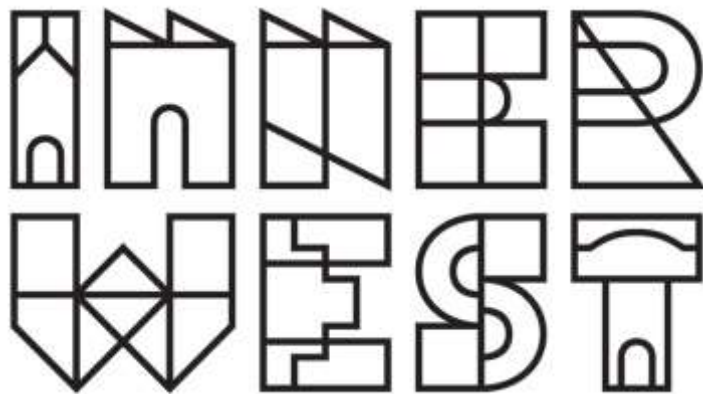


AGENDA



COUNCIL MEETING
TUESDAY 24 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	
3	Notice of Webcasting	
4	Disclosures of Interest (Section 451 of the Local Government Act and Council's Code of Conduct)	
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	Nil at the time of printing.	
10	Reports with Strategic Implications	
	Nil at the time of printing.	
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14 Reports with Confidential Information

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 3 August 2021

Meeting commenced at 6.31 pm

Present:

Darcy Byrne	Mayor
Victor Macri	Deputy Mayor
Marghanita Da Cruz	Councillor
Mark Drury	Councillor
Colin Hesse	Councillor (6:32pm)
Tom Kiat	Councillor
Pauline Lockie	Councillor
Julie Passas	Councillor
Rochelle Porteous	Councillor
Vittoria Raciti	Councillor
John Stamolis	Councillor
Louise Steer	Councillor
Anna York	Councillor
Peter Gainsford	General Manager
Graeme Palmer	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

Councillor Hesse entered the Meeting at 6:32 pm.

DISCLOSURES OF INTERESTS: Nil

CONFIRMATION OF MINUTES

Motion: (Steer/Byrne)

THAT the Minutes of the Council Meeting held on Tuesday, 20 July 2021 be confirmed as a correct record.

Motion Carried

For Motion: Crs Byrne, Da Cruz, Drury, Hesse, Kiat, Lockie, Macri, 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.

Condolence motion: Maria Coles

Motion: (Macri/Byrne)

THAT Council write a letter of condolences to the family of Maria Coles.

Motion Carried

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

Against Motion: Nil

C0821(1) Item 25 Mayoral Minute: COVID Vaccination in the Inner West – Public Health Promotion Campaign

Motion: (Byrne)

THAT Council:

- 1. Launches an immediate public information campaign encouraging residents to get vaccinated against COVID-19 with funding to be allocated from the Council's communications budget, and costs to be reported as part of the next quarterly budget review. Communications, including banners, social media and letterboxed material, is to be tailored to the Inner West with wording to be agreed with NSW Health;**
- 2. Displays banners on the main streets and town halls urging residents to get vaccinated against COVID-19. The banners are to be displayed within the next 10 business days;**
- 3. Uses all its communication channels to promote how and where residents can get vaccinated including maintaining and promoting a continually updated list of places in the Inner West local government area where vaccinations are available;**
- 4. Letterboxes all households promoting vaccination including the benefits to individuals and the Inner West community of higher vaccination levels and providing information about how and where to get vaccinated. This vaccination information must include options for it to be translated into community languages spoken in the Inner West;**
- 5. Launches a social media campaign through all of Council's channels promoting the benefits to individuals and the Inner West community of higher vaccination levels and providing information about how and where to get vaccinated;**
- 6. Writes to the NSW Government seeking the urgent opening of walk-up and pop-up vaccination clinics in the Inner West and offering the use of Council facilities for this use;**
- 7. Notes Council's adopted policy of not providing Council facilities to anti-vax groups; and**

8. Design and distribute posters to main street businesses encouraging vaccination so that local businesses can reopen and recover from the economic downturn.

Motion Carried

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

Against Motion: Nil

C0821(1) Item 1 Adoption of Inner West Zero Waste Strategy

Motion: (Byrne/Passas)

THAT:

1. Council adopt the Inner West Zero Waste Strategy;
2. The extension of Council's food recycling service to every home in the Inner West, in the next term of Council, be incorporated into the Zero Waste Strategy and proposed for the upcoming Community Strategic Plan; and
3. Council receive a report on the short and medium term targets under the strategy and plan for ensuring Council will monitor achievement of these interim targets.

Motion Carried

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

Against Motion: Nil

C0821(1) Item 2 Adoption of Planning Proposal - 36 Lonsdale Street and 64-70 Brenan Street, Lilyfield

Motion: (Macri/Raciti)

THAT Council:

1. Endorse the amendments to the Leichhardt Local Environmental Plan (LEP) 2013 for 36 Lonsdale Street and 64-70 Brenan 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;
2. Refer the site-specific amendment to the Leichhardt Development Control Plan (DCP) 2013 for 36 Lonsdale Street and 64-70 Brenan Street, Lilyfield to the Inner West Council Architectural Excellence and Design Review Panel and report any comments the Panel may make to Council for adoption of the DCP amendment, should the NSW Department of Planning Industry and Environment make the LEP amendments referred to recommendation 1 above; and
3. The site-specific amendment to the Leichhardt Development Control Plan (DCP) 2013 for 36 Lonsdale Street and 64-70 Brenan Street, Lilyfield incorporate relevant energy and water management (including natural drying facilities and 4* energy rating) controls consistent with State Environmental Planning Policy (Building Sustainability Index: BASIX) & State Environmental Planning Policy 65 – Design Quality of Residential Apartment Development.'

Motion Lost**For Motion:** Crs Drury, Macri, Passas, Raciti, Steer and York**Against Motion:** Crs Byrne, Da Cruz, Hesse, Kiat, Lockie, Porteous and Stamolis**Amendment (Da Cruz/Hesse)****THAT an additional point be added:**

3. The site-specific amendment to the Leichhardt Development Control Plan (DCP) 2013 for 36 Lonsdale Street and 64-70 Brenan Street, Lilyfield incorporate relevant energy and water management (including natural drying facilities and 4* energy rating) controls consistent with State Environmental Planning Policy (Building Sustainability Index: BASIX) & State Environmental Planning Policy 65 – Design Quality of Residential Apartment Development.'

Motion Carried**For Motion:** Crs Da Cruz, Drury, Hesse, Kiat, Lockie, Porteous, Stamolis, Steer and York**Against Motion:** Crs Byrne, Macri, Passas and Raciti

As the amendment was carried, it was incorporated into the primary motion.

ADJOURNMENT

8.47pm - The Mayor, Clr Byrne adjourned the meeting for a short recess.

8.58pm– The Mayor, Clr Byrne resumed the meeting.

APOLOGIES:**Motion: (Byrne/Macri)****THAT apologies be accepted from Councillors Iskandar and McKenna OAM.****Motion Carried****For Motion:** Crs Byrne, Da Cruz, Drury, Hesse, Kiat, Lockie, Macri, Passas, Porteous, Raciti, Stamolis, Steer and York**Against Motion:** Nil**C0821(1) Item 3 Adoption of Car Share Policy****Motion: (Drury/Hesse)****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 with the additional wording added to clause 5.7 of the policy: "If a Share car has been parked unremoved for a period of longer than 5 days in a permit parking zone then the Share car company will be required to move the car."
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.

4. Council charge \$119.00 annually as well as the other costs.

Motion Carried

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

Against Motion: Nil

Councillor Da Cruz left the Meeting at 9:24 pm.

C0821(1) Item 4 Adoption of Gender Equal Representation Policy

Motion: (Porteous/York)

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

Motion Carried

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

Against Motion: Cr Passas

Absent: Cr Da Cruz

Councillor Da Cruz returned to the Meeting at 9:26 pm.

C0821(1) Item 5 Paringa Reserve Plan of Management

Motion: (Stamolis/Byrne)

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;**
- 2. Adopt the Plan of Management and Master Plan for Paringa Reserve; 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.**

Motion Carried

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

Against Motion: Nil

Councillor Passas left the Meeting at 9:33 pm.

C0821(1) Item 6 Whites Creek Valley Park-Reclassification of Companion Animal Access Areas.

Motion: (Da Cruz/Steer)

THAT Council:

- 1. Maintain the entire length of concrete path, which runs through the parkland from “Piper Street through to Brennan Street” as on leash;**
- 2. Maintain the bush regeneration care area which runs between the path and the canal as on leash; and**

3. Declare the open space highlighted in red in Fig 1.0, on the western side of the pathway, as off leash.

Motion Carried

For Motion: Crs Da Cruz, Hesse, Kiat, Lockie, Macri, Porteous, Stamolis and Steer

Against Motion: Crs Byrne, Drury, Raciti and York

Absent: Cr Passas

Foreshadowed Motion (Byrne/Drury)

THAT the area of Whites Creek Valley Park that runs from Piper Street to Brennan Street is reverted back to off-leash in its entirety.

This foreshadowed motion lapsed.

Councillor Passas returned to the Meeting at 9:40 pm.

C0821(1) Item 7 Marrickville Parklands and Golf Course- Adoption of Park Plan of Management

Motion: (Drury/Macri)

THAT Council:

1. Adopt the Marrickville Parkland and Golf Course Plan of Management and Master Plan;
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 1.25m AHD) and the fixed stabilisation level of RL 0.8m AHD. This allowance is to be documented in any future license agreement with the Marrickville Golf Sporting and Community Club.

Motion Lost

For Motion: Crs Byrne, Drury, Macri, Passas, Raciti and York

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

Foreshadowed Motion (Hesse/Passas)

THAT Council defer this item for a Councillor briefing and so the Plan of Management can be discussed at the same time at the proposed lease of Marrickville Golf Course.

Motion Carried

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

Against Motion: Crs Byrne, Drury, Macri, Raciti and York

Councillor Byrne left the Meeting at 10:06 pm. The Deputy Mayor, Cllr Macri assumed the chair.

C0821(1) Item 8 Classification of land - 43 Hercules Street, Dulwich Hill

Motion: (Hesse/Steer)

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;**
- 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); and**
- 3. Receive a report within three months on reclassifying the land to Community Classification once the GreenWay works are complete for ensuring this land is kept for use by the community.**

Motion Carried

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

Against Motion: Nil

Absent: Cr Byrne

C0821(1) Item 9 Local Traffic Committee Meeting - July 2021

Motion: (Macri/Hesse)

THAT the Minutes of the Local Traffic Committee Meetings held on 19 July 2021 be received and the recommendations be adopted with the following amendment:

- Add an additional point on Item 1 of the LTC minutes '5. Notes the proposal will be consulted with the community'.**

Motion Carried

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

Against Motion: Nil

Absent: Cr Byrne

C0821(1) Item 10 Hammond Park - Sporting Ground Management

Motion: (Drury/Kiat)

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; and**

- 3. Consider in the 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.**

Motion Carried

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

Against Motion: Crs Passas and Raciti

Absent: Cr Byrne

Procedural Motion

Motion: (Macri/Drury)

THAT Council suspend standing orders to deal with confidential items 21 and 22 and enter confidential session at this time.

Motion Carried

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

Against Motion: Nil

Absent: Cr Byrne

Confidential Session

That in accordance with Section 10A(1) of the Local Government Act 1993, the following matters be considered in Closed Session of Council for the reasons provided:

C0821(1) Item 21 Tender for the Supply, Installation and Maintenance of Parking

Meters contains 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.

C0821(1) Item 22 SSROC Electricity Tender contains information (Section 10A(2)(c) of the Local Government Act 1993) that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Councillor Byrne returned to the Meeting at 10:50 pm. The Deputy Mayor, Councillor Macri vacated the Chair and the Mayor, Councillor Byrne assumed the Chair.

Procedural Motion: Extension of time

Motion: (Byrne/Lockie)

THAT the meeting be extended for 10 minutes.

Motion Carried

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

Against Motion: Nil

REPORTS WITH CONFIDENTIAL INFORMATION

C0821(1) Item 21 Tender for the Supply, Installation and Maintenance of Parking Meters

Motion: (Drury/York)

THAT:

- 1. Council enter into a Contract (7-years with a 3-year extension option) with Duncan Solutions Australia for the supply, installation and maintenance of the pay-by-plate parking meter solution (RFT T02-21) for the amount of \$6,174,183 (including GST) over the 7-year contract term; and**
- 2. The upgrade of the existing physical permit system to incorporate electronic permits be supported for investigation and implementation**

Motion Lost

For Motion: Crs Byrne, Drury, Lockie, Macri and York

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

Foreshadowed Motion (Porteous/Stamolis)

THAT Council:

- 1. Does not proceed with any of the tenders at this time for the supply, installation and maintenance of parking meters;**
- 2. Receive a report at the next Ordinary Council meeting on negotiating a new an interim maintenance contract for existing parking meters with the existing provider;**
- 3. The report also include detailed information about credit card payments and any elements of non-compliance;**
- 4. In addition, the report include how Council intends to undertakes consultation with the community on moving most of the meters to digital and requiring the use of a credit card for most meters;**
- 5. Determines to turn off the parking meters on the high streets (Darling, Norton and King Streets) during this and any subsequent lockdown;**
- 6. Prepares a parking meter policy.**

Motion Carried

For Motion: Crs Byrne, Da Cruz, Hesse, Kiat, Passas, Porteous, Stamolis and Steer

Against Motion: Crs Drury, Lockie, Macri, Raciti and York

Foreshadowed Motion (Passas)

THAT parking meters be removed immediately and not be replaced.

This foreshadowed motion lapsed.

C0821(1) Item 22 SSROC Electricity Tender

Motion: (Drury/Kiat)

THAT Council approve the total percentage of Renewable Energy required by Council as 100% for the SSROC PEERs Tender (SSROC T2021-12).

Motion Carried

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

Against Motion: Nil

Procedural Motion

Motion: (Macri/Raciti)

THAT items 11, 12, 13, 14, 15, 16, 17, 18, 23 and 24 be deferred to an Extraordinary Council meeting on to be held on Tuesday, 10 August 2021 at 6.30pm online.

Motion Lost

For Motion: Crs Macri, Passas, Raciti, Stamolis and Steer

Against Motion: Crs Byrne, Da Cruz, Drury, Hesse, Kiat, Lockie, Porteous and York

Councillor Passas retired from the Meeting at 11:16 pm.

Foreshadowed motion (Lockie/Kiat)

THAT items 11, 12, 13, 14, 15, 16, 17, 18, 23 and 24 be deferred to the Ordinary Council meeting on 24 August 2021.

Motion Carried

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

Against Motion: Cr Raciti

Absent: Cr Passas

Motion: (Byrne/Lockie)

THAT Council move back into the Open Session of the Council Meeting.

Motion Carried

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

Against Motion: Nil

Absent: Cr Passas

Meeting closed at 11.16 pm.

PUBLIC SPEAKERS:

Item #	Speaker	Suburb
Item 2:	Belinda Thompson	Lilyfield
	Derek Raithby	Leichhardt
Item 5:	Renate Barnett	Balmain
Item 6:	Kristina Major	Annandale
Item 7:	Andrew Tighe	Marrickville
	Simon Wilkes	Marrickville
	Justine Langford	Marrickville
	Kylie Cochrane	Dulwich Hill
	Jakki Trenbath	Earlwood
Item 10:	Jean Kouriel	Marrickville
	Liza Schaeper	Annandale
	Darren Genner	Ashbury
	Paul Hutchins	Ashfield
	Annette Alexander	Ashfield
Item 14:	Pauline Hageman	Marrickville
Item 18:	Charlie Pierce	Newtown
Item 24:	Rev.Bill Crews	Ashfield
	Rosanna Barbero	Marrickville

Unconfirmed minutes of the Ordinary Council meeting held on 3 August 2021.

Item No: C0821(4) Item 1
Subject: NOTICE OF MOTION: CONDOLENCE MOTION: KENNETH GEORGE ADDERLEY OF SUMMER HILL
From: Councillor Mark Drury

MOTION:

THAT Council notes with sadness this passing of Kenneth George Adderley of Summer Hill, we express our condolences to his grandmother Clr Lucille McKenna OAM and to his parents, Melinda and Paul and to his siblings Eloise, Patrick and Fergus and to the wider family.

Background

Kenneth lived from 16th February 1993 to 8th July 2021 and was well loved and brought considerable challenges and a lot of joy his family.

He was a real part of the family with a great love for music and getting out.

Like many Summer Hill residents, he loved being out with his family in a particular Summer Hill Café for Saturday breakfast.

Like many of his ilk he was a staunch Rabbitohs supporter.

On Monday 19 July 2021 there was a Thanksgiving Service for his life held at St David's Uniting Church and joined by many online.

At the service his family gave thanks for the time they had with him and the special part he played in the family.

The family noted the significant medical challenges Kenneth had every day of his life. For most of his life Kenneth required a high level of support. His family were especially grateful to those who had provided that care and support.

At the service the family showed wonderful family snaps and told tales of holidays and great nights out.

But most of all, it was a family fare welling a loved one.

ATTACHMENTS

Nil.

Item No: C0821(4) Item 2

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 is 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 1.25m AHD) and the fixed stabilisation level of RL 0.8m AHD. 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 amend 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 2

Attachment 1

Inner West Council

T 02 9392 5000

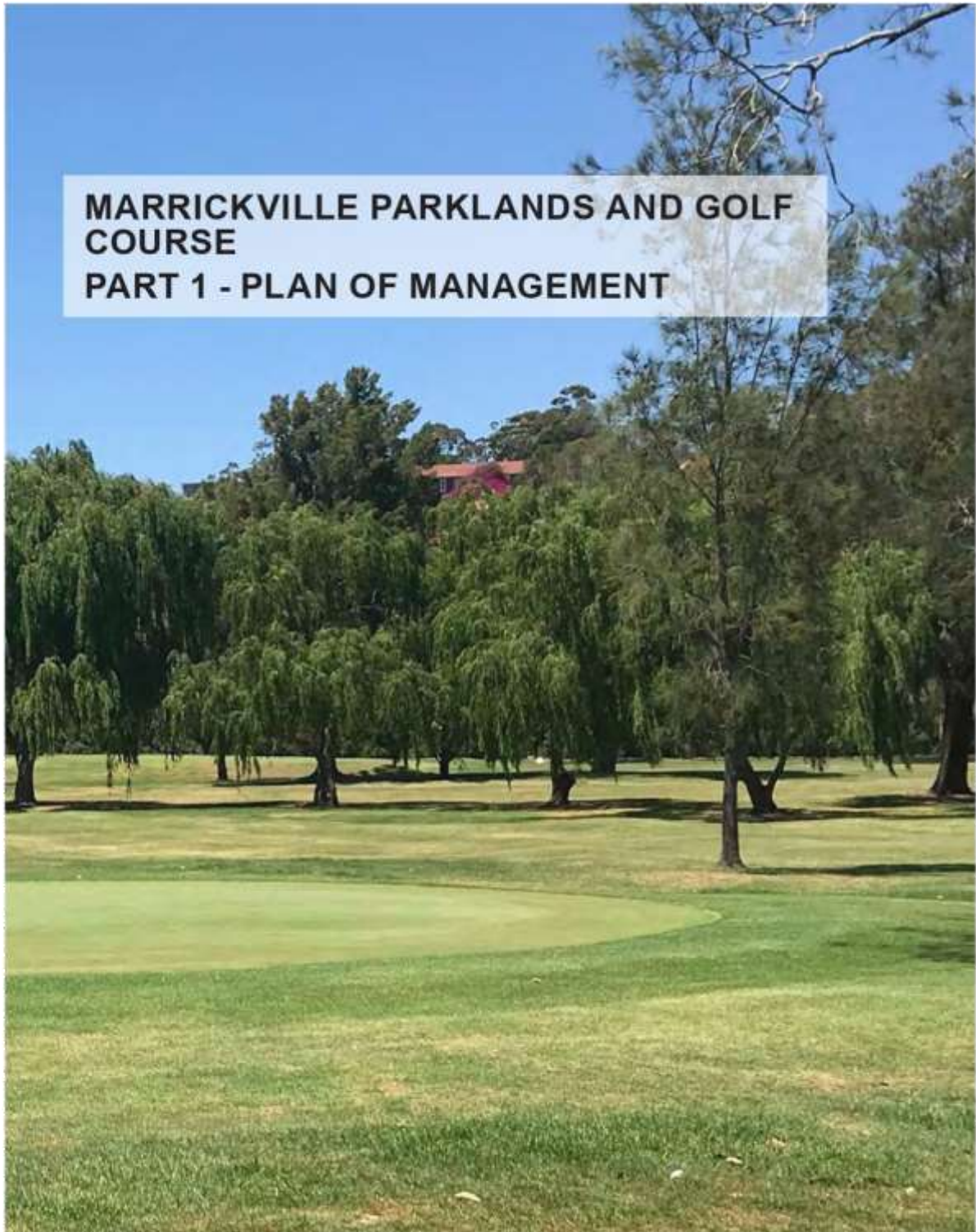
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Front cover image: Footbridge, Cooks River, Marrickville
Photography by Inner West Council



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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



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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

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04 Engagement Overview + Common Themes	45
05 Action Plans	49
06 Future directions	63
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1 PART 2 - Master Plan Report by Welsh and Major P/L	
2 Implementation Plan	
3 Stormwater Harvesting and Reuse Feasibility Assessment	



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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





Figure 1 - Plan of the Inner West Council Local Government Area (LGA) within the context of greater Sydney.

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

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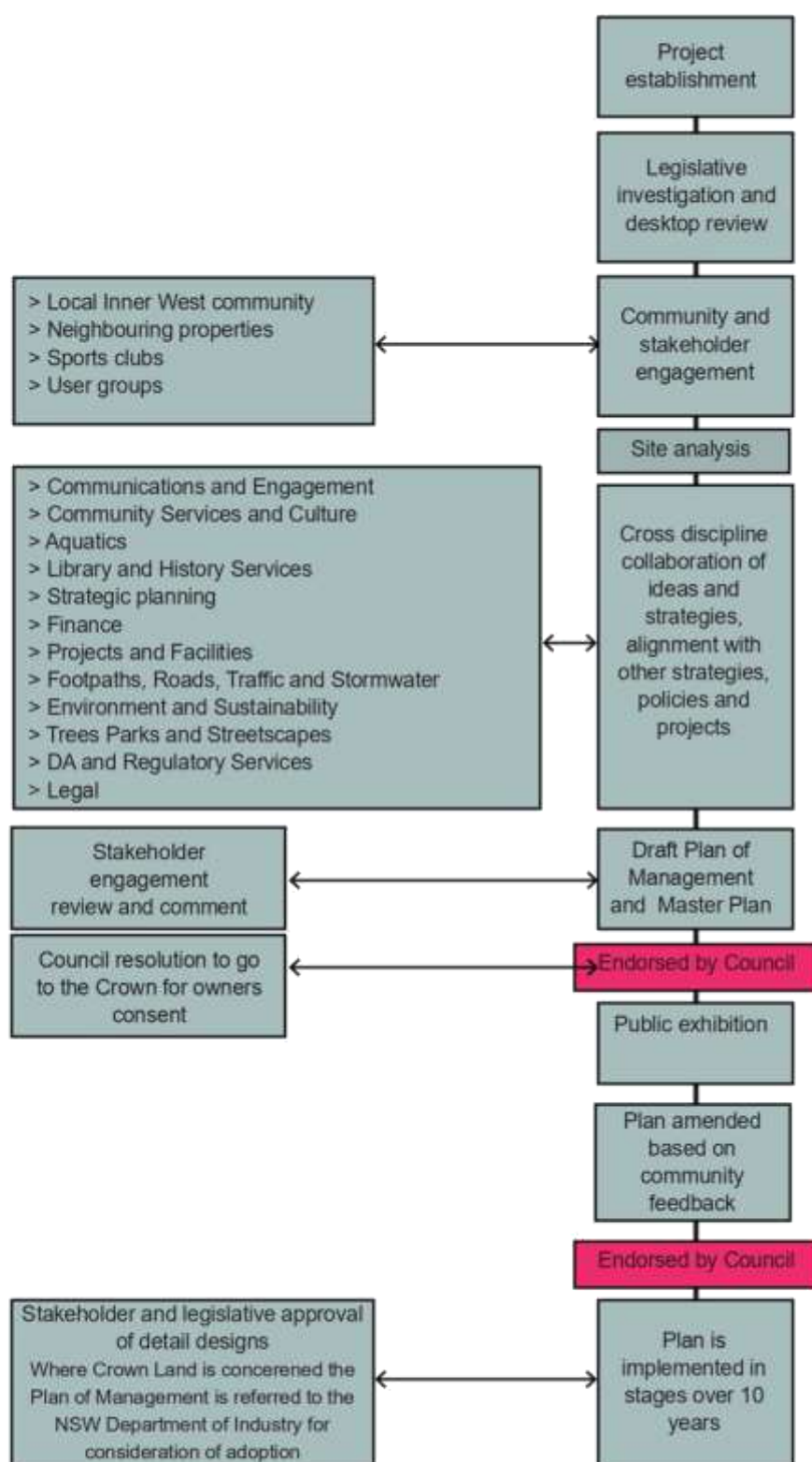


Figure 5 - Project Methodology diagram

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.

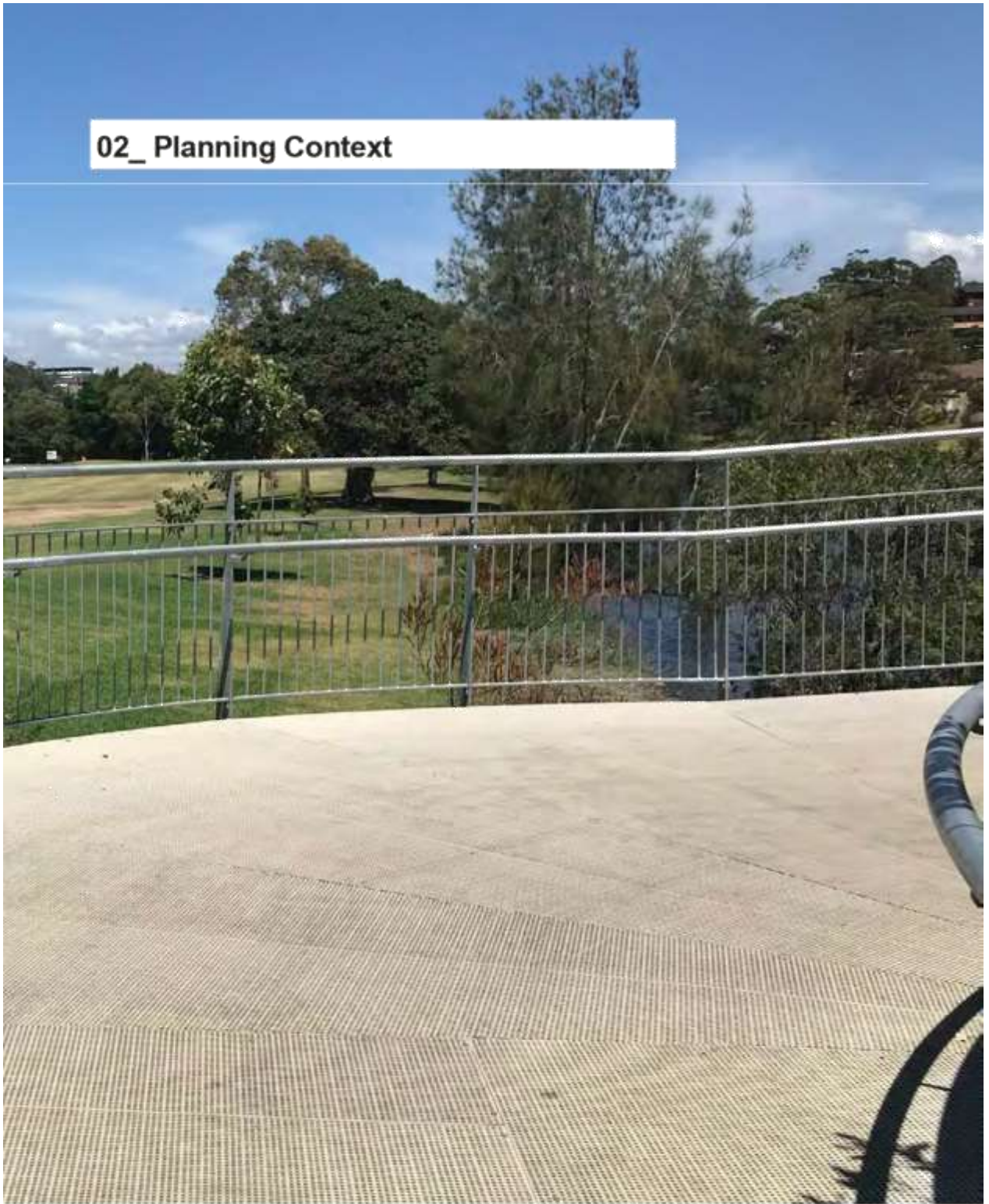


Bearman footbridge. Photography by Inner West Council.

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Attachment 1

02_ Planning Context



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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.



Cools River at Merrickville Parklands. Photography by Inner West Council.

03_ Local Government Planning Context



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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."

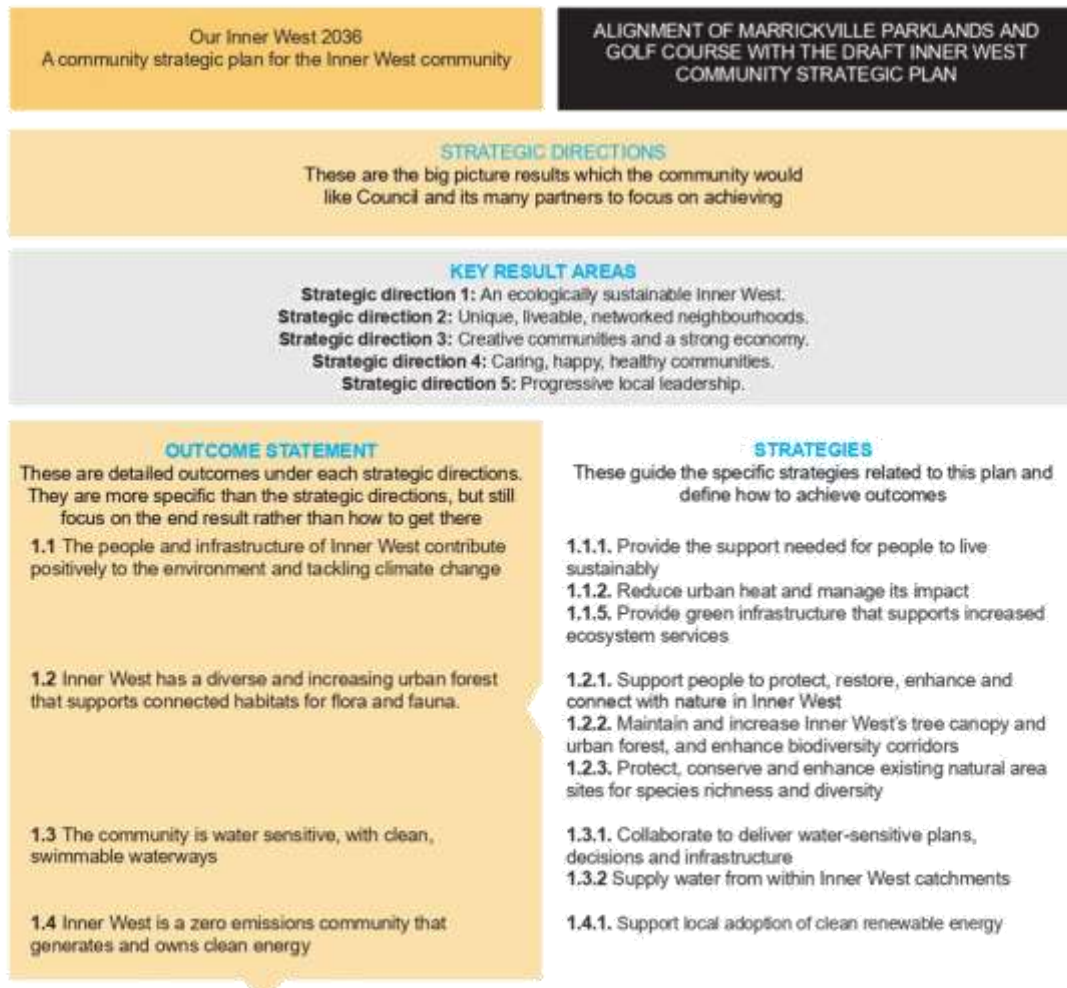
Council's parks and facilities serve multiple

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.



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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

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

2.1 Development is designed for sustainability and makes
life better

2.2 The unique character and heritage of neighbourhoods
is retained and enhanced

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

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

3.1 Creativity and culture are valued and celebrated;

3.2 Inner West is the home of creative industries and
services

3.3 The local economy is thriving

3.4 Employment is diverse and accessible

STRATEGIES

These guide the specific strategies related to this plan and define
how to achieve outcomes

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+

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

2.2.2. Manage change with respect for place, community
history and heritage

2.3.1. Plan and deliver public spaces that fulfil and support
diverse community needs and life

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

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

3.2.1. Position Inner West as a place of excellence for
creative industries and services and support them to thrive

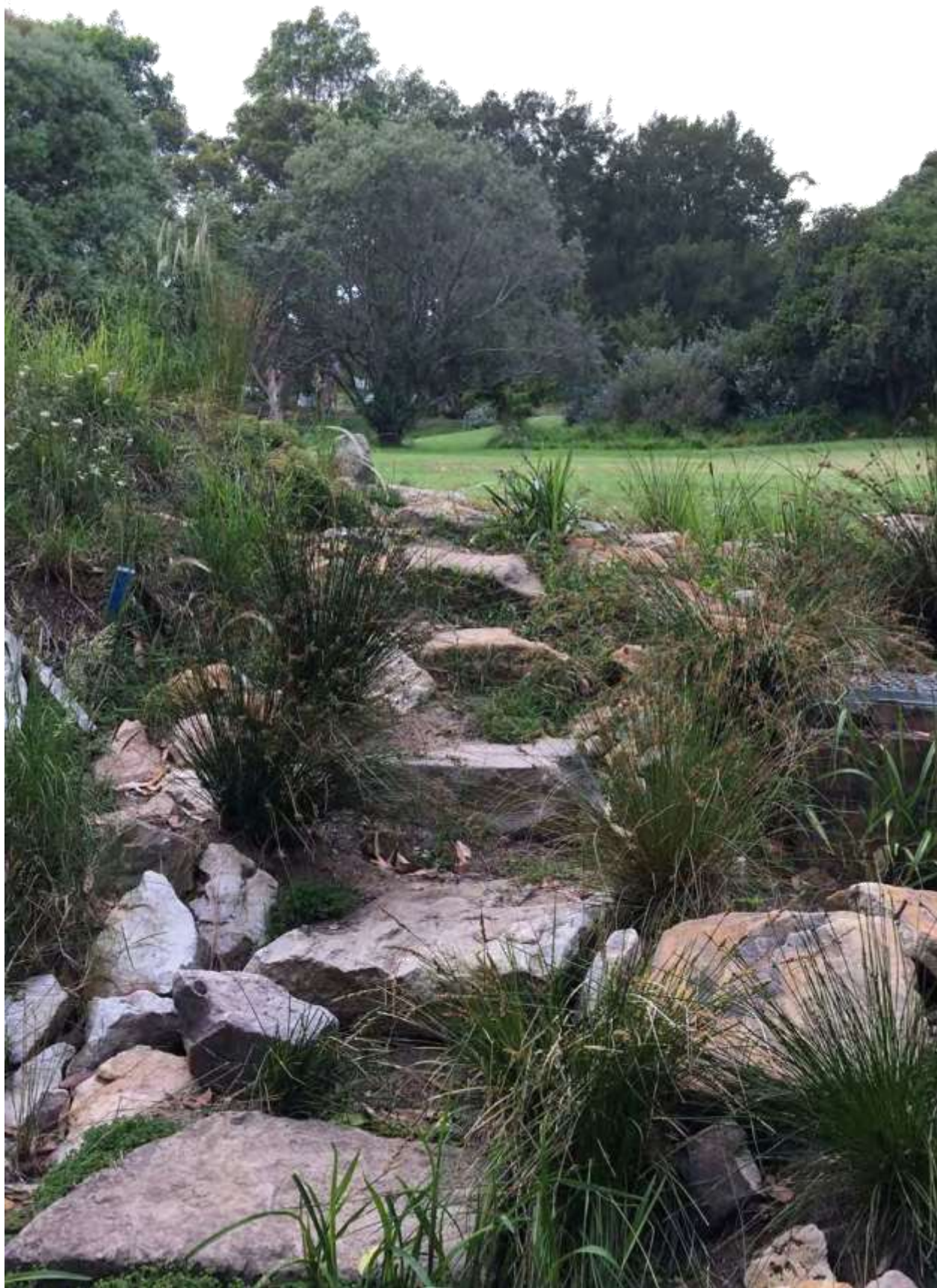
3.2.4. Facilitate the availability of affordable spaces for creative
industries and services

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

3.4.2. Encourage social enterprises and businesses to grow
local employment

Our Inner West 2036 A community strategic plan for the Inner West community	ALIGNMENT OF THE LEICHARDT 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>3.5 Urban hubs and main streets are distinct and enjoyable places to shop, eat, socialise and be entertained</p> <p>4.1 Everyone feels welcome and connected to the community</p> <p>4.2 The Aboriginal community is flourishing, and its culture and heritage continues to strengthen and enrich Inner West</p> <p>4.3 The community is healthy and people have a sense of wellbeing</p> <p>4.4 People have access to the services and facilities they need at all stages of life</p> <p>5.1 People are well informed and actively engaged in local decision making and problem-solving</p> <p>5.2 Partnerships and collaboration are valued and recognised as vital for community leadership and making positive changes</p> <p>5.3 Government makes responsible decisions to manage finite resources in the best interest of current and future communities</p>	<p>STRATEGIES</p> <p>These guide the specific strategies related to this plan and define how to achieve outcomes</p> <p>3.5.2 Enliven community life by delivering and supporting events, public art, cultural celebrations and entertainment</p> <p>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</p> <p>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</p> <p>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</p> <p>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</p> <p>5.1.1. Support local democracy through transparent communication and inclusive participatory community engagement</p> <p>5.2.3. Collaborate with partners to deliver positive outcomes for the community, economy and environment</p> <p>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</p>



Item 2

Attachment 1

03 Local Government Planning Context

People with Disabilities 2017 - 2021

The Inner West Council Inclusion Action Plan (for People with a Disability) 2017-2021 (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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Item 2

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

Item 2

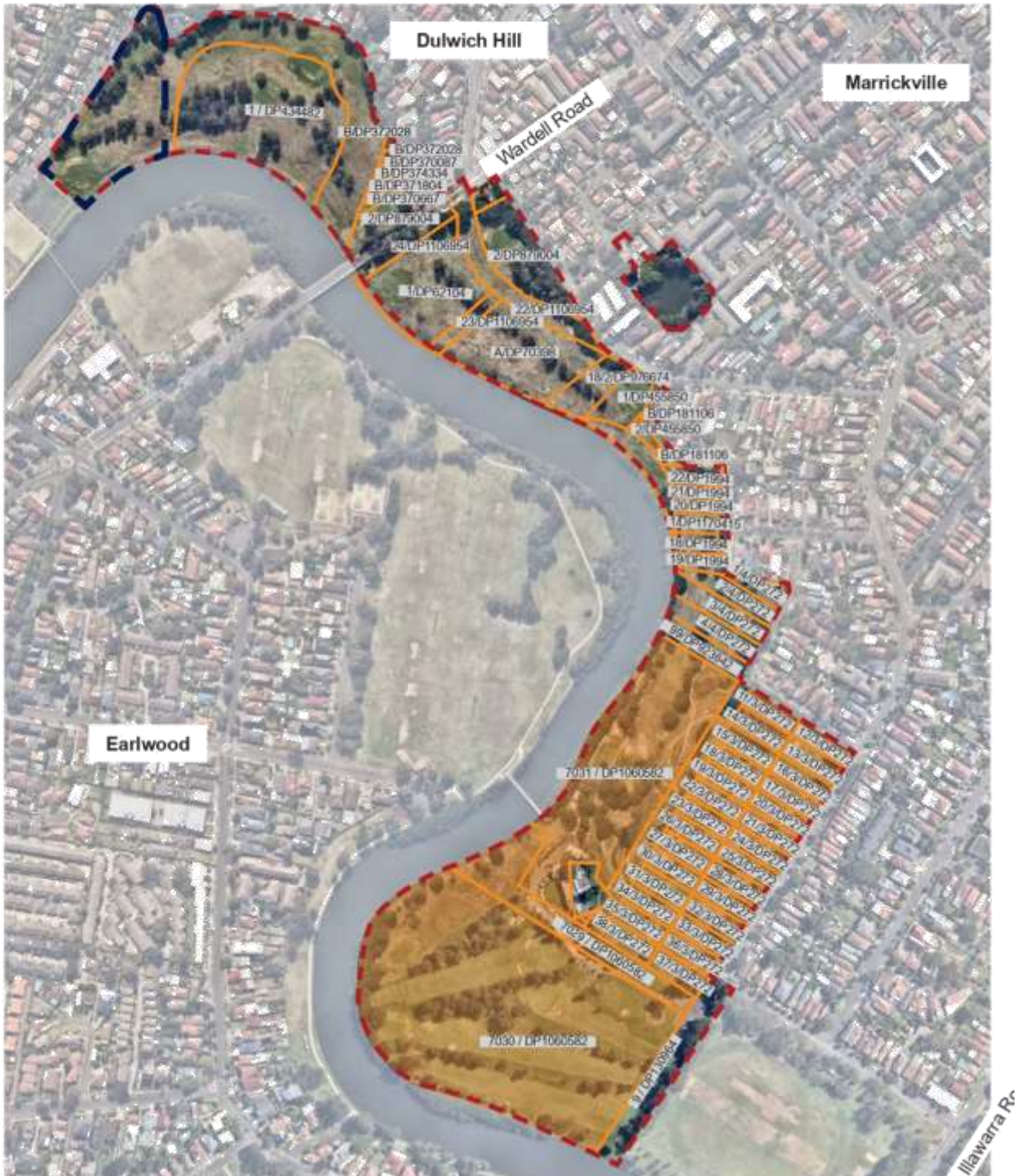


Figure 7 - Plan of the Marrickville Golf Course - Lot Boundaries

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Attachment 1

03 Lots

Marrickville Parklands and Golf Course is currently fragmented into numerous lots with both Local Government and Crown Land ownership.

Crown Land		1/4/272	Council Owned Lands	9/130964	Council Owned Lands- closed road
Inner West Council is council land manager		2/4/272	Council Owned Lands	10/130964	Council Owned Lands – closed road
15/3/272	Crown Lands	3/4/272	Council Owned Lands	11/130964	Council Owned Lands – closed road
16/3/272	Crown Lands	4/4/272	Council Owned Lands		
17/3/272	Crown Lands			2/744754	Council Owned Lands
18/3/272	Crown Lands	18/1994	Council Owned Lands	2/879004	Council Owned Lands
19/3/272	Crown Lands	19/1994	Council Owned Lands	A/70398	Council Owned Lands
20/3/272	Crown Lands	20/1994	Council Owned Lands	22/1106954	Council Owned Lands
21/3/272	Crown Lands	21/1994	Council Owned Lands	23/1106954	Council Owned Lands
22/3/272	Crown Lands	22/1994	Council Owned Lands	24/1106954	Council Owned Lands
23/3/272	Crown Lands				
24/3/272	Crown Lands	1/1170415	Council Owned Land – closed road part Alfred Street	Auto Consol – 6643-49	
25/3/272	Crown Lands			B/371804	Council Owned Lands
26/3/272	Crown Lands	B/181106	Council Owned Lands	B/370087	Council Owned Lands
27/3/272	Crown Lands			B/370667	Council Owned Lands
28/3/272	Crown Lands	Auto Consol 4012-84		B/370668	Council Owned Lands
29/3/272	Crown Lands	1/455850	Council Owned Lands – part resumed 18846-3000	B/374334	Council Owned Lands
30/3/272	Crown Lands	18/2/976674	Council Owned Lands – part resumed 18846-3000		
31/3/272	Crown Lands	2/455850	Council Owned Lands – part resumed 18846-3000	1/434482	Council Owned Lands
32/3/272	Crown Lands				
33/3/272	Crown Lands	Auto Consol 161 -520		2/610005	Council Owned Lands
34/3/272	Crown Lands	11/3/272	Council Owned Lands	3/610005	Council Owned Lands
35/3/272	Crown Lands	12/3/272	Council Owned Lands		
36/3/272	Crown Lands	13/3/272	Council Owned Lands	Incomplete road closures	Chadwick Street, Garnett Avenue, Alfred Lane
37/3/272	Crown Lands	14/3/272	Council Owned Lands		
38/3/272	Crown Lands			Road closed – no title deeds	Bruce Street, Wardell Road.
		1/62104	Council Owned Lands –part resumed 18846-3000		
7029/1060582	Crown Lands	Auto Consol – 10014-209			
7030/1060582	Crown Lands				
7031/1060582	Crown Lands				
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

Item 2



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

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Attachment 1

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.



Maridoville Parklands Golf Course. Photography by Inner West Council.

04_ Engagement Overview + Common Themes



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Item 2

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



Gathering on the water edge

Kayaking and fishing

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



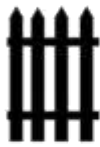
Seating along river

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.

