AGENDA

SOCIAL INCLUSION
STRATEGIC REFERENCE GROUP

12 April 2017
6:30pm

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Location: **Ashfield Civic Centre, 260 Liverpool Rd, Ashfield - Level 6**

RSVP: please RSVP to Gabrielle Rennard
gabrielle.rennard@innerwest.nsw.gov.au or 9716 1820

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Item No: Item 5

Subject: **Summary of Recommendations from Previous Strategic Reference Group Meeting**

Prepared by: Gabrielle Rennard, Acting Group Manager Community Services and Culture

SUMMARY

To advise the Social Inclusion Strategic Reference Group of the status of the recommendations from the previous meeting held on 8 February 2017.
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RECOMMENDATION:

That the information in the summary of recommendations be received and noted by the Social Inclusion Strategic Reference Group.
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Background

The first meeting of the Social Inclusion Strategic Reference Group was held on 8 February 2017.

This report is being provided by way of keeping the reference group members informed and updated with regards to any recommendations arising from the meetings.

Financial Implications
Nil

Attachments

Status of Recommendations from February 2017 Strategic Reference Group Meeting

Items	Recommendations	Status
Item 5 - Election of Chairperson	The Social Inclusion Strategic Reference Group nominated to have a different member chair each of the six (6) proposed meetings. The following nominations were accepted for the first 3 meetings:- Sandra Triulzi – as chairperson for 8 February meeting Geraldine Andrews – meeting 2 Marc Rerceretnam – meeting 3	Adopted
Item 6 - Draft Terms of Reference – Social Inclusion Strategic Reference Group	The Social Inclusion Strategic Reference Group adopted the Draft Terms of Reference with the following amendments:-	Adopted
	- That under (1) 'Scope' update the opening sentence to include:- The Social Inclusion Strategic Reference Group acknowledges that its members reflect and represent a diverse range of individuals and groups within the community and embraces the lived experience, expertise and knowledge of members.	Adopted
	- To include a further point under (1) noting – 'matters affecting access and equity for all people across the Inner West is paramount'.	Adopted
	- That the Quorum be noted as 50% plus one of appointed members, being 12 members.	Adopted
Item 7 - Inner West Council – Vision and Priorities	**Recommendation** The Social Inclusion Strategic Reference Group (SRG) noted consensus regarding support for Council's Statement of Vision and Priorities. The SRG members will seek to actively engage with the community consultation process for the development of the Inner West Community Strategic Plan. Feedback regarding the Council's Statement of Vision and Priorities document included:-	Adopted
	- Noting that not all community members have access to the internet and face to face engagement is important.	Feedback noted and will be incorporated as part of the CSP engagement Council's Statement of Vision and Priorities adopted by Council 28 March 2017

	- There was some discussion regarding the use and removal of words "Passionate" and "great" in the vision statement. Noting that such words are subjective and not able to be quantified.	Feedback noted and Vision to be considered as part of the CSP engagement Council's Statement of Vision and Priorities adopted by Council 28 March 2017
	- The group acknowledged that as the newly formed Inner West Council area we need to build on the history of the previous regions and create connections with and across the new LGA.	Feedback noted and will be incorporated as part of the CSP engagement Council's Statement of Vision and Priorities adopted by Council 28 March 2017
	Recommendation That a snapshot of the Inner West community demographics be provided at the next Strategic Reference Group meeting.	Adopted Presentation scheduled for 12 April 2017 SRG meeting
	Recommendation The Strategic Reference Group request an update on the process, timeframe and development of Council's new webpage, for the next meeting, acknowledging its importance for communication with community members.	Adopted Update scheduled for 12 April 2017 SRG meeting
Item 8 - Inner West Council – Draft Inclusion Action Plan	The strategic reference group noted the report, presentation by staff and the invitation to provide feedback on the Inclusion Action Plan during the public exhibition period.	Adopted
Item 9 - Inner West Council – Forthcoming Events	The Social Inclusion Strategic Reference Group noted and acknowledged the diverse array of programs, events and initiatives that are being delivered by the Inner West Council. The link to full details of events: http://www.innerwest.nsw.gov.au/art---events/whats-on Question on Notice: How will the Council be involved in the Invictus Games?	Adopted

Item 6

Item No:	**Item 6**
Subject:	**Inner West Council Homelessness Policy**
Prepared by:	Gabrielle Rennard, Acting Group Manager Community Services and Culture

SUMMARY

To advise the Social Inclusion Strategic Reference Group that the Inner West Council *Homelessness Policy: Responding to Rough Sleeping in the Inner West was adopted* on 28 March 2017.

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RECOMMENDATION:

That the Social Inclusion Strategic Reference Group notes the adoption of the Inner West Council *Homelessness Policy* and contributes to the investigation of and strategies to address the issue of homelessness in extreme weather events.

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Background

On 6 December 2016 Council resolved to place the draft Inner West Council *Homelessness Policy: Responding to Rough Sleeping in the Inner West* on public exhibition until 30 January, 2017.

A report was submitted to the Council meeting held on 28 March, 2017 providing information on feedback received on the policy during the public exhibition and seeking Council adoption of the policy.

At the March meeting, the Administrator determined that Council:
1. adopts the Homelessness Policy and incorporates its strategies and actions in future operational plans; and

2. investigates how to address the issue of homelessness in extreme weather events.

