



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

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



LGA Wards

- Balmain Ward – Baludarri (Leather Jacket)
- Leichhardt Ward – Gulgadya (Grass Tree)
- Ashfield Ward – Djarrawunang (Magpie)
- Stanmore Ward – Damun (Port Jackson Fig)
- Marrickville Ward – Midjuburi (Lillypilly)



Alternative formats

This document contains important information about the annual performance of Inner West Council.

If you would like information supplied in another language or format, please contact us Monday to Friday, 9am-4pm via these free community services.

Free interpreter via TIS National: 13 14 50

Voice Relay: 1300 555 727

TTY: 133 677

SMS Relay: 0423 677 767

Community Languages

Talk free with an interpreter call 131 450

Chinese Simplified	我们说普通话。如需免费传译服务，请致电131 450，然后请传译员致电 02 9392 5000 接通 Inner West 市政府。
Traditional Chinese	我們能說您的語言。如需免費傳譯服務，請致電131 450，然後請傳譯員致電 02 9392 5000 接通 Inner West 市政府。
Greek	Μιλάμε τη γλώσσα σας. Για να μιλήσετε δωρεάν σε διερμηνέα καλέστε το 131 450. Ζητήστε τους να καλέσουν το Δήμο Inner West Council στο 02 9392 5000.
Italian	Parliamo la vostra lingua. Per parlare gratuitamente con un interprete chiamate il numero 131 450. Chiedetegli di chiamare il Comune di Inner West al numero 02 9392 5000.
Vietnamese	Chúng tôi nói ngôn ngữ của quý vị. Muốn nói chuyện có thông dịch viên miễn phí, hãy gọi số 131 450. Yêu cầu họ gọi cho Hội đồng Thành phố Inner West qua số 02 9392 5000.

Contact us

innerwest.nsw.gov.au

Phone: 02 9392 5000 | Email: council@innerwest.nsw.gov.au

Facebook: [/innerwestcouncil](https://www.facebook.com/innerwestcouncil) | Twitter: [/IWCouncil](https://twitter.com/IWCouncil) | Instagram: [@innerwestcouncil](https://www.instagram.com/innerwestcouncil)

Request a service innerwest.nsw.gov.au/Request	Waste and recycling innerwest.nsw.gov.au/Waste	Aquatics innerwest.nsw.gov.au/Aquatics
Have your say YourSay.innerwest.nsw.gov.au	Libraries 9392 5588 innerwest.nsw.gov.au/Libraries library@innerwest.nsw.gov.au	Annette Kellerman Aquatic Centre Marrickville
Development Applications innerwest.nsw.gov.au/RecentDAs	Monday – Sunday: Ashfield, Balmain, Leichhardt and Marrickville	Ashfield Aquatic Centre Dawn Fraser Baths, Balmain
Council Meetings innerwest.nsw.gov.au/Meetings	Monday – Saturday: Dulwich Hill, Stanmore, Haberfield and St Peters/ Sydenham	Fanny Durack Aquatic Centre Petersham
		Leichhardt Park Aquatic Centre Water Play Park Illawarra Road, Marrickville South

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Welcome to the Annual Report

Inner West Council is proud to present the annual report for the financial year 1 July 2021 – 30 June 2022.

The report outlines our financial and operational performance against the strategic directions, priorities and annual budget set out in Council's Delivery Program and Operational Plan.

It highlights our overall performance including achievements and challenges experienced during the 2021–22 year.

The annual report is one of the key accountability mechanisms between Council and the community and has been prepared in accordance with section 428 of the Local Government Act and Office of Local Government's guidelines.

It also informs Council's employees about how they have contributed to achieving the community's vision for the Inner West.

How to read this report

The report is divided into eight sections:

- **Welcome to the Annual Report** – vision, strategic direction, purpose and values
- **Inner West Overview** – our location, place, people and key statistics
- **The Year in Review** – summary of performance and main activities
- **Governance** – elected Council, committees, community engagement and risk management
- **Organisation** – Council's structure, leadership, workforce profile and safety performance
- **Performance** – detailed performance results by our five strategic directions
- **Statutory Reporting Information** – additional information required by the Local Government Act
- **Financial Report** – audited financial statements



Our vision

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.



Our Inner West 2036 – Strategic Directions

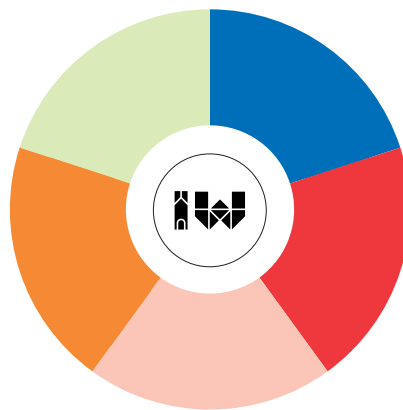
1. An ecologically sustainable Inner West.

Outcomes

- 1.1: The people and infrastructure of Inner West contribute positively to the environment and tackling climate change
- 1.2: Inner West has a diverse and increasing urban forest that supports connected habitats for flora and fauna
- 1.3: The community is water sensitive, with clean, swimmable waterways
- 1.4: Inner West is a zero emissions community that generates and owns clean energy
- 1.5: Inner West is a zero waste community with an active share economy

The Inner West community wants to achieve five Strategic Directions by the year 2036. The Community Strategic Plan *Our Inner West 2036*, sets out the outcomes that describe success, and the strategies for how we will get there.

This high level plan, part of the Integrated Planning and Reporting Framework, guides all Council's work.



2. Unique, liveable, networked neighbourhoods.

Outcomes

- 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
- 2.4: Everyone has a roof over their head and a suitable place to call home
- 2.5: Public transport is reliable, accessible, connected and enjoyable
- 2.6: People are walking, cycling and moving around Inner West with ease

3. Creative communities and a strong economy

Outcomes

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

4. Caring, happy, healthy communities

Outcomes

- 4.1: Everyone feels welcome and connected to the community
- 4.2: The Aboriginal community is flourishing, and its culture and heritage continues to strengthen and enrich Inner West
- 4.3: The community is healthy and people have a sense of wellbeing
- 4.4: People have access to the services and facilities they need at all stages of life

5. Progressive local leadership

Outcomes

- 5.1: People are well informed and actively engaged in local decision making and problem solving
- 5.2: Partnerships and collaboration are valued and recognised as vital for community leadership and making positive changes
- 5.3: Government makes responsible decisions to manage finite resources in the best interest of current and future communities

Integrated Planning and Reporting

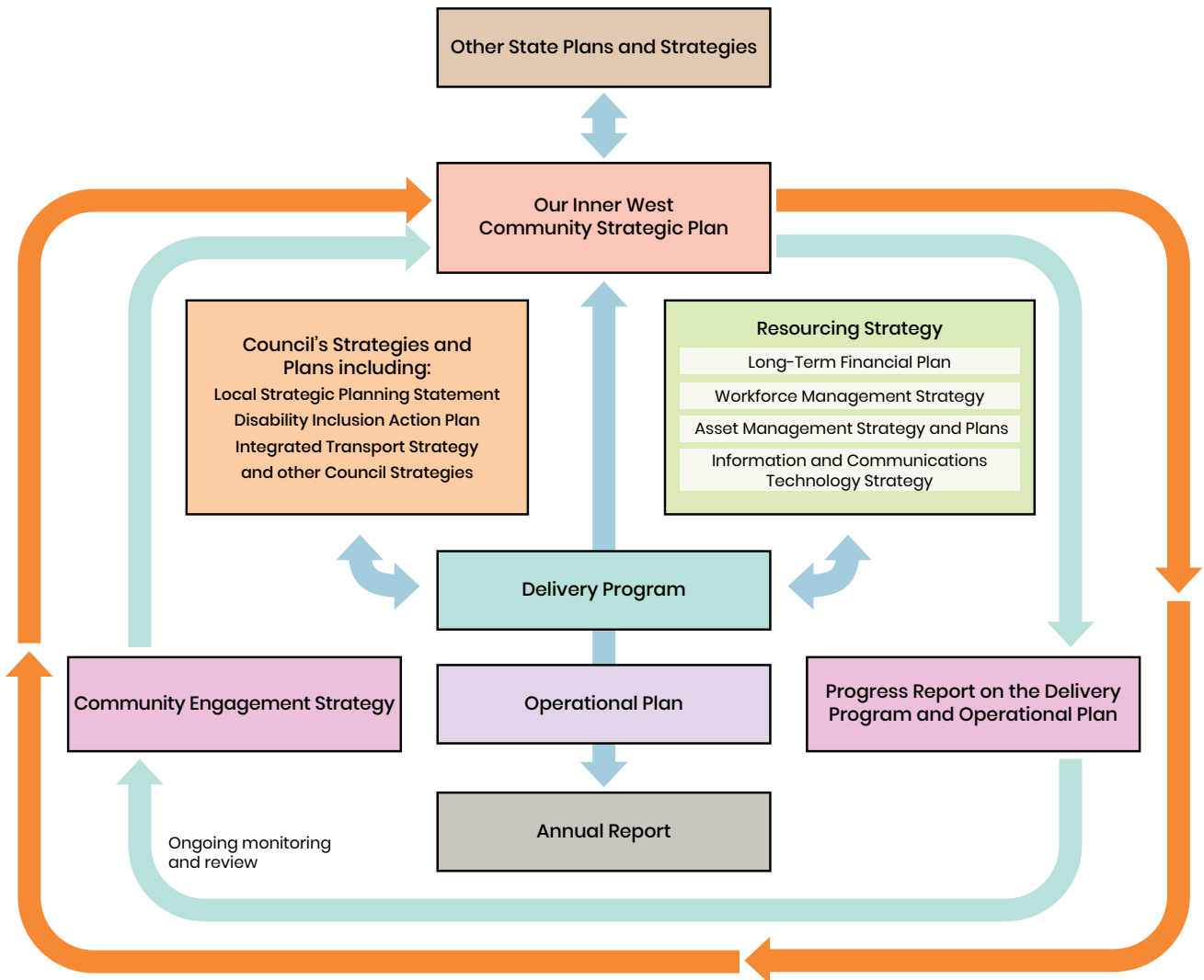
Under the NSW Local Government Act, all Councils plan and report to their communities through the Integrated Planning and Reporting Framework.

The Framework includes:

- **Community Strategic Plan** – sets out the community’s vision for at least 10 years into the future and how to get there
- **Delivery Program** – four-year plan that sets out the activities that each elected Council commits to deliver in its term to achieve the vision
- **Operational Plan** – annual plan and budget with detailed actions

- **Resourcing Strategy** – the Long-Term Financial Plan, Workforce Management Plan and Asset Management Strategy that guides the money, people, and equipment needed to deliver the community’s vision
- **Community Engagement Strategy** – guides community involvement in Council’s planning and delivery of services and infrastructure

Council reports regularly on progress against these plans, including through this Annual Report. See the Performance section for more information.

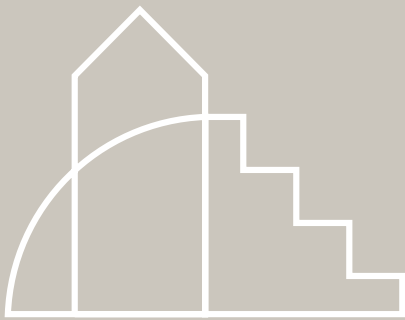


Our Purpose and Values

Our purpose and values drive the culture of the organisation and our interactions with Inner West communities.

Our purpose

We are here to be of service to our local community and make the Inner West a great place to be.



Our values



Integrity

We are responsive, accountable and will follow through for each other and the community

We are transparent and open about the reasons for our decisions and actions

We create a safe and trusting environment by walking our talk

We are fair and ethical in everything we do

We do what we say we are going to do



Respect

We treat everyone equitably and fairly

We embrace diversity

We acknowledge and value the needs of everyone

We actively seek to listen and understand each other's point of view

We value our environment and always consider our impact

We value feedback from our community and will respond in a timely manner

We actively engage with and deliver for our community



Innovation

We foster creativity and the open exchange of ideas

We value and seek out new ways of doing things and explore opportunities

We pursue excellence in everything we do

We honour what we have while seeking to improve

We adapt and change creatively

We adapt our services for future generations



Compassion

We treat each other with care and keep each other safe

We approach each other and our community with empathy and ask how we can help

We acknowledge our differences and empower each other to succeed

We care about each other and our community's concerns

We nurture relationships and cultivate inclusiveness and unity

We proactively listen to, respond to and support each other



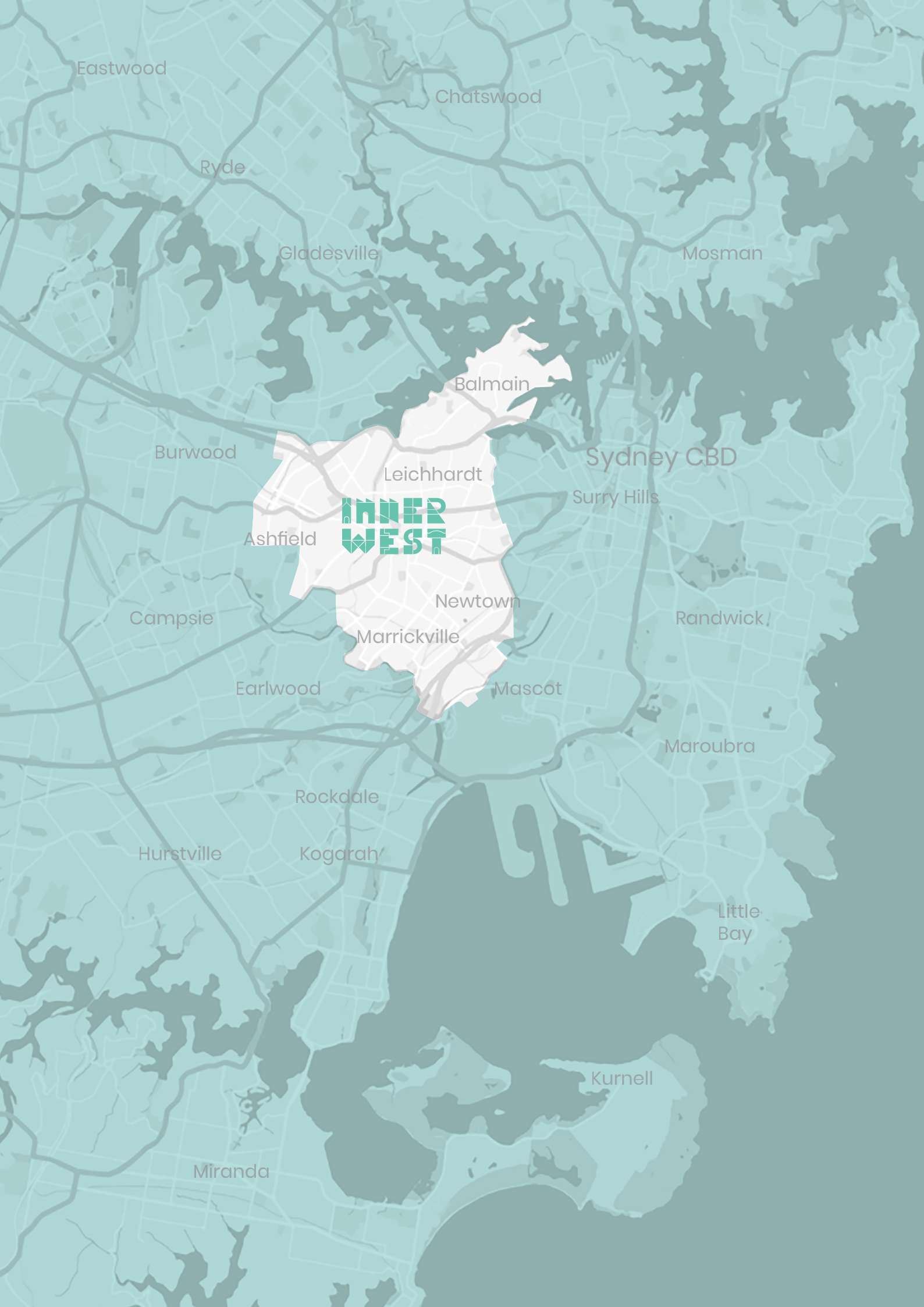
Collaboration

We evolve by working together and learning from each other

We grow by sharing our time and ideas

We celebrate each other's achievements

We work together to achieve our common purpose



Eastwood

Chatswood

Ryde

Gladesville

Mosman

Balmain

Burwood

Sydney CBD

Leichhardt

Surry Hills

**INNER
WEST**

Ashfield

Newtown

Randwick

Campsie

Marrickville

Earlwood

Mascot

Maroubra

Rockdale

Hurstville

Kogarah

Little Bay

Kurnell

Miranda

Inner West Overview

Inner West Council local government area (LGA) has an estimated resident population of nearly 200,000 people and spans 36km² from the banks of the Parramatta River at Birchgrove in the north east, to the Cooks River at Dulwich Hill in the south west. The Gadigal Wangal Peoples of the Eora Nation are the traditional custodians of the Inner West LGA.

It is a unique area with a special beauty that comes from natural and built environments, and a rich cultural heritage. The people of the Inner West take great pride in their community and have a strong Inner West identity.

Inner West Council was formed in 2016 by the NSW Government which amalgamated Ashfield, Leichhardt and Marrickville Councils.

Today, the Inner West LGA includes the suburbs of Annandale, Ashfield, Balmain (including Balmain East), Birchgrove, Dobroyd Point, Dulwich Hill, Enmore, Haberfield, Leichhardt, Lewisham, Lilyfield, Marrickville, Petersham, Rozelle, Stanmore, St Peters, Summer Hill, Sydenham, Tempe and parts of Ashbury, Camperdown, Croydon, Croydon Park, Hurlstone Park and Newtown.

Our Place and People

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

The Inner West neighbourhoods have unique character and heritage, reflecting the waves of migrants that helped shape the neighbourhoods they called home. The density of housing and population gives Inner West

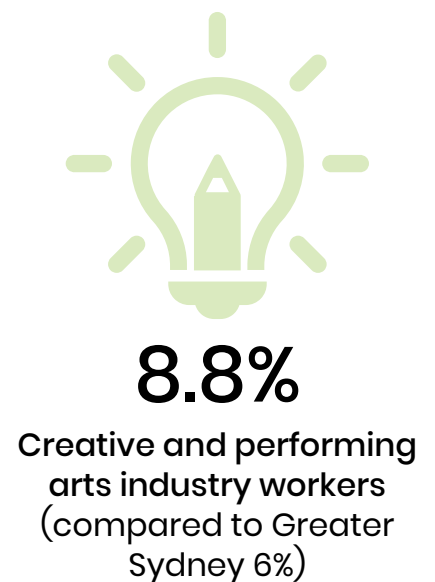
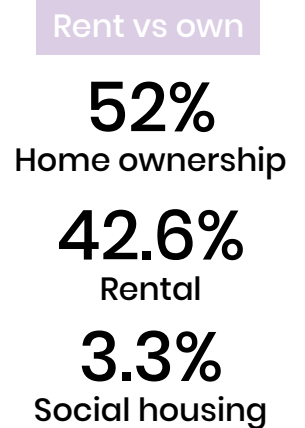
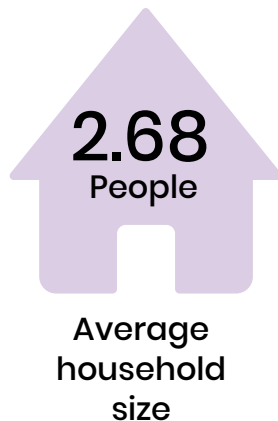
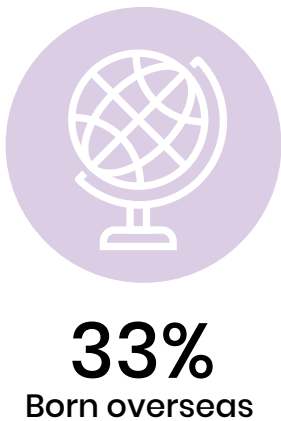
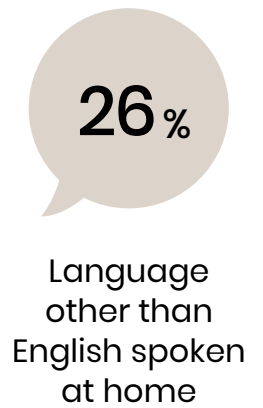
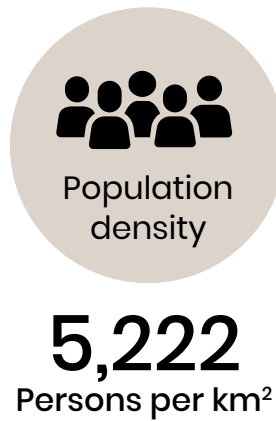


its distinct vibrancy. Liveability is high, and it's easy to get to and around through multiple options of active and public transport. Parks and open spaces provide relief from the urban environment and are ideal for active and quiet recreation. Busy urban centres and main streets are lively, accessible, and offer a range of quality shopping and places to gather. The street life connects the community and welcomes Sydneysiders and visitors who come to experience Inner West's uniqueness. The night-time economy is thriving.

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

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

Inner West community profile

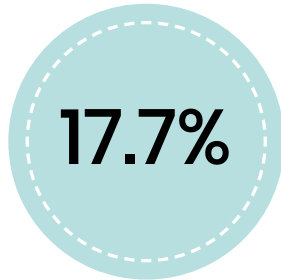




Volunteers

14.8%
compared to
11.6% in Greater
Sydney

Disability



of the Australian
population have disability

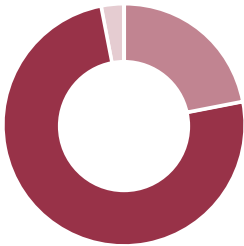
(Source: 2018 ABS Survey of
Disability, Ageing and Carers.)



48.2%
Tertiary
educated



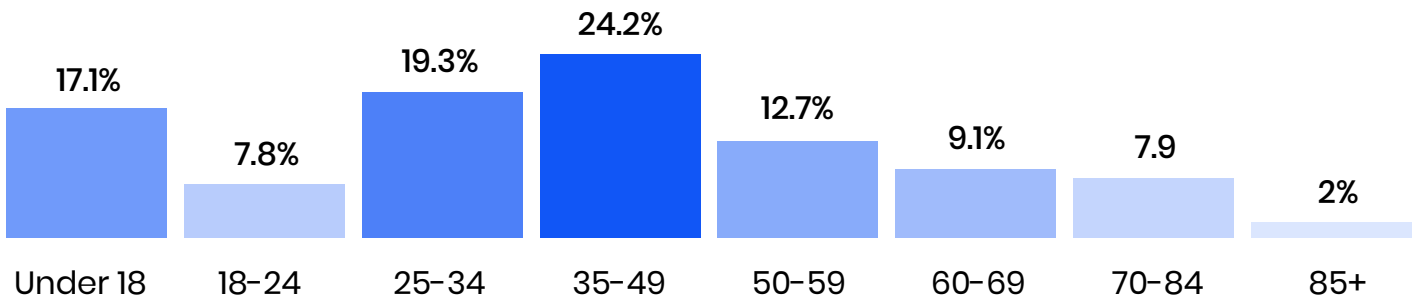
Inner West has over
20,000
local businesses
providing over
76,000
local jobs



Employment location:

- Work and live in the Inner West 22%
- Work outside the Inner West 75% (41.1% in City of Sydney)
- No fixed place of work 3%

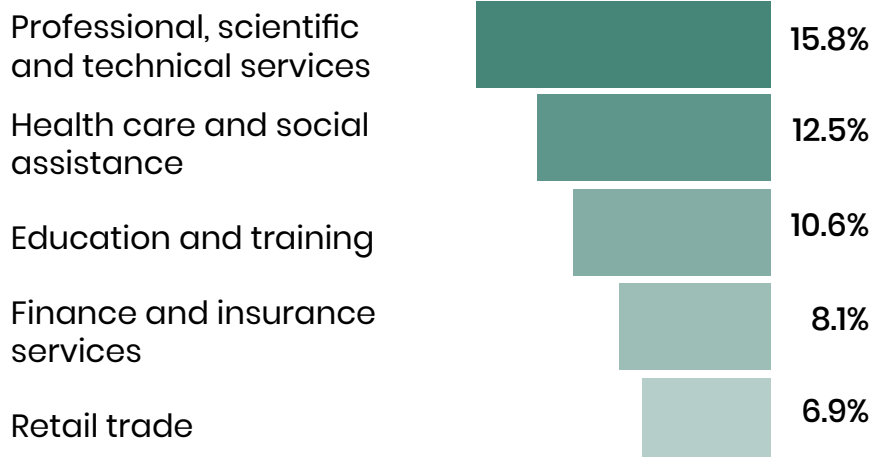
Age groups:



Top languages other than English spoken:

Mandarin	3.3%
Greek	2.7%
Italian	2.2%
Vietnamese	2%
Cantonese	1.9%
Spanish	1.5%
Arabic	1.2%
Nepali	1.1%
Portuguese	1.1%
Filipino/Tagalog	0.8%

Top industries



Inner West snapshot

 8 Libraries	 6 Community centres (two Council-run and four Council-supported)
 5 Aquatic centres	 2 Community plant nurseries
 12 Early learning centres and 1 preschool	 2 Community recycling centres
278 Parks and open spaces 	 865km Footpaths
 27 Sporting grounds	 466km Roads (regional 41km, local 357km, laneways 68km)
 1 Water play park	180km Stormwater conduits 
 3 Service centres	305 Building assets 

The Year in Review



Mayor's Message

It's been a year of change and significant progress for the Inner West Council.

As Mayor I have been delighted to head an elected body which achieves consensus on a majority of Council resolutions, debates in good faith and genuinely has the best interests of the people of the Inner West at its core.

The election of the new Council saw an extraordinary change of personnel.

Ten new councillors were elected including 8 Labor councillors, 5 Greens and 2 independents.

The elected body we now have is hard working, thoughtful, co-operative and progressive. Our Council meetings are productive, our desire to do the best for the Inner West is strong and our differences are at the margins.

This cooperation is leading to improved services.

We officially opened the newly restored Dawn Fraser Baths which is one of the jewels in the crown of Sydney Harbour.

Council now manages all five aquatic centres, bringing the Annette Kellerman and Fanny Durack centres back under Council control.

Significantly all aquatic centres can be accessed with a single fitness pass.

At last, the Leichhardt Skate Park is being built more than a decade after the teenagers of the Inner West first asked for it. Some of them are now adults with children of their own, but those children will reap the benefits of the work their parents did in lobbying for the skate park.

Henson Park is being brought up to standard with new amenities which will allow it to be a regular ground for the AFLW, continue to be the home of the Newtown Jets and a community asset.

We are doing our bit to look after the planet as well.

All of our buildings, pools and streetlights are now powered by 100 per cent renewable energy. We are the only council in NSW that is 100 percent divested from fossil fuels and 100 percent powered by renewable energy.

We believe in alfresco dining and now almost 300 businesses have permits allowing active footpath dining with another 11 given permits for roadway dining areas.

We have the highest percentage of people in creative industries of any local government area in Australia. We held an important Arts Summit in the middle of the year and I am expecting a report soon on steps we can take to further support our arts community. One practical step is to open up our beautiful town halls for our musicians and artists to use.

I am particularly proud of the leading role Inner West Council is taking in supporting the Uluru Statement from the Heart and the forthcoming referendum for the Aboriginal Voice to Parliament.

Local Government has a vital role to play in the civic education of our communities on just why this referendum is so important.

Finally I want to thank my colleagues on Council for the work they do for our community and I want to thank all the officers of Inner West Council for elevating us to be one of the best Councils in NSW.

Darcy Byrne,
Inner West Mayor

General Manager's Message



In just six years since amalgamation, Inner West Council has come a long way.

It was a priority of our leadership team that as an organisation we needed a stated purpose buttressed by a set of values that all our employees could live by in support of our community.

Our purpose is clear:

We are here to be of service to the community and make Inner West a great place to be.

It's underpinned by our five key values of integrity, respect, innovation, compassion and collaboration.

Our new leadership team, comprising executives and senior managers, has developed our corporate priorities, setting the direction for the organisation.

While there is still much to do, I was very proud when we were rated as one of the two best councils in the Sydney Metropolitan area in the Bluett Award, which is the highest accolade a council can achieve.

We've taken some innovative initiatives over the past year, among them getting our senior executives and senior staff face to face with ratepayers at customer service stalls in high visibility locations around the local government area once a month. These provide easy access to assistance and information about the Council's services.

We also give the community the chance to question senior executives and ward councillors at local matters forums, also held once a month.

Our journey since amalgamation may best be summed up by consultancy ArcBlue's assessment of our procurement strategy. ArcBlue benchmarked Inner West Council against 37 other councils. Inner West Council is now ranked fifth in overall maturity, moving it from "developing" in 2019 to a "leading" Council in 2022.

Excellence also extends to our early learning centres. Yirran Gumal is one of the Council's newest centres, and was this year recognised by the Australian Children's Education and Care Quality Authority (ACECQA) which rated them as exceeding the National Quality Standards. Fewer than 10% of all services nationally achieve this.

Marrickville Library is a head turner. It's a fabulous structure and has been recognised internationally. The International Federation of Library Associations (IFLA) labelled it one of the five best new libraries in the world.

Our Greenway project is linking the Cooks River to Iron Cove. When complete it will be a fabulous green belt for cycling, walking and exercising, complete with natural vegetation and some artworks created by some of our talented local artists.

One of the accomplishments I'm most proud of is the state of our finances. We have saved \$22 million since the amalgamation. And we are forecasting budget surpluses from next financial year onwards.

Thank you to the Mayor and Councillors for your continuous hard work for our community as none of this has happened by accident. We have excellent staff, we have clear direction and I have high expectations of the year ahead.

Peter Gainsford
General Manager, Inner West Council

Summary of Achievements, Challenges and Year Ahead

CSP Strategic Direction 1.

An ecologically sustainable Inner West



Summary Achievements	Summary Challenges	The Year Ahead 2022-23
<ul style="list-style-type: none"> • Completed the environmentally friendly Dobroyd Parade seawall construction and the Balmain Rowing Club foreshore access • LED Street lighting replacement program 99.7% completed • Green Living Centre program had over 400 people attending workshops and webinars • Increased urban forest ecological assets (flora and fauna), restoring ecosystems with additional 1.7 hectares natural areas, an increase of 17% since 2018 • Maintained partnership with Macquarie, Western Sydney Universities and Water Sensitive Cities Cooperative Research Centre to support urban heat adaption. • Implemented a sustainable fleet with 50% of Council's passenger fleet using hybrid vehicles • Completed solar rollout project on Council buildings which doubled rooftop solar capacity to 788 kW across the Inner West • Delivered the 2021 Garage Sale Trail attracting 5,566 participants (shoppers and sellers), with 128 total sales, and an estimated 35,160kgs of items reused • Adopted the Inner West Zero Waste Strategy and Action plan 	<ul style="list-style-type: none"> • The COVID-19 pandemic restricted face-to-face delivery of workshops, seminars, community engagement and volunteer programs • Funding for Electric Vehicle charging stations continues to be a challenge • Conflicting energy, climate change and sustainable environment State and Commonwealth policies 	<ul style="list-style-type: none"> • Intensify focus on delivering the Climate and Renewables Strategy and Zero Waste Strategy. <p>Deliver:</p> <ul style="list-style-type: none"> • Extensive tree planting program and review • Tree Management Development Control Plan • Callan Park swim site plan • Biodiversity Strategy • The Green Living Centre at the Summer Hill sustainability hub • Electric Vehicle Encouragement Plan • Sub-catchment Planning • Community Environment Grants • LGA-wide verge gardening policy



Summary Achievements	Summary Challenges	The Year Ahead 2022-23
<ul style="list-style-type: none"> • Substantially completed the Parramatta Road Urban Infrastructure Program (PRUAIP) works • Delivered the shade sail program endorsed by council in 2018 • Enhanced streetscapes and town centres by the installation of artwork on Foxs Lane and Ashfield Town Centre • Advocated to State Government on development contribution reforms by making submissions for the provisions of future infrastructure in the Parramatta Road Corridor and Bays West Precinct as part of Inner West Housing Strategy • Implemented the Inner West Homelessness Policy by initiatives such as The Inner West Homelessness Assertive Outreach Collaboration (IWHAC), additional patrols with Wesley Mission, Missionbeat and Newtown Neighbourhood Centre • Completed funded Regional Roads projects at Balmain Road, Moore Street at Leichhardt • Upgraded cycle infrastructure by completing the New Local Route 3 cycleway, northern section of the Livingstone Road cycleway, Marrickville Road to Marrickville Oval, Regional Route 7, Section 1 from Lewisham to Petersham; Section 2 from Petersham to Newtown; Local Route 3, Livingstone Road cycleway, Section 1 from Marrickville Road to Marrickville Park. • Completed traffic and parking improvement projects including Leichhardt West and Draft Rozelle North Precinct Parking Study reports, and Draft Rozelle North Local Area Traffic Management Plan 	<ul style="list-style-type: none"> • Resourcing the preparation of new Local Environmental Plan (Phase 2) and Development Control Plan, as well as comprehensive Development Contributions Plan • Service disruptions, resource constraints (materials and staff) due to the COVID-19 pandemic, causing increase in median DA processing times • Rapid gentrification, displacement and exclusion of more disadvantaged and vulnerable people from the Inner West area • Provision of affordable housing to meet the needs of low-income workers and other vulnerable groups in an expensive housing market • Severe weather events in the first half of 2022 affected road works and local capital programs. Council responded with a 'Spot a Pot' initiative to fix and respond to reported pot holes throughout the area. 	<p>Projects include:</p> <ul style="list-style-type: none"> • GreenWay in-corridor works • Leichhardt Park lighting, central and southern links • Consolidated Local Environment Plan (LEP) • Dulwich Hill Station Centre upgrade • Marrickville Road east upgrade • Regional cycling route 7 construction • St Peters to Sydenham cycleway construction • Lewisham to Newtown cycleway • Council will advocate for a minimum target of 30% of new dwellings on government owned sites to be affordable in perpetuity and managed by a community housing provider. • At the State level, Council will continue to join with other councils and actively lobby relevant State government ministers and departments to encourage a more comprehensive approach to the provision of affordable housing • Implement the Pedestrian Access Mobility Plan

CSP Strategic Direction 3.

Creative communities and a strong economy



Summary Achievements	Summary Challenges	The Year Ahead 2022-23
<ul style="list-style-type: none"> • Successfully hosted creative programs, events and initiatives to promote the area as a tourism destination and creative hub such as Pop Up Music Expressions of Interest, EDGE Sydenham, EDGE GreenWay, Young Creatives and Arts and Music Summit • Launched the Inner West Council 2021 Grant Program with 79 Inner West projects receiving more than \$440,000 • Continued to advocate to the State Government to improve night-time economy initiatives such as the Special Entertainment Precinct Pilot Program • Conducted 35 business educational training workshops and networking opportunities during the year to assist businesses take advantage of emerging trends • Implemented the Experience campaigns, a four-week media campaign targeting eat/drink/shop/discover Inner West and a six-week Christmas showcase initiative for Ashfield and Summer Hill area • Delivered Perfect Match street art program attracting some of Australia's finest artists • Partnered with AMP Capital to deliver art works from 37 local artists in the new Marrickville Metro • Provided free outdoor dining to approximately 300 businesses 	<ul style="list-style-type: none"> • The local economy suffered severely due to increased vacancies and closure of small retail businesses throughout the Inner West during the COVID-19 pandemic • Increasing living and operating costs and finding affordable living and production spaces in the area are an ongoing challenge 	<p>Projects include:</p> <ul style="list-style-type: none"> • COVID-19 pandemic recovery initiatives • Marrickville Town Hall multicultural and performance venue • Reconciliation Action Plan implemented • Aboriginal survival memorial installation • Perfect Match public artworks expanded • Major events program delivered • Hold Economic Development summit and establish Economic Development Strategy • Implement Public Domain Strategy and Main Street improvements

CSP Strategic Direction 4.

Caring, happy, healthy communities



Summary Achievements	Summary Challenges	The Year Ahead 2022-23
<ul style="list-style-type: none"> • Implemented Inner West LGBTIQ events and programs • Recommended the Inner West Volunteer programs for Bushcare, nurseries, Citizen Science, Birdos, fauna surveys and regional activities • Implemented Multicultural Policy with events and celebrations for Little Greece naming in Marrickville • Delivered online sessions at the Refugee Welcome Centre • Implemented Bystander training for community members experiencing family and domestic violence • Delivered History week and heritage festival with 23 events and 2200 attendees • Hosted the Uluru Statement From The Heart Forum • Completed the Aboriginal Reconciliation Plan • Implemented the Aquatic Services Plan • Brought Annette Kellerman and Fanny Durack Aquatic services under Council's operations employing 480 staff • Established a single Inner West Lifestyle membership and harmonised services and benefits across all five Aquatic services. • Completed parks capital works projects including: <ul style="list-style-type: none"> - Tempe Reserve sports field - Pioneers Memorial Park Leichhardt playground upgrade - Gladstone Park playground upgrade - Algje Park playground upgrade - Community engagement undertaken on playground projects at King George Park, Kendrick Park, Lion Street Playground, Rose Street Playground, John Paton Reserve, Rowe Playground, Kendrick Park, Mort Bay Park, and North Street Playground • Completed Lewis Herman Reserve Masterplan and Plan of Management • Endorsed Dulwich Hill Parklands Plan of Management, now awaiting Crown Lands approval • Progressed design and construct procurement for Johnson Park improvements as part of GreenWay southern links project • Refurbished Haberfield Library • Achieved 'exceeding' rating for Yirran Gumal Early Learning Centre (fewer than 10% of services nationally achieve this rating level) 	<p>COVID-19 pandemic restricted face to face service delivery for over four months at community and childcare centres, libraries, events, programs and volunteer initiatives.</p> <p>Extreme weather events during the first half of 2022, particularly flooding affected the completion and timing of capital works including aquatic centre upgrades, parks and playground projects.</p>	<p>Initiatives planned include:</p> <ul style="list-style-type: none"> • Developing a local Inner West Council Anti-Racism • Providing free early education places to children whose parents are awaiting asylum seeker declaration • Providing business support for local small businesses in community languages • Coordinating activities for World Pride 2023, and • Delivering exceptional Council-run early childhood education to serve the community's diverse needs • Leichhardt Park Aquatic Centre master plan works • King George Park upgraded • Pride Centre and initiatives for World Pride 2023 • Newtown Neighbourhood Centre relocated to an upgraded facility • Newtown Town Hall upgrade • New park in Lewis Herman Reserve • Renew Balmain Town Hall

CSP Strategic Direction 5.

Progressive local leadership



Summary Achievements	Summary Challenges	The Year Ahead 2022-23
<ul style="list-style-type: none"> Improved analytics and reporting within and across Council information by the establishment of a Data and Analytics platform and business intelligence priorities and dashboards Convened new Customer Service Committee with community representatives and completed mobility options analysis, capturing business areas' requirements; in-vehicle mobility solutions Improved community engagement through establishing Local Matters Forums and customer service stalls, and reviewed Your Say Inner West platform Provided extensive COVID-19 community information including in translation, and extensive 'Get Vaccinated' campaign Implemented Asset Improvement program Integrated Council functions and services, particularly the waste management booking system, and Work Health and Safety incident reporting system. Rolled out digital enhancements within the organisation, including Technology One, and Teams New Council was elected, inducted, together with in-house training implemented 	<ul style="list-style-type: none"> Staff shortages during COVID-19 impacted service delivery in key areas such as waste, ranger and customer services Assistance programs were implemented to assist residents secure food, alleviate mental health problems, support income loss, and navigate the myriad Commonwealth and State government support programs Community engagement was adapted during COVID-19 to ensure online community input to key strategies, projects and services during the pandemic restrictions on face-to-face engagement Council's sound and prudent financial management practices have been challenged by rising global inflation, material costs shortages and declining revenue sources, and IPART's cap on rates 	<ul style="list-style-type: none"> Continued financial and budget management Maximising strategic procurement Enhancing asset management practices Implementing Land and Property Strategy Leveraging the value in technology to deliver better community outcomes Strengthening Local Democracy Groups through allocation of policy challenges Review Community Engagement Strategy Services, processes and efficiency improvements, Review fees and charges Enhance in-field mobile technology for staff



Delivery Program and Operational Plan Performance Summary

Council’s Operational Plan 2021/22 contained **188 actions** ordered by the five strategic directions of the Community Strategic Plan *Our Inner West 2036*.

Overview of Actions

- Strategic Direction 1: An ecologically sustainable Inner West - 18% (33) actions
- Strategic Direction 2: Unique, liveable, networked neighbourhoods - 19% (36) actions
- Strategic Direction 3: Creative communities and a strong economy - 9% (17) of actions
- Strategic Direction 4: Caring, happy healthy communities - 40% (76) of actions
- Strategic Direction 5: Progressive local leadership - 14% (26) of actions

Performance summary

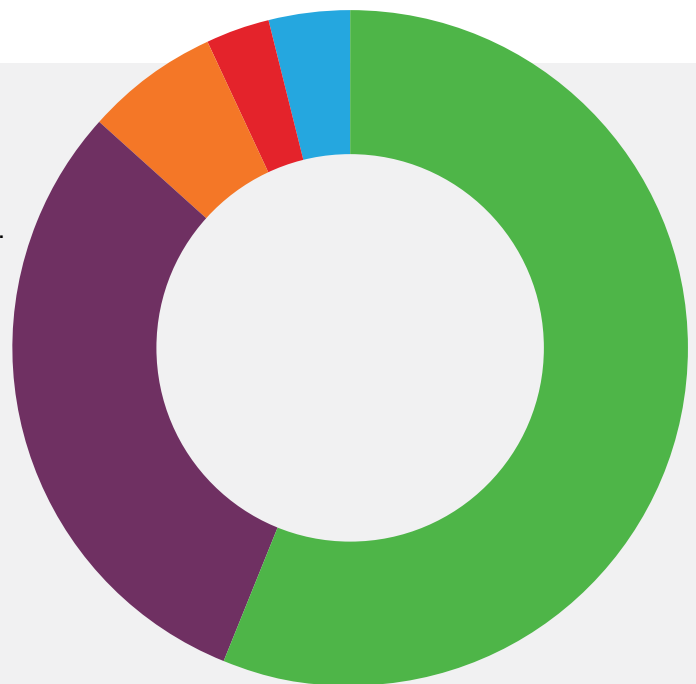
The graph below highlights Council’s progress in achieving its Operational Plan actions during the year. Actions are discussed in detail in the Performance section of this report.

As of 30 June 2022:

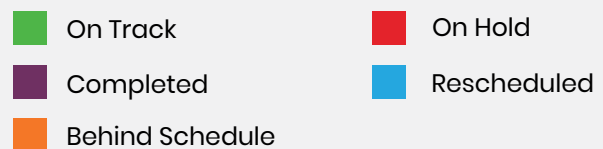
- 87% of actions are on track or completed
- 13% of actions are behind schedule, on hold or rescheduled

Status breakdown

- On track 106 (57%)
- Completed 57 (30%)
- Behind schedule 12 (6%)
- On hold 6 (3%)
- Rescheduled 7 (4%)



Status of Actions





Progress by Strategic Direction



Council's services

Council has 39 services which contribute to achieving the Vision and Strategic Directions. The services are described below with the relevant Strategic Direction to which they contribute.