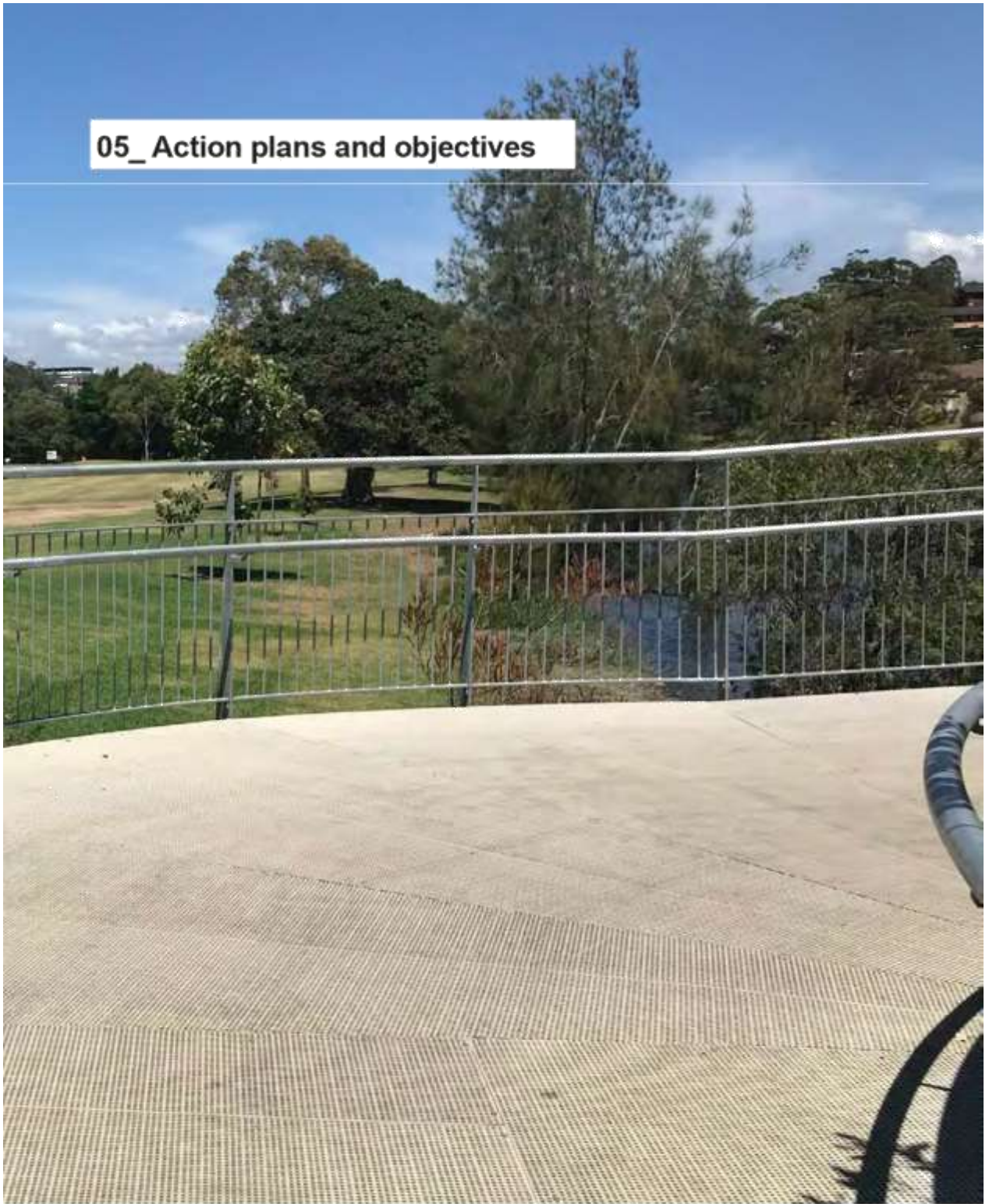
- The fencing around the water hole was troubling for many users, adding to the feeling that the Waterhole was neglected by both the council and local residence and acting as an obstacle to increased engagement with the environment.
- The community were also interested in establishing a plan of management 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

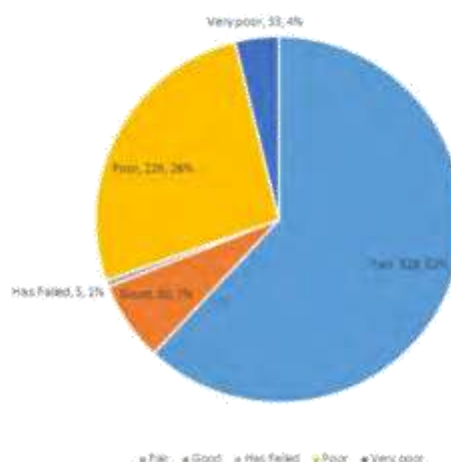


Figure 12 - Tree Structure

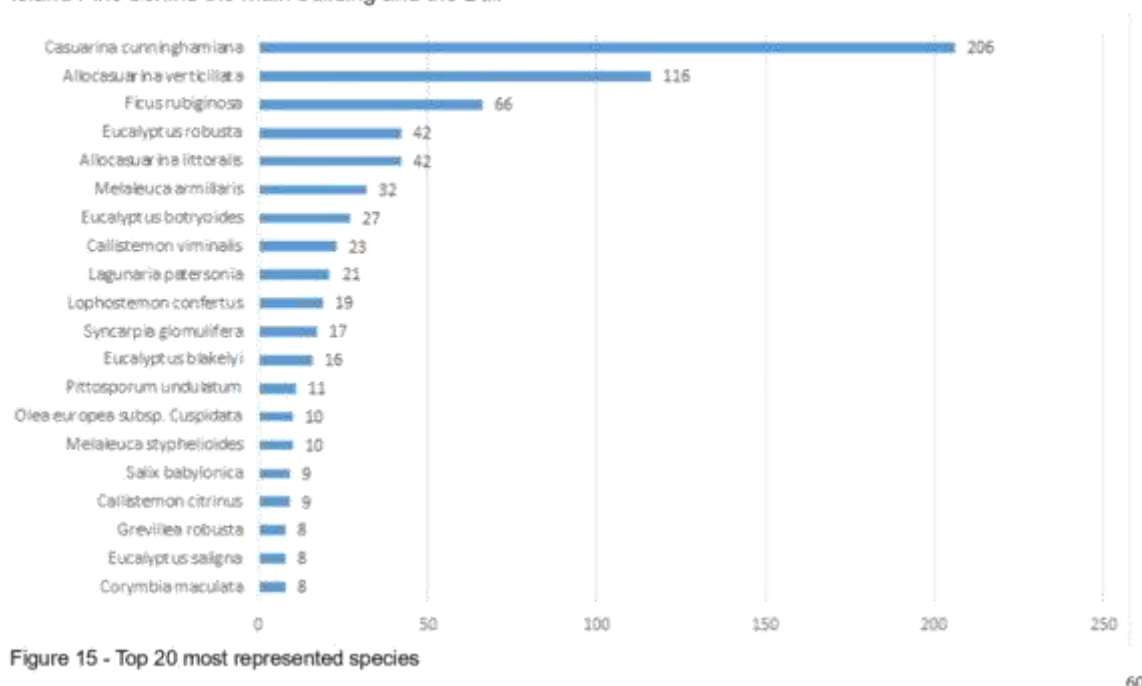


Figure 15 - Top 20 most represented species

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 homalocalis*, *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

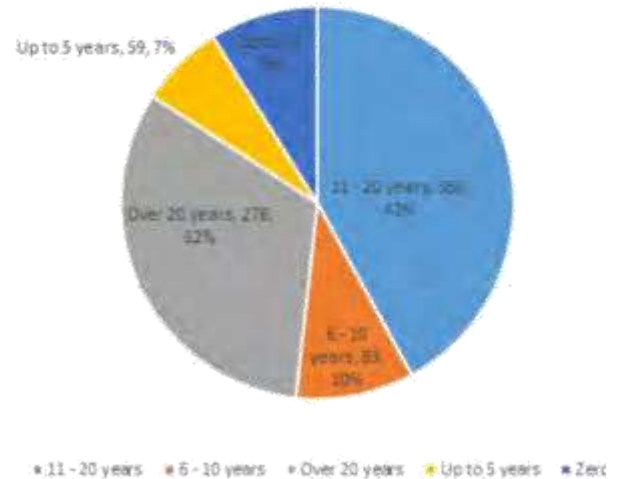


Figure 14 - Remaining life of tree species

- 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 (*Dicurus 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 1.25m AHD) and the fixed stabilisation level of RL 0.8m AHD. 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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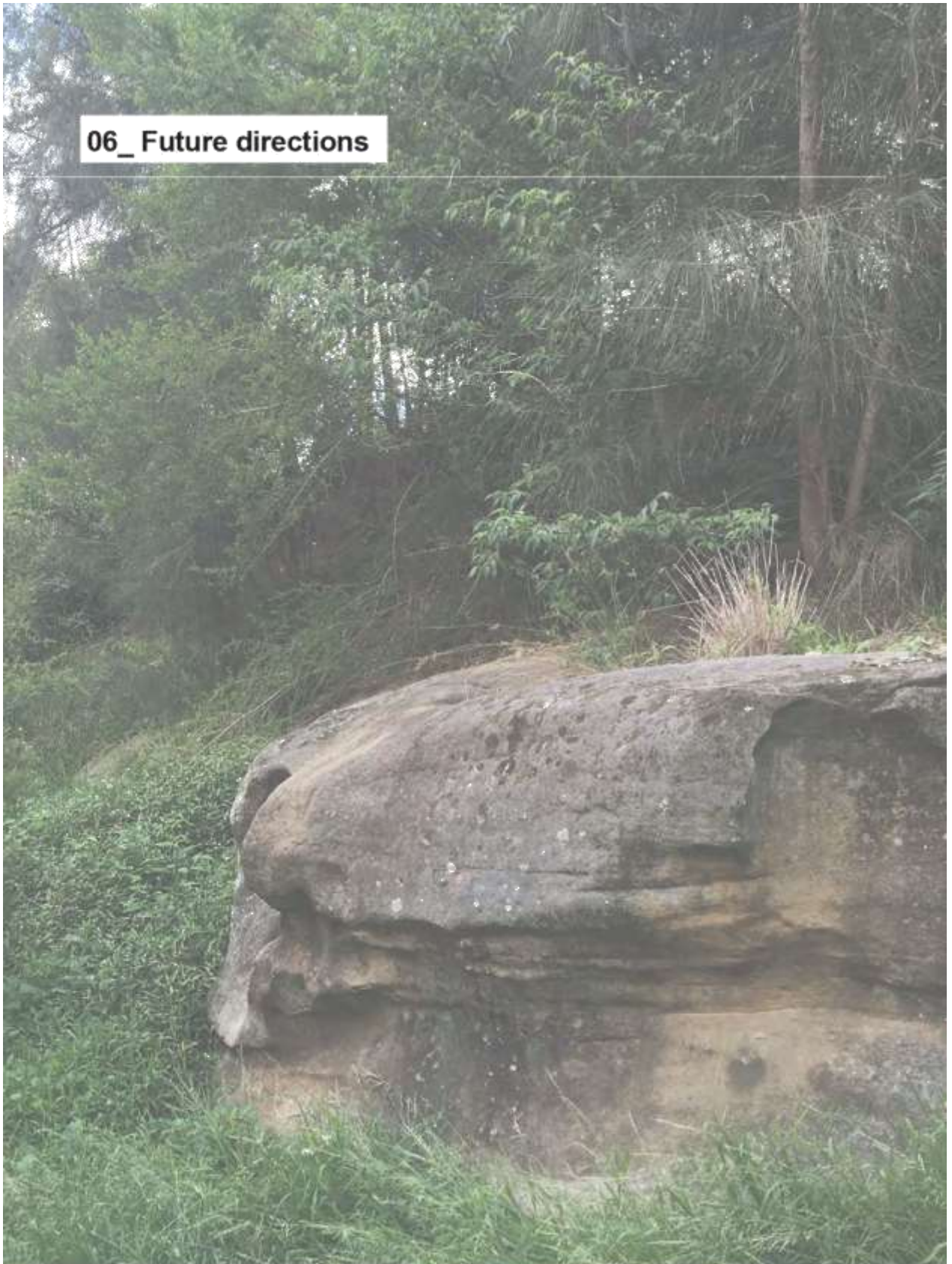
Marickville Parklands. Photography by Inner West Council.

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Item 2

Attachment 1

06_ Future directions



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Item 2

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

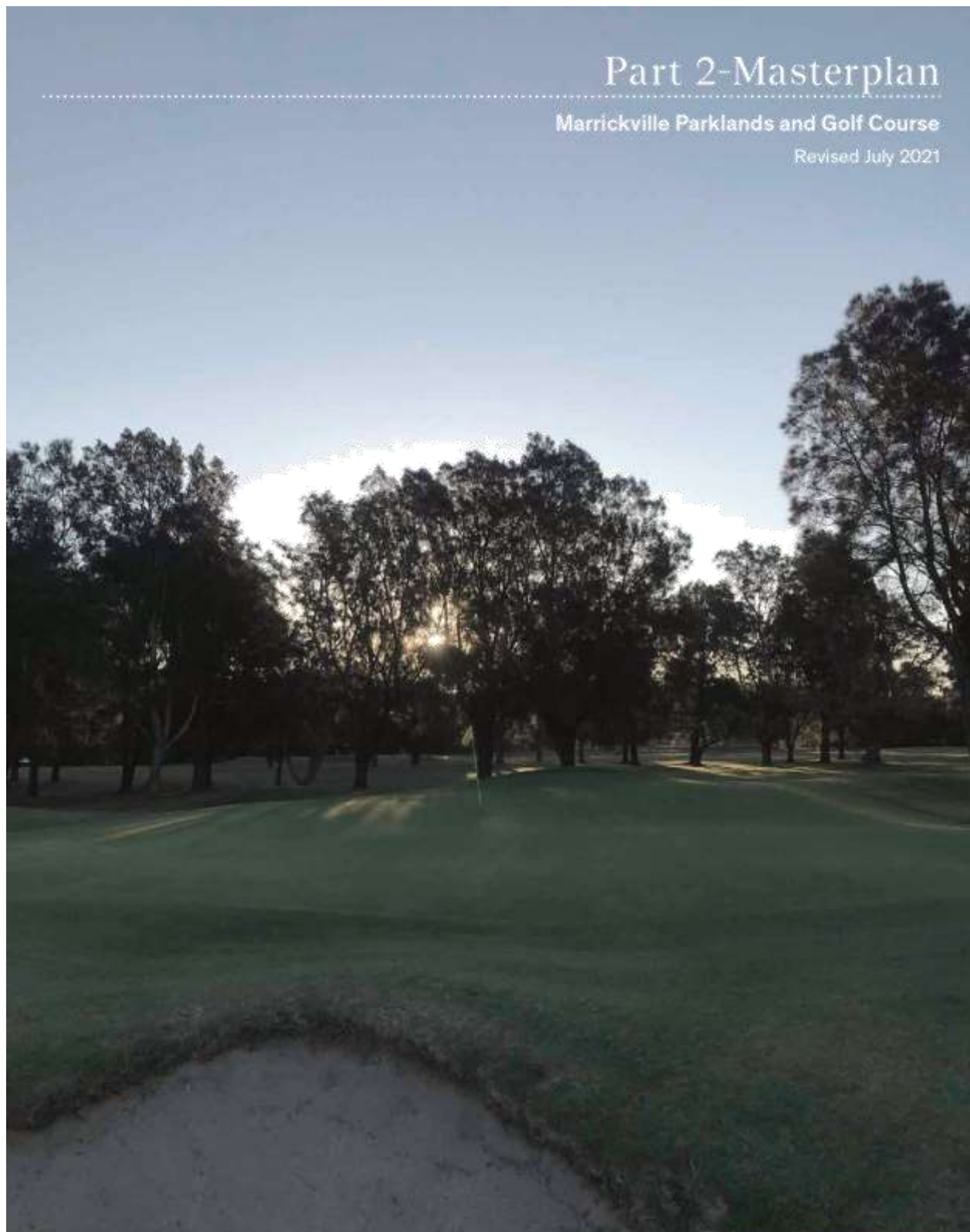
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Future directions

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 2

Attachment 2

FURTHER INFORMATION

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Front cover image: Sunset over Hole 3 on Murrumbidgee 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

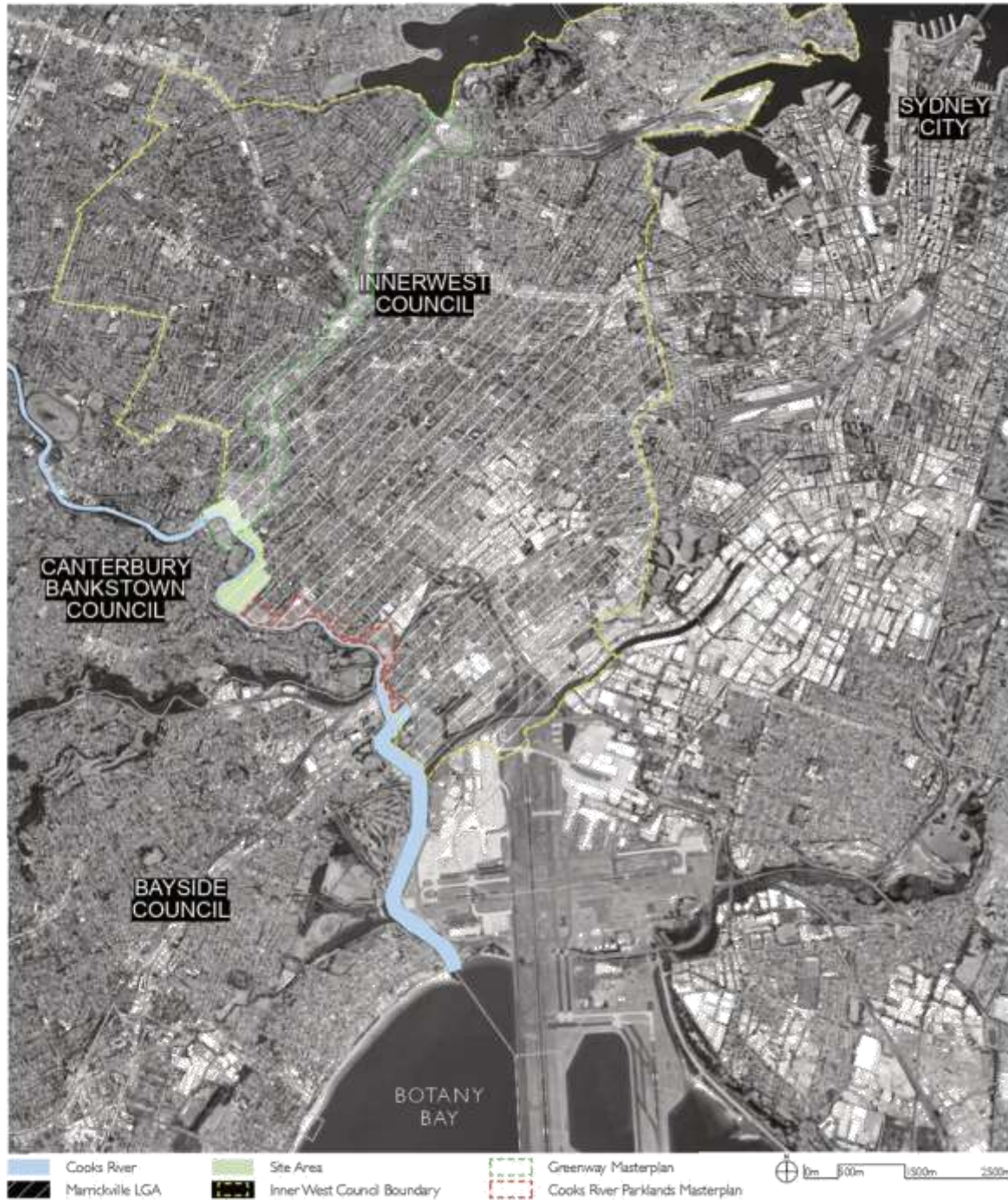
Item 2

Attachment 2

1.0 Project Context

1.0 Project Context

REGIONAL CONTEXT



WM 9

Item 2

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.

1.0 Project Context

IDENTIFYING ZONES & PRECINCTS



WM II



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.

WM 13

Item 2

Attachment 2

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



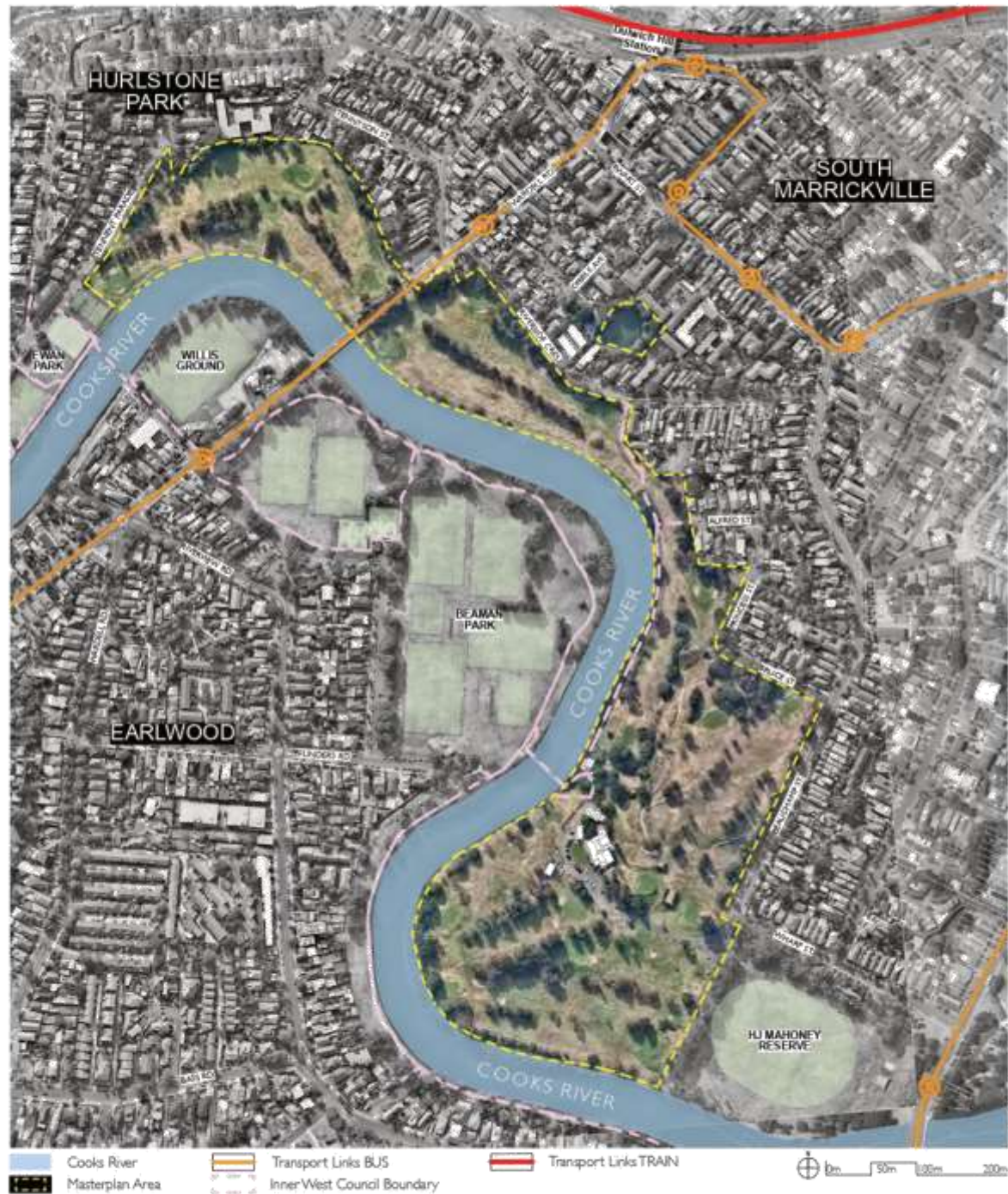
The view of the clubhouse from across the Cooks River in 1938



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



WM 17

Item 2

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. Tennison 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.



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 8, DP 372028. Lot 8, DP 370087. Lot 8, DP 374334. Lot 8, DP 371804. Lot 8, DP 370668. Lot 8, DP 370667. Lot 2, DP 744754.
Ownership	Ownership: Inner West Council / City of Canterbury Bankstown
Total Area	47210 sqm
Zoning	Marrickville LEP: RE1 [public recreation]. Canterbury Council: RE1 [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.



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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. Tennison 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



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
- Add Sulphate Soils - Class 2
- Add 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

- SPARE
- SPARE
- 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 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.

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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Item 2

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.



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 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 waters 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.



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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



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 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 here crosses over the bridge and links to Alfred Street and Chadwick Avenue.

Underground Services

Viva Energy currently maintain an aviation gas pipeline from their 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 Murrumbidgee 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 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 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 Raingarden

0 20 40 60 80 100m

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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 an 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 Raingarden



Mudcrab volunteers planting at Wave Rock



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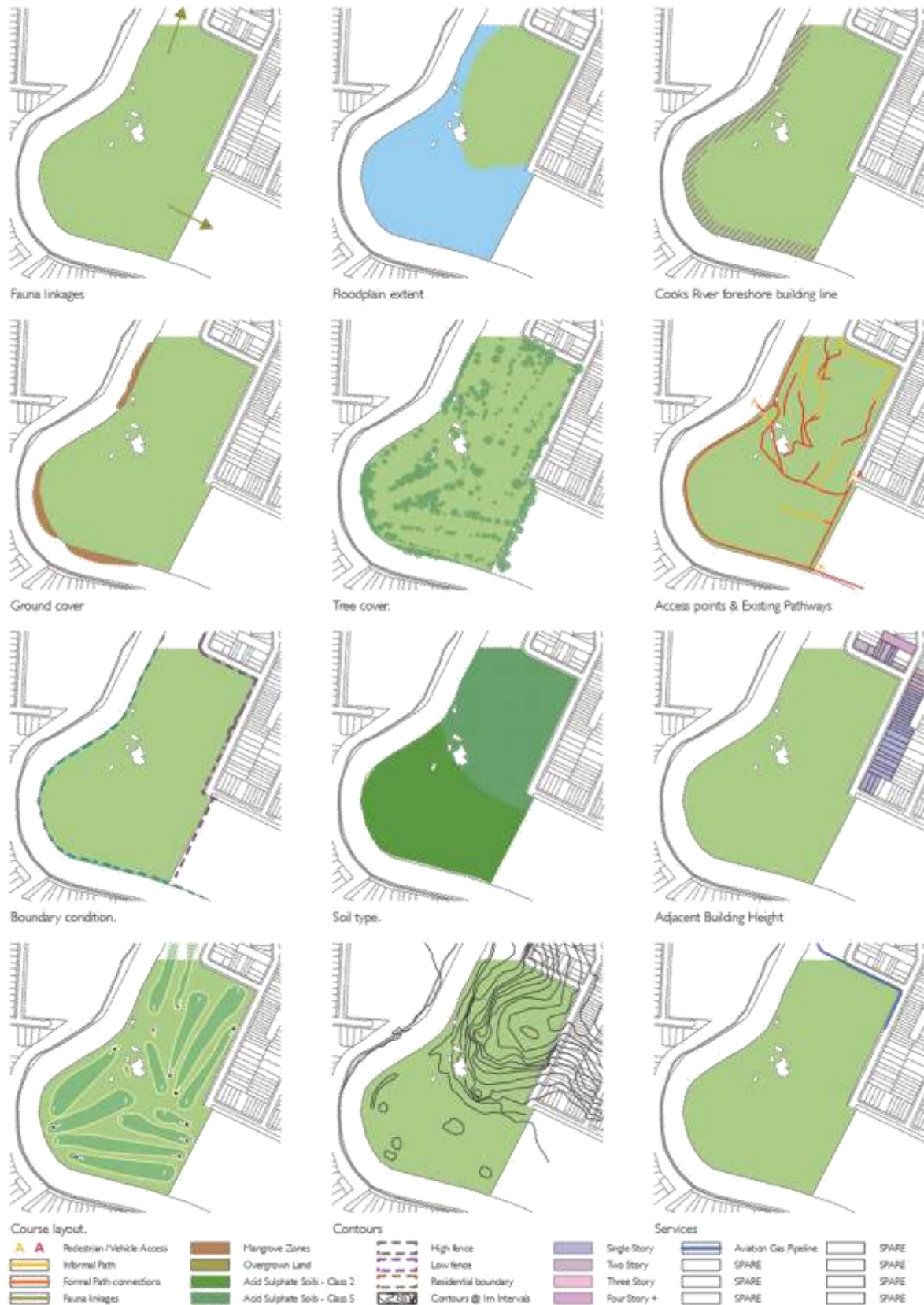


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01. Termination of foreshore walking route at pedestrian bridge. / 02. Informal pathway along foreshore. / 03. Rolling landscaping around hole 1. / 04. Formal path / golf boundary around teeing ground 7. / 05. Boundary between Golf Club lands and HJ Mahoney Reserve. / 06. Principal entrance on the corner of Belvidere 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 Rain garden seen beyond the tee. / 11. Wave Rock. / 12. Sheltered approach and asphalt pathway leading up to the raised teeing ground at hole 18.



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.



2.0 Site Appraisal + Analysis WARDELL ROAD PRECINCT

ZONE/PRECINCT	WARDELL ROAD PRECINCT
TITLE INFORMATION	
Ownership	Inner West Council / RMS
Total Area	
Zoning	Manickville 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 within 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.
1: Sourced content



2.0 Site Appraisal + Analysis

WATERHOLE PRECINCT

ZONE/PRECINCT	WATERHOLE PRECINCT
TITLE INFORMATION	
Ownership	Inner West Council
Total Area	
Zoning	Manickville 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



01



02



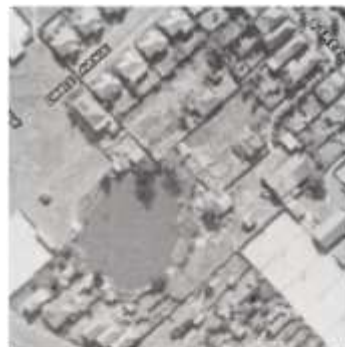
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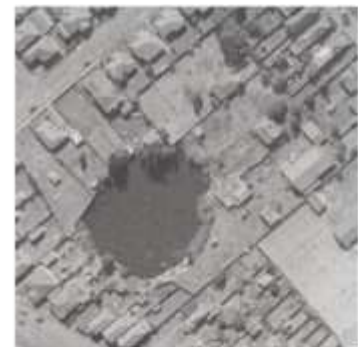
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01. A.B. Crofts community playground street frontage. / 02. Playground facilities next to waterhole fencing. / 03. Dibble Avenue Waterhole as seen from the playground. / 04. Ewart Street apartment block overlooking the waterhole. / 05. Aerial view 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.
1: 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. 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.



2.0 Site Appraisal + Analysis

CLUBHOUSE PRECINCT

ZONE/PRECINCT	CLUBHOUSE PRECINCT
TITLE INFORMATION	
Ownership	Inner West Council
Total Area	
Zoning	Manickville 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.

WM

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



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Item 2

Attachment 2

3.0 Analysis of Community Engagement

OVERVIEW & ENGAGEMENT STRATEGY



Pathway and vegetation. Photography by Welch & 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.

OUTCOME	02/06/2018		16/06/2018	
	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 harms 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 questioned whether or 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



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Item 2

Attachment 2



4.0 Master Plan



WM 57

Item 2

Attachment 2

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



ARTIST'S IMPRESSION: Sharing spaces: Top of the Hill



Defined pathways

4.0 Master Plan STRATEGIES - ACCESS



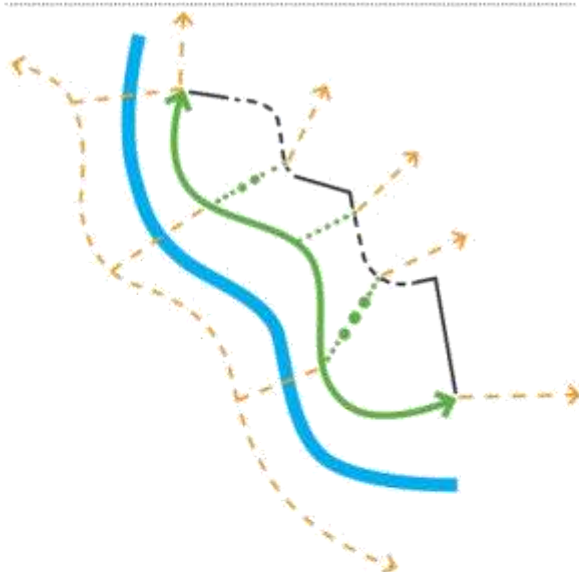
Raised pathway section through saltmarsh and wetland

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

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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

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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

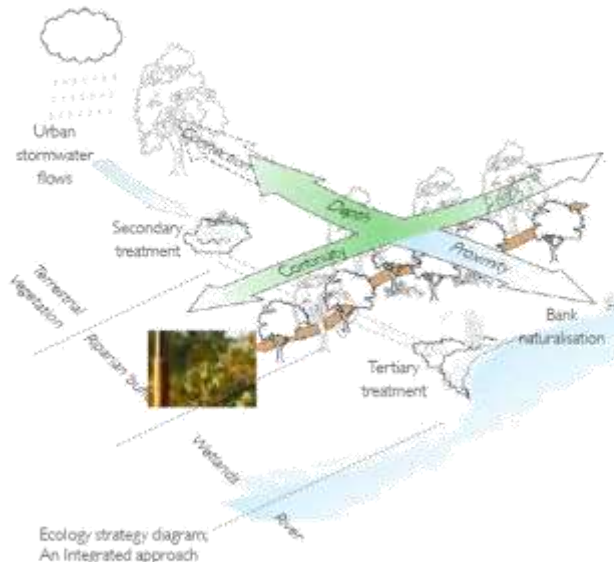


Key Objectives:

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.

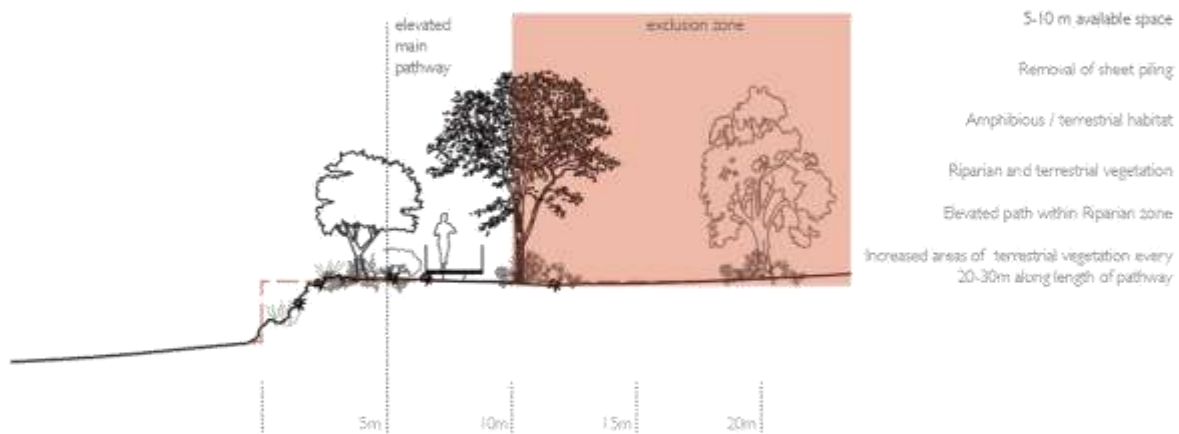
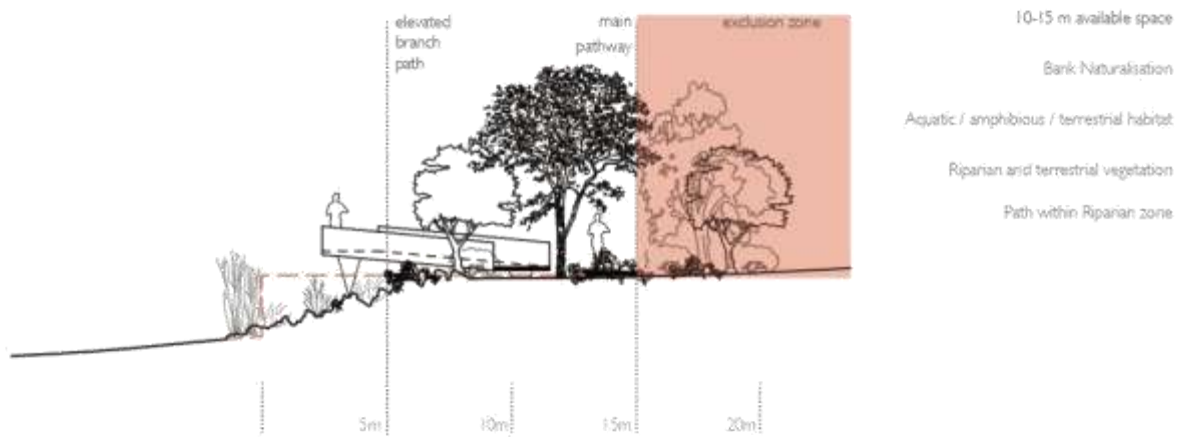
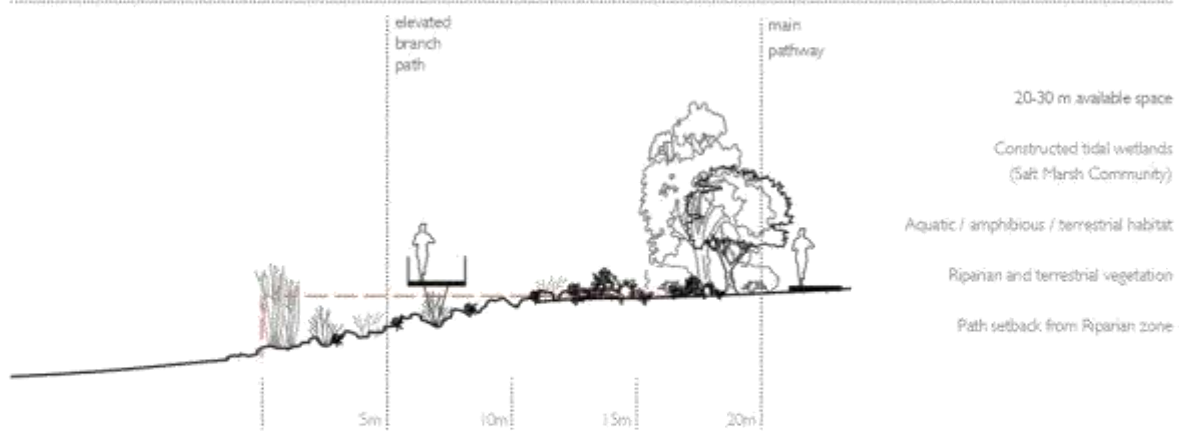
The site is considered as a whole where each aspect of use, water management and ecology are inter-connected. This Master Plan proposes an integrated approach; the improved management of stormwater supports the regeneration of the river's natural environs and biodiversity which in turn allows better 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

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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

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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

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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.

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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

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ZONE 2



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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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Item 2

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

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.

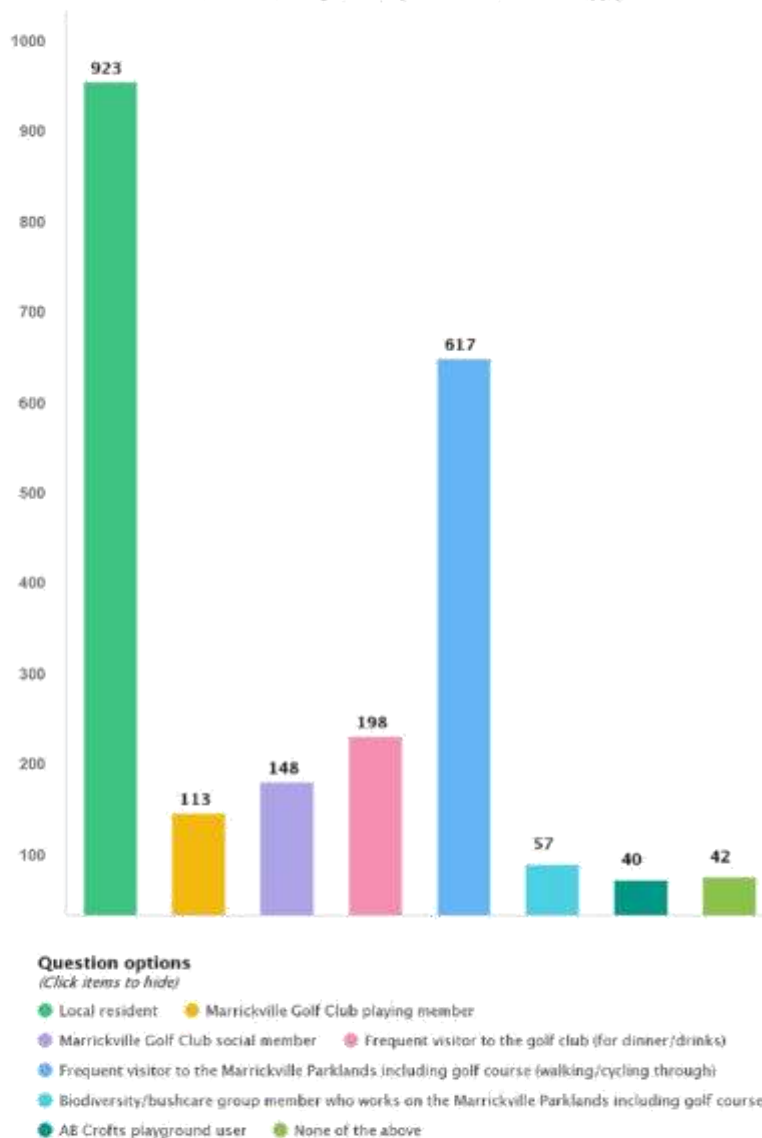


Figure 1 Which of the following describes you? Please tick all that apply chart

Options

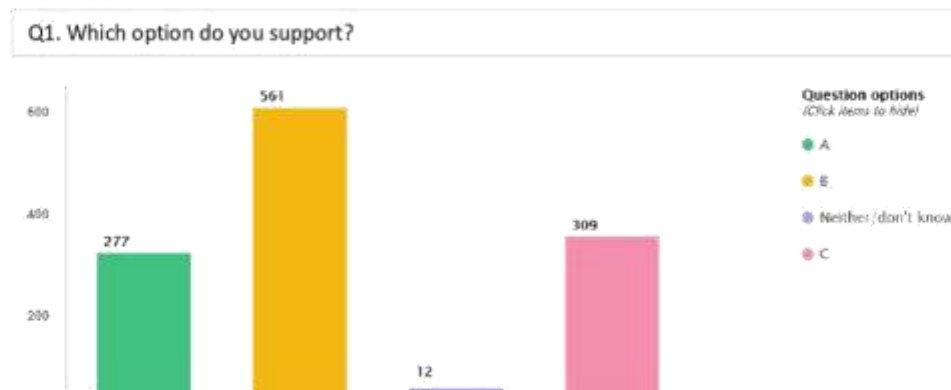


Figure 2 Which option do you support? Chart

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?

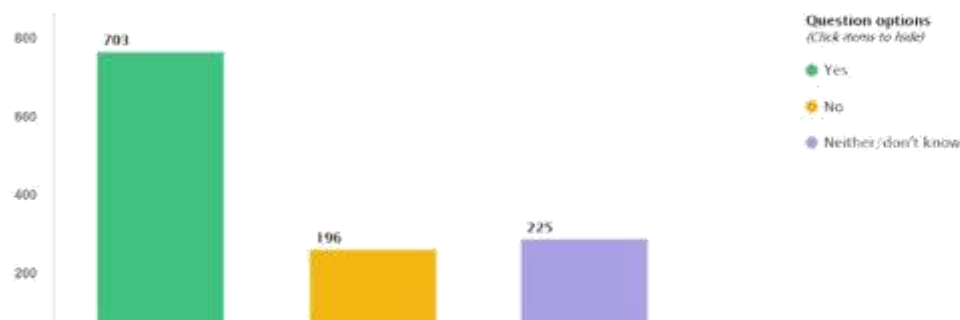


Figure 3 The Plan of Management proposes a full ecological restoration of the Dibble Avenue Waterhole and required Marrickville Golf Club to find alternative sources of irrigation. Do you support this? Chart

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?

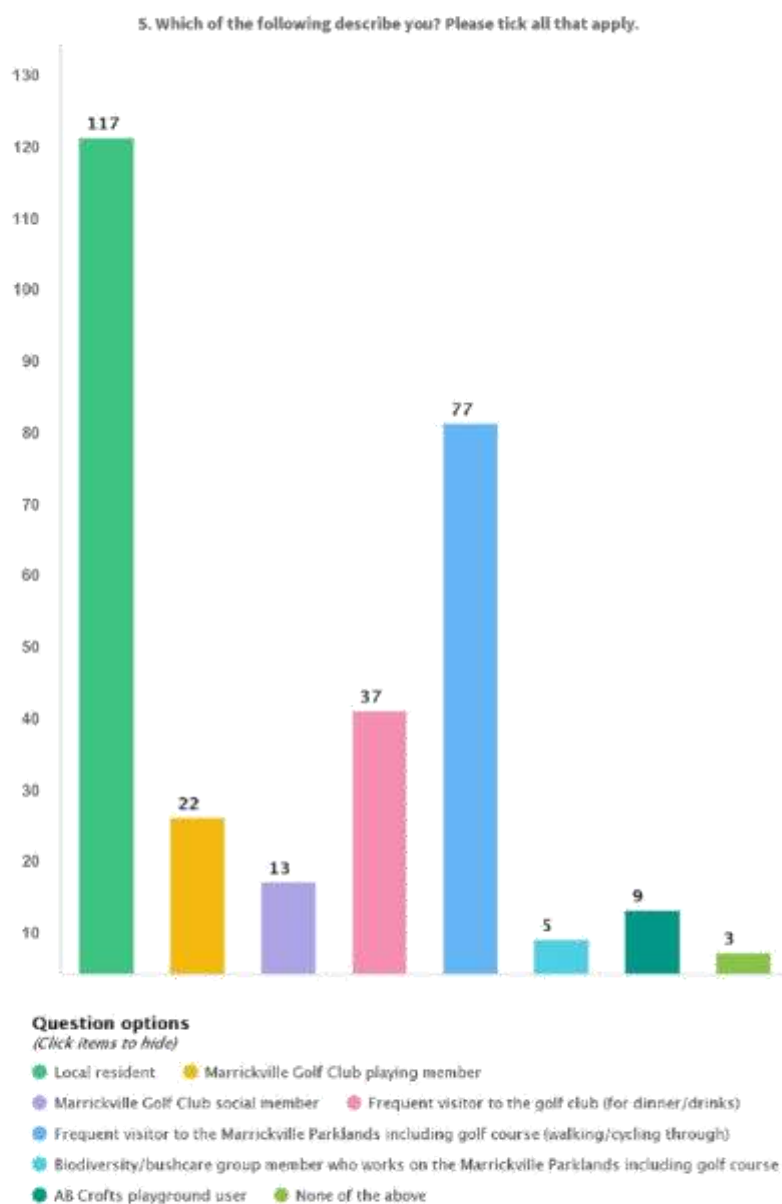


Figure 4 Which of the following describes you? Please tick all that apply chart

Options

Q1. Which option do you support?

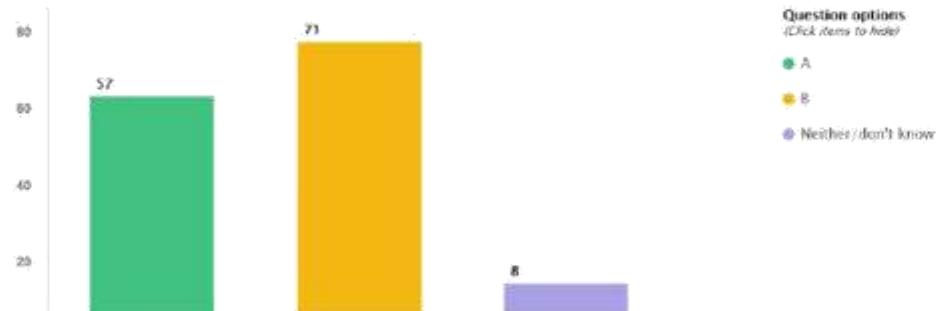


Figure 5 Which option do you support? Chart

- 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?

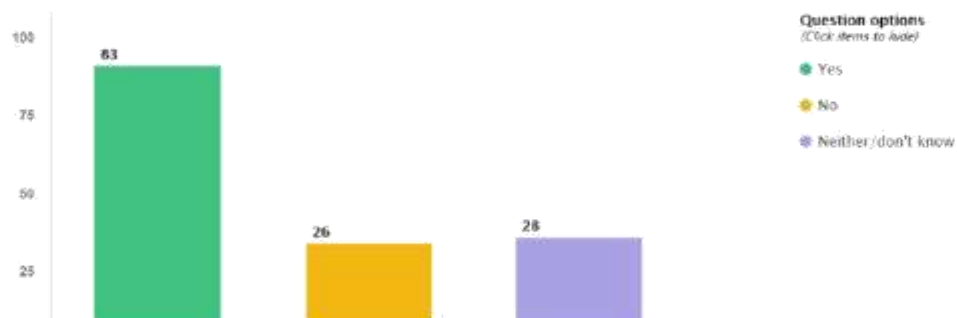


Figure 6 The Plan of Management proposes a full ecological restoration of the Dibble Avenue Waterhole and required Marrickville Golf Club to find alternative sources of irrigation. Do you support this? Chart

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

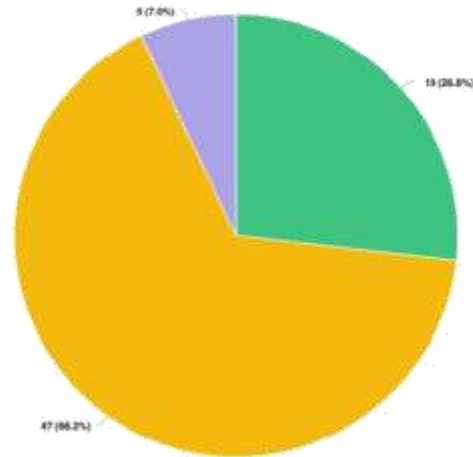
The engagement was promoted through:

- 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(4) Item 3

Subject: KING GEORGE PARK-PRIORITY COMMUNITY IMPROVEMENT PROJECT

Prepared By: Aaron Callaghan - Parks and Recreation Planning Manager

Authorised By: Simon Duck - Senior Manager Aquatics

RECOMMENDATION

THAT:

1. Council financially commit the compensation funding which has been received from Transport for NSW (WestConnex) towards the detailed design and delivery of:
 - (a) Priority 1-King George Park Car Park Safety Improvement project and;
 - (b) Priority 2- the refurbishment and upgrade of Constellation Playground.
 2. Council's Traffic Committee receive a report and determine future regulatory restrictions associated with long stay parking issues once a design for the new King George Park car park is completed;
 3. Council note that the priority action projects will be delivered in Quarter 2 of the 2022 financial year; and
 4. On completion of the priority projects, any remaining compensation funding is directed towards addressing future sporting club storage which is being assessed as part of the Plan of Management process for King George Park.
-

DISCUSSION

In 2020 \$2.875 million in compensation for the loss of green space at King George Park. This compensation was awarded to Council as a result a loss of open space which was acquired of Transport for NSW WestConnex project

At its Ordinary meeting on the 13th April 2021, Council officers reported on the outcomes of residential and key stakeholder engagement with regards to priority improvements in King George Park and the surrounding residential area. King George Park and the surrounding area have been significantly impacted by the NSW Government WestConnex project. As pursuant to previous Council reports, compensation money has been provided to Council as a result of this disruption.

Council has previously resolved to spend the compensation money on local neighborhood amenity improvements in the King George Park precinct area of Rozelle. In assessing the Council officers report Council resolved the following:

THAT:

1. Council note the key priorities which the local community and sporting ground users have highlighted for infrastructure improvements in the King George Park precinct area of Rozelle.
2. Prior to committing funding for the priority upgrades, Council receive a further report on the likely cost implications of:

- a) undertaking a rationalisation and rebuild of the King George Park Car Park to improve park user safety;
 - a) Estimated costings with regards to a upgrade of Constellation Playground;
 - b) Footpath and roading assessments within the surrounding residential streets to ascertain the estimated costings of roading and footpath infrastructure improvements which are required in response to community concerns.
 - c) Table and seating near bbq.
3. The costing for the upgrades outside of footpath and roading assessments be reported to an ordinary council meeting no later than July 2021.
 4. Council undertake an assessment and clean-up of the area as soon as possible
 5. Council investigate excluding trailer parking in the vicinity.

Project Priority Options and Cost Implications

Council staff have investigated the likely cost implications associated with the major projects listed as key priorities. A summary of the key projects is provided in Table 1.0 below.

Table 1.0 King George Park Key Priority Projects and Cost Implications

Project Description	Cost Estimate	Council officer Comment	Priority Ranking
Safety and Amenity Upgrade works-King George Park Car Park Implementation of Parking restrictions to manage long term sporting use and address long term storage issues associated with caravans, boats and boat trailers. Parking restriction options will be reported to the Traffic Committee on the completion of the design phase.	\$1.6 million.	<p>The car park is currently in poor condition with no formalised car parking arrangements in place. King George Park is regional in terms of its open space setting. The Park also has significance in terms of it use for school carnivals for Athletics throughout the year. The design of the car park in its current form is a health and safety risk.</p> <p>Significant issues have been highlighted by residents and park users with regards to the storage of trailers, caravans, campervans and boats in the existing car park area (refer to Fig 1.0)</p> <p>The estimated cost includes a \$150K which will be dedicated towards design works.</p> <p>Key design considerations include:</p> <p>Parking Bays & Aisle design Signage/line marking/ long term and short-term parking Consideration of existing residential Driveways (not to be hindered) Adequate sight distance Existing utility infrastructure management Pavement design Pedestrian access design Bicycle Facility design Stormwater drainage</p>	1

		Landscaping – tree planting; water sensitive urban design Adequate Lighting Provision.	
Constellation Playground Refurbishment Program	\$480,216.00	Playground equipment is generally in good condition however the under surfacing of the playground and the shade sail is poor. The Playground was opened in 2011 and is now ten years old. The upgrade will include new under surfacing throughout the playground, the provision of additional play equipment for toddlers and landscaping improvements to improve passive surveillance. Existing tables and seating are provided in the BBQ area of the park .	2
Road Resheeting and Footpath upgrade Projects: Toelle Street - road resheeting Manning Street - road resheeting Moodie Street - footpath renewal		In terms of future capital works the following works are in the future Council budgets already allocated: The remaining footpaths and kerb and gutter sections in this area of Rozelle have been assessed as Condition 2 and 3 under previously adopted service standards, requiring only minor maintenance to maintain service standards.	N/A

Fig 1.0 Photos Highlighting Current Car Parking Conditions



Proposing Timing

A major field refurbishment program is planned for King George Park to commence in September 2022. There will no sporting use of King George Park in Spring or Summer 2022 while the sporting ground is completely rebuilt, and new floodlighting also installed. It is recommended that the playground and car park works are also commissioned at this time as a package of major park improvement works. This will minimise disruption to residents over the longer term as well as complete a quality renewal and upgrade program for the park.

Remaining Funding

It is anticipated that on completion of the major priority projects, that approximately \$800k will be remaining in the compensation budget funding. The three resident sporting clubs, Leichhardt Saints, Balmain Little Athletics and Balmain District Junior Rugby League have all previously highlighted significant issues associated with the storage of sporting equipment at King George Park.

