OP | Community feedback |
| | Assist stakeholders in the planning, budgeting, implementation, and maintenance of tree planting by providing consistent guidance on suitable species, locations and planting patterns. | Med | OP | Stakeholder feedback |
| | Guide the decision making and provide a transparent and accountable processes for planting, maintenance, removal processes | High | OP | Independent audit |
| To make the river, riparian area and floodplain resilient (adaptive and diverse) and contiguous. | Provide long term protection of biodiversity values of the natural areas within the parklands and look for opportunities to increase vegetation cover as per Master Plan, using mainly a diverse range of local and native species from pre-European vegetation communities as a reference. | High | OP/ Capex/ Grant funding | Independent audit |
| To have successful Species - rich – abundant and diverse plant communities representative of Cooks River Valley Ecological communities | Work with Council's community nursery for advice and sourcing of plants for select new plantings. | Low | OP/ Capex/ Grant funding | Works program |
| Manage the amount of hard surfaces and infrastructure that will: - Cut connections between the River banks, riparian area and floodplain. - Further degrade habitat and refuge areas for wildlife through increased River access | Utilise permeable paving for footpaths where appropriate when upgrading existing paths. | Med | OP/ Grant funding | Planning consent |
| | Investigate cycle path options on existing roads within and adjacent to golf course to manage use and width of paths within the parklands to limit impacts on biodiversity areas and passive recreation/reflection places | Med | OP/ Grant funding | Planning consent |

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Marrickville Parklands. Photography by Inner West Council.

06_ Future directions



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Attachment 1

06 Future directions

The Inner West population is growing and community expectations of what open space can provide at various times of the day/week is increasing. Conflict between some uses inevitably occurs and is likely to intensify over time. This conflict includes conflict between golfers and passive recreation, cyclists and pedestrians, urban bush care and off-leash areas etc.

As a result of major renewal projects, over the next ten years the area will undergo significant population growth and change, and increasing population density. This growth presents challenges and opportunities for Council to provide for the recreation needs of its community.

Over the next 10 years, the Marrickville Parklands and Golf Course will continue to become an integral part of the recreation and biodiversity fabric of the Inner West Local Government Area. Developments including the Greenway in the north and Cooks River Parklands in the south will improve connectivity to the Cooks River, Paramatta River, Marrickville Parklands and greater Sydney.



Sydney Park, St Peters

As a result of increased demand on public open space, Marrickville Parklands and Golf Course must be managed in a flexible and adaptive manner.



Prince Alfred Park, Surry Hills



Stadium Park and Chevron Parklands



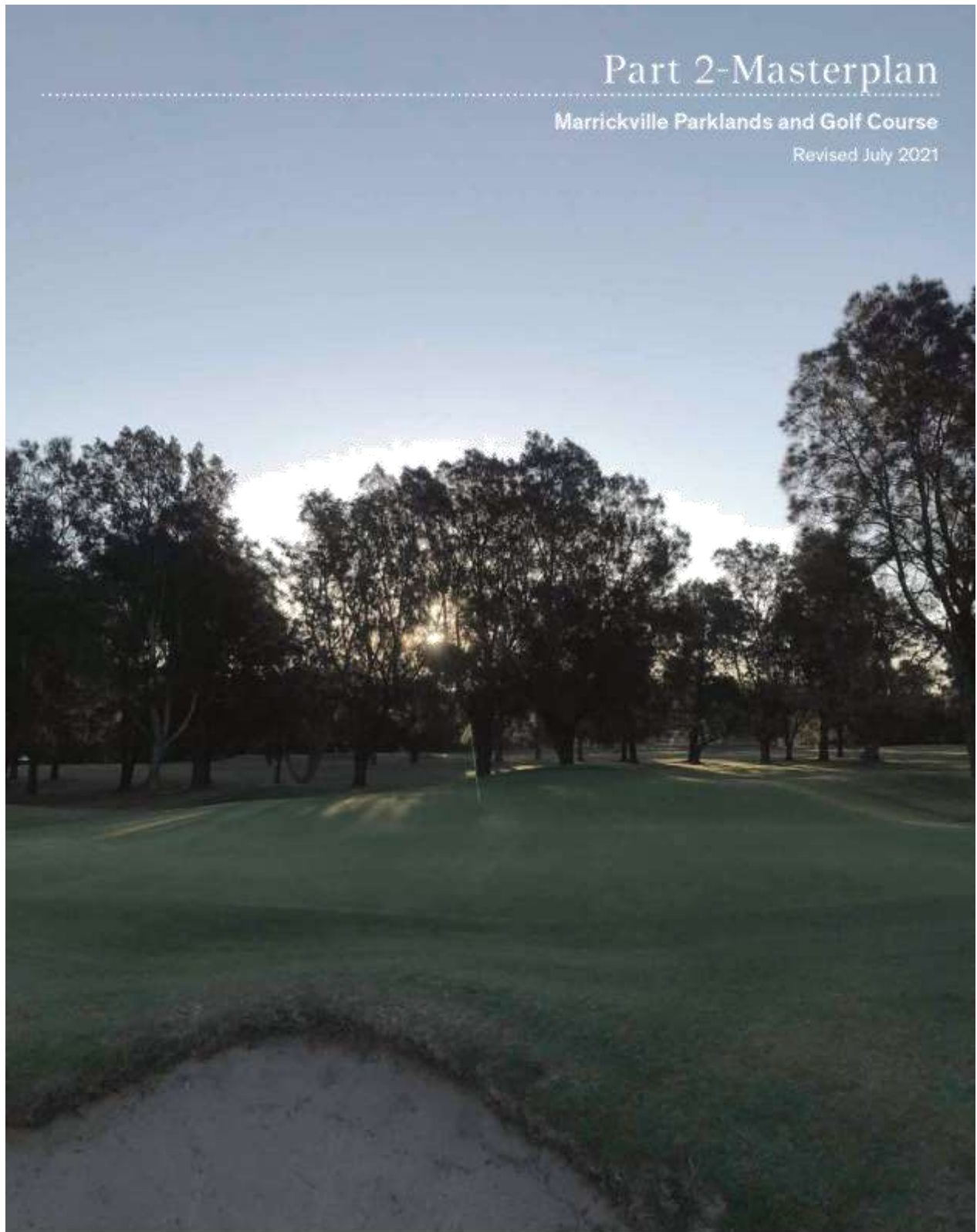
Braithwaite Park Nature Play

06 Future directions

The Golf Course is an integral part of many residents fitness and social lives and provides an essential meeting point and gathering space for its members and residents.

Over the last 5 years, Marrickville Golf Club membership has dropped from 409 members to 368 members in 2017-2018. Inner West Council understands the benefit of encouraging the viability of the club and intends to work with the club through the appointment of the Office of Sport Coordinator who will work closely with the club to improve membership and revenue within the club along with supporting the club with the preparation of grant proposals.

The land on which Marrickville Golf Course sits is publicly accessible parkland. Council and the Golf Club will continue to work together to ensure safe public access and continue to encourage a range of opportunities for recreational use compatible with the main use of the parkland which is golf.



Part 2-Masterplan

Marrickville Parklands and Golf Course

Revised July 2021

INNER WEST **WM**

Item 7

Attachment 2

FURTHER INFORMATION

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Front cover image: Sunset over Hole 3 on Marrickville Gold Course
Photography by Welsh & Major

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Document Control

| DATE: | REVISION NO: | REVISION DETAILS: | APPROVED: |
|----------|--------------|---|-----------|
| 04/07/18 | - | Draft Issue for Internal Review | - |
| 20/11/18 | A | Draft Issue for External Review | - |
| 30/11/18 | B | FINAL Draft for External Review | - |
| 08/03/19 | C | FINAL Draft for Internal Review | - |
| 28/03/19 | D | FINAL Draft Masterplan Issue | DW |
| 16/05/19 | E | FINAL Draft Masterplan Issue- Updated Title | DW |
| 18/06/21 | F | Revised Draft Masterplan Issue - 18 Hole Option | DW |
| 07/07/21 | G | Minor amendments | MS |

Executive Summary

In 2018 Welsh and Major Architects were engaged by Inner West Council to assist in the development of a Draft Masterplan as part of a Draft Plan of Management for the Marrickville Golf Course and the Dibble Avenue Waterhole. Known as the Marrickville Golf Course Lands (MGCL), the land it occupies falls across 2 LGA's: Inner West Council and the City of Canterbury Bankstown. The MGCL is situated on the north/ east bank of the Cooks River, and consists of a land area of 27 acres (10.92 hectares). The Golf Course currently consists of 18 holes in total and is the largest parcel of open space in the LGA.

Developing the Draft Masterplan involved the following process:

- Undertaking a detailed Site Analysis, and identifying the constraints and opportunities that the site offered;
- Identifying key linkages into the adjacent streets and networks, including the Greenway;
- Undertaking Community Drop-In sessions and an Online Survey to identify the key concerns of the community;
- Analysing the outcomes of the Community Engagement process to develop key Masterplan Objectives and Strategies.

This process led to the development of 2 Draft Masterplan options for the MGCL with preliminary costings developed for both.

Option A maintains an 18 hole golf course with the interventions that allows other user groups to share the open space more effectively.

Option B offered a 9 hole course with expanded opportunities for other user groups to utilise the open space more effectively and provide greater opportunities for biodiversity and ecology initiatives

The 9 Hole Option (Option B) is no longer under consideration, and a revised, 18 hole option has been established as the preferred option.

This report is set out in 4 parts: Project Context; Site Analysis; Analysis of Community Engagement and the Draft Masterplan Options.

Key Features of the Masterplan include:

- Upgraded shared pathways along the Cooks River Foreshore
- New safety measures (screens and planting) to allow people to safely use the pathways with a reduced fear of golfball strike
- Improved links from surrounding streets into the parklands
- A new river access point suitable for kayaks and other small unpowered watercraft
- New shelters, lookout points and bird hides (Dibble Ave Waterhole) across the parkland
- The re-naturalisation of the foreshore - saltmarsh planting and the phased removal of the existing sheet piling river edge
- Additional planting to improve the riparian corridors
- New WSUD measures that re-integrate the natural watercourses across the site, improving stormwater drainage and encouraging native flora and fauna
- Play equipment for existing playgrounds
- Improved tees and greens
- Improvements to existing parking areas



Looking North West over Cooks River. Photography by Welsh & Major Architects.

I.0 Project Context

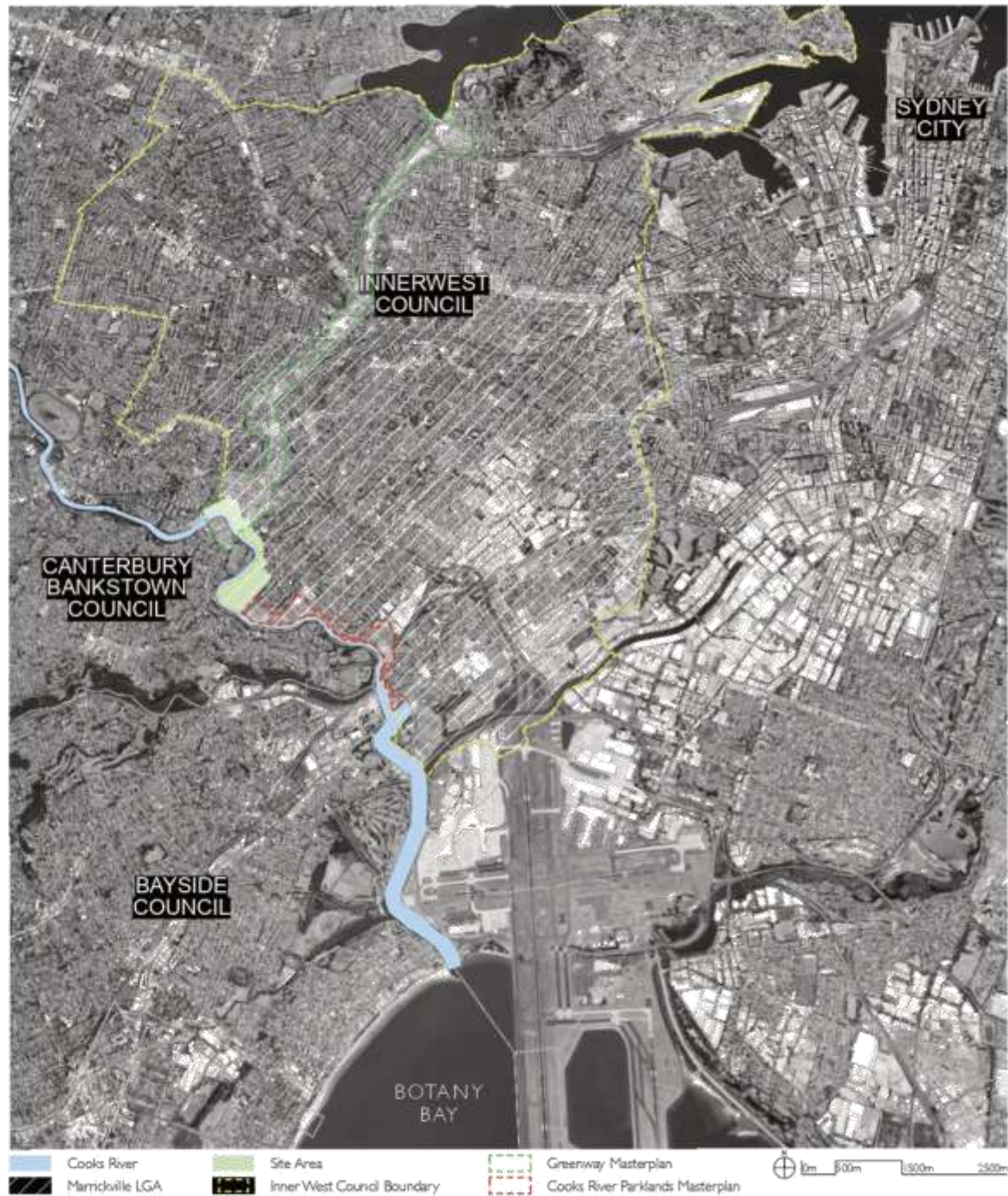


Rehabilitated Vegetation, Marrickville Golf Course. Photography by Welsh & Major Architects.

WM 7

1.0 Project Context

I.0 Project Context REGIONAL CONTEXT



WM 9

Item 7

Attachment 2

1.0 Project Context

IDENTIFYING ZONES & PRECINCTS

Zone 1

Zone 1 of the Marrickville Golf Course is located on the border of Marrickville and Hurlstone Park. It is in the south west portion of the Inner West Council Government Area and the eastern portion of Canterbury Bankstown Local Government Area. It is bordered by Tennent Parade to the West, Wardell Road to the East and Cooks River to the South.

Zone 2

Location Zone 2 of the Marrickville Golf Course is located on the border of the suburb of Marrickville in the south west portion of the Inner West Council Government Area. This Zone is bordered by the Cooks River to the west, Wardell Road to the north and Reserve Crescent and Princess Street to the east. The golf club lands continue to the south.

Zone 3

Zone 3 of the Marrickville Golf Course is located on the border of the suburb of Marrickville in the south west portion of the Inner West Council Government Area. This Zone is bordered by the Cooks River to the west and south and Bruce Street and Beauchamp Street to the east. HJ Mahoney Reserve shares a boundary with the club lands along its south eastern border. The golf club lands continue to the north.

Wardell Road precinct

Wardell Road precinct focuses in on the Wardell Road street crossing between Zones 1 & 2. Golf lands exists to the north west and south east of this road. This precinct focuses particularly on the thresholds between the golf club lands and the road, including the pavements, traffic island and easements.

Waterhole Precinct

This precinct includes the Dibble Avenue Waterhole and its access via A.B. Crofts playground. The Waterhole is bounded by private properties on all but its south western corner.

Clubhouse Precinct

This precinct focuses in on the clubhouse for the Marrickville Golf and Sporting Community Club. This includes the lands occupied by groundskeepers, membership parking and access to Beaman Park via the bridge over the Cooks River to the north east.

I.0 Project Context

IDENTIFYING ZONES & PRECINCTS



WM II

Item 7

Attachment 2



Looking across the lower course greens. Photography by Welsh & Major Architects.

2.0 Site Appraisal + Analysis



Looking up the hill from Hole 9 green. Photography by Welsh & Major Architects.

2.0 Site Appraisal + Analysis

HISTORICAL ANALYSIS



2.0 Site Appraisal + Analysis

HISTORICAL ANALYSIS

Original Occupation

The first Aboriginal people of the Cooks River lived tens of thousands of years ago. In the late 1860s, Aboriginal people were still fishing the river. Connections to the river run deep, with many significant sites dotted along its banks. Today many Aboriginal people live in the area and have a strong sense of custodianship of the river and its heritage.

1910

Marrickville Golf Club (MGC) is situated on part of Riverside Park on a property called Riverside which was acquired by Marrickville Council in 1910, an area of 27 acres which encompassed Bruce and Beauchamp Streets and bounded by the Cooks River which was low lying & swampy and needed some drainage and filling. Marrickville Council had the foresight to adopt a policy to acquire all lands on the banks of Cooks River within its own LGA. It was not all good land as the Council used some of these lands as rubbish dumps.

1938

In 1938 Marrickville Council established a 9 hole golf course on the high ground of Riverside Park in conjunction with Richards Park. Work began in 1939 and was finished in 1940. The hilly area was chosen as "it was unsuitable for cricket wickets". The Western Suburbs Churches Cricket Club strongly defended the right to use the flat part of Riverside Park now basically Mahoney Park and won that battle. The establishment of MGC was a Depression relief program under the Spooner relief scheme at a cost of \$2,500. Spooner was the Minister for Public Works. The work was carried out under the supervision of the Council's Engineer, Mr Cottam and a local golfer, Mr Apperly advised on the layout of the course. It provided work for local men with married men given preference. It was necessary to secure an adequate water supply for the golf course, Marrickville Council acquired the Dibble Street waterhole for the purpose.

1954

On 16 February 1953 the MGC was incorporated. Eighteen months later Marrickville Council opened the additional 9 holes that transformed the MGC to an 18 hole golf course. The 18 hole golf course was officially opened on Sunday 28 November 1954 at 1.30pm by the Hon. W.T. Murray MLC and Mayor of Marrickville Mayor Murray, who was also an officer of the MGC.

1974

World War II did have an effect on golf numbers as many people from the area enlisted. Over 3,000 local men and women went into the armed forces and over 750 died. When the war ended there was an upsurge in club membership. By the end of 1947 there were 219 men and women members. The MGC committee recommended that the old building be remodelled. This occurred at the expense and with the help of every member of the MGC. MGC had a lease on the clubhouse and certain restricted right to the Golf Course.

Sources:
Marrickville Golf Club website: <https://www.marrickvillegolf.com.au/about-us/>
Dictionary of Sydney website: https://dictionaryofsydney.org/entry/first_people_of_the_cooks_river



Painting of the mouth of the Cooks River in 1830 by Jack Thompson



Looking north to the Cooks River from the golf course in 1910



The view of the clubhouse from across the Cooks River in 1938



The view of the current 9th hole next to the Alfred Street cliffs in 1954

2.0 Site Appraisal + Analysis

LOCAL AREA



2.0 Site Appraisal + Analysis



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Attachment 2

2.0 Site Appraisal + Analysis

ZONE I - UPPER COURSE



Zone Boundary

01. Lang Road pedestrian bridge. / 02. Key confluence of Ewan Park, bridge and golf course lands. / 03. High fencing between courts and course in very bad condition. / 04. Single cricket net. / 05. Entrance and fencing from Tennent Parade. / 06. Typical expansive fairway. / 07. Typical bench / bin / sandbox adjacent to teeing ground. / 08. Tennyson Street playground with access onto golf course lands. / 09. Informal pathway along Cooks River foreshore. / 10. Termination of foreshore at Wardell Street bridge. / 11. Dirt pathway from Wardell Street entrance to hole 12. / 12. Entrance from Wardell Street showing gravel driveway to residential garages.

0 20 40 60 100m

WM

2.0 Site Appraisal + Analysis

ZONE 1 - UPPER COURSE

| ZONE/PRECINCT | ZONE 1 - UPPER COURSE |
|--------------------------------|---|
| TITLE INFORMATION | Lot 2, DP 818577. Lot 2, DP 217281. Lot 1, DP 434482. Lot 3, DP 610005. Lot B, DP 372028. Lot B, DP 370087. Lot B, DP 374334. Lot B, DP 371804. Lot B, DP 370668. Lot B, DP 370667. Lot 2, DP 744754. |
| Ownership | Ownership: Inner West Council / City of Canterbury Bankstown |
| Total Area | 47210 sqm |
| Zoning | Marrickville LEP: REI [public recreation]. Canterbury Council: REI [public recreation]. |
| Existing Classification | - |

Overview

Zone 1 of the Marrickville Golf Course is located on the border of Marrickville and Hurlstone Park. It is in the south west portion of the Inner West Council Government Area and the eastern portion of Canterbury Bankstown Local Government Area. It is bordered by Tennent Parade to the West, Wardell Road to the East and Cooks River to the South.

Character

The upper part of the Marrickville Golf Course is formalised by the layout of the 4 hole that cross it. There is limited vegetation which allows for excellent views both along and across the river. Its northern perimeter is characterised by the array of residential plots that back onto the course.

Pathways

Zone 1 has one formal pathway along its boundary with Wardell Road that winds behind the back of the green and tee off locations. There is a gravel road that services the garages of lots on the corner of Wardell Road and Riverside Crescent.

Informal dirt pathways have formed from foot traffic through turfed areas. These are present all along the foreshore and connect to Ewan Park and the paved pathway that starts at the foot of the bridge connecting Willis Ground to Ewan Park.

Fencing / Boundary

A 900mm mesh metal fence runs along Wardell Road at road level with significant but sporadic planting on the slope leading up to it. The boundary to the north is characterised by its mixture of residential fences. Only in the north west corner is this boundary obscured by vegetation. In the north west corner there is also a 4m high chain fence that encloses the cricket nets and football goal. The boundary with Tennent Parade is a 900mm high tubular metal fence in poor condition offset ~2.5m from the road. There is a severely dilapidated 5m+ high chain-link fence between the golf course and the disused tennis courts at Ewan Park.

Furniture

There is minimal furniture in this part of the course except for two locations which have a simple bench / bin / sandbox provided for golfers. They are orientated towards the tee off locations.

Foreshore Edge

The foreshore interface is predominantly rusted sheet metal piling. The access point to Ewan Park is bordered by a small mangrove bed which has been created around a tiered sandstone embankment.

Parking

There is no explicit provision for parking for course users in this zone. Roadside parking is available on all neighbouring roads. Information on parking hours / availability will be provided at a later date.

Golf Amenity

Aside from the two locations in which furniture is provided on the greens, there is no other amenity for golfers apart from signage at each hole indicated yards / par / advertisement.

Trees

Tree cover in Zone 1 is somewhat typical of Golf Course planting. Banks of trees line the fairways, especially in the areas between two fairways. The edges of the course in this zone are sparsely planted in comparison to other parts of the course.

Most trees in this zone are in moderate to good health and the limited number of dead trees on the site are earmarked for use in fauna rehabilitation schemes.

Planting

There is little to no planting in Zone 1 apart from the mangrove bed on the foreshore of the river at its western extent. The vegetation, shrubbery and small trees along the border with Wardell Road are effective as screening but offer little reward for any other reason.

Signage

At the tee location for each hole there is a rudimentary 1200mm sign with information on the hole and the majority of its area given to advertising. At the intersection of the Ewan park, shared path, the pedestrian bridge over the river and the course lands there is a standalone interpretive sign with information about the history and ecology of the site. A small sign on the other side of Wardell Road also informs golfers that hole 12 can be found across the road.

Lighting

There is no provision for lighting anywhere in Zone 1.



01



02



03



04



05



06



07



08



09



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12

01. Ling Road pedestrian bridge. / 02. Key confluence of Ewan Park, bridge and golf course lands. / 03. High fencing between courts and course in very bad condition. / 04. Single cricket net. / 05. Entrance and fencing from Tennent Parade. / 06. Typical expansive fairway. / 07. Typical bench / bin / sandbox adjacent to teeing ground. / 08. Tennyson Street playground with access onto golf course lands. / 09. Informal pathway along Cooks River foreshore. / 10. Termination of foreshore at Wardell Street bridge. / 11. Dirt pathway from Wardell Street entrance to hole 12. / 12. Entrance from Wardell Street showing gravel driveway to residential garages.





Fauna linkages



Roodplan extent



Cooks River foreshore building line



Ground cover



Tree cover.



Access points & Existing Pathways



Boundary condition.



Soil type.



Adjacent Building Height



Course layout.



Contours



Services

| | | | | | |
|-----------------------------|-------------------------------|-------------------------|--------------|-----------------------|-------|
| Pedestrian / Vehicle Access | Mangrove Zones | High fence | Single Story | Aviation Gas Pipeline | SPARE |
| Informal Path | Overgrown Land | Low fence | Two Story | SPARE | SPARE |
| Formal Path connections | Acid Sulphate Soils - Class 2 | Residential boundary | Three Story | SPARE | SPARE |
| Fauna linkages | Acid Sulphate Soils - Class 5 | Contours @ 1m Intervals | Four Story+ | SPARE | SPARE |

2.0 Site Appraisal + Analysis

ZONE 1 - SITE CONSTRAINTS AND OPPORTUNITIES

Fauna Linkages

The entire site is identified as a key biodiversity corridor connecting to HJ Mahoney Reserve to the east and Ewan Park to the west.

Soils

Zone 1 has two types of acid sulphate soil: type 02 and type 05. Excavation of soil within this area should proceed with caution not to disturb these acid sulphate soils. Class 02 soils may be exposed from any excavation works. Class 05 soils may be exposed when excavation is deeper than 5.0m. Appropriate construction methods in this zone will need to be considered to deal with acid sulphate soils.

Cooks River Foreshore Development Offset

The foreshore development offset zone along the river foreshore is a designation that limits construction with 10m of the river edge. Full details of construction implications need to be discussed with the NSW Department of Primary Industries:Water:

Built Structures

There are no built structures in Zone 1. The only significant area of hard landscaping is the concrete slab for the cricket net in the north west corner of the site.

Road Ownership

Wardell Road is state owned. Other streets around the site are Council assets.

Pedestrian & Cycleway Connection

There are no formal pedestrian or cycleway connections that cross zone 1. Wardell road has unprotected pedestrian paths on both sides and a traffic island has been provided as a pedestrian refuge that is the only dedicated crossing for users of the golf club lands.

The Cooks River Cycleway crosses over from Beaman Park to Ewan Park at the far western end of Zone 1.

Underground Services

Viva Energy currently maintain an aviation gas pipeline from thier Clyde refinery to Kingsford Smith Airport. The line runs directly under the golf course.

Other services may run under the golf course lands. Prior to any work commencing, a Dial Before You Dig check must be undertaken.

Heritage

There are no items of heritage significance in or bordering on Zone 1 of the golf course lands.

Contours and Landform

The land is predominantly flat across Zone 1 and is indicated in the InnerWest LGA maps as a floodplain of the Cooks River. This zone has a change in elevation of less than 1.0m and floods regularly.

Public Transport

This zone of the Marrickville Golf Course is served by the 412 bus which connects Campsie and the City. The bus stops opposite the petrol station on Wardell Road and further down near Willis Park. Dulwich Hill station is located +500m from access to the course on Wardell Road.

2.0 Site Appraisal + Analysis



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Attachment 2

2.0 Site Appraisal + Analysis

ZONE 2 - MID COURSE



Zone Boundary

01. Vehicular and pedestrian entry from Wardell Road. / 02. Sheltered dirt pathway and seating adjacent to Wardell Road. / 03. Informal path leading up to Wardell Road bridge from behind hole 11 teeing ground. / 04. Informal access in Riverside Crescent boundary fence. / 05. Fairway on hole 10. / 06. Services / pumping shed. / 07. Chadwick Avenue. / 08. Formal pathway termination next to hole 8 teeing ground. / 09. Path splitting into riverside track and raised paved pathway with vegetation bank. / 10. Alfred Street access point. / 11. Exposed sandstone rocks around hole 11. / 12. Mudcrab community groups restoration of riverside vegetation.

0 20 40 60 100m

WM

2.0 Site Appraisal + Analysis

ZONE 2 - MID COURSE

| ZONE/PRECINCT | ZONE 2 - MID COURSE |
|--------------------------------|---|
| TITLE INFORMATION | Lot 24, DP 1106954. Lot 1, DP 62104. Lot 22, DP 1106954. Lot 2, DP 879004. Lot 23, DP 1106954. Lot A, DP 70398. Lot 2, DP 976674. Lot 1, DP 455850. Lot 2, DP 999999. Lot B, DP 181106. Lot 22, DP 1994. Lot 21, DP 1994. Lot 20, DP 1994. Lot 1, DP 1170415. Lot 18, DP 1994. Lot 19, DP 1994. Lot 2, DP 272. Lot 3, DP 272. Lot 4, DP 272. Lot 99, DP 923642. Lot 7031, DP 1060582. Lot 7006, DP 1060644. |
| Ownership | Inner West Council |
| Total Area | 46140 sqm |
| Zoning | Marrickville LEP. RE1 [public recreation]. |
| Existing Classification | - |

Overview

Location Zone 2 of the Marrickville Golf Course is located on the border of the suburb of Marrickville in the south west portion of the Inner West Council Government Area. This Zone is bordered by the Cooks River to the west, Wardell Road to the north and Reserve Crescent and Princess Street to the east. The golf club lands continue to the south.

Character

The middle part of the Marrickville Golf Course has a split character. Its upper part is long, open, flat and open to the Cooks River while its lower portion is much narrower and sits higher than the river with a steep bank and dense mangrove planting along its interface.

Pathways

The wider open areas at the north of Zone 2, including its long open stretch adjacent to the river have no formal pathways. A small dirt pathway and steps leads from Wardell Road to the tee location for hole 15.

At the bottleneck caused by Chadwick Avenue, a rudimentary ~2m asphalt pavement runs for approx. 100m towards the end of hole 9. Running parallel to this on the banks of the river is a substantial track sitting at the foot of a 2m+ bank just inside the mangroves. This path continues towards the clubhouse and links up with the pedestrian bridge over the river.

Fencing / Boundary

There is a 900mm mesh metal fence along the border with Wardell Road similar to Zone 1. An 1800mm residential fence cuts in near the 11th hole. Along riverside crescent and continuing all the way down to Chadwick Avenue there is a 900mm tubular metal fence in average condition. There are no formal openings in this fence to allow access to the course lands. Past Chadwick Avenue on the eastern side of this zone, residential fences hug the boundary with a small low timber log wall separating the community park from the course lands at the end of Alfred Street.

Residential boundaries then continue from Alfred Street to the south separated from the course by extensive planter beds north of hole 8. The course is then cut off by the steep slopes to the south of Alfred Street and the west of Princess Street.

Furniture

There is a standalone park bench under three trees along the Wardell Road boundary facing down the fairway for hole 16 with a bin and sand pit nearby. Another bench, bin and sandpit sit behind the teeing ground of hole 10. There are also two benches in the community park at the end of Alfred Street. There is a standalone bench adjacent to the teeing ground of hole 9.

Foreshore Edge

The foreshore interface is predominantly rusted sheet metal piling along the hole 10. In the lower region the foreshore is defined by a steep slope set back from the water's edge with a substantial pathway running between the mangroves and this slope.

Parking

There is no explicit provision for parking for course users in this zone. Roadside parking is available on all neighbouring roads. Information on parking hours / availability will be provided at a later date.

Golf Amenity

Aside from the locations in which furniture is provided on the greens, there is no other amenity for golfers apart from signage at each hole indicating yards, hole par and advertisements.

Trees

Tree cover in the upper portion of Zone 2 is somewhat typical of Golf Course planting. Banks of trees line the fairways, especially in the areas between two fairways. The edges of the course in this zone are sparsely planted in comparison to the lower portion of Zone 2. This area has more substantial planting with thick mangrove cover along the foreshore and large trees at the end of Alfred Street.

Most trees in this zone are in moderate to good health and the limited number of dead trees on the site are earmarked for use in fauna rehabilitation schemes.

2.0 Site Appraisal + Analysis

ZONE 2 - MID COURSE

Planting

There is community planting with timber log walling at the end of Alfred Street and regrowth initiatives currently being undertaken along the slope and mangrove zones either side of the pathway.

Signage

At the tee location for each hole there is a rudimentary 1200mm sign with information on the hole and the majority of its area given to advertising. A small sign near to the Wardell Road crossing informs golfers that hole 12-15 can be found across the road.

Lighting

There is no provision for lighting in Zone 2.



01



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12

01. Vehicular and pedestrian entry from Wardell Road. / 02. Sheltered dirt pathway and seating adjacent to Wardell Road. / 03. Informal path leading up to Wardell Road bridge from behind hole 11 teeing ground. / 04. Informal access in Riverside Crescent boundary fence. / 05. Fairway on hole 10. / 06. Services / pumping shed. / 07. Chadwick Avenue. / 08. Formal pathway termination next to hole 8 teeing ground. / 09. Path splitting into riverside track and raised paved pathway with vegetation bank. / 10. Alfred Street access point. / 11. Exposed sandstone rocks around hole 11. / 12. Mudcrab community groups restoration of riverside vegetation.



Fauna linkages



Floodplain extent



Cooks River foreshore building line



Ground cover



Tree cover



Access points & Existing Pathways



Boundary condition



Soil type



Adjacent Building Height



Course layout



Contours



Services



2.0 Site Appraisal + Analysis

ZONE 2 - SITE CONSTRAINTS AND OPPORTUNITIES

Fauna Linkages

The entire site is identified as a key biodiversity corridor connecting to HJ Mahoney Reserve to the east and Ewan Park to the west.

Soils

Zone 1 has two types of acid sulphate soil: type 02 and type 05. Excavation of soil within this area should proceed with caution not to disturb these acid sulphate soils. Class 02 soils may be exposed from any excavation works. Class 05 soils may be exposed when excavation is deeper than 5.0m. Appropriate construction methods in this zone will need to be considered to deal with acid sulphate soils.

Cooks River Foreshore Development Offset

The foreshore development offset zone along the river foreshore is a designation that limits construction with 10m of the river edge. Full details of construction implications need to be discussed with the NSW Department of Primary Industries:Water.

Built Structures

The only built structure in Zone 2 is a small corrugated steel shed roughly 3m x 1.8m on the boundary with Riverside Crescent. It appears to be integral to the Use of Dibble Avenue Waterhole for the irrigation of the golf course lands.

Road Ownership

Wardell Road is state owned. Other streets around the site are Council assets.

Pedestrian & Cycleway Connection

Wardell road has unprotected pedestrian paths on both sides. A traffic island has been provided as a pedestrian refuge and this is the only dedicated crossing for users of the golf club lands. For the northern end of the site an informal pedestrian link towards the clubhouse exists along the river foreshore. It is formalised where the course narrows into a formal paved pathway and a sheltered dirt pathway along the rivers edge. This connects to the clubhouse and the pedestrian bridge linking the golf course and Beaman Park.

This forms part of the Cooks River Cycleway which predominantly runs along a shared concrete path on the other side of the river but her crosses over the bridge and links to Alfred Street and Chadwick Avenue.

Underground Services

Viva Energy currently maintain an aviation gas pipeline from thier Clyde refinery to Kingsford Smith Airport. The line runs directly under the golf course.

Other services may run under the golf course lands. Prior to any work commencing a Dial Before You Dig check must be undertaken.

Heritage

There are no items of heritage significance in Zone 2 of the golf course lands.

Contours and Landform

The land is predominantly flat across the upper portion of Zone 2 and is indicated in the Inner West LGA maps as a floodplain of the Cooks River. This zone has a change in elevation of less than 1.0m and floods regularly. There is a steep bank in the lower area of this zone along the border with the river which raises the golf lands up to 2m above river levels. In the south east corner of the Zone the land begins to rise up the hill which dominates Zone 3.

Public Transport

This zone of the Marrickville Golf Course is served by the 412 bus which connects Campsie and the City. The bus stops opposite the petrol station on Wardell Road and further down near Willis Park. Dulwich Hill station is located +500m from access to the course on Wardell Road.

2.0 Site Appraisal + Analysis

ZONE 3 - LOWER COURSE



Zone Boundary

01. Termination of foreshore walking route at pedestrian bridge. / 02. Informal pathway along foreshore. / 03. Rolling landscaping around hole 1. / 04. Formal path / golf boundary around teeing ground 7. / 05. Boundary between Golf Club lands and HJ Mahoney Reserve. / 06. Principal entrance on the corner of Beaulamp Street and Wharf Street. / 07. Looking up the hill from hole 5. / 08. Looking south from the top of the hill. / 09. High boundary fencing behind hole 5 to protect Bruce Street. / 10. Looking down hole north towards Zone 2. / 11. Wave Rock. / 12. Sheltered approach and asphalt pathway leading up to the raised teeing ground at hole 18. / 13. Bruce St Rain garden

0 20 40 60 80 100m

WM

2.0 Site Appraisal + Analysis

ZONE 3 - LOWER COURSE

| ZONE/PRECINCT | ZONE 3 - LOWER COURSE |
|--------------------------------|--|
| TITLE INFORMATION | Lot 99, DP 923642. Lot 7031, DP 1060582. Lot 7006, DP 1060644. Lot 11, DP 272. Lot 11, DP 272. Lot 14, DP 272. Lot 13, DP 272. Lot 15, DP 272. Lot 16, DP 272. Lot 17, DP 272. Lot 18, DP 272. Lot 19, DP 272. Lot 20, DP 272. Lot 21, DP 272. Lot 22, DP 272. Lot 23, DP 272. Lot 24, DP 272. Lot 25, DP 272. Lot 26, DP 272. Lot 27, DP 272. Lot 28, DP 272. Lot 30, DP 272. Lot 31, DP 272. Lot 32, DP 272. Lot 34, DP 272. Lot 35, DP 272. Lot 36, DP 272. Lot 37, DP 272. Lot 38, DP 272. Lot 39, DP 272. Lot 7029 DP 99999. Lot 556, DP 752049. Lot 7030, DP 1060582. Lot 9, DP 130964. Lot 1, DP 1219220. |
| Ownership | Inner West Council |
| Total Area | 128658 sqm |
| Zoning | Marrickville LEP: RE1 [public recreation]. |
| Existing Classification | - |

Overview

Zone 3 of the Marrickville Golf Course is located on the border of the suburb of Marrickville in the south west portion of the Inner West Council Government Area. This Zone is bordered by the Cooks River to the west and south and Bruce Street and Beauchamp Street to the east. HJ Mahoney Reserve shares a boundary with the club lands along its south eastern border. The golf club lands continue to the north.

Character

The Lower Zone of Marrickville Golf Course is characterised by flat fairways and soft rolling greens on the river floodplain and a large hill to the north of the clubhouse. The southern slope is long and steep whilst the northern and western aspects of the are populated by trees, outcrops and different slopes. The river interface is spotted with mangroves and is popular with walkers. The heart of zone 3 is dominated by the clubhouse and its approach which sits overlooking the river and the lower course.

Pathways

All along the river foreshore there is a pathway that ranges from worn grass to wood-chip to dirt and sits under the mangroves around the river bend and is exposed on the straight sections near HJ Mahoney Reserve and the pedestrian bridge over the river. Along the boundary with HJ Mahoney Reserve there is a asphalt pathway that links up to the public parking.

To the north of the Clubhouse there are a number of interwoven formal pathways that provide access up the steeper sections of the hill, often winding up the land. A number of informal paths lead off these to various teeing grounds and holes.

Fencing / Boundary

Along Bruce Street and continuing all the way down Beauchamp Street there is a 900mm tubular metal fence in average condition. Near the Teeing ground for hole 4 there is a high metal fence to protect properties on the adjacent roads. There a number of informal openings in this fence to allow access the course lands. The principle entrance to the club lands is on the corner of Beauchamp Street and Wharf Street and is characterised by a brick gate structure.

From here a 1200mm metal mesh fence runs between the golf course lands and HJ Mahoney Reserve and terminates short of the river edge allowing for access between the two grounds along the river foreshore. The boundary along the foreshore is continuous sheet metal piling which is in poor condition with mangrove areas on the banks around the river bend and then continuing again on from the pedestrian bridge up to Wave Rock.

Furniture

Spotted around the holes in Zone 3 is more limited furniture. Bins, and sandpits are located at the teeing ground of hole 1, 3, 4, 5, 8, 9 and the approach course and benches at 3 and 9.

Foreshore Edge

The foreshore interface is continuous rusted sheet metal piling. A pathway follows the edge of the riverbank and around the inside bend and north of the pedestrian bridge there is dominant mangrove growth.

Parking

Immediately in front of the entrance there is a parking area designated for visitors. Approx 30+ parking spaces are provided here. The road from the entrance also widens to allow parking in front of the club house that is marked for members. Approximately 36 spaces are provided here although many users park on the grass near hole 5 and the driving nets.

Golf Amenity

Aside from the locations in which furniture is provided on the greens, there is no other amenity for golfers apart from signage at each hole indicating yards, hole par and advertisements. Amenity relating to the clubhouse will be analysed in the Golf Club Precinct on Page 45.

2.0 Site Appraisal + Analysis

ZONE 3 - LOWER COURSE

Trees

Tree cover in the lower portion of Zone 3 is somewhat typical of Golf Course planting. Banks of trees line the fairways, especially in the areas between two fairways. The edges of the course in this zone are sparsely planted. Along the border with HJ Mahoney Reserve there is a substantial bank of large trees. Thick mangrove cover dominates the river foreshore along the bend and between the pedestrian bridge and Wave Rock. The eastern side of the hill has limited tree cover whilst the eastern and northern slope has larger areas of tree cover with some distinct openings along the course route.

Most trees in this zone are in good health. Further information on tree species and condition to be incorporated into this report at a later date.

Planting

There is limited planting in Zone 3. Overgrown grasses and bushes follow the boundary with HJ Mahoney Reserve on its eastern boundary.

There is a significant vegetation initiative at the bottom of the hill in the middle of hole 9 with a board-walk running through the middle.

Signage

At the entrance to the course there is a placard style sign indicating the name of the course and providing some basic information on services and facilities. There is a small sign informing visitors of parking liabilities, times and locations.

At the tee location for each hole there is a rudimentary 1200mm sign with information on the hole and the majority of its area given to advertising.

Lighting

There is no provision for lighting anywhere in Zone 3.



Bruce Street Rain garden



Mudcrab volunteers planting at Wave Rock



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01. Termination of foreshore walking route at pedestrian bridge. / 02. Informal pathway along foreshore. / 03. Rolling landscaping around hole 1. / 04. Formal path / golf boundary around teeing ground 7. / 05. Boundary between Golf Club lands and HJ Mahoney Reserve. / 06. Principal entrance on the corner of Beauchamp Street and Wharf Street. / 07. Looking up the hill from hole 5. / 08. Looking south from the top of the hill. / 09. High boundary fencing behind hole 5 to protect Bruce Street. / 10. Looking north down 9th hole, with Bruce St Raingarden seen beyond the tee. / 11. Wave Rock. / 12. Sheltered approach and asphalt pathway leading up to the raised teeing ground at hole 18.

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Fauna linkages



Floodplain extent



Cooks River foreshore building line



Ground cover



Tree cover



Access points & Existing Pathways



Boundary condition



Soil type



Adjacent Building Height



Course layout



Contours



Services

- Pedestrian / Vehicle Access
- Informal Path
- Formal Path connections
- Fauna Linkages

- Mangrove Zones
- Overgrown Land
- Acid Sulphate Soils - Class 2
- Acid Sulphate Soils - Class 5

- High fence
- Low fence
- Residential boundary
- Contours @ 1m Intervals

- Single Story
- Two Story
- Three Story
- Four Story +

- Aviation Gas Pipeline
- SPARE
- SPARE
- SPARE
- SPARE

2.0 Site Appraisal + Analysis

ZONE 3 - SITE CONSTRAINTS AND OPPORTUNITIES

Fauna Linkages

The entire site can be identified as an important fauna link along the Cooks river connecting to HJ Mahoney Reserve to the east and the Ewan park to the West following the riverbank between the two.

Soils

Zone 3 has two types of acid sulphate soil: type 02 and type 05. Excavation of soil within this area should proceed with caution not to disturb these acid sulphate soils. Class 02 soils may be exposed from any excavation works. Class 05 soils may be exposed when excavation is deeper than 5.0m. Appropriate construction methods in this zone will need to be considered to deal with acid sulphate soils.

Cooks River Foreshore Development Offset

The foreshore development offset zone along the river foreshore is a designation that limits construction with 10m of the river edge. Full details of construction implications need to be discussed with the NSW Department of Primary Industries/Water.

Built Structures

There are numerous built structures in zone 3, all of which are contained within the Golf & Community Club Precinct and subsequently will be analysed in that part.

Road Ownership

The adjacent roads to Zone 3, Beauchamp Street and Bruce Street are council assets. Further information pertaining to the ownership / maintenance of the road leading to the clubhouse is needed.

Pedestrian & Cycleway Connection

There are important pedestrian links crossing through Zone 3 both leading to the pedestrian bridge over the Cooks river and the start of the riverside path leading into Zone 2. One route follows the foreshore and from HJ Mahoney Reserve and the other follows the road from the course entrance at the corner of Beauchamp Street and Wharf Street.

Underground Services

Viva Energy currently maintain an aviation gas pipeline from thier Clyde refinery to Kingsford Smith Airport. The line runs directly under the golf course.

Other services may run under the golf course lands. Prior to any work commencing, a Dial Before You Dig check must be undertaken.

Heritage

Wave Rock is an item of heritage significance, integral to the long history of Aboriginal connections to the Cooks River. It is located in Zone 3 on the rivers edge.

2.0 Site Appraisal + Analysis

WARDELL ROAD PRECINCT



01. Approach and vehicle parking shared with no. 286 Wardell Road. / 02. Pedestrian entrance leading into Zone 2. / 03. Looking over the traffic island to the Budget petrol station, a dominant feature on this intersection. / 04. Looking north on the Wardell Street traffic island towards Dulwich Hill 7. / 05. Looking south from on the Wardell Street traffic island towards the bridge over the Cooks River. / 06. Sydney Water SPS. / 07. Easement into Zone 1 showing breaks in metal railing and paved driveway. / 08. Principle access into Zone 1 with gravel pathway. / 09. Shared driveway to Riverside Cres properties [rear of no. 82 - 92]. / 10. Vegetation growth around bank of Cooks river at Wardell Road bridge intersection. / 11. Zone 1 boundary. / 12. Zone 2 boundary.

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2.0 Site Appraisal + Analysis WARDELL ROAD PRECINCT

| ZONE/PRECINCT | WARDELL ROAD PRECINCT |
|-------------------------|--|
| TITLE INFORMATION | |
| Ownership | Inner West Council / RMS |
| Total Area | |
| Zoning | Marrickville LEP: RE1 [public recreation]. |
| Existing Classification | - |

Planting

Two street level planters have been incorporated into the traffic island providing some much needed greenery to the street-scape.

Signage

There is no signage at either entrance to the course, likely because it is not the principle vehicular entrance.

Lighting

Street lamps service Wardell Road and offer the only source of lighting at night along the road and at the two entrances to the golf course lands.

Overview

Zone 6 focuses in on the Wardell Street crossing between Zones 1 & 2. Golf lands exist to the north west and south east of this road. Particularly it focuses on the thresholds between the golf club lands and the road, including the pavements, traffic island and easements.

Character

The banks of vegetation, the fencing and boundary condition and the pedestrian zones all equally contribute to the character of this area. Between Zones 1 and 2, the road is flanked by bushes and trees, compressing the experience of the user in contrast the expansive views available over the bridge.

Towards the north east, the fabric of the site is more mixed, with three roads intersecting flanked by approaches to the golf course lands, a pedestrian crossing through a traffic island and a service station.

Pathways

This zone heavily focuses on the provision of a pathway between the upper and middle part of Marrickville Golf Course. The whole course up until this point is self contained but here users must cross the busy Wardell Road to access holes 12 - 15. Crossing is currently facilitated through a pedestrian crossing in between the two entrances to the course lands, forming a dog leg like pathway between the two.

Other than this formal link, two important pathways along the river on both sides of the Wardell Street bridge are abruptly terminated by the road.

Fencing / Boundary

A 900mm mesh metal fence borders the golf course lands and the pavements along Wardell Road. Significant vegetation also creates a visual boundary between the golf course lands and the road. However, behind the teeing ground for the 16th hole there is no cover between the course and the road, resulting in an uncharacteristically urban setting adjacent to the golf lands.

Trees

There is significant tree cover at the entrance to the mid course and along the shared boundary between the course and the road. A lack of vegetation along the foreshore in this area allows for significant vistas of the golf course lands as one crosses the bridge heading from south to north. Most trees in this zone are in good health.



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01. Approach and vehicle parking shared with no. 286 Wardell Road. / 02. Pedestrian entrance leading into Zone 2. / 03. Looking over the traffic island to the Budget petrol station, a dominant feature on this intersection. / 04. Looking north on the Wardell Street traffic island towards Dulwich Hill 7. / 05. Looking south from on the Wardell Street traffic island towards the bridge over the Cooks River. / 06. Sydney Water SPS. / 07. Easement into Zone 1 showing breaks in metal railing and paved driveway. / 08. Principle access into Zone 1 with gravel pathway. / 09. Shared driveway to Riverside Cres properties [rear of no. 82 - 92]. / 10. Vegetation growth around bank of Cooks river at Wardell Road bridge intersection. / 11. Zone 1 boundary. / 12. Zone 2 boundary.



2.0 Site Appraisal + Analysis

WARDELL ROAD PRECINCT - SITE CONSTRAINTS AND OPPORTUNITIES

Soils

This Precinct has two types of acid sulphate soil: type 02 and type 05. Excavation of soil within this area should proceed with caution not to disturb these acid sulphate soils. Class 02 soils may be exposed from any excavation works. Class 05 soils may be exposed when excavation is deeper than 5.0m. Appropriate construction methods in this zone will need to be considered to deal with acid sulphate soils.

Cooks River Foreshore Development Offset

The foreshore development offset zone along the river foreshore is a designation that limits construction with 10m of the river edge. Full details of construction implications need to be discussed with the NSW Department of Primary Industries Water.

Road Ownership

Wardell Road is state owned. Other streets around the site are Council assets.

Underground Services

Viva Energy currently maintain an aviation gas pipeline from thier Clyde refinery to Kingsford Smith Airport. The line runs directly under the golf course.

Other services may run under the golf course lands. Prior to any work commencing, a Dial Before You Dig check must be undertaken.

Heritage

There are no items of heritage significance in the Wardell Road Crossing Precinct.

Public Transport

This zone of the Marrickville Golf Course is served by the 412 bus which connects Campsie and the City. The bus stops opposite the petrol station on Wardell Road and further down near Willis Park. Dulwich Hill station is located +500m from access to the course on Wardell Road.

2.0 Site Appraisal + Analysis

WATERHOLE PRECINCT



01. A.B. Crofts community playground street frontage. / 02. Playground facilities next to waterhole fencing. / 03. Dibble Avenue Waterhole as seen from the playground. / 04. Ewart Street apartment block overlooking the waterhole. / 05. Aerial view of waterhole 1930. / 06. Aerial view of waterhole 1943. / 07. Aerial view of waterhole 1956. / 08. Aerial view of waterhole 1965. / 09. Aerial view of waterhole 1970. / 10. Aerial view of waterhole 2005.

*: Sourced content



2.0 Site Appraisal + Analysis WATERHOLE PRECINCT

| ZONE/PRECINCT | WATERHOLE PRECINCT |
|-------------------------|--|
| TITLE INFORMATION | |
| Ownership | Inner West Council |
| Total Area | |
| Zoning | Marrickville LEP: RE1 [public recreation]. |
| Existing Classification | - |

Contamination

There is evidence of dumping of building waste material. Further investigation is required to determine the extent of any contamination of the precinct, and in particular its effect on water quality.

Overview

This precinct includes the Dibble Avenue Waterhole and the adjacent A.B. Crofts playground. The Waterhole is bounded by private properties on all but its south western corner.

Character

Dibble Avenue Waterhole, once a brick pit, is an important urban wildlife habitat within Marrickville and is of local heritage significance. A calm body of water dominates the waterhole being roughly equal in length and width. Its perimeter is populated by trees, vegetation and a scarp. Behind this, the waterhole is overlooked by a number of neighbouring properties and apartments.

Pathways

There is no pathway around or into the Waterhole. Currently it can only be accessed by A.B. Crofts Playground.

Fencing / Boundary

Many different lots back onto Dibble Avenue Waterhole resulting in an disjointed and varied boundary condition. Parts of the waterhole are within private property.

Parking

There is no dedicated parking provided for visitors to the waterhole or A.B. Crofts playground apart from on street parking on Dibble Avenue and surrounding streets.

Trees

There is significant tree cover adorning the banks of the Waterhole. Most trees in this zone are in good health. Further information on tree species and condition to be incorporated into this report at a later date.

Planting

There is significant planting on the banks of the Waterhole which is the result of re-vegetation undertaken as part of environmental restoration works. Council is progressively regenerating the bushland around the waterhole to remove weed species and re-establish indigenous vegetation at the site.

Lighting

There is no lighting currently at the waterhole



Long Eared Batbox at Dibble Ave Waterhole



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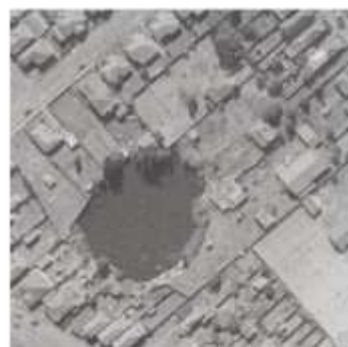
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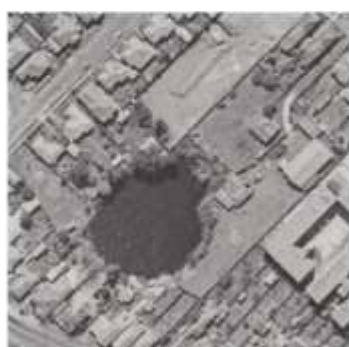
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01. A.B. Crofts community playground street frontage. / 02. Playground facilities next to waterhole fencing. / 03. Dibble Avenue Waterhole as seen from the playground. / 04. Ewart Street apartment block overlooking the waterhole. / 05. Aerial view of waterhole 1930. / 06. Aerial view of waterhole 1943. / 07. Aerial view of waterhole 1956. / 08. Aerial view of waterhole 1965. / 09. Aerial view of waterhole 1970. / 10. Aerial view of waterhole 2005.

†: Sourced content



2.0 Site Appraisal + Analysis

WATERHOLE PRECINCT - SITE CONSTRAINTS AND OPPORTUNITIES

Fauna Linkages

The Dibble Avenue Waterhole is an important urban wildlife habitat and forms part of a fauna linkage zone that stretches from Cooks River to the Rozelle Freightway north of Dulwich Hill Station.

Soils

No acid sulphate soils indicated in the Waterhole.

Built Structures

There are no built structures within the Waterhole boundary however numerous properties are built very closely to its threshold.

Underground Services

Further information is still required at this stage to understand and investigate the extent of underground connections and services.

Heritage

The Dibble Avenue Waterhole is of local heritage significance.

Contours and Landform

The waterhole is approximately 50m in diameter and 6m deep at its lowest point.

Public Transport

There is no public transport access directly to Dibble Street Waterhole however it can be easily accessed from Wardell Road which is serviced by the 412 bus.

Maintenance

Marrickville Council manages Dibble Avenue Waterhole as a public reserve according to a 1997 Plan of Management. Council also undertakes periodic maintenance and has implemented emergency strategies following a landslide in 2016 as the result of heavy flooding.

Biodiversity

Up to 25 species of birds use Dibble Avenue Waterhole as a refuge, including several important migratory and wetland birds such as the Eastern Curlew, Chestnut Teals, Dusky Moorhens and Australian White Ibis have been observed most recently. Long finned eels, dwarf flathead Gudgeon and mosquito fish have also been recorded.

Water Cycle

The waterhole is fed from direct rainfall, groundwater and storm water runoff from adjacent properties. It does not receive storm water runoff from the larger Riverside Crescent Catchment. Water overflows from the waterhole through a pipe to the Cooks River. Evaporation and pumping act to lower water levels. Marrickville Golf Club extracts water for irrigation as part of a lease agreement with Council.

2.0 Site Appraisal + Analysis

CLUBHOUSE PRECINCT



01. Looking west along the pedestrian bridge towards Beaman Park. / 02. The termination of the bridge path. / 03. Dilapidated maintenance shed. / 04. Varidised containers and cabins with scraps & waste collecting. / 05. Maintenance and landscaping shed. / 06. Pro shop. / 07. Netted driving cages with astroturf surface covering. / 08. The frontage of the clubhouse building and adjacent putting green as seen from the car park. / 09. Covered deck with TAB machines, also serving as principle disabled access into the clubhouse. / 10. Driveway up to clubhouse from car park. / 11. Bin and keg storage along access road. / 12. Rear of clubhouse.



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2.0 Site Appraisal + Analysis

CLUBHOUSE PRECINCT

| ZONE/PRECINCT | CLUBHOUSE PRECINCT |
|--------------------------------|--|
| TITLE INFORMATION | |
| Ownership | Inner West Council |
| Total Area | |
| Zoning | Marrickville LEP: RE1 [public recreation]. |
| Existing Classification | - |

Overview

This precinct focuses in on the clubhouse for the Marrickville Golf and Sporting Community Club. This includes the lands occupied by groundskeepers, membership parking and access to Beaman Park via the bridge over the Cooks River to the north east.

Character

The Character of the Golf and Community Club precinct is defined by the clubhouse and the parking / road in front. The clubhouse sits on the edge of the hill and offers views over the course and the Cooks River. The club has a strong sense of community about it, serving as a meeting point not just for golfers but social users too.

By contrast the northern and eastern aspects of the clubhouse are characterised by service provision and back of house facilities respectively.

Pathways

The road leading from Beauchamp Street serves as a major pathway for pedestrians who wish to access the clubs facilities, the middle and upper course and Beaman Park over the Cooks River. The winding pathways on the northern and eastern sides of the clubhouse curve around following the topology of the landscape.

Fencing / Boundary

The clubhouse has no formal fencing to distinguish it from the rest of the course. Steep slopes and changes in gradient serve to separate the clubhouse from the course to the north and the road separates it from the course to the south.

Furniture

Exclusive of furniture provided as part of the clubhouse (alfresco seating under the verandah and internal fitout) there is no furniture around the clubhouse.

Parking

In front of the club house there are approximately 36 spaces provided on hard surface although many users park on the grass near hole 5 and the driving nets. As the road approaches the river, space is often taken up by parked golf carts.

Golf Amenity

The Golf and Community Club houses all of the services for players and community members. There is a Pro Shop separate from the clubhouse and multiple buildings housing maintenance and landscape facilities.

Inside the clubhouse there is a large bistro / seating area, bar & kitchen, toilets, TAB and associated social / recreational facilities.

Trees

There is significant tree cover adorning the road that leads up the hill to the clubhouse verandah as well as heavy tree cover to the north of the clubhouse in front of the pro shop. Elsewhere tree cover is sparse, allowing views to and from the clubhouse.

Most trees in this zone are in good health. Further information on tree species and condition to be incorporated into this report at a later date.

Planting

Two planter boxes are located between the road and the teeing ground for hole 1. More planting is found around the foot of the bridge and the new paving that extends from the bridge to join the road. These interventions appear to be recent, likely coinciding with the provision of the new shared path bridge over the Cooks River.

Signage

There are a range of signs around the clubhouse providing information on the course, the pro shop, the clubhouse and parking. There is a dominant TAB sign on the verandah looking over the car park.

Lighting

The telegraph poles along the road double as street lamps. Their coverage is limited to the road leading in and out of the golf course.



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01. Looking west along the pedestrian bridge towards Beaman Park. / 02. The termination of the bridge path. / 03. Dilapidated maintenance shed. / 04. Vandalised containers and cabins with scraps & waste collecting. / 05. Maintenance and landscaping shed. / 06. Pro shop. / 07. Netted driving cages with astroturf surface covering. / 08. The frontage of the clubhouse building and adjacent putting green as seen from the car park. / 09. Covered deck with TAB machines, also serving as principle disabled access into the clubhouse. / 10. Driveway up to clubhouse from car park. / 11. Bin and keg storage along access road. / 12. Rear of clubhouse.

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2.0 Site Appraisal + Analysis

CLUBHOUSE PRECINCT - SITE CONSTRAINTS AND OPPORTUNITIES

Soils

This Precinct has two types of acid sulphate soil: type 02 and type 05. Excavation of soil within this area should proceed with caution not to disturb these acid sulphate soils. Class 02 soils may be exposed from any excavation works. Class 05 soils may be exposed when excavation is deeper than 5.0m. Appropriate construction methods in this zone will need to be considered to deal with acid sulphate soils.

Cooks River Foreshore Development Offset

The foreshore development offset zone along the river foreshore is a designation that limits construction with 10m of the river edge. Full details of construction implications need to be discussed with the NSW Department of Primary Industries Water. The majority of built structures sit outside the development offset area however the corrugated sheet metal maintenance shed is within the marked area.

Built Structures

The Golf and Community Club precinct is dominated by the clubhouse which appears to be an amalgamation of a range of built structures with its primary frontage a brick and weatherboard addition to an older timber clad structure behind.

The pro shop and maintenance buildings are to the north west and north respective are much smaller brick and timber structures.

Road Ownership

Further information pertaining to the ownership / maintenance of the road leading to the clubhouse is needed.

Underground Services

Further information is still required at this stage to understand and investigate the extent of underground connections and services. Prior to any work commencing, a Dial Before You Dig check must be undertaken.

Heritage

There are no items of heritage significance in the Golf and Community Club Precinct.



Rolling greens and fairways. Photography by Welsh & Major Architects.

3.0 Analysis of Community Engagement



3.0 Analysis of Community Engagement

OVERVIEW & ENGAGEMENT STRATEGY



Pathway and vegetation. Photography by Welsh & Major Architects.

3.0 Analysis of Community Engagement OVERVIEW & ENGAGEMENT STRATEGY

| DATE | TYPE OF ENGAGEMENT |
|------------|--------------------|
| 02/06/2018 | Community Workshop |
| 16/06/2018 | Community Workshop |
| 06/2018 | Online Survey |
| - | - |

This section of the report summarises the methods and results from community engagement, undertaken by the Inner West Council to inform the Master Plan. Community engagement which was undertaken as an online survey and two drop in sessions. The information gathered through the consultation process assisted in establishing the Objectives and Strategies of the Master Plan.

Drop-In Sessions

The first drop-in session was held at Marrickville Golf Course on the 2nd of June 2018. A second session was held two weeks later at on the 16th of June 2018 at the same location.

Printed boards outlined key subjects around Marrickville Golf Course & Dibble Avenue Waterhole as well as a map indicating areas of significance. The members of the public were asked to identify as either 1st or 2nd priority for each or any of the presented topics. The results of these drop-in sessions are summarised in the adjacent table.

The spread, degree and range of priorities here offers a useful insight into the concerns of the both the council and the public. Patterns in consistency between the two sessions are also indicative of residual motives just as high numbers of responses to a certain issue are. This information allows us to focus the more qualitative feedback received in the survey.

Other stakeholders that were involved during the engagement period included the Golf Course executive, golf course members, residents adjacent to waterhole, residents around golf course vicinity and ecology groups on site at the golf course. Internal stakeholders included representatives from Properties, Major Projects and Facilities, Footpaths, Roads, Traffic & Stormwater, Community Services and Culture and Urban Ecology.

Online Survey

An online survey was conducted in June 2018 through Your Say Inner West, seeking feedback on a range of questions regarding Marrickville Golf Course and Dibble Avenue Waterhole. The survey recorded data and opinions on current usage of the sites.

The following analysis was informed by the survey report and will investigate community members' feedback, looking to frame how the public feel, and what areas of the course their feelings relate to.

| | 02/06/2018 | | 16/06/2018 | |
|--|------------|------------|------------|------------|
| OUTCOME | PRIORITY 1 | PRIORITY 2 | PRIORITY 1 | PRIORITY 2 |
| Maintain Bush Care Volunteers | 1 | 1 | 1 | 2 |
| Wildlife and Biodiversity Improvements | 4 | 3 | 4 | - |
| Shared Access - Dog Walking | 2 | 3 | 3 | 2 |
| Enhanced Golf Club Facilities | 3 | 5 | 1 | 2 |
| Encourage Participation - All Ages | 8 | 3 | - | 1 |
| Catch and Release Fishing - Cooks River | 4 | 1 | - | - |
| Socialisation and Friendship | 7 | 2 | - | - |
| Access and Road Safety Improvements | - | 4 | - | - |
| Restoration of the Dibble Avenue Waterhole | 11 | 1 | 2 | 2 |
| Improved water management practices | 7 | 7 | - | 4 |
| Cooks River - Boating and Kayaking opportunities | - | 1 | 1 | 2 |
| Water storage for irrigation on the golf course | 7 | 4 | 1 | - |
| Community markets | 1 | - | - | - |
| Shared use foot-golf | 1 | 2 | - | 1 |
| Marrickville Golf Club social events | 4 | 3 | - | - |
| Recreation through shared path development | 1 | 4 | - | - |
| Interpretation | n/a | n/a | 2 | 2 |

3.0 Analysis of Community Engagement

SUMMARY OF COMMENTS RECEIVED

Golfing community:

Marrickville Golf Course is a well loved 18 Hole par 3 course which is an important asset, being the only course in the LGA and a notably accessible facility compared to other clubs within this proximity to the city.

Comments received by the golfing community iterated how important the course was for well-being, exercise and community, with the clubhouse being a fitting hub for members and local residents.

Active golfers believe the lands are well shared with other members of the public and that any adjustment in the provision of lands away from the current 18 hole set up would be to the detriment of the golf club and its community.

'Marrickville Golf Club is as unique a club as you'll find in Sydney - without pretence & welcoming to all'

Passive recreation community:

The course lands are a vital asset to the non golfing community too. Its wildlife, open green spaces and proximity to the river foreshore in an area that is increasingly subject to development and rising urbanity should be well managed and protected for future generations in their opinion.

There are some concerns that the land is not shared adequately and that the constant threat of being hit by a golf ball was significant. Some users were unsure that public were even allowed to access the lands.

Pathways

- The informal walking route along the foreshore is very popular with walkers and naturally does very little to interfere with golf play.
- The proximity to the river, mangroves and planting enhance the quality of the pathways.
- There are mixed opinions on whether this path should be developed into a shared used path in light of there being one on the other side of the river as well as an environmental / visual aversion to concrete pathways.
- Some users would like the pathway upgraded to be more suitable for cycling however.
- The many paved pathways in and around the course are in poor condition, users would like these better maintained.
- Users noted that in the winter when there is heavy rain and flooding the riverside walks become waterlogged and muddy.
- The speed of cyclists along the dirt path from the pedestrian bridge to Chadwick Avenue was of concern for many walkers.

Linkages

- There are many important links traversing the path, notably from

Alfred Street and Chadwick Ave to the pedestrian bridge linking the golf course to Beaman Park and the Cooks River Cycleway.

- The broken linkages across the site are an issue where paths do not meet up or have to cross an obstacle such as the Wardell Road bridge or the pedestrian bridge near the clubhouse. At this locations both key user groups stated that walkers crossing the first hole teeing ground to access the path was not a desirable situation.
- Users requested that the pathways through the park be upgraded and connected to the Greenway allowing for an alternate route to the Cooks River Cycleway, avoiding the busy and narrow crossing over Wardell Road.

Foreshore Edge Interface

- With the foreshore being an important asset to the course, users expressed a desire for more bushcare and regeneration along its edge, similar to that currently undertaken at Wave Rock. Provisions for activities such as kayaking / catch and release fishing were also noted.
- Areas of open and immediate proximity to the river are equally as important as the more naturalised stretches of foreshore and that although the sheet metal piling is in poor condition, naturalisation along the entire river isn't the right solution.
- Users suggested that there could be better provisions for socialising / events along the foreshore such as twilight picnics / concerts.

Trees / Planting

- The community maintains a close relationship with the wildlife and vegetation in the area. Initiatives regarding regeneration around the waterhole and in the golf course have significantly increased bird populations much to the delight of the community.
- The overall natural setting of the golf course is priceless and the informal and paired back character of its natural environment resonates with the community and the local area.
- Users would like more vegetation in wooded areas and along the banks of the river. They noted that under-story planting along the fairways would improve the challenge of the course, attract more wildlife and improve the visual environment.
- There was an expressed desire for a community garden to build on the existing community around the site for non-golf users.
- The users like the rainwater garden in the middle of hole 9. It was suggested that more be provided to harvest rainwater before entering the river and to increase the under story vegetation and wildlife along the course.