Operational Service Area		Overview of Service	Strategic Direction Number (SD)
1	Children's Services	Provides appropriate education and care services for children aged 0 to 12 while complying with relevant legislation and regulations and supporting parents and carers to undertake personal and work-related activities.	SD4
2	Libraries and History	Provides library and history services to the community as well as access to free information, technology, programs and safe spaces to encourage lifelong learning.	SD4
3	Community Venues	Facilitates public use of Council's venues including halls, outdoor spaces and meeting rooms.	SD4
4	Community Centres	Provides staffed community centres and inclusive programming.	SD4
5	Community Wellbeing	Promotes community wellbeing and social cohesion while advocating and promoting inclusion and access, acknowledge and celebrate community and cultural diversity while supporting and building community capacity.	SD 2, 3, 4
6	Social and Cultural Planning	Delivers social and cultural strategies, conceptual thinking, engagement and relationships and collaborate to deliver best practice outcomes.	SD 2, 3, 4
7	Living Arts	Positions the Inner West as Sydney's leading hub for arts and culture while working to enliven the cultural life of the Inner West and activating the public domain. They build local and regional audiences and facilitate services, programs and events that develop local creative capacity.	SD3
8	Events	Delivers Council events, showcases and connects Inner West communities and builds community and local business capability through collaboration with internal and external stakeholders.	SD3, 4
9	Resource Recovery	Delivers resource recovery and waste services including managing the delivery of Council's waste collection services, either directly or via contractors, including, garbage, food organics, recycling, garden organics, clean up services and hazardous items. Manages weekend transfer station and community recycling facilities.	SD1
10	Civil Maintenance	Maintains roads, footpaths, street furniture and infrastructure, manages restorations including infrastructure audits.	SD2












Operational Service Area		Overview of Service	Strategic Direction Number (SD)
11	Parks and Streetscapes Operations	Manages landscape maintenance, road reserve landscaping, verge gardens and streetscape maintenance including street sweeping, commercial area cleaning, verge mowing and weed control, maintenance of public parks and gardens, and establishment, maintenance and renovations of open space areas and sporting grounds.	
12	Capital and Major Projects	Investigates, plans, designs and delivers sustainable infrastructure including overseeing the design and delivery of capital projects and renewal and upgrade of Council's assets.	SD4,5
13	Engineering Services	Manages Council's infrastructure assets and oversees the engineering aspects of development, issues and oversees permits for developer works, utility installations, construction related activities, filming and occupancy of Council's roads, footpaths and carparks and strategic management of floodplains.	SD1, 4, 5
14	Facilities Management	Manages Council owned properties and facilities to maximise the benefit to Council and the community and provides trade services.	SD4
15	Traffic & Transport Planning	Undertakes strategic traffic and transport planning, manages traffic and parking and delivers the Road Safety Program.	SD1, 2,4,5
16	Urban Forest	Protects, enhances and manages the urban forest and delivers projects and operational maintenance programs.	SD1
17	Development Assessment	Delivers Council's statutory responsibilities under the Environment Planning and Assessment Act to effectively manage change within the built and physical environment, provide accurate, timely and consistent planning and building advice to customers and development outcomes in line with Council's key planning instruments and development controls.	SD2,4
18	Strategic Planning	Plans for unique, liveable, networked neighbourhoods and a thriving and diverse local economy while guiding sustainable and life enhancing development in the Inner West, guides the efficient and effective use and distribution of Council's resources and delivery of local infrastructure while providing advocacy and advice to the State on large infrastructure projects in the Inner West.	SD2
19	Economic Development	Supports economic and employment growth through engagement with all sectors of the local business community.	SD3
20	Building Certification	Assesses and certifies building work in the Inner West, issues construction, occupation and subdivision certificates following development approval, activity determinations and swimming pool compliance certificates, ensuring construction work is compliant with the Australia National Construction Code and relevant Australian standards and legislation.	SD2














Operational Service Area		Overview of Service	Strategic Direction Number (SD)
21	Environmental Health & Building Regulation	Manages the urban environment of the Inner West through education and regulatory tools, to protect life, property, amenities and the environment (natural, built and cultural).	SD3
22	Parking & Ranger Services	Promotes the community's enjoyment of the Inner West environment, natural, built and cultural, through the application of relevant regulations.	SD4
23	Aquatic Services	Provides industry-leading aquatics, health, fitness and recreation opportunities to the Inner West community.	SD4
24	Parks Planning and Recreation	Plans for the provision, development and management of open space within Inner West while encouraging an active and healthy community, maintains a strong relationship with local schools, community sporting and culturally diverse groups, and state-level sporting associations.	SD4
25	Urban Sustainability	Develops and implements climate change strategy, policy and projects, provides internal environmental sustainability advice and support to Council's service units, and supports the community through sustainability partnerships, projects and capacity building.	SD1,5
26	Resource Recovery Planning	Empowers the community to work towards a zero waste community through services, education and support while providing the tools to build knowledge, improve skills, change attitudes and behaviour towards sustainable resource recovery, develop strategy, policy, major projects, bin roll outs, manage service changes, advocacy and lobbying.	SD1
27	Urban Ecology	Protects, enhances and manages the urban forest, biodiversity, water and soils across the Inner West, delivers projects and operational maintenance programs, implements strategy, provides advocacy on major projects that impact Inner West ecology and urban forest, empowers the community to work towards a greener Inner West and provides internal advice and support to Council's service units.	SD1
28	People & Culture	Manages the lifecycle of employees including recruitment, professional development and performance management, enables an agile, diverse, modern workforce to meet the resourcing needs of Council, facilitates sound industrial and consultative processes for industrial relations and employee relations matters and enables a positive and safe workplace culture through effective leadership, systems and processes.	SD5
29	Service Transformation	Provides a framework for organisational performance and improvement and oversees service reviews.	SD5
30	Customer Service	Provides a centralised customer Service function for Council and delivers services to the community through front counter, contact centre and online channels.	SD5








Operational Service Area		Overview of Service	Strategic Direction Number (SD)
31	Legal Services	Manages legal and governance risk and facilitates sound legal decisions, develops and delivers legal knowledge training and represents Council's interest in courts.	SD5
32	Strategic & Corporate Communications	Protects and builds Council's reputation, informs communities and promotes Council activities, services, policies, and plans, manages media, publications, digital content brand framework, marketing and the in-house print room.	SD3,5
33	Finance	Manages Council's financial position and financial commitments in accordance with the Local Government Code of Accounting Practice and Financial Reporting and the Australian Accounting Standards.	SD5
34	Information and Communication Technology	Manages a 'fit for purpose' Information and Communication Technology environment for internal and external customers that is current, secure, and reliable, manages reporting, access and secure storage of Council's digital information and data assets including spatial data, and Council's core line of business applications and user productivity applications.	SD5
35	Properties & Strategic Investments	Provides fit for purpose assets for the community through Council and privately-operated facilities, manages existing and new lease and licence agreements across the portfolio and recommends best practice strategic property investments for Council's building assets, and implements the Land and Property Strategy to meet community needs and objectives.	SD4,5
36	Governance & Risk	Provides support to Councillors and the Mayor, ensuring local government elections are conducted in accordance with legislative requirements, ensuring staff have access to policy advice and training on governance matters and maintaining Governance Registers, manage Council's insurance matters, manage Council's Policy Register and promote ethical conduct throughout the organisation.	SD5
37	Corporate Strategy & Engagement	Embeds the community's vision and priorities into Council's decisions, plans and operational actions, manage Integrated Planning and Reporting (IP&R), monitor, measure and report Council's performance, and lead inclusive consultation and engagement.	SD3,5
38	Fleet and Depot Services	Manages and administers Council's fleet and plant asset management program ensuring efficient and effective mechanical repairs and maintenance for Council motor vehicles, plants and equipment.	SD5
39	Procurement	Oversees and optimises buying of goods, services or works to ensure Council obtains best value for money, applying probity standards and governance processes to procurement functions and ensuring legislative compliance.	SD5

Annual Scorecard

The scorecard contains a selection of performance indicators for key services provided by Council over the last four years.

Indicator	2018-19	2019-20	2020-21	2021-22
 Solar capacity on Council Buildings (kW)	330	368	724	788
 Aquatic Centres visits	1,343,000	1,249,504	1,949,000	1,274,000
 Library members	102,350	104,203	104,056	90,819
 Library visits	1,000,000	1,200,000	837,199	167,481
 Items borrowed from Libraries	1,312,456	982,139	900,909	231,479
 Libraries e-resources loans/uses	335,365	103,818	135,904	121,000
 Libraries public PC computer bookings	112,217	95,859	73,499	37,778
 Libraries public Wi-Fi log-ins	160,086	547,801	102,713	1,406,988
 Long day care utilisation	90%	73%	90%	87%
 Percentage of bulky household items picked up by Council reused, recycled or recovered	21%	34%	76%	75%
 Kilograms of total waste stream to landfill per resident	189.80	185.50	132.37	90.77

Indicator	2018-19	2019-20	2020-21	2021-22
 Kilograms of green waste (garden organics) recovered from the waste stream per resident	37.7	35.43	36.60	35.95
 Percentage of food and garden organic matter in red-lid bins	39%	39%	39%	39%
 Council's operational electricity from renewable sources	25%	25%	25%	25%
 Bushcare volunteers	1,360	1,090	1,359	493
 Plants supplied from community native plant nurseries	15,261	15,090	20,624	14,921
 Calls Answered by Contact Centres	143,530	139,337	148,208	135,195
 Customer Service satisfaction - Voice of Customer (out of 5)	4.0	4.2	4.2	4.2
 Customer contact issue resolved at first point of contact	83%	85%	85%	90%
 Customer transactions that are online	CRM launch 2018	37%	48%	60%
 Inner West Council website page views	4,742,000	5,734,909	6,745,641	6,082,624
 Inner West Council social media followers (Facebook, Instagram, Twitter)	27,281	34,757	47,555	54,041
 Your Say Inner West visits	58,400	104,900	94,300	61,700
 Your Say Inner West engagement projects	65	53	71	53

Indicator	2018-19	2019-20	2020-21	2021-22
 Development Applications	1557	1449	1538	1448
 Median Development Application Processing – (days)	97	90.7	79	95
 Child car seat safety checks	200	100	425	163
 Community grants provided	\$492k	\$366k	\$639k*	\$620k*
 Investments in fossil fuels	0%	0%	0%	0‡
 'Perfect Match' artwork sites	6	18	20	17
 Business support workshops	24	20	18	35

* Excludes COVID-19 grants

‡ In 2019, Inner West became the first council in NSW to be 100% divested from fossil fuels.

Financial performance summary

Council's financial position

Council's financial position remains strong with cash and investments totalling \$354.2 million against total liabilities of \$145.9 million. Council currently manages \$2.43 billion worth of infrastructure assets including roads, bridges, buildings, land, recreation and leisure centres, stormwater and parks.

Challenges include increasing demand for services, facilities and infrastructure from the community with restricted Council revenue, rising costs, supply chain issues and extreme weather events.

Council's income and expenditure

Our income comes from rates on properties, user fees and charges, government grants, interest on investments and other sources.

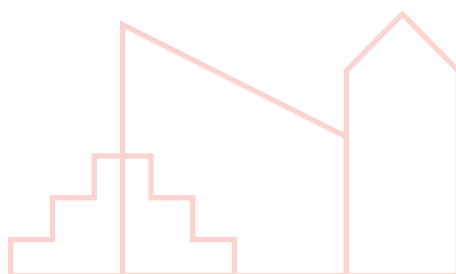
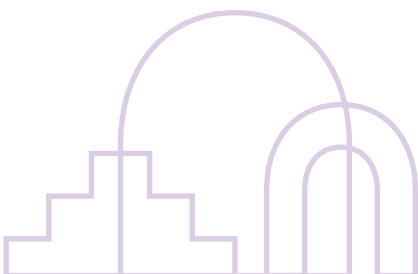
Our expenses are construction, asset renewal and maintenance of infrastructure, staff wages, grants to community organisations/groups and provision of services to the community such as libraries, aquatics, and early learning centres, and economic, environmental, social and cultural programs.

Financial performance 2021/22

Council achieved an operating surplus of \$20.0 million, including capital grants and contributions. The operating result before capital grants and contributions was a deficit of \$10.7 million. The deficit was mainly due to the impact of the second COVID-19 shutdown enforced by the State Government which reduced Council's income by \$12.0 million due to:

- Child care centres experienced low utilisation
- Aquatic centres were closed
- Parks, ovals and sportsfield facility hire were closed
- Parking meters were switched off
- Parking fines were replaced with warnings
- Leases were reduced to assist the lessee through the impact of COVID-19 on their business

Although the 2021/22 financial year resulted in an operational deficit, Council's Long Term Financial Plan (available on our website) shows a planned return to surplus by 2023/24.





Financial performance ratios

Achieved most performance measures and benchmarks

Our performance measures are strong for own source operating revenue ratio, unrestricted current ratio, debt service cover ratio and cash expense cover ratio.

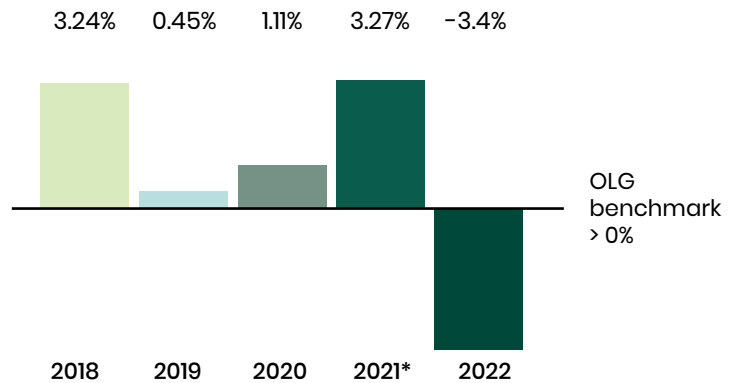
We did not meet the benchmark for two measures:

- Operating performance ratio due to the impact of COVID-19 as noted previously
- Rates and annual charges outstanding percentage, which was due to our COVID-19 financial hardship support.

* 2021 figures are restated - due to the comprehensive revaluation of infrastructure assets (roads, footpaths, kerb and gutter, traffic devices, road formation and other road assets).

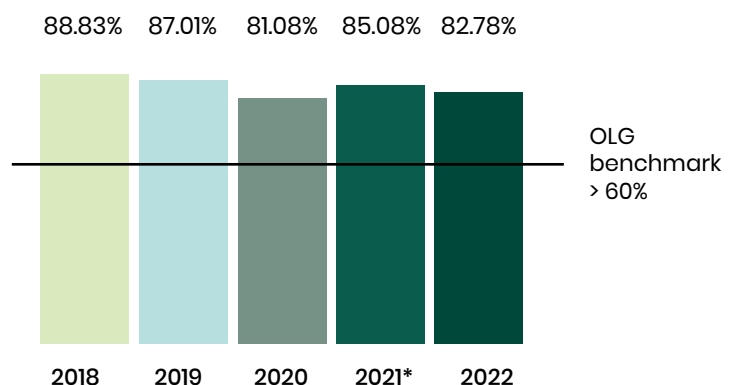
1. Operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue. The ratio deteriorated this year primarily due to decrease in income received by Council due to the COVID-19 shutdown from July - October 2021.



2. Own source operating revenue ratio

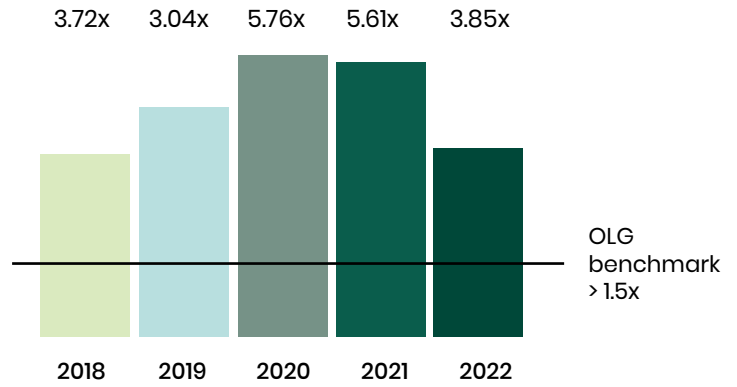
Council's own source operating revenue ratio continued to meet the OLG benchmark. The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



3. Unrestricted current ratio

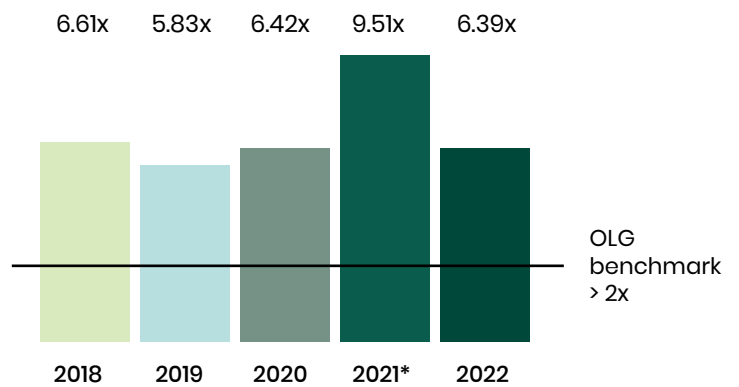
Council met the OLG benchmark.

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times. Council's performance continues to track above the benchmark.



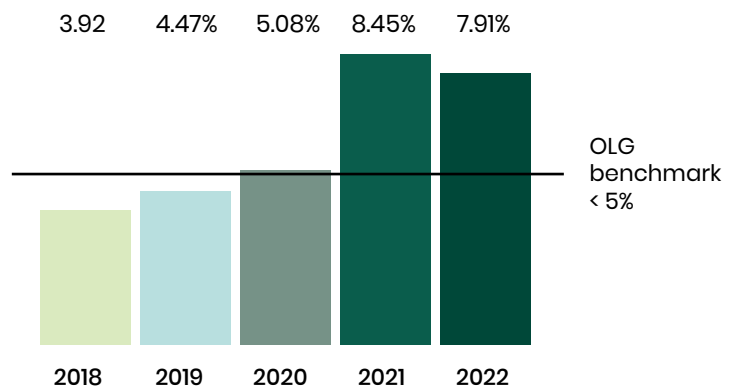
4. Debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The ratio remains well above the benchmark of 2 demonstrating Council's continuing ability to service its debts.



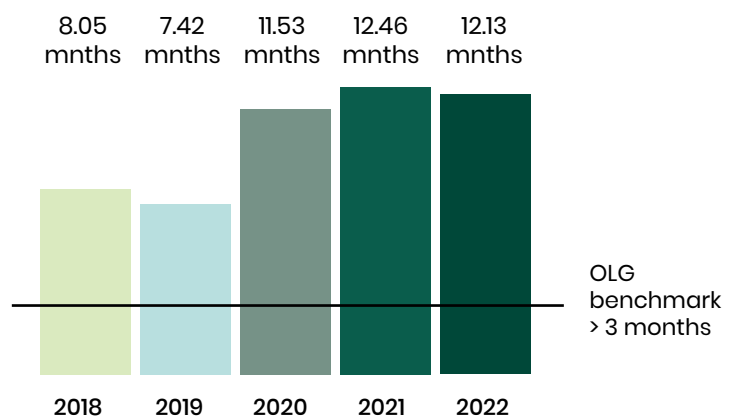
5. Rates and annual charges outstanding percentage

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metro councils. The ratio has improved since last year but remains outside the benchmark due to COVID-19 financial hardship support.



6. Cash expense cover ratio

Council met the OLG benchmark. This liquidity ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.





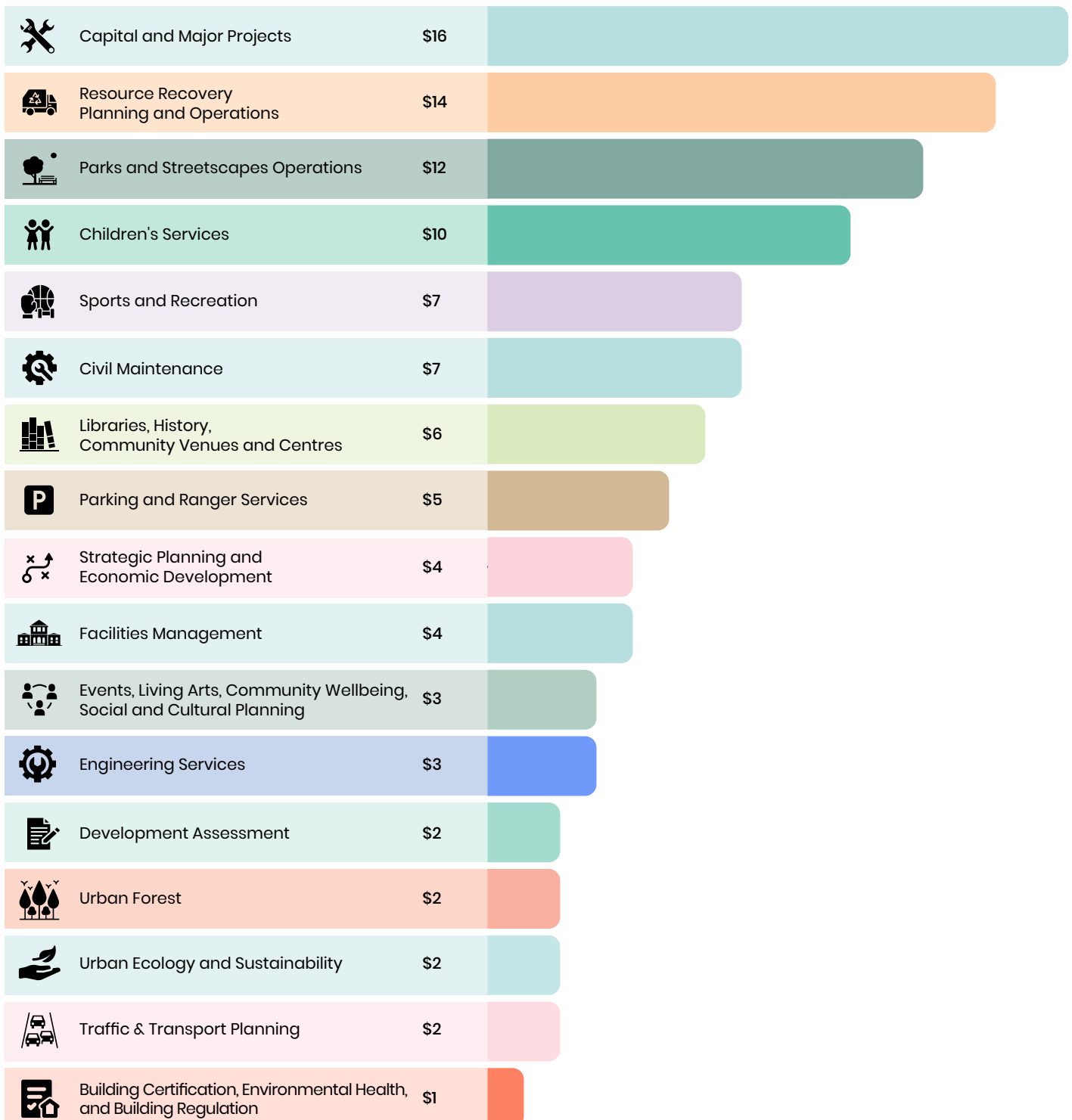
WARNING
WILL NOT PROTECT AGAINST DROWNING
USE ONLY UNDER CONSTANT SUPERVISION
NOT TO BE USED AS A LIFE-SAVING DEVICE
INFLATE TO THE RECOMMENDED WEIGHT RANGE

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How we spent your rates and other income

Every \$100 collected was distributed as follows across a range of services.



2021/22 Budget planned and actual by service

Operational Service Area	2021/22 Planned Income from Continuing Operations (\$,000)	"2021/22 Actual Income from Continuing Operations (\$,000)"	2021/22 Planned Expenditure from Continuing Operations (\$,000)	"2021/22 Actual Expenditure from Continuing Operations (\$,000)"	2021/22 Planned Operating Result Continuing Operations (\$,000)	"2021/22 Actual Operating Result Continuing Operations (\$,000)"
Children's Services	18,655	16,453	18,598	18,508	57	(2,055)
Libraries and History	603	683	12,196	10,610	(11,593)	(9,927)
Community Venues	277	318	2,594	2,098	(2,317)	(1,780)
Community Centres	134	87	759	572	(625)	(485)
Community Wellbeing	309	300	2,679	2,322	(2,370)	(2,022)
Social and Cultural Planning	-	-	1,540	1,587	(1,540)	(1,587)
Living Arts	6	91	1,569	1,503	(1,563)	(1,412)
Events	45	14	1,438	933	(1,393)	(919)
Resource Recovery	35,550	35,723	30,604	31,230	4,946	4,493
Civil Maintenance	3,272	4,252	19,122	21,800	(15,850)	(17,548)
Parks and Streetscapes Operations	-	1,006	20,513	18,763	(20,513)	(17,757)
Capital and Major Projects	24,300	30,165	7,574	7,784	16,726	22,381
Engineering Services	3,433	4,626	4,187	5,411	(754)	(785)
Facilities Management	69	236	10,116	11,470	(10,047)	(11,234)
Traffic & Transport Planning	3,183	2,246	3,334	3,408	(151)	(1,162)
Urban Forest	110	370	6,194	5,618	(6,084)	(5,248)
Development Assessment	4,671	4,913	6,372	6,332	(1,701)	(1,419)
Strategic Planning	1,524	1,136	5,143	3,987	(3,619)	(2,851)
Economic Development	197	-	857	761	(660)	(761)

Operational Service Area	2021/22 Planned Income from Continuing Operations (\$,000)	"2021/22 Actual Income from Continuing Operations (\$,000)"	2021/22 Planned Expenditure from Continuing Operations (\$,000)	"2021/22 Actual Expenditure from Continuing Operations (\$,000)"	2021/22 Planned Operating Result Continuing Operations (\$,000)	"2021/22 Actual Operating Result Continuing Operations (\$,000)"
Building Certification	804	710	766	813	38	(103)
Environmental Health & Building Regulation	1,405	764	3,749	3,691	(2,344)	(2,927)
Parking & Ranger Services	14,056	9,067	9,441	6,697	4,615	2,370
Aquatic Services	12,664	10,463	17,346	15,185	(4,682)	(4,722)
Parks Planning and Recreation	1,149	686	2,302	1,786	(1,153)	(1,100)
Urban Sustainability	-	-	1,528	1,605	(1,528)	(1,605)
Resource Recovery Planning	220	(13)	1,283	1,496	(1,063)	(1,509)
Urban Ecology	14	68	2,075	1,649	(2,061)	(1,581)
People & Culture	150	130	4,526	3,621	(4,376)	(3,491)
Service Transformation	-	-	668	430	(668)	(430)
Customer Service	120	184	3,276	3,212	(3,156)	(3,028)
Legal Services	100	(217)	1,899	2,469	(1,799)	(2,686)
Strategic & Corporate Communications	-	-	1,894	1,697	(1,894)	(1,697)
Finance	660	365	4,628	4,343	(3,968)	(3,978)
ICT	-	11	4,907	4,596	(4,907)	(4,585)
Properties & Strategic Investments	2,865	3,328	3,875	3,230	(1,010)	98
Governance & Risk	975	12	5,567	5,709	(4,592)	(5,697)
Corporate Strategy & Engagement	-	-	1,122	649	(1,122)	(649)
Fleet and Depot Services	585	569	7,475	7,688	(6,890)	(7,119)
Procurement	3	1	875	864	(872)	(863)
Corporate Support Services	135,732	139,255	12,590	21,847	123,142	117,408
IWC Total	267,840	268,002	247,181	247,974	20,659	20,028

Capital Works and Major Projects

Council delivered over \$44.5m of capital works to benefit the Inner West community this year.

Major parks projects

- Upgraded Tempe Reserve with 55,000 square metres of new natural turf to five sporting fields and the construction of a new multi-use synthetic sports field with associated lighting
- Upgraded six playgrounds - Hammond Park, Crammond Park, Bain Playground, Pioneer Park, Algie Park and Gladstone Park
- Renewed 3,238 square metres of park footpaths
- Identified conditions of 36 current sports field surfaces along with upgrade costings and priorities
- Established a new park, Lewis Herman Reserve including inclusive play spaces and nature plan, park facilities for all ages with new pathways, furniture and landscaping

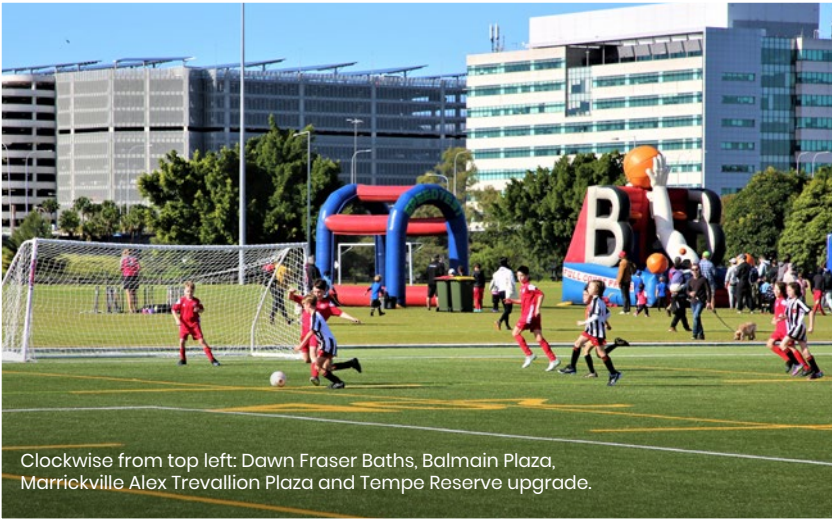
Significant public domain improvements

- Telstra Plaza in Balmain
- Alex Trevallion Plaza in Marrickville
- Dibble Avenue waterhole Marrickville upgrade
- Ongoing construction of Livingstone Road cycleway Marrickville
- Streetscape upgrade works in and around the Leichhardt, Petersham and Annandale areas including footpaths, cycleways, drainage, kerb and gutter, landscaping and installation of multi-function poles
- Public artwork Renwick Street, Leichhardt
- Bedwins Road Bridge cycleway in St Peters
- Badu Park Annandale upgrade



Significant building projects

- The heritage restoration of Dawn Fraser Baths in Balmain which re-opened to the public in October 2021
- Contract awarded for the refurbishment of the Tom Foster Community Centre in Newtown. Once completed the building will be occupied by the Newtown Neighbourhood Centre which currently operates from Newtown Town Hall providing low-cost aged, counselling, community and family services, venue hire, and assistance accessing government agencies such as Centrelink and Housing NSW
- Installed solar Photovoltaic panels (solar PV) on all suitable Council buildings and continuing to evaluate options to retrofit solar PV on Council facilities where it is technically feasible and worthwhile to do so
- Upgraded lighting to LEDs at various child-care facilities, libraries and other community facilities to increase our energy efficiency
- Planned energy efficiency upgrades at Leichhardt Park Aquatic Centre and Annette Kellerman Aquatic Centre to transform from high energy use to run on renewable electricity



Clockwise from top left: Dawn Fraser Baths, Balmain Plaza, Murrumbidgee Reserve and Tempe Reserve upgrade.

Major Projects

Balmain: Dawn Fraser Baths. The Dawn Fraser Baths heritage restoration project was completed in October 2021 to preserve the baths and maintain access for future generations. The budget included \$7.2 million of Council funds, a \$2.2 million grant from the Greater Sydney Sports Facility Fund and \$500,000 in other grants.

The project included reconstruction of the Southern Pavilion at a new raised ground level and repair of the Entry Building to the Southern Pavilion. Solar panels on the Northern Pavilion, emergency upgrades and a fire sprinkler system were also installed.

Balmain Plaza completed in October 2021. The new community open space provides seating, and a green wall, and public artwork by local artist Sue Callanan, that references the telecommunications history of Balmain.

Balmain East Town Centre upgrade completed in September 2021. The \$332,000 project includes upgraded footpaths, upgrades to the garden beds and the installation of decorative lighting.

Dulwich Hill traffic and streetscape improvements completed as part of the GreenWay project in January 2022 – safer crossings at Hercules Street and Ewart Street and a shared path that links Hercules Street to Ness Avenue, contributing to the planned continuous walking and cycling corridor through Dulwich Hill.

Lewisham to Newtown cycleway construction was completed in June 2022.

Tempe Reserve upgrade completed in April 2022 – invested \$5.9 million in the sporting grounds of one of the largest parklands in the LGA including a new synthetic multi-purpose field, five upgraded natural turf fields, improved lighting, two cricket wickets and four cricket nets. The upgrade expanded use by schools and sporting groups including football, rugby league, ultimate frisbee and cricket. Women and girls' football and cricket games are being played at Tempe for the first time.

Murrumbidgee Reserve upgrade completed in October 2021. Investment of \$1.3 million delivered new paving, seating, shelter, ramp access and dining platform, landscaped garden beds, decorative lighting and improved drainage



From left: Petersham Park grandstand, Henson Park

Marrickville Globe Wilkins Preschool completed a \$337,000 fitout of the new building and construction of a new outdoor play area in July 2022.

Marrickville traffic improvement - A \$181,000 project on Warren Road in Marrickville was completed in April 2022. The work converted the section of Warren Road between Carrington Road and Illawarra Road from two way to one way traffic.

Croydon new pocket park Betty Bell Reserve - Betty Bell bequeathed her home 'Balmoral' for an open space reserve. Council spent \$557,000 on transforming the block to create an inclusive community space that celebrates the site's history, has interactive nature areas for children to play and explore and a rain garden that will naturally filter stormwater

Petersham Park grandstand upgrade completed in October 2021. The \$2.3 million Petersham Park grandstand upgrade celebrates the long and proud sporting history of Petersham Park with new artwork on the grandstand water tank. Through the public street art program, Perfect Match, local artist Kelly Wallwork was commissioned to showcase the ground-breaking bowling action of local cricketing legend Mollie 'The Demon' Flaherty.

Marrickville Henson Park - an historic sportsground, the home of Newtown Jets Rugby League team and more recently, an important AFL ground. It is uniquely placed as a suitable venue for professional sport, but its aging infrastructure makes it unsuitable for modern professional sport, especially for women. Sydney Swans was granted entry into the Australian Football League Women's Competition. AFL NSW/ACT and the Jets approached Council to seek a significant upgrade of the venue. Council invested \$2.4 million in a full upgrade of the sportsfield turf, irrigation and water harvesting to deliver an elite level playing surface and planned for a program of future major capital works to cater for modern professional sport.

Total capital program	2021/22 Actuals (\$'000)
Capital Works	36,089
Corporate Support Services	6,817
Sports & Recreation	969
Community Services and Culture	453
Children and Family Services	136
Library and History Services	23
Total	44,487

Program	Key projects	2021/22 Actuals (\$'000)	Status
Capital Works	Urban Amenity Improvement Program (Various Projects)	8,182	In Progress
Capital Works	Lilyfield Road Cycleway	35	In Progress
Capital Works	GreenWay Central Links Construction	3,135	In Progress
Capital Works	Hawthorne Canal Shared Path	87	Completed
Capital Works	Parks Capital and Assets Capital	4,951	In Progress
Capital Works	Local Roads Renewal	5,006	Completed
Capital Works	Cycleways	4,166	In Progress
Capital Works	Town Centre Upgrades	1,605	In Progress
Capital Works	Roadside Furniture	978	In Progress
Capital Works	Trees Parks and Sportsfields	223	In Progress
Capital Works	Footpaths Renewal	2,074	Completed
Capital Works	Stormwater Renewal	1,384	Completed
Capital Works	Sea Walls Capital	93	Completed
Capital Works	Stormwater Upgrade	760	In Progress
Capital Works	Traffic Facilities	1,267	In Progress
Capital Works	Kerb and Gutter Renewal	220	Completed
Capital Works	Regional Roads Renewal	709	Completed
Capital Works	Traffic and Parking Management	113	In Progress
Capital Works	Car Parks	137	Completed
Capital Works	Footpaths Upgrade	157	In Progress
Capital Works	Bridges – Booth Street Bridge	462	Completed
Corporate Support Services	Energy Efficiency and solar projects	253	In Progress
Corporate Support Services	Capital Program Property and Assets	322	In Progress
Children and Family Services	Children and Family Services	136	In Progress
Library and History Services	Marrickville Town Hall Upgrade Works	1	In Progress
Library and History Services	Library and History Services	22	In Progress
Community Services and Culture	Newtown Town Hall Site Renewal Works	149	In Progress
Community Services and Culture	Community Services and Culture	285	In Progress
Sports & Recreation	Ashfield Aquatic Centre	84	In Progress
Sports & Recreation	Leichhardt Park Aquatic Centre Redevelopment Works	33	In Progress
Sports & Recreation	Annette Kellerman Aquatic Centre Upgrade Works	39	In Progress
Sports & Recreation	Sports and Recreation	813	In Progress
Total Key Projects		37,881	



COVID-19 Pandemic Impact

The 2021/22 year began with Greater Sydney under Public Health 'Stay At Home' orders arising from COVID-19. Council's essential workers continued to attend the workplace including to deliver maintenance, safety and upkeep of public and recreational spaces, early childhood education and resource recovery while Council's Libraries worked rapidly to open click and collect services.

Council provided an extensive program of community support through information including in community languages, direct financial and in-kind support to community organisations, rates relief for approved ratepayers, and a large-scale public education campaign encouraging the entire Inner West community to get vaccinated against COVID-19. Council hosted an online community support meeting along with NSW Police and NSW Health representatives.

Council's COVID-19 response included:

Financial assistance

- \$550,000 in support for frontline community care and food relief
- \$450,000 for arts and culture sector relief
- \$400,000 for Inner West Fest, five small scale local festivals
- Section 7.11 Stimulus Funding was brought forward providing work and assistance to the construction industry
- A rate relief program that enabled approved applicants to defer their rates payment up to 12 months with no interest charged
- Parking officers prioritised public safety over other enforcement activity during the lockdown periods
- Main street parking meters in Leichhardt, Rozelle and Balmain shopping strips were turned off after 7pm to help the night-time economy
- Abolished outdoor dining fees, saving local businesses \$1.5 million over three years

Direct support

- Delivered a click and collect library service when permitted during lockdown
- Delivered online library events such as storytelling, author talks and school holiday activities
- Waived library fines to encourage people to stay home if they were unwell
- Provided community facilities to support food packaging and delivery for Aboriginal people and refugees
- Provided community venues and buses for vaccinations to vulnerable community members including boarding house residents and rough sleepers (with the Local Health District)
- Provided access to Council facilities to Sydney Local Health District for testing and vaccination centres including Summer Hill Depot and Ashfield Aquatic Centre
- Increased lighting hours to our parks and sports fields to extend time available for exercise
- Redeployed Council staff to assist community organisations
- Convened public meetings to provide information (with Local Health District and NSW Police)
- Published community information updates including:
 - list of local GPs, medical centres and pharmacies for vaccination, and information on public health orders
 - communication on food businesses that were open for takeaway or delivery
 - mental health first aid and practical support for those individuals and businesses affected by the pandemic
 - COVID-10 messaging in all community languages on social media
- Rolled out the *Get vaccinated* campaign which included banners and an all-household brochure delivery

Events program

Throughout the first half of 2021/22, Council events were impacted by Public Health Orders in place during the COVID-19 pandemic. Council followed the advice of NSW Health throughout the Stay-at-Home orders and adapted the events program to host online activities which continued to connect our community during this difficult period. Council resumed face to face events as soon as possible after restrictions lifted.

Key events held during the year included:

- COVID-19 online support event – July 2021
- EDGE Sydenham – August 2021
- History Week – September 2021
- Young Creatives Awards – September 2021
- Mental Health Month – October 2021
- Children’s Book Week – October 2021
- Garage Sale Trail – November 2021
- International Day of People with a Disability – December 2021
- Clean up Australia Day – February 2022
- Centenary of Marrickville Town Hall – February 2022
- Inner West Fest – Feb–April 2022
- Mardi Gras celebrations – March 2022
- International Women’s Day – March 2022
- Youth Week – March 2022
- Seniors Festival – April 2022
- Anzac Day – April 2022
- Heritage Festival – April–May 2022
- EDGE Art Camp on the GreenWay – May 2022
- Little Greece community celebration – June 2022
- Bairro Portugues – June 2022
- Reconciliation Week – June 2022
- Uluru Statement From The Heart Forum – June 2022
- Perfect Match public artwork launches – throughout the year
- Citizenship ceremonies – throughout the year

Events – service improvements

From 2018 to 2022, we developed a new approach to the delivery of Council events.

The events program moved towards a model where we work with the Inner West community to support and facilitate their own events and festivals along with delivering Council’s own large scale events. This approach has increased community capacity building, number of events and activations in the Inner West and provided support to Inner West creative industries. A successful example was the one-off program, Inner West Fest which included 70 activations across the five wards. Council continues to deliver major events such as Marrickville Festival, Bairro Portugues, ANZAC Day, Celebrate 2044, and Footprints Ecofest.



Award-winning Ashfield Aquatic Centre



Awards

Council won recognition for several significant projects during the year, including as a finalist in the prestigious AR Bluett Award for the most progressive council in NSW.

AR Bluett Award, Local Government NSW, Finalist Metro Category 2021-22

2021 Master Builders Awards

Ashfield Aquatic Centre, Winner Excellence in Construction

- ▶ Category: Sporting Facilities, \$10,000,001 – \$50,000,000
-

2021 Master Builders Awards

Dawn Fraser Baths, Winner Excellence in Construction

- ▶ Category: Restoration/Adaptive Re-use of an historic building, \$5,000,001-\$10,000,000
-

2021 Master Builders Awards

Haberfield Centre and Library, Winner Excellence in Construction

- ▶ Category: Refurbishment/Renovation/Extension, up to \$5,000,000
-

2021 Local Government NSW

Gadigal-Wangal Wayfinding Project

- ▶ Category: Winner – Leo Kelly OAM Arts and Culture Award

2021 Australian Institute of Project Management – Project Management Achievement Awards

Ashfield Aquatic Centre Redevelopment, Bridge42 and Inner West Council

- ▶ Category: Winner – NSW Project of the Year (Government)
-

2021 The Salvation Army – Multicultural Welcome Project Award

Community Refugee Welcome Centre

- ▶ Category: Winner – Salvos Multicultural Welcome Project Award
-

International Public Library of the Year, Marrickville Library. Shortlisted.