Financial Implications
Nil

Conclusion
The Draft Homelessness Policy: responding to rough sleeping in the Inner West, provides an important policy framework, objectives and strategies to guide Council in its response to the increasing incidence of people sleeping rough in the Inner West.

Item No:	**Item 7**
Subject:	**Community Strategic Plan**
Prepared by:	Gabrielle Rennard, Acting Group Manager Community Services and Culture

SUMMARY

Robust input from the Strategic Reference Groups is a vital component of the development of the Inner West's first Community Strategic Plan (CSP). Input to the CSP is one of the core roles of the SRGs.

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RECOMMENDATION:

1. That the Social Inclusion Strategic Reference Group note the process for development of the Community Strategic Plan.

2. That the Social Inclusion Strategic Reference Group determine how members would like to participate in the process.

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Background

The Community Strategic Plan (CSP) is the most important plan that sits above all Council's other plans and policies. The CSP identifies the community's main priorities and aspirations for the future, and plans strategies to achieve them. It takes into account the issues and pressures affecting the community, and the level of resources that will realistically be available.

While Council is responsible for managing the planning process on behalf of the Inner West, delivery of the plan's long-term outcomes relies on strong partnerships including with state agencies, community groups and the wider community. A successful CSP is one in which the whole community feels ownership.

The CSP addresses four key questions for the community:

- Where are we now?
- Where do we want to be in 10 years' time?
- How will we get there?
- How will we know we've arrived?

The Inner West's CSP will be based on principles of:

- social justice (equity, access, rights and participation)
- ecologically sustainable development.

Item 7

The SRGs are a key stakeholder in developing the CSP and input will be sought across the whole process including development of the vision, objectives and strategies. Council will partner with the SRG in each aspect of the decision including the development of alternatives and the identification of the preferred solutions.

Presentation

At the meeting, the SRG will hear a presentation including:

- High-level demographic profile of the Inner West.
- Overview of the CSP – what it is; the process for developing it; and the four key questions it addresses.
- How the SRG can contribute to the CSP by:
  o Answering questions raised in the Issues Paper and/or participating in a conversation relevant to the area of interest or expertise of the SRG
  o Commenting on the Draft CSP at review stage (from August 2017 approximately)

Draft Issues Paper

A draft Issues Paper has been prepared by the Corporate Strategic Planner and Community Engagement team for internal working group purposes only. A copy of this draft Issues Paper has been provided as an attachment to these agenda papers.

Financial Implications

The CSP is developed in conjunction with a Resourcing Strategy that includes a

- Long Term Financial Plan
- Workforce Management Plan
- Asset Management Plan
- Information and Communications Technology (ICT) Plan

This ensures that the outcomes can be delivered with the level of resources that will realistically be available.

Conclusion

Input from the Inner West Strategic Reference Groups is a vital component of developing a successful Community Strategic Plan. SRG advice and recommendations on the issues, vision, objectives and strategies will be included in the decisions made about the CSP to the maximum extent possible.

Attachments

1. Issues Paper

INNER WEST

COMMUNITY STRATEGIC PLAN

DRAFT ISSUES PAPER

This draft paper (30 March 2017) is for the purpose of informing the Strategic Reference Groups and internal working groups only and is not for wider distribution. Final revisions are being made and the public version may differ from the draft.

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Purpose of the Issues Paper

This Issues Paper has been developed to inform a Community Strategic Plan (CSP) for the Inner West. The CSP sits above all other Council plans and policies. It identifies the community's main priorities and aspirations for the future, and strategies to achieve them. It takes into account the issues and pressures affecting the community, and the level of resources that will realistically be available to address them.

Council will be facilitating a conversation with the Inner West community in order to develop a draft CSP by September 2017. The Issues Paper has been developed to help inform that discussion. It provides a high-level context of the current priorities, opportunities and challenges facing the Inner West.

A draft CSP will be presented to the incoming Council for consideration and eventual endorsement. The CSP will take into consideration the body of work that has come before, including the extensive community engagement undertaken to inform the CSPs of the former local government areas of Ashfield, Leichhardt and Marrickville.

Our aim with this paper is to;

- Invite discussion on a wide range of issues impacting the community
- Provide a context for those issues
- Explore options and choices
- Open dialogue with potential partners and stakeholders
- Identify opportunities, as based on the strengths of the community
- Discuss challenges and find solutions
- Provide us with a framework for what a final CSP might look like

Structuring the Issues Paper

In December 2016, the Inner West Council embarked on a three-month period of community engagement to develop a Statement of Vision and Priorities. In preparing the Statement the community was asked what the key issues and challenges were for the Inner West and what Council needed to focus on in the next 12 to 18 months. These issues formed the basis of eight high level priorities. They are;

1. Planning and Development
2. Transport
3. Social vitality, creativity and quality of life
4. Sustainability and the environment
5. Local industry and business
6. Civic Leadership
   - One council

· Advocacy

· Local democracy

This Issues Paper is structured to reflect these themes. Three of the listed priorities have been combined and are discussed under the heading "Civic Leadership".

About the Community Strategic Plan

The Community Strategic Plan sets out to answer four key questions;

Where are we now? (analysis of issues and "stock take")

Where do we want to be in ten years' time? (the vision and outcomes)

How will we get there? (strategy development)

How will we know when we have arrived? (community indicators and targets)

A CSP should also consider the quadruple bottom line i.e. the social, environmental, economic and civic leadership impacts of the both the issue being addressed, and the outcomes of strategies proposed.