'I would like to see a comprehensive environmental plan that maximises the golf courses ability to provide nature experiences for local walkers as well as a gem of a golf course in a river-side setting'

3.0 Analysis of Community Engagement

SUMMARY OF COMMENTS RECEIVED

Fencing / Boundary

- The fencing and access points around the perimeter were a particular issue to non-golfing users. The nature of the boundary adds to the feeling that the course is not open to the general public and access points aren't welcoming, informative or suited to both pedestrians and cyclists.
- There were requests for a fenced off area for off-leash dog walking.
- There was no major sentiment that fencing was not adequate to protect adjacent property however the introduction of fencing or screening along pathways to protect walkers / passive users was suggested by members of the golfing community.
- The derelict tennis courts at the end of Ewan Park and the associated fencing is noted by users as an issue, making the top end of the course less attractive and acting as a break in the green links that run through the site.

Water Management

- Users would like better access to water for course irrigation, stating the course is often in very poor condition in the summer.
- They noted that whilst the greens and teeing grounds receive attention, the lack of irrigation on the fairways brings down the quality of the course significantly.
- User groups were divided on the issue of usage of the Dibble Avenue waterhole. Those who seemed to have more of an interest in the waterhole frequently requested for it to be maintained better and for adequate water levels to be provided at all times.

Signage

- Users would like improved signage and access at the Beauchamp Street entrance to help people find the golf course and introduce the course to the public.
- Users thought that better signage regarding the wildlife, river and Dibble Avenue Waterhole could benefit the community and visitors.
- Both user groups have expressed a desire for signage to warn the other user group of the risk of being hit by balls or the risk of hitting a person.
- It has been noted that any signs that could be included in the master plan should be done so in community languages.

Clubhouse

- Users expressed a desire for the clubhouse to better engage with its surroundings to make it more appropriate for families. The provision of a verandah / outdoor non-smoking area was suggested.
- The survey highlighted a number of likes, dislikes and opportunities for the clubhouse that are outside the scope of the master plan such as a functions, facilities and funding.

Furniture

- The provision of benches / seating along the river was requested as well as more bins in key areas of the walking tracks with dog-waste bins and bags too.

Lighting

- Users of the course, especially local residents and walkers requested for lighting to be provided along the foreshore from HJ Mahoney Reserve to Chadwick Ave.
- There was concern from some residents living next to the course that this could lead to anti-social behaviour that the course currently doesn't suffer from.
- The fact that the course is completely dark at night time is however of particular value to some users who see it as a refuge away from the noise and light of the city that is constantly creeping into their night time environments.
- Better lighting along the driveway leading to the clubhouse was also noted by some users.

Shared Use

- There was a suggestion that on key dates throughout the year the course could be closed to golfers and opened up for community festivals, markets, activities thus allowing the wider community to experience the park lands and relate to the course as something that is theirs.
- Provide protected 'hides' so that walkers can have some sustained periods of protection where they can stop and enjoy the foreshore.
- The overwhelming majority of concerns and inputs regarding the shared use of the lands centred around the lack and therefore necessity of signage to inform walkers of the risks present and paths available to them to stay out of hams way.

'... we need space that isn't organised or 'gamified' use. We need areas that have bush for our own physiological well-being and that of the wildlife it houses.'

3.0 Analysis of Community Engagement

SUMMARY OF COMMENTS RECEIVED

Dibble Avenue Waterhole

- The history of the site was important to some and suggestions were made to provide signage on this subject.
- A lot of residents in the area were fond of the wildlife and bird populations that are served by the waterhole environment and valued council initiatives to manage this aspect.
- There was a feeling among users that the low water levels and poor maintenance of the site was a missed opportunity to enhance this unique and diverse site. The resulting odour and rubbish from low levels and poor management were strongly resented.
- Some respondents questions whether on not public access should be provided, stating that the site was more important as a sanctuary for wildlife.
- Users frequently noted that the lack of visibility and access to the waterhole was an issue, excluding a large share of the community from its benefits. Along with this, it was noted that there are limited opportunities to sit / rest near it to enjoy the wildlife.
- Members of the community were well informed about its use for irrigation on the course and believe the preservation and adequate management of this function is a priority.
- The treatment of the banks was of concern to many members of the community. Whilst it was agreed that bank naturalisation and subsequent stabilisation is essential, who's responsible for this is not clear among users.
- The fencing around the water hole was troubling for many users, adding to the feeling that the waterhole was neglected by both the council and local residence and acting as an obstacle to increased engagement with the environment.
- The community were also interested in establishing a plan of management for maintenance, specifically the removal of rubbish which at it's presently low level is an increasing issue in the waterhole.
- Users mentioned that signage on the pathways near the waterhole along the Cooks River could inform and direct people to the waterhole thus increasing engagement and participation.
- Because of the environmental importance of the area and the wealth of wildlife and plants a possible integration of education amenities for local schools, groups and community initiatives was proposed.

'It is a unique [...] link to our past sitting amongst modern development. It is home to our ever diminishing natural flora and fauna and should be preserved. At all cost.' -

- Users noted how the past accessibility and pontoon on the water lead to greater involvement with the waterhole and were interested in the pontoon returning. Other amenities such as a lookout for bird watching and a walkway were suggested.

Sentiment

There are a number of contrasting motives regarding what is perhaps the biggest issue facing the golf course lands, that of shared use between the golfing community and other users.

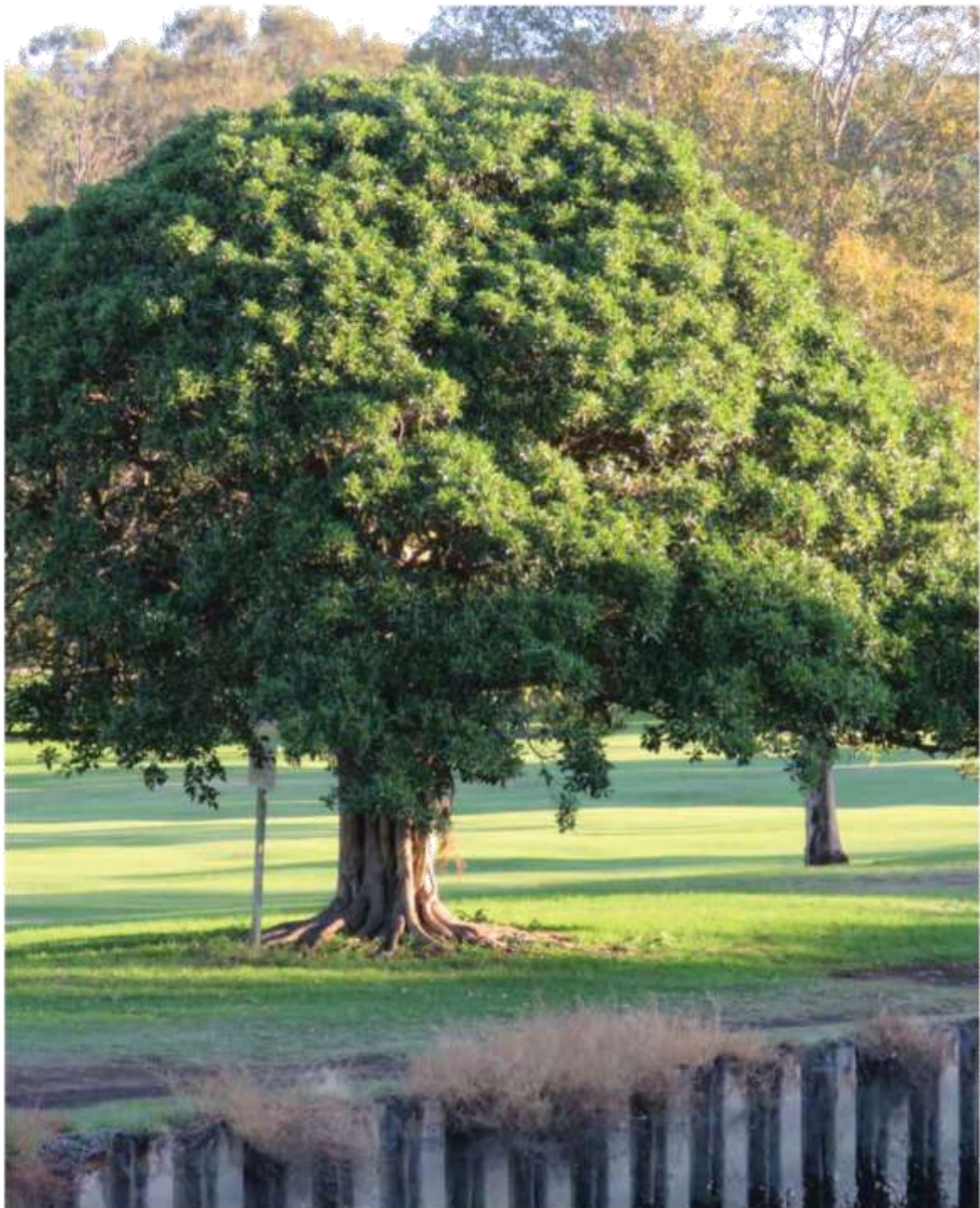
However, though all of the comments received there are strong alliances between the two groups centred around key beliefs.

What is clear for all and frequently stressed is that over-development would and could very likely be the worst possible outcome for the community. They see the threat of increased living densities, prices and the spread of the city as a real issue for the future of the area.

The open, informal and restrained typology of the course is what allows it pose as such an attractive environment for all user groups. Its green setting and proximity to the water are paramount to its value to the community who see these lands and the Cooks River as part of their identity.

'The space is a unique pocket of the Inner West that allows for a great walk, a great game of golf and a great way to allow for peaceful co-existence between many groups of the inner west. [...] do not harm this space with over development, or direct segregation of spaces.'

3.0 Analysis of Community Engagement





4.0 Master Plan



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4.0 Master Plan



ARTIST'S IMPRESSION: Sharing Spaces The River Edge



ARTIST'S IMPRESSION: Sharing Spaces Water Sensitive Urban Design

4.0 Master Plan

OBJECTIVES + STRATEGIES

Below are the key objectives that have arisen from the site analysis and community engagement:

ACCESS

Key Objectives:

1. Create new opportunities for use
2. Improve access to the site for all users

Key Strategies to achieve this in the Master Plan:

- Enhancing the experience of the Cooks River foreshore by providing a new shared pathway
- Increasing the permeability of the site boundary
- Provide clearly demarcated pathways and access nodes to connect the new riverside pathway with the urban boundary
- Activate links through the site by creating new and enjoyable park experiences

SAFETY

Key Objectives:

1. Develop treatments to adequately reduce the risk of injury to all users

Key Strategies to achieve this in the Master Plan:

- Clearly demarcated and separate areas for Golf course and recreational users
- Identify hazards and risk of injury at specific locations and provide designed safety solutions (fencing types)
- Increasing the perceived sense of safety by designed elements

ECOLOGY

Key objectives:

1. Improve water quality and urban water management
2. Restore and increase natural areas across the golf course and Dibble Ave Waterholes sites including riparian zone, floodplain, sandstone outcrops and associated local native vegetation communities
3. Protect fauna living on the Dibble Ave Waterhole site, continue to rehabilitate wetland habitat and improve water quality on the site.

Key Strategies to achieve this in the Master Plan:

- Reduce the adverse impacts of stormwater within the Cooks River sub-catchment by establishing a comprehensive train of Water Sensitive Urban Design measures across the site
- Bank Naturalisation, including the construction of tidal wetlands, specifically the indigenous Salt Marsh Community
- Increasing the width, density and continuity of the Riparian 'buffer' and Terrestrial Vegetation corridors
- Manage the Dibble Ave Waterhole to conserve and improve its habitat value.

COMMUNITY

Key objectives:

1. Provide engaging, culturally relevant opportunities for use in the community
2. Maximise the value of community assets
3. Protect the cultural history and natural ecology for future generations

Key Strategies to achieve this in the Master Plan

- Provide new experiences and opportunities for engagement that celebrate the natural values of the site and the identity of the Cooks River community
- Ensure the viability of the Marrickville Golf Club while providing for a broader range of community needs
- Communicate the cultural history of the site
- Restore the natural ecology and biodiversity of the Cooks River foreshore

4.0 Master Plan

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ARTIST'S IMPRESSION: Sharing spaces: Top of the Hill



Defined pathways

4.0 Master Plan STRATEGIES - ACCESS



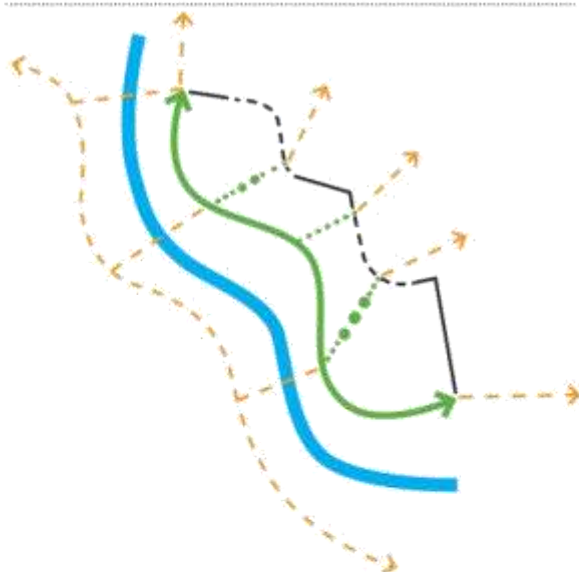
Raised pathway section through saltmarsh and wetland

Key Objectives:

1. Create new opportunities for use
2. Improve access to the site for all users

Overview

The community consultation process indicates a high regard across all user groups for the area as an open, green space that is connected to the river. The existing informal path that follows the river's edge is popular due to its proximity to the water; the site as a whole forms an important part of the local cultural identity. The Master Plans consider this core value to the site, responding with moves which enhance the experience of the site as a natural green space. The Master Plans prioritise the need to provide clear points of access in order to promote wider recreational use; the existing river's edge pathway is formalised and linking pathways and park spaces established. Currently, access into the site is unclear and disjointed - while there are numerous ways to enter the site, few provide adequate indication of paths of travel or demarcate areas of conflicting activity and the result is a generally confusing and unsafe situation for all users. Further, informal pathways and unclear separation of activities is adversely affecting the ability of the natural ecology of the site to regenerate. Establishing a single, major pathway through the site that reflects the primary values of the community creates a clear strategy; active spaces, pathways and access nodes are placed to create connectivity with the urban context while balancing the need to resolve user conflicts and mitigate the effects of human activity on the natural ecology. The Master Plans propose that each of these linking spaces have a unique character, becoming experiences that celebrate the biodiversity of the site and enhancing the overall character of the site as a natural green space.



Access Strategy Diagram

4.0 Master Plan

STRATEGIES - ACCESS



Raised pathway section through terrestrial vegetation



Interpretive signage strategy

Key Strategies in the Master Plan:

- Enhancing the experience of the Cooks River foreshore by providing a new shared pathway
- Increasing the permeability of the site boundary
- Provide clearly demarcated pathways and access nodes to connect the new riverside pathway with the urban boundary
- Activate links through the site by creating new and enjoyable park experiences

Riverside Shared Pathway

The priority of the circulation strategy in the Master Plan is to reinstate a continuous pathway along the Cooks River edge, suitable for the natural conditions of the site and safe from the risk of injury from golf activities. The proposed Riverside Pathway along the river's edge becomes the main arterial route through the site. At the Northern end it connects with the proposed Greenway Master Plan; at the Southern end it connects with the shared pathway proposed at HJ Mahoney's Reserve. The pathway links to the Cooks River Cycleway to allow connection rather than continuation of the cycling route. It is intended to become the main experiential element in the Master Plan; a tool for cultural engagement which celebrates the natural values of the site. This pathway currently exists in an informal capacity; however there are a number of key issues that require a solution:

- The pathway is not clearly demarcated, and shared or separated uses of the site are unclear
- There is a significant risk of injury from golf balls in flight.
- The gravel path closely follows the top of the river bank adversely affecting the natural ecological processes of the Riparian zone
- The path is difficult to access from the urban boundaries of the site, and not currently accessible for wheelchair users
- The pathway currently discontinues at Wardell Road with inadequate provision for safe pedestrian crossing

The new pathway will be adequately signposted, and designed to promote clear, well defined paths of travel. As a shared recreational

path it should provide a minimum clear width of 3.0m, with gradients no steeper than 1:14, restricted to 1:20 where possible. Signage should be clear at junctions, entries and terminations; indicating the recreational routes, the presence of adjacent golf activity, and highlighting aspects of the natural ecological processes and cultural history of the site. Lighting should be provided so as to ensure adequate lighting for travel at night, but designed to limit the impact on fauna and wildlife. Targeted pathway lighting and the restriction of high floodlighting to open recreational areas should be considered in detail.

In order to minimise disturbance of the natural ecology by recreational activity and allow the rehabilitation of the foreshore habitat, the design of the Riverside pathway follows some general guidelines. Placement of the pathway should be generally restricted to a minimum 10m setback from the top of the re-shaped river bank, and increased to 20m where possible. Where the path is within the 10m setback, the path surface should be raised to achieve a ground clearance of 300mm and balustrading/ handrails provided to discourage users from leaving the pathway. Small 'bridges' such as this should be placed along the pathway at regular intervals to connect Riparian and Terrestrial vegetation and habitats. The pathway design should incorporate features to promote a sense of active engagement with the natural ecology and the process of rehabilitation; consistent and frequent information about the different Riparian zones and functions, incorporating viewing of restoration and planting work, rest areas at points of interest, natural materials and simple, restrained aesthetic. Throughout the site, the incorporation of these features will contribute to clarify use, separation of activities and contribute to a meaningful and culturally relevant experience.

Where the path discontinues at Wardell Road, the Master Plan proposes a primary route and a secondary linking pathway. An underpass at the river's edge provides a continuous connection to the Northern section of the site. (Upgrades and / or construction of a new bridge is required to provide the adequate clearance space for the proposed underpass.) A secondary linking pathway, protected from Golf activity, takes users to the road crossing

4.0 Master Plan

STRATEGIES - ACCESS



Timber bollard boundary fence type

point approximately 50m East of the river's edge. Upgrades to the crossing point are recommended to enhance the safety of both recreational users and Golfers. The entries to both the Northern and Southern sections of the site are important urban connections, better linking the site with Dulwich Hill. A pathway on the Northern side of Wardell Road links back to the Riverside Shared Pathway.

Permeability of Urban Boundary

Currently, there are a variety of conditions along the urban boundaries of the site. The Master Plan identifies two predominant conditions: directly adjacent residential properties and direct frontage to the street.

Where there are sections of adjacent residential properties, the Master Plan considers these as a hard edge to the site, and linkages through are avoided. There are small sections of informal paths that exist along the residential property boundaries, and these should be re-turfed and signage should discourage users from moving through the site at these points.

Street frontage along the boundary becomes an important threshold for recreational users entering the site. It is important that users be able to identify their position, routes and appropriate areas of use. Where there are sections of street frontage that are appropriate for access into the site, the existing steel fencing is removed and replaced with timber bollards and increased low planting to visually indicating open access.

In parts where the street frontage is problematic due to adjacent golf activity, hazards such as dense traffic or topography, the boundary edge is thickened with additional planting, fencing types and signage designed to discourage access.

Connections: Pathways and Access Nodes

The major new Riverside Shared Pathway becomes the main arterial route through the site, connecting the Northern end with the proposed Greenway Master Plan; at the Southern end with the share pathway proposed at HJ Mahoney's Reserve. The details of these interfaces should be co-ordinated with the respective Master Plans during implementation phase.

Where the edge condition is appropriate the Master Plan proposes a 'soft edge' strategy; a permeable boundary which promotes access to recreational areas of the park by providing secondary linking pathways at key points along the urban boundary;

- Tennent Parade
- Riverside Crescent
- Chadwick Avenue
- Alfred Street
- Bruce Street
- Beauchamp Street / Wharf Street (Existing front gate to Golf Club)

These pathways provide safe access through the site to link with the proposed Riverside Pathway; in turn better linking the urban boundary with the Cooks River Cycleway, Greenway and Earlwood.

The Master Plan proposes a series of access nodes across the site providing accessible entry to both the Golf Club facilities and proposed new pathways and parks. Provision is made for vehicle access (including emergency vehicles), parking, wheelchair access and increased provision of amenities at these locations:

- Tennent Parade
- Chadwick Avenue
- MGC Clubhouse / footbridge
- HJ Mahoney Reserve interface

Provision of service entries and carparking facilitate the use of the site for larger events or festivals, particularly in consideration of the potential expanded use of the site in night time hours. An appropriate detailed carparking strategy is to be developed pending further traffic study and co-ordination with adjacent proposed developments.

Activating Links

4.0 Master Plan

STRATEGIES - ACCESS



Water access point

The Master Plan proposes the new linking pathways and connections are active recreation areas within the site; the conceptual design of each of the pathways and parks takes advantage of different opportunities within the site to develop safe, enjoyable ecologically sensitive experiences, each with a unique character celebrating the biodiversity of the site and the cultural identity of the Cooks River. These active spaces provide for a potentially diverse range of activities including large scale public events, school groups, private functions, sporting events, water activities and ecological experiences.

The proposed recreational parks in the Master Plan are:

The street frontage along Tennent Parade. This becomes an important interface for not only the Golf Course Parklands but also the Greenway Master Plan and the planned future refurbishment and upgrade to recreational facilities at Ewen Park. (Pending investigation into traffic flow and redesign, additional parking and footpath width may be provided along Tennent Parade.) A new access node is created; in addition to a new shared accessible pathway, the removal of the existing steel fence and replacement with timber bollards, additional tree planting and safety fencing creates a safe and enjoyable linking route between the northern urban boundary, (connecting to the Greenway), the proposed shared recreational pathway along the river's edge and the Cooks River Cycleway, which continues South.

Along Riverside Crescent, the street frontage becomes a 'soft edge', with a new leisure pathway and park area extending from Wardell Road to the access road and Mid-course Park at Chadwick Avenue. Removal of the existing steel fence type and replacement with timber bollards, additional planting, landscaping and habitat creation supplement the existing planting and shade to create a wandering 'forest' experience.

The Mid-Course Park takes advantage of the layout of the 10th and 17th tees, which for special events can be utilised to create a new accessible park area for recreational use. This creates another access



Lookout typology

node, linking the urban boundary at Riverside Crescent and Alfred Street with the new shared 3.0m Riverside Pathway. The adjacent mangroves and further naturalisation of the river bank and foreshore create an enjoyable and educational experience of the river's edge. The existing access road is upgraded to allow for pedestrians, cyclists and wheelchair users.

The Hilltop Lookout utilises the less active and partially protected part of the site which was previously a rubbish dump. The topography allows a unique experience of the site and features panoramic views over the city and the Cooks River. The pathway creates an important link between Bruce Street, the Western portion of Murrumbidgee, and the proposed access node at the Clubhouse. This could be further explored as a potential site for weddings and functions. The path takes advantage of the topography to provide separation from golf activities, allowing a free-winding accessible pathway as a way to enjoy the denser terrestrial vegetative corridor.



Example of well designed shelter structure- Lizard Log Amenities- Western Sydney Parklands

4.0 Master Plan



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Attachment 2

4.0 Master Plan

STRATEGIES - SAFETY



Key Objectives

3. Develop treatments to adequately reduce the risk of injury for all users

Overview

One of the major issues identified during the community consultation process was conflicting uses of the site and the safety of all users, in particular the risk of injury to recreational users from golf balls in flight. There is currently little protection offered for recreational users from golf activities, and little in the way of demarcation of specific areas of use. The community wish to maintain the Marrickville Golf Course and improve public access to the site for informal recreational use. Balancing this with the need to preserve visual amenity and protect natural ecological processes, the Master Plan works to integrate varied uses across the site, resolving specific user conflicts and mitigating risk through a number of strategies.

Master Plan Strategies:

- Clearly demarcated and separate areas for Golf course and recreational users
- Identify hazards and risk of injury at specific locations and provide designed safety solutions (signage and low fencing)
- Increasing the perceived sense of safety by designed elements

Dedicated Recreational Areas

The Master Plan provides dedicated recreation areas which are serviced by new, clearly demarcated ways to access the site. By creating clear points of access which connect directly to the recreation spaces, user conflicts are minimised, and the different uses of the site are able to co-exist safely. The Master Plan proposes minimal structural changes to the layout of the 18-hole golf course in order to create these spaces, which also serve as linking pathways between the sections of the golf course. The Master Plan puts forward that user's awareness of the different activities on the site

will contribute to an overall sense of safety, provided their proximity is only at points where golf shots are not in play. The dedicated recreational areas in the Master Plan are:

- Southern side of Wardell Road, extending to Chadwick Avenue along Riverside Crescent
- 'Mid-course Park', along Chadwick Avenue connecting to Alfred Street
- 'Hill Top Lookout', extending through the site connecting the footbridge and clubhouse to Bruce Street
- HJ Mahoney Reserve, at the river foreshore

Providing adequate facilities for direct access, including vehicle and wheelchair access, to the recreation spaces and Riverside Pathway enables recreational users to reduce any conflict with golf activities.

Designed Safety Solutions

Risk identification over the site reveals a number of different risk profiles and develops specific control approaches to each of these risks. These risks vary according to natural features, the kind of activity (Teeing off, putting, fairway shots) and the adjacency to other activities. For example, in areas of the site where recreational users and golf users are walking, and there is little risk of injury, the Master Plans propose a proximity and visual connection that makes users aware of one another:

Where the level of risk is significant, such as where recreational users are adjacent to fairways, structural safety solutions were considered to adequately reduce the likelihood of injury. Such measures would however impede the playability of the golf course, and have subsequently been ruled out as a possible solution.

Good sight lines from tee box to green are essential, and these are maintained or improved where possible in lieu of any tall fencing. Visually prominent signage and warnings at the teeboxes are proposed to serve as a reminder that other course users may be present, reinforcing to the golfers that the risk must be managed by each and every player.

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STRATEGIES - ECOLOGY

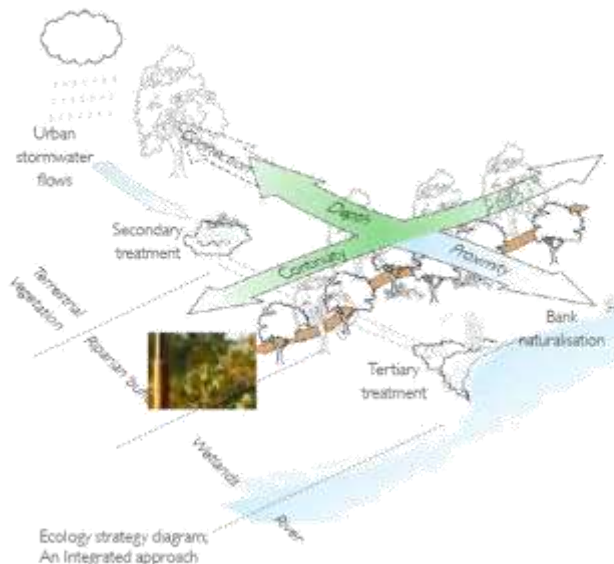


Key Objectives:

1. Improve water quality and urban water management
2. Restore and increase natural areas across the golf course and Dibble Ave Waterholes sites including riparian zone, floodplain, sandstone outcrops and associated local native vegetation communities
3. Protect fauna living on the Dibble Ave Waterhole site, continue to rehabilitate wetland habitat and improve water quality on the site.

Overview

The Cooks River is one of Sydney's largest Metropolitan river systems, however has suffered typically from the effects of development causing a decline in the ecological integrity of the natural habitat and river systems. Due to the specific context of the site, occupying a significant continuous strip of green space between



the Cooks River and urban development, the potential for recovery of Riparian ecology is high- in particular the Salt Marsh Community or Tidal Wetlands environments. This in turn helps to rehabilitate the aquatic ecology which can have a significant benefit to other nearby habitats downstream and biodiversity in the region. By rehabilitation of the Riparian ecosystem, there is large-scale and long term benefits, where the site functions as a habitat and creates an important connective corridor for terrestrial flora and fauna.

Throughout the site there is sufficient space (available width adjacent to river) to enable significant structural improvements to the river's edge and the vegetative buffer. Further, the large grassed area of the golf course has the ability to act as a natural filter for nutrients and harmful runoff before entering the river; the site becomes an important opportunity to better manage the run-off into the Cooks River while not affecting the drainage capacity of the sub-catchment.

If stormwater is being piped directly into the Cooks River, as it is currently, and the scouring effect of urban stormwater run-off has not sufficiently reduced, the the Riparian ecological processes cannot function properly. Nutrients and habitats are insufficiently supported and will not re-establish.

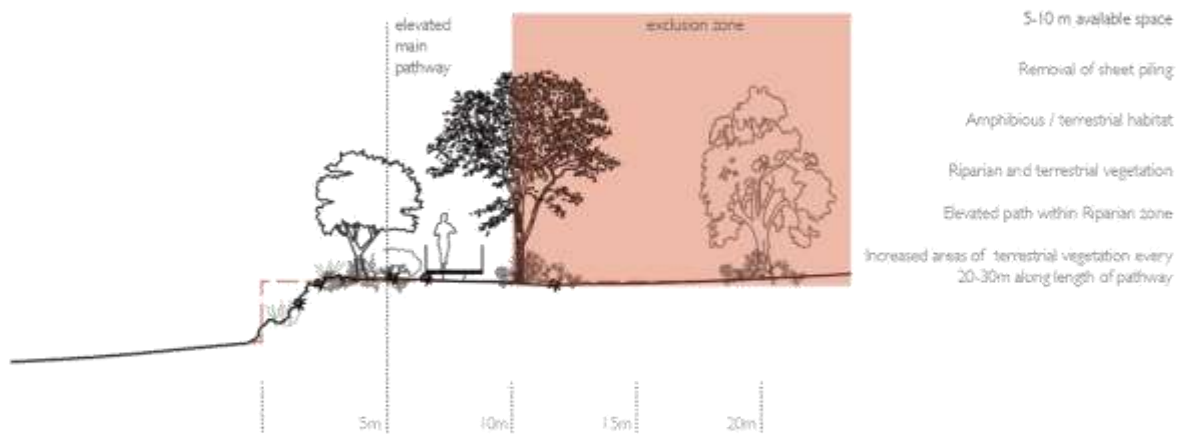
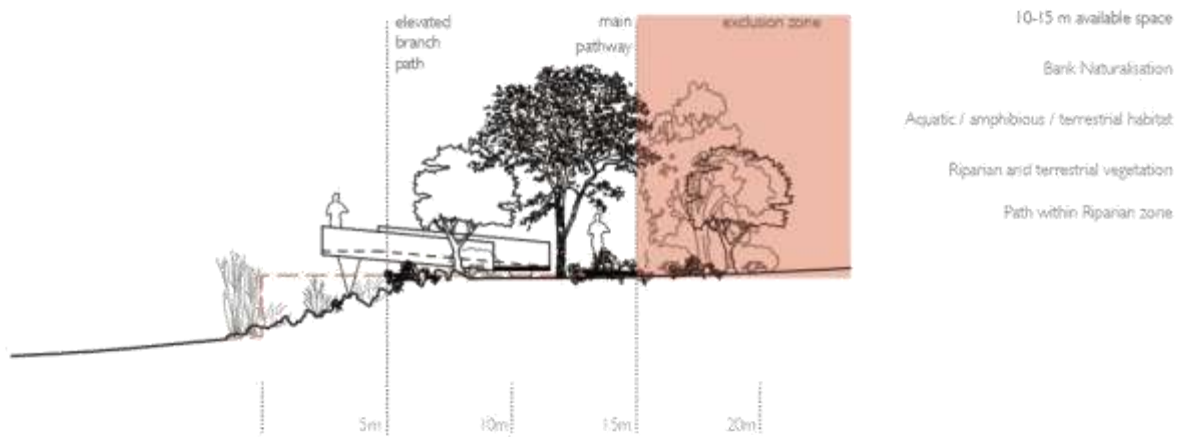
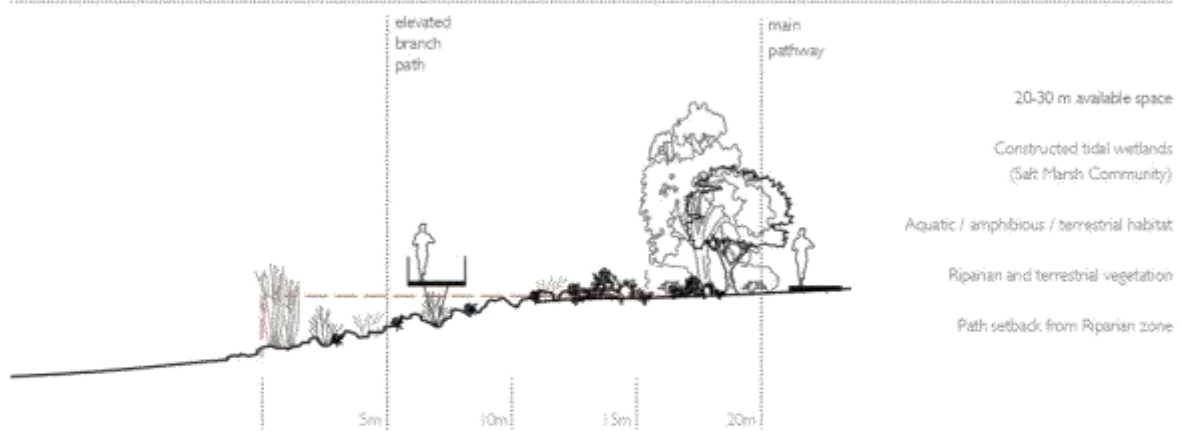
The site is considered as a whole where each aspect of use, water management and ecology are inter-connected. This Master Plan proposes an integrated approach; the improved management of stormwater supports the regeneration of the river's natural environs and biodiversity which in turn allows better water usage (irrigation, re-use, water activities) and an improved capacity to mitigate impacts of flooding and inundation on water infrastructure and natural habitats. This is a high priority of the Master Plans, and the regeneration of the natural ecology indigenous to the area is considered as a highly valuable community outcome. Enhancing the visual amenity of the site becomes an opportunity to create a more positive perception of wetlands and salt-marsh environments generally.



Example of a simple birdhide

4.0 Master Plan

STRATEGIES - ECOLOGY



Proposed shared 3.0m Riverside Pathway design guidelines

4.0 Master Plan

STRATEGIES - ECOLOGY

The Master Plan proposes a strategy consistent with the current and proposed management frameworks for the area; including the NSW Coastal Management Framework, the (proposed) Cooks River Catchment Coastal Management Plan and the strategic biodiversity objectives being established by Inner West Council.

Master Plan Strategies:

- Reduce the adverse impacts of stormwater within the Cooks River sub-catchment by establishing a comprehensive train of Water Sensitive Urban Design measures across the site
- Bank Naturalisation, including the construction of tidal wetlands, specifically the indigenous Salt Marsh Community
- Increasing the width, density and continuity of the Riparian 'buffer' and Terrestrial Vegetation corridors
- Creating enjoyable experiences that support the natural environs of the river

Urban Water Management

The site forms a large interface with the Cooks River; part of the Cooks River Catchment. In line with the guiding principles established by Council for Sustainable Urban Water Management,



Bioretention swale



Vegetated swale

and the existing Cooks River Stormwater Management Plan, the Master Plan prioritises these objectives:

- Using water appropriately (irrigation)
- Reduce the impact of stormwater on waterways
- Reduce the amount of wastewater leaving a catchment which may cause pollution in other locations (downstream, ocean outfall)

The Master Plan proposes a number of vegetated swales, bio-retention swales (raingardens) and basins, constructed wetlands and gross pollutant or sediment traps over the site, which are intended to work together with WSUD measures outside the site, to reduce the amount of stormwater directly entering the Cooks River; and the amount of sediment, excess nutrients and litter transferred by the outfall. There is the unique opportunity to establish a comprehensive train of Water Sensitive Urban Design over the site; an important step in rehabilitating the natural Riparian ecological processes that are so critical to the health of the Cook's River.

While the construction of these systems will require comprehensive analysis and design, (some of which is being undertaken) the Master Plan proposes the location of these systems based on the natural watercourse of the topography and existing proposals and drainage works. The completed stormwater treatment works on site have been regarded as successful, however there are urgent improvements required at locations such as Riverside Crescent and Dibble Avenue Waterhole where the existing infrastructure is insufficient and causes regular flooding.

Combined with structural improvements to re-establish natural river flows and Riparian vegetation, the improvement of Urban Water Management is a vital component of rehabilitating the natural ecology of the site.

Bank Naturalisation

The structural re-shaping of the bank is a priority that has been established in a number of existing management plans for the



Naturalised river bank

4.0 Master Plan

STRATEGIES - ECOLOGY

foreshore of the Cooks River. The ability of the river to mitigate flooding, filter nutrients from runoff, maintain habitats for native flora, fauna, insects and a host of other important Riparian processes is currently adversely impacted by the hard edge to the river throughout the site. The Master Plan proposes a number of varied strategies over the length of the River's edge, negotiated between the available space, the existing natural features and the requirements for recreational use. Key moves to in the Master Plan to achieve this are:

- Removal of existing sheet piling along entire river's edge and replacement with natural rock and shallow vegetated banks.
- Reshaping sections of bank and foreshore to create appropriate topography for habitats, including significant areas of constructed tidal wetlands
- Extensive indigenous planting (trees, shrubs, grasses and sedges).
- Redesign and relocation of pathways and fenced areas to minimise disturbance to habitats, vegetation and hydrological features of the river.

Of primary importance in the Master Plan is the re-establishment of tidal wetlands, specifically the Salt Marsh Community indigenous to the area. The Master Plan dedicates 3 sites across the site for the establishment of constructed tidal wetlands, which are intended to act as colonies which expand naturally as the ecological processes of the river and terrestrial vegetation are restored.

Riparian 'buffer' and Terrestrial Vegetation

Another key element in the rehabilitation of the natural ecology of the site is the re-establishment and thickening of the Riparian 'buffer', the strip of vegetation directly adjacent to the river's edge, and the extent and diversity of the terrestrial vegetation beyond. Riparian land provides a number of complex functions and processes critical to the health of the waterway, and the site forms an important vegetation link (vegetative corridor) supporting the rehabilitation of the wider network of coastal environments, flora and fauna.



Wildlife underpass

The Master Plan considers the need for the continuity of this vegetative strip, as well as the depth and it's connection to remnant bushland and terrestrial habitats. This is achieved by redesign of pathways, reshaping of river banks and topography, and extensive new planting of indigenous trees, shrubs, grasses, sedges in locations that create appropriate habitats for wildlife and connect existing patches of vegetation. Where this corridor is severed by Wardell Road, a wildlife bridge (or underpass) is proposed in order to allow the free movement and migration of wildlife.

Where possible, the vegetative buffer immediately adjacent to the top of the river bank is increased to a minimum of 10m and continuous groundcover. Where the recreational path is required to be in this zone, raised boardwalks, fencing and viewing areas are proposed to minimise disturbance to ecological processes and establishment of vegetation. Where the opportunity exists to increase the width of this vegetative strip, the Master Plans propose swamp forest zones, floodplain forest and new park areas with dense planting, providing for terrestrial habitats.



Salt Marsh Community



Intertidal Wetland

4.0 Master Plan

STRATEGIES - ECOLOGY



Bushcare volunteers replanting a section of riverbank

Non-structural Improvements

Consideration should be given to improvements across the site which can support the rehabilitation of natural ecology of the site; littering, human activity and public perception of the natural landscape is an important factor in the success of any structural improvements. Creating awareness through an enjoyable and educational experience is an important social value of the Master Plans. Currently, the perception of Salt Marsh communities and tidal wetlands is often associated with rubbish dumping, murky waters and bad odours; the importance of these areas to the broader environment and health of waterways is largely unknown to the public. The Master Plan recommends the following strategies for improvement:

- Incorporation of educational information about Salt Marsh Environments, Tidal Wetlands and the Cooks River progressively as the natural ecology is rehabilitated
- Clearly demarcated pathways to prevent disturbance to habitats and enable sections of vegetation and bank to be closed for periodic rehabilitation.
- Increased provision for interaction with the waterways and Riparian corridor that are non-destructive (eg. Kayak launch point).
- Increased provision of infrastructure for bushcare volunteer organisations and community participation (eg. 'Mudorabs' site shed)

The Master Plan recognises that the history and maintenance of the work to restore the natural ecological processes can be an integral part of the experience of the site.

Communicating this aspect visually and making provision for dedicated work space will assist in activating the site and making meaningful connections with the Cooks River Community.



Interpretative strategy and educational information



Nesting box in a habitat tree

4.0 Master Plan



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4.0 Master Plan

STRATEGIES - COMMUNITY



Marrickville Golf and Community clubhouse

as it is one of the few remaining public golf courses in the Sydney Metropolitan Area. The Master Plans work to balance this with the need to derive greater value from the site for all members of the community; to deliver new, more accessible opportunities for recreation and enjoyment. The relative success of the integration of other uses of the site will help to ensure the viability of the Marrickville Golf Course in the longer term.

Master Plan Strategies

- Provide new experiences and opportunities for engagement that celebrate the natural values of the site and the identity of the Cooks River community
- Ensure the viability of the Marrickville Golf Club while providing for a broader range of community needs
- Communicate the cultural history of the site
- Restore the natural ecology and biodiversity of the Cooks River foreshore

New Opportunities

The site analysis reveals a host of opportunities for different uses and the Master Plan focuses on those that will create the most value for the whole community. This has also been considered in the context of what is provided close-by; for example, the Cooks River Cycleway runs the length of the site on the opposite bank of the Cooks River. As a function of this, the Master Plan provides multiple linkages to the cycleway, but does not make provision for a dedicated cycleway through the site; instead providing a shared pathway. Similarly, there are a number of existing and proposed facilities nearby that provide sporting facilities, community centres and significant areas of open green space. The driving concept to adapt the Marrickville Golf Course for wider use is that of an 'Ecology Park', where the opportunity to demonstrate the rehabilitation of a Tidal Wetlands becomes a 'best practice' case, integrating Water Sensitive Urban Design, natural ecological processes and the requirements of green space in urban areas.

Key Objectives:

1. Provide engaging, culturally relevant opportunities for use in the community
2. Maximise the value of community assets
3. Protect the cultural history and natural ecology for future generations

Overview

The community consultation process clearly identifies that the Marrickville Golf Course is considered a valuable community asset, not only to the local community that may use the facilities both for recreational and social needs, but to the regional community

4.0 Master Plan

STRATEGIES - COMMUNITY



Community event space

The Master Plan proposes to demonstrate the rehabilitation of the riparian ecology, and in doing so, provide new recreational experiences that are closely linked to the various ecological processes indigenous to the site. This also represents a unique offering in the local area - The Salt Marsh Community. Mangroves, riparian vegetation, terrestrial vegetation and the aquatic environment of the river all provide unique experiences of the site; designing elements to support the recreational enjoyment of each area is captured in the Master Plans. These include boardwalks, inclined pathways, wandering forest walks, educational and volunteer experiences, water access and habitat observation areas.

In addition to this, the Master Plan proposes the inclusion of expanded facilities for bushcare volunteer groups that have been active on the site for some years, notably the 'Mudcrabs' Volunteers. Other opportunities for uses on the site should be further considered in the development of the Plan of Management.

The 'Hill Top Walk' and lookout could include facilities for functions or weddings, celebrating the views over the Inner West of Sydney.



Educational workshop



View from proposed 'Hill Top Walk'

Maximising Value

While the Master Plans prioritise the rehabilitation of the natural ecology and resolution of user conflicts across the site, successfully delivering more options for community use requires upgrades to the basic infrastructure available over the site. The Master Plan considers the provision of public toilets, accessible entry points consistent with the proposed circulation, adequate lighting, signage and park furniture in order to promote better access and wider use. These upgrades will also form part of the provision of better services for golf users; increasing the overall amenity and visual consistency across the site.

To support this, the Master Plan also considers the local cultural history of the area as an important feature for representation. The history of the Cooks River as an urban waterway and the Dibble Waterhole brickworks; the First Nations relationship to the area and the active phase of rehabilitation of the ecological processes are all important aspects to the history of the site. Wayfinding, interpretation strategies and artwork at places of interest, for example 'Wave Rock' or the former rubbish dump will see that the site's rich and complex history forms an integral part of the community's experience of the site.

4.0 Master Plan

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4.0 Master Plan

MASTER PLAN



4.0 Master Plan

LEGEND

| | | | | | |
|---|-----------------------------|---|--------------------|---|--------------------------|
|  | 1951 Easement |  | Outcrop |  | Removed Item |
|  | 1951 Land Acquisition |  | Existing Path |  | Existing Structure |
|  | Open Space Grassland |  | Road / Car Parking |  | Structure - Proposed |
|  | New Parkland |  | Shared Path |  | Designated Activity Area |
|  | Understory Planting |  | Shared Gravel Path |  | Playground |
|  | Native Grassland |  | Deck / Boardwalk |  | Play Structures |
|  | Intertidal Zone / Saltmarsh |  | Fairway |  | Water Access Point |
|  | Mangrove Bed |  | Green / Tee |  | Picnic Area |
|  | Mangrove Canopy |  | River |  | Seating |
|  | New Bush |  | Retention Pond |  | Spare |
|  | Existing Tree |  | Golf Ball Fence |  | Spare |
|  | New Tree |  | Timber Posts |  | Spare |

For details refer to Zone + Precinct Plans

4.0 Master Plan

ZONE I



4.0 Master Plan

KEY ACTIONS

Key Objective: Access

The Greenway Master Plan connects directly to a new 3.0m shared pathway beginning at the termination of Garnet Street and continues along Tennent Parade. A more permeable boundary allows direct access to the path, activating the proposed park space. The removal of existing fences and sports practice cages. There is potential for a water access point where the path meets the river and continues through to connect with the Cooks River Cycleway. The Riverside Pathway follows the river's edge; continuing through the proposed bridge underpass; offering an alternate access pathway which returns to the Wardell Road entry to the site. Upgrades are proposed to the Tennyson Street playground.

- 01 Proposed accessible entry and access road, wayfinding signage
- 02 Proposed shared 3.0m linking pathway
- 03 Removal of existing practice cages, fences; new play structures
- 04 Replacement of existing steel fence with timber bollards
- 05 Pathway connection to Cooks River Cycleway
- 06 Proposed shared 'Riverside Pathway'
- 07 Wayfinding signage
- 08 Upgraded existing access road, replacement of existing steel fence with timber bollards
- 09 Proposed 'Riverside Pathway' bridge underpass and wildlife underpass
- 10 Proposed shared 3.0m linking pathway
- 11 Upgraded existing site entry; new wayfinding signage and improved pedestrian crossing point

Key Objective: Safety

In Zone 1, the Master Plan discourages access along the northern boundary and provides safety solutions for the proposed recreational spaces, the 'Riverside Pathway' and access from Wardell Road entry. Access through the middle of the site is discouraged while golf is in play.

- 12 High woven mesh fence with low visual impact
- 13 Natural feature (indine - separation of activities)
- 14 Screening: timber bollards and tree cover

Key Objective: Ecology

Due to the limited space available in this zone, the ideal width of Riparian buffer is not able to be accommodated. Sheet piling is removed and replaced with rock; planting is concentrated in areas spaced 20-30m apart. Following the natural watercourse, an area of constructed intertidal wetland / Salt Marsh Community is established midway of the 13th fairway, also functioning as a golf course play hazard. The existing Tennyson Street Raingarden is extended into a constructed wetland detention pond. Specific to this area of the site is the habitat trees that have been previously established - and the extensive tree cover within the middle area of the site. This is supported by proposed extensive indigenous understorey planting and trees; arranged to create as much continuity in the Riparian zone and it's links to patches of terrestrial vegetation.

- 15 Habitat tree preservation area; increased indigenous understorey planting and tree planting; interpretive strategy focusing on ecological processes and rehabilitation work
- 16 Riparian vegetation zone including Salt Marsh species and Flood Plain Forest species
- 17 Proposed constructed intertidal wetland area with shallow naturalised banks, Salt Marsh Community and Riparian and Terrestrial Vegetation; raised pathway and interpretive strategy focusing on ecological processes and rehabilitation work
- 18 Possible water harvesting
- 19 Vegetative link; increased indigenous understorey planting and tree planting in a concentrated area

Key Objective: Community

The Master plan provides new recreation spaces and ecological experiences while maintaining the 18-hole Marrickville Golf Course. Increased provision for the wider community includes accessible pathways linking the urban boundary with the river's edge. Enhancing the perception of the site as a natural green space will encourage use and positive perception within the community.

- 20 Proposed recreation park space along Tennent Parade
- 21 Upgrades to existing Tennyson Street playground

4.0 Master Plan

ZONE 2



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Attachment 2

4.0 Master Plan

KEY ACTIONS

Key Objective: Access

The Master Plan works to create a soft boundary condition-replacing the steel fencing types with timber bollards. Active spaces are arranged to interface with a more permeable boundary and allow recreational users a way to use the site without crossing the golf course. Linking paths connect these new recreation spaces with the proposed 'Riverside Pathway' in two locations: adjacent to Wardell Road and from the upgraded access road at Chadwick Avenue. In the mid-course area, between the 10th and 17th tees, a new recreation park is proposed, with accessible pathways connecting Chadwick Avenue and Alfred Street.

- 01 Existing entry and access road: new wayfinding signage
- 02 Proposed 3.0m shared linking pathway
- 03 Proposed 'Riverside Pathway' bridge underpass and wildlife underpass
- 04 Proposed shared 'Riverside Pathway'
- 05 Proposed 3.0m shared recreational pathway
- 06 Replacement of existing steel fence with timber bollards
- 07 Proposed accessible entry and access road, wayfinding signage
- 08 Upgraded access road Chadwick Avenue
- 09 Upgrade existing entry: new wayfinding signage and accessible grade pathway

Key Objective: Safety

In Zone 2, the large areas of golf play limit the safe movement of recreational users to the boundary. Designed fencing types are used to reduce risk where recreational users are adjacent to golf balls in flight; the 'Mid-course Park' offers a space where golf is not in play.

- 10 Designed full height fence
- 11 Screening: timber bollards and tree cover
- 12 High woven mesh fence with low visual impact

Key Objective: Ecology

Limited space in Zone 2 means that to reclaim large areas of Riparian and Terrestrial vegetation is difficult; efforts are concentrated in smaller areas but distributed to form a network across the site. These smaller patches of rehabilitated bushland work as colonies while attention is given to the conditions between the areas: increased indigenous understorey and tree planting, sections of raised pathway and fencing types with clearance to the ground. The negative impact of water flow across the site is mitigated by the proposed constructed wetlands, vegetated swales and bioretention swales.

- 13 Proposed wildlife underpass under Wardell Road Bridge.
- 14 Riparian vegetation zone including Salt Marsh species and Flood Plain Forest species; raised pathway section
- 15 Proposed Salt Marsh Community; raised pathway and interpretive strategy focusing on ecological processes and rehabilitation work
- 16 Increased indigenous understorey planting and tree planting; maintenance of existing trees / habitat trees
- 17 Habitat Tree preservation area; Increased indigenous understorey planting and tree planting
- 18 Floodplain forest rehabilitation; Increased indigenous understorey planting and tree planting
- 19 Proposed bioretention area. Increased indigenous understorey planting and tree planting; raised pathway and interpretive strategy focusing on ecological processes and rehabilitation work
- 20 Proposed constructed intertidal wetland area with shallow naturalised banks, Salt Marsh Community and Riparian and Terrestrial Vegetation; raised pathway and interpretive strategy focusing on ecological processes and rehabilitation work
- 21 Improved vegetative link; increased indigenous understorey planting and tree planting in a concentrated area
- 22 Vegetated Swale; Increased stabilisation with rock/gravel planting; raised pathway
- 23 Bioretention swale
- 24 Mangrove bank; protection zone
- 25 Bruce St Raingarden

Key Objective: Community

In zone 2, significant areas of dedicated recreation space brings new use to the site; along Riverside Crescent and the proposed 'Mid-course Park'. A culturally significant First Nations site, Wave Rock, becomes a key site for the interpretation and preservation. In addition to upgrades to existing 'pocket parks', an outdoor festival / event space is given serving to create strong links between the site and the local community.

- 26 Proposed 'Forest walk' - habitat and tree preservation along Riverside Crescent
- 27 Proposed upgrades to 'pocket park' and Wardell Road entry
- 28 Provisional location for community festivals and events
- 29 Proposed bushcare groups 'site shed' and educational areas
- 30 Princess Street 'pocket park' - Maintain ecological restoration of significant local remnant vegetation
- 31 Wave Rock site to be respected and protected; fencing, possible viewing area at high level and interpretation strategy

ZONE 3 OPTION A



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Attachment 2

KEY ACTIONS

Key Objective: Access

The Master Plan proposes a major new dedicated recreation space; the 'Hill Top Walk', an accessible pathway linking a permeable boundary at Bruce Street and Princess Street and the proposed shared 'Riverside Pathway'; significant upgrades to the existing clubhouse carpark to create an access node connecting to the major arterial pathways including the bridge link to the Cooks River Cycleway. Proposed changes to the existing Golf Club entry better accommodate recreational and golf users, providing separate, clearly demarcated parking and linking pathways to the riverside.

- (01) Proposed shared 'Riverside Pathway'
- (02) Replacement of existing steel fence with timber bollards
- (03) Accessible entry from Bruce Street
- (04) Proposed 'Hill Top Walk', a shared 3.0m linking pathway; street furniture and play structures
- (05) Accessible entry and amenities, new bridge on-ramp linking to 'Riverside Pathway', 'Hill Top Walk' entry
- (06) Proposed upgrades to golf club carpark to provide improved pedestrian safety
- (07) Proposed new, shared entry to both golf course and parklands; signage and wayfinding information
- (08) Proposed expanded carparking provision for recreational users
- (09) Replacement of existing steel chainlink fence with timber bollards
- (10) Potential water access point
- (11) Proposed 3.0m linking pathway connecting to proposed 'Riverside Pathway' and Mahoney's reserve (provision for further extension of a pathway south along Cooks River foreshore)

Key Objective: Safety

Designed safety fences protect recreational users from golf play on fairways along sections of the proposed 'Riverside Pathway'; high mesh fencing protects the recreational area proposed adjacent to Mahoney's Reserve and replaces the existing high fence at Bruce Street. Where pathways are adjacent to tee's, timber bollards and tree screening adequately reduce risks.

- (12) Designed full height fence.
- (13) Screening: timber bollards and tree cover
- (14) High woven mesh fence with low visual impact

Key Objective: Ecology

The Master Plan proposes a large new park extending from the site boundary to the river foreshore - providing strong vegetative links to the higher topography of the site where the Indigenous species and habitats vary from the lower Floodplain Forest types. Extensive replanting, removal of weed species, the establishment of 'Salt Marsh Communities' maintenance of the Mangrove banks and structural improvements to the foreshore increase the depth of the Riparian zone and strengthen continuity with areas of terrestrial vegetation, a critical step in the rehabilitation of the natural ecology of the site. Paths are moved back from the top of bank, with raised sections in sensitive ecological zones to prevent disturbance by recreation activity and allow areas of dense vegetation. The train of WSUD measures established over the site mitigates the impact of stormwater on the river's health and provides for the irrigation of the golf course.

- (15) Mangrove bank; protection zone
- (16) Vegetated Swale; increased stabilisation with rock and gravel; planting; raised pathway section; grass bank removal and revegetation
- (17) Sandstone Forest / Woodland habitat rehabilitation; removal of rubbish and invasive species; Indigenous understorey and tree planting
- (18) Possible extension/ replacement of equipment sheds/ structures.
- (19) Habitat tree preservation area; retaining existing trees; increased Indigenous understorey planting
- (20) Turpentine / Ironbark forest; tree preservation and increased Indigenous understorey planting
- (21) Proposed constructed intertidal wetland area with shallow naturalised banks; Salt Marsh Community and Riparian and Terrestrial Vegetation; interpretive strategy focusing on ecological processes and rehabilitation work.
- (22) Existing pond upgraded and expanded to include bioretention basin with stormwater detention pond (potential irrigation source for Golf Club)
- (23) Existing bush regeneration area to be maintained. Pond extended to harvest 1.5 mgt (as per future design including other harvesting - refer water harvesting report)

Key Objective: Community

By integrating new use into the site and adequately reducing the risk of injury from golf activity the value of the site to the local community is maximised; both the natural and recreational value is preserved and improved. The clubhouse provides additional community function, serving as a social gathering place and function venue; improvements in accessibility through better carparking, pathways and lighting make the space more available. The provision of additional carparking giving direct access to the proposed 'Riverside Pathway' make the river more available to the whole community.

- (24) Maintain the Golf Course Clubhouse as a community meeting and event space; improve accessibility
- (25) Proposed 'Hill Top Walk' recreation park (rehabilitated from former 'rubbish dump' site); accessible entry and grade; park furniture, play structures and amenities; provisional location for look out platform or expanded use for functions and community events; connection to urban boundary and proposed shared 'Riverside Pathway'
- (26) Proposed recreation park; accessible entry and 3.0m linking pathway connecting to 'Riverside Pathway' and Mahoney's Reserve; new playground equipment; provisional location for water access and kiosk location.
- (27) Relocation of existing sand bay

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4.0 Master Plan

WARDELL ROAD PRECINCT OPTION A



4.0 Master Plan

KEY ACTIONS

Key Objective: Access

Wardell Road cuts the site into two halves; a priority of the Master Plan is to link these areas. An underpass (including a wildlife underpass), allows the proposed 'Riverside Pathway' to continue north; at this point, linking pathways connect on either side of Wardell Road, offering entries which connect directly to the river foreshore. In order to achieve this and mitigate other safety concerns, reconstruction of the bridge and traffic redesign is recommended to better provide for pedestrian and cyclist flow, an increased in height to allow an underpass which could serve the both the golf and recreational users needs; eliminating the need to cross Wardell Road when continuing through the site.

- (01) Existing shared entry
- (02) Proposed recreation entry; direct pathway to proposed 'Riverside pathway'; wayfinding signage, lighting
- (03) Proposed accessible 3.0m linking pathway connecting urban boundary to proposed 'Riverside Pathway'
- (04) Proposed 3.0m shared 'Riverside Pathway'
- (05) Upgraded 5.0m wide existing access road, with clear visual indication of shared use
- (06) Proposed accessible 3.0m shared recreational pathway; wayfinding signage and information regarding hazards
- (07) Replacement of existing steel fence with timber bollards
- (08) Wardell Road bridge underpass (part of proposed 'Riverside Pathway') including wildlife underpass
- (09) Existing informal path retained; signage indicating hazards
- (10) Upgrades to pedestrian crossing provision advised (pending recommendation from RMS)
- (11) Wardell Road Bridge reconstruction (Pending recommendation from RMS); increase in clear height to water level to allow construction of full-height underpass; improved provision for pedestrians and cyclists

Key Objective: Safety

As a major entry to the site, and a point where golf users and recreational users must share the same route, including golf buggies, the separation of activities to minimise user conflicts and the clear demarcation of areas and wayfinding signage is used to reduce risk. Where this risk remains due to proximity, fencing solutions adequately mitigate hazards.

- (12) Designed full height fence
- (13) Designed mid-level fence to ensure safety of pedestrians whilst enabling competent golfers to play over the water
- (14) Screening: timber bollards and tree cover

Key Objective: Ecology

The increase in available space makes ideal conditions for the establishment of a healthy 'Riparian Zone'; a width of 10-30m permits a more robust relationship between Terrestrial vegetation and aquatic health. The proposed 'Riverside Pathway' is set back further from the top of the naturalised bank, creating more ideal conditions for the establishment of Salt Marsh Communities and less disturbance to sensitive habitats. The aim of the Master plan is to create as much continuity and depth to the Riparian zone (including Terrestrial vegetation), dense patches of forest and woodland, and grasslands - representing a more complete picture of the original ecology of the area. The vegetated area adjacent to Wardell Road increases in width, as does the depth of the Riparian vegetation, planted with indigenous trees, shrubs and grasses.

- (15) Proposed bioretention basin with stormwater detention pond; increased indigenous understorey planting and tree planting
- (16) Increased indigenous understorey planting; retain existing trees
- (17) Terrestrial vegetative link; Increased indigenous understorey planting and tree planting in a concentrated area
- (18) Proposed constructed intertidal wetland area with shallow naturalised banks, Salt Marsh Community and Riparian and Terrestrial Vegetation
- (19) Proposed constructed intertidal wetland area with shallow naturalised banks, Salt Marsh Community and Riparian and Terrestrial Vegetation; raised pathway and interpretive strategy focusing on ecological processes and rehabilitation work
- (20) Habitat tree preservation area; retaining existing trees; increased indigenous understorey planting

Key Objective: Community

The Wardell Rd Precinct is a gateway point for the Parklands and the Inner West Council local government area. Resolution/ integration of the underpass links the Cooks River "northside" together in a more cohesive manner which will greatly improve the safety (see above) and useability of the parklands for the local community as well as the many visitors who use the greater parkland areas along the River generally.

- (21) Proposed 'Forest' recreation park continuing along Riverside Crescent; accessible shared 3.0m pathway; wayfinding signage; play structures and park furniture

4.0 Master Plan

WATERHOLE PRECINCT OPTION A



4.0 Master Plan

KEY ACTIONS

Key Objective: Access

Opening the small frontage of the park to the street, the Dibble Waterhole becomes better connected to the urban context. Preventing access to the waterhole itself remains a priority, while encouraging engagement and increasing visual amenity.

- 01 Replacement of existing steel fence with timber bollards
- 02 Proposed 2.1m pathway

Key Objective: Safety

The waterhole can present serious health risks to the community; the waterhole must be enclosed.

- 03 Replacement of existing steel fence with see-through, non-climbable fence

Key Objective: Ecology

The Dibble Avenue Waterhole becomes an opportunity to integrate WSUD measures to an existing condition. Flooding is a regular occurrence and the waterhole is redesigned as a stormwater detention pond. Gross pollutant traps; bank stabilisation with rock and planting to filter nutrients and sediment contribute to restore healthy ecological processes. Additional Indigenous planting (tree and understorey) works to create an important vegetative link in relation to the larger areas of parkland.

- 04 Vegetative link; increased indigenous understorey planting and tree planting in a concentrated area
- 05 Retain existing trees
- 06 Bank stabilisation and regeneration; indigenous semi-aquatic and aquatic planting; sedges and grasses; provide habitat structures as appropriate
- 07 Retain existing trees; increase stability of bank and visual amenity by increased indigenous tree planting
- 08 Gross pollutant trap to stormwater inlet
- 09 Signage and interpretation strategy focusing on the history of the Dibble Avenue Waterhole and the present ecological aspects

Key Objective: Community

As an important aspect of the local cultural history, the Dibble Avenue Waterhole is both an active recreation space of the Master Plan and a major point of engagement. Interpretation strategies focusing on exploring the history of the site, increased visual amenity and renewed infrastructure provide the opportunity for the feature to be a positive aspect of the local character and assist in better urban water management.

- 10 Upgraded 'pocket' park; accessible entry and pathway
- 11 Upgraded playground equipment
- 12 Viewing deck and bird hide; engagement point for cultural and ecological history of the Dibble Avenue Waterhole

4.0 Master Plan

CLUBHOUSE OPTION A



4.0 Master Plan

KEY ACTIONS

Key Objective: Access

The Master Plan proposes a series of changes to create an access node within the centre of the site, integrated with the requirements of access to the golf course clubhouse. Better provision of carparking, accessible pathways and amenities and enhanced pedestrian safety along the existing driveway facilitates recreational use by the wider community. Linking pathways connect to the urban boundary at Bruce Street and the Cooks River Cycleway, directly linking the proposed shared 'Riverside Pathway'

- (01) Existing connection to Cooks River Cycleway
- (02) Proposed shared 3.0m accessible grade on-ramp to existing bridge
- (03) Proposed shared 3.0m 'Riverside Pathway'
- (04) Proposed 'Hill Top Walk', a shared 3.0m linking pathway connecting to Bruce Street with street furniture
- (05) Wayfinding signage and information regarding hazards
- (06) Proposed expansion of access road; lighting; accessible amenities
- (07) Proposed upgrades to golf club carpark and driveway to provide improved pedestrian safety
- (08) Existing golf course pathway

Key Objective: Safety

In Zone 3, the proposed 'Hill Top Walk' recreation park is partly protected by the existing topography of the site and uses minimal full height fencing, requiring some along the Tee 8 fairway. 'Screening', using timber bollards, tree and shrub planting - adequately reduces the risk of injury at Tees 1 and 9 and assists in clear demarcation of the golf course along the driveway.

- (09) Designed full height fence
- (10) Screening: timber bollards and tree cover

Key Objective: Ecology

The larger areas of tree cover on the golf course fairways are rehabilitated as 'Floodplain Forest', providing patches of vegetation for the transient wildlife population and maintaining appropriate play hazards for the course. As the altitude increases over the site, the opportunity is taken to restore different ecological zones of the original landscape: Salt Marsh Community, Floodplain Forest, Sandstone Forest / Woodland and Turpentine / Ironbark Forest - rehabilitating the former 'rubbish dump' and removing invasive weed species. The Master Plan works to create depth and continuity of these different zones to enable the natural ecological processes to restore and wildlife to inhabit the area.

- (11) Riparian vegetative link including Salt Marsh species and Flood Plain Forest species; replacement of sheet piling with shallow naturalised banks; increased indigenous understorey planting and tree planting
- (12) Mangrove protection zone
- (13) Terrestrial vegetative link; increased indigenous understorey planting and tree planting in a concentrated area
- (14) Vegetated Swale; increased stabilisation with rock and gravel planting; raised pathway section
- (15) Proposed rehabilitated former 'rubbish dump' site; removal of invasive weed species; increased indigenous understorey planting and tree planting; interpretive strategy focusing on ecological processes and rehabilitation work
- (16) Existing bush regeneration area to be maintained
- (17) Floodplain forest rehabilitation; increased indigenous understorey planting and tree planting

Key Objective: Community

The golf course clubhouse is an important venue for not only the players, but also the wider community as a social place to meet or hold small events. Providing better access to the clubhouse, integrated with the access to the recreation areas works to activate the precinct and foster a sense of shared use. The proposed 'Hill Top Walk' provides a new and unique experience for the community, celebrating views over the urban context and the different environs of the Cooks River. Further, the proposed lookout could potentially be expanded to include a venue for weddings and community events.

- (18) Possible extension/ replacement of equipment sheds/ structures
- (19) Proposed 'Hill Top Walk' recreation park; accessible entry and grade; park furniture and amenities; provisional location for look out platform or expanded use for functions and community events
- (20) Maintain the Golf Course Clubhouse as a community meeting and event space; improve accessibility



Marrickville Parklands including golf course draft plans - public exhibition

Engagement Outcomes Report – Stage two

Summary

Council engaged the Inner West community on the draft Marrickville Parklands Plan of Management and Master Plan via engagement platform, Your Say Inner West (YSIW). The plans were on public exhibition from 20 May to 17 June 2019 and the project page received 4,700 visits. There were 1,265 responses to the online submission form. Respondents were predominantly local residents and a significant number of respondents visit the Parklands frequently.

The submission form required participants to select one of three options regarding the golf course configuration. The options and support for each were:

- Option A: keep the golf course at 18 holes with upgrades to the parkland
 - 277 supporters
- Option B: reduce the golf course to 9 holes and diversify opened up space for a variety of uses.
 - 561 supporters
- Option C: No changes are made to the 18 hole golf course.
 - 309 supporters

Option C was added to the submission form two days into the public exhibition on 22 May 2019. The results from the original survey were as follows:

- Option A: 57 supporters
- Option B: 71 supporters.

A full ecological restoration of the Dibble Avenue Waterhole which requires Marrickville Golf Course to find an alternative water source was supported by most respondents.

Background

The preparation of a Plan of Management for Marrickville Parklands was prioritised at Council's meeting on 28 February 2017. The site has an extensive and complex history of use and management. Issues include:

- Complex landownership issues
- Complex land and water management issues

- Recommendation from Marrickville Rec Needs Study adopted in 2012 to reduce course to 9 holes and specific Council resolution that it remains 18 holes
- Marrickville Council exhibited a draft Plan of Management and Master Plan in 1999 but these were never adopted
- Recent changes to NSW, coastal and biodiversity / vegetation legislation.

Initial consultation in 2018 was considered in the preparation of the draft Plan of Management and Master Plan.

Promotion

The public exhibition period was promoted via:

- Your Say Inner West project page
- Onsite signage
- Media release
- Social media
- E-news
- Council website
- Email to identified groups

All promotion collateral directed people to the online submission form on YSIW.

Engagement outcomes

An analysis of the of the updated survey which received 1,130 responses precedes the analysis of the original survey which received 135 responses.

Quantitative questions from the survey are displayed visually. Issues raised in comments have been themed.

Who did we hear from?