National Trust (NSW) Heritage Awards 2022

Dawn Fraser Baths – Winner Presidents, Prize

Local Government Week Awards

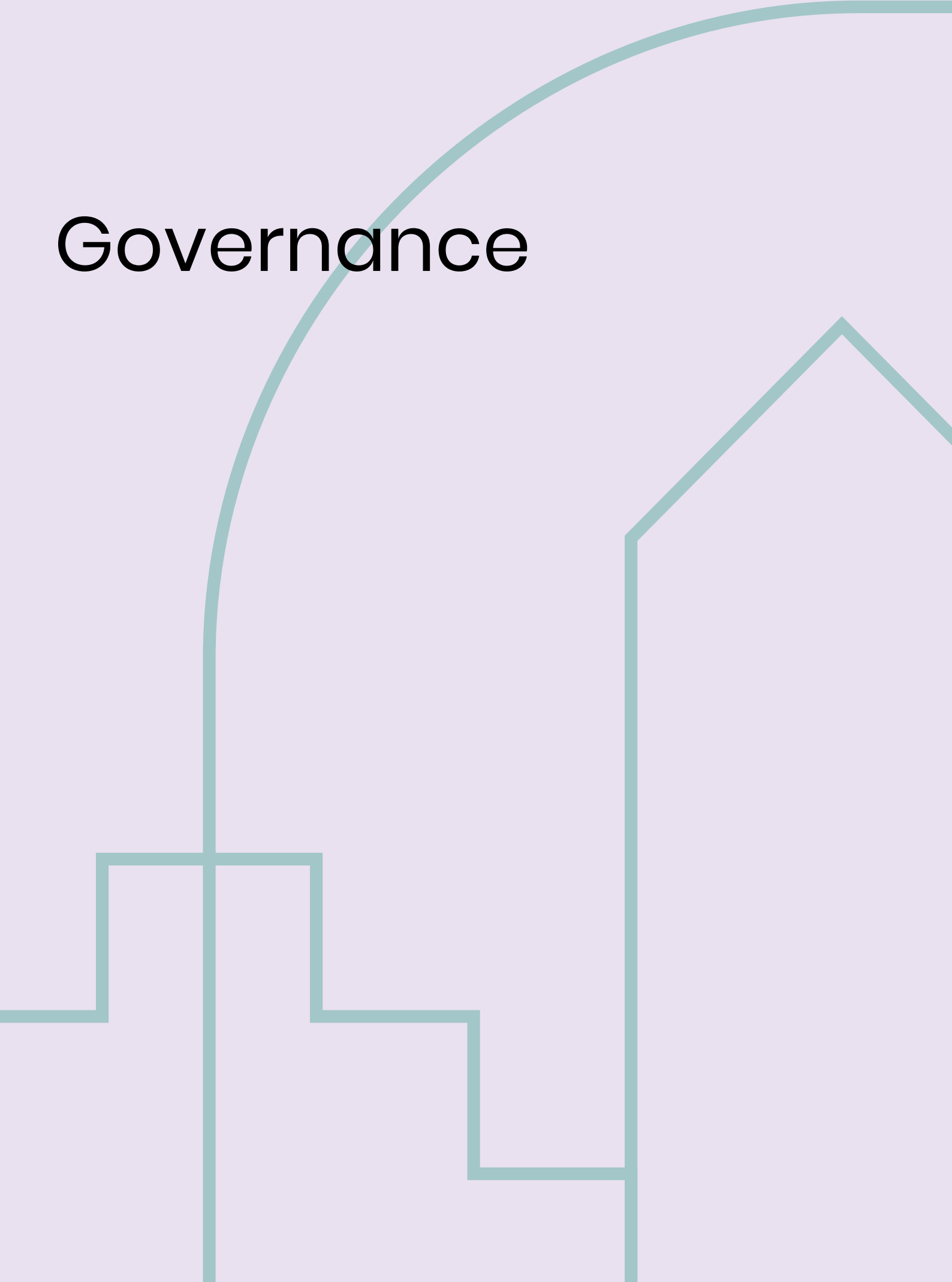
Youth Week Festival

- ▶ Category: Winner – Most Inclusive Youth Week Program

Inner West Libraries Young Creatives Program

- ▶ Category: Highly commended – Innovation in Special Events

Governance



Overview

Inner West Council is a public statutory body incorporated under the NSW Local Government Act. The Act defines the purpose and charter of Council and its powers and functions.

The Act sets out principles to guide Councils in carrying out their functions and decision-making. The principles state that Councils should:

- provide strong and effective representation, leadership, planning and decision-making
- carry out functions in a way that provides the best possible value for residents and ratepayers
- plan strategically using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the community
- apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements
- work co-operatively with other councils and the State government to achieve desired outcomes for the local community
- manage lands and other assets so that current and future local community needs can be met in an affordable way
- work with others to secure appropriate services for local community needs
- act fairly, ethically and without bias in the interests of the local community
- be responsible employers and provide a consultative and supportive working environment for staff
- recognise diverse local community needs and interests.
- consider social justice principles.
- consider the long term and cumulative effects of actions on future generations.



- consider the principles of ecologically sustainable development.
- Council decision-making should be transparent, and decision-makers are to be accountable for decisions and omissions.
- actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures

There are also principles relating to sound financial management. These principles state that:

- Council spending should be responsible and sustainable, aligning general revenue and expenses
- Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- Councils should have effective financial and asset management, including sound policies and processes for the following
 - (i) performance management and reporting
 - (ii) asset maintenance and enhancement
 - (iii) funding decisions
 - (iv) risk management practices



- Councils should have regard to achieving intergenerational equity, including ensuring the following
 - (i) policy decisions are made after considering their financial effects on future generations
 - (ii) the current generation funds the cost of its services

There are also principles relating to strategic planning through the integrated planning and reporting framework. These principles state that Councils should: identify and prioritise key local community needs and aspirations and consider regional priorities

- identify strategic goals to meet those needs and aspirations
- should develop activities, and prioritise actions, to work towards the strategic goals
- ensure that the strategic goals and activities to work towards them may be achieved within council resources
- regularly review and evaluate progress towards achieving strategic goals
- maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals
- collaborate with others to maximise achievement of strategic goals
- manage risks to the local community or area or to the council effectively and proactively
- make appropriate evidence-based adaptations to meet changing needs and circumstances



Councillors

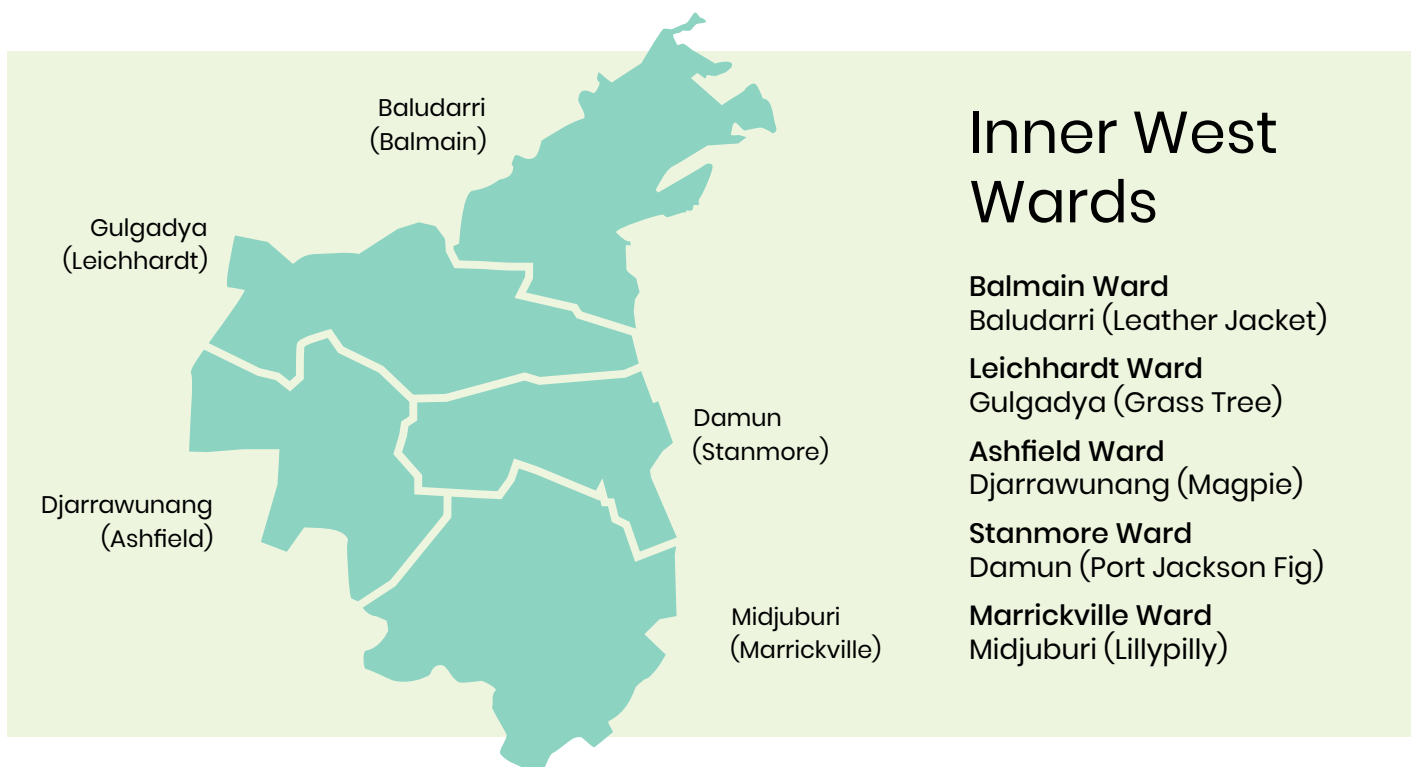
Council is governed by 15 elected representatives, called councillors. Inner West has five wards, each represented by three councillors.

Visit Council's website for a more detailed ward map.

The Mayor and Councillors represent the interests of the residents and ratepayers of the Inner West. Their role is defined by the NSW Local Government Act. They provide leadership and guidance to the community and encourage communication and engagement

between Council and the community. They ensure the organisation is strategically heading towards the direction set by the Community Strategic Plan, determine Council's services and allocate funding.

Council complies with the Model Code of Conduct prescribed by NSW Office of Local Government.



Inner West Wards
















Balmain Ward
Baludarri (Leather Jacket)

Leichhardt Ward
Gulgadya (Grass Tree)

Ashfield Ward
Djarrawunang (Magpie)

Stanmore Ward
Damun (Port Jackson Fig)

Marrickville Ward
Midjuburi (Lillypilly)

<p>Balmain Ward Baludarrri (Leather Jacket)</p>	 <p>Mayor Darcy Byrne (LAB) darcy.byrne@innerwest.nsw.gov.au 02 9335 2157</p>	 <p>Councillor Kobi Shetty (GRN) kobi.shetty@innerwest.nsw.gov.au 0417 427 654</p>	 <p>Councillor John Stamolis (IND) john.stamolis@innerwest.nsw.gov.au 0408 448 285</p>
<p>Stanmore Ward Damun (Port Jackson Fig)</p>	 <p>Councillor Liz Atkins (GRN) liz.atkins@innerwest.nsw.gov.au 0407 239 951</p>	 <p>Councillor Chloe Smith (LAB) chloe.smith@innerwest.nsw.gov.au 0412 985 935</p>	 <p>Councillor Pauline Lockie (IND) pauline.lockie@innerwest.nsw.gov.au 0434 690 544</p>
<p>Ashfield Ward Djarrawunang (Maggie)</p>	 <p>Councillor Dylan Griffiths (GRN) dylan.griffiths@innerwest.nsw.gov.au 0432 236 668</p>	 <p>Councillor Mark Drury (LAB) mark.drury@innerwest.nsw.gov.au 0448 722 942</p>	 <p>Councillor Jessica D'Arienzo (LAB) jessica.dariento@innerwest.nsw.gov.au 0408 505 622</p>
<p>Leichhardt Ward Cuigacaya (Grass Tree)</p>	 <p>Councillor Marghanita Da Cruz (GRN) marghanita.da.cruz@innerwest.nsw.gov.au 0490 788 943</p>	 <p>Deputy Mayor Philippa Scott (LAB) philippa.scott@innerwest.nsw.gov.au 0412 935 713</p>	 <p>Councillor Timothy Stephens (LAB) timothy.stephens@innerwest.nsw.gov.au 0418 474 248</p>
<p>Marrickville Ward Midjuburi (Lillypilly)</p>	 <p>Councillor Mat Howard (LAB) mat.howard@innerwest.nsw.gov.au 0412 645 115</p>	 <p>Councillor Justine Langford (GRN) justine.langford@innerwest.nsw.gov.au 0481 452 283</p>	 <p>Councillor Zoi Tsardoulías (LAB) zoi.tsardoulías@innerwest.nsw.gov.au 0408 672 975</p>

Council election

Council elections are usually held every four years. Due to the COVID-19 pandemic, NSW local government elections were postponed from 4 September 2021 to 4 December 2021.

On 4 December 2021 residents elected 15 councillors in the five wards. The current council term commenced on 29 December 2021. The General Manager runs the election of the Mayor and Deputy Mayor who are elected by the councillors at the first meeting of a new council. The Mayor, Clr Darcy Byrne was elected for a two-year term and the Deputy Mayor, Clr Jess D'Arienzo was elected for a one-year term.

Council meetings

Council meets on the second Tuesday each month and first Tuesday in December. Council is in recess during January and July.

Meetings are in person at Ashfield Service Centre, and are live-streamed through Council's YouTube channel, and on our website. The business paper for each meeting, and the minutes which contain Council's decisions, are published on our website.

Statutory and Standing Committees

The following committees require formal appointment of Councillors as voting members.

Name of Committee	Purpose	Meeting Time & Frequency	Councillor Representatives
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, with the location rotating between the three Service Centres.	Councillors Atkins and Scott
Flood Management Advisory Committee	The Flood Management Advisory Committee assists Council in the preparation of floodplain management studies and plans for the Inner West LGA. The Committee acts as both a focus 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.	The committee meets at least twice a year at the Petersham Service Centre.	Councillors Howard and Da Cruz
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 first Tuesday of each month at 10am at the Petersham Service Centre.	Chair, The Mayor, Councillor Byrne Alternate, Councillor Langford

Name of Committee	Purpose	Meeting Time & Frequency	Councillor Representatives
General Manager's Performance Assessment Panel	To review the performance of the General Manager in liaison with the appointed facilitator.		The Mayor, Councillor Byrne and Councillors Howard and Langford

Council is a member of a number of external organisations which have committees with Councillor representation.

Name of Committee	Purpose	Meeting Time & Frequency	Councillor Reps
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.	4-5 meetings/year (meetings held on Tuesdays at 10am)	Councillor D'Arienzo
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.	Councillor D'Arienzo with Councillor Langford as the alternate.
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.	Councillor Howard with Councillor Langford 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.	Councillor Drury with Councillor Scott 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.	The Mayor, Councillor Byrne and Councillor D'Arienzo with Councillors Da Cruz and Lockie 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, Councillor Byrne.

Name of Committee	Purpose	Meeting Time & Frequency	Councillor Representatives
Sydney Eastern City Planning Panel	<p>The Sydney Central Planning Panel has responsibility for:</p> <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 matters when requested 	As required.	The Mayor, Councillor Byrne and Councillor Scott
Sydney Coastal Council Group	<p>The Sydney Coastal 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.</p>	Meetings are held quarterly on a Saturday and hosted by rotating member council facilities.	Councillor Griffiths

Community engagement

The community is at the heart of everything Council does. Community engagement is the process by which the community participates in and influences Council's decision-making.

Council is committed to delivering effective, efficient services that meet the expectations and needs of the community. Local knowledge, ideas and feedback from the community are essential to ensure Council's decision-making improves community wellbeing and long-term sustainability.

Council's engagement is guided by the adopted Community Engagement Framework which ensures a broad range of perspectives are sought and the community has a strong voice in Council's decision-making. The Framework is based on a set of principles and recognises that engagement is a planned practice which should be tailored to particular circumstances, taking into account factors such as complexity, risk, significance, sensitivity, timing or opportunity.

Resident perceptions of Council's community engagement have steadily improved: in 2021 the mean satisfaction rating was 3.75 (out of 5), slightly higher than 2018's mean of 3.72 and significantly higher than 3.52 in 2016. (Source: Micromex Community Satisfaction Survey, available on Council's website).

Council engages the community through a range of methods, including online and face to face. Engagement can be about specific projects, or ongoing dialogue with key stakeholders, such as community groups, sporting groups, business and industry, State and Federal agencies, advisory committees and partners.

In 2021/22 engagement was affected by COVID-19 restrictions which Council adapted to during the first half of the year, by focusing on online methods including through Council's online engagement hub, Your Say Inner West.

Following the election, Council embarked on a new era in engagement, consultation and customer service. Local Matters Forums and Your Say Inner West Customer

Service Stalls were introduced to increase opportunities local communities had to engage with Council.

Local Matters Forums

A series of monthly, face-to-face forums where Ward Councillors and the executive staff of Council attend to listen to community ideas and concerns was introduced in May 2022. During the forums, staff record all issues raised by residents and ensure responses are provided after the meeting.

Your Say Inner West Customer Service stalls

Council took customer service to the community by introducing a program of stalls in highly visible locations on the first Saturday of every month. The stalls, introduced in June 2022, form an important part of Council's commitment to putting the community at the centre of everything it does.

Local Democracy Groups

Council maintains 13 Local Democracy Groups consisting of advisory committees and working groups.

Advisory Committees:

- Aboriginal and Torres Strait Islander
- Access
- Arts and Culture
- Environment
- Housing and Affordability
- Multicultural
- Planning and Heritage
- Social Strategy
- Transport



Working Groups

- Bicycle
- LGBTQ
- Seniors
- Young Leaders

Local Democracy Groups provide advice and input to support Council's decision-making and actions. Members, who are part of the Inner West community,

volunteer their time to provide subject matter expertise and lived experience. The groups are facilitated by staff convenors, and Councillors often attend meetings.

During the year, Local Democracy Groups provided extensive input into Council's review of the Community Strategic Plan: Our Inner West 2036 and supported the development of the new Delivery Program and Operational Plan. The membership term concluded in June 2022 and planning for the new term commenced.

Project engagement

Council sought the community's input into 53 projects during the year. These are listed in the table below along with the activities that Council undertook to inform and engage the community.

Engagement project	Engagement activities
1. Planning for Ashfield Park – Public Exhibition of Draft Plan of Management	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Email to contributors in early engagement • Council website announcement • Social media • Your Say Inner West monthly e-news • Email to identified groups • Posters in the park
2. Inner West COVID-19 Local Information Online Public Meeting	<ul style="list-style-type: none"> • Online Community Information meeting with Q&A • Letter distributed LGA wide • Social media • Email to subscribers to Council e-news • Council website announcements & what's on
3. Creating Healthy Ageing Strategy – Public Exhibition of Draft Strategy	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • LGA wide flyer • Social media • Email to stage one contributors • Your Say Inner West monthly e-news • Council website announcements
4. Shaping Arts and Culture – Public Exhibition of Draft Arts and Culture Strategy	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • LGA wide flyer • Social media • Email to initial engagement contributors • Your Say Inner West monthly e-news • Council website announcements
5. Planning for the future of Paringa Reserve – Engagement to develop Plan of Management	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Onsite community conversations • Letter to local residents • E-mail notification to initial contributors • Social media • Posters in the reserve • Council website announcements & what's on
6. Draft Complaints Handling Policy Public Exhibition	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Council website announcements • Social media
7. Cooks River Community Values survey – in collaboration with the Cooks River Authority	<ul style="list-style-type: none"> • Online survey and mapping tool • Social media • Council website announcements • Your Say Inner West monthly e-news

Engagement project	Engagement activities	Engagement project	Engagement activities
8. Making swimming more affordable – Engagement on new fees	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Council website announcement • Social media • Your Say Inner West monthly e-news • Email to identified groups 	12. Engagement on proposed COVID-19 financial assistance for eligible ratepayers	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Council website • Social media • Press release • Council e-news • Your Say Inner West special bulletin
9. Planning for King George Park – Engagement to develop Plan of Management	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Social media • 'Your Say Inner West' monthly update • Email to participants of initial engagement • Council Website • Onsite posters • Letterbox drop to surrounding residents 	13. Engagement to understand parking conditions in Rozelle North precinct	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Resident notification letter
10. Wardell Road 'no left turn' restriction – Engagement on local traffic project	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Resident notification letter 	14. Understanding parking conditions in Leichhardt West precinct – Draft Parking Study on Public Exhibition	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Online video explainer • Email to contributors to initial engagement • Social media • Your Say Inner West E-news • Letters to residents and businesses • Council website
11. De-amalgamation independent cost benefit report and poll question public exhibition	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Council website • Social media - Facebook • Press release • Council e-news • Your Say Inner West special bulletin 	15. Newington Precinct – improving safety and managing traffic – draft Local Area Traffic Management Plan on Public Exhibition	<ul style="list-style-type: none"> • Online survey • Online video explainer • Phone submissions • Mail submissions • Email submissions • Email to contributors in initial engagement • Social media • Letters to residents and businesses • Council website
		16. Engagement on TfNSW proposal for Sydney Park Junction, St Peters	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Letter to impacted residents • Council website

Engagement project	Engagement activities	Engagement project	Engagement activities
17. Initial Engagement on Community Strategic Plan renewal and priorities for the new Council	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Online Future Focus Forums • Local Democracy Group Workshops • Flyer to whole LGA translated into five community languages • Media release • Social media • Inner West Council news • E-Newsletters • Email to specific community groups 	22. Design your new play space Engagement – Lewis Herman Reserve, Ashfield	<ul style="list-style-type: none"> • Online survey • Online ideas wall • On-site session • Phone submissions • Mail submissions • Email submissions • On site posters • Letter to residents • Social media • Council website
18. Haberfield Army Land Online Public Meeting	<ul style="list-style-type: none"> • Online public meeting including presentation and Q&A • Letter to local residents 	23. Design your new play space Engagement – Cahill Street Reserve Playground, Annandale	<ul style="list-style-type: none"> • Online survey • Online ideas wall • On-site session • Phone submissions • Mail submissions • Email submissions • Onsite posters • Letter to residents • Social media • Council website
19. 'Hands off Callan Park' Online public meeting	<ul style="list-style-type: none"> • Online public meeting with presentation and Q&A • Letter to local residents • Social media • Council website announcements & What's on 	24. Engagement to upgrade six local playgrounds	<ul style="list-style-type: none"> • Online survey • Online ideas board • Phone submissions • Mail submissions • Email submissions • Council website • Council social media • Resident letterbox drop • Direct email • Onsite posters • YSIW e-newsletter
20. 'Stop the Western Harbour Tunnel' online public meeting	<ul style="list-style-type: none"> • Online public meeting with presentation and Q&A • Letter to local residents • Social media • Council website announcements & What's on 	25. Engagement on Western Harbour Tunnel term sheet agreement	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions
21. Planning for Petersham Park – Public Exhibition of draft Plan of Management	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Email to contributors in initial engagement • Council website announcement • Social media • Your Say Inner West monthly e-news • Email to identified groups • Posters in the Park 	26. Council Engagement on NSW Government's draft Companion Animal Management Plan for Callan Park	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Social media • Media Release • Council website

Engagement project	Engagement activities
27. Engagement to enhance Library Services for Young People	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Social media • Media Release • Council website
28. Engagement to Give Yeo Park playground a new lease on life	<ul style="list-style-type: none"> • Online 'ideas wall' • Onsite engagement session with Yeo Park Infant School children • Equipment preference surveys • Phone submissions • Mail submissions • Email submissions • Letterbox drop • Council's social media channels • Direct email to specific groups • Onsite posters
29. Lilyfield Skate Plaza Review of Environmental Factors Engagement	<ul style="list-style-type: none"> • Online form • Phone submissions • Mail submissions • Email submissions • Letterbox drop to local residents and businesses (distribution area compliant with Council's DA notification framework) <ol style="list-style-type: none"> 1. Announcement on Inner West Council's website 2. Social media 3. Hard copies of the Leichhardt Park Plan of Management and REF (with supporting annexures) were also made available for the public to view at all Council Service Centres and at Balmain Library.
30. Dawn Fraser Baths Accessibility Engagement including Community Conversations	<ul style="list-style-type: none"> • Onsite community conversations • Email to special stakeholders • Social media

Engagement project	Engagement activities
31. Making Cycling Easier – initial Engagement to develop Inner West Cycling Strategy	<ul style="list-style-type: none"> • Online survey • Online mapping tool • Online community session • Conversation with people who use wheelchairs • Submissions from Local Democracy Groups • Phone submissions • Mail submissions • Email submissions • Price draw of \$150.00 for 15 people who complete the survey • Postcard distribution throughout the Inner West and surrounding areas • Poster displays throughout the Inner West • Direct email to people who've contacted council about cycling • Social media notifications • Your Say Inner West March e-news Notification to Local Democracy Groups
32. Draft Code of Meeting Practice 2022 Public Exhibition	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Council website announcements
33. Rozelle North – improving safety and managing traffic engagement	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Council website announcements
34. North Street Playground upgrade Engagement	<ul style="list-style-type: none"> • Online survey • Online ideas board • Phone submissions • Mail submissions • Email submissions • Council website • Council social media • Resident letterbox drop • Direct email • Onsite posters • YSIW e-newsletter

Engagement project	Engagement activities	Engagement project	Engagement activities
35. Draft Community Strategic Plan, Delivery Program, Operational Plan and Budget 2022-2023 Public Exhibition	<ul style="list-style-type: none"> • Online survey • Online forum • Phone submissions • Mail submissions • Email submissions • Explainer video • Media release • Email to stakeholders • LDG workshops • Email to contributors in initial engagement 	39. Disability Inclusion Action Plan initial Engagement – Planning for inclusive communities	<ul style="list-style-type: none"> • Online Survey • Phone submissions • Mail submissions • Email submissions • Online evening session • Face to Face individual and small group engagement • Face to Face Disability support organisations • Public Forum • Social media • Council website announcements and What's on
36. Community Recycling Centres Engagement – how much do you know?	<ul style="list-style-type: none"> • Online survey with a cash prize draw • Social media • Council website and e-news 	40. Draft Planning proposal Public Exhibition for the site known as the Cyprus Club at Stanmore	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Letter to residents • Council website announcements
37. Engagement on King George Park upgrade	<ul style="list-style-type: none"> • Online survey • Meeting with sporting clubs • Onsite engagement session • Phone submissions • Mail submissions • Email submissions • Resident letterbox drop • Onsite posters • Council social media • Council website • Direct email to key stakeholders • YSIW e-newsletter 	41. Engagement on Elswick Street North and William Street Leichhardt – Traffic and Parking measures	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Letter to residents
38. Local Matters Forum Marrickville Midjuburi	<ul style="list-style-type: none"> • Face to Face event for the Marrickville ward • Online form to submit questions • Social media • Ward wide letter to residents • Council website announcements and What's on 	42. Stanmore Local Matters Forum	<ul style="list-style-type: none"> • Face to Face event for the Marrickville ward • Online form to submit questions • Social media • Ward wide letter • Council website announcements and What's on
		43. Draft Tree Development Control Plan 2022 Public Exhibition	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Your Say Inner West e-news • Council website

Engagement project	Engagement activities	Engagement project	Engagement activities
44. Enmore Special Precinct Development Control Plan initial Engagement	<ul style="list-style-type: none"> • Online Survey • Meeting for business owners • Meetings for residents • Social media • Council website • Media Release 	50. 43 Hercules Street, Dulwich Hill –Classification of Land for Greenway	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions
45. Grant Program Guideline Engagement 2022	<ul style="list-style-type: none"> • Online survey • Phone/email • Social media • Council website • Email to interested stakeholders 	51. Local Democracy Groups recruitment 2022 Pt 2	<ul style="list-style-type: none"> • Online applications • Mail applications • Social media • Email to LDG members • Promotion via all networks • Council website • Inner West Council news • E-news • YSIW e-news
46. Local Democracy Groups recruitment 2022 Pt 1	<ul style="list-style-type: none"> • Online applications • Mail applications • Social media • Email to LDG members • Promotion via all networks • Council website • Inner West Council news • E-news • YSIW e-new 	52. Petersham North Precinct – Improving safety and calming traffic Engagement	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Online mapping tool • Resident notification letter • YSIW e-news • Council website
47. Engagement on Council plans for infrastructure funding via developer contributions	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Online public forum • Council website • Social media 	53. Newtown South – Improving safety and calming traffic Engagement	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Online mapping tool • Resident notification letter • YSIW e-news • Council website
48. Draft Gender Equity Strategy – public exhibition	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions • Social media • Council's e-news including YSIW • Direct email to Local Democracy Groups via conveners • Council website • Email to Interagency partners and networks 		
49. Balmain East Parking Study	<ul style="list-style-type: none"> • Online survey • Phone submissions • Mail submissions • Email submissions 		



2021 Inner West Council Citizens of the Year. Clockwise from top left: Chrys Meader, Katrina Ikonou, Teresa Savage and Pei Qun Guo.

Volunteering and Citizens of the Year

The Inner West community has opportunities to contribute through a range of programs including arts and culture, the environment, LGBTIQ, and sport and recreation. Council provides awards for young, adult, senior and teams of volunteers through its Citizen of the Year, and Amy Large Adult Volunteer Awards.

Risk management

Risk governance is a means by which Council oversees risk management and holds Council officials accountable, incorporating oversight responsibilities within existing governance structures and using appropriate reporting mechanisms.

The General Manager and other members of the Executive promote a positive and sensible approach to risk management and continue improvement of risk practice across the organisation.

Council's risk management approach was first adopted in June 2017 and follows the principles and practices specified in the Australian and New Zealand Standard (AS/NZS) ISO 31000:2018 Risk Management – Guidelines, tailored for our operating environment. The Risk Management Framework including the Business Continuity plans and Fraud and Corruption Policy is currently under review which will be completed in the next financial year ensuring Council continuously looks to ensure best practice policy frameworks are implemented.

Business continuity

Business continuity helps Council to maintain essential functions during and after an unscheduled disruption or disaster. Council's response to the COVID-19 pandemic drew from our Business Continuity Management (BCM) framework, which was reinvigorated late in 2020, enabling Council to respond to the changing circumstances posed by the COVID-19 pandemic and maintain continuity of services to the Inner West. The Incident Management Team met continuously throughout the year.

Internal audit

During 2021-22, the following audits were progressed or delivered:

- Enterprise Risk Management Framework and Risk Assurance Mapping (10 November 2021)
- Governance Framework Review (12 August 2021)
- Dawn Fraser Baths Refurbishment Project (15 February 2022)
- Budgeting and Forecasting (26 July 2022)
- IWC Local Infrastructure Contributions (10 August 2021)
- Procurement for Capital Projects (10 June 2022)
- Procurement Review and Capability Assessment (May 2022).

The Audit Program was developed using a risk-based approach. Recommendations resulting from

the audits were designed to tighten the internal control environment and improve processes. The recommendations have been implemented or are in progress.

De-amalgamation

The NSW Government formed Inner West Council in 2016 by amalgamating Ashfield, Leichhardt and Marrickville Councils. In December 2021, a non-binding poll was conducted in which the Inner West community voted to de-amalgamate the existing Council and return to the three former Councils. The result was carried with 62.5 per cent in favour, in a poll with 80.7 per cent turnout.

Inner West Council is preparing a de-amalgamation business case for the NSW Minister for Local Government, who is responsible for the final decision.

The business case includes:

- Part 1 The case for change: An outline of the poll and community consultation results.
- Part 2 Cost/benefit analysis: Revised 2021 Morrison Low report. Intent to investigate benefits and seek to undertake economic analysis to potentially estimate in dollar terms, including NPV.
- Part 3 Financial and Commercial Analysis: Financial viability of the demerger for the NSW Government. Section 218CC (6) of Local Government Act states that the NSW Government will cover the cost.
- Part 4 Managerial Analysis: An analysis of the organisations' ability to deliver, the associated risk, and any identified issues pertinent to the decision.

The business case was placed on public exhibition for 28 days. Community consultation was promoted via Council's website, social and digital media, media releases, Your Say Inner West, Inner West newsletters and the local newspaper.

Independent research company Micromex undertook community consultation via a survey that any community members could undertake, alongside a phone survey.



A report outlining the outcomes of the community engagement process along with the updated business case was presented to 13 September 2022 Ordinary Council meeting.

What happens next?

- The Mayor has written to the Minister for Local Government reiterating the concerns around costs and administration and seeking her specific commitment to paying the full cost should the minister seek to demerge the council and commit to not sacking the council and installing an administrator.
- The business case will return to Council for further discussion once a response from the Minister has been received.

Our Organisation



Structure

Executive Team

Council’s administration is led by General Manager Peter Gainsford, who joined Inner West in May 2021. The General Manager is supported by four Directors, who along with the General Counsel, comprise the Executive team.

The General Manager is responsible for the overall operations of Council’s administration including ensuring the implementation of decisions of the Council, delivery of commitments as guided by the Delivery Program and Operational Plan, and for Council’s workforce, as well as ensuring the organisation meets its obligations.

Leadership Team

Council has also established a Leadership team of 23 comprising the Executive and senior managers.

The purpose of the Leadership Team is:

- to work with the Executive regarding the day to day running of Council
- to consider matters involving budget, policies, employee engagement and culture, risk management, Work Health and Safety and customer service
- to lead Integrated Planning and Reporting and developing and implementing the corporate priorities
- to assist the organisation developing and living Council’s values



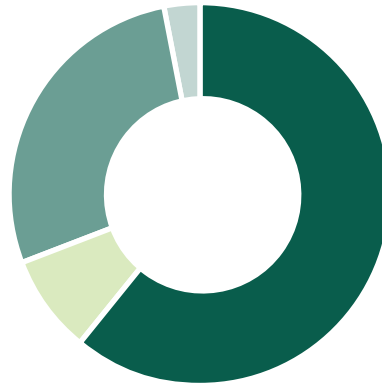
Workforce profile

Inner West Council strives to be a local government employer of choice, offering a fair and flexible approach to work with wide-ranging staff benefits.



1,463

Total number of employees as at 25 May 2022



- 892 full time
- 120 part time
- 407 casual
- 44 fixed term

Age profile



- 50 and over: 42%
- Under 50: 58%

Gender



- Female: 51.5%
- Male: 48.5%

Gender in leadership roles



- Female: 46%
- Male: 54%



Average years of service

Age profile of Council's workforce

Female (51.5%)			Male (48.5%)		
Casual	Full time	Part time	Casual	Full time	Part time
17.5%	27%	7%	10.3%	36.7%	1.5%

	Casual	Fixed term	Permanent
17-24 (10%)	9%	0%	1%
25-34 (18%)	6%	1%	9%
35-49 (30%)	6%	1%	23%
50-59 (25%)	4%	0%	21%
60-69 (16%)	2%	3%	16%

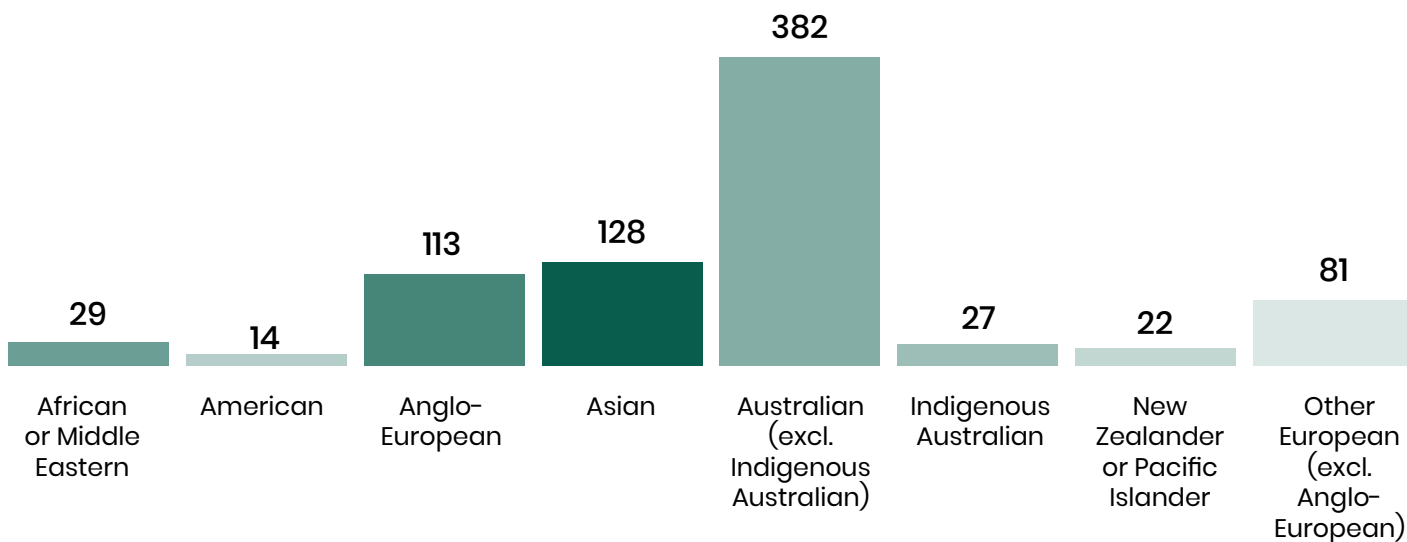
Annual Reporting of Labour Statistics

Each Council is required to provide labour statistics based on a date specified by the Office of Local Government.

On **Wednesday 25 May 2022**, Council directly employed the following:

permanent full-time basis	892
permanent part-time basis	102
casual basis	407
fixed-term contract	44
“senior staff” for the purposes of the Local Government Act 1993	1
persons engaged by the council, under a contract or other arrangement with the person’s employer, that is wholly or principally for the labour of the person	195
persons supplied to the council, under a contract or other arrangement with the person’s employer, as an apprentice or trainee	2 (Apprentices)
people who received pay for having worked on 25 May 2022	1080

Diversity of staff at Inner West Council



Council remains committed to maintaining its Equal Employment Objectives to recruit skilled and diverse candidates from all backgrounds and stages of life.

The data from this graph* indicates where cultural background is the cultural/ethnic group(s) a staff member feels they belong or identify with.

This background may be the same as their parents, grandparents, or their heritage, or it may be the country they were born in or have spent a great amount of time in, or where they feel more closely tied to.

Council is committed to having a safe workplace where staff from all backgrounds can feel comfortable being themselves at work.

*Staff Performance and Engagement Survey June 2021

Cultural Change

Council has embarked on a cultural change and leadership program aligned with new corporate values integrating our commitment to the health, safety and wellbeing of staff and the community.

There is a strong focus on serving the community and providing excellent customer service. Council has strong local community engagement and is providing greater transparency around the services that Council provides.

Council began its journey as a 'Learning Organisation' in this reporting period, building a workforce that is futureproofed and fit for purpose. We continue to develop the capability of our employees and ensure that Inner West is recognised as a preferred employer and known as a great place to work.

In July 2021, we undertook a staff survey that set the benchmark for employee engagement moving forward and sought feedback from staff on their preferred values. This informed the development of our purpose, values and associated behavioural statements.

Our purpose: "We are here to be of service to the community and make Inner West a great place to be" along with our values of integrity, respect, innovation, compassion and collaboration were launched in March 2022 at our inaugural leaders' day with 200 leaders across the Council organisation.

See the 'Welcome to the Annual Report' section for detail on the purpose and values.

Workforce Management Strategy

The Workforce Management Strategy (WMS) was developed through extensive consultation with a focus on data, research and analysis. The WMS is fundamental in mapping out the next stage of our cultural change program and addressing our workforce challenges through the following objectives:

1. Investing in our people and community through technology
2. Developing a sustainable workforce
3. Sourcing skilled employees in a competitive market
4. Reducing risks and optimise efficiencies with knowledge management
5. Developing and articulating our employee value proposition
6. Retaining and attracting an inclusive and diverse workforce

The 2021 engagement survey results indicated that 61% of staff are proud to be working at Inner West Council. As a learning organisation, it was recognised that the implementation of the Workforce Management Strategy will benefit the Inner West community as well as staff through increased employee engagement and performance resulting in improvements in processes and systems.

Council offers its employees in return for their skills, performance and productivity:

- Remuneration
- Professional development
- Flexible and hybrid work arrangements
- Wellness programs
- Reward and recognition
- Clarity of direction
- Culture of the organisation

Actions this year included:

1. Values

- Refreshed Values and Purpose
- Developed clear key performance indicators through a values-based performance appraisal
- Continued to deliver on reward and recognition during COVID lockdowns including a long service leave awards event through Microsoft Teams

2. Leadership and development

- Worked with the Senior Executives using the EQi tool (Emotional Intelligence)
- Developed an integrated authentic leadership program
- Provided targeted coaching for managers
- Supported gender equity strategy plans including supporting the Diversity Council Australia #Istandforrespect campaign in collaboration with the women's committee
- Successfully increased the number of women in leadership roles
- Maintained equal employment opportunity and ongoing workplace diversity and inclusion partner memberships with peak bodies such as PID/ACON, Diversity Council Australia (DCA) and Job Access
- Future proofed our workforce through a succession planning framework
- Implemented a women's mentoring program
- Ongoing staff consultation through the Joint Consultative Committee process
- Development for staff including:
 - Aboriginal and Torres Strait Islander Cultural awareness training
 - Finance for non-finance managers
 - Planning for non-planners
 - Child safety awareness
 - Recruitment panel training – incorporating new values
 - ACON LGBTQ Awareness training
 - Disability awareness training
 - Standardised project management framework
 - Change management framework
 - Dealing with difficult customers training

Safety, Injury Management and Wellbeing

Council is dedicated to continuous improvement of its work health and safety performance with the development of a Work Health and Safety (WHS) Strategy and planning for a new WHS system.

The number of workplace incidents has decreased from 168 in 2020 to 160 in 2021, however the claims have risen from 87 to 98. Of those 98 incidents the majority were from stresses to the body and falls, trips and slips. During 2021, 395 workers received a flu vaccination and 248 outdoor workers had skin checks.

Highlights during the year included:

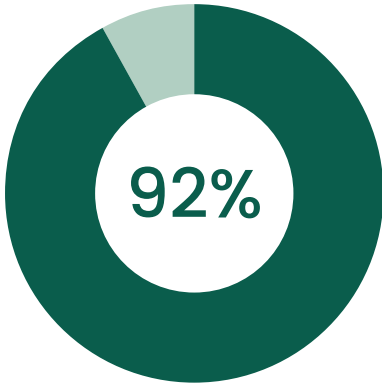
- Prioritised the safety and wellbeing of our people through key responsive notifications for all people managers about an incident
- Transitioned to an automated application-based incident reporting system, Safety Vault. This is improving data quality, reducing administration and increasing incident response and corrective action implementation
- Convened an Incident Management Team (IMT) to manage Council's operational response to COVID-19 and inform staff of NSW Government health advice to all staff
- Trained over 90 employee mental health accredited champions

Established a proactive injury management approach in collaboration with our insurer State Cover in late 2021. This resulted in an average cost of claims reduction of more than 70% (FY20/21 in comparison to FY21/22).

Community Survey Highlights

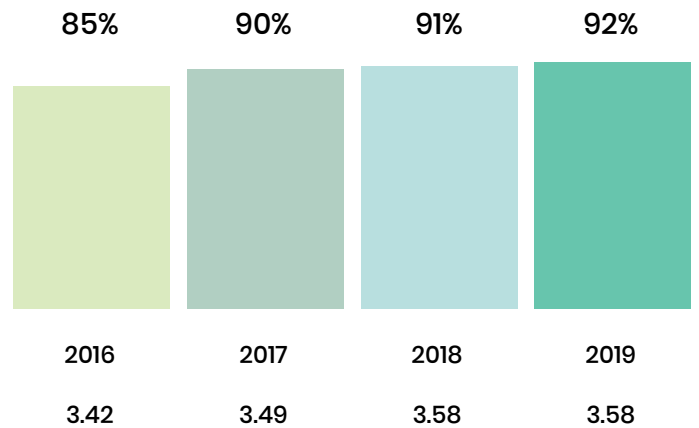
In May 2021 Council commissioned an independent research organisation to conduct its community satisfaction survey. Although slightly prior to the annual reporting period, the statistics, priorities and challenges are relevant.

The community satisfaction survey guides Council's planning and service delivery to ensure we are responsive to resident needs and expectations.