Six shipping containers are currently stored at the park. Balmain Little Athletics has three shipping storage containers while Leichhardt Saints have two and Balmain Junior Rugby league have one. Council is currently preparing a Draft Plan of Management for King George Park which is examining options for permanent storage facilities within the park. A significant investment will be required by Council/and or the local sporting clubs to address this issue. It is recommended that subject to the satisfactory completion of the key priority projects, any remaining compensation funding is directed towards addressing future sporting club storage needs. This will also be subject to the adoption of a Plan of Management for King George Park.

Fig 1.1 Photos of Container Storage in King George Park



FINANCIAL IMPLICATIONS

\$2.875 million to spend on local neighborhood improvements in the King George Park precinct area of Rozelle. The total project cost associated with the car park design and delivery along with a detailed and planned refurbishment of Constellation Playground is estimated at \$2,080,216.00.

ATTACHMENTS

Nil.

Item No: C0821(4) Item 4

Subject: COUNCILLOR REPRESENTATION ON COMMITTEES

Prepared By: Katherine Paixao - Acting Governance Manager

Authorised By: Peter Livanes - Acting Director Corporate

RECOMMENDATION

THAT Council:

1. **Extend the existing representatives on Council and External Committees to the end of term current of Council; and**
2. **Extend the existing representatives on the Sydney Eastern City Planning Panel until 28 February 2022.**

DISCUSSION

Council may establish Committees to provide advice or exercise decision making functions of the Local Government Act. Councillors can attend these committees as observers or be appointed by Council as members of these committees and exercise voting rights. Councillors may also be appointed to represent Council on external committees. The responsibilities and operation of the external committees are set by the host organisation. Council is required to make appointments until December 2021 as the current appointments cease in August 2020. Local Government elections will be held in December 2021 and new appointments will be determined after the election.

Council Committees

The charters of the following committees or the resolution establishing these committees require formal appointment of Councillors as voting members of these committees.

Name of Committee	Purpose	Meeting Time and Frequency	Reporting Framework	Councillor Representation
Audit, Risk and Improvement Committee	The purpose of the Committee is to provide independent assurance and assistance to Inner West Council in the effective discharge of its responsibilities for financial reporting, risk management, internal controls, governance, improvement and internal and external audit.	The committee meets four times a year regularly, plus an optional additional meeting for considering the Annual Financial Statements	Minutes of the Committee are reported to Council to note.	Two Councillors. Currently, Councillors McKenna OAM and Steer.
Flood Management Advisory Committee	The Flood Management Advisory Committee assists Council in the preparation of floodplain management studies and plans for the Inner West local government area. The Committee acts as both a focus	The committee meets at least twice a year at the Petersham	Minutes of the Committee are reported to Council for adoption.	Up to Three Councillors. Currently, Councillors Hesse, McKenna OAM

	and forum for the discussion of technical, social, economic and environmental matters, and for the distillation of possibly differing viewpoints on these matters into a management plan.	Service Centre.		and Steer.
Local Traffic Committee	The Local Traffic Committee is primarily a technical review and advisory committee which considers the technical merits of proposals and ensures that current technical guidelines are considered. It provides recommendations to Council on traffic and parking control matters and on the provision of traffic control facilities and prescribed traffic control devices for which Council has delegated authority. The Committee also advises on traffic matters arising from development applications.	The Committee meets on the 2 nd Monday of each month at 10am at the Petersham Service Centre.	Minutes of the Committee are reported to Council for adoption.	One Councillor with an alternate Councillor. *The nominated Councillor chairs the Meeting and has voting rights. In the absence of Councillors, Council's Traffic and Transport Planning Manager or nominee chairs the meeting and has voting rights. Currently, Councillor Macri with Councillor Da Cruz as the alternate.
General Manager's Performance Assessment Panel	To review the performance of the General Manager in liaison with the appointed facilitator.			Five councillors. Currently, the Mayor, Councillor Byrne and Councillors Hesse, Raciti, Stamolis and York.

External Committees

Council is a member of a number of external organisations who have committees to discuss business relevant to their organisation. These organisations have requested representation on these committees by Councillors. Shown below is a summary of each committee and the Councillor representation sought.

It is recommended to extend the existing representatives on the Sydney Eastern City Planning Panel until 28 February 2022 to allow community members to attend meetings during December 2021 to February 2022.

Name of Committee	Purpose	Meeting Time and Frequency	Councillor Representation
ClubGrants	The objective of the Committee is to identify priority projects and services within the Inner West area for local registered clubs to consider funding. Guidelines are silent on Councillor representation.	4-5 meetings/year (meetings held on Tuesdays at 10am)	Guidelines require "Representative/s of the local council" (Clubgrant Guidelines 6.2). Currently, the Mayor, Councillor Byrne and Councillor McKenna OAM.
Cooks River Alliance Board	The Cooks River Alliance is a partnership between councils in the Cooks River Catchment – Bayside, Canterbury-Bankstown, Inner West, and Strathfield. The Alliance uses the combined resources, experience, knowledge and skills within the councils and the community to address the complex environmental problems of the Cooks River and its catchment.	Meetings are held quarterly and hosted by rotating member council facilities.	One Councillor and an alternate Councillor. Currently, the Mayor, Councillor Byrne (Chair of the Board) with Councillor Hesse as the alternate.
Eastern Region Local Government Region of Aboriginal & Torres Strait Islander Forum (ERLGATSIF)	Established in 1998, the Forum aims to address and participate at a regional level in the affairs, events and celebrations that impact our local Aboriginal and Torres Strait Islander communities. The ERLGATSIF is a partnership between six Councils; Bayside, Inner West, Randwick, City of Sydney, Waverley and Woollahra.	Meetings are held on Fridays bi-monthly (usually on the 3rd Friday of every second month, commencing February) from 2-4pm.	One Councillor Currently Councillor Da Cruz.
Greenway Steering Committee	The GreenWay Steering Committee provides advice on the development and implementation of the GreenWay Program, GreenWay Master Plan and associated action plans. Comprising Inner West and City of Canterbury Bankstown Councillors, resident representatives, GreenWay community groups and council staff, it generally works towards the goal of establishing a multi-purpose urban environmental corridor along the Cooks River to Iron Cove GreenWay.	Meetings are held at least 5 times per year from 4.30 to 6pm and hosted by rotating member council facilities.	Three Councillors. Currently, Councillor Kiat, Lockie and York.
NSW Public Libraries Association	The NSW Public Libraries Association is the peak body for public libraries in NSW and advocates on behalf of the library sector to strengthen the public library network.	As required.	One Councillor and an alternate Councillor. Currently, Councillor Lockie with Councillor

			Hesse as the alternate.
Parramatta River Catchment Group	The Parramatta River Catchment Group (PRCG) is a regional organisation of local councils, state agencies and community representatives whose aim is to work together to improve the health of the Parramatta River and its catchment.	Meetings are held quarterly on the 1st Thursday of March, June, September and December, commencing at 5.30pm with the locations rotating between different member agencies.	One Councillor and an alternate Councillor. Currently, Councillor Drury with Councillor Da Cruz as the alternate.
Southern Sydney Regional Organisation of Councils (SSROC)	SSROC is an association of 10 Sydney councils serving large and diverse communities that face all the challenges of metropolitan living. SSROC provides a forum for the councils to undertake resource sharing activities and deal with common issues, particularly those that cross boundaries.	Meetings are held quarterly, generally 1 st or 3 rd Thursday, 6.00 pm for 6.30 pm start.	Two Councillors – The Mayor and Deputy Mayor (per SSROC requirements), as well as two alternate Councillors. Currently, the Mayor, Councillor Byrne and Councillor Porteous with Councillors McKenna OAM and Stamolis as alternates.
Sydney Airport Community Forum	SACF is the main body for consultation on the Sydney Airport Long Term Operating Plan. The Forum includes representatives from the community, councils, industry, and State and Federal Parliaments.	As required	The Mayor (SACF requirement) and an alternate Councillor. Currently, the Mayor, Councillor Byrne.
Sydney Eastern City Planning Panel	The Sydney Central Planning Panel has responsibility for: <ul style="list-style-type: none"> determining 'regionally significant' development applications (DAs) and certain other DAs and modification applications acting as the relevant planning authority (RPA) when directed undertaking rezoning reviews providing advice on other planning and development 	As required.	2 Council appointed representatives Ashfield : Monica Wangmann, Edward Cassidy Leichardt: Brian McDonald, Deborah Laidlaw and Jacinta Reid

	matters when requested		(Alternate) Marrickville: Sam Iskandar, Victor Macri with Rosana Tyler (Alternate)
Sydney Coastal Council Group	The Sydney Coastals Group Inc. (SCCG) was established in 1989 to promote co-ordination between Member Councils on environmental issues relating to the sustainable management of the urban coastal and estuarine environment. The Group consists of 9 Councils adjacent to Sydney marine and estuarine environments and associated waterways.	Meetings are held quarterly on a Saturday and hosted by rotating member council facilities.	2 Councillors and an alternate Councillor. Currently, Councillors Hesse and Porteous.

ATTACHMENTS

Nil.

Item No: C0821(4) Item 5

Subject: ARLINGTON RECREATION RESERVE-ADDRESSING COMPLAINTS FROM MEMBERS OF THE PUBLIC

Council at its meeting on 03 August 2021 resolved that the matter be deferred to the meeting to be held on 24 August 2021.

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(4) Item 6

Subject: COMMUNITY SATISFACTION SURVEY - 2021

Council at its meeting on 03 August 2021 resolved that the matter be deferred to the meeting to be held on 24 August 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

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. [↓](#) 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%

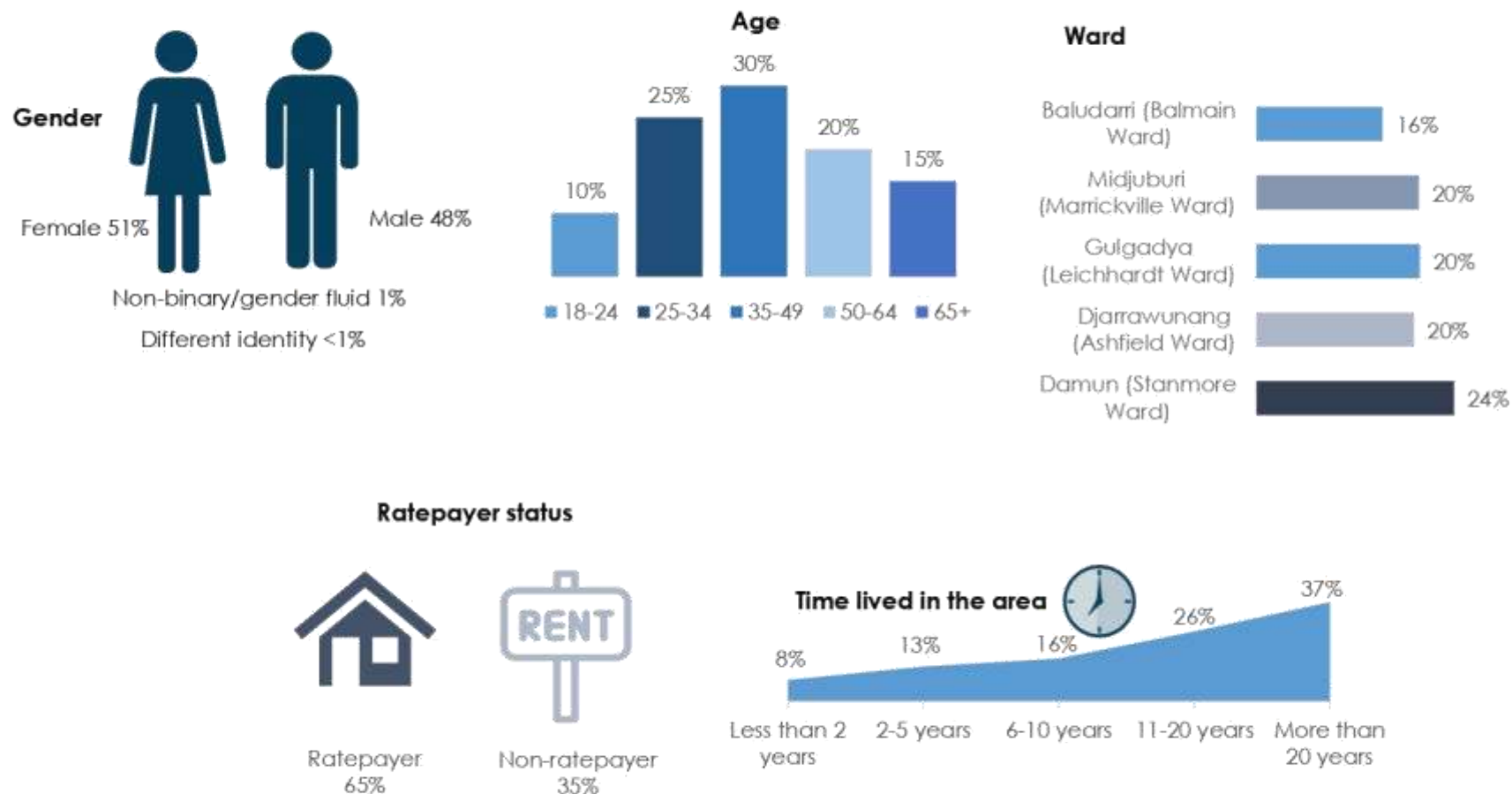
Timing (When?)

- 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

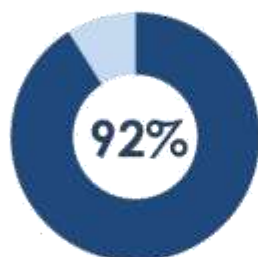


85% of residents perceive that Council is at least somewhat creative

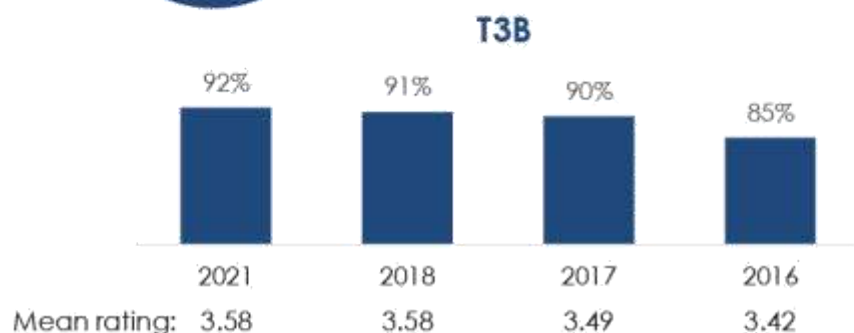


87% of residents perceive that Council is at least somewhat just

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

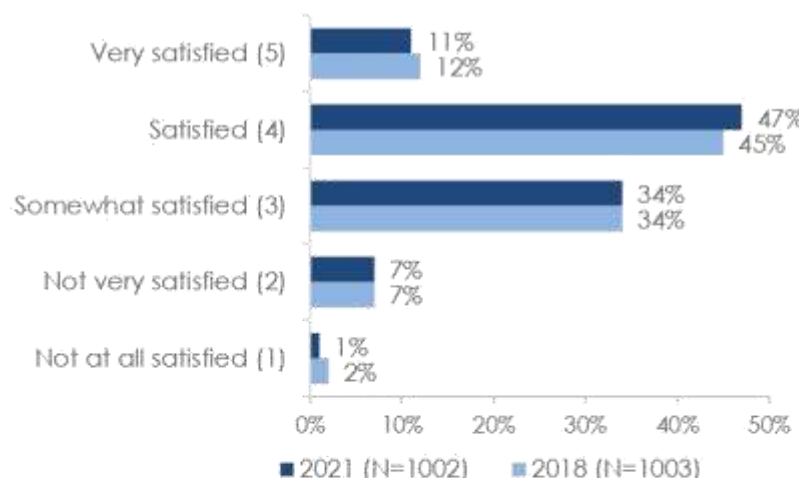
This section explores residents' perceptions of Council's key performance indicators.

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)

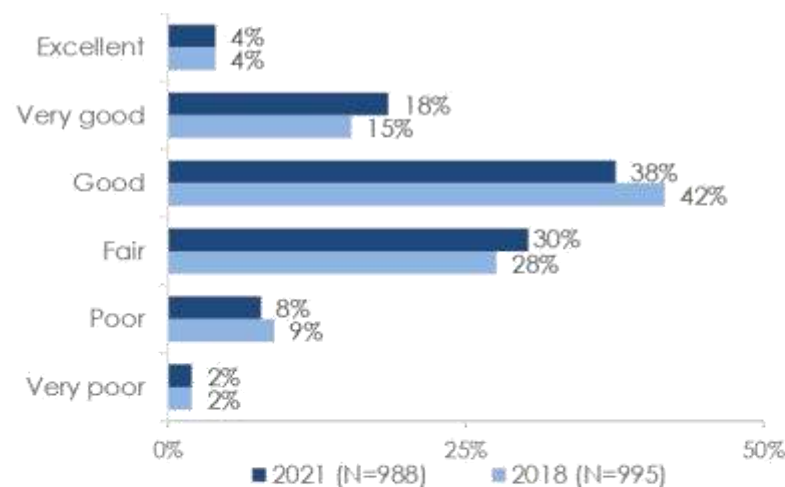
92% of residents are at least somewhat satisfied with the L12M performance of Council. Satisfaction has remained consistent with 2018 data and Micromex's Metro benchmark.

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

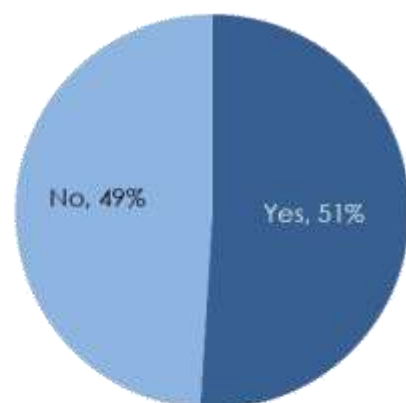
This section explores residents' experiences contacting Inner West Council

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



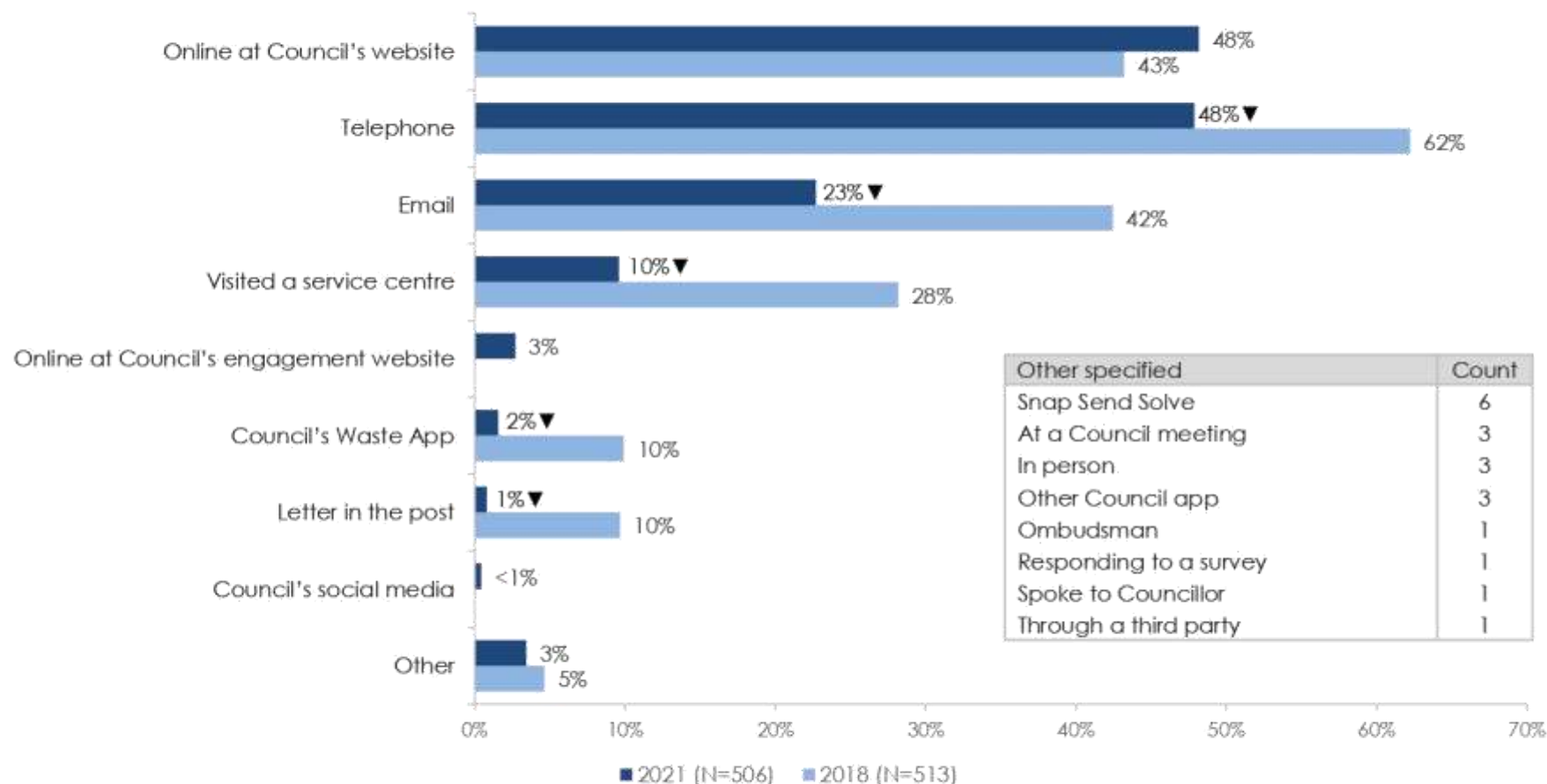
	Inner West Council 2021	Inner West Council 2018	Inner West Council 2017	Inner West Council 2016
Yes	51%	51%	36%	37%
Base	1002	1003	1002	1008

▲▼ = 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?



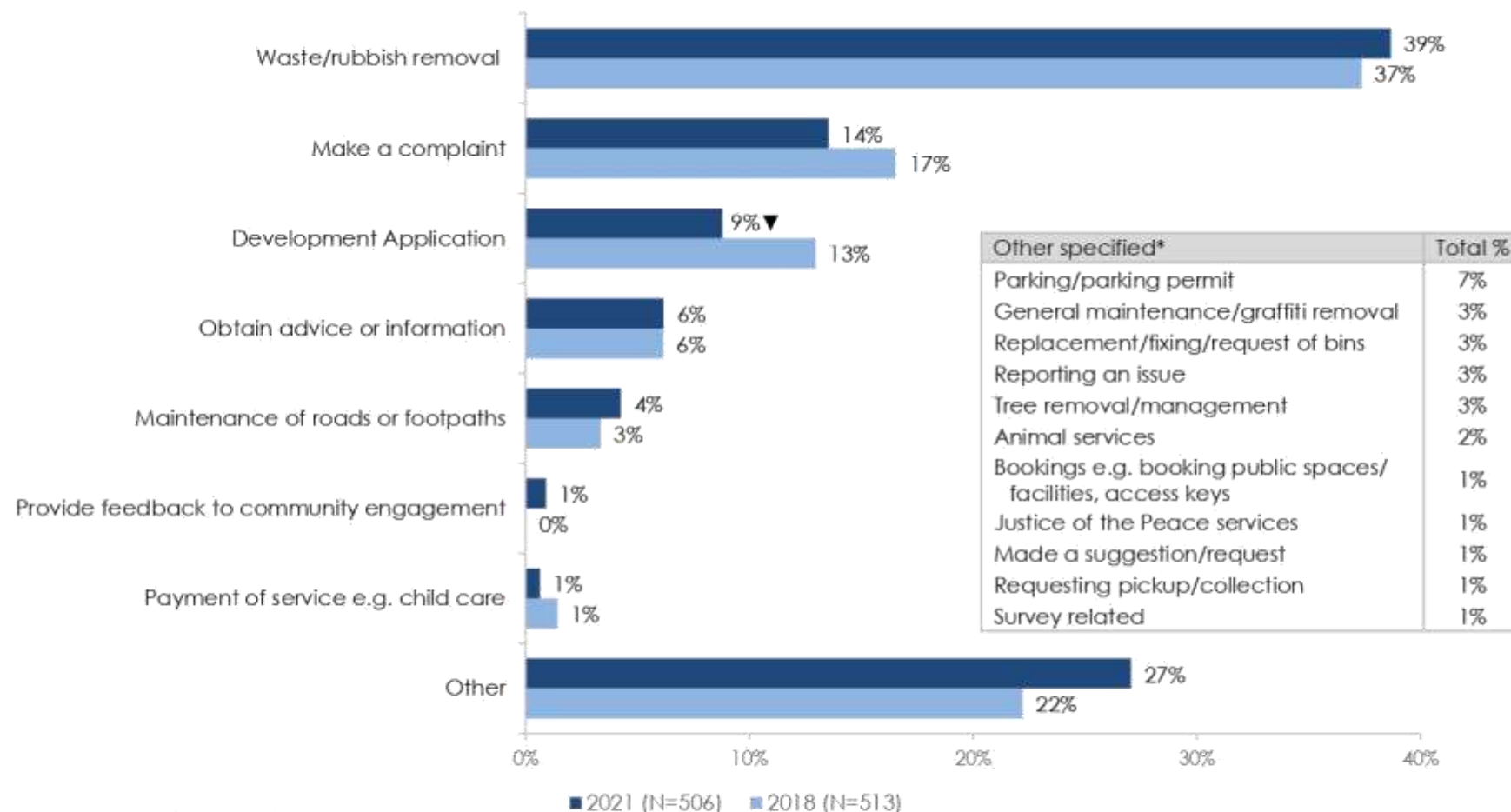
Please see Appendix A for Responses by Demographics

▲ ▼ = 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)

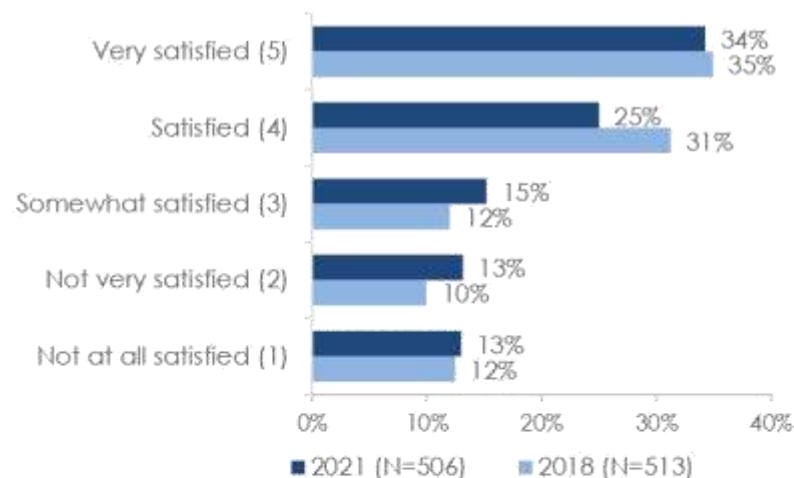
Waste/rubbish removal continued to be the most common reason residents contacted Council. There was a significant drop in development application enquiries.

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

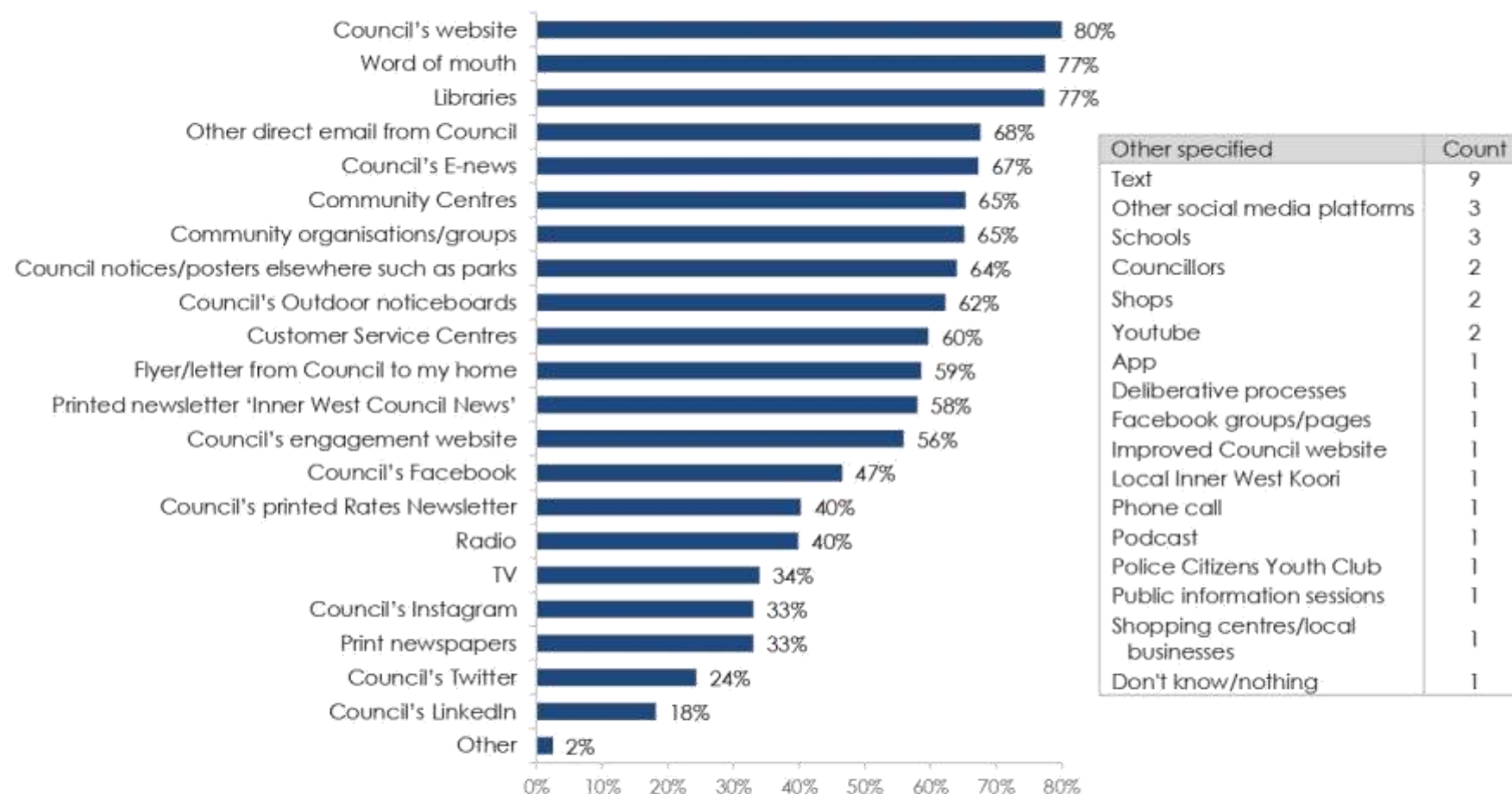
Scale: 1 = not at all satisfied, 5 = very satisfied

▲▼ = 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?



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

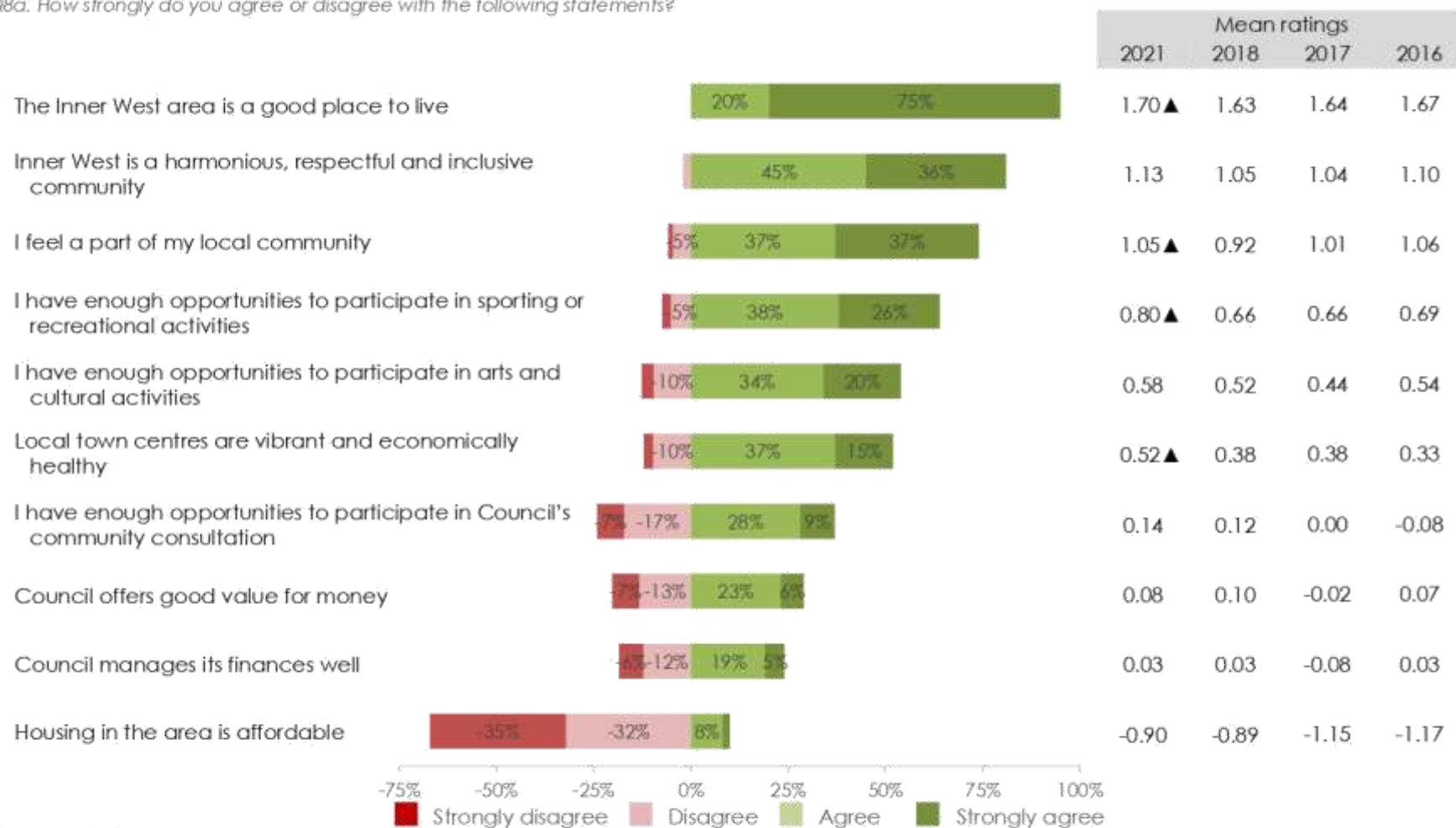
5. Councils Services and Facilities

6. Service Area Analysis

This section explores residents' experience living in the Inner West Council LGA

Living in the Inner West

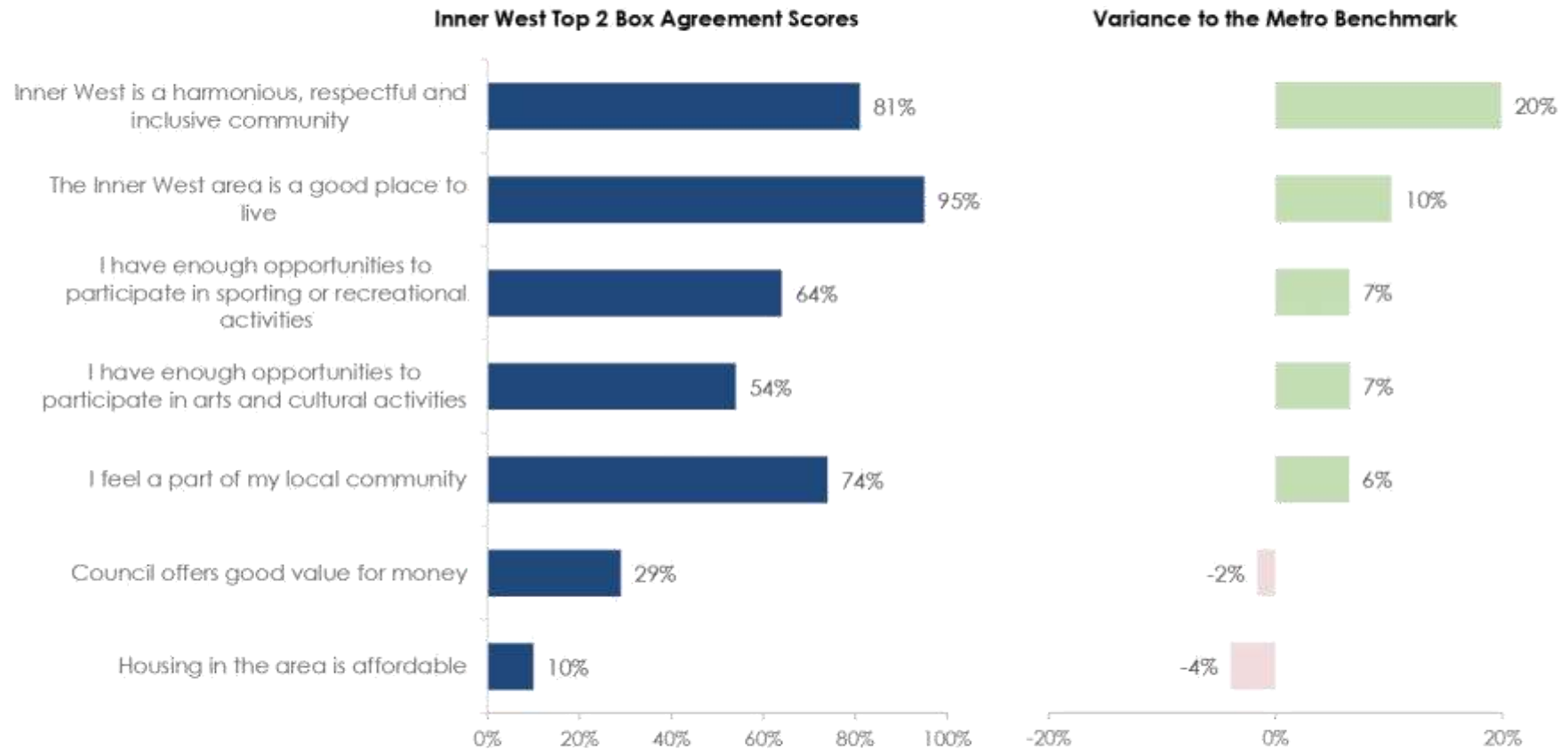
Q8a. How strongly do you agree or disagree with the following statements?



**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

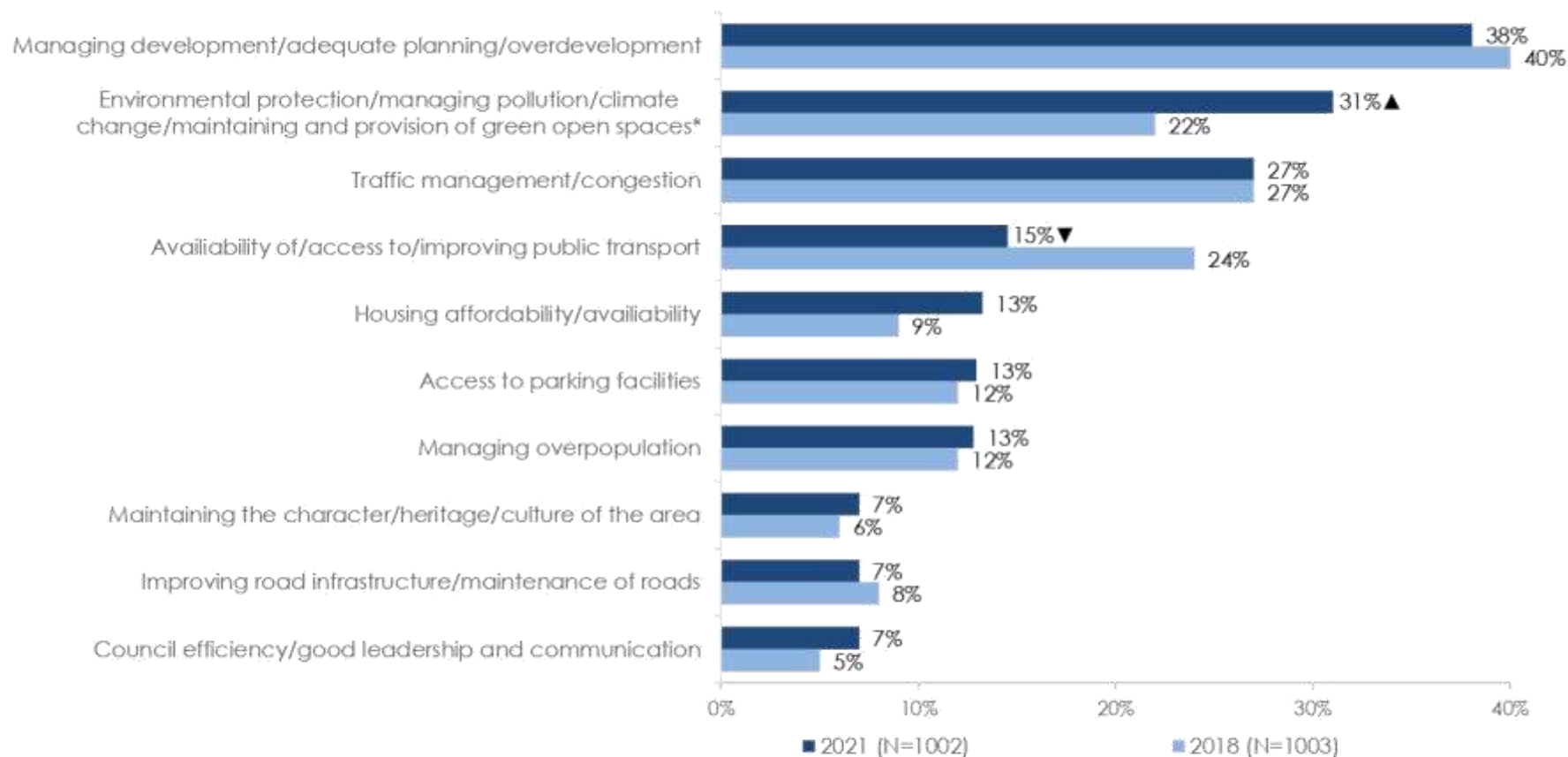
The chart below shows the variance between Inner West Council's top 2 box agreement scores and the Micromex Benchmark. Measures shown in the below chart highlight larger positive and negative gaps.



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)

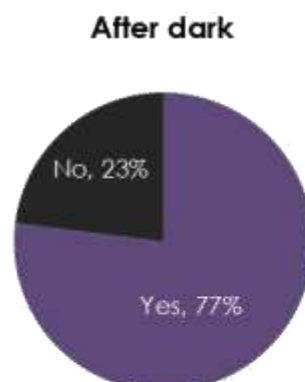
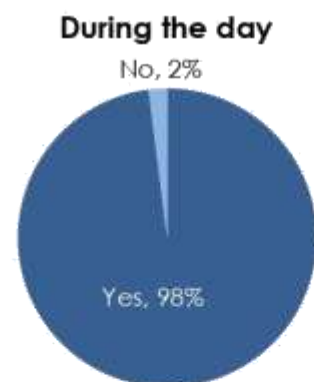
Managing the challenge of population growth remains the a key problem area for the community. There has been a significant increase in residents prioritisation towards environmental protections.

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)

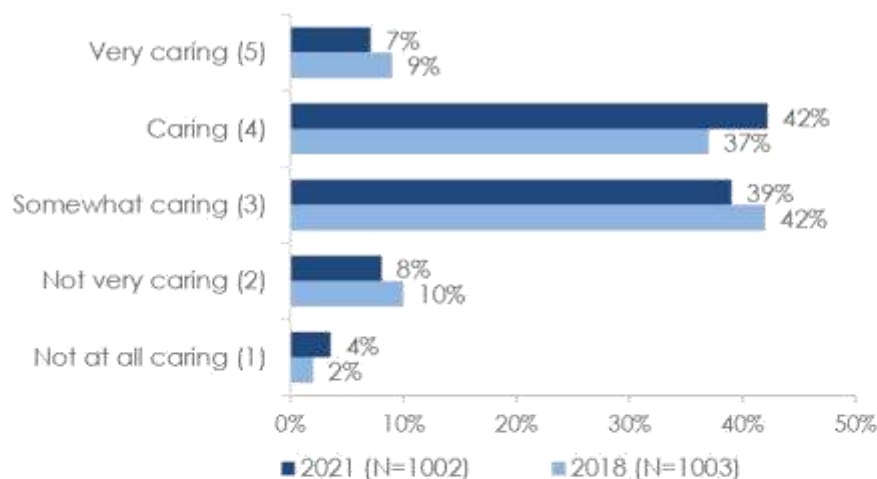
98% of residents felt safe alone in their local area during the day while 77% felt the same way if it were at night. Those living in Ashfield felt significantly less safe in their area at night.

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)

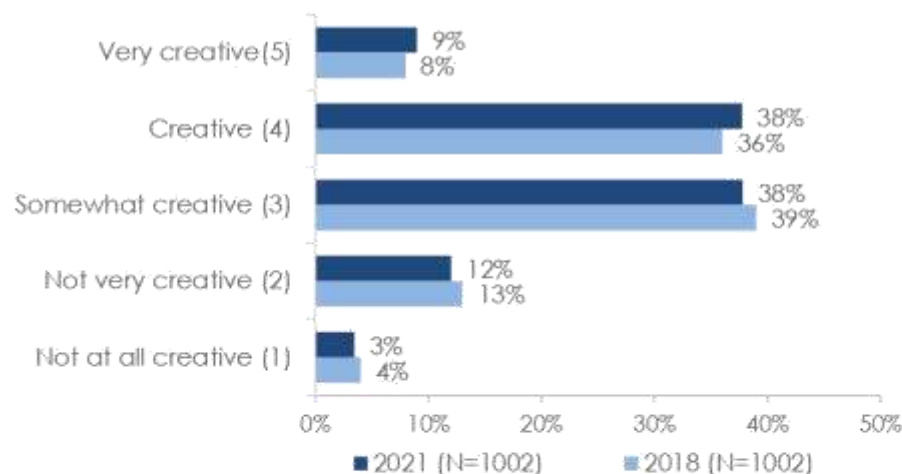
88% of resident believe Inner West Council is at least somewhat caring. Younger age groups and newcomers to the area were significantly more likely to believe that Council were caring.

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)

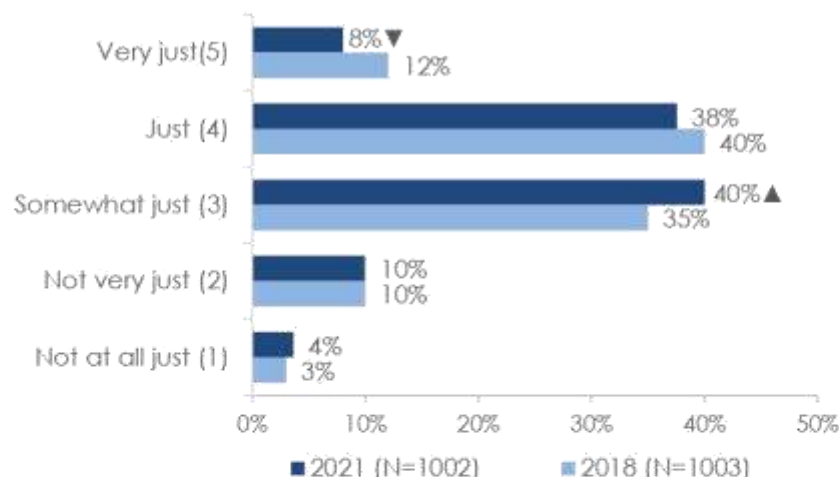
There has been a slight increase since 2018, with 85% of residents stating Council is at least somewhat creative. Again, younger residents and newcomers are more likely to believe so.

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.

27

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)

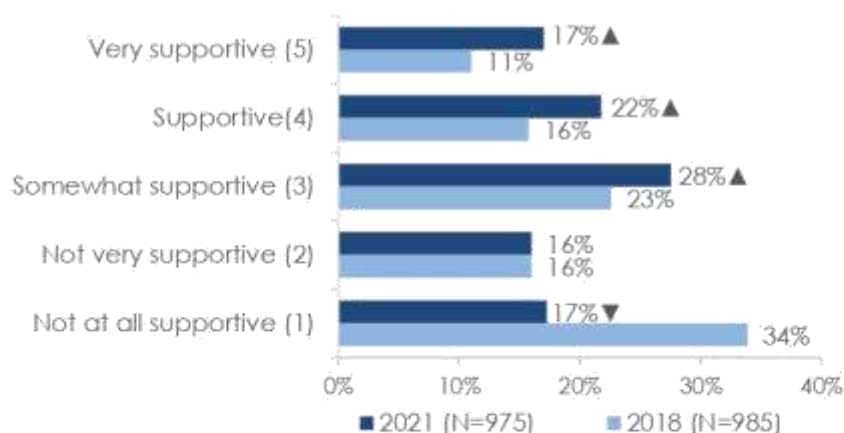
Awareness of the has remained consistent.