5. Which of the following describe you? Please tick all that apply.

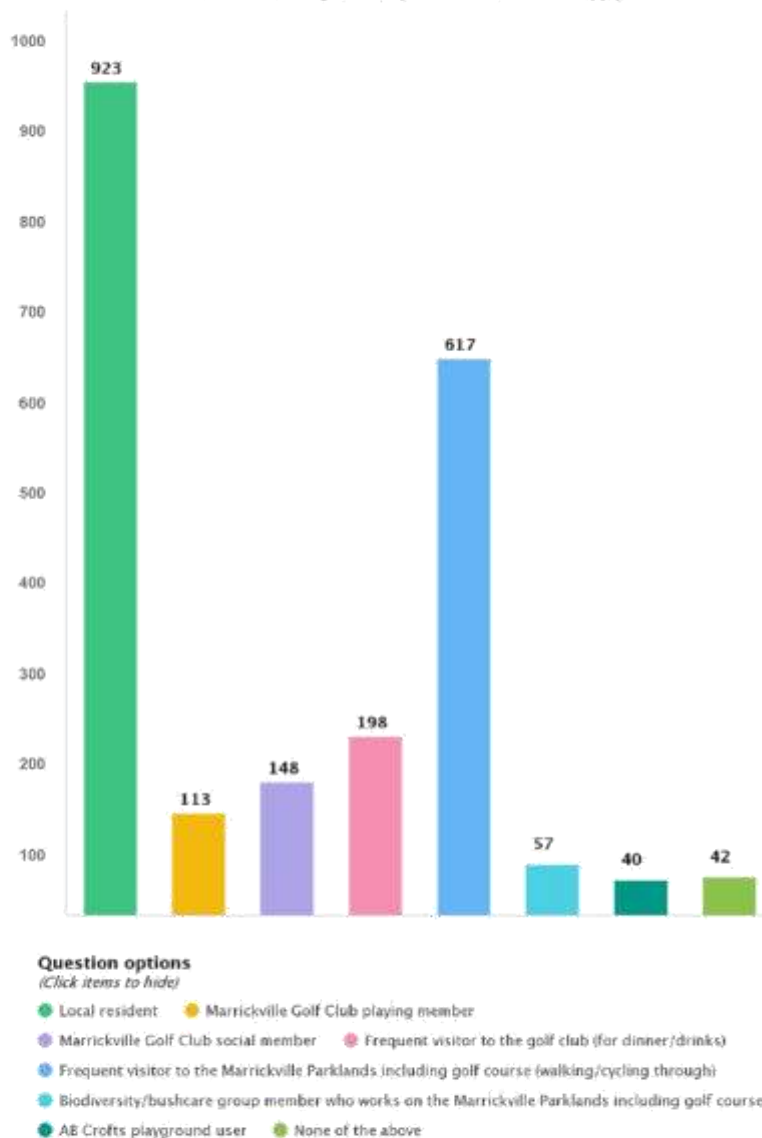


Figure 1 Which of the following describes you? Please tick all that apply chart

Options

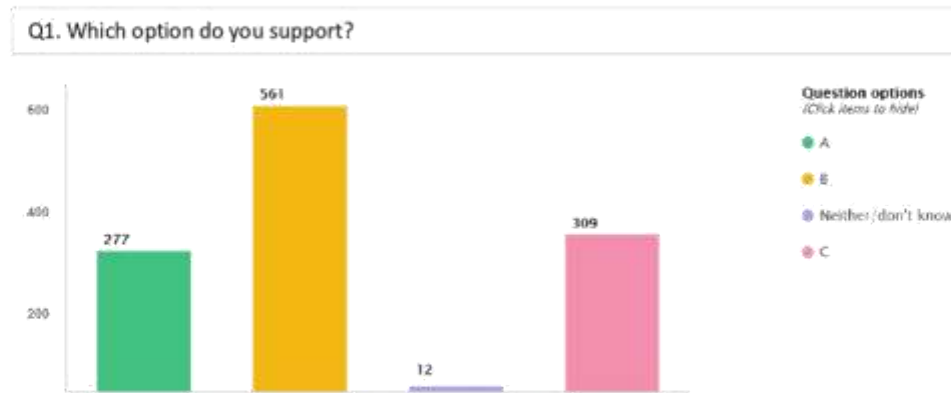


Figure 2 Which option do you support? Chart

Issues raised in the comments following this question have been themed.

Option A Maintain the golf course at 18 holes with upgraded parklands:

- The space is already multi use and open to the community
- The course is a community asset as the only public golf course of its size in the area
- A reduction in size would be the end of MGC including its financial viability
- There is already sufficient open space and under utilised sports facilities along the river.

Option B Reduce the golfcourse to 9 holes and open up the resulting space to other community uses:

- The golf course is a large area of public land that serves a small portion of the community
- The space should be diversified and opened up to the broader community for other leisure and recreation uses
- A reduction in the golf course size would be a good environmental and biodiversity outcome.

Option C No changes to be made to the 18 hole golf course and parklands:

Issues raised as in Option A

Dibble Avenue Waterhole

Q2. The Plan of Management proposes a full ecological restoration of the Dibble Avenue Waterhole and requires Marrickville Golf Club (MGC) to find alternative sources of irrigation. Do you support this?

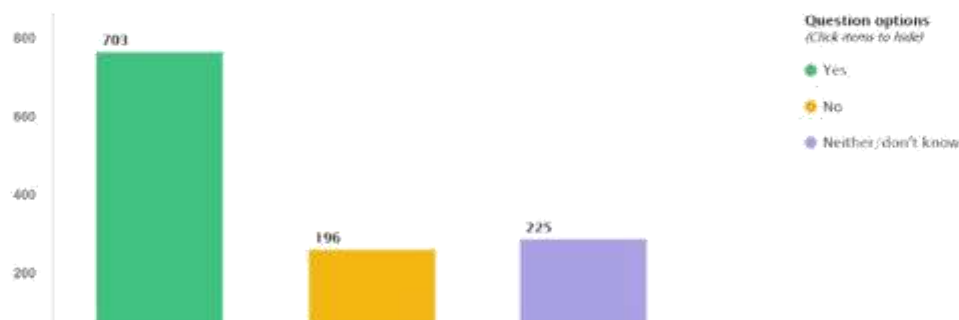


Figure 3 The Plan of Management proposes a full ecological restoration of the Dibble Avenue Waterhole and required Marrickville Golf Club to find alternative sources of irrigation. Do you support this? Chart

Issues raised in the comments have been themed.

Those who answered yes raised the following issues:

- The golf course should be sustainably sourcing its own water for irrigation
- Water is a scarce resource and golf courses use too much water
- The water hole should be restored, protected and opened up to the public.

Those who answered no:

- MGC has used the waterhole since the 1940s, why should it be changed now?
- It is the only option, what are viable alternatives?
- The golf course does not take from town water which is a good thing

Those who responded 'neither/don't know':

- the view that they didn't know enough about the situation and
- that they would like to see alternative options.

Dibble Avenue Waterhole and AB Crofts Playground further comments

Comments on Dibble Avenue Waterhole repeat what was mentioned already in response to question 2. Themes included:

- Support for a full restoration of the Dibble Avenue Waterhole as a sanctuary for wildlife including regular maintenance
- Increased public access to a restored waterhole
- Restricted public access to preserve the waterhole and habitat
- Golf course has more use of the waterhole than the community who aren't invested in it
- Storm water improvements required for the area which experiences flooding
- AB Crofts Playground could be improved and play equipment upgraded

Marrickville Parklands including golf course further comments

Comments on Marrickville Parklands including golf course were consistent with what was already mentioned in question 1 falling into the following key themes:

- This is a great opportunity to create a nature corridor with increased tree plantings and biodiversity
- The parklands belong to all Inner West residents and are only being used by a minority
- The space should be diversified and accessible to all members of the community
- It would be great to have a cycling track and facilities
- The golf course should stay as it is, reducing the size would have a negative impact on the club and area
- The golf course is a unique community asset that caters to all ages but especially seniors

Outcomes from original survey

On 22 May, two days into the engagement, Option C was added to the proposal and question 1 of the survey. There were 136 responses to the survey before it was updated. The results are displayed below.

Who did we hear from?

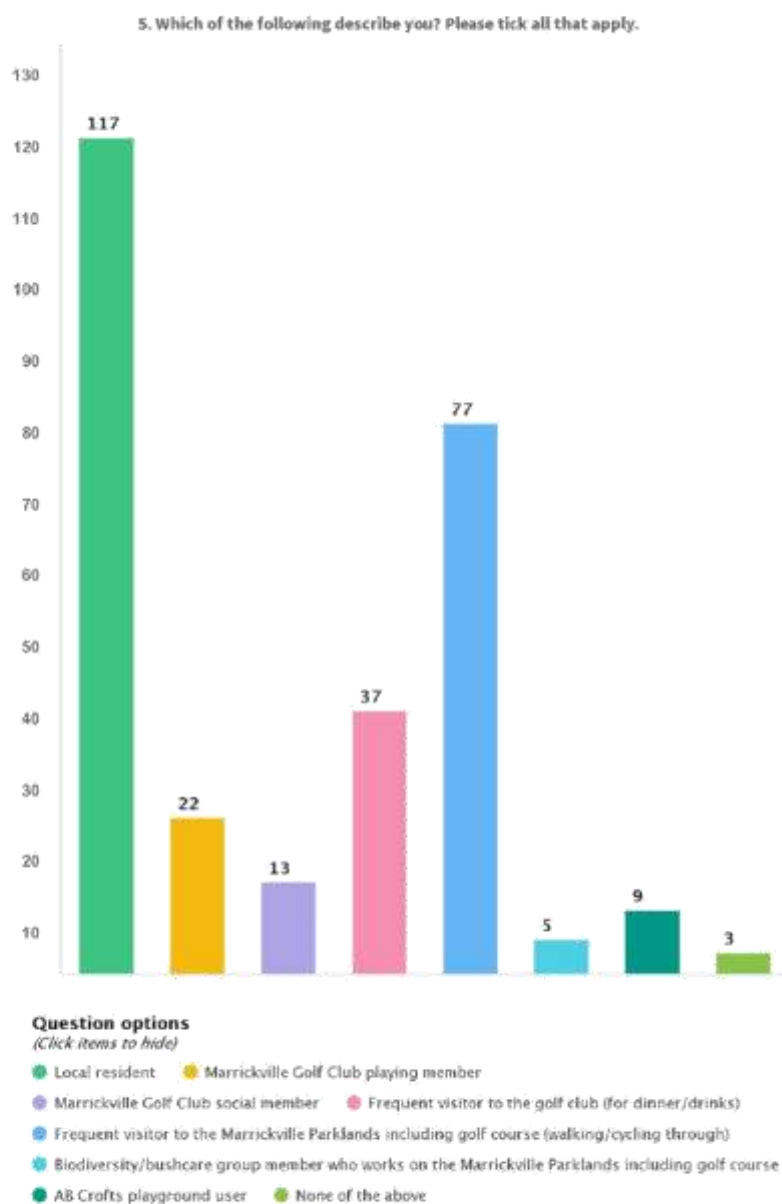


Figure 4 Which of the following describes you? Please tick all that apply chart

Options

Q1. Which option do you support?

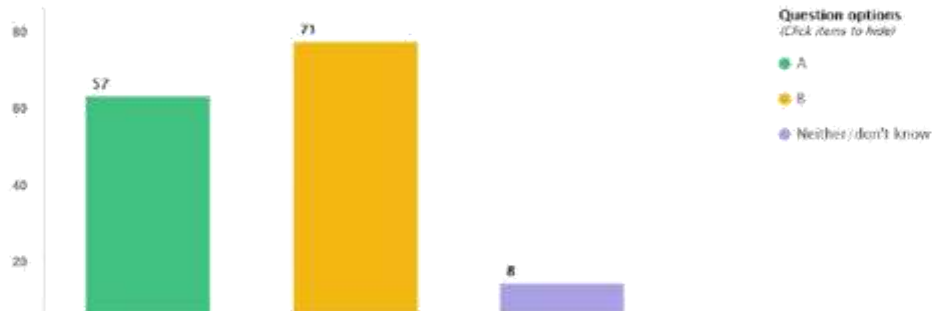


Figure 5 Which option do you support? Chart

- Option A: keep the golf course at 18 holes with upgrades to the parkland
 - 57 supporters
- Option B: reduce the golf course to 9 holes and diversify opened up space for a variety of uses.
 - 71 supporters

Comments on this question were consistent with the themes in the updated survey.

Dibble Avenue Waterhole

Q2. The Plan of Management proposes a full ecological restoration of the Dibble Avenue Waterhole and requires Marrickville Golf Club (MGC) to find alternative sources of irrigation. Do you support this?

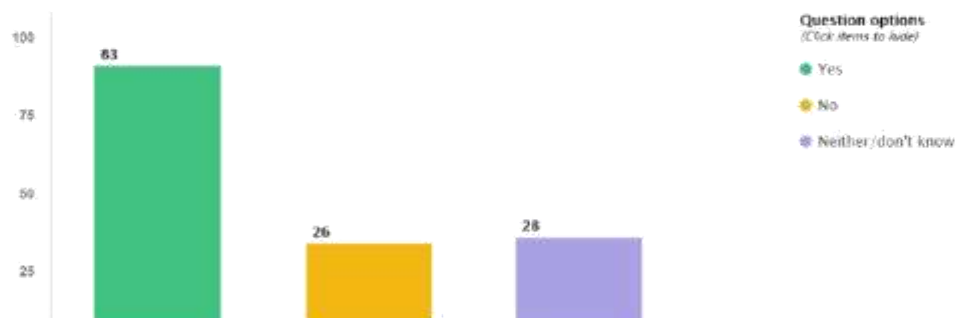


Figure 6 The Plan of Management proposes a full ecological restoration of the Dibble Avenue Waterhole and required Marrickville Golf Club to find alternative sources of irrigation. Do you support this? Chart

Comments on this question are consistent with the themes in the updated survey.

Engagement Outcomes Report – Stage three

Summary

Council sought input from the community during public exhibition of the final draft Marrickville Parklands and Golf Course Plan of Management and Master Plan after receiving approval from the NSW Government. The draft Plans were open for community comment between 19 March and 1 May 2021 on Council's engagement hub Your Say Inner West. The project page received 1007 visits. There were 67 responses to the online submission form. Respondents were asked whether they supported the draft Master Plan. The responses were as follows:

- Yes – 19
- No – 47
- Not sure / Neutral - 5

Background

At the ordinary Council on 22 September 2020 (C0920(2) Item 2) Council noted that on receipt of owner's consent by the Minister the Draft Plan will be exhibited for 28 days and brought back to Council for adoption.

Noting that Council also resolved to maintain an 18 hole golf course and this is how the Plan of Management and Masterplan was exhibited.

Engagement Method

The method of engagement was online on yoursay.innerwest.nsw.gov.au

Meeting with the Golf Club management

Promotion

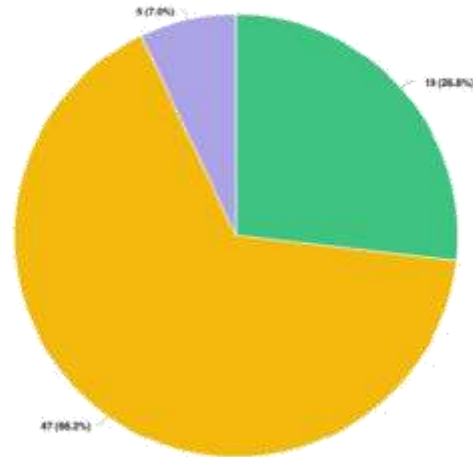
The engagement was promoted through:

- Council website
- Email to those who had contributed to the stage two engagement
- Onsite posters

What did they say?

Do you support the proposed Plan of Management and Master Plan?

Do you support the proposed Plan of Management and Master Plan?



Question options
☒ Yes ☒ No ☐ Not sure/neutral

Yes – 19 (26.8%)

No – 47 (66.2%)

Not sure/neutral – 5 (7%)

The responses reflect the wider community views on the use of the land as an 18 hole golf course. This issue was decided by Council prior to this final public exhibition. The elected Council voted to maintain the 18 hole course on this land.

Comments about the plan from those who supported the Plan of Management and Master Plan are themed below:

- Support for the retention of the 18 holes
- Support for the walking pathways on the course
- Support for community access to the open space
- Overall support for implementation of the plan

Comments from those who did not support the Plan of Management and Master Plan are themed below:

- Lack of fair and equitable access to community land due to the 18 holes course
- Sustainability and environmental concerns

Other Comments

The responses have been grouped into themes which relate to the draft Master Plan Strategies.

Access

- Responses supported continued community access to the course
- Responses supported improved walking and cycling access
- Responses supported upgrades to pathways and improved accessibility
- Responses did not support an 18 hole golf course

Sustainability

- Water management – Responses support a review of existing uses and proposed stormwater management
- Positives in the plan native planting, expanding wildlife corridors and revegetation

Social and Mental Health

- Responses show that there is a strong community focus for the golf club. A popular restaurant and a meeting place for the community.
- Responses show the golf course is a great place for many physical activities including golf, walking, walking with a dog and cycling.
- Responses have indicated that it is a great place to catch up and support each other, especially during covid. Golf was one of the activities that still could take place during this time

Officer comments in response to public exhibition

The initial plan proposed a 9 hole course, however Council resolved to retain the 18 hole course. This meant that there were changes needed to update the plan. These are listed in the table below.

| Item | Changes made | Officer Explanation |
|---------------------|------------------------------------|--|
| Zone 1 (item 5) | leave tee box in current location | As per 18 hole course layout |
| Zone 1 (item 5) | readjust path through this section | For safety |
| Proposed Playground | remove playground from the plan. | With the 18 hole course adopted by Council this now cannot be accommodated |

| Item | Changes made | Officer Explanation |
|------------------|---|---|
| Proposed BBQ's | remove BBQ area from the plan | With the 18 hole course adopted by Council this now cannot be accommodated |
| Zone 1 (item 12) | pathway adjusted to the boundary to avoid moving tee box | For safety |
| Zone 1 (item 20) | area flagged as one of the worst flooding spots on the course | Wetland planting is proposed here rather permanent structures |
| Zone 1 (item 21) | possible water harvesting location | The golf club are looking at several water harvesting locations and solutions |
| Zone 1 (item 24) | sporting grounds removed | With the 18 hole course adopted by Council this now cannot be accommodated |
| Zone 2 (item 2) | <ul style="list-style-type: none"> walkway moved to boundary to avoid moving tee box tee box left in current location | For safety |
| Zone 2 (item 8) | <ul style="list-style-type: none"> move path to the east to avoid replacing tee box play structures deleted | For safety. A 18 holes course cannot accommodate a playground. |
| Zone 2 (item 9) | Nursery removed | With the 18 hole course adopted by Council this now cannot be accommodated |
| Zone 2 (item 11) | Fence not appropriate in this location | Fencing amended to be low level to ensure safety of pedestrians whilst enabling competent golfers to play over water. |
| Zone 2 | Excessive fencing removed | Fencing has been amended where it is not seen to be needed for safety reasons, nor an obstacle for those playing golf |
| Zone 2 (item 15) | Heavy flood area | Noted |

| Item | Changes made | Officer Explanation |
|-----------------------|---|--|
| Zone 2 (item 16) | heavy flood area | wetland planting is proposed here rather than permanent structures |
| Zone 2 (item 20) | possible water harvesting location | The golf club are looking at several water harvesting locations and solutions |
| Zone 2 (item 21 & 22) | any works in this section should be avoided due to flooding | All built form proposed previously has now been deleted |
| Zone 2 (item 26) | Bruce Street rain garden is not suitable for water harvesting. This area has fallen into disrepair | Council have agreed to undertake more regular maintenance on this landscape element |
| Zone 2 (item 29) | sporting grounds removed | With the 18 hole course adopted by Council this now cannot be accommodated |
| Zone 2 (item 30) | <ul style="list-style-type: none"> existing tee boxes to remain in current location. play structures and events area to be removed | With the 18 hole course adopted by Council this now cannot be accommodated |
| Zone 3 (item 8) | <ul style="list-style-type: none"> there is insufficient room to double the size of the car park it would affect the 2nd, 3rd and 6th holes | With the 18 hole course adopted by Council this now cannot be accommodated |
| Zone 3 (item 18) | This area currently houses the sheds containing the plant and equipment, this should be extended and improved in an environmental style. | Possible extension of replacement structures now shown on masterplan |
| Zone 3 (item 23) | The pond should be expanded to harvest 1.5 mgl of water. | Expansion of pond included in the masterplan |
| Zone 3 | The toilet block and the old timber tea house should be upgraded as a community toilet block and the building to be replaced and extended. | Existing toilet building should be refurbished to meet current standards and community expectations. A new building is not required. |

| Item | Changes made | Officer Explanation |
|--------|---|---|
| Zone 3 | Increased provision of infrastructure for bushcare volunteer organisations and community participation (eg. 'Mudcrabs' site shed) | Removal of old storage sheds to build new shared facilities |

Officer comments below relate to themes that arose from participants feedback

| Theme | Concern | Officers Response |
|-------------------------------------|---|---|
| Golf course to stay at 18 holes | That the golf course will be reduced to 9 holes | Council has resolved to keep the course at 18 holes |
| Community access to the golf course | That the community will no longer be able to access the course for recreational reasons | The Golf club welcomes safe access on to the course for recreational needs. There will be additional paths built to facilitate safe walking areas through the parklands |
| Watering of the course | That the club continues to take water from the Dibble Ave waterhole | The club is permitted to take an agreed amount of water from the waterhole (as addressed in the POM) They are also looking at water harvesting options |

Item No: C0821(1) Item 8
Subject: CLASSIFICATION OF LAND - 43 HERCULES STREET, DULWICH HILL
Prepared By: Con Vafeas - Strategic Investments and Property Manager
Authorised By: Peter Livanes - Acting Director Corporate

RECOMMENDATION

THAT Council:

1. Resolves to classify land being Lot 1 in Deposited Plan 185291 also known as 43 Hercules Street, Dulwich Hill as Operational Land for the purpose of the Local Government Act 1993; and
2. Commits to retaining ownership of Lot 1 in Deposited Plan 185291 (43 Hercules Street, Dulwich Hill) as the property was acquired (by agreement) under the provisions of the Land Acquisition Just Term Compensation Act 1991 NSW for a public purpose (construction of the GreenWay).

DISCUSSION

Background

On 26 February 2019 a report regarding the Public Exhibition of the Greenway Draft Concept Design was presented to Council. As a result of the Draft Concept Design, Council had considered either a partial or full acquisition of the property 43 Hercules Street, Dulwich Hill, which is required for the construction of the GreenWay project. On 26 February 2019 Council amongst other things, resolved that:

1. Council proceeds to acquire 43 Hercules Street, subject to relevant approvals.
2. Council:
 - Delegates all matters relating to the acquisition of 43 Hercules Street to Council's General Counsel and Deputy General Manager Assets and Environment;
 - Writes to the affected Owners advising them of Council's position;
 - Attempt to negotiate an agreement for the acquisition of the property with the affected Owners and their legal representatives; and
 - If the negotiation process fails, to proceed with compulsory acquisition as regulated by the Land Acquisition (Just Terms Compensation) Act 1991, pending Ministerial approval.

Council have now finalised the purchase of Lot 1 in Deposited Plan 185291 - 43 Hercules Street, Dulwich Hill and the property is now formally in the ownership of the Inner West Council. The property was purchased (by agreement) under the provisions of the Land Acquisition - Just Term Compensation Act 1991 NSW for a public purpose, i.e for the construction of the GreenWay. More specifically, the property was required for the construction of cycle and pedestrian paths as part of the GreenWay project, following demolition of the existing dwelling at a future date.

Land Classification

Under Chapter 6, Part 2, Division 1 of the *Local Government Act 1993*, the Land must be classified as either Community or Operational land. A Council resolution by no later than 19 August 2021, being within 3 months of transfer, is required for the land to be classified as Operational.

Should Council choose not to resolve the classification of the land by 19 August 2021 the land will, by default, become classified as community land. This will cause difficulty in the ongoing management of the land for the purposes of demolition of the existing dwelling and construction of the GreenWay project. It will also cause the delivery of the GreenWay project to be delayed further as a Plan of Management (POM) would be required for the parcel of land at an additional cost to Council. It is therefore not considered appropriate for 43 Hercules Street, Dulwich Hill to be classified as community land.

Public Consultation Notice

The public consultation notice was completed in accordance with Section 34 of the *Local Government Act 1993*. A summary of the public notification comments can be found in Attachment 1.

As a result of the public consultation notice, it was revealed that certain members of the community had concerns and reservations that Council would on-sell this land to a developer or other purchaser in the future.

Council officers contacted the concerned members of the community to discuss the purchase of the subject property and had assured them that the land was acquired for the purposes of constructing the GreenWay. It was also confirmed that land acquired by an acquiring authority in accordance with the provisions of the *Land Acquisition – Just Terms Compensation Act 1991 NSW* must only be acquired for that public purpose (by way of agreement or compulsory process). Council cannot sell the subject property unless that public purpose is no longer required. Council remains fully committed to delivering the GreenWay and therefore a future sale of the subject property is not contemplated. The *Just Terms Compensation Act 1991 NSW* has provisions to deal with these concerns: *Part 4 Compensation for abandoned acquisition of land and return of acquired land*, specifically at *Section 71A Land not required for acquired purpose to be first offered to former owner*.

To address concerns raised by the community regarding the classification of land as operational, an additional affirmation statement has been included in the recommendations. It seeks to publicly reaffirm that Council commits to retaining the ownership of 43 Hercules Street, Dulwich Hill for the public purpose of constructing and delivering the GreenWay.

FINANCIAL IMPLICATIONS

There will be no further financial implications by classifying the land as operational.

Should the land not be classified as operational land and reverts to community land there will be additional costs incurred by Council. These include but are not limited to: GreenWay project delay costs, costs associated with the development of a Plan of Management (PoM), community engagement and notifications for dealing with community land.

ATTACHMENTS

1. [Public Consultation Notice Summary](#)

PUBLIC CONSULTATION

The public consultation notification was published on Your Say Inner West and Council Social Media for the minimum 28 days in accordance with Section 32 (4) of the Local Government Act 1993 from 23 June 2021 to 21 July 2021 (inclusive).

During the exhibition period, Council's Your Say InnerWest website received the following response:

- No. of visitors who viewed the page - 12
 - No. of visitors who looked at the project page - 148
 - No. of visitors who engaged and completed the survey – 7
- 5 Positive responses and 2 negative responses. **Submission Summary**
5 submissions highlighted their support for the GreenWay project proceeding
- Submission**
2 submissions raised concerns that Inner West Council would be on-selling the land to a developer in the future.
- RESPONSE**
Response acknowledged and an additional recommendation has been included in the Council report, in light of these comments made.

CONCLUSION

Council resolves to classify land being Lot 1 in Deposited Plan 185291 also known as 43 Hercules Street, Dulwich Hill as Operational Land for the purpose of the *Local Government Act 1993*.

And, in light of comments/concerns raised throughout the public consultation period that:

Council commits to retaining ownership of Lot 1 in Deposited Plan 185291 (43 Hercules Street, Dulwich Hill) as the property was acquired (by agreement) under the provisions of the *Land Acquisition Just Term Compensation Act 1991 NSW* for a public purpose (construction of the GreenWay).

Item No: C0821(1) Item 9

Subject: LOCAL TRAFFIC COMMITTEE MEETING - JULY 2021

Prepared By: Manod Wickramasinghe - Traffic and Transport Planning Manager

Authorised By: Cathy Edwards-Davis - Director Infrastructure

RECOMMENDATION

THAT the Minutes of the Local Traffic Committee Meetings held on 19 July 2021 be received and the recommendations be adopted.

ITEMS BY WARD

| Ward | Item |
|-----------------------------|--|
| Baludarri (Balmain) | Rozelle North Precinct Parking Study |
| | Proposed Resident Parking Scheme in Rozelle |
| Gulgadya (Leichhardt) | Leichhardt West Precinct Parking Study |
| | Request for 10km/h 'Shared Zone' in Prospect Street, Leichhardt |
| | Proposed Whites Creek Lane, Leichhardt cycleway and 10km/h 'Shared Zone' |
| | Request to designate McCarthy Lane and Cahill Lane, Annandale, a cycle route |
| | Request for cycle route improvements on Albion Street, Annandale |
| | Request for 10km/h 'Shared Zone' on Etonville Parade, Croydon |
| | Alt Street at intersections with Church Street and Charlotte Street, Ashfield - Investigation on the warrant of pedestrian crossings |
| Midjuburi (Marrickville) | Wardell Road/Riverside Crescent, Marrickville/ Dulwich Hill - No Left Turn Restriction |
| | Unwins Bridge Road, adjacent to Tillman Park, Tempe – Proposed new mid-block signalised pedestrian crossing – Design Plan 10111 |
| | Victoria Road, Marrickville - Proposed short-term parking |
| Djarrawunang (Ashfield) | Fred Street, Dulwich Hill - Proposed painted island treatment |
| | Request for traffic calming in Wetherill Street, Croydon |
| | Constitution Road, Dulwich Hill - Proposed 'No Parking' Restrictions |
| Damun (Stanmore) | Liberty Street and Kingston Road, Enmore / Newtown / Camperdown – Trucks and request to reclassify road – LTC0321 Item 15 General Business |
| | Bailey Street, at Enmore Road, Newtown – 10km/h 'Shared Zone' Treatment – Design Plan 10133 |
| | Terminus Street, Petersham – TfNSW Petersham Station Upgrade Project - Signs and Line Markings Plan 150272-PET-CI-DRG-45402 |
| | Henry Lane, Lewisham - Proposed 'No Stopping' Restrictions |
| | Cavendish Street, Stanmore - Resident Parking Scheme Proposal |
| All Wards | Nil |

DISCUSSION

The June 2021 meeting of the Local Traffic Committee was held remotely. The minutes of the meeting are shown at **ATTACHMENT 1**.

FINANCIAL IMPLICATIONS

Projects proposed for implementation are funded within existing budget allocations.

PUBLIC CONSULTATION

Specific projects have undergone public consultation as indicated in the respective reports to the Traffic Committee.

ATTACHMENTS

1. [↓](#) July 2021 Traffic Committee minutes

**Minutes of Local Traffic Committee Meeting
Held remotely on 19 July 2021**

Meeting commenced at 10.08AM

ACKNOWLEDGEMENT OF COUNTRY BY CHAIRPERSON

I acknowledge the Gadigal and Wangal people of the Eora nation on whose country we are meeting today, and their elders past and present.

COMMITTEE REPRESENTATIVES PRESENT

| | |
|-------------------|---|
| Clr Victor Macri | Councillor – Midjuburi-Marrickville Ward (Chair) |
| Bill Holliday | Representative for Jamie Parker MP, Member for Balmain |
| Omar Rodriguez | Representative for Ron Hoenig MP, Member for Heffron |
| Roisin Murphy | Representative for Jo Haylen MP, Member for Summer Hill |
| Maryanne Duggan | Representative for Jodi MacKay MP, Member for Strathfield |
| SC Anthony Kenny | NSW Police – Inner West Police Area Command |
| SC Germaine Grant | NSW Police – Burwood Police Area Command |
| James Suprain | Transport for NSW (TfNSW) |

NON VOTING MEMBERS IN ATTENDANCE

| | |
|------------------------|---|
| Clr Marghanita da Cruz | Councillor – Gulgadya-Leichhardt Ward (Alternative Chair) |
| Colin Jones | Inner West Bicycle Coalition (IWBC) |
| Keith Stallard | Inner West Bicycle Coalition (IWBC) |
| John McNeil | Inner West Bicycle Coalition (IWBC) |
| Adrian Prichard | Transit Systems – Inner West Bus Services |
| Manod Wickramasinghe | IWC's Traffic & Transport Planning Manager |
| George Tsaprounis | IWC's Coordinator Traffic Engineering Services (South) |
| Sunny Jo | IWC's Coordinator Traffic Engineering Services (North) |
| Jason Scoufis | IWC's Traffic & Parking Planner |
| Jenny Adams | IWC's Engineer – Traffic & Parking Services |
| Mohammed Haque | IWC's Civil Engineer |
| Pierre Ayoub | IWC's Civil Engineer |
| Christina Ip | IWC's Business Administration Officer |

VISITORS

| | |
|-----------------------|------------------------------------|
| Charmila Sathianandan | Item 4 - Transport for NSW (TfNSW) |
| Bonnie Mo | Item 4 - Transport for NSW (TfNSW) |
| Gauam Pathmanathan | Item 4 - Arencos |
| Angelo Stratikopoulos | Item 4 - Arencos |
| Anthony Leung | Item 8 and 9 - Stantec |

APOLOGIES:

| | |
|----------------------|---|
| SC Sam Tohme | NSW Police – Burwood Police Area Command |
| Sgt Charles Buttrose | NSW Police – Leichhardt Police Area Command |

DISCLOSURES OF INTERESTS:

Nil.

CONFIRMATION OF MINUTES

The minutes of the Local Traffic Committee meeting held on 21 June 2021 were confirmed, with amendments to the discussion of Item 8 to record comments from the representative for the Member for Balmain, as follows:

The representative for the Member for Balmain commented that the consultation does not consider that there are two distinct areas, the areas north and south of Springside Street, that would be impacted differently by a 'No Left Turn' restriction from Moodie Street. The representative raised the following concerns:

1. Residents from the area south of Springside Street would suffer from the out-of-area traffic avoiding the bank up at Darling Street to turn left at Moodie Street but would benefit from being able to turn left at Moodie Street.
2. Residents from the area north of Springside Street cannot access their area from Darling Street as a result of the one way sections of McCleer and Manning Streets and this also applies to any out-of-area rat runners. On the other hand they can readily turn left at Callan Street and also at Toelle Street when it is re-opened.
3. A 'No Left Turn' restriction would impact residents from streets south of Callan Street who need the left turn from Moodie Street to head westbound on Victoria Road. This impact will likely worsen if the Norton Street, James Street, Darley Road and City West Link intersections are upgraded and when Rozelle Interchange traffic merges with traffic from Darling and Moodie Streets going towards the Iron Cove Bridge.
4. Traffic in the side streets of Victoria Road, between Darling Street and Gordon Street will worsen when the City West Link intersections are upgraded and traffic is increased. Residents in these side streets will face the same problem Moodie Street residents face now.

MATTERS ARISING FROM COUNCIL'S RESOLUTION OF MINUTES

The Local Traffic Committee recommendations of its meeting held on 21 June 2021 are awaiting adoption.

EMAIL CONFIRMATION OF OFFICER'S RECOMMENDATION

The representative for NSW Police – Inner West supported the Officer's recommendations for the items in their PAC.

The representative for NSW Police – Burwood supported the Officer's recommendations for the items in their PAC.

The representative for the Member for Strathfield supported the Officer's recommendations.

LTC0721(1) Item 1 Wardell Road/Riverside Crescent, Marrickville/ Dulwich Hill - No Left Turn Restriction (Djarrawunang-Marrickville Ward/Summer Hill Electorate/Inner West PAC)

SUMMARY

A 'No Left Turn' restriction was installed in early 2021 to ban vehicles heading northeast in Wardell Road from making a left turn into Riverside Crescent, Dulwich Hill/ Marrickville. Since the sign was installed, Council has received numerous correspondence from the community regarding the negative impact the banned left turn movement restriction has had

on traffic delays and travel times in Wardell Road , in particular in the weekday AM peak period heading towards Dulwich Hill.

A number of treatments are proposed to alleviate traffic congestion whilst supporting cycling for the on-road sections of the Greenway.

Officer's Recommendation

THAT:

1. The 'No Left Turn' sign in Wardell Road facing northeast bound motorists at Riverside Crescent be replaced with a 'No Left Turn Vehicles over 6 metres' sign subject to TfNSW approval of a TMP.
2. The BB lines in Riverside Crescent at Wardell Road be adjusted by relocating 1m northeast for a length of 10 metres.
3. A concept design for traffic calming in the form of kerb extensions at the Tennyson Street/Riverside Crescent be prepared for consideration by Traffic Committee
4. A 30 km/h speed limit in Ness Avenue along the on-road Greenway route be supported for a 12-month trial period subject to approval of the trial by TfNSW

DISCUSSION

The Committee members agreed with the Officer's recommendation.

COMMITTEE RECOMMENDATION

THAT:

1. The 'No Left Turn' sign in Wardell Road facing northeast bound motorists at Riverside Crescent be replaced with a 'No Left Turn Vehicles over 6 metres' sign subject to TfNSW approval of a TMP.
2. The BB lines in Riverside Crescent at Wardell Road be adjusted by relocating 1m northeast for a length of 10 metres.
3. A concept design for traffic calming in the form of kerb extensions at the Tennyson Street/Riverside Crescent be prepared for consideration by Traffic Committee
4. A 30 km/h speed limit in Ness Avenue along the on-road Greenway route be supported for a 12-month trial period subject to approval of the trial by TfNSW

For motion: Unanimous

LTC0721(1) Item 2 Liberty Street and Kingston Road, Enmore / Newtown / Camperdown – Trucks and request to reclassify road – LTC0321 Item 15 General Business (Damum-Stanmore Ward / Newtown Electorate /Inner West PAC)

SUMMARY

Council has received concerns regarding truck movements along Liberty Street and Kingston Road, Enmore and an Item was raised in General Business at the March 2021 Committee meeting to assess the need for reclassification of the existing Regional Road. Past traffic count data was compared with current traffic volume counts and it is recommended that no action be taken at this time and the traffic situation in the area continue to be monitored.

Officer's Recommendation

THAT this report be received and noted.

DISCUSSION

The Committee members agreed with the Officer's recommendation.

COMMITTEE RECOMMENDATION

THAT this report be received and noted.

For motion: Unanimous

LTC0721(1) Item 3 Bailey Street, at Enmore Road, Newtown – 10km/h 'Shared Zone' Treatment – Design Plan 10133 (Damum -Stanmore Ward / Newtown Electorate / Inner West PAC)

SUMMARY

Council has finalised a design plan (10133) for a 10km/h 'Shared Zone' treatment in Bailey Street at Enmore Road, Newtown. The proposal for a 'Shared Zone' with threshold treatments and associated signs and line markings will improve safety and accessibility for pedestrians and traffic conditions at this location. The proposed works are part of recommendations endorsed in September 2019 and listed in the Newtown Local Area Traffic Management (LATM) report.

Officer's Recommendation

THAT the detailed design plan for the 10km/h 'Shared Zone' treatment in Bailey Street at Enmore Road, Newtown and associated signs and line markings (as per Plan No.10133) be APPROVED, subject to separate TfNSW approval.

DISCUSSION

The Committee members agreed with the Officer's recommendation.

COMMITTEE RECOMMENDATION

THAT the detailed design plan for the 10km/h 'Shared Zone' treatment in Bailey Street at Enmore Road, Newtown and associated signs and line markings (as per Plan No.10133) be APPROVED, subject to separate TfNSW approval.

For motion: Unanimous

LTC0721(1) Item 4 Terminus Street, Petersham – TfNSW Petersham Station Upgrade Project - Signs and Line Markings Plan 150272-PET-CI-DRG-45402 (Damun -Stanmore Ward/ Newtown Electorate/ Inner West PAC)

SUMMARY

The signs and line marking plan for the proposed traffic / parking changes in Terminus Street, Petersham associated with Petersham Station Upgrade Project works have been submitted to Council (150272-PET-CI-DRG-45402) by Arenco, on behalf of TfNSW. It is recommended that the signs and line marking plan be approved.

Officer's Recommendation

THAT the detailed signs and line marking plan for Terminus Street, Petersham (as part of Petersham Station Upgrade works) as per the attached plan (Signage and Line Marking Plan - Sheet 2 - 150272-PET-CI-DRG-45402) be approved.

DISCUSSION

Public speakers: Charmila Sathianandan, Bonnie Mo, Gauam Pathmanathan and Angelo Stratikopoulos attended at 10.08am.

TfNSW project managers made a presentation on how parking will be impacted by the Petersham Station Upgrade Project works and presented results of community consultation noting that:

- Six out of the 60 community submissions received raised questions around parking and the kiss and ride space. None of these six submissions raised an issue with the removal of parking spaces on Terminus Street.
- Additional notifications were delivered via doorknocking of 89 properties in Terminus Street and Railway Street (between Terminus Street and Brighton Street) and a letterbox drop notification within a 500 metre radius of the station.
- Residents identified parking as an existing issue in the area.
- Residents requested for timed parking spots in the untimed sections on Terminus and Railway Streets, and for the existing timed parking spaces to be extended into the weekends. TfNSW commented that these requests are outside the scope of the station upgrade works.

Committee members raised a number of issues which were addressed by the speakers as follows:

- Due to low pedestrian and vehicle volumes, Terminus Street would not have met the warrants for a marked pedestrian crossing. The width of the road does not allow for a pedestrian refuge to be installed.
- The speed zone in Terminus Street will be reduced to 40km/h as part of the LGA-wide project to reduce traffic speeds. This is not within the scope of the station upgrade.
- The project's planning approval includes a condition specifying that the tree is to be retained due to community desire to keep it. An arborist is present during works to ensure the tree is not damaged.
- The Manager of the White Cockatoo Hotel has been consulted throughout the project and has not raised any objections to the changes. Cllr Macri requested TfNSW obtain a response from the Hotel's owner and provide to the Committee before the project is approved by Council.
- Bike hoops will be installed on Trafalgar Street as part of the project.
- Residents were concerned that seating would encourage loitering in the area. There is some seating adjacent to the stair and there is a possibility of installing an additional seat. Shelters are not part of the project scope.

(Speakers left at 10.30am)

Due to concerns with the substantial loss of parking, the Chair requested that Council Officers investigate any design changes that could help retain some parking spaces, including seeking advice from an arborist to determine if the tree, which is located within the proposed kerb blister area, is at the end of its lifecycle and whether more trees could be incorporated into the design in lieu of this tree being removed. Council Officers were also asked to consult residents and businesses regarding the loss of parking.

The Item was deferred until Council Officers obtained the requested information.

The TfNSW representative requested that Council Officers keep the project manager informed on how they intend to proceed.

COMMITTEE RECOMMENDATION

THAT the detailed signs and line marking plan for Terminus Street, Petersham (as part of Petersham Station Upgrade works) as per the attached plan (Signage and Line Marking Plan - Sheet 2 - 150272-PET-CI-DRG-45402) be deferred until Council Officers investigate changes to the design to retain some of the parking spaces lost in Terminus Street (including consideration of the removal of the large tree in the kerb blister area and replacement of this tree with a number of smaller trees), and consult with affected residents and businesses regarding the loss in parking.

For motion: Cllr Macri

Abstained: TfNSW

LTC0721(1) Item 5 Fred Street, Dulwich Hill - Proposed Painted Island Treatment

SUMMARY

Council has received concerns raised by a number of residents and motorists regarding safety along Fred Street and at the intersection of Fred Street/ Victoria Street and Eltham Street. It has been raised with Council that on many occasions, vehicles drive into Fred Street, against the one-way direction of travel with drivers either unaware of the current 'No Entry' signage or wilful intent to disobey the no entry restrictions. Council has proposed a painted island treatment in order to enhance the current no entry restrictions and to possibly deter illegal traffic behaviour.

Officer's Recommendation

THAT

1. the proposed painted island treatment, including travel direction arrow and extension of existing 'No Stopping' restrictions to 15m, on both sides of Fred Street north of the intersection of Fred Street, Victoria Street and Eltham Street, Dulwich Hill, be approved.
2. Physical kerb blister islands to replace the painted island treatment be approved in principle and listed on Council's forward Capital Works Program.

DISCUSSION

The Committee members agreed with the Officer's recommendation.

COMMITTEE RECOMMENDATION

THAT

1. the proposed painted island treatment, including travel direction arrow and extension of existing 'No Stopping' restrictions to 15m, on both sides of Fred Street north of the intersection of Fred Street, Victoria Street and Eltham Street, Dulwich Hill, be approved.
2. Physical kerb blister islands to replace the painted island treatment be

approved in principle and listed on Council's forward Capital Works Program.

For motion: Unanimous

LTC0721(1) Item 6 Unwins Bridge Road, adjacent to Tillman Park, Tempe – Proposed New Mid-Block Signalised Pedestrian Crossing – Design Plan 10111 (Midjuburi – Marrickville Ward / Heffron Electorate/ Inner West PAC)

SUMMARY

Detailed design plans have now been finalised for the proposed new mid-block signalised pedestrian crossing in Unwins Bridge Road, adjacent to Tillman Park, Tempe. The purpose of the proposed works is to increase pedestrian safety at the existing raised pedestrian zebra crossing which has a poor road safety history. The proposed works received funding from the TfNSW Blackspot Program and the works will improve pedestrian and motorists' safety and addresses residents' concerns about speeding, driver behaviour and pedestrian safety at this location. Consultation has been undertaken with nearby owners and occupiers of properties along Unwins Bridge Road regarding the proposal. It is recommended that the proposed detailed design plans be approved.

Officer's Recommendation

THAT the detailed design plans for the proposed new mid-block signalised pedestrian crossing on Unwins Bridge Road, adjacent to Tillman Park, Tempe, including associated signposting and line marking (as per the attached plans No. 10111) be APPROVED.

DISCUSSION

It was noted that this item is within the Heffron Electorate, not the Summer Hill Electorate as stated in the report.

The Member for Heffron, Ron Hoenig MP, submitted his support for the proposal.

The Committee members agreed with the Officer's recommendation.

COMMITTEE RECOMMENDATION

THAT the detailed design plans for the proposed new mid-block signalised pedestrian crossing on Unwins Bridge Road, adjacent to Tillman Park, Tempe, including associated signposting and line marking (as per the attached plans No. 10111) be APPROVED.

For motion: Unanimous

LTC0721(1) Item 7 Alt Street at intersections with Church Street and Charlotte Street, Ashfield- Investigation on the warrant of pedestrian crossings (Leichhardt – Gulgadya Ward/Summer Hill Electorate/Burwood PAC)

SUMMARY

The Inner West Bicycle Coalition representative, at the Local Traffic Committee meeting of the 3 August 2020, under General Business, requested that traffic, speed and pedestrian counts be conducted in Alt Street, between Church Street and Charlotte Street, Ashfield, with

view to installing a pedestrian crossing if warrant permits under the Transport for NSW (TfNSW) or RMS guidelines.

Council at its meeting on the 25 August 2020 resolved or noted that:

Staff will arrange a pedestrian/traffic volume count in the area to determine if the site meets the warrants for a crossing. The Ashfield Traffic Management Study (ATMS) also recommended the need to calm traffic in Alt Street at this location.

This report outlines the results of traffic and pedestrian count survey carried out in November 2020 at the proximity intersections of Alt Street/Church Street and Alt Street/Chandos Street where pedestrian activity is most occurrent.

The outcome of the results generally determined that there is a low or non-consistent pedestrian activity in crossing the road through the day or week to warrant the establishment of crossings under the TfNSW or RMS guidelines. Council will review and investigate alternate possible cross-over and/or traffic control measures for improved safety to pedestrians under the recommendation of the ATMS and Ashfield/Inner West Council Pedestrian Access Mobility Plan (PAMP).

Officer's Recommendation

THAT:

1. The report be received and noted that no warrant can be made to justify the installation of a pedestrian crossing in Alt Street between Charlotte Street and Church Street, nor the intersection sides of Church Street and Charlotte Street, Ashfield; and
2. Council staff review and investigate other alternate and possible cross-over and/or traffic control measures to improve pedestrian safety in the area.

DISCUSSION

It was noted that this item is within the Gulgadya-Leichhardt Ward, not the Djarrawunang-Ashfield Ward as stated in the report.

The Committee members agreed with the Officer's recommendation.

COMMITTEE RECOMMENDATION

THAT:

1. **The report be received and noted that no warrant can be made to justify the installation of a pedestrian crossing in Alt Street between Charlotte Street and Church Street, nor the intersection sides of Church Street and Charlotte Street, Ashfield; and**
2. **Council staff review and investigate other alternate and possible cross-over and/or traffic control measures to improve pedestrian safety in the area.**

For motion: Unanimous

LTC0721(1) Item 8 Leichhardt West Precinct Parking Study (Gulgadya-Leichhardt Ward/ Balmain Electorate/ Leichhardt PAC)

SUMMARY

The Leichhardt West Precinct Parking Study reviewed the location, supply, demand and distribution of short and long stay parking, commercial, residential, employee, and commuter parking. The work consisted of examining existing conditions including parking data, community submissions, observed parking conditions, existing permit allocation, and future land uses within the Leichhardt West precinct.

A community survey was also undertaken to gauge the parking issues faced by different users. With consideration of the above a draft parking management strategy for Leichhardt West was developed.

Officer's Recommendation

THAT:

1. The Draft Leichhardt West Precinct Parking Study including the Draft Leichhardt West Parking Strategy be endorsed for community consultation; and
2. The draft report be placed on Public Exhibition, providing a minimum 28 days for submissions and the results be reported back to the Traffic Committee.

DISCUSSION

Clr da Cruz stated that residents of Hawthorne Street are interested in angle parking and asked whether this within the scope of the study. Council Officers are not aware of this request; however, they advised that the request may be considered if raised during the consultation.

The Committee members agreed with the Officer's recommendation.

COMMITTEE RECOMMENDATION

THAT:

1. **The Draft Leichhardt West Precinct Parking Study including the Draft Leichhardt West Parking Strategy be endorsed for community consultation; and**
2. **The draft report be placed on Public Exhibition, providing a minimum 28 days for submissions and the results be reported back to the Traffic Committee.**

For motion: Unanimous

LTC0721(1) Item 9 Rozelle North Precinct Parking Study (Baludarri-Balmain Ward/Balmain Electorate/Leichhardt PAC)

SUMMARY

The Rozelle North Precinct Parking Study reviewed the location, supply, demand and distribution of short and long stay parking, commercial, residential, employee, and commuter parking. The work consisted of examining existing conditions including parking data, community submissions, observed parking conditions, existing permit allocation, and future land uses within the Rozelle North precinct.

A community survey was also undertaken to gauge the parking issues faced by different

users. With consideration of the above a draft parking management strategy for Rozelle North was developed.

Officer's Recommendation

THAT:

1. The Draft Rozelle North Precinct Parking Study including the Draft Rozelle North Precinct Parking Strategy be endorsed for community consultation; and
2. The draft report be placed on Public Exhibition, providing a minimum 28 days for submissions and the results be reported back to the Traffic Committee.

DISCUSSION

The Committee members agreed with the Officer's recommendation.

COMMITTEE RECOMMENDATION

THAT:

1. The Draft Rozelle North Precinct Parking Study including the Draft Rozelle North Precinct Parking Strategy be endorsed for community consultation; and
2. The draft report be placed on Public Exhibition, providing a minimum 28 days for submissions and the results be reported back to the Traffic Committee.

For motion: Unanimous

LTC0721(1) Item 10 Henry Lane, Lewisham - Proposed 'No Stopping' Restrictions (Damun- Stanmore Ward/ Summer Hill Inner West PAC) Electorate/

SUMMARY

Council has received concerns of parked vehicles at the T-junction of Henry Lane, Lewisham resulting in difficulties for some residents maneuvering at the T-junction due to the narrowness of the two laneways. Therefore, Council is proposing to implement a 6 metre length of 'No Stopping' restriction to remove potential obstructions and improve the ability of motorists to maneuver at the T-junction.

Officer's Recommendation

THAT a 6 metre 'No Stopping' zone on the western side of Henry Lane, Lewisham, along the eastern boundary of property No.16 Henry Street, Lewisham.

DISCUSSION

The Committee members agreed with the Officer's recommendation.

COMMITTEE RECOMMENDATION

THAT a 6 metre 'No Stopping' zone on the western side of Henry Lane, Lewisham, along the eastern boundary of property No.16 Henry Street, Lewisham.

For motion: Unanimous

LTC0721(1) Item 11 Victoria Road, Marrickville - Proposed Short-Term Parking (Midjuburi- Marrickville Ward/Summer Hill Electorate/Inner West PAC)

SUMMARY

Following representations from local businesses, Council is proposing to implement a 50 metre section of one-hour parking, along the western side of Victoria Road, north of its intersection with Sydenham Road. Council has now undertaken community consultation to gauge the community's view in relation to introducing a section of time-restricted parking on Victoria Road, Marrickville, immediately north of Sydenham Road, in order to improve parking turnover in the vicinity of the local businesses.

Officer's Recommendation

THAT a 50-metre section of '1P 9am – 5pm Monday to Saturday' on western side of Victoria Road, Marrickville between the signalised intersection of Victoria & Sydenham Road and northern boundary of property 191 Victoria Road, Marrickville be APPROVED.

DISCUSSION

The Committee members agreed with the Officer's recommendation.

COMMITTEE RECOMMENDATION

THAT a 50-metre section of '1P 9am – 5pm Monday to Saturday' on western side of Victoria Road, Marrickville between the signalised intersection of Victoria & Sydenham Road and northern boundary of property 191 Victoria Road, Marrickville be APPROVED.

For motion: Unanimous

LTC0721(1) Item 12 Constitution Road, Dulwich Hill - Proposed 'No Parking' Restrictions (Djarrawunang - Ashfield Ward/ Summer Hill Electorate/ Inner West Pac)

SUMMARY

Council's Resource Recovery department have raised concerns of traffic and pedestrian safety during garbage collection times outside 115 – 117 Constitution Road, Dulwich Hill. Following an investigation into this matter by a Council Traffic Officer, it is now recommended that a 12 metre section of 'No Parking' restriction during the waste collection times be approved on the southern side of Constitution Road, immediately east of driveway to 115-117 Constitution Road, Dulwich Hill.

Officer's Recommendation

THAT a 12-metre section of 'No Parking 4pm Monday – 10am Tuesday' restriction on southern side of Constitution Road, Dulwich Hill, immediately east of driveway to 115 – 117 Constitution Road, Dulwich Hill be APPROVED.

DISCUSSION

The Committee members agreed with the Officer's recommendation.

COMMITTEE RECOMMENDATION

THAT a 12-metre section of 'No Parking 4pm Monday – 10am Tuesday' restriction on southern side of Constitution Road, Dulwich Hill, immediately east of driveway to 115 – 117 Constitution Road, Dulwich Hill be APPROVED.

For motion: Unanimous

**LTC0721 Item 13 Cavendish Street, Stanmore - Resident Parking Scheme Proposal
(Damun - Stanmore Ward/ Newtown Electorate/ Inner West PAC)**

SUMMARY

In response to a community petition received from a number of residents of Cavendish Street, Stanmore between Holt Street and Merchant Street, Council has investigated a proposal for Residential Parking Scheme. This report provides the results of the residential parking scheme investigation into Cavendish Street, Stanmore, between Holt Street and Merchant Street, with the recommendation of not to support the proposal.

Officer's Recommendation

THAT the proposed Residential Parking Scheme in Cavendish Street, Stanmore between Holt Street and Merchant Street is not be supported at the present time due to less than required Level of Support as outlined in Inner West Council's Public Domain Parking Policy.

DISCUSSION

The Committee members agreed with the Officer's recommendation.

COMMITTEE RECOMMENDATION

THAT the proposed Residential Parking Scheme in Cavendish Street, Stanmore between Holt Street and Merchant Street is not be supported at the present time due to less than required Level of Support as outlined in Inner West Council's Public Domain Parking Policy.

For motion: Unanimous

LTC0721(1) Item 14 Proposed Resident Parking Scheme in Rozelle (Baludarri-Balmain Ward/ Balmain Electorate/ Leichhardt PAC)

SUMMARY

Council has received multiple requests from residents of Foucart Street, Hutcheson Street and Denison Street for a Resident Parking Scheme (RPS) to address issues with WestConnex workers' long-term parking within the residential streets.

Officer's Recommendation

THAT:

1. A '2P 8am-6pm, Permit Holders Excepted, Area R1' parking restriction be installed on:
 - a. Both sides of Foucart Street between Albert Street and Lilyfield Road, Rozelle;
 - b. Both sides of Hutcheson Street, Rozelle;
 - c. Western side of Alice Street between Albert Street and Mary Street, Rozelle;
 - d. Western side of Denison Street between Cashman Street and Cheltenham Street, Rozelle;
 - e. Both sides of Cashman Street, Rozelle.
 - f. Northern side of Lilyfield Road between Foucart Lane and Foucart Street.
2. 10m 'No Stopping' zone to be installed at intersections where Resident Parking Scheme is implemented;
3. A '2P 8am-6pm Mon-Fri, 4P 8am-1pm Sat' restriction be installed on the angle parking spaces only on the eastern side of Denison Street along Easton Park.

DISCUSSION

Council Officers tabled a number of submissions received regarding the amended proposal. Residents raised concerns that:

- Some Foucart Street residents will be disadvantaged by the loss of parking from the proposed 10m 'No Stopping' zone at the intersection of Joseph Street. In response to these concerns, Council Officers further recommended that the three parking spaces on the north side of Joseph Street, between Foucart Street and Foucart Lane, be relocated to the south side of the street and included in the RPS, and a 10m 'No Stopping' zone be installed at Foucart Street at Joseph Street. This will provide parking for residents in 24 and 26 Foucart Street who will lose parking in front of their property.
- The RPS is not necessary as the parking problems are caused by WestConnex. Council Officers stated that providing an RPS will give residents a better chance of parking near their properties without competing with WestConnex vehicles parking in the streets.
- The 10m 'No Stopping' zones are excessive and could be reduced to increased parking supply.
- Concerns with visibility when exiting Foucart Lane and Foucart Street onto Lilyfield Road. Council Officers will investigate this issue separately.
- One resident changed their vote and now supports the inclusion of Albert Street in the proposed RPS. In response to the revised support rate for an RPS in Albert Street, Council Officers proposed an additional recommendation that the south side of Albert Street, between Hutcheson Street and Foucart Street, be included in the RPS and a 10m 'No Stopping' zone be installed at that section of Albert Street.

Clr Macri asked what the process is for residents, who will not be part of the RPS, to later request to be included. Council Officers advised that the Traffic & Transport Planning Manager has delegated authority to make minor modifications to an existing RPS and this would allow a small number of properties not included in the proposed RPS to be later considered for inclusion.

The Committee members agreed with the Officer's recommendation.

COMMITTEE RECOMMENDATION

THAT:

1. A '2P 8am-6pm, Permit Holders Excepted, Area R1' parking restriction be installed on:
 - a. Both sides of Foucart Street between Albert Street and Lilyfield Road, Rozelle;
 - b. Both sides of Hutcheson Street, Rozelle;
 - c. Western side of Alice Street between Albert Street and Mary Street, Rozelle;
 - d. Western side of Denison Street between Cashman Street and Cheltenham Street, Rozelle;
 - e. Both sides of Cashman Street, Rozelle.
 - f. Northern side of Lilyfield Road between Foucart Lane and Foucart Street.
2. 10m 'No Stopping' zone to be installed at intersections where Resident Parking Scheme is implemented;
3. A '2P 8am-6pm Mon-Fri, 4P 8am-1pm Sat' restriction be installed on the angle parking spaces only on the eastern side of Denison Street along Easton Park.
4. Based on additional feedback, '2P 8am-6pm, Permit Holders Excepted, Area R1' parking restriction be also installed on:
 - a. the southern side of Joseph Street between Foucart Street and Foucart Lane with the existing parking on the northern side of the street being relocated to the southern side of the street and replaced with appropriate 'No Parking' restrictions
 - b. the south side of Albert Street, between Hutcheson Street and Foucart Street

For motion: Unanimous

General Business

LTC0721 Item 15 Request for 10km/h 'Shared Zone' in Prospect Street, Leichhardt

Clr da Cruz requested for a 10km/h 'Shared Zone' in Prospect Street, Leichhardt as the street has no footpath, has high pedestrian volume and is close to schools and a child care centre. Council Officers advised that Prospect Street has been identified in the Pedestrian Access and Mobility Plan as a location for further investigation.

LTC0721 Item 16 Proposed Whites Creek Lane, Leichhardt cycleway and 10km/h 'Shared Zone'

Clr da Cruz questioned the status of the proposed cycleway and 10km/h 'Shared Zone' along Whites Creek Lane. Council Officers will follow up on this and provide an update.

LTC0721 Item 17 Request to designate McCarthy Lane and Cahill Lane, Annandale, a cycle route

The representative for the Member for Balmain requested that Council consider connecting McCarthy Lane with Cahill Lane in Annandale and designating it as a bike route.

LTC0721 Item 18 Request for cycle route improvements on Albion Street, Annandale

Clr da Cruz asked for improvements to the Albion Street cycle route at the intersection of Johnston Street to make it safer for cyclists to cross Johnston Street.

LTC0721 Item 19 Request for 10km/h 'Shared Zone' on Etonville Parade, Croydon

Clr da Cruz requested a 10km/h 'Shared Zone' for Etonville Parade, Croydon as it connects to the Iron Cove cycleway.

LTC0721 Item 20 Request for traffic calming in Wetherill Street, Croydon

Residents of Wetherill Street, Croydon have requested for a 10km/h 'Shared Zone' or other traffic calming treatment in the street.

Meeting closed at 11.02am.

Item No: C0821(1) Item 10

Subject: HAMOND PARK - SPORTING GROUND MANAGEMENT

Prepared By: Aaron Callaghan - Parks and Recreation Planning Manager

Authorised By: Simon Duck - Acting Director Development and Recreation

RECOMMENDATION

THAT Council:

1. **Note that the sporting use, access and management of Hammond Park complies with the adopted Park Plan of Management for Hammond Park, Councils Sporting Ground Allocation Policy and the provisions of the Local Government Act 1993.**
2. **Note that a new Plan of Management will be developed for Hammond Park in 2022.**
3. **Include in its future planning for Hammond Park the development and provision of a canteen facility to facilitate and support ongoing community sporting use and enjoyment of the park.**

DISCUSSION

On 13th July 2021 Council considered a Councilor motion in relation to sporting allocations and use at Hammond Park. Council resolved the following:

THAT Council provide a full report regarding the sporting clubs use of Hammond Park including:

- a) *How the present use of Hammond park for different clubs comply with Councils Plan of Management;*
- b) *How many clubs are frequently using the park;*
- c) *Was approval given for the Food Truck and does this comply with regulations; and*
- d) *When and why was the gate to the park removed from the lane way off church Street.*

This report addresses these issues.

Status of Hammond Park

Hammond Park (**fig 1.0**) is a local community park which supports both active and passive recreation. The Park includes a children's play area, formalised sporting facilities including a sportsground, public toilets and tennis courts. Formalised sporting use of the sporting ground complies with the Hammond Park Plan of Management, Council's Sporting Ground Allocations Policy and importantly the Local Government Act 1993. Fig 1.0 highlights current recreational facilities at the Park.

Fig 1.0 Hammond Park



Future Plan of Management 2022

Currently only one sporting club, Ashfield Pirates have seasonal use and access to the sporting ground for weekday training and for Saturday soccer competition. It should also be noted that School groups also use and access the sporting ground during weekdays however this is limited. A future Plan of Management will be developed in consultation with the community for Hammond Park in 2022.

Coffee Van

The community-based football club, Ashfield Pirates currently operate a coffee/food van at the park on match days (Saturdays). The coffee van was permitted by Council staff in 2017 and complies with NSW health guidelines. This Coffee van substitutes for the lack of a canteen facility at the park and represents a significant investment by the club in supporting community sport. Revenue raised from the coffee van goes back into the sporting club to assist in offsetting sporting registration and uniform costs.

A number of sporting grounds in the Inner West Local Government Area have dedicated canteen facilities and one is required at Hammond Park to support community sporting needs. The development of a new canteen which is built on to the existing amenities block should be a key consideration in any new Plan of Management.

Chain Gate

A chain gate was originally provided at laneway entrance to Church Street. The football club has experienced major access and vandalism issues associated with this gate. Padlocks have been superglued and additional locks placed on the chain gate preventing community sporting club access. This has required out of hour call outs by Council staff to allow sporting access. To assist with sporting access needs, Council is currently in the process of replacing the chain gate with two removal and lockable bollards.

FINANCIAL IMPLICATIONS

Nil at this stage. Works to address new bollard access points are being met within the current Park Asset Budget.

ATTACHMENTS

Nil.

Item No: C0821(1) Item 11

Subject: ARLINGTON RECREATION RESERVE-ADDRESSING COMPLAINTS FROM MEMBERS OF THE PUBLIC

Prepared By: Aaron Callaghan - Parks and Recreation Planning Manager

Authorised By: Simon Duck - Acting Director Development and Recreation

RECOMMENDATION

THAT Council:

1. Note the report and the requirements which Council Officers adhere to in managing complaints as pursuant to Council's adopted Complaints Handling Policy; and
2. Note that a total of 31 complaints have been received in a three-year period in relation to Council's management of Arlington Reserve.

DISCUSSION

At its meeting on the 24th May 2021 Council resolved the following:

THAT Council receive a report on what steps Council has taken with regard to complaints received on Arlington Oval and to assure residents they are not being ignored by our Council.

This report highlights the processes which Council staff have been adhering to with regards to managing complaints in relation to the sporting use, access, and enjoyment of Arlington Recreation Reserve by community-based sporting groups.

Complaints in relation to the management and use of Arlington Recreation Reserve are managed by the Parks Planning and Engagement Section of Council. This section also manages sporting ground seasonal allocations and stakeholder management with sporting users. All complaints which Council officers receive are managed in adherence with Council's adopted Complaints Handling Policy.

Under Council's Complaints Handling Policy, a complaint is defined as:

"A complaint is an expression of dissatisfaction with the level or quality of the service provided by Inner West Council. This includes dissatisfaction with the outcome of a decision, level or quality of service, the failure to adhere to a policy or procedure, or behavior of an employee or agent, which can be investigated and acted upon."

Complaints received by Council officers are responded to in a timely manner (*within 10 working days*) and respectfully addressed. Often complaints need to be investigated, especially when alleged breaches of conditions of sporting ground access and use are made. These complaints are followed up with the cooperation of the sporting club involved. With respect to Arlington Recreation Reserve, Council's compliance team has also provided feedback to the Park Planning and Engagement Unit on ongoing management issues.

A total of 31 complaints have been received in a three-year period in relation to Council's management of Arlington Reserve. Out of the 31 complaints received, a total of 27 complaints were from the same resident.

Environmental Protection Authority Complaints

In the last two years, two complaints have also formally lodged with the NSW Environmental Protection Authority (EPA). The nature of the complaints has related to Council's management of Arlington Reserve. In each case the EPA has required that Council staff provide extensive feedback on investigations relating to its complaint handling as well as copies of correspondence provided to the resident. Council staff have also had to demonstrate the way Council has addressed the complaints in relation to ongoing management of the sporting ground.

In each of the two cases lodged with the EPA, it can be confirmed that current operational management of the reserve has been compliant with Councils policies.

Arlington Reserve Operational Plan

In 2019 Council resolved to develop an Operational Plan for Arlington Reserve. Following extensive community engagement, a draft Operational Plan has been issued to Council for consideration but has yet to be adopted. In line with the most recent Council resolution, Council staff are now in the process of developing an expression of interest process for establishing a "Community Liaison Committee". This committee once established, will focus on a revised Operational Plan for future Council consideration.

FINANCIAL IMPLICATIONS

Nil

ATTACHMENTS

Nil.

Item No: C0821(1) Item 12

Subject: COMMUNITY SATISFACTION SURVEY - 2021

Prepared By: Prue Foreman - Communications and Engagement Manager

Authorised By: Caroline McLeod - Acting Director City Living

RECOMMENDATION

THAT Council receive and note the report.

DISCUSSION

Council commissioned independent social research company Micromex to survey a representative sample of 1,002 residents across all areas of the Inner West local government area in May/June 2021. The results are positive for Inner West Council. Community satisfaction with Council's overall performance has maintained its solid result since 2018 and is on par with the Micromex Metropolitan Council benchmark. The research and full results are detailed in the report.

BACKGROUND

Council commissioned statistically valid, demographically representative research in 2016, 2017, 2018 and 2021 enabling comparison of change over time. The recent research conducted in May/June 2021 was scheduled to inform the Community Strategic Plan progress report which must be presented to the outgoing Council at its last meeting. The research will also inform the development of the next suite of Integrated Planning and Reporting (IP&R) documents.

The research aims to:

- Assess and establish the community's priorities and satisfaction, in relation to Council activities, services and facilities
- Identify the community's overall level of satisfaction with Council's performance
- Identify the community's level of agreement with prompted statements surrounding wellbeing/connectedness
- Assess methods of communication and engagement with Council
- Identify priority areas for Council to focus on
- Assess community strategic plan measures

KEY FINDINGS

Living in the Inner West

Ninety-five percent agree with the statement "The Inner West is a good place to live" which is 10% higher than the Micromex benchmark. Eighty-one percent agree that "Inner West is a harmonious, respectful and inclusive community" which is 20% higher than the Micromex benchmark.

Respondents are also more likely to agree with the following statements than the Micromex benchmark:

- I have enough opportunities to participate in sporting or recreational activities (64% agree, 7% above benchmark)
- I have enough opportunities to participate in arts and cultural activities (54% agree, 7% above benchmark)
- I feel a part of my local community (74% agree, 6% above benchmark)

Respondents were slightly less likely to agree with the following statements than the Micromex benchmark:

- Council offers good value for money (29% agree, 2% below benchmark)
- Housing in the area is affordable (10% agree, 4% below benchmark)

Ninety-eight percent of respondents feel safe during the day while 77% feel safe after dark.

