

Service Statements

June 2025

INNER WEST

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Introduction

Description

Council has 39 services that it delivers to the community. This document provides our community with more detail behind each service and how each one links to our five Community Strategic Plan Strategic Directions, Principal Activities, and the Operational Plan actions and Key Performance Indicators for 2025/26.

The financial operating statements in this document match those in the Delivery Program 2025-29 and Operational Plan 2025/26. The financial performance of each service is updated on our website each month and progress against the Operational Plan is reported to Council every quarter.

The service statements are updated annually as part of the annual budgeting process.

Inner West Council organisational 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 five 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.



General Manager
Peter Gainsford

General Counsel
Strategic and Corporate
Communications and
Engagement



General Counsel
Matthew Pearce

Leadership Team

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

The Leadership Team oversees the delivery of Council's services as listed in the organisational chart below. For more detail about the services, view detailed service statements in section 3.



Engineering
Manod Wickramasinghe
Acting Director

Traffic and Transport Planning
Operations
• Civil Maintenance
• Public Trees
• Parks and Streetscapes
• Parks Liaison (Bookings and Office of Sport)
Resource Recovery and Fleet
Road Access
Road Design
Civil Capital Works
Stormwater
Asset Planning



Property and Major Projects
Ryann Midei
Director

Public Domain
Parks Planning
Parks Capital Works
Building Capital Works
Major Projects
• LPAC
• Greenway
• Leichhardt Oval
Properties and Strategic Investments
• Community Venues
Facilities Management



Planning
Simone Plummer
Director

Environmental Health and Building Regulation
Development Assessment
• Heritage
Strategic Planning
• Economic Development
Parking and Ranger Services
• Private Trees
Environment and Sustainability
• Resource Recovery Planning
• Urban Ecology
• Urban Sustainability



Corporate
Chris Sleiman
Acting Director

Corporate Strategy and Grants
Governance and Risk
Customer Service
Service Transformation
Procurement
Finance
Information and Communications Technology
People and Culture



Community
Ruth Callaghan
Director

Community Centres
Early Learning
Creative Communities
• Events
• Living Arts
• Town Hall Activations
Social and Cultural Planning
Community Wellbeing
Libraries and History
Aquatics and Recreation Services

1. Aquatic Services



Directorate: Community

Responsible Officer: Senior Manager,
Aquatics and Recreation

Description

This service provides aquatics, health, fitness and recreation opportunities at Council's five aquatic centres and water play park.

Activities

- Health fitness and community wellness services
- Learn to swim, squads and aquatic programs
- Swimming carnivals



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 4: Healthy, resilient, and caring communities

Outcome 4.2 Healthy and active

Strategy 4.2.1 Provide facilities, spaces and programs for participation in active recreation

Delivery Program Principal Activities 2025–29

4.2.1	Deliver learn to swim, squads and other aquatics programs
4.2.1	Integrate recreation activities between aquatics and other recreation programs
4.2.1	Manage operational requirements for Council's aquatic centres

Operational Plan Actions 2025/26

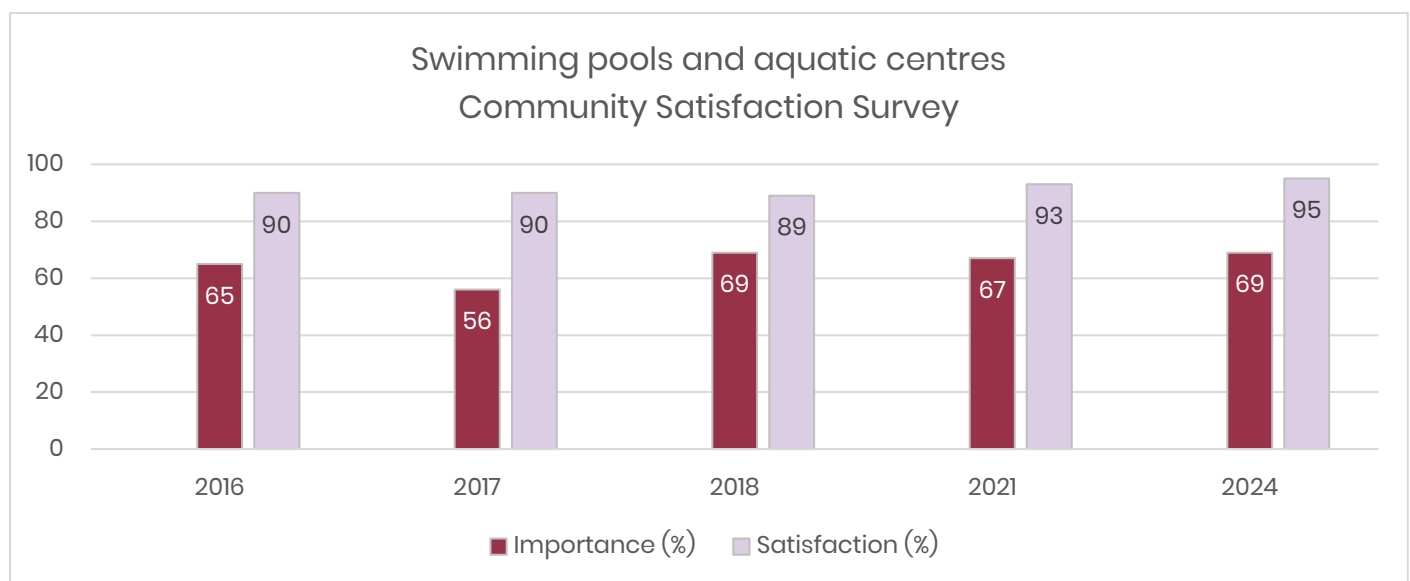
4.2.1.1	Continue to work with NDIS and other community service providers to deliver community programs and services
4.2.1.2	Manage Council's five aquatic centres, two recreation centres and water play park
4.2.1.3	Review the structure and delivery of recreation programs and services

4.2.1.4	*Commence masterplan activities for the Robin Webster Centre at Tempe
4.2.1.6	*Install an outdoor gym at Fanny Durack Aquatic Centre and extend opening hours to the end of April

* Council priority

Key Performance Measures 2025/26

		Target
4.2.1a	Maintain visit numbers at Annette Kellerman Aquatic centre, Marrickville	450,000
4.2.1b	Maintain visit numbers at Fanny Durack Aquatic Centre, Petersham	45,000
4.2.1c	Maintain visit numbers at Leichhardt Park Aquatic centre *LPAC will be closed for renovations from 2026-27	650,000
4.2.1d	Increase visit numbers at Ashfield Aquatic Centre	800,000
4.2.1e	Maintain a positive Net Promoters score per centre (This is a customer loyalty and satisfaction)	=>1
4.2.1f	Maintain visit numbers at Dawn Fraser Pool	45,100





Service Levels

Annette Kellerman Aquatic Centre	Pools <ul style="list-style-type: none"> Monday to Friday: 6:00 to 20:30 Saturday: 6:00 to 18:30 Sunday and public holidays: 7:00 to 18:30 Health and Fitness <ul style="list-style-type: none"> Monday to Friday 6:00 to 21:00 Saturday 6:00 to 19:00 Sunday and Public Holidays 7:00 to 19:00 Creche <ul style="list-style-type: none"> Monday to Friday: 8:30 to 12:30
Ashfield Aquatic Centre	<ul style="list-style-type: none"> Monday to Thursday: 6:00 to 21:00 Friday, Saturday and Sunday: 6:00 to 20:00 Creche <ul style="list-style-type: none"> Monday to Friday: 9:00 to 13:00
Dawn Fraser Baths	<ul style="list-style-type: none"> Monday to Sunday (including public holidays) 7:15 to 18:30
Fanny Durack Aquatic Centre	<ul style="list-style-type: none"> Monday to Saturday: 7:00 to 18:30 Sunday and Public Holidays: 8:00 to 18:00 (seasonal)
Leichhardt Park Aquatic Centre	<ul style="list-style-type: none"> Monday to Thursday: 5.30 to 21:00 Friday to Sunday: 5.30 to 20:00 Creche <ul style="list-style-type: none"> Monday to Friday: 9:00 to 13:00 Saturday 8:30 to 11:30
Steel Park Water Play Park	<ul style="list-style-type: none"> October to March: 9:00 to 18:00 (seasonal)



Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	22,300	22,857	23,429	24,014
Interest Income	-	-	-	-
Other Income	484	496	508	521
Profit or (Loss) on Disposal	-	-	-	-
Total Income	22,783	23,353	23,937	24,535
Expenses from Continuing Operations				
Employee Costs	15,795	16,219	16,632	17,045
Borrowing Costs	675	635	593	550
Materials & Services	5,704	5,786	5,871	5,960
Other Expenses	35	35	35	35
Depreciation & Amortisation	2,569	2,620	2,673	2,726
Total Expense	24,779	25,294	25,804	26,317
Total Surplus/(Deficit) before Funding	(1,995)	(1,942)	(1,868)	(1,782)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(1,995)	(1,942)	(1,868)	(1,782)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(3,732)	(3,905)	(4,046)	(4,160)
Funding from/(to) Restricted Funds	335	-	-	-
Funding from/(to) General Funds	5,393	5,847	5,914	5,941
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

2. Building Certification



Directorate: Planning

Responsible Officer: Senior Manager,
Health and Building

Description

This service is responsible for assessing and certifying building work to ensure it is of a high standard and meets all requirements.

Activities

- Applications
 - Construction Certificates
 - Complying Development Certificates
 - Occupation Certificates
 - Principal Certifying Authority appointments
 - Footpath dining
 - Building Information Certificates
 - Swimming Pool Compliance certificates and
 - Non-compliance certificates
- Inspections – Mandatory inspections for Principal Certifying Authority (PCA) to ensure construction work is compliant with the Australia National Construction Code and relevant Australian standards and legislation
- Local Approvals – Assess and determine applications made under S68 of the Local Government Act



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 2: Liveable, connected neighbourhoods and transport

Outcome 2.2 Sustainable development

Strategy 2.2.2 Monitor local development for legislative compliance

Delivery Program Principal Activities 2025–29

2.2.2	Assess, determine and certify post-consent certificates
2.2.2	Assess applications for building information certificates for illegal/unauthorised works and properties for sale
2.2.2	Provide building certification advice, duty services and educational material to customers

Operational Plan Actions 2025/26

2.2.2.1	Provide building certification services
2.4.2.1	Provide environmental health and building regulatory services

Key Performance Measures 2025/26

		Target
2.2.2a	Maintain Principal Certifier Authority (PCA) mandatory building inspections undertaken within 24 hours	100%
2.4.2b	Percentage of unauthorised building works incidents where investigations commence within 10 days	80%



Service Levels

Customer Service	Respond to Customer requests within 10 days
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Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	1,139	1,167	1,197	1,227
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	1,139	1,167	1,197	1,227
Expenses from Continuing Operations				
Employee Costs	1,100	1,123	1,152	1,180
Borrowing Costs	-	-	-	-
Materials & Services	2	2	2	2
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	1,102	1,125	1,154	1,182
Total Surplus/(Deficit) before Funding	37	43	43	44
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	37	43	43	44
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	-	-	-	-
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	(37)	(43)	(43)	(44)
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

3. Capital Works

Directorates: Property and Major Projects/Engineering

Responsible Officer: Senior Manager, Capital Works

Description

This service is responsible for the delivery of sustainable infrastructure and overseeing the design and delivery of capital projects and the upgrade of Council's assets.



Activities

- Aquatic centre refurbishments and upgrades
- Bridges
- Car parks
- Cycleways, bike facilities and infrastructure
- Footpaths upgrades
- Major projects including GreenWay and Leichhardt Park Aquatic Centre
- Pedestrian Access Mobility Plan (PAMP)
- Public building refurbishments and upgrades
- Property and assets
- Roadside furniture
- Sports field and playground upgrades
- Stormwater upgrades
- Sea walls and wharves
- Town centre upgrades
- Traffic facilities
- Water saving and energy efficiency projects

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 2: Liveable, connected neighbourhoods and transport

Outcome 2.4 Safe, clean and accessible public places

Strategy 2.4.3 Manage public spaces and community safety

Strategic Direction 4: Healthy, resilient and caring communities

Outcome 4.2 Healthy and active

Strategy 4.2.1 Manage operational requirements for Council's aquatic centres

Delivery Program Principal Activities 2025–29

2.4.1	Deliver sustainable infrastructure and oversee the design and delivery of capital projects and the upgrade of Council's assets
2.4.3	Deliver the Public Toilet Strategy

Operational Plan Actions 2025/26

2.4.3.1	*Deliver the Public Toilet Strategy year one actions
2.4.1.3	Complete the Greenway project
2.4.1.4	Deliver Urban Amenity Improvement Plan (Pymont Bridge Road Cycleway)
2.4.1.5	Deliver Pedestrian Access and Mobility Plan (PAMP)
2.4.1.6	Deliver Local Area Traffic Management (LATM) program
2.4.1.7	Deliver multi-year projects: Stage 1 of the Leichhardt Aquatic Centre; Leichhardt Oval improvements implemented
2.4.1.8	Construct an inclusive playground at Yeo Park
4.2.1.5	*Implement the Leichhardt Park Aquatic Centre masterplan upgrades
4.2.2.6	Redevelop Henson Park Grandstand in collaboration with the AFL to provide amenities that support Women's Sport in the Inner West
4.2.2.7	*Upgrade Leichhardt Oval and implement master plan
4.2.2.8	*Install modern lighting for Lambert Park to ensure safe utilisation of the grounds for sport.
4.2.2.9	*Deliver much needed upgrades to All Weather Sports Fields at Callan Park.
4.2.2.10	*Upgrade the Pratten Park Bowling and Community Club with a newly configured building and new lights for the tennis courts to play tennis for longer in the evening.

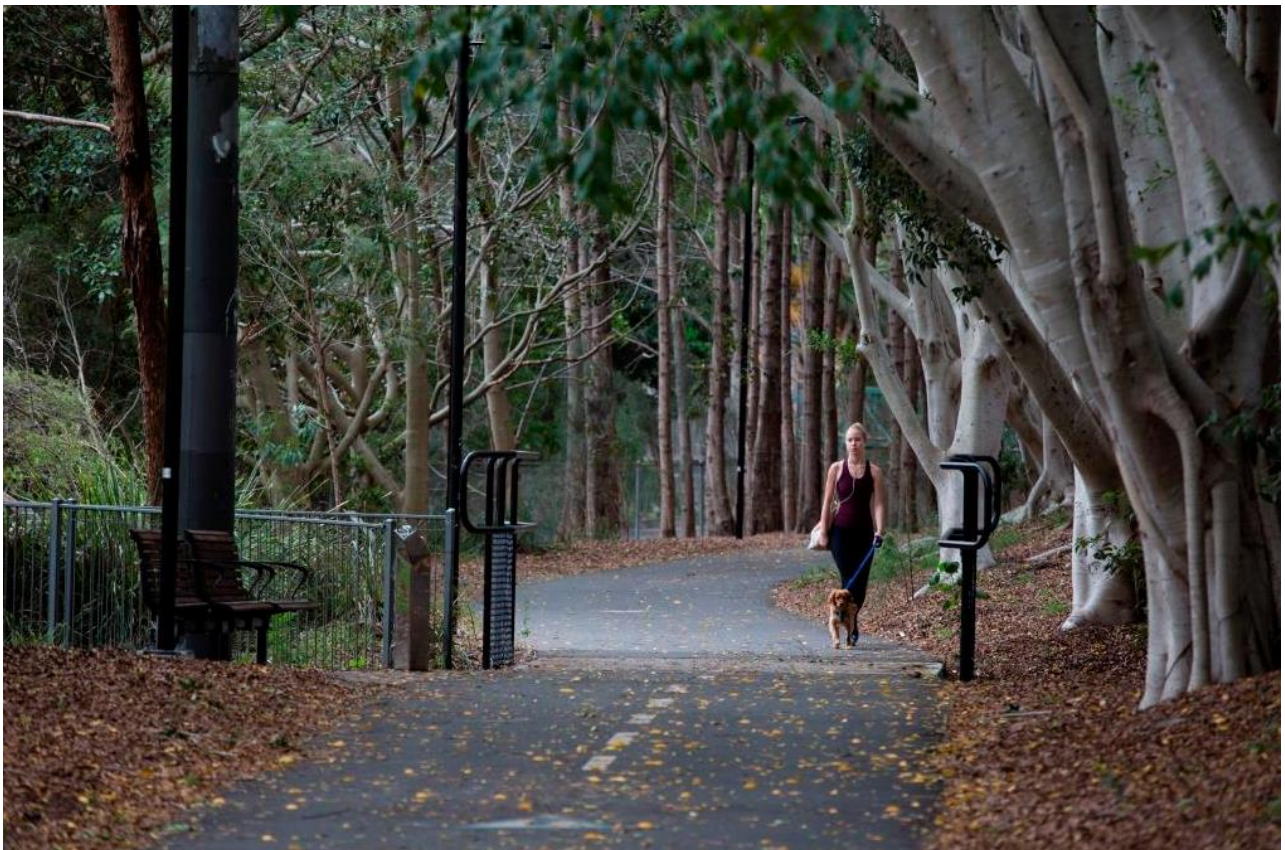
* Council priority

Key Performance Measures 2025/26

		Target
2.4.1a	Percentage of expenditure of town centre upgrade budget	+/- 10%
2.4.1b	Percentage of LATM program budget delivered within budget expended	+/- 10%
2.4.1c	Percentage of capital works program budget delivered	80%

Service Levels

Review of Capital works program	Undertaken every year in conjunction with Council as part of a 4-year capital works program
Scheduling in the capital works program	Every 12 months
Quarterly budget review of project works and costs	Exhibited on the IWC website
Management of external consultants and contractors	Works executed to time, quality, budget, with a minimisation of budget or works variations principle applied



Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	100	100	100	100
Profit or (Loss) on Disposal	-	-	-	-
Total Income	100	100	100	100
Expenses from Continuing Operations				
Employee Costs	768	764	788	807
Borrowing Costs	-	-	-	-
Materials & Services	2,809	2,893	2,980	3,067
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	3,577	3,657	3,768	3,874
Total Surplus/(Deficit) before Funding	(3,477)	(3,557)	(3,668)	(3,774)
Operating Grants & Contributions				
Operating Grants	2,472	2,472	2,472	2,472
Total Surplus/(Deficit) after Operating Grants	(1,005)	(1,085)	(1,196)	(1,302)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	15,974	47,049	5,189	5,507
Overhead Allocation	(1,830)	(1,913)	(1,979)	(2,033)
Funding from/(to) Restricted Funds	32,264	44,952	20,908	20,404
Funding from/(to) General Funds	(45,402)	(89,003)	(22,921)	(22,576)
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

4. Civil Maintenance

Directorate: Engineering

Responsible Officer: Senior Manager,
Operations

Description

This service maintains urban centres, roads, footpaths, street furniture and infrastructure, manages restorations including infrastructure audits and asset renewals.



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 2: Liveable, connected neighbourhoods and transport

Outcome 2.4 Safe, clean and accessible public places

Strategy 2.4.3 Manage public spaces and community safety

Delivery Program Principal Activities 2025–29

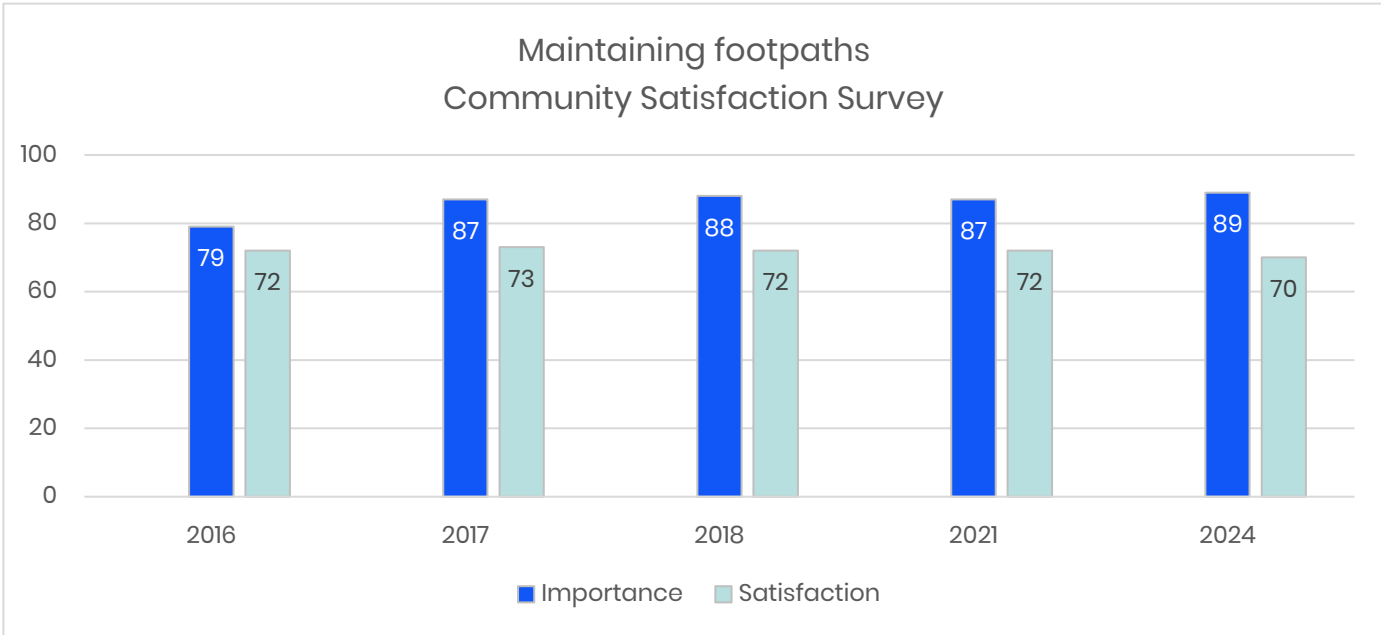
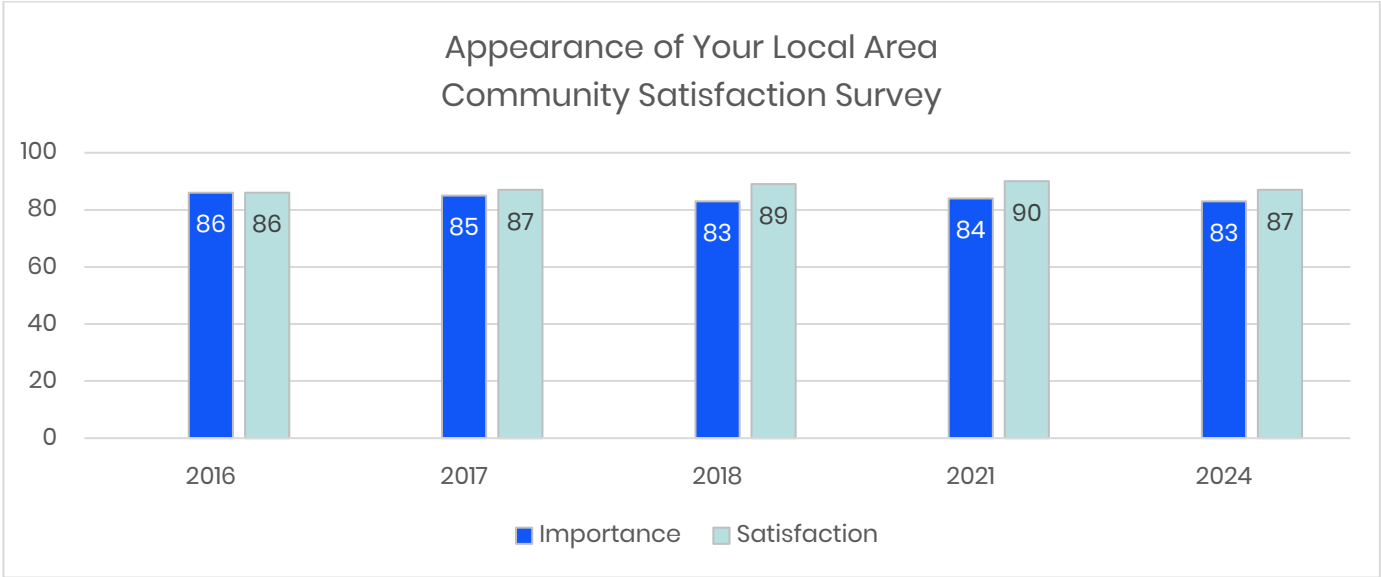
2.4.3	Provide emergency management services to support emergency combat agencies and operations (NSW Police and SES)
2.4.3	Maintain and clean Council's stormwater network, water sensitive urban design facilities and gross pollutant traps
2.4.3	Maintain urban centres, roads, footpaths, street furniture and infrastructure, manages restorations including infrastructure audits and asset renewals.

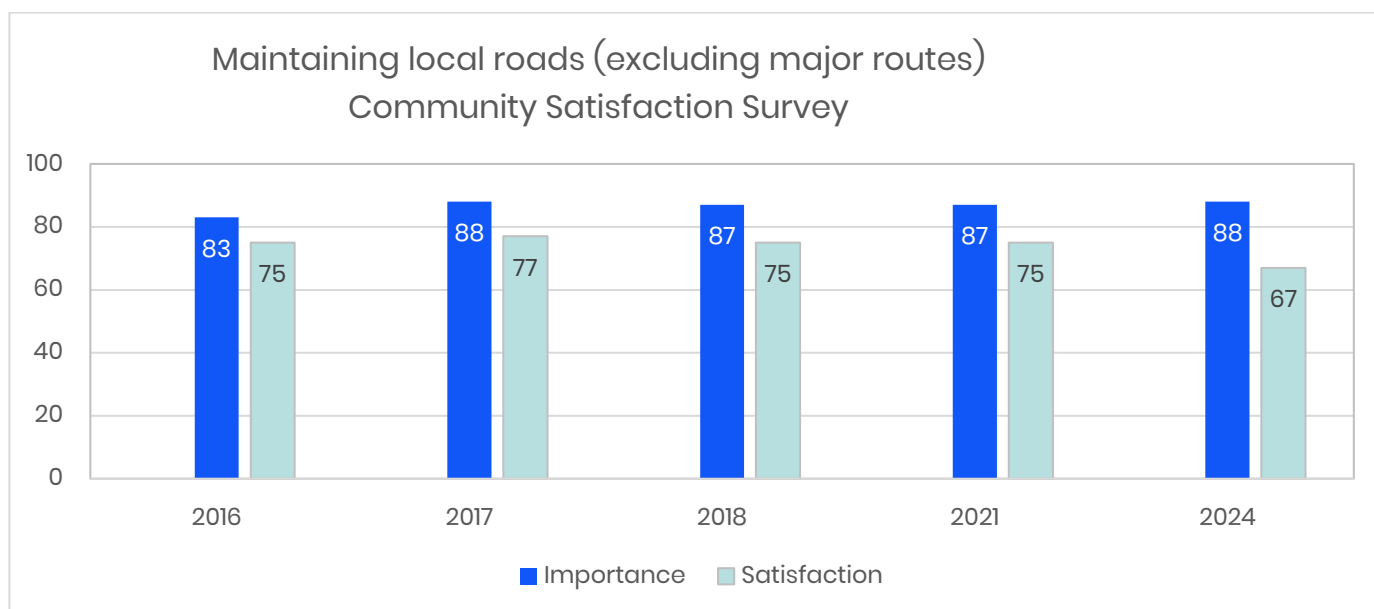
Operational Plan Actions 2025/26

2.4.3.7	Undertake regular inspections of town centres and respond to maintenance needs
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Key Performance Measures 2025/26

		Target	
2.4.3l	The number of gross pollutant trap /nets cleaned	37 quarterly	
2.4.3m	The number of pits cleaned	194 quarterly	
2.4.3n	Percentage of potholes repaired within 48 hours (note - weather dependent)	80% quarterly	





Service Levels

Roads – potholes (2447 per quarter 21/22 Baseline)	Completed work orders and photos 2 days or within 24 hours if emergency 2T/day
Roads – heavy patching	Meet programmed targets @10T/30-35sqm/day
Footpath temporary repair	Completed work orders and photos 5-10 days within 24 hours if emergency
Footpath reconstruction	Meet programmed targets @30sqm/day/crew (3 persons)
Drainage pit cleaning (194 per quarter 21/22 Baseline)	Reduced flooding 5-10 days within 24 hours if flooding
Signs	Completed work orders and photos 5-10 days general & priority within 5 days
Street furniture	Completed work orders and photos 15-20 days if no replacement and off shelf item
Gross pollutant trap (GPT 37 per quarter 21/22 Baseline) cleaning (contractor)	Quarterly and after storms if needed, reports/photos and quantities removed (37 per quarter) Measure – cleaning and removal of waste from GPTs Target quarterly/bi-annual cleaning Actual – quarterly cleaning

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	1,651	1,651	1,651	1,651
User Charges & Fees	4,300	4,388	4,477	4,569
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	5,951	6,039	6,128	6,220
Expenses from Continuing Operations				
Employee Costs	4,905	4,996	5,128	5,256
Borrowing Costs	-	-	-	-
Materials & Services	4,894	4,912	4,930	4,949
Other Expenses	-	-	-	-
Depreciation & Amortisation	16,857	17,194	17,538	17,889
Total Expense	26,656	27,103	27,597	28,095
Total Surplus/(Deficit) before Funding	(20,705)	(21,064)	(21,469)	(21,875)
Operating Grants & Contributions				
Operating Grants	954	954	954	954
Total Surplus/(Deficit) after Operating Grants	(19,751)	(20,110)	(20,515)	(20,921)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(3,128)	(3,263)	(3,370)	(3,459)
Funding from/(to) Restricted Funds	(1,651)	(1,651)	(1,651)	(1,651)
Funding from/(to) General Funds	24,530	25,024	25,536	26,031
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

5. Community Centres

Directorate: Community

Responsible Officer: Manager,
Community Wellbeing

Description

This service provides staffed Council owned community centres with inclusive programming. Council also funds, supports and collaborates with non-government organisations (NGOs) to deliver community centres in Council-owned premises.



Activities

Council owned and operated:

- Annandale Community Centre
- Hannaford Community Centre, Rozelle

Council owned and supported:

- Newtown Neighbourhood Centre
- Community Refugee Welcome Centre, Lilyfield – operated by Settlement Services International (SSI)
- Summer Hill Neighbourhood Centre – operated by 3Bridges
- Inner West Pride Centre at Newtown – operated by Twenty10

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 4: Healthy, resilient and caring communities

Outcome 4.2 Healthy and active

Strategy 4.2.3 Provide and support community services and centres

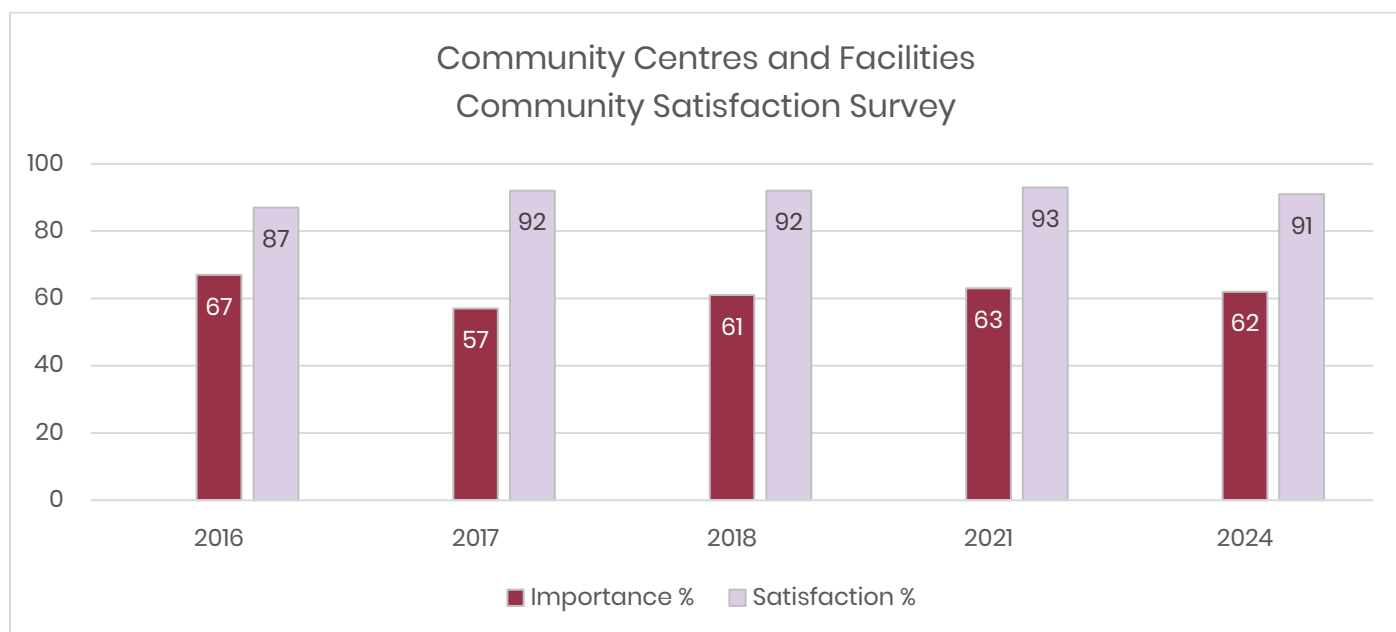
Delivery Program Principal Activities 2025–29

4.2.3 Provide Council owned and operated community centres with inclusive programs

4.2.3 Partner with local non-government agencies to deliver community and neighbourhood centres

Operational Plan Actions 2025/26

4.2.3.1	Collaborate with Twenty10 to ensure the effective operation of the Pride Centre
4.2.3.2	Partner with Settlement Services International to support the Community Refugee welcome centre
4.2.3.3	Deliver programs and activities at Council-run community centres
4.2.3.4	Collaborate with 3Bridges to ensure the effective operation of the Summer Hill Centre
4.2.3.5	Lead 'a community of practice' for community centres to enhance front line service delivery
4.2.3.7	Collaborate with Newtown Neighbourhood Centre to ensure the effective operation of the community centre



Service Levels

Annandale Community Centre	79 Johnston Street Annandale Tuesday – Friday 10am–4pm
Hannaford Community Centre, Rozelle	608 Darling Street, Rozelle Monday – Thursday 9am–2pm

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	55	56	58	59
Interest Income	-	-	-	-
Other Income	8	8	8	8
Profit or (Loss) on Disposal	-	-	-	-
Total Income	63	64	66	67
Expenses from Continuing Operations				
Employee Costs	-	(1)	(1)	(1)
Borrowing Costs	-	-	-	-
Materials & Services	21	21	21	22
Other Expenses	-	-	-	-
Depreciation & Amortisation	180	183	187	191
Total Expense	200	203	207	211
Total Surplus/(Deficit) before Funding	(138)	(139)	(142)	(144)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(138)	(139)	(142)	(144)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	-	-	-	-
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	138	139	142	144
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

6. Community Venues

Directorate: Property and Major Projects

Responsible Officer: Manager, Property and Strategic Investments

Description

This service facilitates the public use of Council's venues including halls, outdoor spaces and meeting rooms.