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

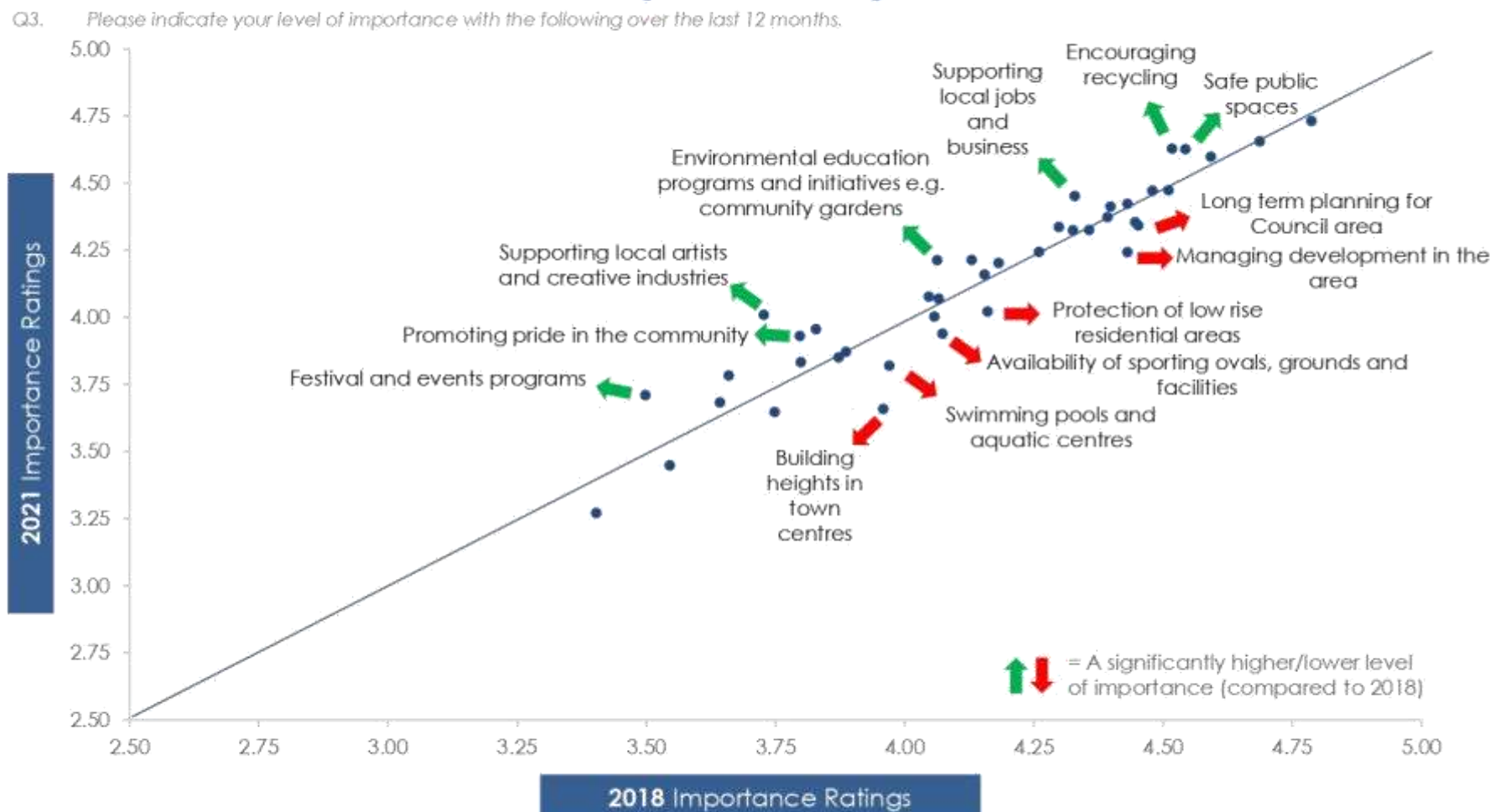
2.2. Comparison with Micromex Benchmarks

2.3. Performance Gap Analysis

2.4. Quadrant Analysis

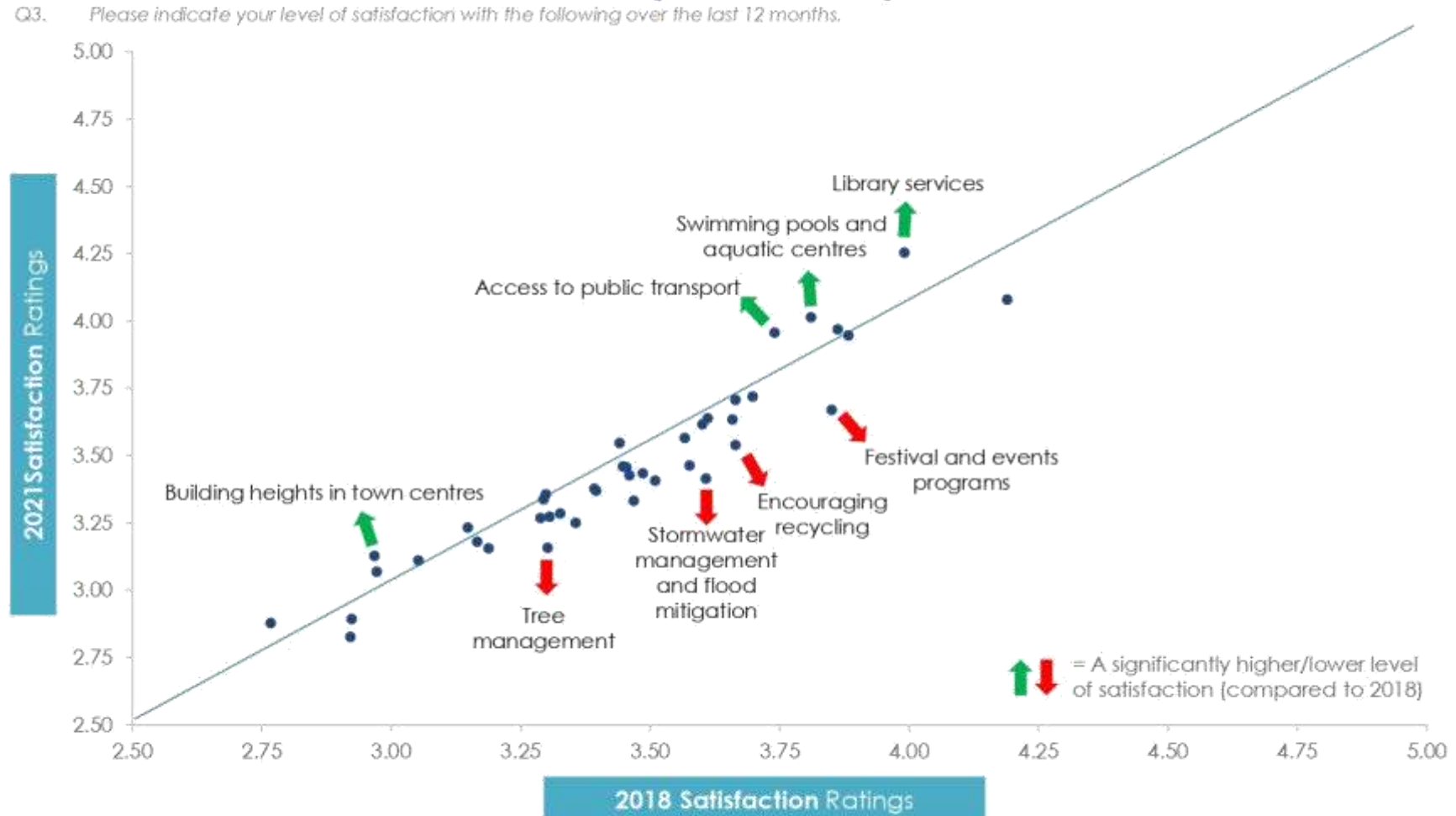
2.5. Regression Analysis (i.e.: determine the services/ facilities that drive overall satisfaction with Council)

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



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:

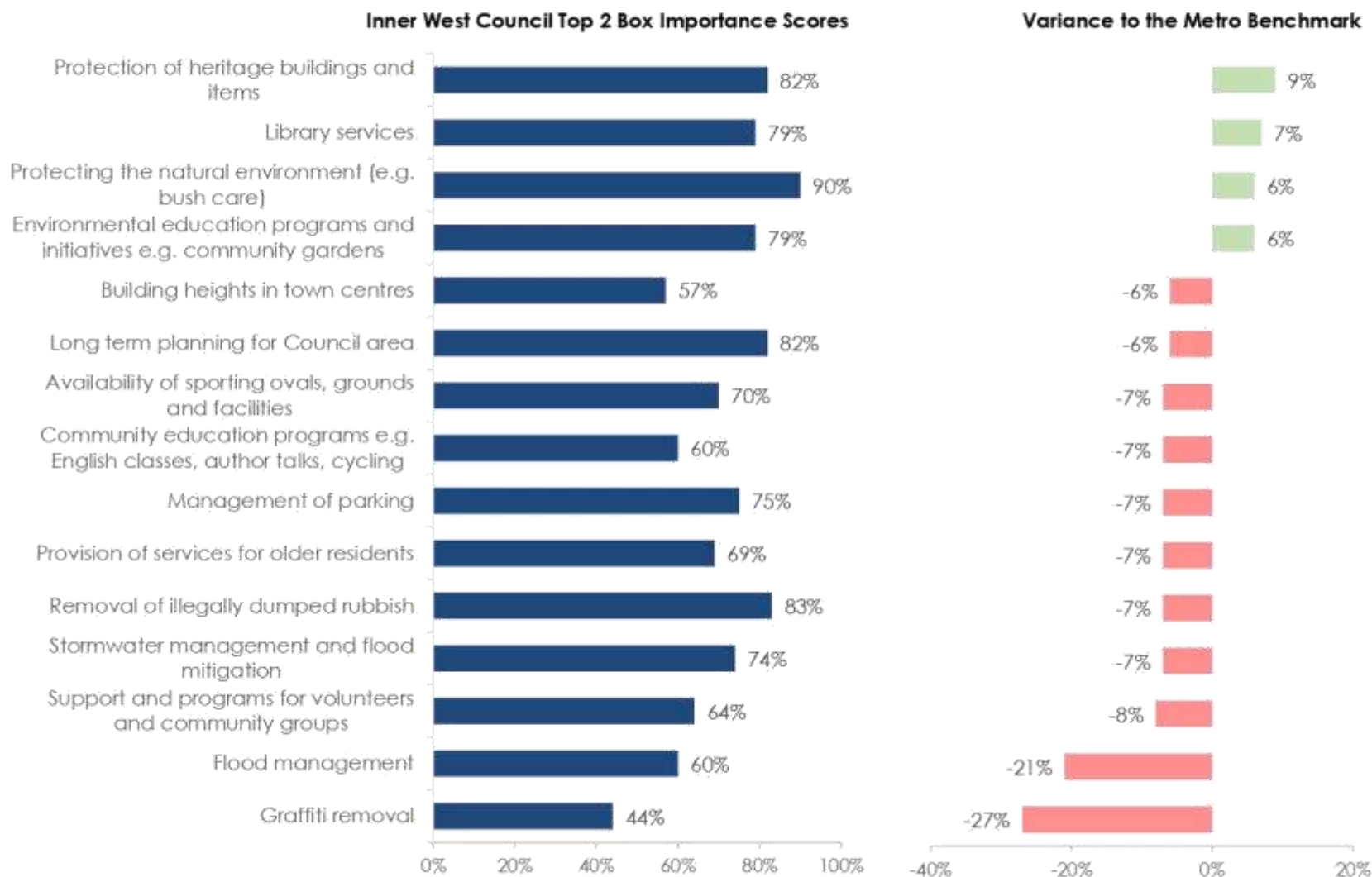
Lower satisfaction	T3 Box	Mean
Management of parking	62%	2.83
Managing development in the area	65%	2.88
Community's ability to influence Council's decision making	68%	2.89
Building heights in town centres	71%	3.13
Cycleways	72%	3.07
Tree management	72%	3.16
Maintaining footpaths	72%	3.18

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

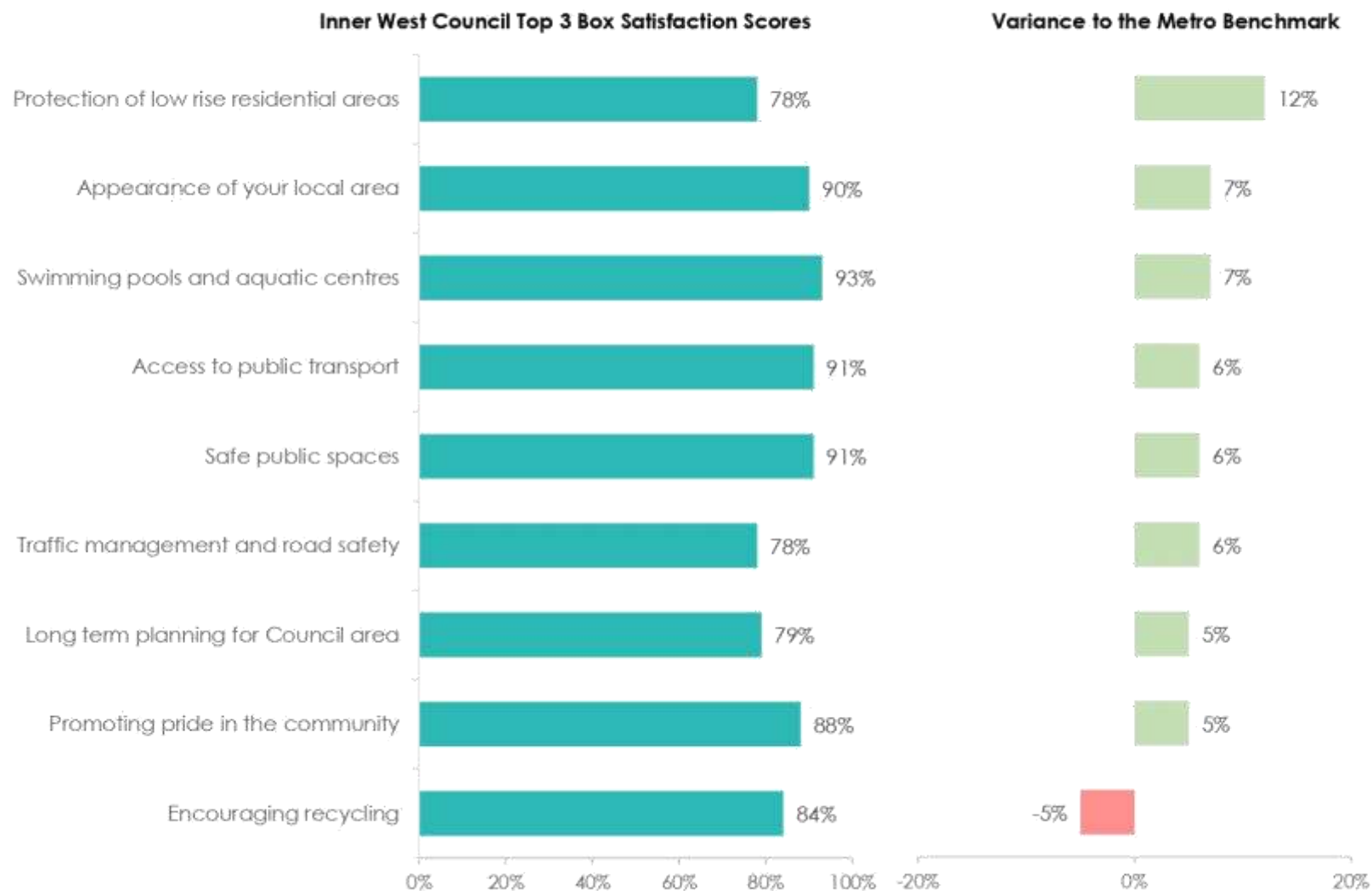
The chart below shows the variance between Inner West Council top 2 box importance scores and the Micromex Benchmark. Services/facilities shown in the below chart highlight larger positive and negative gaps.



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)

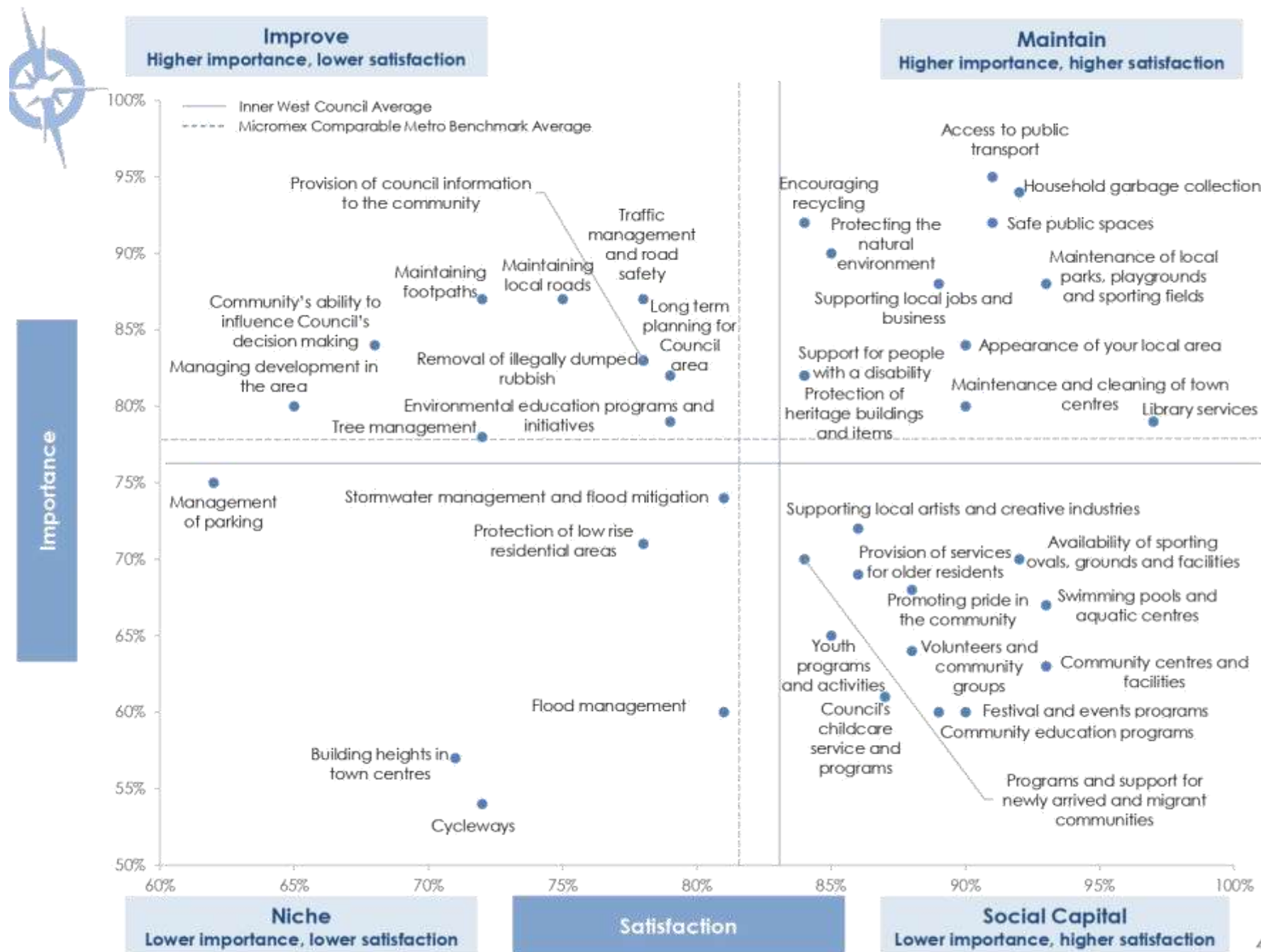
Attributes in the top right quadrant, **MAINTAIN**, such as 'access to public transport', are Council's core strengths, and should be treated as such. Maintain, or even attempt to improve your position in these areas, as they are influential and address clear community needs.

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.

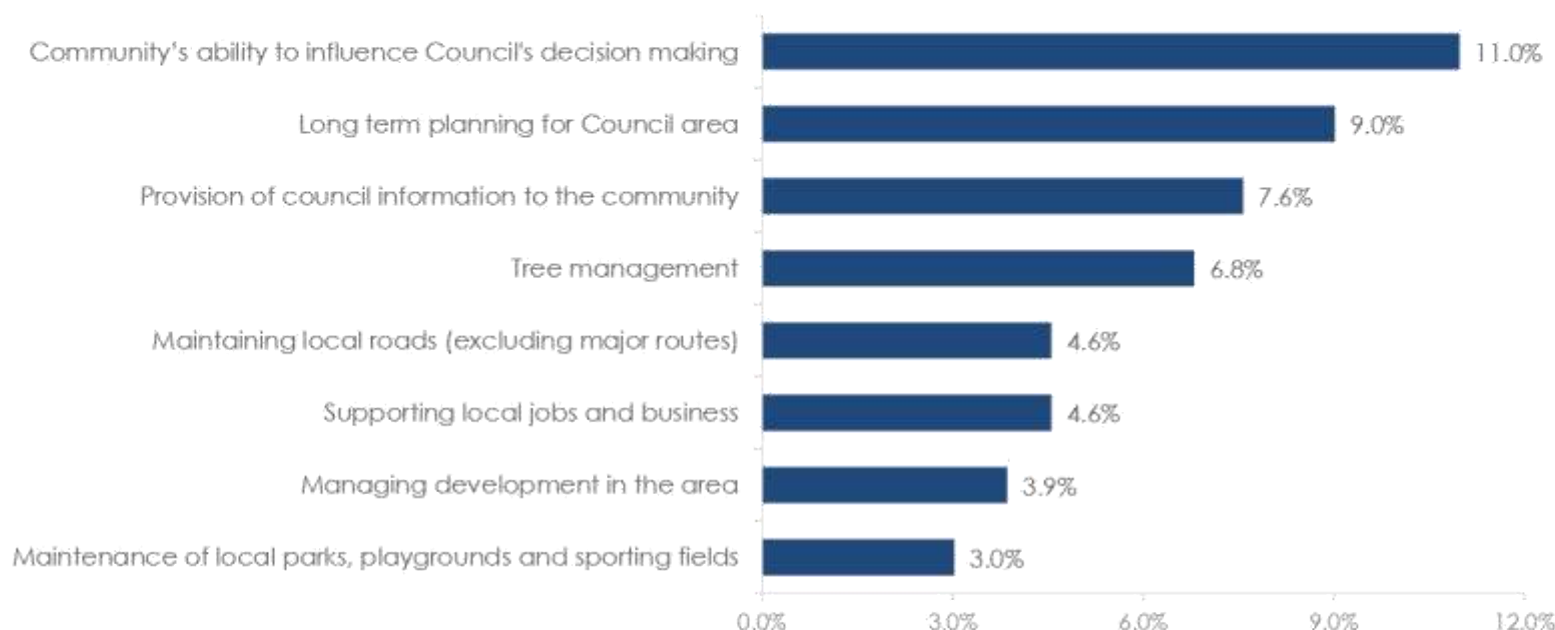
What Does This Mean?

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.

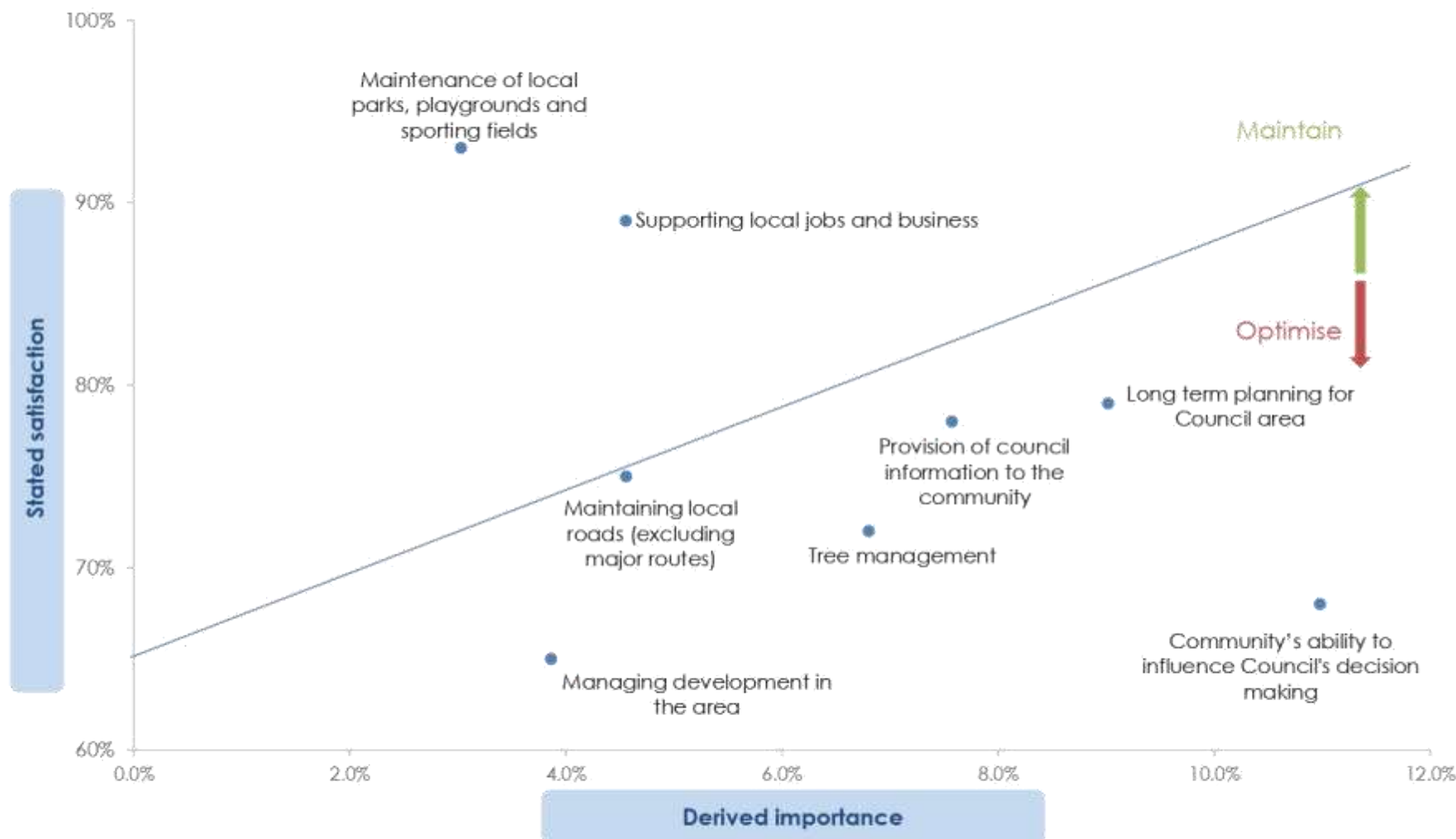
These top 8 services/facilities (so 20% of the 41 services/facilities) account for over 50% of the variation in overall satisfaction. Therefore, whilst all 41 services/facilities are important, only a number of them are potentially significant drivers of satisfaction (at this stage, the other 33 services/facilities 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



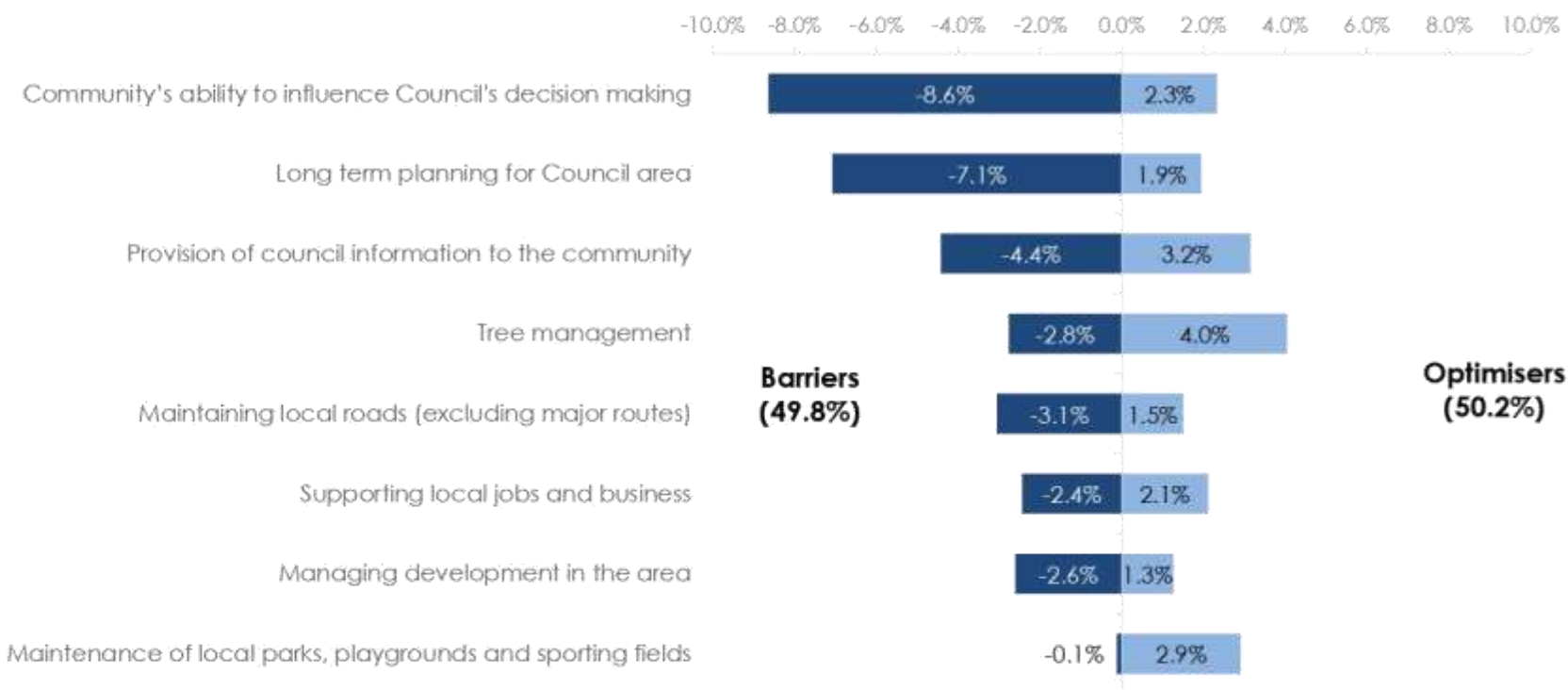
The above chart looks at the relationship between stated satisfaction (top 3 box) and derived importance (Regression result) to identify the level of contribution of each measure. Any services/facilities below the blue line (shown above) could potentially be benchmarked to target in future research to 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.

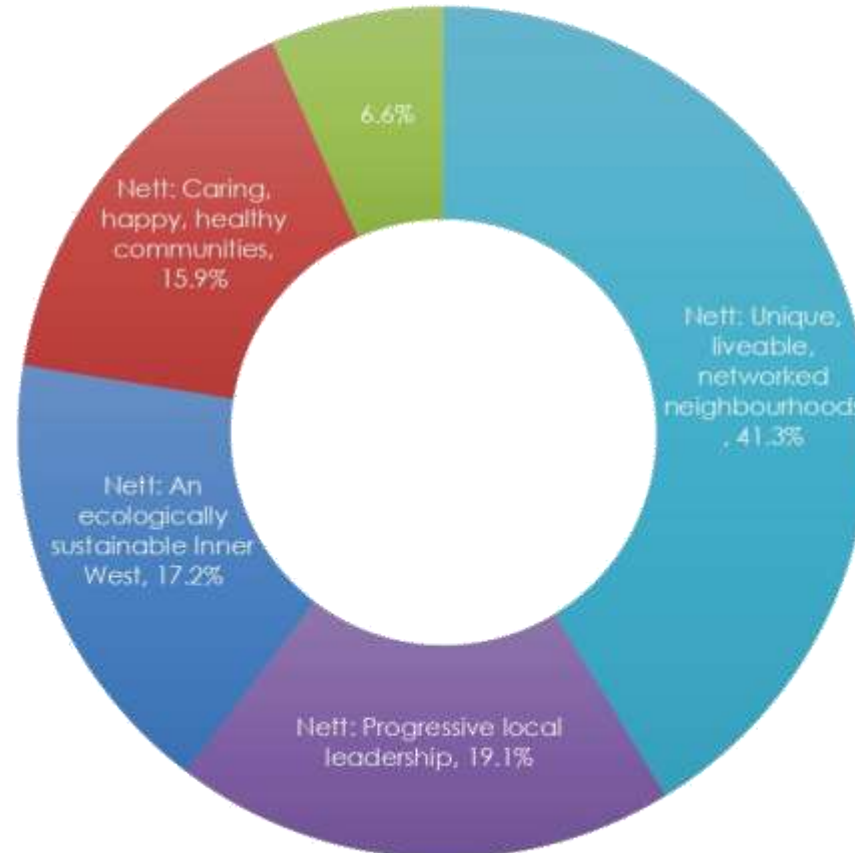


Different levers address the different levels of satisfaction across the community

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.

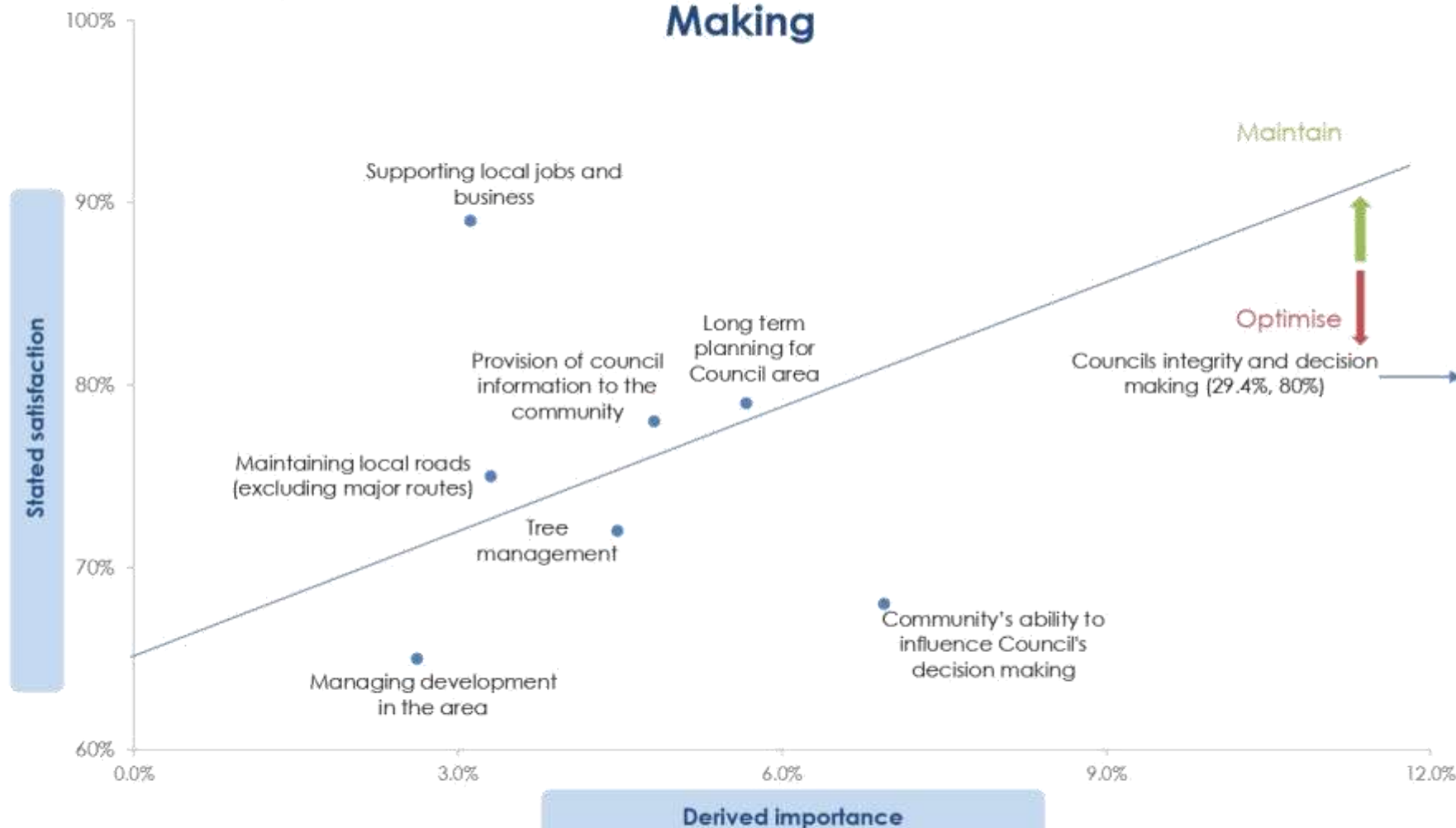
These top 8 services/facilities (so 19% of the 42 services/facilities) account for over 60% of the variation in overall satisfaction. Therefore, whilst all 42 services/facilities are important, only a number of them are potentially significant drivers of satisfaction (at this stage, the other 34 services/facilities 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



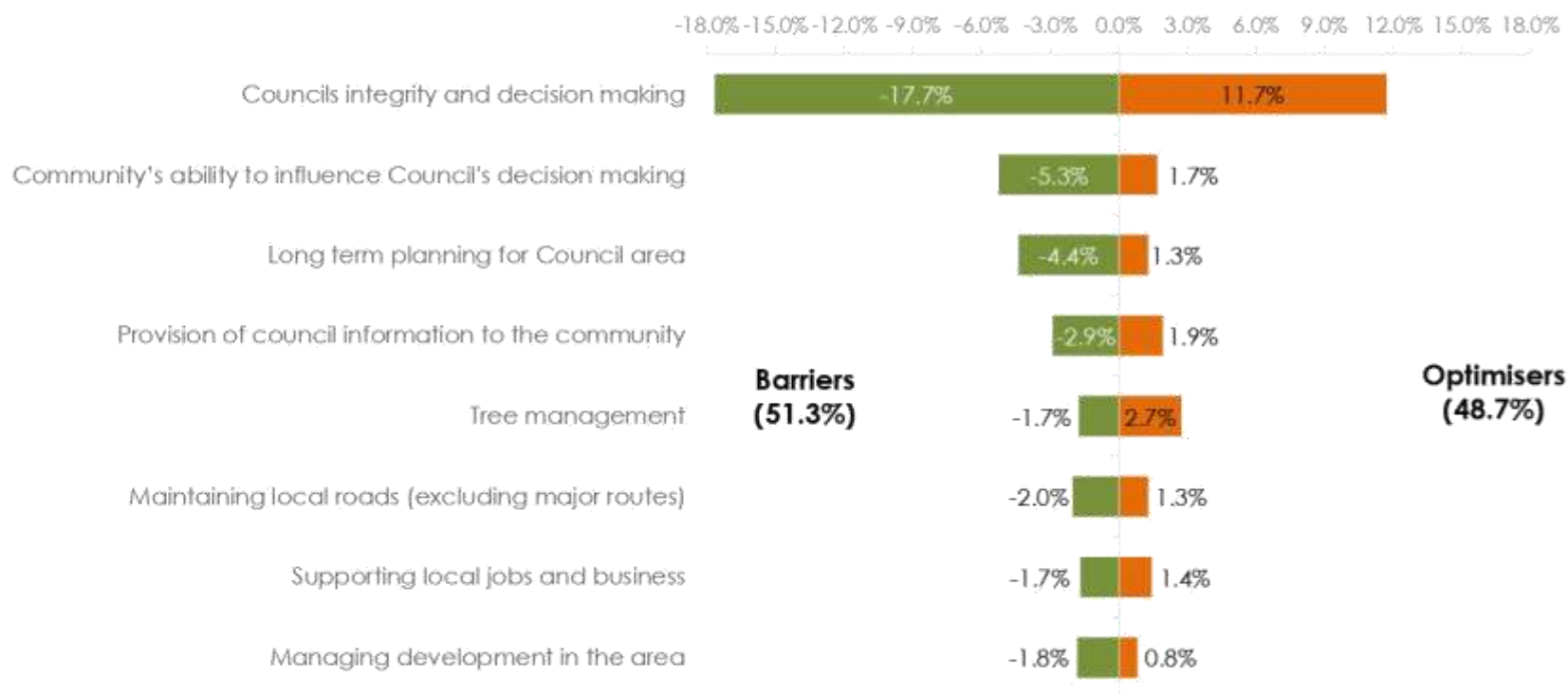
The above chart looks at the relationship between stated satisfaction (top 3 box) and derived importance (Regression result) to identify the level of contribution of each measure. Any services/facilities below the blue line (shown above) could potentially be benchmarked to target in future research to 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%

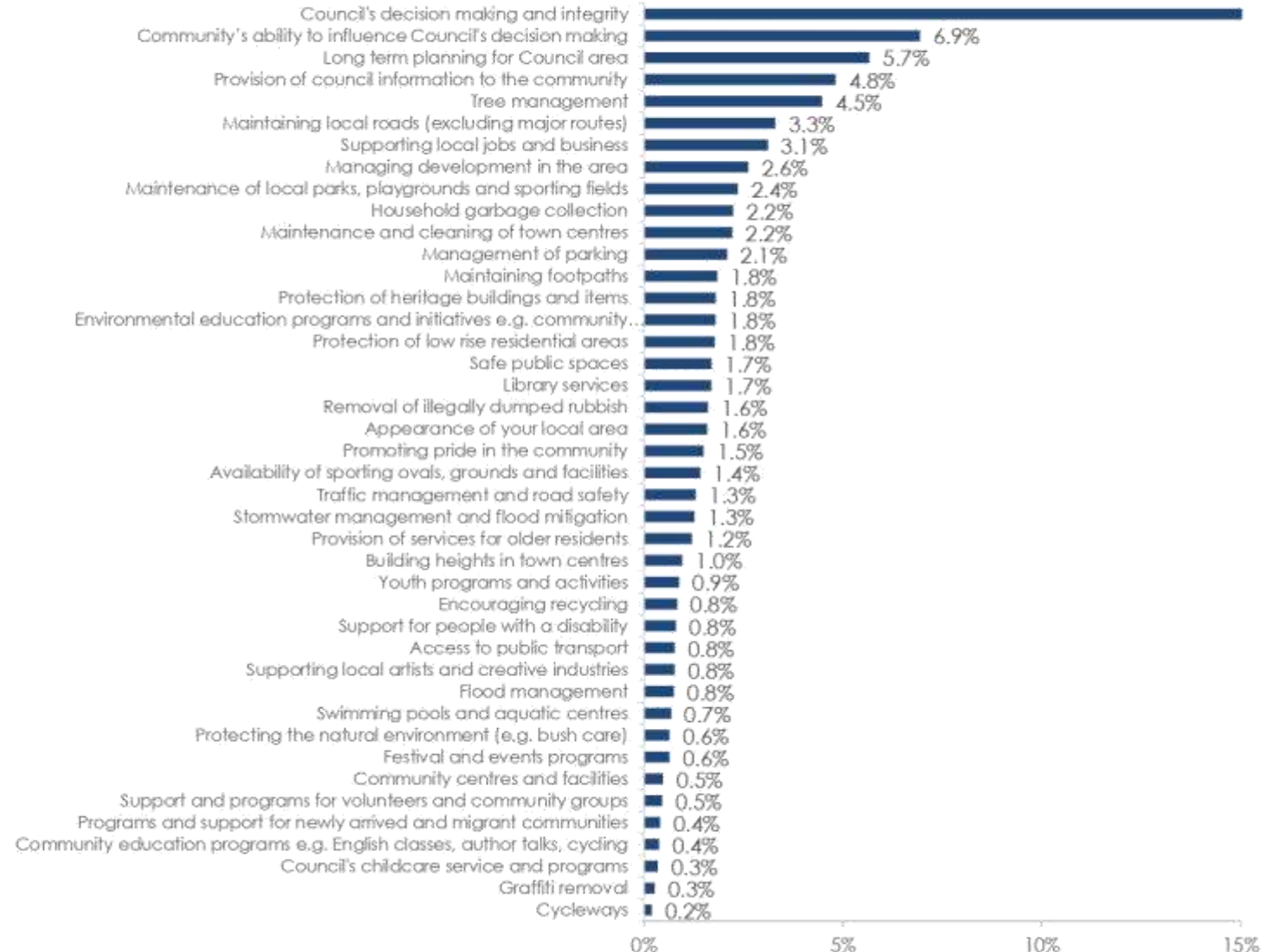
Performance Gap Analysis

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%

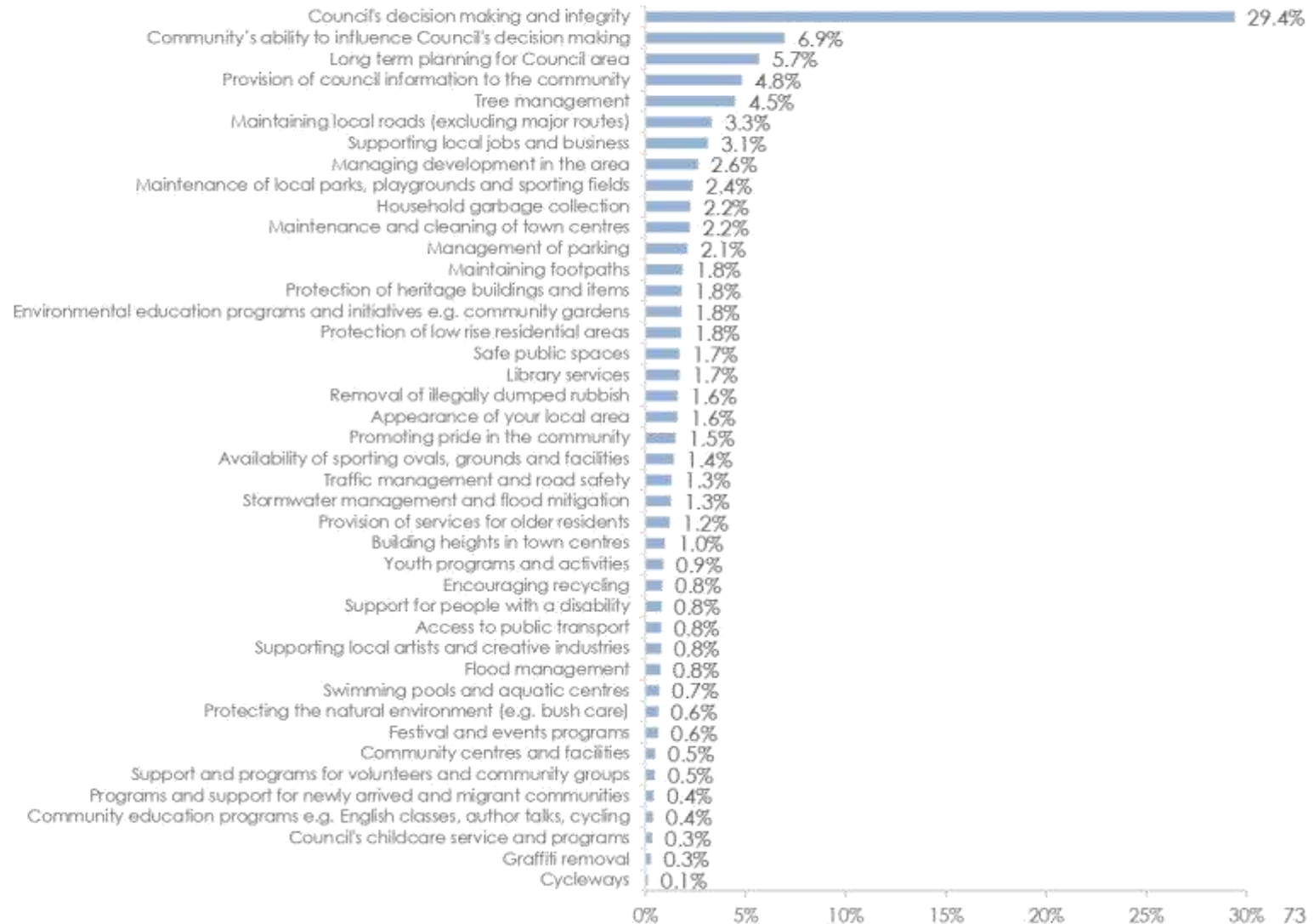
Influence on Overall Satisfaction

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]

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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]

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%

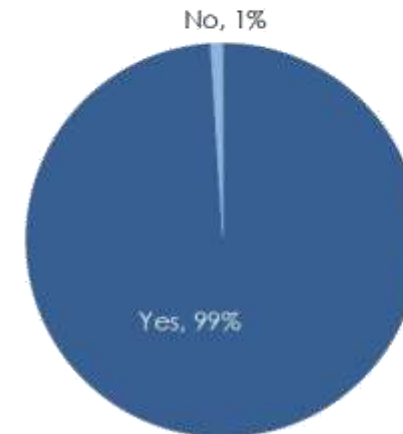
Employment Status "Other Specified"	Count
Work inside and outside LGA	9
Self-employed	4
Work from home	3
Workers compensation	1
Mascot	1
Corporate	1
Refused	4

Further Demographics

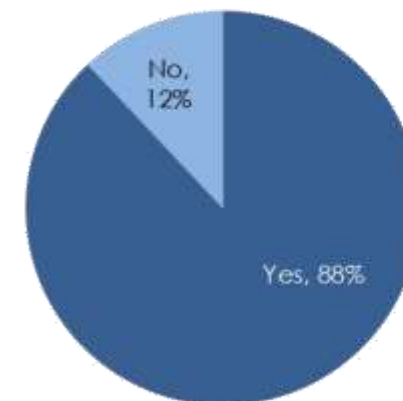
Q15. Which of the following best describes your household status?

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?

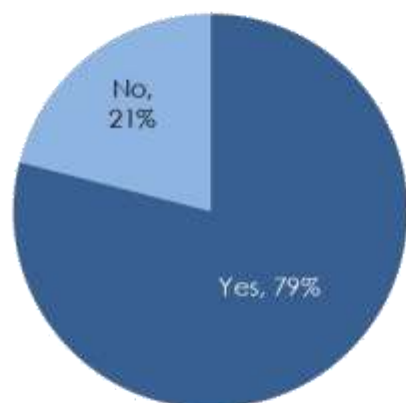
Country	% of total respondents N=1,002	Country	% of total respondents N=1,002
Australia	72%	Hong Kong	<1%
United Kingdom	5%	Hungary	<1%
India	2%	Iran	<1%
New Zealand	2%	Iraq	<1%
South Africa	2%	Kenya	<1%
United States of America	2%	Lebanon	<1%
Vietnam	2%	Malaysia	<1%
China	1%	Malta	<1%
France	1%	Mauritius	<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(4) Item 7

Subject: DEAMALGAMATION COST BENEFIT REPORT

Council at its meeting on 03 August 2021 resolved that the matter be deferred to the meeting to be held on 24 August 2021.

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



Item 7

INNER WEST

Cost Benefit for Proposed Inner West Council

De-amalgamation

Inner West Council

July 2021

Attachment 1



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.

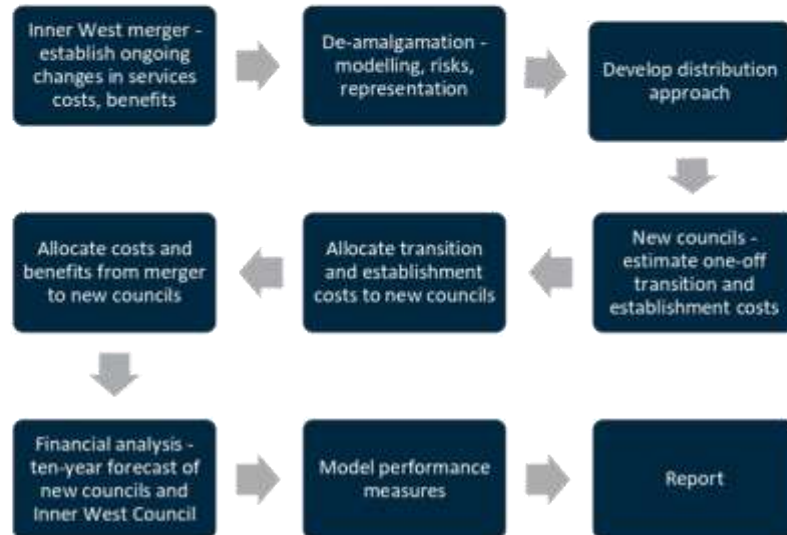
The key methodologies and assumptions are detailed in Appendix A.