Priority Area	Social/Cultural	Environmental	Economic	Civic Leadership
Planning and Development	✔	✔	✔	
Transport	✔	✔	✔	
Social vitality, creativity and quality of life	✔	✔	✔	✔
Sustainability and the environment	✔	✔	✔	
Local industry and business	✔	✔	✔	
Civic Leadership	✔	✔	✔	✔

Inner West Council (IWC), though a significant contributor, is not solely responsible for implementing the CSP. IWC's Resourcing Strategy and three-year Delivery Program will provide the level of detail as to what and how Council will contribute towards implementing specific strategies.

The CSP will be developed to enable effective partnerships with community groups, local businesses, state agencies, and neighbouring councils to achieve outcomes that are in the best interest of the community now and into the future. The final Plan will therefore include, where appropriate, mutually agreed targets.

The Inner West Community Strategic Plan will;

- Establish a vision for the future
- Identify the priority issues impacting the community, now and into the future
- Propose strategies to address the issues
- Establish an evidence based advocacy agenda
- Identify stakeholders responsible for delivering the CSP
- Identify opportunities for sector partnerships
- Identify integration with State and Regional Plans
- Identify a series of community indicators and targets to help monitor and evaluate the
- effectiveness of strategy implementation
- Be based on the social justice principles of equity, access, participation, and rights

Principles of the CSP

The following overarching principles will apply to the Community Strategic Plan. This means that all strategies identified within the Plan should where possible support and promote social justice and sustainability outcomes.

<u>What do mean by Social Justice?</u>

Equity – there should be fairness in decision making, and prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances

Access – all people should have fair access to services, resources and opportunities to improve their quality of life

Participation – everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives

Rights – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

In a CSP this might translate as

- Ensuring that a broad range of community members have input into developing the Community Strategic Plan

- Specifically consulting with those groups whose voice is often not heard in community discussions

- Testing the objectives of the Community Strategic Plan against the principles by checking whether the objectives are fair, if they exclude anyone from participating in the community's future and if anyone would be disadvantaged by the decisions

- Ensuring that the Community Strategic Plan is adequately informed by sound social research and needs analysis

· Ensuring that the Community Strategic Plan provides opportunities for community members to become involved in its delivery and assessment of its effectiveness in achieving its objectives.

Office of Local Government Integrated Planning and Reporting Manual
March 2013

<u>What do we mean by Sustainability?</u>

Sustainability, in this context, is about development that meets the needs of the present without compromising the ability of future generations to meet their own needs. (*Bruntland Report for the World Commission on Environment and Development,1992*)

Under the Local Government Act, all local councils in NSW are required to apply *Ecologically Sustainable Development* (ESD) to decision making.

- decision making processes should effectively integrate both long and short-term economic, environmental, social and equity considerations
- where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation
- the global dimension of environmental impacts of actions and policies should be recognised and considered
- the need to develop a strong, growing and diversified economy which can enhance the capacity for environmental protection should be recognised
- the need to maintain and enhance international competitiveness in an environmentally sound manner should be recognised
- cost effective and flexible policy instruments should be adopted, such as improved valuation, pricing and incentive mechanisms
- decisions and actions should provide for broad community involvement on issues which affect them

http://www.environment.gov.au/about-us/esd

About the Inner West

Interim Vision

"We are Inner West, land of the Gadigal and Wangal peoples, whose rich cultures, heritage and history we acknowledge and respect. Together we are an inclusive, passionate, creative, vibrant community united in our desire to build a great future for all who live and do business here."

The Gadigal-Wangal People of the Eora Nation are the traditional custodians of the Inner West. The area is in close proximity to the Sydney CBD, and its thriving economic and cultural scene. The community enjoys excellent access to key services, employment opportunities, transport and cultural and recreational infrastructure.