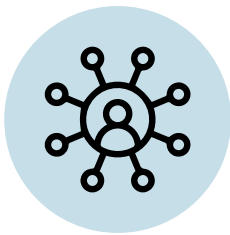


92% of residents are satisfied with the performance of Council over the last 12 months

All satisfaction ratings are mean scores out of a possible 5



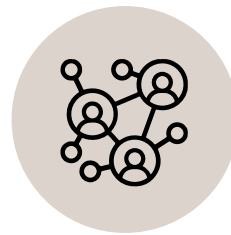
The four key drivers of satisfaction are:



Council's integrity and decision making



Community's ability to influence Council decision making



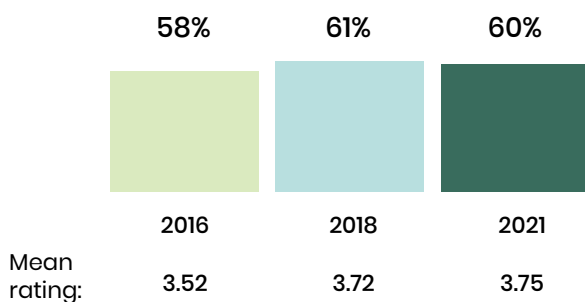
Long term planning for the area



Provision of Council information to the community

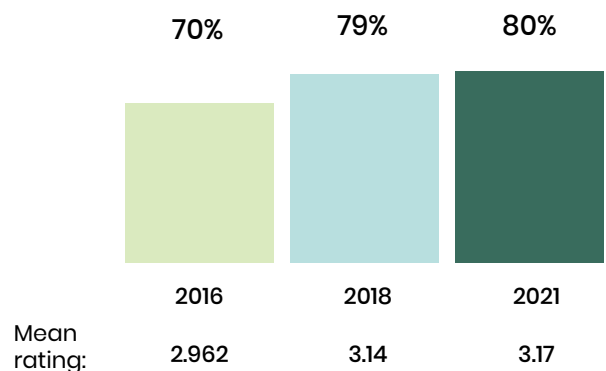
Satisfaction with Council's community engagement

60% of residents rate Council's community engagement as 'good to excellent'



Satisfaction with Council's integrity and decision making

Satisfaction with Council's integrity and decision-making has significantly increased



Residents' priorities for Council in the future

In 2016 residents expressed concern about the amount of development occurring in the LGA, the flow-on effects of traffic congestion, population growth, public transport, parking, lack of green spaces, and environmental issues

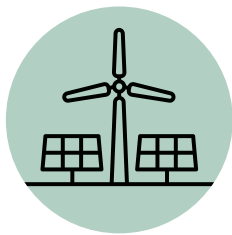
In 2018 like nearly all Sydney LGAs, development, population growth and congestion were viewed as the primary challenges

In 2021 managing the challenge of population growth and prioritisation of further protections for our local environment were the key concerns

Top challenges facing Inner West Council area over 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%)

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



Our Performance

Delivery Program Achievements, Challenges and the Year Ahead

This section builds on the 'Year in Review' section, with further detail on how Council has performed against its commitments in the Delivery Program and Operational Plan, ordered by each Strategic Direction of the Community Strategic Plan *Our Inner West 2036*.



Strategic direction 1: An ecologically sustainable Inner West

Achievements

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

Renewing and upgrading seawalls work were carried out in line with the Seawalls and Wharves capital program (Initiative 1.1.1.1).

The Dobroyd Parade seawall construction works were completed in August 2021. The works provide an environmentally friendly seawall with improved marine habitat and will facilitate the widening and upgrade of the Bay Run and GreenWay paths. The Balmain Rowing Club foreshore access project was delivered by the club and funded by Council.

Continued LED Street lighting accelerated replacement program (Initiative 1.1.1.3).

The LED program is 99.7% completed, with fewer than 20 LED streetlight replacements remaining in the Residential LED Streetlight Replacement Program.

Establish and maintain a Green Living Centre Program (Initiative 1.1.1.3).

The Green Living Centre runs workshops, webinars, events and programs in the Inner West to support the local community reduce their environmental impact, supporting sustainable living.

During the year, there were thousands of people supported through digital communications, and over 400 people attended workshops and webinars, including:

- Transitioning to an All-Electric Home webinar
- Composting and Worm farming and Wild Edibles webinar



- Spring talks series featured insects and native bees as well as Plastic Free July campaigns
- Free energy advice services and water-sensitive design workshops
- Profiles of local groups and their environmental achievements during History Week
- Blog and panel discussion featuring local sustainable fashion experts on skills to avoid and reduce clothing waste
- Workshop demonstrating practical techniques to store, cook and save food by reducing organic waste.
- A communication campaign highlighted waste-free ways to celebrate the festive season with workshops on crochet and paper crafts with reused materials.

Inner West has a diverse and increasing urban forest that supports connected habitats for flora and fauna

Maintained, protected, and enhanced the Inner West's current ecological assets (Initiative 1.2.2.1).

Continued work was undertaken to restore ecosystems in Council's natural areas, with an additional 1.7 hectares of Council land identified to be managed as a natural area. Council's managed natural areas have increased by 17% since 2018. Supported projects include the GreenWay corridor enhancements.

Developed and implemented the Inner West Climate and Renewables Strategy (Initiative 1.4.1.1).

The Climate and Renewables Strategy that was adopted in December 2019 was implemented, and an Environmental Management System (EMS) aligned to International Standard ISO14001 developed. Updates to the EMS manual and implementation of various environmental policies and projects were underway during the last quarter of the year.

Sought and maintained partnerships to support adaptation to urban heat.

Council formed partnerships to undertake projects supporting adaptation to urban heat such as:

- Macquarie and Western Sydney Universities and the 'Which Plant Where' project,
- Water Sensitive Cities Cooperative Research Centre - Resilient Sydney Network - Cities Power Partnership via the Climate Council - NSW Government's SEED database (Central Resource for Sharing and Enabling Environmental Data in NSW) in the NSW Government's Adapt NSW program.

Pursued opportunities to drive an increase in renewable energy in the Inner West for Council and the community (Initiative 1.4.1.2).

Businesses, schools, homes and strata across the Inner West were supported to increase renewable energy, and this included advice to 150 homes, 43 strata properties and 8 businesses. As a result, new solar systems were installed on 2 strata, 19 homes and 9 schools. Likewise, the rollout of solar systems continued on Council's buildings (Deb Little ELC and St Peters Depot).

From July 2022, Council will be powered by 100% renewable electricity following a landmark energy deal between 25 Councils and three NSW solar farms - Moree, Hillston and Nevertire. The supply builds on the success of Council's previous electricity agreement which included 25% renewable energy from Moree Solar Farm. The current electricity agreement delivers on the key 100% renewable target earlier than 2025 and will more than halve Council's carbon footprint, with Council having 100% renewable energy from 1 July 2022.

Developed and implemented a sustainable fleet and procurement strategy (initiative 1.4.2.1).

Council's transition to low-emission vehicles is progressing well as hybrid vehicles now comprise 50% of the Council's passenger fleet. There were 8 electric vehicles secured for pilot testing in 2022 and a sustainable fleet transition plan is underway, with an Electric Vehicle policy endorsed by Council in April 2022.

Focus efforts to drive efficiency and manage demand for energy across Council operations and reduce corporate emissions (1.4.1.3).

Council's energy efficiency program continued with installations of energy-efficient lighting at various Council sites. Energy efficiency studies were undertaken at Council's aquatic centres with procurement and detailed engineering designs underway to reduce energy costs. The solar rollout on Council buildings over the past five years has doubled from 309kW in 2017-18 to 788kW in 2021-22.

New and expanded solar rooftop systems have been installed at Marrickville Town Hall, Deborah Little Early Learning Centre and St Peters Depot.

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

Develop and operate a second Inner West Council Community Recycling Centre for problem waste.

The Leichhardt and St Peters Community Recycling Centres and the Leichhardt weekend transfer station were re-opened to the public on 18 September 2021 following the closures due to the COVID-19 pandemic.

Promote zero waste avoidance, reuse, recycling and repair (Initiative 1.5.2.2).

The 2021 Garage Sale Trail in the Inner West Council area attracted 5,566 participants (shoppers and sellers), with 128 total sales, and an estimated 35,160kgs of items reused. The Inner West pre-loved shopaholics and Garage Sale Trail 2021 festivities were hosted online over two weekends during November 2021. Residents hosted 'virtual' garage sales or 'Shop the Trail' for pre-loved bargains from their homes.

Increase reuse opportunities and develop a local reuse centre (Initiative 1.5.2.3).

Council works with local 'reuse' organisations, The Bower and Reverse Garbage, and is establishing a Reuse Centre at Summer Hill Depot. The project is still in the planning phase, with the development application approved and on-site works commencing in February 2022. It is anticipated that the site will be opened during 2023.

Provide options for residents to divert organics at home, in the community and through a kerbside service (Initiative 1.5.3.1).

During the year, residents ordered 22 subsidised compost bins, 12 aerators, 65 worm farms, 75 worms, 17 hungry bins and 18 green solar cones. Additionally, the food recycling service in apartments collected 314 tonnes of food organics from a total of 23,555 eligible units. In addition, 143 residents were engaged in the 'champions' program to work with Council on improving food recovery in their buildings.

Seek and maintain research and on-ground partnerships around growing food in urban areas (Initiative 1.1.3.1).

The Inner West Community Garden Network met in June 2022 with a presentation on making gardens more accessible and inclusive. Community gardens on Council land are supported via the Inner West Community Gardens Policy.

Collaborate with stakeholders to support the delivery of the Inner West Zero Waste Strategy and Action Plan (Initiative 1.5.4.1).

There were 40 community submissions received during the exhibition of the Zero Waste Strategy that was endorsed by Council in August 2021. The strategy was implemented during the year as Council continued to work with other councils, and the Southern Sydney Regional Organisation of Councils, to progress regional food recycling.

Challenges

During the last 12 months, Council responded to the challenges in delivering its ecologically and sustainable program due to COVID-19 restrictions on face-to-face workshops, seminars, services and community engagement. It enhanced its digital communications engagement and provided online environmental workshops as a way of broadening the reach for community members to attend a range of Green Living Centre Programs and webinars.

The closure of the Leichhardt and St Peters Community Recycling Centres (CRCs) and the Leichhardt weekend transfer station during June to September 2021 was also problematic during COVID-19 as electronic waste, chemicals, sharp materials and bulky household waste items were not able to be recycled. However, the NSW Government lifted restrictions in late September 2021, enabling the re-opening of these critical waste services.

Volunteer programs such as for the Inner West community nurseries, bushcare, wildlife monitoring groups were also limited during the first 4 months of the financial year. Many re-grouped in the second half of

the year to partner with, progress and assist Council's efforts in weeds removal, harbour, river and catchment improvements.

Council also continued to work with Ausgrid and Southern Sydney Regional Organisation of Councils (SSROC) on the next phase of residential streetlighting to further reduce Council's electricity consumption and carbon emissions. Funding for Electric Vehicle charging stations continues to be a challenge.

Council is responding to its environmental and sustainability challenges by:

- Achieving climate targets by investing in renewable and solar energy on all its buildings
- Reducing waste and working towards its zero waste strategy targets adopted during the year
- Responding to, mitigating and managing the impacts of climate change particularly flooding and sea level rises by securing grant funds to progress capital works vital for long term resilience
- Protecting and enhancing the Inner West's natural heritage, including mapping and restoring vulnerable areas, habitats, biodiversity and waterways
- Continuing and revising tree management and protection development controls, while supporting the community to plant more native trees locally,
- Promoting organics waste diversion from landfill, waste reduction initiatives and programs, reuse and recycling initiatives
- Supporting local sustainability projects and initiatives

The Year Ahead

Council will continue to implement our Climate and Renewables Strategy in response to the climate change emergency, and the Zero Waste Strategy adopted this year. We will focus on fostering collaborative actions, community partnerships and embedding sustainability in all Council systems, buildings and processes.

We aim to increase the use of solar and renewable energy, low carbon emitting transportation through Council vehicles and fleet, low carbon development, divert organic waste from landfill, address unsustainable consumption, and increase tree canopy cover and green infrastructure.

During the next year, Council will deliver:

- An extensive tree planting program and review
- Tree Management Development Control Plan
- Plans for Callan Park swim site
- A Biodiversity Strategy
- The Green Living Centre at the Summer Hill sustainability hub
- An Electric Vehicle Encouragement Plan
- Sub-catchment planning will recommence in 2022, as well as progressing policy work such as riparian corridor mapping and biodiversity planning in Council's Development Control Plan. Additional land, including wetlands, was added to Council's register of natural areas under management and planning will be a future focus.

Highlighted Performance

During the year, there was considerable progress on the Operational Plan actions under this CSP strategic direction.

Strategic Direction 1: An ecologically sustainable Inner West	Actual (numbers)	% Progress
On Track	19	10%
Completed	7	4%
Behind Schedule	2	1%
On Hold	3	2%
Rescheduled	2	1%
Total	33	18%



Highlighted performance measures for the 2021-22 year for this strategic direction are shown in the table below.

Council Performance Metrics	2018-19	2019-20	2020-21	2021-22
Solar capacity on Council Buildings (kW)	330	368	724	788
% of bulky household items picked up by Inner West Council reused, recycled or recovered	21%	34%	76%	75%
Kg of total waste stream to landfill per resident	189.80	185.50	132.37	90.77
Recovery of green waste (garden organics) from the waste stream per resident each year (kg/resident)	37.7	35.43	36.60	35.95
Council's operational electricity from renewable sources	25%	25%	25%	25%
Percentage of residential waste collected in red-lid bins that is food and garden organic matter	39%	39%	39%	39%
Number of bushcare volunteers	1,360	1,090	1,359	493
Number of plants supplied each year from community native plant nurseries for planting within Inner West	15,261	15,090	20,624	14,921



Strategic direction 2: Unique, Liveable, Networked Neighbourhoods

Achievements

Development is designed for sustainability and makes life better

Prepare an Inner West Local Environmental Plan (LEP) and Development Control Plan (DCP) (Initiative 2.1.1.3).

The LEP program was divided into phases including: LEP (Phase 1) a housekeeping amendment adopted in June 2020; and LEP (Phase 2) that is divided into three separate projects. It is anticipated that the LEP phase 2A – Parramatta Road Corridor and the LEP Phase 2B – Sydenham to Bankstown and Ashfield North, and LEP Phase 2C (Camperdown) will be finalised in the next financial year. The Consolidated DCP will be developed in parallel with the LEP (Phase 2), and this work includes related projects such as creating a comprehensive Contributions Plan and Public Domain Guidelines.

Develop and implement the Parramatta Road Urban Infrastructure Program works (Undertake Parramatta Road Urban Amenity Improvement Program) (Initiative 2.1.2.3).

The Parramatta Road Urban Infrastructure Program (PRUAIP) works are substantially completed with final artwork to be installed in Leichhardt and Petersham.

Prioritise shade sail renewal and upgrade through a Shade Sail Strategy (Initiative 2.1.3.1).

The shade sail works program endorsed by Council in March 2018 is completed. There were additional shade sails installed in aquatic centre projects at Annette Kellerman and Fanny Durack Aquatic Centres. The 2021/22 Shade Sail projects are in progress at Ashfield Aquatic Centre, and Leichhardt Park Children's Centre.

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

The Draft Development Contributions Plan was exhibited for public comment and Council will be asked to endorse it in the next Financial Year. This is a significant plan that identifies opportunities for improving council facilities and public civic spaces.

Enhance streetscapes and town centres (Initiative 2.3.1.3).

The artwork installation for Foxs Lane and Ashfield Town Centre is completed. The Marrickville Road (East) cycleway and streetscape upgrade design is continuing, with construction scheduled to commence in late 2022–23. The Dulwich Hill Station Precinct Public Domain Improvements project was underway in June 2022, and construction due to be completed in early 2023.

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

Advocate to the State Government on development contributions reforms.

As part of the Our Inner West Housing Strategy (Initiative 2.4.2.1), the development contributions legislative reforms were reviewed, and submissions provided to the Independent Pricing and Regulatory Tribunal (IPART) in December 2021. In addition, advocacy via submissions for the provision of future local infrastructure in the Parramatta Road Corridor and Bays West Precinct continued with the NSW State Government.

Implement the Inner West Homelessness Policy

(Initiative 2.4.3.1). The annual Street Count was undertaken in February 2022. There were 11 people counted in the Inner West as 'homeless', and this was the lowest since 2017. The Inner West Homelessness Assertive Outreach Collaboration (IWHAC) undertook monthly outreach patrols and follow-up case management meetings. Additional patrols were conducted by Wesley Mission, Missionbeat and Newtown Neighbourhood Centre. Further, the IWHAC conducted three regular monthly patrols and additional COVID-19 related patrols assisted rough sleepers access accommodation and provided other support services.

Implement the GreenWay Master Plan ensuring that it is consistent with adopted and emerging GreenWay strategies and plans (Initiative 2.6.1.3).

The GreenWay is a 5.6km corridor that links the Cooks River at Earlwood with the Parramatta River at Iron Cove. Since 2019, Council has worked on sections of the GreenWay. During the year, the following elements were completed:

- The Dobroyd Point Seawall upgrade (completed August 2021)
- Local streets upgrade through Dulwich Hill (completed in January 2022)
- A High Voltage Electrical Feeder relocation (in progress) and the Bay Run path and lighting upgrade (in progress), and
- Council is currently commencing the In-corridor phase of the project that comprises both the central and southern links.

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

Renew local and regional roads (Initiative 2.6.3.3).

Funded Regional Roads projects at Balmain Road and Moore Street, Leichhardt, were completed, and Crystal Street work is nearing completion. Prioritised local road projects (grant-funded) are underway in ten areas and on 67 local road projects (Capital Works).



Provide and upgrade cycleway infrastructure (Initiative 2.6.3.6).

Council has improved bicycle routes across the Inner West to make it safer, more convenient and enjoyable for people of all ages and abilities to ride a bike.

Local Route 3 cycleway was completed in June 2022. The northern section of the Livingstone Road cycleway, Marrickville Road – Marrickville Oval was completed in March 2022. Other projects completed included: Regional Route 7, Section 1, from Lewisham to Petersham; Section 2, from Petersham to Newtown; the Local Route 3, Livingstone Road cycleway, Section 1, from Marrickville Road to Marrickville Park works. The Section 2, from Marrickville Road to Randall Street commenced and Marrickville Road (East) streetscape and cycleway design improvements are planned to be exhibited and constructed in 2022–23 pending utility and Transport for NSW approvals, together with successful funding.



Renew and upgrade roadside furniture (Initiative 2.6.3.7).

The upgrade of parking meters commenced at the end of the financial year. Also, the audits of business centres are completed.

Develop and implement programs to promote road safety (Initiative 2.6.3.1).

Council continued to promote proactive pedestrian and cyclist safety with the following initiatives and media campaigns:

- Pedestrians were reminded to walk safely over the Christmas holiday season with 24 bus shelter panels advertising the message “Before crossing the road ... Look Out Before You Step Out”.
- A parent workshop “Helping Learner Drivers Become Safer Drivers” was delivered online in November with 28 people attending; an online workshop in March 2022 had 174 registrations and 102 logins.
- During the first six months of 2021-22, the free child car restraint checks program operated on a bi-monthly basis as a home mobile fitting service. It was promoted

and fully booked between 6 October and 1 December 2021, with 59 vouchers issued to residents. These events enabled 74 car seats to be safely installed and correctly fitted, keeping children safe and secure in car seats.

- The child restraint program was also strongly supported in the second half of the year, and fully booked for 2 February, 6 April, and 1 June 2022, with 60 vouchers issued to residents, enabling 71 car seats to be safely installed and correctly fitted.

Develop and implement traffic and parking management studies (Initiative 2.6.2.1).

Several projects were completed to improve traffic and parking in the area. This included the Leichhardt West and Draft Rozelle North Precinct Parking Study reports, the public exhibition of the Draft Rozelle North Local Area Traffic Management Plan (LATM), the Balmain LATM draft options and the Petersham North LATM and Newtown South LATM initial community engagement.

Challenges

There were several challenges in delivering the Operational Plan 2021-22 programs and initiatives for unique, liveable and networked neighbourhoods experienced during the last 12 months in the Inner West.

The preparation of new Local Environmental Plan (Phase 2) and Development Control Plan, as well as comprehensive Development Contributions will progress in the next year. They reference Council's comprehensive Local strategic Planning statements, and Housing strategies. They also require significant internal and external project resources, community engagement and approvals processes through the NSW Department of Planning approval processes.

An affordable Housing Policy was adopted in May 2022. This aims to address the ongoing challenges associated with the need for affordable housing for low-income households, and interventions and improvements needed in the local and NSW planning systems.

Other challenges experienced during the year were related to service disruptions, and resource shortages (both material supplies and staff) experienced due to the COVID-19 pandemic. For instance staffing remained highly static during the lockdowns. As lockdowns eased pent up opportunity for staff mobility was evident. In the planning space this has meant the loss of a high proportion of senior and experienced assessment staff, and their replacement with students, inexperienced graduates and part time contractors.

Council responded to many of the challenges experienced during the last year by being innovative with our technology and digital communications, resource usage and providing flexibility to staff (e.g working from home was supported). This was also important so that community members, businesses and others impacted by restricted services could continue to transact with Council. For instance, customer transactions that were online increased during the year from 48% in 2020-21 to 60% during 2021-22. Delivery of programs online and virtually was also a new way of engaging with customers and continuing to deliver service and program benefits for community members.

The delivery of Council's local and regional roads network continued despite COVID-19 restrictions on works crews, resource and material supply shortages and cost increases. Flooding experienced in the third quarter of the year further exacerbated local roads and potholes. Council responded with a 'Spot a Pot' initiative to fix and respond to reported pot holes throughout the area.

The year ahead

Focusing on housing and infrastructure development, Council will expedite projects and initiatives arising from land use planning strategies that have been adopted in recent years. These include the Local Strategic Planning Statement, Local Housing Strategy, Employment Lands Strategy and Integrated Transport Strategy.

Insights from these strategies and plans will shape the review and preparations of comprehensive planning policies, such as Local Environmental Plans, Development Control Plans and Development Contribution Plans that will be completed in the next financial year. These will improve future residential and commercial land uses and public domain planning in the Inner West area. Regarding transportation, Council will prioritise active and sustainable modes of transport as per its adopted Integrated Transport Strategy to support the community with environmentally sustainable outcomes.

Major projects planned for 2022-23 include:

- GreenWay In-Corridor works
- Leichhardt Park lighting, central and southern links
- Consolidated Local Environment Plan (LEP)
- Dulwich Hill Station Centre upgrade
- Marrickville Road east upgrade
- Regional cycling route 7 construction
- St Peters to Sydenham cycleway construction
- Lewisham to Newtown cycleway construction

Highlighted Performance

During the year, there was considerable progress on the Operational Plan actions under this CSP strategic direction.

Strategic Direction 2: Unique, liveable, networked neighbourhoods	Actual (numbers)	% Progress
On Track	18	10%
Completed	11	6%
Behind Schedule	3	2%
On Hold	2	1%
Rescheduled	2	1%
Total	36	19%

Some of the highlighted performance measures for the 2021-22 year for this strategic direction are shown in the table below.



Selected Council Performance Metrics	2018-19	2019-20	2020-21	2021-22
Development Applications (number of applications)	1557	1449	1538	1448
Median Development Application Processing (days)	97	90.7	79	95
Child car seat safety checks	200	100	425	163



Strategic direction 3: Creative Communities and a Strong Economy

Achievements

Creativity and culture are valued and celebrated

Support the marketing of Inner West as a tourism destination and creative hub (Initiative 3.1.1.1).

Various initiatives were completed as part of marketing the area as a tourism destination and creative hub. These included support for creative programs such as the Pop Up Music Expressions of Interest, EDGE Sydenham (August 2021), EDGE Greenway (April and May 2022) and Young Creatives. For instance, Council hosted an Arts and Music Summit that brought together musicians, performers, promoters, creative businesses and elected representatives to work on a blueprint for the local arts sector. This was important for after the experience of the previous year and restrictions due to the COVID-19 pandemic. Also, Council organised the celebration of The Inner West's 'Little Portugal' on 10 June 2022 at a special evening at Petersham Town Hall for Portuguese National Day.

Conduct a Strategic Review of the Major Community Events Program to support a high-quality program that encourages community participation (Initiative 3.1.2.2).

The strategic review of the major events program was completed and a high-quality program encouraging community participation was presented to Councillors as part of 2022-23 budget planning.

Digitise existing Inner West history collections (Initiative 3.1.2.1).

Community archives were relocated from four library locations and consolidated into two collections. Identified hard copy material at risk of degradation continued to be digitised, treated or assessed. Work on digitising the Marrickville Valuation books progressed, with 645 valuation books treated and stored at Petersham Town Hall ready for digitisation.

Successful grants to the Inner West community.

There were 79 Inner West projects that received more than \$440,000 in Council funding in November 2021 as part of the Inner West Council 2021 Grant Program. The grants were for Individual Artists, Arts Projects, Community Wellbeing, and Multicultural projects. During 2020-21, there were 89 Inner West projects that received more than \$500,000 in Council grants funding.

The local economy is thriving

Advocate for night-time economy initiatives.

Council continued to advocate to the State Government to improve night-time economy initiatives such as the Special Entertainment Precinct Pilot Program.

Support mobility by allowing the community and staff to interact with Inner West Council systems anywhere, anytime (Initiative 3.3.3.1).

The Council focused on improving customer service and responsiveness through a new Customer Experience Plan, including a series of monthly mobile customer service stalls. Additionally, a new Customer Service Committee was established together with community representatives. Other customer initiatives delivered during the year included: mobility options analysis, capturing business areas' requirements; in-vehicle mobility solutions for the operations teams, including waste collection.

Provide support for business, including provision of training and workshops to businesses.

There were 35 business educational training workshops and networking opportunities delivered during the year to assist businesses take advantage of emerging trends, address issues and focused on adapting to economic market changes.



Other initiatives to support the local business community.

The Experience campaigns have been successfully implemented. These included a four-week media campaign focused on eating/drink/shop/discover Inner West, a six-week Christmas showcase initiative in December 2021 for Ashfield and Summer Hill. Council continued working in partnership with local business chambers to encourage local spending. Along with this initiative, the Urban Centres Program was managed across five suburbs.

Challenges

While the Inner West has much potential for creating a thriving local economy, there were specific challenges experienced during the last 12 months that will take some time to overcome. There were disruptions to programs and service delivery across the organisation that resulted in innovations in service delivery, together with redeployment of staff and resources.

In some areas, the disruptions provided an opportunity to undertake strategic projects. For instance, the development and strategic review of major events program to support and encourage local community participation will deliver new innovative ways of delivering a local events program that the community can participate in. As well, while Library memberships were lower during year (90,819 members during 2021-22) due to COVID-19, it also provided an opportunity to refine membership data and remove duplications.

There was also innovation in the delivery of customer service strategies in response to the challenges of COVID-19 restrictions and public health order. This resulted in a hybrid staff roster, operational changes and

the need for more online transactions and services for residents. All three customer service centres reopened on Monday 18 October 2021, and 1,879 customers were served in the first month.

Following the return to normal services in early 2022, customer service stalls were established a new practice for the Inner West. These provided Council and community engagement an opportunity to engage and deliver customer services and address resident concerns. This has been a great opportunity to engage and address local concerns directly.

Also, a new dedicated customer service queue for parking queries was established in the Customer Services' Contact Centre Interactive Voice Response system in April 2022. This was in response to the high demand for these services i.e. parking permits, illegal parking, parking fines, mobility parking and a parking study. For instance, during the period 01 July 2021 to 27 February 2022, of the 14,044 customer calls serviced through the general queue, there were 2,753 (20%) that were parking related.

In June 2022, an Inner West Recovery Summit was also held at the Marrickville Town Hall that provided an opportunity for the Inner West creative community to come together to identify ways to revitalise the local industry.

Due to COVID-19 restrictions, there were increased vacancies and closures for small retail businesses throughout the Inner West. As part of its local environmental planning, and economic development initiatives, Council has commenced working where it can together with Service NSW to assist businesses. Also, Council is reviewing its land use planning controls in retail and urban areas, and aims to reactivate local businesses, particularly in retail, entertainment, food and beverage sectors.

Other strategic land use planning challenges that impacted the local economy included retaining industrial and employment lands, while preserving architecture, ambience and feeling of place in the Inner West.

Some of the work undertaken to overcome land use planning challenges included:

- planning special entertainment precincts
- encouraging leases for outdoor dining
- preserving industrial lands, retail and commercial space. This may be in preference to residential development that is also highly sought after by the community.

The year ahead

The Inner West is culturally diverse and will continue to celebrate this through many local events, delivered in partnership with a diverse array of local and creative businesses. There is also a strong sense of Aboriginal heritage that is being channelled in event programs and plans, together with a highly creative and literary community, creative industries, artists and community stakeholders.

Council continued to assist small businesses and the creative sectors with new support and advocacy, particularly ensuring the rediscovery of local creativity. Cultural enlivenment will bring a new appreciation of the Inner West's local streets, neighbourhoods and suburbs. Council will scope new opportunities and community partnerships to co-design, improve and strengthen the Inner West's cultural environment.

Some of the projects and initiatives that Council planned during 2022-23 included:

- COVID-19 pandemic recovery initiatives
- Marrickville Town Hall multicultural and performance venue
- Reconciliation Action Plan
- Aboriginal survival memorial installation
- Perfect Match public artworks
- Major events program

Highlighted Performance Measures

During the year, there was considerable progress on the Operational Plan actions under this CSP strategic direction.

Strategic Direction 3: Creative communities and a strong economy	Actual (numbers)	% Progress
On Track	9	5%
Completed	6	3%
Behind Schedule	2	1%
On Hold	0	0%
Rescheduled	0	0%
Total	17	9%



Council Performance Metrics	2018-19	2019-20	2020-21	2021-22
'Perfect Match' artwork sites	6	18	20	17
Business support workshops	24	20	18	35
Community grants provided	\$492k	\$366k	\$639k*	\$620k*

* Excludes COVID-19 grants



Strategic direction 4: Caring, Happy, Healthy Communities

Achievements

Everyone feels welcome and connected to the community

Support the development of an Inner West LGBTIQ Strategy (Initiative 4.1.2.1).

The LGBTQ Working group delivered the inaugural Queer Youth Prom at Marrickville Town Hall in April 2022. As part of the Council's Youth Week program, this event was also a finalist for the Local Government Youth Week Awards for the most inclusive program. The LGBTQ Working Group also commenced planning the WorldPride events for 2023 and supported the establishment of the Pride Centre at Newtown Town Hall.

Develop an Inner West Volunteer Framework (Initiative 4.1.1.4).

Many volunteer programs (e.g working bees, surveys, face to face programs) were not undertaken during this period due to COVID-19. After recommencing in October 2021, volunteering programs, including Bushcare, Nurseries, Citizen Science and Birdos resumed full activity. There was a total of 78 working bees/surveys held, with 317 volunteer attendances/sign-on and 787 volunteer hours completed. Volunteers and staff continued work on increasing urban forest and providing connected corridors for wildlife. In addition, 47 new volunteer enquires were responded to during this period. Fauna surveys and regional activities were also promoted to residents, and a new volunteering opportunity in the Rozelle Eco-corridor project emerged and is in the planning stage.

Implement Multicultural Policy (Initiative 4.1.2.3).

The NSW Geographic Names Board approved the naming of the Marrickville precinct as 'Little Greece' in November 2021. This recognised the long-standing contribution of Greek Australians to the history and development of the Inner West area.

Council applied to the Geographic Names Board in October 2021 to approve the name 'Little Vietnam' for the area along Illawarra Road between Marrickville and Warren roads. The name reflects migration to the area from Vietnam, demonstrated by the precinct's many Vietnamese restaurants and shops.

The Inner West Council Citizen of the Year was awarded to Chrys Meader to recognise her contribution to the Inner West's multicultural community. An historian, librarian, archivist, published author, educator and speaker, Chrys worked on histories of Enmore Theatre, Henson Park and Vicars Woollen Mill.

Deliver a Welcome Refugee Centre (Initiative 4.1.3.2).

Council's Community Refugee Welcome Centre (CRWC) won the inaugural 2021 Salvos Multicultural Welcome Project Award. The award celebrated the contributions of multicultural communities to Australian society. The CRWC has been operating since March 2017 through a partnership between Settlement Services International (SSI), Inner West Council and the Catholic Diocese of Sydney.

During the COVID-19 pandemic, refugee community members were trained and facilitated online sessions with the wider community. The refugee-led wellbeing, creative leadership project, delivered two activities, Stronger Together: a festival of Syrian culture and Through our Lens, a mixed media exhibition of refugee artists. The centre's operational plan was reviewed to improve communications and marketing.

Lead prevention of family and domestic violence in Inner West (Initiative 4.1.3.3).

In partnership with the City of Canada Bay and the Women's and Girls Emergency Centre (WAGEC), Council implemented a four-week Bystander Training for the community to support someone experiencing domestic violence. The Gender Equity Committee worked with the Institute of Non-Violence to plan equity training. The Respectful Relationship Working Group delivered six Love Bites workshops and trained 20 new facilitators. The Inner West Domestic Violence Committee also prepared for the 16 Days of Activism - Walk Against Domestic Violence.

Develop a comprehensive history of the Inner West (Initiative 4.1.4.3).

Face-to-face appointments supporting local researchers and Community Grant recipients, including Balmain Association and local authors, continued during the year. Other significant achievements were:

Number of History Week and Heritage Festival participants - History talks and Heritage Festival 2022 delivered a total of 23 events with 2,200 attendees.

Many items in the Inner West History Collection were digitised - During this period, total pages of documents digitised were: 637 volumes of Marrickville Valuation books (Approx. 240,000 pages), 100 maps and publications Ashfield Mayors, Alderman pictures; Ashfield enquiries (2000 pages); Ashfield Vertical files of 5 Maps and Plans; 14 boxes of heritage studies from Marrickville; 72 Leichhardt Valuation; Lists books Scanning (28,800pages); Large Photos in frames; 179 Historic Slides and Negatives of 556 page Letter Book.

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

Develop and implement an Aboriginal Belonging or Reconciliation Strategy (Initiative 4.2.4.1).

The Council hosted an Uluru Statement From The Heart Forum in June 2022, featuring The Hon. Linda Burney MP, Senator Patrick Dodson, Dean Parkin, Campaign Director for The From The Heart Campaign, Cheree Toka who led the campaign to fly the Aboriginal Flag over the

Harbour Bridge, and Inner West Mayor Darcy Byrne. An Aboriginal Reconciliation Action Plan was also prepared for consideration by Council, and public exhibition completed during the 2021-22.

The community is healthy and people have a sense of wellbeing

Implement the Aquatic Services Plan (Initiative 4.3.1.2).

The Aquatic Services Plan was implemented and transitioned to business as usual.

Upgrade and re-open Ashfield Aquatic Centre (Initiative 4.3.1.4) and Prepare a master plan for Leichhardt Park Aquatic Centre (Initiative 1.3.1.5).

The Ashfield Aquatic Centre was fully re-opened in October 2020. Ongoing programs and services are now available, whereas the Leichhardt Park Aquatic Centre master plan progressed as scheduled.

Develop and implement the Inner West Council Venues and Facilities Marketing Strategy (Initiative 4.3.1.6).

The Council's venues and facilities marketing strategy was commenced using insights gained from stakeholder engagement.

Implement the Aquatic Services Plan (Initiative 4.3.1.2).

The Council spent \$4.7m to upgrade the Leichhardt Park Aquatic Centre and Annette Kellerman Aquatic Centres. To benefit Inner West Council residents, it also brought Annette Kellerman and Fanny Durack Aquatic Centres under Council management. In addition, it developed a single Inner West Lifestyle membership, so all five aquatic centres now share harmonised services and benefits.

Renew and upgrade parks in line with the Parks Capital Works Program (Initiative 4.3.1.11).

Completed parks capital works projects are listed below:

- The Tempe Reserve sports field upgrade was opened with an event held on 7 May 2022
- Pioneers Memorial Park Leichhardt playground upgrade
- Gladstone Park playground upgrade, with the opening event held in March 2022
- Algie Park playground upgrade was opened in April 2022

- Community engagement was completed for 2022-23 playground projects at King George Park, Kendrick Park, Lion Street Playground, Rose Street Playground, John Paton Reserve, Rowe Playground, Kendrick Park, Mort Bay Park, and North Street Playground.

Establish Lewis Herman Reserve, Ashfield (Initiative 4.3.1.14).

Grant funding was received under NSW Public Spaces Legacy program. The design consultant contract was awarded, along with completed community engagement and detailed design. The Lewis Herman Reserve Masterplan and Plan of Management were also completed and endorsed by Council on 14 June 2022 for the approval of Transport for NSW (landowner). The tender and construction are due to be completed in 2022-23.

Upgrade Johnson Park, Marrickville (Initiative 4.3.1.16).

The Dulwich Hill Parklands Plan of Management was endorsed by Council and is awaiting Crown Lands approval. Design and construct procurement for Johnson Park improvements are in progress as part of GreenWay southern links project delivery for contract awarded in the first quarter of 2022-23.

Upgrade King George Park Rozelle (Initiative 4.3.1.15).

A design consultant contract was awarded for sports field, car park and storage upgrades in line with Council resolution of April 2021. Community engagement was completed. Sports field upgrade designs were completed, and a tender was undertaken in the June-July period. The car park and storage concept design were complete and tender documentation is in progress. Investigation of change room upgrades is in progress in line with Council resolution on 14 June 2022. King George Park playground community engagement was also completed. Additional inclusive playground consultant review is underway following the Council resolution of 10 May 2022. Works will be coordinated with King George Park Plan of Management, awaiting Crown Lands approval.



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

Refurbish Haberfield Library (Initiative 4.4.2.3).

Council has refurbished the Haberfield Centre and Library with a \$4.3m upgrade and expansion. The upgrade included improved accessibility and light-filled flexible spaces connected to Dalhousie Street and refurbished internal garden.

Lahznimmo Architects (in consultation with conservation specialists) restored the original School of the Arts building and added a new street-facing hall forming a landscaped courtyard that can be shared between the Library and modern community venue. The courtyard is now secured from the street, providing a safe outdoor place for children.

Implement recommendations from the Inner West Council Occasional Care review (Initiative 4.4.3.4) and Implement recommendations from the Inner West Council Family Day Care review (Initiative 4.4.3.4).

Early and Middle Childhood services were provided to 2,803 enrolled children and 2,395 families during the year.

Occasional Care Services also transitioned to the Pathways Program. The new Globe Preschool was

operational in April 2022 with all licencing requirements met for the school. Occasional Care re-opened in June 2022 with utilisation at 30%. By June 2022, Council provided childcare services to more than 1,600 children and their families across the Inner West.

The Council adopted and implemented over 75% of the recommendations arising from the Children's Services Review, with a project plan developed for those remaining recommendations.

Challenges

There were many challenges experienced during the year in relation to maintaining the range and variety of community services and program delivery. This was the result of the COVID-19 pandemic and restrictions on face-to-face services for over four months at community and childcare centres, libraries, events, programs and volunteer programs.

As highlighted previously, the transition to online services for many services and programs helped to fill the void, and other services resumed during the first half of 2022.

There were also challenges with weather events during the first half of 2022, particularly flooding that affected the completion and timing of capital works, such as the Aquatic centre upgrades, parks and playground projects.

The Year Ahead

Council has planned several initiatives in this area for the 2022-23 year, including:

- developing a local Inner West Council Anti-Racism
- providing free early education places to children whose parents are awaiting asylum seeker declaration
- providing business support for local small businesses in community languages
- The list of initiatives includes Driving the Inner West Pride Centre, coordinating activities for World Pride 2023, and delivering exceptional Council-run early childhood education to serve the community's diverse needs

Below are some projects that Council plans to deliver during the next year:

- Leichhardt Park Aquatic Centre master plan works
- King George Park upgraded
- Pride Centre and initiatives for World Pride 2023
- Newtown Neighbourhood Centre relocated to an upgraded facility
- Newtown Town Hall upgrade
- New park in Lewis Herman Reserve
- Renew Balmain Town Hall

Highlighted Performance

During the year, there was considerable progress on the Operational Plan actions under this CSP strategic direction.

Strategic Direction 4: Caring, happy, healthy communities	Actual (numbers)	% Progress
On Track	47	25%
Completed	24	13%
Behind Schedule	3	2%
On Hold	0	0%
Rescheduled	2	1%
Total	76	40%



Some of the highlighted performance measures for the 2021-22 year for this strategic direction are shown in the table below.

Selected Council Performance Metrics	2018-19	2019-20	2020-21	2021-22
Aquatic Centres (Number of Visits)	1,343,000	1,249,504	1,949,000	1,274,000
Libraries (Members)	102,350	104,203	104,056	90,819
Number of visits to Inner West Council libraries each year	1,000,000	1,200,000	837,199	167,481
Number of items borrowed from Inner West Council Libraries each year	1,312,456	982,139	900,909	231,479
Number of e-resources loans/uses each year	335,365	103,818	135,904	121,000
Long day care utilisation	90%	73%	90%	87%
Number of public PC computer bookings each year	112,217	95,859	73,499	37,778
Number of Wi-Fi log-ins by the public at libraries each year	160,086	547,801	102,713	1,406,988



Strategic direction 5: Progressive local leadership

Achievements

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

Improve analytics and reporting within and across Council information (Initiative 5.1.1.1).

The Data and Analytics platform was built as well as business intelligence priorities and dashboards were identified and implemented. For instance, monthly financial reporting is now available on the Internet, along with monthly capital works and service unit performance reporting.

Develop innovative methodologies to involve the community in decision-making processes (Initiative 5.1.1.5).

A program of Local Matters Forums that brings the Council to the people was introduced during the year. Additionally, two face-to-face forums were held in Stanmore/Damun and Marrickville/Midjuburi wards, with ward councillors and executive staff in attendance to listen and respond directly to community ideas and concerns. The review of the Your Say Inner West platform was completed and subsequently a new platform provider was selected with higher functionality and an improved user experience.

Establish Local Democracy Groups (Initiative 5.1.1.7).

Enhancements were made to the Local Democracy Groups, including new access and inclusion information for recruitment in the next financial year. A GreenWay Steering committee workshop was held to develop terms of reference and incorporate the committee into the Local Democracy Group system.

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

Completion of Stronger Communities funded projects (Initiative 5.2.3.1).

The Booth Street bridge is due to be completed in the next financial year as completion was delayed due to latent site conditions and COVID-19 impacts on resources. GreenWay project works are on track for completion of the agreed revised schedule in 2023. Council won the prestigious President's Prize at the 28th annual National Trust (NSW) Heritage Awards for Dawn Fraser Baths. Additionally, three of the Council's major infrastructure projects won prestigious NSW Master Builders Excellence in Construction Awards - Haberfield Centre and Library, Dawn Fraser Baths and Ashfield Aquatic Centre- all recognised for Excellence in Construction.

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

Implement Asset Management Improvement Program (Initiative 5.3.1.1).

Council completed some surveys and audits of assets under management. For instance, In the second quarter of 2021-22, a substantial review of the backlog calculation was conducted, followed by the Road Asset Condition survey in the third quarter. Council has also implemented a Defects Reporting request system with training continuing into the first quarter of 2022-23.

Implement the Inner West Council Long Term Land and Property Strategy (Initiative 5.3.3.2). The Land and Property Strategy was developed and implemented for the period 2018 to 2022. A review will now be undertaken to assess the outcomes, identify any outstanding actions and develop the next four-year plan.



Optimise organisational efficiencies through amalgamation (Initiative 5.3.3.1).

Work on the review of Children and Family Services was completed. Planning was completed for a service transformation team to support continual improvement across the organisation and improve customer experience.

Integrate Council functions and services (Initiative 5.3.3.9).

Innovations including the Waste management booking system Phase 1 (Customer Portal) and Phase 2 (Reporting tool) were finalised for the Resource Recovery function. Phase 3 of the waste management system (in-vehicle solution) is on track to be launched in mid-September 2022. The Work Health and Safety (WHS) Strategy was developed with a WHS incident reporting system implemented. Council's Project Management Framework based on the Prince2 methodology was developed and implemented to assist project management across the organisation.