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	(10,442)	(6,337)	(6,711)	(6,826)	(6,900)	(6,828)	(6,745)	(6,527)	(6,196)	(5,973)

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)	(2,385)	(2,123)	(1,832)	(1,352)	(667)	(228)
Net operating result before grants and contributions provided for capital purposes	(10,687)	(2,121)	(2,374)	(2,444)	(2,385)	(2,123)	(1,832)	(1,352)	(667)	(228)



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	22,923	23,496	24,083	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	284,032	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	263,138	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

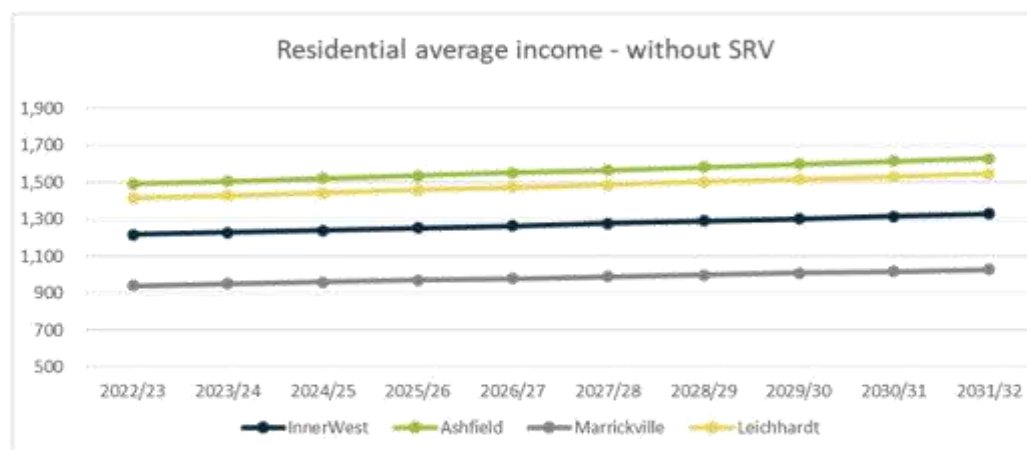
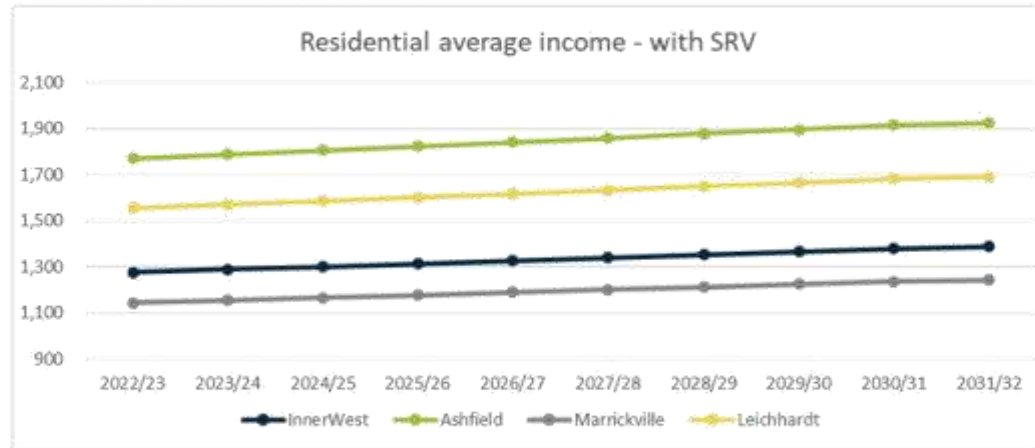




Figure 5 Residential average income with SRV



Following are the average business rates without the SRV and with the SRV.

Figure 6 Business average income without SRV

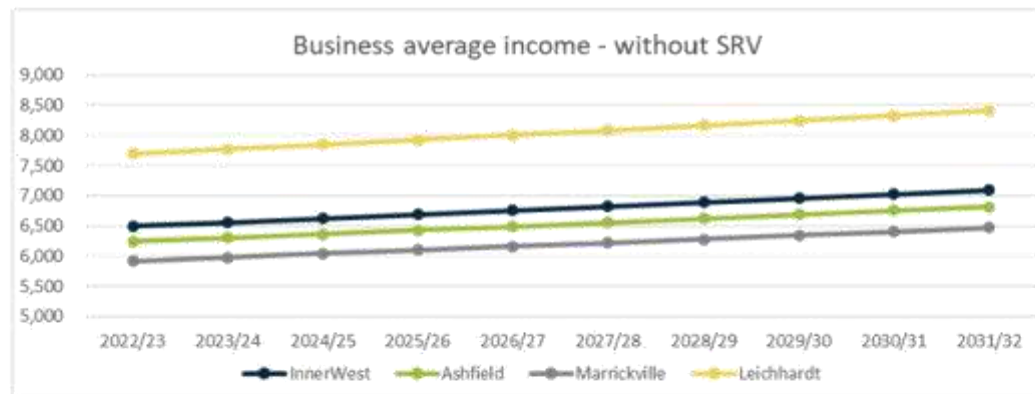
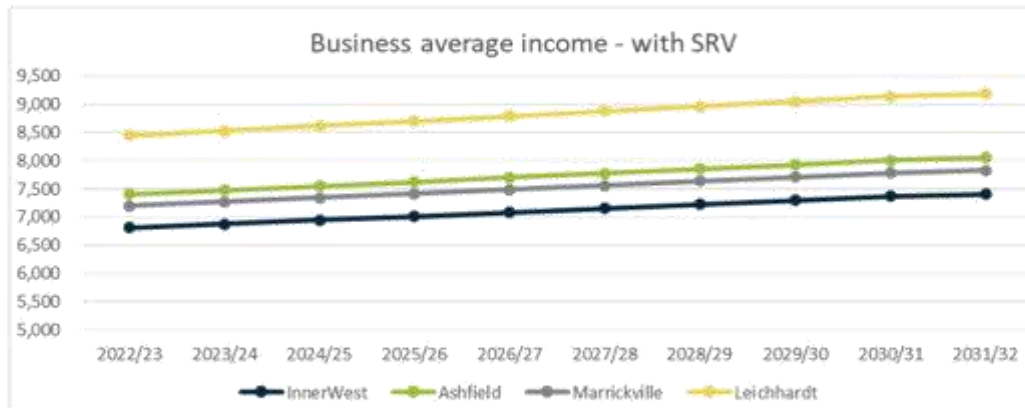




Figure 7 Business average income with SRV



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%.

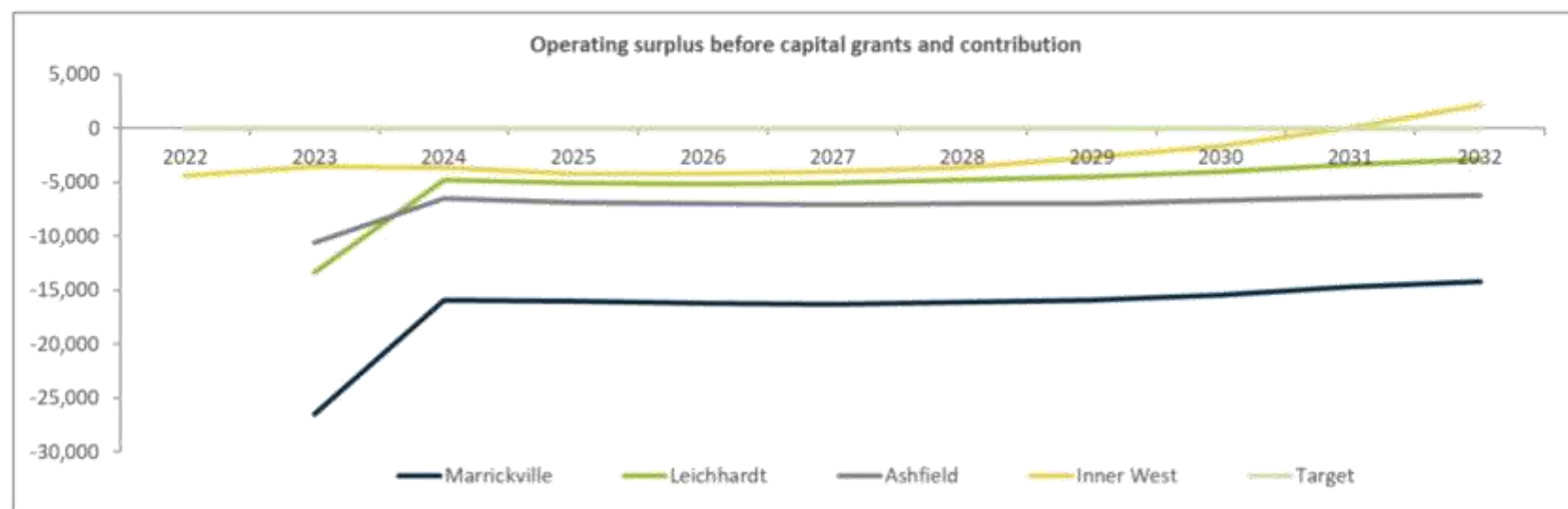


Performance measures

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.

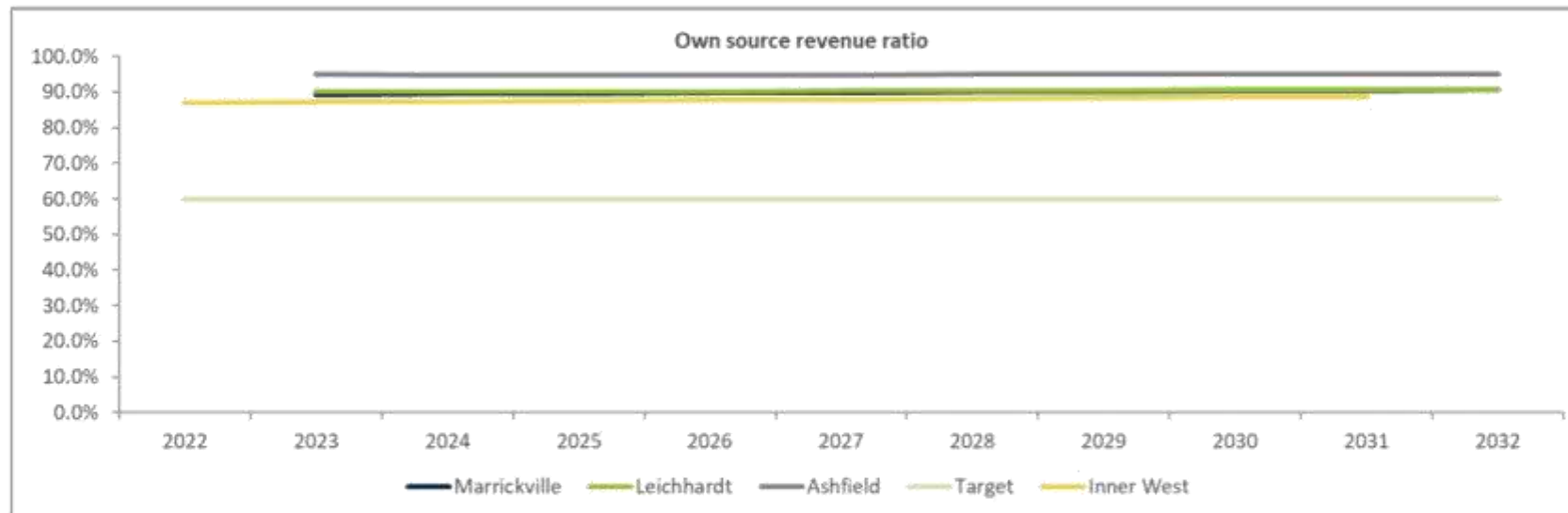
Figure 8 Operating surplus before capital grants and contributions





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.

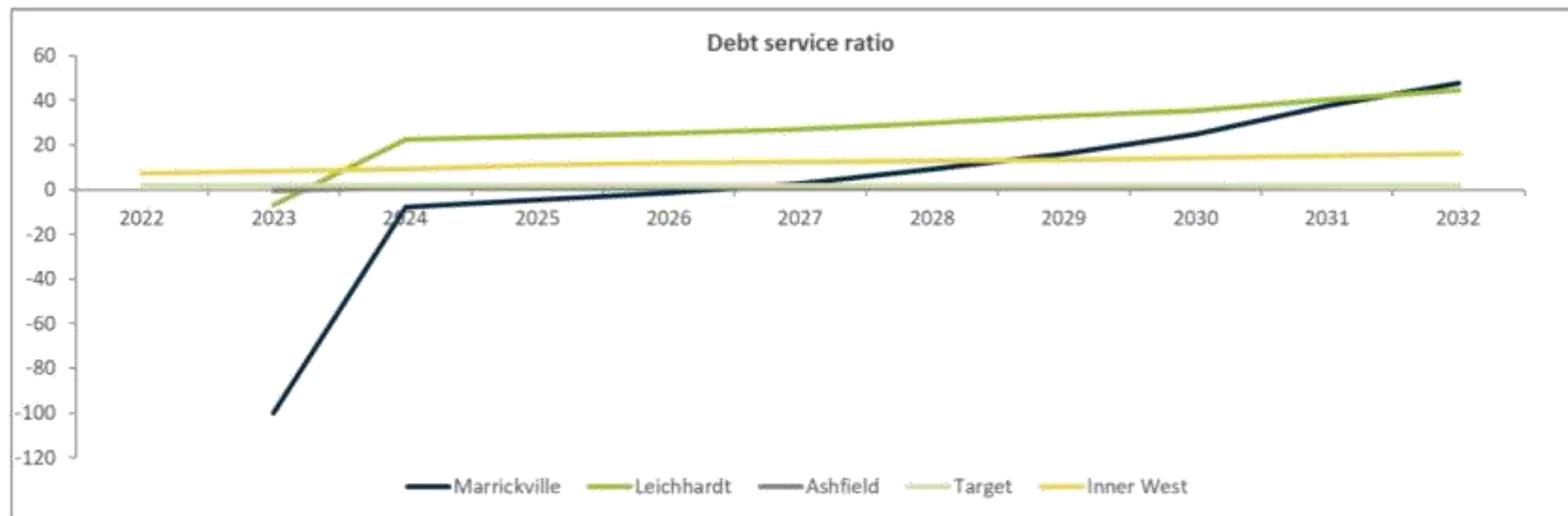
Figure 9 Own source revenue





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.

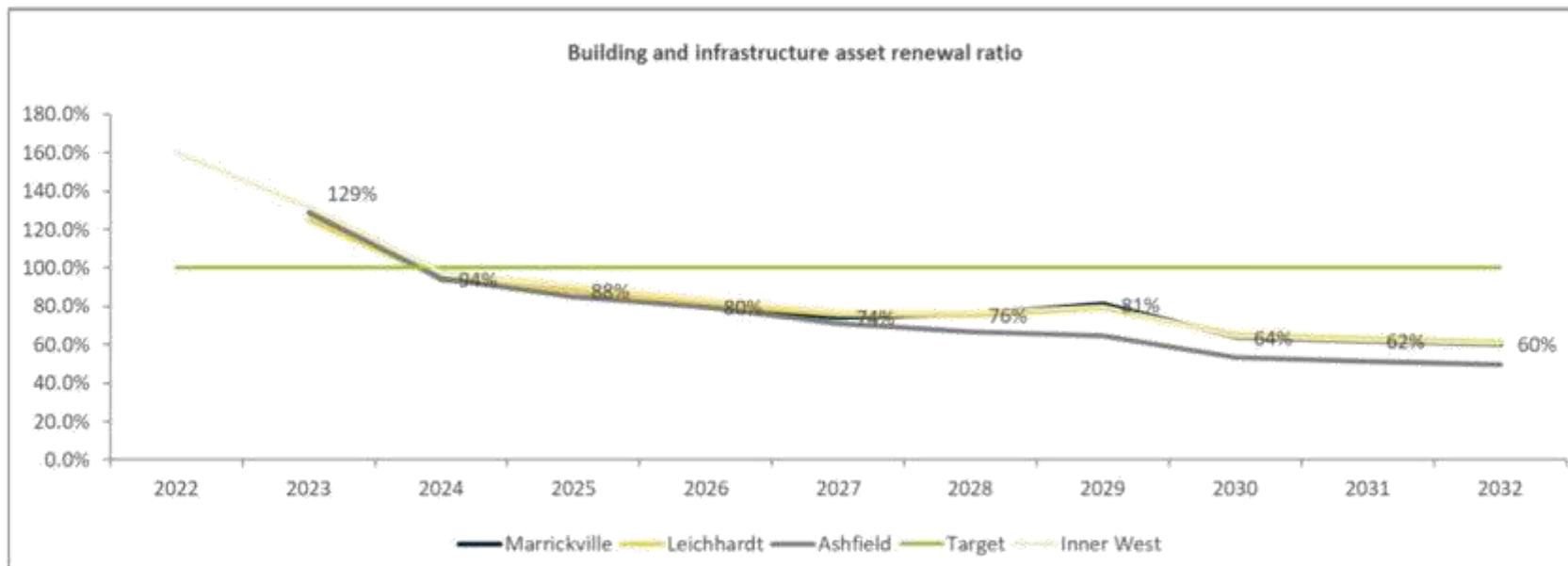
Figure 10 Debt service ratio





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.

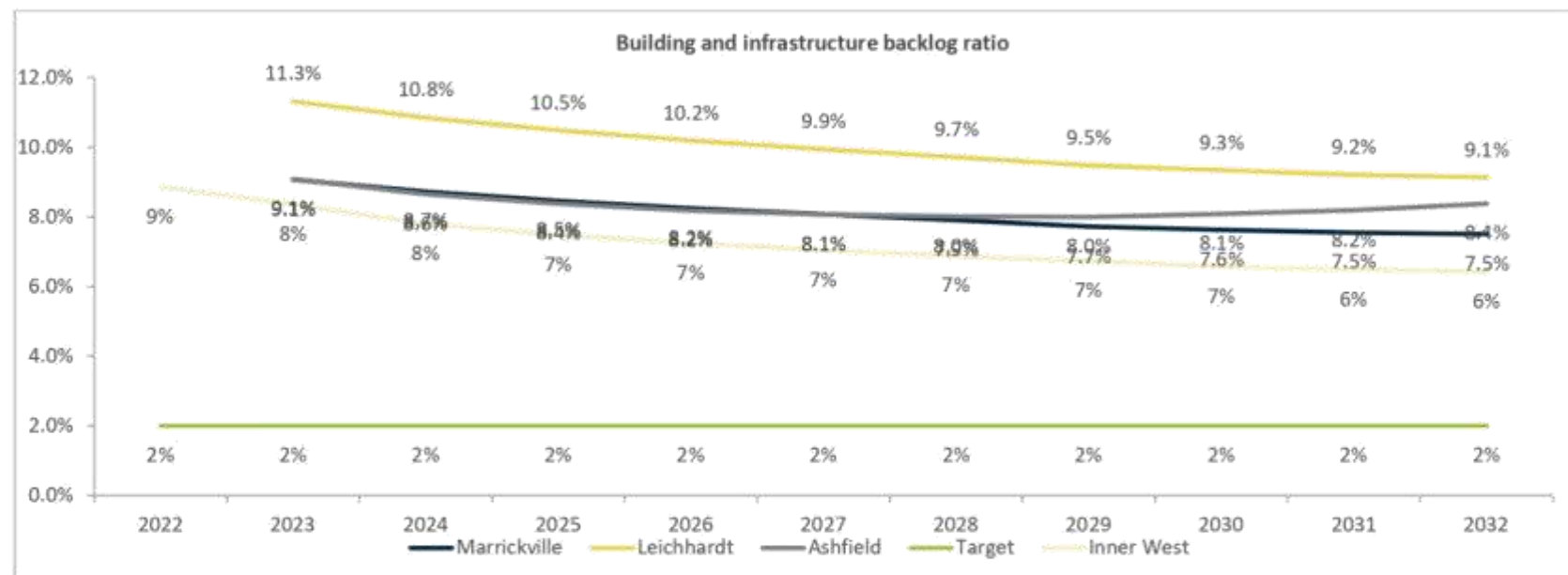
Figure 11. Asset renewal ratio





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

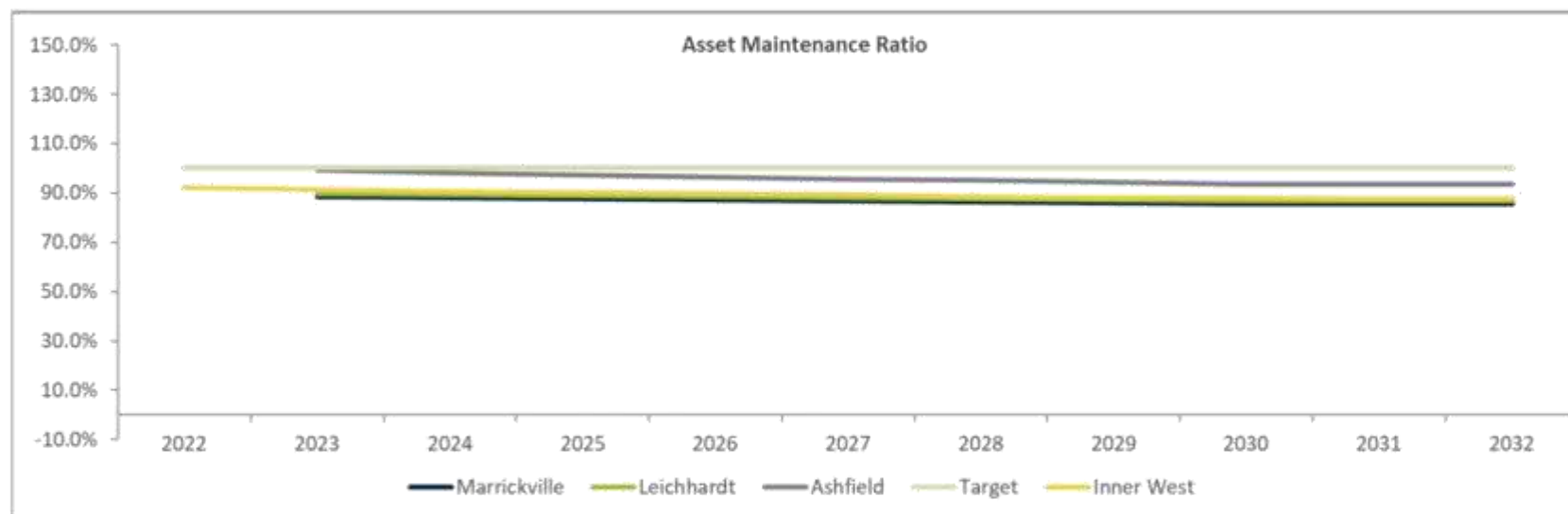




The asset maintenance ratio compares actual versus required annual asset maintenance. Ashfield has a slightly higher ratio, ideally all need to be closer to the performance target of 100%.

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.

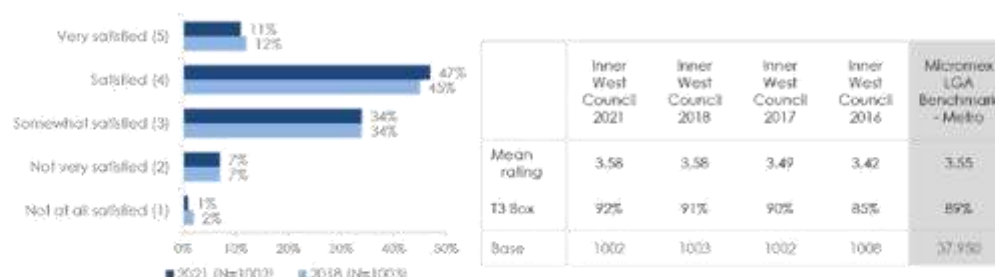
General satisfaction with the Inner West Council has improved since the formation of the Council and is shown below in the table. The number of residents who are at least somewhat satisfied has remained consistent over the last three years at a level that is above the Micromex LGA benchmark for the metropolitan 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.





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

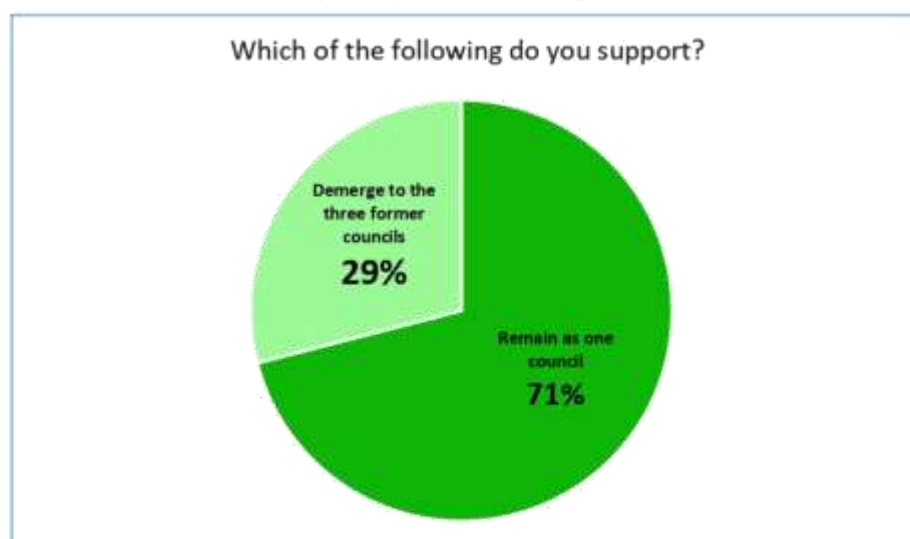
Which of the following do you support?

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(4) Item 8

Subject: COVID-19 FINANCIAL SUPPORT

Council at its meeting on 03 August 2021 resolved that the matter be deferred to the meeting to be held on 24 August 2021.

Prepared By: Daryl Jackson - Chief Financial Officer

Authorised By: Peter Livanes - Acting Director Corporate

RECOMMENDATION

THAT Council:

1. **Endorse the redistribution of a portion of Council's annual Community Wellbeing grant funding by allocating \$25,000 to Addison Road Food Pantry and \$25,000 to Bill Crews Exodus Foundation to support the increased demand for food insecurity for families in the Inner West;**
 2. **Support the redeployment of IWC staff where appropriate, to assist the work of local agencies;**
 3. **Support the redistribution of \$20,000 from the Targeted Early Intervention funding from Department of Communities and Justice, in keeping with guidelines to key services, working with vulnerable families and young people in the outreach and early intervention areas;**
 4. **Note that since Council's meeting on the 20 July, the State and Federal Government announced to expand the existing COVID-19 Support measures;**
 5. **Note that COVID-19 has had a significant impact on Council's budget with \$13.8M in 2020/21 and the forecast impact for 2021/22 could be as high as \$11.7M; and**
 6. **Council's response be reviewed should further impacts arise.**
-

BACKGROUND

This report responds to the Mayoral Minute C0721(2) Item 11 Mayoral Minute: Council's Covid Actions for the Community during the Council Meeting on 20 July 2021.

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; Council Meeting 20 July 2021*
 - 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.*

DISCUSSION

COVID-19 is having a significant impact on the Inner West and Greater Sydney communities. Resolutions 1, 2, 4, 6, 7, 8, 9, 10 and 11 have or are in the process of being implemented.

This paper will focus on the three (3) resolutions set out below:

1. Impact of COVID-19 on the community as reported by NGOs (Resolution 3)
2. Financial assistance for ratepayers (Resolution 5)

3. Update on Aquatic Centre Casuals and Council's discussion with United Services Union (USU) (Resolution 11)
4. Options for turning off parking meters during the lockdown period (Resolution 12)

1. Impact of COVID-19 on our community as reported by NGOs

Officers have reached out to local NGOs and acknowledged and thanked the services for their ongoing support of the community. The NGOs are open or providing community support and report their workloads are stretched.

The feedback from the groups is that this lockdown is more severe and there is generally more distress in the community. The biggest issues they are addressing are food insecurity, mental health, loss of income, safety (increases in DFV), navigating systems for the disaster payments, access to electronic devices / technology, managing work and home schooling (including access to technology) and referring people to other services.

The services report there is a lack of organisational capacity and the resources to meet the increasing demand. In addition, organisations have reported a loss of income during this period and there has been a reduction in the number of community members available to volunteer.

The services have reported there are requirements for:

- donated food (maintaining food supply to meet demand)
- funding for food or food vouchers
- funding for access to masks and hand sanitisers
- ongoing support and access to accommodation for people sleeping rough
- support for donations or access to digital devices and connectivity and
- advocacy to State and Federal Government regarding job keeper payments and rent relief payments

In 2020 Council provided a total of \$250,000 as ten individual COVID response grants at \$25,000 to the following partner organisations: Addison Road Community Centre, Asylum Seekers Centre, Exodus Foundation, Headspace Ashfield, Inner West Neighbour Aid, Leichhardt Women's Health Centre, Marrickville Youth Resource Centre, Newtown Neighbourhood Centre, Rozelle Neighbourhood Centre, and St Vincent de Paul Society Inner West.

These funds have been acquitted, with a diverse range of positive outcomes delivered directly to the Inner West community including additional food hampers provided to vulnerable households, further supports to boarding house residents, increased mental health supports to young people, telephone and online outreach to seniors and families, training and redeployment of volunteers.

To further support the Inner West community, it is proposed to redistribute \$50,000 of the existing \$150,000 annual Community Wellbeing grant funding to Addison Road Food Pantry \$25,000 and Bill Crews Exodus Foundation \$25,000 to support the increased demand for food insecurity for families in the Inner West.

Furthermore, it is proposed to redistribute \$20,000 of the Targeted Early Intervention funding from Department of Communities and Justice, in keeping with guidelines to key services, working with vulnerable families and young people in the outreach and early intervention

areas. This is specifically for the purposes of access to digital devices, data and food hampers. Officers will liaise with the appropriate NGOs to determine where these funds are allocated to ensure it is in keeping with the requirements of the funding ie within designated areas such as South Marrickville.

Where appropriate Council officers could also support NGOs through assistance from IWC staff. Council staff will continue to stay connected to agencies and keep community informed by providing current information for emergency food relief services, mental health support, domestic violence supports and ways for people to stay connected and active in covid safe way via website, social media and networks.

2. Financial assistance for ratepayers

Council resolved to identify options to provide financial assistance to ratepayers who have lost income similar to the support Ryde Council provided/is providing their impacted residents in 2020 and 2021.

Legal advice obtained last year confirmed that Council was unable to provide a rate rebate but Council's recent legal advice confirmed that financial assistance can be provided under s356 of the Local Government Act 1993. *Council could provide the \$400 payment from its consolidated fund, provided the moneys used were not special rates or charges or money otherwise required for a specific purpose under the Local Government Act or any other legislation. Before doing so, Council would need to give public notice of its intention to grant the financial assistance.*

Further advice has been sought through the Office of Local Government (OLG) who advised that funding for this one-time financial assistance will be required to be provided in accordance with s356 of the Local Government Act 1993.

- i. s356 of the Local Government Act 1993 states councils can provide financial assistance to ratepayers if there are funds available that have not been collected for a specific purpose.
- ii. Council is required to resolve to adopt the financial assistance and the proposal be placed on public exhibition for 28 (twenty-eight) days

The OLG further advised that there are several financial assistance packages being provided by both State and Federal Governments to help those impacted by Covid-19.

2.1 Eligibility

The eligibility set out below is based on Ryde Council's criteria. To be eligible, a ratepayer would have to have received one of the following support measures meaning they have already received and may be eligible for increased levels of support:

- Commonwealth COVID-19 Disaster Payment
- Small and Median Business Support Payment
- Federal/State Grants program for Micro Businesses

The initiative would be available until 31 December 2021 and applicants would apply on-line or via mail.

2.2 Financial implications

It is difficult to predict the number of applications Council would receive as there is no way of knowing how many individuals or companies are receiving or will receive State or Federal Assistance. The COVID-19 impacted industries include retail, construction, arts and recreation, accommodation and food service which happen to be some of the major industries our residents are employed in.

Ryde Council advises the initiative cost \$150,000 based on 0.69% of their 54,000 rateable properties applying for the program.

The following table provides an indication of the financial impacts of the initiative to Inner West Council, noting this does not include any administrative costs.

Number of applications	% of total Council rateable properties (79,150)	Cost to Council (\$)
546	0.69%	\$219,886
791	1%	\$316,636
7,915	10%	\$3,166,360
15,830	20%	\$6,332,000
39,575	50%	\$15,831,800
79,150	100%	\$31,662,000

Council's adopted 2021/22 Operating Budget reflects a budget deficit after operating grants of \$4.4m. As noted above, s356 of the Local Government Act 1993 requires this program would be funded from Council's working funds.

If Council resolves to adopt this assistance program, a funding source will need to be identified and if a funding source is identified, it would be prudent to cap the maximum funds available. It should also be noted that this program would be providing additional funds to businesses and the community that are already receiving financial assistance from the State and Federal Government. Furthermore, this program provides no benefit to members of our community who are not property owners.

It is important to note that COVID-19 has had a significant impact on Council's budget. In 2020/21 the impact is reported as \$13.8m. For 2021/22 the forecast impact to the end of the proposed lockdown only is \$5.4m. This is due to the loss of income from aquatic centres, community facilities, sportsfields and compliance.

The table below provides the forecast lost revenue by month to the proposed end of lockdown. The recovery from this current lockdown is expected to be slow and based on last year's recovery will result in a forecast impact of \$11.4m for the full year.

Month	Amount
July 2021	\$2.4m
August 2021 (proposed end of lockdown)	\$3m
Total	\$5.4m

If further lockdowns are imposed or other restrictions are put in place inhibiting business as usual operations, further budget impacts will be realised of approximately \$3m for every additional month of lockdown. Again, this will be followed by a slow and staggered recovery to the end of 2021/2022.

3. State and Federal Government additional financial support measures

It is important to note that since Council's meeting on the 20 July, the State and Federal Government announced on the 28 July to expand the existing COVID-19 Support measures listed in the following tables and is summarised below.

For individuals including those in the Inner West who have had their work hours reduced because of the lockdown will be in line to receive additional payments.

Those who have lost more than 20 hours of work per week are already eligible for the federal government's COVID-19 disaster payment, worth \$600 per week. This will be increased by \$150 per week.

People who have lost less than 20 hours of work per week were eligible for \$300 per week under the COVID-19 disaster payment. This will be increased by \$75 per week.

For businesses, the program providing weekly payments for businesses suffering (revenue down 30%) because of the lockdown will be expanded. This support is based on keeping headcount in businesses with the amount a business is eligible for based on its weekly payroll and annual turnover. This could be \$1500 per week with the maximum amount now increased from \$10,000 to \$100,000. Sole traders who prove their turnover has reduced by 30% will be eligible to receive a weekly \$1000 payment which can be backdated to July 18.

Welfare recipients who are already receiving Commonwealth income support, such as youth allowance or a carers' payment, are entitled to claim the COVID-19 disaster payment. They will get a top-up of \$200 a week, on top of their existing benefits, if they have lost more than eight hours of work.

The table below outlines the current support State and Federal support available before the 28 July announcement.

Support for individuals		
What support is available?	What is it?	What period of lockdown does it cover?
COVID-19 Disaster Payment	<p>A payment for workers who have been unable to earn income due to the COVID-19 lockdown</p> <ul style="list-style-type: none"> • \$325 – \$375 if you lost 8 – 20 hours of work per week or a full day of your usual work hours • \$500 – \$600 if you lost more than 20 hours per week 	<p>Eligibility depends on where you live and work*</p> <p>1 July – 15 July 2021 at lower rates (\$325 / \$500)</p> <p>15 July onwards at higher rates (\$375 / \$600)</p>
Support with my tenancy	<p>Protection from eviction for residential tenants who have suffered a 25% or more loss of income due to the lockdown Land tax relief or grants for landlords who reduce the rent of lockdown impacted tenants</p>	<p>Land tax relief is provided to landowners who reduce rent for COVID-19 affected tenants between 1 July and 31 December 2021 up to 100% of their 2021 land tax liability. Landowners who do not pay land tax can alternatively apply for up to \$1500 grant per residential tenancy</p>

Support for small to medium businesses (including sole traders) and small non-profits		
What support is available?	What is it?	What period of lockdown does it cover?
COVID-19 Micro Business Grants	Fortnightly tax-free grant of \$1,500	From the start of the lockdown
Support with my tenancy	<p>Landlords can't evict retail or commercial tenancies without mediation Land tax relief for landlords who reduce the rent for impacted tenants, up to 100% of their</p>	<p>These protections will last for the whole lockdown Land tax relief is provided to landowners who reduce rent for COVID-19 affected</p>

	2021 land tax liability	tenants between 1 July and 31 December 2021
COVID-19 Business Grants	One-off tax-free grant of \$7,500 to \$15,000 depending on your business's revenue decline	The first three weeks of the lockdown
Job Saver	Tax-free payments of 40% of pre-COVID weekly payroll, from \$1,500 to \$10,000 per week (paid fortnightly); \$1,000 weekly for non-employing business	From 19 July 2021
Payroll tax support	25% reduction in FY22 payroll tax for eligible businesses • Payroll tax payments deferred until 7 October 2021 for all businesses • Interest free 12-month repayment plans for deferred payroll tax	The full lockdown period
Support with my tenancy	Landlords can't evict impacted retail or commercial tenancies without mediation Land tax relief for landlords who reduce the rent for impacted tenants up to 100% of their 2021 land tax liability	These protections will last for the whole lockdown

Industry specific support		
What support is available?	What is it?	What period of lockdown does it cover?
Support for the creative arts sector	Tailored payments to non-profits, commercial theatres, and commercial music venues, to help with the cost of current productions	From 26 June 2021
Support for accommodation providers	Available for providers that can demonstrate room cancellations during the school holiday period; • \$2,000 for losses of up to 10 room nights • \$5,000 for 11 or more room nights	26 June to 11 July 2021 inclusive

4. Support measures provided by Council

A report was provided to the Council meeting of 28 April 2020 providing progress on numerous resolutions relating to the impact of COVID-19.

A rate relief program remains in place. The program allows approved applicants to defer their rates payment up to 12 months with no interest charged. Council continues to receive applications from both residential and business and to date has resulted in:

- of the 329 residential rates applications that were approved; to date only 24 have been signed and returned totalling \$33k in deferred residential rates payment
- of the 56 business rates applications that were approved, to date 32 applications have been signed and returned totalling \$334k in deferred business rates payment.

Other support measures include:

- establishing a dedicated COVID-19 page on Council's website with all relevant information to keep our community informed including:
 - the latest Health advice including Public Health Orders
 - links for Government support including financial support
- working with tenants in Council owned properties ensuring no tenants will be evicted and working with tenants depending on their circumstances
- established a list of food businesses that are open for takeaway or delivery, and a social media campaign encouraging residents to support their local restaurants and cafes
- Council's parking officers will prioritise public safety over other enforcement activity during the lockdown period
- main Street parking meters in Leichhardt, Rozelle and Balmain shopping strips turned off after 7pm to help the night-time economy
- abolishing outdoor dining fees, saving local businesses \$1.5 million over three years
- holding public meetings to inform our community with officials from Health and Police
- providing links to relevant community groups and support organisations to support vulnerable people during this difficult time
- Council has created a support page for the local arts and cultural sector, which lists relevant grants, information and resources, including mental health support
- provided additional lighting hours to our parks and sportsfields to extend the hours available for exercise.

5. Update on Aquatic Centre Casuals and Council's discussion with USU

Support for employees during COVID-19 workplace closures is set by the Local Government (COVID-19) Splinter Award 2021, which Inner West Council is following, and has already begun paying out the Leave it provides.

The COVID-19 Splinter Award commits Council to a range of payments initiated by workplace closures. Workplace closures represent significant loss of Council revenue.

It appears every Council in NSW has now opted into coverage of that award, demonstrating that Councils are not setting up their own support arrangements. Neither party to that Award, the USU or LGNSW sought to cover casual employees.

The majority of casual employees work less than 20 hours per week. Casual employees who are not provided with work are eligible for Australian Government assistance (Jobkeeper etc). Council has assisted employees with information on accessing those payments. Council will continue to assist employees individually and believes it has worked very cooperatively with all unions' requests. This has been confirmed with USU representatives.

Council intends on re-engaging all casual aquatic staff when there is available work. Aquatics management are keeping in touch with all staff not currently working.

Council management and HR staff are in constant communication with the USU, including discussions in the past week. No issues have required escalation or been left unresolved and both parties are happy to continue that and always have productive discussions and will continue to meet whenever requested.

6. Parking Meter Operations During Lockdown

Free parking for 30 minutes is available on all main streets. A review of parking ticket volumes indicates Council's 30-minute free parking tickets remains high at 66% of normal level as opposed to paid parking tickets which are at only 18% of normal levels. This demonstrates that visitation has continued to the main streets for short-stay activities, but medium-stay activities have fallen significantly (dining, retail browsing, etc).

It is not recommended that parking meters be turned off for the following reasons:

- It allows employees of local businesses to park for long periods of time on main streets therefore limiting the number of spaces available for potential customers
- Long stay parkers may increase in metered residential streets adjacent to the main street thereby reducing the parking for residents
- Previous engagement (2018) regarding turning off parking meters at 7pm and extending free parking in the Balmain, Leichhardt and Rozelle communities received low levels of support
- While the parking meters can be turned off remotely, this change would need to be communicated to all motorists. This would involve placing signage on every parking meter across the LGA. It is estimated the preparation and installation of this signage would take approximately one week.
- Parking meters in Newtown operated with same tariffs as City of Sydney which are still operating

ATTACHMENTS

Nil.

Item No: C0821(4) Item 9

Subject: RESPONSE TO NOTICE OF MOTION - INTERACTIONS AND COMPUTER LITERACY

Prepared By: Peter Livanes - Acting Director Corporate

Authorised By: Peter Gainsford - General Manager

RECOMMENDATION

THAT Council receive and note the report.

BACKGROUND

On 24 May 2021, Council resolved to:

Receive a report on the interactions with our ratepayer/residents who are computer illiterate and if there is a policy relating to this matter when was it adopted.

DISCUSSION

Council does not have a policy specific to how it provides service to customers with low levels of computer literacy.

However, Council does ensure wherever responsibility is solely within its domain, that its services are accessible via a range of options, including both a 24 hour 7 days per week telephone service which also supports customers calling via both the National Relay Service (NRS) for Deaf, hearing and/or speech impaired customers as well as from the Translating and Interpreter Service (TIS) for non-English speaking customers.

In addition, Council provides a full in-person service, maintaining three customer service counters at Ashfield, Leichhardt and Petersham that provide face to face (in-person) service to all members of the community for the full range of Council services.

Whilst each of Council's three Customer Service counters were temporarily closed during the height of COVID in April and May 2020, all three centres have reopened to only close again from 28 June 2021 due to the ongoing Sydney lockdown and in accordance with Public Health Orders.

Council's telephone customer service operates 24 hours a day, 7 days a week, with calls routing to an after-hours contact centre outside the hours of 8:30am to 5:00pm Monday to Friday, and on weekends and public holidays. Council's telephone customer service remained open throughout the height of COVID providing a valuable service with all counter staff diverted to responding to community enquiries during this period.

When Public Health Orders permit, Council's customer service counters are open Monday to Friday from 8:30am until 5:00pm with staff available and ready to assist customers across all three locations.

On average, Council serves 1,600 customers per month across our three front counters. This is down significantly from the average of 2,200 customers per month in FY20 and 2,900 per month in FY19 and is in line with greater take up of Council's online services.

It is important to note that there are some services that, where mandated by another government agency e.g. The Department of Planning, Industry and Environment (DPIE), are only available to customers via an online channel, specifically any services available through the NSW Planning Portal.

Use of the NSW Planning Portal (*Online DA Service*) became mandatory for selected Greater Sydney and regional Councils, including Inner West Council, on 1 July 2020.

The DPIE has also indicated that the suite of applications that they will mandate be lodged via the NSW Planning Portal is set to continue to increase over the next 12 to 24 months.

As Council's customer service team does now, they will continue to be available to assist customers either without access to the internet or with a lower level of computer literacy lodge applications via the NSW Planning Portal where this assistance is needed and where capacity allows.

Council actively promotes the various service options via its general website, via the Your Say Inner West website, it's social media platforms and via the Inner West Council News which is sent to all customers every two (2) months.

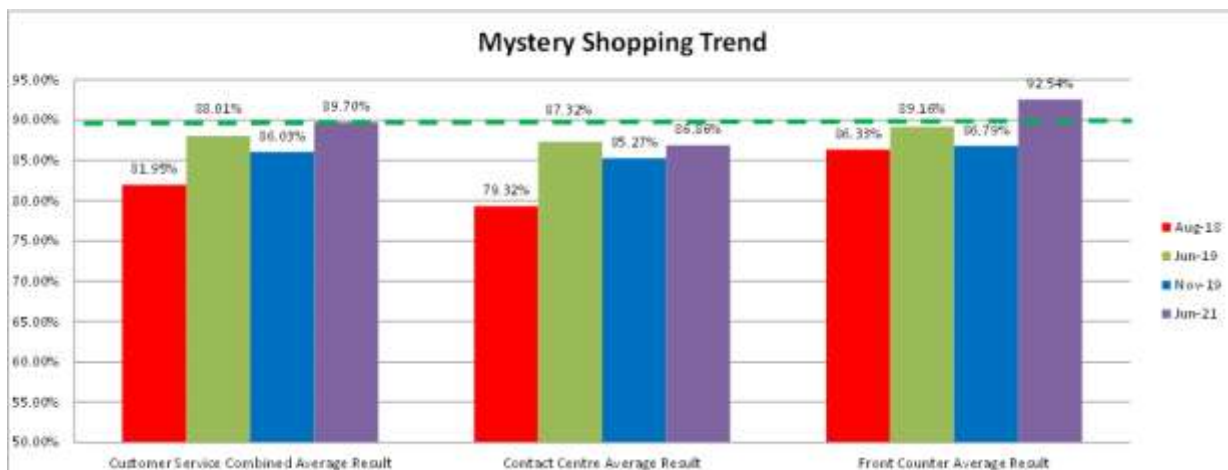
In addition, all community engagement conducted via Your Say Inner West provides customers the option of providing their feedback via the Your Say website as well as by phone and in person at customer service counters. For specific community engagement initiatives dedicated phone lines are in place to support community members wanting to make submissions via phone.

Performance

Providing a high level of service to our Community is of utmost importance. To ensure Council's Customer Service team is meeting our Communities expectation, regular independent assessment is undertaken across all front counters and the contact centre.

This review process commenced in 2018 and has been conducted each year since with the most recent review conducted in April and May 2021. This involved 50 telephone reviews and 30 telephone reviews across both channels involving numerous staff members.

The overall satisfaction provided by the independent review was a combined satisfaction level of 89.70%. This fell just short of our target of 90% but is the best overall result of the group since surveying commenced in 2018. The year-on-year improvement can be seen in the graph below.



Furthermore, the recent community satisfaction survey conducted by Micromex Research identified that 92% of residents are at least somewhat satisfied with the performance of Council. This is above the Micromex Metro Local Government Area benchmark.

Improvement

While this result is pleasing, it is imperative that Council continues to understand the needs and expectations of our community and review our performance to continually improve service delivery. This includes identifying areas for improvement as well as receiving, responding to and resolving complaint that lead to improvement.

Several improvement opportunities have been identified from the review as well as other review initiatives undertaken. These include:

1. Considering the level of staff resourcing to address volume of walk-ins at front counters and calls the contact centre
2. Online services not being promoted or referenced as much by front counter staff
3. Further cross skilling to ensure the confidence of information provision is as strong in person as it is over the telephone
4. Further training to ensure follow-up and resolution is achieved
5. Constructing a dedicated customer service charter that promises how Council will interact with its customers along with policies, procedures and service levels
6. Developing a quality improvement plan describing the actions that will be undertaken to improve the level and standard of customer service across the organisation.

Furthermore, anecdotal feedback has identified improvement opportunities in relation to the volunteer role of Justice of the Peace (JP). The primary roles of a JP are to witness a person making a statutory declaration or affidavit, and to certify copies of original documents.

It should be noted that NSW JPs are not authorised under NSW law to witness the execution of documents for use overseas. NSW JPs can only perform a task in their capacity as a JP if that function is conferred by a NSW Act or Regulation. If a NSW JP performs any other task, they are not doing so in their capacity as a NSW JP. There have been no recent changes to the functions of NSW JPs with regard to witnessing the execution of documents for use overseas.

Further training and education to staff as well as appropriate provision of information to our community will assist in this regard.

Community Programs

The Community Wellbeing team have two (2) roles specifically dedicated to championing the voices, aspirations and inclusion of people growing older in the Inner West. These roles are responsible for engaging with seniors and stakeholders, facilitating and implementing integrated design, collaboration and strategic delivery of programs, services, advice, awareness and initiatives for older people, to increase participation and ensure meaningful inclusion.

These two roles are:

1. Healthy Ageing Programs Supervisor
2. Healthy Ageing Community Development Officer.

Some of the key initiatives include:

- Manage relationships and participate in/ facilitate networks including the Inner West Aged Services Interagency, Elder Abuse Collaborative, engage with relevant stakeholders and represent Council at regional/sub-regional planning meetings.
- Delivered Get Connected Stay Connected: A suite of online workshops and social support groups developed by Council in partnership with Sydney Local Health District (SLHD) and designed for older people isolated during Covid -19.
- Health and wellbeing education and recreation programs for seniors in collaboration with libraries, Hannaford Centre, Aquatic Services, Recreation and community partners such as Services Australia, Trustee and Guardian, Sydney Local Health District, Uniting Care etc.
- Active and Connected: A suite of recreational, fitness, arts and wellbeing activities, bus outings and programs designed to promote and encourage healthy ageing.
- Establishment of Dementia Cafes, designed to create an inclusive social support network for older people living with dementia and their family / carers.
- Hosted programs to reduce the digital divide include tech savvy seniors.
- Promoting and supporting the role out of pilot programs and new initiatives designed to increase social inclusion for older people from linguistically diverse background. Recent example is the My Aged Care Navigator Support Program developed for Chinese speaking community in Ashfield.
- Actively support and participate in key advocacy and awareness raising initiatives specific to older people, including Coalition of End of Loneliness, Elder Abuse Collaboration, Multicultural Network, Dementia Alliance, Anti-Ageism campaigns.
- Publication of a Seniors Directory.
- Deliver annual events such as Seniors Festival, Grandparent's day, Mental Health Month delivered in collaboration with local community organisations, businesses, artists and multicultural communities.
- Facilitate Seniors Local Democracy Working Group, providing local senior residents an avenue to contribute ideas and provide feedback to Council on issues and projects pertaining to healthy ageing.
- Host Healthy Ageing and Wellbeing Workshops and Talks, including ageing gracefully, superannuation, Wills, retirement symposium etc.
- It is also worthy of noting The Hannaford Centre, a Council funded Community Centre which offers diverse activities and programs for seniors living in the Inner West.