Activities

- Facilitate community use of Council venues
- Provide community venues to host programs for all life stages
- Provide town hall access to creative individuals or groups



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 4.: Healthy, resilient and caring communities

Outcome 4.2 Healthy and active

Strategy 4.2.3 Provide and support community services and centres

Delivery Program Principal Activities 2025–29

4.2.3 Facilitate community use of Council's venues

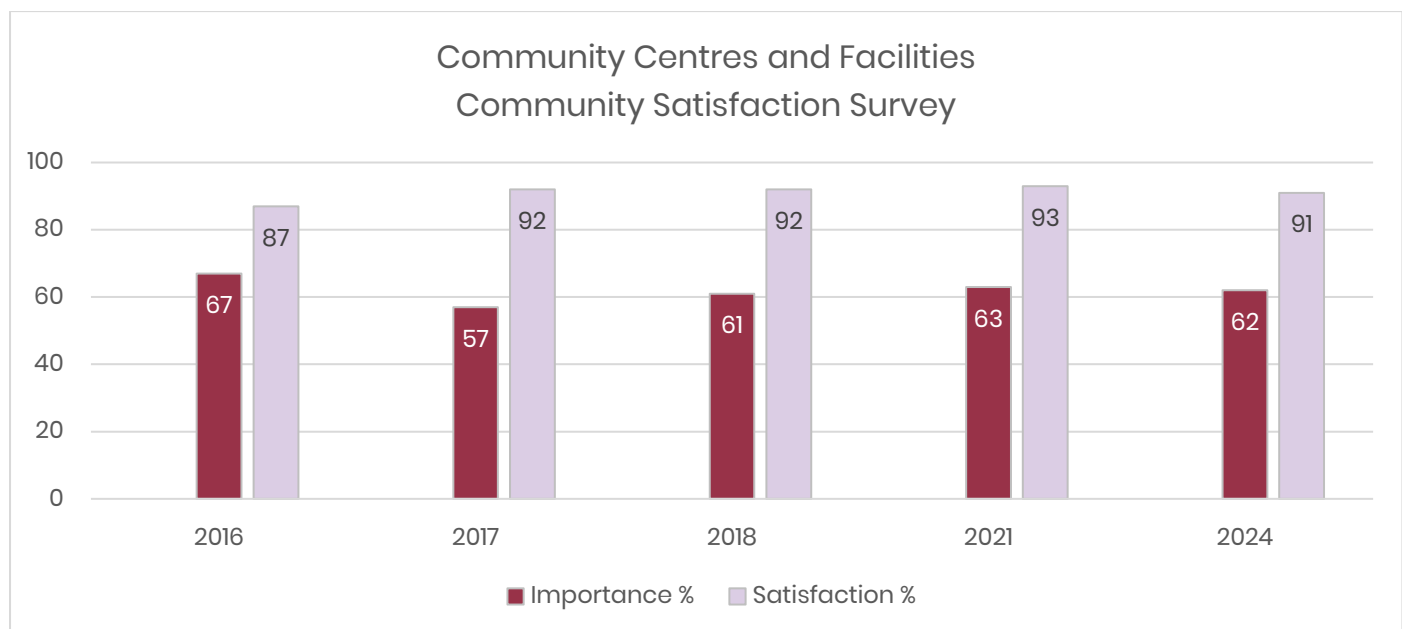
Operational Plan Actions 2025/26

4.2.3.6 *Facilitate community use of Council's venues including creative uses.

*Council priority

Key Performance Measures 2025/26

		Target
4.2.3a	Number of regular venue hirers maintained annually	200
4.2.3b	Number of casual venue hirers maintained annually	1400
4.2.3c	Subsidy for community venue hire (\$) maintained annually	Est \$2.1m
4.2.3d	Percentage satisfaction of hirers with community venues bookings processes	>80%
4.2.3e	Number of community groups, CALD and not for profit groups using community venues (regular and casual hirers) maintained annually	180



Service Levels

Community Venues	Respond to community enquiries for community venues bookings within 5 days
Fee subsidy assessment	Upon application to be assessed within 5 days
Creative use of town halls	Upon application and within 5 days of receipt

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	444	455	466	478
Interest Income	-	-	-	-
Other Income	11	11	11	11
Profit or (Loss) on Disposal	-	-	-	-
Total Income	454	466	477	489
Expenses from Continuing Operations				
Employee Costs	401	407	417	428
Borrowing Costs	-	-	-	-
Materials & Services	1,222	1,226	1,230	1,234
Other Expenses	-	-	-	-
Depreciation & Amortisation	1,022	1,042	1,063	1,084
Total Expense	2,645	2,674	2,710	2,746
Total Surplus/(Deficit) before Funding	(2,191)	(2,209)	(2,233)	(2,257)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(2,191)	(2,209)	(2,233)	(2,257)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	-	-	-	-
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	2,191	2,209	2,233	2,257
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

7. Community Wellbeing

Directorate: Community

Responsible Officer: Manager,
Community Wellbeing

Description

This service supports social capital and community resilience through partnering with local community organisations, residents and government agencies to identify areas of need and provide community development and frontline services.



Activities

- Seniors programs
- Youth programs
- LGBTIQ+ programs
- Multicultural programs
- Aboriginal and Torres Strait Islander programs
- Interagencies
- Homelessness program
- Social justice and equity

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 4: Healthy, resilient and caring communities	
Outcome 4.1	Welcoming, connected and inclusive
Strategy 4.1.1	Celebrate, value and respect diversity
Outcome 4.2	Healthy and active
Strategy 4.2.3	Provide and support community services and centres

Delivery Program Principal Activities 2025–29

4.1.1	Deliver a range of programs to meet diverse community needs
4.1.1	Implement the Anti-Racism Strategy
4.2.3	Provide Council owned and operated community centres with inclusive programs
4.2.3	Partner with local non-government agencies to deliver community and neighbourhood centres

Operational Plan Actions 2025/26

4.1.1.1	Update the Inner West Homelessness Protocol and Policy
4.1.1.2	Lead the implementation of the Anti - Racism Strategy
4.1.1.3	Deliver Community Wellbeing projects and programs to meet the identified needs of the Inner West community
4.1.1.4	Celebrate culturally significant days with and on behalf of the community e.g. days of remembrance
4.1.1.7	Develop and implement Community Safety Action Plan
4.1.1.8	Lead Child Safe policy and protocol development for Council
4.1.1.9	*Host "How to Beat your Bills" events in each ward with key utility and service providers

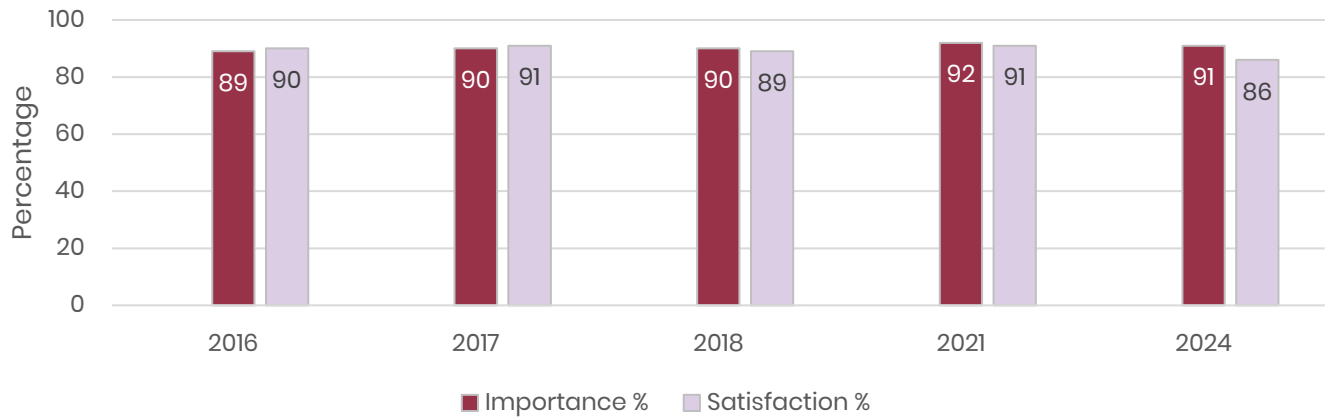
*Council priority

Key Performance Measures 2025/26

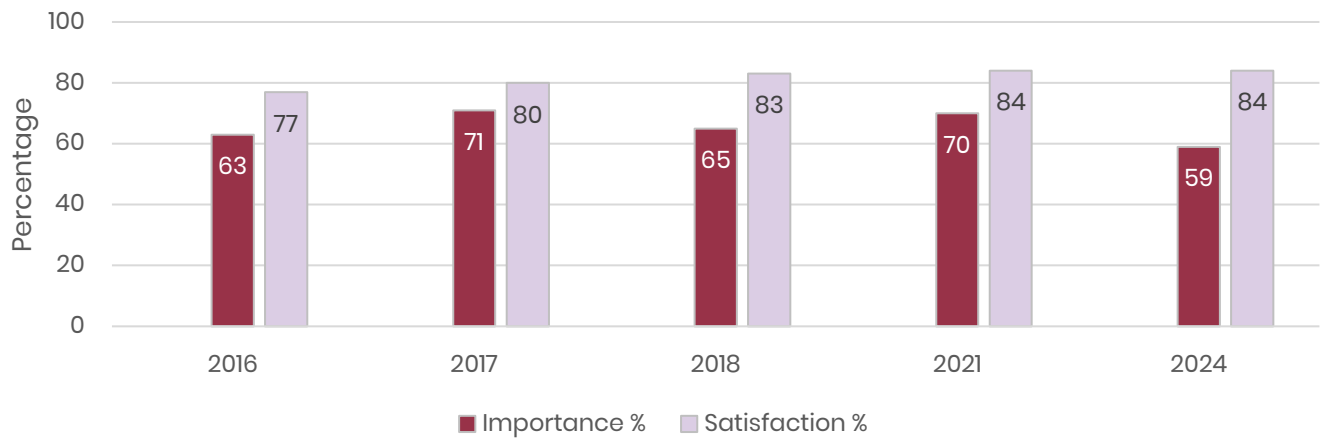
		Target
4.1.1a	Percentage of people sleeping rough that are referred to homeless service providers annually	100%



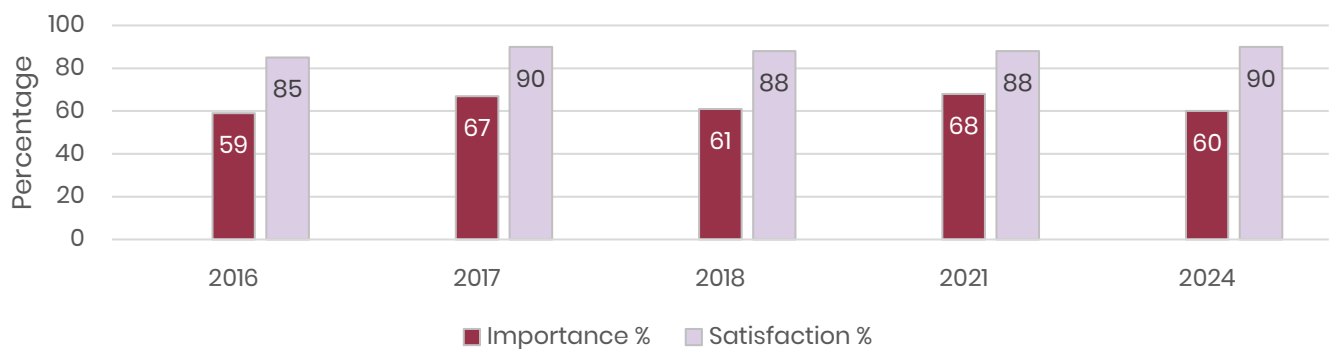
Safe Public Spaces Community Satisfaction Survey



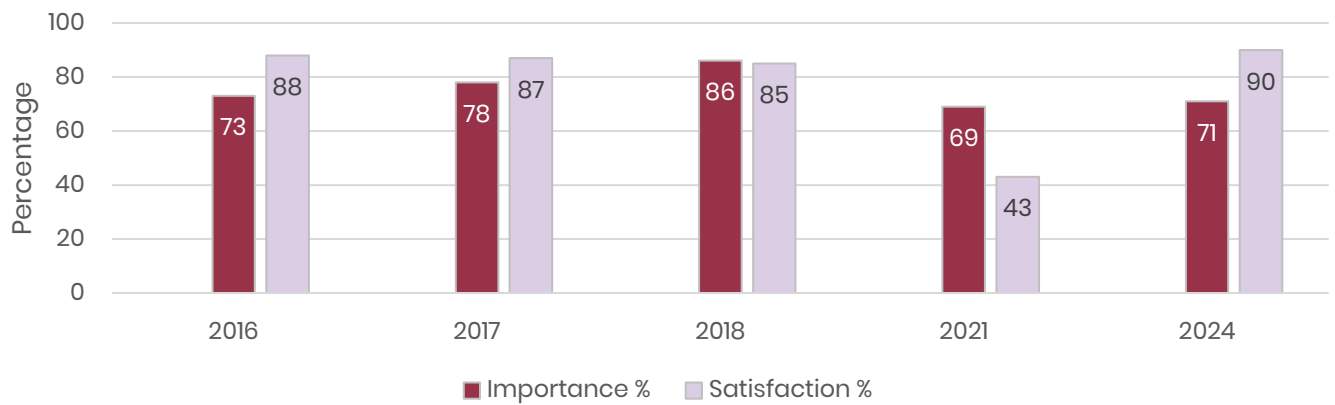
Programs and Support for Newly Arrived and Migrant Communities Community Satisfaction Survey



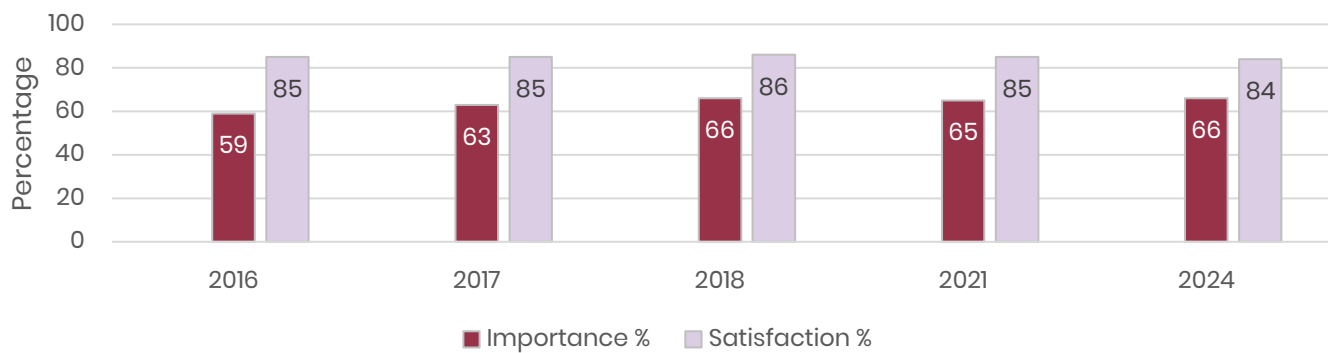
Promoting pride in the community Community Satisfaction Survey



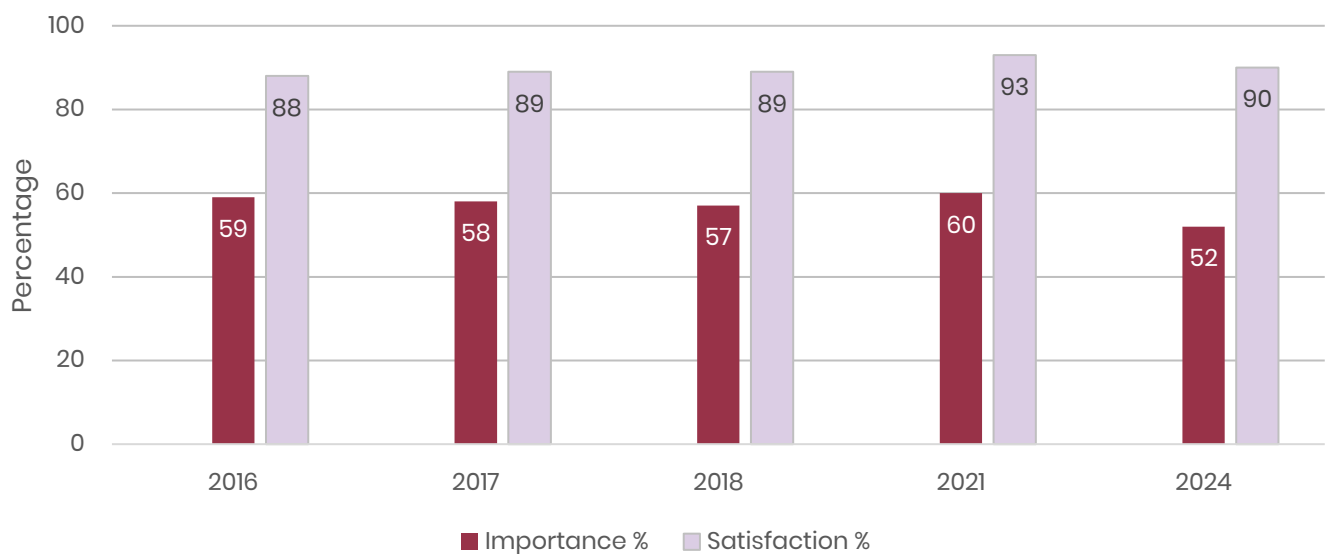
Provision of Services for Older Residents Community Satisfaction Survey



Youth Programs and Activities Community Satisfaction Survey



Community Education Programs Community Satisfaction Survey



Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	39	40	41	42
Interest Income	-	-	-	-
Other Income	60	60	60	60
Profit or (Loss) on Disposal	-	-	-	-
Total Income	99	100	101	102
Expenses from Continuing Operations				
Employee Costs	2,652	2,699	2,769	2,838
Borrowing Costs	-	-	-	-
Materials & Services	766	767	767	767
Other Expenses	30	30	30	30
Depreciation & Amortisation	54	55	56	57
Total Expense	3,501	3,550	3,622	3,692
Total Surplus/(Deficit) before Funding	(3,403)	(3,451)	(3,521)	(3,590)
Operating Grants & Contributions				
Operating Grants	166	166	166	166
Total Surplus/(Deficit) after Operating Grants	(3,237)	(3,285)	(3,355)	(3,424)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(546)	(569)	(588)	(604)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	3,783	3,854	3,943	4,028
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

8. Corporate Strategy and Engagement



Directorates: Corporate/
General Manager's Office

Responsible Officers: Manager,
Strategic and Corporate
Communications; Senior
Manager, Service Transformation

Description

This service delivers inclusive consultation and engagement, oversees Council's Integrated Planning and Reporting functions under the Local Government Act and seeks external funding opportunities for Council initiatives.

Activities

- Develops the Community Strategic Plan, Delivery Program and Operational Plans
- Monitors measures and reports on Council's progress through the annual and quarterly reports
- Manages the external community satisfaction survey
- Manages external grants to secure funding for priority projects
- Manages the Local Democracy Groups
- Delivers Local Matters Forums
- Manages community engagement and consultation



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 5: Progressive, responsive, and effective civic leadership

Outcome 5.2	Responsible, transparent management and future planning
Strategy 5.2.1	Plan to meet community needs and aspirations
Outcome 5.3	Engaged and informed community
Strategy 5.3.2	Support local democracy through inclusive participatory community engagement

Strategic Direction 5: Progressive, responsive, and effective civic leadership

Outcome 5.4	Collaboration and valued partnerships
Strategy 5.4.2	Build resilience and capacity of local leaders, groups and communities

Delivery Program Principal Activities 2025–29

5.2.1	Deliver integrated planning and reporting
5.3.2	Deliver community engagement and consultation
5.4.2	Manage external grants to secure funding for priority projects

Operational Plan Actions 2025/26

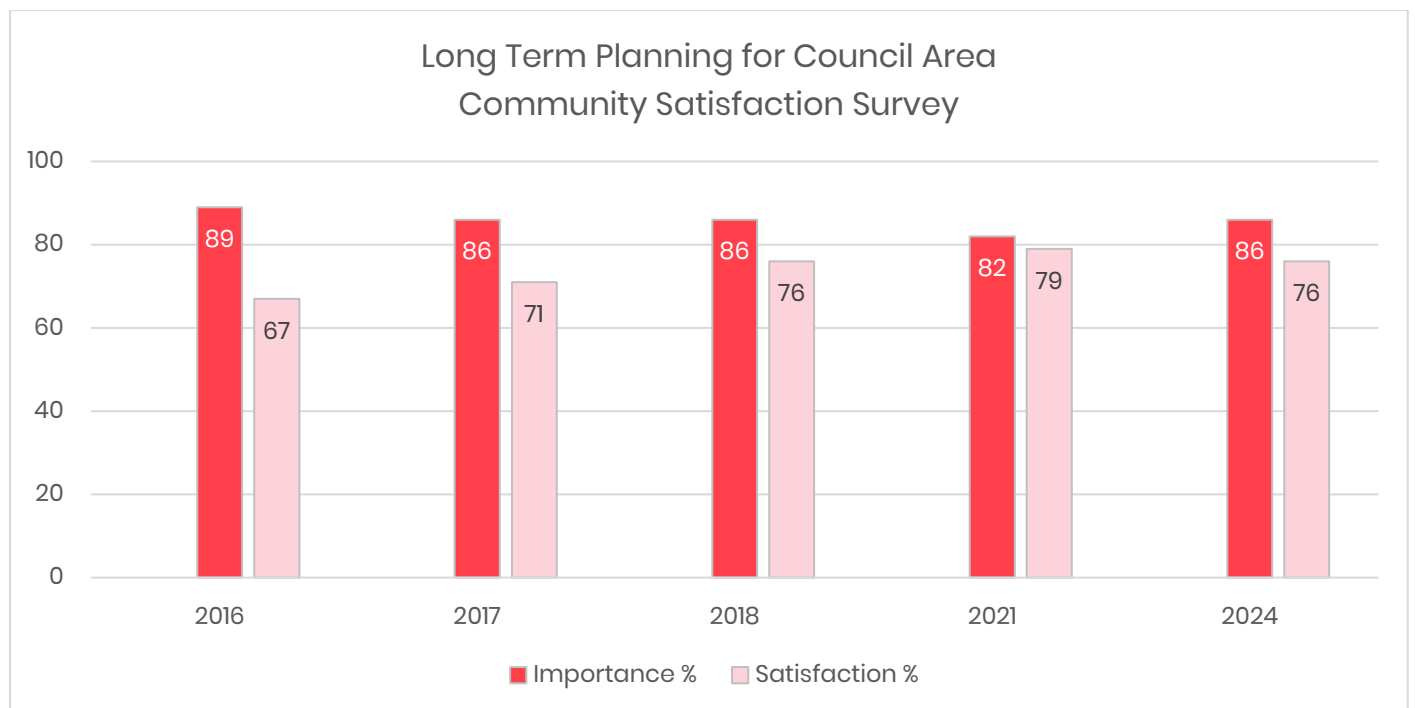
5.2.1.1	Prepare and publish the Annual Report
5.2.1.2	Prepare the Delivery Program 2025–29 (year two) and Operational Plan 2026–27
5.3.2.1	Deliver community engagement through face to face and online methods
5.3.2.2	Hold ten Local Matters Forums including two in each ward
5.3.2.3	*Trial door knocking for five projects, one in each ward: a) Balmain and Leichhardt Wards: Leichhardt Oval and LPAC upgrades b) Marrickville Ward: Henson Park c) Ashfield Ward: Greenway opening d) Stanmore Ward: Lewisham Town Centre Upgrade

* Council priority

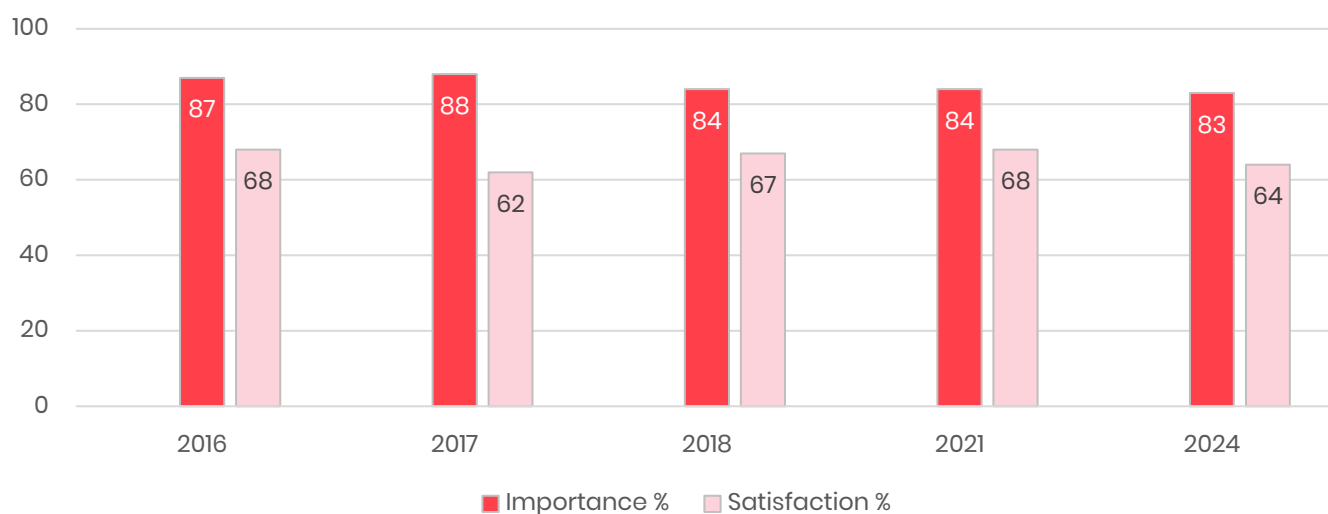


Key Performance Measures 2025/26

		Target
5.2.1a	Maintain rating of Annual Report by Australian Reporting Awards	Gold
5.3.2a	Increase number of visits to Your Say Inner West	160,000
5.3.2b	Number of projects on Your Say Inner West on which the community has the opportunity to engage	60
5.3.2c	Percentage of average satisfaction with local matters forums (survey per forum)	80%
5.3.2d	Percentage of average satisfaction with Your Say Inner West engagements (ease of finding information and providing feedback)	75%
5.3.2e	Increase Your Say Inner West membership (Baseline, June 2024, 156,738)	3% (4,700)



Community's Ability to Influence Council's Decision Making Community Satisfaction Survey



How would you describe Council's community engagement? Community Satisfaction Survey



Service Levels

Local Matters Forums	10 per annum
Annual Report	Prior to 30 November deliver to the Office of Local Government and publish on the Council's website
Operational Plan	Draft Operational Plan prepared for April Council meeting and adopted at June Council meeting
Progress reporting on the Delivery Program	Deliver four quarterly progress reports to Council on the Delivery Program / Operational Plan 2024/25 in conjunction with the Quarterly Budget Review Statement

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	-	-	-	-
Expenses from Continuing Operations				
Employee Costs	1,284	1,310	1,344	1,378
Borrowing Costs	-	-	-	-
Materials & Services	366	278	368	328
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	1,650	1,588	1,713	1,706
Total Surplus/(Deficit) before Funding	(1,650)	(1,588)	(1,713)	(1,706)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(1,650)	(1,588)	(1,713)	(1,706)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	1,542	1,480	1,600	1,621
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	108	108	112	85
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

9. Customer Service



Directorate: Corporate

Responsible Officer: Senior Manager,
Service Transformation

Description

This service has responsibility for the centralised Customer Service function and delivers services to the community through a mobile customer service, front counter, contact centre and online channels.

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 5: Progressive, responsive and effective civic leadership

Outcome 5.1 Responsive customer service

Strategy 5.1.1 Provide responsive and innovative customer services

Delivery Program Principal Activities 2025–29

5.1.1 Deliver centralised Customer Service function and services to the community through a mobile customer service, front counter, contact centre and online channels.

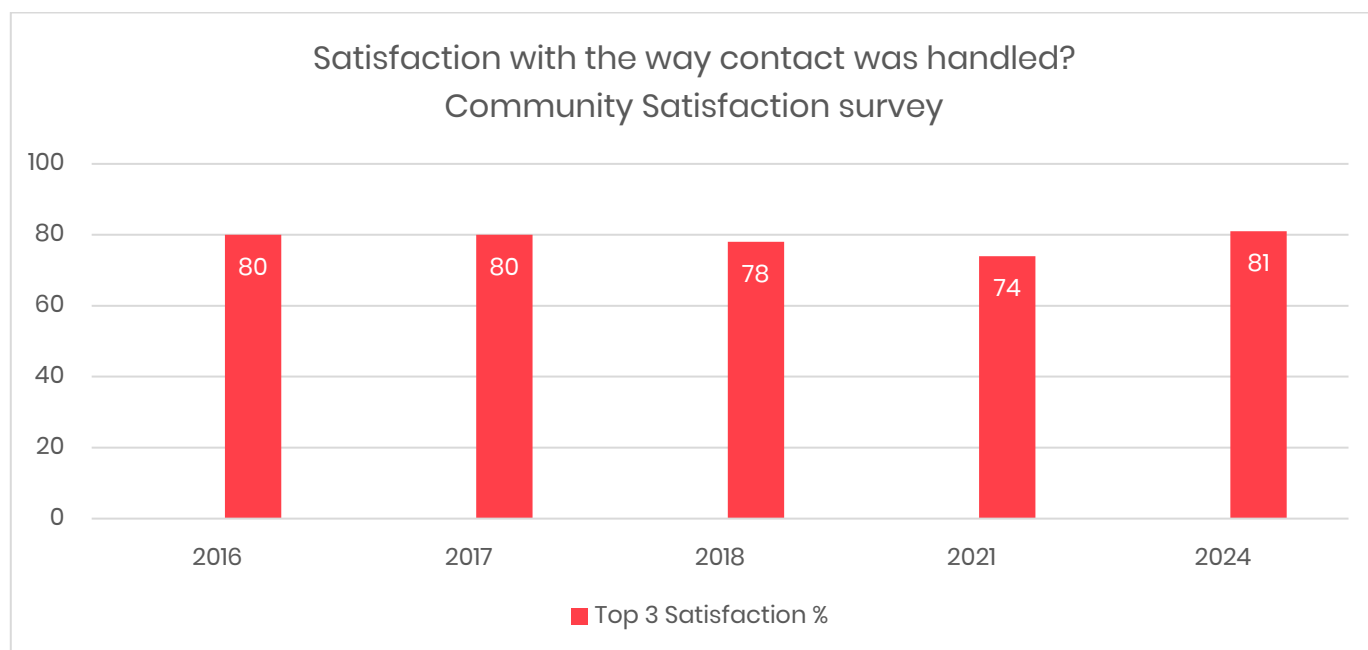
Operational Plan Actions 2025/26

5.1.1.6 Deliver customer service in line with our purpose and service charter

5.1.1.7 Improve and upgrade Council’s telephony system

Key Performance Measures 2025/26

		Target
5.1.1a	Customer Satisfaction ('Voice of Customer' post call survey - out of five)	4.3
5.1.1b	Customer calls answered within 60 seconds	80%
5.1.1c	Percentage of back-office processing time (emails, applications, payments and forms) within five business days	95%
5.1.1d	Customer requests and applications via the online service portal	55%
5.1.1e	Percentage of annual mystery customer score achieved	85%
5.1.1f	Percentage of service provided to customers at counters within 3 mins	80%
5.1.1g	Mobile customer service satisfaction survey	85%



Service Levels

Service centres	Leichhardt Service Centre: 5 days a week, 8:30am – 5:00pm Ashfield Service Centre: 5 days a week, 8:30am – 5:00pm Petersham Service Centre: 5 days a week, 8:30am – 5:00pm
Call centre	Available 24/7
Mobile customer service stalls	Tuesday–Friday, various locations in the Inner West as advertised on the IWC website and Libraries and Aquatic centres. Saturdays, weekly: 9.30am – 1.30pm
Social media customer service Facebook page	Managed daily, available 24/7

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	-	-	-	-
Expenses from Continuing Operations				
Employee Costs	4,447	4,530	4,650	4,766
Borrowing Costs	-	-	-	-
Materials & Services	322	305	305	322
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	4,769	4,835	4,955	5,089
Total Surplus/(Deficit) before Funding	(4,769)	(4,835)	(4,955)	(5,089)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(4,769)	(4,835)	(4,955)	(5,089)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	4,633	4,697	4,816	4,948
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	136	137	139	140
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

10. Development Assessment

Directorate: Planning

Responsible Officer: Senior Manager,
Development Assessment

Description

The service delivers Council's statutory responsibilities under the Environment Planning and Assessment Act to effectively manage change within the built and physical environment.