Top priority areas for Council to focus on

Respondents were asked for the top three challenges facing the area in the next 10 years.

Managing the challenge of population growth remains the key problem area for the community. There has been a significant increase in residents prioritisation towards environmental protections. The top three themes were:

1. Managing development/adequate planning/overdevelopment 38%
2. Environment protection/managing pollution/climate change/maintaining and provision of green open spaces 31% (significantly higher than 22% in 2018)
3. Traffic management/congestion 27%

Council's overall performance

Overall, 92% of respondents were satisfied with the performance of Council (top three tiers).

The mean satisfaction rating was 3.58 (out of 5), which was the same as 2018 and significantly higher than 3.49 in 2017. This rating is on par with the Micromex benchmark for Sydney metropolitan councils.

Community engagement

The mean rating of resident perceptions of Council's community engagement has steadily increased over the four survey periods since Inner West Council was established to 3.75. In 2021 60% rate Council's community engagement as good to excellent.

Council's integrity and decision making

The mean rating of resident perceptions of Council's integrity and decision-making has steadily increased over the four survey periods since Inner West Council was established to 3.17. In 2021 80% were satisfied (top three tiers).

Contact with Council

Half of respondents had contacted Council in the past year for a reason other than paying rates. The top three methods for contacting Council were:

1. Online at Council's website
2. Telephone
3. Email

The top three reasons for contacting Council were:

1. Waste/rubbish removal
2. Make a complaint
3. Development Application

The mean satisfaction for contact with Council is 3.56 which is slightly lower than 2018 and significantly below the Micromex benchmark (3.77).

Satisfaction with online contact has significantly increased while satisfaction with telephone and email contact has significantly decreased.

Information from Council

Respondents were asked how they would prefer to receive information about Council. Council's website is the top source (80%) followed by word of mouth (77%), libraries (77%), other direct email from Council and Council's e-news (67%). These replace the top two sources from 2018 which were brochures/flyers and Council's printed newsletter.

Flyer/letter to my home is lower than 2018 (59% in 2021) but still an important source for many people, as is Council's printed newsletter Inner West Council News (58%).

People aged 65+ were significantly more likely to prefer printed flyer/letter and newsletter to their home while people aged 18-36 were significantly more likely to prefer social media.

Community Strategic Plan principles

Respondents were asked about their perceptions of Council as creative, caring and just. Creative (85% agree, mean 3.37) and caring (88% agree, mean 3.41) remain on par with 2018 but the mean rating of perceptions of just have reduced (87% agree – same as 2018 / mean 3.36 compared to 3.47 in 2018).

WestConnex

Awareness remains high (95%), and support for the project has increased. There was a significant increase in support to a mean of 3.07 compared to 2018 with 74% support (top three tiers). Those who are 'not at all supportive' has halved from 34% to 17% since 2018.

Analysis of 41 services and facilities

Analysis determined stated importance, rated satisfaction and to what extent the services and facilities contribute to residents' overall satisfaction with Council.

Importance increased for seven of the 41 comparable services and facilities and decreased for six.

The most important services/facilities were:

1. Access to public transport
2. Household garbage collection
3. Encouraging recycling
4. Safe public spaces
5. Protecting the natural environment

The least important services/facilities were:

1. Graffiti removal
2. Cycleways
3. Building heights in town centres
4. Community education programs
5. Festival and events programs
6. Flood management

Satisfaction increased for four of the 41 comparable services and facilities and reduced for four.

The services/facilities with the highest satisfaction were:

1. Library services
2. Swimming pools and aquatic centres
3. Maintenance of local parks, playgrounds, and sporting fields
4. Community centres and facilities
5. Household garbage collection
6. Availability of sporting ovals, grounds, and facilities
7. Festival and events programs
8. Maintenance and cleaning of town centres
9. Appearance of your local area

The services/facilities with the lowest satisfaction were:

1. Management of parking
2. Managing development in the area
3. Community's ability to influence Council decision-making
4. Building heights in town centres
5. Cycleways
6. Tree management
7. Maintaining footpaths

Performance gaps

The top five performance gaps (difference between importance and satisfaction) are: community's ability to influence Council's decision making; maintaining footpaths; managing development in the area; management of parking and maintaining local roads excluding major routes.

Key drivers of overall satisfaction

The key driver of overall satisfaction (as determined by advanced regression analysis) is Council's integrity and decision-making.

Out of the 41 services/facilities, the key drivers of satisfaction are community's ability to influence Council's decision making; long-term planning for Council area; provision of Council information to the community; tree management; maintaining local roads excluding major routes; supporting local jobs and business; managing development in the area and maintenance of local parks, playgrounds and sporting fields.

FINANCIAL IMPLICATIONS

Nil

OTHER STAFF COMMENTS

Nil

PUBLIC CONSULTATION

The Community Satisfaction Survey is an engagement technique guided by Council's Community Engagement Framework. It informs service delivery and measurement of achievement of the Community Strategic Plan – *Our Inner West 2036*.

CONCLUSION

The 2021 community survey results indicate that Inner West Council is achieving satisfaction on par with the Micromex benchmark for metropolitan councils.

The full report is attached and provides further details of the results and analysis.

ATTACHMENTS

1. [Download](#) Inner West Council community satisfaction survey report - 2021





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Background & Methodology

Objectives (Why?)

- Understand and identify community priorities for the Inner West LGA
- Identify the community's overall level of satisfaction with Council performance
- Explore and understand resident experiences contacting Council
- Identify the community's level of agreement with statements regarding the Inner West area

Sample (How?)

- Telephone survey (landline and mobile) to N = 1002 residents
- 209 acquired through number harvesting
- We use a 5 point scale (e.g. 1 = not at all satisfied, 5 = very satisfied)
- Greatest margin of error +/- 3.1%

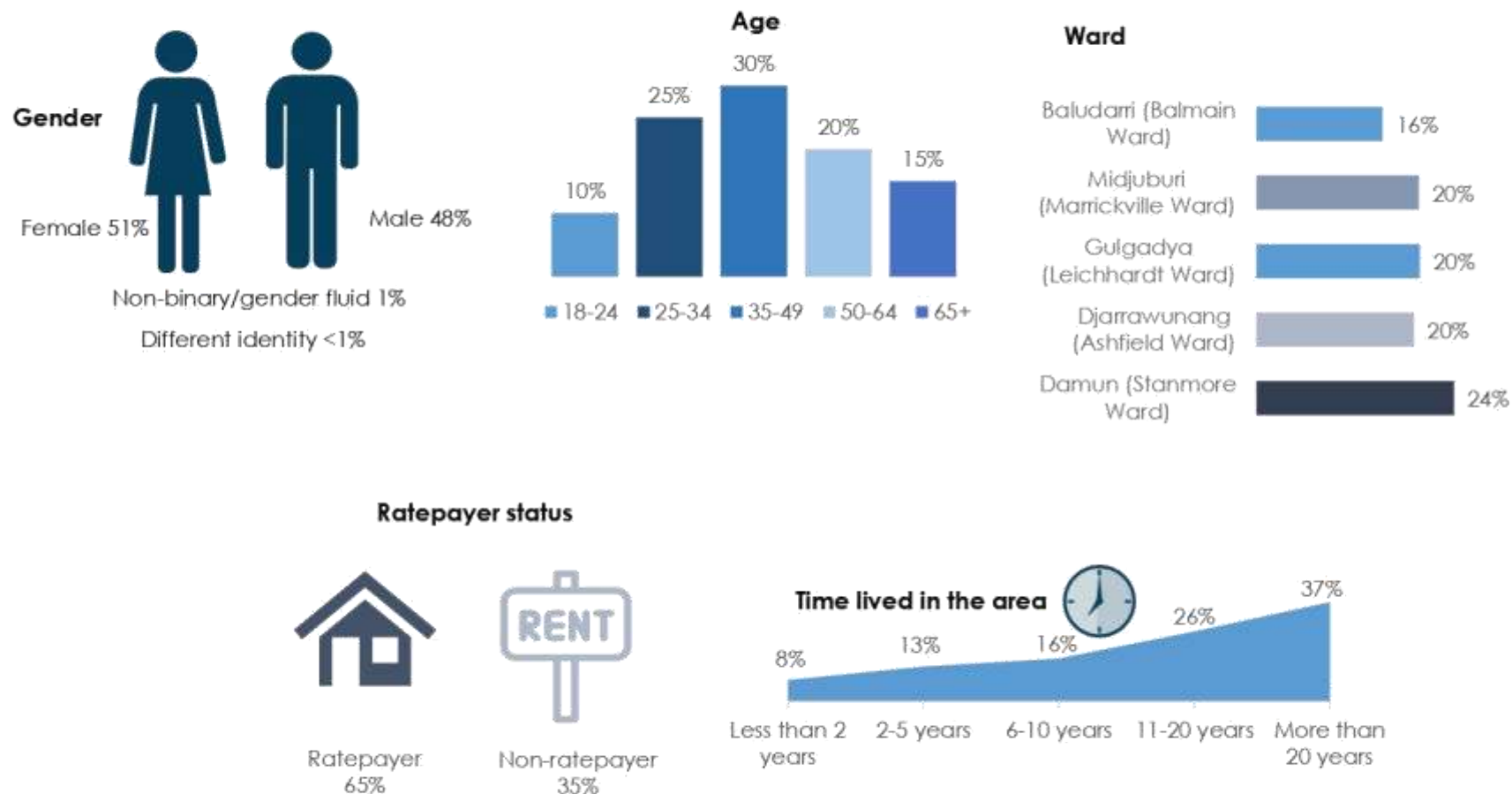
Timing (When?)

- Implementation 4th May– 25th June 2021



Sample Profile

The sample was weighted by age and gender to reflect the 2016 ABS community profile of Inner West Council.



Please refer to Appendix B for further demographics
Base: N = 1002



Summary and Next Steps

Top Challenges Facing the Inner West Council Area in the Next 10 Years



Managing development/adequate planning/overdevelopment (38%)



Environmental protection/managing pollution/ climate change/ maintaining and provision of green open spaces (31%)



Traffic management/congestion (27%)



Availability of/ access to/ improving public transport (15%)



Housing affordability/availability (13%)

Performance Indicators



60% of residents describe Council's community engagement as at least good



80% of residents are at least somewhat satisfied with Council's integrity and decision making



88% of residents perceive that Council is at least somewhat caring

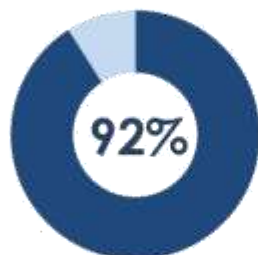


85% of residents perceive that Council is at least somewhat creative

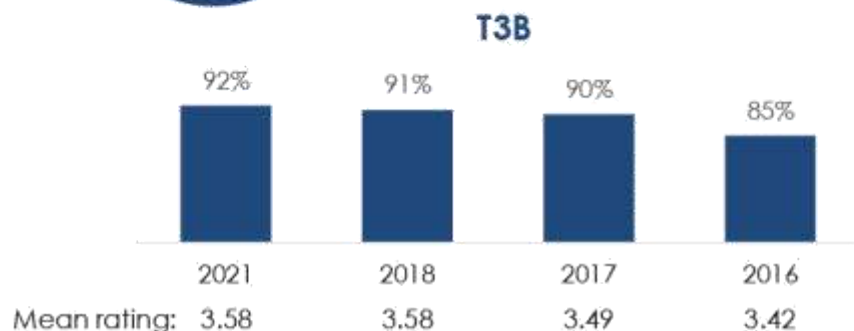


87% of residents perceive that Council is at least somewhat just

Overall Satisfaction



92% of Inner West Council residents are at least somewhat satisfied with the performance of Council in the last 12 months.



Drivers of Satisfaction

The primary drivers of satisfaction are the manner with which Council communicates, interacts and engages with the community.

Specifically:



Council's integrity and decision making



Community's ability to influence Council's decision making



Long term planning for Council area



Provision of Council information to the community

Top 5 importance and satisfaction areas

Top 5 Importance

Access to public transport

Household garbage collection

Encouraging recycling

Safe public spaces

Protecting the natural environment

Top 5 Satisfaction

Library services

Swimming pools and aquatic centres

Maintenance of local parks, playgrounds and sporting fields

Community centres and facilities

Household garbage collection



Detailed Results

1. Performance of Council



1. Performance of Council

2. Contact with Council

3. Living in the Inner West

4. WestConnex Project

5. Councils Services and Facilities

6. Service Area Analysis

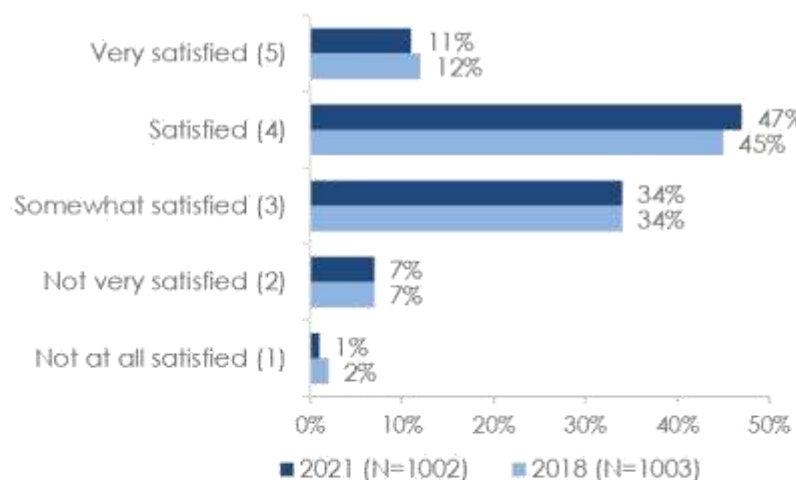
This section explores residents' perceptions of Council's key performance indicators.

Overall Satisfaction

Q4a. Overall, how satisfied are you with the performance of Inner West Council, not just on one or two issues but across all responsibility areas?

| | 2021 | 2018 | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|-------------|------|------|------|--------|-------|-------|-------|-------|-------|-----------|---------------|
| Mean rating | 3.58 | 3.58 | 3.54 | 3.63 | 3.69 | 3.82▲ | 3.55 | 3.39▼ | 3.44▼ | 3.53 | 3.68▲ |
| Base | 1002 | 1003 | 483 | 519 | 103 | 246 | 302 | 202 | 148 | 646 | 356 |

| | Ward | | | | | Time lived in the area | | | |
|-------------|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Mean rating | 3.63 | 3.56 | 3.49 | 3.58 | 3.64 | 3.79 | 3.77▲ | 3.74▲ | 3.48▼ |
| Base | 196 | 203 | 156 | 245 | 202 | 83 | 130 | 157 | 632 |



| | Inner West Council 2021 | Inner West Council 2018 | Inner West Council 2017 | Inner West Council 2016 | Micromex LGA Benchmark - Metro |
|-------------|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------------|
| Mean rating | 3.58 | 3.58 | 3.49 | 3.42 | 3.55 |
| T3 Box | 92% | 91% | 90% | 85% | 89% |
| Base | 1002 | 1003 | 1002 | 1008 | 37,950 |

Scale: 1 = not at all satisfied, 5 = very satisfied

▲▼ = A significantly higher/lower level of satisfaction (by group)

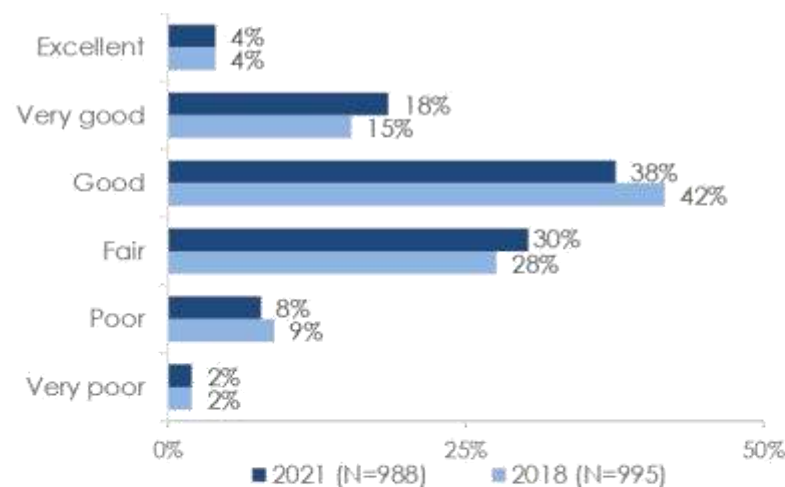
92% of residents are at least somewhat satisfied with the L12M performance of Council. Satisfaction has remained consistent with 2018 data and Micromex's Metro benchmark.

Council's Community Engagement

Q4b. How would you describe Council's community engagement?

| | 2021 | 2018 | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|-------------|------|------|------|--------|-------|-------|-------|-------|------|-----------|---------------|
| Mean rating | 3.75 | 3.72 | 3.72 | 3.78 | 4.03▲ | 3.92▲ | 3.69 | 3.56▼ | 3.68 | 3.65 | 3.94▲ |
| Base | 988 | 995 | 479 | 508 | 103 | 241 | 300 | 198 | 145 | 639 | 349 |

| | Ward | | | | | Time lived in the area | | | |
|-------------|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Mean rating | 3.70 | 3.80 | 3.62 | 3.76 | 3.85 | 4.01 | 3.99▲ | 3.82 | 3.65▼ |
| Base | 194 | 199 | 155 | 242 | 198 | 82 | 129 | 155 | 623 |



Scale: 1 = very poor, 6 = excellent

▲ ▼ = A significantly higher/lower rating (by group)

| | Inner West Council 2021 | Inner West Council 2018 | Inner West Council 2017 | Inner West Council 2016 |
|-------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Mean rating | 3.75 | 3.72 | 3.61 | 3.52 |
| T3 Box | 60% | 61% | 58% | 58% |
| Base | 988 | 995 | 994 | 1000 |

60% of residents rated Council's community engagement as good-excellent.
Younger age groups were significantly more likely to give a higher rating.

Council's Integrity and Decision Making

Q5a. How satisfied are you with Council's integrity and decision making?

| | 2021 | 2018 | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|-------------|------|------|------|--------|-------|-------|-------|-------|------|-----------|---------------|
| Mean rating | 3.17 | 3.14 | 3.17 | 3.16 | 3.33 | 3.44▲ | 3.11 | 2.91▼ | 3.08 | 3.08 | 3.33▲ |
| Base | 1000 | 1002 | 483 | 518 | 103 | 245 | 302 | 202 | 148 | 646 | 354 |

| | Ward | | | | | Time lived in the area | | | |
|-------------|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Mean rating | 3.18 | 3.17 | 2.98▼ | 3.21 | 3.25 | 3.35 | 3.46▲ | 3.26 | 3.06▼ |
| Base | 196 | 203 | 156 | 245 | 200 | 82 | 130 | 157 | 632 |



| | Inner West Council 2021 | Inner West Council 2018 | Inner West Council 2017 | Inner West Council 2016 |
|-------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Mean rating | 3.17 | 3.14 | 3.04 | 2.96 |
| T3 Box | 80% | 79% | 75% | 70% |
| Base | 1000 | 1002 | 1000 | 1007 |

Scale: 1 = not at all satisfied, 5 = very satisfied

▲▼ = A significantly higher/lower level of satisfaction (by group)

Satisfaction with Council's integrity and decision making rose slightly. Those living in Balmain were significantly less satisfied when compared to those in other wards.

2. Contact With Council



1. Performance of Council

2. Contact with Council

3. Living in the Inner West

4. WestConnex Project

5. Councils Services and Facilities

6. Service Area Analysis

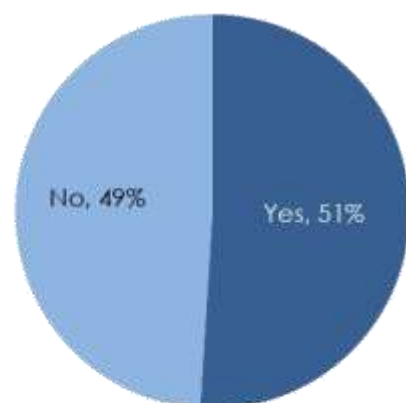
This section explores residents' experiences contacting Inner West Council

Method of Contact with Council

Q2a. In the last year have you contacted Inner West Council for any reason apart from paying rates?

| | Overall | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|-------|---------|------|--------|-------|-------|-------|-------|------|-----------|---------------|
| Yes % | 51% | 47% | 54% | 15%▼ | 38%▼ | 56%▲ | 68%▲ | 60%▲ | 59%▲ | 35% |
| Base | 1002 | 483 | 519 | 103 | 246 | 302 | 202 | 148 | 646 | 356 |

| | Ward | | | | | Time lived in the area | | | |
|-------|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Yes % | 54% | 48% | 60%▲ | 44% | 49% | 28%▼ | 31%▼ | 53% | 57%▲ |
| Base | 196 | 203 | 156 | 245 | 202 | 83 | 130 | 157 | 632 |



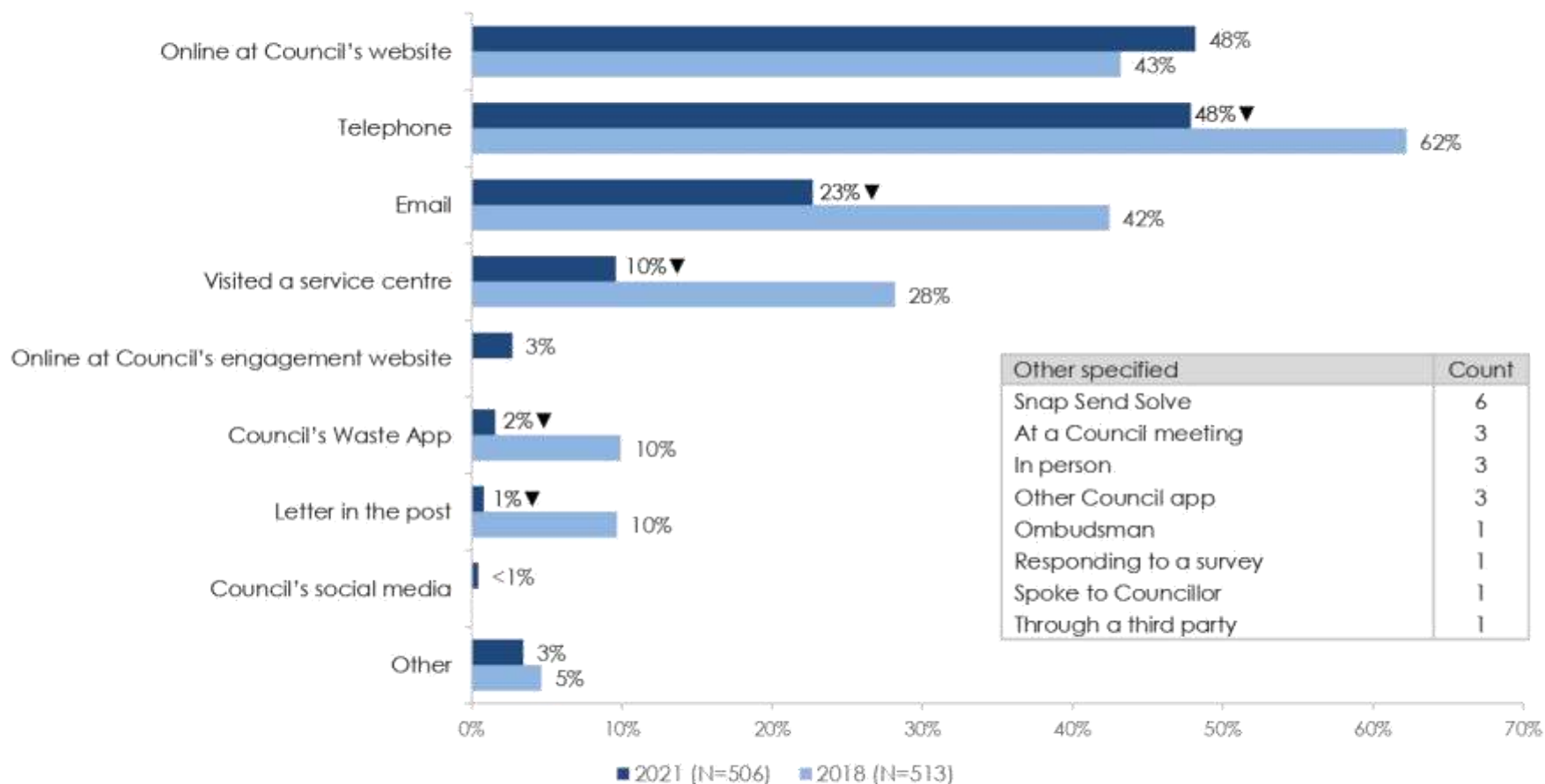
| | Inner West Council 2021 | Inner West Council 2018 | Inner West Council 2017 | Inner West Council 2016 |
|------|-------------------------|-------------------------|-------------------------|-------------------------|
| Yes | 51% | 51% | 36% | 37% |
| Base | 1002 | 1003 | 1002 | 1008 |

▲▼ = A significantly higher/lower percentage (by group)

51% of residents have contacted Council in the past 12 months. 18-34 year old's were significantly less likely to have contacted Council.

Method of Contact with Council

Q2b. (If yes in Q2a), What method did you use to contact Council?



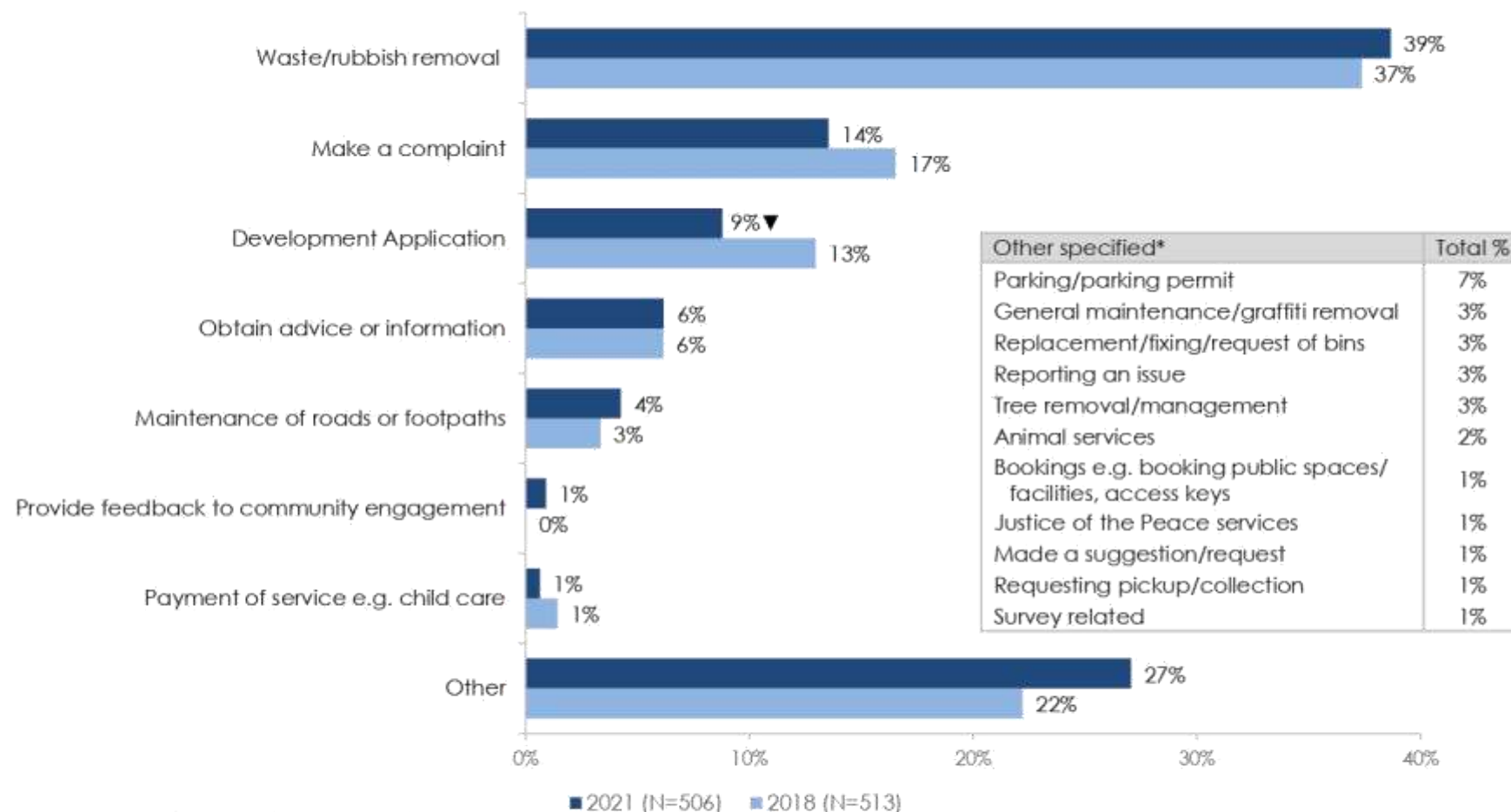
Please see Appendix A for Responses by Demographics

▲ ▼ = A significantly higher/lower percentage (by 2018)

Significant drops were seen across several different methods of contact. In particular phone and email saw large reductions in use.

Nature of Enquiry

Q2c. (If yes in Q2a), What was the nature of your enquiry?



Please see Appendix A for Responses by Demographics
*Refer to Appendix A for responses <1%

▲ ▼ = A significantly higher/lower percentage (by 2018)

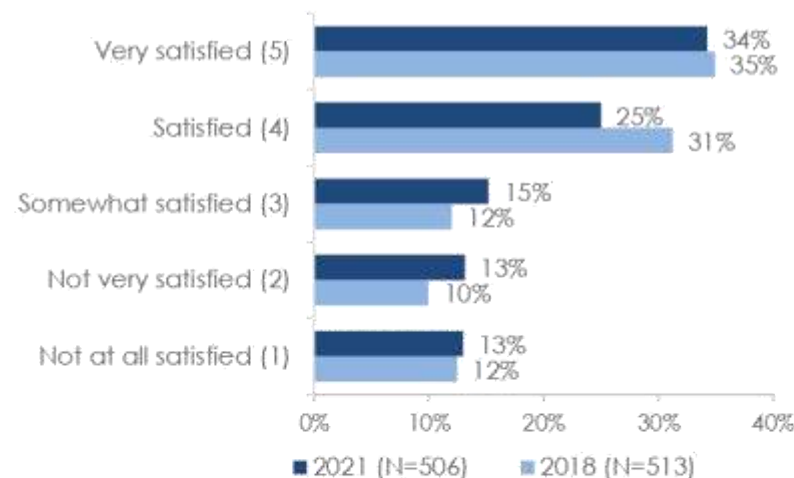
Waste/rubbish removal continued to be the most common reason residents contacted Council. There was a significant drop in development application enquiries.

Satisfaction with Council Contact

Q2d. Overall, how satisfied were you with the way your contact was handled?

| | Overall 2021 | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|-------------|--------------|------|--------|-------|-------|-------|-------|------|-----------|---------------|
| Mean rating | 3.56 | 3.55 | 3.56 | 4.63▲ | 3.73 | 3.51 | 3.49 | 3.38 | 3.47 | 3.83▲ |
| Base | 506 | 228 | 278 | 16* | 94 | 170 | 138 | 89 | 383 | 123 |

| | Ward | | | | | Time lived in the area | | | |
|-------------|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Mean rating | 3.70 | 3.53 | 3.29▼ | 3.64 | 3.58 | 3.87 | 3.76 | 3.62 | 3.50 |
| Base | 106 | 98 | 94 | 109 | 99 | 23 | 41 | 83 | 359 |



| | Inner West Council 2021 | Inner West Council 2018 | Inner West Council 2017 | Inner West Council 2016 | Micromex LGA Benchmark |
|-------------|-------------------------|-------------------------|-------------------------|-------------------------|------------------------|
| Mean rating | 3.56↓ | 3.66 | 3.75 | 3.67 | 3.77 |
| T3 Box | 74% | 78% | 80% | 80% | 80% |
| Base | 506 | 513 | 363 | 369 | 23,641 |

*Caution low base size
Scale: 1 = not at all satisfied, 5 = very satisfied

↑↓ = A significantly higher/lower percentage (compared to the Benchmark)
▲▼ = A significantly higher/lower level of satisfaction (by group)

74% were at least somewhat satisfied with how their contact was handled.
Residents living in the Balmain ward were significantly less satisfied.

Satisfaction with Council Contact

Q2b. (If yes in Q2a), What method did you use to contact Council?

Q2c. (If yes in Q2a), What was the nature of your enquiry?

Q2d. Overall, how satisfied were you with the way your contact was handled?

| Satisfaction by Method of Contact | Online at Council's website | Telephone | Email | Visited a service centre | Online at Council's engagement website | Council's Waste App | Letter in the post | Council's social media | Other |
|-----------------------------------|-----------------------------|-----------|-------|--------------------------|--|---------------------|--------------------|------------------------|-------|
| Mean rating | 3.74▲ | 3.42▼ | 3.01▼ | 3.39 | 3.74 | 4.07 | 2.22 | 2.75 | 2.87▼ |
| Base | 244 | 242 | 115 | 49 | 14* | 8* | 4* | 2* | 17* |

| Satisfaction by Nature of Enquiry | Waste/rubbish removal | Make a complaint | Development Application | Obtain advice or information | Maintenance of roads or footpaths | Provide feedback to community engagement | Payment of service e.g. child care | Other |
|-----------------------------------|-----------------------|------------------|-------------------------|------------------------------|-----------------------------------|--|------------------------------------|-------|
| Mean rating | 4.05▲ | 2.85▼ | 3.44 | 3.19 | 3.37 | 2.95 | 2.66 | 3.39 |
| Base | 196 | 68 | 45 | 31 | 22* | 5* | 3* | 137 |

*Caution low base size

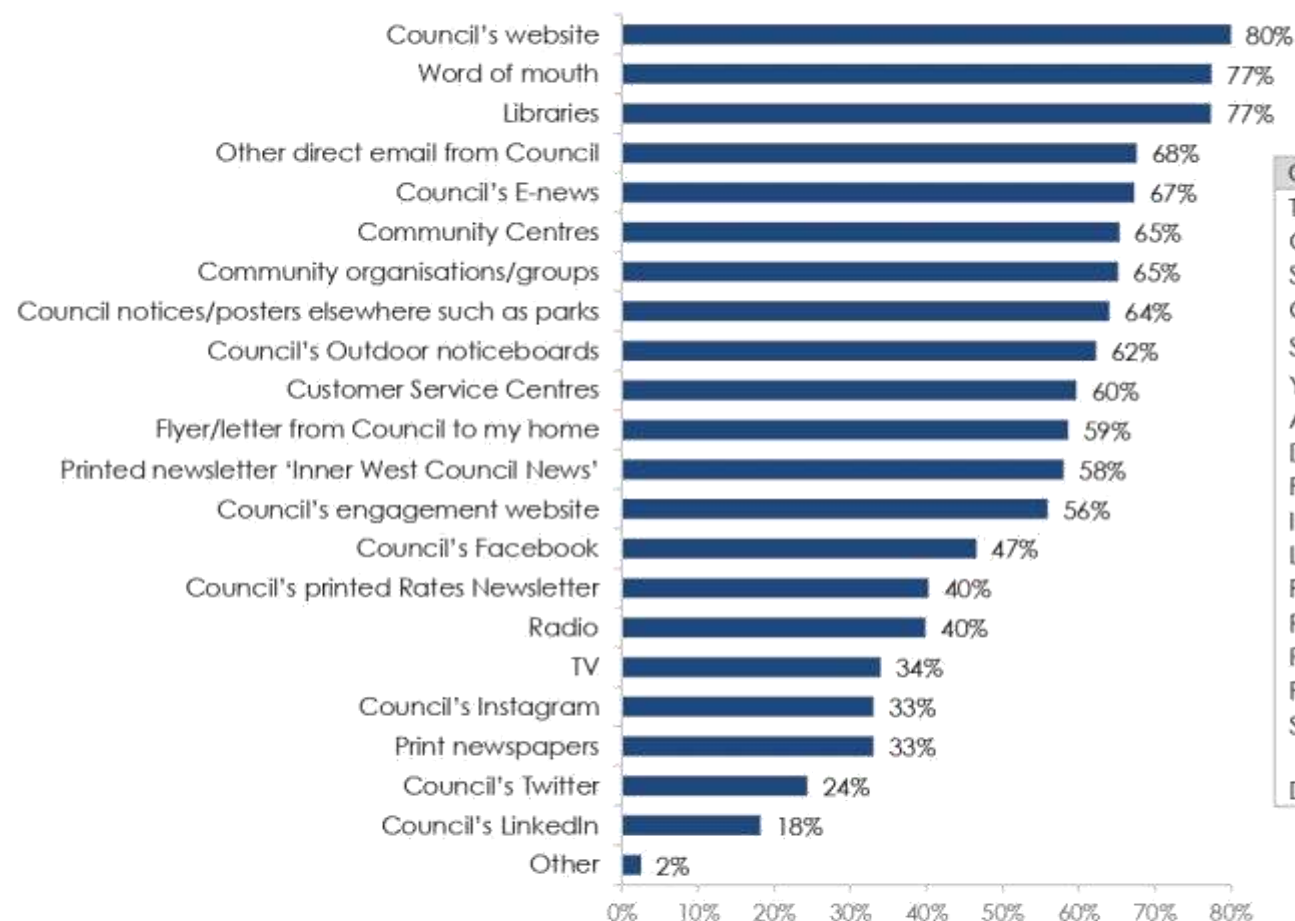
Scale: 1 = not at all satisfied, 5 = very satisfied

▲▼ = A significantly higher/lower level of satisfaction (by group)

Residents using Council's website were significantly more satisfied with the way their contact was handled.

Receiving Information About Council

Q6. In the future, how would you prefer to receive information about Council?



| Other specified | Count |
|-----------------------------------|-------|
| Text | 9 |
| Other social media platforms | 3 |
| Schools | 3 |
| Councillors | 2 |
| Shops | 2 |
| Youtube | 2 |
| App | 1 |
| Deliberative processes | 1 |
| Facebook groups/pages | 1 |
| Improved Council website | 1 |
| Local Inner West Koori | 1 |
| Phone call | 1 |
| Podcast | 1 |
| Police Citizens Youth Club | 1 |
| Public information sessions | 1 |
| Shopping centres/local businesses | 1 |
| Don't know/nothing | 1 |

Please see Appendix A for Responses by Demographics

Base: N=1002

Residents most preferred method of contact included Council's website, word of mouth and libraries.

3. Living in the Inner West



1. Performance of Council

2. Contact with Council

3. Living in the Inner West

4. WestConnex Project

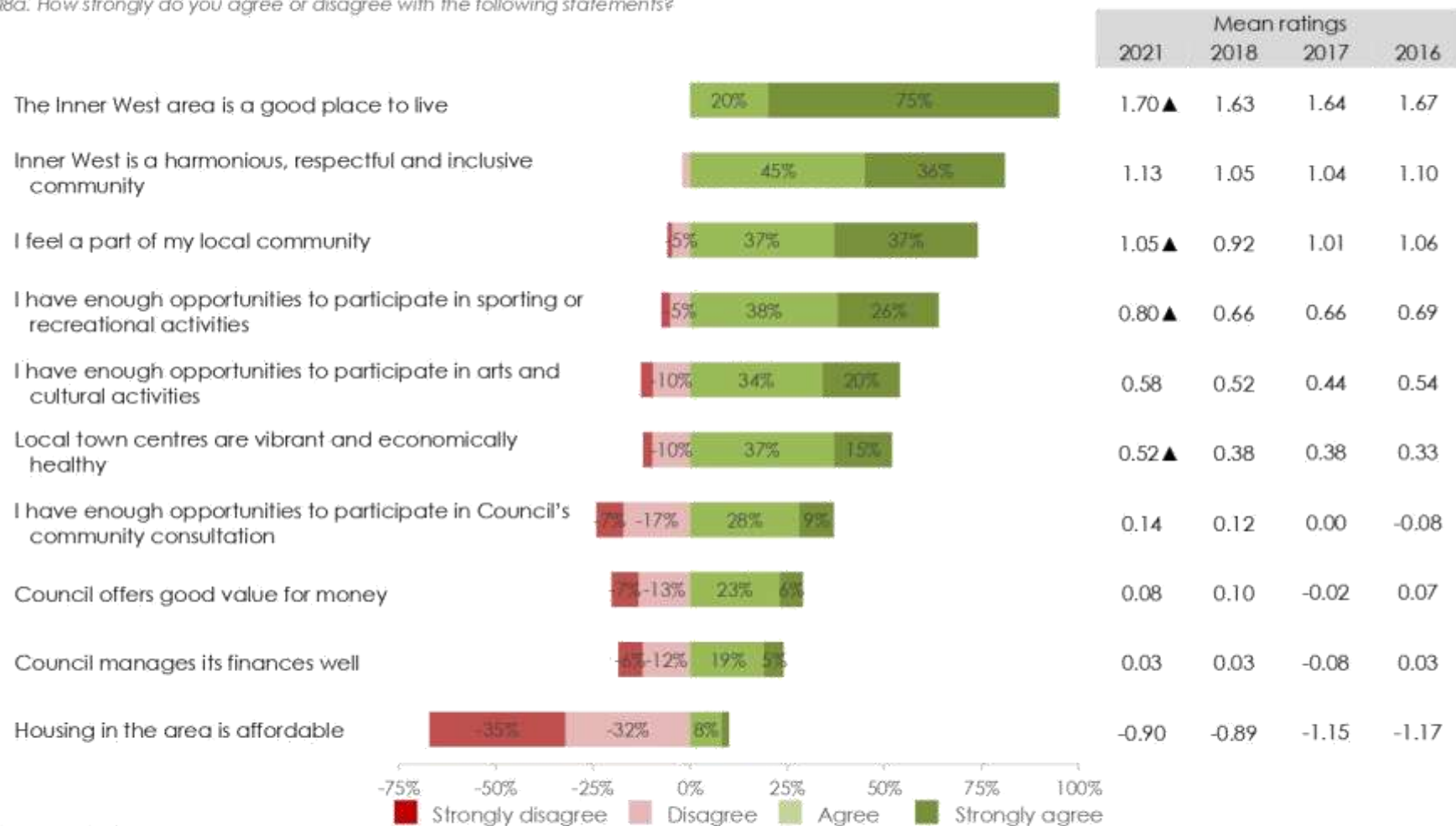
5. Councils Services and Facilities

6. Service Area Analysis

This section explores residents' experience living in the Inner West Council LGA

Living in the Inner West

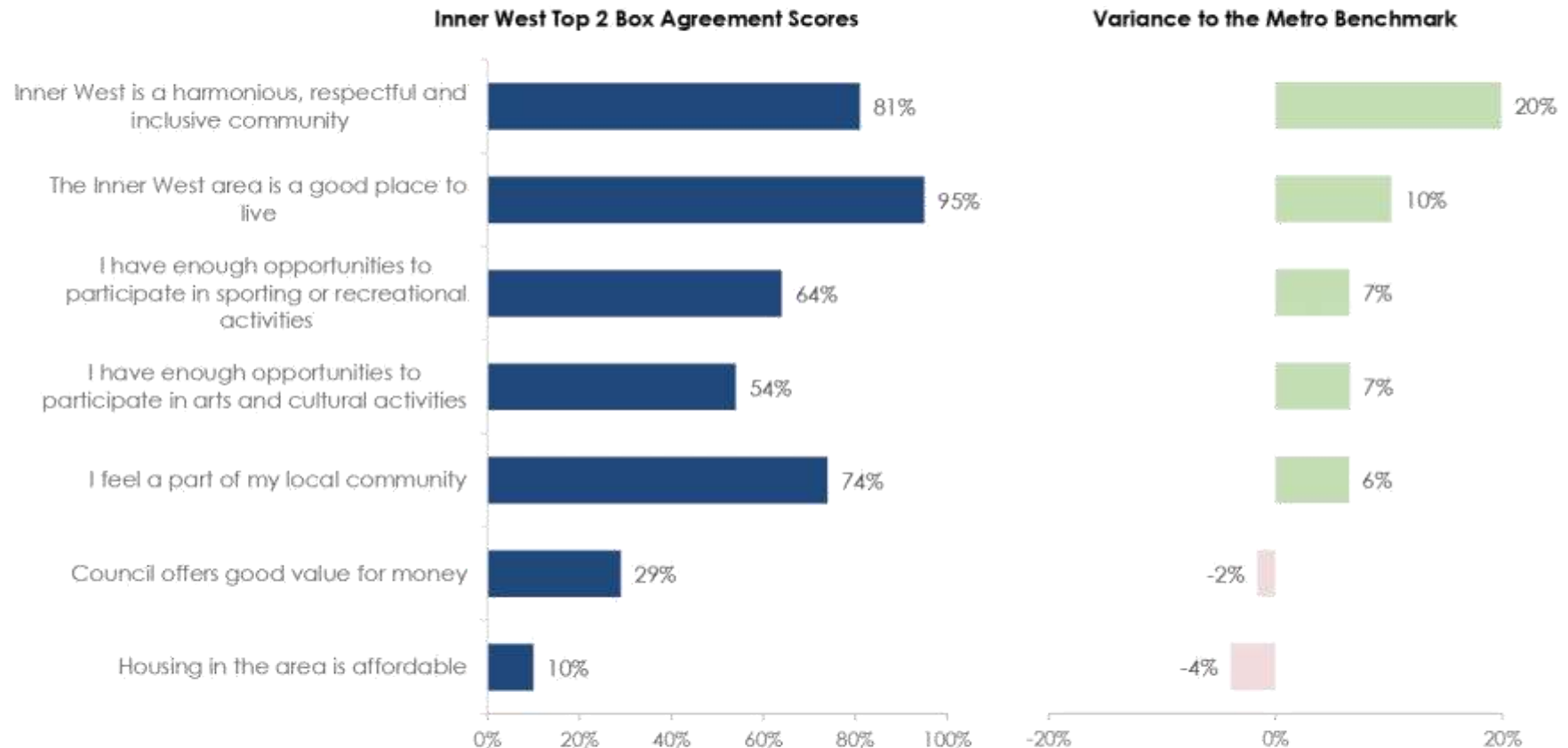
Q8a. How strongly do you agree or disagree with the following statements?



**Across many measures the Inner West is a good place to live.
Most scores are either stable or have improved.**

Living in the Inner West Compared to the Micromex Benchmark

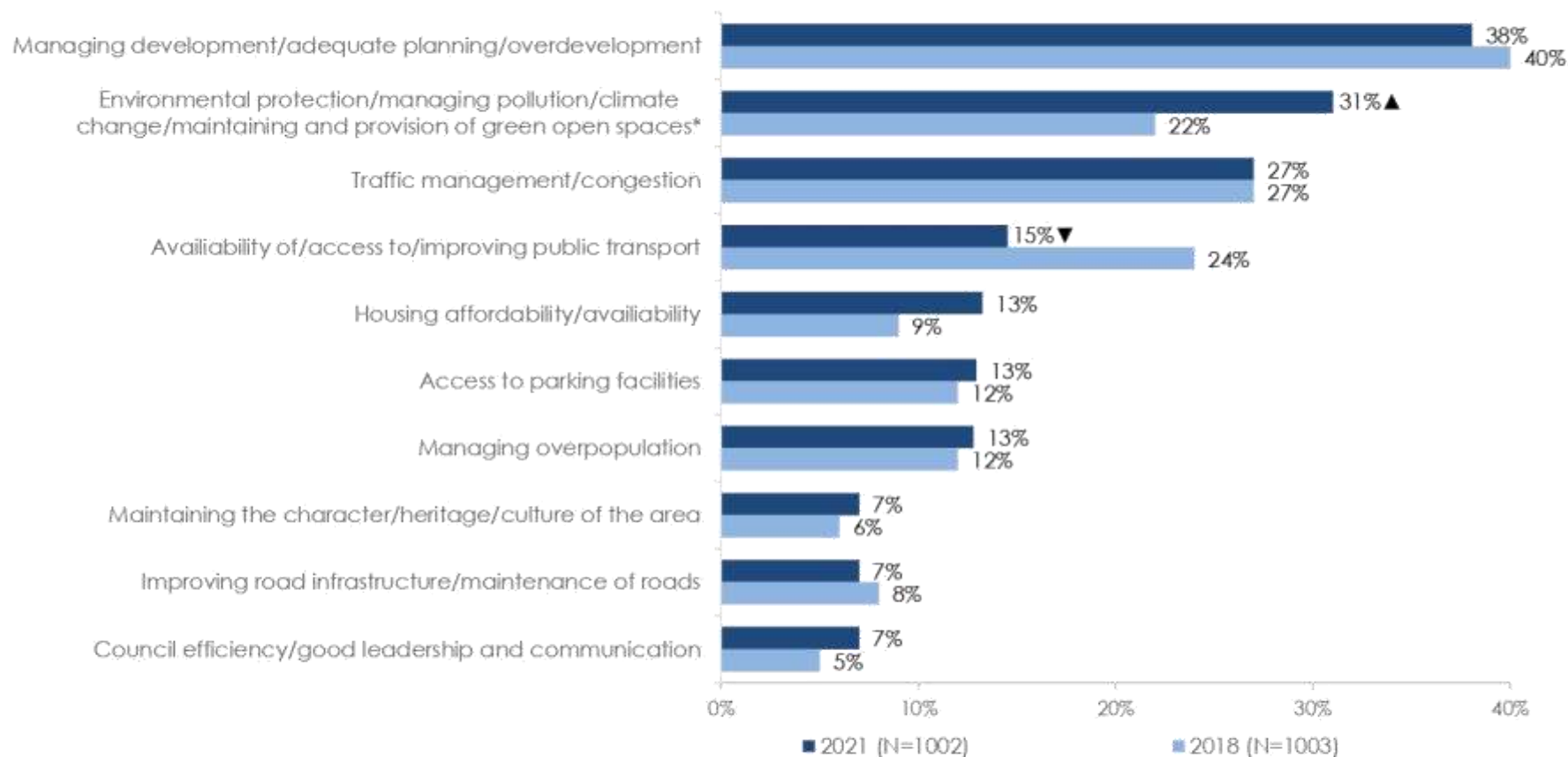
The chart below shows the variance between Inner West Council's top 2 box agreement scores and the Micromex Benchmark. Measures shown in the below chart highlight larger positive and negative gaps.



Majority of comparable measures exceed the Micromex's benchmark.

Top Priority Areas for Council to Focus On

Q7. Thinking of the Inner West as a whole, what would you say are the top 3 challenges facing the area in the next 10 years?



Please see Appendix A for results <7%

*2018 data did not include climate change

▲▼ = A significantly higher/lower percentage (compared to 2018)

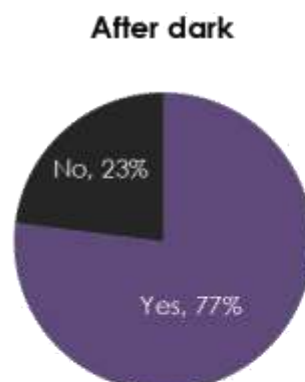
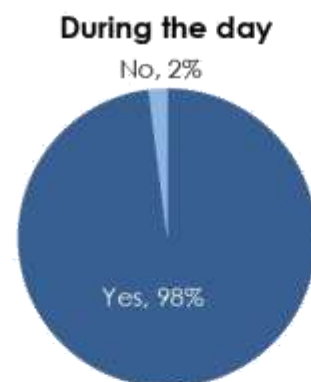
Managing the challenge of population growth remains the a key problem area for the community. There has been a significant increase in residents prioritisation towards environmental protections.

Sense of Safety in the Area

Q8b. Do you feel safe in the following situations?

| | Overall | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|----------------|---------|------|--------|-------|-------|-------|-------|-----|-----------|---------------|
| During the day | 98% | 97% | 98% | 100% | 97% | 98% | 97% | 98% | 98% | 98% |
| After dark | 77% | 87%▲ | 67% | 93%▲ | 72% | 74% | 77% | 81% | 77% | 76% |
| Base | 1002 | 483 | 519 | 103 | 246 | 302 | 202 | 148 | 646 | 356 |

| | Ward | | | | | Time lived in the area | | | |
|----------------|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| During the day | 97% | 98% | 98% | 99%▲ | 95%▼ | 99% | 96% | 99% | 98% |
| After dark | 69%▼ | 79% | 82% | 82% | 72% | 84% | 80% | 76% | 75% |
| Base | 196 | 203 | 156 | 245 | 202 | 83 | 130 | 157 | 632 |



| Yes % | Inner West Council 2021 | Inner West Council 2018 | Inner West Council 2017 | Inner West Council 2016 |
|----------------|-------------------------|-------------------------|-------------------------|-------------------------|
| During the day | 98% | 98% | 99% | 99% |
| After dark | 77% | 79% | 83% | 81% |
| Base | 1002 | 1002 | 1002 | 1008 |

▲ ▼ = A significantly higher/lower feeling of safety (by group)

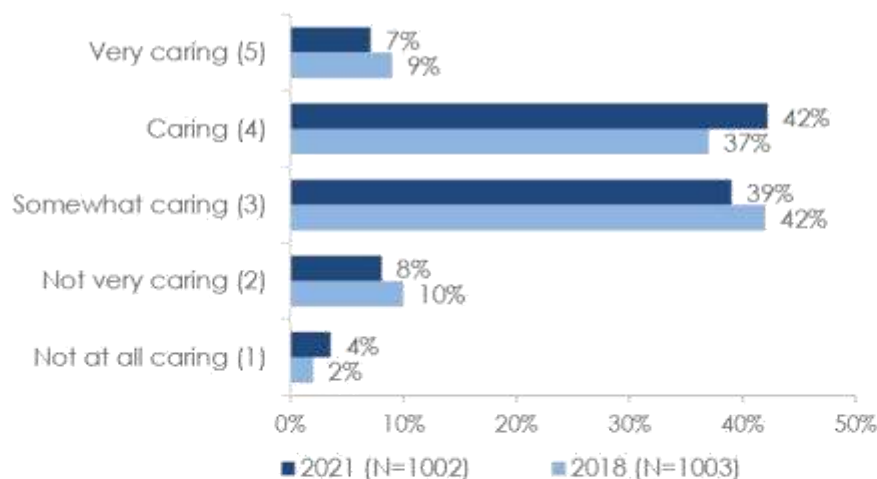
98% of residents felt safe alone in their local area during the day while 77% felt the same way if it were at night. Those living in Ashfield felt significantly less safe in their area at night.

Community Strategic Measures - Caring

Q10a. How would you rate your perceptions of Inner West Council on a scale where 1 is not at all caring and 5 is very caring?

| | Overall 2021 | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|-------------|--------------|------|--------|-------|-------|-------|-------|-------|-----------|---------------|
| Mean rating | 3.41 | 3.42 | 3.41 | 3.72▲ | 3.58▲ | 3.40 | 3.18▼ | 3.27▼ | 3.32 | 3.58▲ |
| Base | 1002 | 483 | 519 | 103 | 246 | 302 | 202 | 148 | 646 | 356 |

| | Ward | | | | | Time lived in the area | | | |
|-------------|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Mean rating | 3.33 | 3.42 | 3.29 | 3.46 | 3.52 | 3.70▲ | 3.69▲ | 3.47 | 3.30▼ |
| Base | 196 | 203 | 156 | 245 | 202 | 83 | 130 | 157 | 632 |



| | Inner West Council 2021 | Inner West Council 2018 |
|-------------|-------------------------|-------------------------|
| Mean rating | 3.41 | 3.40 |
| T3 Box | 88% | 88% |
| Base | 1002 | 1003 |

Scale: 1 = not at all caring, 5 = very caring

▲ ▼ = A significantly higher/lower rating (by group)

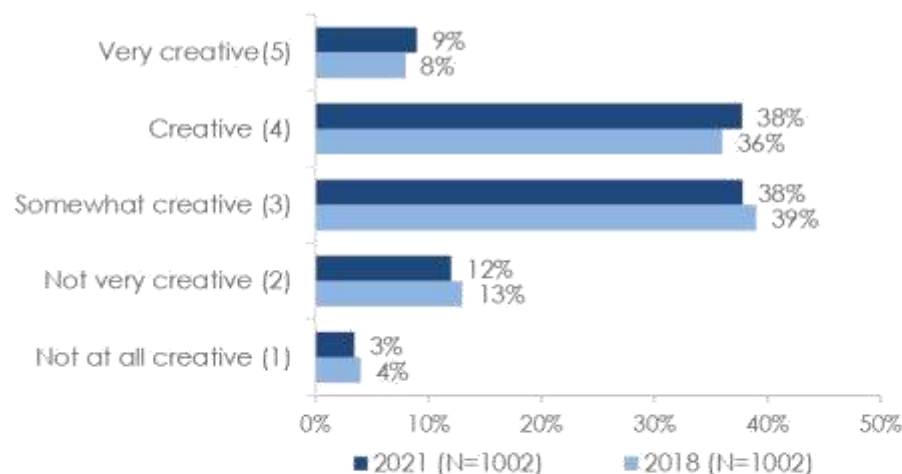
88% of resident believe Inner West Council is at least somewhat caring. Younger age groups and newcomers to the area were significantly more likely to believe that Council were caring.

Community Strategic Measures - Creative

Q10b. How would you rate your perceptions of Inner West Council on a scale where 1 is not at all creative and 5 is very creative?

| | Overall 2021 | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|-------------|--------------|------|--------|-------|-------|-------|-------|------|-----------|---------------|
| Mean rating | 3.37 | 3.31 | 3.42 | 3.62 | 3.50▲ | 3.36 | 3.17▼ | 3.27 | 3.27 | 3.55▲ |
| Base | 1002 | 483 | 519 | 103 | 246 | 302 | 202 | 148 | 646 | 356 |

| | Ward | | | | | Time lived in the area | | | |
|-------------|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Mean rating | 3.31 | 3.37 | 3.07▼ | 3.49▲ | 3.50 | 3.56 | 3.64▲ | 3.40 | 3.28▼ |
| Base | 196 | 203 | 156 | 245 | 202 | 83 | 130 | 157 | 632 |



| | Inner West Council 2021 | Inner West Council 2018 |
|-------------|-------------------------|-------------------------|
| Mean rating | 3.37 | 3.32 |
| T3 Box | 85% | 83% |
| Base | 1002 | 1002 |

Scale: 1 = not at all creative, 5 = very creative

▲ ▼ = A significantly higher/lower rating (by group)

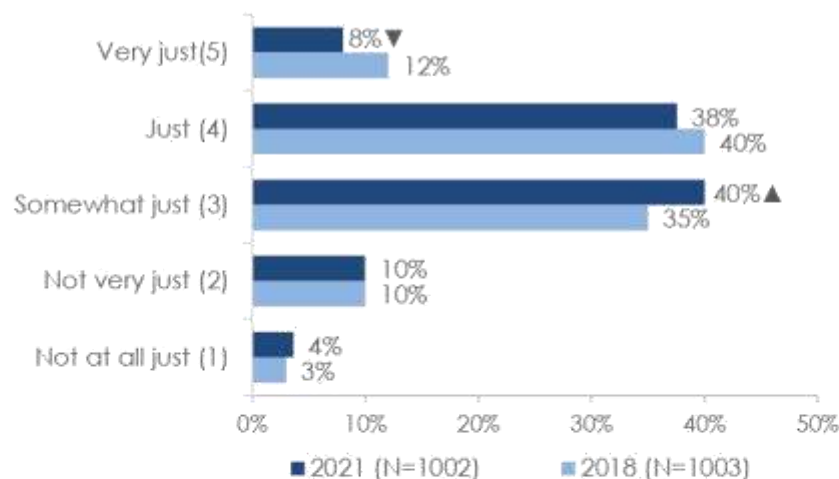
There has been a slight increase since 2018, with 85% of residents stating Council is at least somewhat creative. Again, younger residents and newcomers are more likely to believe so.

Community Strategic Measures - Just

Q10c. How would you rate your perceptions of Inner West Council on a scale where 1 is not at all just and 5 is very just?

| | Overall 2021 | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|-------------|--------------|------|--------|-------|-------|-------|-------|-------|-----------|---------------|
| Mean rating | 3.36 | 3.35 | 3.38 | 3.61▲ | 3.64▲ | 3.30 | 3.13▼ | 3.19▼ | 3.27 | 3.53▲ |
| Base | 1002 | 483 | 519 | 103 | 246 | 302 | 202 | 148 | 646 | 356 |

| | Ward | | | | | Time lived in the area | | | |
|-------------|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Mean rating | 3.32 | 3.33 | 3.20▼ | 3.42 | 3.50▲ | 3.71▲ | 3.63▲ | 3.45 | 3.24▼ |
| Base | 196 | 203 | 156 | 245 | 202 | 83 | 130 | 157 | 632 |



| | Inner West Council 2021 | Inner West Council 2018 |
|-------------|-------------------------|-------------------------|
| Mean rating | 3.36▼ | 3.47 |
| T3 Box | 87% | 87% |
| Base | 1002 | 1003 |

Scale: 1 = not at all just, 5 = very just

▲▼ = A significantly higher/lower rating (by group)

Residents perceptions of Council being "Just" saw residents ratings shifting from "very just" and "just" down to somewhat just, this resulting in a significant drop in the mean rating when compared to 2018 research. Younger age groups and those who had been in the area for less than 5 years were significantly more likely to think that Council were just.

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4. WestConnex Project



1. Performance of Council
2. Contact with Council
3. Living in the Inner West
- 4. WestConnex Project**
5. Councils Services and Facilities
6. Service Area Analysis

This section explores residents' awareness and support for the WestConnex project

Awareness of the WestConnex Project

Q9ab. WestConnex is a state government road project taking place in the local area, I'd like you to tell me if prior to this call you were aware of it, and then I will get you to rate your level of support for this project

| | Overall 2021 | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|---------|--------------|------|--------|-------|-------|-------|-------|-----|-----------|---------------|
| Aware % | 95% | 95% | 95% | 91% | 94% | 96% | 98%▲ | 94% | 97%▲ | 93% |
| Base | 1002 | 483 | 519 | 103 | 246 | 302 | 202 | 148 | 646 | 356 |

| | Ward | | | | | Time lived in the area | | | |
|---------|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Aware % | 91%▼ | 98%▲ | 97% | 98%▲ | 92% | 82%▼ | 93% | 98% | 97%▲ |
| Base | 196 | 203 | 156 | 245 | 202 | 83 | 130 | 157 | 632 |



| | Inner West Council 2021 | Inner West Council 2018 | Inner West Council 2017 | Inner West Council 2016 |
|----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Aware of the project | 95% | 97% | 96% | 97% |
| Base | 1002 | 1003 | 1002 | 1008 |

▲▼ = A significantly higher/lower level of awareness (by group)

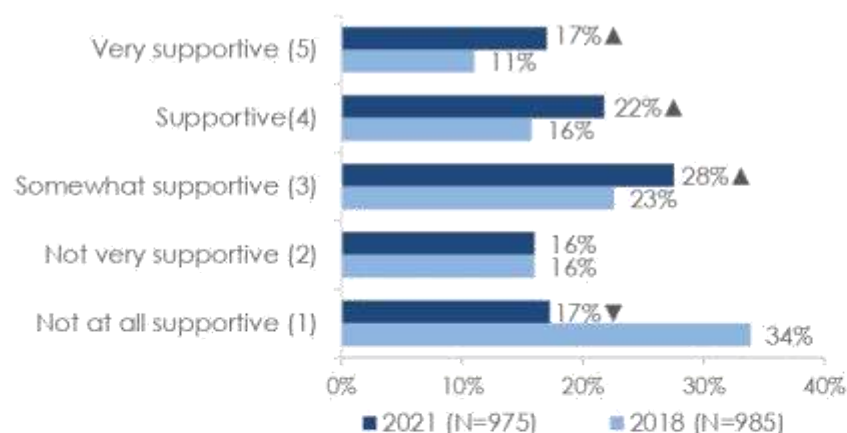
Awareness of the has remained consistent.

Support for the WestConnex Project

Q9ab. WestConnex is a state government road project taking place in the local area, I'd like you to tell me if prior to this call you were aware of it, and then I will get you to rate your level of support for this project

| | Overall 2021 | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|-------------|--------------|-------|--------|-------|-------|-------|-------|------|-----------|---------------|
| Mean rating | 3.07 | 3.19▲ | 2.95 | 2.89 | 3.11 | 3.16 | 3.12 | 2.87 | 3.07 | 3.08 |
| Base | 975 | 476 | 499 | 98 | 239 | 296 | 199 | 143 | 633 | 342 |

| | Ward | | | | | Time lived in the area | | | |
|-------------|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Mean rating | 3.18 | 3.12 | 3.06 | 2.97 | 3.04 | 2.89 | 3.25 | 3.35▲ | 2.98▼ |
| Base | 189 | 203 | 153 | 238 | 192 | 72 | 126 | 155 | 622 |



| | Inner West Council 2021 | Inner West Council 2018 | Inner West Council 2017 | Inner West Council 2016 |
|-------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Mean rating | 3.07▲ | 2.55 | 2.54 | 2.41 |
| T3 Box | 74%▲ | 50% | 48% | 43% |
| Base | 975 | 985 | 997 | 1003 |

Scale: 1 = not at all supportive, 5 = very supportive.

▲▼ = A significantly higher/lower level of support (by group)

Support for the WestConnex project has risen significantly since 2018 research.

5. Council Services and Facilities



1. Performance of Council
2. Contact with Council
3. Living in the Inner West
4. WestConnex Project
- 5. Councils Services and Facilities**
6. Service Area Analysis

This section explores several factors relating to Council's services and facilities.

Council Services and Facilities

A major component of the 2021 Community Survey was to assess perceived Importance of, and Satisfaction with 41 Council-provided services and facilities – the equivalent of 82 separate questions!

We have utilised the following techniques to summarise and analyse these 82 questions:

2.1. Highlights and Comparison with 2018 Results

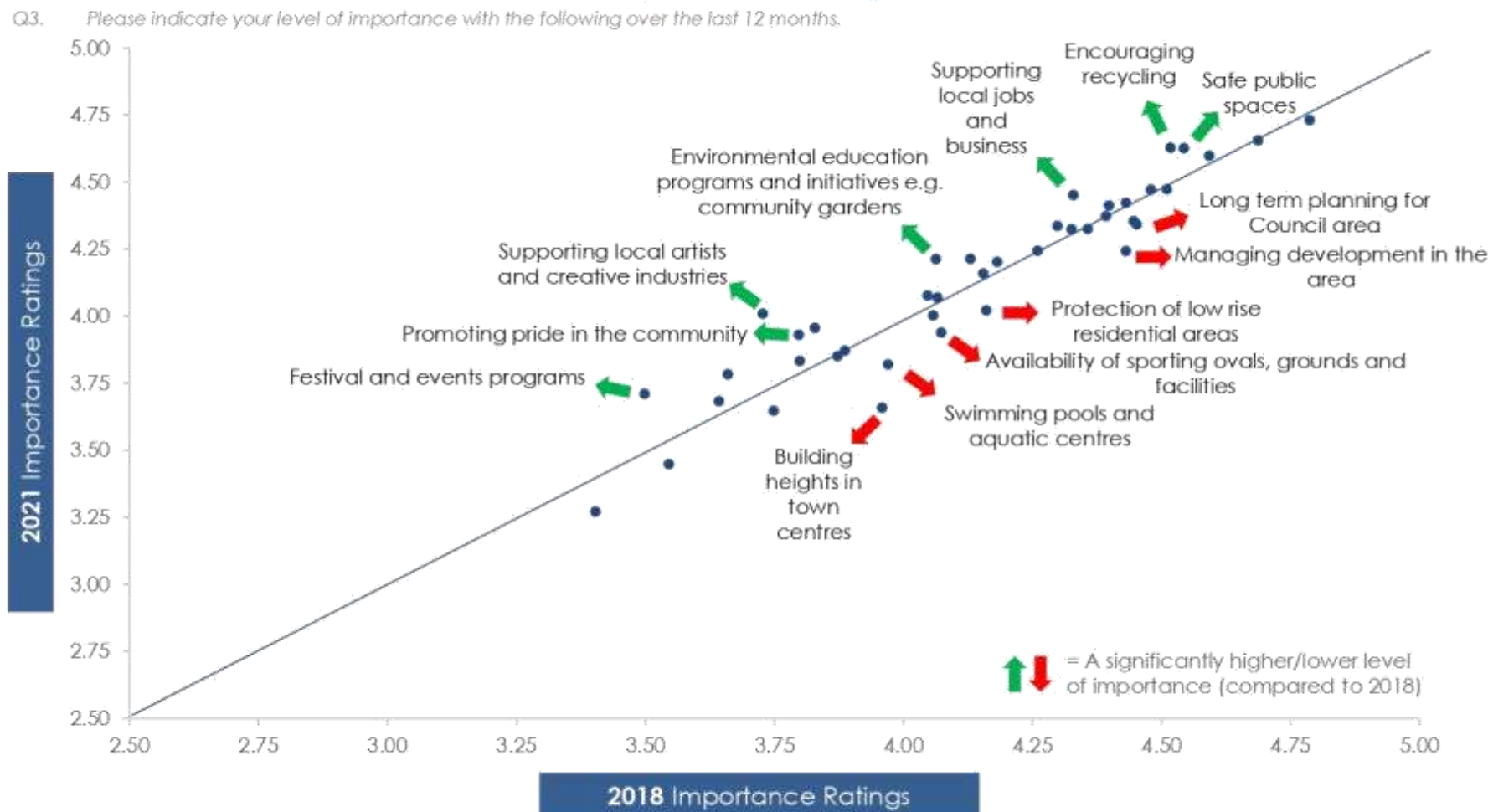
2.2. Comparison with Micromex Benchmarks

2.3. Performance Gap Analysis

2.4. Quadrant Analysis

2.5. Regression Analysis (i.e.: determine the services/ facilities that drive overall satisfaction with Council)

2.1 Services and Facilities – Importance – Comparison by Year



The above chart compares the mean importance ratings for 2021 vs 2018. Importance significantly increased for 7 of the 41 comparable services and facilities, there were also significant decreases in importance for 6 of the 41 services and facilities.