In the context of digital literacy, this team supports programs that assist in this area, specifically including:

1. Tech Savvy Seniors
2. Digital Inclusion
3. Accessing the Web; and
4. Using Digital Devices.

These programs are aimed at delivering digital literacy training to seniors so they can develop the skills and confidence to access information and services online. Programs such as these provide training in computers, tablets and smart phones to help seniors to stay connected with their families, friends and communities.

Council libraries (when permitted within Public Health Orders) have technology infrastructure and staff (7 days per week) to provide accessibility and support for all community members that seek this service.

Whilst these programs are supported, Council will continue to review and improve so that all members of our community have access to Council services and that the expectations of our community are met.

FINANCIAL IMPLICATIONS

Nil

ATTACHMENTS

Nil.

Item No: C0821(4) Item 10
Subject: INVESTMENT STRATEGY & PORTFOLIO REVIEW 2020/21
Prepared By: Daryl Jackson - Chief Financial Officer
Authorised By: Peter Livanes - Acting Director Corporate

RECOMMENDATION

THAT the report be received and noted.

BACKGROUND

Council in collaboration with its investment advisers the Prudential Investment Services Group manages Council's investment portfolio in line with its adopted investment strategy and policy. On a yearly basis Council's investment portfolio's performance is reviewed against the bank bill index. This report is shared with Council, the Audit, Risk and Improvement Committee and the community giving transparency and comfort that Council's funds have been well managed.

DISCUSSION

Council continues to manage a well diversified portfolio with a good range of maturities from cash out to 5 years arranged to cater for expenditure requirements while maintaining a very sound credit quality profile and a fully non-fossil fuel/SRI focused portfolio.

Council's investment portfolio reflects the impact of the low interest rate environment with quarterly returns gradually declining over the financial year as higher yielding deposits were replaced with the prevailing lower yielding options. Nevertheless, the portfolio strongly outperformed the bank bill index for the 2020/21 Financial Year while maintaining a fully non-fossil fuel/SRI focused portfolio.

Over the the 2020/21 Financial Year, Council's portfolio return outperformed the bank bill index, 0.97%%pa versus 0.06%pa. *(Marked-to-market returns include any changes on underlying security valuations based upon current market interest rates).*

As at 30 June 2021, Council's total weighted average interest rate on its portfolio was 1.14%. *(This excludes the impact of underlying capital values and is a point-in-time value).*

Investment opportunities across all time periods will continue to be considered closely, particularly Socially Responsible Investments, in conjunction with Council's cash expenditure requirements and policy to help ensure the portfolio remains well positioned to take advantage of the changing market conditions.

Good Governance: Investment Portfolio vs Policy Limits

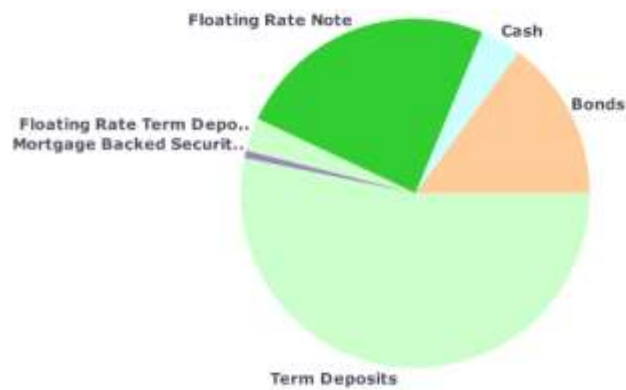
Council has a well-diversified investment portfolio across a wide range of asset types including:

- **Cash:** ME Bank At Call account currently paying 0.40%pa, which is higher than many longer dated term deposits.
- **Term Deposits:** non-fossil fuel and Green fixed and floating rate deposits from a wide selection of Australian Authorised Deposit taking Institutions (ADIs)
- **Fixed Interest Securities:**

- fixed rate bonds – Socially Responsible Investments from Australian ADIs and government issuers
- floating rate notes from Australian ADIs
- mortgage backed securities (further details in Appendix A)

Asset Allocation as of June 30:

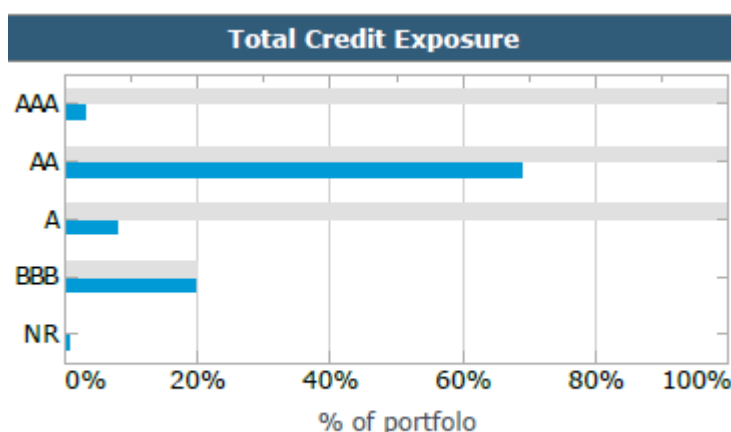
Portfolio Holding Breakdown	
Product Type	Face Value
Bonds	33,944,000.00
Cash	8,576,891.38
Floating Rate Note	55,150,000.00
Floating Rate Term Deposits	7,000,000.00
Mortgage Backed Securities	1,516,520.95
Term Deposits	121,000,000.00
	227,187,412.33



The following tables summarise Council's Investment Portfolio, as at the end of June 2021, in terms of its Investment Policy Framework:

- A. Overall Portfolio Credit Limits.
- B. Individual Institution Limits, and
- C. Term to Maturity Limits.

A. Overall Portfolio Credit Limits:



Credit Rating Group	Face Value (\$)		Policy Max	
AAA	7,000,000	3%	100%	✓
AA	156,144,000	69%	100%	✓
A	18,150,000	8%	100%	✓
BBB	44,376,891	20%	20%	✓
NR	1,516,521	1%	0%	✗
227,187,412				

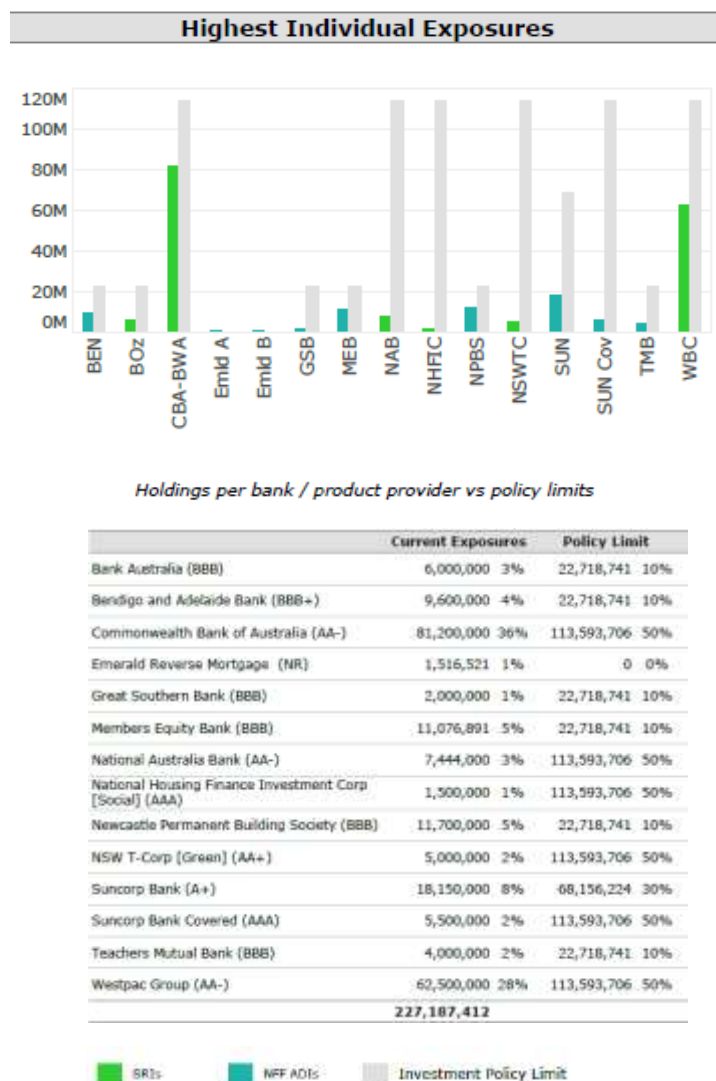
Council is at its 20% limit with BBB rated banks. Non-fossil fuel aligned banks are predominately rated in the BBB category, however NSW TCorp's loan covenant requirements has limited Council's allowed exposure to the BBB category to 20%.

Fitch credit rating agency has ceased monitoring the Emerald Reverse Mortgage Backed Securities; therefore, the securities are now shown as having "No Rating" in Council's reports, but they remain eligible investments under the Ministerial Order as 'grandfathered' securities held prior to the amended Order in 2011.

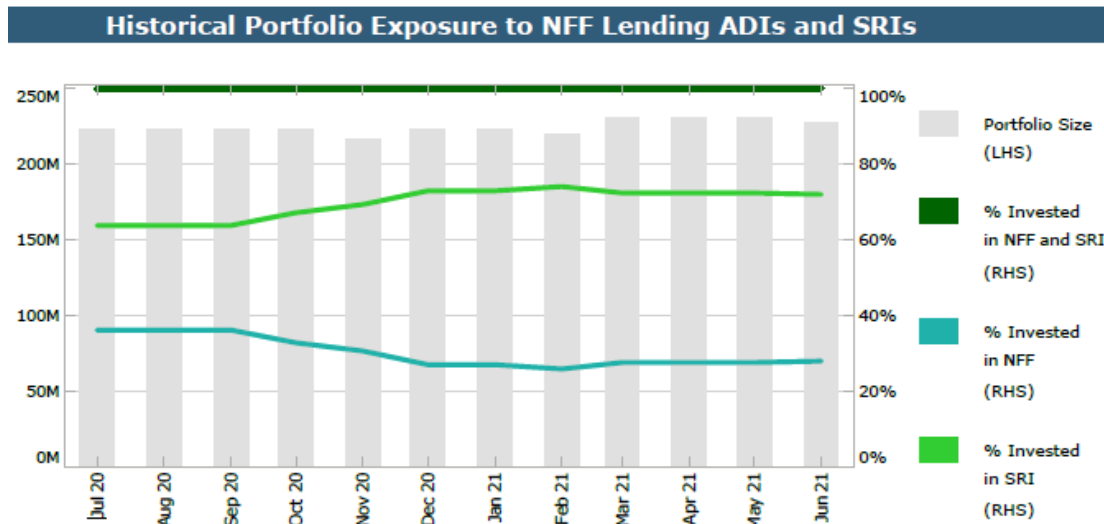
Individual Institution Limits:

Council's investments are predominately in deposits/securities with highly rated Australian Authorised Deposit taking Institutions (ADIs) regulated by the Australian Prudential Regulation Authority (APRA).

Council's exposures versus policy limits as of 30 June, colour coded according to their non-Fossil Fuel/Socially Responsible Investment (SRI) status:



Bank of Queensland (fossil fuel) has recently acquired ME Bank (non-fossil fuel). At this stage both banks are still trading under separate banking licences. There is no indication as to when ME Bank will merge under BOQ's banking licence, until then the banks are undertaking "business as usual". Once ME Bank is trading under BOQ's licence, then ME Bank exposures will be considered fossil fuel aligned. It is recommended that Council redistribute the proceeds of ME Bank TD maturities in preparation for the eventual single licence under BOQ. Council has holdings in the ME Bank At Call account, which can be redeemed at the last minute, and a \$2.5m TD maturing in late March 2022. No action is required at this stage.

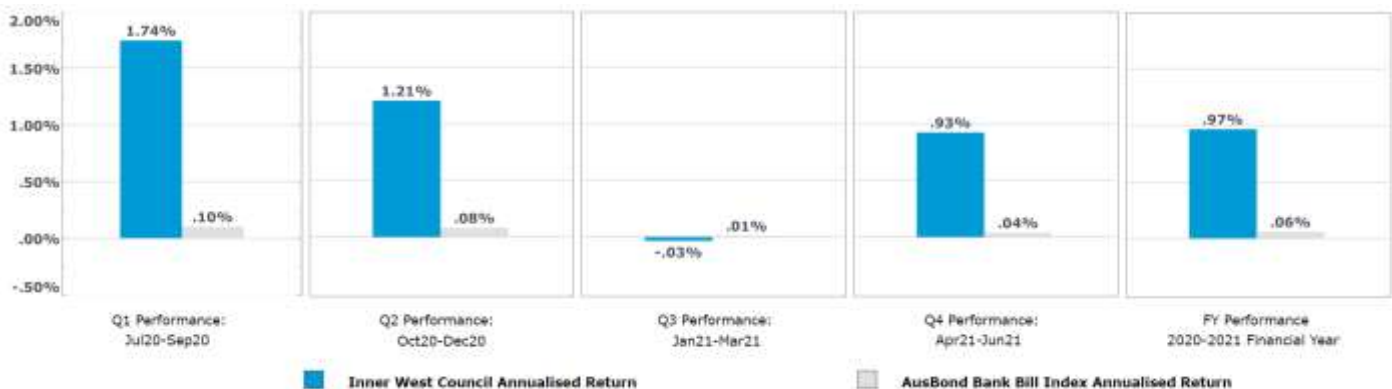


Since February 2019, Council has had 100% of its investment portfolio invested in term deposits from non-Fossil Fuel aligned banks and Socially Responsible Investments.

Over the financial year, the weighting in Socially Responsible Investments, including Green TDs from the majors, has increased as Council has had to reduce its limit in BBB rated banks, which is the credit rating of most non-fossil fuel banks, as per NSW TCorp loan covenant requirements.

Portfolio Performance, Interest Details & Capital Movements

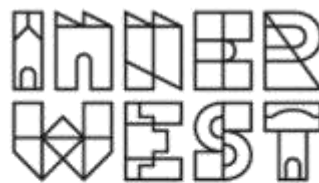
The charts below show Council's 2020/21 quarterly, FY and 12 month investment portfolio returns against benchmark:



Rising long term interest rates in February had a negative impact on the marked-to-market value of Council's long dated fixed rate bonds, resulting in a slightly negative overall return in the March Quarter. Performance subsequently rebounded resulting in a solid financial year return for Council's portfolio.

ATTACHMENTS

1. [IWC Investment Strategy & Portfolio Review 2020/21](#)



Investment Strategy and Portfolio Review 2020/21 Financial Year

Prudential Investment Services Corp
Level 1, 29 Kiora Road, Miranda NSW 2228
assetconsulting@prudentialinvestmentservices.com
ABN: 81 163 587 362
AFSL: 468145



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Executive Summary

Investment Climate:

- The global economic recovery is well under way despite the occasional set back among specific countries and regions as well as Covid variants reversing the recent downward trends in hospitalisations and deaths in advanced economies.
- Global goods trade and the global manufacturing sector continue to improve due to ongoing strength in the consumption of goods in advanced economies. Inflation has also increased in those economies, although price pressures have been narrowly concentrated in specific sectors and is expected to be short-lived.
- The Australian economy continues to transition from recovery to expansion. GDP increased by a stronger-than-expected 1.8% in the March quarter to be almost 1% above its pre-pandemic level. The solid momentum in growth has continued into the June quarter.
- Despite the strong recovery in jobs and reports of labour shortages, domestic inflation and wage outcomes remain subdued. While a pick-up in inflation and wages growth is expected, RBA economists expect it to be only gradual and modest over the coming 2 years.

Investment Portfolio:

- Council continues to manage a well diversified portfolio with a good range of maturities from cash out to 5 years arranged to cater for expenditure requirements while maintaining a very sound credit quality profile and a fully non-fossil fuel/SRI focused portfolio.
- Council's investment portfolio reflects the impact of the low interest rate environment with quarterly returns declining over the financial year as higher yielding deposits were replaced with the prevailing lower yielding options. Nevertheless, the portfolio strongly outperformed the bank bill index for the 2020/21 Financial Year.

Investment Strategy:

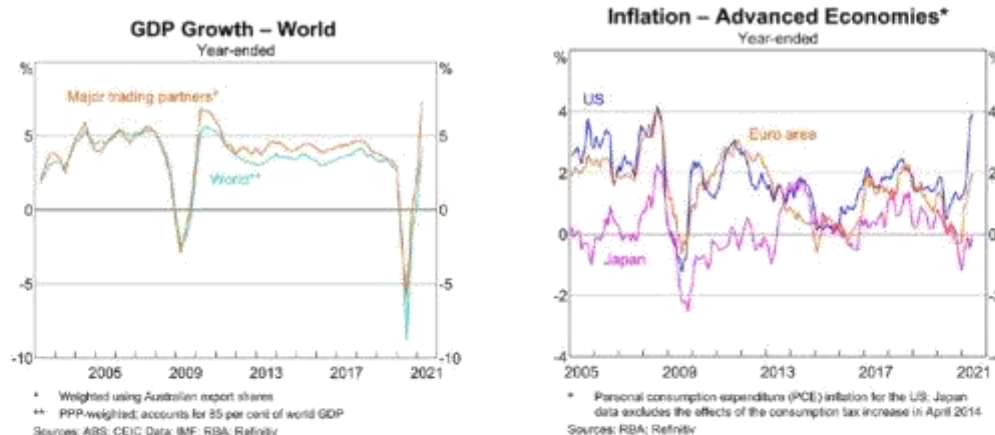
- Bank of Queensland (fossil fuel) has recently acquired ME Bank (non-fossil fuel). At this stage both banks are still trading under separate banking licences. There is no indication as to when ME Bank will merge under BOQ's banking licence, until then the banks are undertaking "business as usual". Once ME Bank is trading under BOQ's licence, then ME Bank exposures will be considered fossil fuel aligned. Council has holdings in the ME Bank At Call account which can be redeemed at the last minute, and a \$2.5m TD maturing in late March 2022. No action required at this stage.



Investment Climate

International Economic Overview

The global economic recovery is well under way despite the occasional set back among specific countries and regions as well as Covid variants reversing the recent downward trends in hospitalisations and deaths in advanced economies. Central bank interest rate policy settings remain highly accommodative, i.e. rates are being kept low, even as some economists worry about the flare up of inflation.



Headline consumer price inflation has increased in advanced economies, although price pressures have been narrowly concentrated in specific sectors and is expected to be short-lived. Medium-term inflation expectations have increased in many advanced economies, but only to rates consistent with or a little below central banks' targets, at least in the estimation of the central banks' economists.

Overall, the rollout of Covid vaccinations has progressed well over the past 6 months in many advanced economies and some large emerging market economies, although progress had been hindered in some countries by limited supplies, logistical issues and vaccine hesitancy.

There has even been a tentative restart to international tourism in some countries, particularly within Europe. Global goods trade and the global manufacturing sector continue to improve due to ongoing strength in the consumption of goods in advanced economies and indications are that the pipeline of work will continue to support global production and goods trade in the months ahead.

Labour participation rates are still lower than before the pandemic in most advanced economies. An exception has been the United States which is expected to have a quick return to tight labour market conditions where substantial fiscal stimulus continues to support demand, this has led to the US Federal Reserve bringing forward its expectations of an increase in key interest rates to 2023 from 2024.



Australian Economic Overview

The Australian economy continues to transition from recovery to expansion. Gross Domestic Product (GDP) increased by a stronger-than-expected 1.8% in the March quarter to be almost 1% above its pre-pandemic level. The solid momentum in growth has continued into the June quarter.

Recent Covid outbreaks in many parts of the country, and associated restrictions, will likely weigh on household consumption through the next six months. However, spending is expected to rebound, supported by the low interest rate environment, when vaccination progress improves and containment measures are eased.

The unemployment rate has declined further and faster than expected earlier in the year, dipping below 5% in June, hitting pre-pandemic levels. Job vacancies have increased significantly and have reached multi-decade highs as a share of the labour force.

Despite the strong recovery in jobs and reports of labour shortages, inflation and wage outcomes remain subdued. While a pick-up in inflation and wages growth is expected, RBA economists expect it to be only gradual and modest over the coming 2 years.

Job advertisements and vacancies are surging, yet wage growth remains sluggish:



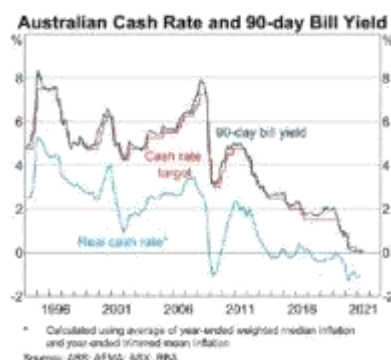
Year-ended CPI inflation is expected to rise temporarily above the 2-3% target in the June quarter owing to the reversal of some Covid-related price reductions in the previous year but it is then expected to decline again over the short term.

The low interest rate environment continues to fuel the housing market. Nationally, housing prices have increased by more than 10% in the first half of the 2021; a similar pace of growth has been recorded in other advanced economies. Conditions have been strong in capital cities and regional areas alike, as well as across different price segments and among both apartments and houses.



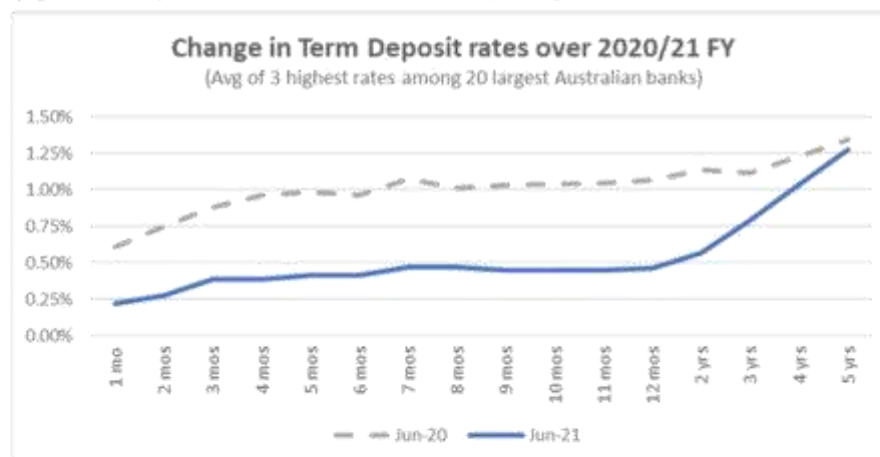
Interest Rate Environment and Forecasts

The Australian Government and the RBA have taken aggressive fiscal and monetary action since the onset of Covid-19 to help offset the detrimental effects of mandatory lockdowns. The RBA is slowly easing up on their funding programs to the financial markets but continue to maintain that they expect to keep the official cash rate unchanged until at least 2024.



The RBA's Term Funding Facility (TFF) which provided banks with 3 year funds at 0.10%pa, ended in June. The impact of the TFF resulted in bank funding costs and lending rates drifting to historic lows. The central bank has also cut its weekly bond purchases, another tool to help keep interest rates low, from \$5bn to \$4bn.

Over the 2020/21 FY, the average term deposit rates on a selection of the largest Australian banks have declined by an average of 50 basis points across the 1 month to 5 year range. An increase in long dated interest rates over recent months closed the gap in the 3-5 year area vs TD rates received a year ago:



The RBA has remained committed to maintaining highly supportive monetary conditions for the labour market to tighten enough to generate wages growth materially higher than current levels, and inflation consistent with the 2-3% target.



Despite some economists predicting rate rises starting in mid/late 2023, the RBA's forecasting shows that the conditions they require for a rate rise will not be met before 2024.

Forecast inflation, benchmark rate levels and investment returns are shown below. Assumptions for the returns are shown in parentheses:

Long Term Inflation and Returns Forecasts	1	2	3	4	5	6	7	8	9	10
	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30 Forecast	2030/31 Forecast
Australian CPI	1.25%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
RBA Cash Rate	0.10%	0.25%	0.50%	1.00%	1.25%	1.50%	1.75%	2.00%	2.00%	2.00%
90 Day Bank Bill	0.22%	0.75%	1.25%	1.60%	1.95%	2.20%	2.30%	2.35%	2.40%	2.50%
TD Returns (90 day BB +0.50% until 2022/23, then +0.40%)	0.72%	1.25%	1.65%	2.00%	2.35%	2.60%	2.70%	2.75%	2.80%	2.90%
FRM Returns (BBSW +0.80% until 2023/24, then BBSW+0.50%)	1.02%	1.55%	2.05%	2.10%	2.45%	2.70%	2.80%	2.85%	2.90%	3.00%
TCorp MTGF Target Returns (CPI +2.0% over rolling 7yrs)	3.25%	4.00%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
TCorp LTGF Target Returns (CPI +3.5% over rolling 10yrs)	4.75%	5.50%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%

Sources: International Monetary Fund; Reuters; Reserve Bank of Australia; Commonwealth Budget forecasts

As for the upcoming financial year, views of leading economists include:

- Overall returns from well diversified portfolios are still likely to be perform well over the next 12 months. Shares are expected to see reasonable returns helped by strong economic and earnings growth and continued low interest rate environment.
- Cash and bank deposit returns are likely to remain low as the RBA is expected to keep the cash rate at 0.10%.
- Low starting point yields and a capital loss from gradually rising yields are likely to result in low returns from bonds.
- Unlisted commercial property may still see some weakness in retail and office returns but the industrial sector is likely to be strong. Unlisted infrastructure is expected to be solid.
- Home prices are expected to rise 20% this year but slow to 5% growth next year as poor affordability, rising fixed rates, tighter lending standards and reduced population growth impact the market.
- The Australian dollar is expected to trend upward in line with global recovery and strong commodity prices.

Primary areas of focus for the upcoming 12 months are expected to be the progress of Covid vaccinations and virus-related lockdowns stalling the economy, inflationary pressures both domestically and abroad, central banks' winding down of stimulus measures, and trade tensions with China.

Commentary sources: AMP Capital Markets, International Monetary Fund, Reserve Bank of Australia, the Economist Group



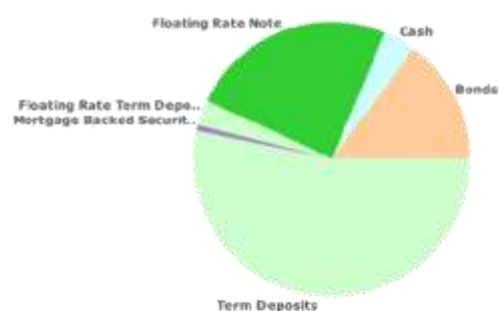
Investment Portfolio Structure and Exposures vs Policy Limits

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- **Cash:** ME Bank At Call account currently paying 0.40%pa, which is higher than many longer dated term deposits.
- **Term Deposits:** non-fossil fuel and Green fixed and floating rate deposits from a wide selection of Australian Authorised Deposit taking Institutions (ADIs)
- **Fixed Interest Securities:**
 - fixed rate bonds – Socially Responsible Investments from Australian ADIs and government issuers
 - floating rate notes from Australian ADIs
 - mortgage backed securities (further details in Appendix A)

Asset Allocation as of June 30:

Portfolio Holding Breakdown	
Product Type	Face Value
Bonds	33,944,000.00
Cash	8,576,891.38
Floating Rate Note	55,150,000.00
Floating Rate Term Deposits	7,000,000.00
Mortgage Backed Securities	1,516,520.95
Term Deposits	121,000,000.00
	227,187,412.33

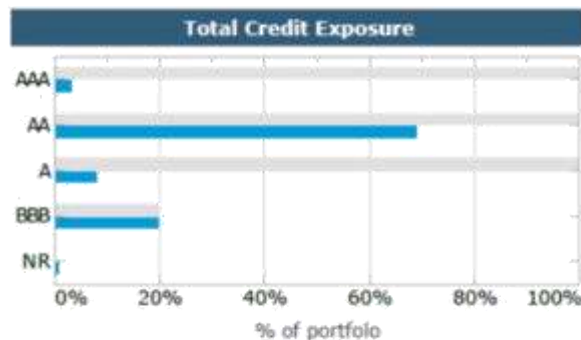




The following tables summarise Council's Investment Portfolio, as at the end of June 2021, in terms of its Investment Policy Framework:

- A. Overall Portfolio Credit Limits.
- B. Individual Institution Limits, and
- C. Term to Maturity Limits.

A. Overall Portfolio Credit Limits:



Credit Rating Group	Face Value (\$)		Policy Max	
AAA	7,000,000	3%	100%	✓
AA	156,144,000	69%	100%	✓
A	18,150,000	8%	100%	✓
BBB	44,376,891	20%	20%	✓
NR	1,516,521	1%	0%	X
227,187,412				

Council is at its 20% limit with BBB rated banks. Non-fossil fuel aligned banks are predominately rated in the BBB category, however NSW TCorp's loan covenant requirements has limited Council's allowed exposure to the BBB category to 20%.

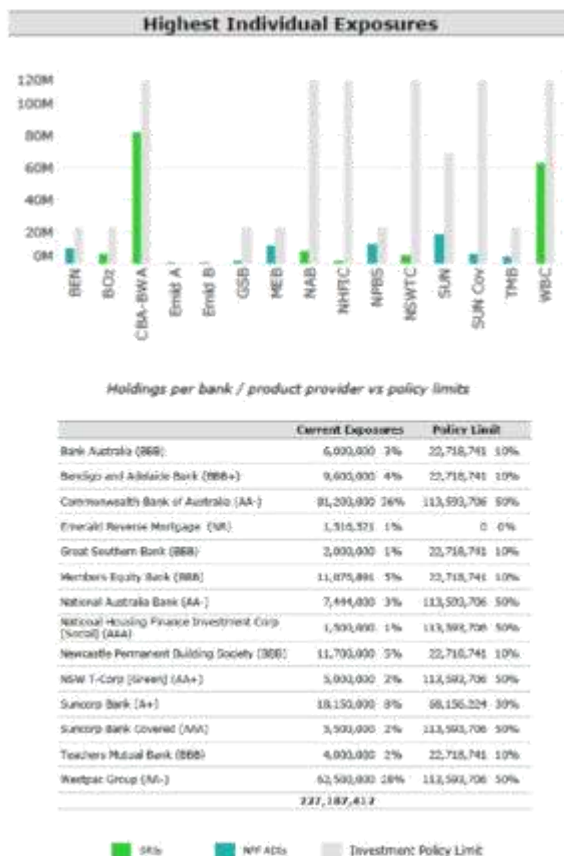
Fitch credit rating agency has ceased monitoring the Emerald Reverse Mortgage Backed Securities; therefore, the securities are now shown as having "No Rating" in Council's reports, but they remain eligible investments under the Ministerial Order as 'grandfathered' securities held prior to the amended Order in 2011.



Individual Institution Limits:

Council's investments are predominately in deposits/securities with highly rated Australian Authorised Deposit taking Institutions (ADIs) regulated by the Australian Prudential Regulation Authority (APRA).

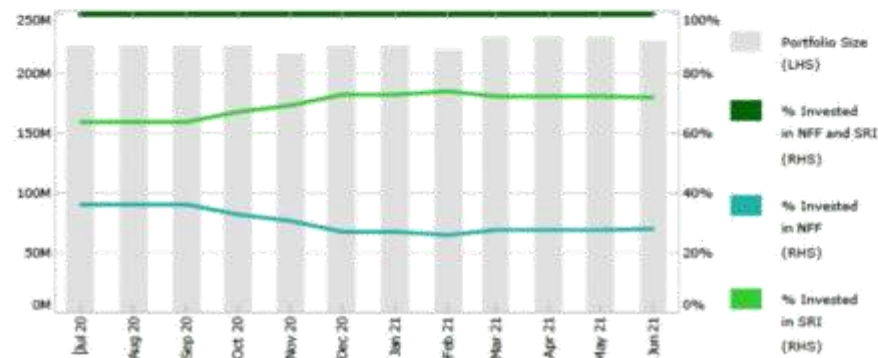
Council's exposures versus policy limits as of 30 June, colour coded according to their non-Fossil Fuel/Socially Responsible Investment (SRI) status:



Bank of Queensland (fossil fuel) has recently acquired ME Bank (non-fossil fuel). At this stage both banks are still trading under separate banking licences. There is no indication as to when ME Bank will merge under BOQ's banking licence, until then the banks are undertaking "business as usual". Once ME Bank is trading under BOQ's licence, then ME Bank exposures will be considered fossil fuel aligned. It is recommended that Council redistribute the proceeds of ME Bank TD maturities in preparation for the eventual single licence under BOQ. Council has holdings in the ME Bank At Call account, which can be redeemed at the last minute, and a \$2.5m TD maturing in late March 2022. No action is required at this stage.



Historical Portfolio Exposure to NFF Lending ADIs and SRIs



Since February 2019, Council has had 100% of its investment portfolio invested in term deposits from non-Fossil Fuel aligned banks and Socially Responsible Investments.

Over the financial year, the weighting in Socially Responsible Investments, including Green TDs from the majors, has increased as Council has had to reduce its limit in BBB rated banks, which is the credit rating of most non-fossil fuel banks, as per NSW TCorp loan covenant requirements.



Term to Maturity Limits:

Council's investment maturity profile is within policy limits:



Detailed Maturity Profile	Face Value (\$)	
00. Cash + Managed Funds	8,576,891	4%
01. Less Than 30 Days	7,000,000	3%
03. Between 60 Days and 90 Days	6,000,000	3%
04. Between 90 Days and 180 Days	34,500,000	15%
05. Between 180 Days and 365 Days	98,644,000	43%
06. Between 365 Days and 3 Years	25,200,000	11%
07. Between 3 Years and 5 Years	34,450,000	15%
08. Between 5 Years and 10 Years	11,300,000	5%
09. Greater than 10 Years	1,516,521	1%
	227,187,412	

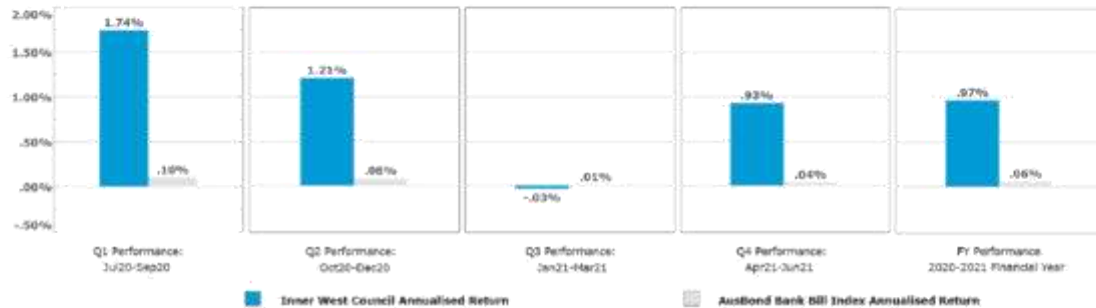
Council's maturity profile remains in line with a 70% / 30% short to long term ratio. This is a good ratio, providing Council's short term holdings are sufficient to meet cash expenditure requirements.

If Council were to take the opportunity to sell any existing long dated securities to lock in capital gains, alternative long dated options would be considered to maintain sound diversification.



Portfolio Performance, Interest Details & Capital Movements

The charts below show Council's 2020/21 quarterly, FY and 12 month investment portfolio returns against benchmark:



Rising long term interest rates in February had a negative impact on the marked-to-market value of Council's long dated fixed rate bonds, resulting in a slightly negative overall return in the March Quarter. Performance subsequently rebounded resulting in a solid financial year return for Council's portfolio.

Over the the 2020/21 Financial Year, Council's portfolio return outperformed the bank bill index, 0.97% pa versus 0.06% pa. (Marked-to-market returns include any changes on underlying security valuations based upon current market interest rates).

As at 30 June 2021, Council's total weighted average interest rate on its portfolio was 1.14%. (This excludes the impact of underlying capital values and is a point-in-time value).

Interest Accrued

Summary Interest Accrued Calculations up to 30-Jun-21													
Instrument	Jul-2020	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Jan-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021	Grand Total
Fixed Rate Bond	30,125.35	60,115.48	35,222.49	88,628.54	35,639.85	85,796.45	88,795.49	31,412.22	90,733.59	87,336.36	95,238.11	87,264.55	1,090,193.27
Floating Rate Note	45,271.15	43,081.82	39,738.12	40,887.35	32,237.95	35,771.51	39,034.15	36,159.65	46,505.05	39,392.92	43,226.39	46,047.71	488,276.85
Floating Rate Term Deposits												72.56	72.56
Mortgage Backed Security	364.77	357.67	329.26	901.36	503.96	857.85	857.83	773.22	808.76	823.35	962.45	855.22	10,587.87
Term Deposit	134,088.48	125,131.68	122,389.44	116,672.16	195,388.91	181,138.62	99,318.09	32,992.32	65.87	83,490.4	77,082.41	64,193.10	1,189,548.57
Grand Total	273,725.83	269,786.63	232,867.45	299,538.42	231,248.32	233,478.81	228,813.5	209,887.52	228,327.51	213,828.66	212,285.19	195,381.21	2,788,288.70

Council has accrued nearly \$2.8m in interest for the 2020/21 FY.

Interest Received

Summary Interest Received Calculations up to 30-Jun-21													
Instrument	Jul-2020	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Jan-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021	Grand Total
	5,308.10	5,460.65	4,214.30	4,355.14	4,435.32	7,307.05	2,387.13	2,987.96	2,327.50	2,389.03	2,817	2,913.77	45,112.84
		29,250	416,715		75,000			24,525.24	416,715		66,400		1,048,606.04
29,983.84	48,754.8	29,497.47	55,371.12	33,438.88	26,968.44	36,181.84	25,983.77	34,388.26	53,578.98	31,818.53	33,849.88		486,355.85
		2,333.61			2,914.8			2,418.17			2,418.36		10,681.83
72,188	148,175.75	85,116.97	103,624.2	84,483.94	114,983.98	138,583.94	121,410.68	83,534.26	198,834.11	30,885.27	179,888.78		1,321,824.89
136,187.84	254,373.13	526,442.13	187,161.48	280,252.85	146,861.55	190,387.81	176,426.82	214,246.82	255,173.82	194,827.85	257,441.43		2,821,422.61

Council has received just over \$2.9m in interest/coupons in the 2020/21 FY.



Capital Movements

Summary Capital Movements Calculations up to 30-Jun-21												
Instrument	Jul-2020	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Jan-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021
Fixed Rate Bond	3,340.48	56,300.8	89,479.72	26,749.6	27,940.32	-97,680.32	34,606.4	-477,792.88	-36,112.54	-11,346.28	-35,448.58	-89,516.4
Floating Rate Note	167,342.1	25,124.95	-15,121.52	73,247.88	88,304.74	-15,951.5	4,554.18	-26,710.58	-32,805.28	-1,748.72	-12,054.18	6,010.2
Mortgage Backed Security		2,638.47										
Grand Total	180,682.58	83,064.22	74,358.2	100,001.48	116,245.06	-113,077.62	39,160.58	-504,503.46	-68,917.82	-13,094.46	-47,502.76	-83,506.2

Long dated fixed rate bonds are susceptible to marked-to-market volatility as market interest rate rise and fall. A rising interest rate environment results in a drop in value of existing bonds, which has been the case since November. In addition, as these bonds near their maturities, any embedded capital gains gradually reduce until the bond price matches its face value at maturity.

Council can lock in capital gains on fixed and floating rate bonds by selling them before maturity. Options can be considered if Council wishes to pursue this course of action.

Purchase/Maturities/Sales

Summary Purchases/Maturities/Sales Calculations up to 30-Jun-21												
Instrument	Jul-2020	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Jan-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021
Fixed Rate Bond								5,505,190.24				
Floating Rate Note	12	-4,500,000			-2,000,000	5,000,000		6,000,000	-2,200,000			
Floating Rate Term Deposits												7,000,000
Mortgage Backed Security		9,717.02										
Term Deposit	0	-5,000,000	0	0	-1,000,000	1,000,000	0	-12,000,000	-6,500,000	0	0	-10,000,000
Grand Total	0	-5,227,888	0	0	-2,000,000	7,000,000	0	-6,494,809.76	-10,700,000	0	0	-13,000,000

During the financial year, Council added a new Socially Responsible Investment issued by the National Housing Finance and Investment Corporation (NHFIC), government guaranteed by the Commonwealth. The issue meets the United Nations Sustainable Development Goals of 'No Poverty', and 'Sustainable Cities and Communities'. Proceeds from this bond indirectly led to the purchase of 22 social and affordable housing units within Council's LGA in 2019.

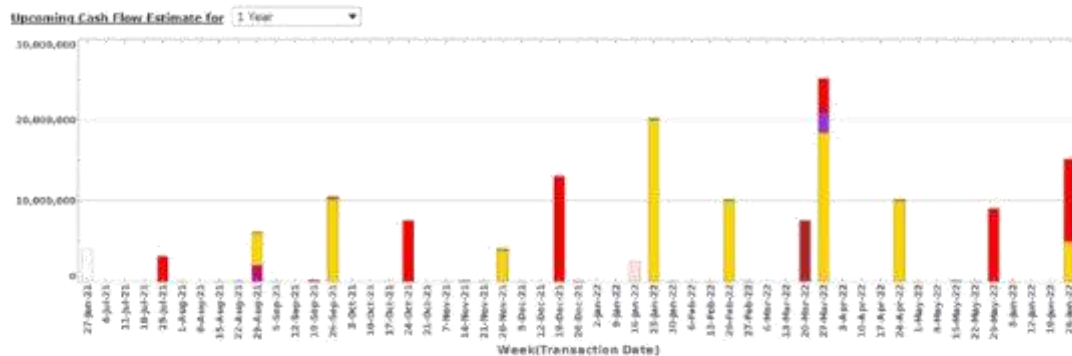


Investment Strategy Recommendations

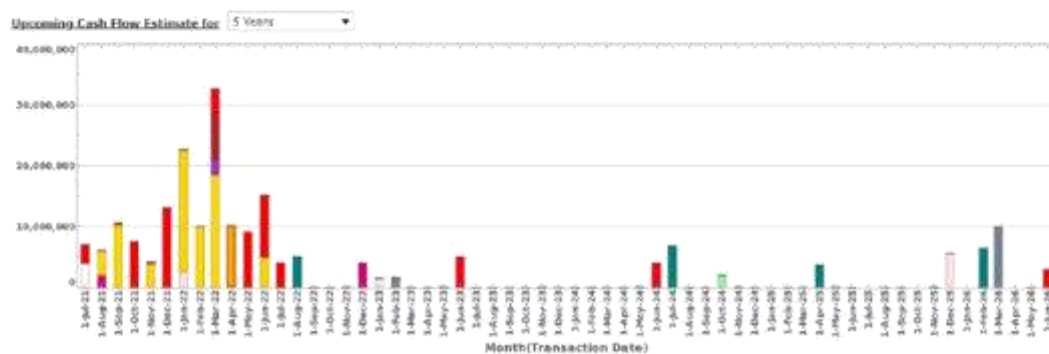
Upcoming cash flow (existing investments):

By often investing in 12 month terms, Council has done a good job in gradually diversifying its short, dated maturities across the 1-12 month range compiling a spread of maturities to cater for upcoming cash requirements at regular intervals:

Short-term: weekly maturity schedule for 12 months:



Long-term: monthly maturity schedule for 5 years:

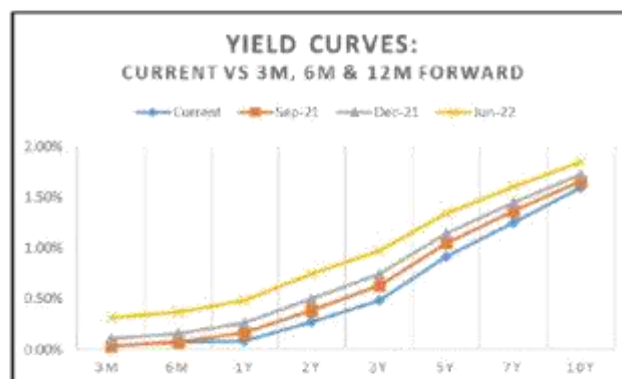


Council proactively invests in long dated SRIs and bond issues from non-fossil fuel aligned banks as opportunities arise. This has resulted in a well diversified long dated portfolio.



Looking Forward – Value in the Market

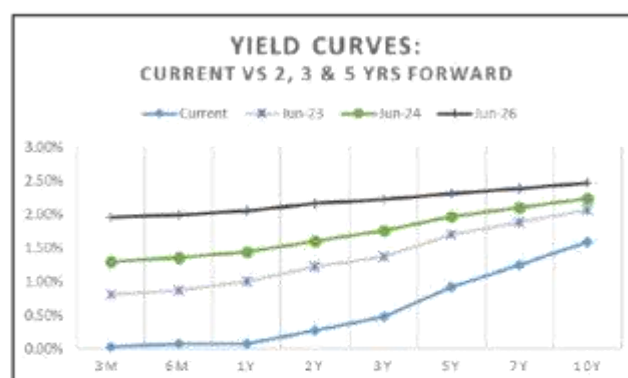
Short-term Outlook (up to 12 months): short term interest rates are expected to increase modestly over the next 6 months (difference between the blue and grey lines below). But, by the end of the 2021/22 financial year, market rates are expected to be up to 30 basis points (0.30%) higher across the 3-12 month terms (blue line versus yellow line):



This indicates that competitively priced term deposits in the 3-6 month range are good value now as reinvestment rates upon their maturities will likely be similar to current levels.

The gap between today's rates and those expected to be offered in the future begins to widen after 6 months, therefore it is recommended to be particularly selective with 9-12 month TDs in the current environment to help minimise reinvestment risk.

Long-term Outlook (12 months and greater): The market is expecting interest rates to be 30-75 basis points higher across the yield curve a year from now (blue vs grey lines below), with the biggest increases in the 3 month to 3 year time frames. Therefore, floating rate investment options, e.g. Floating Rate Notes and TDs, are recommended for long term investments of 12 months or greater:





Over the past 18 months the RBA's Term Funding Facility (TFF) had been providing Australian banks with very cheap funding, consequently the banks' appetite for more expensive customer and market funding options such as term deposits and bond issues had decreased.

Now that the RBA has stopped the TFF program, it is expected that banks will again come to market with long dated bond issues. The impact of the remaining RBA stimulus measures (such as the weekly bond purchases aimed at keeping longer term rates low) on bond pricing is yet to be seen.

While the low interest rate environment continues to prevail, it is expected that rates will begin to rise over the coming year. Therefore, being selective in terms and interest rate formats (fixed vs floating) is important. There remain specials across all time periods offering good value:

At Call	ME Bank At Call account paying 0.40%pa variable <i>(currently used by Council).</i>
<12 month investments	Currently good value in competitive TD rates in the 3-6 month area. With rates expected to be higher in 12 months, 9-12 month fixed rate TDs entered into now need to be offering very attractive rates to help reduce interest rate risk upon maturity.
>12 month investments	Currently there is limited value in fixed rate options greater than 12 months, however, Westpac's Green TDs remain competitive. There have been only a few new floating rate note issues over the past 12+ months. This market is expected to become more active over the coming year, but pricing may continue to be less aggressive than in prior years. Occasionally, existing offers on the secondary market provide reasonable value and can be reviewed on a case-by-case basis if Council's cashflow requirements permit.

Note: prevailing interest rates, appropriateness for Council and compliance with policy limits are always reviewed at time of consideration.

Disclaimer: The statements and opinions contained in this report are based on currently prevailing conditions in financial markets and are so contained in good faith and in the belief that such statements and opinion are not false or misleading. In preparing this report, Prudential Investment Services Corp has relied upon information which it believes to be reliable and accurate. Prudential Investment Services Corp believes that this report and the opinions expressed in this report are accurate, but no warranty of accuracy or reliability is given. Prudential Investment Services Corp does not warrant that its investigation has revealed all of the matters which a more extensive examination might disclose. This report may not be reproduced, transmitted, or made available either in part or in whole to any third party without the prior written consent of Prudential Investment Services Corp. APS Licence No. 468145.



Appendix A – Council’s Non-ADI or Government Exposures

Mortgage Backed Securities

Emerald Reverse Mortgage 2006-1 Class A

- \$516,520 investment
- Not Rated
- Legal maturity: August 2051

Emerald Reverse Mortgage Series 2006-1 Trust is comprised of a pool of Australian reverse mortgage loans originated by Bluestone Equity Release Pty Ltd.

Bluestone provides reverse mortgages to homeowners who have built up a significant equity position in their homes. The homeowners are thus able to draw on the equity of their homes without selling.

Outstanding loan pool: The nature of reverse mortgages is such that they have low Loan to Value (LTV) Ratios (i.e. the amount of the loan in relation to the value of the property) when initially issued. The Notes’ overall LTV Ratio gradually increases as the Notes age. This particular pool currently has an average LTV ratio of approximately 50%. This compares to normal mortgage-backed securities which typically have LTVs in the 75-90% range.

Upon issuance in 2006 the security consisted of 1817 loans. Through repayments and discharges of loans, the pool is now down to 411 loans. The overall outstanding loan balance is currently \$95m.

Geographic composition: The loan pool is comprised of entirely Australian mortgages sourced from:

NSW: 49%	WA: 19%	QLD: 15%
VIC: 10%	TAS: 4%	SA: 2% & ACT: 1%

Property revaluation: Bluestone advises that the underlying properties are fully revalued over a 3 yearly cycle.

Credit rating: Last rating by Fitch Ratings for this security was AA. Fitch stopped monitoring the security in July 2020 stating it was not economically feasible for them to do so. The holdings are not rated, but they remain eligible investments under the Ministerial Order as ‘grandfathered’ securities held prior to the amended Order in 2011.

Interest rate: The 2006-1 Class A notes pay a quarterly coupon payment and rate reset based upon the 3mo BBSW rate + 0.45%. Having been extended beyond its original step-up date, this security is now accruing an additional 0.90%pa to be paid out when the entire issue, including lower tranches, is called back.

Capital Repayment: The legal maturity for the Class A notes is 2051. This is the date that takes into consideration the longest underlying mortgages in the pool.

Bluestone has advised that based on the current rate of underlying loan repayments, the capital repayment to noteholders may continue for many years.