Activities

- Assess development applications (DA) in a timely manner in accordance with relevant legislation and environmental planning instruments
- Provide duty planning advice
- Provide information sessions to the community explaining both the DA process and for sensitive applications (including regionally significant development applications)
- Review community submissions to ensure amenity impacts are given high priority
- Provide accurate, timely and consistent planning advice to customers
- Deliver development outcomes that are consistent with objectives, key planning instruments and development controls
- Deliver the Built Environment Awards

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 2: Liveable, connected neighbourhoods and transport	
Outcome 2.2	Sustainable development
Strategy 2.2.2	Monitor local development for legislative compliance
Strategy 2.2.3	Retain heritage, accessibility and character of local neighbourhoods.

Delivery Program Principal Activities 2025–29

2.2.2	Assess and determine development and associated applications
2.2.2	Administer independent assessment panels including Architectural Excellence Design Review Panel and Inner West Local Planning Panel.
2.2.2	Maintain and improve development assessment systems, processes and procedures as required by legislation and enhance customer service
2.2.2	Provide appropriate conditions of consent for development to minimise impacts on the surrounding environment
2.2.3	Manage development relating to heritage sites and properties, and provide education and related advice services

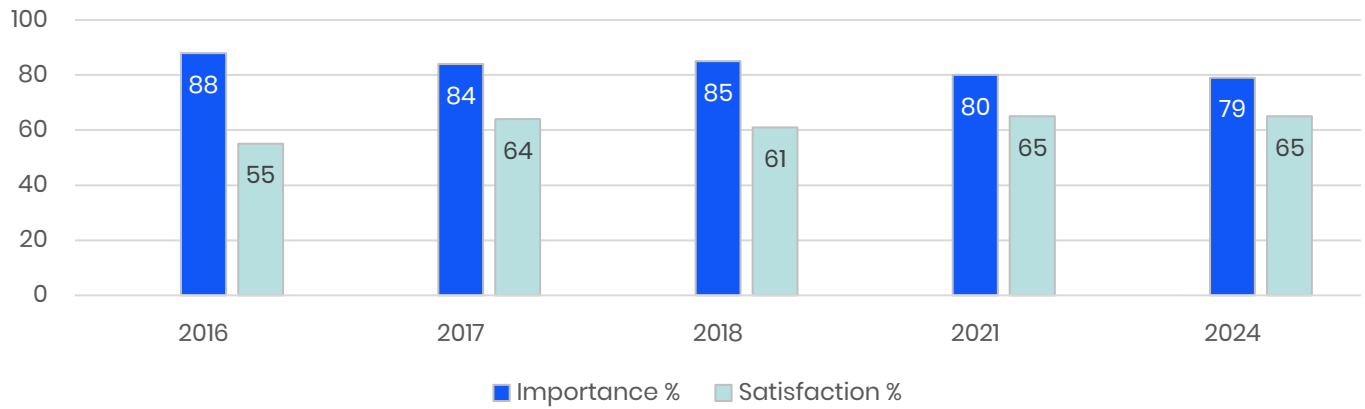
Operational Plan Actions 2025/26

2.2.2.2	Provide development assessments and related services
2.2.3.1	Provide heritage related advice and services for development applications

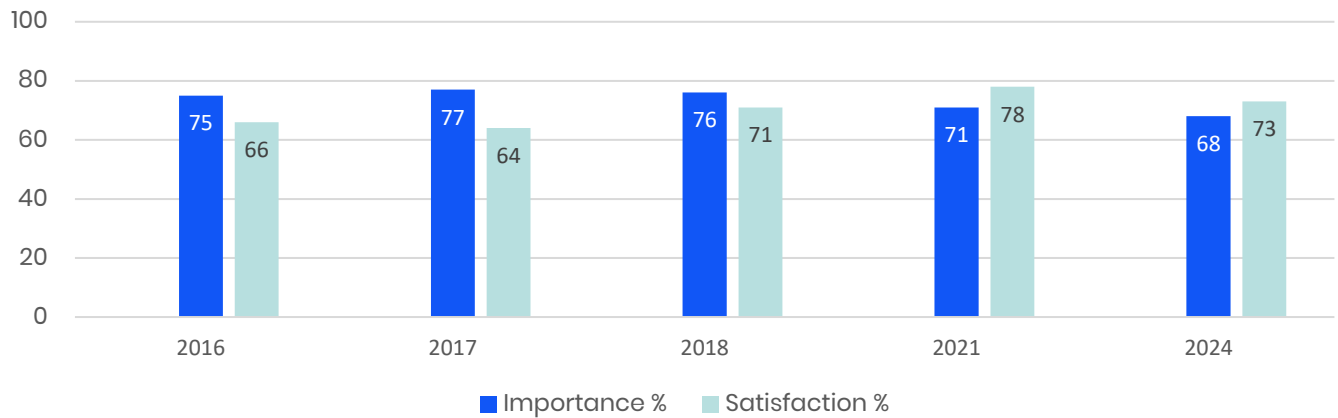
Key Performance Measures 2025/26

		Target
2.2.2d	Median number of days to determine development applications	85 days
2.2.2e	Median number of days to complete pre-lodgement advice from date of meeting	10 days
2.2.2f	Percentage of site visits undertaken within 21 days of the application being accepted	75%
2.2.2g	Enter development applications from NSW Planning Portal to Council's planning system within 10 days	100%
2.2.2h	Neighbour notifications posted within 7 days following payment of all fees	100%
2.2.2i	Internal referrals obtained within 14 days	80%

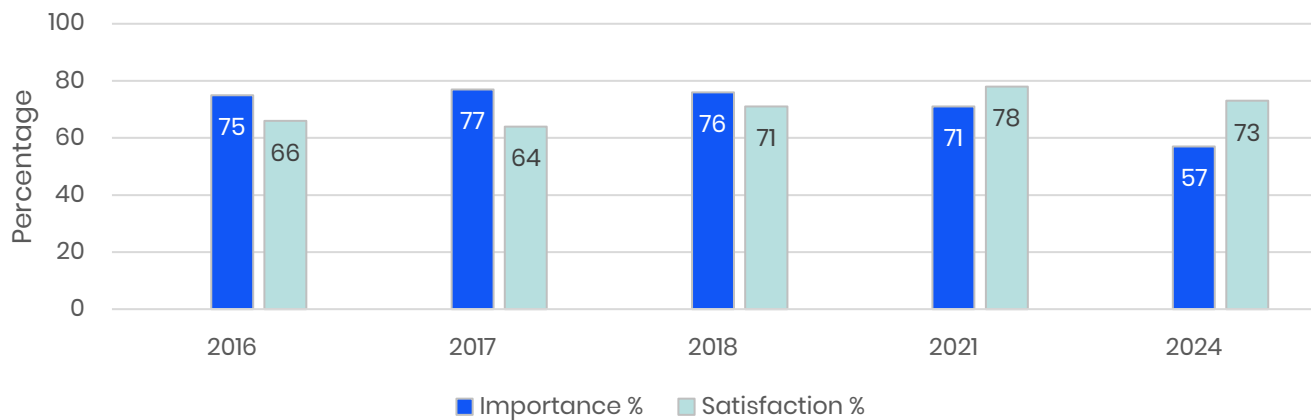
Managing development in the area Community Satisfaction Survey

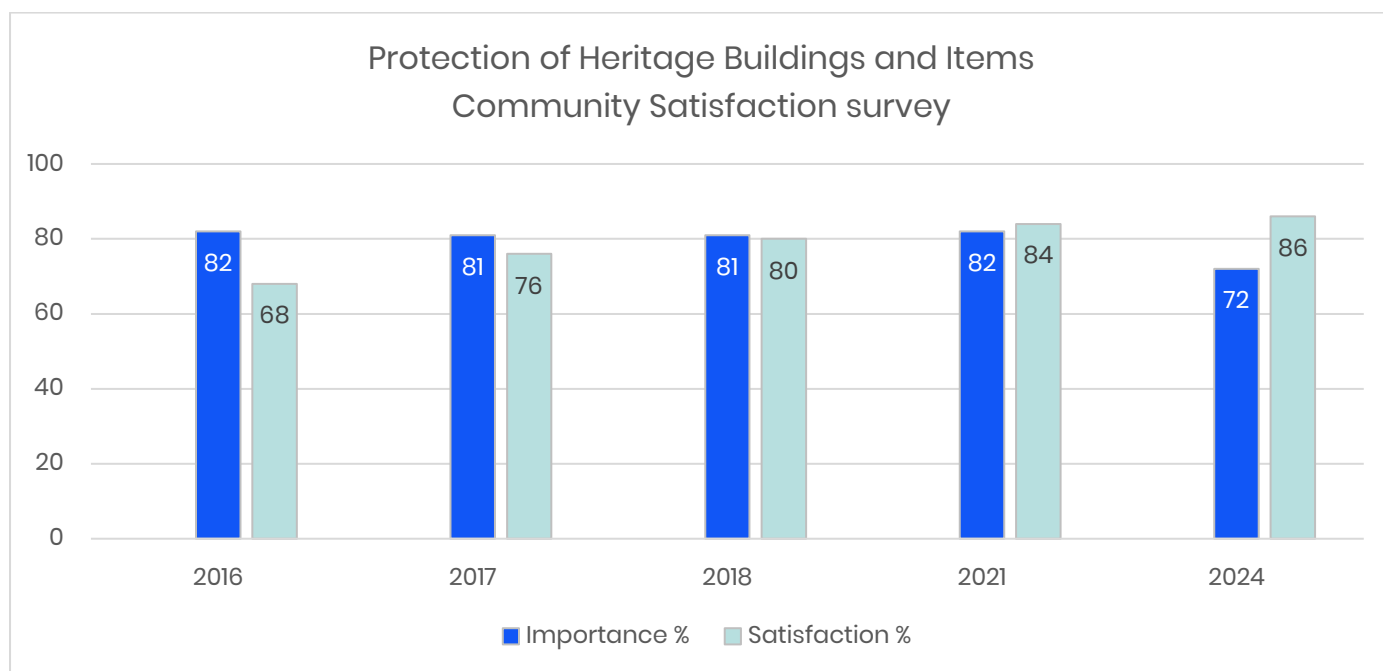


Protection of low rise residential areas Community Satisfaction Survey



Protection of low rise residential areas Community Survey





Service Levels

Development Assessments (DA)	Development applications are assessed in a timely manner in accordance with relevant legislation and environmental planning instruments, with a median timeframe of 85 days
DA services	Our service is provided to the community 5 days a week, 8.30am to 4.30pm, Monday to Friday
Duty Planning Advice	Duty Planning Advice is provided on the same business day for “simple” enquiries
Report to Council	Bi-monthly report monitoring improvement in customer service in development assessment

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	4,314	4,422	4,533	4,646
Interest Income	-	-	-	-
Other Income	42	42	42	42
Profit or (Loss) on Disposal	-	-	-	-
Total Income	4,356	4,464	4,575	4,688
Expenses from Continuing Operations				
Employee Costs	8,093	8,260	8,474	8,686
Borrowing Costs	-	-	-	-
Materials & Services	562	562	562	562
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	8,655	8,823	9,036	9,248
Total Surplus/(Deficit) before Funding	(4,299)	(4,358)	(4,462)	(4,560)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(4,299)	(4,358)	(4,462)	(4,560)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(209)	(215)	(220)	(224)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	4,508	4,574	4,681	4,784
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

11. Early Learning

Directorate: Community

Responsible Officer: Senior Manager,
Children's Services

Description

This service provides 17 early education and care services to over 1,600 children aged from birth to 12 years. Council's education and care services meet or exceed the National Quality Framework.

Activities

- Eleven long day care centres
- One preschool
- Two outside school hours care (OSHC) services
- One occasional care service
- One family day care scheme
- Magic Yellow Bus mobile playgroup



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 4: Healthy, resilient and caring communities

Outcome 4.3 Lifelong learning

Strategy 4.3.1 Provide quality children's education and care services

Delivery Program Principal Activities 2025–29

4.3.1	Provide high quality education and care for children from birth to twelve years of age
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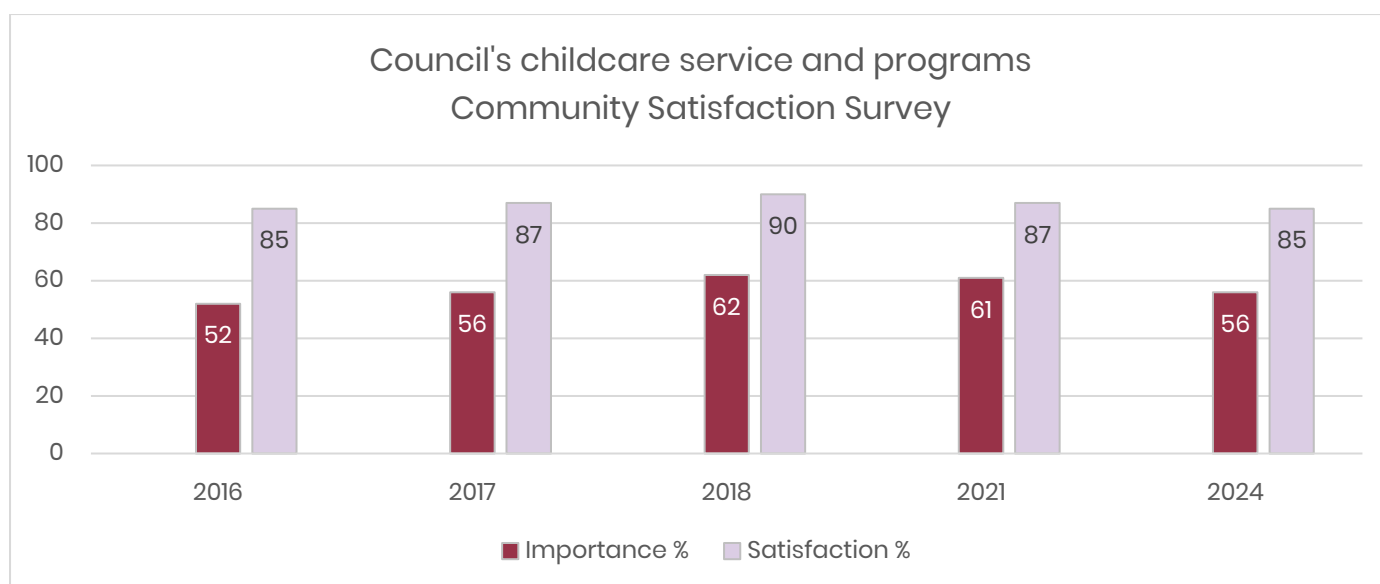
Operational Plan Actions 2025/26

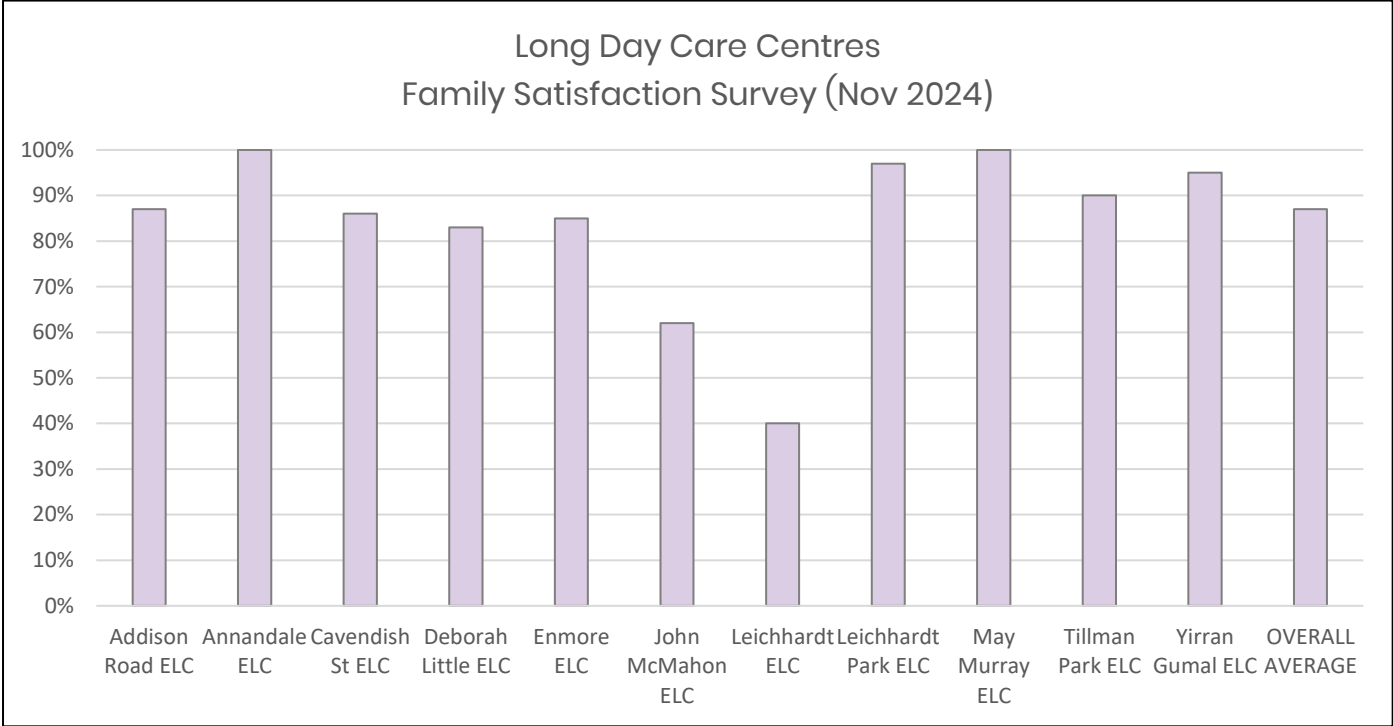
4.3.1.1	*Achieve 'meeting or exceeding' national quality standards for all early learning services
4.3.1.2	Ensure all early learning services are financially sustainable
4.3.1.3	Apply to NSW Department of Education for Globe Preschool to be rated as "Excellent" under the National Quality Standards

*Council priority

Key Performance Measures 2025/26

		Target
4.3.1a	Percentage utilisation of early learning services	85%
4.3.1b	Percentage utilisation of outside school hours care	85%
4.3.1c	Satisfaction with overall quality of education and care provided	85%
4.3.1d	Percentage of early learning and outside school hours care services that maintain a quality rating of either 'meeting' or 'exceeding'	100%





Family Satisfaction Survey – Other services (Nov 24)

Early Learning Centre	Satisfaction
Marrickville West OSHC	92%
Ferncourt OSHC	85%
Globe Preschool	87%
Balmain-Rozelle OCC	96%



Early Learning: Assessment Rating and Utilisation

Centre Name	National Quality Rating	Utilisation average (Jul 2024-Apr 2025)
Addison Road ELC	Exceeding	96%
Annandale ELC	Exceeding	99%
Cavendish ELC	Exceeding	99%
Deborah Little ELC	Meeting	93%
Enmore ELC	Exceeding	99%
John McMahon ELC	Meeting	95%
Leichhardt ELC	Meeting	75%
Leichhardt Park ELC	Exceeding	95%
May Murray ELC	Exceeding	100%

Centre Name	National Quality Rating	Utilisation average (Jul 2024-Apr 2025)
Tillman Park ELC	Exceeding	97%
Yirran Gumal ELC	Exceeding	92%
Ferncourt OSHC	Meeting	93%
Marrickville West OSHC	Meeting	99%
Globe Preschool	Exceeding	78%
Occasional care	Meeting	N/A casual bookings

Service Levels

Long Day Care Centres	Operational at least 48 weeks per year as per government guidelines
Occasional Care	At least 48 weeks per year
Family Day Care Scheme (hours vary per educator)	Up to 50 weeks per annum
Globe Preschool	Operational at least 48 weeks per year
All Early Learning Centres	Meet or exceed National Quality Rating standards

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	20,585	21,100	21,627	22,168
Interest Income	-	-	-	-
Other Income	6	7	7	7
Profit or (Loss) on Disposal	-	-	-	-
Total Income	20,591	21,106	21,634	22,175
Expenses from Continuing Operations				
Employee Costs	19,982	20,315	20,846	21,362
Borrowing Costs	-	-	-	-
Materials & Services	2,293	2,297	2,301	2,305
Other Expenses	-	-	-	-
Depreciation & Amortisation	686	699	713	728
Total Expense	22,961	23,312	23,860	24,394
Total Surplus/(Deficit) before Funding	(2,370)	(2,205)	(2,226)	(2,219)
Operating Grants & Contributions				
Operating Grants	902	902	902	902
Total Surplus/(Deficit) after Operating Grants	(1,467)	(1,303)	(1,323)	(1,317)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(9,080)	(9,506)	(9,853)	(10,130)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	10,548	10,809	11,177	11,447
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

12. Economic Development

Directorate: Planning

Responsible Officer: Senior Manager,
Strategic Planning

Description

This service supports economic sustainability through strengthening business development.

Activities

- Engage with the local business community
- Deliver programs that help businesses respond to change and emerging trends
- Use a place-based approach to encourage economic activity
- Promote the local government area as a hub for destination businesses to encourage a vibrant day and nighttime economy
- Provide access to government programs that support innovation and commercialisation
- Work with stakeholders including Inner West Council teams, community groups and businesses to implement the Economic Development Strategy



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 3: Creative communities and a strong economy

Outcome 3.2	A diverse and strong economy
Strategy 3.2.1	Implement strategies to assist business growth, innovation and new enterprises
Strategy 3.2.2	Manage and plan for future industrial and employment lands and activities

Delivery Program Principal Activities 2025–29

3.2.1	Support economic sustainability through strengthening business development including engagement, program access, place-based approaches, promotion, and working with stakeholders
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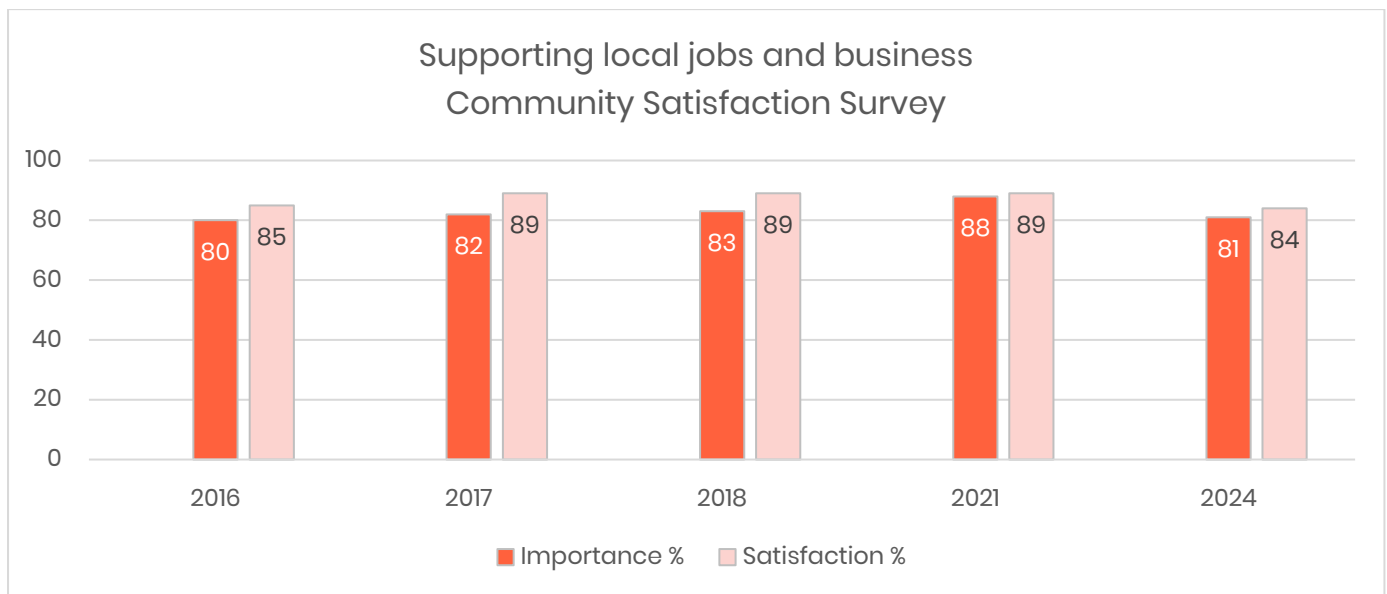
Operational Plan Actions 2025/26

3.2.1.1	Finalise the Economic Development Strategy using the principles of community wealth building as key pillars
3.2.1.2	*Facilitate business engagement in place making
3.2.1.3	*Provide business support for local small businesses in community languages
3.2.1.4	*Appoint a concierge for local businesses as part of the economic development team to support local businesses with council matters
3.2.1.5	*Create a new Women's Business Chamber, for women working in local businesses across the Inner West
3.2.1.6	*Expand Perfect Match proactively targeted at vacant stores on main streets
3.2.1.7	*Expand Enmore trial to include laneway dining in adjoining bars and restaurants.
3.2.1.8	*Continue to work towards a goal of zero vacancies in main street shop fronts, by bringing main street property owners, local businesses and chambers of commerce together with Council
3.2.1.9	*Hosting annual information events for local multicultural businesses looking to do business with Council
3.2.2.1	*Organise career fairs and industry tours to engage students and young professionals, partnering with local schools, TAFEs, and community organisations to provide relevant training and upskilling programs tailored to the needs of local industries
3.2.2.2	*Support local breweries and distilleries with a Tourism Strategy and initiatives to streamline regulations

*Council priority

Key Performance Measures 2025/26

		Target
3.2.1a	Number of workshops conducted to provide support for local businesses per year	15



Service Levels

Customer inquiries	Respond to customer requests within 10 working days
Industry engagement	Actively maintain engagement and meeting with business chambers and industry associations during the year

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	-	-	-	-
Expenses from Continuing Operations				
Employee Costs	473	483	495	508
Borrowing Costs	-	-	-	-
Materials & Services	905	705	705	705
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	1,378	1,187	1,200	1,212
Total Surplus/(Deficit) before Funding	(1,378)	(1,187)	(1,200)	(1,212)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(1,378)	(1,187)	(1,200)	(1,212)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	-	-	-	-
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	1,378	1,187	1,200	1,212
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

13. Engineering Services



Directorate: Engineering

Responsible Officer: Manager,
Engineering Services

Description

This service is responsible for the strategic management of Council's infrastructure assets as well as overseeing the engineering aspects of development.

Activities

- Issue and oversee permits for developer works, utility installations, construction related activities, filming and occupancy of Council's roads, footpaths and carparks
- Oversee the strategic management of floodplains
- Asset management
- Development engineering assessment
- Stormwater management



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 1: An ecologically sustainable Inner West	
Outcome 1.3	Healthy Waterways
Strategy 1.3.1	Implement water-sensitive policies, plans and projects
Strategic Direction 5: Progressive, responsive and effective civic leadership	
Outcome 5.2	Responsible, transparent management and future planning
Strategy 5.2.1	Plan to meet community needs and aspirations

Delivery Program Principal Activities 2025–29

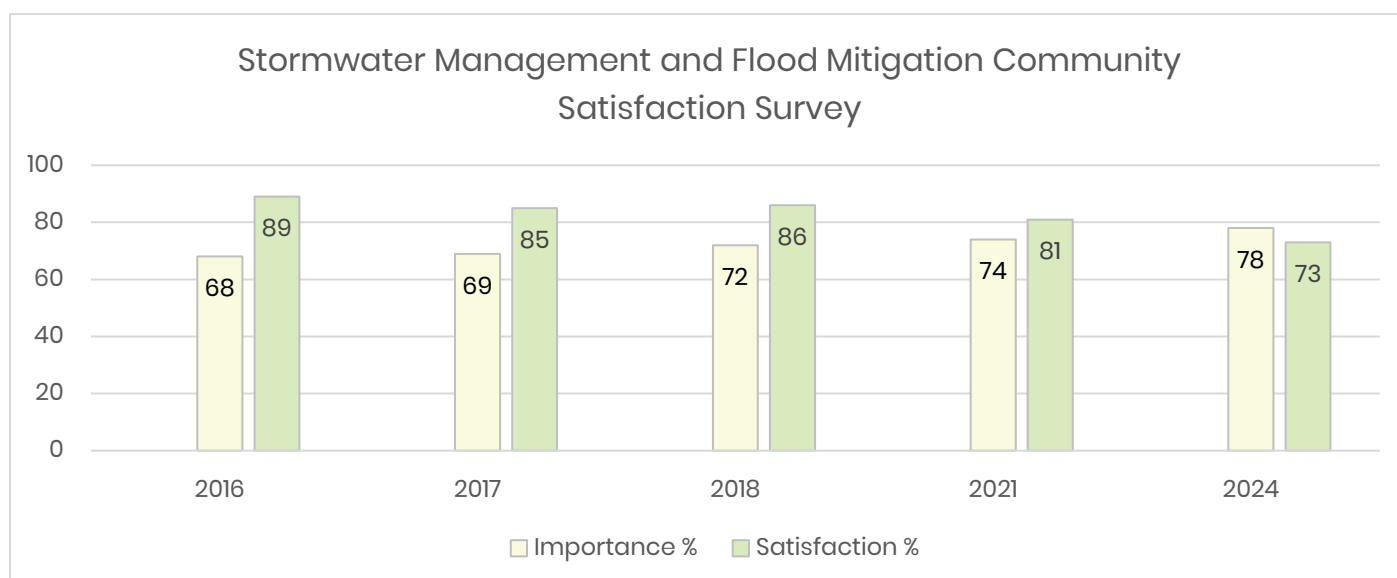
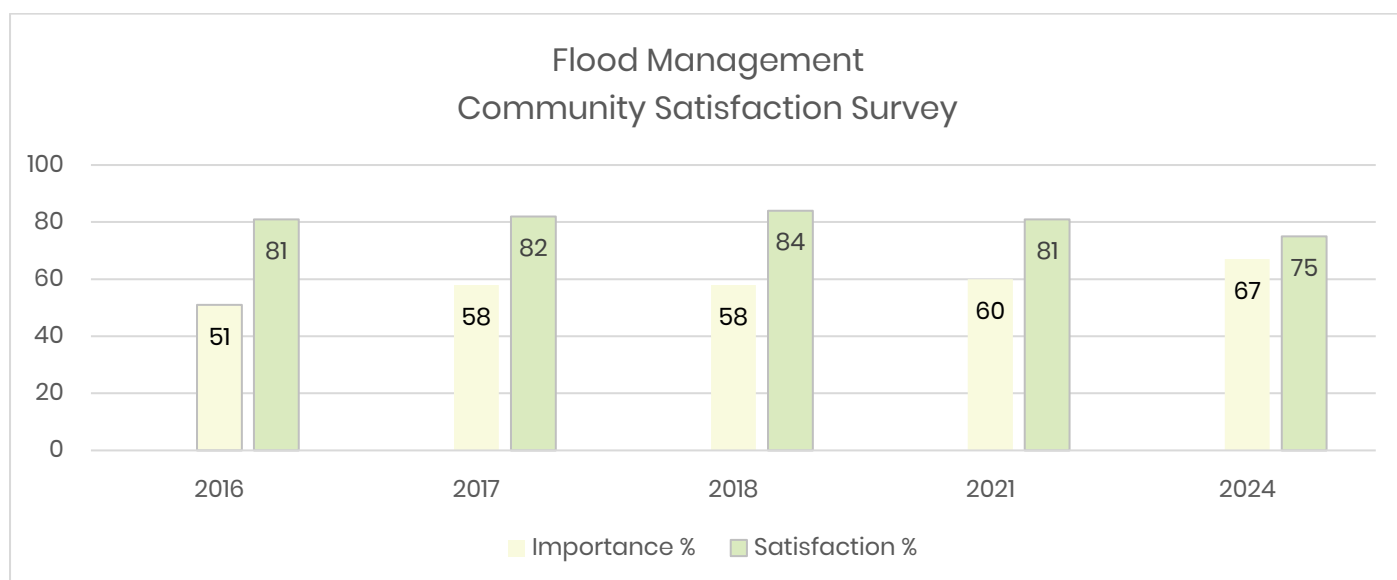
1.3.1	Ensure water sensitive urban design (WSUD) implementation in private and public developments
1.3.1	Implement Flood Risk Management studies and plans
5.2.1	Prepare and review Asset Management Strategy

Operational Plan Actions 2025/26

1.3.1.4	Manage Council's infrastructure assets and provide engineering advice
5.2.1.4	Adopt new technologies to improve transparency around maintenance schedules
5.2.1.5	Review Asset Management Strategy, Policy and Plans annually
5.2.1.6	Implement the agreed program for condition audits and valuations
5.2.1.7	Implement the Asset Improvement Plan

Key Performance Measures 2025/26

		Target
5.2.1b	Number of local road requests (potholes and road surface inquiries) per 100 km of sealed roads	<292
5.2.1c	Number of development engineering referrals completed	1,700



Service Levels

Engineering referrals for development applications	Complete within 10 working days
Flood certificates	Prepare and issue within 10 working days
Complete end of year capitalisation and asset reporting	Meet Finance team requirements
Asset condition audits and valuation	Meet Office of Local Government requirements

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	4,029	4,129	4,233	4,338
Interest Income	-	-	-	-
Other Income	1,288	1,320	1,353	1,387
Profit or (Loss) on Disposal	-	-	-	-
Total Income	5,317	5,450	5,586	5,725
Expenses from Continuing Operations				
Employee Costs	3,826	3,902	4,004	4,104
Borrowing Costs	-	-	-	-
Materials & Services	2,712	2,545	2,092	2,540
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	6,538	6,447	6,096	6,644
Total Surplus/(Deficit) before Funding	(1,221)	(997)	(511)	(919)
Operating Grants & Contributions				
Operating Grants	105	105	58	58
Total Surplus/(Deficit) after Operating Grants	(1,117)	(893)	(453)	(861)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(1,739)	(1,818)	(1,881)	(1,918)
Funding from/(to) Restricted Funds	20	-	-	-
Funding from/(to) General Funds	2,836	2,710	2,334	2,779
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

14. Environmental Health and Building Regulation



Directorate: Planning

Responsible Officer: Senior Manager,
Health and Building

Description

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).