Create an organisation which is able to interact and transact digitally (Initiative 5.3.3.11).

Enhancements of Council's Technology One systems were undertaken during the year. Additionally, Microsoft Teams was improved as an internal collaboration platform and integrated with document management systems and deployment of 'Kanban boards' as an agile delivery management tool for staff.

New and upgraded Council projects have effective Information and Communication Technology services on opening (Initiative 5.3.3.14).

The Haberfield Library project, Dawn Fraser Baths project, Globe Preschool New Building project, and Annette Kellerman Aquatic Centre Phase 1 projects were all completed within the reporting period. This included implementation of public Wifi and corporate wired networks, Information Technology infrastructure, point of sale systems and AV systems, all of which were fully operational at the opening of each facility.

Challenges

In December 2021, due to the COVID-19 pandemic the NSW local government elections which had been delayed were held and resulted in a newly elected Council comprising 10 new councillors out of a total of 15. A substantial induction program was conducted and held at Council including Code of Meeting practices, Code of Conduct Training, and familiarisation with a variety of strategies.

During the 2021-22 year, there were staff shortages due to the COVID-19 pandemic. These shortages impacted service deliveries such as booking bulky waste collections, streetscapes, rangers and customer services. While, services were still delivered, there were some delays during this period.

The pandemic, along with shortages of local and overseas materials, price rises, labour and resource shortages resulted in delays on several capital programs and works. This was further exacerbated with the flooding experienced in the third quarter of the year with local flooding severely affecting the quality of local roads, and the need for urgent repairs, and potholes.

Council also assisted residents during COVID-19 lockdowns. Residents were assisted with food security, mental health program support, income support measures provided by Commonwealth and State governments, navigating systems for the disaster payments and managing work and home schooling. Council also reached out to local Non-Government-Organisations and provided financial assistance support to assist income losses.

The Inner West community is highly engaged and keen to participate in decision-making processes. Due to COVID-19 community engagement was transitioned to online delivery enabling continued community input into projects, strategies, and a variety of programs. Council returned to face to face engagement activities as soon as possible in the latter half of the year.

Council's sound and prudent financial management practices during the last 12 months have been challenged by global inflation, soaring material costs, shortages and a declining revenue base, together with a rate cap. The financial performance results are shown in the Financial Statements and highlights.

The Year Ahead

Council is committed to good governance and prepared to meet the community expectation in the areas mentioned above. Furthermore, new and emerging technologies will be deployed to ensure that Council delivers its services in the most responsive, effective and efficient way.

Council will be continuing to improve financial and budget management, maximising strategic procurement, enhancing asset management practices, implementing our Land and Property Strategy, leveraging the value in technology to deliver better community outcomes, engagement, services, processes and efficiency improvements, as well as reviewing fees and charges.

During the next year, the following initiatives will be delivered:

- Advocate to the NSW Government for improved community outcomes for WestConnex, Western Harbour Tunnel, Sydney Gateway and Callan Park
- Develop Customer Service Charter
- Review Community Engagement Framework
- Implement the Governance and Enterprise Risk Management Frameworks Review recommendations

- Review the financial reporting process to improve transparency
- A services review program and reporting framework established, together with an agreed program of service reviews conducted

Highlighted Performance

During the year, there was considerable progress on the Operational Plan actions under this CSP strategic direction.

Strategic Direction 5: Progressive local leadership	Actual (numbers)	% Progress
On Track	13	7%
Completed	9	5%
Behind Schedule	2	1%
On Hold	1	1%
Rescheduled	1	1%
Total	26	14%



Some of the highlighted performance measures for the 2021-22 year for this strategic direction are shown in the table below.

Selected Council Performance Metrics	2018-19	2019-20	2020-21	2021-22
Calls Answered by Contact Centres	143,530	139,337	148,208	135,195
Customer Service satisfaction - Voice of Customer (out of 5)	4.0	4.2	4.2	4.2
Customer contact issue resolved at first point of contact	83%	85%	85%	90%
Customer transactions that are online	CRM launch 2018	37%	48%	60%
Inner West Council website page views	4,742,000	5,734,909	6,745,641	6,082,624
Inner West Council social media followers (Facebook, Instagram, Twitter)	27,281	34,757	47,555	54,041
Your Say Inner West visits	58,400	104,900	94,300	61,700
Your Say Inner West engagement projects	65	53	71	53

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1. Environmental Upgrades

Particulars of any environmental upgrade agreement entered into by the Council. (Local Government Act section 54P(1))

There were no environmental upgrade agreements entered into by the Council during the 2021-22 year.

2. Special Rates

Report on activities funded via a special rate variation of general income

Council does not have a Special Rate Variation in place.

3. Rates and Charges written off

Amount of rates and charges written off during year. (Local Government (General) Regulation 2005 (Reg), clause 132)

There were no rates or charges written off during the year.

4. Councillors' Professional Development

Information about Councillors' induction training and ongoing professional development (as per Local Government (General) Regulation 2005 (Reg)) is detailed below.

Councillor	Induction Course/s completed
Darcy Byrne (Mayor) re-elected	*Council Induction Courses 2022 Local Government Special Conference 28 February - 2 March 2022 ALGA Conference Canberra 19 -22 June 2022
John Stamolis re-elected	*Council Induction Courses
Pauline Lockie re-elected	*Council Induction Courses 2022 Local Government Special Conference 28 February - 2 March 2022 ALGA Conference Canberra 19 -22 June 2022
Mark Drury re-elected	*Council Induction Courses 2022 Local Government Special Conference 28 February - 2 March 2022 ALGA Conference Canberra 19 -22 June 2022
Marghanita De Cruz re-elected	*Council Induction Courses 2022 Local Government Special Conference 28 February - 2 March 2022 ALGA Conference Canberra 19 -22 June 2022 NSW ALGWA Conference 2022
Julie Passas (1 July to 3 December 2021)	
Colin Hesse (1 July to 3 December 2021)	
Sam Iskandar (1 July to 3 December 2021)	
Tom Kiat (1 July to 3 December 2021)	
Victor Macri (1 July to 3 December 2021)	
Lucille McKenna (1 July to 3 December 2021)	
Rochelle Porteous (1 July to 3 December 2021)	
Vittoria Raciti (1 July to 3 December 2021)	
Louise Steer (1 July to 3 December 2021)	
Anna York (1 July to 3 December 2021)	
Jessica D'Arienzo elected 23 December 2022	*Council Induction Courses 2022 Local Government Special Conference 28 February - 2 March 2022 ALGA Conference Canberra 19 -22 June 2022
Dylan Griffiths elected 23 December 2022	*Council Induction Courses

Councillor	Induction Course/s completed
Kobi Shetty elected 23 December 2022	*Council Induction Courses 2022 Local Government Special Conference 28 February - 2 March 2022 ALGA Conference Canberra 19 - 22 June 2022 Developing your Councillor Professionally
Philippa Scott elected 23 December 2022	*Council Induction Courses ALGA Conference Canberra 19 - 22 June 2022
Tim Stephens elected 23 December 2022	*Council Induction Courses 2022 Local Government Special Conference 28 February - 2 March 2022 ALGA Conference Canberra 19 - 22 June 2022
Mat Howard elected 23 December 2022	*Council Induction Courses
Zoi Tsardoulis elected 23 December 2022	*Council Induction Courses
Justine Langford elected 23 December 2022	*Council Induction Courses Democracy Matters – Going up a gear
Liz Atkins elected 23 December 2022	*Council Induction Courses 2022 Local Government Special Conference 28 February - 2 March 2022 ALGA Conference Canberra 19-22 June 2022
Chloe Smith elected 23 December 2022	*Council Induction Courses 2022 Local Government Special Conference 28 February - 2 March 2022 ALGA Conference Canberra 19 - 22 June 2022

*The Inner West 'Council Induction Courses' for newly elected councillors included the following training:

- One on one with the General Manager
- Code of Meeting Practice for Councillors
- Code of Meeting Practice with the Mayor/Deputy Mayor (specifically in relation to Chairing meetings)
- Code of Conduct training
- Establishing a well-functioning governing body - Councillor induction and planning day included:
 - Assets and commercial property, main streets and town halls
 - Director portfolios including service profiles of departments
 - Business excellence
 - Integrated Planning and Reporting Framework
 - Demographic snapshot
- Community Engagement
- Healthy Ageing Strategy
- Cultural Strategy
- Council's Strategic Direction and Strategies
- Councillor Budget Workshop
- Brave Solutions – Leadership workshop

Professional Development Plans for each Councillor are being developed for the remainder of their terms.

5. Councillors Overseas Trips

Details, including purpose of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations). Reg cl 217(1)(a)

Councillor	Purpose	Details
Nil return		

6. Councillors Allowances and Civic Function Costs

Total cost during the year of the payment of expenses of, and the provision of facilities to, councillors in relation to their civic functions. Reg cl 217(1)(a1) (i), (ii), (iii), (iv), (v), (vi), (vii), (viii)

Inner West Council has a Councillors’ Expenses and Facilities Policy that governs the expenses paid and facilities provided to the Mayor and councillors for performing their civic duty.

Item	Total Amount
Provision of dedicated office equipment allocated to councillors	\$1,628
Telephone calls made by councillors	\$13,788
Attendance of councillors at conferences and seminars (ALGA & ALGWA)	\$19,398
Training of councillors and provision of skill development	\$2790
Intrastate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses	\$4,164
Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses	Nil
Expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors	Nil
Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor	\$175
Total Civic Function costs	\$41,943

Annual allowances were paid to all councillors as required by the *Local Government Act 1993* and in line with the determination of the Local Government Remuneration Tribunal on 10 June 2020.

Item	Total Amount
Mayoral allowance	\$111,390
Deputy Mayor allowance	\$41,020
Councillor allowance per councillor	\$31,020



7. Contracts Awarded

Details of each contract awarded (other than employment contracts & contracts less than \$150,000) (Reg cl 217(1) (a2) (i), (ii))

Successful tenderer	Contract name/ nature of goods or services supplied	Total contact amount (ex. GST)
A.D Cruickshank & A Rossi	PRUAIP - NS Parramatta Road Public Art Program - Norton St	\$232,038.54
Adpost Online Pty Ltd	IWC Newsletter 2022	\$158,738.36
Akbar Enterprises Pty Ltd, Trading as; E.C.S International Security and Investigations	Security Surveillance, Patrols, Maintenance and Services	\$613,112.73
Andrik Construction Group Pty Ltd	Summer Hill Reuse Centre construction works	\$1,043,878.00
Andrik Construction Group Pty Ltd	Globe Wilkins External Works	\$217,192.73
Aspect Studios Pty Ltd	Inner West Council Public Domain Signage Manual	\$168,250.00
Assetic Australia	Asset Management Policy, Strategy & Plans Update	\$177,670.00
Avant Build Pty Ltd	Camperdown Memorial Rest Park New Amenities	\$592,506.00
Avante Linemarking	IWC Schools Line Marking - Marrickville Region	\$227,272.73
Biobag World Australia Pty Ltd	Compostable bags for food recycling service	\$204,545.45
CA&I Pty Ltd	Dulwich Hill Station Precinct Public Domain Improvements - Construction	\$4,197,861.00
Central Coast Council	Central Coast Council landfill	\$196,375.81
Cleanaway Pty Ltd	Waste Haulage Services	\$1,318,181.82
Convil Group Pty Ltd	Park Footpath Renewal	\$828,870.91
CRSs Creative Recreation Solutions Pty Limited	Algie and Gladstone Parks Playgrounds Upgrade	\$233,754.65
Displaycraft PTY LTD as Trustee for The Clarkson Trust, Trading as Chas Clarkson	Christmas Trees	\$255,420.00
Downer EDI Works	Mill and Fill Services 2021-2022	\$4,095,464.55
Environmental Partnership (NSW) Pty Ltd Partnership	King St Enmore Rd Public Domain MP	\$176,500.00
G.P.P. RECYCLING	SSROC - C & D Waste Service T2019-07-2	\$268,181.82
GML Heritage	Targeted Heritage Study	\$183,685.45
Hako Australia Pty Ltd	Trucks: Specialised Trucks - Citymaster 1650 Footpath Sweeper	\$165,827.00
Harvest Digital Planning Pty. Ltd.	SaaS The HiVE Cloud Case Web Platform	\$161,290.91
Heartland Motors Pty Limited	Fleet Transition and FY22 purchase of EVs (2)	\$151,524.64
Laing O'Rourke Australia	33kV High Voltage Feeder 761 Relocation, Dulwich Hill	\$2,055,191.41
Landscape Solution Australia	Tempe Reserve Cricket Net Upgrade	\$166,547.77
Leichhardt & Annandale Business Chamber	Norton Street Festa Sponsorship	\$300,000.00
Logicalis Australia Pty Ltd	Adhoc Consultancy Services - ICT Security	\$188,805.45
Marsupial Landscape Management Pty Limited	Darrell Jackson Gardens Upgrade - Construction	\$620,909.09
Nordon Jago Architects	HJ Mahoney Amenities + Robyn Webster Centre Refurb	\$166,500.00
Northern Contract Cleaning Pty Ltd	AKAC & FDAC Cleaning	\$165,984.00
Optus Billing Services Pty Ltd	SIP Trunk Services	\$410,000.00
Ozpave (Aust)	LCRI Mill and Fill Services	\$1,416,504.00
Ozpave (Aust)	Regional Roads Mill & Fill	\$443,744.55
Parramatta Motor Group Fleet Sales	Fleet Transition and FY22 purchase of EVs (3)	\$148,322.73

Successful tenderer	Contract name/ nature of goods or services supplied	Total contact amount (ex. GST)
Print Mail Logistics Limited	Printing of Rates Notices/Envelopes	\$183,096.00
Rapid Construction Pty. Limited	Marrickville and St Peters Town Halls External Works	\$1,904,147.00
Rees Electrical Pty Ltd	Elliot Park Lighting Upgrade	\$247,340.00
Regal Innovations Pty Ltd	Bay Run Path and Lighting Upgrade	\$4,767,738.93
Reino International Pty Ltd	Supply Installation and Maintenance of Parking Meters - 2021/22	\$5,612,893.64
Rogers Construction Group	Birchgrove Park Fencing Replacement	\$314,696.00
Simon Reece	PRUAIP Public Art Program	\$237,693.69
Spackman Mossop Michaels Pty Limited	Rozelle Town Centre Masterplan	\$222,579.18
Studio Hollenstein Pty Ltd	Camperdown Structure Plan	\$222,210.00
Sydney Electrical Data	LED Installation FY21	\$162,747.96
The GardenMakers Pty Ltd	Tree Planting and Establishment Stage 1	\$1,318,181.82
The GardenMakers Pty Ltd	Tree Planting and Establishment Stage 2	\$627,272.73
The trustee for GLN Planning Unit Trust	Draft Inner West s7.11/7.12 Local Infrastructure Contribution Plan 2022	\$188,805.45
Toshiba (Australia) Pty Ltd	Kodak i4250 Desk Scanners	\$201,240.00
Traffic Lights NSW Pty Ltd	RR7 Stage 1 Cycle ways Traffic Signal Upgrade	\$260,605.55
Treescape Australasia Pty Ltd	Tree Management and Maintenance Contract	\$6,818,181.82
Vbuilt Construction Group Pty Ltd	Refurbishment of Tom Foster Community Centre	\$1,139,025.39
WSP Australia Pty Ltd	Low Carbon Precinct Study for Marrickville & Dulwich Hill Town Centres	\$153,100.00
Total Contracts Awarded		\$46,532,207.26

8. Legal Proceedings

Summary of the amounts incurred by the council in relation to legal proceedings, including amounts incurred by council in relation to proceedings taken by or against council (including out of court settlements)
Reg cl 217(1)(a3)

Legal expenses category	Amount paid (\$'000)	Amount received (\$'000)
Planning and Building	1,194	
Debt recovery	0	275
Other	54	
Total	1,248	275



Name of Entity (subsidiary or division)	Appeal	Description of Matter	Financial Settlement (including costs and disbursements)
CLASS 1 & OTHER PROCEEDINGS – LAND AND ENVIRONMENT COURT			
Rosemary Camilla Jones & David Benjamin Seehusen	2021/33708	IWC refusal of development application for alterations and additions to the existing dwelling on the land identified as Lot 4 Deposited Plan 442807 and known as 4 Sardinia Place, Birchgrove Closed 2 July 2021	\$NIL
Vera McElroy	2021/124003	Extension of the twin lift shafts to the approved car parking level, relocation of the garbage bin storage enclosure, construction of a section of new privacy wall and modification of the west facing balustrades Closed 8 July 2021	\$NIL
Johnathan Andrew Treak	2021/98588	Demolition of existing dwelling and structures, Torrens title subdivision and construction of two semi-detached dwellings Closed 20 July 2021	\$NIL
Rory Steinle-Davies	2021/103171	Erection of steel portal frame, timber framework at rear of property and works to the lower ground floor and ground floor of the dwelling Closed 29 July 2021	\$8,500
Jamie Allen	2021/33671	Demolish part of the premises and carry out ground and first floor alterations and additions to a dwelling house Closed 29 July 2021	\$NIL
Carlo Giacometti	2020/56047	Alterations and additions to an existing dwelling-house to facilitate conversion into three (3) separate residential units, and associated works, including fencing and landscaping works and demolition of shed. Closed 2 August 2021	\$2,145
Kevin Duy Khanh Lai	2021/98395	Appeal against refusal of BIC Closed 3 August 2021	\$4,215.10
Rory Steinle-Davies	2021/59582	Alterations and additions to an existing semi-detached dwelling-house Closed 6 August 2021	\$8,500.00
Kent Geeves	2021/70722	Alterations to the roof terrace level of existing dwelling to create an attic level Closed 16 August 2021	\$7,527.30
New South Wales Land and Housing Corporation	2021/138921	Appeal against development control order. Closed 20 August 2021	\$NIL
William Assets Pty Ltd	2021/185021	Modification to development consent granted by the Land and Environment Court in proceeding 2020/329267 by deletion of condition 3. Closed 6 September 2021	\$4,125.00
The Trustee for Novabal trading as Novabal Pty Ltd	2021/24019	Partial demolition of the existing building and construction of a mixed used development consisting of 4 commercial/retail premises and 25 boarding rooms. Closed 10 September 2021	\$NIL
Tony Sukkar	2021/59370	Demolition of existing structures and construction of 47 residential flats with basement car parking. Closed 17 September 2021	\$NIL
Mohammad Morad	2021/126922	Alterations and additions to an existing building to provide and driveway and a new garage for a single car parking space. Closed 28 September 2021	\$19,503.48

Name of Entity (subsidiary or division)	Appeal	Description of Matter	Financial Settlement (including costs and disbursements)
Al Maha Pty Ltd	2021/46497	Modification of development consent DA201200225 granted by the Court in Al Maha Pty Ltd v Marrickville Council [2013] NSWLEC 1072. Closed 15 October 2021	\$1,925.00
Cracknell & Lonergan Architects Pty Ltd	2021/164660	Alterations and additions to dwelling house. Closed 15 October 2021	\$4,861.00
Owners of Strata Plan 21804	2021/60688	Removal of tree. Closed 22 October 2021	SNIL
Unique Developments Pty Ltd	2021/174434	Demolition of existing structures, tree removal, Torrens title subdivision in to seven lots, and construction of 7 attached dwellings, 5 detached garages with lofts and associated landscaping. Closed 27 October 2021	SNIL
Adam Robert Weston	2021/220938	Deemed refusal of DA/2021/0138 for alterations and additions to the existing dwelling, new garage and swimming pool. Closed 27 October 2021	\$205.51
Summer Hill Flats Pty Ltd	2021/295331	Appeal against deemed refusal of DA/2021/0752 for demolition of existing structures and construction of a boarding house and tree removal. Closed 24 November 2021	\$5,998.76
Trevor Gardiner	2021/206925	Deletion of conditions A and B of consent DA/2020/0624. Closed 25 November 2021	\$192.15
Justine Gerges & Chadwick Alam	2021/325710	Closed 21 December 2021	SNIL
Jonathan Davis	2021/181360	Installation of a shower in the ensuite bathroom of the room above the garage Closed 22 December 2021	SNIL
Jonathan Davis	2021/343776	Deemed refusal of MOD/2021/0453 to modify D/2015/592 to amend conditions. Closed 22 December 2021	SNIL
Michael Arrage	2021/241357	Deemed refusal of DA/2021/0571. Closed 23 December 2021	\$11,000.00
John Tindall	2021/259164	Refusal to modify DA/2020/0974 to delete Condition 2 and permit dormer window facing street. Closed 30 December 2021	\$94.51
The Rebecca L Cooper Medical Research Foundation	2021/293510	Class 3: Classification of land as 'business' for rating purposes. Closed 11 January 2022	SNIL
Emag Apartments Pty Ltd	2021/197031	Alterations and additions to an existing hotel to create a mixed-use development comprising a pub and a boarding house. Closed 14 January 2022	\$18,510.80
Emag Apartments Pty Ltd	2021/190305	Demolition of existing structures and construction of a mixed-use development comprising a boarding house and ground floor commercial tenancy with basement parking. Closed 1 February 2022	\$21,615.55
Rosario Perri	2022/11780	Modification Application MOD/2021/0259 for alterations and additions to existing dwelling at 170 Alt Street Haberfield. Closed 8 February 2022	SNIL

Name of Entity (subsidiary or division)	Appeal	Description of Matter	Financial Settlement (including costs and disbursements)
Belle Living Pty Ltd	2021/249692	Appeal against refusal of adaptive reuse of existing buildings and additions to provide six dwellings and associated works. Closed 10 February 2022	\$NIL
C-Corp Nominees Pty Ltd	2021/94961	Demolition of the existing building and construction of a four-storey residential flat building Closed 14 February 2022	\$81,819.48
5ifth Grade Pty Ltd	2021/254703	Appeal against refusal of alterations and additions to heritage building. Closed 17 February 2022	\$NIL
Warehouse on Park Pty Ltd	2021/48415	Appeal against refusal of development application for the adaptive reuse of the existing three-storey warehouse building as a residential building containing 31 residential units with on-site car parking for 7 vehicles. Closed 22 February 2022	\$31,047.41
Lo Brothers Company Pty Limited	2021/165920	Refusal of the demolition of existing building and construction of a 3-storey mixed use development containing ground floor retail tenancy, car parking area and 8 residential dwellings above. Closed 7 March 2022	\$38,444.75
Wallace Chu & Sylvia Attard	2021/214505	Appeal against Development Control Order in respect of the demolition of a house in a conservation area. Closed 17 March 2022	\$26,840.00
Peter Tamvakeras	2021/151881	Appeal against deemed refusal of demolition of existing structures and construction of a four-storey boarding house with basement parking. Closed 24 March 2022	\$NIL
193 Liverpool Road Pty Ltd	2021/216191	Application to modify the consent granted by Court on 1 March 2017 in 2016/278247 as modified by the Court on 5 March 2020 in 2018/393484. Closed 12 April 2022	\$17,098.40
Robert Hambling Films Pty Ltd	2021/358476	Appeal against Development Control Order for construction of deck and studio. Closed 13 May 2022	\$NIL
Michael Nader	2022/038291	Appeal against refusal of a subdivision of land from 1 lot into 2 lots and construction of a dwelling on each lot. Closed 21 June 2022	\$21,187.10
Balmain Shipwrights Pty Ltd	2021/348236	Deemed refusal concerning alterations and additions to existing dwelling including a new awning to the front of the site and new two-storey residence above a garage at the rear of the site. Closed 23 June 2022	\$26,958.50
LOCAL COURT PROCEEDINGS			
Andrew Preston	2020/292261	Fail to comply with terms of development control order – Individual Closed 5 July 2021	\$NIL
Saffron Maxwell-Milne	2021/155418	Prosecution under Companion Animals Act 1998 Closed 6 July 2021	\$3,821.58

Name of Entity (subsidiary or division)	Appeal	Description of Matter	Financial Settlement (including costs and disbursements)
Payton George M Ellis	2021/157553	Abandon a motor vehicle in a public place. Closed 12 July 2021	SNIL
Thalarctos Maritimus Pty Ltd	2021/168204	Not give fire safety statement - 1 week overdue - Corporation. Closed 19 July 2021	SNIL
Brigid Holroyd	2021/166385	Appeal against Dangerous Dog Declaration Closed 10 August 2021	SNIL
Carlo Giacometti	2021/247981	s56A appeal to decision of Commissioner in 2020/56047. Closed 13 December 2021	\$2,145.00
Robyn Kinnes	2021/196299	Companion animal (other) not registered as prescribed - first offence Closed 16 August 2021	SNIL
Timothy Graham		Companion animal (other) not registered as prescribed Closed 11 October 2021	\$609.40
Lauren Coleman	2021/244243	Owner of dog not under control in public place. Closed 11 October 2021	\$1,071.40
Toga Constructions Pty Ltd	2021/00273251	That the applicant be granted access in order to carry out their development DA20190096 requiring the use of a crane. Closed 11 October 2021	SNIL
Tanwar Institute of Professional Studies Pty Ltd	2021/251685	Not give fire safety statement - 1 week overdue. Closed 21 October 2021	SNIL
Beeche Crawford & Crowe	2021/00279465	Not give fire safety statement - 1 week overdue. Closed 8 November 2021	SNIL
Tertia Harry	2019/275081	In charge of dog which rushes at/attacks/bites/harasses/charges any person/animal Closed 10 November 2021	\$9,533.76
George Katsilis Pty Ltd	PIN 234767012	Development not in accordance with consent - any other case - Corporation Closed 22 December 2021	SNIL
Duc Tuan Tran	PIN 3234612370	Closed 10 January 2022	SNIL
Prompt Tree Services Pty Ltd		Removal of Camphor Laurel tree without council approval Closed 27 June 2022	SNIL
FangFang Shen		Court election of a penalty infringement notice concerning the failure to provide a fire safety statement. Closed 29 June 2022	SNIL
Total Financial Settlement			\$379,495.94

Below is a list of open legal matters, up to 31 June 2022, at the Inner West Council including details of the estimated liability value:

Name of Entity (subsidiary or division)	Appeal	Description of Matter	Estimate of Financial Settlement (including costs and disbursements)
CLASS 1 & OTHER PROCEEDINGS – LAND AND ENVIRONMENT COURT			
Vicky Karatasas	2021/307234	Deemed refusal for removal of existing fence, new front fence and removal of existing tree. Closed 12 July 2022	\$NIL
Chahrazad Rahe	2022/078262	Appeal against refusal of demolition of existing dwelling, construction of two storey dwelling house above basement garage and pool. Closed 13 July 2022	\$9,835.00
Benson McCormack Pty Ltd	2022/073897	Modification application seeking approval for the modification of 2018 Court granted consent. Closed 18 July 2022	\$8,749.40
200 Marion Properties Pty Ltd	2022/063306	Appeal against refusal of demolition of all existing structures and redevelopment of the site to contain a four (4) storey mixed use development with basement and lower ground parking, retail shops and 26 apartments, landscaping and associated site works. Closed 23 August 2022	\$2,200.00
Anabia Pty Ltd	2022/045989	Deemed refusal for the use of the vacant basement comprising lots 2 & 3 in DPI261043 as a gym, and associated car parking in Pt 13 of SP 88894. Finalising s34 Agreement	\$1,925.00
Romana Rocchi	2022/103772	Deemed refusal of alterations and additions to the existing dwelling house, including a two-storey addition to the rear of the dwelling, tree removal, landscaping and new in-ground swimming pool. Finalising s34 Agreement	\$5,117.75
Torrero Holdings Pty Ltd	2022/171452	Appeal against refusal of tree removal application TREE/2022/0050 to remove 2 Araucaria columnaris trees. Hearing/Conciliation Conference on 12 August 2022	\$NIL
Warehouse on Park	2022/184659	Modification application seeking approval for the modification of DA/2021/0001 Court granted consent proceedings 2021/48415. Hearing/Conciliation Conference on 26 August 2022	\$42,000
Exodus Foundation	2022/097408	Appeal relates to a refusal of a Building Information Certificate concerning the construction of a steel awning. Hearing/Conciliation Conference on 16 September 2022	\$NIL

Name of Entity (subsidiary or division)	Appeal	Description of Matter	Estimate of Financial Settlement (including costs and disbursements)
Leigh Cunneen	2022/171511	Appeal against Development Control Order for premises that are being used for a purpose that requires planning approval to be obtained. Hearing/Conciliation Conference on 26 October 2022	\$NIL
Anprisa Pty Ltd	2021/073128	Adaptive reuse of, and alterations and additions to, an existing industrial warehouse and conversion into an architecturally designed residential flat building to accommodate 181 residential apartments above two levels of basement car parking. Hearing/Conciliation Conference on 17 November 2022	\$240,000
Anprisa Pty Ltd	2021/228923	Deemed refusal of DA/2021/0437 for a stage one concept application converting industrial warehouse into residential flat building. Hearing/Conciliation Conference on 17 November 2022	as above
Mod Urban Pty Ltd	2022/122318	Deemed refusal for a secondary living area. Hearing/Conciliation Conference on 17 August 2022	\$35,000
JY Crown Pty Ltd	2021/302851	Appeal against deemed refusal of the demolition of existing structures and construction of mixed use development. Hearing/Conciliation Conference on 3 November 2022	\$66,000
Andrew Dennis Boddam-Whetham	2022/119957	Appeal against refusal for alterations and additions to the existing dwelling house, with landscaping and associated parking. Hearing/Conciliation Conference on 23 August 2022	\$28,000
Filippo & Amy Kousis	2022/155922	Appeal against deemed refusal of MOD/2021/0525 of development consent DA/2020/1159 proposing the modification of the terms and conditions of the development consent s4.55 pertaining to access to the site via York Place. Hearing/Conciliation Conference on 23 September 2022	\$9,000
Hunter's Hill Ventures Pty Ltd	2022/055725	Deemed refusal for the substantial demolition of the existing two storey building and construction of a three storey mixed use commercial building comprising two commercial tenancies at ground level, an entertainment facility (live music venue and association) Hearing/Conciliation Conference on 28 October 2022	\$29,000
SSTG Property Pty Ltd	2022/015710	Deemed refusal seeking consent for the demolition of existing structures and construction of 6 multi-dwelling housing dwellings as in-fill affordable housing with basement car parking including remediation. Hearing/Conciliation Conference (tbc)	\$61,000
LOCAL COURT PROCEEDINGS			
Chao Qiao	2022/093084	Court election of a penalty infringement notice issued for the unauthorised pruning of a street tree. Closed 12 July 2022	\$NIL
Christine Crowe		Court election of a penalty infringement notice concerning breach of condition of approval. Closed 25 July 2022	\$NIL

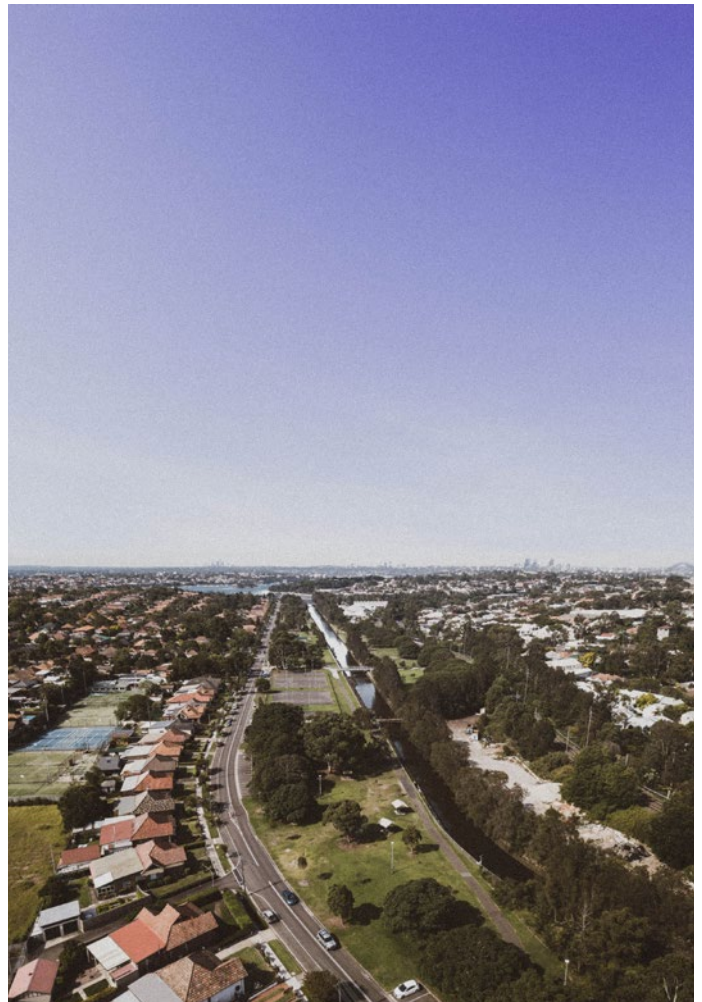
Name of Entity (subsidiary or division)	Appeal	Description of Matter	Estimate of Financial Settlement (including costs and disbursements)
A&J Wong Holdings Pty Ltd		Failure to comply with an Order to make a building safe. Closed 24 August 2022	\$NIL
Action Tree Management	2020/343912	Development without development consent - class 1a of 10 building - Corporation - removal of a tree. Reserved Judgement on 7 September 2022	\$2,475.00
Evangelia Mavridis	2022/112531	Failure to comply with an Order to make a building safe. Plea/Mention listed on 29 September 2022	\$NIL
Samir Hodzic		Non-Compliance - Development Control Order EPA/2020/0408. Provide brief to Court and Defendant by 15 September 2022	\$NIL
Tertia Harry		Prosecution (x3) related to a dog attack on another dog together with a Control Order. Hearing on 7 February 2023	\$19,500
Total Open Legal Proceedings			\$559,802

9. Private Land works

Resolutions made concerning work carried out on private land, including:

- details or a summary of any resolutions made under section; and
- details or summary of any work carried out, where the charge is less than the approved fee, the proposed fee to be charged and the total amount subsidised by council. Reg cl 217(1)(a4) & Act s 67, 67(2)(b)

There were no public works on private land during the year.



10. Grants

Total amount contributed or otherwise granted to financially assist others. Reg cl 217(1)(a5) & Act s 356

Grant recipient	Grant round	Amount (\$)
Arts Grants 2021/22		
Antenna Documentary Institute Limited	Arts Projects	\$10,000
Flight Path Theatre	Arts Projects	\$10,000
The Metropolitan Orchestra Incorporated	Arts Projects	\$9,500
Settlement Services International- Community Refugee Welcome Centre	Arts Projects	\$9,460
Boomalli Aboriginal Artists Co-operative	Arts Projects	\$10,000
Destructive Steps Dance Association	Arts Projects	\$9,410
Sydney Improvisers Composers Kollektiv Orchestra	Arts Projects	\$7,610
Artsabout P/L	Arts Projects	\$7,800
The Red Rattler Theatre Inc.	Arts Projects	\$10,000
Addison Road Community Organisation	Arts Projects	\$10,000
Sydney Underground Film Festival Inc	Arts Projects	\$5,000
Individual Artists Grants		
Dr Andrée Greenwell	Individual Artists Grants	\$5,000
Mrs Jodie Choolburra	Individual Artists Grants	\$5,000
Mr Philip Spencer	Individual Artists Grants	\$4,550
Mr Harry Greenwood	Individual Artists Grants	\$5,000
Mr Marco Rinaldi	Individual Artists Grants	\$5,000
Mrs Jessica Newell	Individual Artists Grants	\$5,000
Miss Giladesi Namokoyi	Individual Artists Grants	\$5,000
Ms Lisa Hoelzl	Individual Artists Grants	\$5,000
Ms Alexandra Stevenson	Individual Artists Grants	\$5,000
Ms Pippa Bailey	Individual Artists Grants	\$5,000
Ms Seini Taumoepeau	Individual Artists Grants	\$5,000
Community-Led Celebration Day (Multicultural) Grants 2021/22		
Day Tai auspiced by The Red Rattler Theatre	Community-Led Celebration Day (Multicultural) Grants	\$5,000
Ethnic Community Services Cooperative	Community-Led Celebration Day (Multicultural) Grants	\$5,000
Greek Atlas League Incorporated	Community-Led Celebration Day (Multicultural) Grants	\$5,000
Greek Orthodox Community of New South Wales Ltd	Community-Led Celebration Day (Multicultural) Grants	\$5,000
Indonesian Welfare Association Inc	Community-Led Celebration Day (Multicultural) Grants	\$5,000
Portuguese Welfare Council	Community-Led Celebration Day (Multicultural) Grants	\$5,000
Community History Grants 2021/22		
Jane Curtis	Community History Grants	\$5,000
John Winter	Community History Grants	\$5,000
Rebecca Jones	Community History Grants	\$5,000

Grant recipient	Grant round	Amount (\$)
Janine Woods	Community History Grants	\$5,000
Chrys Meader	Community History Grants	\$5,000
Community Wellbeing Grants 2021/22		
Deadly Connections	Community Wellbeing Grants	\$5,000
Lillian Howell Project Inc	Community Wellbeing Grants	\$5,000
Asylum Seekers Centre	Community Wellbeing Grants	\$5,000
Infants Home Ashfield	Community Wellbeing Grants	\$5,000
Plumtree Children's Services Limited	Community Wellbeing Grants	\$5,000
The Burdekin Association	Community Wellbeing Grants	\$5,000
St Anthony's Family Care	Community Wellbeing Grants	\$5,000
Connect Marrickville auspiced by Community and Cultural Connections Inc	Community Wellbeing Grants	\$5,000
CASS Care Ltd	Community Wellbeing Grants	\$5,000
The Village Project Summer Hill Cooperative Limited	Community Wellbeing Grants	\$5,000
Newtown Neighbourhood Centre	Community Wellbeing Grants	\$5,000
Katrina Ross auspiced by Catholic Care Sydney	Community Wellbeing Grants	\$5,000
NSW Reconciliation Council Inc	Community Wellbeing Grants	\$5,000
Rosa Brown auspiced by Australian Parents for Climate Action	Community Wellbeing Grants	\$5,000
Community and Cultural Connections Inc	Community Wellbeing Grants	\$5,000
B Miles Women's Foundation	Community Wellbeing Grants	\$5,000
Dance for Parkinson's Australia	Community Wellbeing Grants	\$4,990
Chinese Parents Association Children with Disabilities Incorporated	Community Wellbeing Grants	\$4,000
Ekushe Boi Mela Parishad Australia Incorporated	Community Wellbeing Grants	\$4,000
Older Women's Network	Community Wellbeing Grants	\$3,700
Sunnyfield	Community Wellbeing Grants	\$2,400
St George Community Housing Limited	Community Wellbeing Grants	\$2,233
Environment Grants 2021/22		
Gunawirra Pty Ltd	Environment	\$4,671
The Salvation Army (NSW) Property Trust	Environment	\$5,000
Sydney Community College Ltd	Environment	\$5,000
Fort St High School Parents & Citizens Association	Environment	\$2,580
Friends of Whites Creek Valley Park	Environment	\$5,000
Kegworth Public School P&C Association	Environment	\$4,860
Dulwich Hill Public School P&C Association	Environment	\$510
Mort Bay Community Garden INC.	Environment	\$4,991
Pocket City Farms	Environment	\$5,000
St Pius Primary School Enmore Parents & Friends Association	Environment	\$4,545
Bridge Housing Ltd	Environment	\$736

Grant recipient	Grant round	Amount (\$)
Recreation Grants 2021/22		
Balmain Rowing Club	Recreation	\$7,040
Canterbury and District Soccer Football Association	Recreation	\$9,260
Cooks River Croquet Club Incorporated	Recreation	\$5,000
Flying Bats Football Club	Recreation	\$3,904
Leichhardt Rowing Club	Recreation	\$9,900
Marrickville Football Club	Recreation	\$8,200
Newtown Breakaways AFC and Newtown Jets RLFC	Recreation	\$10,000
Special Children Services Centre	Recreation	\$7,000
Universities Women's Cricket Club	Recreation	\$10,000
Community Material Small Grants 2021/22		
San Francesco Gruppo	Community Material Small Grants	\$800
Angela Michaelis auspiced by Sydney Secondary College Balmain Campus Parents & Citizens Association	Community Material Small Grants	\$400
Resident Association Small Grants 2021/22		
Save Marrickville Resident Group auspiced by Addison Road Centre for Arts, Culture, Community and Environment Ltd	Resident Association Small Grants	\$400
Friends of Iron Cove Creek auspiced by Bike Marrickville	Resident Association Small Grants	\$400
Major Partnership Program 2021/22		
The Polly's Club	Major Partnership Program	\$3,661
Canterbury City Community Centre	Major Partnership Program	\$5,000
Friends of Maliana	Major Partnership Program	\$8,503
The Infants Home Child and Family Services	Major Partnership Program	\$13,000
Leichhardt Celebrity Brass	Major Partnership Program	\$15,378
Rozelle Neighbourhood Centre	Major Partnership Program	\$22,959
Marrickville Youth Resource Centre	Major Partnership Program	\$35,546
St Vincent de Paul	Major Partnership Program	\$37,636
Gadigal Information Service Aboriginal Corporation	Major Partnership Program	\$15,000
Sydney Fringe Festival Incorporated	Major Partnership Program	\$30,000
Leichhardt Espresso Chorus	Major Partnership Program	\$25,000
Inner West NGO COVID-19 Support Grants 2021/22		
Addison Road Community Organisation	Inner West NGO COVID-19 Support Grants	\$25,000
Asylum Seekers Centre	Inner West NGO COVID-19 Support Grants	\$25,000
Community and Cultural Connections Inc	Inner West NGO COVID-19 Support Grants	\$25,000
Deadly Connections	Inner West NGO COVID-19 Support Grants	\$25,000
Exodus Foundation	Inner West NGO COVID-19 Support Grants	\$25,000
Gunawirra Limited	Inner West NGO COVID-19 Support Grants	\$25,000
Leichhardt Women's Community Health Centre	Inner West NGO COVID-19 Support Grants	\$25,000

Grant recipient	Grant round	Amount (\$)
Good Shepherd Australia New Zealand	Inner West NGO COVID-19 Support Grants	\$25,000
Newtown Neighbourhood Centre	Inner West NGO COVID-19 Support Grants	\$50,000
Sanctuary Housing Limited	Inner West NGO COVID-19 Support Grants	\$25,000
Youth Off The Streets	Inner West NGO COVID-19 Support Grants	\$25,000
Total Grants		\$936,533

11. External Bodies with delegated Council functions

Statement of all external bodies that exercised functions delegated by council. Reg cl 217(1) (a6)

External body name	Nature of controlling interest
Internal Ombudsman	Shared Service Managing Code of Conduct complaints and Public Interest Disclosures on behalf of Council
Belgravia Leisure	Management and operation of the Annette Kellerman Aquatic Centre at Enmore Park and the Fanny Durack Aquatic Centre at Petersham Park.
Marrickville Youth Resource Centre	Management of the Jarvie Park youth facility
Police and Citizens Youth Club NSW	Management and operation of the Debbie and Abbey Borgia Recreation and Community Centre in South Marrickville
Sydney University Sport and Fitness/City of Sydney Netball Association	Operation of the Robyn Webster Sports Centre-Tempe Recreation Centre

12. Other Bodies that Council held a controlling interest in

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest. Reg cl 217(1)(a7)

There were no corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest during 2021-22.