2.1 Services and Facilities – Satisfaction – Comparison by Year

Q3. Please indicate your level of satisfaction with the following over the last 12 months.



The above chart compares the mean satisfaction ratings in 2021 vs 2018.

Satisfaction increased for 4 of the 41 comparable services and facilities. There were also 4 measures that experienced a decrease in resident satisfaction from previous research.

2.1. Importance & Satisfaction – Highest/Lowest Rated Services/Facilities

Importance

The following services/facilities received the highest T2 box importance ratings:

| Higher importance | T2 Box | Mean |
|---|--------|------|
| Access to public transport | 95% | 4.73 |
| Household garbage collection | 94% | 4.66 |
| Encouraging recycling | 92% | 4.63 |
| Safe public spaces | 92% | 4.63 |
| Protecting the natural environment (e.g. bush care) | 90% | 4.60 |

The following services/facilities received the lowest T2 box importance ratings:

| Lower importance | T2 Box | Mean |
|--|--------|------|
| Graffiti removal | 44% | 3.27 |
| Cycleways | 54% | 3.45 |
| Building heights in town centres | 57% | 3.66 |
| Community education programs e.g. English classes, author talks, cycling | 60% | 3.68 |
| Festival and events programs | 60% | 3.71 |
| Flood management | 60% | 3.78 |

T2B = important/very important
Scale: 1 = not at all important, 5 = very important

Satisfaction

The following services/facilities received the highest T3 box satisfaction ratings:

| Higher satisfaction | T3 Box | Mean |
|---|--------|------|
| Library services | 97% | 4.25 |
| Swimming pools and aquatic centres | 93% | 4.01 |
| Maintenance of local parks, playgrounds and sporting fields | 93% | 3.95 |
| Community centres and facilities | 93% | 3.72 |
| Household garbage collection | 92% | 4.08 |
| Availability of sporting ovals, grounds and facilities | 92% | 3.97 |

The following services/facilities received the lowest T3 box satisfaction ratings:

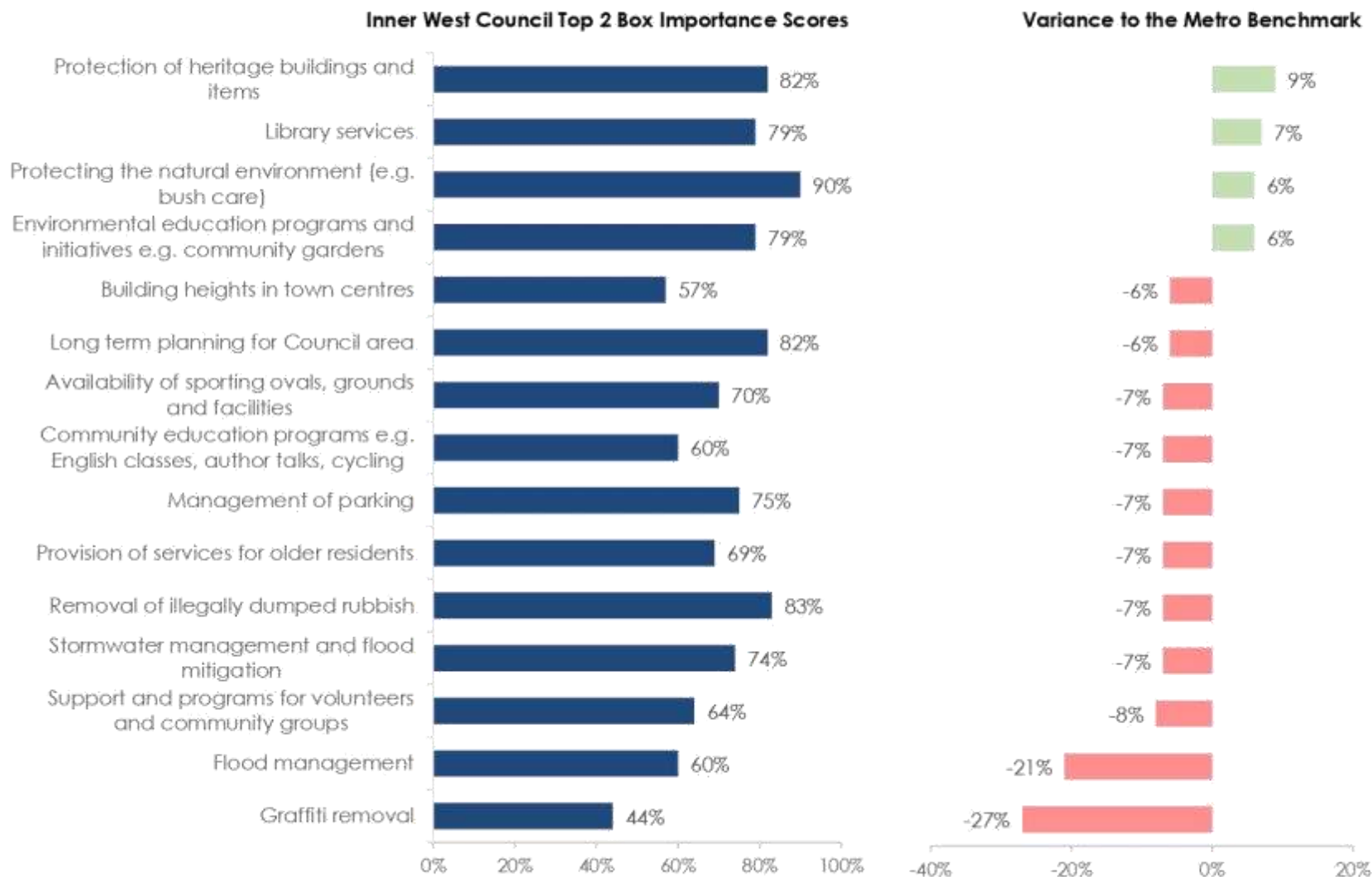
| Lower satisfaction | T3 Box | Mean |
|--|--------|------|
| Management of parking | 62% | 2.83 |
| Managing development in the area | 65% | 2.88 |
| Community's ability to influence Council's decision making | 68% | 2.89 |
| Building heights in town centres | 71% | 3.13 |
| Cycleways | 72% | 3.07 |
| Tree management | 72% | 3.16 |
| Maintaining footpaths | 72% | 3.18 |

T3B = somewhat satisfied/satisfied/very satisfied
Scale: 1 = not at all satisfied, 5 = very satisfied

A core element of this community survey was the rating of 41 facilities/services in terms of Importance and Satisfaction. The above analysis identifies the highest and lowest rated services/facilities in terms of importance and satisfaction.

2.2 Importance Compared to the Micromex Benchmark

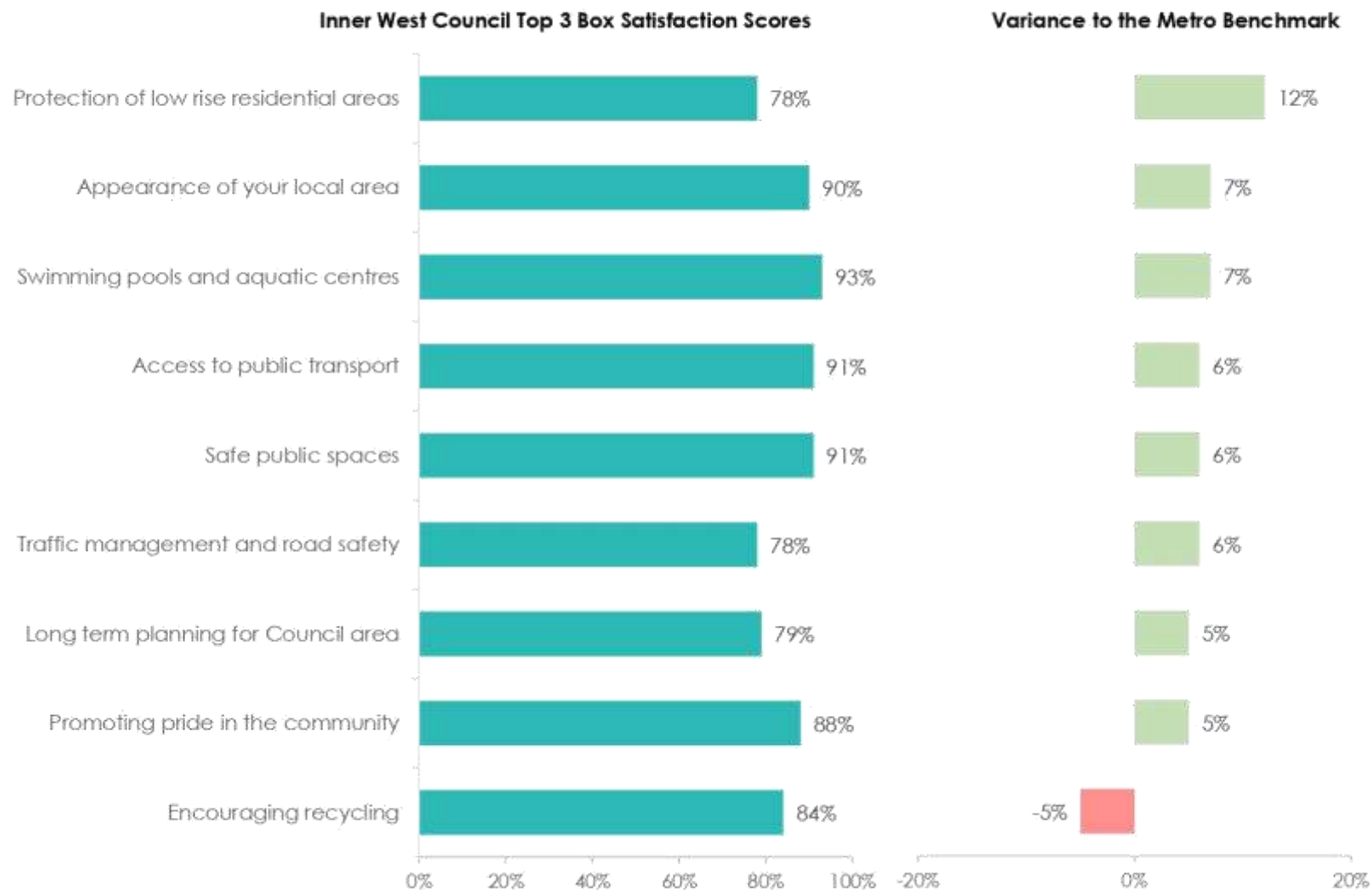
The chart below shows the variance between Inner West Council top 2 box importance scores and the Micromex Benchmark. Services/facilities shown in the below chart highlight larger positive and negative gaps.



Note: Only services/facilities with a variance of +/- % to the Benchmark have been shown above. Please see Appendix A for detailed list

2.2 Satisfaction Compared to the Micromex Benchmark

The chart below shows the variance between Inner West Council top 3 box satisfaction scores and the Micromex Benchmark.
Services/facilities shown in the below chart highlight larger positive and negative gaps.



Note: Only services/facilities with a variance of +/- 5% to the Benchmark have been shown above. Please see Appendix A for detailed list

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2.3. Performance Gap Analysis

PGA establishes the gap between importance and satisfaction. This is calculated by subtracting the top 3 satisfaction score from the top 2 importance score. In order to measure performance gaps, respondents are asked to rate the importance of, and their satisfaction with, each of a range of different services or facilities on a scale of 1 to 5, where 1 = low importance or satisfaction and 5 = high importance or satisfaction. These scores are aggregated at a total community level.

The higher the differential between importance and satisfaction, the greater the difference is between the provision of that service by Inner West Council and the expectation of the community for that service/facility.

In the table on the following page, we can see the services and facilities with the largest performance gaps.

When analysing the performance gaps, it is expected that there will be some gaps in terms of resident satisfaction. Those services/facilities that have achieved a performance gap of greater than 20% may be indicative of areas requiring future optimisation.



2.3. Performance Gap Analysis

When we examine the largest performance gaps, we can identify that all of the services or facilities have been rated as high in importance, whilst resident satisfaction for all of these areas is between 62% and 85%.

Majority of the top performance gaps relate to getting around the Inner West Council area. Council's decision making, development, and environmental concerns are also key areas for potential improvement.

| Service Area | Service/Facility | Importance T2 Box | Satisfaction T3 Box | Performance Gap (Importance – Satisfaction) |
|--|--|-------------------|---------------------|---|
| Progressive local leadership | Community's ability to influence Council's decision making | 84% | 68% | 16% |
| Unique, liveable, networked neighbourhoods | Maintaining footpaths | 87% | 72% | 15% |
| Unique, liveable, networked neighbourhoods | Managing development in the area | 80% | 65% | 15% |
| Unique, liveable, networked neighbourhoods | Management of parking | 75% | 62% | 13% |
| Unique, liveable, networked neighbourhoods | Maintaining local roads (excluding major routes) | 87% | 75% | 12% |
| Unique, liveable, networked neighbourhoods | Traffic management and road safety | 87% | 78% | 9% |
| An ecologically sustainable Inner West | Encouraging recycling | 92% | 84% | 8% |
| An ecologically sustainable Inner West | Tree management | 78% | 72% | 6% |
| Progressive local leadership | Provision of Council information to the community | 83% | 78% | 5% |
| An ecologically sustainable Inner West | Protecting the natural environment (e.g. bush care) | 90% | 85% | 5% |
| An ecologically sustainable Inner West | Removal of illegally dumped rubbish | 83% | 78% | 5% |

Note: Performance gap is the first step in the process, we now need to identify comparative ratings across all services and facilities to get an understanding of relative importance and satisfaction at an LGA level. This is when we undertake step 2 of the analysis.

2.4. Quadrant Analysis

Step 2. Quadrant Analysis

Quadrant analysis is often helpful in planning future directions based on stated outcomes. It combines the stated importance of the community and assesses satisfaction with delivery in relation to these needs.

This analysis is completed by plotting the variables on x and y axes, defined by stated importance and rated satisfaction. We aggregate the top 2 box importance scores and top 3 satisfaction scores for stated importance and rated satisfaction to identify where the facility or service should be plotted.

On average, Inner West Council residents rated services/facilities were on par with the Micromex Metropolitan Benchmark.

| | Inner West Council | Micromex Comparable Regional Benchmark |
|----------------------|--------------------|--|
| Average Importance | 76% | 77% |
| Average Satisfaction | 83% | 82% |

Note: Micromex comparable benchmark only refers to like for like measures

Explaining the 4 quadrants (overleaf)

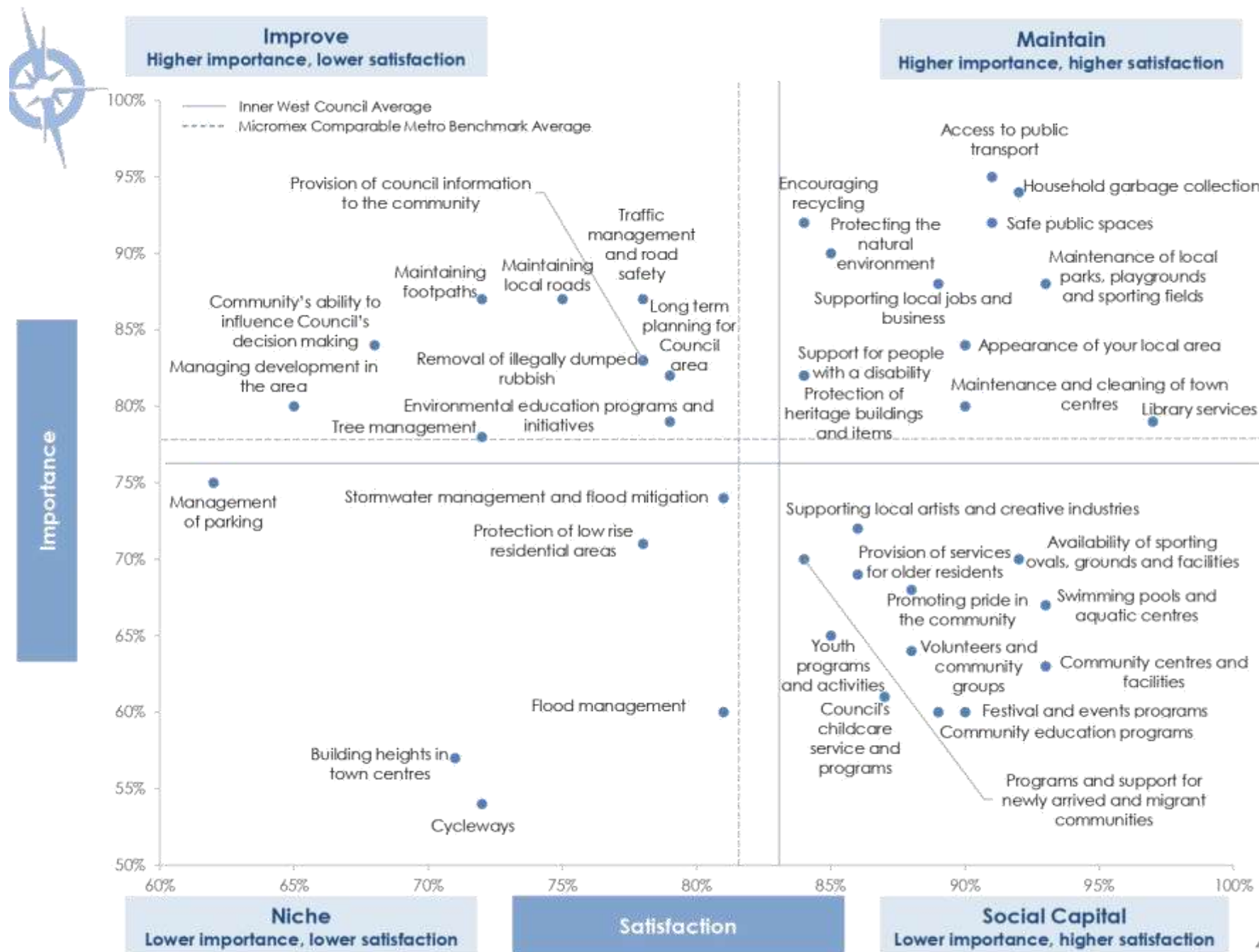
Attributes in the top right quadrant, **MAINTAIN**, such as 'access to public transport', are Council's core strengths, and should be treated as such. Maintain, or even attempt to improve your position in these areas, as they are influential and address clear community needs.

Attributes in the top left quadrant, **IMPROVE**, such as 'maintaining footpaths' are key concerns in the eyes of your residents. In the vast majority of cases you should aim to improve your performance in these areas to better meet the community's expectations.

Attributes in the bottom left quadrant, **NICHE**, such as 'cycleways', are of a relatively lower priority (and the word 'relatively' should be stressed – they are still important). These areas tend to be important to a particular segment of the community.

Finally, attributes in the bottom right quadrant, **SOCIAL CAPITAL**, such as 'community education programs', are core strengths, but in relative terms they are considered less overtly important than other directly obvious areas. However, the occupants of this quadrant tend to be the sort of services and facilities that deliver to community liveability, i.e. make it a good place to live.

Recommendations based only on stated importance and satisfaction have major limitations, as the actual questionnaire process essentially 'silos' facilities and services as if they are independent variables, when they are in fact all part of the broader community perception of council performance.



2.5. Advanced Regression Analysis

The outcomes identified in stated importance/satisfaction analysis often tend to be obvious and challenging. No matter how much focus a council dedicates to 'maintaining local roads', it will often be found in the **IMPROVE** quadrant. This is because, perceptually, the condition of local roads can always be better.

Furthermore, the outputs of stated importance and satisfaction analysis address the current dynamics of the community, they do not predict which focus areas are the most likely agents to change the community's perception of Council's overall performance.

Therefore, in order to identify how Inner West Council can actively drive overall community satisfaction, we conducted further analysis

Explanation of Analysis

Regression analysis is a statistical tool for investigating relationships between dependent variables and explanatory variables. Using a regression, a category model was developed. The outcomes demonstrated that increasing resident satisfaction by actioning the priorities they stated as being important would not necessarily positively impact on overall satisfaction.

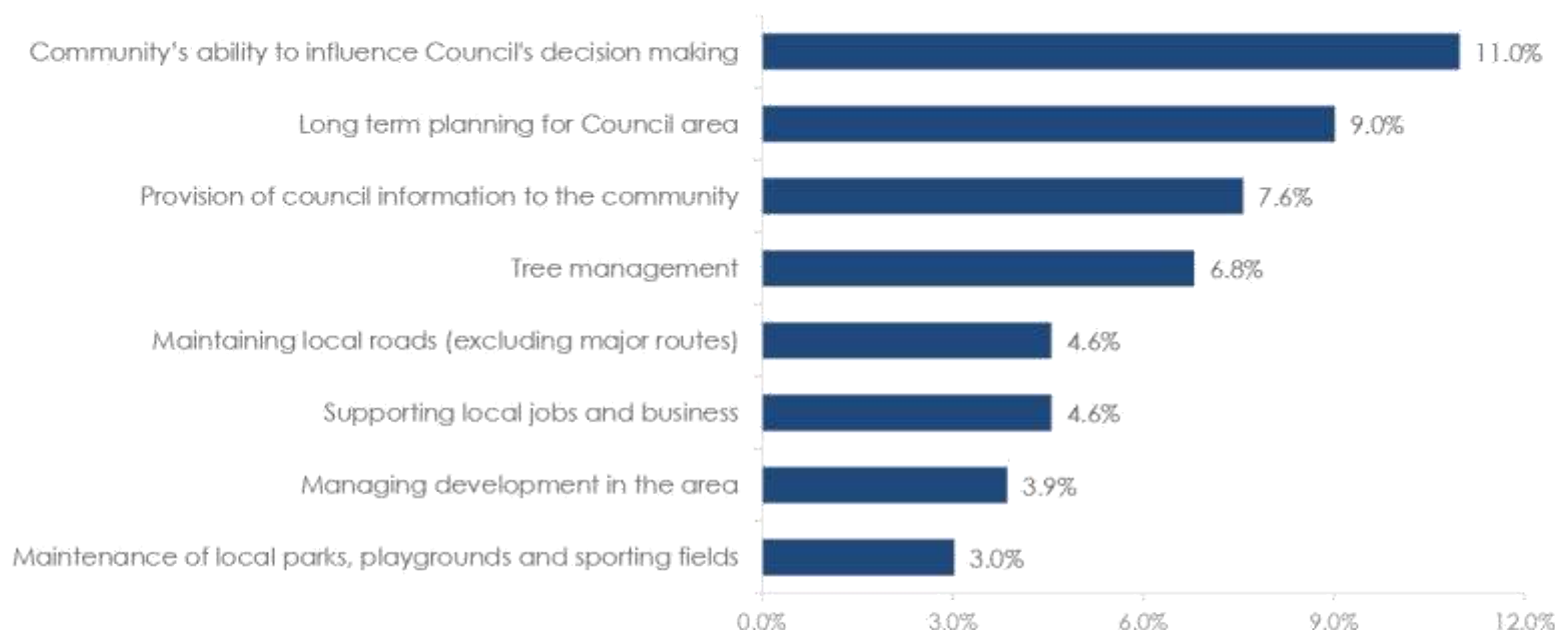
What Does This Mean?

The learning is that if we only rely on the stated community priorities, we will not be allocating the appropriate resources to the actual service attributes that will improve overall community satisfaction. Using regression analysis, we can identify the attributes that essentially build overall satisfaction. We call the outcomes 'derived importance'.



2.5. Key Drivers of Overall Satisfaction with Council

Dependent variable: Overall, how satisfied are you with the performance of Inner West Council, not just on one or two issues but across all responsibility areas?



The results in the chart above identify which services/facilities contribute most to overall satisfaction. If Council can improve satisfaction scores across these services/facilities, they are likely to improve their overall satisfaction score.

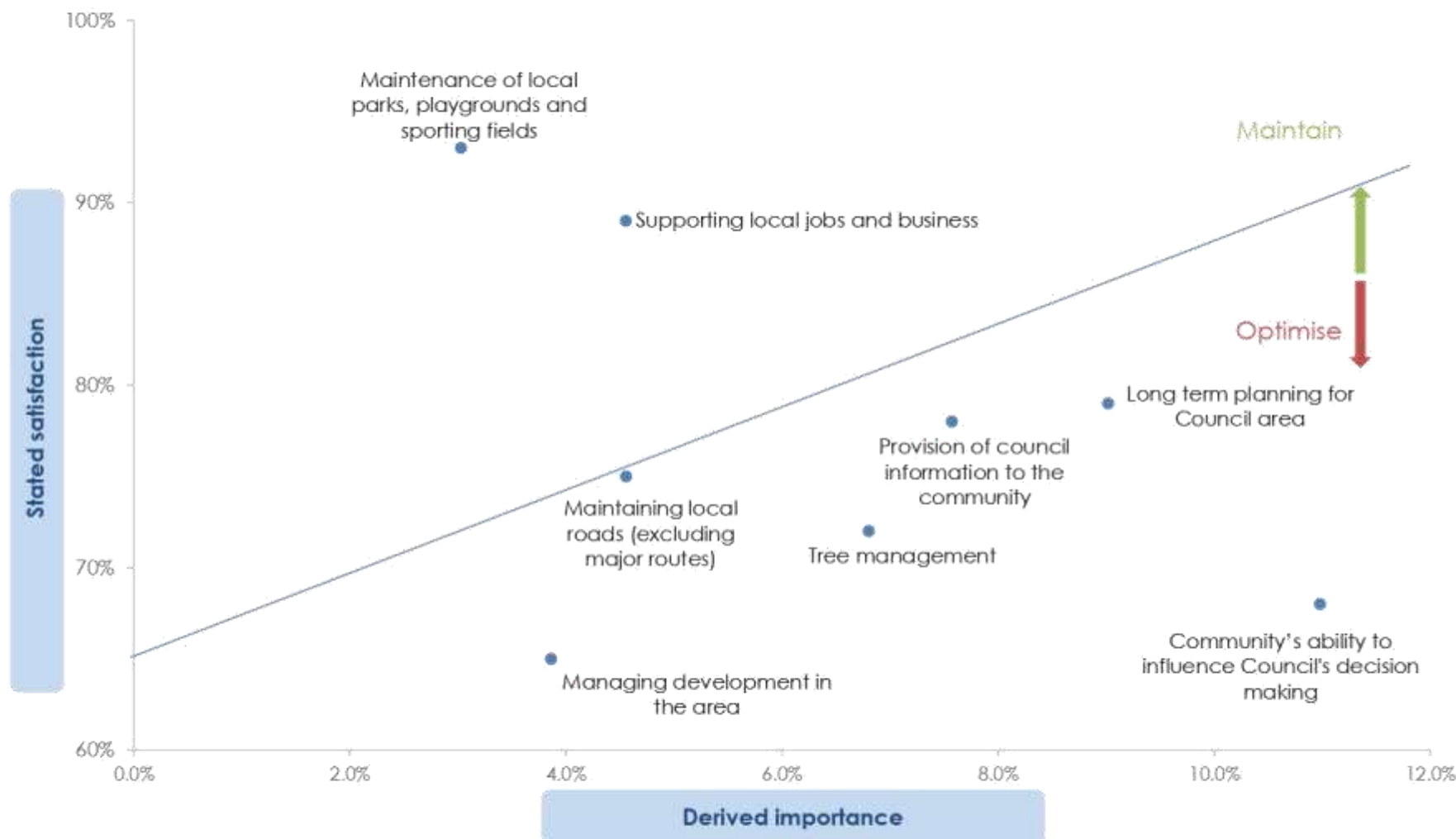
These top 8 services/facilities (so 20% of the 41 services/facilities) account for over 50% of the variation in overall satisfaction. Therefore, whilst all 41 services/facilities are important, only a number of them are potentially significant drivers of satisfaction (at this stage, the other 33 services/facilities have less impact on satisfaction – although if resident satisfaction with them was to suddenly change they may have more immediate impact on satisfaction).

Note: Please see Appendix A for complete list

Barriers R² value = 30.8%
Optimisers R² value = 31.0%

The score assigned to each area indicates the percentage of influence each attribute contributes to overall satisfaction with Council. If Council can increase satisfaction in these areas it will improve overall community satisfaction.

2.5. Mapping Stated Satisfaction and Derived Importance Identifies the Community Priority Areas



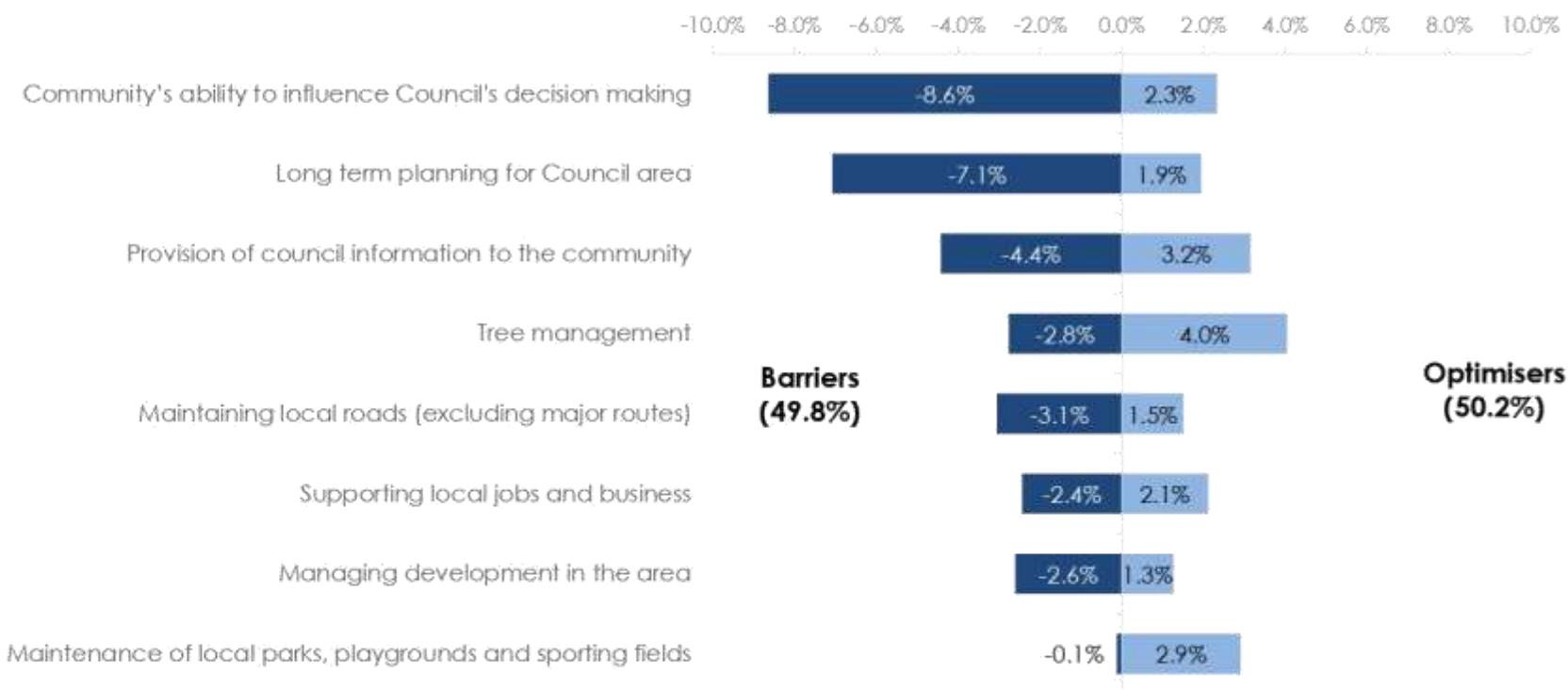
The above chart looks at the relationship between stated satisfaction (top 3 box) and derived importance (Regression result) to identify the level of contribution of each measure. Any services/facilities below the blue line (shown above) could potentially be benchmarked to target in future research to elevate satisfaction levels in these areas.

2.5. Key Contributors to Barriers/Optimisers

The chart below illustrates the positive/negative contribution the key drivers provide towards overall satisfaction. Some drivers can contribute both negatively and positively depending on the overall opinion of the residents.

The scores on the negative indicate the contribution the driver makes to impeding transition towards satisfaction. If Council can address these areas, they should see a lift in future overall satisfaction results, as they positively transition residents who are currently not at all satisfied to being satisfied with Council performance.

The scores on the positive indicate the contribution the driver makes towards optimising satisfaction. If Council can improve scores in these areas, they will see a lift in future overall satisfaction results, as they will positively transition residents who are currently already 'somewhat satisfied', towards being more satisfied with Council's overall performance.

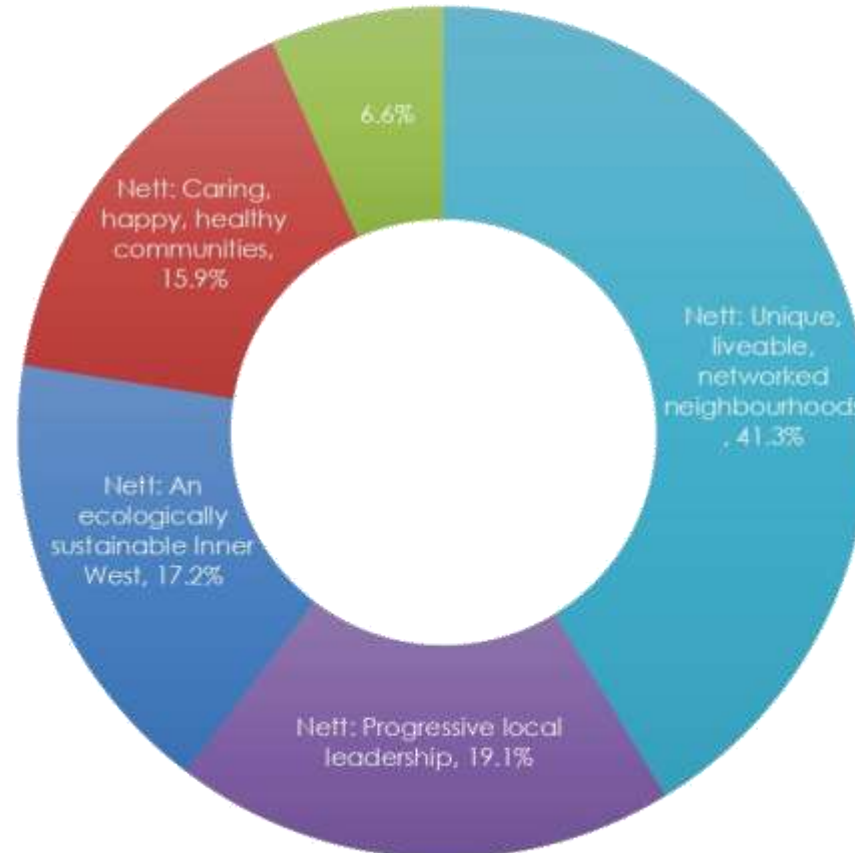


Different levers address the different levels of satisfaction across the community

Contribution to Overall Satisfaction with Council's Performance

By combining the outcomes of the regression data, we can identify the derived importance of the different Nett Priority Areas. 'Unique, liveable, networked neighbourhoods' (41%) is the key contributor toward overall satisfaction with Council's performance.

- Nett: An ecologically sustainable Inner West
- Nett: Caring, happy, healthy communities
- Nett: Creative communities and a strong economy
- Nett: Progressive local leadership
- Nett: Unique, liveable, networked neighbourhoods



2.5. Key Drivers of Overall Satisfaction with Council Including Councils Integrity and Decision Making

Dependent variable: Overall, how satisfied are you with the performance of Inner West Council, not just on one or two issues but across all responsibility areas?



The results in the chart above identify which services/facilities contribute most to overall satisfaction. If Council can improve satisfaction scores across these services/facilities, they are likely to improve their overall satisfaction score.

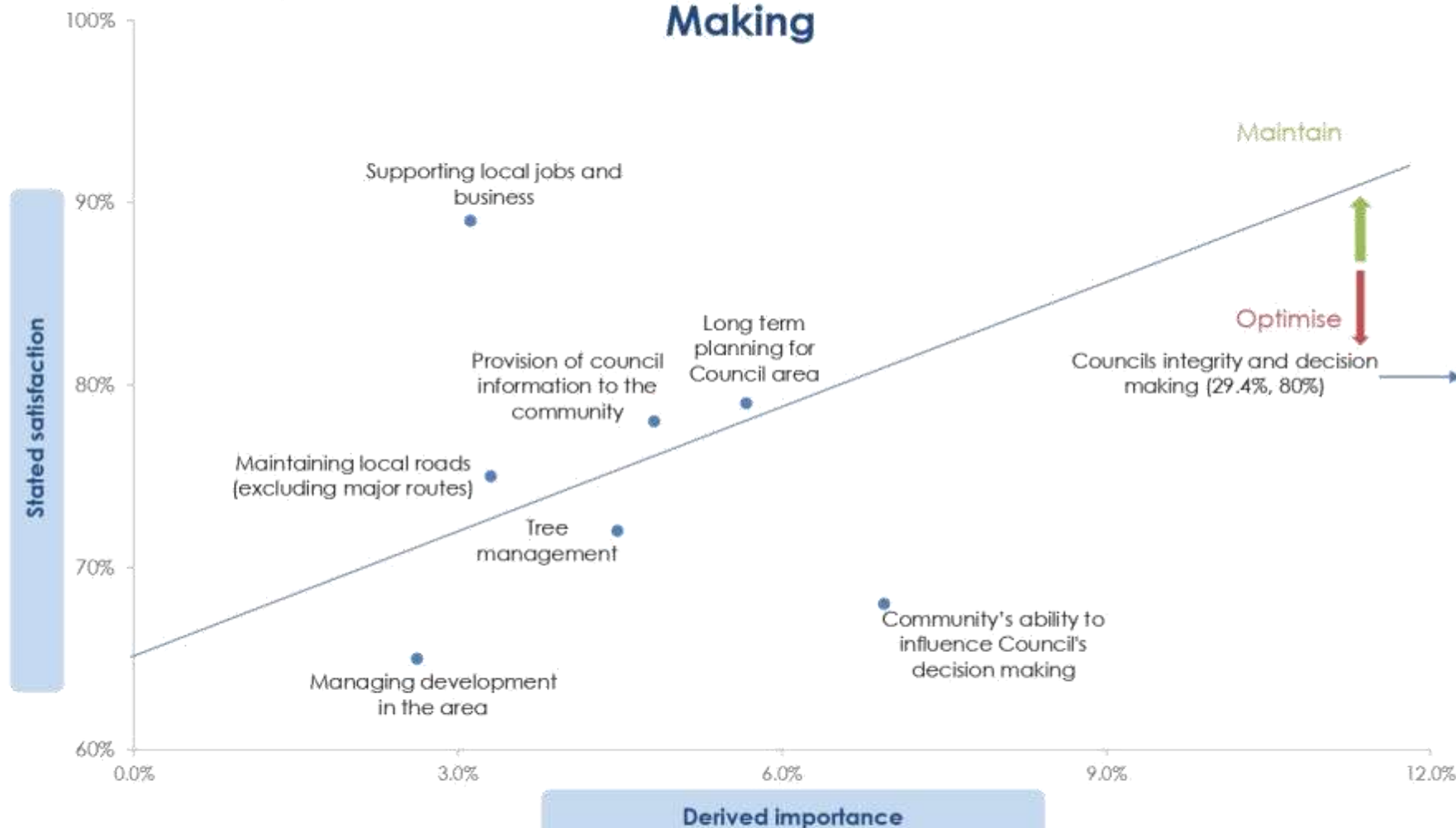
These top 8 services/facilities (so 19% of the 42 services/facilities) account for over 60% of the variation in overall satisfaction. Therefore, whilst all 42 services/facilities are important, only a number of them are potentially significant drivers of satisfaction (at this stage, the other 34 services/facilities have less impact on satisfaction – although if resident satisfaction with them was to suddenly change they may have more immediate impact on satisfaction).

Note: Please see Appendix A for complete list

Barriers R^2 value = 39.2%
Optimisers R^2 value = 37.3%

This section highlights the differences made to drivers of satisfaction when Councils integrity and decision making is included. Evidentially the added dependent variable has a large impact on results, contributing over 29% to overall satisfaction.

2.5. Mapping Stated Satisfaction and Derived Importance Identifies the Community Priority Areas Including Councils Integrity and Decision Making



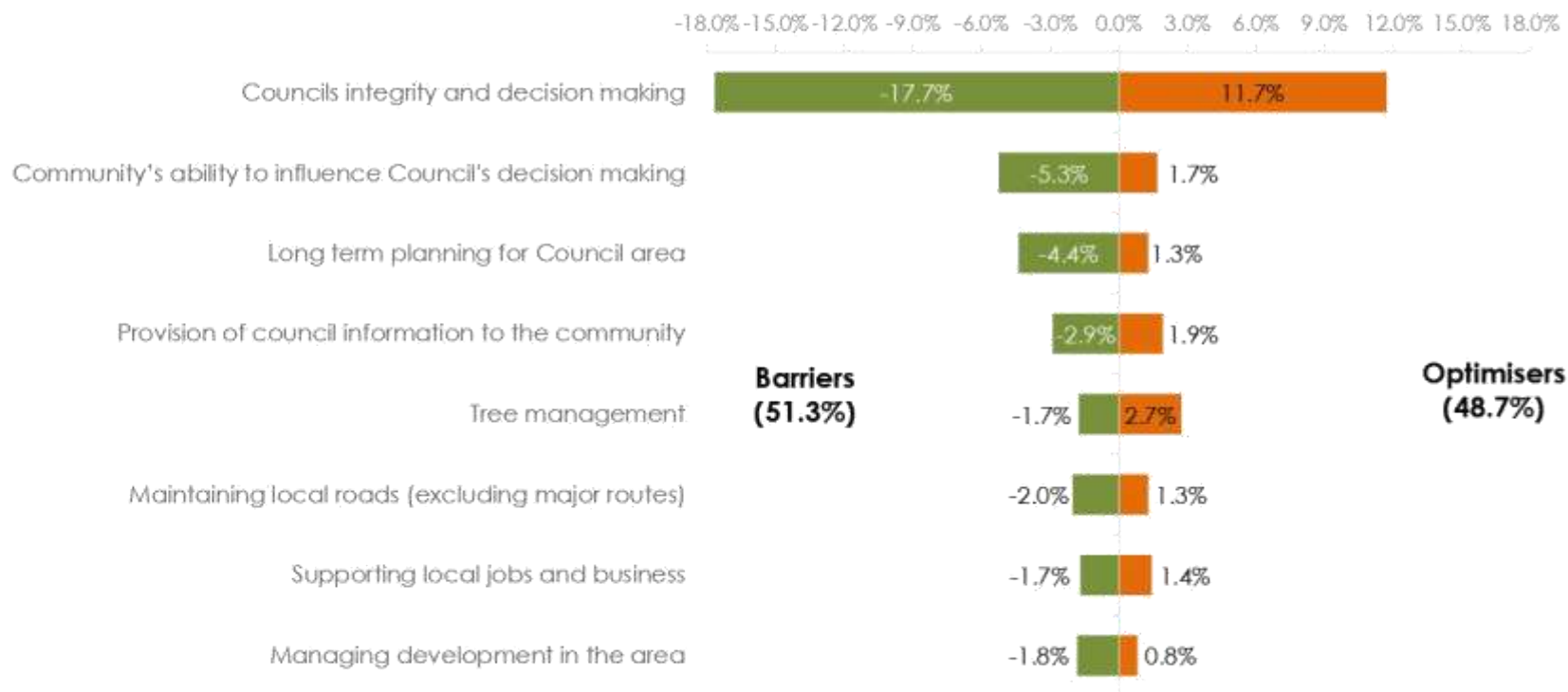
The above chart looks at the relationship between stated satisfaction (top 3 box) and derived importance (Regression result) to identify the level of contribution of each measure. Any services/facilities below the blue line (shown above) could potentially be benchmarked to target in future research to elevate satisfaction levels in these areas.

2.5. Key Contributors to Barriers/Optimisers Including Councils Integrity and Decision Making

The chart below illustrates the positive/negative contribution the key drivers provide towards overall satisfaction. Some drivers can contribute both negatively and positively depending on the overall opinion of the residents.

The scores on the negative indicate the contribution the driver makes to impeding transition towards satisfaction. If Council can address these areas, they should see a lift in future overall satisfaction results, as they positively transition residents who are currently not at all satisfied to being satisfied with Council performance.

The scores on the positive indicate the contribution the driver makes towards optimising satisfaction. If Council can improve scores in these areas, they will see a lift in future overall satisfaction results, as they will positively transition residents who are currently already 'somewhat satisfied', towards being more satisfied with Council's overall performance.



Different levers address the different levels of satisfaction across the community

6. Service Area Analysis



1. Performance of Council
2. Contact with Council
3. Living in the Inner West
4. WestConnex Project
5. Councils Services and Facilities
- 6. Service Area Analysis**

This section explores Council's performance in detail, in terms of importance and satisfaction ratings for 41 services/facilities.

Service Areas

A core element of this community survey was the rating of 41 facilities/services in terms of Importance and Satisfaction. Each of the xx facilities/services were grouped into service areas as detailed below:

| An Ecologically Sustainable Inner West | Caring, happy, healthy communities | Unique, Liveable, Networked Neighbourhoods |
|---|--|--|
| Encouraging recycling | Availability of sporting ovals, grounds and facilities | Management of parking |
| Environmental education programs and initiatives e.g. community gardens | Maintenance of local parks, playgrounds and sporting fields | Cycleways |
| Flood management | Swimming pools and aquatic centres | Maintaining local roads (excluding major routes) |
| Household garbage collection | Community centres and facilities | Traffic management and road safety |
| Protecting the natural environment (e.g. bush care) | Provision of services for older residents | Maintaining footpaths |
| Removal of illegally dumped rubbish | Support for people with a disability | Building heights in town centres |
| Tree management | Community education programs e.g. English classes, author talks, cycling | Managing development in the area |
| | Council's childcare service and programs | Graffiti removal |
| | Library services | Maintenance and cleaning of town centres |
| | Programs and support for newly arrived and migrant communities | Protection of low rise residential areas |
| | Promoting pride in the community | Stormwater management and flood mitigation |
| | Youth programs and activities | Long term planning for Council area |
| Creative Communities and a Strong Economy | Progressive local leadership | |
| Festival and events programs | Community's ability to influence Council's decision making | Safe public spaces |
| Supporting local artists and creative industries | Provision of Council information to the community | Protection of heritage buildings and items |
| Supporting local jobs and business | Support and programs for volunteers and community groups | Access to public transport |
| | | Appearance of your local area |

An Explanation

Importance

For the stated importance ratings, residents were asked to rate how important each of the criteria was to them, on a scale of 1 to 5.

Satisfaction

Any resident who had rated the importance of a particular criterion a 4 or 5 was then asked how satisfied they were with the performance of Council for that service or facility. There was an option for residents to answer 'don't know' to satisfaction, as they may not have personally used a particular service or facility.

Service Area 1: An Ecologically Sustainable Inner West

Detailed Overall Response for Importance

| | Not at all important | Not very important | Somewhat important | Important | Very important | Mean rating | Base |
|---|----------------------|--------------------|--------------------|-----------|----------------|-------------|------|
| Encouraging recycling | 1% | 1% | 6% | 18% | 74% | 4.63 | 1002 |
| Environmental education programs and initiatives e.g. community gardens | 2% | 5% | 15% | 28% | 51% | 4.21 | 1002 |
| Flood management | 6% | 8% | 26% | 22% | 38% | 3.78 | 1002 |
| Household garbage collection | 0% | 1% | 6% | 21% | 73% | 4.66 | 1002 |
| Protecting the natural environment (e.g. bush care) | 1% | 2% | 8% | 18% | 72% | 4.60 | 1002 |
| Removal of illegally dumped rubbish | 1% | 2% | 15% | 25% | 58% | 4.35 | 1002 |
| Tree management | 2% | 3% | 17% | 30% | 48% | 4.20 | 1002 |

Scale: 1 = not at all important, 5 = very important



Service Area 1: An Ecologically Sustainable Inner West

Detailed Overall Response for Satisfaction

| | Not at all satisfied | Not very satisfied | Somewhat satisfied | Satisfied | Very satisfied | Mean rating | Base |
|---|----------------------|--------------------|--------------------|-----------|----------------|-------------|------|
| Encouraging recycling | 3% | 12% | 32% | 32% | 20% | 3.54 | 900 |
| Environmental education programs and initiatives e.g. community gardens | 5% | 16% | 38% | 30% | 11% | 3.25 | 725 |
| Flood management | 6% | 13% | 36% | 32% | 13% | 3.33 | 534 |
| Household garbage collection | 2% | 5% | 15% | 36% | 41% | 4.08 | 938 |
| Protecting the natural environment (e.g. bush care) | 2% | 12% | 35% | 38% | 12% | 3.46 | 847 |
| Removal of illegally dumped rubbish | 8% | 14% | 27% | 32% | 19% | 3.41 | 805 |
| Tree management | 11% | 18% | 29% | 30% | 13% | 3.16 | 767 |

Scale: 1 = not at all satisfied, 5 = very satisfied



Service Area 2: Caring, Happy, Healthy Communities

Detailed Overall Response for Importance

| | Not at all important | Not very important | Somewhat important | Important | Very important | Mean rating | Base |
|--|----------------------|--------------------|--------------------|-----------|----------------|-------------|------|
| Availability of sporting ovals, grounds and facilities | 5% | 7% | 18% | 28% | 42% | 3.94 | 1002 |
| Maintenance of local parks, playgrounds and sporting fields | 1% | 2% | 10% | 30% | 58% | 4.42 | 1002 |
| Swimming pools and aquatic centres | 7% | 7% | 19% | 31% | 36% | 3.82 | 1002 |
| Community centres and facilities | 4% | 7% | 26% | 28% | 35% | 3.83 | 1002 |
| Provision of services for older residents | 7% | 5% | 18% | 20% | 49% | 4.00 | 1002 |
| Support for people with a disability | 3% | 3% | 12% | 22% | 60% | 4.32 | 1002 |
| Community education programs e.g. English classes, author talks, cycling | 7% | 9% | 24% | 29% | 31% | 3.68 | 1002 |
| Council's childcare service and programs | 14% | 8% | 18% | 20% | 41% | 3.65 | 1002 |
| Library services | 3% | 5% | 14% | 26% | 53% | 4.21 | 1002 |
| Programs and support for newly arrived and migrant communities | 8% | 5% | 18% | 25% | 45% | 3.96 | 1002 |
| Promoting pride in the community | 5% | 5% | 22% | 28% | 40% | 3.93 | 1002 |
| Youth programs and activities | 7% | 6% | 23% | 26% | 39% | 3.85 | 1002 |

Scale: 1 = not at all important, 5 = very important



Service Area 2: Caring, Happy, Healthy Communities

Detailed Overall Response for Satisfaction

| | Not at all satisfied | Not very satisfied | Somewhat satisfied | Satisfied | Very satisfied | Mean rating | Base |
|--|----------------------|--------------------|--------------------|-----------|----------------|-------------|------|
| Availability of sporting ovals, grounds and facilities | 2% | 5% | 18% | 43% | 31% | 3.97 | 686 |
| Maintenance of local parks, playgrounds and sporting fields | 2% | 5% | 18% | 46% | 29% | 3.95 | 872 |
| Swimming pools and aquatic centres | 2% | 5% | 16% | 44% | 33% | 4.01 | 651 |
| Community centres and facilities | 1% | 7% | 29% | 48% | 16% | 3.72 | 573 |
| Provision of services for older residents | 4% | 10% | 43% | 30% | 13% | 3.37 | 501 |
| Support for people with a disability | 5% | 11% | 41% | 31% | 12% | 3.34 | 601 |
| Community education programs e.g. English classes, author talks, cycling | 1% | 10% | 43% | 38% | 8% | 3.43 | 472 |
| Council's childcare service and programs | 2% | 10% | 35% | 34% | 18% | 3.57 | 442 |
| Library services | 1% | 3% | 13% | 37% | 47% | 4.25 | 765 |
| Programs and support for newly arrived and migrant communities | 3% | 13% | 45% | 29% | 10% | 3.28 | 461 |
| Promoting pride in the community | 3% | 10% | 28% | 41% | 19% | 3.63 | 648 |
| Youth programs and activities | 3% | 12% | 42% | 31% | 12% | 3.38 | 501 |

Scale: 1 = not at all satisfied, 5 = very satisfied



Service Area 3: Creative Communities and a Strong Economy

Detailed Overall Response for Importance

| | Not at all important | Not very important | Somewhat important | Important | Very important | Mean rating | Base |
|--|----------------------|--------------------|--------------------|-----------|----------------|-------------|------|
| Festival and events programs | 5% | 7% | 28% | 32% | 28% | 3.71 | 1002 |
| Supporting local artists and creative industries | 3% | 6% | 18% | 31% | 41% | 4.01 | 1002 |
| Supporting local jobs and business | 1% | 1% | 9% | 29% | 59% | 4.45 | 1002 |

Scale: 1 = not at all important, 5 = very important



Service Area 3: Creative Communities and a Strong Economy

Detailed Overall Response for Satisfaction

| | Not at all satisfied | Not very satisfied | Somewhat satisfied | Satisfied | Very satisfied | Mean rating | Base |
|--|----------------------|--------------------|--------------------|-----------|----------------|-------------|------|
| Festival and events programs | 3% | 8% | 27% | 46% | 17% | 3.67 | 584 |
| Supporting local artists and creative industries | 3% | 11% | 37% | 36% | 13% | 3.46 | 673 |
| Supporting local jobs and business | 3% | 9% | 41% | 35% | 13% | 3.46 | 774 |

Scale: 1 = not at all satisfied, 5 = very satisfied



Service Area 4: Progressive Local Leadership

Detailed Overall Response for Importance

| | Not at all important | Not very important | Somewhat important | Important | Very important | Mean rating | Base |
|--|----------------------|--------------------|--------------------|-----------|----------------|-------------|------|
| Community's ability to influence Council's decision making | 2% | 2% | 12% | 27% | 57% | 4.37 | 1002 |
| Provision of Council information to the community | 1% | 2% | 15% | 29% | 54% | 4.33 | 1002 |
| Support and programs for volunteers and community groups | 2% | 4% | 30% | 32% | 32% | 3.87 | 1002 |

Scale: 1 = not at all important, 5 = very important



Service Area 4: Progressive Local Leadership

Detailed Overall Response for Satisfaction

| | Not at all satisfied | Not very satisfied | Somewhat satisfied | Satisfied | Very satisfied | Mean rating | Base |
|--|----------------------|--------------------|--------------------|-----------|----------------|-------------|------|
| Community's ability to influence Council's decision making | 13% | 19% | 40% | 22% | 6% | 2.89 | 764 |
| Provision of Council information to the community | 6% | 15% | 34% | 34% | 10% | 3.27 | 803 |
| Support and programs for volunteers and community groups | 3% | 9% | 41% | 37% | 10% | 3.43 | 524 |

Scale: 1 = not at all satisfied, 5 = very satisfied



Service Area 5: Unique, Liveable, Networked Neighbourhoods

Detailed Overall Response for Importance

| | Not at all important | Not very important | Somewhat important | Important | Very important | Mean rating | Base |
|--|----------------------|--------------------|--------------------|-----------|----------------|-------------|------|
| Management of parking | 6% | 5% | 14% | 26% | 49% | 4.07 | 1002 |
| Cycleways | 16% | 10% | 20% | 22% | 32% | 3.45 | 1002 |
| Maintaining local roads (excluding major routes) | 1% | 2% | 11% | 27% | 60% | 4.41 | 1002 |
| Traffic management and road safety | 1% | 2% | 11% | 23% | 64% | 4.47 | 1002 |
| Maintaining footpaths | 1% | 1% | 11% | 25% | 62% | 4.47 | 1002 |
| Building heights in town centres | 8% | 11% | 24% | 21% | 36% | 3.66 | 1002 |
| Managing development in the area | 3% | 3% | 14% | 27% | 53% | 4.24 | 1002 |
| Graffiti removal | 12% | 17% | 27% | 20% | 24% | 3.27 | 1002 |
| Maintenance and cleaning of town centres | 2% | 3% | 14% | 37% | 43% | 4.16 | 1002 |
| Protection of low rise residential areas | 5% | 5% | 20% | 25% | 46% | 4.02 | 1002 |
| Stormwater management and flood mitigation | 3% | 5% | 18% | 28% | 46% | 4.08 | 1002 |
| Long term planning for Council area | 2% | 2% | 13% | 24% | 58% | 4.34 | 1002 |
| Safe public spaces | 0% | 1% | 7% | 19% | 73% | 4.63 | 1002 |
| Protection of heritage buildings and items | 2% | 5% | 12% | 29% | 53% | 4.24 | 1002 |
| Access to public transport | 1% | 1% | 4% | 14% | 81% | 4.73 | 1002 |
| Appearance of your local area | 1% | 1% | 14% | 31% | 53% | 4.34 | 1002 |

Scale: 1 = not at all important, 5 = very important



Service Area 5: Unique, Liveable, Networked Neighbourhoods

Detailed Overall Response for Satisfaction

| | Not at all satisfied | Not very satisfied | Somewhat satisfied | Satisfied | Very satisfied | Mean rating | Base |
|--|----------------------|--------------------|--------------------|-----------|----------------|-------------|------|
| Management of parking | 16% | 22% | 32% | 22% | 8% | 2.83 | 749 |
| Cycleways | 9% | 19% | 35% | 29% | 8% | 3.07 | 527 |
| Maintaining local roads (excluding major routes) | 9% | 16% | 35% | 31% | 9% | 3.16 | 860 |
| Traffic management and road safety | 7% | 15% | 33% | 33% | 12% | 3.27 | 860 |
| Maintaining footpaths | 11% | 17% | 29% | 30% | 13% | 3.18 | 870 |
| Building heights in town centres | 11% | 18% | 30% | 30% | 11% | 3.13 | 558 |
| Managing development in the area | 14% | 21% | 34% | 26% | 5% | 2.88 | 787 |
| Graffiti removal | 8% | 15% | 29% | 31% | 17% | 3.36 | 430 |
| Maintenance and cleaning of town centres | 2% | 8% | 24% | 50% | 16% | 3.71 | 798 |
| Protection of low rise residential areas | 8% | 15% | 35% | 31% | 12% | 3.23 | 679 |
| Stormwater management and flood mitigation | 6% | 13% | 28% | 39% | 14% | 3.41 | 693 |
| Long term planning for Council area | 6% | 15% | 48% | 24% | 7% | 3.11 | 746 |
| Safe public spaces | 2% | 7% | 32% | 42% | 17% | 3.64 | 901 |
| Protection of heritage buildings and items | 6% | 10% | 26% | 40% | 18% | 3.55 | 783 |
| Access to public transport | 2% | 7% | 19% | 38% | 34% | 3.96 | 940 |
| Appearance of your local area | 3% | 7% | 30% | 44% | 16% | 3.62 | 841 |

Scale: 1 = not at all satisfied, 5 = very satisfied

Comparison to Previous Research

| Service/Facility | Importance | | | Satisfaction | | |
|--|------------|------|------|--------------|------|------|
| | 2021 | 2018 | 2017 | 2021 | 2018 | 2017 |
| Encouraging recycling | 4.63▲ | 4.52 | 4.51 | 3.54▼ | 3.66 | 3.73 |
| Environmental education programs and initiatives e.g. community gardens | 4.21▲ | 4.06 | 4.06 | 3.25 | 3.36 | 3.30 |
| Flood management | 3.78 | 3.66 | 3.61 | 3.33 | 3.47 | 3.59 |
| Household garbage collection | 4.66 | 4.69 | 4.62 | 4.08 | 4.19 | 4.30 |
| Protecting the natural environment (e.g. bush care) | 4.60 | 4.59 | 4.57 | 3.46 | 3.58 | 3.46 |
| Removal of illegally dumped rubbish | 4.35 | 4.45 | 4.34 | 3.41 | 3.51 | 3.48 |
| Tree management | 4.20 | 4.18 | 4.14 | 3.16▼ | 3.30 | 3.12 |
| Availability of sporting ovals, grounds and facilities | 3.94▼ | 4.07 | 3.54 | 3.97 | 3.86 | 3.82 |
| Maintenance of local parks, playgrounds and sporting fields | 4.42 | 4.43 | 4.29 | 3.95 | 3.88 | 3.94 |
| Swimming pools and aquatic centres | 3.82▼ | 3.97 | 3.51 | 4.01▲ | 3.81 | 3.82 |
| Community centres and facilities | 3.83 | 3.80 | 3.61 | 3.72 | 3.70 | 3.59 |
| Provision of services for older residents | 4.00 | 4.06 | 4.17 | 3.37 | 3.40 | 3.34 |
| Support for people with a disability | 4.32 | 4.33 | 4.38 | 3.34 | 3.29 | 3.31 |
| Community education programs e.g. English classes, author talks, cycling | 3.68 | 3.64 | 3.69 | 3.43 | 3.46 | 3.45 |

Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

▲▼ = A significantly higher level of importance/satisfaction (compared to 2018 data)

Comparison to Previous Research

| Service/Facility | Importance | | | Satisfaction | | |
|--|------------|------|------|--------------|------|------|
| | 2021 | 2018 | 2017 | 2021 | 2018 | 2017 |
| Council's childcare service and programs | 3.65 | 3.75 | 3.56 | 3.57 | 3.57 | 3.43 |
| Library services | 4.21 | 4.13 | 4.08 | 4.25▲ | 3.99 | 3.97 |
| Programs and support for newly arrived and migrant communities | 3.96 | 3.83 | 3.97 | 3.28 | 3.33 | 3.16 |
| Promoting pride in the community | 3.93▲ | 3.80 | 3.90 | 3.63 | 3.66 | 3.57 |
| Youth programs and activities | 3.85 | 3.87 | 3.80 | 3.38 | 3.39 | 3.31 |
| Festival and events programs | 3.71▲ | 3.50 | 3.67 | 3.67▼ | 3.85 | 3.73 |
| Supporting local artists and creative industries | 4.01▲ | 3.73 | 3.82 | 3.46 | 3.45 | 3.39 |
| Supporting local jobs and business | 4.45▲ | 4.33 | 4.29 | 3.46 | 3.45 | 3.36 |
| Community's ability to influence Council's decision making | 4.37 | 4.39 | 4.47 | 2.89 | 2.92 | 2.71 |
| Provision of Council information to the community | 4.33 | 4.36 | 4.25 | 3.27 | 3.31 | 3.39 |
| Support and programs for volunteers and community groups | 3.87 | 3.89 | 3.88 | 3.43 | 3.49 | 3.49 |
| Management of parking | 4.07 | 4.07 | 4.02 | 2.83 | 2.92 | 2.74 |
| Cycleways | 3.45 | 3.55 | 3.35 | 3.07 | 2.97 | 3.00 |
| Maintaining local roads (excluding major routes) | 4.41 | 4.40 | 4.48 | 3.16 | 3.19 | 3.17 |

Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

▲▼= A significantly higher level of importance/satisfaction (compared to 2018 data)

Comparison to Previous Research

| Service/Facility | Importance | | | Satisfaction | | |
|--|------------|------|------|--------------|------|------|
| | 2021 | 2018 | 2017 | 2021 | 2018 | 2017 |
| Traffic management and road safety | 4.47 | 4.51 | 4.51 | 3.27 | 3.29 | 3.18 |
| Maintaining footpaths | 4.47 | 4.48 | 4.44 | 3.18 | 3.17 | 3.08 |
| Building heights in town centres | 3.66▼ | 3.96 | 3.85 | 3.13▲ | 2.97 | 2.90 |
| Managing development in the area | 4.24▼ | 4.43 | 4.41 | 2.88 | 2.77 | 2.83 |
| Graffiti removal | 3.27 | 3.40 | 3.35 | 3.36 | 3.30 | 3.38 |
| Maintenance and cleaning of town centres | 4.16 | 4.15 | 4.19 | 3.71 | 3.66 | 3.67 |
| Protection of low rise residential areas | 4.02▼ | 4.16 | 4.15 | 3.23 | 3.15 | 2.95 |
| Stormwater management and flood mitigation | 4.08 | 4.05 | 3.95 | 3.41▼ | 3.61 | 3.48 |
| Long term planning for Council area | 4.34▼ | 4.45 | 4.49 | 3.11 | 3.05 | 2.97 |
| Safe public spaces | 4.63▲ | 4.54 | 4.50 | 3.64 | 3.61 | 3.68 |
| Protection of heritage buildings and items | 4.24 | 4.26 | 4.27 | 3.55 | 3.44 | 3.23 |
| Access to public transport | 4.73 | 4.79 | 4.74 | 3.96▲ | 3.74 | 3.79 |
| Appearance of your local area | 4.34 | 4.30 | 4.37 | 3.62 | 3.60 | 3.51 |

Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

▲▼= A significantly higher level of importance/satisfaction (compared to 2018 data)



Appendix A: Additional Analyses

2.2 Importance Compared to the Micromex Benchmark

Table 1 of 2

| Service/Facility | Inner West Council T2 box importance score | Micromex LGA Benchmark – Metro T2 box importance score | Variance |
|---|--|--|----------|
| Protection of heritage buildings and items | 82% | 73% | 9% |
| Library services | 79% | 72% | 7% |
| Protecting the natural environment (e.g. bush care) | 90% | 84% | 6% |
| Environmental education programs and initiatives e.g. community gardens | 79% | 73% | 6% |
| Access to public transport | 95% | 90% | 5% |
| Safe public spaces | 92% | 87% | 5% |
| Supporting local jobs and business | 88% | 83% | 5% |
| Appearance of your local area | 84% | 80% | 4% |
| Programs and support for newly arrived and migrant communities | 70% | 66% | 4% |
| Community centres and facilities | 63% | 59% | 4% |
| Encouraging recycling | 92% | 89% | 3% |
| Maintenance of local parks, playgrounds and sporting fields | 88% | 85% | 3% |
| Tree management | 78% | 76% | 2% |
| Maintaining footpaths | 87% | 86% | 1% |
| Community's ability to influence Council's decision making | 84% | 83% | 1% |
| Provision of Council information to the community | 83% | 82% | 1% |
| Support for people with a disability | 82% | 81% | 1% |
| Promoting pride in the community | 68% | 67% | 1% |
| Swimming pools and aquatic centres | 67% | 67% | 0% |
| Council's childcare service and programs | 61% | 61% | 0% |

Note: Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant

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2.2 Importance Compared to the Micromex Benchmark

Table 2 of 2

| Service/Facility | Inner West Council T2 box importance score | Micromex LGA Benchmark – Metro T2 box importance score | Variance |
|--|--|--|----------|
| Cycleways | 54% | 54% | 0% |
| Household garbage collection | 94% | 95% | -1% |
| Traffic management and road safety | 87% | 88% | -1% |
| Festival and events programs | 60% | 61% | -1% |
| Youth programs and activities | 65% | 67% | -2% |
| Maintaining local roads (excluding major routes) | 87% | 90% | -3% |
| Managing development in the area | 80% | 83% | -3% |
| Maintenance and cleaning of town centres | 80% | 84% | -4% |
| Protection of low rise residential areas | 71% | 76% | -5% |
| Long term planning for Council area | 82% | 88% | -6% |
| Building heights in town centres | 57% | 63% | -6% |
| Removal of illegally dumped rubbish | 83% | 90% | -7% |
| Management of parking | 75% | 82% | -7% |
| Stormwater management and flood mitigation | 74% | 81% | -7% |
| Availability of sporting ovals, grounds and facilities | 70% | 77% | -7% |
| Provision of services for older residents | 69% | 76% | -7% |
| Community education programs e.g. English classes, author talks, cycling | 60% | 67% | -7% |
| Support and programs for volunteers and community groups | 64% | 72% | -8% |
| Flood management | 60%▲ | 81% | -21% |
| Graffiti removal | 44%▲ | 71% | -27% |

Note: Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant
▲/▼ = positive/negative difference equal to/greater than 10% from Benchmark.