Activities

- Investigate environment health, public safety and development compliance and building safety complaints and take action in accordance with Council policy
- Review complaints relating to development under the control of private certifiers
- Investigate pollution complaints and take action in accordance with Council policy
- Regulate retail food safety and public health regulations

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 2: Liveable, connected neighbourhoods and transport

Outcome 2.2	Sustainable development
Strategy 2.2.2	Monitor local development for legislative compliance
Outcome 2.4	Safe, clean and accessible public places
Strategy 2.4.2	Improve air quality, water and noise pollution through education and regulation

Delivery Program Principal Activities 2025–29

2.2.2	Assess, determine and certify post-consent certificates
2.2.2	Assess applications for building information certificates for illegal/unauthorised works and properties for sale
2.2.2	Prepare swimming pool compliance certificates and respond to swimming pools complaints
2.2.2	Provide building certification advice, duty services and educational material to customers
2.2.2	Assess outdoor dining applications
2.4.2	Undertake industry targeted environmental education
2.4.2	Regulate compliance with retail food safety, public health regulations
2.4.2	Investigate and respond to environmental health and public safety complaints

Operational Plan Actions 2025/26

2.2.2.1	Provide building certification services
2.4.2.1	Provide environmental health and building regulatory services
2.4.2.3	Conduct an annual education program targeting a specific business sector to improve environmental outcomes and best practice

Key Performance Measures 2025/26

		Target
2.2.2a	Maintain Principal Certifier Authority (PCA) mandatory building inspections undertaken within 24 hours	100%
2.2.2b	Outdoor dining application approval initial inspection is undertaken within 10 business days	90%
2.2.2c	Number of swimming pool safety education campaigns undertaken via IWC Social Media Platforms	4
2.4.2a	Percentage of actual or potential reported pollution incidents investigated and resolved	95%
2.4.2b	Percentage of unauthorised building works incidents where investigations commence within 10 days	80%
2.4.2c	Percentage of regulated premises inspected (e.g food premises and skin penetration premises) per year	95%
2.4.2d	Percentage of inspections undertaken in accordance with Council's Boarding House program	95%
2.4.2e	Percentage of Outstanding Notice and Orders, and Certificates issued within 3 days per year	95%

Service Levels

Development/ Health Compliance - Safety	Dangerous and unsafe structures sewer chokes, immediate safety issues - action within one business day
Development/Health Compliance	Contact the customer within three days
Unauthorised land use	Commence investigation within 10 days
Fire safety	Provide customer update every 30 days
Regulatory Support	Issue Outstanding Notice and Order Certificates within three business days from receipt of complaint

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	1,268	1,300	1,333	1,366
Interest Income	-	-	-	-
Other Income	557	557	557	557
Profit or (Loss) on Disposal	-	-	-	-
Total Income	1,825	1,857	1,890	1,923
Expenses from Continuing Operations				
Employee Costs	4,963	5,065	5,196	5,324
Borrowing Costs	-	-	-	-
Materials & Services	72	72	72	72
Other Expenses	371	371	371	371
Depreciation & Amortisation	-	-	-	-
Total Expense	5,406	5,508	5,638	5,767
Total Surplus/(Deficit) before Funding	(3,581)	(3,651)	(3,749)	(3,844)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(3,581)	(3,651)	(3,749)	(3,844)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(2,139)	(2,235)	(2,313)	(2,377)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	5,720	5,886	6,062	6,221
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

15. Events

Directorate: Community

Responsible Officer: Manager,
Creative Communities

Description

This service delivers Council's annual calendar of free community events and partners with community organisations and local businesses to deliver their own events and programs.



Activities

- Deliver Council's events including Marrickville Music Festival, Inner West Kids Fest, Bairro Português, and Jazz in the Park Balmain
- Support community and business events including Norton St Festa, Stanmore Music Festival and Inner West Film Festival
- Evaluate community participation and impact of events
- Develop new events according to community needs

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 3: Creative communities and a strong economy

Outcome 3.1	A vibrant cultural and creative destination
Strategy 3.1.1	Provide opportunities to participate in arts and culture

Delivery Program Principal Activities 2025–29

3.1.1	Deliver Council's annual arts and cultural programs and projects, and encourage the diverse participation of artists and communities
3.1.1	Deliver Council's free community events program and local activations

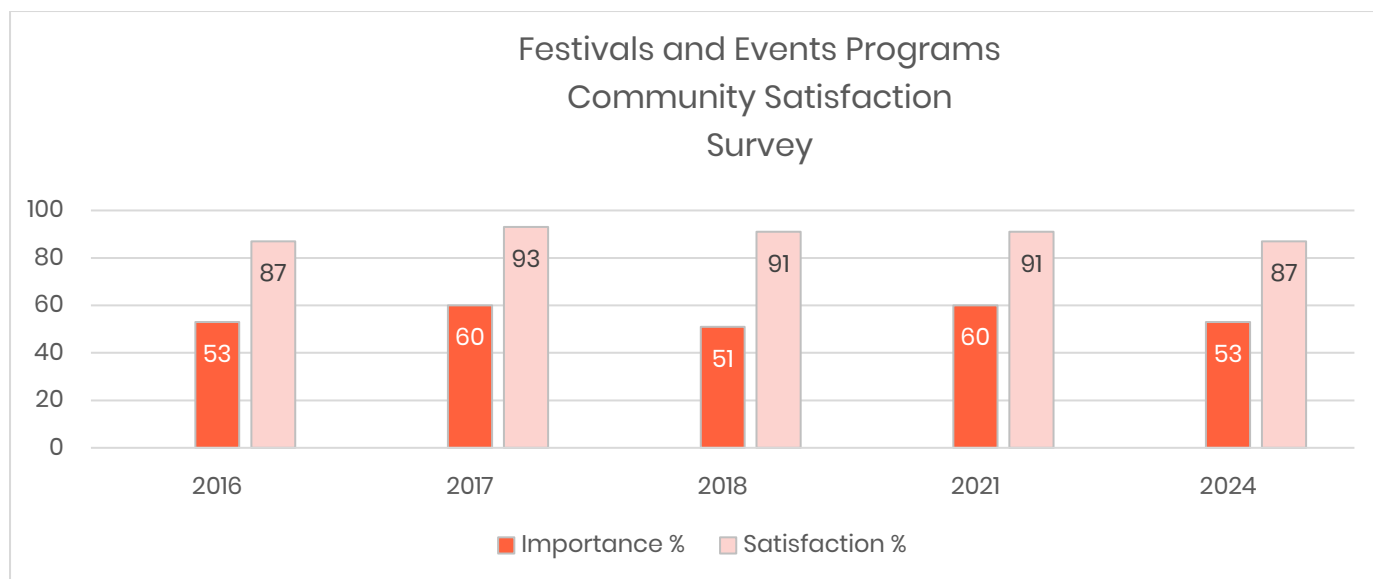
Operational Plan Actions 2025/26

3.1.1.1	*Deliver the program of Council produced events
3.1.1.2	*Partner with community and creative groups to deliver events, providing support and advice

*Council priority

Key Performance Measures 2025/26

		Target
3.1.1a	Percentage of major events completed every 6 months	90%
3.1.1b	Number of stakeholders (organisations including community and business) engaged through events program every 6 months	500
3.1.1c	Percentage of local stakeholder participation in events program every 6 months	80%
3.1.1d	Culture Counts' measures meet or exceed the national local government benchmark (Target= >50%)	>50%



Service Levels

Program	Council-delivered program of events as determined at the commencement of each financial year
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Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	51	52	53	55
Interest Income	-	-	-	-
Other Income	19	19	19	19
Profit or (Loss) on Disposal	-	-	-	-
Total Income	70	71	72	74
Expenses from Continuing Operations				
Employee Costs	1,224	1,252	1,284	1,316
Borrowing Costs	-	-	-	-
Materials & Services	1,288	1,288	1,288	1,288
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	2,512	2,540	2,572	2,604
Total Surplus/(Deficit) before Funding	(2,442)	(2,469)	(2,499)	(2,530)
Operating Grants & Contributions				
Operating Grants	10	10	10	10
Total Surplus/(Deficit) after Operating Grants	(2,432)	(2,459)	(2,489)	(2,520)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(711)	(741)	(765)	(786)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	3,144	3,199	3,255	3,306
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

16. Facilities Management



Directorate: Property and Major Projects

Responsible Officer: Manager, Facilities Management

Description

This service manages and maintains all Council owned properties and facilities to maximise benefits to the community. It includes trade services.



Activities

- Manage graffiti in public places
- Undertake scheduled and reactive maintenance programs associated with building management
- Ensure buildings meet compliance obligations
- Provide technical support for Council projects

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 2: Liveable, connected neighbourhoods and transport

Outcome 2.4 Safe, clean and accessible public places

Strategy 2.4.3 Manage public spaces and community safety

Strategic Direction 5 Progressive, responsive and effective civic leadership

Outcome 5.2 Responsible, transparent management and future planning

Strategy 5.2.3 Deliver financial sustainability to manage public resources responsibly

Delivery Program Principal Activities 2025–29

2.4.3 Manage graffiti in public spaces

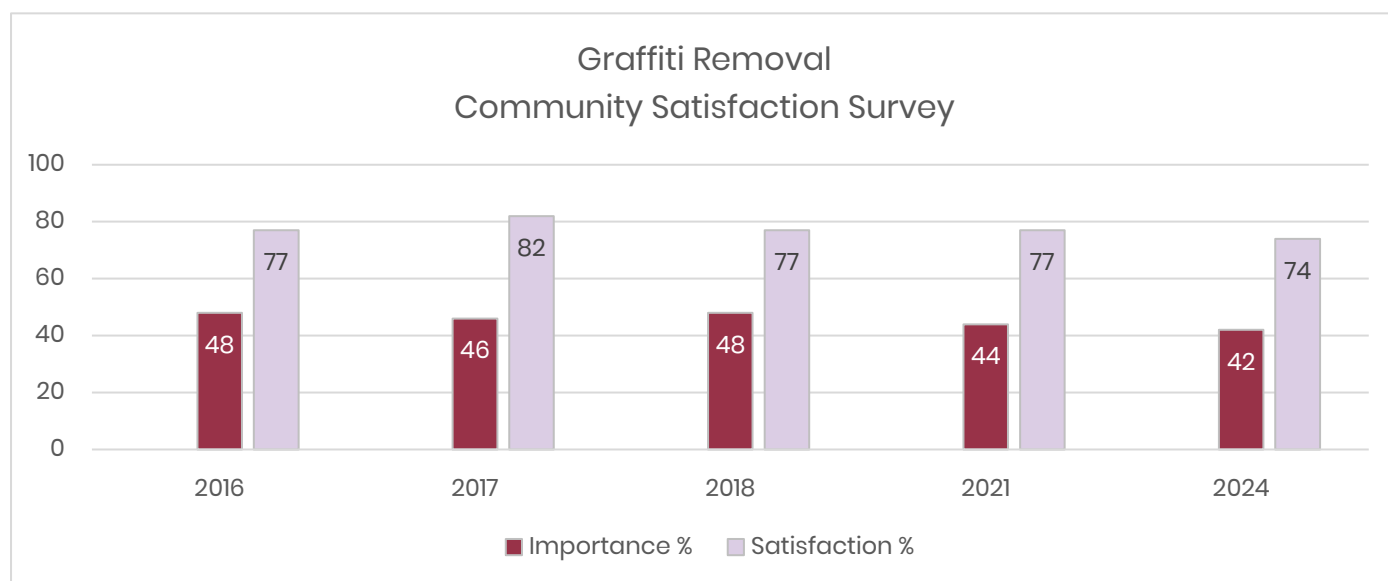
5.2.3 Undertake the scheduled and reactive maintenance program on council facilities and ensure buildings meet compliance obligations for safety and occupancy

Operational Plan Actions 2025/26

2.4.3.6	Develop and implement the Graffiti policy
5.2.3.4	Manage and maintain Council's facilities and operation
5.2.3.5	Undertake regular building condition audits of Council owned properties and facilities

Key Performance Measures 2025/26

		Target
2.4.3j	Percentage of public facilities cleaned to Council's standards per year	85%
2.4.3k	Percentage of customer requests regarding public toilets resolved within 10 working days	<20%
5.2.3j	Percentage of reactive building maintenance attended to annually (achievement of the reactive maintenance matrix in One Council)	60%
5.2.3k	Percentage of customer requests regarding public toilets resolved within 10 working days per year	<20%



Service Levels

Graffiti removal	Offensive graffiti removed within 24 hours
Graffiti removal	Ad hoc graffiti within ten business days
Fire compliance	Ensure Council's operational buildings meet fire compliance obligations for occupancy safety
Maintenance	Undertake scheduled and reactive maintenance on all 311 Council owned or operated buildings
Specific maintenance	Work with sporting clubs and community representatives to deliver specific maintenance work on the venues

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	-	-	-	-
Expenses from Continuing Operations				
Employee Costs	2,543	2,593	2,661	2,727
Borrowing Costs	-	-	-	-
Materials & Services	5,769	5,809	5,851	5,894
Other Expenses	-	-	-	-
Depreciation & Amortisation	2,650	2,703	2,757	2,812
Total Expense	10,963	11,106	11,269	11,433
Total Surplus/(Deficit) before Funding	(10,963)	(11,106)	(11,269)	(11,433)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(10,963)	(11,106)	(11,269)	(11,433)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	9,287	9,365	9,491	9,626
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	1,676	1,740	1,777	1,807
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

17. Finance



Directorate: Corporate

Responsible Officer: Chief Financial Officer

Description

This service is responsible for managing Council's financial position and financial commitments in accordance with the Local Government Act 1993, Local Government (General) Regulation 2005, the Local Government Code of Accounting Practice and Financial Reporting and the Australian Accounting Standards.



Activities

- Develop budgets and oversee budget management
- Financial reporting
- Manage wages

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 5: Progressive, responsive, and effective civic leadership

Outcome 5.2	Responsible, transparent management and future planning
Strategy 5.2.3	Deliver financial sustainability to manage public resources responsibly

Delivery Program Principal Activities 2025–29

5.2.3	Manage Council's financial position, budgeting, reporting, wages and rating cycle business processes
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Operational Plan Actions 2025/26

5.2.3.2	Manage Council's financial position ensuring Council is financially sustainable moving forward.
5.2.3.3	Review Long-Term Financial Plan as part of Resourcing Strategy
5.2.3.6	Report on progress meeting OLG benchmarks for different ratios
5.2.3.7	*Undertake a project to establish regular rate customer payments

*Council priority

Service Levels

Payroll	Employees paid weekly (52) Superannuation monthly
Accounts payable	Process within 7 days
Accounts receivable	Paid within 30 days of receipt
Rates	Quarterly community invoices (August, November, February and May) Quarterly reminder notices (September, December, March and June)
Financial Reporting and Audit	Financial statements once per year Month end process within 5 working days
Budgeting and Long-Term Financial Plan	Reviewed annual
Quarterly Budget Reviews	To be provided on a quarterly basis in Council's reports
Management Reporting	To be updated on Councils website monthly



Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	400	400	400	400
Interest Income	-	-	-	-
Other Income	350	350	350	350
Profit or (Loss) on Disposal	-	-	-	-
Total Income	750	750	750	750
Expenses from Continuing Operations				
Employee Costs	4,907	5,007	5,137	5,265
Borrowing Costs	-	-	-	-
Materials & Services	727	727	727	727
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	5,634	5,734	5,864	5,992
Total Surplus/(Deficit) before Funding	(4,884)	(4,984)	(5,114)	(5,242)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(4,884)	(4,984)	(5,114)	(5,242)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	4,983	5,082	5,213	5,341
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	(99)	(99)	(98)	(98)
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

18. Fleet

Directorate: Engineering

Responsible Officer: Manager,
Resource Recovery and Fleet

Description

This service manages and administers Council's fleet and plant asset management program ensuring efficient and effective mechanical repairs and maintenance for Council motor vehicles, plant and equipment.



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 2: Liveable, connected neighbourhoods and transport

Outcome 2.4 Safe, clean and accessible public places

Strategy 2.4.3 Manage public spaces and community safety

Delivery Program Principal Activities 2025–29

2.4.3 Manage and administer Council's fleet and plant asset management program

Operational Plan Actions 2025/26

2.4.3.5 Implement the Sustainable Fleet Transition Plan and the amount of EV equipment and vehicles across Council

Service Levels

Replacement of lease back vehicles	Ordered within 2 years
Larger plant and equipment	Tender process undertaken for replacement within 6 years
Mechanics Workshop	All vehicles serviced in-house and within manufacturers specifications
Fleet Insurances	Yearly registration processes are undertaken and insurances maintained

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	647	662	677	693
Profit or (Loss) on Disposal	500	2,034	1,520	1,580
Total Income	1,147	2,696	2,197	2,274
Expenses from Continuing Operations				
Employee Costs	2,484	2,538	2,603	2,668
Borrowing Costs	-	-	-	-
Materials & Services	3,873	3,905	3,938	3,969
Other Expenses	-	-	-	-
Depreciation & Amortisation	2,859	2,917	2,975	3,034
Total Expense	9,216	9,359	9,516	9,671
Total Surplus/(Deficit) before Funding	(8,070)	(6,663)	(7,318)	(7,397)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(8,070)	(6,663)	(7,318)	(7,397)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	7,521	7,723	7,866	7,957
Funding from/(to) Restricted Funds	(7,116)	(6,402)	(6,731)	(6,785)
Funding from/(to) General Funds	7,664	5,342	6,184	6,225
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

19. Governance and Risk



Directorate: Corporate

Responsible Officer: Senior Manager,
Governance and Risk

Description

This service ensures Council employs sound governance and risk management.

Activities

- Work, health and safety
- Fraud and corruption prevention and compliance practices
- Administer Council's public liability insurance matters
- Audit, Risk and Improvement Committee and Council's internal audit functions
- Prepare the Council meeting business papers, provides meeting support and assesses
- Determine Government Information Public Access (GIPA) applications and investigates privacy matters
- Support the Councillors and the Mayor and ensure local government elections are conducted consistent with legislative requirements

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 5: Progressive, responsive and effective civic leadership

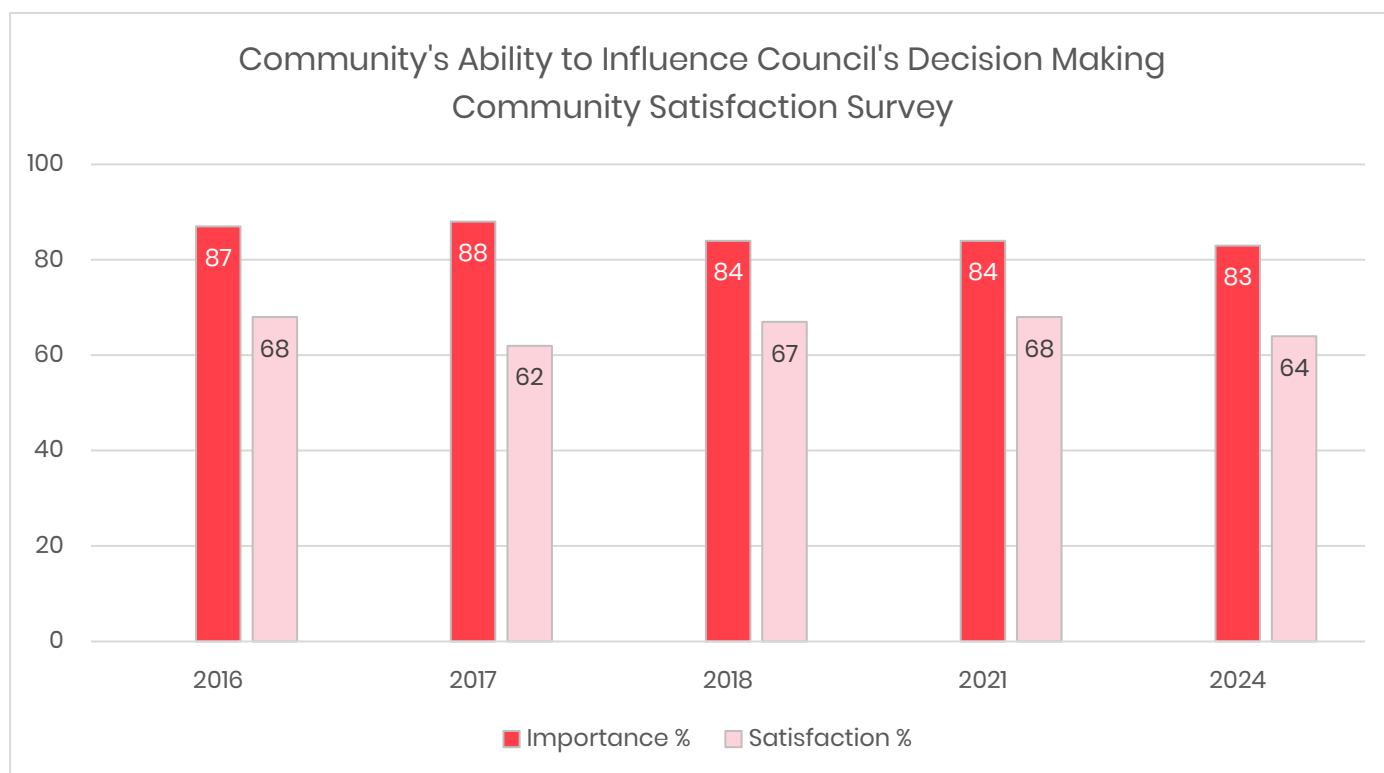
Outcome 5.1	Responsive customer service
Strategies 5.1.2	Continuously improve our performance to meet community needs
Outcome 5.2	Responsible, transparent management and future planning
Strategy 5.2.2	Provide responsible, sustainable, ethical and open local government
Outcome 5.3	Engaged and informed community
Strategy 5.3.3	Deliver evidence-based Council decision-making

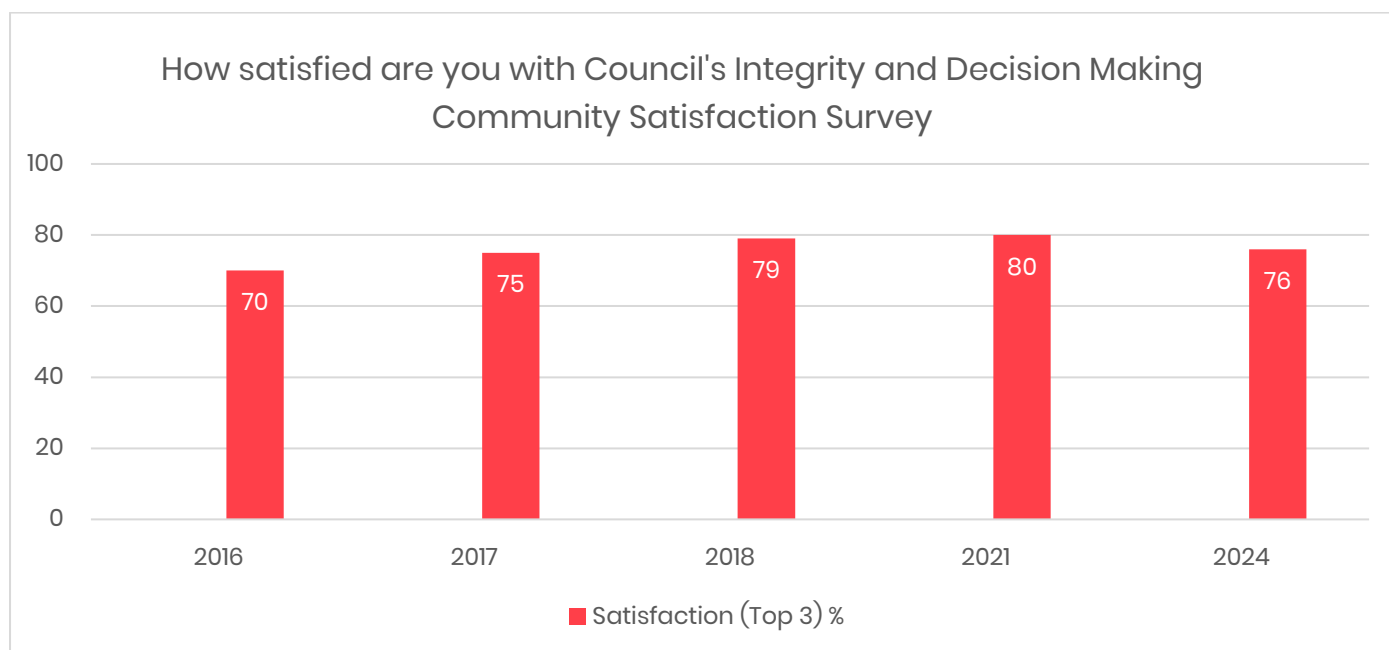
Delivery Program Principal Activities 2025–29

5.1.2	Manage work, health and safety strategy implementation
5.2.2	Manage the Audit, Risk and Improvement Committee functions, governance, risk, internal and external audit, fraud and corruption prevention
5.3.3	Provide business papers, actions and minutes of Council meetings, extraordinary meetings and Committees including processing notice of motions and mayoral minutes
5.3.3	Administer local government elections and support their statutory requirements, engage election service providers, and maintain non-residential roll
5.3.3	Maintain Council resolutions registers

Operational Plan Actions 2025/26

5.2.2.3	Maintain Council's compliance, delegations, policies and fraud and corruption registers
5.2.2.4	Develop and implement an ongoing governance education program
5.3.3.1	Manage and coordinate ten Council Citizenship Ceremonies Per year
5.3.3.2	Manage Council's meetings and business papers systems





Key Performance Measures 2025/26

		Target
5.2.2c	Percentage of Privacy Complaints responded to within 5 business days of receipt	100%
5.2.2d	Percentage of ARIC recommendations implemented within agreed timeframes	100%
5.3.3a	Percentage of Council resolutions that are implemented as per the agreed timeframes	95%
5.3.3b	Percentage of Ordinary Council Agenda papers published on website one week prior to Ordinary Council Meetings	100%
5.3.3c	Percentage of Ordinary Council Meeting Minutes published on website within one week of Ordinary Council Meeting	100%
5.3.3d	Percentage of professional development program prepared for Mayor and each Councillor post September 2024 election	100%

Service Levels

Ordinary Council Meetings	<ul style="list-style-type: none">• Ten meetings per year• Publish Ordinary Council Agenda and business papers on website one week prior to the meeting• Publish Ordinary Council Meeting Minutes on website within one week of this meeting
Audit, Risk and Improvement Committee meetings	Held 4 times per year and extraordinary meeting to consider Council's Annual Audited Financial Statements
Privacy complaints	Responded to within 5 business days
Citizenship ceremonies	Conduct 10 per year

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	8	8	8	9
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	8	8	8	9
Expenses from Continuing Operations				
Employee Costs	3,631	3,709	3,802	3,895
Borrowing Costs	-	-	-	-
Materials & Services	4,768	4,870	4,975	6,485
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	8,399	8,579	8,777	10,379
Total Surplus/(Deficit) before Funding	(8,391)	(8,571)	(8,768)	(10,371)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(8,391)	(8,571)	(8,768)	(10,371)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	7,559	7,700	7,858	9,186
Funding from/(to) Restricted Funds	-	-	-	(965)
Funding from/(to) General Funds	832	871	911	2,150
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

20. Information and Communications Technology



Directorate: Corporate

Responsible Officer: Chief Information Officer

Description

This service manages and delivers a fit for purpose Information and Communication Technology (ICT) environment for internal and external customers that is current, secure, and reliable to all council facilities. This includes reporting on Council's digital information and data assets, access and secure storage, including spatial data, as well as maintaining Council's core line of business applications and user productivity applications.

Activities

- Support and maintain ICT hardware, software and data domains
- Manage hardcopy and digital information
- Manage ICT security and compliance
- Manage spatial data
- Design, develop and deploy new software solutions

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 5: Progressive, responsive and effective civic leadership

Outcome 5.2 Responsible, transparent management and future planning

Strategy 5.2.1 Plan to meet community needs and aspirations

Delivery Program Principal Activities 2025–29

5.2.1 Manage Information and Communication Technology services

Operational Plan Actions 2025/26

5.2.1.3 Manage Information and Communication Technology services

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	5	5	5	5
Profit or (Loss) on Disposal	-	-	-	-
Total Income	5	5	5	5
Expenses from Continuing Operations				
Employee Costs	5,643	5,760	5,909	6,057
Borrowing Costs	-	-	-	-
Materials & Services	141	141	141	141
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	5,784	5,901	6,050	6,198
Total Surplus/(Deficit) before Funding	(5,779)	(5,896)	(6,045)	(6,193)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(5,779)	(5,896)	(6,045)	(6,193)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	5,317	5,420	5,556	5,691
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	463	476	489	502
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

21. Legal Services



Directorate: General Manager's Office

Responsible Officer: General Counsel

Description

This service is responsible for reducing legal and governance risk and facilitating sound legal decisions. It develops and delivers legal knowledge training and represents Council's interest in courts.

Activities

- Litigation services – Land and Environment Court litigation concerning development application (class 1 appeals)
- Prosecution services – Local court prosecutions concerning illegal building works, failure to comply with Council Order, environmental offences, companion animal breaches, compliance with food standards
- Legal Advice – Local Government Administration, Planning Law, Property Law, Commercial Contracts and Regulatory processes
- Property transactions and commercial review of contracts

Community Strategic Plan – Our Inner West 2041 alignment

Strategic Direction 5: Progressive, responsive and effective civic leadership

Outcome 5.2	Responsible, transparent management and future planning
Strategy 5.2.2	Provide responsible, sustainable, ethical and open local government

Delivery Program Principal Activities 2025–29

5.2.2	Provide litigation services, prosecution services, legal advice and property transactions
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Operational Plan Actions 2025/26

5.2.2.1	Provide training to staff on legal matters
5.2.2.2	Reduce the cost of Land and Environment Court class one matters to Council

Key Performance Measures 2025/26

		Target
5.2.2a	Maintain number of briefings to Council on the status of legal matters (February, May, August, November)	4
5.2.2b	Percentage of Land and Environment Court matters managed internally.	50%

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	1	1	1	1
Interest Income	-	-	-	-
Other Income	250	250	250	250
Profit or (Loss) on Disposal	-	-	-	-
Total Income	251	251	251	251
Expenses from Continuing Operations				
Employee Costs	1,416	1,444	1,481	1,518
Borrowing Costs	-	-	-	-
Materials & Services	1,043	1,043	1,043	1,043
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	2,459	2,487	2,524	2,561
Total Surplus/(Deficit) before Funding	(2,208)	(2,236)	(2,273)	(2,310)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(2,208)	(2,236)	(2,273)	(2,310)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	2,225	2,254	2,292	2,331
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	(17)	(18)	(19)	(21)
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

22. Libraries and History



Directorate: Community

Responsible Officer: Senior Manager,
Libraries

Description

This service provides eight libraries across the Inner West where the community can access free information, technology, programs, collections and spaces to encourage lifelong learning.