13. Other Bodies that Council participated in

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or no incorporated) in which the council participated during the year. Reg cl 217(1)(a8)

Name of Committee	Purpose
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.
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.
Cooperative Research Centre (CRC) For Water Sensitive Cities	Industry partner of the national CRC for Water Sensitive Cities to address the challenges to urban water reform required to make cities sustainable, liveable, resilient and productive
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.
Family Interagency, Inner West Disability Forum and Inner West Elder Abusive collaborative	Council actively facilitates these targeted networks with a diversity of community service providers and government agencies to facilitate information exchange, capacity building, encourage resource sharing and collaboration, undertake planning, consultation, strategy development and partnerships.
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.
Inner West Community and Refugee welcome centre	Council continues to partner with Settlement services international to operate weekly programs and activities. The partnership was expanded to include TAE NSW to support education and learning opportunities for refugees and sees the establishment of a community reference group made up of key stakeholders in the refugee sector.
Inner West Domestic Violence Liaison Committee	Council works in partnership with Government and NGOs that have an interest in violence prevention to raise awareness of domestic and family violence issues and enhance interagency responses and partnerships in local Policy area commands and surrounding areas.
Inner West Multi-Agency Outreach	This partnership is responding to the issue of homelessness, supporting rough sleepers and the implementation of Council's Homelessness Policy. The multi-agency outreach is a collaboration between 9 agencies including: Department of Communities and Justice (Housing), Sydney Health District, Newtown Neighbourhood centre, Missionbeat, Wesley Mission, Youth off the Streets, NEAMI Way to Home, Launcepad, and the Exodus Foundation.
Inner West Youth Alliance	This is a network of youth and community service providers that engage with, advocate and deliver programs and initiatives with young people aged between 12-24 years in the areas of the Inner West, Burwood, Canada Bay, and Strathfield.
Inner West Multicultural Network	This is an independent network of services, agencies and organisations which support and action local CALD communities. It works in partnership to identify and address issues of community need. The Council acts as the secretariat of the network.
Inner West Aged Services Alliance, Inner West Children	Council works in partnership with Metro Assist to deliver a range of programs including a weekly multicultural social support group, employment programs in collaboration with TAFE and 2 free English classes per week
Live Life Get Active	Live Life Get Active delivers fitness classes for local residents, partnering with Council for provision of park areas
Marrickville Community Drug Action Team (MCDAT)	This is a collaboration of government and NGOs to minimise the harmful effects of alcohol and other drugs on young people aged between 12-24 years in the area.
Marrickville South Collective	This is a collective impact initiative for the high density location with membership of government and NGOs to target young people, children and families. It includes Barnardos, Connect Marrickville, Centrelink, Exodus Foundation, Food Pantry, IWC, Newtown Neighbourhood Centre, Marrickville Youth Resource Centre and St George Housing.
Metro Assist	Council works in partnership with Metro Assist to deliver a range of programs including a weekly multi-cultural Social Support Group, employment programs in collaboration with TAFE and 2 free English classes per week.

Name of Committee	Purpose
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.
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.
Parkrun Greenway	This delivers a free 5km run every Saturday, partnering with Council for the provision of park areas
Reclink Australia	Council partners with Reclink for the delivery of recreation programs including Mums Get Active post-natal Pilates classes and others at the Refugee Welcome Centre
Resourceful Australian Indian Network Inc.	The Council works in partnership with this network to deliver a range of programs including a bi-monthly social support group, a Rangoli Art project as part of Open Inner West and Diwali Celebration
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.
Sport NSW	Council partnered with Sport NSW to deliver Girls Get Active Day to encourage young women and girls to participate in sport and active recreation
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.
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 matters when requested
Sydney Coastal Council Group	The Sydney Coastal 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.
SP60919 (Italian Forum, 23 Norton Street Leichhardt NSW)	Council is a member of Owners Corporation/ SP: Library and Leichhardt Early Childhood Health Centre
SP932311 (Luna, 90 Old Canterbury Road, Dulwich Hill)	Council is a member of Owners Corporation/ SP: 4x Affordable Housing Units, Community Room and Playground
SP92312 (The Cooperage Building, 370 New Canterbury Road, Dulwich Hill)	Council is a member of Owners Corporation/ SP: ETC Library
SP90191 (Arlington Grove, Grove Street Dulwich Hill)	Council is a member of Owners Corporation/ SP: 2x Affordable Housing Units
SP98376 (The Flourmill, 16 Flour Mill Way, Summer Hill)	Council is a member of Owners Corporation/ SP: 4x Affordable Housing Units
BMC: DP800023 (Citiview Council Car Park 17-20 The Esplanade, Ashfield)	The BMC provides details of the management structure for the complex, meeting procedures, voting and finances. Contract arrangement, Conveyancing Act 1919, Council is entitled to vote.
BMC: DP1197950 (Car park, 2A Brown Street, Ashfield)	The BMC provides details of the management structure for the complex, meeting procedures, voting and finances. Contract arrangement, Conveyancing Act 1919, Council is entitled to vote.



14. Equal Employment Opportunity

Statement of activities undertaken to implement its EEO management plan. Reg cl 217(1)(a9)

Council has undertaken activities to implement our EEO management plan including:

- Continued to develop and implement protocols to support EEO principles
- Dedicated resources to drive diversity and inclusion activities
- Continually reviewed talent management practices to ensure compliance with EEO principles
- Rolled out relevant learning and development programs across Council
- Implemented initiatives to support flexible working practices
- Maintained a performance management framework that includes assessment of values, mandatory training and development plans
- Initiatives to increase skill and level of women in leadership roles

- Offered affirmative action apprenticeship and traineeship placements
- Continued review of employment opportunities for EEO target groups through Council's procurement activities and supply nation
- Continued to foster partnerships with external providers representing diverse EEO groups
- Supported and promoted activities for diverse networking groups

15. General Manager remuneration

Statement of the total remuneration package of the general manager (Reg cl 217(1)(b)(i), (ii), (iii), (iv), (v))

General Manager	Amount
Base Salaries	403,329.49
Superannuation	35,267.70
Bonus, performance or other payments	Nil
Non-cash benefits	Nil
Fringe benefits tax	8,198.81
Total	446,796.00

16. Stormwater Management services

A statement detailing the stormwater management services provided (if levied). Reg clause 217(1)(e)

Cost Centre	Cost Centre Description	Project	Project Description	Actual Expenditure (\$)
5770	Planning & Engagement	154100	Urban Ecology Education Program	2,030
5770	Planning & Engagement	154101	Rainwater Tank Incentive Scheme	2,130
5770	Planning & Engagement	154102	Urban Ecology Planning Projects	5,000
5770	Planning & Engagement	154103	CRC Water Sensitive Cities	0
5770	Planning & Engagement	154104	Cooks River Alliance	79,008
5770	Planning & Engagement	157509	Parramatta River Catchment Group	31,382
5120	Stormwater Renewal - Capital	300624	ROA - McCarthy Lane Repair	29,870
5121	Stormwater Upgrade - Capital	301084	ROA - Dibble Ave Waterhole Remediation Plan	159,389
5120	Stormwater Renewal - Capital	301551	ROA - Hill Street / John Street - Pipeline Repair / Extension	13,235
5121	Stormwater Upgrade - Capital	301562	ROA - Stormwater pipe upgrade Corner of Holden St & Princess St	26,633
5121	Stormwater Upgrade - Capital	301567	ROA - Newt, Lord St Trunk drainage duplication from EC to Well	71,270
5121	Stormwater Upgrade - Capital	302070	ROA - Ewell Street - New Pipeline To 29 Ewell Street	86,533
5121	Stormwater Upgrade - Capital	302918	ROA - Hill St & Mackenzie St Inlet Pit	27,063
				533,543

In 2021-22, the stormwater charge was used for:

- Remote camera inspections of underground stormwater pipes in selected locations to determine service risks and pipe conditions for future works planning and servicing
- Renewal, replacement and upgrade of stormwater drainage works across the network to improve the performance of the drainage system
- Flood catchment planning, including commencement of the Alexandra Canal Flood Risk Management Plan and Johnstons Creek and White Creek Flood Risk Management Plan to enable Council to plan and manage the impacts of floods and mitigate flood hazards
- Stormwater quality improvement initiatives through the implementation of Water Sensitive Urban Design (WSUD) projects to reduce the impact of stormwater discharge into waterways
- Initiatives to improvement knowledge through research collaborations, and participation in projects to improve water quality and environmental outcomes.

17. Coastal Protection

A statement detailing the coastal protection services provided (if levied). Reg cl 217(1)(e1)

There were no coastal protection services levied or provided by Inner West Council during the 2021-22 year.



18. Companion Animals

Detailed statement, prepared in accordance Office of Local Government (OLG) guidelines of Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018 (Reg cl 217(1)(f) Companion Animals Guidelines),

This includes:

- Lodgement of pound data collection returns with the OLG: Pound data collection returns lodged with the department
- Lodgement of data about dog attacks with the OLG: Data regarding dog attacks during reporting period was lodged with the department
- Amount of funding spent on companion animal management and activities.

Activity	Cost (\$)
Impounding	46,233.00
Responsible Pet Ownership	10,524.19
Total	56,757.19

Community education programs carried out and strategies that Council has in place to promote and assist the desexing of dogs and cats:

Development and distribution of educational materials via mail and the Companion Animal Services 'Pop-up Information Stand' at local parks. Educational materials were also shared with other departments for distribution at Council's new Customer Service stand.

Educational messages broadcast on the benefits of desexing and financial assistance programs via online platforms, including Inner West Council's website and the Inner West Pets Facebook group.

Desexing of companion animals that are to be rehomed, by Council's contracted impound facility.

Council's Companion Animal Action Plan that addresses the promotion and support for desexing companion animals.

Strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals.

Council has adopted key criteria in the selection process for Council's contracted impound facility. Council seeks an organisation that has a successful existing rehoming program or is actively building their current program.

Council liaises with other organisations outside Council's contracted animal impounding facility to rehome unclaimed animals.

Promotion of rehoming programs and approved rehoming organisations via Council's website and the Inner West Pets Facebook group.

Off leash areas provided in the Inner West area:

1. 36th Battalion Park (Leichhardt)
2. Ann Cashman Reserve (Balmain)
3. Balmain Road Sporting Ground (Balmain)
4. Bede Spillane Reserve (Croydon)
5. Birchgrove Park (Birchgrove)
6. Birrung Park (Balmain)
7. Blackmore Park (Leichhardt)
8. Bridgewater Park (Rozelle)
9. Cadigal Reserve (Summer Hill)
10. Camperdown Memorial Rest Park (Newtown)
11. Cohen Park (Annandale)
12. Easton Park (Rozelle)
13. Elkington Park (Balmain)
14. Elliot Park and Balmain Cove (Rozelle)
15. Enmore Park (Marrickville)
16. Enmore Fenced Dog Park (Enmore)
17. Glover Street Sporting Ground (Lilyfield)
18. Hawthorne Canal Reserve (Leichhardt)
19. Henson Park (Marrickville)
20. HJ Mahoney Reserve (Marrickville)
21. Illoura Reserve (Balmain)
22. Johnson Park (Dulwich Hill)
23. King George Park (Rozelle)
24. Leichhardt Oval #2 (Lilyfield)
25. Leichhardt Oval #3 (Lilyfield)
26. Lookes Avenue Reserve (Balmain)
27. Marrickville Park (Marrickville)
28. McNeilly Park (Marrickville)
29. Mort Bay Park (Birchgrove)

30. Morton Park (Lewisham)
31. O'Dea Reserve (Camperdown)
32. Paringa Reserve (Balmain)
33. Petersham Park (Petersham)
34. Pioneers Memorial Park (Leichhardt)
35. Propeller Park (Balmain)
36. Punch Park and Vanardi Green (Balmain)
37. Smith Hogan and Spindlers Park (Annandale)
38. Sydenham Green (Sydenham)
39. Tempe Lands Temporary Fenced Dog Park (Tempe)
40. War Memorial Park (Leichhardt)
41. Waterfront Oval (Lilyfield)
42. Weekley Park (Stanmore)
43. Whites Creek Valley Park (Annandale)

Detailed information on expenditure used for managing and controlling companion animals in the Inner West area is shown in the table below.

Responsible Pet Ownership Details	
Design and installation of new, visually engaging, pawprint stencils, painted on to local footpaths to indicate dog off-leash and on-leash areas.	
Continuation of the new, free pet identification collar and tag program for residents, incentivising compliance with requirements to microchip and lifetime register dogs and cats.	
Maintaining the new 'Lost and Found Pets' webpage on Council's website – helping to reunite missing cats and dogs with their owners.	
Delivery of the Companion Animal Services 'Pop-up Information Stand' program – with Officers manning a temporary stall rotating through local, targeted parks, providing responsible pet ownership information, advice, and services, direct to the public.	
Continuation of the new, portable A-frame signage program, promoting responsible pet ownership. A schedule has been created to ensure signage is rotated through local parks with a high number of dog complaints, targeting priority parks patrolled by Companion Animal Officers.	
Proactive park patrol programs and regular face-to-face communication with residents, providing education and support to promote responsible pet ownership.	
Maintenance and updating of companion animal information on the Inner West Council's website.	
Management of Council's Inner West Pets Facebook group – promoting responsible pet ownership messages and info on key local animal matters.	
Distribution of educational and promotional materials to dog walkers in local parks, including dog poo bags to encourage owners to pick up after their dogs, and free leashes to encourage owners to keep dogs under effective control in on-leash areas	
Development and distribution of educational materials including brochures and flyers.	
Communication of responsible pet ownership messages via various media outlets (social and print media).	
Total Expenditure (\$)	\$10,524.19

19. Capital Expenditure review

Report on certain proposed capital works projects where a capital expenditure review has been submitted. (OLG Capital Expenditure Guidelines)

There were no CAPEX projects submitted as per the NSW Treasury Guidelines during the year.

20. Carers Recognition

Councils are considered 'human service agencies' under the Carers Recognition Act 2010 (CR Act) (provide services directed at carers and/or people being cared for by carers) and report on compliance with the CR Act for the reporting period. Carers Recognition Act 2010, s 8(2)

Council provides assistance to staff who are carers in a variety of ways. This includes flexible access to a variety of leave entitlements and rostered days, including at short notice to accommodate requests for carers leave. In cases where staff have exhausted their leave entitlements, Council refers to relevant provisions of the Local Government Award and applicable enterprise agreements and may grant additional paid time off work on a case by case basis.

Council also endeavours to accommodate requests for flexible working arrangements and expanded this in response to COVID19 pandemic, and continues where possible to assist with carers responsibilities and where appropriate offers free and confidential access to our Employee Assistance Service provider which includes counselling services.

21. Disability Inclusion

Information on the implementation of Council's Disability Inclusion Action Plan and give a copy to the Minister for Disability Services (Disability Inclusion Act 2014, s 13(1))

In 2017 Council developed the Inclusion Action Plan 2017-2021 (IAP) for people with a disability. The IAP has been extended until June 2022 and another plan will be developed for 2022-25. This integrated, whole of Council strategy outlines the steps Council will take over the period to support and improve the inclusion of people with a disability as part of its core business and to

remove barriers to access and participation, including any discrimination based on disability.

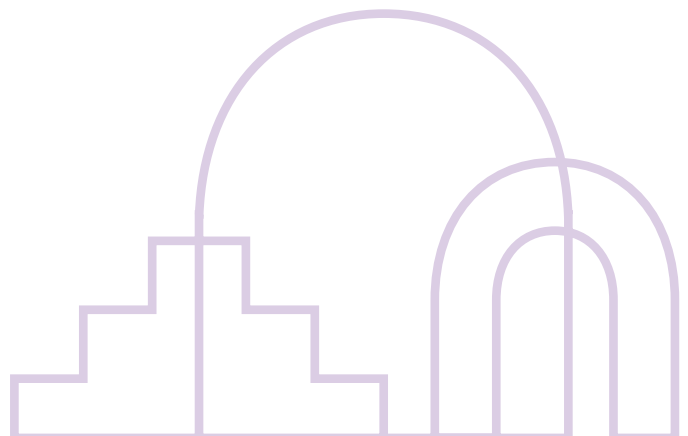
The Plan also gives expression to Council's commitment to uphold and promote the United Nations Convention on the Rights of Persons with Disabilities. The IAP is aligned to Council's Community Strategic Plan as a means of building the strategies into the everyday activities of Council.

The IAP is divided into six outcome areas with strategies, actions and measures to chart our achievements and progress. Further information and progress on Council's IAP can be found on the Inner West Council website: innerwest.nsw.gov.au/Inclusion Action Plan

Highlights for the 2021-22 year include the following:

- Engagement conducted to co-design improved access including water entry to the historic Dawn Fraser Baths. Designs have now been developed for a ramp and accessible water entry pontoon and improved accessible pathways that can be delivered in the next 2-3 years
- Under the Places To Swim program the NSW Dept of Planning and Environment awarded Council a grant to design and build a new accessible canoe launching pontoon and pathways at the Cooks River. Investigation and planning work has commenced to deliver accessible infrastructure enabling improved public access to the river system and the River Canoe Club to provide more inclusive on water recreation programs
- A successful Inclusive Film Festival in December 2021 involving short films, performers and speakers with a lived experience of disability as part of International Day of People with Disability celebrations
- The Access Assist Program comprising an Equipment Library and Accessible Events Guide has expanded to include education and information sessions and a fund for access improvements to assist external event organisers receiving Council funding
- Council supported a disability led community initiative to hold the Inner West Disability Pride event – the only current Disability Pride gathering running in Australia

- Access and inclusion staff training delivered on how to improve audio captioning on Council resources and creating audio description which were then introduced for artworks and Councils extensive public murals
- A further series of staff training was delivered on Upholding the rights of people with disability. The full day training was conducted by the Australian Human Rights Commission and tailored to themes arising in the inner west through the Disability Inclusion Action Plan community consultation
- After deferring in 2021 due to COVID Council hosted a further Activate Inclusion Day in 2022 to promote inclusive sporting options to local sports and recreation clubs and local schools. The day attracted much interest and participation and culminated in the Mayor joining in an exhibition wheelchair rugby game. Activate Inclusion Days bring together local stakeholders, provide resources, connections and support networks to advance greater inclusion into the local community
- Comprehensive community engagement program to assess need and inclusion priorities to be incorporated in the new Disability Inclusion Action Plan which will be on public exhibition later in 2022
- Recruitment of new members with a diverse lived experience of disability to Council's Access Advisory Committee – Local Democracy Group



22. Planning Agreements

Particulars of compliance with and effect of planning agreements in force during the year. Environmental Planning & Assessment Act 1979, section 7.5(5)

There were environmental planning agreements provided by the Inner West Council during the 2021-22 year as set out in the table below.

VPA status	Land to which it applies	Parties to agreement	Planning/ Development Status	Benefits under the agreement and whether in addition to or instead of s.94 contributions (or fully or partly set-on)
Executed July 2020	75 Mary Street, St Peters	JVM Holdings Pty Ltd and Chalak Holdings Pty Ltd	Planning proposal approved	Dedication of fully fitted out Artist Studios of more than 239m ² in size Monetary contribution of \$2,000,000 payable to Council to be used for affordable housing or public domain upgrades. Central open public space of more than 600m ² in size, and Pocket Park open space on Roberts Street.
Executed October 2020	776 Parramatta Road, Lewisham	Moweno Pty Ltd	Development application approved	Monetary Contribution of \$10,000
Executed July 2019	120C Old Canterbury Road	The Yard 120C Pty Ltd	Development application approved	Construct a park of approximately 300m ² located within the Land and to provide rights of way for public access through the park to the Greenway corridor and the Lewisham Light Rail station from Old Canterbury Road and McGill Street. The Yard 120C Pty Ltd to provide 2 studio units which will be allocated to Affordable Housing units. The ownership of the units will be transferred to Inner West Council at the completion of the project – \$1,300,000 Community Office Space located within retail Ground Floor – 5 Year Rental Agreement \$1 Peppercorn rent per year – 35sqm office area – estimated value \$200,000 The Yard 120C Pty Ltd will provide Inner West Council a payment of \$1,045,000 million to be used for public works in the community and surrounding area (Inner West Council will provide a summary of how this payment will be allocated at later date.
Executed May 2019	Glebe Island Silos	Eye Drive Sydney Pty Ltd	Development application approved	The proponent will provide to Council a monetary contribution of \$125,000 per year over the four-year consent duration for local heritage funding. The annual contribution increases annually in accordance with CPI. Deicorp to provide 6 units which will be allocated to Affordable Housing units – these units will be 3 x 2-bedroom units and 3 x 1-bedroom units. The ownership of the units will be transferred to Inner West Council at the completion of the project, the units will be selected by Deicorp and only Deicorp and the units will have no parking allocated.
Executed December 2018	3-7 & 13-17 Regent St, 287-309 Trafalgar St, & 16-20 Fisher St, Petersham	Deicorp Projects Petersham Pty Ltd	Planning proposal approved	Deicorp will provide a total of 24 car spaces to be allocated as public car spaces within the development. Deicorp will provide Inner West Council a payment of \$3.5 million to be used for public works in the community and surrounding area (inner West Council will provide a summary of how this payment will be allocated at later date).
Executed August 2018	101-103 Lilyfield Road, Lilyfield	JRNN Pty Limited	Planning proposal approved	The developer will provide a monetary payment of \$250,000 for affordable housing in the council area. The agreement does not exclude the Developer from paying Development Contributions as per Section 7.11 and 7.12 of the Act.

VPA status	Land to which it applies	Parties to agreement	Planning/ Development Status	Benefits under the agreement and whether in addition to or instead of s.94 contributions (or fully or partly set-on)
Executed July 2018	Marrickville Metro – 34 Victoria Road and 13-55 Edinburgh Road, Marrickville	Marrickville Metro Shopping Centre Pty Limited	The Planning Proposal for Marrickville Metro – 34 Victoria Road and 13-55 Edinburgh Road, Marrickville was approved by the State Government Under Section 750 of the Environmental Planning & Assessment Act 1979 on the 19th March 2012 and modified by the Minister under Section 75W of the Environmental Planning & Assessment Act 1979 on 23 April 2015	<p>A total monetary contribution of \$600,000 – Upgrade local shopping strips within council area.</p> <p>The first \$300,000 contribution to be paid in equal instalments over three consecutive years from the date first issue of an Occupation certificate for Stage 1 of the Project. The second \$300,000 contribution to be paid in equal instalments over three consecutive years from the date first issue of an Occupation certificate for Stage 2 of the Project.</p> <p>The contribution made pursuant to the VPA is over and above any other contribution payable pursuant to this consent</p>
Executed July 2018	15-17 Marion St, Leichhardt known as Annesley House	Uniting / United Church Property Trust – landowner & developer	Planning proposal approved	<p>The Developer must make the Development Contribution.</p> <p>by registering a restriction on the title to the Land reflecting the dedication of 15% of the total number of residential units in the Development as Affordable Housing Units in the Development in perpetuity. If 15% of the total number of Affordable Housing Units in the Development does not equate to a whole number, then the number of Affordable Housing Units will be rounded down to the next whole number.</p>
Executed July 2018	168 Norton St, Leichhardt known as Harold Hawkins Court	Uniting / United Church Property Trust – landowner & developer	Planning proposal approved	<p>The Developer must make the Development Contribution by registering a restriction on the title to the Land reflecting the dedication of 15% of the total number of residential units in the Development as Affordable Housing Units in the Development in perpetuity.</p> <p>If 15% of the total number of Affordable Housing Units in the Development does not equate to a whole number, then the number of Affordable Housing Units will be rounded down to the next whole number</p>
Executed August 2016	Grove Street, Dulwich Hill	SLM Campsie Pty Ltd	Development completed	2 affordable housing units. Public domain works. Public access agreement. In addition to s.94 contributions
Executed March 2016	429 – 449 New Canterbury Rd, Dulwich Hill	429 Cheriah Pty Ltd & 888 New Canterbury Road Pty Ltd	Development completed	<p>Cash payment (estimated \$1.3m) in lieu of s.94 contributions.</p> <p>Cash payment (\$800,000) for expenditure on public domain in Dulwich Hill, Seaview St community centre or toilet strategy for Hoskins Park .</p>
Executed December 2015	14 McGill St Lewisham	14 McGill St Pty Ltd	Development completed	<p>Cash payment approx. \$1m in lieu of s.94 contributions.</p> <p>Cash Payment of \$280,000 for expenditure on public domain works in McGill St or in the Greenway.</p>
Executed December 2015	801-807 New Canterbury Rd, Dulwich Hill	801 NCR Pty Ltd & Maxxso Pty Ltd	Development completed	<p>Cash payment \$1m in lieu of s.94 contributions.</p> <p>Cash payment \$400,000 for expenditure on any public infrastructure / benefits Council considers appropriate.</p>
Executed November 2015	1-15 West St, Petersham	P & N Sieman Pty Ltd	Development completed	Cash payment of \$270,000 to be expended within Petersham Park in addition to s.94 contribution.



VPA status	Land to which it applies	Parties to agreement	Planning/ Development Status	Benefits under the agreement and whether in addition to or instead of s.94 contributions (or fully or partly set-on)
Executed 2015	141 Allen St & 159 Allen St, Leichhardt	Leichhardt 141 Pty Ltd &	Development approved	<p>For the lots if developed together:</p> <p>The amount that would be payable under Leichhardt Council's s.94 Plans (estimated approx. \$3,714,845) ignoring the Ministerial direction to cap contributions. Up to the cap amount, it is for any public purpose including but not limited to the items in the s.94 Plan. Above the cap amount, it is for affordable housing in the local government area.</p> <p>\$3,000 per square metre of additional floor space above 1.5:1, for any public purpose. \$187,000 to the Affordable Housing Fund.</p> <p>For lot 1 if developed separately:</p> <p>The amount that would be payable under Leichhardt Council's s.94 Plans (estimated approx. \$2,843,919) ignoring the Ministerial direction to cap contributions. Up to the cap amount, it is for any public purpose including but not limited to the items in the s.94 Plan. Above the cap amount, it is for affordable housing in the local government area.</p>
Executed This VPA is with Minister for Planning, not Council.	40 George St, Leichhardt	Terrence David Rowney	Development completed	<p>4 x 1 bedroom affordable housing strata lots to be transferred to the Minister or its nominee.</p> <p>2 x studio strata lots to be leased to a community housing provider for 10 years.</p> <p>In addition to s.94 contributions at a maximum \$20,000 per lot.</p>
Executed This VPA is with Minister for Planning, not Council	22 George St, Leichhardt	KGS (Victoria) Pty Ltd	Development completed	<p>7 strata Affordable Housing lots to be transferred to the Minister or its nominee.</p> <p>In addition s.94 contributions at a maximum \$20,000 per lot.</p>
Executed December 2013	Lewisham Towers, Lewisham	Meriton	Development completed	<p>New park</p> <p>4 affordable housing units</p> <p>Strata space</p> <p>Off-site pedestrian improvements</p> <p>Cash (approx. \$1m)</p> <p>In lieu of s.94 contribution</p>
Executed October 2013	362-372 New Canterbury Rd, Dulwich Hill	Damonu Pty Ltd	Development completed	<p>Strata space</p> <p>Fitout allowance of \$200,000</p> <p>Cash payment of \$700,000 in lieu of s.94 contribution</p>
Executed September 2012	118-124 Terry St, Rozelle	Anka Constructions Pty Ltd	Development completed	<p>The amount that would be payable under Leichhardt Council's s.94 Plans (estimated approx. \$4,160,000) ignoring the Ministerial direction to cap contributions. Up to the cap amount, it is for any public purpose including but not limited to the items in the s.94 Plan. Above the cap amount, it is for affordable housing in the local government area.</p> <p>\$3,000 per square metre of additional floor space above 1.5:1, for any public purpose. \$270,000 to the Affordable Housing Fund</p> <p>Dedication to Council of New St as public road, constructed.</p>
Executed June 2008	138-152 & 154-156 Victoria Rd, 697 Darling St & 1-7 Waterloo St, Rozelle	Balmain Leagues Club Limited landowner & developer at time it was a party to VPA Site since sold to Rozelle Village Pty Ltd	Planning proposal approved	<p>\$250,000 for upgrading or roads, footpath & traffic in the vicinity of the development (in addition to DA conditions of consent for roads works required by the development).</p> <p>\$500,000 by way of annual payments of \$50,000 for 10 years for grants to community groups.</p> <p>Monetary amounts indexed by CPI.</p> <p>In addition to s.94 contributions</p> <p>DA to include public pedestrian link to Darling St, bridge over Victoria Rd, community shuttle bus, designated taxi drop off area, free home delivery service with 5km radius, implement Aboriginal Participation in Construction Guidelines, bicycle facilities, & facilitate car sharing schemes.</p>

23. Recovery and Threat Abatement Plans

Councils identified in a plan as responsible for implementation of measures included in the plan, must report on actions taken to implement those measures as to the state of the environment in its area. Fisheries Management Act 1994, section 220ZT (2)

There were no recovery and threat abatement plans or measures that were implemented by Council during the year.

24. Private Swimming Pools

Details of inspections of private swimming pools (Swimming Pools Act 1992 (SP Act), s 22F(2) Swimming Pools Regulation 2018 (SP Reg) cl 23).

Number of inspections of tourist and visitor accommodation.	4
Number of inspections of premises with more than 2 dwellings.	15
Number of inspections that resulted in the issuance of a certificate of compliance under s22D of the SP Act	32
Number of inspections that resulted in issuance of a certificate of non-compliance under cl 21 of the SP Reg	15

25. Government Information

Government information on public access activities in accordance with Government Information (Public Access) Act 2009, s 125(1), Government Information (Public Access) Regulation 2018, clause 8, Schedule 2

- Clause 7A: (Reviews carried out by the agency) - 1
- Clause 7B: (applications received) - 42
- Clause 7C: (applications refused) - 0

Number of applications by type of applicant and outcome.

Applicant Type	Media	MPs	Private sector	NFP	Legal	Public	Total	% of total
Access granted in full	0	0	7	1	10	6	24	44
Access granted in part	0	0	1	1	4	4	10	19
Access refused	0	0	1	1	1	1	4	7
Information not held	0	0	1	0	6	1	8	14
Information already avail.	0	0	1	0	4	1	6	11
Refuse to deal with application	0	0	0	0	1	0	1	2
Refuse to confirm/deny whether information is held	0	0	0	0	0	0	0	0
Application Withdrawn	0	0	1	0	0	0	1	2

Number of applications by type of application and outcome

Application Type	Personal	Other	Partly	Total
Access granted in full	0	24	0	24
Access granted in part	0	10	0	10
Access refused	0	4	0	4
Information not held	0	8	0	8
Information already available	0	6	0	6
Refuse to deal with application	0	1	0	1
Refuse to confirm/deny whether information is held	0	0	0	0
Application Withdrawn	0	1	0	1



Invalid applications	Number of applications
Invalid applications	0
Invalid applications that subsequently became valid	1

Matter listed in Schedule 1	Number	% of total
Overriding secrecy laws	0	0
Cabinet information	0	0
Executive Council information	0	0
Contempt	0	0
Legal professional privilege	0	0
Excluded information	0	0
Documents affecting law enforcement and public safety	0	0
Transport safety	0	0
Adoption	0	0
Care and protection of children	0	0
Ministerial code of conduct	0	0
Aboriginal and environmental heritage	0	0
Total	0	0

Public interest considerations against disclosure listed in section 14	Number	% of Total
Responsible and effective government	0	0
Law enforcement and security	0	0
Individual rights, judicial processes and natural justice	10	83
Business interests of agencies and other persons	2	17
Environment, culture, economy and general matters	0	0
Secrecy provisions	0	0
Exempt documents under interstate Freedom of Information legislation	0	0
Total	12	

Timeliness	Number	% of total
Decided within the statutory timeframe (20 days plus any extensions)	39	95
Decided after 35 days (by agreement with applicant)	1	2
Not decided within time (deemed refusal)	1	2
Total	41	

Number of applications reviewed under Part 5 of the Act by type of review and outcome	Decision varied	Decision upheld	Total	% of total
Internal review	0	0	0	0
Review by Information Commissioner	0	0	0	0
Internal review following recommendation under section 93	0	0	0	0
Review by NCAT	0	0	0	0
Total	0	0	0	0

Applications transferred to other agencies	Number of applications transferred
Agency initiated transfers	0
Applicant initiated transfers	0
Total	0

26. Public Interest Disclosures

Information included on public interest disclosure activity. Public Interest Disclosures Act 1994, section 31 Public Interest Disclosures Regulation 2011, clause 4

To comply with *Public Interest Disclosure Act 1994*, Section 31 and Public Interest Regulation, Clause 4, the following information is provided for the period 1 July 2021 to 30 June 2022:

Number of public officials who have made a public interest disclosure to Inner West Council	0
Number of public interest disclosures received by Inner West Council	0
Report received in relation to type of wrongdoing:	Not applicable
Number of public interest disclosures finalised by Inner West Council	2

Inner West Council has an *Internal Reporting – Public Interest Disclosures Policy* in place and the General Manager has ensured actions have been undertaken to advise staff of the contents of the Policy and the protections available under the *Public Interest Disclosure Act*.

27. The Internal Ombudsman Shared Service

The Internal Ombudsman Shared Service (IOSS), shared between City of Parramatta, Cumberland City and Inner West Councils, is an 'independent ear' for the community, Councillors, Council staff and Council stakeholders. It undertakes the investigation of complaints and assist Councils with prevention and education activities.

The IOSS assists member Councils to:

- promote a high standard of ethical conduct and decision making
- improve administrative conduct and procedures
- identify areas for improvement in the delivery of services to their communities
- ensure they are acting fairly, with integrity and in their communities' best interest;
- deal effectively with complaints
- work to improve their complaint handling systems, and
- strive for a corruption-free organisation.

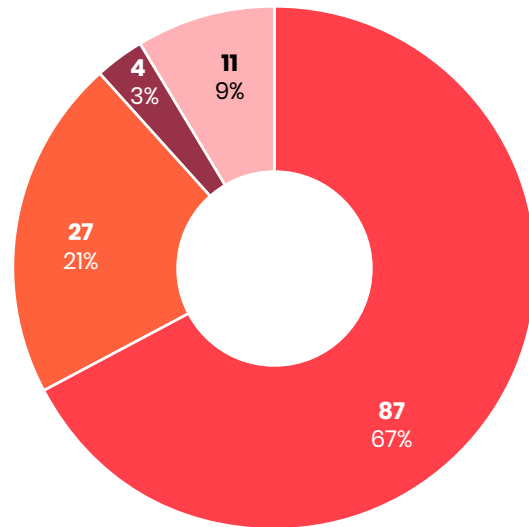
IOSS operations are underpinned by the principles of procedural fairness, accountability and transparency.

Over the last 12 months, the volume of complaints and advice requests received for Inner West Council has remained generally steady. In conjunction with complaints management, the IOSS has focused on the development and delivery of bespoke training to support areas of Council which have been subject to investigation and recommendations. Therefore, there has been an increase in the volume of education and training activities delivered to Council compared to the previous year.

The IOSS has been working Council's Service Transformation & Customer Experience team to assist with Council's review of its complaint handling processes and focus on customer service as part of Council's newly formed Customer Service Review Sub-Committee. This piece of work will continue in the 2022-23 financial year.

The IOSS will work on an engagement strategy to increase awareness and engagement with more sections of the community.

Activities of the Internal Ombudsman Shared Service for Inner West Council from 1 July 2021 to 30 June 2022 are shown in the graph below.



Total activities = 129

- Education: Training and Education Programs
- Investigation: Complaints
- Prevention: Advice and Projects
- Prevention: Policy Review and Development

Further information about the IOSS, including its activities, can be found at: <https://www.innerwest.nsw.gov.au/about/the-council/internal-ombudsman>



Financial Report (Audited Statements)

Inner West Council

ANNUAL FINANCIAL STATEMENTS
for the year ended 30 June 2022



Inner West Council

GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2022



Inner West Council

General Purpose Financial Statements

for the year ended 30 June 2022

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Overview

Inner West Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

2-14 Fisher Street
Petersham NSW 2049

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.innerwest.nsw.gov.au

Inner West Council

General Purpose Financial Statements

for the year ended 30 June 2022

Understanding Council's Financial Statements

Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2022.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report. The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Inner West Council

General Purpose Financial Statements

for the year ended 30 June 2022

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 06 December 2022.



Darcy Byrne
Mayor
06 December 2022



Philippa Scott
Deputy Mayor
06 December 2022



Peter Gainsford
General Manager
06 December 2022



Daryl Jackson
Responsible Accounting Officer
06 December 2022

Inner West Council

Statement of Comprehensive Income

for the year ended 30 June 2022

\$ '000	Notes	2022	<i>Restated</i> 2021
Net operating result for the year – from Income Statement		20,028	26,127
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	122,605	(12,465)
Total items which will not be reclassified subsequently to the operating result		122,605	(12,465)
Total other comprehensive income for the year		122,605	(12,465)
Total comprehensive income for the year attributable to Council		142,633	13,662

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Inner West Council

Statement of Financial Position

as at 30 June 2022

\$ '000	Notes	2022	Restated 2021	Restated 1 July 2020
ASSETS				
Current assets				
Cash and cash equivalents	C1-1	75,586	109,106	106,546
Investments	C1-2	154,200	146,144	130,800
Receivables	C1-4	38,401	29,700	24,795
Inventories	C1-5	198	224	193
Contract assets and contract cost assets	C1-6	219	–	1,260
Prepayments		2,838	2,912	2,659
Total current assets		271,442	288,086	266,253
Non-current assets				
Investments	C1-2	124,457	70,296	86,855
Infrastructure, property, plant and equipment (IPPE)	C1-7	2,431,213	2,300,971	2,287,908
Intangible assets	C1-8	6,945	7,496	9,104
Right of use assets	C2-1	836	493	354
Total non-current assets		2,563,451	2,379,256	2,384,221
Total assets		2,834,893	2,667,342	2,650,474
LIABILITIES				
Current liabilities				
Payables	C3-1	44,128	34,266	31,236
Contract liabilities	C3-2	29,009	9,017	3,998
Lease liabilities	C2-1	187	160	191
Borrowings	C3-3	2,600	3,062	3,762
Employee benefit provisions	C3-4	29,850	31,491	31,883
Total current liabilities		105,774	77,996	71,070
Non-current liabilities				
Contract liabilities	C3-2	1,972	3,167	4,174
Lease liabilities	C2-1	661	339	176
Borrowings	C3-3	35,234	37,834	40,897
Employee benefit provisions	C3-4	2,293	1,680	1,493
Total non-current liabilities		40,160	43,020	46,740
Total liabilities		145,934	121,016	117,810
Net assets		2,688,959	2,546,326	2,532,664
EQUITY				
Accumulated surplus		2,382,614	2,362,586	2,336,459
IPPE revaluation reserve		306,345	183,740	196,205
Council equity interest		2,688,959	2,546,326	2,532,664
Total equity		2,688,959	2,546,326	2,532,664

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Inner West Council

Statement of Changes in Equity

for the year ended 30 June 2022

	2022			2021		
	Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
				Restated		Restated
\$ '000						
Opening balance at 1 July	2,362,586	183,740	2,546,326	2,264,658	196,205	2,460,863
Correction of prior period errors	-	-	-	71,801	-	71,801
Restated opening balance	2,362,586	183,740	2,546,326	2,336,459	196,205	2,532,664
Net operating result for the year	20,028	-	20,028	27,983	-	27,983
Correction of prior period errors	-	-	-	(1,856)	-	(1,856)
Restated net operating result for the period	20,028	-	20,028	26,127	-	26,127
Other comprehensive income						
Gain (loss) on revaluation of infrastructure, property, plant and equipment	-	122,605	122,605	-	(12,465)	(12,465)
Other comprehensive income	-	122,605	122,605	-	(12,465)	(12,465)
Total comprehensive income	20,028	122,605	142,633	26,127	(12,465)	13,662
Closing balance at 30 June	2,382,614	306,345	2,688,959	2,362,586	183,740	2,546,326

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Inner West Council

Statement of Cash Flows

for the year ended 30 June 2022

<i>Original unaudited budget 2022</i>	<i>\$ '000</i>	Notes	<i>Actual 2022</i>	<i>Actual 2021</i>
Cash flows from operating activities				
Receipts:				
161,162	Rates and annual charges		163,537	160,250
45,071	User charges and fees		35,425	43,097
4,205	Interest received		3,329	3,273
35,060	Grants and contributions		62,229	45,483
–	Bonds, deposits and retentions received		3,020	2,038
22,342	Other		26,038	34,817
Payments:				
(120,930)	Payments to employees		(112,691)	(114,240)
(55,699)	Payments for materials and services		(95,430)	(78,887)
(979)	Borrowing costs		(983)	(856)
(35,984)	Other		(9,764)	(25,596)
54,248	Net cash flows from operating activities	G1-1	74,710	69,379
Cash flows from investing activities				
Receipts:				
277,323	Sale of investments		252,284	250,959
2,980	Proceeds from sale of IPPE		1,006	5,593
Payments:				
(254,900)	Purchase of investments		(314,849)	(249,649)
(91,664)	Payments for IPPE		(43,057)	(69,135)
–	Purchase of intangible assets		(353)	(615)
(66,261)	Net cash flows from investing activities		(104,969)	(62,847)
Cash flows from financing activities				
Payments:				
(3,058)	Repayment of borrowings		(3,062)	(3,763)
–	Principal component of lease payments		(199)	(209)
(3,058)	Net cash flows from financing activities		(3,261)	(3,972)
(15,071)	Net change in cash and cash equivalents		(33,520)	2,560
126,660	Cash and cash equivalents at beginning of year		109,106	106,546
111,589	Cash and cash equivalents at end of year	C1-1	75,586	109,106

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Inner West Council

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Inner West Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 06 December 2022. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and *Local Government (General) Regulation 2005* (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not for-profit entity. The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific unaudited budgetary amounts (which are clearly marked) have been included for comparative analysis (to actuals) in the following reports and notes:

- Income statement
- Statement of cash flows
- Note B5-1 – Material Budget Variations

A poll has been undertaken on a potential deamalgamation of the Council, a business case has been prepared, and Council has passed a resolution on 6 December 2022 to submit the business case to the Minister for Local Government and the Boundaries Commission for consideration and determination.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property and plant and equipment.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) fair values of infrastructure, property, plant and equipment – refer Notes C1-7 and D2.
- (ii) employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- (i) Impairment of receivables - refer Note C1-4
- (ii) Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 Revenue from Contracts with Customers and / or AASB 1058 Income of Not-for-Profit Entities – refer to Notes B2-2 - B2-4
- (iii) Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

A1-1 Basis of preparation (continued)

- General purpose operations

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)*, a separate and distinct Trust Fund is maintained to account for all money and other assets received by the Council in Trust which must be applied only for the purposes of, or in accordance with the trusts relating to those monies. Trust monies and other assets subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the Council office by any person free of charge.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

Volunteer services

Council is supported by volunteer services in its community support programs. All volunteer services are not material and therefore have not been recognised in the income statement.