It is home to approximately 187,000 (est 2015) residents across an area of 36 square km from Balmain in the North, Newtown in the East, Tempe in the South and Croydon in the West. The Department of Planning and Environment has projected a need for our population to grow by 41,550 people by 2036 to meet State Government housing targets.
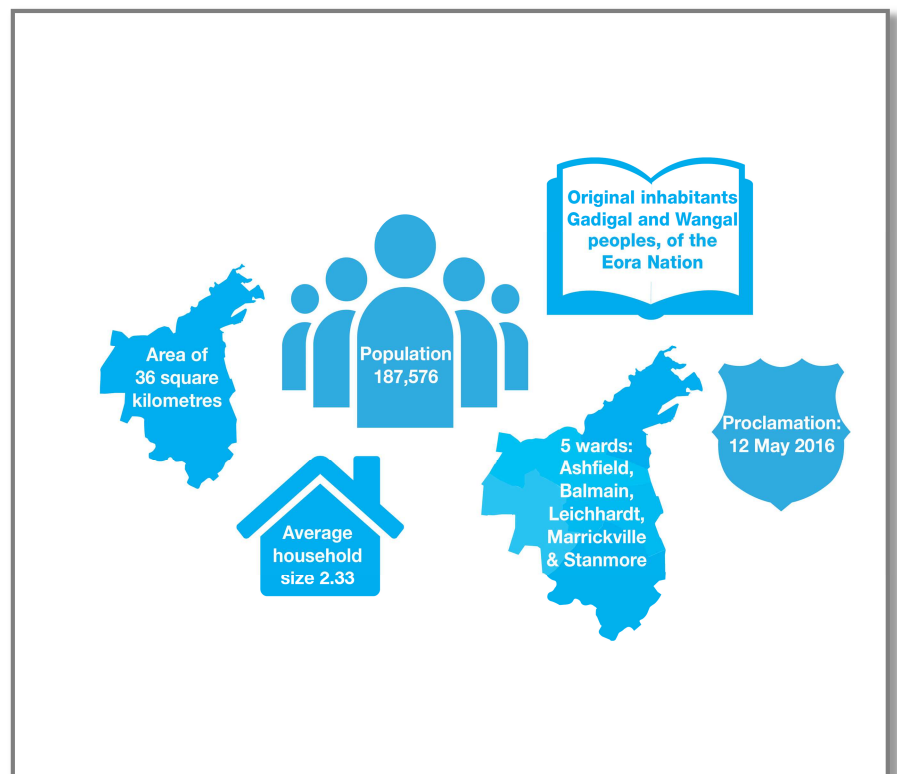
The area is comprised of some of Sydney's oldest suburbs including Annandale, Ashfield, Balmain, Birchgrove, Dobroyd Point, Dulwich Hill, Enmore, Haberfield, Leichhardt, Lewisham, Lilyfield, Marrickville, Petersham, Rozelle, Stanmore, St Peters, Summer Hill, Sydenham, Tempe and parts of Ashbury, Camperdown, Croydon, Croydon Park, Hurlstone Park and Newtown.

There is a 15.7km frontage to Sydney harbour which can be accessed from multiple points.

The area is densely settled, urbanised and light industrial. The topography reflects rolling hills intersected by shallow valleys through which waterways including the Cooks River, Iron Cove Creek, Hawthorne Canal, Whites Creek, Johnstons Creek and Alexandra Canal flow.

There are three commercial hubs located at Ashfield, Leichhardt and Marrickville and smaller village style shopping and restaurant precincts located at Balmain along Balmain Rd, Enmore along Enmore Rd, Haberfield along Ramsey St and Summer Hill along Lackey and Smith Streets.

In 2011, the dominant household type was lone person households, which accounted for 28.7%. The largest increase between 2011 and 2026 is forecast to be in that same category increasing by 3,895

Original inhabitants Gadigal and Wangal peoples, of the Eora Nation

Area of 36 square kilometres

Population 187,576

Average household size 2.33

5 wards: Ashfield, Balmain, Leichhardt, Marrickville & Stanmore

Proclamation: 12 May 2016

households and accounting for 30.0% of all households.

The majority of the population is aged between 25 and 49 years (46.4%), with children (0 to 17years) about equal to older age groups (60 to 85years +), 17.6% and 16% of total population respectively. The largest growth segments, since 2006, have been parents and homebuilders (35 to 49 years), children (0-11) and empty nesters (60 to 69). The median age is 36 years, with Haberfield having the highest median age of 43 years followed by Balmain East (42 years). Ashfield CDB had the lowest median age of 30 years followed by Enmore and Newtown (34 years).

The largest increase in persons between 2011 and 2026 is forecast to be in ages 15 to 19 , which is expected to increase by 3,001 and account for 4.8% of the total persons.

With an aging population, there is a substantial proportion of people needing assistance. 4.3% of the Inner West population requires help in their day to day activities due to disability or old age.

There is a substantial level of housing ownership (52.6%), with just under half of houses (23.6% of total) fully owned and 29% under a mortgage. More than a third of residents (39.6%) are renting and the majority of this group are private rentals, 3.8% of all households are in social housing. The five areas with the highest percentage of social housing were:

- Lilyfield (10.6%)
- Marrickville South (7.9%)
- Balmain East (7.5%)
- Balmain (6.5%)
- Marrickville (6.1%)

A third (34%) of the Inner West population was born overseas and out of the third 24.7% of people came from non-English speaking backgrounds. The predominant language groups across Inner West LGA are shown below:

Greek	3.5%
Italian	3.3%
Mandarin	3%
Vietnamese	2.1%
Arabic	1.6%
Spanish	1.4%
Portuguese	1.1%
Nepali	1.1%
Filipino/Tagalog	0.8%

The majority (72.6%) of working residents travel outside of the area to work and 33% live and work in the LGA. Over a third of Inner West residents (38.8%) travel to City of Sydney

LGA (Inner, East, South and West) for work. Other areas include: North Sydney (3.9%), Ryde (2.7%), Botany (2.1%) and Randwick, Parramatta and Willoughby (2% each).

The main areas of employment in 2011 were

Industry	Inner West LGA
Professional, Scientific and Technical Services	12,541 (13.5%)
Health Care & Social Assistance	9,978 (10.8%)
Education & Training	9,363 (10.1%)
Finance & Insurance Services	7,192 (7.8%)
Retail Trade	6,870 (7.4%)

The community profile material was compiled by .id, the population experts, www.id.com.au

The strengths of the inner west

What do you think are the strengths of the Inner West – the people and the place?

This is what we have heard so far…..