	<p>Valuation and Selling prospect: The market for Australian mortgage backed securities, particularly non-traditional structures such as these, remains very illiquid as a flow on from the global financial crisis.</p> <p>Accurate pricing is difficult given a lack of trading of this security.</p> <p>To date, in addition to the regular quarterly interest payments, Council has received \$483,480 of its original capital back into its bank account as loan prepayments flow through to the noteholders.</p>						
<p>Emerald Reverse Mortgage 2006-1 Class B</p> <ul style="list-style-type: none">▪ \$1,000,000 investment▪ Not Rated▪ Legal maturity: August 2056	<p>Emerald Reverse Mortgage Series 2006-1 Trust is comprised of a pool of Australian reverse mortgage loans originated by Bluestone Equity Release Pty Ltd.</p> <p>Bluestone provides reverse mortgages to homeowners who have built up a significant equity position in their homes. The homeowners are thus able to draw on the equity of their homes without selling.</p> <p>The nature of reverse mortgages is such that they have low Loan to Value (LTV) Ratios (i.e. the amount of the loan in relation to the value of the property) when initially issued. The Notes’ overall LTV Ratio gradually increases as the Notes age. This particular pool currently has an average LTV ratio of approximately 50%. This compares to normal mortgage-backed securities which typically have LTVs in the 75-90% range.</p> <p>Geographic composition: The loan pool is comprised of entirely Australian mortgages sourced from:</p> <table><tr><td>NSW: 49%</td><td>WA: 19%</td><td>QLD: 15%</td></tr><tr><td>VIC: 10%</td><td>TAS: 4%</td><td>SA: 2% & ACT: 1%</td></tr></table> <p>Property revaluation: Bluestone advises that the underlying properties are fully revalued over a 3 yearly cycle.</p> <p>Credit Rating: The last credit rating by Fitch Ratings for this security was BBB. Fitch stopped rating the security in July 2020 stating it was not economically reasonable for them to continue monitoring. The holdings are “not rated”, but they remain eligible investments under the Ministerial Order as ‘grandfathered’ securities held prior to the amended Order in 2011.</p> <p>Interest Rate: The 2006-1 Class B issue pays a quarterly coupon payment and rate reset based upon the 3mo BBSW rate + 0.75%. Having been extended beyond its original anticipated call date, this security is now accruing an additional 1.50%pa to be paid out when the entire issue, i.e. all tranches, is called back.</p> <p>Capital Repayment: The legal maturity for the Class B notes is August 2056. This is the date that takes into consideration the longest underlying mortgages in the pool.</p>	NSW: 49%	WA: 19%	QLD: 15%	VIC: 10%	TAS: 4%	SA: 2% & ACT: 1%
NSW: 49%	WA: 19%	QLD: 15%					
VIC: 10%	TAS: 4%	SA: 2% & ACT: 1%					



	<p>Quarterly interest payments, and capital repayment, on these securities are dependent upon repayments and discharges of the underlying reverse mortgage securities. Insufficient inflow of repayments and discharges may adversely affect the interest payment and capital repayment of the Emerald securities.</p> <p>Valuation and Selling prospect: The market for Australian mortgage backed securities, particularly non-traditional structures such as these, remains very illiquid as a flow on from the global financial crisis.</p> <p>Accurate pricing is difficult given a lack of trading of this security.</p> <p>Combined, the Class A and B holdings represent a very small percentage (< 0.7%) of the Council's overall investment portfolio.</p>
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All of Council's government and bank issued securities and term deposits in the investment portfolio are considered to be very sound with little risk of capital loss.

Other Key Risks: The following risks may also apply to Council's investments:

- **Liquidity risk:** The risk that Council may be unable to sell any or part of an investment on to the secondary market at a level suitable to them – or at all. Tradeable securities may be liquid in normal market conditions; however rates/margins may change substantially in periods of market stress.
- **Interest Rate Risk:** The risk to the value of an investment caused by changes in market interest rates. Floating Rate Securities have limited interest rate risk; Fixed Rate Securities are exposed to mark-to-market changes caused by movements in swap markets.
- **Market Risk:** The risk to the value of an investment caused by changes in related markets. Tradeable securities are exposed to market perceptions of issuer credit and credit markets generally.
- **Issuer/Credit risk:** The risk of default of the Issuer/Counterparty. Note that any issuer default may result in partial or total investor capital loss.



Appendix B – NSW Local Government Eligible Investments

Definitions of Eligible ADI Investments:

At call deposits: Cash invested on an overnight basis with an Australian Authorised Deposit-taking Institution (ADI). Funds can be recalled or re-invested prior to the bank's Real Time Gross Settlement cut-off each day.

Benefits

- At call accounts provides a quick and easy investment solution for current balances that are not being used otherwise.

Major Risks / Disadvantages

- Potentially a lower return investment product.
- Credit risk is a function of the creditworthiness of the issuer.

Covered Bonds: interest bearing senior ranking debt obligations of an Authorised Deposit-taking Institution (ADI) which have specific bank assets, ie loans, backing the bond. Covered bonds are market traded securities. They can be either fixed rate or floating rate interest bearing and typically are issued with 5+ year maturities. In the case of a bank failure, holders of covered bonds rank ahead of depositors and unsecured senior bond holders having first recourse to the underlying pool of assets backing the bond. If the pool's assets are not sufficient to meet the covered bond's obligations, holders then have recourse to the bank's total assets equal to other senior unsecured bondholders.

Benefits

- Highest ranking securities within a bank's capital structure.
- Securities are liquid allowing them to be sold on the secondary market.
- Fixed rate: Future coupons are known which helps with cash flow forecasting.
- Floating rate: Coupons move with the market, allowing for investor participation when interest rates increase.

Major Risks / Disadvantages

- Credit risk is a function of the creditworthiness of the issuer/underlying assets.
- Fixed rate: interest rate risk applies in that a pre-determined coupon rate is locked in.
- Floating rate: coupons move with the market, allowing for reduced earning capacity when interest rates decrease.

Council has Suncorp Bank Covered Bonds, fixed and floating rate versions, in its portfolio.



Term deposits: interest bearing deposit held at an ADI for a specific contracted period. Term deposits are not tradeable in the market. They typically have a fixed rate for their life, but floating rate term deposits are also available. Prior to the introduction of Covered Bonds into the Australian market, in early 2012, term deposits ranked at the top of an ADI's capital structure.

Benefits

- Term deposits are considered to be a relatively low-risk investment.
- As these funds are not callable prior to maturity, banks generally offer a return premium.
- This type of investment allows investors to match cash flow requirements.
- The return is known.

Major Risks/ Disadvantages

- Liquidity risk applies in that deposits are not redeemable before maturity. Deposits may not be breakable at all or may only be broken after a prohibitive break fee is paid.
- Interest Rate risk applies in that the rate of return is fixed.
- Credit risk is a function of the creditworthiness of the ADI.
- Counterparty/credit risk increases if invested with unrated/low rated financial institutions.

As noted, various Term Deposits are providing good value and where appropriate these are being actively recommended to Council and included in the portfolio. As with all investments there is a risk/reward trade-off - even with term deposits from Australian ADI's - and these are being actively monitored.

Bank Bills and Negotiable Certificates of Deposits (NCDs): are similar types of interest bearing securities issued/accepted by ADIs, typically short dated. Unlike term deposits, these are tradeable in the market prior to maturity.

Benefits

- Counterparty party risk is partially mitigated by the accepting/issuing bank, which is typically a bank with very high credit rating.
- The return on the bank Bill and NCD is known if held until maturity.
- Bank bills and NCDs are liquid and can be traded on the secondary market.

Major Risks / Disadvantages

- Being a lower risk investment option, Bank Bills/NCDs provide a lower return.
- Interest Rate risk is present in that the rate is locked in for a fixed term.
- Credit risk is a function of the creditworthiness of the accepting/issuing bank.



These securities provide exceptional liquidity and in the current climate are very useful where this is a key requirement for cash flow management. However, most current offerings are not providing as attractive a return as available from Term Deposits. As with other eligible investments, these are being regularly monitored, particularly as the margins on Term Deposits narrow.

Senior Debt Bonds: interest bearing securities which are senior debt obligations of the issuing ADL. Senior bonds are tradeable in the market. They can be either fixed rate or floating rate interest bearing and are typically issued with 3+ year maturities. Interest is paid at scheduled intervals based on the face value of the bond with repayment of capital paid upon maturity. In the case of a bank failure, senior bond holders rank above subordinated debt holders and shareholders but below covered bond holders and depositors.

Benefits

- High ranking securities within a bank's capital structure.
- Securities are liquid allowing them to be sold on the secondary market.
- Fixed rate: Future coupons are known which helps with cash flow forecasting.
- Floating rate: Coupons move with the market, allowing for investor participation when interest rates increase.

Major Risks / Disadvantages

- Credit risk is a function of the creditworthiness of the issuer / underlying assets.
- Interest rate risk applies in that a pre-determined coupon rate is locked in.
- Fixed rate: interest rate risk applies in that a pre-determined coupon rate is locked in.
- Floating rate: coupons move with the market, allowing for reduced earning capacity when interest rates decrease.

Australian-owned ADIs regularly issue Senior Bank Bond issues and Council has been proactive in obtaining those that fit its policy, strategy and cash flow requirements. Where appropriate, these will continue to be brought to Council's attention as they come to market.

Other NSW Local Government Eligible Investments (Non-ADI):

Commonwealth/State/Territory Government securities e.g. bonds:-

These are interest paying securities which are issued by one of the above Australian government bodies and are guaranteed by that issuer. As such, these securities carry the same credit rating as the issuing government body.

Benefits

- Among the most secure investments available to Australian investors.
- Future coupons are known which helps with cash flow forecasting.

Major Risks / Disadvantages

- Typically much lower yielding than other investment options due to low investment risk of issuer.
- Interest rate risk applies in that a pre-determined coupon rate is locked in.



Council has exposure to Commonwealth Government guaranteed bonds issued by NHFIC and well as NSW Treasury Corp's Green Bond which carries the credit rating of the NSW Government. While returns on government bonds are typically lower than those available on lower rated bank issues, these issues provide Council with sound diversification for its Socially Responsible Investment portfolio.

Commonwealth and State and Territory Bond offerings are being regularly reviewed by Prudential and those that represent good value to Council will be brought to Council's attention for consideration.

Deposits with NSW Treasury &/or Investments in NSW Treasury Corporation's Investment Management Funds:-

The NSW Treasury Corporation Investment Management Funds (TCorpIM Funds) comprises a number of pooled managed funds options each set up as a unit trust. The current cash and fixed income options available through TCorpIM are the Cash Fund and the Strategic Cash Fund.

The Cash Fund provides the more transactional type option and is designed for investments ranging from overnight to 1.5 years, whilst the Strategic Cash Fund is designed for investments ranging from 1.5 years out to 3 years.

Both investments will pay back the balance of the investment generally within 24 to 72 hours.

Benefits

- Investments are pooled and as such a much more diversified pool of underlying investment is possible over investing in securities directly – particularly for small investment amounts.
- A broader investment pool usually allows for a smoothing of any volatility in the underlying investments.

Major Risks/Disadvantages

- As a unit trust, investment in the TCorpIM Funds are not deposits or liabilities of NSW TCorp.
- The TCorp IM Funds are subject to market and liquidity risk associated with their underlying securities.
- Usually an additional layer of fees is incurred via a managed fund to pay for fund manager costs.

Returns on these funds are occasionally competitive with traditional bank cash accounts and short dated TDs. With the advantage of very good liquidity, at a time that TDs can no longer be redeemed early, these funds are being more closely monitored for a possible recommendation for Council's use.



Appendix C – Australian ADI Credit Ratings

S&P Ratings (unless noted otherwise)		As at 30 Jun 2021 (Changes within past 12 months in yellow)				
Issuer Name		Rating Type	Long Term Ratings		Short Term Ratings	
			Rating	Date	Rating	Date
Long term 'AA' rating category						
ANZ Bank New Zealand Ltd		Issuer	AA-	01-Dec-2011	A-1+	11-Sep-1996
		Outlook	Stable	07-Jun-2021		
Commonwealth Bank of Australia		Issuer	AA-	01-Dec-2011	A-1+	14-Jun-1996
		Outlook	Stable	07-Jun-2021		
National Australia Bank Limited		Issuer	AA-	01-Dec-2011	A-1+	15-Nov-1994
		Outlook	Stable	07-Jun-2021		
Westpac Banking Corporation		Issuer	AA-	01-Dec-2011	A-1+	12-Sep-1996
		Outlook	Stable	07-Jun-2021		
Bank of Melbourne			Refer to Westpac Banking Corp		Refer to Westpac Banking Corp	
Bankwest			Refer to Commonwealth Bank of Aust		Refer to Commonwealth Bank of Aust	
St George Bank			Refer to Westpac Banking Corp		Refer to Westpac Banking Corp	
Long term 'A' rating category						
Cuscal Limited		Issuer	A+	22-Dec-2010	A-1	22-Dec-2010
		Outlook	Positive	27-Apr-2021		
HSBC Bank Australia Limited		Issuer	A+	30-Jul-2013	A-1	30-Jul-2013
		Outlook	Stable	30-Jul-2013		
Macquarie Bank Ltd		Issuer	A+	11-Dec-2019	A-1	17-Jan-1994
		Outlook	Stable	07-Jun-2021		
Rabobank Australia Ltd		Issuer	A+ (parent rating)	04-Nov-2014	A-1 (parent rating)	04-Nov-2014
		Outlook	Stable	24-Jun-2021		
Suncorp-Metway Limited		Issuer	A+	04-Oct-2010	A-1	11-Dec-2003
		Outlook	Positive	31-Jan-2020		
ABN AMRO Bank N.V.		Issuer	A	16-Nov-2012	A-1	05-Feb-2010
		Outlook	Stable	02-Feb-2021		
Bank of China Ltd		Issuer	A	30-Nov-2011	A-1	30-Nov-2011
		Outlook	Stable	30-Nov-2011		
ING Bank (Australia) Ltd		Issuer	A	27-Jul-2017	A-1	27-Jul-2017
		Outlook	Stable	27-Jul-2017		
Long term 'BBB' rating category						
AMP Bank Ltd		Issuer	BBB	07-Sep-2020	A-2	01-Mar-2019
		Outlook	Stable	07-Sep-2020		
Bank of Queensland Limited		Issuer	BBB+	22-May-2017	A-2	04-Sep-2013
		Outlook	Positive	27-Apr-2021		
Bendigo & Adelaide Bank Limited		Issuer	BBB+	22-May-2017	A-2	29-May-2002
		Outlook	Positive	27-Apr-2021		
Heritage Bank Ltd		Issuer	Baa1 (Moody's)	26-Jun-2017	P-2 (Moody's)	25-Jan-17
		Outlook	Stable	20-Jun-2017		
Mystate Financial Ltd		Issuer	Baa1 (Moody's)	17-Oct-2017	P-2 (Moody's)	17-Oct-17
		Outlook	Stable	17-Oct-2017		
RACQ Bank (ex-QT Mutual Bank)		Issuer	BBB+	16-Jul-2012	A-2	16-Jul-2012
		Outlook	Stable	24-Nov-2016		
Rural Bank Ltd			Refer to Bendigo & Adelaide Bank		Refer to Bendigo & Adelaide Bank	
Australian Central Credit Union Ltd (Peoples Choice Credit Union)		Issuer	BBB	22-May-2017	A-2	15-Jun-2012
		Outlook	Positive	27-Apr-2021		
Auswide Bank Ltd		Issuer	Baa2 (Moody's)	16-Sep-2017	P-2 (Moody's)	18-Sep-2017
		Outlook	Stable	16-Sep-2017		
Bank Australia		Issuer	BBB	22-May-2017	A-2	21-Jan-2008
		Outlook	Positive	27-Apr-2021		
Credit Union Australia Ltd		Issuer	BBB	22-May-2017	A-2	15-Oct-2010
		Outlook	Positive	27-Apr-2021		
Defence Bank Ltd		Issuer	BBB	22-May-2017	A-2	22-Apr-2013
		Outlook	Positive	27-Apr-2021		
Greater Bank Ltd		Issuer	BBB	22-May-2017	A-2	12-Oct-2006
		Outlook	Positive	27-Apr-2021		
IMB Ltd		Issuer	Baa1 (Moody's)	22-Dec-2017	P-2 (Moody's)	22-Dec-2017
		Outlook	Stable	22-Dec-2017		
Members Equity Bank Pty Ltd		Issuer	BBB+	01-Jul-2021	A-2	25-Aug-2006
		Outlook	Positive	01-Jul-2021		
Newcastle Permanent Building Society Ltd		Issuer	BBB	22-May-2017	A-2	12-Oct-2004
		Outlook	Positive	27-Apr-2021		
Police & Nurses Ltd		Issuer	BBB	01-Sep-2014	A-2	02-Feb-2012
		Outlook	Positive	27-Apr-2021		
Police Bank Ltd		Issuer	BBB	22-May-2017	A-2	02-Feb-2012
		Outlook	Positive	27-Apr-2021		
Teachers Mutual Bank Ltd		Issuer	BBB	22-May-2017	A-2	04-Aug-2010
		Outlook	Positive	27-Apr-2021		
Qudos Bank (Qantas Staff Credit Union Ltd)		Issuer	Baa1 (Moody's)	29-Jul-2019	P-2 (Moody's)	29-Jul-2019
		Outlook	Stable	29-Jul-2019		
QBank (QPCU Ltd)		Issuer	BBB-	22-May-2017	A-3	22-May-2017
		Outlook	Positive	27-Apr-2021		



Appendix D - Standard & Poor's Credit Ratings

Short-Term Issue Credit Ratings

Category	Definition
A-1	A short-term obligation rated 'A-1' is rated in the highest category by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is strong. Within this category, certain obligations are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitment on these obligations is extremely strong.
A-2	A short-term obligation rated 'A-2' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher rating categories. However, the obligor's capacity to meet its financial commitment on the obligation is satisfactory.
A-3	A short-term obligation rated 'A-3' exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.
B	A short-term obligation rated 'B' is regarded as vulnerable and has significant speculative characteristics. The obligor currently has the capacity to meet its financial commitments; however, it faces major ongoing uncertainties which could lead to the obligor's inadequate capacity to meet its financial commitments.
C	A short-term obligation rated 'C' is currently vulnerable to nonpayment and is dependent upon favorable business, financial, and economic conditions for the obligor to meet its financial commitment on the obligation.
D	A short-term obligation rated 'D' is in default or in breach of an imputed promise. For non-hybrid capital instruments, the 'D' rating category is used when payments on an obligation are not made on the date due, unless Standard & Poor's believes that such payments will be made within any stated grace period. However, any stated grace period longer than five business days will be treated as five business days. The 'D' rating also will be used upon the filing of a bankruptcy petition or the taking of a similar action and where default on an obligation is a virtual certainty, for example due to automatic stay provisions. An obligation's rating is lowered to 'D' if it is subject to a distressed exchange offer.

Long-Term Issue Credit Ratings*

Category	Definition
AAA	An obligation rated 'AAA' has the highest rating assigned by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.
AA	An obligation rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong.
A	An obligation rated 'A' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.
BBB	An obligation rated 'BBB' exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.
BB; B; CCC; CC; and C	Obligations rated 'BB', 'B', 'CCC', 'CC', and 'C' are regarded as having significant speculative characteristics. 'BB' indicates the least degree of speculation and 'C' the highest. While such obligations will likely have some quality and protective characteristics, these may be outweighed by large uncertainties or major exposures to adverse conditions.
BB	An obligation rated 'BB' is less vulnerable to nonpayment than other speculative issues. However, it faces major ongoing uncertainties or exposure to adverse business, financial, or economic conditions which could lead to the obligor's inadequate capacity to meet its financial commitment on the obligation.
B	An obligation rated 'B' is more vulnerable to nonpayment than obligations rated 'BB', but the obligor currently has the capacity to meet its financial commitment on the obligation. Adverse business, financial, or economic conditions will likely impair the obligor's capacity or willingness to meet its financial commitment on the obligation.
CCC	An obligation rated 'CCC' is currently vulnerable to nonpayment, and is dependent upon favorable business, financial, and economic conditions for the obligor to meet its financial commitment on the obligation. In the event of adverse business, financial, or economic conditions, the obligor is not likely to have the capacity to meet its financial commitment on the obligation.
CC	An obligation rated 'CC' is currently highly vulnerable to nonpayment. The 'CC' rating is used when a default has not yet occurred, but Standard & Poor's expects default to be a virtual certainty, regardless of the anticipated time to default.
C	An obligation rated 'C' is currently highly vulnerable to nonpayment, and the obligation is expected to have lower relative seniority or lower ultimate recovery compared to obligations that are rated higher.
D	An obligation rated 'D' is in default or in breach of an imputed promise. For non-hybrid capital instruments, the 'D' rating category is used when payments on an obligation are not made on the date due, unless Standard & Poor's believes that such payments will be made within five business days in the absence of a stated grace period or within the earlier of the stated grace period or 30 calendar days. The 'D' rating also will be used upon the filing of a bankruptcy petition or the taking of similar action and where default on an obligation is a virtual certainty, for example due to automatic stay provisions. An obligation's rating is lowered to 'D' if it is subject to a distressed exchange offer.
NR	This indicates that no rating has been requested, or that there is insufficient information on which to base a rating, or that Standard & Poor's does not rate a particular obligation as a matter of policy.

*The ratings from 'AA' to 'CCC' may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories.

Item No: C0821(4) Item 11
Subject: INVESTMENT REPORT AS AT 31 JULY 2021.
Prepared By: Daryl Jackson - Chief Financial Officer
Authorised By: Peter Livanes - Acting Director Corporate

RECOMMENDATION

THAT the report be received and noted.

DISCUSSION

Council's holding in various investment categories are listed in the table below. Council's portfolio size is \$230.2m. All Socially Responsible Investments (SRI's) are investments that comply with the Non-Fossil Fuel standards. Council's annualised return continues to exceed the bank bill index benchmark. Council's portfolio had a return of 0.90%, above the UBSWA Bank Bill Index Benchmark (0.05%).

Changes in the value of our portfolio was due to maturing investments of \$7m –

- Investment
 - Members Equity Bank \$2.9k (interest)
 - CBA (Green) \$7m
 - National Housing Investments Corp (Social) \$3m
- Matured in July
 - Teachers Mutual Bank \$4m
 - Westpac Group (Green) \$3m

The investment market had limited non-fossil fuel products available in the month. Those available were offered with low interest rate.

The attachments to this report summarise all investments held by Council and interest returns for periods ending 31 July 2021.

The Current Market value is required to be accounted for. The Current Market Value is a likely outcome if Council were to consider recalling the investment prior to its due date.

All investments made for the month of July 2021 have been made in accordance with the Local Government Act, Local Government Regulations and the Inner West Council Investment Policy.

ADI Lending Status *	Current Month (\$)		Previous Month (\$)	
Non Fossil Fuel Lending ADIs				
Bendigo and Adelaide Bank	9,600,000		9,600,000	
Emerald Reverse Mortgage	1,516,521		1,516,521	
Great Southern Bank	2,000,000		2,000,000	
Members Equity Bank	11,079,805		11,076,891	
Newcastle Permanent Building Society	11,700,000		11,700,000	
Suncorp Bank	18,150,000		18,150,000	
Suncorp Bank Covered	5,500,000		5,500,000	
Teachers Mutual Bank			4,000,000	
	59,546,326	26%	63,543,412	28%
Socially Responsible Investment				
Bank Australia (Sustainability)	6,000,000		6,000,000	
CBA (Climate)	18,200,000		18,200,000	
CBA (Green)	70,000,000		63,000,000	
National Australia Bank (Social)	7,444,000		7,444,000	
National Housing Finance Investment Corp (Social)	4,500,000		1,500,000	
NSW T-Corp (Green)	5,000,000		5,000,000	
Westpac Group (Green)	59,500,000		62,500,000	
	170,644,000	74%	163,644,000	72%
	230,190,326		227,187,412	

* source: <http://www.marketforces.org.au>
Percentages may not add up to 100% due to rounding

The 2020/21 Financial Year End process is in progress. The split between the External and Internal Restrictions are not available at this time.

ATTACHMENTS

1. [IWC Investment Report - July 2021](#)
2. [IWC Economic & Investment Portfolio Commentary July 2021](#)

INNER WEST

Investment Summary Report July 2021

Inner West Council

Executive Summary - July 2021

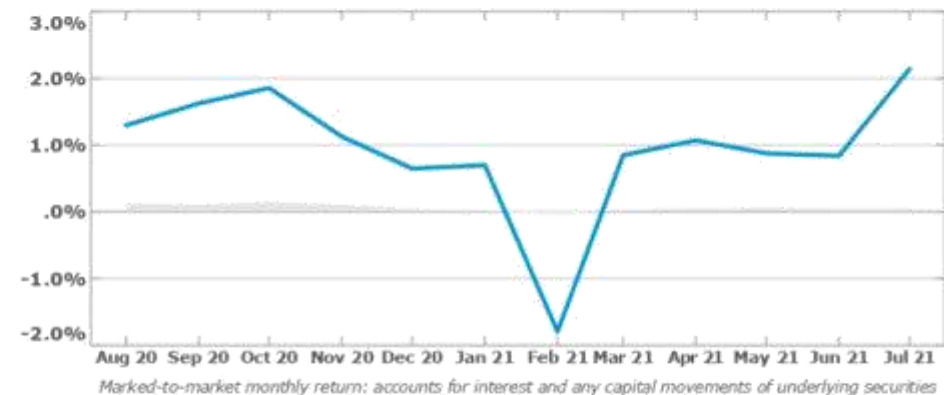


Investment Holdings

By Product	Face Value (\$)	Current Value (\$)	Current Yield (%)
Bonds	36,944,000.00	38,793,771.79	3.0233
Cash	8,579,805.12	8,579,805.12	0.4000
Floating Rate Note	51,150,000.00	51,583,563.53	0.8369
Floating Rate Term Deposits	7,000,000.00	7,002,325.13	0.3789
Mortgage Backed Security	1,516,520.95	1,090,104.07	0.6861
Term Deposit	125,000,000.00	125,174,338.09	0.5921
	230,190,326.07	232,223,907.73	1.0237

Face Value = capital value to be repaid upon maturity
Current Value = current market value + accrued interest
Current Yield = weighted average interest rate

Investment Performance

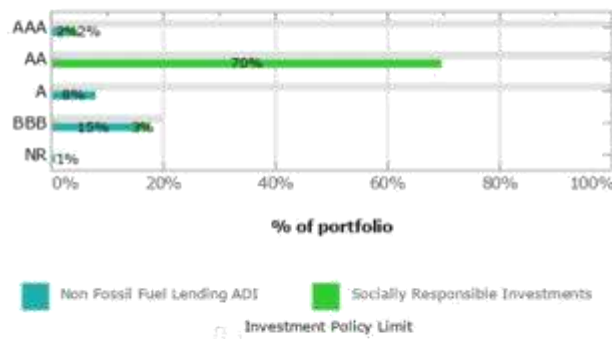


Portfolio Annualised Return

AusBond BB Index Annualised Return

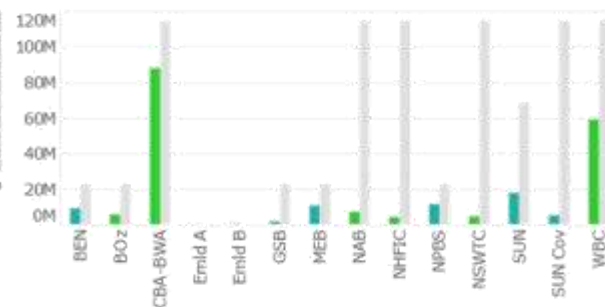
Investment Policy Compliance sorted by Socially Responsible Investments (SRIs) and non-Fossil Fuel (NFF) banks

Total Credit Exposure

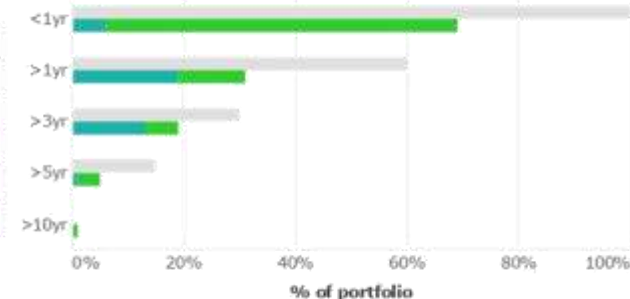


Holdings in each credit rating category vs policy limits

Highest Individual Exposures



Term to Maturities

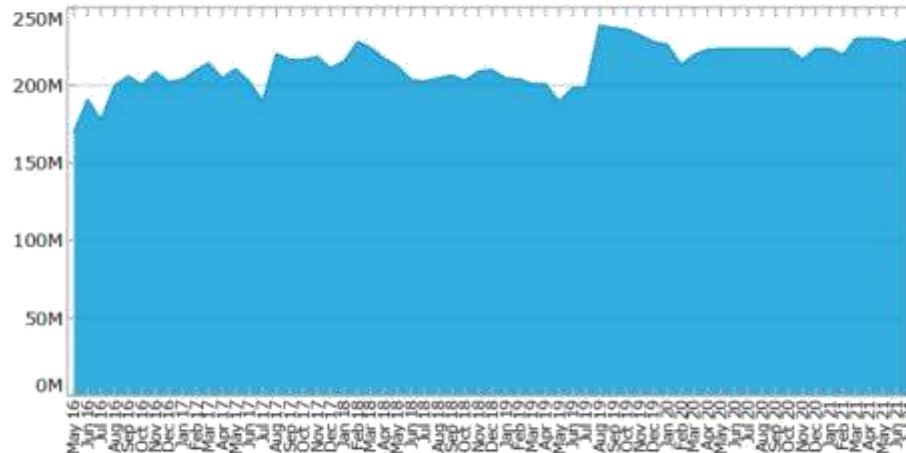


Current maturity profile of all holdings vs policy limits

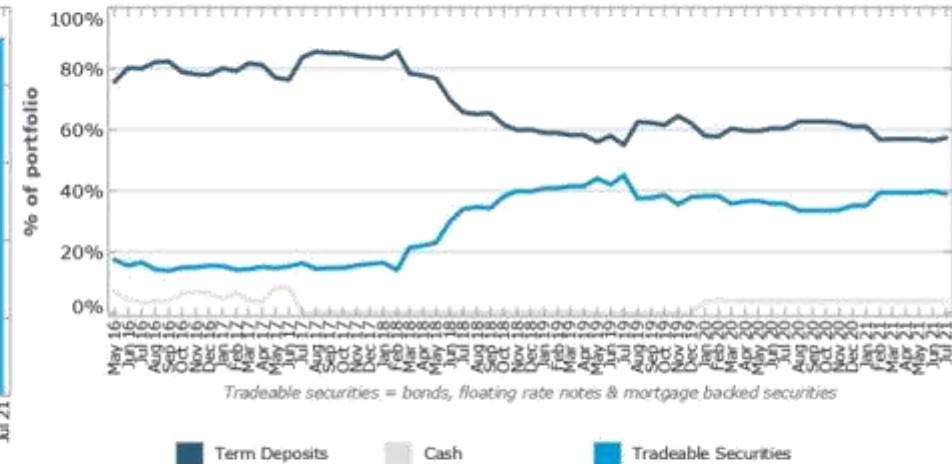
Inner West Council Historical Graphs - July 2021



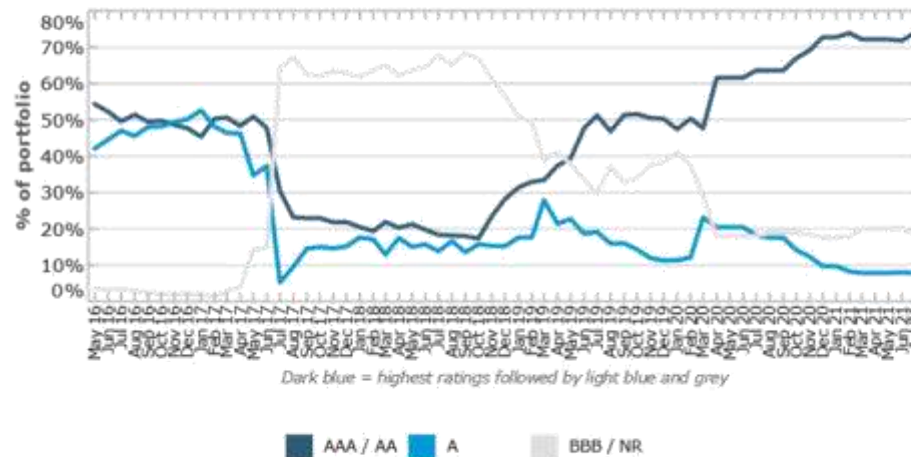
Month end investment balances since amalgamation



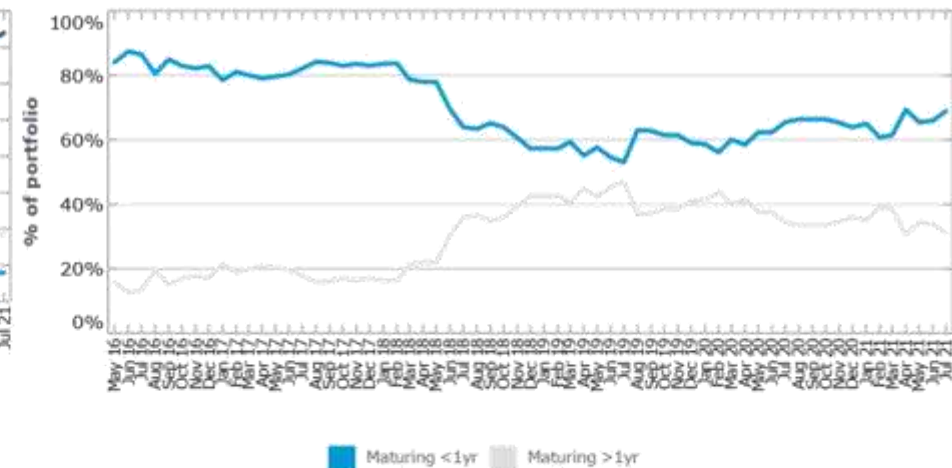
Composition of portfolio by asset type



Composition of portfolio by credit rating categories



Composition of portfolio by short (<1 yr) and long term (> 1 yr) holdings



Inner West Council

Investment Holdings Report - July 2021



Cash Accounts											
	Face Value (\$)	Rate (%pa)	Institution	Credit Rating			Current Value (\$)	Deal No.			Reference
	8,579,805.12	0.4000%	ME Bank	BBB			8,579,805.12	539404			
	8,579,805.12	0.4000%					8,579,805.12				

Term Deposits											
Maturity Date	Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
30-Aug-21	4,000,000.00	0.3900%	Commonwealth Bank of Australia	AA-	4,000,000.00	26-Feb-21	4,006,667.40	540980	6,667.40	At Maturity	Green
28-Sep-21	10,000,000.00	0.7000%	Commonwealth Bank of Australia	AA-	10,000,000.00	30-Sep-20	10,058,493.15	540345	58,493.15	At Maturity	Green
27-Oct-21	7,500,000.00	0.5400%	Westpac Group	AA-	7,500,000.00	30-Oct-20	7,500,221.92	540480	221.92	Quarterly	Green
29-Nov-21	4,000,000.00	0.4300%	Commonwealth Bank of Australia	AA-	4,000,000.00	26-Feb-21	4,007,351.23	540981	7,351.23	At Maturity	Green
24-Dec-21	13,000,000.00	0.4500%	Westpac Group	AA-	13,000,000.00	24-Dec-20	13,006,090.41	540753	6,090.41	Quarterly	Green
25-Jan-22	20,000,000.00	0.4300%	Commonwealth Bank of Australia	AA-	20,000,000.00	29-Jan-21	20,043,353.42	540914	43,353.42	At Maturity	Green
22-Feb-22	10,000,000.00	0.3700%	Commonwealth Bank of Australia	AA-	10,000,000.00	30-Apr-21	10,009,427.40	541299	9,427.40	At Maturity	Green
29-Mar-22	2,500,000.00	0.5000%	ME Bank	BBB	2,500,000.00	26-Mar-21	2,504,383.56	541224	4,383.56	At Maturity	
29-Mar-22	4,000,000.00	0.3600%	Westpac Group	AA-	4,000,000.00	31-Mar-21	4,001,262.47	541236	1,262.47	Quarterly	Green
26-Apr-22	10,000,000.00	0.4100%	Commonwealth Bank of Australia	AA-	10,000,000.00	30-Apr-21	10,010,446.58	541300	10,446.58	At Maturity	Green
31-May-22	9,000,000.00	0.3000%	Westpac Group	AA-	9,000,000.00	31-May-21	9,004,586.30	541444	4,586.30	Quarterly	Green
28-Jun-22	10,000,000.00	1.8700%	Westpac Group	AA-	10,000,000.00	28-Jun-19	10,017,419.18	538091	17,419.18	Quarterly	Green
30-Jun-22	5,000,000.00	0.4300%	Commonwealth Bank of Australia	AA-	5,000,000.00	30-Jun-21	5,001,884.93	541604	1,884.93	At Maturity	Green
25-Jul-22	4,000,000.00	1.5700%	Westpac Group	AA-	4,000,000.00	31-Jul-19	4,000,344.11	538347	344.11	Quarterly	Green
26-Jul-22	7,000,000.00	0.3300%	Commonwealth Bank of Australia	AA-	7,000,000.00	30-Jul-21	7,000,126.58	541690	126.58	At Maturity	Green
30-Jun-23	5,000,000.00	0.5200%	Westpac Group	AA-	5,000,000.00	30-Jun-21	5,002,279.45	541607	2,279.45	Quarterly	Green
	125,000,000.00	0.5921%			125,000,000.00		125,174,338.09		174,338.09		

Inner West Council

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Floating Rate Term Deposits											
Maturity Date	Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
28-Jun-24	4,000,000.00	0.3403%	Westpac Group 3moBBSW+0.31%	AA-	4,000,000.00	30-Jun-21	4,001,193.38	541605	1,193.38	30-Sep-21	Green
30-Jun-26	3,000,000.00	0.4303%	Westpac Group 3moBBSW+0.40%	AA-	3,000,000.00	30-Jun-21	3,001,131.75	541606	1,131.75	30-Sep-21	Green
7,000,000.00		0.3789%			7,000,000.00		7,002,325.13		2,325.13		

Floating Rate Notes											
Maturity Date	Face Value (\$)	Current Coupon	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Coupon Date	Reference
30-Aug-21	2,000,000.00	1.3360%	BOz 'SRI' Snr FRN (Aug21) BBSW+1.30%	BBB	2,000,000.00	30-Aug-18	2,006,098.74	536986	4,538.74	30-Aug-21	
19-Jan-22	2,500,000.00	1.0352%	BEN Snr FRN (Jan22) BBSW+1.01%	BBB+	2,500,000.00	19-Oct-18	2,511,346.75	537202	921.75	19-Oct-21	
16-Aug-22	1,000,000.00	1.0094%	SUN Snr FRN (Aug22) BBSW+0.97%	A+	1,000,000.00	16-Aug-17	1,010,901.76	535607	2,101.76	16-Aug-21	
16-Aug-22	4,000,000.00	1.0094%	SUN Snr FRN (Aug22) BBSW+0.97%	A+	4,000,000.00	31-Oct-18	4,043,607.06	537263	8,407.06	16-Aug-21	
2-Dec-22	4,000,000.00	0.9309%	BOz 'SRI' Snr FRN (Dec22) BBSW+0.90%	BBB	4,000,000.00	2-Dec-19	4,033,240.99	538824	6,120.99	2-Sep-21	
25-Jan-23	1,500,000.00	1.0750%	BEN Snr FRN (Jan23) BBSW+1.05%	BBB+	1,500,000.00	25-Jan-18	1,518,655.07	536141	265.07	25-Oct-21	
6-Feb-23	1,700,000.00	1.4400%	NPBS Snr FRN (Feb23) BBSW+1.40%	BBB	1,700,000.00	6-Feb-18	1,729,651.96	536175	5,834.96	6-Aug-21	
30-Jul-24	6,000,000.00	0.8005%	SUN Snr FRN (Jul24) BBSW+0.78%	A+	6,000,000.00	30-Jul-19	6,078,803.18	538330	263.18	29-Oct-21	
30-Jul-24	750,000.00	0.8005%	SUN Snr FRN (Jul24) BBSW+0.78%	A+	749,182.50	1-Oct-19	759,850.40	538563	32.90	29-Oct-21	
24-Oct-24	2,000,000.00	1.1450%	GSB Snr FRN (Oct24) BBSW+1.12%	BBB	2,000,000.00	24-Oct-19	2,040,056.44	538603	376.44	25-Oct-21	
24-Apr-25	3,700,000.00	1.1450%	SUN Cov FRN (Apr25) BBSW+1.12%	AAA	3,700,000.00	27-Apr-20	3,803,371.41	539640	696.41	25-Oct-21	
2-Dec-25	5,600,000.00	0.5509%	BEN Snr FRN (Dec25) BBSW+0.52%	BBB+	5,600,000.00	2-Dec-20	5,607,535.30	540602	5,071.30	2-Sep-21	
24-Feb-26	6,400,000.00	0.4906%	SUN Snr FRN (Feb26) BBSW+0.45%	A+	6,400,000.00	24-Feb-21	6,412,015.59	540964	5,935.59	24-Aug-21	
4-Mar-26	10,000,000.00	0.6563%	NPBS Snr FRN (Mar26) BBSW+0.63%	BBB	10,000,000.00	4-Mar-21	10,028,428.88	540984	10,428.88	6-Sep-21	
51,150,000.00		0.8369%			51,149,182.50		51,583,563.53		50,995.03		

Inner West Council

Investment Holdings Report - July 2021



Fixed Rate Bonds											
Maturity Date	Face Value (\$)	Coupon	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Purchase Yield	Reference
24-Mar-22	3,444,000.00	3.2500%	NAB 'Social' Snr Bond (Mar22) 3.25%	AA-	3,468,039.12	26-Jun-18	3,550,767.37	536771	39,540.49	3.0000%	
24-Mar-22	4,000,000.00	3.2500%	NAB 'Social' Snr Bond (Mar22) 3.25%	AA-	4,066,280.00	1-Nov-18	4,124,003.91	537279	45,923.91	2.8400%	
31-Mar-22	10,000,000.00	3.2500%	CBA 'Climate' Snr Bond (Mar22) 3.25%	AA-	10,088,200.00	28-Mar-18	10,309,621.31	536469	109,221.31	3.0348%	
31-Mar-22	1,100,000.00	3.2500%	CBA 'Climate' Snr Bond (Mar22) 3.25%	AA-	1,111,198.00	22-May-18	1,134,058.34	536652	12,014.34	3.1115%	
31-Mar-22	3,100,000.00	3.2500%	CBA 'Climate' Snr Bond (Mar22) 3.25%	AA-	3,143,462.00	13-Jun-18	3,195,982.61	536721	33,858.61	3.0592%	
31-Mar-22	4,000,000.00	3.2500%	CBA 'Climate' Snr Bond (Mar22) 3.25%	AA-	4,083,240.00	31-Jul-18	4,123,848.52	536896	43,688.52	2.9908%	
24-Aug-26	1,300,000.00	3.2500%	SUN Cov Bond (Aug26) 3.25%	AAA	1,427,881.00	30-Apr-20	1,455,356.61	539692	18,440.61	1.7000%	
24-Aug-26	500,000.00	3.2500%	SUN Cov Bond (Aug26) 3.25%	AAA	549,310.00	5-May-20	559,752.54	539728	7,092.54	1.7000%	
15-Nov-28	5,000,000.00	3.0000%	NSWTC 'Green' Snr Bond (Nov28) 3.00%	AA+	5,000,000.00	15-Nov-18	5,706,068.68	537310	31,318.68	3.2350%	
27-May-30	1,500,000.00	1.5200%	NHFIC 'Social' Snr Bond (May30) 1.52%	AAA	1,540,140.00	10-Feb-21	1,532,065.16	540932	4,045.16	1.2500%	
1-Jul-31	3,000,000.00	1.7400%	NHFIC 'Social' Snr Bond (Jul31) 1.74%	AAA	3,000,000.00	1-Jul-21	3,102,246.74	541524	4,326.74	1.7400%	
36,944,000.00		3.0233%			37,477,750.12		38,793,771.80		349,470.92	2.7945%	

Mortgage Backed Securities											
Maturity Date	Face Value (\$)	Current Coupon	Security Name	Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)		Reference
21-Aug-51	516,520.95	0.4883%	Emerald Reverse Mortgage (2006A)	NR	1,000,000.00	17-Jul-06	408,549.07	310321	497.52		
21-Aug-56	1,000,000.00	0.7883%	Emerald Reverse Mortgage (2006B)	NR	1,000,000.00	17-Jul-06	681,555.00	310334	1,555.00		
1,516,520.95		0.6861%			2,000,000.00		1,090,104.08		2,052.53		

Inner West Council
Accrued Interest Report - July 2021



Accrued Interest Report									
Investment	Deal No.	Ref	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Percentage Return
Bonds									
NAB 'Social' Snr Bond (Mar22) 3.25%	536771		3,444,000.00	26-Jun-18	24-Mar-22	0.00	31	9,428.89	3.22%
NAB 'Social' Snr Bond (Mar22) 3.25%	537279		4,000,000.00	01-Nov-18	24-Mar-22	0.00	31	10,951.08	3.22%
CBA 'Climate' Snr Bond (Mar22) 3.25%	536469		10,000,000.00	29-Mar-18	31-Mar-22	0.00	31	27,527.32	3.24%
CBA 'Climate' Snr Bond (Mar22) 3.25%	536652		1,100,000.00	24-May-18	31-Mar-22	0.00	31	3,028.00	3.24%
CBA 'Climate' Snr Bond (Mar22) 3.25%	536721		3,100,000.00	13-Jun-18	31-Mar-22	0.00	31	8,533.47	3.24%
CBA 'Climate' Snr Bond (Mar22) 3.25%	536896		4,000,000.00	31-Jul-18	31-Mar-22	0.00	31	11,010.92	3.24%
SUN Cov Bond (Aug26) 3.25%	539692		1,300,000.00	30-Apr-20	24-Aug-26	0.00	31	3,618.10	3.28%
SUN Cov Bond (Aug26) 3.25%	539728		500,000.00	05-May-20	24-Aug-26	0.00	31	1,391.57	3.28%
NSWTC 'Green' Snr Bond (Nov28) 3.00%	537310		5,000,000.00	15-Nov-18	15-Nov-28	0.00	31	12,774.72	3.01%
NHFIC 'Social' Snr Bond (May30) 1.52%	540932		1,500,000.00	10-Feb-21	27-May-30	0.00	31	1,900.00	1.49%
NHFIC 'Social' Snr Bond (Jul31) 1.74%	541524		3,000,000.00	01-Jul-21	01-Jul-31	0.00	31	4,326.74	1.70%
Bonds Total						0.00		94,490.81	3.01%
Cash									
ME Bank	539404		8,579,805.12			2,818.84	31	2,913.74	.40%
Cash Total						2,818.84		2,913.74	.40%
Floating Rate Note									
TMB Snr FRN (Jul21) BBSW+1.37%	536788		4,000,000.00	02-Jul-18	02-Jul-21	13,396.57	1	153.98	1.41%
BOZ 'SRI' Snr FRN (Aug21) BBSW+1.30%	536986		2,000,000.00	30-Aug-18	30-Aug-21	0.00	31	2,269.37	1.34%
BEN Snr FRN (Jan22) BBSW+1.01%	537202		2,500,000.00	19-Oct-18	19-Jan-22	6,570.08	31	2,221.33	1.05%
SUN Snr FRN (Aug22) BBSW+0.97%	535607		1,000,000.00	16-Aug-17	16-Aug-22	0.00	31	857.29	1.01%
SUN Snr FRN (Aug22) BBSW+0.97%	537263		4,000,000.00	31-Oct-18	16-Aug-22	0.00	31	3,429.20	1.01%
BOZ 'SRI' Snr FRN (Dec22) BBSW+0.90%	538824		4,000,000.00	02-Dec-19	02-Dec-22	0.00	31	3,162.51	.93%