Activities

- Book borrowing including e-Book and audiobooks
- Magazines and newspapers
- Computer and internet access
- Online resources and databases including educational resources
- Children's programs and activities such as story time sessions
- Youth programs and services
- Adult programs and workshops including author talks, book clubs, technology training and lectures
- Study spaces and meeting rooms



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 4: Healthy, resilient and caring communities

Outcome 4.3 Lifelong learning

Strategy 4.3.2 Provide libraries and technology

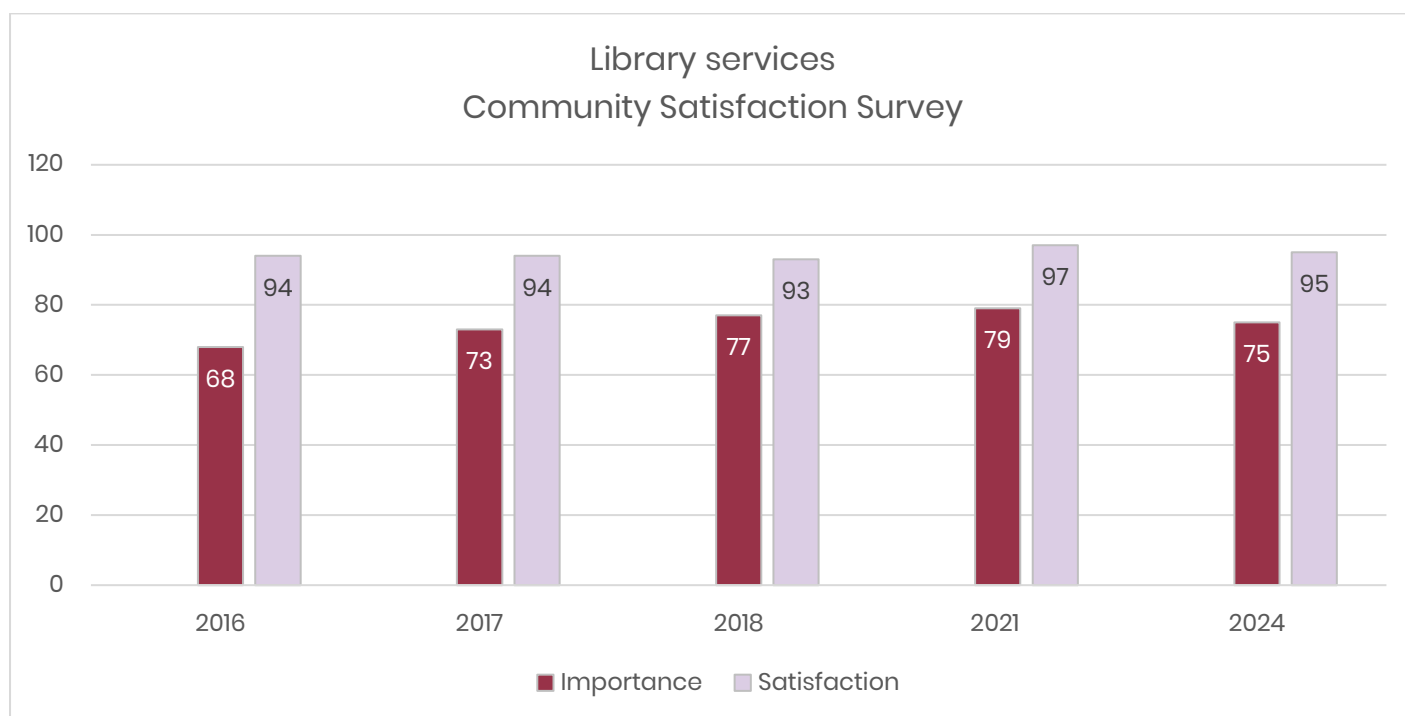
Delivery Program Principal Activities 2025–29

4.3.2 Provide libraries that connect our community through collections, programs, technology, and safe spaces

Operational Plan Actions 2025/26

4.3.2.1	Deliver Council's annual Young Creatives Awards program
4.3.2.2	Participate in and conduct the annual Public Library Evaluation Network Culture Counts survey.
4.3.2.3	Deliver Library and History programs
4.3.2.4	Provide historical information and source grant funding for a new war memorial in Loyalty Square
4.3.2.5	Deliver a new library app to improve customer experience
4.3.2.6	* Investigate embedding social workers in Council's library system
4.3.2.7	*Introduce City Talks to the Inner West Library system, giving residents an important opportunity to engage with city-shaping ideas and thinkers
4.3.2.8	* Expand seniors programming in Inner West libraries and increase funding to engage older people in library programming and events
4.3.2.9	*Host a series of Drag Story Times across our library network.

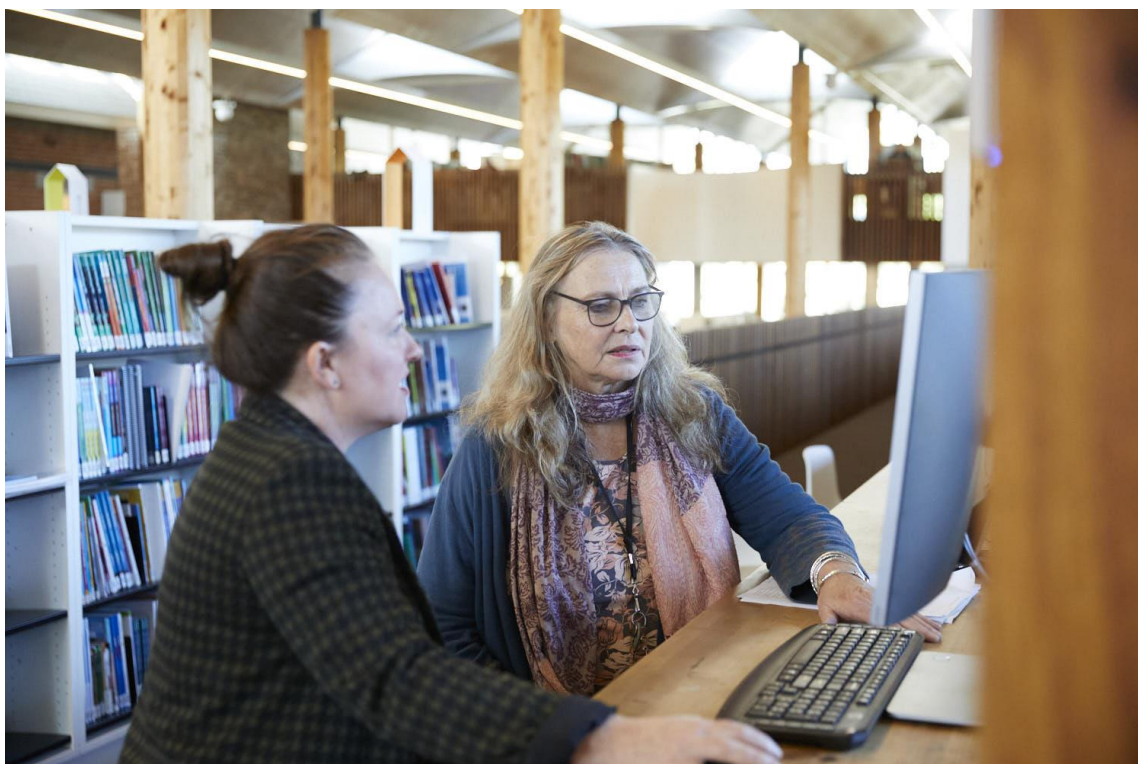
*Council priority

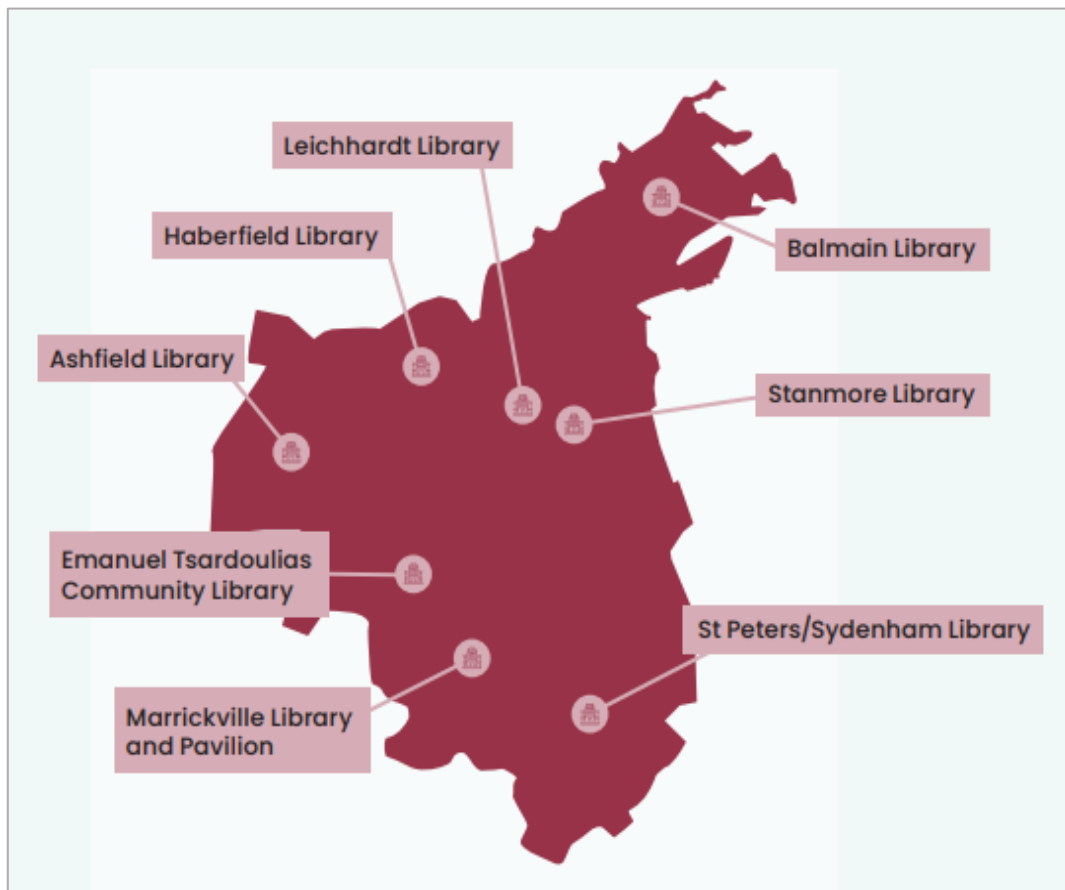


Key Performance Measures 2025/26

		Target
4.3.2a	*Maintain the number of active library members	84,000
4.3.2b	Maintain the percentage of library members relative to the population	50%
4.3.2c	Maintain the number of visits to Inner West Council libraries	1 million
4.3.2d	Maintain the total number of items borrowed from Inner West Council libraries	1.5 million
4.3.2e	Maintain the average borrowing frequency of physical collection items	4.5 million
4.3.2f	Maintain the number of public Wi-Fi 'log-ins' at libraries	3 million
4.3.2g	Percentage of library collection that is less than five years old	25%
4.3.2h	Maintain the number of e-resources loans/uses	700,000
4.3.2i	Number of public PC computer bookings	80,000
4.3.2j	Maintain the number of library and history programs participants	60,000
4.3.2k	Maintain the number of library and history programs delivered	2,000

*Council priority





Service Levels

Ashfield Library	Monday - Thursday, 9am to 7.30pm Friday, 9am to 5.30pm Weekends, 10am to 5pm
Balmain Library	Monday - Thursday, 9am to 7.30pm Friday, 9am to 5.30pm Weekends, 10am to 5pm
Emanuel Tsardoulis Community Library	Monday - Wednesday, 10am to 5.30pm Thursday, 12pm to 7.30pm Friday, 10am to 5.30pm Saturday, 10am to 4pm
Haberfield Centre and Library	Monday - Wednesday, 10am to 5.30pm Thursday, 12pm to 7.30pm Friday, 10am to 5.30pm Saturday, 10am to 4pm
Leichhardt Library	Monday - Thursday, 9am to 7.30pm Friday, 9am to 5.30pm Weekends, 10am to 5pm
Marrickville Library	Monday - Thursday, 9am to 7.30pm Friday, 9am to 5.30pm Weekends, 10am to 5pm
Stanmore Library	Monday - Wednesday, 10am to 5.30pm Thursday, 12pm to 7.30pm Friday, 10am to 5.30pm Saturday, 10am to 4pm
St Peters / Sydenham	Monday - Wednesday, 10am to 5.30pm Thursday, 12pm to 7.30pm Friday, 10am to 5.30pm Saturday, 10:00am to 4:00pm
Library events	Per annum of adult programs and activities Daily children's programs (excluding school holidays) 50 per annum of youth programs and activities Book Clubs 8 groups and 4 per annum
Justice of the Peace (JP) services	Weekly volunteer based at seven libraries
Home library service	150+ customers one delivery per week per customer

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	51	53	54	55
Interest Income	-	-	-	-
Other Income	8	8	9	9
Profit or (Loss) on Disposal	-	-	-	-
Total Income	60	61	63	64
Expenses from Continuing Operations				
Employee Costs	8,321	8,468	8,690	8,907
Borrowing Costs	-	-	-	-
Materials & Services	3,689	3,698	3,707	3,717
Other Expenses	25	25	25	25
Depreciation & Amortisation	1,252	1,277	1,303	1,329
Total Expense	13,287	13,468	13,725	13,978
Total Surplus/(Deficit) before Funding	(13,228)	(13,407)	(13,662)	(13,914)
Operating Grants & Contributions				
Operating Grants	579	579	579	579
Total Surplus/(Deficit) after Operating Grants	(12,649)	(12,828)	(13,083)	(13,335)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(3,462)	(3,622)	(3,752)	(3,857)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	16,111	16,450	16,836	17,192
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

23. Living Arts

Directorate: Community

Responsible Officer: Manager,
Creative Communities

Description

This service is responsible for promoting the Inner West as a leading destination for creativity and community participation in cultural life, as well as building new content, audiences and professional opportunities for artists.



Activities

- Perfect Match Street Art program
- Curate and deliver new creative content to fuel creativity and support the creative sector through the EDGE program
- Support independent arts sector, including emerging Aboriginal and Torres Strait Islander and culturally diverse artists
- Facilitate strategic partnerships with State and Local Government, universities, cultural organisations, corporate, business and community partners

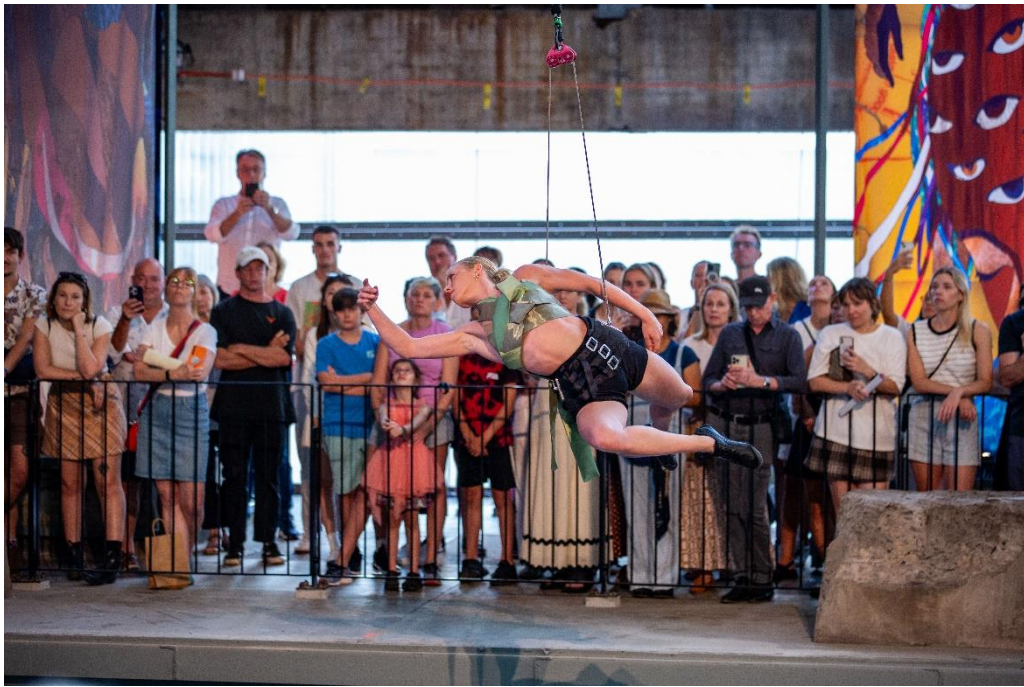
Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 3: Creative communities and a strong economy

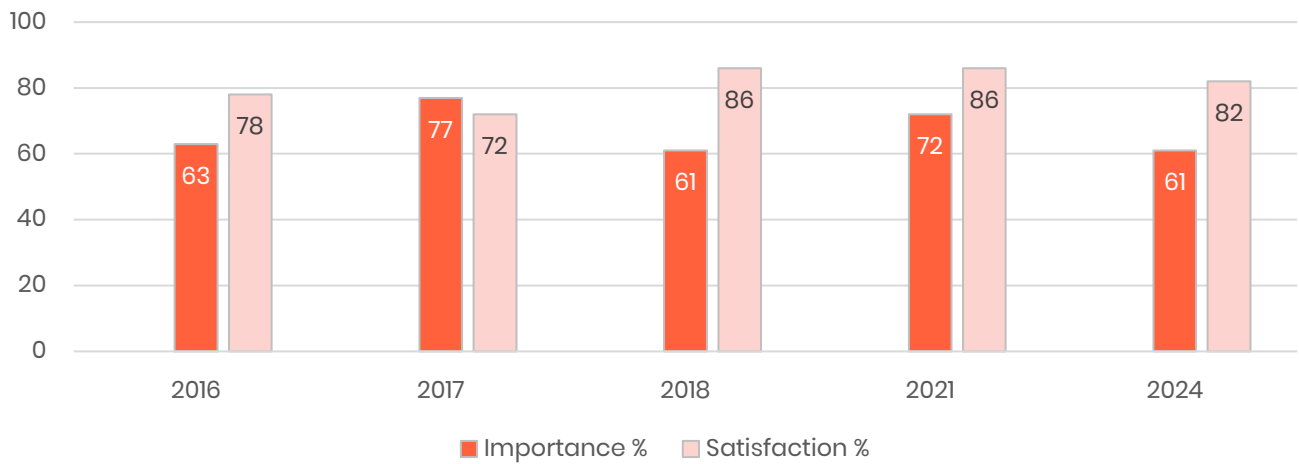
Outcome 3.1	Creativity and culture are valued and celebrated
Strategy 3.1.2	Celebrate and promote innovation for creative industries by providing local programs, including young and emerging talent

Delivery Program Principal Activities 2025–29

3.1.2	Deliver high quality public art in Council facilities, infrastructure, open spaces and main streets
3.1.2	Activate the public domain through commissions to showcase new works and deliver placemaking outcomes
3.1.2	Implement the Cultural Strategy and related plans



Supporting Local Artists and Creative Industries
Community Satisfaction Survey



Operational Plan Actions 2025/26

3.1.1.3	Review Cultural Strategy 2022-25 and implement remaining projects from Arts and Music Recovery Plan
3.1.1.4	Develop Creative Spaces framework to support local creatives to access Council-owned spaces
3.1.2.1	Support participation of Aboriginal creatives in delivering Council's arts programs
3.1.2.2	Support renewal of Creative Spaces program
3.1.2.3	Develop new Cultural Strategy
3.1.2.4	Deliver a cultural program in partnership with Biennale
3.1.2.5	*Deliver the Perfect Match program

*Council Priority

Key Performance Measures 2025/26

		Target
3.1.2a	Number of Perfect Match projects per year	20

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	1	1	1	1
Profit or (Loss) on Disposal	-	-	-	-
Total Income	1	1	1	1
Expenses from Continuing Operations				
Employee Costs	897	915	938	962
Borrowing Costs	-	-	-	-
Materials & Services	846	846	846	846
Other Expenses	31	31	31	31
Depreciation & Amortisation	28	28	29	29
Total Expense	1,802	1,820	1,845	1,869
Total Surplus/(Deficit) before Funding	(1,801)	(1,820)	(1,844)	(1,868)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(1,801)	(1,820)	(1,844)	(1,868)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(471)	(492)	(509)	(523)
Funding from/(to) Restricted Funds	71	-	-	-
Funding from/(to) General Funds	2,202	2,312	2,354	2,392
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

24. Parking and Ranger Services



Directorate: Planning

Responsible Officer: Senior Manager,
Regulatory Services

Description

This service is responsible for enforcing compliance such as parking management, animal welfare, ranger services, private tree management and overall regulatory services.



Activities

- Manage equitable access to on-street and Council's carpark spaces via proactive and reactive parking patrols
- Create a safer community through education and proactive patrols of school zones at drop off and collection times, and respond to complaints of illegal parking
- Support the local economy by ensuring the appropriate turnover of parking spaces as governed by restricted parking signage
- Resolve concerns regarding safe/unsafe building site practices, including environmental damage caused by water pollution
- Investigate concerns of unauthorised or improper use of public spaces, such as outdoor dining, goods on display and skip bins
- Administer legislation relating to unattended items including vehicles and shopping trolleys
- Promote responsible pet ownership and provide pet registration services
- Investigate complaints of dog attacks, barking dogs, stray and nuisance dogs

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 2: Liveable, connected neighbourhoods and transport

Outcome 2.4	Safe, clean and accessible public places
Strategy 2.4.3	Manage public spaces and community safety

Delivery Program Principal Activities 2025–29

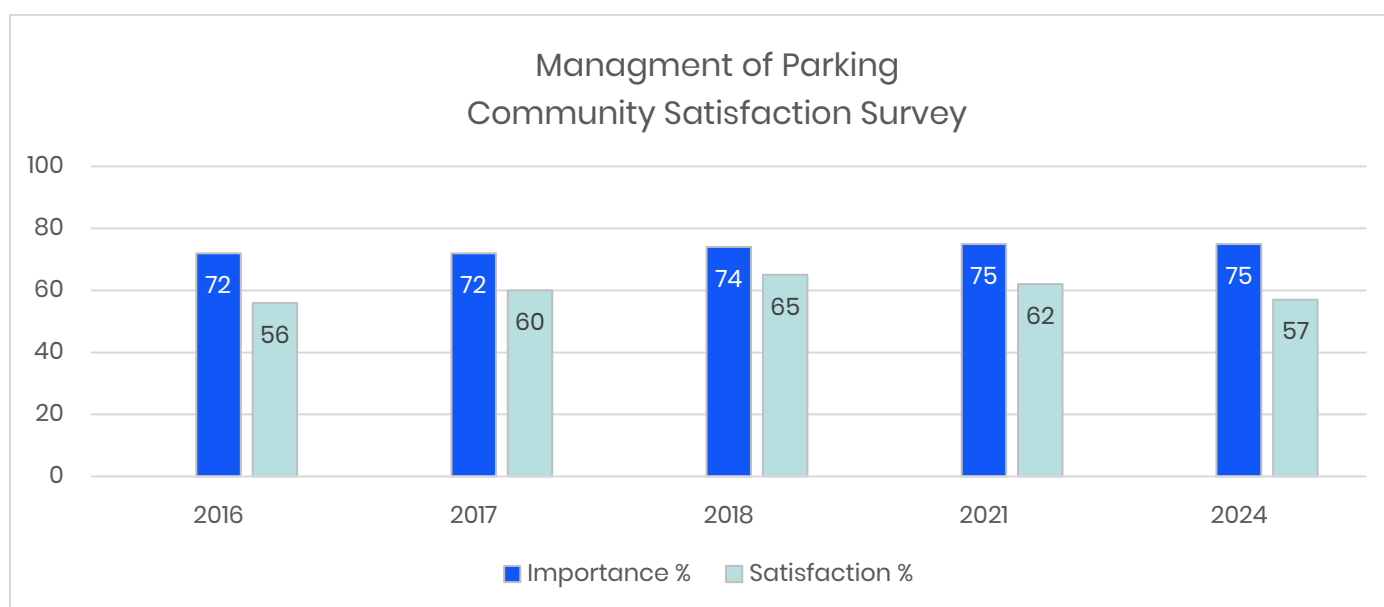
2.4.3	Monitor and regulate public spaces to ensure they are safe and inclusive
2.4.3	Provide companion animal management services and education to promote responsible pet ownership

Operational Plan Actions 2025/26

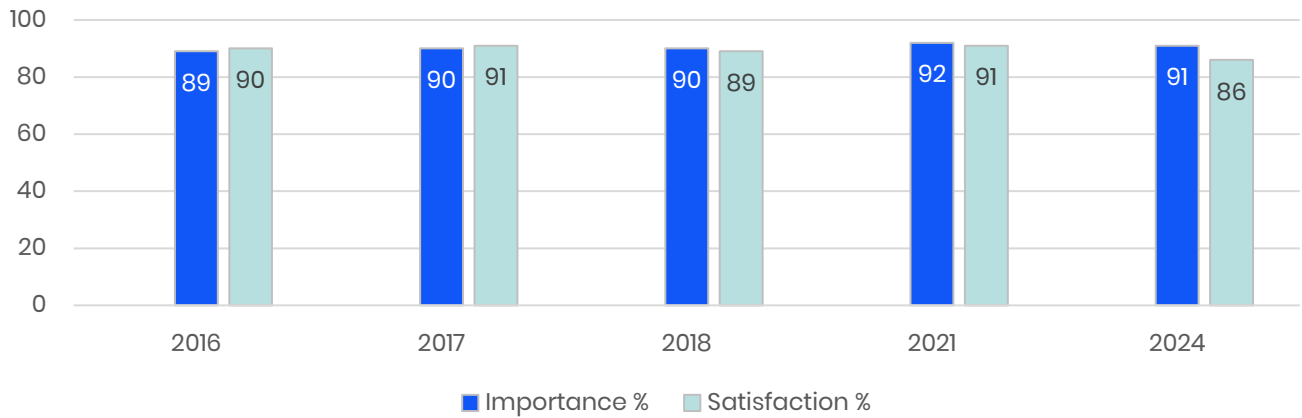
2.4.3.2	Undertake parking and ranger patrols
2.4.3.3	Promote responsible pet ownership, including information stands, programs or campaigns including off leash areas

Key Performance Measures 2025/26

		Target
2.4.3a	Conduct annual audit of outdoor dining approvals for compliance with consent conditions	90%
2.4.3b	Number of patrols of restricted parking areas	3,000
2.4.3c	Number of safety patrols of school zones during term	600
2.4.3d	Percentage of responses to customer requests regarding dangerous or illegal parking (within 3 hours)	80%
2.4.3e	Number of park patrols for companion animal education to identify legislative breaches	750



Safe Public Spaces Community Satisfaction Survey



Service Levels

Customer Requests	Initial response to customer request within 10 business days
Parking	PIN data correction less than 1% Maintain an overall average of response times to dangerous parking and blocked driveways in less than four hours
Regulatory Support	DRIVES audit (vehicle registration check). No unauthorised access to DRIVES 24 database as per external audit. Revenue NSW requests responded to within 14 days, target at 95%



Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	290	297	305	312
Interest Income	-	-	-	-
Other Income	16,603	16,603	16,603	16,603
Profit or (Loss) on Disposal	-	-	-	-
Total Income	16,893	16,900	16,908	16,915
Expenses from Continuing Operations				
Employee Costs	7,986	8,145	8,357	8,564
Borrowing Costs	-	-	-	-
Materials & Services	2,665	2,665	2,675	2,665
Other Expenses	1,455	1,455	1,455	1,455
Depreciation & Amortisation	-	-	-	-
Total Expense	12,106	12,265	12,487	12,684
Total Surplus/(Deficit) before Funding	4,787	4,636	4,421	4,231
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	4,787	4,636	4,421	4,231
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(3,674)	(3,836)	(3,966)	(4,058)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	(1,113)	(800)	(455)	(173)
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

25. Parks and Streetscapes Operations

Directorate: Engineering

Responsible Officer: Senior Manager,
Operations

Description

This service delivers the planning, maintenance and renovation of open spaces, streetscapes, parks, reserves, gardens and sports grounds.