2.2 Satisfaction Compared to the Micromex Benchmark

Table 1 of 2

| Service/Facility | Inner West Council T3 box satisfaction score | Micromex LGA Benchmark – Metro T3 box satisfaction score | Variance |
|--|--|--|----------|
| Protection of low rise residential areas | 78%▲ | 66% | 12% |
| Swimming pools and aquatic centres | 93% | 86% | 7% |
| Appearance of your local area | 90% | 83% | 7% |
| Access to public transport | 91% | 85% | 6% |
| Safe public spaces | 91% | 85% | 6% |
| Traffic management and road safety | 78% | 72% | 6% |
| Promoting pride in the community | 88% | 83% | 5% |
| Long term planning for Council area | 79% | 74% | 5% |
| Supporting local jobs and business | 89% | 85% | 4% |
| Library services | 97% | 94% | 3% |
| Community centres and facilities | 93% | 90% | 3% |
| Maintenance and cleaning of town centres | 90% | 87% | 3% |
| Community education programs e.g. English classes, author talks, cycling | 89% | 86% | 3% |
| Maintenance of local parks, playgrounds and sporting fields | 93% | 91% | 2% |
| Youth programs and activities | 85% | 83% | 2% |
| Availability of sporting ovals, grounds and facilities | 92% | 91% | 1% |
| Protection of heritage buildings and items | 84% | 83% | 1% |
| Maintaining local roads (excluding major routes) | 75% | 74% | 1% |
| Building heights in town centres | 71% | 70% | 1% |
| Council's childcare service and programs | 87% | 87% | 0% |

Note: Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant
▲/▼ = positive/negative difference equal to/greater than 10% from Benchmark.

2.2 Satisfaction Compared to the Micromex Benchmark

Table 2 of 2

| Service/Facility | Inner West Council T3 box satisfaction score | Micromex LGA Benchmark – Metro T3 box satisfaction score | Variance |
|---|--|--|----------|
| Festival and events programs | 90% | 91% | -1% |
| Support for people with a disability | 84% | 85% | -1% |
| Environmental education programs and initiatives e.g. community gardens | 79% | 80% | -1% |
| Removal of illegally dumped rubbish | 78% | 79% | -1% |
| Cycleways | 72% | 73% | -1% |
| Management of parking | 62% | 63% | -1% |
| Household garbage collection | 92% | 94% | -2% |
| Support and programs for volunteers and community groups | 88% | 90% | -2% |
| Provision of services for older residents | 86% | 88% | -2% |
| Programs and support for newly arrived and migrant communities | 84% | 86% | -2% |
| Provision of Council information to the community | 78% | 80% | -2% |
| Graffiti removal | 77% | 79% | -2% |
| Maintaining footpaths | 72% | 74% | -2% |
| Protecting the natural environment (e.g. bush care) | 85% | 88% | -3% |
| Tree management | 72% | 75% | -3% |
| Community's ability to influence Council's decision making | 68% | 71% | -3% |
| Stormwater management and flood mitigation | 81% | 85% | -4% |
| Flood management | 81% | 85% | -4% |
| Managing development in the area | 65% | 69% | -4% |
| Encouraging recycling | 84% | 89% | -5% |

Note: Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant

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Performance Gap Analysis

When analysing performance gap data, it is important to consider both stated satisfaction and the absolute size of the performance gap.

Performance Gap Ranking

| Service/Facility | Importance T2 Box | Satisfaction T3 Box | Performance Gap (Importance – Satisfaction) |
|---|-------------------|---------------------|--|
| Community's ability to influence Council's decision making | 84% | 68% | 16% |
| Maintaining footpaths | 87% | 72% | 15% |
| Managing development in the area | 80% | 65% | 15% |
| Management of parking | 75% | 62% | 13% |
| Maintaining local roads (excluding major routes) | 87% | 75% | 12% |
| Traffic management and road safety | 87% | 78% | 9% |
| Encouraging recycling | 92% | 84% | 8% |
| Tree management | 78% | 72% | 6% |
| Protecting the natural environment (e.g. bush care) | 90% | 85% | 5% |
| Provision of Council information to the community | 83% | 78% | 5% |
| Removal of illegally dumped rubbish | 83% | 78% | 5% |
| Access to public transport | 95% | 91% | 4% |
| Long term planning for Council area | 82% | 79% | 3% |
| Household garbage collection | 94% | 92% | 2% |
| Safe public spaces | 92% | 91% | 1% |
| Environmental education programs and initiatives e.g. community gardens | 79% | 79% | 0% |
| Supporting local jobs and business | 88% | 89% | -1% |
| Protection of heritage buildings and items | 82% | 84% | -2% |
| Support for people with a disability | 82% | 84% | -2% |
| Maintenance of local parks, playgrounds and sporting fields | 88% | 93% | -5% |
| Appearance of your local area | 84% | 90% | -6% |

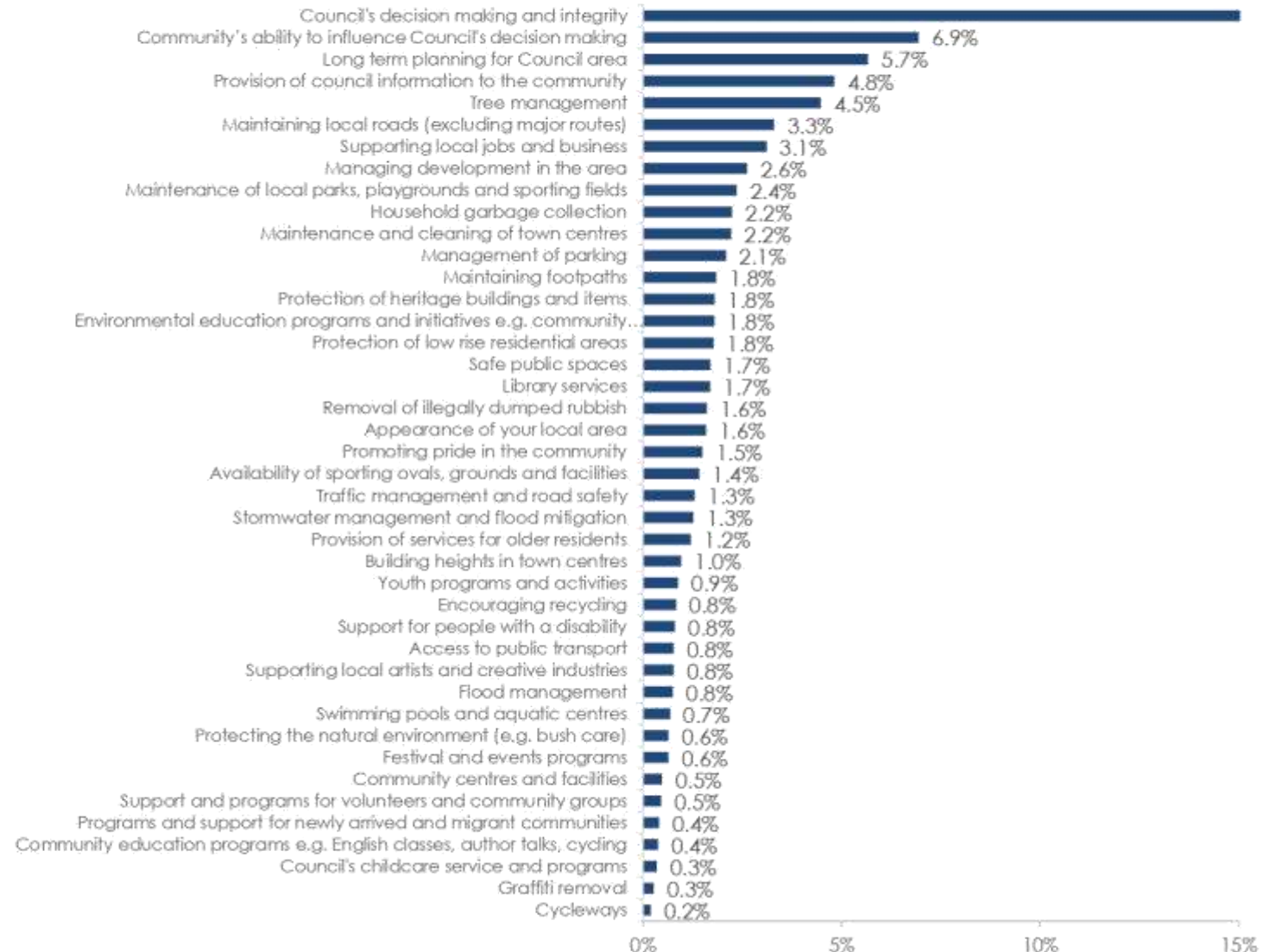
Performance Gap Analysis

Performance Gap Ranking Continued...

| Service/Facility | Importance T2 Box | Satisfaction T3 Box | Performance Gap (Importance – Satisfaction) |
|--|-------------------|---------------------|--|
| Stormwater management and flood mitigation | 74% | 81% | -7% |
| Protection of low rise residential areas | 71% | 78% | -7% |
| Maintenance and cleaning of town centres | 80% | 90% | -10% |
| Supporting local artists and creative industries | 72% | 86% | -14% |
| Programs and support for newly arrived and migrant communities | 70% | 84% | -14% |
| Building heights in town centres | 57% | 71% | -14% |
| Provision of services for older residents | 69% | 86% | -17% |
| Library services | 79% | 97% | -18% |
| Cycleways | 54% | 72% | -18% |
| Promoting pride in the community | 68% | 88% | -20% |
| Youth programs and activities | 65% | 85% | -20% |
| Flood management | 60% | 81% | -21% |
| Availability of sporting ovals, grounds and facilities | 70% | 92% | -22% |
| Support and programs for volunteers and community groups | 64% | 88% | -24% |
| Swimming pools and aquatic centres | 67% | 93% | -26% |
| Council's childcare service and programs | 61% | 87% | -26% |
| Community education programs e.g. English classes, author talks, cycling | 60% | 89% | -29% |
| Community centres and facilities | 63% | 93% | -30% |
| Festival and events programs | 60% | 90% | -30% |
| Graffiti removal | 44% | 77% | -33% |

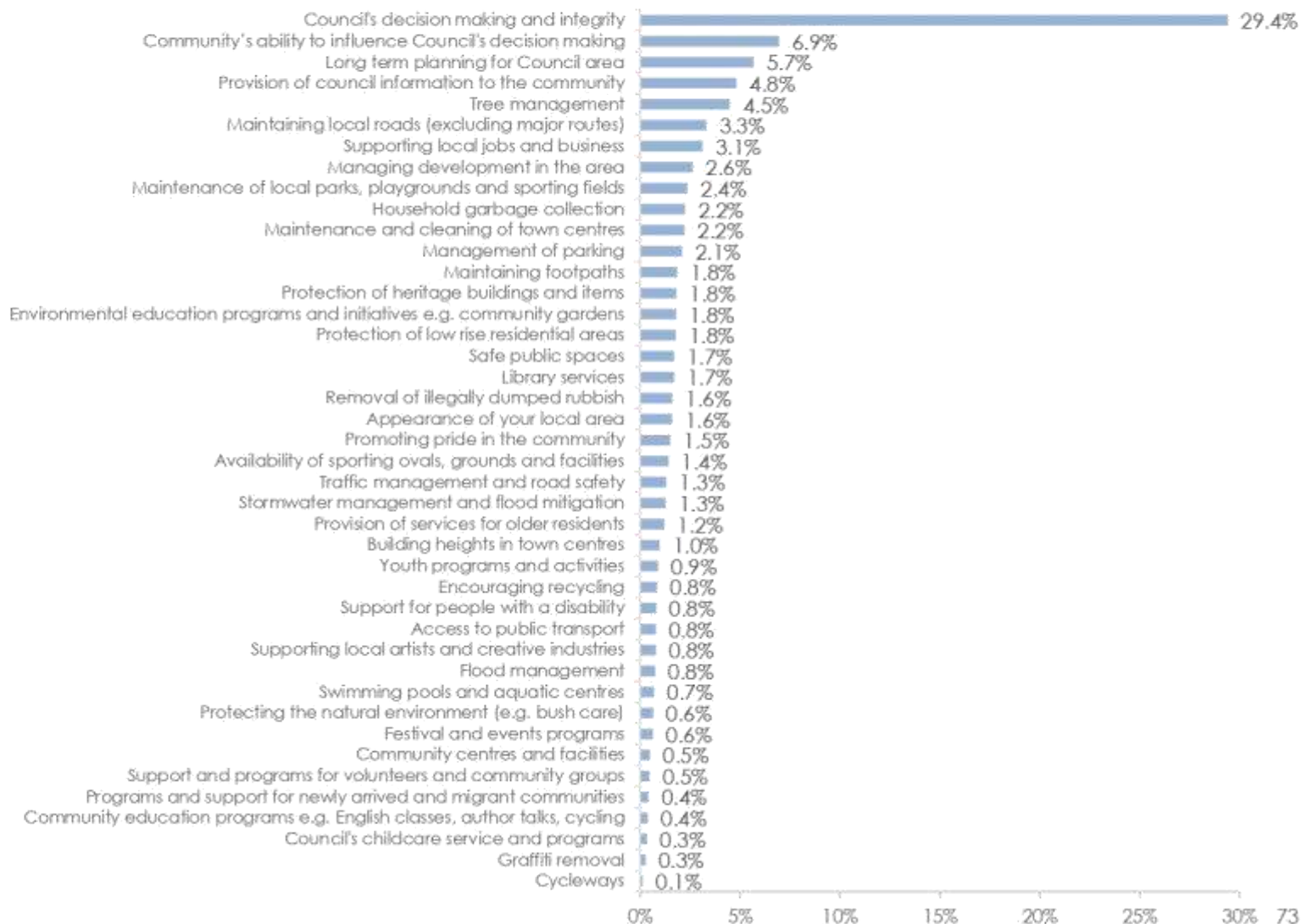
Influence on Overall Satisfaction

The chart below summarises the influence of the 41 facilities/services on overall satisfaction with Council's performance, based on the Advanced Regression analysis:



Influence on Overall Satisfaction (Including Council's Decision Making and Integrity)

The chart below summarises the influence of the 42 facilities/services on overall satisfaction with Council's performance, based on the Advanced Regression analysis:



Method of Contact with Council by Demographics

Q2b. (If yes in Q2a), What method did you use to contact Council?

| | Overall 2021 | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|--|--------------|------|--------|-------|-------|-------|-------|------|-----------|---------------|
| Online at Council's website | 48% | 51% | 46% | 42% | 65%▲ | 53% | 41%▼ | 34%▼ | 46% | 55% |
| Telephone | 48% | 44% | 51% | 37% | 33%▼ | 45% | 55%▲ | 60%▲ | 51%▲ | 39% |
| Email | 23% | 20% | 25% | 0% | 16% | 24% | 26% | 26% | 25%▲ | 15% |
| Visited a service centre | 10% | 12% | 7% | 21% | 8% | 7% | 10% | 12% | 9% | 11% |
| Online at Council's engagement website | 3% | 3% | 3% | 0% | 0% | 2% | 5%▲ | 4% | 3% | 1% |
| Council's Waste App | 2% | 1% | 2% | 0% | 0% | 2% | 3%▲ | 0% | 2% | 0% |
| Letter in the post | 1% | 1% | 1% | 0% | 0% | 1% | 0% | 3%▲ | 1% | 0% |
| Council's social media | <1% | <1% | <1% | 0% | 0% | 1% | 1% | 0% | 1% | 0% |
| Other | 3% | 5% | 2% | 0% | 0%▼ | 4% | 7%▲ | 2% | 3% | 5% |
| Base | 506 | 228 | 278 | 16* | 94 | 170 | 138 | 89 | 383 | 123 |

| | Ward | | | | | Time lived in the area | | | |
|--|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Online at Council's website | 40% | 38%▼ | 38%▼ | 66%▲ | 57% | 68% | 52% | 51% | 46% |
| Telephone | 46% | 47% | 48% | 48% | 50% | 52% | 27%▼ | 37%▼ | 52%▲ |
| Email | 25% | 25% | 29% | 16%▼ | 19% | 13% | 12% | 27% | 24% |
| Visited a service centre | 12% | 15% | 7% | 6% | 7% | 7% | 18% | 7% | 9% |
| Online at Council's engagement website | 3% | 2% | 3% | 2% | 4% | 0% | 2% | 2% | 3% |
| Council's Waste App | 0% | 1% | 1% | 1% | 5%▲ | 0% | 0% | 1% | 2% |
| Letter in the post | 0% | 2% | 2% | 0% | 1% | 0% | 0% | 1% | 1% |
| Council's social media | 1% | 1% | 0% | 0% | 1% | 0% | 0% | 0% | 1% |
| Other | 1% | 3% | 8%▲ | 1% | 4% | 0% | 5% | 4% | 3% |
| Base | 106 | 98 | 94 | 109 | 99 | 23* | 41 | 83 | 359 |

*Caution low base sizes

▲ ▼ = A significantly higher/lower percentage [by group]

74

Nature of Enquiry by of Demographics

Q2c. (If yes in Q2a), What was the nature of your enquiry?

| | Overall 2021 | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|--|--------------|------|--------|-------|-------|-------|-------|-----|-----------|---------------|
| Waste/rubbish removal | 39% | 42% | 36% | 21% | 44% | 37% | 39% | 39% | 38% | 41% |
| Make a complaint | 14% | 11% | 16% | 0% | 15% | 12% | 13% | 19% | 13% | 14% |
| Development Application | 9% | 11% | 7% | 21% | 2%▼ | 9% | 14%▲ | 7% | 10% | 5% |
| Obtain advice or information | 6% | 6% | 6% | 16% | 2% | 7% | 8% | 5% | 6% | 6% |
| Maintenance of roads or footpaths | 4% | 4% | 4% | 0% | 6% | 4% | 3% | 5% | 5% | 2% |
| Provide feedback to community engagement | 1% | 1% | 1% | 0% | 2% | 1% | 0% | 1% | 1% | 1% |
| Payment of service e.g. child care | 1% | 1% | <1% | 0% | 0% | 1% | 1% | 0% | 1% | <1% |
| Other | 27% | 24% | 29% | 42% | 29% | 29% | 23% | 24% | 26% | 30% |
| Base | 506 | 228 | 278 | 16* | 94 | 170 | 138 | 89 | 383 | 123 |

| | Ward | | | | | Time lived in the area | | | |
|--|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Waste/rubbish removal | 47% | 22%▼ | 32% | 46% | 45% | 33% | 40% | 28% | 41% |
| Make a complaint | 9% | 13% | 19% | 14% | 12% | 11% | 9% | 13% | 14% |
| Development Application | 8% | 12% | 11% | 7% | 7% | 14% | 3% | 10% | 9% |
| Obtain advice or information | 7% | 4% | 4% | 9% | 6% | 11% | 0% | 6% | 7% |
| Maintenance of roads or footpaths | 4% | 8% | 3% | 2% | 5% | 5% | 4% | 2% | 5% |
| Provide feedback to community engagement | 2% | 1% | 2% | 0% | 0% | 0% | 3% | 3%▲ | <1%▼ |
| Payment of service e.g. child care | 0% | 1% | 0% | 2%▲ | 1% | 0% | 0% | 0% | 1% |
| Other | 25% | 39%▲ | 29% | 19%▼ | 25% | 26% | 41% | 37%▲ | 23%▼ |
| Base | 106 | 98 | 94 | 109 | 99 | 23* | 41 | 83 | 359 |

*Caution low base sizes

▲▼ = A significantly higher/lower percentage[by group]

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Nature of Enquiry Other Responses

Q2c. (If yes in Q2a), What was the nature of your enquiry?

| Other specified | Count |
|--|-------|
| Dispute related | 2 |
| Food notification and safety for council approval during covid | 2 |
| Library related matters | 2 |
| Changed details | 1 |
| Green living course | 1 |
| Heritage Listing submissions | 1 |
| Lost pet | 1 |
| Objection to a Development proposal | 1 |
| Pathments | 1 |
| Rates | 1 |
| Real estate matters | 1 |
| Refund of deposit for construction | 1 |
| Renewal of a licence | 1 |
| Zuba | 1 |
| Don't know | 1 |

Receiving Information About Council by Demographics

Q6. In the future, how would you prefer to receive information about Council?

| | Overall 2021 | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|---|--------------|------|--------|-------|-------|-------|-------|------|-----------|---------------|
| Council's website | 80% | 83%▲ | 77% | 80% | 87%▲ | 85%▲ | 78% | 61%▼ | 78% | 83% |
| Word of mouth | 77% | 78% | 77% | 92%▲ | 89%▲ | 76% | 67%▼ | 65%▼ | 73% | 85%▲ |
| Libraries | 77% | 77% | 77% | 85% | 87%▲ | 76% | 70%▼ | 69%▼ | 74% | 83%▲ |
| Other direct email from Council | 68% | 69% | 66% | 73% | 73% | 69% | 66% | 54%▼ | 66% | 71% |
| Council's E-news | 67% | 67% | 67% | 62% | 76%▲ | 72% | 64% | 53%▼ | 64% | 72%▲ |
| Community Centres | 65% | 68% | 63% | 74% | 78%▲ | 62% | 58%▼ | 54%▼ | 61% | 74%▲ |
| Community organisations/groups | 65% | 66% | 64% | 65% | 78%▲ | 63% | 60% | 55%▼ | 60% | 74%▲ |
| Council notices/posters elsewhere such as parks | 64% | 66% | 62% | 65% | 72%▲ | 66% | 60% | 51%▼ | 61% | 70%▲ |
| Council's Outdoor noticeboards | 62% | 66%▲ | 59% | 79%▲ | 76%▲ | 62% | 50%▼ | 44%▼ | 54% | 77%▲ |
| Customer Service Centres | 60% | 64%▲ | 56% | 58% | 59% | 57% | 59% | 68%▲ | 59% | 61% |
| Flyer/letter from Council to my home | 59% | 58% | 60% | 64% | 44%▼ | 57% | 59% | 82%▲ | 60% | 56% |
| Council's bi-monthly printed newsletter 'Inner West Council News' | 58% | 58% | 58% | 52% | 52% | 55% | 60% | 75%▲ | 59% | 56% |
| Council's engagement website | 56% | 62%▲ | 50% | 71% | 68%▲ | 59% | 45%▼ | 34%▼ | 50% | 67%▲ |
| Council's Facebook | 47% | 46% | 47% | 85%▲ | 62%▲ | 46% | 35%▼ | 10%▼ | 38% | 62%▲ |
| Council's printed Rates Newsletter | 40% | 40% | 41% | 23%▼ | 28%▼ | 38% | 45% | 70%▲ | 48%▲ | 26% |
| Radio | 40% | 42% | 38% | 48% | 53%▲ | 36% | 32%▼ | 30%▼ | 35% | 49%▲ |
| TV | 34% | 36% | 32% | 38% | 49%▲ | 27%▼ | 25%▼ | 32% | 32% | 38% |
| Council's Instagram | 33% | 32% | 34% | 58%▲ | 55%▲ | 30% | 16%▼ | 7%▼ | 26% | 46%▲ |
| Print newspapers | 33% | 37% | 31% | 41% | 32% | 26%▼ | 30% | 50%▲ | 33% | 35% |
| Council's Twitter | 24% | 27% | 22% | 48%▲ | 37%▲ | 23% | 14%▼ | 5%▼ | 19% | 34%▲ |
| Council's LinkedIn | 18% | 18% | 18% | 32%▲ | 25%▲ | 18% | 14% | 3%▼ | 15% | 24%▲ |
| Other | 2% | 1% | 3%▲ | 0% | 1% | 3% | 4% | 3% | 3% | 2% |
| Base | 1002 | 483 | 519 | 103 | 246 | 302 | 202 | 148 | 646 | 356 |

▲ ▼ = A significantly higher/lower percentage (by group)

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Receiving Information About Council by Demographics

Q6. In the future, how would you prefer to receive information about Council?

| | Overall 2021 | Ward | | | | | Time lived in the area | | | |
|---|-----------------|----------|------------|---------|----------|--------------|----------------------------|--------------|---------------|-----------------------------|
| | | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Council's website | 80% | 83% | 74%▼ | 78% | 82% | 83% | 89% | 84% | 81% | 78%▼ |
| Word of mouth | 77% | 77% | 79% | 66%▼ | 82% | 79% | 82% | 89%▲ | 77% | 74%▼ |
| Libraries | 77% | 85%▲ | 76% | 70%▼ | 74% | 81% | 86% | 86% | 74% | 75% |
| Other direct email from Council | 68% | 70% | 66% | 65% | 71% | 64% | 68% | 75% | 64% | 67% |
| Council's E-news | 67% | 70% | 59%▼ | 65% | 73% | 68% | 76% | 75% | 70% | 64%▼ |
| Community Centres | 65% | 72%▲ | 65% | 56%▼ | 60% | 74%▲ | 76% | 75% | 62% | 63% |
| Community organisations/groups | 65% | 70% | 59% | 60% | 64% | 72%▲ | 74% | 74% | 63% | 63% |
| Council notices/posters elsewhere such as parks | 64% | 67% | 60% | 57%▼ | 70%▲ | 63% | 56% | 74% | 70% | 62% |
| Council's Outdoor noticeboards | 62% | 68% | 59% | 59% | 60% | 65% | 73% | 77%▲ | 65% | 57%▼ |
| Customer Service Centres | 60% | 64% | 62% | 57% | 49%▼ | 68%▲ | 64% | 61% | 50%▼ | 61% |
| Flyer/letter from Council to my home | 59% | 54% | 68%▲ | 65% | 50%▼ | 60% | 54% | 52% | 53% | 62%▲ |
| Council's bi-monthly printed newsletter 'Inner West Council News' | 58% | 54% | 63% | 55% | 54% | 64% | 66% | 55% | 51% | 59% |
| Council's engagement website | 56% | 61% | 50% | 49% | 57% | 61% | 75%▲ | 74%▲ | 48% | 52%▼ |
| Council's Facebook | 47% | 44% | 50% | 34%▼ | 49% | 52% | 80%▲ | 66%▲ | 46% | 38%▼ |
| Council's printed Rates Newsletter | 40% | 37% | 42% | 47% | 34%▼ | 45% | 29% | 24%▼ | 30%▼ | 47%▲ |
| Radio | 40% | 37% | 41% | 27%▼ | 50%▲ | 39% | 60%▲ | 52%▲ | 34% | 36%▼ |
| TV | 34% | 34% | 37% | 23%▼ | 36% | 37% | 36% | 45%▲ | 30% | 32% |
| Council's Instagram | 33% | 31% | 34% | 20%▼ | 38% | 37% | 64%▲ | 58%▲ | 31% | 24%▼ |
| Print newspapers | 33% | 32% | 37% | 34% | 30% | 36% | 38% | 39% | 25%▼ | 34% |
| Council's Twitter | 24% | 28% | 18% | 14%▼ | 27% | 32%▲ | 45%▲ | 36%▲ | 20% | 20%▼ |
| Council's LinkedIn | 18% | 20% | 14% | 10%▼ | 20% | 25%▲ | 29% | 21% | 17% | 17% |
| Other | 2% | 3% | 4% | 1% | 2% | 2% | 2% | 1% | 2% | 3% |
| Base | 1002 | 196 | 203 | 156 | 245 | 202 | 83 | 130 | 157 | 632 |

▲ ▼ = A significantly higher/lower percentage (by group)

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Top Priority Areas for Council to Focus On

Q7. Thinking of the Inner West as a whole, what would you say are the top 3 challenges facing the area in the next 10 years?

| Challenge | % of total respondents N=1,002 |
|---|-----------------------------------|
| Providing adequate infrastructure to cater for the growing population | 6% |
| Safety concerns e.g. road safety, increasing crime levels | 6% |
| Waste collection services/control | 6% |
| Maintaining and providing cycleways/walkways | 5% |
| Maintenance of the area | 5% |
| Support/access/consideration for vulnerable persons e.g. elderly, disabled, homeless, mental health | 5% |
| Supporting local businesses | 5% |
| Community events/areas/facilities | 4% |
| Recycling promotion/education/options | 4% |
| Cost of living | 3% |
| Creating/maintaining sense of community | 3% |
| Flooding/natural disasters | 3% |
| Maintain/provide sporting fields and facilities | 3% |
| More support for arts and culture | 3% |
| Tree management | 3% |
| Affordable/more childcare | 3% |
| Amalgamation needs to be cancelled/area too big to manage alone | 2% |
| Disruption of/management of WestConnex | 2% |
| Lack of schooling/education | 2% |
| Council fighting with/relying on State Government | 1% |
| Dealing with illegally dumped rubbish | 1% |
| Employment opportunities | 1% |
| Lack/quality of public toilets | 1% |
| More/improved libraries | 1% |
| More/improved shopping facilities | 1% |
| Noise pollution/plane disruption | 1% |
| Quality amenities/liveability | 1% |
| Support electronic vehicles | 1% |
| Youth programs/facilities | 1% |

Top Priority Areas for Council to Focus On

Q7. Thinking of the Inner West as a whole, what would you say are the top 3 challenges facing the area in the next 10 years?

| Challenge | % of total respondents N=1,002 |
|--|-----------------------------------|
| Beautifying the area | <1% |
| Not enough space in the area | <1% |
| Allowing more high rise development | <1% |
| Revitalising areas | <1% |
| Separation of Councils under the 'inner west umbrella' could be a problem. | <1% |
| Improved animal management | <1% |
| Internet services | <1% |
| Supporting hospitals/medical | <1% |
| Support for LGBTQI community | <1% |
| Access to services | <1% |
| Improve Council website | <1% |
| Less policing/fines | <1% |
| Signed drop off areas for gig economy companies e.g Uber Eats | <1% |
| Weather management | <1% |
| The size of Trinity Grammar High School | <1% |
| Too much input from community on DA's | <1% |
| Widening wealth equality gap | <1% |
| Ensuring students from overseas are back | <1% |
| Getting people to work again from the office | <1% |
| Less foreign shops | <1% |
| Don't know/nothing | 3% |



Appendix B: Further Demographics & Background & Methodology

Further Demographics

Q1. In which suburb do you live?

| Suburb | % of total respondents N=1,002 |
|--------------------|-----------------------------------|
| Marrickville | 15% |
| Leichhardt | 11% |
| Ashfield | 9% |
| Stanmore | 7% |
| Balmain | 6% |
| Dulwich Hill | 6% |
| Newtown | 6% |
| Petersham | 6% |
| Annandale | 4% |
| Haberfield | 4% |
| Summer Hill | 4% |
| Lilyfield | 3% |
| Rozelle | 3% |
| Birchgrove | 2% |
| Camperdown | 2% |
| Croydon | 2% |
| Enmore | 2% |
| Lewisham | 2% |
| St Peters | 2% |
| Tempe | 2% |
| Balmain East | 1% |
| Croydon Park | 1% |
| Hurlstone Park | 1% |
| Sydenham | 1% |
| Ashbury | <1% |
| Marrickville South | <1% |

Q13. What is the employment status of the main income earner in your household?

| Employment Status of Main Income Earner | % of total respondents N=1,002 |
|---|-----------------------------------|
| Work outside the Inner West Local Government Area | 61% |
| Work in the Inner West Local Government Area | 19% |
| Retired | 10% |
| Unemployed/Pensioner | 4% |
| Student | 2% |
| Home duties/carer | 1% |
| Other | 3% |

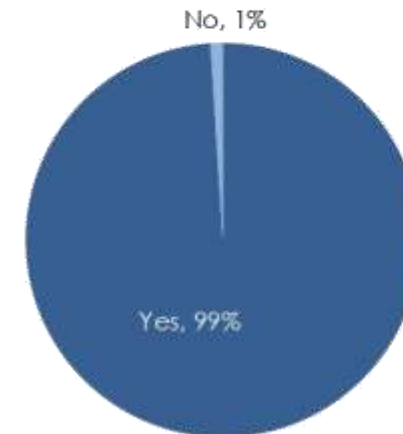
| Employment Status "Other Specified" | Count |
|-------------------------------------|-------|
| Work inside and outside LGA | 9 |
| Self-employed | 4 |
| Work from home | 3 |
| Workers compensation | 1 |
| Mascot | 1 |
| Corporate | 1 |
| Refused | 4 |

Further Demographics

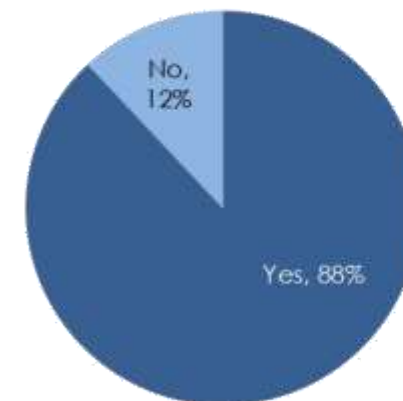
Q15. Which of the following best describes your household status?

| Household status | % of total respondents N=1,002 |
|--|-----------------------------------|
| Married/de facto with children | 31% |
| Married/de facto with no children | 24% |
| Living alone | 17% |
| Group household | 11% |
| Living at home with parents | 9% |
| Single parent with children | 5% |
| Extended family household (multiple generations) | 3% |

Q12c. Do you identify as Aboriginal or Torres Strait Islander?



Q19. Do you or anyone in your household identify as having a disability?



Further Demographics County of Origin

Q12a. Which country were you born in?

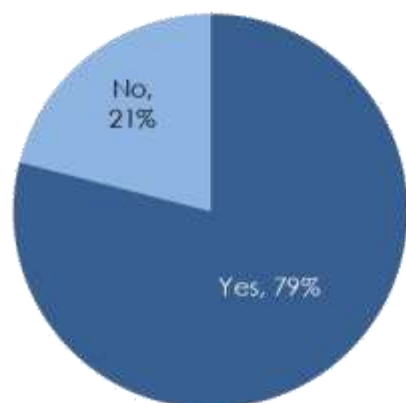
| Country | % of total respondents N=1,002 | Country | % of total respondents N=1,002 |
|--------------------------|-----------------------------------|------------------|-----------------------------------|
| Australia | 72% | Hong Kong | <1% |
| United Kingdom | 5% | Hungary | <1% |
| India | 2% | Iran | <1% |
| New Zealand | 2% | Iraq | <1% |
| South Africa | 2% | Kenya | <1% |
| United States of America | 2% | Lebanon | <1% |
| Vietnam | 2% | Malaysia | <1% |
| China | 1% | Malta | <1% |
| France | 1% | Mauritius | <1% |
| Ireland | 1% | Mexico | <1% |
| Italy | 1% | Nepal | <1% |
| Philippines | 1% | Netherlands | <1% |
| Poland | 1% | Norfolk Island | <1% |
| Sri Lanka | 1% | Papua New Guinea | <1% |
| Argentina | <1% | Portugal | <1% |
| Armenia | <1% | Puerto Rico | <1% |
| Austria | <1% | Romania | <1% |
| Bangladesh | <1% | Russia | <1% |
| Belgium | <1% | Scotland | <1% |
| Bornia | <1% | Singapore | <1% |
| Brazil | <1% | South America | <1% |
| Canada | <1% | South East Asia | <1% |
| Chile | <1% | South Korea | <1% |
| Columbia | <1% | Sweden | <1% |
| Czech Republic | <1% | Taiwan | <1% |
| Egypt | <1% | Turkey | <1% |
| Eswatini | <1% | Uruguay | <1% |
| Fiji | <1% | Venezuela | <1% |
| Germany | <1% | Zambia | <1% |
| Gibraltar | <1% | Zimbabwe | <1% |
| Greece | <1% | Refused | <1% |

Q12b. How long have you lived in Australia?

| Time lived in Australia | % of total respondents N=282 |
|-------------------------|---------------------------------|
| More than 20 years | 60% |
| 11-20 years | 21% |
| 6-10 years | 9% |
| 2-5 years | 9% |
| Less than 2 years | 1% |

Further Demographics Languages Spoken at Home

Q18a. Do you speak any language(s) other than English at home?



Q18b. Which language?

| Language spoken | % of total respondents N=1,002 | Language spoken | % of total respondents N=1,002 |
|------------------|-----------------------------------|-----------------|-----------------------------------|
| Greek | 4% | Fijian | <1% |
| Italian | 3% | Finnish | <1% |
| Spanish | 2% | Hungarian | <1% |
| Vietnamese | 2% | Indian | <1% |
| Arabic | 1% | Japanese | <1% |
| Cantonese | 1% | Korean | <1% |
| Filipino/Tagalog | 1% | Lebanese | <1% |
| French | 1% | Macedonian | <1% |
| German | 1% | Maltese | <1% |
| Hindi | 1% | Marathi | <1% |
| Mandarin | 1% | Nepali | <1% |
| Portuguese | 1% | Norfolk | <1% |
| Swedish | 1% | Pasayan | <1% |
| Afrikaans | <1% | Polish | <1% |
| Armenian | <1% | Refused | <1% |
| Azerbaijani | <1% | Romanian | <1% |
| Bahasa | <1% | Russian | <1% |
| Bengali | <1% | Samoan | <1% |
| Chinese | <1% | Serbian | <1% |
| Croatian | <1% | Sinhalese | <1% |
| Czech | <1% | Slamish | <1% |
| Dutch | <1% | Swahili | <1% |
| Estonian | <1% | Tahitian | <1% |
| European | <1% | Tamil | <1% |
| Farsi | <1% | | |

Background & Methodology

Sample selection and error

793 of the 1002 respondents were chosen by means of a computer based random selection process using the electronic White Pages and SamplePages. The remaining 209 respondents were 'number harvested' via face-to-face intercept at several locations around the Inner West LGA, i.e. Marrickville Train Station/Marrickville Road, Ashfield Train Station, Norton Plaza, Camperdown Memorial Rest Park, Stanmore Railway Station, Enmore Park and Petersham Railway Station.

A sample size of 1002 residents provides a maximum sampling error of plus or minus 3.1% at 95% confidence. This means that if the survey was replicated with a new universe of N=1002 residents, 19 times out of 20 we would expect to see the same results, i.e. +/- 3.1%.

For the survey under discussion the greatest margin of error is 3.1%. This means, for example, that an answer such as 'yes' (50%) to a question could vary from 46.9% to 53.1%.

The sample was weighted by age and gender to reflect the 2016 ABS Census data for Inner.

Interviewing

Interviewing was conducted in accordance with The Research Society Code of Professional Behaviour.

Prequalification

Participants in this survey were pre-qualified as being over the age of 18, and not working for, nor having an immediate family member working for, Inner West Council.

Data analysis

The data within this report was analysed using Q Professional.

Within the report, ▲▼ and blue and red font colours are used to identify statistically significant differences between groups, i.e., gender, age, ratepayer status, ward and length of time lived in the LGA.

Significance difference testing is a statistical test performed to evaluate the difference between two measurements. To identify the statistically significant differences between the groups of means, 'One-Way Anova tests' and 'Independent Samples T-tests' were used. 'Z Tests' were also used to determine statistically significant differences between column percentages.



Background & Methodology

Ratings questions

The Unipolar Scale of 1 to 5 was used in all rating questions, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction.

This scale allowed us to identify different levels of importance and satisfaction across respondents.

Top 2 (T2) Box: refers to the aggregate percentage (%) score of the top two scores for importance. (i.e. important & very important)

Note: Only respondents who rated services/facilities a 4 or 5 in importance were asked to rate their satisfaction with that service/facility.

Top 3 (T3) Box: refers to the aggregate percentage (%) score of the top three scores for satisfaction or support. (i.e. somewhat satisfied, satisfied & very satisfied)

We refer to T3 Box Satisfaction in order to express moderate to high levels of satisfaction in a non-discretionary category. We only report T2 Box Importance in order to provide differentiation and allow us to demonstrate the hierarchy of community priorities.

Percentages

All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

Micromex LGA Benchmark

Micromex has developed Community Satisfaction Benchmarks using normative data from over 60 unique councils, more than 130 surveys and over 75,000 interviews since 2012.



Councils Used to Create the Micromex Metro Benchmark

| The Metro Benchmark was composed from the Council areas listed below: | |
|---|-----------------------------|
| Auburn City Council | City of Playford |
| Blacktown City Council | City of Ryde |
| Burwood Council | Liverpool City Council |
| Campbelltown City Council | Marrickville Council |
| Canterbury-Bankstown Council | Northern Beaches Council |
| City of Canada Bay Council | Penrith City Council |
| Cumberland City Council | Randwick City Council |
| Devonport City Council | Rockdale Council |
| Fairfield City Council | Sutherland Shire Council |
| Georges River Council | The Hills Shire Council |
| Holroyd Council | Warringah Council |
| Inner West Council | Waverley Council |
| Ku-ring-gai Council | Woollahra Municipal Council |



Inner West Council
Community Survey
May 2021

Good morning/afternoon/evening, my name is from Micromex Research and we are conducting a survey on behalf of Inner West Council on a range of local issues. The survey will take approximately 15 minutes to complete. Would you be able to assist us please?

[If the respondent has difficulty speaking English ask if there is a family member who can translate. If this is not possible ask the respondent if they would like an translator to call them back to conduct the interview. (Set call back)]

Q1. In which suburb do you live? *Suburbs cross over wards

Djarawunang (Ashfield Ward)

- ☐ Ashbury
- ☐ Ashfield *
- ☐ Croydon *
- ☐ Croydon Park
- ☐ Dulwich Hill
- ☐ Hurstville Park
- ☐ Summer Hill

Gulgadya (Leichhardt Ward)

- ☐ Annandale *
- ☐ Ashfield *
- ☐ Croydon *
- ☐ Haberfield
- ☐ Leichhardt

Baludani (Balmain Ward)

- ☐ Annandale *
- ☐ Balmain
- ☐ Balmain East
- ☐ Birchgrove
- ☐ Lilyfield
- ☐ Rozelle

Damun (Stanmore Ward)

- ☐ Camperdown
- ☐ Enmore
- ☐ Lewisham
- ☐ Newtown
- ☐ Petersham
- ☐ Stanmore

Midjuburi (Marickville Ward)

- ☐ Marickville
- ☐ Marickville South
- ☐ St Peters
- ☐ Sydenham
- ☐ Tempe

Q2a. In the last year have you contacted Inner West Council for any reason apart from paying rates?

- ☐ Yes
- ☐ No (If no. go to Q3)

Q2b. What method did you use to contact Council? Prompt (MR)

- ☐ Online at Council's website
- ☐ Online at Council's engagement website
- ☐ Telephone
- ☐ Visited a service centre
- ☐ Letter in the post
- ☐ Email
- ☐ Council's social media
- ☐ Council's Waste App
- ☐ Other (please specify)

Q2c. What was the nature of your enquiry? Prompt if required

- ☐ Payment of service e.g. child care
- ☐ Waste/rubbish removal
- ☐ Development Application
- ☐ Obtain advice or information
- ☐ Provide feedback to community engagement
- ☐ Make a complaint
- ☐ Maintenance of roads or footpaths
- ☐ Other (please specify)

Q2d. Overall, how satisfied were you with the way your contact was handled? Prompt

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

Q3. In this section I will read out different Council services or facilities. For each of these could you please indicate that which best describes your opinion of the importance of the following services/facilities to you, and in the second part, the level of satisfaction with the performance of that service? The scale is from 1 to 5, where 1 is low importance and satisfaction, and 5 is high importance and satisfaction. Prompt

Note: Only rate satisfaction if importance is 4 or 5. Randomise the business units/services

An ecologically sustainable Inner West

| | Importance | | | | | Satisfaction | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Low | 2 | 3 | 4 | High | Low | 2 | 3 | 4 | High |
| Encouraging recycling | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Environmental education programs and initiatives e.g. community gardens | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Flood management | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Household garbage collection | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Protecting the natural environment (e.g. bush care) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Removal of illegally dumped rubbish | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Tree management | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Caring, happy, healthy communities

| | Importance | | | | | Satisfaction | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Low | 2 | 3 | 4 | High | Low | 2 | 3 | 4 | High |
| Availability of sporting ovals, grounds and facilities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Maintenance of local parks, playgrounds and sporting fields | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Swimming pools and aquatic centres | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Community centres and facilities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Provision of services for older residents | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Support for people with a disability | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Community education programs e.g. English classes, author talks, cycling | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Council's childcare service and programs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Library services | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Programs and support for newly arrived and migrant communities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Promoting pride in the community | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Youth programs and activities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Creative communities and a strong economy

| | Importance | | | | | Satisfaction | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Low | 2 | 3 | 4 | High | Low | 2 | 3 | 4 | High |
| Festival and events programs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supporting local artists and creative industries | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supporting local jobs and business | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Progressive local leadership

| | Importance | | | | | Satisfaction | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Low | 2 | 3 | 4 | High | Low | 2 | 3 | 4 | High |
| Community's ability to influence Council's decision making | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Provision of council information to the community | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Support and programs for volunteers and community groups | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Unique, liveable, networked neighbourhoods

| | Importance | | | | | Satisfaction | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Low | 2 | 3 | 4 | High | Low | 2 | 3 | 4 | High |
| Management of parking | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cycleways | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Maintaining local roads (excluding major routes) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Traffic management and road safety | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Maintaining footpaths | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Building heights in town centres | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Managing development in the area | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Graffiti removal | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Maintenance and cleaning of town centres | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Protection of low rise residential areas | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Stormwater management and flood mitigation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Long term planning for council area | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Safe public spaces | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Protection of heritage buildings and items | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Access to public transport | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Appearance of your local area | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q4a. Overall, how satisfied are you with the performance of Inner West Council, not just on one or two issues but across all responsibility areas? Prompt

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

Q4b. How would you describe Council's community engagement? Prompt

- ☐ Excellent
- ☐ Very good
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Very poor
- ☐ Don't know (Do not prompt)

Q5a. How satisfied are you with Council's integrity and decision making? Prompt

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

Q6. In the future, how would you prefer to receive information about Council? Prompt

- ☐ Flyer/letter from Council to my home
- ☐ Council's bi-monthly printed newsletter 'Inner West Council News'
- ☐ Council's printed Rates Newsletter
- ☐ Council's website
- ☐ Council's engagement website
- ☐ Council's E-news
- ☐ Other direct email from Council
- ☐ Council's Facebook
- ☐ Council's Twitter
- ☐ Council's Instagram
- ☐ Council's LinkedIn
- ☐ Customer Service Centres
- ☐ Libraries
- ☐ Community Centres
- ☐ Council's Outdoor noticeboards
- ☐ Council notices/posters elsewhere such as parks
- ☐ Print newspapers
- ☐ Radio
- ☐ TV
- ☐ Community organisations/groups
- ☐ Word of mouth
- ☐ Other (please specify)

I'd like to now shift the focus away from Council services and performance to visions and aspirations for the Inner West area as a whole over the next 10 years.

Q7. Thinking of Inner West as a whole, what would you say are the top 3 challenges facing the area in the next 10 years? Respondent to provide up to 3

Challenge 1: None

Challenge 2: No others

Challenge 3:

Still thinking about your local community..

Q8a. How strongly do you agree or disagree with the following statements, on a scale of 1 to 5 where 1 is strongly disagree and 5 is strongly agree? Prompt

| | Strongly disagree | | | Strongly agree | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
| | 1 | 2 | 3 | 4 | 5 | |
| The Inner West area is a good place to live | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| I feel a part of my local community | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Inner West is a harmonious, respectful and inclusive community | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Housing in the area is affordable | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| I have enough opportunities to participate in arts and cultural activities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| I have enough opportunities to participate in sporting or recreational activities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Local town centres are vibrant and economically healthy | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Council manages its finances well | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Council offers good value for money | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| I have enough opportunities to participate in Council's community consultation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |

Q8b. Do you feel safe in the following situations: Prompt

| | Yes | No |
|---|-----------------------|-----------------------|
| In your local area alone during the day | <input type="radio"/> | <input type="radio"/> |
| In your local area alone after dark | <input type="radio"/> | <input type="radio"/> |

Q9ab. WestConnex is a state government road project taking place in the local area, I'd like you to tell me if prior to this call you were aware of it, and then I will get you to rate your level of support for this projects on a scale of 1 to 5, where 1 is not at all supportive and 5 is very supportive.

| | Aware | Not at all supportive | 1 | 2 | 3 | 4 | 5 | Very supportive | N/A |
|------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| WestConnex | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Community Strategic Measures

RANDOMISE ORDER OF Q10a-Q10c

Inner West Council's community strategic plan was developed with input from more than 7,000 residents, and adopted in 2018.

The plan is based on a guiding principle which is: "To work together in a way that is creative, caring and just".

When we say Caring we mean Council is focused on the community, the environment and the future; meeting the needs of today, as well as thinking about future generations.

Q10a. How would you rate your perceptions of Inner West Council on a scale where 1 is not at all caring and 5 is very caring?

- ☐ 5 – Very caring
- ☐ 4
- ☐ 3
- ☐ 2
- ☐ 1 – Not at all caring

When we say Creative we mean Council is open to innovation, looks for new ways of solving local problems, and encourages arts and creative industries.

Q10b. How would you rate your perceptions of Inner West Council on a scale where 1 is not at all creative and 5 is very creative?

- ☐ 5 – Very creative
- ☐ 4
- ☐ 3
- ☐ 2
- ☐ 1 – Not at all creative

When we say Just we mean Council is fair in its decision-making, and ensures all members of the diverse community have equal rights, access to services and opportunities to participate in decisions.

Q10c. How would you rate your perceptions of Inner West Council on a scale where 1 is not at all just and 5 is very just?

- ☐ 5 – Very just
- ☐ 4
- ☐ 3
- ☐ 2
- ☐ 1 – Not at all just

Now just some questions about you.

Q11. Please stop me when I read out your age group. Prompt

- ☐ 18 – 24
- ☐ 25 – 34
- ☐ 35 – 49
- ☐ 50 – 64
- ☐ 65+

Q12a. Which country were you born in?

- ☐ Australia (Go to Q12c)
- ☐ China
- ☐ Greece
- ☐ India
- ☐ Ireland
- ☐ Italy
- ☐ Lebanon
- ☐ Malaysia
- ☐ Nepal
- ☐ New Zealand
- ☐ Philippines
- ☐ Portugal
- ☐ Thailand
- ☐ United Kingdom
- ☐ United States of America
- ☐ Vietnam
- ☐ Other (please specify)

Q12b. How long have you lived in Australia? Prompt

- ☐ Less than 2 years
- ☐ 2 – 5 years
- ☐ 6 – 10 years
- ☐ 11 – 20 years
- ☐ More than 20 years

Q12c. Do you identify as Aboriginal or Torres Strait Islander? Prompt

- ☐ Yes
- ☐ No

Q13. What is the employment status of the main income earner in your household? Prompt

- ☐ Work in the Inner West Local Government Area
- ☐ Work outside the Inner West Local Government Area
- ☐ Home duties/carer
- ☐ Student
- ☐ Retired
- ☐ Unemployed/Pensioner
- ☐ Other (please specify)

Q14. Which of the following best describes the house where you are currently living? Prompt

- ☐ I/We own/are currently buying this property
- ☐ I/We currently rent this property

Q15. Which of the following best describes your household status? Prompt

- ☐ Living at home with parents
- ☐ Living alone
- ☐ Single parent with children
- ☐ Married/de facto with no children
- ☐ Married/de facto with children
- ☐ Group household
- ☐ Extended family household (multiple generations)

Q16. How long have you lived in the council area? Prompt

- ☐ Less than 2 years
- ☐ 2 – 5 years
- ☐ 6 – 10 years
- ☐ 11 – 20 years
- ☐ More than 20 years

Q17. What is your identified gender?

- ☐ Female
- ☐ Male
- ☐ Non binary/gender fluid
- ☐ Different identity

Q18a. Do you speak any language(s) other than English at home?

- ☐ Yes
- ☐ No (If no, go to Q19)

Q18b. Which language?

- ☐ Arabic
- ☐ Cantonese
- ☐ Filipino/Tagalog
- ☐ Greek
- ☐ Italian
- ☐ Mandarin
- ☐ Nepali
- ☐ Portuguese
- ☐ Spanish
- ☐ Vietnamese
- ☐ Other (please specify)

Q19. Do you or anyone in your household identify as having a disability?

- ☐ Yes
- ☐ No

Thank you very much for your time, enjoy the rest of your evening. This market research is carried out in compliance with the Privacy Act, and the information you provided will be used only for research purposes. Just to remind you, I am calling from Micromex Research on behalf of Inner West Council.

The information contained herein is believed to be reliable and accurate, however, no guarantee is given as to its accuracy and reliability, and no responsibility or liability for any information, opinions or commentary contained herein, or for any consequences of its use, will be accepted by Micromex Research, or by any person involved in the preparation of this report.



Item No: C0821(1) Item 13

Subject: DEAMALGAMATION COST BENEFIT REPORT

Prepared By: Peter Livanes - Acting Director Corporate

Authorised By: Peter Gainsford - General Manager

RECOMMENDATION

THAT Council receive and note the report.

BACKGROUND

At the Extraordinary Council Meeting on 24 May 2021, The Inner West Council resolved that Council:

1. *Use the opportunity presented by the recent amendments to the Local Government Act to investigate de-amalgamation of Inner West Council and to prepare a report for an Extraordinary Council meeting in the first week in August 2021. Councils' case should include:*
 - a. *Councils' financial position;*
 - b. *Councils' future financial position;*
 - c. *harmonisation changes in rates and costs;*
 - d. *service performance of Council has not improved and has been subject to significant community concern;*
 - e. *strong community dissatisfaction with the merger remains after 5 years;*
 - f. *communities of interest and community cohesion;*
 - g. *the dramatic fall in community representation (Councillors/population ratio) has not been good for our people;*
 - h. *the merged Council has created a huge bias which favours political party control of Council; along with reduced opportunity and greater hurdles for non-political party representation on Council;*
 - i. *Council engages in community consultation;*
 - j. *thorough cost benefit analysis on demerger by a reputable independent source that has the capacity to assess complex economic social and environmental issues;*
 - k. *the ongoing costs and benefits on each of the councils if they were to demerge. The estimated cost of demerger in the ranges in vicinity of \$20M to \$34M and an annual cost ranging from \$11M to \$15M year;*
 - l. *the impact on staff, to be assessed independently;*
 - m. *the effect on the consolidated information communication and technology costs;*
 - n. *the effect on current governance arrangements; and*
 - o. *the effect on the ability to introduce new or improved service delivery.*
2. *Pursuant to section 14 of the Local Government Act 1993 (NSW):*
 - a. *Take a poll of electors on the question of whether the Inner West local*

government area should be de-amalgamated, so as to restore the former local government areas of Ashfield, Leichhardt and Marrickville; and

- b. Hold the poll on the day of the 2021 NSW local government elections, being Saturday, 4 September 2021 or such later or other day as may subsequently be proclaimed.*
- 3. Examine any additional cost of a poll on the amalgamation as part of the quarterly budget review;*
- 4. Write to Local Government NSW and seek to place on the business paper for the forthcoming Local Government NSW Conference the following motion, that: The NSW Government pay 100% of costs of de-amalgamation of local government areas forced to amalgamate where a referendum of residents has chosen to reverse the forced amalgamation; and*
- 5. Write to the Premier, Minister for Local Government, Leader of the Opposition, and cross benchers in the NSW Parliament asking their support for the NSW Government to pay 100% of costs of de-amalgamation of local government areas forced to amalgamate where a referendum of residents has chosen to reverse the forced amalgamation.*

DISCUSSION

As a result of the Council resolution stated above from the Extraordinary Meeting on 24 May, Council commissioned Morrison Low to undertake a high-level cost benefit assessment case, to identify the benefits and costs of a potential de-amalgamation of the Inner West Council into its former councils of Ashfield Council, Leichhardt Council and Marrickville Council.

Suitably qualified and experienced, Morrison Low are a reputable and independent source that has the capacity to assess complex economic, social and environmental issues. Morrison Low have performed numerous engagements concerning amalgamations, transition planning and deamalgamation in Australia and New Zealand.

The report is intended to inform the Council and community of the possible costs and future costs and benefits of any de-amalgamation.

The report finds that a de-amalgamation of the Inner West Council to reform Ashfield, Leichhardt and Marrickville Councils would have the following financial impacts. Further information is contained within the report with estimated net costs for the proposed de-amalgamation being:

- one off de-amalgamation costs - \$26.2 million
- ongoing costs and benefits net - \$22.1 million.

Further insights drawn from the report include:

- that there is no prescribed methodology for a de-amalgamation of councils in NSW and therefore this report proposes both a methodology and assumptions
- the recent community perception survey undertaken by Micromex shows the highest level of satisfaction (92%) since the introduction of Inner West Council at a level above the Micromex local government area benchmark for the metropolitan region
- a fall in community representation shown by the Councillor to population ratio for the amalgamated Council compared to the legacy Councils
- significant transition and ongoing costs resulting in operating deficits for each of the reinstated Councils

- proposed special rate variations (SRV's) to address funding gaps as each of the legacy Councils are unsustainable resulting in rate increases ranging from \$180 to \$321
- recent decisions from the Minister for Local Government to not proceed with two deamalgamation proposals despite support for one of these proposals from the Boundary Commission.

The Council resolution (part I) required the impact on staff to be assessed independently. This work has been completed by Insync, an independent specialist employee survey provider resulting in 71% of staff supporting the amalgamated Inner West Council (refer attachment 2). The Morrison Low report notes key risks arising from deamalgamation on staff including the loss of key staff and cultural separation from the Inner West Council which may not go well resulting in low morale, increased turnover and reduced performance.

Further to receiving this report, Council has engaged an independent copywriter to prepare information from the Morrison Low report as a summary of the advantages and disadvantages for each option. This information will be provided to the Electoral Commission who advised they will review any material prepared by Council.

Council has a [dedicated web page](#) on the elections, including a section on the de-merger poll in the drop-down concertina.

Other scheduled action include:

- Media release
- Social media
- Home page web banner
- Email signature
- E-news
- Flyer to all households and businesses – drafted by external copywriter and based on independent cost/benefit analysis by Council's consultants
- Inner West Council News November edition.

FINANCIAL IMPLICATIONS

Nil.

ATTACHMENTS

1. [↓](#) Cost Benefit Proposal Inner West Council Deamalgamation
2. [↓](#) Insync Staff Survey - Deamalgamation



INNER WEST

Cost Benefit for Proposed Inner West Council

De-amalgamation

Inner West Council

July 2021



Document status

| Ref | Version | Approving director | Date |
|------|---------|--------------------|-----------|
| 7547 | Final | G Smith | July 2021 |
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Executive summary

Inner West Council ('Council'/'Inner West') has commissioned Morrison Low to undertake a high-level cost benefit assessment case, to identify the benefits and costs of a potential de-amalgamation of the Inner West Council into its former councils of Ashfield Council, Leichhardt Council and Marrickville Council.

The Council requested that a cost benefit analysis on a potential demerger be prepared to assess complex economic, social and environmental issues. This analysis is to include the financial impact, the ongoing costs and benefits and the impacts on communities and the organisation itself. The purpose of this analysis is to inform the Council, community and decision-makers.

The report notes that there is no prescribed methodology for a de-amalgamation of councils in NSW and therefore proposes a methodology and assumptions. It is, however, acknowledged that different de-amalgamation approaches could be applied. Further there were time limitations, thus affecting availability/analysis of some information.

This report finds that a de-amalgamation of the Inner West Council to reinstate Ashfield, Leichhardt and Marrickville Councils would have the following financial impacts. The indicative estimated net costs for the proposed de-amalgamation are:

- one-off de-amalgamation costs - \$26.2 million
- ongoing costs and benefits (net cost) - \$22.1 million.

The consequential impact of these net costs per rateable assessment is illustrated in the following table, with some high-level sensitivity assessment of the one-off de-amalgamation costs.

Table 1 Indicative de-amalgamation costs

| Indicative de-amalgamation costs | Ashfield Council | | Leichhardt Council | | Marrickville Council | |
|----------------------------------|------------------|---------|--------------------|---------|----------------------|---------|
| | 0% | 50% | 0% | 50% | 0% | 50% |
| Transition government funding | | | | | | |
| One-off transition costs – '000s | \$5,105 | \$2,553 | \$9,392 | \$4,696 | \$11,745 | \$5,873 |
| Ongoing costs – '000s | \$8,471 | | \$4,609 | | \$9,030 | |
| Rate assessments | 17,436 | 17,436 | 25,438 | 25,438 | 36,678 | 36,678 |
| Cost/rate assessment | | | | | | |
| One-off transition costs | \$293 | \$146 | \$369 | \$185 | \$320 | \$160 |
| Ongoing costs | \$486 | | \$181 | | \$246 | |

For Inner West, 41% of the estimated merger costs were funded by government. Using a 50% funding scenario, for de-amalgamation, the above table compares no government funding to a scenario of 50% indicating a total reduction of \$13.1 million and a subsequent decrease in the cost per rateable assessment.



The report uses, as its basis, a predicative model to replicate the former councils' long term financial plans (LTFPs) had the merger not occurred. These plans have been tested for appropriateness and accuracy and serve as a basis to apply costs and benefits as a result of the merger, along with any costs that the councils would have incurred regardless of the merger, for example costs shifted from government. This creates a point of comparison that, at the time of any de-amalgamation, the three councils would replicate the services and service levels delivered by the Inner West Council at that time. This enables a comparison between the costs and benefits of either continuing the Inner West Council or the de-amalgamation of the Council to reconstitute the three former councils.

Having allocated the de-amalgamation costs and benefits in accordance with the distribution approach, the estimated net operating results, before grants and contributions provided for capital purposes, for the ten-year forecast period 2022/23 to 2031/32 are provided below.

Table 2 Estimated net operating results

| | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s |
| Ashfield | (\$11,688) | (\$6,780) | (\$6,895) | (\$7,010) | (\$7,084) | (\$7,012) | (\$6,929) | (\$6,711) | (\$6,380) | (\$6,261) |
| Leichhardt | (\$14,995) | (\$5,696) | (\$5,627) | (\$5,603) | (\$5,499) | (\$5,190) | (\$4,849) | (\$4,316) | (\$3,554) | (\$3,105) |
| Marrickville | (\$27,317) | (\$15,949) | (\$16,031) | (\$16,199) | (\$16,270) | (\$16,094) | (\$15,891) | (\$15,433) | (\$14,670) | (\$14,303) |

The first year, 2022/23, includes the one-off de-amalgamation cost for each council. For each council there is a year-on-year funding gap, operating deficit, that would need to be addressed.

A key driver for councils is financial viability and sustainability over the long term. These results indicate the councils are not sustainable, that is that expenses exceed income. To address the funding gap, a one-off special rate variation (SRV) has been estimated and applied to year one operations, 2022/23.

Table 3 Funding gaps

| Funding gap | Special rate variation | | | Rate assessments | \$ increase per rateable assessment |
|--------------|------------------------|-----|----------|------------------|-------------------------------------|
| | 10-year gap '000s | % | '000s | | |
| Ashfield | \$74,600 | 19% | \$6,907 | 17,437 | \$396 |
| Leichhardt | \$58,400 | 10% | \$5,600 | 25,438 | \$220 |
| Marrickville | \$162,000 | 22% | \$15,300 | 36,678 | \$417 |

There are a range of potential SRV scenarios that can be applied over a number of years to reduce the immediate burden on ratepayers. This would be a matter for each council. A high-level comparative analysis against Inner West Council is detailed in this report.

As a result of applying the SRV, a high-level assessment on the average rates indicates that the average rate increases for all councils, as detailed on the following page.



Table 4 Average rates

| Council | Current average rate | SRV average rate | Increase |
|--------------|----------------------|------------------|----------|
| Ashfield | \$ 1,723 | \$2,044 | \$321 |
| Leichhardt | \$1,836 | \$2,016 | \$180 |
| Marrickville | \$1,376 | \$1,673 | \$297 |

The average rate increase for each council is lower than the increased cost per rateable assessment. The financial forecast modelling takes into account, amongst other things, a factor for growth over the ten-year period, thus reducing the level of SRV required to fund the de-amalgamation costs.

This report makes some comments on scale and capacity, which was the key driver for the merger. The former councils were deemed not to have sufficient scale and capacity, however, as the NSW Government's preferred merger model, it was deemed that Inner West Council has sufficient scale and capacity to perform more effectively than its former councils.

A comparison of the Inner West constituent councils' social and demographic characteristics was undertaken prior to merger, and this has been updated to reflect the attributes of the Inner West communities today. There are a number of similarities in the makeup of these communities and fewer differences. Since the merger any change between communities have been minor in nature, as might be expected as the merger only occurred five years ago.

The strategic aspirations of the individual communities pre-merger are consistent with, and have largely been carried forward into, the Inner West Council community priorities post-merger. The community is largely satisfied with the performance of Inner West Council and more satisfied when compared to other metropolitan councils. The social analysis suggests that the social and community impacts have not changed as a result of the merger and therefore there are no significant advantages or disadvantages of either the merger or any potential de-amalgamation.

Similarly, an analysis of the *Local Environmental Plan's* aims pre- and post-merger show a consistency in the land use planning aims that too suggests there are no significant advantages or disadvantages of either the merger or any potential de-amalgamation. The Inner West Council has also launched a number of new environmental initiatives around, water waste, energy, renewables and greening the community.

This consistent social and environmental direction is, as would be expected, because focus is more on the communities themselves than the governance model employed.

The Minister for Local Government recently made a decision on the de-amalgamation proposals for Snowy Valleys Council and Cootamundra Gundagai Regional Council. In both instances the decision was not to proceed with the proposals, this was despite the Boundary Commission recommending proceeding with the Snowy Valleys proposal and not the Cootamundra Gundagai proposal.

Key risks

The de-amalgamation of Inner West Council, to create three new councils, also creates a range of risks that would need to be managed. In our view, the key priorities for the councils, if this proposed de-amalgamation proceeds, and recognising the risks inherent with any such change to local government, are:

1. managing the transition from the existing council into three new councils
2. managing the loss of staff



3. not recovering the full one-off de-amalgamation costs
4. realising any benefits the de-amalgamation can provide.

The NSW Government have indicated a willingness to fund the de-amalgamation process, but there is a high level of uncertainty as to what de-amalgamation costs will be eligible. Merger incentive funding was provided in 2016 for merging councils and, should either the Inner West Council or the three new councils be required to partially or fully fund the costs of the de-amalgamation, the communities must fund these costs.

Introduction

Background

The Inner West Council was formed, constituted by Local Government Proclamation dated 12 May 2016, as a merger of Ashfield, Leichhardt and Marrickville Councils.

Under the NSW Government's Fit for the Future program, the Independent Local Government Review Panel had recommended a merger of Ashfield, Burwood, City of Canada Bay, Leichhardt, Marrickville and Strathfield Councils, to form an 'Inner West Council' with an estimated population of over 330,000. Ashfield, Leichhardt, and Marrickville Councils submitted stand-alone proposals to the Fit for the Future process. The Independent Pricing and Regulatory Tribunal's (IPART) report, *Assessment of Council Fit for the Future Proposals*¹, ultimately rejected these stand-alone proposals based on a lack of scale and capacity.

The current population of the Inner West and its former councils is shown below. The former council areas have been calculated by combining suburb counts of those councils.

Table 5 Populations

| | Population 2011 | Population 2016 | Population 2021* | 5yr % change | 10yr % change |
|-------------------------|--------------------|-----------------|---------------------|--------------|------------------|
| Marrickville | 85,104 | 91,699 | 103,167 | 7.75% | 21.22% |
| Ashfield | 41,080 | 43,062 | 47,596 | 4.82% | 15.86% |
| Leichhardt | 51,385 | 55,147 | 61,764 | 7.32% | 20.20% |
| Inner West total | 177,569 | 189,908 | 212,527 | 6.95% | 19.69% |

*Estimated resident population

A comparison of the councils prior to the merger was reported in pre-merger analysis undertaken by Morrison Low in 2015² and is shown in the following table (using the Office of Local Government's comparative data) compared to the Inner West in 2019/20.

¹ Independent Pricing and Regulatory Tribunal, 2015. *Assessment of Council Fit for the Future Proposals, Local Government – Final Report*.

² Morrison Low, 2015. *Merger Business Case Comparison*, Sydney.



Table 6 Council comparator data

| | Marrickville Council | Ashfield Council | Leichhardt Council | Inner West 2019/20 |
|---|----------------------|--------------------|---------------------|---------------------|
| Full time equivalent staff | 536 | 180 | 434 | 1,035 |
| Geographic area | 10.3km ² | 8.3km ² | 16.5km ² | 35.1km ² |
| Population | 82,523 | 44,175 | 57,266 | 212,527 |
| Population projection 2031 ³ | 102,300 | 53,400 | 67,550 | 223,200 |
| Annual expenditure ('000s) | \$100,536 | \$40,551 | \$77,101 | \$241,600 |
| Number of councillors | 12 | 12 | 12 | 15 |

The following map⁴ shows the Inner West local government area (LGA) as it is today.