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2022 reporting period. Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

These standards include:

- **AASB 2020-1 & 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current & Deferral of Effective Date**
- **AASB 2020-3 Amendments to Australian Accounting Standards – Annual Improvements 2018-2020 and Other Amendments**
- **AASB 2014-10 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture. AASB2015-10 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128**
- **AASB 2017-5 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections**
- **AASB 17 Insurance Contracts and associated amendments**
- **AASB 2020-2 Amendments to Australian Accounting Standards – Removal of Special Purpose Financial Statements for Certain For-Profit Private Sector Entities**
- **AASB 2020-7 Amendments to Australian Accounting Standards – Covid -19 Related Rent Concessions: Tier 2 disclosures**
- **AASB 2020-8 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform – Phase 2**
- **AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies and Definition of Accounting Estimates (Amends AASB 7, AASB 101, AASB 108, AASB 134 & AASB Practice Statement 2)**

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

B Financial Performance
B1 Functions or activities
B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
\$ '000				Restated		Restated		Restated		Restated
Functions or activities										
Children and Family Services	16,453	16,444	18,560	17,652	(2,107)	(1,208)	1,754	2,130	318	-
Community Events	14	(4)	3,320	2,953	(3,306)	(2,957)	-	-	-	-
Community Services and Culture	796	896	8,212	8,132	(7,416)	(7,236)	379	507	-	-
Corporate Support Services	142,461	142,439	63,543	73,933	78,918	68,506	9,421	10,320	1,151,967	1,108,957
Development Assessment	4,912	4,928	6,170	6,675	(1,258)	(1,747)	250	-	-	-
Environment and Sustainability	55	881	3,691	3,528	(3,636)	(2,647)	43	594	-	-
Footpaths, Roads, Traffic and Stormwater	35,448	32,208	44,506	42,781	(9,058)	(10,573)	25,060	20,684	1,095,928	1,023,753
Library and History Services	683	768	10,668	10,480	(9,985)	(9,712)	592	568	-	-
Recreation and Aquatics	10,463	10,953	15,514	15,383	(5,051)	(4,430)	-	-	84,920	80,851
Regulatory Services	10,541	15,503	11,839	14,683	(1,298)	820	-	-	3,867	3,503
Resource Recovery	36,724	41,015	34,576	33,295	2,148	7,720	1,000	-	3,545	3,538
Strategic Planning	1,136	1,759	5,847	5,063	(4,711)	(3,304)	207	757	-	-
Trees, Parks and Sportsfields	8,316	7,035	21,528	14,140	(13,212)	(7,105)	7,434	5,444	381,075	376,795
Other	-	-	-	-	-	-	-	-	113,273	69,945
Total functions and activities	268,002	274,825	247,974	248,698	20,028	26,127	46,140	41,004	2,834,893	2,667,342

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Children and Family Services

- Plan for and providing Council's Education and Care Services for families with children aged 0 to 12 years, including:
 - Long day care
 - Family day care
 - Preschool and occasional care
 - Out of school hours care
- Support parents' participation in the workforce and/or society
- Support children with additional needs and from vulnerable and disadvantaged backgrounds

Community Events

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

Community Services and Culture

- Providing, and working with partners on, programs and services to support and promote community wellbeing
- Developing social and cultural strategies and plans
- Initiating and managing programs that position the Inner West as a destination for excellence and innovation in the arts and culture
- Activating Council's community facilities to foster community building, participation, and social support

Corporate Support Services

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

Development Assessment

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

Environment and Sustainability

- Strategic planning for Urban Sustainability & Urban Ecology
- Supporting community involvement with urban ecology volunteer projects
- Managing Council's environmental risk, compliance, ecological design and environmental performance, monitoring and reporting

Footpaths, Roads, Traffic and Stormwater

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

B1-2 Components of functions or activities (continued)

Library and History Services

- Deliver library services to a network of eight libraries with about 100,000 library members
- Provide a program of regular activities
- Manage the annual one million visitors to the library, the one million borrowed items and free access to technology and digital resources
- Provide history services and research, manage collections and archives, present exhibitions and displays and run community workshops and programs
- Partner with community organisations and schools to expand library activities and increase library use

Recreation and Aquatics

- Develop, plan for, and promote recreation opportunities to meet the needs of the Inner West Community.
- Manage the service provider contracts for Annette Kellerman Aquatic Centre and Fanny Durack Aquatic Centre to ensure that services and programming meet the needs of the community
- Manage Ashfield Aquatic Centre, Dawn Fraser Baths (under redevelopment) and Leichhardt Park Aquatic Centre to ensure services and programming meet the needs of the community.
- Develop and deliver master plans for the public domain to support growth and change.

Regulatory Services

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

Resource Recovery

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

Strategic Planning

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

Trees, Parks and Sportsfields

- Responsible for all activities within parks, reserves, sporting grounds and public open space, including maintenance, renewal and upgrade projects.
- Coordinating recreation planning and programs for parks and open space.
- Managing the implementation of Urban Forest Policy aims and objectives, including both public and private trees.
- Managing fleet procurement, including maintenance, use and disposal of Council's plant, vehicles and major equipment as well as overseeing Council's depot facilities, in particular their fleet maintenance, parking and storage provisions.
- Streetscape maintenance – including street sweeping, verge mowing and weed control.
- Developing, delivering and promoting recreation opportunities to meet the needs of the Inner West community.
- Managing Council's service provider contracts for indoor recreational facilities, the Debbie and Abbey Borgia Recreation Centre and Robyn Webster Sports Centre, to ensure that services and programming meet the needs of the community.

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	Timing	2022	2021
Ordinary rates			
Residential	2	89,558	87,282
Business	2	36,593	35,958
Less: pensioner rebates (mandatory)	2	(1,683)	(1,728)
Rates levied to ratepayers		124,468	121,512
Pensioner rate subsidies received	2	942	938
Total ordinary rates		125,410	122,450
Special rates			
Environmental levy	2	-	270
Urban street	2	-	157
Total special rates		-	427
Annual charges			
<small>(pursuant to s.496, s.496A, s.496B, s.501 & s.611)</small>			
Domestic waste management services	2	37,701	43,328
Stormwater management services	2	1,782	1,778
Section 611 charges	2	128	133
Less: pensioner rebates (Council policy)	2	(2,868)	(3,383)
Total annual charges		36,743	41,856
Total rates and annual charges		162,153	164,733

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area .

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property.

B2-2 User charges and fees

\$ '000	Timing	2022	2021
Specific user charges			
(per s.502 - specific 'actual use' charges)			
Domestic waste management services	2	198	212
Waste management services (non-domestic)	2	441	462
Total specific user charges		639	674
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s.608)			
Building services – other	2	927	948
Private works – section 67	2	2,653	2,802
Regulatory/ statutory fees	2	816	818
Section 10.7 certificates (EP&A Act)	2	558	561
Town planning	2	5,363	5,535
Building services	2	8	5
Regulatory – compliance	2	1,292	1,598
Regulatory fees – other	2	190	142
Total fees and charges – statutory/regulatory		11,807	12,409
(ii) Fees and charges – other (incl. general user charges (per s.608))			
Child care	1	14,712	14,326
Community centres	1	359	225
Leisure centre	1	3,779	3,758
Park rents	1	1,041	1,603
Parking fees	2	2,183	3,347
Hoarding fees	2	1,295	1,119
Meals on wheels	2	–	62
Pool (admissions)	1	5,524	5,610
Other	2	18	11
Total fees and charges – other		28,911	30,061
Total other user charges and fees		40,718	42,470
Total user charges and fees		41,357	43,144
Timing of revenue recognition for user charges and fees			
User charges and fees recognised over time (1)		25,415	20,606
User charges and fees recognised at a point in time (2)		15,942	22,538
Total user charges and fees		41,357	43,144

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as membership fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 Other revenues

\$ '000	<i>Timing</i>	2022	2021
Ex gratia rates	2	329	378
Fines – parking	2	8,594	12,093
Fines – other	2	386	1,641
Legal fees recovery – other	2	(210)	963
Diesel rebate	2	37	38
Recycling income (non-domestic)	2	71	217
Credit card transaction fee	2	84	88
Other	2	476	1,164
Bus shelter income	2	970	1,024
Donations Received	2	–	–
Total other revenue		10,737	17,606
Timing of revenue recognition for other revenue			
Other revenue recognised over time (1)		–	–
Other revenue recognised at a point in time (2)		10,737	17,606
Total other revenue		10,737	17,606

Accounting policy for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

B2-4 Grants and contributions

\$ '000	Operating 2022	Operating 2021	Capital 2022	Capital 2021
General purpose grants and non-developer contributions (untied)				
Financial Assistance Grant				
Relating to current year	3,024	2,656	-	-
Prepayment received in advance for subsequent year	4,649	2,844	-	-
Amount recognised as income during current year	7,673	5,500	-	-
Special purpose grants and non-developer contributions (tied)				
Cash contributions				
Aged care	-	129	-	-
Bushfire and emergency services	2,037	811	-	-
Child care	1,882	2,263	-	-
Community services	162	162	-	-
Environmental programs	227	909	-	-
Floodplain management	32	-	-	-
LEP/DCP	-	500	-	-
Library – per capita	-	568	-	-
Library	591	-	-	-
LIRS subsidy	73	93	-	-
Local Roads and Community Infrastructure Program	-	-	2,925	771
Recreation and culture	1	1,565	3,146	4,246
Street lighting	665	665	-	-
Transport (other roads and bridges funding)	1,727	1,108	3,098	2,232
Transport (roads to recovery)	-	-	857	857
Urban Amenity Improvement Program	-	-	8,198	7,763
Other specific grants	288	76	2,548	890
Total special purpose grants and non-developer contributions – cash	7,685	8,849	20,772	16,759
Non-cash contributions				
Recreation and culture	-	-	1,081	-
Other	-	-	-	1,441
Total other contributions – non-cash	-	-	1,081	1,441
Total special purpose grants and non-developer contributions (tied)	7,685	8,849	21,853	18,200
Total grants and non-developer contributions	15,358	14,349	21,853	18,200
Comprising:				
– Commonwealth funding	8,498	6,592	3,782	1,935
– State funding	5,631	7,189	16,902	12,805
– Other funding	1,229	568	1,169	3,460
	15,358	14,349	21,853	18,200

B2-4 Grants and contributions (continued)

Developer contributions

\$ '000	Notes	Operating 2022	<i>Operating 2021</i>	Capital 2022	<i>Capital 2021</i>
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):	F4				
Cash contributions					
S 7.4 – contributions using planning agreements		10	–	2,130	1,580
S 7.11 – contributions towards amenities/services		–	–	6,789	6,875
Total developer contributions – cash		10	–	8,919	8,455
Total developer contributions		10	–	8,919	8,455
Total contributions		10	–	8,919	8,455
Total grants and contributions		15,368	14,349	30,772	26,655
Timing of revenue recognition for grants and contributions					
Grants and contributions recognised over time		49	1,580	8,712	7,763
Grants and contributions recognised at a point in time		15,319	12,769	22,060	18,892
Total grants and contributions		15,368	14,349	30,772	26,655

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2022	<i>Operating 2021</i>	Capital 2022	<i>Capital 2021</i>
Unspent funds at 1 July	4,058	6,005	4,214	1,526
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	1,057	1,024	2,534	3,831
Less: Funds received in prior year but revenue recognised and funds spent in current year	(991)	(2,971)	(262)	(1,143)
Transfer: Amounts re-classified as capital grants	–	–	–	–
Unspent funds at 30 June	4,124	4,058	6,486	4,214

Accounting policy

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include the provisioning of public artworks on non-Council owned property. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of childcare services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

B2-4 Grants and contributions (continued)

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2022	2021
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	778	438
– Cash and investments	694	1,758
– Other	1,837	952
Amortisation of premiums and discounts		
– Movements in investments at fair value through profit and loss	(348)	95
Total interest and investment income (losses)	2,961	3,243

Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

B2-6 Other income

\$ '000	Notes	2022	2021
Rental income			
Other lease income			
Leaseback fees - council vehicles		533	540
Other Council Properties			
Lease income (excluding variable lease payments not dependent on an index or rate)		4,117	4,519
Lease income relating to variable lease payments not dependent on an index or a rate		4	36
Total other lease income		4,654	5,095
Total rental income	C2-2	4,654	5,095
Total other income		4,654	5,095

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2022	2021
Salaries and wages	90,977	88,498
Employee termination costs	182	2,234
Employee leave entitlements (ELE)	7,030	9,559
Superannuation	10,164	9,874
Workers' compensation insurance	2,743	2,141
Fringe benefit tax (FBT)	663	546
Other	771	741
Total employee costs	112,530	113,593
Less: capitalised costs	(468)	(486)
Total employee costs expensed	112,062	113,107
Number of 'full-time equivalent' employees (FTE) at year end	1,113	1,013

Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, when sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note D3-1 for more information.

B3-2 Materials and services

\$ '000	Notes	2022	2021
Cost of sales		213	234
Raw materials and consumables		6,318	6,911
Agency Staff		7,345	5,175
Consultants		3,186	2,391
Contractors		33,121	28,793
Legal Fees		1,248	735
IT Expenses		6,051	6,399
Insurance		2,819	2,503
Street lighting		1,228	1,131
Electricity		3,156	2,788
Election expenses		1,137	–
Subscriptions and publications		821	789
Telephone and communications		500	648
Postage, Printing and stationery		846	715
Vehicle Costs		1,748	1,823
Bank charges		662	732
Audit Fees	E2-1	505	462
Councillor and Mayoral fees and associated expenses	E1-2	526	562
Water rates		1,101	754
Tipping fees		10,433	9,510
Gas		377	525
Other expenses		1,537	1,786
Expenses from short-term leases		122	159
Expenses from leases of low value assets		1,184	1,006
Variable lease expense relating to usage		–	(1)
Total materials and services		86,184	76,530
Total materials and services		86,184	76,530

Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Borrowing costs

\$ '000	2022	2021
(i) Interest bearing liability costs		
Interest on leases	10	6
Interest on loans	960	833
Total interest bearing liability costs	970	839
Total interest bearing liability costs expensed	970	839
Total borrowing costs expensed	970	839

Accounting policy

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2022	2021 <i>Restated</i>
Depreciation and amortisation			
Infrastructure, property, plant and equipment	C1-7	33,033	35,355
Right of use assets	C2-1	205	202
Intangible assets	C1-8	904	1,250
Total depreciation and amortisation costs		34,142	36,807
Total depreciation, amortisation and impairment for non-financial assets		34,142	36,807

Accounting policy

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note C1-7 for IPPE assets, Note C1-9 for intangible assets and Note C2-1 for right of use assets.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	Notes	2022	2021
Impairment of receivables	C1-4	215	3,569
Donations, contributions and assistance to other organisations (Section 356)		1,539	1,250
Contributions/levies to other levels of government			
– NSW fire brigade levy		3,985	4,397
– Self Enforcing Infringement Notice Scheme (SEINS) processing fees		1,184	1,720
– Waste levy		5,231	5,406
Total other expenses		12,154	16,342

Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

B4 Gains or losses**B4-1 Gain or loss from the disposal, replacement and de-recognition of assets**

\$ '000	Notes	2022	2021
Gain (or loss) on disposal of infrastructure, property, plant and equipment	C1-7		
Proceeds from disposal		1,006	5,593
Less: carrying amount of infrastructure, property, plant and equipment		(3,468)	(10,666)
Gain (or loss) on disposal		(2,462)	(5,073)
Gain (or loss) on disposal of intangible assets	C1-8		
Proceeds from disposal		-	-
Gain (or loss) on disposal		-	-
Net gain (or loss) from disposal of assets		(2,462)	(5,073)

Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 22/06/2021 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2022 Budget	2022 Actual	2022 ----- Variance -----		
Revenues					
Rates and annual charges	161,162	162,153	991	1%	F
User charges and fees	45,071	41,357	(3,714)	(8)%	U
Due to COVID-19 outbreak in July 2021 to October 2021, revenues were significantly reduced for parking meters, aquatic services and child care fees due to lower utilisation in this period.					
Other revenues	22,342	10,737	(11,605)	(52)%	U
Due to COVID-19 outbreak in July 2021 to October 2021, fines received from parking infringements were significantly reduced in this period.					
Operating grants and contributions	10,006	15,368	5,362	54%	F
Financial Assistance Grant for 2022/23 financial year received in advance and one off \$1m flood recovery grant in relation to the floods in NSW in February 2022					
Capital grants and contributions	25,054	30,772	5,718	23%	F
LRCI and other grants received in the financial year that was not included in the budget.					
Interest and investment revenue	4,205	2,961	(1,244)	(30)%	U
Lower than expected returns on investments due to reserve balances being lower than budgeted as debt recovery was paused for relief of COVID-19.					
Other income	-	4,654	4,654	∞	F
Expenses					
Employee benefits and on-costs	120,930	112,062	8,868	7%	F
Materials and services	55,699	86,184	(30,485)	(55)%	U
\$20M adjustment as a result of reclassification of natural accounts from Other Expenses to Materials and Services. Other overspend relates to higher cleaning costs due to increase service from COVID-19 and over expenditure in relation to agency costs which is offset by savings in employee costs.					
Borrowing costs	979	970	9	1%	F
Depreciation, amortisation and impairment of non-financial assets	31,983	34,142	(2,159)	(7)%	U
Other expenses	35,984	12,154	23,830	66%	F
Refer to the explanation provided for 'Materials and Services' section					
Net losses from disposal of assets	1,606	2,462	(856)	(53)%	U

B5-1 Material budget variations (continued)

\$ '000	2022 <i>Budget</i>	2022 <i>Actual</i>	2022 <i>----- Variance -----</i>
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Higher than expected losses from assets due to the asset revaluation completed for the 2021/22 financial year.

Statement of cash flows

Cash flows from operating activities	54,248	74,710	20,462	38%	F
Increase in operating and capital grants received offset by increase in expenditure of materials and services compared to budget.					
Cash flows from investing activities	(66,261)	(104,969)	(38,708)	58%	U
This is due to the higher level of purchase of investments in 2022/23 financial year					
Cash flows from financing activities	(3,058)	(3,261)	(203)	7%	U

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2022	2021
Cash assets		
Cash on hand and at bank	75,586	109,106
Total cash and cash equivalents	75,586	109,106

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Financial assets at fair value through the profit and loss				
Mortgage backed securities	–	1,058	–	1,089
Other long term financial assets	–	2,899	–	3,257
Total	–	3,957	–	4,346
Debt securities at amortised cost				
Term deposits	142,000	7,000	112,000	11,000
NCD's, FRN's (with maturities > 3 months)	12,200	102,200	8,500	46,650
Fixed bonds (ADIs)	–	11,300	25,644	8,300
Total	154,200	120,500	146,144	65,950
Total financial investments	154,200	124,457	146,144	70,296

Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

C1-2 Financial investments (continued)

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits, floating rate notes, fixed rate notes and cash and cash equivalents in the statement of financial position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Council's financial assets measured at fair value through profit or loss comprise investments in Mortgage-Backed Securities & an investment in CivicRisk Mutual in the Statement of Financial Position.

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2022	2021
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	354,243	325,546
Less: Externally restricted cash, cash equivalents and investments	<u>(119,407)</u>	<u>(114,965)</u>
Cash, cash equivalents and investments not subject to external restrictions	234,836	210,581

External restrictions

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general	66,466	63,574
Specific purpose unexpended grants (recognised as revenue) – general fund	10,610	8,272
Stormwater management	2,848	1,738
Watershed	–	60
Special Rate Variation Income	11,870	9,336
Mainstreet levy	240	240
3.5% levy reserve	1,121	1,121
Domestic waste management	26,252	30,624
Total external restrictions	119,407	114,965

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2022	2021
(b) Internal allocations		
Cash, cash equivalents and investments not subject to external restrictions	234,836	210,581
Less: Internally restricted cash, cash equivalents and investments	<u>(214,107)</u>	<u>(182,963)</u>
Unrestricted and unallocated cash, cash equivalents and investments	20,729	27,618

Internal allocations

At 30 June, Council has internally allocated funds to the following:

Employees leave entitlement	15,830	14,927
Deposits, retentions and bonds	23,303	20,238
Financial Assistance Grant reserve	4,649	2,844
Investment Property Reserve	80,907	80,907
Infrastructure Renewal Reserve	19,446	19,446
Depreciation Contra Reserve	69,972	44,601
Total internal allocations	214,107	182,963

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

\$ '000	2022	2021
(c) Unrestricted and unallocated		
Unrestricted and unallocated cash, cash equivalents and investments	20,729	27,618

C1-4 Receivables

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Rates and annual charges	13,935	–	15,168	–
Interest and extra charges	641	–	325	–
User charges and fees	21,528	–	9,801	–
Accrued revenues				
– Interest on investments	297	–	618	–
– Other income accruals	(1,306)	–	269	–
Fines	4,999	–	4,602	–
Net GST receivable	1,718	–	2,312	–
Other receivables	76	–	76	–
Total	41,888	–	33,171	–
Less: provision for impairment				
Rates and annual charges	(503)	–	(782)	–
Interest and extra charges	(31)	–	(16)	–
User charges and fees	(1,822)	–	(1,575)	–
Fines	(1,131)	–	(1,098)	–
Total provision for impairment – receivables	(3,487)	–	(3,471)	–
Total net receivables	38,401	–	29,700	–

\$ '000	2022	2021
Movement in provision for impairment of receivables		
Balance at the beginning of the year (calculated in accordance with AASB 139)	3,471	5,717
+ new provisions recognised during the year	2,328	3,397
– amounts already provided for and written off this year	(2,312)	(5,643)
Balance at the end of the year	3,487	3,471

C1-4 Receivables (continued)

Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating the ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold (i.e. these charges are secured against the property). For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

C1-5 Inventories

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
(i) Inventories at cost				
Stores, materials and trading stock	198	-	224	-
Total inventories at cost	198	-	224	-
Total inventories	198	-	224	-

Accounting policy

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

C1-6 Contract assets and Contract cost assets

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Contract assets	219	-	-	-
Total contract assets and contract cost assets	219	-	-	-

Contract assets

Work relating to infrastructure grants	219	-	-	-
Total contract assets	219	-	-	-

Accounting policy

Contract assets

Contract assets represent Councils right to payment in exchange for goods or services the Council has transferred to a customer when that right is conditional on something other than the passage of time.

Contract assets arise when the amounts billed to customers are based on the achievement of various milestones established in the contract and therefore the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer. Once an invoice or payment claim is raised or the relevant milestone is reached, Council recognises a receivable.

C1-7 Infrastructure, property, plant and equipment

By aggregated asset class	Asset movements during the reporting period										At 30 June 2022				
	At 1 July 2021										Accumulated depreciation and impairment		Net carrying amount		
	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated	Additions/tranfers renewals ¹	Additions/tranfers new assets	Carrying value of disposals	Depreciation expense	WIP additions	Adjustments and transfers	Revaluation increments to equity (ARR)	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000															
Capital work in progress	69,308	-	69,308	(13,081)	(14,999)	-	-	44,036	(19)	-	-	-	85,245	-	85,245
Plant and equipment	26,984	(17,823)	9,161	3,508	-	(520)	(2,706)	-	-	-	-	-	29,342	(19,899)	9,443
Office equipment	4,156	(3,002)	1,154	-	58	-	(339)	-	-	-	-	-	4,246	(3,373)	873
Furniture and fittings	2,167	(1,684)	483	-	-	-	(129)	-	-	-	-	-	2,167	(1,813)	354
Land:															
- Crown Land	95,338	-	95,338	-	-	-	-	-	9,792	-	-	-	105,130	-	105,130
- Operational land	394,950	-	394,950	-	-	-	-	-	-	-	-	-	394,950	-	394,950
- Community land	162,352	-	162,352	-	-	-	-	-	(9,792)	-	-	-	152,560	-	152,560
Land improvements – non-depreciable	4,286	-	4,286	-	-	-	-	-	-	-	-	-	4,286	-	4,286
Land improvements – depreciable	124,396	(38,029)	86,367	1,207	6,852	(751)	(3,966)	-	-	-	-	-	130,586	(40,877)	89,709
Car parks – non-depreciable	3,547	-	3,547	-	-	-	-	-	-	-	14,167	-	17,714	-	17,714
Car parks – depreciable	13,128	(3,451)	9,677	124	-	(25)	(213)	-	-	(2,411)	-	-	10,786	(3,634)	7,152
Infrastructure:															
- Buildings	378,002	(106,971)	271,031	-	-	-	(7,910)	45	-	-	-	-	378,047	(114,881)	263,166
- Roads	361,126	(178,613)	182,513	4,333	25	(658)	(7,290)	-	(1,322)	-	46,909	-	426,804	(202,293)	224,511
- Bridges	15,995	(5,881)	10,114	-	-	-	(180)	-	-	-	-	-	15,995	(6,061)	9,934
- Footpaths	133,763	(40,811)	92,952	988	-	(293)	(1,708)	-	-	-	48,957	-	229,390	(88,494)	140,896
- Kerb and gutter	195,618	(79,536)	116,082	547	-	(321)	(1,519)	-	-	-	17,710	-	224,359	(91,860)	132,499
- Other road assets (including bulk earthworks)	54,484	(12,066)	42,398	-	-	-	(2,294)	-	1,340	(12,422)	-	-	35,520	(6,498)	29,022
- Bulk earthworks (non-depreciable)	516,148	-	516,148	-	-	-	-	-	-	-	9,695	-	525,843	-	525,843
- Sea walls	37,424	(12,757)	24,667	758	29	-	(369)	-	-	-	-	-	38,211	(13,126)	25,085
- Wharves	6,077	(2,291)	3,786	1,247	-	(666)	(61)	-	-	-	-	-	6,374	(2,069)	4,305
- Stormwater drainage	178,177	(57,910)	120,267	369	946	(88)	(1,423)	-	-	-	-	-	179,340	(59,269)	120,071
- Aquatic Centres	95,529	(14,677)	80,852	-	6,583	-	(2,515)	-	-	-	-	-	102,112	(17,192)	84,920
Other assets:															
- Domestic waste vehicles	4,996	(1,458)	3,538	-	564	(146)	(411)	-	-	-	-	-	5,244	(1,699)	3,545
Total infrastructure, property, plant and equipment	2,877,951	(576,980)	2,300,971	-	58	(3,468)	(33,033)	44,081	(1)	(14,833)	137,438	-	3,104,251	(673,038)	2,431,213

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-7 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2020					Asset movements during the reporting period					At 30 June 2021		
	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated	Additions/transfers renewals ¹	Additions/transfers new assets	Carrying value of disposals	Depreciation expense	WIP additions	Adjustments and transfers	Revaluation decrements to equity (ARR)	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated
Capital work in progress	75,283	-	75,283	(65,830)	(11,492)	-	-	71,347	-	-	69,308	-	69,308
Plant and equipment	28,929	(18,108)	10,821	-	3,483	(2,165)	(2,976)	-	-	-	26,984	(17,823)	9,161
Office equipment	3,562	(2,584)	978	-	389	-	(418)	-	205	-	4,156	(3,002)	1,154
Furniture and fittings	2,167	(1,548)	619	-	-	-	(136)	-	-	-	2,167	(1,684)	483
Land:													
- Operational land	-	-	-	-	-	-	-	-	-	-	394,950	-	394,950
- Community land	-	-	-	-	-	-	-	-	-	-	162,352	-	162,352
- Crown land	665,519	-	665,519	-	-	(1,294)	-	-	-	(11,585)	95,338	-	95,338
Land improvements – non-depreciable	4,286	-	4,286	-	-	-	-	-	-	-	4,286	-	4,286
Land improvements – depreciable	114,901	(34,530)	80,371	8,088	2,029	(370)	(3,751)	-	-	-	124,396	(38,029)	86,367
Car parks – non-depreciable	3,547	-	3,547	-	-	-	-	-	-	-	3,547	-	3,547
Car parks – depreciable	11,215	(3,229)	7,986	1,913	-	-	(222)	-	-	-	13,128	(3,451)	9,677
Infrastructure:													
- Buildings	375,567	(99,920)	275,647	5,023	2,561	(3,318)	(8,882)	-	-	-	378,002	(106,971)	271,031
- Roads	360,051	(173,588)	186,463	3,774	317	(436)	(7,605)	-	-	-	361,126	(178,613)	182,513
- Bridges	15,995	(5,023)	10,972	-	-	-	(818)	-	-	(40)	15,995	(5,881)	10,114
- Footpaths	131,346	(40,206)	91,140	5,172	392	(1,441)	(2,311)	-	-	-	133,763	(40,811)	92,952
- Other road assets (including bulk earthworks)	54,354	(10,336)	44,018	130	-	-	(1,751)	-	-	-	54,484	(12,086)	42,398
- Bulk earthworks (non-depreciable)	516,148	-	516,148	-	-	-	-	-	-	-	516,148	-	516,148
- Stormwater drainage	178,105	(56,439)	121,666	72	-	-	(1,471)	-	-	-	178,177	(57,910)	120,267
- Aquatic Centres	55,124	(12,671)	42,453	40,823	-	(336)	(2,088)	-	-	-	95,529	(14,677)	80,852
- Kerb and gutter	195,803	(78,511)	117,292	835	63	(683)	(1,425)	-	-	-	195,618	(79,536)	116,082
- Sea walls	37,424	(10,951)	26,473	-	-	-	(966)	-	-	(840)	37,424	(12,757)	24,667
- Wharves	6,077	(2,209)	3,868	-	-	-	(82)	-	-	-	6,077	(2,291)	3,786
Other assets:													
- Domestic waste vehicles	4,511	(2,154)	2,357	-	2,258	(623)	(454)	-	-	-	4,996	(1,458)	3,538
Total infrastructure, property, plant and equipment	2,839,914	(552,007)	2,287,907	-	-	(10,666)	(35,356)	71,347	205	(12,465)	2,877,951	(576,980)	2,300,971

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-7 Infrastructure, property, plant and equipment (continued)

Accounting policy

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Property Assets	Years
Office equipment	5 to 20	Buildings	9 to 190
Office furniture	2 to 10	Aquatic Centres	10 to 120
Plant and Fleet	2 to 10		
Domestic Waste Vehicles	3 to 10	Play Spaces and Sporting Fields	Years
		Land Improvements Parks (Depreciable)	5 to 124
Transport Assets	Years	Seawalls	20 to 141
Roads	25 to indefinite	Wharves	20 to 80
Road Formation/Bulk Earthworks	Not depreciable		
Bridges	15 to 162		
Footpaths	10 to 80		
Kerb and Gutter	30 to 200		
Traffic Devices	20 to 80		
Other Road assets	5 to 100		
Car Parks (Non Depreciable)	Not Depreciable		
Car Parks (Depreciable)	25 to Indefinite		
Stormwater Drainage	15 - 196		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every 5 years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation reserve to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

C1-7 Infrastructure, property, plant and equipment (continued)

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

At present, Council does not have any rural fire service assets.

C1-8 Intangible assets

Intangible assets are as follows:

\$ '000	2022	2021
Software		
Opening values at 1 July		
Gross book value	7,991	4,065
Accumulated amortisation	(2,041)	(841)
Software work in progress (WIP) balance	1,951	5,880
Net book value – opening balance	7,901	9,104
Movements for the year		
Other movements	(52)	–
- Transfers to other asset classes	–	(169)
Purchases	–	615
Amortisation charges	(904)	(1,250)
Net book value written off	–	(804)
Closing values at 30 June		
Gross book value	7,902	7,991
Accumulated amortisation	(2,909)	(2,041)
Software work in progress (WIP) balance	1,952	1,546
Total software – net book value	6,945	7,496
Total intangible assets – net book value	6,945	7,496

Accounting policy

IT development and software

Costs incurred in developing products or systems and costs incurred in acquiring software and licenses that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software and systems.

Costs capitalised include external direct costs of materials and service, direct payroll, and payroll related costs of employees' time spent on the project. Amortisation is calculated on a straight line basis over periods generally ranging from three to ten years. IT development costs include only those costs directly attributable to the development phase and are only recognised following completion of technical feasibility, and where Council has an intention and ability to use the asset.

C2 Leasing activities

C2-1 Council as a lessee

Council has leases over a range of assets including land and buildings, vehicles, machinery and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Buildings

Council leases land and buildings for service delivery (a childcare centre and a nursery) and also leases a car park; the leases are generally between 2 and 7 years and some of them include a renewal option to allow Council to renew for up to twice the noncancellable lease term at their discretion.

The building leases contains an annual pricing mechanism based on either fixed increases or CPI movements at each anniversary of the lease inception.

Plant & Equipment

Council leases vehicles with lease terms of 2 years; the lease payments are fixed during the lease term and there is generally no renewal option.

Office and IT equipment

Leases for office and IT equipment are generally for low value assets, except for significant items such as photocopiers. The leases are for between 1 and 5 years with no renewal option and the payments are fixed.

Extension options

Council includes options in the building leases to provide flexibility and certainty to Council operations and reduce costs of moving premises; and the extension options are at Council's discretion.

At commencement date and each subsequent reporting date, Council assesses where it is reasonably certain that the extension options will be exercised.

Council has determined that for all leases with an extension option, it is reasonably certain that this extension option will be exercised.

(a) Right of use assets

\$ '000	<i>Plant & Equipment</i>	<i>Buildings</i>	<i>Office & IT Equipment</i>	<i>Total</i>
2022				
Opening balance at 1 July	458	8	27	493
Additions to right-of-use assets	–	329	219	548
Depreciation charge	(142)	(19)	(44)	(205)
Balance at 30 June	316	318	202	836
2021				
Opening balance at 1 July	132	154	68	354
Additions to right-of-use assets	498	–	–	498
Adjustments to right-of-use assets due to re-measurement of lease liability	–	(131)	(26)	(157)
Depreciation charge	(172)	(15)	(15)	(202)
Balance at 30 June	458	8	27	493

C2-1 Council as a lessee (continued)

(b) Lease liabilities

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Lease liabilities	187	661	160	339
Total lease liabilities	187	661	160	339

(c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	<i>Total per Statement of Financial Position</i>
2022					
Cash flows	187	661	–	848	848
2021					
Cash flows	160	339	–	499	499

(d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2022	2021
Interest on lease liabilities	10	6
Variable lease payments based on usage not included in the measurement of lease liabilities	–	(1)
Depreciation of right of use assets	205	202
Expenses relating to short-term leases	122	159
Expenses relating to low-value leases	1,184	1,006
	1,521	1,372

(e) Statement of Cash Flows

Total cash outflow for leases	(208)	(209)
	(208)	(209)

Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

C2-1 Council as a lessee (continued)

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

C2-2 Council as a lessor

Operating leases

Council leases out a number of properties and /or plant and equipment to community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included as investment property (refer note C1-8) and/or IPP&E (refer note c1-7) in the Statement of Financial Position.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

\$ '000	2022	2021
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(i) Assets held as investment property

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

(ii) Assets held as property, plant and equipment

Lease income (excluding variable lease payments not dependent on an index or rate)	4,117	4,519
Lease income relating to variable lease payments not dependent on an index or a rate	4	36
Leaseback fees - council vehicles	533	540
Total income relating to operating leases for Council assets	4,654	5,095

(iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	1,147	1,147
1–2 years	1,147	1,147
2–3 years	730	1,147
3–4 years	–	730
Total undiscounted lease payments to be received	3,024	4,171

Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

C2-2 Council as a lessor (continued)

If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

C3 Liabilities of Council

C3-1 Payables

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Prepaid rates	2,216	–	1,786	–
Goods and services – operating expenditure	10,989	–	7,692	–
Accrued expenses:				
– Borrowings	287	–	300	–
– Salaries and wages	1,387	–	923	–
– Other expenditure accruals	5,774	–	3,060	–
Security bonds, deposits and retentions	22,943	–	19,923	–
Other	532	–	582	–
Total payables	44,128	–	34,266	–

Current payables not anticipated to be settled within the next twelve months

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.				
Payables – security bonds, deposits and retentions			14,224	12,329
Total payables			14,224	12,329

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Grants and contributions received in advance:				
Unexpended capital grants (to construct Council controlled assets) ⁽ⁱ⁾	21,130	–	4,358	–
Total grants received in advance	21,130	–	4,358	–
Income in Advance	7,879	1,972	4,659	3,167
Total user fees and charges received in advance	7,879	1,972	4,659	3,167
Total contract liabilities	29,009	1,972	9,017	3,167

(i) Council has received funding to construct transport assets. The funds received are under an enforceable contract which requires Council to construct assets which will be under Council's control on completion. The revenue is recognized as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognized as revenue. The revenue is expected to be recognized in the next 12 months.

Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Loans – secured ¹	2,600	35,234	3,062	37,834
Total borrowings	2,600	35,234	3,062	37,834

(1) Loans are secured over the general rating income of Council.
Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note D1-1.

(a) Changes in liabilities arising from financing activities

\$ '000	2021		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Remeasurement of Lease Liability	Closing balance
Loans – secured	40,896	(3,062)	–	–	–	–	37,834
Lease liability (Note C2-1b)	499	349	–	–	–	–	848
Total liabilities from financing activities	41,395	(2,713)	–	–	–	–	38,682

\$ '000	2020		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Remeasurement of Lease Liability	Closing balance
Loans – secured	44,659	(3,763)	–	–	–	–	40,896
Lease liability (Note C2-1b)	367	(209)	498	–	–	(157)	499
Total liabilities from financing activities	45,026	(3,972)	498	–	–	(157)	41,395

(b) Financing arrangements

\$ '000	2022	2021
Total facilities		
Bank overdraft facilities ¹	1,000	1,000
Credit cards/purchase cards	274	274
Total financing arrangements	1,274	1,274
Undrawn facilities		
– Bank overdraft facilities	1,000	1,000
– Credit cards/purchase cards	274	274
Total undrawn financing arrangements	1,274	1,274

Additional financing arrangements information

Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

C3-3 Borrowings (continued)

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

C3-4 Employee benefit provisions

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Annual leave	9,778	–	9,487	–
Sick leave	208	–	391	–
Long service leave	17,133	2,157	19,006	1,588
Other leave	542	–	483	–
ELE on-costs	2,189	136	2,124	92
Total employee benefit provisions	29,850	2,293	31,491	1,680

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2022	2021
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	21,089	22,248
	21,089	22,248

Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

D Risks and accounting uncertainties

D1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

\$ '000	Carrying value 2022	Carrying value 2021	Fair value 2022	Fair value 2021
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	75,586	109,106	75,586	109,106
Receivables	38,401	27,389	38,401	27,389
Investments				
– Debt securities at amortised cost	274,700	212,094	274,700	219,239
Fair value through profit and loss				
Investments				
– Held for trading	1,058	1,090	1,058	1,089
Other financial assets	2,899	3,257	2,899	3,257
Total financial assets	392,644	352,936	392,644	360,080
Financial liabilities				
Payables	44,128	32,480	44,128	32,480
Loans/advances	37,834	40,896	37,834	40,896
Total financial liabilities	81,962	73,376	81,962	73,376

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and held-to-maturity investments** – are based upon estimated future cash flows discounted by the current mkt interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) **'at fair value through profit and loss'** – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed by Council and it's staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.

D1-1 Risks relating to financial instruments held (continued)

- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

(a) Market risk – interest rate and price risk

\$ '000	2022	2021
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	399	315
Impact of a 10% movement in price of investments		
– Equity / Income Statement	27,866	21,644

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

There are no significant concentrations of credit risk, whether through exposure to individual customers or specific industry sectors.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for expected credit loss as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

\$ '000	<i>Not yet overdue</i>	<i>overdue rates and annual charges</i>		<i>Total</i>
		<i>< 5 years</i>	<i>≥ 5 years</i>	
2022				
Gross carrying amount	–	10,451	3,484	13,935
2021				
Gross carrying amount	–	11,658	3,510	15,168

D1-1 Risks relating to financial instruments held (continued)

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	<i>Not yet overdue</i>	<i>0 - 30 days</i>	<i>Overdue debts</i>			<i>Total</i>
			<i>31 - 60 days</i>	<i>61 - 90 days</i>	<i>> 91 days</i>	
2022						
Gross carrying amount	5,931	5,844	4,250	4,284	7,863	28,172
Expected loss rate (%)	1.00%	1.00%	3.00%	23.00%	43.00%	16.37%
2021						
Gross carrying amount	3,304	3,255	2,367	2,386	4,380	15,692
Expected loss rate (%)	1.00%	1.00%	3.00%	23.00%	43.00%	16.37%

D1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	<i>Weighted average interest rate</i>	<i>Subject to no maturity</i>	<i>payable in:</i>			<i>Total cash outflows</i>	<i>Actual carrying values</i>
			<i>≤ 1 Year</i>	<i>1 - 5 Years</i>	<i>> 5 Years</i>		
2022							
Payables	0.00%	22,943	–	–	–	22,943	44,128
Borrowings	4.86%	–	2,600	10,069	25,165	37,834	37,834
Total financial liabilities		22,943	2,600	10,069	25,165	60,777	81,962
2021							
Payables	0.00%	19,923	13,882	–	–	33,805	32,480
Borrowings	4.45%	–	3,062	8,911	28,923	40,896	40,896
Total financial liabilities		19,923	16,944	8,911	28,923	74,701	73,376

D2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investments

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

D2-1 Fair value measurement (continued)

\$ '000	Notes	Fair value measurement hierarchy					
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2022	2021	2022	2021 Restated	2022	2021 Restated
Recurring fair value measurements							
Financial assets							
Financial investments	C1-2						
At fair value through profit or loss		3,957	3,988	–	–	3,957	3,988
Total financial assets		3,957	3,988	–	–	3,957	3,988
Infrastructure, property, plant and equipment							
	C1-7						
Crown Land		–	–	105,130	95,338	105,130	95,338
Operational land		394,950	394,950	–	–	394,950	394,950
Community land		–	–	152,560	162,352	152,560	162,352
Land improvements – non-depreciable		–	–	4,286	4,286	4,286	4,286
Land improvements – depreciable		–	–	89,709	86,367	89,709	86,367
Car parks – non-depreciable		–	–	17,714	3,547	17,714	3,547
Car parks – depreciable		–	–	7,152	9,677	7,152	9,677
Buildings		–	–	263,166	271,031	263,166	271,031
Roads		–	–	224,511	182,513	224,511	182,513
Bridges		–	–	9,934	10,114	9,934	10,114
Footpaths		–	–	140,896	92,952	140,896	92,952
Kerb and Gutter		–	–	132,499	116,082	132,499	116,082
Other road assets		–	–	29,021	42,398	29,021	42,398
Bulk earthworks (non-depreciable)		–	–	525,843	516,148	525,843	516,148
Sea walls		–	–	25,085	24,667	25,085	24,667
Wharves		–	–	4,305	3,786	4,305	3,786
Stormwater drainage		–	–	120,071	120,267	120,071	120,267
Aquatic Centres		–	–	84,920	80,852	84,920	80,852
Total infrastructure, property, plant and equipment		394,950	394,950	1,936,802	1,822,377	2,331,752	2,217,327

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Infrastructure, property, plant and equipment (IPPE)**Buildings -Non-Specialised and Specialised**

Buildings were valued by Scott Fullerton Valuations Pty Ltd, FAPI, Certified Practising Valuer, Registered Valuer No. 2144 as at 30 June 2018 using the fair value approach.

This approach estimated the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The buildings were physically inspected and measured as such maximised the use of observable inputs and minimised the use of unobservable inputs. As such these assets were classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Community & Crown Land

D2-1 Fair value measurement (continued)

Valuation of all Council's Community Land and Council managed land were based on the land values provided by the Valuer-General as at 30th June 2019. As these rates were not considered to be observable market evidence they have been classified as Level 3.

Operational Land

The valuation of Council's operational land was undertaken as at 30 June 2018 by Scott Fullerton Valuations Pty Ltd. FAPI, Certified Practising Valuer, Registered Valuer No. 2144.

Operational has been valued at market value, having regard to the "highest and best use", after identifying all elements that would be taken into account by buyers and sellers in settling the price, including but not limited to

- The land's description and/or dimensions;
- Planning and other constraints on development; and
- The potential for alternative use.

There has been no change to the valuation process during the reporting period.

Transport Assets

Council undertook the valuation of the transport assets (roads, footpaths, kerb&gutter and other road assets) as at 30 June 2022. The valuation was conducted by the Infrastructure Management Group Pty Ltd.