Activities

- Mowing (verges, parks and recreation areas)
- Street sweeping
- Main street cleaning
- Weed control
- Road reserve and other parks landscaping
- High pressure cleaning – main street shopping areas

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 2: Liveable, connected communities, neighbourhoods and transport

Outcome 2.4 Safe, clean and accessible public places

Strategy 2.4.3 Manage public spaces and community safety

Delivery Program Principal Activities 2025–29

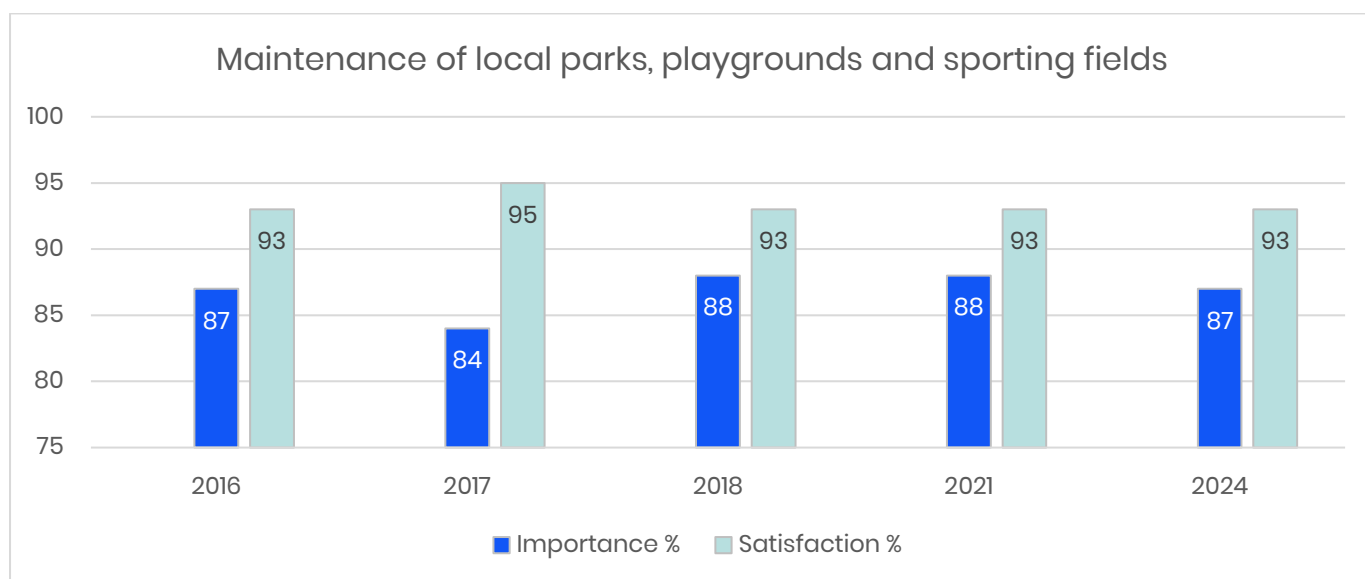
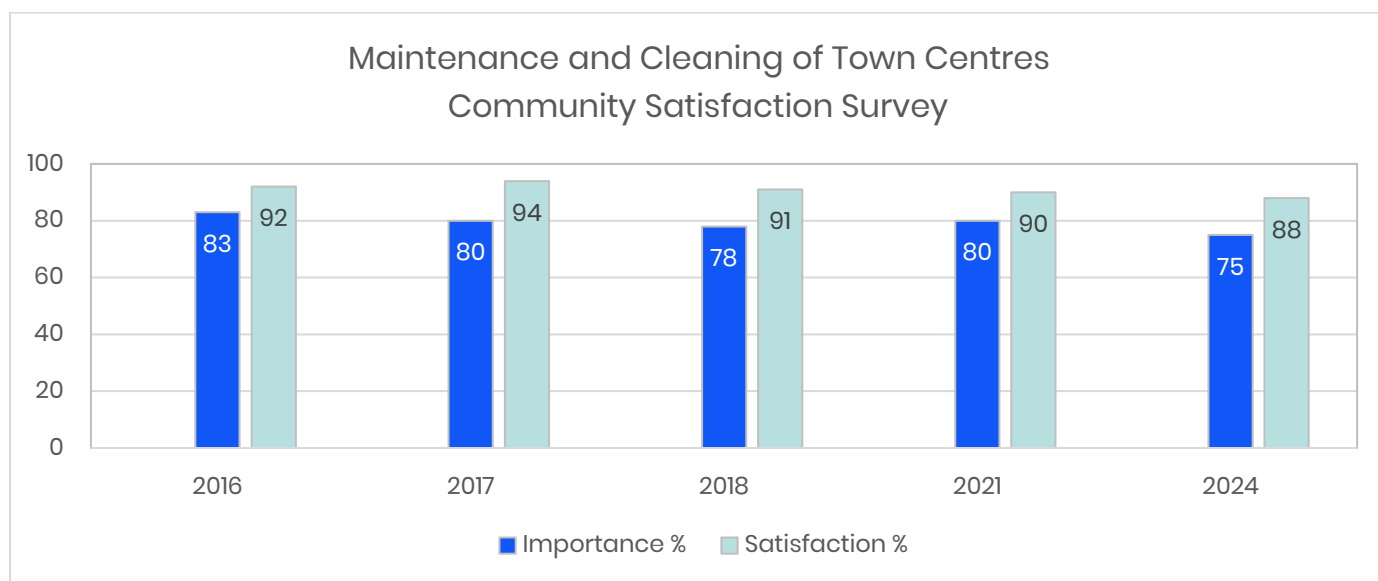
2.4.3 Deliver Council's streetscape, parks and landscape maintenance program

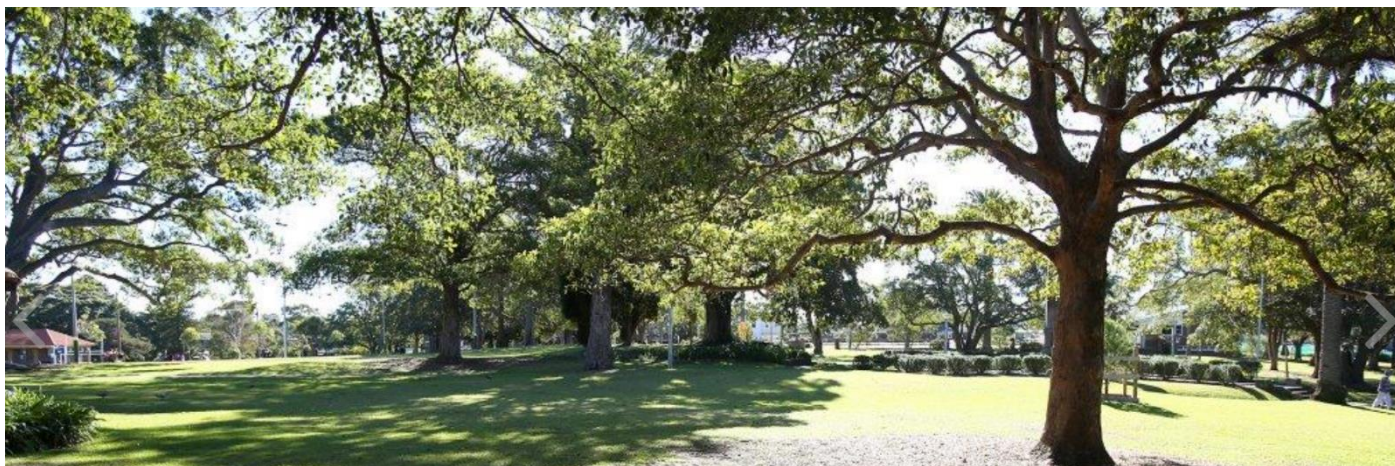
Operational Plan Actions 2025/26

2.4.3.4 Maintain open spaces, streetscapes, and parks

Performance Measures 2025/26

		Target
2.4.3f	Average number of days to complete a 40-day Street sweeping cycle	40
2.4.3g	Average number of working days to complete verge maintenance (mowing) from October to March	20
2.4.3h	Average number of working days to complete verge maintenance (mowing) from April to September	40
2.4.3i	Average number of days to complete high-pressure cleaning of each shopping centre every three months	60





Service Levels

Streetscape verge mowing in seasonal cycle times	Summer cycle verge mowing 20 working days (November to March) Winter cycle verge mowing 40 working days (April to October)
Streetscape main street shopping centre cleaning	Daily main street cleaning: 365 days
Residential non grass verge streets cleaning	Complete street clean of residential non-grass verge: 40 working days
Streetscape main street high pressure cleaning	Complete high-pressure cleaning of every main street streetscape shopping centre site. Quarterly service of all sites
Landscape Maintenance	Quarterly weed control along road reserve. Monthly maintenance to all landscaped areas within the road reserve in compliance with RMS Roads Act Guidelines and Regulations.
Parks open space and sports field mowing, maintenance, renovations and landscape maintenance	Regional parks: 42 per year High profile parks: 42 per year Sub-regional parks: 26 per year Neighbourhood parks: 15 per year Regional sports fields: 64 per year Sub regional sports fields: 46 per year
Sports field maintenance and renovation	Weekly line marking according to sports field bookings. Seasonal goal post installation and removal. Seasonal renovation of summer/winter sports pitches e.g. cricket into soccer pitch. Install and renovate at the start of winter and spring.
Playground equipment cleaning	Quarterly high-pressure cleaning of all sites
Park and playground cleaning, rubbish collection and hazard removal	Daily for regional parks and high-profile parks and weekly for neighbourhood parks

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	-	-	-	-
Expenses from Continuing Operations				
Employee Costs	15,325	15,611	16,022	16,422
Borrowing Costs	-	-	-	-
Materials & Services	3,365	3,894	3,953	4,013
Other Expenses	-	-	-	-
Depreciation & Amortisation	5,857	5,974	6,093	6,215
Total Expense	24,547	25,479	26,068	26,650
Total Surplus/(Deficit) before Funding	(24,547)	(25,479)	(26,068)	(26,650)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(24,547)	(25,479)	(26,068)	(26,650)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(9,688)	(10,102)	(10,430)	(10,703)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	34,235	35,581	36,498	37,353
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

26. Parks Planning

Directorate: Property and Major Projects

Responsible Officer: Parks and Public Domain Planning Manager

Description

This service plans for the provision, development and management of open space within Inner West, encourages an active and healthy community, and maintains a strong relationship with local schools, community sporting and culturally diverse groups, and state-level sporting associations. It also has the responsibility for the Public Domains planning functions.

Activities

- Parks plans of management and master plans
- Sports field allocations
- Parks bookings
- Public Domain planning



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 1: An ecologically sustainable Inner West	
Outcome 1.3	Healthy waterways
Strategy 1.3.2	Expand river swimming sites
Strategic Direction 2: Liveable, connected communities, neighbourhoods and transport	
Outcome 2.4	Safe, clean and accessible public places
Strategy 2.4.1	Ensure private spaces and developments contribute positively

to public spaces

Strategic Direction 4: Healthy, resilient, and caring communities

Outcome 4.2 Healthy and active

Strategy 4.2.2 Provide parks, playgrounds and open spaces.

Delivery Program Principal Activities 2025–29

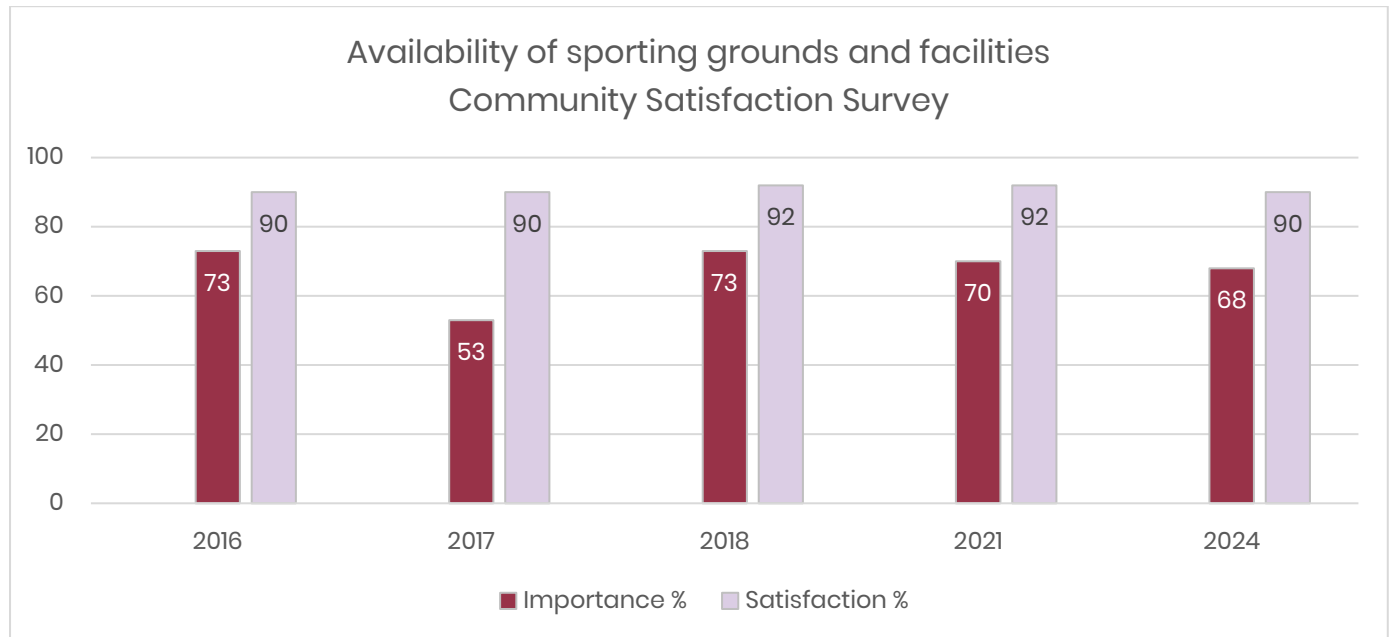
- 2.4.1 Design, deliver safe and inclusive programs and masterplans that upgrade public open spaces, town centres, and commercial centres
- 4.2.2 Deliver strategies for open space, sports and recreation facilities.
- 4.2.2 Manage open space, sporting grounds, recreation facilities and watercraft bays usage and bookings
- 4.2.2 Deliver the Sports and Recreation Infrastructure Grants Programs
- 4.2.2 Collaborate with key stakeholders to support and promote healthy and active community programs and events
- 5.4.1 Advocate for quality open space to be provided for current and future community recreation needs

Operational Plan Actions 2025/26

1.3.2.2	Investigate the feasibility of a swim site as part of the Mort Bay Plan of Management
2.4.1.1	Continue developing public domain master plans as per agreed program
2.4.1.2	Deliver the Main Streets Strategy
4.2.2.1	Prepare Park Plans of Management and masterplans for community and Crown Lands: Jarvie Park, Camperdown Memorial Rest Park, Wicks Park, Richard Murden Reserve and Jack Shanahan Reserve, and review POMP for Leichhardt Park and Tempe Reserve
4.2.2.2	*Complete a draft Plan of Management for Council's Pocket and Neighbourhood Parks
4.2.2.3	Implement the Rozelle Parklands and Easton Park Plan of Management and Masterplan
4.2.2.4	*Conduct community consultation on dual naming for one major park in each ward
4.2.2.5	*Improve lighting, access and safety along the Cooks River

Key Performance Measures 2025/26

		Target
4.2.2a	Number of sports forums held to engage the Inner West sports key stakeholders	2
4.2.2b	Maintain the number of parks bookings (e.g schools, commercial fitness trainers, weddings, picnics, excluding sporting ground bookings)	6,000
4.2.2c	Percentage utilisation of sporting grounds	>90%



Service Levels

Sporting ground allocations	95% of all seasonal sporting allocations completed in February and in August of each year
Customer Service Requests	Within ten working days
Plans of Management and Park Master Plans	A minimum of five Park Plans of Management completed annually
Sporting Partnerships	A minimum of two sporting forums with key sporting stakeholders held annually (1 per sporting season). Key stakeholder engagement undertaken for all major park capital upgrade programs (100%)

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	1,005	1,030	1,056	1,083
Interest Income	-	-	-	-
Other Income	30	30	30	30
Profit or (Loss) on Disposal	-	-	-	-
Total Income	1,035	1,061	1,086	1,113
Expenses from Continuing Operations				
Employee Costs	1,036	1,057	1,084	1,111
Borrowing Costs	-	-	-	-
Materials & Services	375	378	381	385
Other Expenses	-	-	-	-
Depreciation & Amortisation	617	629	642	655
Total Expense	2,028	2,064	2,107	2,151
Total Surplus/(Deficit) before Funding	(993)	(1,004)	(1,021)	(1,038)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(993)	(1,004)	(1,021)	(1,038)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(69)	(71)	(72)	(74)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	1,061	1,074	1,093	1,111
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

27. People and Culture



Directorate: Corporate

Responsible Officer: Senior Manager, People and Culture

Description

This service manages the lifecycle of employee including recruitment, professional development and performance management. It includes an agile, diverse, modern workforce to meet the resourcing needs of Council, facilitates sound industrial and consultative processes for industrial relations and employee relations. It enables a positive and safe workplace culture through effective leadership, systems and processes.



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 5: Progressive, responsive and effective civic leadership

Outcome 5.1	Responsive customer service
Strategy 5.1.2	Continuously improve our performance to meet community needs
Outcome 5.2	Responsible, transparent management and future planning
Strategy 5.2.1	Plan to meet community needs and aspirations

Delivery Program Principal Activities 2025–29

5.1.2	Manage and develop our staff, performance plans, organisation culture of improvement and innovation
5.1.2	Prepare, review and deliver the Workforce Management Strategy

Operational Plan Actions 2025/26

5.1.2.1	Deliver the annual staff training and development program
5.1.2.2	Deliver the Workforce Management Strategy 2025–29 year one actions
5.1.2.3	*Facilitate the annual disability traineeship program
5.1.2.4	*Work towards increasing the number of trainees, students, graduates and apprentices

* Council priority

Key Performance Measures 2025/26

		Target
5.1.2a	Percentage of eligible staff who have an assigned performance review	95%
5.1.2b	Percentage of staff turnover	<=18%
5.1.2c	*Increase in the number of trainees, students, graduates and apprentices per year	Establish a Baseline in 25/26

* Council priority

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	130	130	130	130
Profit or (Loss) on Disposal	-	-	-	-
Total Income	130	130	130	130
Expenses from Continuing Operations				
Employee Costs	4,205	4,271	4,354	4,438
Borrowing Costs	-	-	-	-
Materials & Services	1,096	1,056	1,096	1,056
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	5,301	5,327	5,450	5,493
Total Surplus/(Deficit) before Funding	(5,171)	(5,197)	(5,320)	(5,363)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(5,171)	(5,197)	(5,320)	(5,363)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	4,903	4,923	5,041	5,080
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	268	274	279	284
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

28. Procurement and Contracts

Directorate: Corporate

Responsible Officer: Manager,
Procurement and Contracts

Description

This service is responsible for overseeing and optimising buying goods, services and works to ensure council obtains best value for money. This includes applying probity standards and governance processes to procurement functions and ensuring legislative compliance.



Activities

- Provide of procurement advice and process support to staff
- Develop and maintain the Procurement Framework including manual and templates
- Manage TechOne contracts module and vendor panel system
- Statutory reporting on Council's contracts

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 5: Progressive, responsive and effective civic leadership

Outcome 5.2	Responsible, transparent management and future planning
Strategy 5.2.2	Provide responsible, sustainable, ethical and open local government
Outcome 5.4	Collaboration and valued partnerships
Strategy 5.4.3	Deliver positive outcomes for the community, economy and environment through strategic and innovative supply solutions

Delivery Program Principal Activities 2025–29

5.2.2	Ensure probity and compliance in procurement processes
5.4.3	Aim to increase spending with Inner West suppliers
5.4.3	Prefer suppliers that contribute to diversity in employment, e.g. Aboriginal
5.4.3	Subscribe to Supply Nation to offer opportunities for Aboriginal suppliers
5.4.3	Maintain our advanced sustainable procurement rating

Operational Plan Actions 2025/26

5.4.3.1	Manage Council's commitment to mitigate the risk of modern slavery in its operations, supply chains and community (annual)
5.4.3.2	Increase environmental, social, and governance (ESG) procurement across Council through the Sustainable Procurement Working Party

Key Performance Measures 2025/26

		Target
5.4.3a	Percentage of staff involved in procurement that have received training	95%
5.4.3b	Percentage of procurement events above \$10k that go through vendor panel	90%
5.4.3c	Percentage of purchased expenditure on local suppliers	8%
5.4.3d	Percentage of purchased expenditure on Aboriginal suppliers	1%



Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	5	5	5	5
Profit or (Loss) on Disposal	-	-	-	-
Total Income	5	5	5	5
Expenses from Continuing Operations				
Employee Costs	1,208	1,233	1,265	1,297
Borrowing Costs	-	-	-	-
Materials & Services	99	99	99	99
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	1,307	1,332	1,364	1,396
Total Surplus/(Deficit) before Funding	(1,302)	(1,327)	(1,359)	(1,391)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(1,302)	(1,327)	(1,359)	(1,391)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	1,120	1,140	1,168	1,196
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	183	187	191	195
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

29. Property and Strategic Investments



Directorate: Property and Major Projects

Responsible Officer: Manager, Property and Strategic Investments

Description

This service provides fit for purpose assets for the community through both Council and privately-operated facilities. The service also manages existing and new lease and licence agreements across the portfolio, recommending best practice strategic property investments for Council's building assets.



Activities

- Implement the Land and Property Strategy
- Maintain and update the Land and Property Register
- Review council assets as per property strategy to community needs are met
- Leasing of Council property including tendering and lease negotiation and management of strata properties, including rent reviews, arrears management, issues and dispute resolution, public notification and submissions
- Development of affordable housing on council land including management of Council's affordable housing portfolio
- Manage strategic property investment portfolio
- Negotiate and manage voluntary planning agreements for Council in accordance with Council's policy
- Continue to review and implement the long-term accommodation strategy

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 2: Liveable, connected neighbourhoods and transport	
Outcome 2.1	Housing for all
Strategy 2.1.1	Encourage greater housing diversity through development
Strategic Direction 5: Progressive, responsive and effective civic leadership	
Outcome 5.2	Responsible, transparent management and future planning
Strategy 5.2.3	Deliver financial sustainability to manage public resources responsibly

Delivery Program Principal Activities 2025–29

2.1.1	Facilitate and advocate for affordable and public housing and its retention, and work with developers, providers and the NSW state government to manage affordable and public housing opportunities
5.2.3	Manage Council's building assets and property portfolio including acquisition, sale, leasing, change of use and divestments
5.2.3	Manage Council's leased properties and community facilities

Operational Plan Actions 2025/26

2.1.1.1	Progress opportunities for delivery of affordable housing.
5.2.3.1	Provide property portfolio transaction and property management services.

Key Performance Measures 2025/26

		Target
5.2.3a	Percentage annual increase in gross income from Council's property portfolio	3%
5.2.3b	Number of property agreements in holdover annually	100%
5.2.3c	Percentage of progress in delivering affordable housing at the Hay Street car park with Link Wentworth annually	100%
5.2.3d	Percentage of progress in delivering affordable housing on Council-owned car parks annually	100%
5.2.3e	Percentage of the Land and Property strategy updated per year	100%
5.2.3f	Percentage of Land Register updates published on Council's website annually	100%
5.2.3g	Percentage of actions completed for the long-term accommodation strategy annually	100%
5.2.3h	Percentage of refurbishment works completed annually for Leichhardt Oval	100%
5.2.3i	Percentage of completion of the new customer service point in Marrickville	100%

Service Levels

Customer Inquiries	That 80% of all customer requests are addressed to within 10 business days
Strategic Property Investment Report	A strategic property investment report is issued quarterly to Council
Land and Property Register	The Land and Property Register is published annually at the start of the year

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	732	750	769	788
Interest Income	-	-	-	-
Other Income	9,410	9,465	9,159	8,129
Profit or (Loss) on Disposal	-	-	-	-
Total Income	10,142	10,215	9,928	8,917
Expenses from Continuing Operations				
Employee Costs	1,459	1,488	1,526	1,565
Borrowing Costs	-	-	-	-
Materials & Services	3,492	3,514	3,492	3,515
Other Expenses	-	-	-	-
Depreciation & Amortisation	3,321	3,387	3,455	3,524
Total Expense	8,272	8,389	8,473	8,604
Total Surplus/(Deficit) before Funding	1,870	1,826	1,455	313
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	1,870	1,826	1,455	313
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(223)	(239)	(212)	(171)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	(1,647)	(1,587)	(1,243)	(142)
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

30. Resource Recovery Operations



Directorate: Engineering

Responsible Officer: Manager,
Resource Recovery and Fleet

Description

This service is responsible for the delivery of resource recovery and waste services.

Activities

- Manage the delivery of Council's waste collection services, either directly or through contractors. Collection services include garbage, food and garden organic (FOGO), recycling, clean up services and hazardous items
- Manage the weekend transfer station and community recycling facilities



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 1: An ecologically sustainable Inner West

Outcome 1.5 Zero-waste

Strategy 1.5.1 Reduce residential waste and increase recycling

Strategy 1.5.2 Increase recovery of household organic material

Delivery Program Principal Activities 2025–29

1.5.1	Coordinate domestic and commercial waste services, and work towards zero waste in our residential waste collection and recycling services
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1.5.2	Improve Council's food and other recycling services
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Operational Plan Actions 2025/26

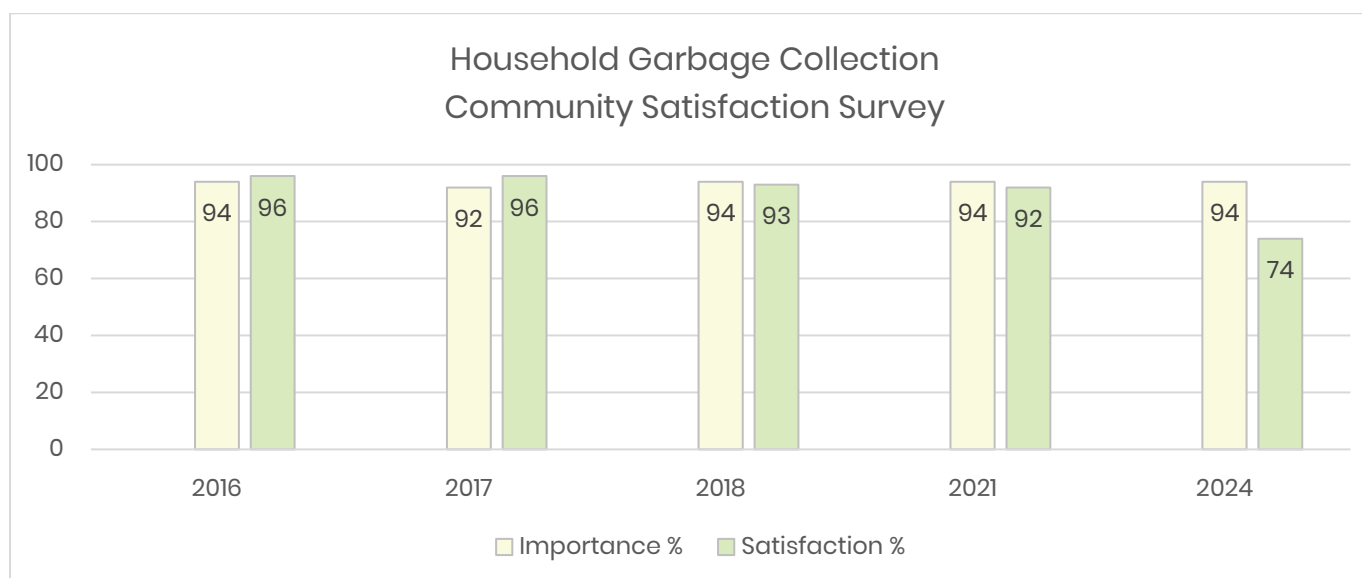
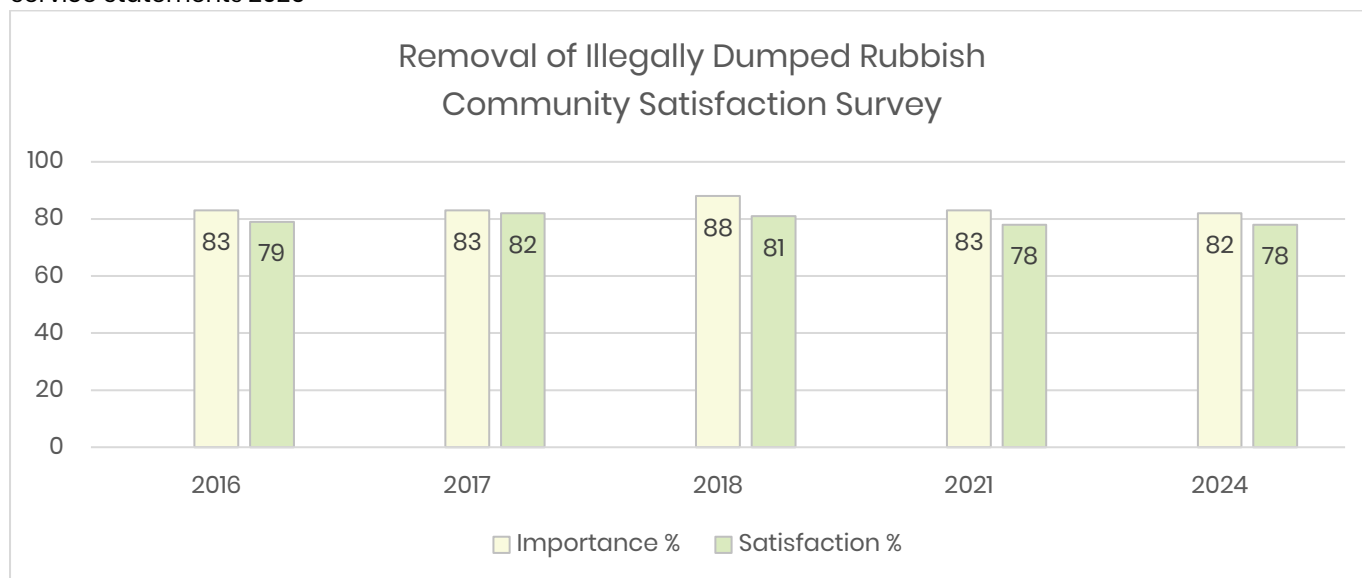
1.5.1i	Co-ordinate and deliver domestic and commercial waste collection services
1.5.25	*Trial FOGO and recycling in selected parks

*Council priority

Key Performance Measures 2025/26

		Target
1.5.1a	Increase the percentage of household items reused and recycled (Recovery rate) per year (2023/24 Baseline= 76%)	50%
1.5.1b	The percentage of booked clean ups through the Optimo booking system (Baseline 2023/24 =72,154) quarterly	>10%
1.5.1c	Reduce the percentage of illegal dumping incidents reported (Baseline 2023/24 = 13,706 incidents)	<5%
1.5.1d	Increase the percentage of material received at the Community Recycling Centres and Household Chemical Collection Events (Baseline 2023/24 = 185.5 tonnes)	>5%
1.5.1e	Increase the recycling rate of televisions and computers per year (Baseline 2023/24 = 79 kilograms)	6%
1.5.1f	Reduce the percentage of missed bins per year (Baseline 2023/24 = 32,589)	=>0.5%





Service Levels

Garbage	Weekly or fortnightly bin kerb collection service
Booked clean up	On demand collection service
Recycling	Fortnightly kerbside collection
Garden organics FOGO	Weekly 120L or 240L

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	44,323	47,439	49,801	52,024
User Charges & Fees	748	769	791	813
Interest Income	-	-	-	-
Other Income	66	67	69	71
Profit or (Loss) on Disposal	-	-	-	-
Total Income	45,137	48,275	50,661	52,907
Expenses from Continuing Operations				
Employee Costs	12,504	12,758	13,085	13,406
Borrowing Costs	-	-	-	-
Materials & Services	22,299	22,839	23,508	24,198
Other Expenses	5,269	5,427	5,590	5,758
Depreciation & Amortisation	-	-	-	-
Total Expense	40,071	41,023	42,183	43,362
Total Surplus/(Deficit) before Funding	5,065	7,252	8,477	9,545
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	5,065	7,252	8,477	9,545
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(6,805)	(7,089)	(7,313)	(7,486)
Funding from/(to) Restricted Funds	(145)	(2,092)	(3,144)	(4,090)
Funding from/(to) General Funds	1,884	1,929	1,980	2,031
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

31. Resource Recovery

Planning

Directorate: Planning

Responsible Officer: Senior Manager,
Environment and Sustainability

Description

This service empowers the community to work towards a zero-waste community through services, education and support.



Activities

- Build knowledge, improve skills, change attitudes and behaviour towards sustainable resource recovery
- Develop strategy, policy, major projects, bin rollouts, manage service changes, and advocacy

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 1: An ecologically sustainable Inner West	
Outcome 1.5	Zero waste
Strategy 1.5.1	Reduce residential waste and increase recycling
Strategy 1.5.2	Increase recovery of household organic material

Delivery Program Principal Activities 2025–29

1.5.1	Implement Council's Zero Waste Strategy through education, campaigns, monitoring and behaviour change projects
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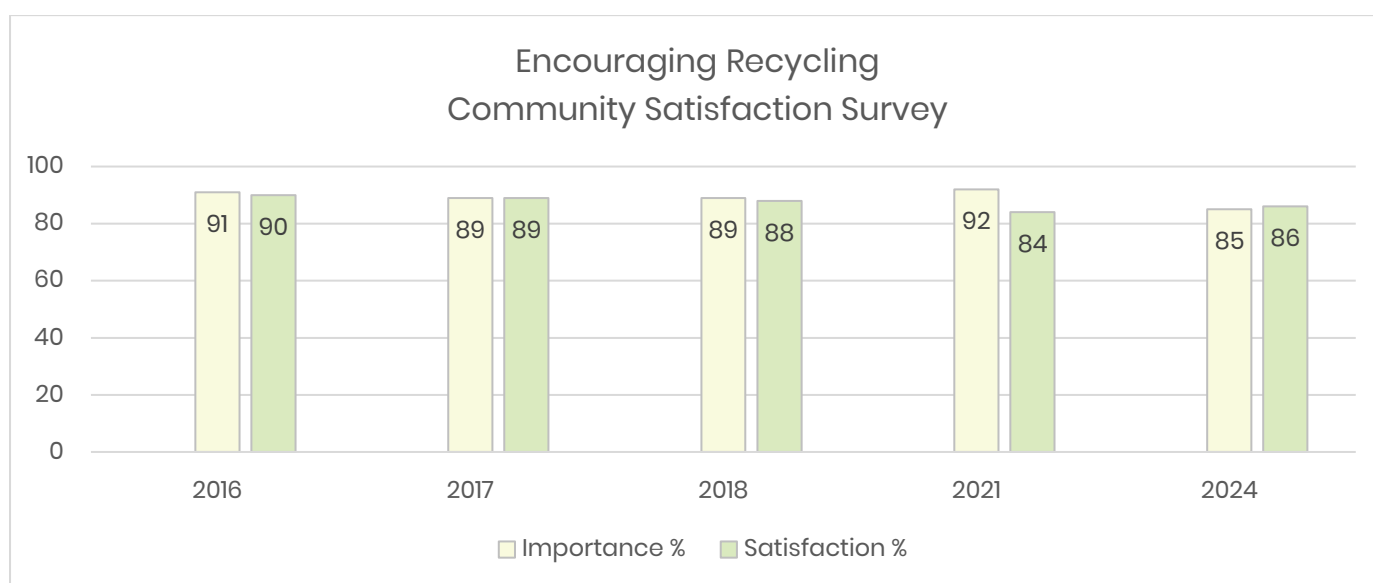
Operational Plan Actions 2025/26

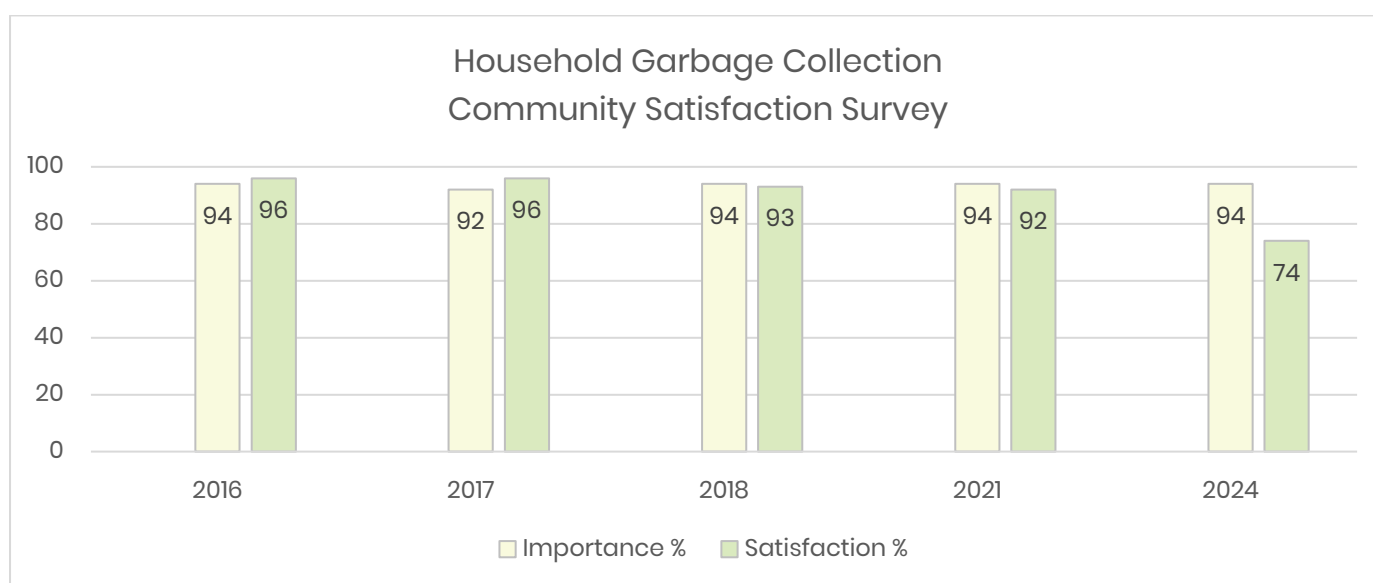
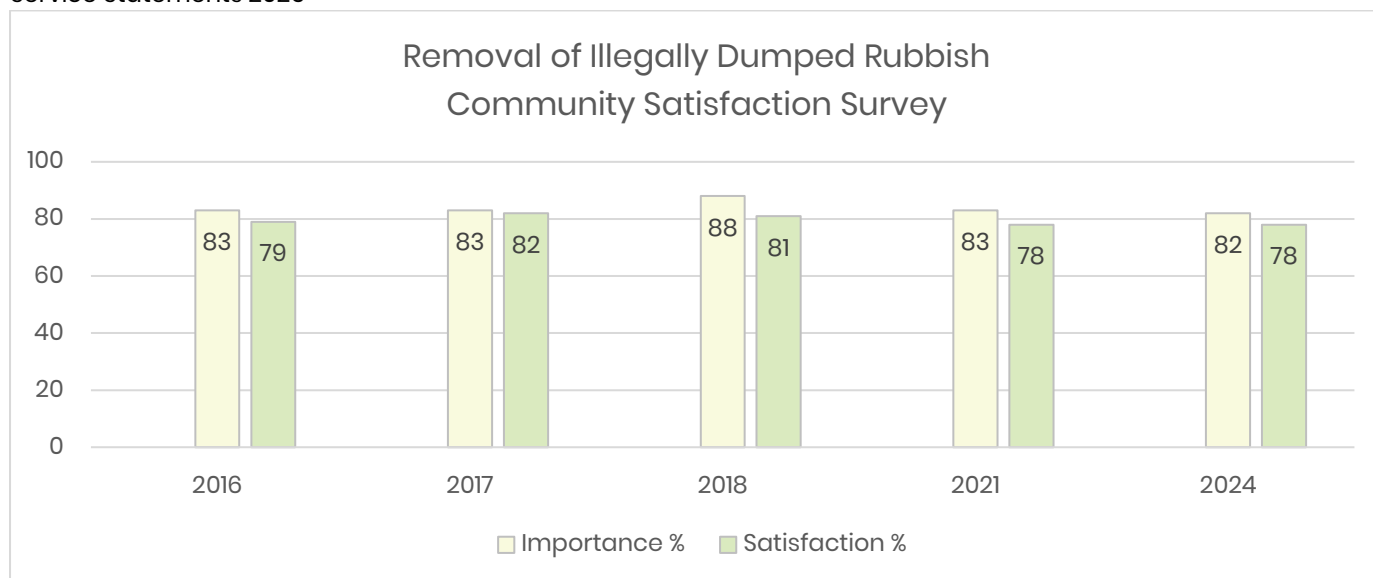
1.5.1.2	Implement education and contamination management strategies to maximise recycling rates
1.5.2.1	Commence the grant-funded litter reduction initiative in collaboration with other areas of Council and community groups
1.5.2.2	Identify and implement two new reverse vending machines for return and earn (10c refund on eligible containers)
1.5.2.3	*Embed Council's food recycling service (FOGO) to increase participation and recovery
1.5.2.4	*Progress circular economy initiatives within the Inner West

*Council priority

Key Performance Measure 2025/26

		Target
1.5.2a	Reduce waste to landfill (per capita in kilograms) per year	<12.5kg
1.5.2b	Increase the kilograms of organic material collected per resident by 5% annually (from baseline 2023/24 = 71.6kg)	>39.6
1.5.2c	Percentage of contaminated material recovered in the green-lid bin per year	<=6%
1.5.2d	Maintain an annual reduction of waste in red bins (tonnes) (23/24 Baseline: 30,539)	1600





Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	-	-	-	-
Expenses from Continuing Operations				
Employee Costs	1,607	1,642	1,686	1,728
Borrowing Costs	-	-	-	-
Materials & Services	1,697	654	479	629
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	3,304	2,296	2,165	2,357
Total Surplus/(Deficit) before Funding	(3,304)	(2,296)	(2,165)	(2,357)
Operating Grants & Contributions				
Operating Grants	100	100	20	20
Total Surplus/(Deficit) after Operating Grants	(3,204)	(2,196)	(2,145)	(2,337)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(619)	(648)	(671)	(690)
Funding from/(to) Restricted Funds	3,824	2,844	2,816	3,026
Funding from/(to) General Funds	(0)	0	-	-
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

32. Service Transformation

Directorate: Corporate

Responsible Officer: Senior Manager,
Service Transformation

Description

This service supports operational excellence and improvement across the entire organisation to ensure effective and efficient delivery of Inner West Council's purpose.