Figure 1 Inner West Council area



³ NSW Department of Planning and Environment, 2014. *New South Wales State and Local Government Area Population Projections: 2014 Final*.

⁴ .id, 2021. *Inner West Council community profile*. Retrieved from <https://profile.id.com.au/inner-west/home>.



The option to de-amalgamate

The NSW Parliament passed the *Local Government Amendment Act 2021* (Amendment Act)⁵ on 13 May 2021, which provides in Section 218CC that "The new council may, within 10 years of the constitution of the new area, submit a written business case to the Minister setting out:

- a) a proposal for the de-amalgamation of the new area, whether by reconstituting the former areas or constituting different areas, and
- b) the reasons in support of the proposal."

Section 218CC goes further to prescribe the process for de-amalgamation which, in summary, is:

1. An amalgamated council sends a proposal with reasons to the Minister.
2. The Minister must, within 28 days refer it to the Boundaries Commission.
3. The Boundaries Commission makes a recommendation to the Minister.
4. The Boundary Commission's report must be publicly released within 48 hours of it being received.
5. The Minister must, within 28 days, make a decision.
6. The Minister is to ensure that any approved de-amalgamation is fully funded by grants or other funds.

Scope

Inner West Council has commissioned Morrison Low to undertake a high-level cost benefit assessment case, to identify the benefits and costs of a potential de-amalgamation of the Inner West Council into its former councils of Ashfield, Leichhardt and Marrickville Councils.

At the Extraordinary Council Meeting on 24 May 2021, the Inner West Council has "resolved that Council:

1. Use the opportunity presented by the recent amendments to the Local Government Act to investigate de-amalgamation of Inner West Council and to prepare a report for an Extraordinary Council meeting in the first week in August 2021. Councils' case should include:
 - a. Councils' financial position;
 - b. Councils' future financial position;
 - c. harmonisation changes in rates and costs;
 - d. service performance of Council has not improved and has been subject to significant community concern;
 - e. strong community dissatisfaction with the merger remains after 5 years;
 - f. communities of interest and community cohesion;
 - g. the dramatic fall in community representation (Councillors/population ratio) has not been good for our people;

⁵ NSW Government, 2021. *Local Government Amendment Act 2021 No 11*. Retrieved from <https://legislation.nsw.gov.au/view/pdf/asmade/act-2021-11>.



- h. the merged Council has created a huge bias which favours political party control of Council; along with reduced opportunity and greater hurdles for non-political party representation on Council;
 - i. Council engages in community consultation;
 - j. thorough cost benefit analysis on demerger by a reputable independent source that has the capacity to assess complex economic social and environmental issues;
 - k. the ongoing costs and benefits on each of the councils if they were to demerge. The estimated cost of demerger in the ranges in vicinity of \$20M to \$34M and an annual cost ranging from \$11M to \$15M year;
 - l. the impact on staff, to be assessed independently;
 - m. the effect on the consolidated information communication and technology costs;
 - n. the effect on current governance arrangements; and
 - o. the effect on the ability to introduce new or improved service delivery.
2. Pursuant to section 14 of the Local Government Act 1993 (NSW):
 - a. Take a poll of electors on the question of whether the Inner West local government area should be de-amalgamated, so as to restore the former local government areas of Ashfield, Leichhardt and Marrickville; and
 - b. Hold the poll on the day of the 2021 NSW local government elections, being Saturday, 4 September 2021 or such later or other day as may subsequently be proclaimed.
 3. Examine any additional cost of a poll on the amalgamation as part of the quarterly budget review;
 4. Write to Local Government NSW and seek to place on the business paper for the forthcoming Local Government NSW Conference the following motion, that: The NSW Government pay 100% of costs of de-amalgamation of local government areas forced to amalgamate where a referendum of residents has chosen to reverse the forced amalgamation; and
 5. Write to the Premier, Minister for Local Government, Leader of the Opposition, and cross benchers in the NSW Parliament asking their support for the NSW Government to pay 100% of costs of de-amalgamation of local government areas forced to amalgamate where a referendum of residents has chosen to reverse the forced amalgamation."

This report is intended to inform the Council and community of the possible costs and future costs and benefits of any de-amalgamation.

There are no rules or procedures to guide a de-amalgamation process for NSW local government. The preferred process and procedures will need to be determined should the de-amalgamation proceed and therefore we acknowledge the methodologies used in this analysis can be subject to different interpretation and challenge.

There has been a very limited timeframe within which to undertake this assessment, as this information is sought to help inform Council prior to the poll at the local government elections on Saturday 4 September 2021. Therefore, in the absence of any formal guidance, Morrison Low has relied on past relevant de-amalgamation cases, processes used in the merger and has made a number of assumptions under which the de-amalgamation would occur, which are listed in this report. The most recent de-amalgamation of councils in Australia occurred in Queensland on the 1 January 2014 and we have looked to these mergers for a guide to the possible costs and benefits that may occur as a result of a de-amalgamation of the Inner West Council.



The data used in preparing this report is largely based on publicly available information, along with information from the Inner West Council.

In 2015, Morrison Low prepared a number of merger business cases to inform councils on the likely costs and benefits of any merger. A business case was prepared for a possible merger of Ashfield, Leichhardt and Marrickville Councils,⁶ as was a business case for a larger potential merger that also included Burwood, Canada Bay and Strathfield.⁷ This information has been validated and used to inform this cost benefit analysis.

Therefore, this analysis and this report is a limited study which concentrates on:

- ✦ estimating the ongoing financial costs and savings including changes to services from the Inner West merger
- ✦ estimating the one-off de-amalgamation costs
- ✦ distribution of one-off de-amalgamation costs and ongoing Inner West costs and savings
- ✦ predicting the financial performance of the de-amalgamated councils and Inner West against the Office of Local Government (OLG) performance indicators over the period covered by the Inner West Council's LTFP
- ✦ comparing that performance against each individual council
- ✦ reviewing the perception of the performance of the Inner West Council
- ✦ comparing each council's strategic direction through their Community Strategic Plans
- ✦ considering any environmental implications that may result as an outcome of a de-amalgamation
- ✦ consider the representation implications
- ✦ considering the potential risks.

Modelling the proposed de-amalgamation

Inner West Council has commissioned Morrison Low to undertake a high-level cost and benefit analysis of a proposed de-amalgamation of Inner West Council, to the former councils of Ashfield, Leichhardt and Marrickville.

The modelling to establish cost structures, benefits and services changes was based on using a combination of public information, namely financial statements, Long Term Financial Plan, Annual Reports, Asset Management Plans and Council reports. Additionally, Council provided information tested and validated through individual staff interviews and some comparative assessment based on our knowledge and experience in the local government industry across Australia and New Zealand.

We have also drawn on previous work undertaken by Morrison Low as part of the Fit for the Future program, *Fit for the Future – Shared Modelling*⁸ and a *Merger Business Case Comparison*,⁹ for the development and validation of the de-amalgamated modelling.

⁶ Morrison Low, *Merger Business Case Comparison*.

⁷ Morrison Low, 2015. *Inner West Council's Fit for the Future - Shared Modelling*, Sydney.

⁸ *Ibid.*

⁹ Morrison Low, *Merger Business Case Comparison*.



The modelling is intended to allow the councils to understand what the benefits and costs of the potential de-amalgamation are, based on the current service levels of Inner West Council. It has involved analysing historic, current and forecast performance, as well as drawing on information from other jurisdictions in which we have been involved in local government reform (for example, transitional costs).

The analytical results present the potential financial implications for the three proposed councils and the impact on ratepayers. A number of the NSW Office of Local Government performance indicators are used for comparative assessment.

Methodology

Methodology options

To re-establish the de-amalgamated councils of Ashfield, Leichhardt and Marrickville for comparative analysis is complex. One option was to allocate and distribute the current services and functions of Inner West Council by developing a range of service/function related criteria for distribution of assets, services and staff. This is effectively a zero-based budgeting methodology where all activities are justified for each service/function, with actuals/budgets/services built based upon what the service/function levels are for the future period, regardless of any previous position. The outputs of this approach would be extremely difficult to validate and justify for modelling purposes into the future. This option is also time consuming to analyse and construct. It was not possible to complete this type of analysis within the timeframes available.

A second option to re-establish the former councils is to use and validate the 2015¹⁰ modelling projects that Morrison Low undertook to create a pre-merger starting position. Each proposed council's position will be created by using modelling for the six Inner West councils and validate by comparing the results of three councils that remain operational. Drawing on this work we will establish the starting financial and service/functional positions and for each proposed council for 2019/20. Change in service levels, costs, benefits and new industry compliance obligations that have occurred since the Inner West merger will be identified and allocated to the proposed de-amalgamated councils.

There are numerous variations to the above options that could be used, however, given the time limitations, the readily available information, past, current and future, comparative assessments and modelling reliability and validity, Morrison Low has chosen to use the second approach as a basis our assessment.

The nominal de-amalgamation starting date for this report is 1 July 2022.

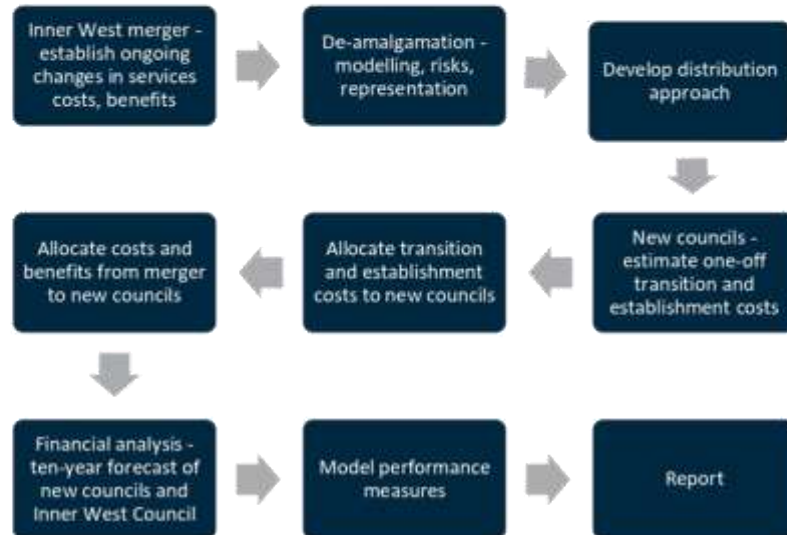
The key methodologies and assumptions are detailed in Appendix A.

¹⁰ *ibid.*



The following diagram illustrates the approach taken, based on the principle that the de-amalgamated councils' service levels/functions/compliance obligations will be similar, to that of Inner West Council.

Figure 2 Cost benefit analysis methodology



Reporting

This report has been prepared to provide the key information required for Inner West to use for informing the community and other stakeholders of the potential issues and implications of the proposed de-amalgamation of Inner West Council. The report addresses the social, economic, environmental and financial areas of the proposed de-amalgamation. We have used OLG performance indicators as guide to the indicative performance of the de-amalgamated councils, with a comparison to Inner West Council. Indicative estimates for the average rate by rating category for each of the four council entities has been used to illustrate potential impact on the average ratepayer.

Limitations

The timeframes for this project have been challenging, with limited time and data constraints for the work to be undertaken. Notwithstanding these influences, the necessity for the tight timeframes is acknowledged and is tempered with recognition that the data available for modelling has some limitations as a result.

The data provided within the model is drawn from a variety of public and internal Council sources. The constraints and timeframes have limited our capacity to refine both the available data and the model itself to a fine level of detail. For consistency, largely publicly available information has formed the basis of the analysis, supplemented by some research, review, interviews, validation and assessment of Council provided data. Time constraints have been a limitation on the extent of assessment of Council information.



Assessment of the Inner West Council

The Inner West merger

The Inner West Council was formed and constituted by Local Government Proclamation, dated 12 May 2016, as a merger of Ashfield, Leichhardt and Marrickville Councils. The Council undertook a transition process that entailed a one-off merger of costs along with ongoing harmonisation and rationalisation of functions and services undertaken by the former councils, to operationally form the Inner West Council.

There is limited reported information on the one-off merger costs for the Inner West Council. There were initial reports prepared in 2017, as a requirement of the NSW Government's merger process, however it appears no further reports were produced subsequent to this period.

Using the initial reports and information provided by Council staff assessing and comparing those one-off merger costs, the estimated indicative costs are in the order of \$24.3 million, largely made up of redundancies, information, technology and council establishment costs. These costs maybe understated due to the limited reporting and the timely availability of relevant information. Council received a \$10 million merger implementation grant from the NSW Government that partly offset these expenses. The one-off demerger costs are sunk costs and have adversely impacted Council's cash position in the order of \$14 million.

As a direct result of the Inner West merger, over the past five years, Council has harmonised and changed a range of services and functions, developed and changed business processes, and identified and implemented efficiency gains. These initiatives have resulted in improvements and rationalisation of processes and resources, changes to the organisational structure and staffing model as well as adjustments to contracted service provision to support service delivery and organisational operation for Inner West services.

Costs and benefits

This section identifies, assesses and, to some level, validates the change in costs and benefits and subsequently services that Inner West has generated. These changes have established the revised service level offerings, policy and organisational operations that have harmonised services and offered a more equitable level of service across the entire Inner West LGA. These changes in costs, benefits and services, that were not in place prior to the merger, form the basis of the allocation to the de-amalgamated councils, enabling fairer comparison of the four council entities.

Through a process of reviewing and validating public and Council information, we have identified and documented the major ongoing changes over the last five years in:

- costs
- benefits
- services
- function, and
- compliance obligations.



The rationale and justification that makes up each of the line items in the Income Statement are detailed below. Following is a summary of the income and expenditure for those changes.

Table 7 Summary of income and expenditure

| Income Statement | Ongoing costs / benefits for distribution '000s |
|---|--|
| Rates & annual charges | (\$7,300) |
| User fees & charges | \$4,891 |
| Grants & contributions - operations | \$0 |
| Grants & contributions for capital | \$0 |
| Interest and investment income | \$0 |
| Gains from disposal assets | \$0 |
| Other income | \$0 |
| Total income | (\$2,409) |
| Expenses | |
| Borrowing costs | \$1,100 |
| Employee benefits | \$7,724 |
| Gains & losses on disposal | \$0 |
| Depreciation & amortisation | \$1,654 |
| All other expenses | \$9,223 |
| Total expenses | \$19,701 |
| Operating result (deficit)/surplus | (\$22,110) |

A summary explanation of the main contributors for each of the above line items of the Income Statement follows. Non-financial efficiencies have been identified detail in this section. More detail is provided in the 'Ongoing costs and benefits allocation for the de-amalgamated councils' section of this report.

Rates and annual charges

The former Marrickville Council had a \$1.5 million temporary SRV that ceased as at 30 June 2020, which hasn't been reapplied for through IPART. The Inner West Council decided to reduce the domestic waste management charge totalling \$5.8 million.

User fees and charges

The change is a combination of COVID-19 related impacts on Inner West Council, with reduction in income to 2019/20 of \$15.3 million, with recovery over the following three years. Noting the 2020 *Report on Local Government*¹¹, which highlighted that 91% of metropolitan councils reported fees and charges revenue decreases. Further there was an increase in user fees as a result of new services introduced, current services extended and some services ceasing due to contracts not being renewed. The net increase in fees and charges income is estimated at \$8.1 million.

Borrowing costs

This represents the interest component of the loan to build the Ashfield Aquatic Centre.

¹¹ Audit Office of NSW, 2021. *Report on Local Government 2020*, Sydney.



Employee benefits

Employee costs are the key cost drivers of Council's services and activities. To identify and validate the overall full-time equivalent (FTE) changes, a baseline of employee numbers was established and confirmed. From public information there was a recorded decrease of 115 FTEs through the merger process, as at the end of 2019/20. This change was validated through the review, interviews and assessment of information provided by Council, including redundancies, new and increased services, closed services and efficiency gains.

The allocation to the de-amalgamated councils is based on the change in services that were not in existence immediately prior to the merger. These include closed or ceased services, new or changed services and rationalisation of services due to efficiency gains in processes and vacant positions. This has resulted in an estimated net increase in cost of \$7.7 million.

Several new services have been introduced and relate to childcare, early intervention and early learning centres. There have been significant increases in some services namely, recreation, parks and gardens, litter control, building certification, fire safety and companion animals. A number of care and community services are no longer operating. Inner West Council harmonised three salary systems into one, which resulted in an increase in salary costs. Inner West also achieved some efficiency gains in the back of office, library and civil works services.

Depreciation

To support some of the new and expanded services, Inner West Council had to create new building assets. To maintain these assets over their lifetime, depreciation costs of \$1.7 million have been generated.

Other expenses (includes material and contracts)

Other expenses, including materials and contract costs, have seen an estimated net increase of \$9.2 million. This is a combination of new expenses that were not in existence prior to the Inner West merger, expenses to support the delivery of the new and increased service levels and decrease in costs for those services that have closed or where there have been efficiency gains.

The services detailed above, in the 'Employee benefits' section, all have other expenses as part of the service delivery costs and, in addition, there are a number of other expenses that have been incurred by Inner West Council that were not present at the time of merger. These include the Emergency Service Levy, new/additional governance and compliance requirements for all councils, additional community programs, community engagement, asset maintenance for the new building assets, information technology and communications, planning panels and design review panels.



Other merger efficiencies

Inner West Council has undertaken service reviews to optimise the efficiencies¹² of Council's operation in the delivery of improved service levels. These efficiencies include:

- Improved governance - Audit, Risk and Improvement Committee improved focus on financial reporting, risk management, internal controls, governance and internal and external audit.
- Risk management - a harmonised approach to risk management including business continuity planning and incident management, a risk framework and controls.
- Online customer request system with tracking capability, including parking permits, certificates and customer requests.
- Online booking systems for community venues, waste and parks.
- Development application processing times - improvement of 29% on former Marrickville Council.
- Online development application lodgement tracking system.
- Audit and response to external combustible cladding across the LGA.
- Installation of new technologies across the library network, including a floating collection.
- Utility contracts and pricing.

Other efficiencies achieved through economies of scale include procurement processes, enhanced purchasing power and value for money. A real increase in productivity through resource specialisation, improved business processes and more timely delivery of projects through enhanced project management practices.

Scale and capacity

Scale and capacity were the key drivers for the merger. The Independent Local Government Review Panel's assessment of Ashfield, Leichhardt and Marrickville determined that while the councils were financially sustainable, all individually lacked scale and capacity. By default, as the NSW Government's chosen merger model, it was determined that the Inner West Council had sufficient scale and capacity.

Since the merger, the Inner West Council has been able draw on its increased capacity to:

- Partner and be represented on regional and NSW Government networks. Inner West has established and maintained ongoing relationships with executives including, for example, deputy secretaries, chief executive officers and executive directors of the Departments of Communities and Justice, Planning, Industry and Environment, Multicultural NSW, Create NSW and the Public Service Commission.
- Participate in various advocacy, planning, strategic development/alignment, partnerships and resourcing opportunities with NSW and Commonwealth agencies.
- Work closely with key regional neighbours and support the sector in general. Inner West Council supported Eurobodalla with the local supply of officers following the devastating bushfires in 2020.

¹² Inner West Council, 2021. *Report to Council - 24th May 2021*, Sydney.



- Become involved in a broader range of projects and initiatives that benefit the community including:
 - resource recovery
 - zero waste
 - waste and food and organics improvements
 - solar energy, renewables and energy efficiency.

While some of these initiatives may have been delivered by the constituent council, the scale and capacity of the Inner West Council has enabled a broader range of initiatives that were delivered more cost effectively.

The de-amalgamation

Model fundamentals

Given that the Amendment Act does not define the specific basis for the treatment of de-amalgamating councils, there are no objective standards nor requirements for the distribution of income, expenses, assets and liabilities of a merged local government entity, such as Inner West Council.

The purpose of our de-amalgamation model is not to attempt to predict the outcome of the specific requirements concerning the breakup and allocation of Inner West Council, that may follow any decision to actually de-amalgamate, in the event that such a decision eventuated and gained Ministerial Approval.

Given this context, we have taken the approach of modelling the operating position that each of the pre-merger councils would have been in, had they:

- not merged, but continued to operate as separate entities
- nonetheless, implemented similar decisions during the period of amalgamation to those actually taken by the Inner West Council in relation to such issues as service levels, delivery of new assets, responses to external impacts (COVID-19), etc
- incurred costs similar to those of amalgamation and de-amalgamation.

As noted above (refer to 'Methodology options'), this method of modelling:

1. is not a zero-based model
2. takes the previous operating structure of pre-merger councils as its starting point
3. adopts amendments to reflect binding decisions and changes in organisational environment during the period of merged operations
4. absorbs and distributes legacy costs and benefits of the amalgamation/de-amalgamation process.

This is to some extent a counter-factual model - it answers the question "what would the financial position of councils be, had they not merged?". We consider that this provides a useful starting point for analysis and consideration of the de-amalgamation option.



Details of modelling

The nominal de-amalgamation date for the purposes of this report is 1 July 2022.

The specific processes adopted to create the de-amalgamation model include the following:

1. We have commenced with the operating statement and balance sheet for each of the pre-amalgamation councils, as per 2014/15 published financial statements and previous modelling to 2019/20.
2. We have used utilised modelling techniques and assumptions based on our experience and benchmark data, applicable to the NSW metropolitan local government context, to forecast the financial position of each council in 2021/22.
3. We have validated these methodologies and assumptions by applying these same techniques to modelling the long-term financial performance of three councils that did not participate in LGA mergers (Burwood, Canada Bay, Strathfield). The result of this comparison was that the modelled assumptions were able to accurately predict the financial position of these un-merged councils to 2019/20. This serves to confirm that the modelling methods and assumptions are not unreasonable.
4. To further validate the modelling of the subject councils, we compared the 2019/20 actual results for Inner West Council with the aggregate of the modelled position of Ashfield, Leichhardt and Marrickville. We were able to largely reconcile the results, indicating that any departures between the forecast aggregate position and actual Inner West Council are explainable in terms of the schedule of identified changes.

We have therefore assumed that de-amalgamated councils will effectively return to their previous operating structure, staffing levels, etc; and will substantially return to their previous position in terms of hard assets (IPP&E) and loan debt with the addition of new assets and loans.

Representation

One of the benefits of de-amalgamation is the improvement in representation. The number of people represented by each councillor will decrease under a de-amalgamation arrangement, providing easier access to their councillors and the council. We have assumed that the number of councillors will be the same as they were prior to the merger.

Following is the population representation per councillor based on the 2021 estimated population.

Table 8 Comparison of representation

| Council | Councillors | Representation (population / councillor) |
|--------------------|-------------|---|
| Ashfield | 12 | 3,966 |
| Leichhardt | 12 | 5,147 |
| Marrickville | 12 | 8,597 |
| Inner West Council | 15 | 14,168 |



Risks arising from a de-amalgamation

There are a number of significant potential financial and non-financial risks arising from the particular de-amalgamation that will need to be considered, including the following:

- Transition structure, approach and process for the de-amalgamation.
- Transitional costs may be more significant than identified with no funding source from NSW government.
- The efficiencies generated by Inner West Council and projected in this analysis may not be delivered by the new councils.
- The implementation costs may be higher.
- Decisions subsequent to the de-amalgamation may increase cost base of the de-amalgamated councils.
- Establishing a fully functioning new organisational structure given some skills are difficult to source in the current employment market.
- The cultural separation of the Inner West Council organisation may not go well resulting in low morale, increased staff turnover rate, etc. This would reduce business performance and prolong the time it takes for transition to effectively operating new councils.
- Service levels have risen across the merged council and community dissatisfaction may occur if services are returned original levels.
- The financial performance of the de-amalgamated merged council is less than that modelled, resulting in the need to either reduce services, find efficiency gains and/or increase rates to address the operating deficit.

The risks from a three council de-amalgamation of Inner West Council may be lower considering that Ashfield, Leichhardt and Marrickville Councils were operating successfully before the merger, however there are likely to be challenges associated with unpacking and establishing new service levels, organisational operating procedures, systems, processes, policies, plan and organisational behaviours.

While there are some minor differences in the three communities (growth, density and ethnicity), they also have many features in common (demographic, economic and employment profiles). The relatively similar community of interest profiles suggest the risks in separating the communities are lower than they might otherwise be, but also the differences are not significant enough to make the Inner West Council less effective delivering services to three constituent councils.

Perhaps the largest risk arises from the fact that the future councils, who will make many of these key decisions, are yet to be elected. Their political alignment, policy program and priorities will not be known for some time and may impact on the realisation of planned benefits.

The Queensland de-amalgamations that took place in 2014 provide an insight into organisational dynamics. Those organisations experienced significant redundancies and staff displacement during the transfer process from the originating council to the new councils. Those redundancies occurred through voluntary and forced processes as the newly formed council ran as lean as possible for the first year or two after establishment.



Apportionment of revenues and expenses under de-amalgamation

This report's starting point for apportionment of Inner West Council revenues and expenses between the three proposed new councils, namely Ashfield, Leichhardt and Marrickville, has been based on a resumption of the last pre-amalgamation operational structure, modelled through to 2022/23 as a central assumption.

This modelling has accounted for the changes in operating performance that would have occurred in the absence of the merger, including:

- ★ indexation of costs and revenues
- ★ depreciation of the pre-existing assets (as per 2014/15 Financial Statements)
- ★ paydown of pre-existing debt (as per 2014/15 Financial Statements).

Our analysis has modelled growth of revenues and expenses from the assumed date of de-amalgamation on the basis that current Inner West service levels will be maintained within each of the three de-amalgamated councils. We have therefore made specific adjustments to the indexed pre-merger revenue and expenses of each council, to account for decisions taken by Inner West Council during the period of amalgamation, including:

- ★ changes in services levels that have been implemented by Inner West Council
- ★ new/additional compliance requirements that have come into force since the 2016 merger
- ★ capital expenditure and asset renewals delivered
- ★ additional debt.

In order to distribute these Inner West revenue and expense changes amongst the three proposed de-amalgamated councils, we have developed a range of distribution approaches appropriate to each class of revenue and expense change. For some categories of revenue and expense, there may be various methodologies for apportionment that could be reasonably justified. We have sought to align the basis for distribution of revenues and expenses with the primary driver of the magnitude of the change. These are summarised in the table of distribution approaches on the following page.



Distribution approaches

Table 9 Distribution approaches

| Basis of distribution | Distribution approach | Sample of changes |
|---|--|--|
| Population | Inner West costs allocated pro-rata to NSW Planning's 2016 reported population of each former council. | <ul style="list-style-type: none"> Changes to fees and charges Emergency Services Levy introduction Changes to library operating costs and similar front line service delivery costs |
| Rate assessments | Allocated based on rate assessment numbers of each council based on 2016 financial year statements. | <ul style="list-style-type: none"> IT costs of de-amalgamation Audit costs Back of house services |
| Allocated entirely to a specific council | To an individual council where a service change solely impacts one council. | <ul style="list-style-type: none"> Ashfield Aquatic Centre debt and staffing Leichhardt Park Child Care Centre Yirran Gumal ELC Steel Park Harmonisation of service levels impacting individual councils (e.g. verge mowing) |
| Per council | Allocated based on same cost/service change regardless of size. | <ul style="list-style-type: none"> Corporate infrastructure - branding, policy development, etc Integrated planning and reporting development Community engagement costs |
| Proportion | Based on operational requirements of the service. | <ul style="list-style-type: none"> New/increased animal service New/increased fire safety service New/increase building certification service |
| Staff numbers | Allocated by former council staff numbers for the 2016 financial year. | <ul style="list-style-type: none"> Redundancy and recruitment costs Software licence costs |

For the purposes of estimating the financial position of the three post-de-amalgamation councils, we have also assumed that each council will operate independently. Future decisions made by the new councils could change the operating model for each of the three individual councils, such as adopting shared service arrangements between de-amalgamated councils. For the purpose of this analysis, we have assumed the proposal is to return the councils to the shape and form that existed prior to the Inner West merger.

We have undertaken some sensitivity testing, by applying the rate assessment and population distribution approaches to the total net ongoing costs of the proposed demerger and compared this to application of all distribution approaches detailed in the above table (refer to Appendix C). The use of the population and rate assessment approaches equalise the distribution rather than reflecting the relative changes in services/obligations for each of the proposed councils. Therefore, we have used the distribution approach detailed in the table above.



One-off de-amalgamation costs

For comparative purposes of one-off and ongoing de-amalgamation costs, as referenced in Inner West Council's report of 24 May 2021, a research paper titled 'De-amalgamation in action: The Queensland Experience' published in 2014,¹³ estimated the cost of demerger per ratepayer. The report indicates the cost of demerger per ratepayer for Noosa at \$260 per ratepayer in the first year and \$142 per year per ratepayer thereafter and for Livingstone Shire at \$429 per ratepayer in the first year and \$192 per year per ratepayer thereafter. Applying these costs to the rate base of 79,500 rateable properties for Inner West Council, this would equate to an initial year cost ranging from \$20.7 million to \$34.1 million and an annual cost ranging from \$11.3 million to \$15.2 million per year. It is noted Council included these costs in its resolution proposing this analysis.

The Stimpson & Co report¹⁴ estimated establishment/transition costs of six options, for the proposed reorganisation of Wellington region in New Zealand, that ranged from \$25.5 million to \$127 million.

The indicative estimated net costs for the proposed de-amalgamation are:

- one-off de-amalgamation costs - \$26.2 million
- ongoing costs and benefits net - \$22.1 million.

These costs are largely within the ranges of the demerger costs associated with the Queensland demerger and Wellington reorganisation, noting additional costs for new and expended compliance requirements of councils, and therefore are reasonable to be used for comparative impact analysis of the de-amalgamation proposal for Inner West Council.

In relation to external funding of the de-amalgamation costs, currently it is very unclear, what, if any, of these costs would be eligible for funding. The *Local Government Amendment Act 2021* does make provisions for the NSW Government to fund the cost of a de-amalgamation, but the eligible costs or grant funding levels have not been determined as yet. Comparative assessment of a level of funding has been undertaken.

Through our research, reviewing and validating public and Council information, de-amalgamated council case studies, industry assessment and comparison, we have identified and documented the major one-off de-amalgamation costs for the proposed three councils.

Following is a summary of the expenditure for the one-off de-amalgamation costs.

¹³ Queensland Audit Office, 2015. *Results of audit: Local government entities 2013–14, Report 16: 2014–15*, Brisbane.

¹⁴ Stimpson & Co, 2014. *Report to Local Government Commission on Wellington Reorganisation Transition Costs*, p.3.



Figure 3 One-off costs and benefits summary

| Income Statement | One-off cost and benefits summary | | | |
|-----------------------------|-----------------------------------|------------|--------------|------------|
| | '000s | | | |
| | Ashfield | Leichhardt | Marrickville | Total |
| Total income | 0 | 0 | 0 | 0 |
| Expenses | | | | |
| Borrowing costs | 0 | 0 | 0 | 0 |
| Employee benefits | \$1,316 | \$2,174 | \$3,920 | \$8,410 |
| Gains & losses on disposal | 0 | 0 | 0 | 0 |
| Depreciation & amortisation | 0 | 0 | 0 | 0 |
| All other expenses | \$3,788 | \$6,218 | \$7,825 | \$17,832 |
| Total expenses | \$5,105 | \$9,392 | \$11,745 | \$26,242 |
| Operating result | (\$5,105) | (\$9,392) | (\$11,745) | (\$26,242) |

Employee benefits

This represents the redundancies for Inner West council staff as a result of de-amalgamation. As evidenced by other de-amalgamations, voluntary redundancies occur for a range of reasons. For an Inner West de-amalgamation, staff will have the choice to decline an offer of position in the de-amalgamated councils and take redundancy. This could occur if the position offered will change the size, complexity, satisfaction and pay levels of their current role. Other staff may choose not to accept a role due to personal situations. The Queensland Audit Office (QAO) prepared a report¹⁵ that included an estimate of 138 redundancies resulting from four mergers. The average redundancy was 11.5% of the total positions for the separating councils. This number could be higher than reported, as Queensland Governments Open Data Portal¹⁶ counts a loss of a further 472 FTE staff positions (in addition to the 138 identified redundancies by the QAO) between those the councils collectively reported in 2013 and after separation in 2014. The Inner West merger had a redundancy rate of 13.4 % of the total positions, excluding executive position, portioned between managers - 31% and others 69%.

It is difficult to estimate redundancy levels, however it is estimated it could be in the range of 7.5% to 13.4%. At 7.5% the estimated redundancy costs are \$6.6 million, at 11.5% - \$10.2 million and at 13.4% - \$11.8 million. For the proposed de-amalgamation, we have taken a conservative redundancy rate of 9.5%. The indicative total redundancy costs are \$8.4 million.

¹⁵ Queensland Audit Office, *Results of audit*.

¹⁶ Queensland Government, *Open Data Portal*. Retrieved from <https://www.data.qld.gov.au/dataset/c7c0c31e-a844-480d-bf8e-4b689179a5cf/resource/9e81cb82-d71e-4c2d-ad2b-54a053cfeadf/download/qld-local-government-comparative-information-report-cdc-personnel.csv>.



Other expenses (includes materials and contracts)

Following is an explanation and rationale for the major one-off de-amalgamation costs.

Information technology

There will be a requirement to establish three information technology and communication (ITC) systems for the de-amalgamated councils. We have assumed a cloud-based solution, using Technology One SaaS as the enterprise software solution. We have used and assessed a combination of information from the Inner West Council merger, advice from an industry provider who works for over 100 councils across Australia, including with the Technology1 solution, along with indicative pricing for Technology One licencing and implementation. The indicative cost for the ITC solution and implementation for the three councils is \$12.5 million. The 2020 *Report on Local Government*¹⁷ highlighted a number of high-risk ITC issues including cyber security, controls and gaps in user access management processes and system capacity for remote working.

Election costs

Council election costs for three councils is based on an IPART report¹⁸ where they "found that the NSWEC's proposed costs for administering local government elections in September 2020 are greater than efficient levels". It proposed costs of \$12.72 per elector (2020-21). This is 45% higher than the cost of administering elections in 2016 and 2017, and 96% higher than the cost of administering elections in 2012. Considering the significant increase in costs, including inflation, from the 2012 elections, an allowance of a 75% increase in 2012 election costs based on 20/21 costs has been included. This equates to \$825,000 allocated based on an estimated number of voters of 166,900.

De-amalgamation transition costs

For the orderly creation and transition to the three new entities, with the appropriate authority, experience, knowledge and capacity, it is best practice to establish a de-amalgamation transition process where an administrator or a transition committee of some kind can make the necessary transition decisions required for the new councils to be fully operational on day one. It is noted for the Inner West merger, an administrator was in place for some 16 months. Broadly the responsibilities would include recruiting the new general manager, ICT systems scope and procurement and, in conjunction with the new general manager, developing an organisational structure, appointing key staff, participating in the staff relocation approach, liaising with government agencies, establishment of the governance and business frameworks and key policies for each new council allocation. There are a large number of activities that will need to occur for the new council to be fully operational and effective from day one. A transition process will also be required to 'wind up' the Inner West Council, handover services and functions to the new councils, manage staff redundancies and transfer information and records and ensure the processes put in place by the Inner West Council are transferred to the new councils to continue or reshape.

¹⁷ Audit Office of NSW, *Report on Local Government*.

¹⁸ Independent Pricing and Regulatory Tribunal, 2019. *Review of local government election costs*.



For more specific examples of the proposed tasks to be undertaken, please refer to Appendix B. These were benchmarked against the Auckland Transition Agency (ATA) results 2009 for the proposed Wellington reorganisation in 2014, and the costs as estimated by Stimpson & Co.¹⁹

It could take some six to 12 months for the transition authority to complete their required responsibilities. The Stimpson & Co report estimates a nine-month period. Also noting the estimates for the transition tasks detailed in the Stimpson & Co report are dealt with elsewhere in this report. However, given the need for management of the establishment and distribution/allocation of services and resources to the new council, we have conservatively estimated the costs as \$1.8 million or \$200,000 per month for resources (establishment general manager and senior staff, consultants, recruitment costs and operational costs) to undertake these tasks, which has been included.

Operational establishment costs

Other establishment requirements identified include rebranding, audio visual equipment and other installation, print rooms, salary systems, council policies, integrated planning and reporting documents, internal ombudsman services and community engagement. The indicative costs are estimated at \$1.5 million.

Recruitment costs

Each of the new councils will need to undertake extensive recruitment for key executive, manager, coordinator, technical and other positions, to ensure the resources are available to manage and deliver on the new council service and governance requirements. The usual recruitment costs are between 12% – 18% of a position's salary. The de-amalgamated councils will need to re-establish their organisational structures and FTEs to support service delivery and operational needs. Considering most current employees will transfer to one of the de-amalgamated councils, there will be an uplift in employee numbers and a level of redundancies to be recruited.

Recruitment costs will vary depending on number of positions and salary value. We have conservatively estimated that a third of the reinstated positions will attract recruitment costs at 15%, with an indicate cost of \$1.2 million for the three councils.

¹⁹ Stimpson & Co, *Report to Local Government*.



Ongoing costs and benefits allocation

The following table is a summary of the allocation of all changes to income, costs and services of Inner West Council that will be allocated to the proposed de-amalgamated councils, using the distribution approach detailed earlier in this report. The allocation is based on all councils having similar levels of service, along with new council obligations that were not in place prior to the Inner West merger.

Table 10 Ongoing costs and benefits summary

| Income Statement | Ongoing cost and benefits summary '000s | | | |
|-------------------------------------|--|------------------|------------------|-------------------|
| | Ashfield | Leichhardt | Marrickville | Total distributed |
| Income | | | | |
| Rates & annual charges | (\$1,276) | (\$1,971) | (\$4,053) | (\$7,300) |
| User fees & charges | \$3,693 | \$1,320 | (\$122) | \$4,891 |
| Grants & contributions - operations | \$0 | \$0 | \$0 | \$0 |
| Grants & contributions for capital | \$0 | \$0 | \$0 | \$0 |
| Interest and investment income | \$0 | \$0 | \$0 | \$0 |
| Gains from disposal assets | \$0 | \$0 | \$0 | \$0 |
| Other income | \$0 | \$0 | \$0 | \$0 |
| Total income | \$2,417 | (\$651) | (\$4,175) | (\$2,409) |
| Expenses | | | | |
| Borrowing costs | \$1,100 | \$0 | \$0 | \$1,100 |
| Employee benefits | \$4,836 | \$1,989 | \$900 | \$7,724 |
| Gains & losses on disposal | \$0 | \$0 | \$0 | \$0 |
| Depreciation & amortisation | \$805 | \$62 | \$787 | \$1,654 |
| All other expenses | \$4,147 | \$1,907 | \$3,168 | \$9,223 |
| Total expenses | \$10,888 | \$3,958 | \$4,855 | \$19,701 |
| Operating result | (\$8,471) | (\$4,609) | (\$9,030) | (\$22,110) |

Further to the summary information provided earlier in the report, the information below is a more detailed commentary for each of the above line items of the income statement for each of the de-amalgamated councils.

Rates and annual charges

Rates

The three former councils have used the SRV process differently over the past decades, with these ratepayers experiencing rate increases as described in table on the following page. Inner West Council has not made an SRV application to date.



Table 11 History of special rate variations

| Council | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 |
|-----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Rate Peg: | | | 2.80% | 3.60% | 3.40% | 2.30% | 2.40% | 1.80% | 1.50% | 2.30% |
| SRV, inclusive of rate peg: | | | | | | | | | | |
| Ashfield | 7.50% | | | | | | 7.50% | 8.20% | 8.90% | 9.30% |
| Leichhardt | | | | | | | | | | |
| Marrickville | | | | | | | 5.40% | | | |

In addition to the 12-year time period shown in the table above, Marrickville Council was granted a 15-year temporary special rate variation in the 2005/06 financial year of 6.96% (including the rates peg amount), which expires on 30 June 2020. Inner West Council reduced its total general rates revenue by the cumulative value of the temporary increase, being \$1.5 million, from 1 July 2021.

The rate reduction of \$1.5 million has been allocated to the proposed Marrickville Council only.

Annual charges

Inner West recently made the decision to reduce the domestic waste management charge. This has been incorporated into Council's approved budget and Long Term Financial Plan. This represents a total income decrease of \$5.8 million and has been allocated to the new councils based on rate assessment numbers.

User fees and charges

These changes are a combination of the COVID-19 impact on Inner West Council, with a reduction in income to 2019/20 of \$15.3 million, with recovery over the following three years.

In addition, there is an increase in user fees as a result of new services introduced, current services extended and some services ceasing due to contracts not being renewed. The net increase in fees and charges income is estimated at \$8.1 million.

For Ashfield, this is due to an increase in income from the new aquatic centre and increased building certification, companion animal and fire safety services.

For Leichhardt, the change is as a result of the new Leichhardt Park childcare facility, closure of the home maintenance service and an increase in the building certification, companion animal and fire safety services.

For Marrickville, the new Yirran Gumal ELC Steel Park, closure of Stanmore and Camdenville Outside School Hours Care services and increases in the building certification, companion animal and fire safety services have impacted fees and charges revenue.

Borrowing costs

Inner West Council have borrowed money to fund the construction of Ashfield Aquatic Centre. This cost represents the commencing interest payment.



Employee benefits

The allocation of employee costs to the de-amalgamated councils is based on the change in services that were not in existence immediately prior to the merger. These include new, closed and changed services and rationalisation due to efficiency gains in processes and vacant positions, with an estimated net increase in cost of \$7.7 million.

In addition to the services detailed in the user fees and charges section immediately above, other changes include increased services for verge mowing, litter and weed control and harmonised salary system costs for Ashfield. There were very minimal other changes for Leichhardt and Marrickville, with Inner West achieving some efficiency gains in the back of office, library and civil works services that have been allocated to the three councils proportionally.

Depreciation

Additional depreciation costs of \$1.7 million have been generated through the construction of new buildings by Inner West Council to support some of the new and expanded services. These include the Ashfield Aquatic Centre, childcare facilities at Leichhardt and, for Marrickville, affordable housing, Yirran Gumal ELC and the new library.

Other expenses (includes material and contracts)

These costs are a combination of new expenses that were not in existence prior to the Inner West merger, expenses to support the delivery of the new and increased service levels and decrease in costs for those services that have closed or where there have been efficiency gains. The indicative net estimated increase is \$9.2 million.

In addition to those services detailed above in the user fees and charges and employee benefits sections (which mostly have other expenses as part of the service delivery costs), there are a number of other expenses incurred by Inner West Council that were not present at the time of merger. These include:

- Emergency Service Levy
- new ITC operational requirements such as, disaster recovery, WIFI and cyber security
- modernised ICT solutions including enhancements to ICT maturity and reliability in the areas of desktop replacement, data centre, network and communications and switches
- internal ombudsman services
- community engagement resources including media monitoring, online systems and communication tools
- new community arts program
- refugee welcome resources
- enhanced graffiti resources
- Local Planning Panels
- Design Review Panels
- asset maintenance for the new building and recreation assets.



The consequential impact of the total net de-amalgamation costs per rateable assessment is illustrated in the following table, with some high-level sensitivity assessment of the one-off de-amalgamation costs.

Table 12 Total net de-amalgamation costs per rateable assessment

| Indicative de-amalgamation costs | Ashfield | | Leichhardt | | Marrickville | |
|----------------------------------|----------|---------|------------|---------|--------------|---------|
| | 0% | 50% | 0% | 50% | 0% | 50% |
| Transition funding | | | | | | |
| One-off transition costs - '000s | \$5,105 | \$2,553 | \$9,392 | \$4,696 | \$11,745 | \$5,873 |
| Recurring costs - '000s | \$8,471 | | \$4,609 | | \$9,030 | |
| Rate assessments | 17,436 | 17,436 | 25,438 | 25,438 | 36,678 | 36,678 |
| Cost/rate assessment | | | | | | |
| One-off transition costs | \$293 | \$146 | \$369 | \$185 | \$320 | \$160 |
| Recurring costs | \$486 | | \$181 | | \$246 | |

For Inner West, 41% of the estimated merger costs were funded by government. Using a 50% funding scenario, for de-amalgamation, the above table indicates a total reduction of \$13.1 million and a subsequent decrease in the cost per rateable assessment. The table separates the net one-off and ongoing de-amalgamation cost per rateable assessment for each council.

Financial analysis

Financial viability and long-term sustainability are key drivers for all local government councils' ability to deliver the range services that their communities expect currently and into the future.

The modelling incorporates the one-off de-amalgamation costs in year one (2022/23) along with the relevant ongoing costs and benefits and is forecast over ten years, as detailed in the early sections of this report, to project the financial sustainability of the new councils. Councils with a significant funding gap are financially unsustainable (where expenses exceed income) and need to develop an improvement plan to close the gap.

Funding gap

Having allocated the de-amalgamation costs and benefits in accordance with the distribution approach detailed in the report, the estimated projected operating result for each council is detailed on the following page. The first year, 2022/23, includes the one-off de-amalgamation cost for each council. For each council there is a year-on-year funding gap that would need to be addressed.



Table 13 Ashfield Council Income Statement ten-year forecast

| Ashfield | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Income from continuing operations | | | | | | | | | | |
| Rates and annual charges | 37,270 | 38,347 | 39,118 | 40,122 | 41,189 | 42,404 | 43,654 | 45,067 | 46,574 | 47,899 |
| User charges and fees | 8,015 | 8,320 | 8,695 | 8,948 | 9,260 | 9,587 | 9,925 | 10,274 | 10,669 | 11,077 |
| Interest and investment revenue | 1,062 | 259 | - | - | - | - | - | - | - | - |
| Other revenues | 2,630 | 2,696 | 2,763 | 2,832 | 2,903 | 2,976 | 3,050 | 3,126 | 3,205 | 3,285 |
| Grants and contributions - Operating | 2,447 | 2,508 | 2,571 | 2,635 | 2,701 | 2,769 | 2,838 | 2,909 | 2,982 | 3,056 |
| Grants and contributions - Capital | 184 | 184 | 184 | 184 | 184 | 184 | 184 | 184 | 184 | 184 |
| Total Income | 51,609 | 52,114 | 53,272 | 54,736 | 56,237 | 57,920 | 59,651 | 61,560 | 63,614 | 65,502 |
| Expenses from continuing operations | | | | | | | | | | |
| Employee benefits and oncosts | 27,476 | 28,363 | 28,967 | 29,588 | 30,328 | 31,086 | 31,864 | 32,660 | 33,477 | 34,314 |
| Borrowing costs | 1,161 | 1,114 | 1,064 | 1,014 | 964 | 911 | 854 | 803 | 743 | 681 |
| Materials and contracts | 5,105 | - | - | - | - | - | - | - | - | - |
| Depreciation and amortisation | 7,757 | 8,108 | 8,460 | 8,806 | 9,159 | 9,498 | 9,844 | 10,194 | 10,549 | 10,813 |
| Other expenses | 20,552 | 21,066 | 21,593 | 22,133 | 22,686 | 23,253 | 23,834 | 24,430 | 25,041 | 25,667 |
| Total Expenses | 62,051 | 58,451 | 59,983 | 61,542 | 63,137 | 64,748 | 66,396 | 68,087 | 69,810 | 71,474 |
| Net Operating Result | (10,442) | (6,337) | (6,711) | (6,826) | (6,900) | (6,828) | (6,745) | (6,527) | (6,196) | (5,973) |
| Net operating result before grants and contributions provided for capital purposes | (10,626) | (6,521) | (6,895) | (7,010) | (7,084) | (7,012) | (6,929) | (6,711) | (6,380) | (6,157) |

Table 14 Leichhardt Council Income Statement ten-year forecast

| Leichhardt | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Income from continuing operations | | | | | | | | | | |
| Rates and annual charges | 57,353 | 58,708 | 60,209 | 61,757 | 63,403 | 65,278 | 67,206 | 69,385 | 71,712 | 73,759 |
| User charges and fees | 19,794 | 20,480 | 21,189 | 21,885 | 22,605 | 23,344 | 24,107 | 24,894 | 25,769 | 26,672 |
| Interest and investment revenue | 1,008 | 323 | 53 | - | - | - | - | - | - | - |
| Other revenues | 6,752 | 6,921 | 7,094 | 7,271 | 7,453 | 7,640 | 7,831 | 8,026 | 8,227 | 8,433 |
| Grants and contributions - Operating | 6,681 | 6,848 | 7,019 | 7,195 | 7,375 | 7,559 | 7,748 | 7,942 | 8,140 | 8,344 |
| Grants and contributions - Capital | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 | 2,687 |
| Total Income | 94,275 | 95,967 | 98,251 | 100,796 | 103,522 | 106,508 | 109,578 | 112,933 | 116,535 | 119,895 |
| Expenses from continuing operations | | | | | | | | | | |
| Employee benefits and oncosts | 51,264 | 52,545 | 53,859 | 55,205 | 56,586 | 58,000 | 59,450 | 60,936 | 62,460 | 64,021 |
| Borrowing costs | 151 | 157 | 152 | 157 | 162 | 167 | 162 | 165 | 180 | 175 |
| Materials and contracts | 9,392 | - | - | - | - | - | - | - | - | - |
| Depreciation and amortisation | 11,098 | 11,502 | 11,883 | 12,277 | 12,670 | 13,062 | 13,461 | 13,868 | 14,285 | 14,642 |
| Other expenses | 33,058 | 33,884 | 34,732 | 35,600 | 36,490 | 37,402 | 38,337 | 39,296 | 40,278 | 41,285 |
| Total Expenses | 104,962 | 98,088 | 100,625 | 103,240 | 105,907 | 108,631 | 111,410 | 114,285 | 117,202 | 120,123 |
| Net Operating Result | (10,687) | (2,121) | (2,374) | (2,444) | (2,386) | (2,124) | (1,832) | (1,352) | (667) | (228) |
| Net operating result before grants and contributions provided for capital purposes | (13,374) | (4,808) | (5,061) | (5,131) | (5,073) | (4,811) | (4,519) | (4,039) | (3,354) | (2,915) |



Table 15 Marrickville Council Income Statement ten-year forecast

| Marrickville | 2021 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Income from continuing operations | | | | | | | | | | |
| Rates and annual charges | 71,534 | 73,354 | 75,358 | 77,383 | 79,534 | 81,871 | 84,476 | 87,287 | 90,375 | 93,130 |
| User charges and fees | 19,179 | 19,918 | 20,681 | 21,424 | 22,191 | 22,982 | 23,800 | 24,644 | 25,602 | 26,593 |
| Interest and investment revenue | 979 | - | - | - | - | - | - | - | - | - |
| Other revenues | 15,021 | 15,396 | 15,781 | 16,176 | 16,580 | 16,995 | 17,419 | 17,855 | 18,301 | 18,758 |
| Grants and contributions - Operating | 6,682 | 6,849 | 7,020 | 7,196 | 7,376 | 7,560 | 7,749 | 7,943 | 8,142 | 8,345 |
| Grants and contributions - Capital | 5,969 | 5,969 | 5,969 | 5,969 | 5,969 | 5,969 | 5,969 | 5,969 | 5,969 | 5,969 |
| Total Income | 119,364 | 121,486 | 124,810 | 128,148 | 131,650 | 135,478 | 139,414 | 143,707 | 148,389 | 152,776 |
| Expenses from continuing operations | | | | | | | | | | |
| Employee benefits and oncosts | 63,216 | 64,796 | 66,416 | 68,078 | 69,778 | 71,523 | 73,311 | 75,144 | 77,022 | 78,948 |
| Borrowing costs | 58 | 61 | 59 | 61 | 63 | 64 | 63 | 71 | 70 | 68 |
| Materials and contracts | 11,749 | - | - | - | - | - | - | - | - | - |
| Depreciation and amortisation | 14,448 | 14,374 | 15,471 | 15,992 | 16,505 | 17,020 | 17,542 | 18,076 | 18,621 | 19,087 |
| Other expenses | 50,375 | 51,635 | 52,928 | 54,249 | 55,605 | 56,995 | 58,420 | 59,880 | 61,377 | 62,912 |
| Total Expenses | 139,843 | 131,465 | 134,871 | 138,378 | 141,950 | 145,602 | 149,335 | 153,171 | 157,090 | 161,034 |
| Net Operating Result | (20,479) | (9,980) | (10,062) | (10,230) | (10,301) | (10,125) | (9,921) | (9,464) | (8,701) | (8,258) |
| Net operating result before grants and contributions provided for capital purposes | (26,448) | (15,949) | (16,091) | (16,199) | (16,270) | (16,094) | (15,891) | (15,433) | (14,670) | (14,208) |

Table 16 Inner West Council Income Statement ten-year forecast

| Inner West | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Income from continuing operations | | | | | | | | | | | |
| Rates and annual charges | 161,182 | 164,185 | 167,835 | 171,530 | 175,552 | 179,804 | 184,299 | 189,336 | 194,510 | 200,180 | 206,222 |
| User charges and fees | 45,071 | 46,243 | 47,399 | 48,584 | 49,798 | 51,043 | 52,320 | 53,628 | 54,968 | 56,342 | 57,751 |
| Interest and investment revenue | 4,205 | 3,552 | 4,055 | 3,975 | 4,197 | 4,442 | 4,799 | 5,212 | 5,683 | 6,257 | 7,083 |
| Other revenues | 22,342 | 22,323 | 23,496 | 24,085 | 24,685 | 25,303 | 25,935 | 26,584 | 27,248 | 27,929 | 28,628 |
| Grants and contributions - Operating | 10,006 | 10,296 | 10,525 | 10,786 | 11,056 | 11,332 | 11,615 | 11,906 | 12,193 | 12,508 | 12,821 |
| Grants and contributions - Capital | 25,054 | 25,054 | 25,054 | 25,054 | 25,054 | 25,054 | 25,054 | 25,054 | 25,054 | 25,054 | 25,054 |
| Net gain from the disposal of assets | (1,806) | - | - | - | - | - | - | - | - | - | - |
| Total Income | 266,234 | 272,424 | 278,382 | 284,012 | 290,143 | 296,978 | 304,022 | 311,719 | 319,617 | 328,171 | 337,539 |
| Expenses from continuing operations | | | | | | | | | | | |
| Employee benefits and oncosts | 120,930 | 124,453 | 127,565 | 130,754 | 134,023 | 137,373 | 140,807 | 144,328 | 147,936 | 151,634 | 155,425 |
| Borrowing costs | 979 | 868 | 788 | 720 | 675 | 635 | 599 | 550 | 507 | 462 | 417 |
| Materials and contracts | 55,699 | 57,036 | 58,405 | 59,806 | 61,242 | 62,711 | 64,217 | 65,758 | 67,336 | 68,952 | 70,607 |
| Depreciation and amortisation | 31,983 | 31,590 | 32,365 | 33,069 | 33,783 | 34,487 | 35,172 | 35,840 | 36,553 | 37,252 | 37,802 |
| Other expenses | 35,984 | 36,920 | 37,845 | 38,769 | 39,758 | 40,752 | 41,771 | 42,815 | 43,886 | 44,983 | 46,108 |
| Total Expenses | 245,575 | 250,867 | 256,964 | 263,118 | 269,481 | 275,958 | 282,560 | 289,311 | 296,217 | 303,283 | 310,358 |
| Net Operating Result | 20,659 | 21,556 | 21,418 | 20,875 | 20,662 | 21,020 | 21,462 | 22,408 | 23,400 | 25,088 | 27,181 |
| Net operating result before grants and contributions provided for capital purposes | (6,395) | (3,498) | (3,636) | (4,179) | (6,192) | (8,034) | (8,592) | (2,646) | (1,054) | 34 | 2,127 |

The funding gap estimates accumulated ten-year shortfall of income over expenses (operating deficit), it is the amount of funds required to fund the operational requirements of council. Following is the indicative ten-year funding gap for each council.

Table 17 Indicative ten-year funding gaps

| Council | Ten-year funding gap '000s |
|--------------|-------------------------------|
| Ashfield | \$71,300 |
| Leichhardt | \$53,800 |
| Marrickville | \$167,000 |
| Inner West | \$25,300 |



The net present value (NPV), using a real discount rate of 4.7%,²⁰ has been calculated on the net de-amalgamation costs over the ten-year forecast period and are detailed below.

Table 18 Net present values

| Council | Ashfield '000s | Leichhardt '000s | Marrickville '000s | Inner West '000s |
|-------------------|-------------------|---------------------|-----------------------|---------------------|
| Net present value | (\$50,000) | (\$39,300) | (\$118,700) | (\$19,500) |

The de-amalgamated councils have a significant funding gap and are financially unsustainable, requiring an improvement plan to close the gap. This is usually a combination of council identified improvements, reduction in service levels, asset rationalisation and an SRV. For the purpose of this report, we have calculated a one-off nominal SRV amount that closes the gap, creating sustainable councils.

The following table details the proposed SRV for each council and the impact on rateable assessments for each council.

Table 19 Proposed SRVs and impact on rateable assessments

| Council | Funding gap Ten-year gap '000s | SRV | | Rate assessments | \$ increase per rateable assessment |
|--------------|--|-----|----------|---------------------|---|
| | | % | '000s | | |
| Ashfield | \$71,300 | 19% | \$6,907 | 17,437 | \$396 |
| Leichhardt | \$53,800 | 10% | \$5,600 | 25,438 | \$220 |
| Marrickville | \$167,000 | 22% | \$15,300 | 36,678 | \$417 |
| Inner West | \$25,300 | 5% | \$6,300 | 79,553 | \$79 |

There are a range of potential SRV scenarios that can be applied over a number of years to reduce the immediate burden on ratepayers. This would be a matter for each council.

The estimated backlog ratios for all councils will require attention through the development and review of asset management plans. Given the level of the renewal expenditure detailed in the table below, additional investment will be required to increase the renewal expense ratio and therefore improve the asset backlog ratio for all councils.

Table 20 Building and infrastructure asset renewal ratios

| Building and infrastructure asset renewal ratio | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|--|------|------|------|------|------|------|------|------|------|------|
| Marrickville | 129% | 94% | 88% | 80% | 74% | 76% | 81% | 64% | 62% | 60% |
| Leichhardt | 125% | 95% | 88% | 81% | 76% | 76% | 79% | 65% | 63% | 61% |
| Ashfield | 129% | 95% | 85% | 80% | 71% | 67% | 65% | 53% | 51% | 50% |
| Inner West | 132% | 98% | 91% | 84% | 77% | 77% | 80% | 65% | 62% | 61% |
| Target | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

²⁰ Independent Pricing and Regulatory Tribunal, 2021. *Local government discount rate Facts Sheet*.



Impact on ratepayers

Detailed modelling of the changes in rates in a de-amalgamation is very difficult to do with any degree of accuracy, as there is a need to establish new rating structures and model each of the 79,500 assessments. However, as a means of understanding the potential impact of the de-amalgamation, an estimate of the average rate for each council, using a rate peg amount of 2%, has been calculated.

As a result of applying the SRV, a high-level assessment on the average rates indicates that the average rate increases for all councils are as detailed below.

Table 21 Average rates

| Council | Current average rate | SRV average rate | Increase |
|--------------|----------------------|------------------|----------|
| Ashfield | \$ 1,723 | \$2,044 | \$321 |
| Leichhardt | \$1,836 | \$2,016 | \$180 |
| Marrickville | \$1,376 | \$1,673 | \$297 |
| Inner West | \$1,598 | \$1,676 | \$78 |

The average rate increase for each council is lower than the increased cost per rateable assessment. The financial forecast modelling takes into account, amongst other things, a factor for growth over the ten-year period, thus reducing the level of SRV required to fund the de-amalgamation costs.

The following are the average rate calculations for residential and business categories, with a comparison of average rates of the four councils.

The graphs below are the average residential rates without the SRV and with the SRV and, as expected, average rates increase. The year one increase in the average residential rate because of the SRV is Ashfield 18.6%, Leichhardt 9.8%, Marrickville 21.6% and Inner West 4.9%.

Figure 4 Residential average income without SRV

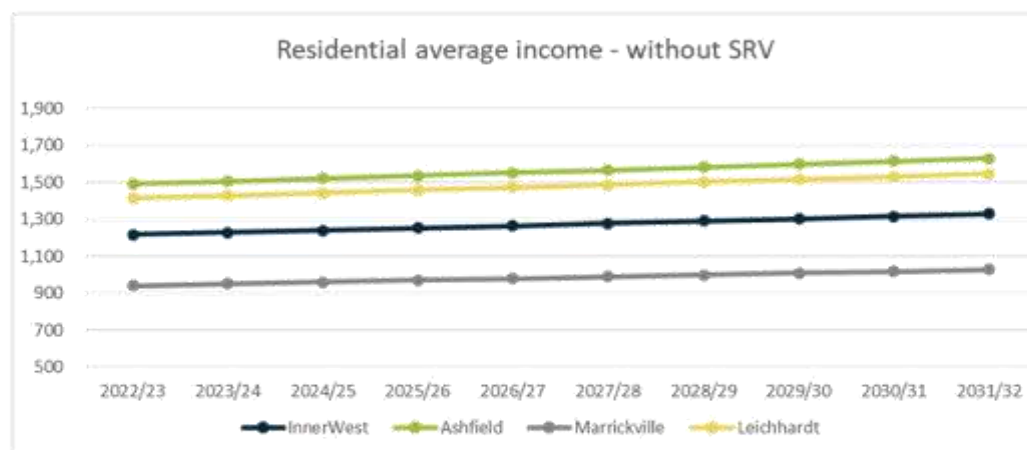




Figure 5 Residential average income with SRV



Following are the average business rates without the SRV and with the SRV.

Figure 6 Business average income without SRV

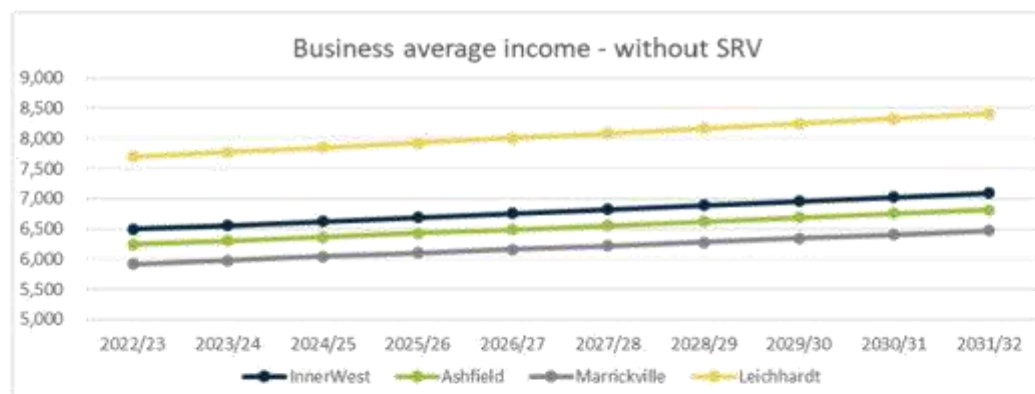
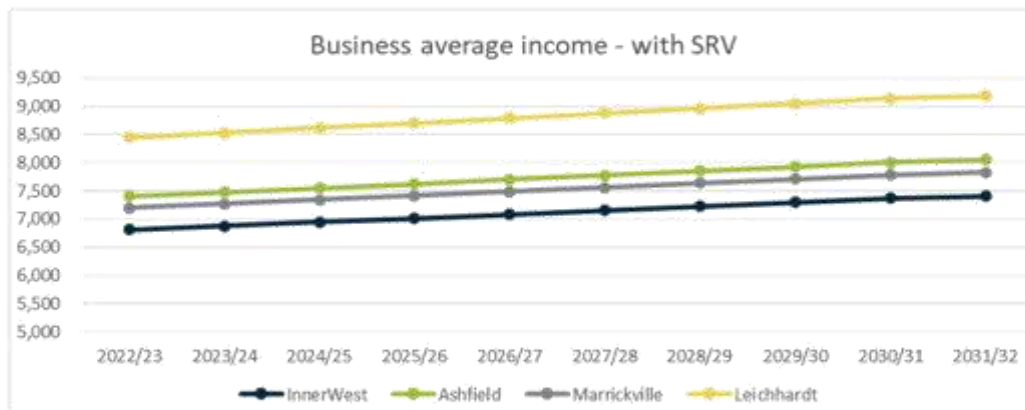




Figure 7 Business average income with SRV



The year one increase in the average business rate because of the SRV is Ashfield 15.7%, Leichhardt 8.9%, Marrickville 17.7% and Inner West 4.7%.

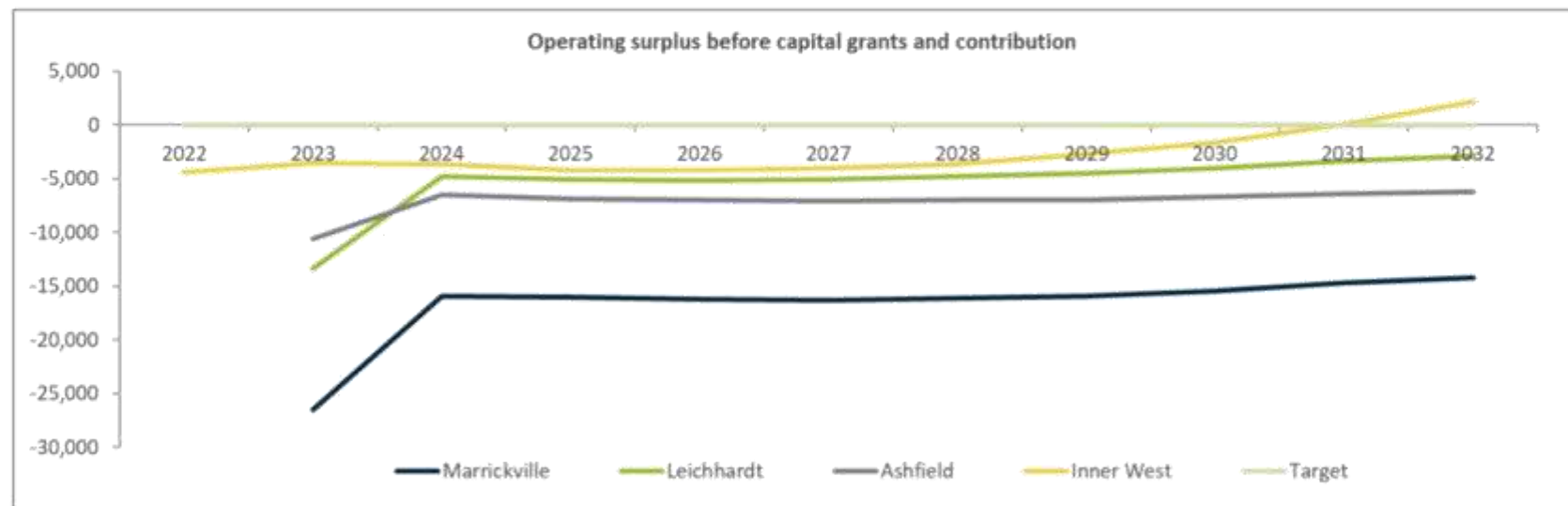


Performance measures

The performance of each council is measured against Office of Local Government performance indicators. Following are the estimated performance results.

As illustrated in the graph below, all four councils are largely unsustainable with operating deficits across the ten-year forecast period, with the exception of Inner West forecasting a surplus in 2030/31. Year-on-year deficits have an adverse impact on councils' financial capacity to fund recurring expenditure and projects.

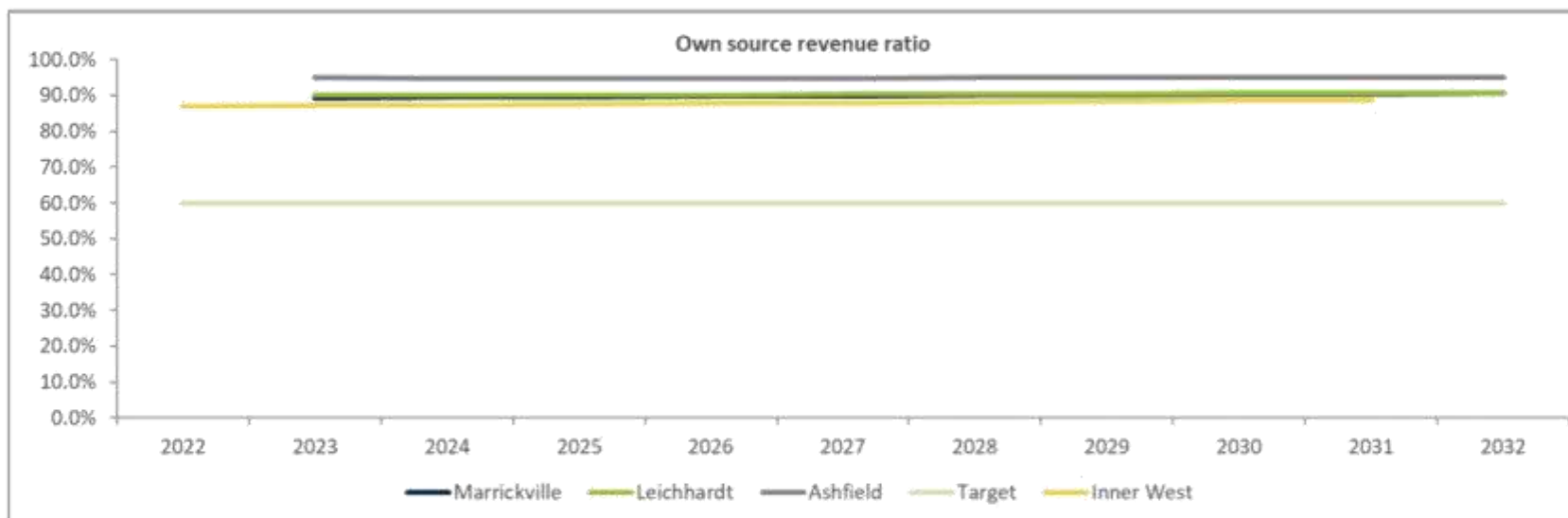
Figure 8 Operating surplus before capital grants and contributions





As shown below, all councils exceed the performance target of greater than 60% indicating the degree upon which councils rely on external funding sources such as operating grants and contributions.