People	Place
Passionate	Vibrant
Politically astute	Proximity to the Sydney CBD
Engaged and involved	Access to open and green spaces
Social justice focus	Well serviced
Creative, artistic	Arts and culture, our galleries, gigs and
Devoted to their neighbourhoods	street art
Green	Night time economy
Inclusive	Public transport
Diverse	Our Aboriginal heritage (people & place)
Stand up for what they believe in	Recreation areas, like bay walks
Care about local heritage and culture	Broad economic mix
Open minded	Public art
Activists	Choice of things to do
Knowledgeable	Sporting venues, like Leichhardt Oval
Active	A rich history, heritage
Well informed	Great food destination
Progressive	Integration of old and new
Volunteers	Niche local industries
Devoted to the area	Natural features, like the Cooks River

THE ISSUES

Asking ourselves…..

- Where are we now?
- Where do we want to be in ten years' plus time?
- How will we get there?
- How will we know when we have arrived?

1) Planning and Development

The Issues

- Managing and planning for population growth
- Improving access to affordable housing
- Protecting heritage buildings and items
- Providing well maintained, safe, welcoming public spaces
- Protecting, increasing and improving green/open spaces
- Maintaining our community assets e.g. buildings and land
- Retaining diversity of industrial lands and employment generating uses

According to the Greater Sydney Commission, the Inner West is considered to be "vulnerable" to a range of stresses including a growing population, housing affordability and a decline in industrial and mixed business land use areas in favour of residential.

Planning for a sustainable, resilient, and healthy community was identified in the Community Satisfaction Survey as one of the most significant issues facing the community right now. Along with an ageing population, and a lack of affordable housing, people were concerned about the impact poorly planned development might have not only on the environment but on the over-all wellbeing of the people who live here. This means having access to open space, enabling people to be employed locally and providing neighbourhoods that are safe, welcoming and diverse.

The Department of Planning and Environment have projected a need for our population to grow by 41,550 people by 2036 in order to meet State Government targets and urban renewal is planned for in a number of major strategies including the Parramatta Road Corridor Urban Transformation Strategy (PRUTS); the Sydenham to Bankstown Urban Renewal Corridor Strategy; and the Bays Precinct Urban Transformation Program.

We need to plan for this sustained growth with an Urban Strategy that ensures employment and in particular industrial lands are protected and their capacity increased; the community has access to local jobs and services; the character and heritage of the area is preserved; development is encouraged in highly accessible areas; walking and cycling connections are enhanced; there is improved housing diversity and affordability; new and improved areas of open space are provided for our growing community; and the natural environment is protected and enhanced.

Opportunities

Developing strategies and plans that protect and enhance our industrial and employment lands to provide additional local jobs and services

Planning and maintaining our public spaces in partnership with the community

Promoting a high standard of urban design in both the public and private domain

Creating plans and policies that ensure distinct urban village atmospheres and local heritage are respected

Implementing the Affordable Housing Policy

Ensuring an integrated approach to infrastructure strategy and design, supporting economic vitality, community well-being, and environmental health.

Discussion Questions:

1. From a planning and development perspective, what does an ideal Inner West look like in 10 years' plus time?

2. What should be our top five, long term, planning and development goals or objectives?

3. How will we achieve these goals?

4. Who is responsible for achieving them and what are we asking them to do?

5. How could we work with the strengths of our community, for example engaging with arts and cultural practitioners, in developing and enhancing our public places?

6. How do we best ensure access to open space and recreation opportunities in an urban environment? For example; explore / develop the shared use of open spaces.

7. What is the most important thing we should be protecting in a growing, urban environment?

2) Transport

The Issues

- Delivering the GreenWay
- Managing traffic congestion
- Provision and maintenance of local transport infrastructure e.g. roads, footpaths
- Improving bike paths and networks
- Improving accessibility and connectivity
- Addressing car parking issues in key locations, including residential and business districts
- Encouraging active transport

The Inner West is set to experience a significant increase in population over the next 20 years, in line with Stage Government projections for Sydney's overall growth. Whilst this will take place throughout LGA there will be particular pressure on the identified growth areas of Parramatta Road, Sydenham to Bankstown Corridor and the Bays Precinct, all of which will require modern, universal transport solutions to support such planned growth. There is already significant transport infrastructure running through the area, carrying large numbers of people and goods.

Access to employment opportunities and the associated issues with affordable housing are also intrinsically linked to transport – as people can be faced with living further from employment centres, travelling times often extend and reliance on transport networks increase. Transport is not the sole solution to urban problems but is the catalyst to sustainable urban living – to enabling businesses to operate and grow efficiently, people to have reliable access employment opportunities, and communities to connect and thrive.

Simultaneously the area is facing myriad challenges presented by some of Australia's biggest infrastructure projects, namely WestConnex and Sydney Metro (and Sydney Metro West); whilst some elements of these projects have yet to be approved, they are already bringing challenges to local communities.

The 2016 Micromex Community Satisfaction Survey highlights development and the associated issues of population growth, public transport, traffic congestion, parking, green spaces, environmental concerns, infrastructure and the impact of WestConnex as issues of most concern. Furthermore, access to public transport was the service area rated as the most important, yet satisfaction of public transport access (and cycleways and management of parking) was low.

A holistic, integrated and sustainable approach to transport planning is essential in addressing these current issues and creating liveable, attractive, healthy and

Opportunities

Lobbying and working with State Government to deliver improved public transport services to the Inner West

Developing an integrated transport strategy for the Inner West

Promoting the GreenWay as an example of integrated, outcome focussed, collaborative practise.