Activities

- Implement service improvements
- Undertake service reviews
- Deliver service improvement training and support
- Deliver enhanced customer experiences
- Manage and support the resolution of customer complaints
- Custodian for organisational management and training
- Project management system, training and assurance
- Digital customer experience platform
- Training and support in the Australian Business Excellence Framework
- Custodian for Change Management Framework and training



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 5: Progressive, responsive and effective civic leadership

Outcome 5.1	Responsive customer service
Strategy 5.1.1	Provide responsive and innovative customer services
Strategy 5.1.2	Continuously improve our performance to meet community needs

Delivery Program Principal Activities 2025–29

5.1.1	Support operational excellence and improvement across the organisation to ensure effective and efficient delivery of Council's purpose
5.1.2	Implement a program of service reviews

Operational Plan Actions 2025/26

5.1.1.1	*Implement the Customer Experience Strategy
5.1.1.2	Develop and implement a change management framework
5.1.1.3	Undertake business improvement initiatives
5.1.1.4	Deliver business improvement staff training program
5.1.1.5	Implement and report the service review program
5.1.2.5	Build a culture of Business Excellence
5.1.2.6	Develop a framework to map organisation critical processes
5.1.2.7	*Procure and implement a Website Content Management System
5.1.2.8	Develop and implement Digital Experience Platform

* Council priority

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	-	-	-	-
Expenses from Continuing Operations				
Employee Costs	2,243	2,291	2,350	2,409
Borrowing Costs	-	-	-	-
Materials & Services	795	970	950	977
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	3,037	3,261	3,301	3,386
Total Surplus/(Deficit) before Funding	(3,037)	(3,261)	(3,301)	(3,386)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(3,037)	(3,261)	(3,301)	(3,386)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	2,068	2,108	2,115	2,165
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	969	1,152	1,186	1,221
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

33. Social and Cultural Planning

Directorate: Community

Responsible Officer: Manager, Social and Cultural Planning

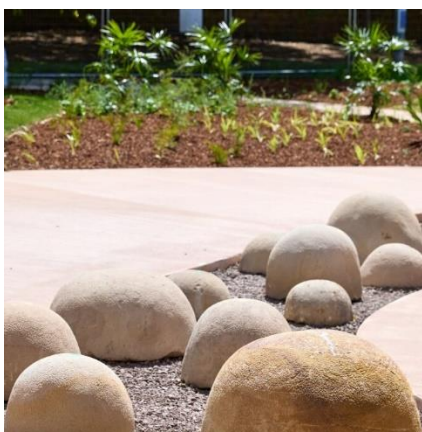
Description

This service develops social and cultural policies and strategies and coordinates delivery of the Disability Inclusion Action Plan and Reconciliation Action Plan across Council. The service protects and promotes local Aboriginal cultural heritage and history and provides social and cultural advice across Council. It also manages the annual grants program.



Activities

- Manage the annual grants program
- Research emerging social and cultural policy trends and their application
- Lead implementation of the Disability Inclusion Action Plan
- Lead implementation of Reconciliation Action Plan
- Anti-Racism Strategy
- Aboriginal Community Hub
- Aboriginal Survival Memorials



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 4: Healthy, resilient and caring communities	
Outcome 4.1	Welcoming, connected and inclusive
Strategy 4.1.1	Celebrate, value and respect diversity
Strategy 4.1.2	Build inclusivity, resilience and participation in community life
Strategy 4.1.3	Prioritise and celebrate Aboriginal and Torres Strait Islander needs and culture in policies, initiatives and strategies
Strategic Direction 5: Progressive, responsive and effective civic leadership	
Outcome 5.4	Collaboration and valued partnerships
Strategy 5.4.2	Build resilience and capacity of local leaders, groups and communities

Delivery Program Principal Activities 2025–29

4.1.1	Develop and implement the Children and Youth Strategy
4.1.2	Develop social and cultural policies and strategies
4.1.2	Lead the implementation of the Disability Inclusion Action Plan across Council.
4.1.3	Recognise Aboriginal and Torres Strait Islander needs and voices in plans, initiatives, policies and strategies
4.1.3	Lead the implementation of Aboriginal Reconciliation Action Plan
5.4.2	Manage the annual grants program to enable the community to develop projects and programs to address local needs

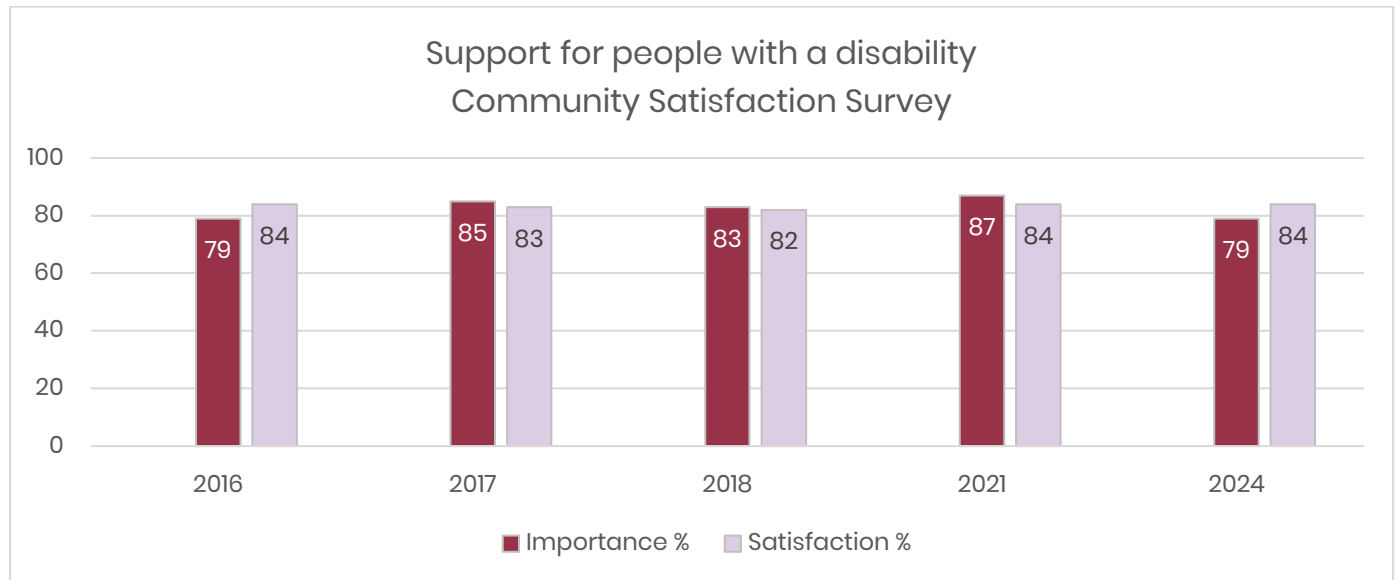
Operational Plan Actions 2025/26

4.1.1.5	Develop a Wellbeing Strategy
4.1.1.6	Lead the development and implementation of the Children and Youth Strategy
4.1.2.1	Lead the implementation of the Disability Inclusion Action Plan
4.1.3.1	*Deliver the second and third Aboriginal Survival memorials in Illoura Reserve (Balmain) and Kendrick Park (Tempe)
4.1.3.2	*Lead development of the Aboriginal Community Hub
4.1.3.3	Commence development of a new Reconciliation Action Plan
5.4.2.1	Manage Council's annual community grants program

*Council priority

Key Performance Measures 2025/26

		Target
5.4.2a	Percentage of community wellbeing, arts, and multicultural grant recipients meeting acquittal requirements	98%



Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	-	-	-	-
Expenses from Continuing Operations				
Employee Costs	896	914	938	961
Borrowing Costs	-	-	-	-
Materials & Services	212	219	219	219
Other Expenses	536	536	536	536
Depreciation & Amortisation	-	-	-	-
Total Expense	1,644	1,669	1,692	1,716
Total Surplus/(Deficit) before Funding	(1,644)	(1,669)	(1,692)	(1,716)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(1,644)	(1,669)	(1,692)	(1,716)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(471)	(492)	(509)	(523)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	2,115	2,161	2,202	2,239
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

34. Strategic and Corporate Communications

Directorate: General Manager's Office **Responsible Officer:** Manager, Strategic and Corporate Communications

Description

This service protects and builds Council's reputation, informs communities and promotes Council's activities, services, policies and plans.

Activities

- Promote Council's achievements, activities and program
- Manages media relationships, crisis communications and prepares media releases
- Manages publications
- Manages and maintains Council's website
- Manages the brand framework
- Undertakes marketing campaigns
- Manages the in-house print room
- Manages internal communications
- Provides graphic design services for Council



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 5: Progressive, responsive and effective civic leadership

Outcome 5.3 Engaged and informed community

Strategy 5.3.1 Inform our community using multi-channel communications

Delivery Program Principal Activities 2025–29

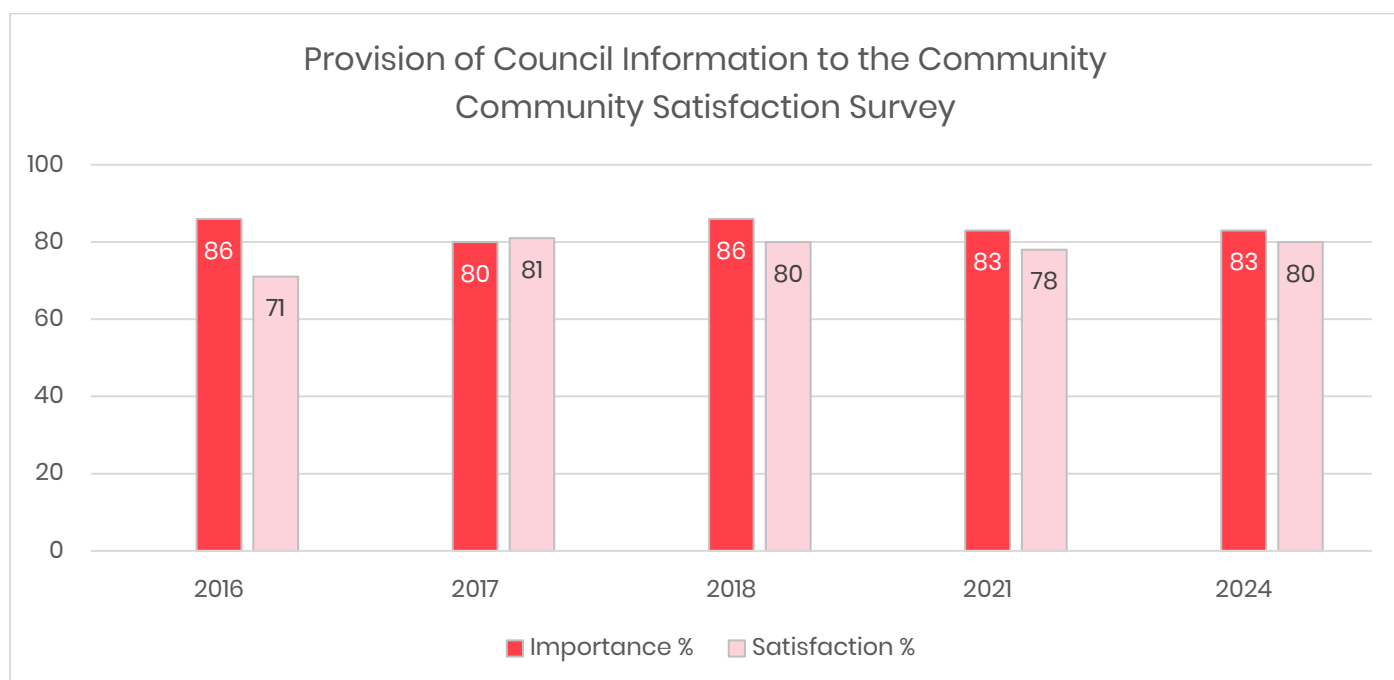
5.3.1	Promote Council's achievements, activities and programs
5.3.1	Deliver marketing campaigns to drive attendance at events, behaviour change and increase awareness of initiatives
5.3.1	Manage media relationships, media coverage and crisis communications and prepare media releases

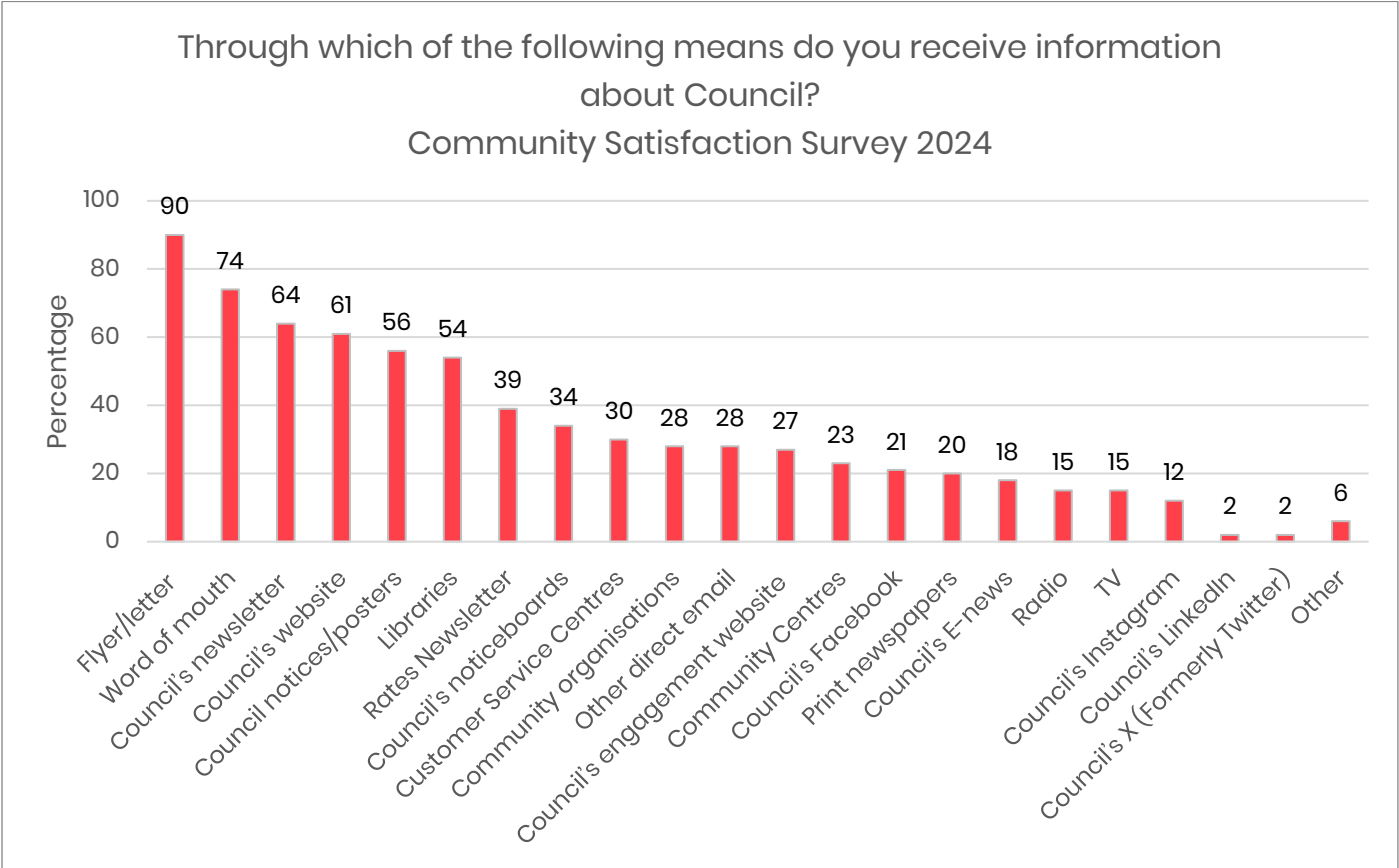
Operational Plan Actions 2025/26

5.3.1.1	Implement the digital asset management system
5.3.1.2	Update Council's media policy

Key Performance Measures 2025/26

		Target
5.3.1a	Number of Inner West Council social media followers (Facebook, Instagram, Twitter)	Increase by 2.5% (69,598)
5.3.1b	Number of Inner West Council website page views	Increase by 2.5% (7,323,428)
5.3.1c	Increase number of Inner West Council social media platform post views	Increase by 2.5%





Service Levels

Community newsletters	11 per year
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Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	-	-	-	-
Expenses from Continuing Operations				
Employee Costs	1,729	1,765	1,811	1,856
Borrowing Costs	3	3	3	3
Materials & Services	607	607	607	607
Other Expenses	-	-	-	-
Depreciation & Amortisation	24	24	24	24
Total Expense	2,363	2,399	2,445	2,490
Total Surplus/(Deficit) before Funding	(2,363)	(2,399)	(2,445)	(2,490)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(2,363)	(2,399)	(2,445)	(2,490)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	2,301	2,334	2,379	2,423
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	63	64	66	67
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

35. Strategic Planning



Directorate: Planning

Responsible Officer: Senior Manager,
Strategic Planning

Description

This service plans for the location and design of development in the Inner West. It guides the delivery of local infrastructure and provides advocacy and advice to the State Government on large infrastructure projects in the Inner West.

Activities

- Protect and enhance the natural and built environment through land use policy and strategy including advocacy to the State and Federal Government
- Guide the delivery of local infrastructure ensuring it supports forecast growth
- Create and deliver master plans for public domain and land use planning to support growth and change
- Plan for unique, liveable, networked neighbourhoods and a thriving and diverse local economy
- Review and comment on State Government planning policy to ensure representation of Inner West residents



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 2: Liveable, connected neighbourhoods and transport	
Outcome 2.1	Housing for all
Strategy 2.1.2	Increase social, community, affordable and liveable housing
Outcome 2.2	Sustainable development
Strategy 2.2.1	Integrate planning and urban design for public and private spaces
Outcome 2.4	Safe, clean and accessible public places
Strategy 2.4.1	Ensure private spaces and developments contribute positively to public spaces
Strategic Direction 3: Creative communities and a strong economy	
Outcome 3.2	A diverse and strong economy
Strategy 3.2.2	Manage and plan for future industrial and employment lands and activities

Delivery Program Principal Activities 2025–29

2.1.2	Develop planning controls that facilitate a diversity of housing types within new developments
2.2.1	Review and maintain Council's planning instruments, statutory and land use plans and strategies
2.2.1	Maintain and update development contributions plans
2.4.1	Design, deliver safe and inclusive programs and masterplans that upgrade public open spaces, town centres, and commercial centres
3.2.2	Develop planning controls to retain, grow and use of industrial and employment lands

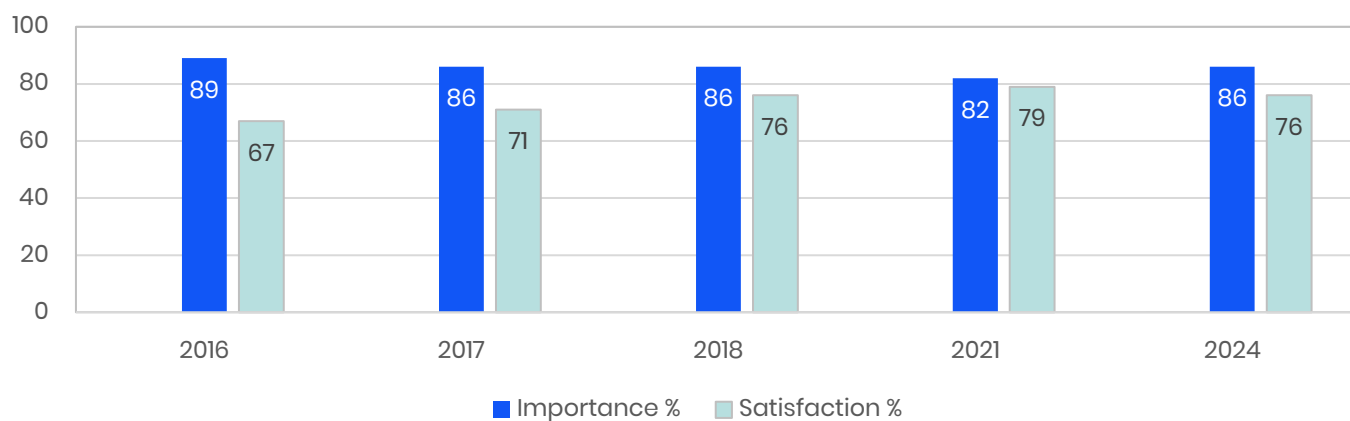
Operational Plan Actions 2025/26

2.1.2.1	*Create planning controls that allow the capacity for at least 7,800 dwellings by 2029.
2.2.1.1	*Undertake a Council wide Local Environmental Plan (LEP)
2.2.1.2	*Investigate additional entertainment precincts for the Inner West
2.4.1.1	Continue developing public domain master plans as per agreed program
2.4.1.2	Deliver the Main Streets Strategy

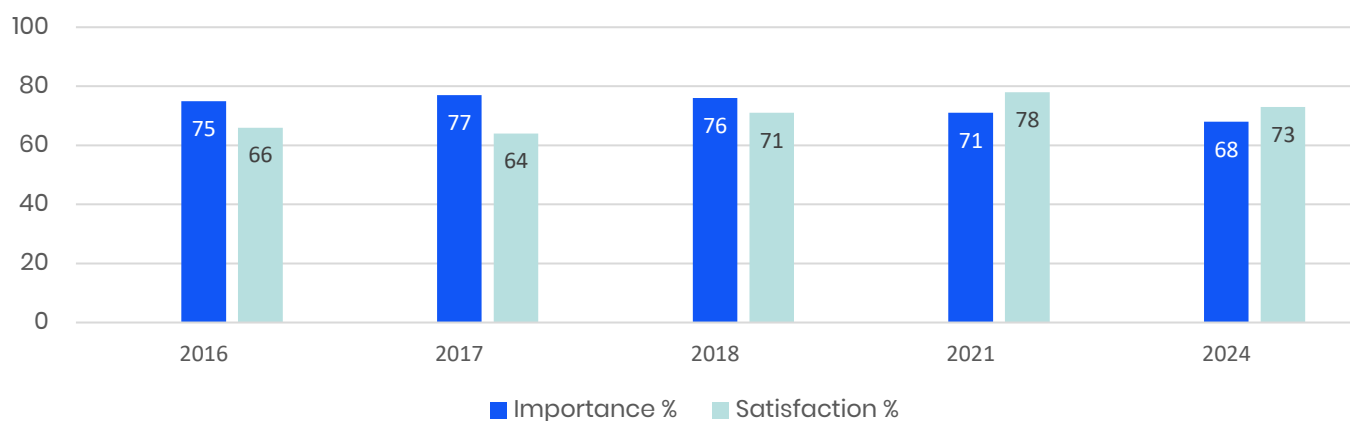
*Council priority



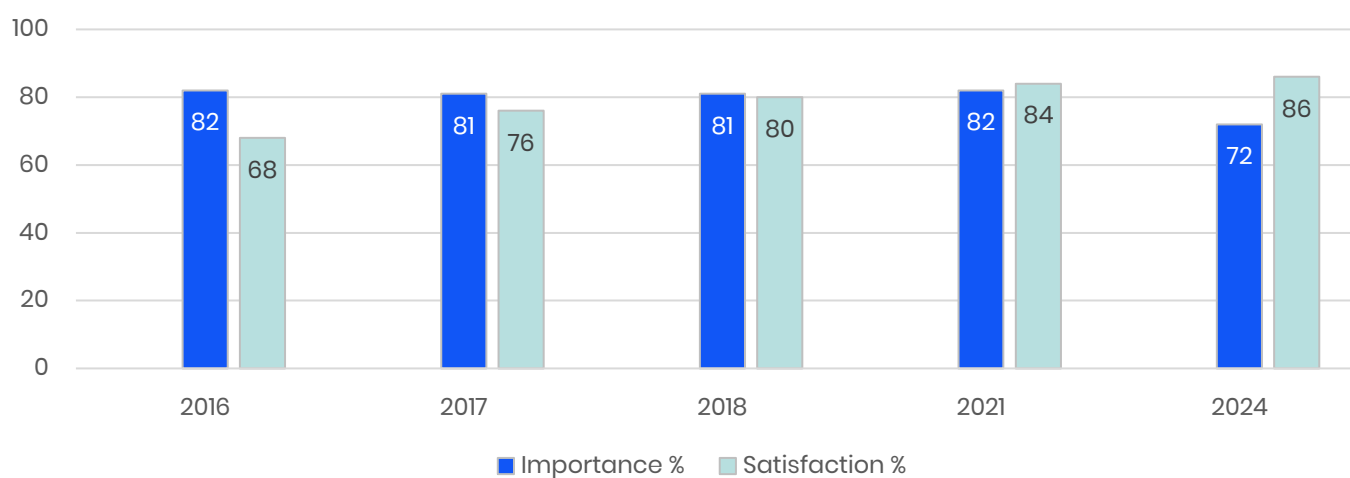
Long Term Planning for Council Area Community Satisfaction Survey

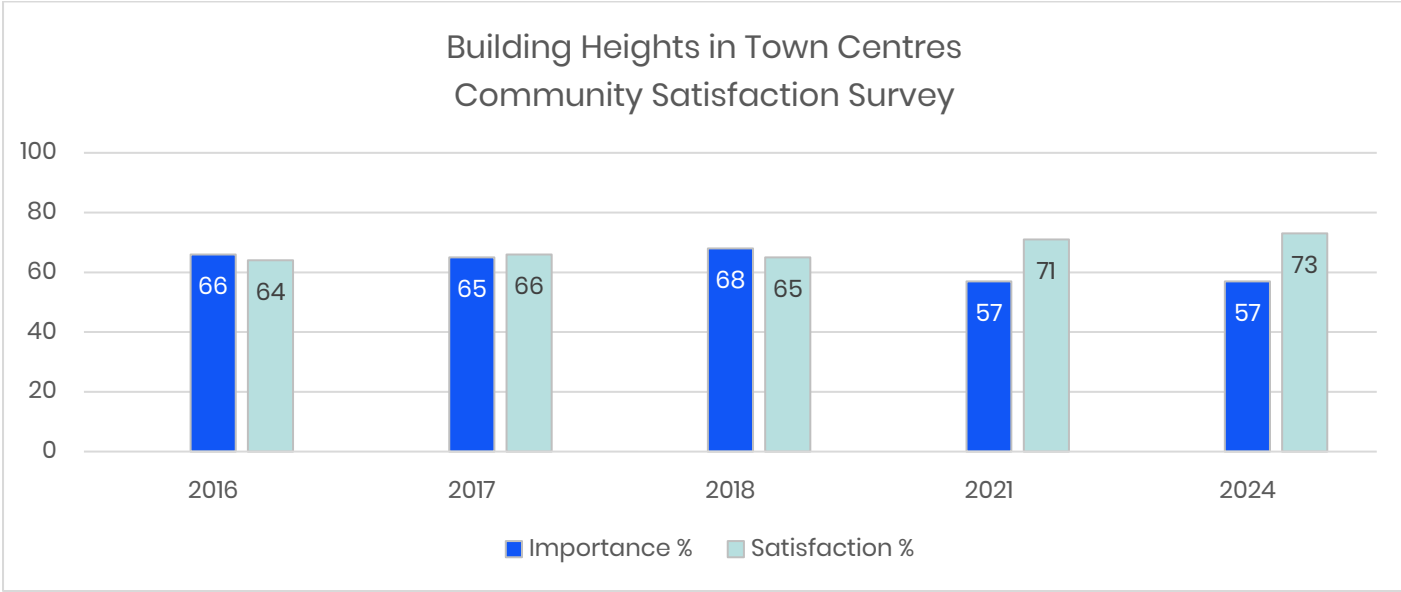


Protection of low rise residential areas Community Satisfaction Survey



Protection of Heritage Buildings and Items Community Satisfaction Survey





Service Levels

Local Strategic Planning Statement (LSPS)	Comprehensive review of LSPS every seven years
Maintain up to date planning controls LEP/DCP/ Development contributions	80% within 180 working days submitted for Gateway Determination
Assess privately led planning proposals	80% within 180 working days submitted for Gateway Determination
Prepare and issue planning certificates	90% within five working days

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	880	888	896	905
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	880	888	896	905
Expenses from Continuing Operations				
Employee Costs	4,086	4,171	4,279	4,386
Borrowing Costs	-	-	-	-
Materials & Services	2,434	2,604	2,764	2,564
Other Expenses	343	353	364	374
Depreciation & Amortisation	-	-	-	-
Total Expense	6,863	7,128	7,407	7,324
Total Surplus/(Deficit) before Funding	(5,984)	(6,240)	(6,510)	(6,419)
Operating Grants & Contributions				
Operating Grants	785	-	-	-
Total Surplus/(Deficit) after Operating Grants	(5,199)	(6,240)	(6,510)	(6,419)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	15,000	15,000	15,000	15,000
Overhead Allocation	(4,074)	(4,263)	(4,417)	(4,541)
Funding from/(to) Restricted Funds	(14,676)	(14,666)	(14,656)	(14,646)
Funding from/(to) General Funds	8,949	10,169	10,583	10,606
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

36. Traffic and Transport Planning

Directorate: Engineering

Responsible Officer: Manager, Traffic and Transport Planning

Description

This service is responsible for undertaking strategic transport planning, managing traffic and parking, and delivering the Road Safety Program.