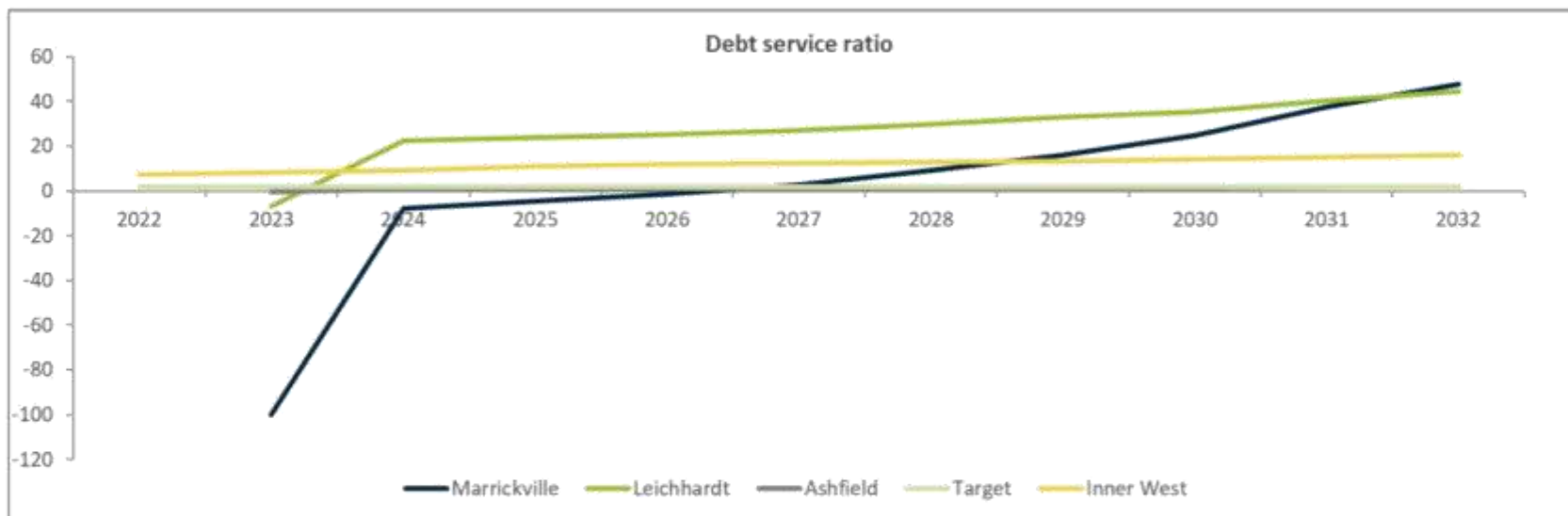
Figure 9 Own source revenue





The graph below measures the operating cash available to service debt, with performance target of greater than two times. There some anomalies in the initial years for the de-amalgamated councils, with the transition costs and increase services greater than the operating cash.

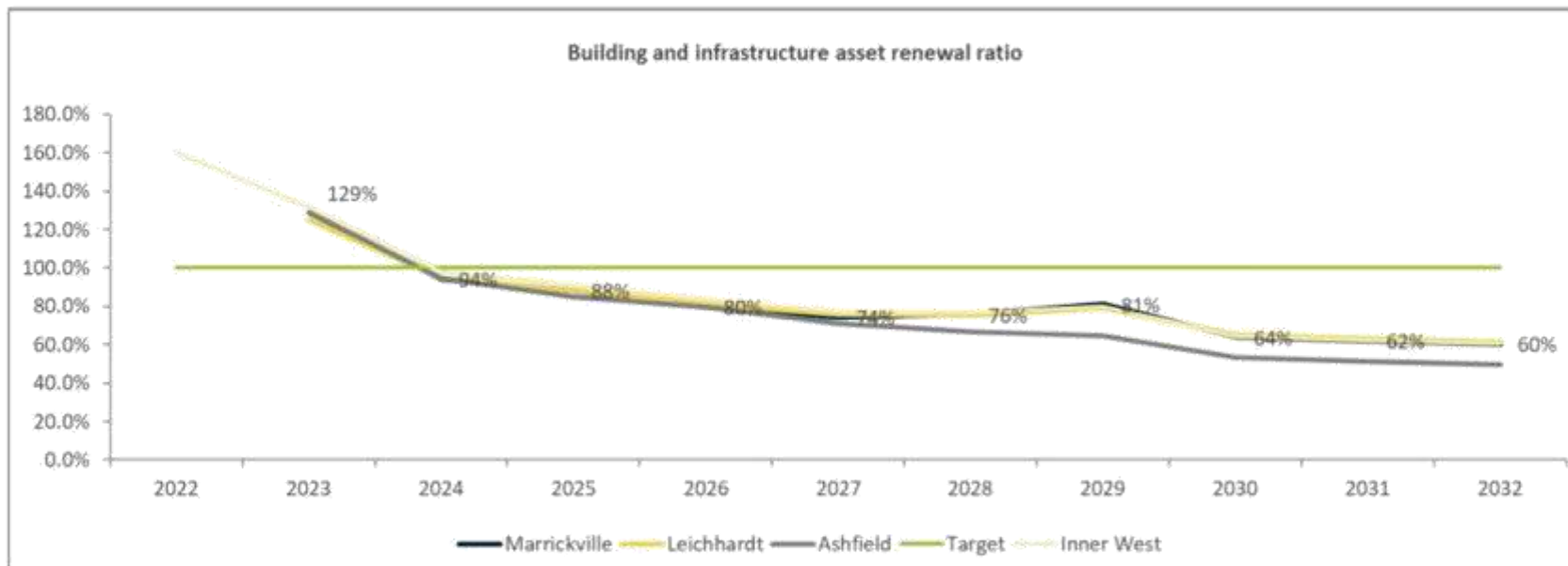
Figure 10 Debt service ratio





The ratio below assesses the rate at which assets are being renewed against the rate they are depreciating. All councils are substantially below the performance indicator of 100%. This has an adverse impact on the condition of assets exponentially over a period of time. Councils will need to increase asset renewal expenditure as part of developing, reviewing and implementing asset management plans.

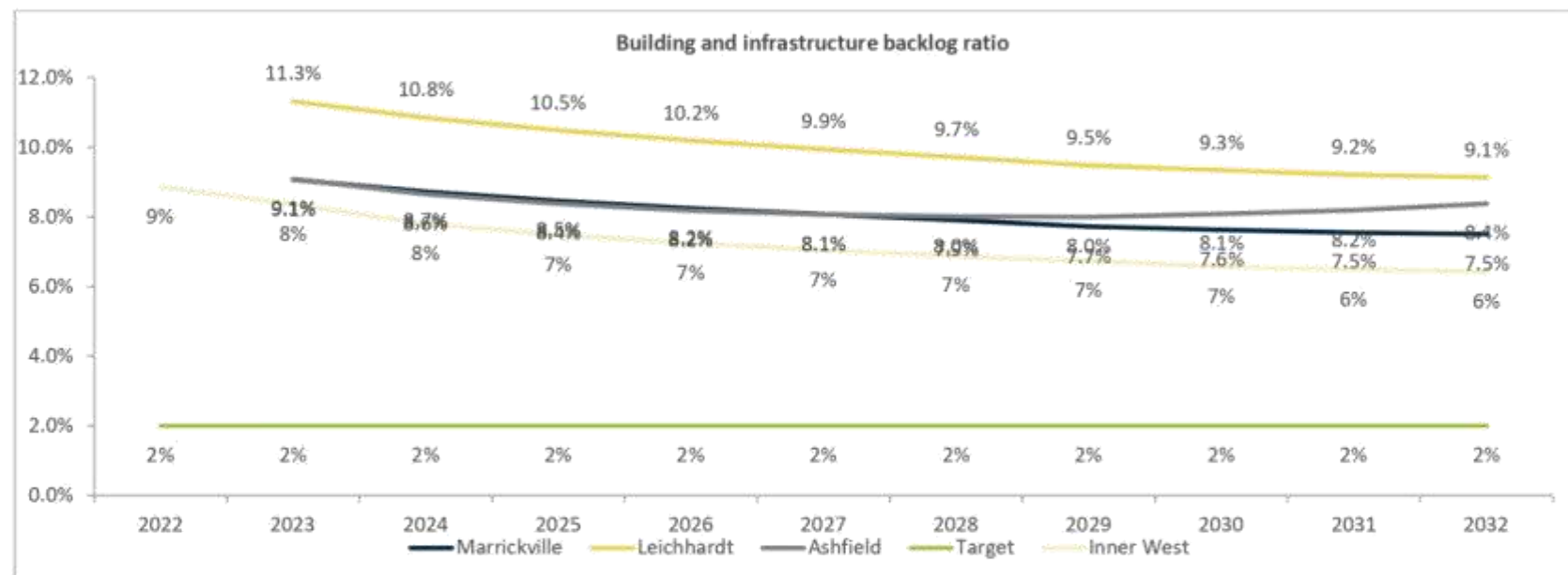
Figure 11. Asset renewal ratio





It is evident from the graph below that all councils have an unacceptable backlog ratio that need to be addressed. The infrastructure backlog performance target is 2%, which can be achieved through asset management strategies and increase investment in the asset renewal program.

Figure 12 Asset backlog ratio

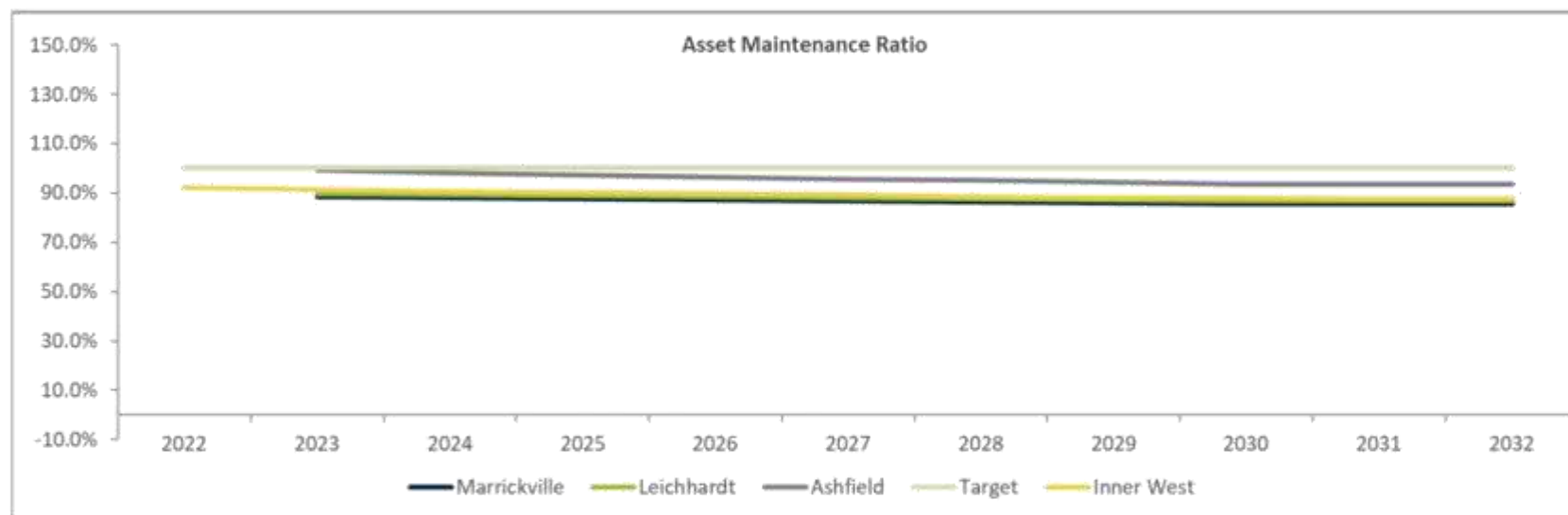




The asset maintenance ratio compares actual versus required annual asset maintenance. Ashfield has a slightly higher ratio, ideally all need to be closer to the performance target of 100%.

This can be address addressed by increasing expenditure on asset maintenance in accordance with asset management plans.

Figure 13 Asset maintenance ratio



Social analysis

Community satisfaction

The Inner West Council conducts community research annually to understand and identify community priorities for the Inner West and identify the community's overall level of satisfaction with Council performance. An independent survey of 1,002 residents was undertaken by Micromex Research between 4 - 25 June 2021 and the results were reported in July 2021.²¹ This survey has been undertaken since the establishment of the Inner West Council in 2016.

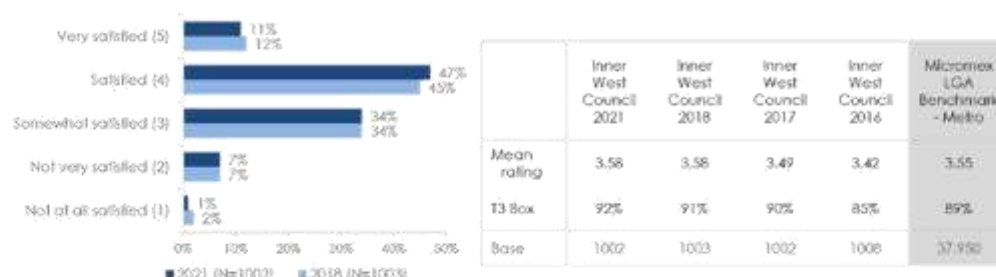
General satisfaction with the Inner West Council has improved since the formation of the Council and is shown below in the table. The number of residents who are at least somewhat satisfied has remained consistent over the last three years at a level that is above the Micromex LGA benchmark for the metropolitan region. This level of satisfaction is comparable across the wards, with the highest mean satisfaction ratings in the Marrickville and Ashfield Wards and the lowest in the Balmain Ward.

Figure 14 Community satisfaction survey results

Q4a. Overall, how satisfied are you with the performance of Inner West Council, not just on one or two issues but across all responsibility areas?

| | 2021 | 2018 | Male | Female | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Ratepayer | Non-ratepayer |
|-------------|------|------|------|--------|-------|-------|-------|-------|-------|-----------|---------------|
| Mean rating | 3.58 | 3.58 | 3.54 | 3.63 | 3.69 | 3.82▲ | 3.55 | 3.39▼ | 3.44▼ | 3.53 | 3.68▲ |
| Base | 1002 | 1003 | 483 | 519 | 103 | 245 | 302 | 202 | 148 | 646 | 356 |

| | Ward | | | | | Time lived in the area | | | |
|-------------|----------|------------|---------|----------|--------------|------------------------|-----------|------------|--------------------|
| | Ashfield | Leichhardt | Balmain | Stanmore | Marrickville | Less than 2 years | 2-5 years | 6-10 years | More than 10 years |
| Mean rating | 3.63 | 3.56 | 3.49 | 3.58 | 3.64 | 3.79 | 3.77▲ | 3.74▲ | 3.48▼ |
| Base | 196 | 203 | 156 | 245 | 202 | 83 | 130 | 157 | 632 |



Other results of note include:

- Satisfaction with Council's integrity and decision making rose slightly. Those living in Balmain were significantly less satisfied when compared to those in other wards.

²¹ Micromex Research, 2021, Inner West Council Community Research.



- When it came to living in the Inner West, aside from 'Council offers good value for money', agreement with every measure either rose or stayed the same since 2018. The majority of these measures that are comparable to Micromex's LGA metropolitan benchmark were performing above it.
- 88% of resident believe Inner West Council is at least somewhat caring. Younger age groups and newcomers to the area were significantly more likely to believe that Council were caring.
- There has been a slight increase since 2018, with 85% of residents stating Council is at least somewhat creative. Again, younger residents and newcomers are more likely to believe so.
- Residents' perceptions of Council being 'just' saw residents' ratings shifting from 'very just' and 'just' down to 'somewhat just', this resulting in a significant drop in the mean rating when compared to 2018 research. Younger age groups and those who had been in the area for less than five years were significantly more likely to think that Council were just.

Overall, this research suggests that the Inner West communities are generally more satisfied than not with the Council, that this satisfaction has improved since the Council was formed and is generally higher than other metropolitan Sydney councils. The research does not identify any dissatisfaction from one of the former council residents to inform a potential de-amalgamation.

Community Strategic Plans

An analysis of the individual community priorities pre-merger is set out in the following table. This analysis has been drawn from the Council Community Strategic Plans (CSPs) that existed at the time and then compared with the vision and priorities in the current Inner West Community Strategic Plan.

Table 22 Analysis of individual community priorities pre-merger

| Council | Vision | Broader themes |
|------------|---|--|
| Inner West | <p>Our Inner West 2036 sets the community vision for the merged Council area as:</p> <p>We are Inner West, land of the Gadigal and Wangal peoples, whose rich cultures, heritage and history we acknowledge and respect. We are defined by our diversity of people, places and ideas. We are an inclusive, vibrant, caring and progressive community where everyone is welcome, people and nature live in harmony, and creativity is a way of life.</p> | <p><i>An ecologically sustainable Inner West:</i> Inner West is a zero emissions community. We generate our own clean and 100% renewable energy. We are zero waste with a vibrant share economy. We are water sensitive and rich with biodiversity. Our waterways are clean, swimmable and brimming with wildlife. We show energetic leadership in collectively addressing climate change. People live sustainably because it's easy to do. We work together on complex urban environmental issues and develop creative solutions through collaboration, partnerships and education. We enjoy the benefits that our healthy ecosystems provide the human environment – like trees, fresh, clean air, water and food.</p> <p><i>Unique, liveable, networked neighbourhoods:</i> Inner West is the most liveable place in Greater Sydney. Most services and needs can be accessed within 15 minutes. Moving around our network of neighbourhoods is cool, quick, convenient and enjoyable. Each of our neighbourhoods has a unique inner city urban vibe. Our heritage and culture – a mix of old and new – is visible and valued. Inner West is affordable for all. People connect through ideas, technology, transport and the places they call home – enjoying a diversity of people, places, housing and experiences.</p> <p><i>Creative communities and a strong economy:</i> Inner West is the creative and cultural engine room of Sydney – bringing a wealth of experience and employment to the city. We are home to artists, musicians, writers, studios, galleries, creative industries, artistrun initiatives, academics, theatres and festivals. We are an incubator for new ideas, at the forefront of using new technologies to support and grow a diverse and thriving local economy. Our residents, workers and visitors enjoy food, music, the arts, recreation, diverse shopping experiences and interesting places that are vibrant, inspiring and pleasurable.</p> <p><i>Caring, happy, healthy communities:</i> We have a strong sense of social justice. We see our diversity as an asset. Everyone is valued and accepted for who they are, and supported to participate in community life. We are resilient in the face of adversity and change. We keep each other and ourselves safe. We collaborate with each other and create meaningful partnerships. We are active and healthy people with access to the services and spaces we need for recreation for our mental and physical wellbeing. Our public places and spaces facilitate our enjoyment of urban living and community cultural expression.</p> <p><i>Progressive local leadership:</i></p> <p>We are a community of diverse voices that are listened to and respected. We have trust in our leaders and feel empowered to become leaders ourselves. All of us have the information, support and opportunities to show leadership and effect change. We are innovative and creative in our approaches to tackling big issues. We stand up for what we believe in and collectively shape and own our future.</p> |



| Council | Vision | Broader themes |
|------------|--|--|
| Leichhardt | <p>Leichhardt Council had set the following vision for 2025:</p> <p>Our Local Community – making it the place where we want to live, work, play and visit.</p> <p>Democratic Responsible Government – open, participative and proactive Council leading the community.</p> <p>Sustainability – shared passion and commitment to consistently do all the things required to enhance and preserve the social, environmental, economic and civic leadership factors that are important to the lives of future generations and life on our planet.</p> | <p>A Leichhardt community that is equitable, cohesive, connected, caring, diverse, healthy, safe, culturally active, creative and innovative, and has a strong sense of belonging and place.</p> <p>Accessibility: Easy access for people, services, information and facilities that promotes the amenity, health and safety of the community and that reduces private car dependency for all travel.</p> <p>A liveable place – socially, environmentally and economically; a sustainable environment created by inspiring, leading and guiding our social, environmental and economic activities.</p> <p>Thriving businesses and a vibrant community working together to improve the local economy.</p> <p>Sustainable services and assets and accountable civic leadership that delivers services and assets to support the community now and in the future.</p> |

| Council | Vision | Broader themes |
|---------------------|---|--|
| Marrickville | <p>Marrickville Council's vision for 2023 was for:</p> <p>A culturally diverse, forward thinking, inner city communities and neighbourhoods.</p> <p>A community that remains welcoming, proud of its diversity and its history.</p> <p>A place where businesses are confident and responsive to the needs of the local community. Is a creative community.</p> <p>A place that values the people who celebrate, challenge and inspire local identity and sense of place.</p> <p>The environment is healthy and native plants and animals are thriving.</p> <p>Local communities work closely with Council, which is ethical, effective and accountable.</p> | <p>A diverse community that is socially just, educated, safe and healthy.</p> <p>A creative and cultural Marrickville.</p> <p>A vibrant economy and well planned, sustainable urban environment and infrastructure.</p> <p>Effective, consultative and representative council.</p> |
| Ashfield | <p>Ashfield's vision for 2023 was for:</p> <p>A caring community of linked villages inspired by its rich cultural history, heritage and diversity.</p> | <p>Creative and inclusive community.</p> <p>Unique and distinctive neighbourhoods.</p> <p>Living sustainably.</p> <p>Thriving local economy.</p> <p>Attractive and lively town centre.</p> <p>Engaging and innovative local democracy.</p> |

There are a number of similarities between the former councils that have carried forward into the Inner West Community Strategic Plan. Word clouds have been prepared of the higher-level strategic visions and themes of the four CSPs and, perhaps not surprisingly, all have the community at their core and a number of common themes largely driven by the common aspirations of communities in general. The Inner West strategic direction is well aligned to that of its former councils' CSPs and there are no significant strategic advantages or disadvantages as a result of the merger or potential de-amalgamation.



Figure 17 Leichhardt Council strategic visions and themes



Figure 16 Ashfield Council strategic visions and themes



Figure 18 Marrickville Council strategic visions and themes





Communities of interest

Morrison Low undertook a desktop review²² of the communities of Marrickville, Ashfield and Leichardt Council areas in 2015 to advise the then Marrickville Council on community similarities and differences for a potential merger of the councils. This was undertaken in order to understand the current demographic composition of the area, the similarities and differences between the council areas and the interrelationships and communities of interest that exist within the area. The key sources of information for the review were ABS Census Data, population, household and dwelling projections prepared by the NSW Department of Planning and Environment²³, along with the analysis contained in the *New South Wales Local Government Areas: Similarities and Differences, A report for the Independent Local Government Review Panel* report.²⁴

We have reviewed this information, given six years have elapsed and one census in 2016 has added to the data set. We note there have been some minor changes but for the purposes of this report the community similarities and differences has not changed substantially since then, so this report is still of relevance. One of the challenges with future comparisons is the local government comparative data by former council is no longer collected in that format.

Communities of interest are more likely to have similar interests and needs from their council, whereas people who do not share a community of interest are more likely to have different needs from their council.

Summary of similarities and differences

There are a number of similarities and differences between the two areas noted in 2015, including:

- The forecast population growth rate for Ashfield and Leichardt is slightly lower than for Marrickville.
- Ashfield has a much higher proportion of high-density dwellings and a lower proportion of medium-density dwellings relative to Leichardt and Marrickville.
- The three councils belong to a cluster which features moderately high household wealth and much of this wealth is in housing.
- All three councils belong to a cluster of councils with a low ratio of children to adults of parenting age and a low proportion of elderly people.
- The three councils have similar industry profiles with a predominance residents employed in professional, scientific and technical services, health care and social assistance and education and training.
- All three areas have a predominance of residents employed as professionals and managers.
- Leichardt and Marrickville belong to the inner ring commuter cluster where around 35% or more commute to the City of Sydney for work. Ashfield belongs to the middle ring commuter cluster where between 20 and 35% of the resident workforce is employed in the City of Sydney.

²² Morrison Low, 2015. *Communities of Interest: Marrickville, Leichhardt and Ashfield, Sydney*.

²³ NSW Government, Department of Planning Industry and Environment, 2019. Projects. Retrieved from <http://www.planning.nsw.gov.au/en-au/deliveringhomes/populationandhouseholdprojections/data.aspx>.

²⁴ National Institute of Economic and Industry Research, 2013. *New South Wales Local Government Areas: Similarities and Differences, A report for the Independent Local Government Review Panel*, Clifton Hill.



Observations from the latest forecasts are:

- population apportionments between the former council remain unchanged
- all three former council areas have experienced increased population density
- both the former Marrickville and Leichhardt Council areas have experienced higher loss of single dwelling units moving to high-density and medium-density developments respectively
- the mix of household types have remained very similar.

Capacity to pay

Inner West Council was required to harmonise the three former councils' rating structures that it had in place by 30 June 2021. As part of informing this process, Morrison Low undertook community analysis²⁵ to inform this decision. The new rating system needed to take into account a number of factors including equity, efficiency, and capacity to pay. This report puts due emphasis on the capacity to pay principle; given that some ratepayers have more ability to pay rates than others.

This report provides a useful analysis and evaluation of relative wealth and financial capacity; it looks at the financial vulnerability and exposure of different community groups within the LGA. The key findings are summarised on the following page.

²⁵ Morrison Low, 2020. *Revised Capacity to Pay Report - Inner West Council, Sydney*.

Table 23 Ward characteristics

| Ward | Characteristics |
|------------------------------|---|
| Areas of advantage | |
| Balmain | <ul style="list-style-type: none"> Characterised by established families and empty nesters Very high levels of household income High property values and high levels of home ownership Very low levels of disadvantage |
| Stanmore | <ul style="list-style-type: none"> Characterised by a significant large young workforce Very high levels of household income High proportion of renters |
| Leichhardt | <ul style="list-style-type: none"> Characterised by established families High levels of household income High levels of home ownership |
| Areas of disadvantage | |
| Ashfield | <ul style="list-style-type: none"> Average levels of household income High proportion of renters High levels of vulnerable individuals (unemployment, housing stress, etc.) |
| Marrickville | <ul style="list-style-type: none"> Characterised by a significant large young workforce Average levels of household income High levels of home ownership High levels of vulnerable individuals (unemployment, housing stress, etc.) |

Environmental comparative analysis

On 23 June 2020, Council endorsed the planning proposal to facilitate the draft Inner West Local Environmental Plan (LEP) 2020, to consolidate the provisions of the three former councils' LEPs into a single new LEP that operates across the Inner West LGA. The following summary is based on the overarching LEP plan aims from Inner West Council (2020 LEP) and the three former councils' LEPs that existed at the time of the merger. This analysis provides an analysis of the similarities and differences in approached to:

- protection of the natural environment
- protection the built environment and built heritage
- general approach to growth and development.

Table 24 Environmental comparative analysis

| Council | Natural | Built | Approach to growth |
|------------|---|---|--|
| Inner West | <p>Relative emphasis on natural environment – medium-high.</p> <p>The particular aims of the LEP which relate to the protection of the natural environment are:</p> <ul style="list-style-type: none"> to mitigate the impact of climate change and adapt to its impacts to protect, enhance and sustainably manage biodiversity, natural ecosystems, water resources, ecological processes and urban forest to ensure that the risk to the community in areas subject to urban and natural hazards is minimised to identify, protect and conserve environmental and cultural heritage and significant local character to protect and enhance significant views and vistas from the public domain and promote view sharing from and between private dwellings. | <p>Relative emphasis on built heritage – medium.</p> <p>The particular aims of the LEP which relate to the protection of built heritage are:</p> <ul style="list-style-type: none"> to retain, protect and increase industrial and employment land and enhance the function and vitality of centres to protect and enhance the amenity, vitality and viability of Inner West for existing and future residents, workers and visitors. | <p>Emphasis on encouraging transport oriented, quality sustainable development and housing diversity:</p> <ul style="list-style-type: none"> to ensure development applies the principles of ecologically sustainable development to ensure that existing and future residents, visitors and workers have access to sustainable transport including walking and cycling, social and community infrastructure, services and public open space to promote accessible and diverse housing types to support people at all stages of life, including the provision and retention of affordable housing to achieve a high-quality urban form and open space in the public and private domain by ensuring new development exhibits architectural and urban design excellence to prevent adverse social, economic and environmental impacts including cumulative impacts. |

| Council | Natural | Built | Approach to growth |
|------------|---|---|---|
| Ashfield | <p>Relative emphasis on natural environment – medium.</p> <p>The particular aims of the LEP which relate to the protection of the natural environment are:</p> <ul style="list-style-type: none"> to promote the orderly and economic development of Ashfield in a manner that is consistent with the need to protect the environment. to identify and conserve the environmental and cultural heritage of Ashfield to ensure that development has proper regard to environmental constraints and minimises any adverse impacts on biodiversity, water resources, riparian land and natural landforms. to require that new development incorporates the principles of ecologically sustainable development. | <p>Relative emphasis on built heritage – medium.</p> <p>The particular aims of the LEP which relate to the protection of built heritage are:</p> <ul style="list-style-type: none"> to retain and enhance the identity of Ashfield as an early residential suburb with local service industries and retail centres to protect the urban character of the Haberfield, Croydon and Summer Hill urban village centres while providing opportunities for small-scale, infill development that enhances the amenity and vitality of the centres. | <p>Emphasis on encouraging transport oriented, quality compact development:</p> <ul style="list-style-type: none"> to provide increased housing choice in locations that have good access to public transport, community facilities and services, retail and commercial services and employment opportunities to strengthen the viability and vitality of the Ashfield town centre as a primary centre for investment, employment, cultural and civic activity, and to encourage a majority of future housing opportunities to be located within and around the centre. |
| Leichhardt | <p>Relative emphasis on natural environment – high.</p> <p>The particular aims of the LEP which relate to the protection of the natural environment are to:</p> <ul style="list-style-type: none"> to ensure that development applies the principles of ecologically sustainable development to minimise land use conflict and the negative impact of urban development on the natural, social, economic, physical and historical environment to identify, protect, conserve and enhance the environmental and cultural heritage of Leichhardt | <p>Relative emphasis on built heritage – high.</p> <p>The particular aims of the LEP which relate to the protection of built heritage are:</p> <ul style="list-style-type: none"> to maintain and enhance Leichhardt's urban environment to minimise land use conflict and the negative impact of urban development on the natural, social, economic, physical and historical environment | <p>Emphasis on encouraging transport oriented, quality compact development:</p> <ul style="list-style-type: none"> to ensure that land use zones are appropriately located to maximise access to sustainable transport, community services, employment and economic opportunities, public open space, recreation facilities and the waterfront |

| Council | Natural | Built | Approach to growth |
|---------|--|---|--|
| | <ul style="list-style-type: none"> to protect and enhance views and vistas of Sydney Harbour, Parramatta River, Callan Park and Leichhardt and Balmain civic precincts from roads and public vantage points to prevent undesirable incremental change, including demolition, that reduces the heritage significance of places, conservation areas and heritage items to ensure that development responds to, conserves, protects and enhances the natural environment, including terrestrial, aquatic and riparian habitats, bushland, biodiversity, wildlife habitat corridors and ecologically sensitive land to promote energy conservation, water cycle management (incorporating water conservation, water reuse, catchment management, stormwater pollution control and flood risk management) and water sensitive urban design to ensure that existing landforms and natural drainage systems are protected to ensure that the risk to the community in areas subject to environmental hazards is minimised to ensure that the impacts of climate change are mitigated and adapted to. | <ul style="list-style-type: none"> to ensure that development is compatible with the character, style, orientation and pattern of surrounding buildings, streetscape, works and landscaping and the desired future character of the area to protect, conserve and enhance the character and identity of the suburbs, places and landscapes of Leichhardt, including the natural, scientific and cultural attributes of the Sydney Harbour foreshore and its creeks and waterways, and of surface rock, remnant bushland, ridgelines and skylines. | <ul style="list-style-type: none"> to provide for development that promotes road safety for all users, walkable neighbourhoods and accessibility, reduces car dependency and increases the use of active transport through walking, cycling and the use of public transport to ensure an adequate supply of land and housing to facilitate employment and economic opportunities, and to ensure that development provides high quality landscaped areas in residential developments. <p>Also some emphasis on housing type and mix and affordability:</p> <ul style="list-style-type: none"> to promote accessible and diverse housing types, and affordable housing. |

| Council | Natural | Built | Approach to growth |
|--------------|---|--|--|
| Marrickville | <p>Relative emphasis on natural environment – low/medium.</p> <p>The particular aims of the LEP which relate to the protection of the natural environment are to:</p> <ul style="list-style-type: none"> to ensure development applies the principles of ecologically sustainable development to promote sustainable transport, reduce car use and increase use of public transport, walking and cycling. | <p>Relative emphasis on built heritage – low/medium.</p> <p>The particular aims of the LEP which relate to the protection of the natural environment are to:</p> <ul style="list-style-type: none"> to identify and conserve the environmental and cultural heritage of Marrickville. | <p>Emphasis on encouraging transport oriented, quality compact development:</p> <ul style="list-style-type: none"> to support the efficient use of land, vitalisation of centres, integration of transport and land use and an appropriate mix of uses to increase residential and employment densities in appropriate locations near public transport while protecting residential amenity to protect existing industrial land and facilitate new business and employment to promote sustainable transport, reduce car use and increase use of public transport, walking and cycling. <p>Also some emphasis on housing type and mix and affordability:</p> <ul style="list-style-type: none"> to promote accessible and diverse housing types including the provision and retention of affordable housing. |

The four council LEPs' aims are relatively consistent with no major conflicts observed. This suggests there are no significant environmental differences in approaches between the Inner West Council and the three former councils, therefore there are few benefits to be gained from a de-amalgamation from an environmental perspective.

The Council has prepared and adopted a number of strategies including:

- Inner West Climate and Renewables Strategy
- Draft Zero Waste Strategy (plan exhibited, on agenda 3rd August 2021 for adoption)
- Local Strategic Planning Statement (Strategic Planning Team)
- Going Places - Integrated Transport Plan (Strategic Planning Team)
- Litter Prevention Strategy – draft in consultation
- Green Places Plan – draft under review.

The Zero Waste Strategy and recent Inner West initiatives have strengthened the Council's environmental activities, in particular in resource recovery, waste, food and garden organics.

In addition the Council has adopted a number of environmental targets:

- Corporate carbon target: carbon neutral and 100% renewable electricity by 2025: Inner West Council currently 25% renewable for electricity, tender in progress to source 100% renewable electricity).
- 100% divestment from fossil fuel - achieved 1st council in NSW.
- By 2036:
 - community emissions are 75% less than in 2017
 - 100% of schools have installed solar
 - Inner West community solar PV capacity is 20 times greater than in 2017.
- Reduce waste landfilled per capita by 50% by 2036.
- Reduce food and garden organic waste disposed in landfill by 60% by 2030.
- Divert 60% of recyclables from the garbage bin by 2036.
- Increase recycling of televisions and computers by 80% by 2036.
- Reduce the amount of hazardous waste presented in the garbage to 50% by 2036.
- Reduce illegal dumping by 50% by 2030.

The Inner West Council has reported progress against these initiatives including:

- Urban canopy mapping completed – targeted areas for renewed planting identified.
- Whole of LGA tree asset audit finalised.
- First stages of accelerated public planting program commenced.
- Designing reuse hub with local organisations and deliver repair workshops to maximise reuse of household items.
- Aligning the household bulky clean-up service for households to an on-request booked collection.
- Food recycling service for all apartments across the Inner West. The food recycling service became available to all apartments from March 2021 and collects over 500 tonnes annually (increasing with more apartments using the service), reducing organics sent to landfill.
- Home composting workshops and subsidies. About 700 composting systems subsidised by Council are purchased annually by Inner West residents.

- Two community recycling centres (CRCs) open on weekends for dropping off problem waste including paint, oil, batteries, gas bottles, fluorescent globes, smoke detectors, fire alarms and e-waste. Around 80 tonnes of chemicals were dropped off in 2019-20 and 20 tonnes of e-waste for recycling through the CRCs and drop off.
- Inner West Council corporate carbon emissions are now 28% less than they were in 2016/17.
- Solar capacity in the Inner West has more than doubled since 2017. Go solar program was expanded to apartments, schools and local businesses.
- \$1.6 million rooftop solar and energy efficiency program has more than doubled Council's solar capacity since the program commenced. Council has over 700kW of solar PV installed on over 35 buildings.
- Accelerated LED street lighting roll out. 99% complete - the targeted inefficient lights have been replaced with highly efficient LED. Project has reduced Council's electricity from streetlighting by 22% and 9% of Council total electricity consumption. Council is working in a regional collaboration to undertake similar upgrades on main road streetlighting.
- First group of local government organisations to establish a renewable energy agreement in NSW (with Moree Solar Farm). Inner West Council is supplied with over 4,000,000 kilowatt-hours of renewable power each year from Moree Solar Farm. This amount covers almost all of Council's daytime electricity use. Daytime use is approximately 25% of our overall operational electricity consumption. Current tender in progress to source 100% renewable electricity.
- Council received a national Climate Award in October 2020 from the Cities Power Partnership for engaging the community on solar. Solar capacity in the Inner West has more than doubled since 2017. Program was expanded to apartments, schools and local businesses.
- Office of Renewable Energy Innovation, Renewable Energy Innovation Officer (three-year position created).
- 11% of 2019/20 solar installations in the Inner West can be attributed to the solar quote service provided by Inner West Council.
- 'Solar my School', Council is working with 23 local schools. A combined audience of over 23,500 students and their families and a solar potential of over 2MW of rooftop solar.
- Haystacks solar garden: Council is promoting the Haystacks Solar Garden project. The 1MW solar farm will be constructed in the NSW Riverina Region and split into 3kW solar plots, benefitting 333 'solar gardeners' who will receive a credit on their home electricity bills. Targeting residents who may not be able to install solar on their homes because they rent or live in an apartment.
- Green Living Centre program extended reach to entire Inner West LGA. Face-to-face and online workshops, events.

The Inner West Council has also been addressing regional issues such as catchment management, natural resource management, biodiversity and develop programs such as Green Living Centre program.

It is not possible to know whether the constituent councils would have adopted or delivered the same level of environmental initiatives over the last five years compared the Inner West Council. It is relatively clear the Inner West Council has been actively focused on the environment (receiving a number of awards) and this benefited the entire community.



Potential de-amalgamation benefits

There are potential benefits that could accrue as a result of a de-amalgamation of the Inner West Council, although these will depend on the de-amalgamation legislation, guidelines and process adopted. If the legislation enables immediate change to services and/or does not protect staff like the merger process, there may be some short-term benefits.

Potential benefits include:

- Improved access by residents to elected representation. The current elected representation per resident is a little over 14,000 people per elected member. Under a de-amalgamated model this number would be between approximate 4,000 and 8,000 depending on the council and final number of elected members.
- The ability to reset. One Queensland chief executive that we spoke to, identified the opportunity to shed some assets and processes to create a new organisation from scratch as benefit. For example, moving ICT into the cloud rather than setting up new infrastructure.
- Create further efficiencies. The creation of a new council creates new efficiencies or the opportunity to wind back some of the improvements introduced by the Inner West Council such as equalised service levels, like verge maintenance.
- The community of interest is the same as Inner West.
- Ability to work more closely with established community groups developing a better understanding of community challenges.

There are other potential short-term gains. We noted in our research of the Queensland de-amalgamations in 2014, that there was a tendency for the newly separated councils to run as leanly as possible for the first few years, potentially to disprove the amalgamation and demonstrate their capability on their own. This tended to be relatively short lived, with councils returning to their original size within a few years.

Appendix A Assumptions and key methodologies

The following assumptions have been made in preparing this report.

- The Inner West Council will be dissolved, and three new councils established based on the former local government areas of Ashfield, Leichhardt and Marrickville.
- There are no prescribed methodology or rules for de-amalgamation in NSW and acknowledge differences of methodologies can be used.
- For guidance, past de-amalgamation cases and merger processes have been drawn on to support this analysis.
- Cost and benefit assessment based on the current service levels of Inner West Council.
- There will be no shared services between the councils. The newly formed councils will establish and operate independently as they did prior to the merger. New systems and processes will be developed and these must be operational on day one.
- Methodology to re-establish three former councils as if the merger had not occurred using a predictive model to replicate the former councils' long term financial plans and validated.
- Nominal de-amalgamation date is 1st July 2022.
- A combination of public information, namely financial statements, Long Term Financial Plan, Annual Reports and Council reports have been utilised. Council provided information tested and validated through individual staff interviews with some comparative assessment.
- Establish ongoing benefits, costs, and service changes of Inner West merger.
- De-amalgamation modelling undertaken of the operating position that each of the pre-merger councils would have been in. Using 2014/15 published financial statements and previous modelling to 2019/20, validation by a comparative assessment to the three councils that did not participate in LGA mergers (Burwood, Canada Bay, Strathfield), that predicted the financial position of these un-merged Councils to 2019/20.
- Developed a range of distribution approaches appropriate to each type of revenue and expense change.
- Established on off de-amalgamation costs and benefits for distribution.
- There will be a process whereby all staff with the exception of senior staff of Inner West Council will be offered roles in one of the three councils. There is likely to be some redundancies, as was evidenced in the Queensland de-amalgamations, although it is assumed there will be no forced redundancies. Redundancies will occur by staff choice enforcing award provision as a result of some staff electing not to accept a substantially different position in one of the smaller new councils.
- All staff transferred will be protected for a period as they were in 2016. There will be no forced redundancies by the new councils.
- Recruitment costs have been allowed given the expect redundancies.
- Transition structure created with an estimated transition period of nine months to enable the establishment of the three new councils. During that time an administrator or transition body will recruit a new general manager and make preliminary decisions to ensure the councils are able to operate effectively on day one of establishment. During the transition period the new general manager will create a new organisational structure and appoint staff to operate from day one.



- Allowed for COVID-19 impact by decreases to de-amalgamated councils' income by the estimated loss in income of Inner West Council and recovery adjusted in line with future modelling of Inner West LTFP model.
- Allowed for additional election costs due to the significant increases in costs from the 2012 election detailed in IPART's review of election costs report, August 2019.
- Allowed for the creation of three separate information technology installations cloud base with Technology One as the enterprise solution.
- Ongoing costs and benefits from Inner West Council have been allocated based on the distribution approaches.
- Used rateable assessment numbers to illustrate the potential cost of the de-amalgamation.
- Used the special rates variation approach as the source of funding for the de-amalgamation costs.
- Used the average rate approach to demonstrate the potential impact on ratepayers of each of the three de-amalgamated councils.
- For customer satisfaction used the Micromex Research 2021 survey results.

Appendix B Establishment and transition

Transition costs

The formation of the new entity from the current state of the three councils to one will require a transition to ensure that the new entity is able to function on day one. This section identifies tasks to be undertaken and estimates transitional costs that are benchmarked against the Auckland Transition Agency (ATA) results and the costs as estimated by Stimpson & Co²⁶ for the proposed Wellington reorganisation.

In the transition to an amalgamated entity there are a number of tasks that need to be undertaken to ensure that the new entity is able to function from day one with minimal disruption to customers and staff. The types of tasks and objectives are summarised in the table below.

| | |
|-----------------------------|---|
| Governance | <ul style="list-style-type: none"> Developing democratic structures (council committees) Establishing the systems and processes to service and support the democratic structure Developing the governance procedures and corporate policy and procedures underlying elected member and staff delegations Developing the organisational structure of the new organisation |
| Workforce | <ul style="list-style-type: none"> Developing the workforce-related change management process including new employment contracts, location and harmonisation of wages Establishing the human resource capacity for the new entity and ensuring all policies, processes and systems are in place for day one Ensuring that positions required are filled |
| Finance and Treasury | <ul style="list-style-type: none"> Ensuring that the new entity is able to generate the revenue it needs to operate Ensuring that the new entity is able to satisfy any borrowing requirements Ensuring the new entity is able to procure goods and services Developing a methodology for interim rates billing and a strategy for rates harmonisation Developing a plan for continued statutory and management reporting requirements Developing a financial framework that complies with legislative requirements |
| Business Process | <ul style="list-style-type: none"> Planning and managing the integration and harmonisation of business processes and systems for day one, including customer call centres, financial systems, telephony systems, office infrastructure and software, payroll, consent processing etc Developing an initial ICT strategy to support the day one operating environment that includes the identification of those processes and systems that require change Developing a longer-term ICT strategy that provides a roadmap for the future integration and harmonisation of business processes and systems beyond day one |
| Communications | <ul style="list-style-type: none"> Ensuring that appropriate communication strategies and processes are in place for the new entity Developing a communication plan for the transition period that identifies the approach to internal and external communication to ensure that staff and customers are kept informed during the transition period |

²⁶ Stimpson & Co, *Report to Local Government*.

| | |
|----------------------------|--|
| Legal | <ul style="list-style-type: none"> Ensuring any legal risks are identified and managed for the new entity Ensuring that existing assets, contracts etc are transferred to the new entity Ensuring all litigation, claims and liabilities relevant to the new entity are identified and managed |
| Property and Assets | <ul style="list-style-type: none"> Ensuring that all property, assets and facilities are retained by the new entity and are appropriately managed and maintained Ensuring the ongoing delivery of property related and asset maintenance services are not adversely impacted on by the reorganisation Facilitating the relocation of staff accommodation requirements as required for day one |
| Planning Services | <ul style="list-style-type: none"> Ensuring the new entity is able to meet its statutory planning obligations from day one and beyond Ensuring that the entity is able to operate efficiently, and staff and customers understand the planning environment from day one Developing a plan to address the statutory planning requirements beyond day one |
| Regulatory Services | <ul style="list-style-type: none"> Ensuring that day one regulatory requirements and processes including consenting, licensing and enforcement activities under statute are in place Ensuring that business as usual is able to continue with minimum impact to customers from day one and beyond |
| Customer Services | <ul style="list-style-type: none"> Ensuring no reduction of the customer interaction element – either face to face, by phone, e-mail or in writing from day one and beyond Ensuring no customer service system failures on day one and beyond Ensuring that staff and customers are well informed for day one and beyond |
| Community Services | <ul style="list-style-type: none"> Ensuring that the new entity continues to provide community services and facilities Ensuring that current community service grant and funding recipients have certainty of funding during the short term |

Note: this is not an exhaustive list but provides an indication of the type of work that needs to be undertaken during the transition period.

The transition costs are those costs incurred, during the period of transition, to enable the establishment of the new entity and to ensure that it is able to function on day one. The estimated transition costs for establishment of a new entity are discussed below.

In the case of Auckland, the ATA was established to undertake the transition from nine councils to one entity. In order to undertake the transition the ATA employed staff and contractors and it had other operational costs such as rented accommodation, ICT and communications. The cost of the ATA in 2009 was reported at \$36 million and it is important to note that a substantial number of staff were seconded to the ATA from the existing councils to assist with undertaking the transition tasks. The cost of these secondments and support costs was at the cost of the existing councils and not the ATA.

The work undertaken for the reorganisation of Wellington identified the cost of the transition body as \$20.6 million and, on the assumption of FTEs to transition body costs for Wellington, the estimated cost of the transition body for the merger is \$11 million. This figure may be understated and is dependent on the governance structure adopted and other unknown factors that may influence the cost of the transition body. The cost of staff secondment and support costs from existing councils to the transition body is not included in the cost estimate.



Appendix C Distribution sensitivity analysis

| Income Statement | Ongoing cost and benefits summary | | | | | | | | |
|-------------------------------------|-----------------------------------|------------|------------------|----------------|------------|------------------|----------------|------------|------------------|
| | Ashfield | | | Leichhardt | | | Marrickville | | |
| | All approaches | Population | Rate assessments | All approaches | Population | Rate assessments | All approaches | Population | Rate assessments |
| Rates & annual charges | -\$ 1,276 | -\$ 1,655 | -\$ 1,602 | -\$ 1,971 | -\$ 2,120 | -\$ 2,333 | -\$ 4,053 | -\$ 3,525 | -\$ 3,365 |
| User fees & charges | \$ 3,693 | \$ 1,109 | \$ 1,073 | \$ 1,320 | \$ 1,420 | \$ 1,563 | -\$ 122 | \$ 2,362 | \$ 2,254 |
| Grants & contributions - operations | 0 | | | 0 | | | 0 | | |
| Grants & contributions for capital | 0 | | | 0 | | | 0 | | |
| Interest and investment income | 0 | | | 0 | | | 0 | | |
| Total income | \$ 2,417 | -\$ 546 | -\$ 529 | -\$ 651 | -\$ 700 | -\$ 770 | -\$ 4,175 | -\$ 1,163 | -\$ 1,110 |
| Expenses | | | | | | | | | |
| Borrowing costs | \$ 1,100 | \$ 249 | \$ 241 | \$ - | \$ 319 | \$ 352 | \$ - | \$ 531 | \$ 507 |
| Employee benefits | \$ 4,836 | \$ 1,751 | \$ 1,695 | \$ 1,989 | \$ 2,243 | \$ 2,469 | \$ 900 | \$ 3,730 | \$ 3,560 |
| Depreciation & amortisation | \$ 805 | \$ 375 | \$ 363 | \$ 62 | \$ 480 | \$ 529 | \$ 787 | \$ 799 | \$ 762 |
| All other expenses | \$ 4,147 | \$ 2,091 | \$ 2,024 | \$ 1,907 | \$ 2,678 | \$ 2,948 | \$ 3,168 | \$ 4,453 | \$ 4,251 |
| Total expenses | \$ 10,888 | \$ 4,467 | \$ 4,323 | \$ 3,958 | \$ 5,721 | \$ 6,297 | \$ 4,855 | \$ 9,513 | \$ 9,080 |
| Operating result | -\$ 8,471 | -\$ 5,013 | -\$ 4,852 | -\$ 4,609 | -\$ 6,420 | -\$ 7,067 | -\$ 9,030 | -\$ 10,676 | -\$ 10,190 |



Inner West Council

Performance and Engagement Survey 2021

Employee sentiment regarding council amalgamation



Introduction and methodology

Inner West Council partnered with Insync, an independent specialist employee survey provider to carry out a Performance and Engagement Survey in June 2021. The survey is based on Insync's academically and statistically validated Performance and Engagement framework.

A total of 1336 employees were invited to undertake the survey and 762 completed responses were received, which translates to a response rate of 59%.

The survey was made available to employees through email as well as via an open link. Every effort was taken to make the survey available to all cohorts of employees.

Inner West Council wished to better understand employee sentiment regarding council amalgamation and to check if employees supported the current set up. The following questions and answer options were presented to employees as a part of the survey.

Question

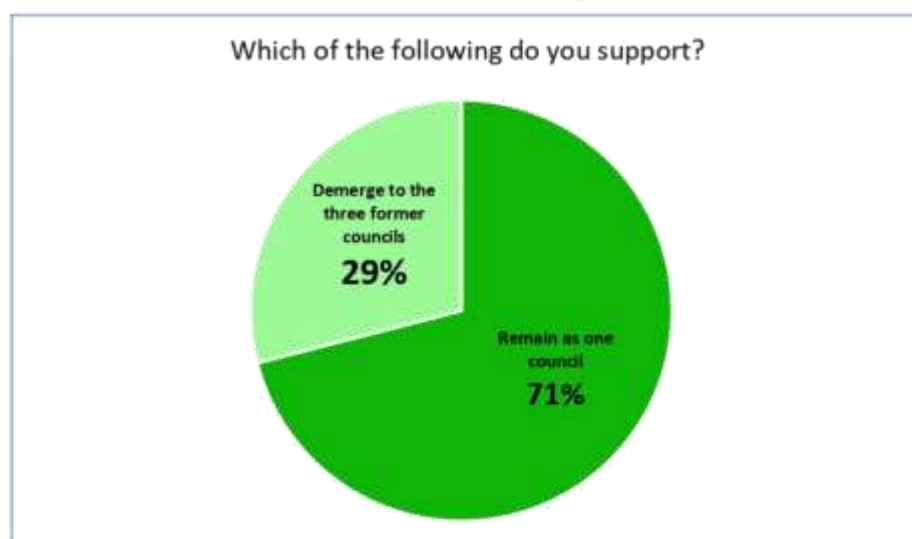
Which of the following do you support?

Answer options

Option 1 - Inner West Council should remain as one council

Option 2 - Inner West Council should demerge to the three former councils

The above question was answered by 736 respondents and the diagram below depicts the results.



Seven out of 10 respondents would like Council to remain as a single entity.

Success. Mapped.

Item No: C0821(1) Item 14
Subject: NOTICE OF MOTION: GOODS LINE RAIL NOISE
From: Councillor Victor Macri

MOTION:

THAT Council writes to State Rail and the relevant State members informing them of the freight line noise issues in Meeks Rd. The letter should contain a request for some treatments to assist these impacted residents. Noting the observations of the residents but not limiting treatments to their observations.

Background

I was contacted by a resident on the noise level of the Goods Line rail and their email is below.

My family recently purchased a house at 129 Meeks Road, Marrickville. We were quite excited to move into our beautiful new home however; the offensive noise levels of the squealing brakes of the goods trains 24 hours a day has ruined both our experience of living in the Inner West and our lives in general.

The stress levels triggered by the outrageous noise of the squealing brakes of the Goods Trains as they speed past our house 24 hours a day is causing the whole family to suffer. I am frequently awoken at night and am starting to find it difficult to concentrate on and carry out my job to the best of my ability, which is why I am sending this letter from my work email account. This morning I was awoken at 4am and was unable to get back to sleep which affects my mood and behaviour in a professional environment.

I am particularly concerned about my teenage daughter, who is suffering from insomnia and as a student is finding it difficult to concentrate due to daytime fatigue. She has had to seek medical advice about the effect the experience of the Goods Trains squealing brakes 24 hours a day is having on her mental health.

We have noticed that when the Metro Line workers have been present recently to install the Metro line, the Goods Trains travel at a significantly slower speed and the noise is much less apparent. Yet, when there are no workers on the line, the Goods Trains speed up again significantly and so does the outrageous level of squealing brakes.

We have also noticed the blue and yellow Pacific National railway engines are slower, more modern and don't make nearly as much offensive noise as the silver Independent Rail Companies which are the most outrageous noise polluters.

Under the Protection of the Environment Operations Act 1997 (POEO Act), the offensive noise levels of the Goods Trains travelling past our house 24-hours a day is unacceptable. I have numerous recordings of the trains and the appalling squealing noise of the brakes in a built-up community area should you wish me to furnish you with proof.

Offensive noise is defined in the *Protection of the Environment Operations Act 1997* as noise that by reason of its level, nature, character or quality, or the time at which it is made, or any other circumstances is:

- harmful to (or is likely to be harmful to) a person who is outside the place where the noise is coming from, or

- interferes unreasonably with (or is likely to interfere unreasonably with) the comfort or rest of a person who is outside the place where the noise is coming from.

For example, a type of noise might be particularly disturbing because it is made during the middle of the night when people are usually sleeping.

I would like the Council to serve a prevention notice so that we can get our lives back.

I would also like the ARTC to impose a speed limit and reduce the hours Goods Trains are permitted to travel through this residential area immediately.

Officer's Comments:

Comment from Senior Manager Regulatory Services

It is noted in the background information that the resident is seeking for Council to issue a prevention notice under the Protection of the Environment Operations Act 1997.

In accordance with the provisions of [Schedule 1 of the Protection of the Environment Operations Act 1997](#), Railway activities, including railway infrastructure operations and rolling stock operations, are 'scheduled activities' that are licenced and regulated exclusively by the EPA.

An EPA integrated licence for a scheduled activity regulates air, noise, water and waste environmental impacts.

Local councils and other local authorities are the '[Appropriate Regulatory Authority](#)' only for non-scheduled activities in their area.

Complaints relating to scheduled activities should be directed to the EPA via their [Reporting to the EPA procedure](#).

ATTACHMENTS

Nil.

Item No: C0821(1) Item 15
Subject: NOTICE OF MOTION: NEW PARK IN CROYDON
From: Councillor Julie Passas

MOTION:

THAT Council recognise and give thanks to the late Ms Bell for willing her home to Council, Liam Noble of Stuart Noble and associates for architectural work on the project and to Rene Holmes for providing details of Ms Bell's history and to Council implementing her wishes.

Background

This motion is to recognise and give thanks to the Late Ms Bell who generously willed her home for the new park in Croydon for Inner West residents, Council should also be commended for implementing her wishes.

Congratulations and special thanks should also be given to Liam Noble of Stuart Noble and Associates for the architectural design and landscaped of the project.

A special thanks also to Mrs Rene Holmes a Croydon Resident who grew up with the Bell Family, for working with Council and providing details of Ms Bell's history

Officer's Comments:

Staff have no comment.

ATTACHMENTS

Nil.

Item No: C0821(1) Item 16
Subject: NOTICE OF MOTION: REPORT OF DELAYS WITH DAWN FRASER POOL
From: Councillor John Stamolis

Item 16

MOTION:

THAT Council prepare a public report for the first meeting in September 2021 detailing the problems experienced with the delivery of the Dawn Fraser Pool as well as a full report on costs/expenditures.

Background

The completion of the Dawn Fraser pool is very welcome. The delays, however, have caused public concern and the loss of two summer swimming seasons has been largely unexplained.

Officer's Comments:

Comment from Director Infrastructure:

Council staff have engaged Council's auditor, EY (Ernst & Young) to undertake an independent review of the key processes and controls applied to the planning and execution of the Dawn Fraser Baths Refurbishment Project.

This will include a review of budget and timeframe variations from the initial project plan. This audit has commenced with a scoping meeting and is scheduled to be completed this year.

ATTACHMENTS

Nil.

Item No: C0821(1) Item 17
Subject: NOTICE OF MOTION: NOTIFICATION SIGNS REGARDING COVID RESITRICTION AROUND THE LGA
From: Councillor Julie Passas

MOTION:

THAT Council supply and erect A3 posters in around the Inner West Local Government area in multiple languages. These posters should be provided to Local shop keepers, businesses, placed in parks, at bus stops and other public areas.

Background

This is a serious matter which must be addressed, we as a council need to do more to remind our residents of the seriousness of the events that are currently taking place.

Officer's Comments:

Comment from Director Infrastructure:

The Covid restrictions as outlined in the Public Health Orders change regularly. Council has been placing signage on its own buildings and facilities, where required by the Public Health Order and NSW Health. The Covid restrictions are well publicised in the media and available on the NSW Health website. Council currently has temporarily reduced non-essential maintenance services as staff from the affected local government areas (Fairfield, Liverpool, Canterbury-Bankstown, Cumberland and Blacktown) are unable to leave their home and attend work at the Inner West Council. Given the changing restrictions, it would be challenging for Council to provide updated signage in a timely manner to businesses and other locations as the restrictions are regularly updated.

NSW Health already provide a selection of artwork and informative posters available in A3 and A4 on their website. These are relevant and extensive, up-to-date, industry specific and already translated into multiple languages. They include QR-code check-in, face masks, hand hygiene and clean workplaces, getting tested and staying at home, physical distancing, room and lift capacity and are all translated already.

ATTACHMENTS

Nil.

Item No: C0821(1) Item 18
Subject: NOTICE OF MOTION: WESTCONNEX ST PETERS INTERCHANGE PARK
From: Councillor Pauline Lockie

MOTION:

THAT Council writes to the Premier and relevant Ministers to request that the NSW Government:

- a) **Conducts an immediate investigation into potential contamination at the site of the WestConnex St Peters Interchange;**
- b) **Retains responsibility for the remediation, ownership and management of the parkland within the Inner West Council local government area, due to the ongoing challenges and financial costs Council would face if it were to take this on; and**
- c) **Works with Council to identify an alternative site to provide genuine open space and parkland as compensation for the impact WestConnex has had and continues to have on the surrounding area.**

Background

As has been recently reported in *The Sydney Morning Herald* and *City Hub*, most of the promised parkland around the WestConnex St Peters Interchange on the Inner West Council side - which was due to open with the M8 motorway a year ago - remains closed to the public, and beset by stability and vegetation growth issues.

The site also shows disturbing signs of insufficient remediation and ongoing contamination from the toxic landfill over which it has been built.

Landfill sites that have not been properly closed can continue to emit emissions for over 50 years. If remediation is not done properly, there can be serious consequences for the immediate environment.

Vegetation growth is a sign that landfill sites have been properly closed. However, plantings at the site have died, and the mound of excavated waste at the southern end of the site has been subject to landslips and erosion. This potentially ongoing contamination must be urgently investigated to protect our community.

The high risk of ongoing contamination and fundamental issues with park's design also mean Council is likely to inherit a significant and ongoing liability if it were to take responsibility for the ongoing management of the parkland, particularly as Council had no involvement in the development of the site.

The NSW Government should commit to delivering and managing the parkland it had promised the community as compensation for WestConnex, rather than handing our community a liability. And given this open space was supposed to be compensatory, the NSW Government should work with Council to identify a genuinely valuable area that can be delivered as open space for the community that has borne, and will continue to bear, the impact of WestConnex's construction, pollution, and traffic issues.

Officer's Comments:

Staff have no comment.

ATTACHMENTS

Nil.

Item No: C0821(1) Item 19
Subject: QUESTION ON NOTICE: INNER WEST AFFORDABLE HOUSING UPDATE
From: Councillor John Stamolis

Council to provide a report which details the following:

Question

What is the amount In the Inner West Affordable Housing Fund?

Answer

The current cash amount in the affordable housing fund is: \$1,231,217.61

Question

How many affordable housing units does Inner West Council have?

Answer

Council now owns 19 affordable housing units.

Question

Provide details for each unit:

- . Suburb
- . Number of bedrooms
- . Rent paid

Answer

Item 19

| No. | Suburb | Bedrooms (B) | Weekly Rent |
|-----|-------------------|--------------|-------------|
| 1 | Lewisham 2049 | 2B | \$530 |
| 2 | Lewisham 2049 | 1B | \$380 |
| 3 | Lewisham 2049 | Studio | \$335 |
| 4 | Lewisham 2049 | 1B | \$350 |
| 5 | Dulwich Hill 2203 | Studio | \$320 |
| 6 | Dulwich Hill 2203 | 1B | \$380 |
| 7 | Summer Hill 2130 | 2B | \$450 |
| 8 | Summer Hill 2130 | 2B | \$480 |
| 9 | Summer Hill 2130 | 1B | \$356 |
| 10 | Summer Hill 2130 | 1B | \$356 |
| 11 | Marrickville 2204 | 2B | \$410 |
| 12 | Marrickville 2204 | 1B | \$325 |
| 13 | Marrickville 2204 | 2B | \$410 |
| 14 | Marrickville 2204 | 2B | \$410 |
| 15 | Marrickville 2204 | 2B | \$400 |
| 16 | Marrickville 2204 | 3B | \$615 |
| 17 | Marrickville 2204 | 1B | \$325 |
| 18 | Marrickville 2204 | 1B | \$330 |
| 19 | Marrickville 2204 | 1B | \$325 |

ATTACHMENTS

Nil.

Item No: C0821(1) Item 20
Subject: MARRICKVILLE GOLF COURSE LEASE
Prepared By: Joel Giblin - Property Officer
Authorised By: Peter Livanes - Acting Director Corporate

RECOMMENDATION

THAT:

1. **Council as the Crown Land Manager of Reserve R.83765 and owner of land parcels forming part of the golf course, resolves to grant a twenty one year lease of Marrickville Golf Course to Marrickville Golf, Sporting and Community Club Limited; and**
2. **Authority be delegated to the General Manager to negotiate, execute and administer the lease in accordance with the terms contained in Confidential Attachment 1 to the report, subject to Council endorsing the Plan of Management and satisfactory completion of the community notification requirements**

DISCUSSION

Following various legislative changes in the management of Crown land and changes in the areas and names of local government authorities Inner West Council is now Crown land manager of Riverside Park Reserve R.83765 for the purposes of the Crown Land Management Act. The Golf course partly encompasses this Crown Land as well as land owned by Council.

At its Ordinary Meeting on 22nd September 2020 Council resolved, amongst other things, the following:

1. **Council maintain an 18 hole golf course and revise the Draft Plan of Management accordingly prior to referring its Crown land components (generally the area described as Riverside Park) to the Minister for Water, Housing and Property for owners consent;**
2. **Council commit to working with the Marrickville Golf Sporting and Community Club on Grant opportunities which will assist the club with environmentally sustainable water supply for greens and fairway watering;**
3. **Council give in principle support for a 21 year lease.**

The amended final Draft Marrickville Parklands and Golf Course Plan of Management (PoM) dated March 2021 expressly authorises Inner West Council to grant leases for Riverside Park where Council is the land manager for up to 21 years for the following purposes and uses – Recreational purposes, organised sport, school and community group recreation and education use, organised sport including golf and Café/Kiosk (social enterprise). Similarly, the PoM expressly authorises Inner West Council to grant leases over Council owned and controlled land for the same purposes. A portion of the golf course is owned by Canterbury Bankstown Council and any new lease or licence needs to be independently negotiated between the golf course and Canterbury Bankstown Council in accordance with the Plan of Management (PoM). Similarly, a portion of the golf course (the clubhouse) is directly managed by Crown Lands and any new lease or licence needs to be independently negotiated between the golf course and NSW Crown Lands.

The lease between Inner West Council and Marrickville Golf, Sporting and Community Club Limited has expired and is currently in hold over. Council Officers have proposed terms **(Attachment 2)** to Marrickville Golf, Sporting and Community Club Limited for a new 21 year lease of the 18 golf greens, the pro shop and other buildings for the purpose of a golf course in accordance with the final draft plan of management and Council resolution. The Club have agreed to these terms which can be read in more detail in the attached Heads of Agreement, Lease of Marrickville Golf Course **(Attachment 1)**.

In negotiations of the lease terms, the Golf Course applied for an Accommodation Grant as outlined in Inner West Councils Land and Property Policy. The Policy sets out criteria for non-commercial sporting and community organisations to receive a discounted rent, the percentage of which reflects community benefit, alignment with Councils priorities and the Lease applicants capacity to pay.

An accommodation grant of 50% of the market rent is proposed based on the lessee providing the following:

- Access to the Golf Course to members of the public for the purposes of passive recreation and on leash dog walking in accordance with the PoM
- Access to Council staff, contractors, and volunteers for the purpose of carrying out vegetation restoration so as to improve the urban ecology ie Landcare bush regeneration in accordance with the PoM
- Annual NAIDOC Golf days
- Golf Scholarship for young women (age 7-14) and mentoring programs
- Charity fundraising

The grant will be detailed in the final lease and services provided will be annexed to the lease as a condition of the grant in the form of a (Service Level Agreement – SLA). This ensures that the occupation continues to be in the interests of the public and will include requirements of annual reporting and specific Key Performance Indicators. To be eligible for the Accommodation Grant, the Marrickville Golf, Sporting and Community Club Limited will need to fully comply with the requirements of the Service Level Agreement.

FINANCIAL IMPLICATIONS

Proposed future annual rent paid to Council is outlined in the attachment confidential Heads of Agreement – Marrickville Golf Course Lease.

ATTACHMENTS

1. Attachment 1 Heads of Agreement, Lease of Marrickville Golf Course "signed" - *Confidential*

This attachment is confidential in accordance to commercial information of a confidential nature (Section 10A(2)(d)(i) of the Local Government Act 1993) that would, if disclosed prejudice the commercial position of the person who supplied it; AND commercial information of a confidential nature (Section 10A(2)(d)(ii) of the Local Government Act 1993) that would, if disclosed confer a commercial advantage on a competitor of the council; AND commercial information of a confidential nature (Section 10A(2)(d)(iii) of the Local Government Act 1993) that would, if disclosed reveal a trade secret.

2. Attachment 2 Heads of Agreement, Lease of Marrickville Golf Course "offer" - *Confidential*

This attachment is confidential in accordance to commercial information of a confidential nature (Section 10A(2)(d)(i) of the Local Government Act 1993) that would, if disclosed prejudice the commercial position of the person who supplied it;

AND commercial information of a confidential nature (Section 10A(2)(d)(ii) of the Local Government Act 1993) that would, if disclosed confer a commercial advantage on a competitor of the council; AND commercial information of a confidential nature (Section 10A(2)(d)(iii) of the Local Government Act 1993) that would, if disclosed reveal a trade secret.