Inner West Council
Accrued Interest Report - July 2021



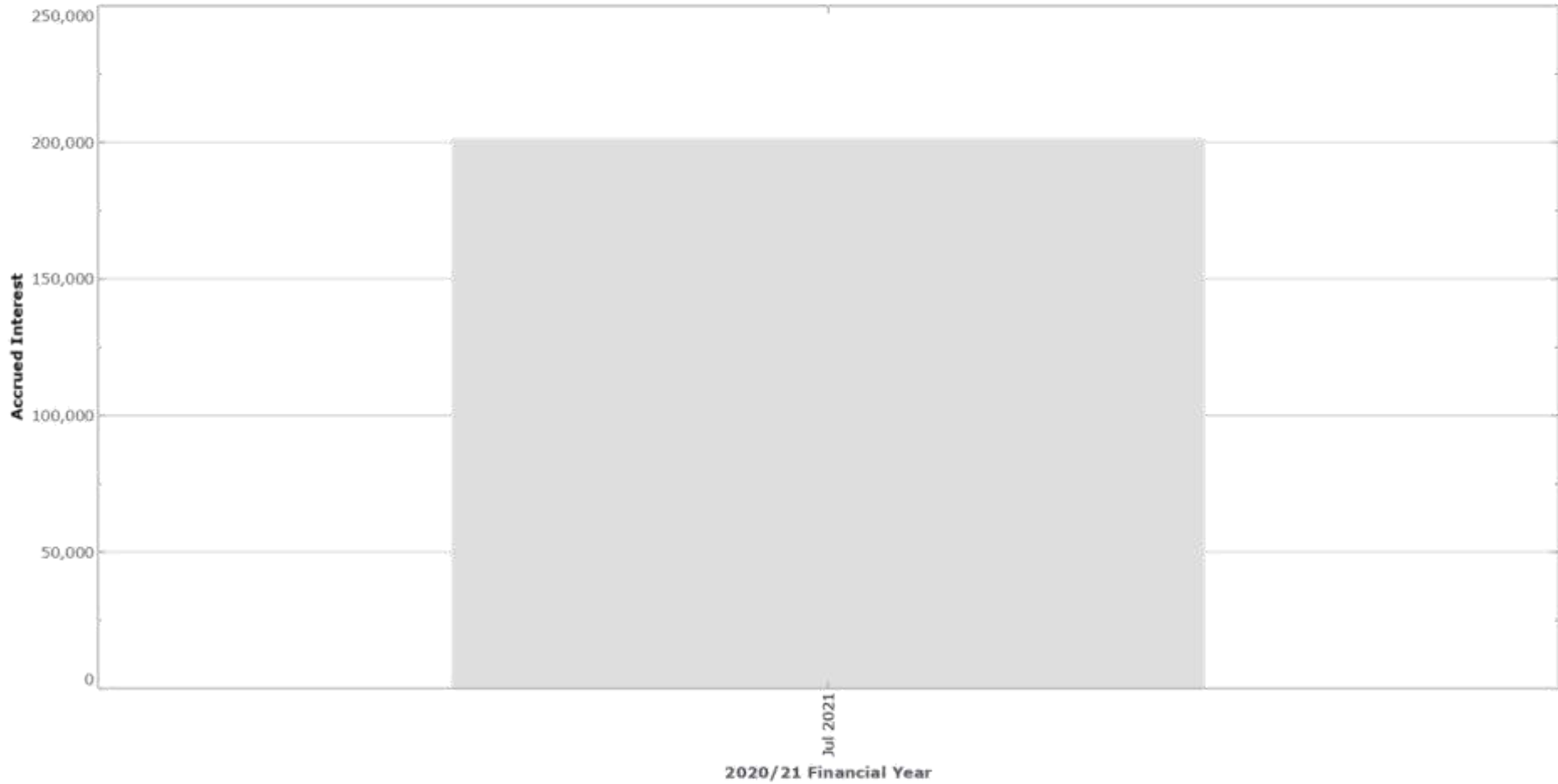
Accrued Interest Report									
Investment	Deal No.	Ref	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Percentage Return
BEN Snr FRN (Jan23) BBSW+1.05%	536141		1,500,000.00	25-Jan-18	25-Jan-23	4,037.79	31	1,386.68	1.09%
NPBS Snr FRN (Feb23) BBSW+1.40%	536175		1,700,000.00	06-Feb-18	06-Feb-23	0.00	31	2,079.12	1.44%
SUN Snr FRN (Jul24) BBSW+0.78%	538330		6,000,000.00	30-Jul-19	30-Jul-24	12,266.30	31	4,172.22	.82%
SUN Snr FRN (Jul24) BBSW+0.78%	538563		750,000.00	01-Oct-19	30-Jul-24	1,533.29	31	521.53	.82%
GSB Snr FRN (Oct24) BBSW+1.12%	538603		2,000,000.00	24-Oct-19	24-Oct-24	5,784.11	31	1,965.48	1.16%
SUN Cov FRN (Apr25) BBSW+1.12%	539640		3,700,000.00	27-Apr-20	24-Apr-25	10,700.60	31	3,636.13	1.16%
BEN Snr FRN (Dec25) BBSW+0.52%	540602		5,600,000.00	02-Dec-20	02-Dec-25	0.00	31	2,620.17	.55%
SUN Snr FRN (Feb26) BBSW+0.45%	540964		6,400,000.00	24-Feb-21	24-Feb-26	0.00	31	2,666.72	.49%
NPBS Snr FRN (Mar26) BBSW+0.63%	540984		10,000,000.00	04-Mar-21	04-Mar-26	0.00	31	5,574.06	.66%
Floating Rate Note Total						54,288.74		36,715.79	.84%
Floating Rate Term Deposits									
Westpac Group	541605		4,000,000.00	30-Jun-21	28-Jun-24	0.00	31	1,156.09	.34%
Westpac Group	541606		3,000,000.00	30-Jun-21	30-Jun-26	0.00	31	1,096.38	.43%
Floating Rate Term Deposits Total						0.00		2,252.47	.38%
Mortgage Backed Securities									
Emerald Reverse Mortgage Series 2006-1 Class A (BBSW+0.45%)	310321		516,520.95	17-Jul-06	21-Aug-51	0.00	31	214.21	.49%
Emerald Reverse Mortgage Series 2006-1 Class B (BBSW+0.75%)	310334		1,000,000.00	17-Jul-06	21-Aug-56	0.00	31	669.51	.79%
Mortgage Backed Securities Total						0.00		883.72	.69%
Term Deposit									
Westpac Group	538346		3,000,000.00	31-Jul-19	26-Jul-21	11,298.08	25	3,246.57	1.58%
Commonwealth Bank of Australia	540980		4,000,000.00	26-Feb-21	30-Aug-21	0.00	31	1,324.93	.39%
Commonwealth Bank of Australia	540345		10,000,000.00	30-Sep-20	28-Sep-21	0.00	31	5,945.20	.70%
Westpac Group	540480		7,500,000.00	30-Oct-20	27-Oct-21	10,097.26	31	3,439.73	.54%

Inner West Council
Accrued Interest Report - July 2021

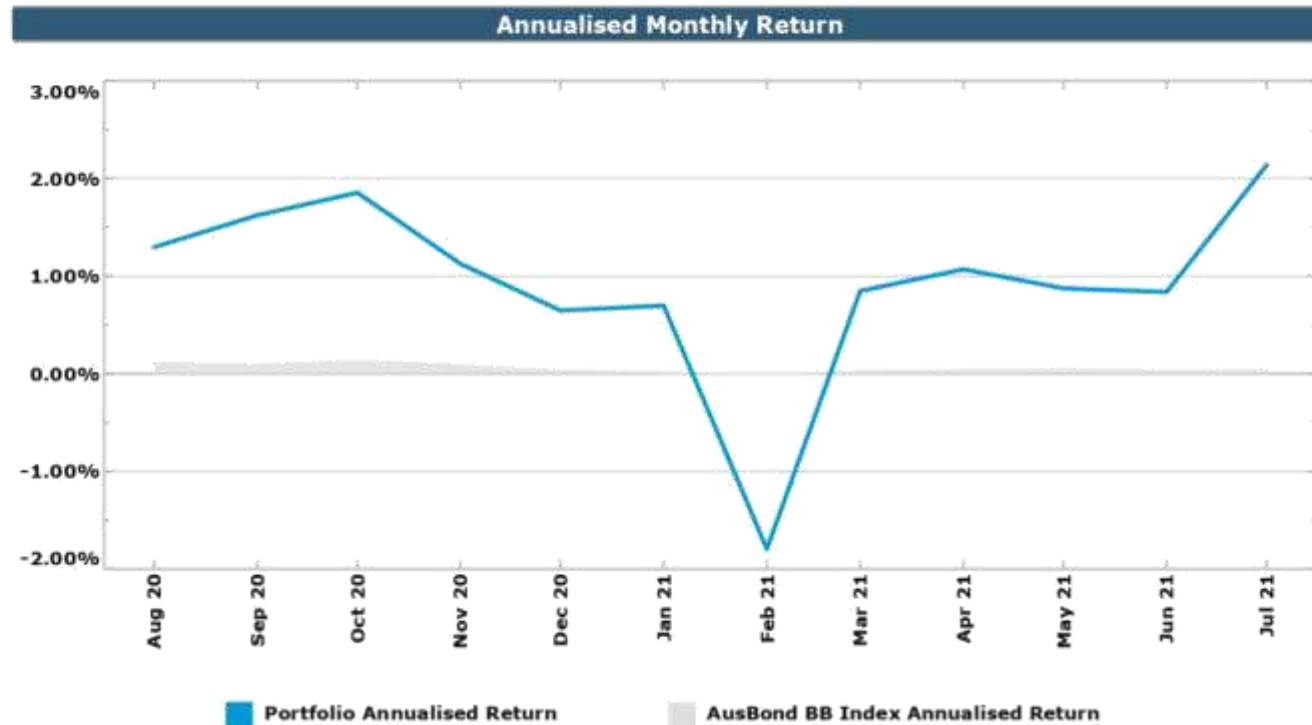


Accrued Interest Report									
Investment	Deal No.	Ref	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Percentage Return
Commonwealth Bank of Australia	540981		4,000,000.00	26-Feb-21	29-Nov-21	0.00	31	1,460.82	.43%
Westpac Group	540753		13,000,000.00	24-Dec-20	24-Dec-21	0.00	31	4,968.49	.45%
Commonwealth Bank of Australia	540914		20,000,000.00	29-Jan-21	25-Jan-22	0.00	31	7,304.10	.43%
Commonwealth Bank of Australia	541299		10,000,000.00	30-Apr-21	22-Feb-22	0.00	31	3,142.47	.37%
ME Bank	541224		2,500,000.00	26-Mar-21	29-Mar-22	0.00	31	1,061.64	.50%
Westpac Group	541236		4,000,000.00	31-Mar-21	29-Mar-22	0.00	31	1,223.02	.36%
Commonwealth Bank of Australia	541300		10,000,000.00	30-Apr-21	26-Apr-22	0.00	31	3,482.20	.41%
Westpac Group	541444		9,000,000.00	31-May-21	31-May-22	0.00	31	2,293.15	.30%
Westpac Group	538091		10,000,000.00	28-Jun-19	28-Jun-22	0.00	31	15,882.19	1.87%
Commonwealth Bank of Australia	541604		5,000,000.00	30-Jun-21	30-Jun-22	0.00	31	1,826.03	.43%
Westpac Group	538347		4,000,000.00	31-Jul-19	25-Jul-22	15,656.99	31	5,333.70	1.57%
Commonwealth Bank of Australia	541690		7,000,000.00	30-Jul-21	26-Jul-22	0.00	2	126.58	.33%
Westpac Group	541607		5,000,000.00	30-Jun-21	30-Jun-23	0.00	31	2,208.22	.52%
Term Deposit Total						37,052.33		64,269.04	.63%
						94,159.91		201,525.57	1.05%

Inner West Council
Accrued Interest Report - July 2021



Inner West Council Investment Performance Report - July 2021



Historical Performance Summary			
	Portfolio	AusBond BB Index	Outperformance
Jul 2021	2.14%	0.04%	2.10%
Last 3 Months	1.29%	0.04%	1.25%
Last 6 Months	0.69%	0.03%	0.66%
Financial Year to Date	2.14%	0.04%	2.10%
Last 12 months	0.95%	0.05%	0.90%

Inner West Council

Environmental Commitments Report - July 2021

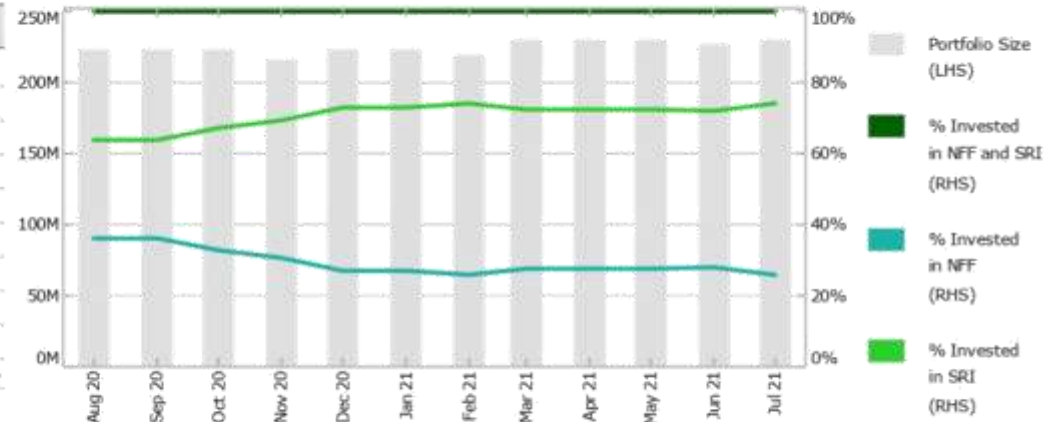


Current Breakdown

ADI Lending Status *	Current Month (\$)	Previous Month (\$)
Non Fossil Fuel Lending ADIs		
Bendigo and Adelaide Bank	9,600,000	9,600,000
Emerald Reverse Mortgage	1,516,521	1,516,521
Great Southern Bank	2,000,000	2,000,000
Members Equity Bank	11,079,805	11,076,891
Newcastle Permanent Building Society	11,700,000	11,700,000
Suncorp Bank	18,150,000	18,150,000
Suncorp Bank Covered	5,500,000	5,500,000
Teachers Mutual Bank		4,000,000
	59,546,326	63,543,412
	26%	28%
Socially Responsible Investment		
Bank Australia (Sustainability)	6,000,000	6,000,000
CBA (Climate)	18,200,000	18,200,000
CBA (Green)	70,000,000	63,000,000
National Australia Bank (Social)	7,444,000	7,444,000
National Housing Finance Investment Corp (Social)	4,500,000	1,500,000
NSW T-Corp (Green)	5,000,000	5,000,000
Westpac Group (Green)	59,500,000	62,500,000
	170,644,000	163,644,000
	74%	72%
	230,190,326	227,187,412

* source: <http://www.marketforces.org.au>
Percentages may not add up to 100% due to rounding

Historical Portfolio Exposure to NFF Lending ADIs and SRIs



Socially Responsible Investments Glossary

Investment	Use of Funds
Bank Australia (Sustainability)	Reduced Inequalities, sustainable cities and communities, life on land **
CBA (Climate)	Wind farms, low carbon transport, low carbon commercial buildings ***
CBA (Green TD)	Wind farms, low carbon transport, low carbon commercial buildings ***
National Housing Finance Investment Corp (Social)	No poverty, sustainable cities and communities **
National Australia Bank (Social)	Employers of Choice for Gender Equality ****
NSW T-Corp (Green)	Low carbon transport, water infrastructure ***
Westpac Group (Green TD)	Wind farms, low carbon commercial buildings ***

** United Nations Sustainable Development Goals

*** Climate Bonds Standard

**** Cited by the Workplace Gender Equality Agency as Employers of Choice for Gender Equality

Inner West Council Investment Policy Compliance Report - July 2021



Credit Rating Group	Face Value (\$)	Policy Max
AAA	10,000,000	4%
AA	160,144,000	70%
A	18,150,000	8%
BBB	40,379,805	18%
NR	1,516,521	1%
230,190,326		

☐ = compliant
☐ = non-compliant

	Portfolio Exposure	Investment Policy Limit
Commonwealth Bank of Australia (AA-)	38%	50%
Westpac Group (AA-)	26%	50%
Newcastle Permanent Building Society (BBB)	5%	10%
Members Equity Bank (BBB)	5%	10%
Bendigo and Adelaide Bank (BBB+)	4%	10%
Suncorp Bank (A+)	8%	30%
Bank Australia (BBB)	3%	10%
Great Southern Bank (BBB)	1%	10%
National Australia Bank (AA-)	3%	50%
Suncorp Bank Covered (AAA)	2%	50%
NSW T-Corp [Green] (AA+)	2%	50%
National Housing Finance Investment Corp [Social] (AAA)	2%	50%
Emerald Reverse Mortgage (NR)	1%	0%

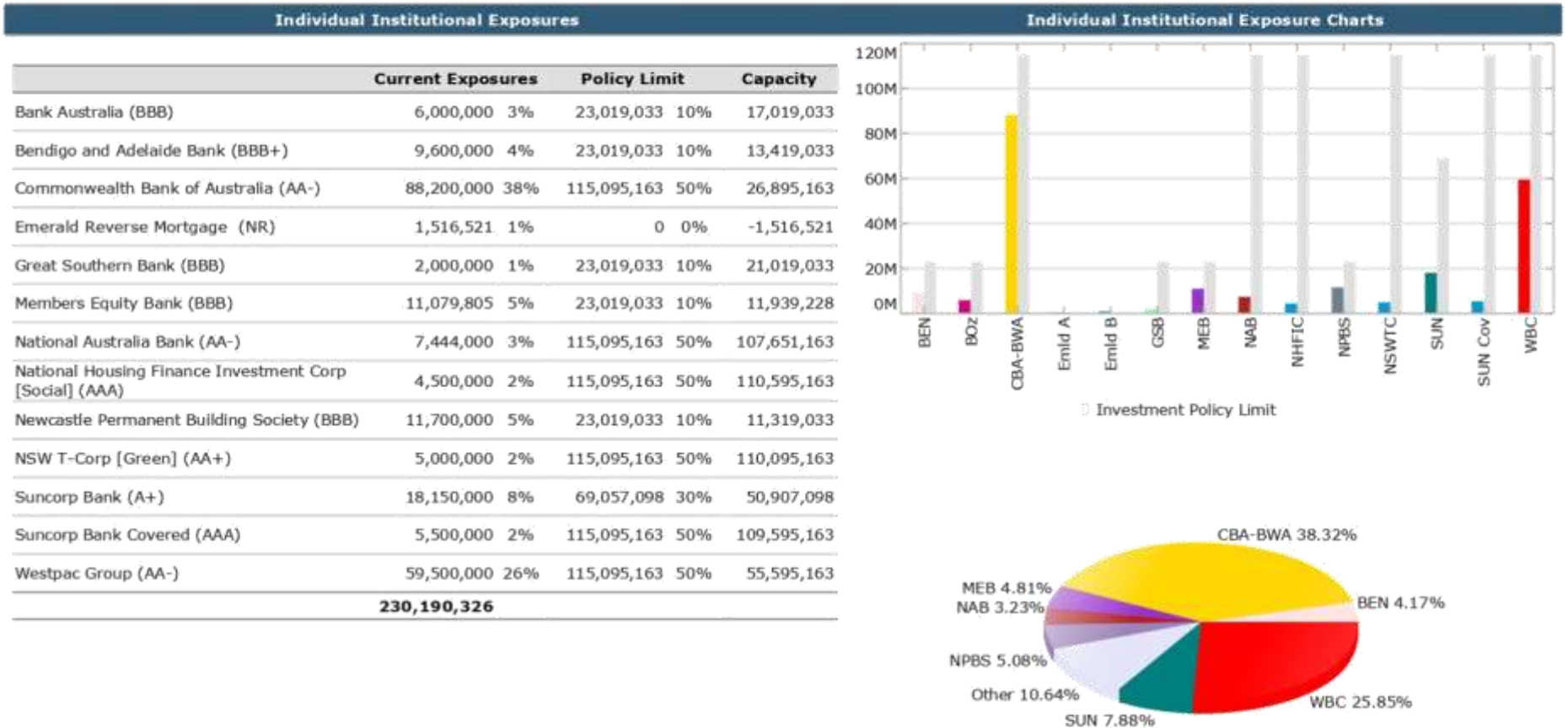
Maturity Profile	Face Value (\$)	Policy Max
Less than 1yr	158,723,805	69%
Greater than 1yr	71,466,521	31%
a. Greater than 3yrs	50,266,521	22%
b. Greater than 5yrs	12,816,521	6%
c. Greater than 10yrs	1,516,521	1%

230,190,326

Detailed Maturity Profile	Face Value (\$)
00. Cash + Managed Funds	8,579,805
02. Between 30 Days and 60 Days	16,000,000
03. Between 60 Days and 90 Days	7,500,000
04. Between 90 Days and 180 Days	39,500,000
05. Between 180 Days and 365 Days	87,144,000
06. Between 365 Days and 3 Years	21,200,000
07. Between 3 Years and 5 Years	37,450,000
08. Between 5 Years and 10 Years	11,300,000
09. Greater than 10 Years	1,516,521
230,190,326	

Inner West Council

Individual Institutional Exposures Report - July 2021



Inner West Council Cash Flows Report - July 2021



Current Month Cashflows					
Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Received
1-Jul-21	541524	NHFIC	Bonds	Settlement Face Value - Paid	-3,000,000.00
<u>Deal Total</u>					<u>-3,000,000.00</u>
Day Total					-3,000,000.00
2-Jul-21	536788	Teachers Mutual Bank	Floating Rate Note	Coupon - Received	13,396.57
		Teachers Mutual Bank	Floating Rate Note	Maturity Face Value - Received	4,000,000.00
<u>Deal Total</u>					<u>4,013,396.57</u>
Day Total					4,013,396.57
19-Jul-21	537202	Bendigo and Adelaide Bank	Floating Rate Note	Coupon - Received	6,570.08
<u>Deal Total</u>					<u>6,570.08</u>
Day Total					6,570.08
26-Jul-21	536141	Bendigo and Adelaide Bank	Floating Rate Note	Coupon - Received	4,037.79
<u>Deal Total</u>					<u>4,037.79</u>
	538346	Westpac Group	Term Deposits	Maturity Face Value - Received	3,000,000.00
		Westpac Group	Term Deposits	Interest - Received	11,298.08
<u>Deal Total</u>					<u>3,011,298.08</u>
	538603	Great Southern Bank	Floating Rate Note	Coupon - Received	5,784.11
<u>Deal Total</u>					<u>5,784.11</u>
	539640	Suncorp Bank (Covered)	Floating Rate Note	Coupon - Received	10,700.60
<u>Deal Total</u>					<u>10,700.60</u>
Day Total					3,031,820.59
30-Jul-21	538330	Suncorp Bank	Floating Rate Note	Coupon - Received	12,266.30
<u>Deal Total</u>					<u>12,266.30</u>
	538347	Westpac Group	Term Deposits	Interest - Received	15,656.99
<u>Deal Total</u>					<u>15,656.99</u>
	538563	Suncorp Bank	Floating Rate Note	Coupon - Received	1,533.29
<u>Deal Total</u>					<u>1,533.29</u>
	540480	Westpac Group	Term Deposits	Interest - Received	10,097.26

Inner West Council Cash Flows Report - July 2021



Current Month Cashflows					
Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Received
				Deal Total	10,097.26
	541690	Commonwealth Bank of Australia	Term Deposits	Settlement Face Value - Paid	-7,000,000.00
				Deal Total	-7,000,000.00
				Day Total	-6,960,446.16
				Net Cash Movement for Period	-2,908,658.93

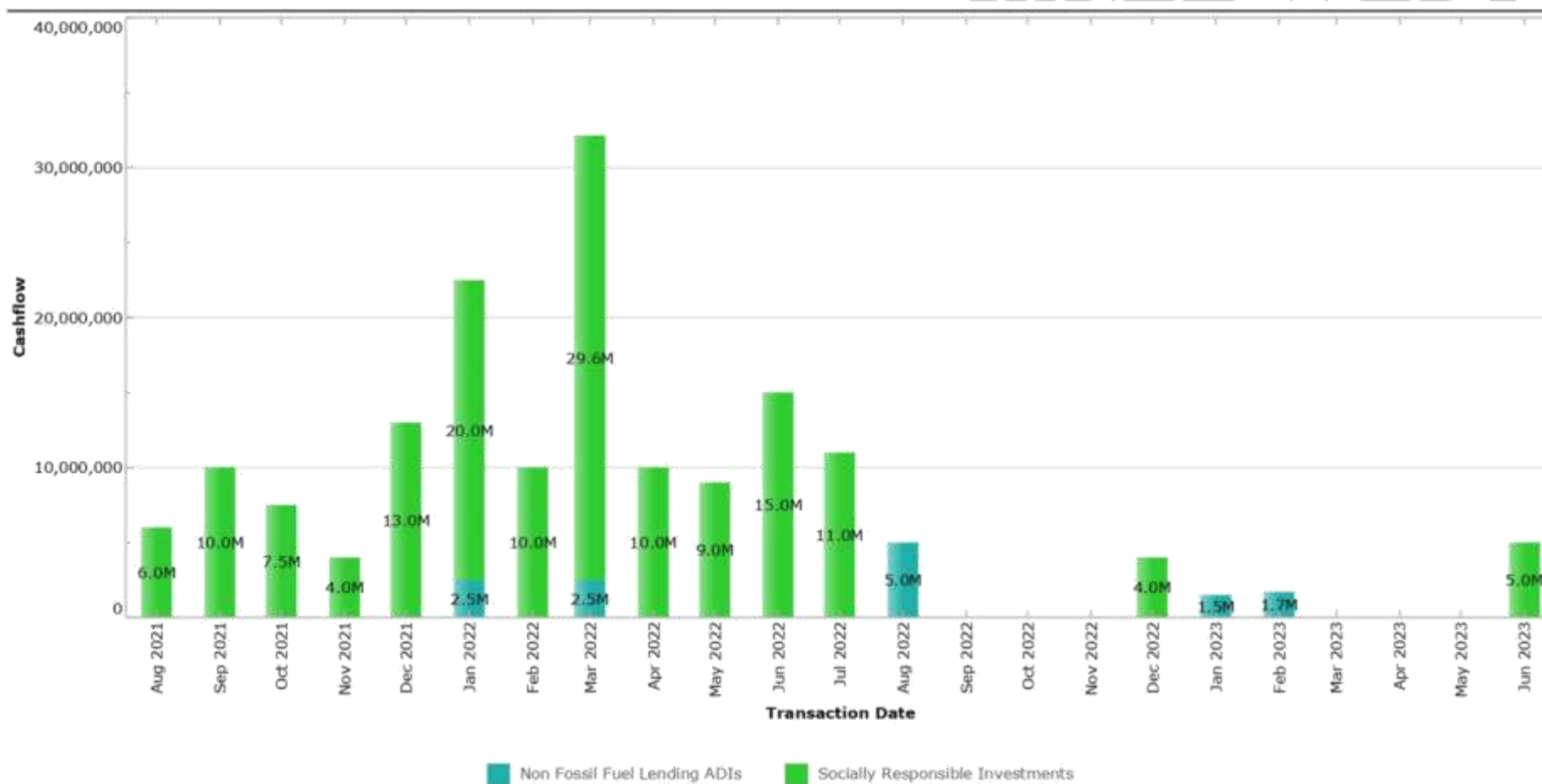
Next Month Cashflows					
Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Due
6-Aug-21	536175	Newcastle Permanent Building Society	Floating Rate Note	Coupon - Received	6,170.30
				Deal Total	6,170.30
				Day Total	6,170.30
16-Aug-21	535607	Suncorp Bank	Floating Rate Note	Coupon - Received	2,516.59
				Deal Total	2,516.59
	537263	Suncorp Bank	Floating Rate Note	Coupon - Received	10,066.35
				Deal Total	10,066.35
				Day Total	12,582.93
23-Aug-21	310321	Emerald Reverse Mortgage (2006A)	Mortgage Backed Securities	Coupon - Received	649.55
				Deal Total	649.55
	310334	Emerald Reverse Mortgage (2006B)	Mortgage Backed Securities	Coupon - Received	2,030.14
				Deal Total	2,030.14
				Day Total	2,679.69
24-Aug-21	539692	Suncorp Bank (Covered)	Bonds	Coupon - Received	21,125.00
				Deal Total	21,125.00
	539728	Suncorp Bank (Covered)	Bonds	Coupon - Received	8,125.00
				Deal Total	8,125.00
	540964	Suncorp Bank	Floating Rate Note	Coupon - Received	7,914.12
				Deal Total	7,914.12
				Day Total	37,164.12
30-Aug-21	536986	Bank Australia	Floating Rate Note	Coupon - Received	6,661.70
		Bank Australia	Floating Rate Note	Maturity Face Value - Received	2,000,000.00
				Deal Total	2,006,661.70

Inner West Council
Cash Flows Report - July 2021



Next Month Cashflows					
<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
	540980	Commonwealth Bank of Australia	Term Deposit	Maturity Face Value - Received	4,000,000.00
		Commonwealth Bank of Australia	Term Deposit	Interest - Received	7,906.85
				<u>Deal Total</u>	<u>4,007,906.85</u>
				Day Total	6,014,568.55
31-Aug-21	541444	Westpac Group	Term Deposit	Interest - Received	6,805.48
				<u>Deal Total</u>	<u>6,805.48</u>
				Day Total	6,805.48
				Net Cash Movement for Period	6,079,971.07

Inner West Council Cash Flows Report - July 2021



Inner West Council Economic and Investment Portfolio Commentary July 2021

Investment Portfolio Commentary

Council's investment portfolio posted a return of 2.14%pa for the month of July versus the bank bill index benchmark return of 0.04%pa. For the past 12 months, the investment portfolio returned 0.95%pa, exceeding the bank bill index benchmark's 0.05%pa by 0.90%pa.

July's strong performance was aided by favourable market conditions for the value of Council's fixed rate bond portfolio as long term interest rates decreased over the month. Without marked-to-market influences, Council's investment portfolio yielded 1.05%pa for the month. This is based on the actual interest rates being received on existing investments and excludes the underlying changes to the market value of the securities/deposits.

During July, Council's investment portfolio had a \$3m 2yr Green TD with Westpac mature that had been paying 1.58%. Also, a \$4m exposure to a Teachers Mutual Bank 3yr FRN paying quarterly interest of 3mo BBSW +1.37%pa matured. Council re-invested a total of \$7m in a CBA Green TD for 1 year paying 0.33% and added \$3m into a government guaranteed, 'AAA' rated National Housing Finance & Investment Corporation (NHFIC) 10yr 'social' bond. Like Council's other NHFIC bond, funds raised in this bond issuance are being provided to community housing providers to enable affordable housing projects to be built across the country.

Council's entire investment portfolio remains invested in non fossil fuel lending ADIs (26% of portfolio) and socially responsible investments (74% of portfolio).

Council's portfolio is in full compliance with the NSW TCorp requirements while continuing to adhere to Council's socially responsible investment goals.

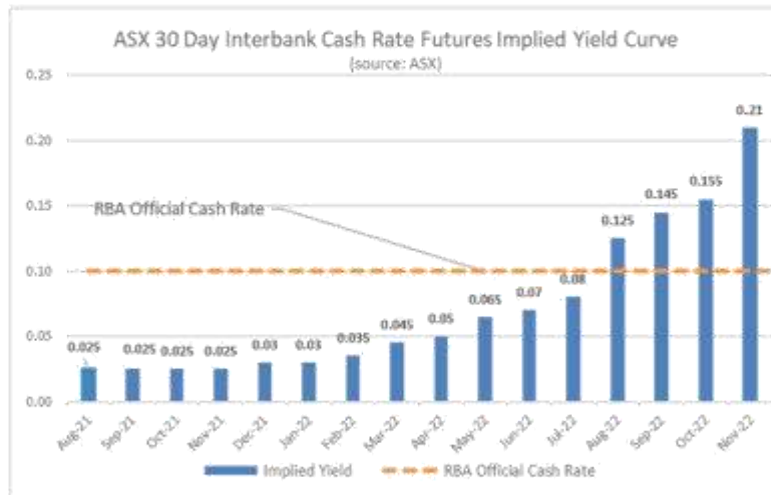
Domestic issues:

- As was widely expected, Australian CPI inflation spiked higher in its latest release, up 3.8%pa, largely as a result of last year's free childcare support and sharply lower petrol prices rolling off the annual figures.
- Economists are expecting inflation to settle back down to the 1.25%-1.50% area over the 2021/22 financial year.
- With the recent wave of Covid cases triggering more lockdowns across Australia, business conditions surveys have dropped sharply and latest monthly retail sales were down nearly 2%. This has taken the shine off the earlier release of jobs data showing the unemployment rate having dropped to a 10 year low of 4.9%.

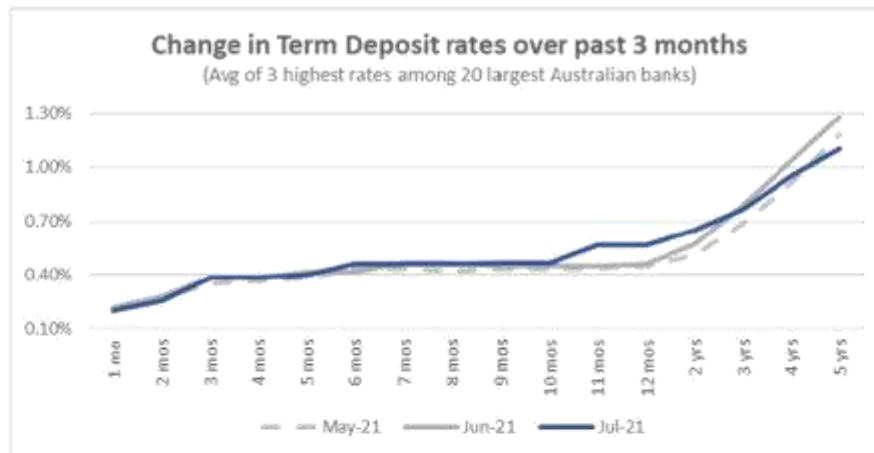
Interest rates

- There likely remains too many unknowns regarding the longevity of the current lockdowns for the RBA to change its projection of no interest rate increases until

2024. The market is pricing cash rate futures to gradually rise in late 2022, but still not hit the 0.25% level of a RBA rate hike:



- In July, short dated term deposit rates remained largely in line with their May and June averages, with only a modest jump higher at 11 and 12 months driven by aggressive pricing from one bank. Meanwhile, average rates in the 4 and 5 year area slipped lower over the month.



Global issues:

- In the US, despite rising Covid case numbers driven by the Delta variant, data releases are still showing a strengthening economy. Business confidence and conditions surveys are increasing in key cities, jobless claims are falling and June Quarter GDP was up strongly.



- Europe continues to benefit from reopening with economic confidence surveys rising to record highs.
- The Japanese economy is sending mixed signals as business confidence is falling, given the latest wave of Covid infections triggering a state of emergency, yet latest job data and industrial production figures were stronger than expected.

Disclaimer: The statements and opinions contained in this report are based on currently prevailing conditions in financial markets and are so contained in good faith and in the belief that such statements and opinion are not false or misleading. In preparing this report, Prudential Investment Services Corp has relied upon information which it believes to be reliable and accurate. Prudential Investment Services Corp believes that this report and the opinions expressed in this report are accurate, but no warranty of accuracy or reliability is given. Prudential Investment Services Corp does not warrant that its investigation has revealed all of the matters which a more extensive examination might disclose. This report may not be reproduced, transmitted, or made available either in part or in whole to any third party without the prior written consent of Prudential Investment Services Corp. AFS Licence No. 468145.

Item No: C0821(4) Item 12

Subject: NOTICE OF MOTION: GOODS LINE RAIL NOISE

Council at its meeting on 03 August 2021 resolved that the matter be deferred to the meeting to be held on 24 August 2021.

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(4) Item 13

Subject: NOTICE OF MOTION: NEW PARK IN CROYDON

Council at its meeting on 03 August 2021 resolved that the matter be deferred to the meeting to be held on 24 August 2021.

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(4) Item 14

Subject: NOTICE OF MOTION: REPORT OF DELAYS WITH DAWN FRASER POOL

Council at its meeting on 03 August 2021 resolved that the matter be deferred to the meeting to be held on 24 August 2021.

From: Councillor John Stamolis

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(4) Item 15

Subject: NOTICE OF MOTION: NOTIFICATION SIGNS REGARDING COVID RESTRICTION AROUND THE LGA

Council at its meeting on 03 August 2021 resolved that the matter be deferred to the meeting to be held on 24 August 2021.

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(4) Item 16

Subject: NOTICE OF MOTION: WESTCONNEX ST PETERS INTERCHANGE PARK

Council at its meeting on 03 August 2021 resolved that the matter be deferred to the meeting to be held on 24 August 2021.

From: Councillor Pauline Lockie

MOTION:

THAT Council writes to the Premier and relevant Ministers to request that the NSW Government:

- 1. Conducts an immediate investigation into potential contamination at the site of the WestConnex St Peters Interchange;**
- 2. 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**
- 3. 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(4) Item 17
Subject: NOTICE OF MOTION: RIGHT TO KNOW
From: Councillor Julie Passas

Item 17

MOTION:

THAT all petitions and submissions be accompanied with reports to Council without redacting details of residents unless otherwise specified.

Background

The absence of submissions and petitions in the reports to Council make it difficult for Councillors in their decision making.

When residents take the time to submit petitions and submissions, they do so wanting their elected representatives to be made aware of their views. If rate payers wish to have their details omitted, they will make it known.

Councillors are concerned by the heavily filtered and summarised views of our residents which are done by staff and even more concerning many of the resident's views and comments do not even make it to Councillor's attention.

Councillors are not given comprehensive details of what residents are saying.

I move that all petitions and submissions be accompanied with reports to Council without redacting details of residents unless otherwise specified.

Officer's Comments:

Comment from Communication and Engagement Manager:

As part of any community engagement process all community submissions, responses and petitions received as part of a formal engagement process are reported to Council. After an engagement stage finishes, all community submissions, whether gathered online through the website yoursay.innerwest.nsw.gov.au, at a workshop, emailed, posted, received by phone or via petition are analysed and comprehensively themed according to the purpose of the engagement. The detailed analysis and theming process provides an accurate and objective review of the community's preferences and sentiment to inform Council's decision making.

All engagement results are explained at length along with officer comments in the published Engagement Outcome Report which is made available to Councillors and the community prior to the Council meeting online at Your Say Inner West with a link to the report in the business paper. Raw submissions are provided on request to councillors however names and email addresses are redacted for privacy reasons. Publishing all responses in the business paper could add hundreds of pages to the reports but they could be published on line.

ATTACHMENTS

Nil.

Item No: C0821(4) Item 18
Subject: NOTICE OF MOTION: PUBLIC TOILETS CLEANING
From: Councillor Julie Passas

MOTION:

THAT Council conducts an urgent audit of all out public toilet facilities.

Background

Many of our public toilets require more frequent cleaning and maintenance.

This motion calls for an urgent audit of all out public toilet facilities, an example is the toilet block in Ashfield Park adjacent to the playground.

I have had complaints that it is not of an acceptable standard. I am also aware that the toilet facilities under the grandstand in Ashfield park could be refurbished and opened up to the public.

Officer's Comments:

Comment from Director Infrastructure:

Council has undertaken an audit of its public toilets. This information is contained within Council's Public Toilet Strategy, which is available on Council's website: <https://www.innerwest.nsw.gov.au/ArticleDocuments/1927/Public%20Toilet%20Strategy.pdf.aspx>

ATTACHMENTS

Nil.

Item No: C0821(4) Item 19
Subject: NOTICE OF MOTION: BARBEQUES
From: Councillor Julie Passas

MOTION:

THAT Council installs an extra barbeque with seating facilities and Canopy to be installed at the Orpington Street section of Ashfield Park.

Background

Ashfield Park is heavily patronised due to the many residents that live in the surrounding units.

I have been asked by several residents for an extra barbeque with seating facilities and Canopy to be installed at the Orpington Street section of the park.

Officer's Comments:

Comment from Parks and Recreation Manager:

A Plan of Management is currently being developed for Ashfield Park. BBQ facilities are already present in the park and are provided near the children's play area (in the Ormond Street section of the park).

In response to community suggestions the existing BBQ area has been detailed and documented for future expansion. The Draft Plan of management and associated master plan is currently on public exhibition with submissions closing on the 23rd August 2021. Following the conclusion of the community engagement period the draft Plan of Management will be revised prior to being brought back to Council for consideration for adoption.

ATTACHMENTS

Nil.

Item No: C0821(4) Item 20
Subject: NOTICE OF MOTION: HOLDING YARD
From: Councillor Julie Passas

MOTION:

THAT Council investigates the feasibility of a Council Secure Yard that would be available 24/7 for our residents to park their boats, caravans and trailers with an annual fee charged.

Background

The increasing number of boats and trailers parked on public streets for lengthy periods of time are taking up desperately needed car spaces and in many instances are causing traffic safety problems.

I have previously raised this issue on behalf of residents. I believe there is a solution that would help alleviate this.

Residents in Ashfield, Summer Hill and Marrickville pay for parking permits and in many cases there are no spaces available.

I believe Council should investigate the feasibility of a Council Secure Yard that would be available 24/7 for our residents to park their boats, caravans and trailers and an annual fee could be charged.

Officer's Comments:

Comment from Acting Director Development and Recreation:

Council has limited operational land available for this purpose.

It is important to note that even if Council were to provide an option for the storage of boats and trailers, nothing in legislation would prohibit the ability for an owner to continue to park their boats and trailers in the street, subject to them being lawfully registered and permitted by applicable signage.

It is also worth noting that the NSW State Government is currently undertaking a review of the Impounding Act, which may bring additional powers for Council to address boat and trailer parking.

ATTACHMENTS

Nil.

Item No: C0821(4) Item 21
Subject: NOTICE OF MOTION: COUNCILLORS NOT ADVISED
From: Councillor Julie Passas

Item 21

MOTION:

THAT an explanation be provided as to who was acting at the time of the absence of the Mayor, General Manager and Senior Staff for up to four (4) days from 23 June 2021. Councillors are to be made aware when senior staff or Councillors alike are absent and who is acting in the role during this period in the case of an emergency such as lockdown.

Background

Councillors are aware that on Wednesday 23 June 2021, the Mayor, General Manager and Senior Staff were absent from Council duties for up to four (4) working days.

Councillors were not advised of this and it was during a critical time for council as we were heading into lockdown.

There needs to be an explanation as to who was acting at the time?

If there was an emergency and Councillors needed to make contact what arrangements were in place and who was in charge.

Officer's Comments:

Comment from General Manager:

The General Manager and senior staff were working during this period and were able to fulfill their duties.

The Mayor was not absent for any Council meetings and isn't required to notify Councillors if he isn't going to be in the office.

ATTACHMENTS

1. [📄](#) Sydney Morning Herald - 11 July 2021 - Emerald City

The Sydney Morning Herald

Lockdown breachers



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When it comes to the state government's public health orders it seems there are rules for some and different rules for celebrities.

Triple M breakfast host **Lawrence Mooney** copped a \$1000 fine for breaching NSW lockdown orders after travelling to Byron Bay for a two-week holiday while he was supposed to be locked down in Sydney.



Lawrence Mooney and family during recent Byron Bay holiday.

Emerald City was sent pictures uploaded by his wife **Lou Mooney**, who shared photos of their lavish Byron getaway on her private Instagram.

The Harbour City has been in lockdown since June 26 to combat the growing outbreak of the highly contagious COVID-19 Delta variant.

Meanwhile, Inner West mayor **Darcy Byrne** skipped town in the hours before it was banned. His local government area was one of seven affected by a public health order announced at 11 am on June 25 that prevented people who live or work in those LGAs from leaving metropolitan Sydney.

But at lunchtime that day Byrne jetted off to Queensland with the intention of watching State of Origin game two on June 27 at Suncorp, much to the chagrin of some of his fellow councillors.

"I flew out of Sydney at lunchtime on Wednesday, June 23 for a long-planned trip to Queensland to watch the State of Origin," Byrne told Emerald City. "As the COVID situation evolved I made the decision not to attend the game. I flew back to Sydney on Monday June 28."

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Item No: C0821(4) Item 22
Subject: NOTICE OF MOTION: WEAR IT PURPLE
From: Councillor Mark Drury

MOTION:

THAT Council:

- 1. Notes and celebrates the 12th annual Wear it Purple Day, to be held this Friday, 27 August, with the 2021 theme being “Start the conversation. Keep it going”; and**
- 2. In recognising and promoting this message notes the decision of *Comensoli v Passas* [2019] NSWCATAD 155, handed down by the NSW Civil and Administrative Tribunal during this term of Council which found that a complaint of homosexual vilification in breach of the Anti-Discrimination Act by Councillor Passas had been substantiated.**

Background

Wear it Purple was founded in 2010 in response to global stories of real teenagers, real heartache and their very real responses. In 2010, several rainbow young people took their own lives following bullying and harassment resulting from the lack of acceptance of their sexuality or gender identity.

Wear it Purple Day 2021’s theme is focused on the important and necessary conversations we have in our daily life; that centre around sexual orientation and gender identity. It aims to remind people that the issues we reflect on Wear it Purple Day should not only be considered on that particular day... but every day.

In the 2019 case of *Comensoli v Passas* [2019] NSWCATAD 155, the NSW Civil and Administrative Tribunal found a complaint of homosexual vilification in breach of the Anti-Discrimination Act by Councillor Passas had been substantiated following a range of derogatory comments made by Councillor Passas to her neighbour following the successful Marriage Equality Plebiscite in 2017 and his flying of the Rainbow Flag on his property in celebration of the result

Officer’s Comments:

Comment from Senior HR Business Partner:

Inner West Council proudly supports and celebrates its LGBTIQ community and staff, which includes continued promotion in the provision of a safe place for young rainbow people. On Friday 27 August, Council will again be supporting the Wear It Purple (WIP) community with the 2021 theme of “Start the conversation...Keep it going”.

Along with wearing purple clothing, a range of initiatives will be promoted and encouraged for staff to participate. Particularly matching the WIP theme, information will be made available for all staff, inviting to update and permanently change their Council email signature with their personal pronouns. Displaying your personal pronouns is a simple and effective way to use inclusive language, be respectful and continue ‘the important and necessary conversations we have in our daily life; that centre around sexual orientation and gender identity’.

ATTACHMENTS

Nil.

Item No: C0821(4) Item 23
Subject: NOTICE OF MOTION: ROAD SAFETY OUTSIDE ANNANDALE NORTH PUBLIC SCHOOL
From: The Mayor, Councillor Darcy Byrne

MOTION:

THAT Council:

1. Writes to the Transport Minister requesting that Transport for NSW install risk mitigation measures to reduce the danger to children crossing Johnston Street, Annandale, in front of Annandale North Public School. This will also include a request for Transport for NSW to employ a Crossing Supervisor at the site to increase visibility and correct crossing behaviour; and
2. Investigates what road calming measures Council can install near the crossing to increase the safety for people crossing Johnston Street in front of Annandale North Public School with the results of the investigation to be reported to an ordinary Council meeting.

Background

The Johnston Street crossing at Annandale North Public School is in urgent need of improvements to ensure the safety of students and the community (see correspondence from the School P&C to the Transport Minister attached).

The main entrance to the school is on Johnston Street where there has been a significant increase in traffic due to the WestConnex construction, both heavy vehicles and commuter cars.

The crossing has a wide point of entry for children, which makes it difficult for drivers to see when they are waiting. Further, there are constant obstacles to visibility given the high frequency of illegally stopped and parked cars and trucks either side of the crossing entrance.

School zone flashing lights are a long way away from the crossing, and there is inadequate signage warning drivers of the high use of the crossing by children.

Officer's Comments:

Staff have no comment.

ATTACHMENTS

1. [Download](#) Correspondence from Annandale North Public School P&C Association



ANNANDALE NORTH PUBLIC SCHOOL P&C ASSOCIATION

Wednesday, 15 April 2020

Annandale North Public School P&C Association
206 Johnston St, Annandale NSW 2038

The Hon. Andrew Constance MP
Minister for Transport and Roads
GPO Box 5341, SYDNEY NSW 2001
bega@parliament.nsw.gov.au

CC: The Hon. Jamie Parker MP, Member for Balmain jamie@jamieparker.org

ROAD SAFETY AT ANNANDALE NORTH PUBLIC SCHOOL

Dear Minister,

I wish to draw your urgent attention to the ongoing road safety issues at Annandale North Public School and **ask for your approval of Project ID 587439012 under the 20/21 NSW Active Transport Program** fix this dangerous issue and keep our children safe.

I have previously written to you regarding the danger to children faced when crossing Johnston Street to enter and leave school, caused by critical problems with the crossing area, amplified by increased vehicle traffic and truck movements on Johnston Street related to the WestConnex project.

The traffic light-controlled pedestrian crossing over Johnston Street (outside 199 Johnston Street) at the main gate of Annandale North Public School, is utilised by the 400 school children, their siblings, parents and carers and the community multiple times on each school day. Hinsby Park, also on Johnston Street opposite the school, is also heavily utilised by students and younger children who accompany their siblings in crossing Johnston Street before, during, and after school.

We have identified critical problems with the crossing (photos are attached below):

- Children cross diagonally and run onto the crossing from the no-stopping zones on either side of the road
- The traffic light button adjacent to the school is poorly located, separating adults from children while waiting for the light to change
- Water and mud pooling on the eastern side of the crossing forces crossing outside the crossing zone
- Narrow footpaths limit capacity for people waiting to cross at peak times
- Cars stopping in the no-stopping zones limit visibility of children to passing vehicles, and
- There is a lack of "School Zone" signage immediately adjacent to the school

Annandale North Public School Parents & Citizens Association
ABN: 35164318440
president@anpspandc.org





ANNANDALE NORTH PUBLIC SCHOOL P&C ASSOCIATION

We have previously proposed that Transport for NSW (the RMS) should upgrade the current crossing to increase its safety with the following suggestions, at a minimum, be implemented:

- Widening of the footpaths in the current "No Stopping" zones to prevent cars from pulling up in these locations
- Installation of fencing adjacent to the current "No Stopping" zones on either side of Johnston St to prevent children from running onto the crossing
- Provision of school crossing guards during peak times at key school crossings.

Concept images of these safety improvements are below.

We now understand from Transport for NSW, under the **20/21 NSW Active Transport Program, Project ID 587439012 has been put forward for your approval**. This project aims to upgrade the existing mid-block traffic control signals and surrounding kerbs outside Annandale North Public School. The project scope includes:

- Realign the kerb return on both sides of Johnston Street thereby reducing the effective crossing distance for pedestrians.
- Upgrade the kerb ramps on both sides of Johnston Street at the signals to improve accessibility for all road users.
- Providing enhanced visibility to the signal displays.

On behalf of the entire Annandale community, I ask for your approval of Project ID 587439012 under the 20/21 NSW Active Transport Program to fix this dangerous issue and keep our children safe.

Thank you for your support of our school. Please do not hesitate to reach out directly on 0449953145 or president@anpsandc.org if I can provide any further information.

Regards,

Matthew Hart
President 2020
0449953145

Annandale North Public School Parents & Citizens Association
ABN: 35164318440
president@anpsandc.org





ANNANDALE NORTH PUBLIC SCHOOL P&C ASSOCIATION

Children cross diagonally and run onto the crossing from the no-stopping zones on either side of the road



Ongoing issues with cars stopping in the marked no stopping zones, blocking the crossing area



Annandale North Public School Parents & Citizens Association
ABN: 35164318440
president@anpspandc.org





ANNANDALE NORTH PUBLIC SCHOOL P&C ASSOCIATION

Proposed improvements near Annandale North Public School – widened footpath, relocated crossing button, fencing along the median strip



Annandale North Public School Parents & Citizens Association
ABN: 35164318440
president@anpspandc.org



Item No: C0821(4) Item 24
Subject: NOTICE OF MOTION: FLYING THE ITALIAN FLAG ON FESTA DELLA REPUBBLICA
From: Councillor Lucille McKenna OAM

MOTION:

THAT Council each year on Festa della Repubblica (Italian National Day), 2 June, the Italian flag be raised on the Leichhardt Town Hall

Background

On Friday 11 June, a ceremony was held at Leichhardt Town Hall to launch “Little Italy”. The area bounds Norton St and Marion St between Hawthorne Parade and Balmain Rd.

The recognition of this small section of Leichhardt as Little Italy is a fitting tribute to the Italian community who have made and will continue to make a significant change contribution to Australia.

Following the Second World War many Italians migrated to Australia. Those who came to Sydney initially settled in Leichhardt, moving to other suburbs over time.

Many residents with strong connections to Leichhardt and of Italian heritage live in the near suburbs of Haberfield, Five Dock and Concord.

Leichhardt, the home of Co.As.It, the community organisation providing a myriad of services to old and young residents of Italian heritage, provides a strong Link to present and former residents of Leichhardt.

Flying the Italian flag above Leichhardt Town Hall will honour the many thousands of Italian migrants who have built this country after landing in Leichhardt.

Officer’s Comments:

Staff have no comment.

ATTACHMENTS

Nil.

Item No: C0821(4) Item 26
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

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. 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. 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.