Activities

- Develop and implement strategic transport plans
- Advocate to State Government to minimise impacts of major infrastructure
- Investigate Local Area Traffic Management (LATM) schemes and precinct parking studies
- Deliver the Transport for NSW Road Safety Program
- Manage Council's pay parking schemes (parking meter operations)
- Manage permit parking schemes

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 1: An ecologically sustainable Inner West	
Outcome 1.4	Zero emissions
Strategy 1.4.3	Prioritise active transport infrastructure as a key climate action strategy
Strategic Direction 2: Liveable, connected neighbourhoods and transport	
Outcome 2.3	Integrated transport
Strategy 2.3.1	Prioritise active transport and manage and/or deliver transport infrastructure
Strategy 2.3.2	Improve public transport and related infrastructure
Strategy 2.3.3	Manage road network
Strategic Direction 4: Healthy, resilient and caring communities	
Outcome 4.2	Integrated transport

Strategy 4.2.4	Encourage and facilitate active transportation use to improve community health outcomes
Strategic Direction 5: Progressive, responsive and effective civic leadership	
Outcome 5.4	Collaboration and valued partnerships
Strategy 5.4.1	Advocate on emerging community issues

Delivery Program Principal Activities 2025–29

2.3.1	Deliver improved pedestrian and active transport outcomes in collaboration with stakeholders
2.3.2	Deliver improved public transport and electric vehicle infrastructure in collaboration with stakeholders
2.3.3	Deliver programs to improve road safety and manage traffic and parking
2.3.3	Manage works and activities on roads and footpaths
2.3.3	Implement Council's strategic transport plans
5.4.1	Advocate to minimise impacts of state government infrastructure on our community

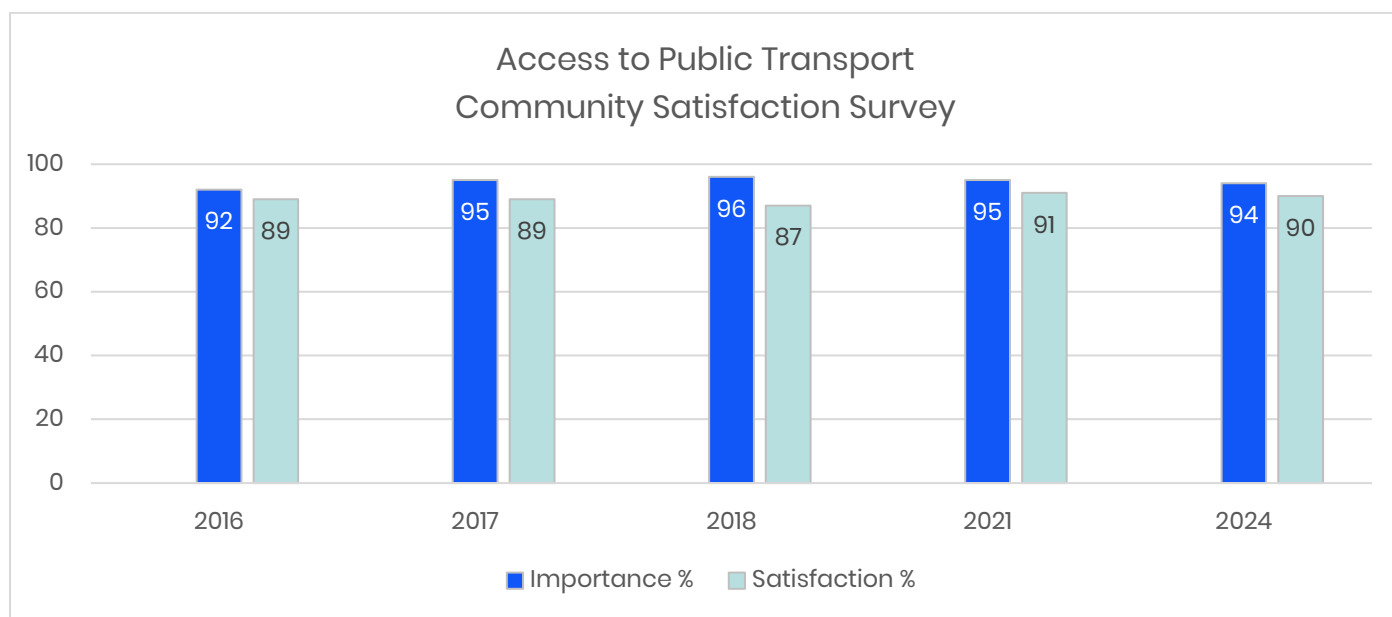
Operational Plan Actions 2025/26

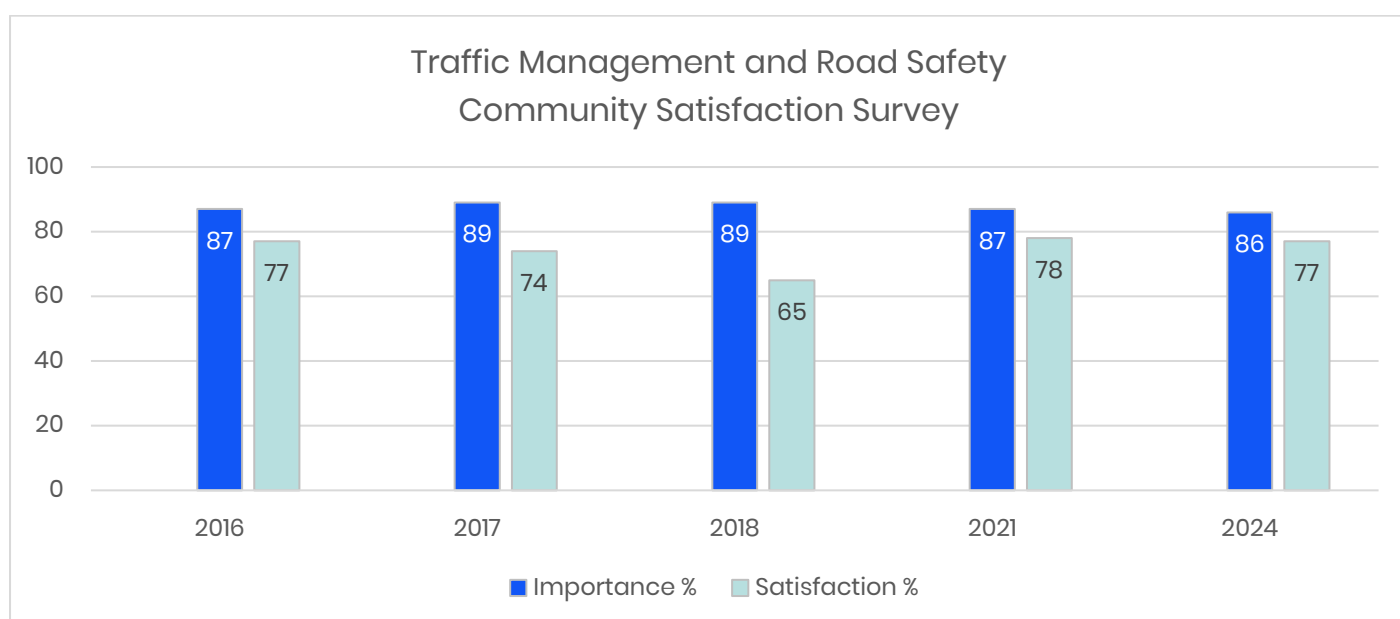
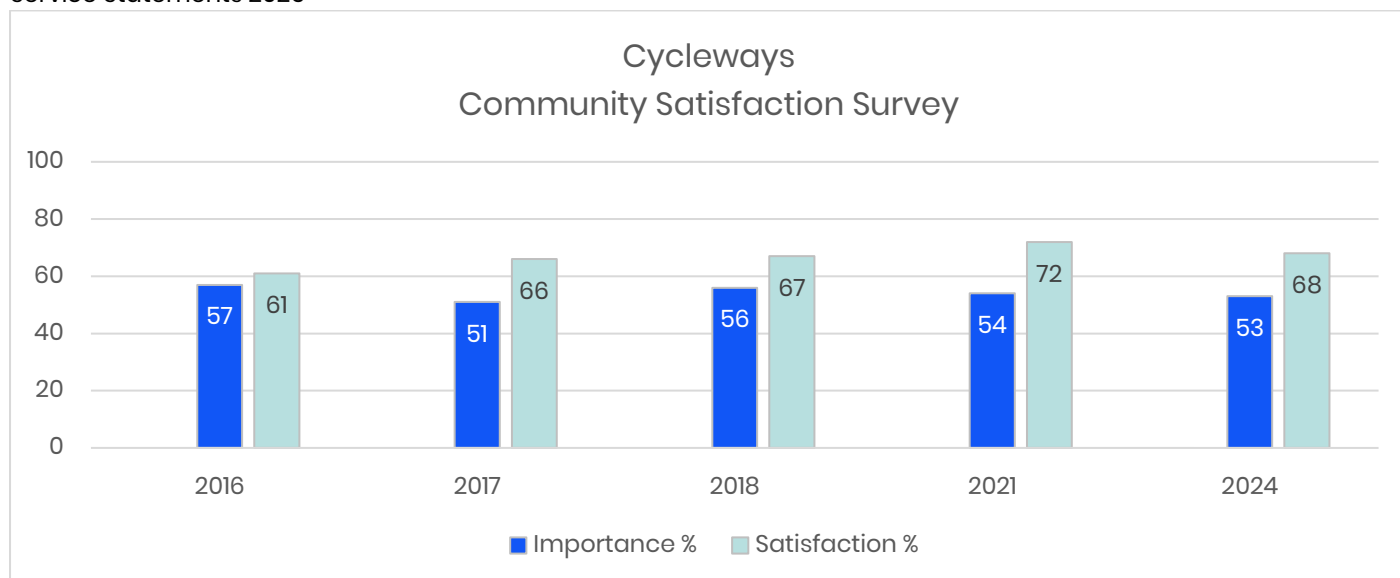
2.3.1.1	Implement Council's Bicycle Strategy and Action Plan
2.3.1.2	Support safe walking around local schools
2.3.2.1	Develop and implement Public Transport Position statement
2.3.1.3	*Commence design of the Iron Cove walk/ cycleway
2.3.1.4	*Plan for the Great Inner West Walk
2.3.2.2	Implement the Electric Vehicle Encouragement Plan
2.3.3.1	Upgrade Council's parking permit management system
2.3.3.2	Implement Council's Parking Strategy
2.3.3.3	Prepare Local Area Traffic Management (LATM) studies
2.3.3.4	*Implement Inner West @40
5.4.1.1	Advocate to minimise impacts of state government infrastructure including WestConnex, Western Harbour Tunnel, Sydney Gateway

*Council priority

Key Performance Measures 2025/26

		Target
2.3.1a	Increase the number of people using the bicycle networks by 50%	Establish baseline 25/26
2.3.2a	Increase the number of electric vehicles charging units in the LGA	130
2.3.2b	Increase in the mode shift towards public transport	20%





Service Levels

Assess applications for road closures and street parties	4-8 weeks from application
Administer statutory Local Traffic Committee	Local Traffic Committee – monthly
Investigate Local Area Traffic Management (LATM) schemes and precinct parking studies	Annual program delivered
Deliver the Transport for NSW Road Safety Program	Annual program delivered
Run child restraint and learner driver workshops	Two workshops held per year

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	3,966	3,995	4,165	4,199
Interest Income	-	-	-	-
Other Income	1	1	1	1
Profit or (Loss) on Disposal	-	-	-	-
Total Income	3,967	3,996	4,166	4,200
Expenses from Continuing Operations				
Employee Costs	2,686	2,740	2,812	2,882
Borrowing Costs	-	-	-	-
Materials & Services	1,123	1,123	1,123	1,123
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	3,808	3,863	3,935	4,005
Total Surplus/(Deficit) before Funding	158	133	231	195
Operating Grants & Contributions				
Operating Grants	62	62	62	62
Total Surplus/(Deficit) after Operating Grants	221	195	293	257
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(1,098)	(1,147)	(1,187)	(1,220)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	877	952	894	963
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

37. Urban Ecology



Directorate: Planning

Responsible Officer: Senior Manager,
Environment and Sustainability

Description

This service protects, enhances and manages natural areas, habitat, foreshores, biodiversity, water and soils across the Inner West. It delivers projects and operational maintenance programs and implements Council's ecology policies.



Activities

- Community native plant nurseries, citizen science and wildlife monitoring, bushcare, volunteer groups, verge gardens, advice about pests and native animals
- Grants and education programs, learning resources, creating habitat and native planting education
- Ecology policy, planning advice, input on GreenWay and other infrastructure projects, catchment planning, rivers engagement and education

Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 1: An ecologically sustainable Inner West

Outcome 1.2	Resilient biodiversity
Strategy 1.2.1	Maintain, manage and improve vegetation and tree canopy
Strategy 1.2.2	Protect threatened species, connect and enhance natural areas, biodiversity corridors and sensitive habitats.
Outcome 1.3	Healthy waterways
Strategy 1.3.1	Implement water-sensitive policies, plans and projects
Strategy 1.3.2	Expand river swimming sites

Delivery Program Principal Activities 2025–29

1.2.1	Work with the community to restore natural areas
1.2.2	Prepare and implement biodiversity and supporting strategies, policies and plans
1.3.1	Develop localised approaches to water management through sub-catchment planning
1.3.2	Collaborate on regional initiatives with stakeholder groups (SSROC, Parramatta River Catchment Group, Cooks River Alliance, and Sydney Coastal Councils Group)

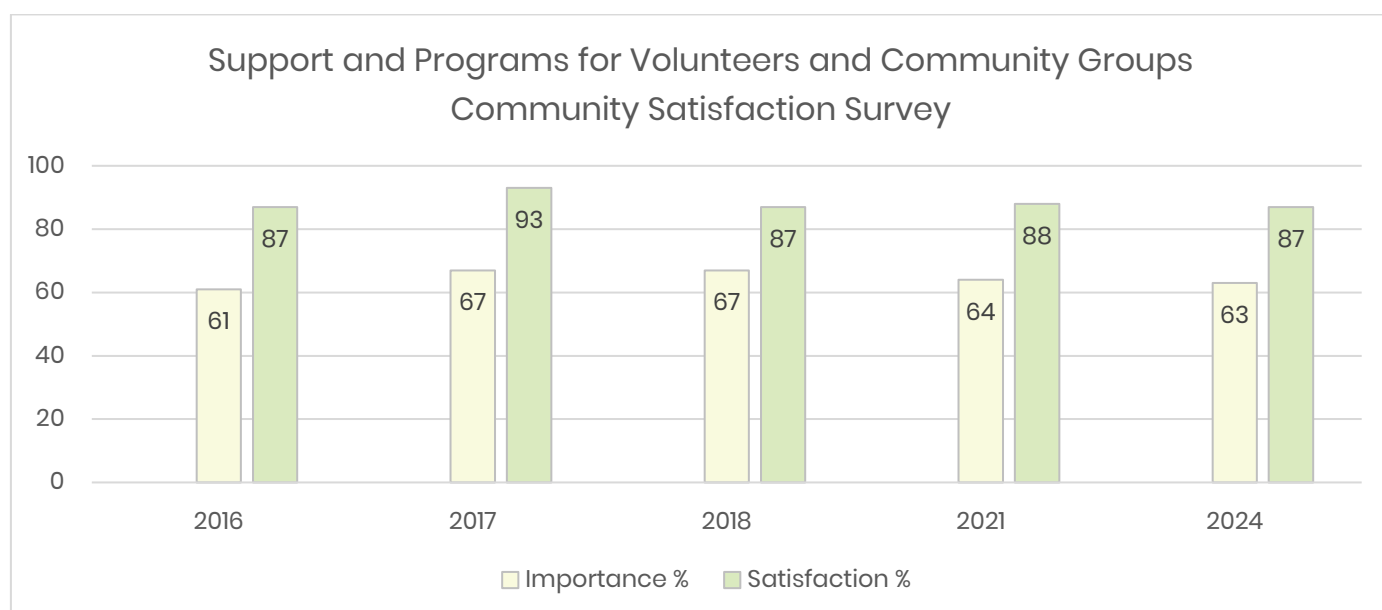
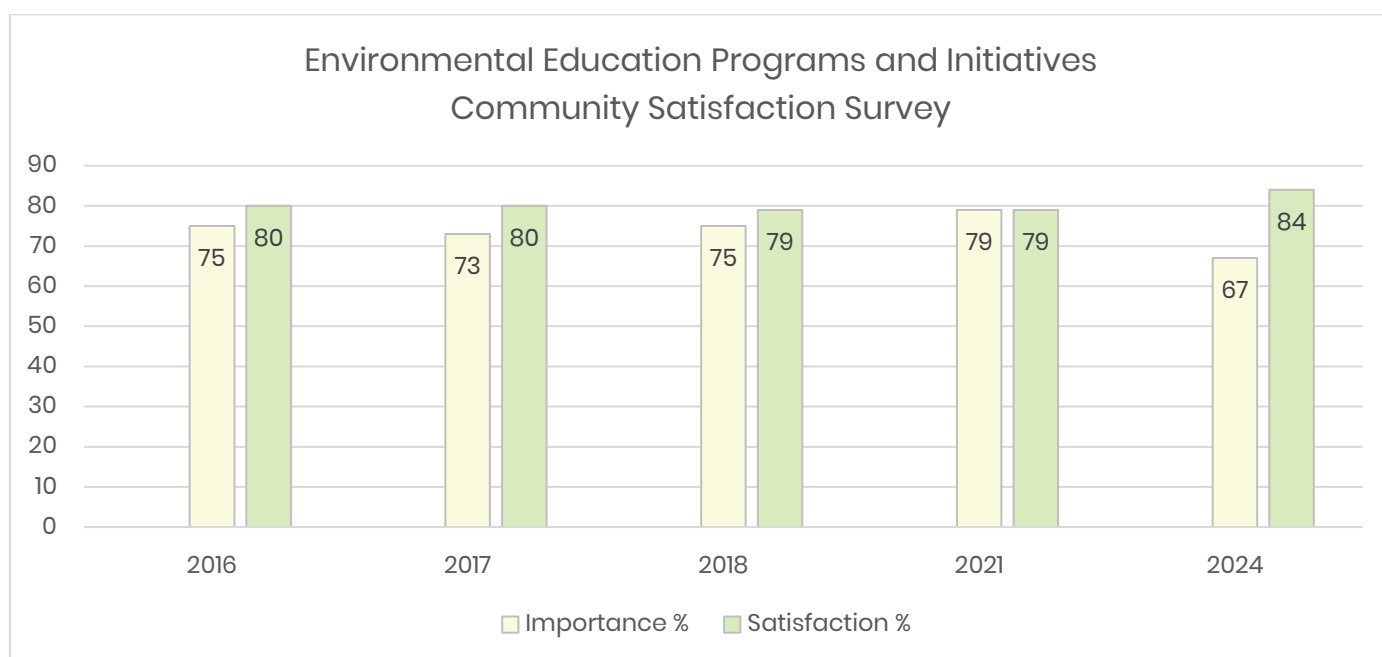
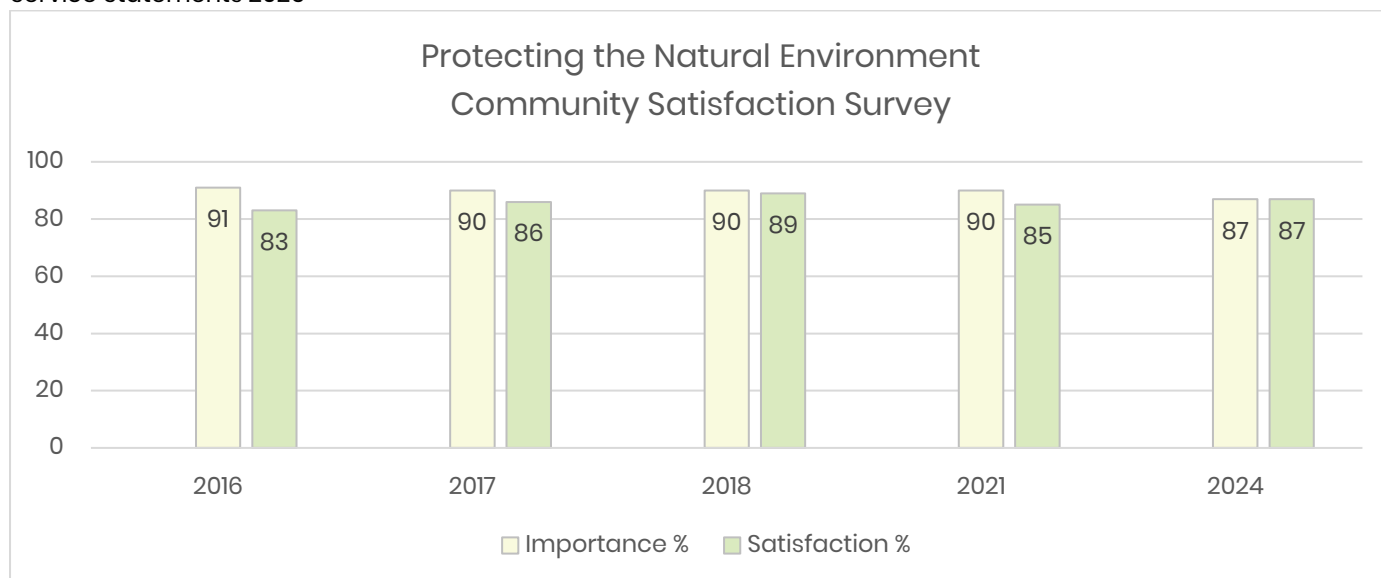
Operational Plan Actions 2025/26

1.2.2.1	Supply local native plants for Council's Natural Areas, priority biodiversity areas and to residents
1.2.1.5	*Plan for new Microforests in the Inner West
1.2.2.2	*Progress short term priority actions in the Biodiversity Strategy
1.3.1.1	Advance Council's Healthy Rivers program
1.3.1.2	Deliver Gumbramorra Swamp recreation area at Mackey Park
1.3.1.3	Restore wetlands adjacent to Blackmore Park
1.3.2.1	Continue to host the Parramatta River Catchment Group

*Council priority

Key Performance Measures 2025/26

		Target
1.2.2a	Number of plants supplied by Council nurseries per year	8000
1.2.2b	Number of Citizen Science events facilitated by Council per year	30
1.2.2c	Number of environmental volunteer attendances per year	1400





Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	14	14	14	14
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	14	14	14	14
Expenses from Continuing Operations				
Employee Costs	1,635	1,667	1,709	1,752
Borrowing Costs	-	-	-	-
Materials & Services	1,322	1,323	1,323	1,323
Other Expenses	17	17	17	17
Depreciation & Amortisation	7	7	7	8
Total Expense	2,981	3,014	3,057	3,099
Total Surplus/(Deficit) before Funding	(2,967)	(3,000)	(3,043)	(3,085)
Operating Grants & Contributions				
Operating Grants	751	334	50	48
Total Surplus/(Deficit) after Operating Grants	(2,216)	(2,665)	(2,992)	(3,037)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	581	-	-	-
Overhead Allocation	(25)	(13)	(13)	(13)
Funding from/(to) Restricted Funds	163	163	163	163
Funding from/(to) General Funds	1,498	2,515	2,842	2,887
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

38. Urban Forest

Directorates: Engineering / Planning

Responsible Officers: Senior Manager, Operations / Senior Manager, Regulatory Services

Description

This service protects, enhances and manages the urban forest comprising public and private trees.

Activities

- Deliver public tree planting program
- Maintain public trees
- Investigate unauthorised tree removal promptly and thoroughly for credible evidence
- Follow up on replacement replanting to ensure compliance with replacement tree requirements



Community Strategic Plan – Our Inner West 2041 Alignment

Strategic Direction 1: An ecologically sustainable Inner West

Outcome 1.2 Resilient biodiversity

Strategy 1.2.1 Maintain, manage and improve vegetation and tree canopy

Delivery Program Principal Activities 2025–29

1.2.1	Maintain, manage and improve vegetation and tree canopy
1.2.1	Assess and determine tree referral applications

Operational Plan Actions 2025/26

1.2.1.1	*Continue the public tree planting program
1.2.1.2	Deliver the Urban Forest Policy and Strategic Action Plan

Operational Plan Actions 2025/26

1.2.1.3	Provide operational plans and City-Wide Maintenance Procedure for public tree management
1.2.1.4	Provide private tree assessments

Key Performance Measures 2025/26

		Target
1.2.1a	*Number of trees planted	1000
1.2.1b	Percentage of tree permit applications pruning or removal on private land assessed within 28 days	80%
1.2.1c	Input to development applications involving tree works provided within 14 days	70%

*Council priority



Service Levels

Customer service	Respond to customer requests within 10 days
Tree permits	Assess applications for tree pruning or removal on private land within 28 days
Development applications	Provide input to development applications involving tree works within 21 days

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	26	26	27	28
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	26	26	27	28
Expenses from Continuing Operations				
Employee Costs	1,124	1,143	1,173	1,202
Borrowing Costs	-	-	-	-
Materials & Services	3,675	3,729	3,775	3,822
Other Expenses	-	-	-	-
Depreciation & Amortisation	-	-	-	-
Total Expense	4,799	4,873	4,949	5,025
Total Surplus/(Deficit) before Funding	(4,774)	(4,846)	(4,921)	(4,997)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(4,774)	(4,846)	(4,921)	(4,997)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(749)	(781)	(808)	(830)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	5,523	5,628	5,729	5,827
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

39. Urban Sustainability



Directorate: Planning

Responsible Officer: Senior Manager,
Environment and Sustainability

Description

This service develops and implements climate change strategy, policy and projects, provides internal environmental sustainability advice and support to Council's service units. It supports the community through sustainability partnerships, projects and capacity building.

Activities

- Finalise the Climate Risk Assessment and develop and implement the Climate Adaptation Strategy
- Plan and support Carbon neutral Council operations
- Plan and support energy efficiency and solar capital works
- Plan and support phase out of gas from Council facilities to all electric
- Internal sustainability advice and support to Council units on policies, plans, projects
- Monitor and report Council water, energy, fuel consumption and carbon emissions
- Community environmental sustainability workshops and events including Inner West Green Living Centre program and Footprints EcoFestival
- Community Environmental Grants program
- Community gardens policy and support including facilitate the Community Gardens network
- Facilitate Sustainable Schools Network
- Support strategic planning to embed sustainability in Council planning controls

Community Strategic Plan – Our Inner West 2041 Alignment

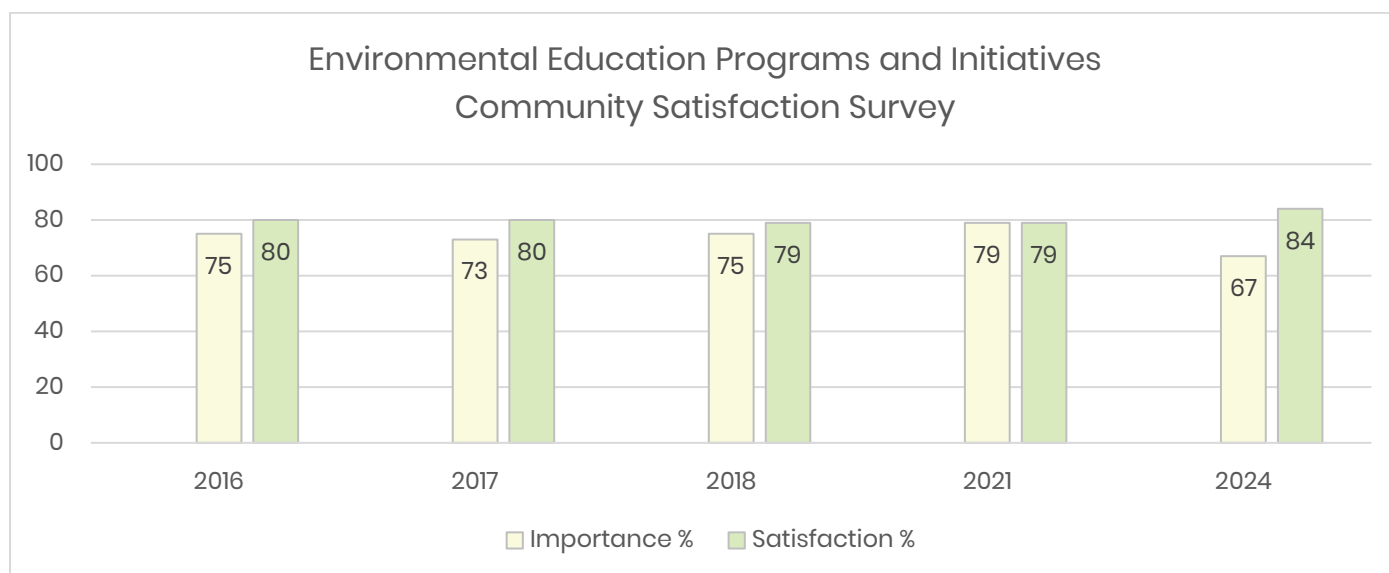
Strategic Direction 1: An ecologically sustainable Inner West	
Outcome 1.1	Sustainable Leadership
Strategy 1.1.1	Connect and share information, knowledge and tools to live sustainably
Outcome 1.3	Healthy waterways
Strategy 1.3.1	Implement water-sensitive policies, plans and projects
Outcome 1.4	Zero emissions
Strategy 1.4.1	Implement strategies to reduce and mitigate greenhouse gas emissions
Strategy 1.4.2	Build local resilience and adapt to climate change

Delivery Program Principal Activities 2025–29

1.1.1	Implement our climate and sustainability strategies through community networks, partnerships and programs
1.3.1	Undertake litter prevention initiatives that protect waterways and natural areas
1.4.1	Finalise the organisation-wide climate risk assessment and adaptation plan
1.4.2	Develop and implement climate change strategy, policy and projects, while providing internal environmental sustainability support

Operational Plan Actions 2025/26

1.1.1.1	Deliver Council's sustainability program at the Inner West Sustainability Hub
1.1.1.2	Deliver Community Environment Grants
1.1.1.3	Hold Council's Ecofestival
1.4.1.1	Develop and adopt the Climate Adaptation Plan
1.4.2.1	Deliver Council's low-income energy efficiency program
1.4.2.2	Adopt the revised Climate and Renewables Strategy



Key Performance Measures 2025/26

		Target
1.1.1a	Number of people attending sustainability engagements and education sessions per year	700
1.1.1b	Total subscriptions for environment and sustainability social media and What's On e-news per year	10,000
1.4.2a	Tonnes of carbon emissions generated by Inner West Council per year	<10,000
1.4.2b	Seminars and engagements on solar power, battery storage, home electrification and related topics	1
1.4.2c	Council's operational electricity from renewable sources per year	100%



Service Levels

Customer correspondence	Respond to customer correspondence within 10 days
Community sustainability engagements and workshops	Monthly

Budget

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)
Income from Continuing Operations				
General Revenue	-	-	-	-
User Charges & Fees	-	-	-	-
Interest Income	-	-	-	-
Other Income	-	-	-	-
Profit or (Loss) on Disposal	-	-	-	-
Total Income	-	-	-	-
Expenses from Continuing Operations				
Employee Costs	1,733	1,768	1,814	1,859
Borrowing Costs	-	-	-	-
Materials & Services	434	404	404	404
Other Expenses	60	60	60	60
Depreciation & Amortisation	-	-	-	-
Total Expense	2,227	2,233	2,278	2,324
Total Surplus/(Deficit) before Funding	(2,227)	(2,233)	(2,278)	(2,324)
Operating Grants & Contributions				
Operating Grants	-	-	-	-
Total Surplus/(Deficit) after Operating Grants	(2,227)	(2,233)	(2,278)	(2,324)
Funding Contributions & Overhead Allocations				
Capital Grants & Contributions	-	-	-	-
Overhead Allocation	(1,458)	(1,523)	(1,577)	(1,621)
Funding from/(to) Restricted Funds	-	-	-	-
Funding from/(to) General Funds	3,685	3,756	3,855	3,945
Total Surplus/(Deficit) after Capital Grants, Contributions & Funding	-	-	-	-