Promoting active transport through the delivery of improved local infrastructure and connectivity between key locations.

Pursuing innovation in transport solutions.

Considering planning controls which deliver new residences near public transport and restrict private parking.

connected neighbourhoods. An approach that connects people with employment opportunities, essential services, open space and recreation, education and entertainment; that reduces reliance on private vehicles and enables more active transport; that creates more sustainable and liveable communities.

The GreenWay is an example of a multiple outcome initiative and grassroots project the vision of which is to create a recognisable, environmental, cultural, and non-polluting, transport corridor linking two of Sydney's most important Waterways. It is a 5.8 km sustainable transport and urban environmental corridor in Inner West linking the Parramatta and Cooks River. The estimated catchment population is 48,000, connecting 6 inner city villages and supported by four local councils.

Discussion Questions

1. From a transport perspective, what does an ideal Inner West look like in 10 years' plus time?

2. What should be our top five, long term, transport goals or objectives?

3. How will we achieve these goals?

4. Who is responsible for achieving them and what are we asking them to do?

5. What opportunities are there to address the transport needs of disadvantaged groups? For example, exploring community transport options and improving linkages to local businesses and schools.

6. Are more public car parks desirable – or will they encourage more private car ownership and use?

7. Should permits in a residential parking scheme be charged for at an amount that reflects the market value, discouraging private car ownership and/or providing more funding for facilities and services?

3) Social vitality, creativity and quality of life

The Issues

- Promoting inclusion for everyone, particularly for people with a disability
- Providing social hubs, meeting places and community events
- Supporting diverse, multi-cultural communities
- Improving access to recreation, both active and passive
- Promoting Aboriginal culture - past, present and future
- Improving access to community facilities, particularly for youth and seniors
- Supporting health and wellbeing
- Supporting the arts
- Addressing service needs of all population groups

People are at the heart of the Inner West. Communities with a sense of social justice; i.e. those that promote rights, participation, equity and access are more resilient, sustainable and have higher levels of collective wellbeing. Social relationships in particular play a crucial role in health and well-being and the ability to thrive within a community.

The Community Strategic Plans of the former councils each prioritised collective wellbeing, rating inclusion, diversity, social justice, social cohesion, connected neighbourhoods, and community engagement and high on their list of priorities.

The 2016 Micromex Community Satisfaction Survey identified social inclusion as a key challenge and opportunity. An inclusive community in this sense is one where all people feel welcome and have opportunities to participate. It's about promoting social justice, and supporting local communities to be connected, therefore reducing isolation. To enable this, people need access to local facilities and open spaces; welcoming public domains where people can meet in friendly, safe environments; accessible local events and, a diverse range of opportunities for life-long learning and active lifestyles.

Access to key services including childcare, schools, and hospitals is an ongoing concern as the pressures of an ever-growing population places increasing demands on both physical infrastructure and service capacity.

The Inner West is culturally diverse, something which is celebrated through the many events offered locally throughout the year. We also have a strong sense of our Aboriginal heritage, a point emphasised in recent community workshops that placed the land of the Gadigal and Wangal peoples - their culture, heritage and history - at the heart of a vision for the future.

Opportunities

Creating both physical and virtual social hubs

Collaborating with the community in the design and delivery of community programs and events

Utilising our increased capacity to strengthen advocacy and partnership work

Investigating and partnering innovative community and cultural projects

Fostering a culture of neighbourliness

Encouraging musical and other cultural performances in Council's community facilities and spaces

Improving our knowledge base to better understand community needs and social disadvantage

Recent IWC community engagement highlighted concern that a lack of affordable housing and other pressures will place the diversity of our neighbourhoods at risk and in particular will disadvantage young people and key workers.

The Inner West is also a highly creative and literary community. The Census (2011) tells us that the Inner West community employs more people in creative industries than the Sydney average. Creative industries and artists were key stakeholders in the former CSPs, working to provide employment opportunities, create vibrant and attractive public places, express new ideas, deliver tourism opportunities and bring people together.

Discussion Questions:

1. What makes you proud to call the Inner West home?

2. From a social and cultural perspective, what does an ideal Inner West look like in 10 years' plus time?

3. What should be our top five, long term, social and cultural goals or objectives?

4. How will we achieve these goals?

5. Who is responsible for achieving them and what are we asking them to do?

6. What is it about the Inner West that attracts people to live, visit, socialise, recreate and shop here?

7. How do we work with our strengths as a creative community to address disadvantage and improve well-being?

4)

5) Sustainability and the environment

The Issues

- Responding to, mitigating and managing the impacts of climate change
- Protecting and enhancing our natural heritage including highly vulnerable areas, habitats, biodiversity and waterways for example, the Cooks River
- Tree management and protection
- Promoting waste avoidance, reuse and recycling
- Supporting local sustainability projects and initiatives

The Inner West has a strong tradition of community action, innovation and advocacy for the environment. However, development population growth and resource consumption are degrading the natural environment. We live in a connected global economy that is using resources faster than they can recover and urban intensification will increase at a rapid rate in the Inner West over the next ten years.

A key challenge will be responding to urban growth in a way that reduces negative impacts on the natural environment. One solution is to ensure ecologically sustainable development and better use of infrastructure and resources. We will also need to ensure that people maintain a sense of place and belonging and are connected with nature.