All infrastructure assets were valued using Level 3 valuation inputs using the cost approach. This approach estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and considering a range of factors.

While the unit rates are based on quantitative dimensional units such as square metres or lineal metres and can be supported from market evidence (level 2) other inputs (such as estimates of useful lives, remaining life profiles and asset conditions) required extensive professional judgement which impacts significantly on the final determination of the assets fair value.

All assets valued at fair value are being used for their highest and best use.

All Other Infrastructure, property, plant and equipment (IPP&E)

The cost approach has been utilised where the replacement cost was estimated for each asset by taking into account a range of factors. Inputs such as estimates of pattern of consumption, residual value, asset condition and useful life required extensive professional judgement and impacted on the final determination of fair value. As such these assets are classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

D3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled employers are required to pay standard employer contributions and additional lump sum contributions to the fund.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members
Division C	2.5% salaries
Division D	1.64 times member contributions

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million for 1 July 2019 to 30 December 2021 and \$20.0 million per annum for 1 January 2021 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June 2021. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

Council's expected contribution to the plan for the next annual reporting period is \$764,057.56.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2022 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,376.6	
Past Service Liabilities	2,380.7	99.8%

D3-1 Contingencies (continued)

Vested Benefits	2,391.7	99.4%
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* excluding member accounts and reserves in both assets and liabilities.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.5% per annum
Salary inflation	3.5% per annum
Increase in CPI	2.5% per annum

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed by December 2022.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

D3-1 Contingencies (continued)

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

E People and relationships

E1 Related party disclosures

E1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

- Mayor (1)
- Councillors (14)
- General Manager (1)
- Directors (4)

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2022	2021
Compensation:		
Short-term benefits	1,956	1,331
Post-employment benefits	123	36
Termination benefits	338	215
Total	2,417	1,582

E1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2022	2021
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The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:

Councillor expenses – mayoral fee (incl deputy mayor)	77	87
Councillors' fees	443	462
Other Councillors' expenses (including Mayor)	6	13
Total	526	562

E2 Other relationships

E2-1 Audit fees

\$ '000	2022	2021
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During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:

(i) Audit and other assurance services

Audit and review of financial statements

243	228
243	228

Remuneration for audit and other assurance services

Remuneration for non-assurance services

Total Auditor-General remuneration

Non NSW Auditor-General audit firms

(i) Audit and other assurance services

Internal Audit Services

262	234
262	234

Remuneration for audit and other assurance services

Total remuneration of non NSW Auditor-General audit firms

Total audit fees

505	462
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F Other matters

F1-1 Statement of Cash Flows information

(a) Reconciliation of net operating result to cash provided from operating activities

\$ '000	2022	2021 <i>Restated</i>
Net operating result from Income Statement	20,028	26,127
Add / (less) non-cash items:		
Depreciation and amortisation	34,142	36,807
(Gain) / loss on disposal of assets	2,462	5,073
Non-cash capital grants and contributions	(1,081)	(1,441)
Losses/(gains) recognised on fair value re-measurements through the P&L: – Investments classified as ‘at fair value’ or ‘held for trading’	348	(95)
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	(8,717)	(2,659)
Increase / (decrease) in provision for impairment of receivables	16	(2,246)
(Increase) / decrease of inventories	26	(31)
(Increase) / decrease of other current assets	74	(253)
(Increase) / decrease of contract asset	(219)	1,260
Increase / (decrease) in payables	3,297	4,447
Increase / (decrease) in accrued interest payable	(13)	(17)
Increase / (decrease) in other accrued expenses payable	3,178	(4,697)
Increase / (decrease) in other liabilities	3,400	3,297
Increase / (decrease) in contract liabilities	18,797	4,012
Increase / (decrease) in employee benefit provision	(1,028)	(205)
Net cash flows from operating activities	74,710	69,379

(b) Non-cash investing and financing activities

Other Contributions	1,081	1,441
Total non-cash investing and financing activities	1,081	1,441

F2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2022	2021
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Buildings	109	707
Plant and equipment	3,531	5,503
Infrastructure	19,834	14,487
ICT	158	286
Parks	5,606	6,133
Total commitments	29,238	27,116
These expenditures are payable as follows:		
Within the next year	29,238	27,116
Total payable	29,238	27,116
Sources for funding of capital commitments:		
Unrestricted general funds	29,238	27,116
Total sources of funding	29,238	27,116

F3-1 Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

F4 Changes from prior year statements

F4-1 Correction of errors

Nature of Prior Period Errors

Infrastructure, Property, Plant and Equipment Assets

A major asset condition survey was carried out in 2021/22 for Council's road corridor assets in accordance with statutory requirements and Council's Asset Audit and Revaluation Schedule document.

As a result of this survey the following assets were not found to be in Council's current asset register. These errors have been adjusted against accumulated surplus to correct the error.

The balances are presented as of 30 June 2022:

Roads	\$27,140
Footpaths	\$ 8,463
Kerb & Gutter	\$ 833
Other Road Assets	\$27,764
Road Formation	\$ 3,889

The errors identified above have been corrected by restating the balances at the beginning of the earliest period (1 July 2020) and taking the adjustment through to accumulated surplus at that date.

Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below.

F4-1 Correction of errors (continued)

Changes to the Statement of Financial Position at 1 July 2020

Statement of Financial Position

<i>\$ '000</i>	<i>Original Balance 1 July, 2020</i>	<i>Impact Increase/ (decrease)</i>	<i>Restated Balance 1 July, 2020</i>
Infrastructure, property, plant and equipment	2,216,107	71,801	2,287,908
Total non-current assets	2,312,420	71,801	2,384,221
Total assets	2,578,673	71,801	2,650,474
Net assets	2,460,863	71,801	2,532,664
Accumulated Surplus	2,264,658	71,801	2,336,459
Revaluation Reserve	196,205	–	196,205
Total equity	2,460,863	71,801	2,532,664

Adjustments to the comparative figures for the year ended 30 June 2021

Statement of Financial Position

<i>\$ '000</i>	<i>Original Balance 30 June, 2021</i>	<i>Impact Increase/ (decrease)</i>	<i>Restated Balance 30 June, 2021</i>
Infrastructure, property, plant and equipment	2,231,026	69,945	2,300,971
Total non-current assets	2,309,311	69,945	2,379,256
Total assets	2,597,397	69,945	2,667,342
Net assets	2,476,381	69,945	2,546,326
Accumulated Surplus	2,292,641	69,945	2,362,586
Revaluation reserve	183,740	–	183,740
Total equity	2,476,381	69,945	2,546,326

Income Statement

<i>\$ '000</i>	<i>Original Balance 30 June, 2021</i>	<i>Impact Increase/ (decrease)</i>	<i>Restated Balance 30 June, 2021</i>
Total income from continuing operations	274,825	–	274,825
Depreciation, amortisation and impairment of non-financial assets	34,951	1,856	36,807
Total expenses from continuing operations	246,842	1,856	248,698
Net operating result for the year	27,983	(1,856)	26,127

Statement of Comprehensive Income

<i>\$ '000</i>	<i>Original Balance 30 June, 2021</i>	<i>Impact Increase/ (decrease)</i>	<i>Restated Balance 30 June, 2021</i>
Net operating result for the year	27,983	(1,856)	26,127

F4-1 Correction of errors (continued)

<i>\$ '000</i>	<i>Original Balance 30 June, 2021</i>	<i>Impact Increase/ (decrease)</i>	<i>Restated Balance 30 June, 2021</i>
Other comprehensive income	(12,465)	–	(12,465)
Total comprehensive income for the year	15,518	(1,856)	13,662

F5 Statement of developer contributions as at 30 June 2022

F5-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Roads	621	150	-	21	-	-	792	-
Traffic facilities	1,438	119	-	49	(189)	-	1,417	-
Parking	83	-	-	2	-	-	85	-
Open space	28,917	4,506	-	1,024	(5,344)	-	29,103	-
Community facilities	3,931	471	-	137	(154)	-	4,385	-
Open space and recreation	5,824	819	-	196	(986)	-	5,853	-
Community services and facilities	1,038	241	-	36	-	-	1,315	-
Transport and access	4,930	134	-	158	(367)	-	4,855	-
Administration	235	42	-	9	(212)	-	74	-
Plan preparation	946	128	-	32	(225)	-	881	-
S7.11 contributions – under a plan	47,963	6,610	-	1,664	(7,477)	-	48,760	-
S7.12 levies – under a plan	4,338	2,418	-	146	(337)	-	6,565	-
Total S7.11 and S7.12 revenue under plans	52,301	9,028	-	1,810	(7,814)	-	55,325	-
S7.4 planning agreements	11,273	10	-	25	(167)	-	11,141	-
Total contributions	63,574	9,038	-	1,835	(7,981)	-	66,466	-

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

F5-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2021	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash						
CONTRIBUTION PLAN NUMBER 1 - Open Space and Recreation (former Leichhardt)									
Effective 18 January 2005	5,824	819	-	196	(986)	-	5,853	-	
Total	5,824	819	-	196	(986)	-	5,853	-	
CONTRIBUTION PLAN NUMBER 2 - Community Services and Facilities (former Leichhardt)									
Effective 23 August 2005	1,038	241	-	36	-	-	1,315	-	
Total	1,038	241	-	36	-	-	1,315	-	
CONTRIBUTION PLAN NUMBER 3 - Transport and Access (former Leichhardt)									
Effective 3 November 1999	4,930	134	-	158	(367)	-	4,855	-	
Total	4,930	134	-	158	(367)	-	4,855	-	
2004 S94 Developer Contributions Plan (former Marrickville)									
Roads	150	-	-	4	-	-	154	-	
Open space	1,827	-	-	54	(1,057)	-	824	-	
Total	1,977	-	-	58	(1,057)	-	978	-	
2014 S94 Developer Contributions Plan (former Marrickville)									
Traffic facilities	679	47	-	23	(189)	-	560	-	
Open space	19,462	2,902	-	703	(3,311)	-	19,756	-	
Community facilities	2,579	397	-	93	(154)	-	2,915	-	
Administration	235	42	-	9	(212)	-	74	-	
Total	22,955	3,388	-	828	(3,866)	-	23,305	-	
CONTRIBUTION PLAN NUMBER (former Ashfield)									
Roads	471	150	-	17	-	-	638	-	
Traffic facilities	759	72	-	26	-	-	857	-	
Parking	83	-	-	2	-	-	85	-	
Open space	7,628	1,604	-	267	(976)	-	8,523	-	
Community facilities	1,352	74	-	44	-	-	1,470	-	
Plan preparation	946	128	-	32	(225)	-	881	-	
Total	11,239	2,028	-	388	(1,201)	-	12,454	-	
S7.12 Levies – under a plan									
CONTRIBUTION PLAN NUMBER (former Marrickville)									
s94A Levies	2,172	1,137	-	81	(132)	-	3,258	-	

F5-2 Developer contributions by plan (continued)

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Total	2,172	1,137	-	81	(132)	-	3,258	-
CONTRIBUTION PLAN NUMBER (former Ashfield)								
Other	1,889	322	-	65	(84)	-	2,192	-
Total	1,889	322	-	65	(84)	-	2,192	-
CONTRIBUTIONS PLAN NUMBER (former Leichhardt)								
Other	277	959	-	-	(121)	-	1,115	-
Total	277	959	-	-	(121)	-	1,115	-

F6 Statement of performance measures

F6-1 Statement of performance measures – consolidated results

\$ '000	Amounts	Indicator	Indicators		Benchmark
	2022	2022	Restated 2021	2020	
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(8,067)	(3.40)%	3.27%	1.11%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	237,230				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	221,862	82.78%	85.08%	81.08%	> 60.00%
Total continuing operating revenue ¹	268,002				
3. Unrestricted current ratio					
Current assets less all external restrictions	271,442	3.85x	5.61x	5.76x	> 1.50x
Current liabilities less specific purpose liabilities	70,461				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	27,045	6.39x	9.51x	6.42x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	4,231				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	14,042	7.91%	8.45%	5.08%	< 5.00%
Rates and annual charges collectable	177,626				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	224,586	12.13 months	12.46 months	11.53 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	18,511				

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

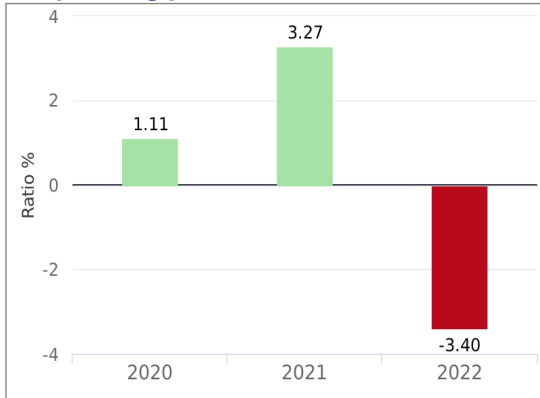
(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

End of the audited financial statements

G Additional Council disclosures (unaudited)

G1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2021/22 result

2021/22 ratio (3.40)%

The ratio deteriorated this financial year primarily due to a decrease in income received by Council for services provided as a result of the second COVID-19 shutdown that impacted Council from July 2021 through October 2021.

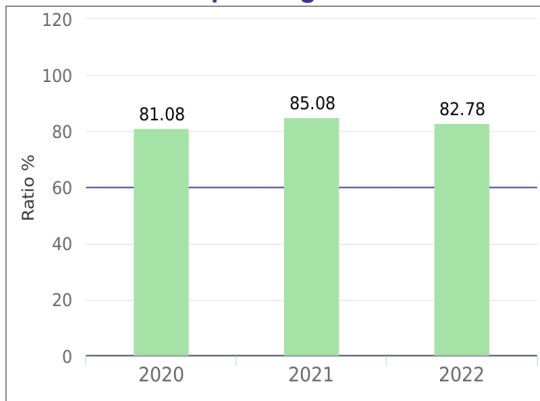
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2021/22 result

2021/22 ratio 82.78%

The ratio remains above the benchmark with no significant changes since the previous year.

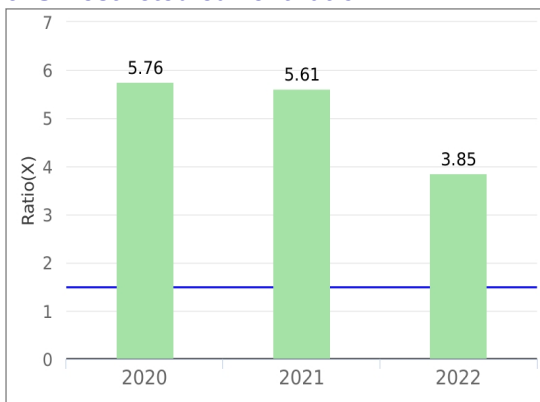
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2021/22 result

2021/22 ratio 3.85x

Council had the capacity to meet its obligations after all internal and external restrictions are excluded. Unrestricted Current ratio continues to track above the benchmark.

Benchmark: — > 1.50x

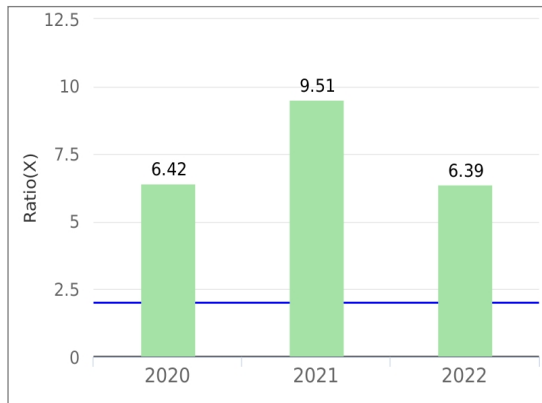
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

G1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2021/22 result

2021/22 ratio 6.39x

The ratio remains well above the benchmark indicator of 2 and demonstrates its continuing ability to service its debts.

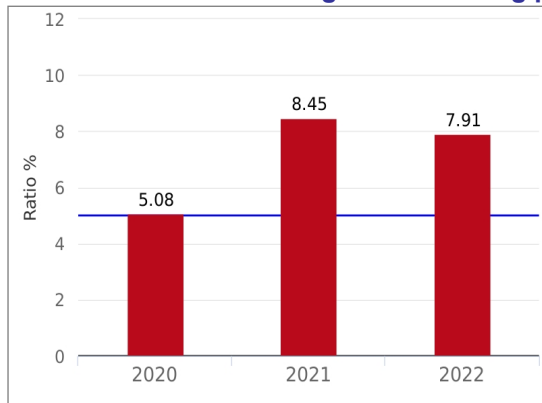
Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2021/22 result

2021/22 ratio 7.91%

The ratio has improved since the previous financial year but remains outside the benchmark. The main reason is impact of Covid-19 pandemic where Council did not pursue the debtors in the financial hardship.

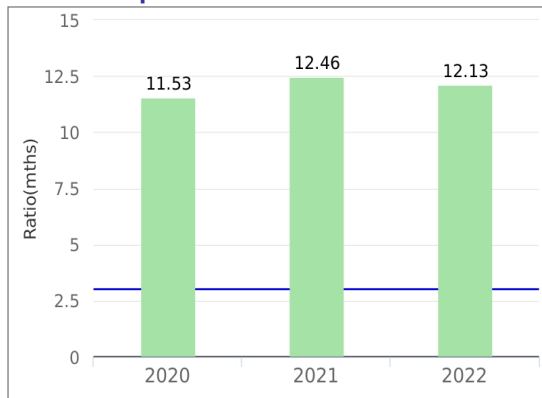
Benchmark: — < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2021/22 result

2021/22 ratio 12.13 months

The cash expense ratio remains above benchmark with not significant changes since prior financial year.

Benchmark: — > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Inner West Council

To the Councillors of Inner West Council

Opinion

I have audited the accompanying financial statements of Inner West Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2022, the Statement of Financial Position as at 30 June 2022, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2022, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2022 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprises the Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



David Daniels
Delegate of the Auditor-General for New South Wales

7 December 2022
SYDNEY



Clr Darcy Byrne
Mayor
Inner West Council
2-14 Fisher Street
PETERSHAM NSW 2049

Contact: David Daniels
Phone no: 02 9275 7103
Our ref: D2225060/1743

7 December 2022

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2022
Inner West Council**

I have audited the general purpose financial statements (GPFS) of the Inner West Council (the Council) for the year ended 30 June 2022 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2022 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS

I identified the following significant audit issue and observation during my audit of the Council's financial statements. This was addressed as part of my audit.

High risk matter - quality review of the asset valuation process

The financial statements submitted for audit required amendments to correct for material monetary misstatements and disclosure deficiencies relating to comprehensively revalued Infrastructure, Property Plant and Equipment assets (roads, footpaths, kerb and gutter, bulk earthworks, other road assets and car parks). We could not sight evidence that the valuation results were quality reviewed prior to their recognition in Council's financial statements.

We note the year end process, especially relating to the asset revaluation, was impacted by the loss of key financial accounting resources and IT system issues. These factors contributed to delays in the completion of the financial statements and submission of workpapers required for the audit.

INCOME STATEMENT

Operating result

	2022	2021*	Variance
	\$m	\$m	%
Rates and annual charges revenue	162.2	164.7	↓ 1.5
Grants and contributions revenue	46.1	41.0	↑ 12.4
Operating result from continuing operations	20.0	26.1	↓ 23.4
Net operating result before capital grants and contributions	(10.7)	(0.5)	↓ --

* The 2021 comparatives have been restated to correct a prior period error. Note F4-1 of the financial statements provides details of the prior period error.

Rates and annual charges revenue (\$162.2 million) decreased by \$2.6 million (1.5 per cent) in 2021–22 mainly due to a reduction in annual domestic waste charges.

Grants and contributions revenue (\$46.1 million) increased by \$5.1 million (12.4 per cent) in 2021–22 mainly due to the receipt of Financial Assistance Grants for 2022–23 in advance.

The Council's operating result from continuing operations (\$20.0 million including depreciation and amortisation expense of \$34.1 million) was \$6.1 million lower than the 2020–21 result. This decrease was mainly driven by a reduction in other revenues impacted by COVID-19, such as parking fines, other fines, parking meters, the closure of the aquatic centres and lower utilisation of child care centres.

The net operating result before capital grants and contributions (\$10.7 million deficit) was \$10.2 million lower than the 2020–21 result.

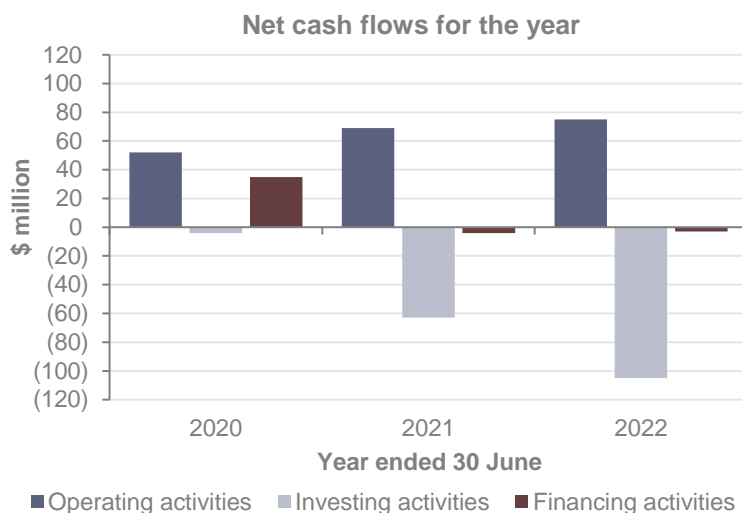
STATEMENT OF CASH FLOWS

Cash and cash equivalents decreased from \$109.1 million at 30 June 2021, to \$75.6 million at 30 June 2022.

Cash flows from operating activities increased by \$5.3 million due to higher receipts from grants and contributions, and user charges and fees. This was partially offset by increases in payments for materials and services.

Cash flows from investing activities decreased by \$42.1 million due to increased purchases of IPPE assets and investments.

Cash flows from financing activities increased by \$0.7 million due to a reduction in the repayment of borrowings.



FINANCIAL POSITION

Cash and investments

Cash and investments	2022	2021	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	354.2	325.5	Externally restricted cash and investments are restricted in their use by externally imposed requirements. The increase in external restrictions is primarily attributable to an increase in developer contributions, specific purpose grants and special rate variation income, offset by a reduction in domestic waste management.
Restricted and allocated cash, cash equivalents and investments:			
• External restrictions	119.4	115.0	
• Internal allocations	214.1	183.0	Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect identified programs of works and any forward plans identified by Council. The increase in internal allocations was mainly due to an increase in funds set aside for the depreciation reserve.

Debt

Total borrowings (\$37.8 million) decreased by \$3.1 million (7.6 per cent) in 2021–22 due to repayments made during the year.

PERFORMANCE

Performance measures

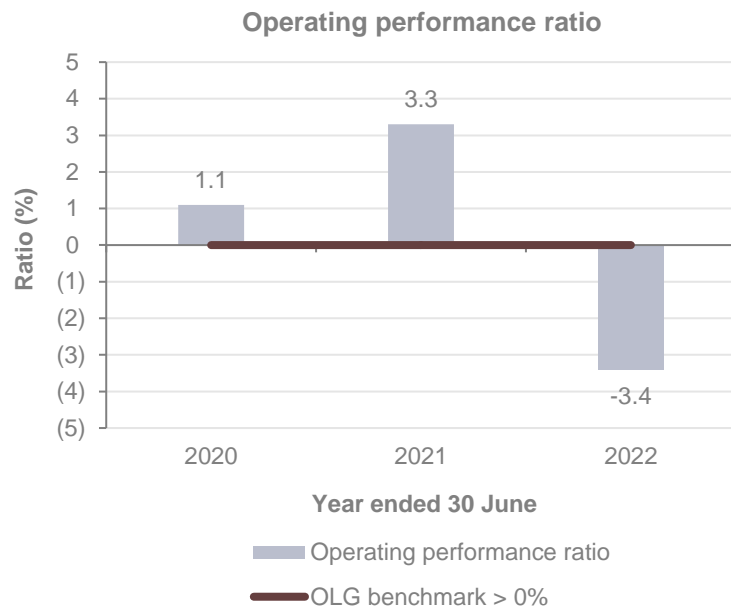
The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning and Environment.

Operating performance ratio

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

The Council did not meet the OLG benchmark for the current reporting period due to the impact of COVID-19.

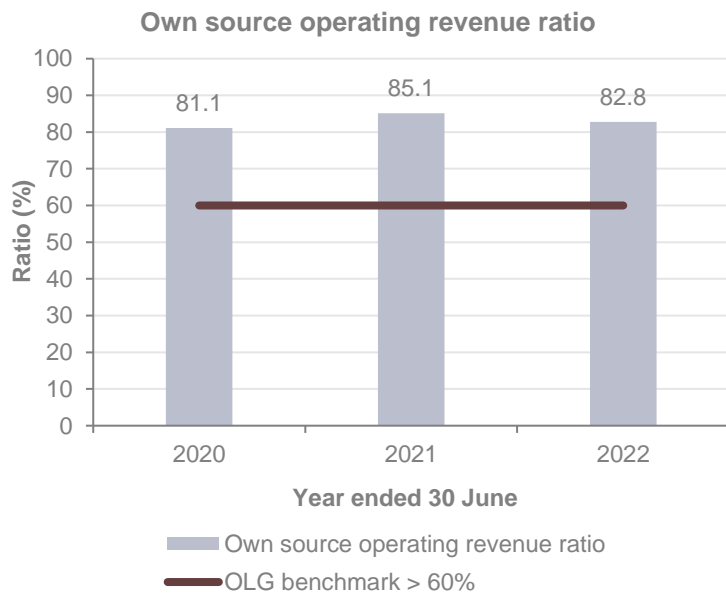
The 2021 ratio was restated to correct a prior period error.



Own source operating revenue ratio

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

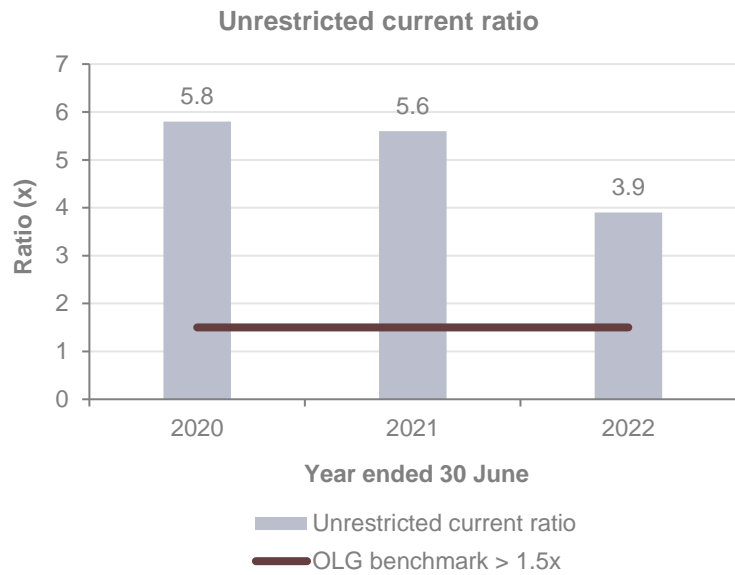
Council's own source operating revenue ratio has remained steady over the past three years and continues to meet the OLG benchmark.



Unrestricted current ratio

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

The Council met the OLG benchmark for the current reporting period.

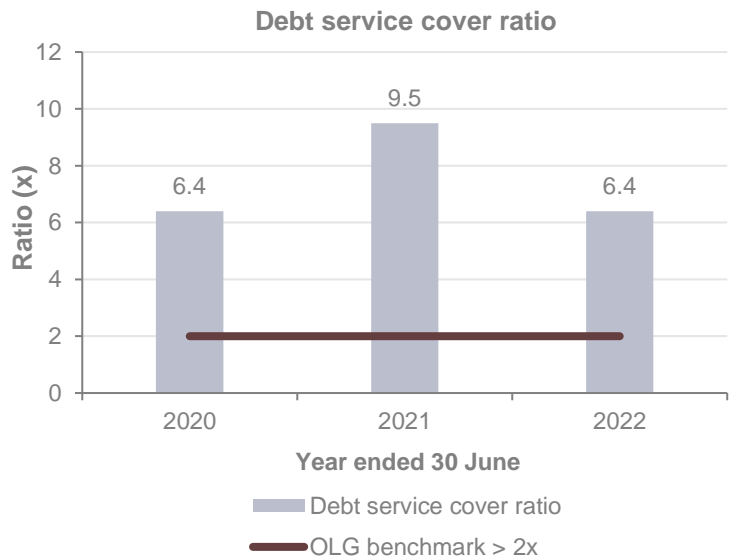


Debt service cover ratio

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

The Council met the OLG benchmark for the current reporting period.

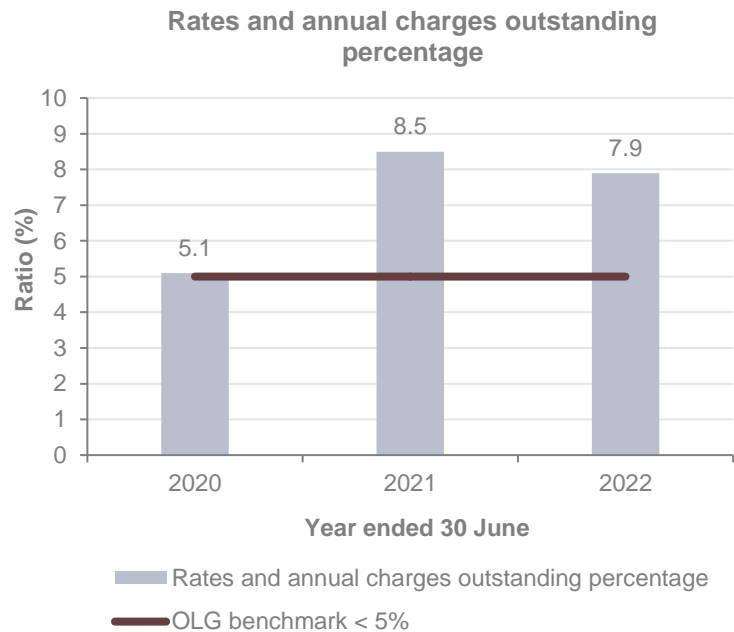
The 2021 ratio was restated to correct a prior period error.



Rates and annual charges outstanding percentage

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.

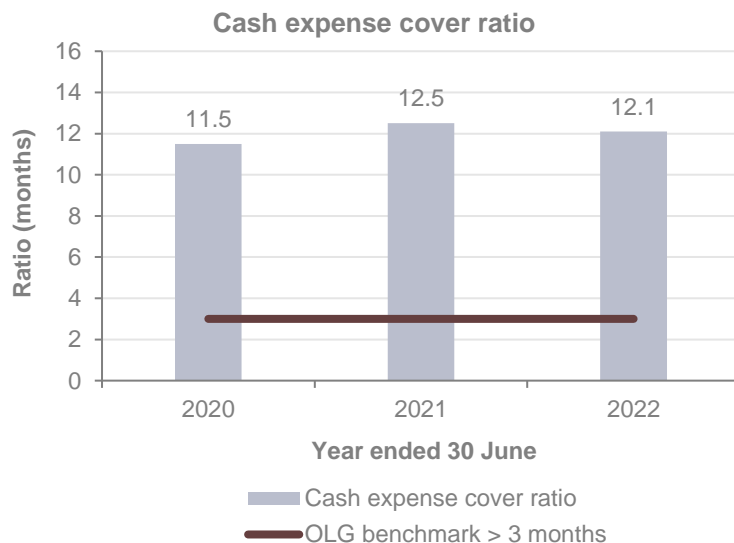
The Council did not meet the OLG benchmark for the current reporting period, mainly due to reduced debt collection activities.



Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

The Council met the OLG benchmark for the current reporting period.



Infrastructure, property, plant and equipment renewals

Council's completed asset renewal projects for the year totalled \$13.1 million, compared to \$65.8 million in the previous year. This was due to the completion of the Ashfield Aquatic Centre redevelopment in 2020–21.

During 2021–22, Council capitalised new assets totalling \$15.0 million, compared to \$11.5 million in the previous year.

OTHER MATTERS

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



David Daniels
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

cc: Peter Gainsford, General Manager
John Gordon, Chair of the Audit, Risk and Improvement Committee
Michael Cassel, Secretary of the Department of Planning and Environment

Inner West Council

SPECIAL SCHEDULES
for the year ended 30 June 2022



Inner West Council

Special Schedules

for the year ended 30 June 2022

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Inner West Council

Permissible income for general rates

\$ '000	Notes	Calculation 2021/22	Calculation 2022/23
Notional general income calculation ¹			
Last year notional general income yield	a	124,027	126,512
Plus or minus adjustments ²	b	(16)	(25)
Notional general income	c = a + b	124,011	126,487
Permissible income calculation			
Or rate peg percentage	e	2.00%	2.00%
Or plus rate peg amount	i = e x (c + g)	2,480	2,530
Sub-total	k = (c + g + h + i + j)	126,491	129,017
Plus (or minus) last year's carry forward total	l	116	66
Less valuation objections claimed in the previous year	m	(57)	(28)
Sub-total	n = (l + m)	59	38
Total permissible income	o = k + n	126,550	129,055
Less notional general income yield	p	126,512	128,943
Catch-up or (excess) result	q = o - p	38	112
Plus income lost due to valuation objections claimed ⁴	r	28	-
Carry forward to next year ⁶	t = q + r + s	66	112

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Inner West Council

To the Councillors of Inner West Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Inner West Council (the Council) for the year ending 30 June 2023.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2021–22 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2022 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2022'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



David Daniels
Delegate of the Auditor-General for New South Wales

7 December 2022
SYDNEY

Inner West Council Report on infrastructure assets as at 30 June 2022

Asset Class	Asset Category	Estimated cost				2021/22 Actual maintenance ⁴ \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets to satisfactory standard ¹ \$ '000	Estimated cost to bring assets to agreed level of service set by Council ² \$ '000	2021/22 Required maintenance ³ \$ '000	2021/22 Actual maintenance ⁴ \$ '000				1	2	3	4	5
Buildings	Buildings	4,143	4,143	9,199	10,784	263,166	378,047	47.2%	29.8%	17.8%	4.7%	0.5%	
	Sub-total	4,143	4,143	9,199	10,784	263,166	378,047	47.2%	29.8%	17.8%	4.7%	0.5%	
Roads	Roads	8,114	8,114	16,201	15,375	187,673	380,220	13.1%	39.1%	34.5%	12.3%	1.0%	
	Traffic Devices	169	169	-	-	36,838	46,584	24.7%	57.1%	16.7%	1.5%	0.0%	
	Bridges	175	175	-	-	9,934	15,995	18.7%	55.9%	20.6%	4.1%	0.7%	
	Kerb and gutter	195	195	-	-	132,499	224,359	1.1%	13.9%	84.4%	0.5%	0.1%	
	Car parks - Depreciable	551	551	-	-	7,152	10,786	54.9%	26.4%	3.7%	11.2%	3.8%	
	Car Parks - Non Depreciable	-	-	-	-	17,714	17,714	100.0%	0.0%	0.0%	0.0%	0.0%	
	Footpaths	4,238	4,238	2,148	2,815	140,896	229,390	12.4%	20.1%	58.2%	8.8%	0.5%	
	Other road assets	52	52	-	-	29,021	35,519	61.5%	30.9%	6.6%	0.9%	0.1%	
	Bulk earthworks	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%	
	Other road assets (incl. bulk earth works)	-	-	-	-	525,843	525,843	100.0%	0.0%	0.0%	0.0%	0.0%	
	Sub-total	13,494	13,494	18,349	18,190	930,206	1,486,410	44.8%	18.5%	31.5%	4.8%	0.4%	
Stormwater drainage	Stormwater drainage	1,780	1,780	1,448	1,251	120,071	179,340	8.9%	69.3%	17.2%	4.0%	0.6%	
	Sub-total	1,780	1,780	1,448	1,251	120,071	179,340	8.9%	69.3%	17.2%	4.0%	0.6%	
Open space / recreational assets	Aquatic Centres	116	116	3,466	2,548	84,920	102,112	91.9%	6.9%	0.5%	0.7%	0.0%	
	Sub-total	116	116	3,466	2,548	84,920	102,112	91.9%	6.9%	0.5%	0.7%	0.0%	
Other infrastructure assets	Seawalls	323	323	10	1	25,085	38,211	22.6%	53.7%	21.6%	1.0%	1.1%	
	Wharves	147	147	-	-	4,305	6,374	34.9%	30.0%	22.0%	13.1%	0.0%	
	Land Improvements - Depreciable	681	681	9,810	9,809	89,709	130,586	50.9%	32.9%	13.7%	2.3%	0.2%	
	Land Improvements - Non Depreciable	-	-	-	-	4,286	4,286	93.2%	0.0%	6.8%	0.0%	0.0%	
	Sub-total	1,151	1,151	9,820	9,810	-	179,457	45.3%	36.4%	15.5%	2.4%	0.4%	
Total – all assets		20,684	20,684	42,282	42,583	1,398,363	2,325,366	44.6%	25.1%	25.6%	4.3%	0.4%	

(1) Council previously reported on the cost to bring assets to a 'new' standard. To ensure consistency with other Councils, this figure reports on the cost to bring assets to a 'satisfactory' standard. "Satisfactory Standard" refers to the estimated cost for the renewal of Condition 4 and 5 assets i.e. the replacement value of Condition 4 and 5 assets to Condition 3.

(2) As there are no agreed levels of service set by Inner West Council, the "Agreed Level" refers to the estimated cost for the renewal of individual asset categories as either condition 4 & 5 determined by the criticality of the asset category to condition 3. This figure will be refined as future agreed service levels are formulated by Council in consultation with the community.

Inner West Council

Report on infrastructure assets as at 30 June 2022 (continued)

(3) "Required Maintenance" for Roads and Stormwater Drainage is the amount identified for maintenance including related operational costs in Council's budget. For Other Infrastructure Assets it is the amount identified for maintenance including related operational costs plus a minor adjustment to the Required Maintenance.

(4) "Actual Maintenance" is the amount of maintenance and related operational expenditure spent in the current year to maintain Council's assets.

Infrastructure asset condition assessment 'key'

- | | | |
|----------|----------------------------|---------------------------------------|
| 1 | Excellent/very good | No work required (normal maintenance) |
| 2 | Good | Only minor maintenance work required |
| 3 | Satisfactory | Maintenance work required |
| 4 | Poor | Renewal required |
| 5 | Very poor | Urgent renewal/upgrading required |

Inner West Council

Report on infrastructure assets as at 30 June 2022

Infrastructure asset performance indicators (consolidated) *

	<i>Amounts</i>	<i>Indicator</i>	<i>Indicators</i>		<i>Benchmark</i>
	<i>2022</i>	<i>2022</i>	<i>Restated</i> <i>2021</i>	<i>2020</i>	
\$ '000					
Buildings and infrastructure renewals ratio					
Asset renewals ¹	9,573	32.51%	223.04%	34.56%	>= 100.00%
Depreciation, amortisation and impairment	29,448				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	20,684	1.39%	2.35%	9.62%	< 2.00%
Net carrying amount of infrastructure assets	1,483,608				
Asset maintenance ratio					
Actual asset maintenance	42,583	100.71%	92.58%	98.77%	> 100.00%
Required asset maintenance	42,282				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	20,684	0.89%	1.81%	7.11%	
Gross replacement cost	2,325,366				

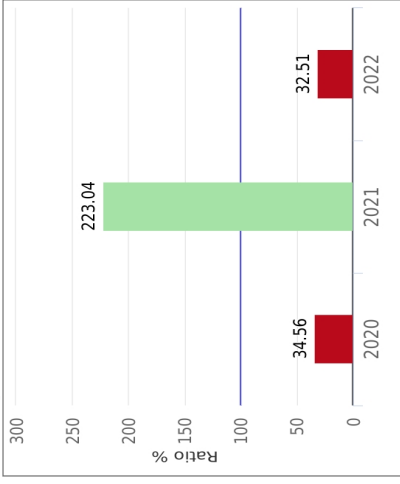
(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Inner West Council

Report on infrastructure assets as at 30 June 2022

Buildings and infrastructure renewals ratio



Benchmark: — >= 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

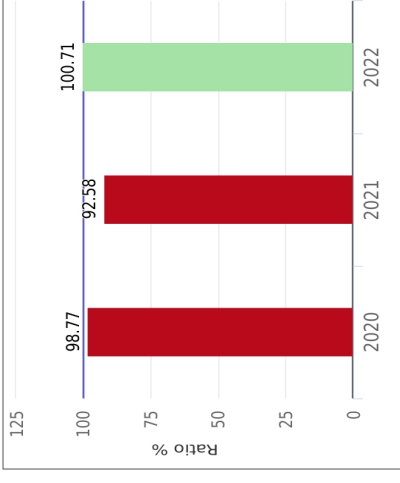
Commentary on result
21/22 ratio 32.51%

Significant funding continues to be allocated for road and footpath renewals with the anticipated outcome to achieve a considerable increase in the renewal percentage ratio. Delays in processing in finalised capital works projects has resulted in a significant decrease in the reported 2021/22 renewals ratio. It is expected this issue will be resolved in FY23 and renewal percentage will increase.

Ratio achieves benchmark

Ratio is outside benchmark

Asset maintenance ratio



Benchmark: — > 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

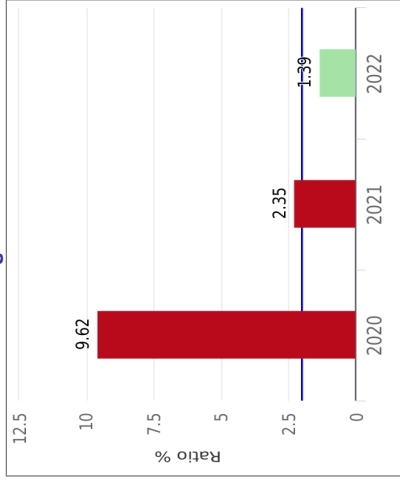
Commentary on result
21/22 ratio 100.71%

The trend has been consistent in the delivery of services resulting in an increase in actual maintenance delivery. Maintenance cycles can vary from time to time which will cause variations in the percentages.

Ratio achieves benchmark

Ratio is outside benchmark

Infrastructure backlog ratio



Benchmark: — < 2.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

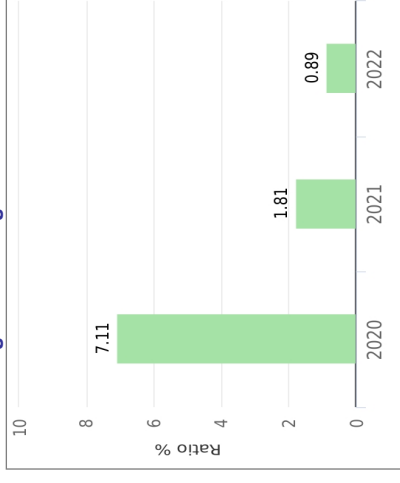
Commentary on result
21/22 ratio 1.39%

The backlog ratio for Transport assets has decreased significantly due to the asset condition audit carried out in 2021/22 and the use of asset condition calculations to bring the condition 4 & 5 assets to a satisfactory condition rating of 3. A program has been established to continue with asset condition audits for all asset classes which is also expected to improve the backlog.

Ratio achieves benchmark

Ratio is outside benchmark

Cost to bring assets to agreed service level



Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on result
21/22 ratio 0.89%

This percentage has also dropped significantly due to the change in methodology and inclusion of the latest asset condition audit data when calculating the backlog of condition 4 & 5 assets to condition 3. This will improve based on the forward inspection schedule as asset audits are carried out.