How can we build our resilience to a changing climate in ways that enhance local ecology?

How should we encourage waste avoidance, and effective use of resources to reduce waste? Can we limit our consumption to match the capacity of earth to replenish resources that are essential to life, like clean air, water and healthy soil? These are just some of the challenging problems needing solutions.

Council plays a role in demonstrating its leadership and commitment by setting targets for its own operations and addressing the complex sustainability issues we face as a community in partnership with local organisations, the community and businesses. Through effective collaboration we can address complicated environmental issues by developing responsive and creative solutions. The challenge will be in finding the best ways to take collaborative action, build partnerships and enable community leadership in order to not only effect change but to influence policy makers.

Climate change affects all parts of the community and cannot be addressed in isolation. Council, while leading by example, can also influence other stakeholders through advocacy, procurement, partnerships and creative collaboration. Council can strive to

Opportunities

Positioning Council as a leader in innovation and sustainability.

Developing and working within an ecologically sustainable framework.

Developing an ecologically sustainable design and building program.

Improving access to clean, renewable energy options and alternatives.

Focusing on waste avoidance, resource reuse and recycling to prevent waste disposal

Enabling collaborative, community-based projects.

Supporting our volunteers and building their capacity.

Integrating green infrastructure and partner communities for a thriving urban ecology* in the Inner West.

Urban ecology is ecology in an urban setting.

show leadership in achieving national targets for emissions and adaptation plans noting however, that a whole of community response is needed to enable real change.

Behaviour change is critical to mitigating and adapting to climate change. School, business and childcare programs, grants, events, access to reliable contemporary information, rebates and other incentives help to drive change.

Promoting sustainable built and natural environments (i.e. water sensitive, green, cooling, and rich with biodiversity), seeking alternative waste solutions to reduce landfill, and giving people better access to sustainable energy sources are all considered opportunities.

Discussion Questions:

1. What does an ideal, ecologically sustainable, Inner West look like in 10 years' plus time?

2. What should be our top five, long term, sustainability goals or objectives?

3. How will we achieve these goals?

4. Who is responsible for achieving them and what are we asking them to do?

5. How / where will people be interacting with the natural world?

6. What will an ecologically sustainable Council do and do differently?

7. What will local people say about Council in terms of Ecologically Sustainable Development in 10 years?

8. How will Council be supporting communities to be sustainable?

6) Local business and industry

The Issues

- Delivering main street and town centre vitality
- Creating vibrant night-time economies
- Supporting small businesses
- Creating new jobs, particularly for young people
- Supporting innovation and creative industries
- Encouraging socially and environmentally responsible business practises

The challenges for the economy include retaining the industrial and employments lands, and ensuring that the architecture, ambiance and feeling of place are preserved. Traffic congestion is, and will always be, an issue for people living and working adjacent to main roads such as Liverpool Road, Parramatta Road, Victoria Road and the Princes Highway plus the larger feeder roads. Access to affordable commercial spaces of a suitable size is another growing issue facing business owners.

The economy is driven by its diversity and in particular the magnetic effect it has on creative people and industries. It is becoming a mecca for young professionals and their families who thrive on the proximity to Sydney and the eclectic offerings of the local businesses. The Inner West has in abundance the big four "Ts" that attract creative industries; talented people, technology, transport and tolerance. The surge in new industries is underpinned by traditional shopping strips and urban centres that are amongst the best in the world, not just Australia. Places like Newtown, Enmore, Summer Hill, and Haberfield, to name just a few of the centres, are the envy of councils far and wide.

Even our industrial areas are bucking national trends with a thriving manufacturing sector that is still the largest employer in the suburb of Marrickville.

The proximity to Sydney and Parramatta position the Inner West well for further innovative business opportunities, especially in the tourism sectors such as the night time economy, day tripper and growing cruise ship market through White Bay.

Inner West Council area's Gross Regional Product is estimated at $9.25 billion, which represents 1.9% of the state's GSP (Gross State Product).

There are 17,598 businesses operating in the Inner West Council area.

The key industry sectors are:

- Manufacturing

Opportunities

Identifying employment land use across the LGA and develop strategies to protect these spaces

Encouraging a diverse range of business and industry to come to the Inner West

Engaging local business and industry in strategy development, identifying opportunities for collaboration and partnerships

Fostering networks that build the capacity of local business and industry to improve economic development outcomes across the LGA

Aligning regulatory services, general services and planning instruments to ensure equity and fairness

Strengthening tourism opportunities by developing connectivity with the Sydney tourist visitation market by promoting the unique retail precincts and visitor experiences on offer across the LGA.

- Retail trade
- Wholesale trade
- Education and training
- Health and social care
- Creative industry

Discussion Questions:

1. From a local business and industry perspective, what does an ideal Inner West look like in 10 years' plus time? Describe the dining, industries, shopping, the night time economy….

2. What should be our top five, long term, economic goals or objectives?

3. How will we achieve these goals?

4. Who is responsible for achieving them and what are we asking them to do?

5. What are the key issues influencing economic growth?

6. What is the business sentiment? For example, are businesses planning to grow, stabilise or reduce operations, jobs and turnover over the coming 5 -10 years.

7. What can be undertaken to support main street and town centre vitality?

8. How can we create vibrant night-time economies?

9. How do you think Council can better support small businesses?

10. What could be done to create new jobs, particularly for young people in the LGA?

7) Civic leadership

The Issues

- Achieving innovation in service delivery
- Establishing who we are, and what we stand for
- Undertaking long term strategic planning for the Inner West
- Ensuring participatory community engagement
- Creating opportunities for youth engagement and pathways for youth involvement in local democracy
- Developing partnerships to deliver community outcomes
- Communicating council deliberations, plans and projects clearly and openly
- Through advocacy;

    - Minimising negative impacts of development and population growth for example on quality of life, environment, infrastructure, liveability, existing suburbs
    - Improving access to key services e.g. public transport, education
    - Achieving better community and environmental outcomes on local, and regional projects examples include; WestConnex, Callan Park, Yasmar estate, Bays Precinct, Sydenham to Bankstown corridor, Parramatta Road development and White Bay Cruise Ship Terminal

Civic leadership is not limited to Council. In this context, civic leadership also refers to the community as leaders. It's about building community capacity and enabling local democracy as well as ensuring good governance. It's about providing people with opportunities to have a voice and make positive change. It's about enabling the community, as well as Council and other levels of Government, to take effective action and achieve good outcomes for everyone.

Council, in addition to promoting opportunities for community participation in decision making, has a specific responsibility to apply good governance. This means professional and transparent decision making, good communication and community engagement, strong financial management, and transparent, efficient service delivery.

The 2016 Micromex Community Satisfaction Survey identified "community's ability to influence Council's decision making" of high importance. Other key findings in the survey were that over half (58%) of residents rated Council's community engagement as good to excellent while less than 20% rated it poor to very poor. It also found that 70% of residents are somewhat satisfied to satisfied with Council's integrity and decision making indicating room to improve.

A newly elected Council will commence in September 2017 and will take a leadership role in delivering the Community Strategic Plan.

Opportunities

Delivering innovation in community engagement

Strengthening Council's stakeholder engagement and developing strong, outcome focussed local and regional partnerships

Identifying advocacy opportunities and building upon our increased capacity to engage State and Federal Governments

Creating opportunities for young people as decision makers and future community leaders

Identifying best practise opportunities across all areas of service delivery

Discussion Questions:

1. What should be our top five, long term, civic leadership goals or objectives?

2. How will we achieve these goals?

3. Who is responsible for achieving them and what are we asking them to do?

4. What opportunities are there for young people to get actively involved in shaping the future of the Inner West? How can we build upon these?

5. What other organisations do or could provide civic leadership?

Getting Involved

People are invited to make written submissions addressing any or all of the questions posed in this paper. Submissions must be received by **5pm on Friday 26 May 2017** and should be directed to;

Inner West Council
Community Strategic Plan Project
Attention: Corporate Strategy Planner
PO BOX 14
Petersham 2040

You can also make a submission online. Please go to http://www.yoursayinnerwest.com.au or email us council@innerwest.nsw.gov.au with the subject line *Community Strategic Plan Submission.*

Council will be holding a series of community forums. To register your interest or for further information about how to get involved please contact one of the Inner West Council service centres, email us or visit our community engagement hub Your Say Inner West http://www.yoursayinnerwest.com.au

Ashfield Service Centre
Phone: (02) 9716 1800
Fax: (02) 9716 1911
Email: info@ashfield.nsw.gov.au
Address: 260 Liverpool Road, Ashfield NSW 2131

Leichhardt Service Centre
Phone: (02) 9367 9222
Fax: (02) 9367 9111
Email: leichhardt@lmc.nsw.gov.au
Address: 7-15 Wetherill Street, Leichhardt NSW 2040

Petersham Service Centre
Phone: (02) 9335 2222
Fax: (02) 9335 2029
Email: council@marrickville.nsw.gov.au
Address: 2-14 Fisher Street, Petersham NSW 2049

Community Strategic Plan - Community Engagement Overview

Preliminary engagement December February 2017	**Statement of Vision & Priorities**
CSP Phase One **Vision, Outcomes and Objectives** 19 March End May	**What are the outcomes and objectives for the community?** Question: *Where do we want to be in ten years' time? What are our long term goals and objectives? What are the issues of most importance to the community? (Using Statement of Vision & Priorities as a starting point)* Who: *Community, key networks and community based groups* Output: *Framework document for the CSP i.e. key result areas or themes and high level objectives*
CSP Phase Two **Strategy development** May June	**How will we achieve these objectives?** Question: *What strategies will we use to achieve community goals? What is already working well – not just within council but beyond? What are the opportunities and challenges?* Who: *All stakeholders including service providers and other levels of government, community groups, advisory bodies and networks, staff* Output: *First draft CSP – High level objectives and strategies in draft format*
CSP Phase Three **Resourcing and targets** May June	**How will we resource the strategies?** Questions: *Who is responsible for delivering the strategies? What are our agreed targets? What are the community expectations around levels of service? Where are the partnership opportunities?* Who: *Stakeholders as above, and staff* Output: *First internal draft CSP with - High level objectives, strategies to achieve objectives, partners and targets*
CSP Phase Four **Prepare Draft** July	**Are we on the right track?** Output: *Second Draft CSP*
CSP Phase Five **Review** August September	**Finalising the Plan for Council and then public exhibition** Output: *Full Draft for feedback from Strategic Reference Groups plus other. Ready for incoming Council by September/October.*
Council review October 2017	*Incoming Council to endorse a draft for public exhibition or other course of action.*