

Leichhardt

20
25+

Our Community
Our Plan
Our Choice

Document tendered by

Linda Kelly.

Received by

Kate Mihaljek.

Date: 5 / 08 / 15.

Agreed to publish Yes / No

Community Strategic Plan





Contents

Using this plan

What Leichhardt 2025+ is all about

- Why Integrated Planning and Reporting?
- An ongoing conversation with community
- Equity – Social Justice
- Links with other plans

Where we are now

- Who we are
- Context and challenges
- What our community has told us
- Where to from here

Where we want to be in 2025 and beyond

- Our vision
- Our community values
- Our Key Service Areas – a focus for future directions

4 How we'll get there 16

- Our Goals, Objectives and Strategies for:
 - Community wellbeing 16
 - Acessibility 19
 - Place where we live and work 22
 - A sustainable environment 25
 - Business in the community 28
 - Sustainable services and assets 30
- Working with State and Federal governments /agencies 32
- NSW 2021 32
- Draft Metropolitan Strategy for Sydney 33

10 Tracking our progress 34

- Outcome measures and desired trends 34
- Service Levels and Council's performance 34

14 Appendices 36

- 1. Leichhardt 2025+ – Planning Terms 36
- 2. Council Services and Activities 38
- 3. References 39

Leichhardt Council acknowledges the contribution made by residents, representatives from local organisations, Councillors and Council staff in reviewing and updating our community strategic plan – Leichhardt 2025+

Using this plan

What Leichhardt 2025+ is all about

An introductory section provides background to the role and development of Leichhardt 2025+, the community strategic plan for the Leichhardt Local Government Area (LGA). The NSW Integrated Planning and Reporting framework is illustrated in Diagram 1 (page 5) and Diagram 2 (page 7) shows the indicative relationship between community engagement, the community strategic plan and other Council plans and strategies - including the Council's ten year Long Term Financial Plan (part of the Resourcing Strategy).

Where we are now

Our demographic profile and map of the Leichhardt LGA provide a context for current issues and future challenges. Community issues and concerns about the Leichhardt LGA are presented in summary.

Where we want to be in 2025 and beyond

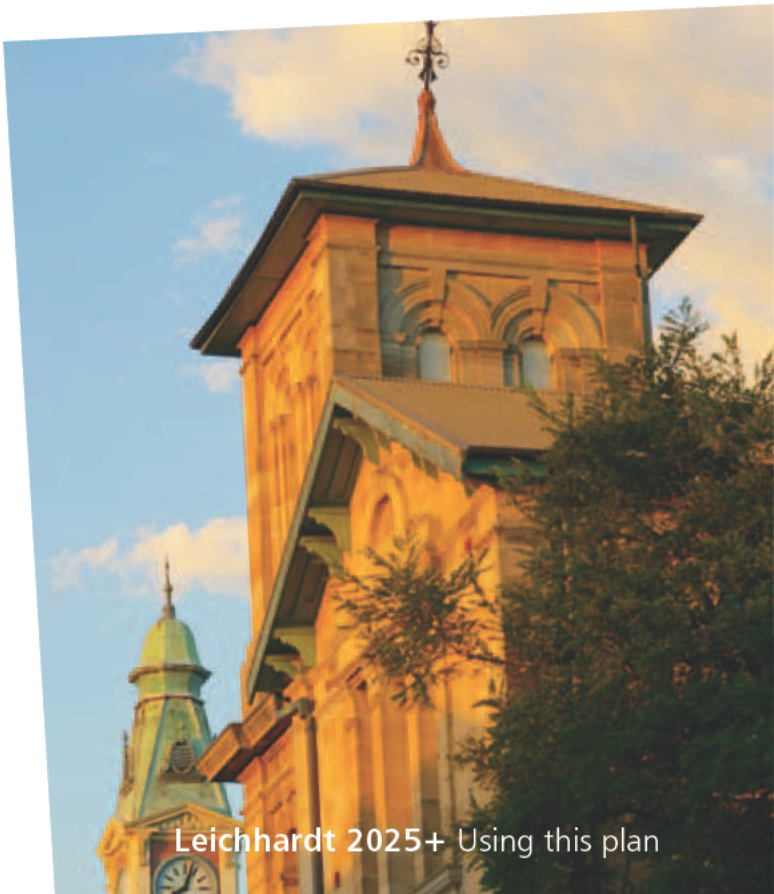
This section describes the vision shaped by the community for the Leichhardt LGA. Key Service Areas and Goals that use a Quadruple Bottom Line framework provide a focus for future directions in our consultation.

How we'll get there

High level Objectives expressing the aspirations of our community for each Key Service Area define more specifically what the long term vision will look like. Each set of Objectives is accompanied by a list of Strategies that will be implemented to achieve the Objectives. The way in which Council is working with, and will continue to work with, State and Federal governments and agencies to achieve the community strategic plan Objectives is outlined. How Leichhardt 2025+ is aligned with NSW 2021 and the Draft Sydney Metropolitan Strategy concludes this section.

Tracking our progress

The approach used to assess progress in achieving the Plan's broader Objectives is presented in this section. It discusses how service level measures and set targets in the Council's Long Term Financial Plan forecast to what extent the Objectives in Leichhardt 2025+ can be achieved with funding that's likely to be available over the next ten years. Diagram 3 (page 35) shows the connections between all elements in the strategic Integrated Planning and Reporting cycle, including how service level measures and set targets will be used to assess Council's performance.



Leichhardt 2025+ Using this plan

What Leichhardt 2025+ is all about

Leichhardt 2025+ is the strategic plan for the Leichhardt Local Government Area that identifies the community's main priorities and aspirations for the future and guides the delivery of Council services over the next ten years.

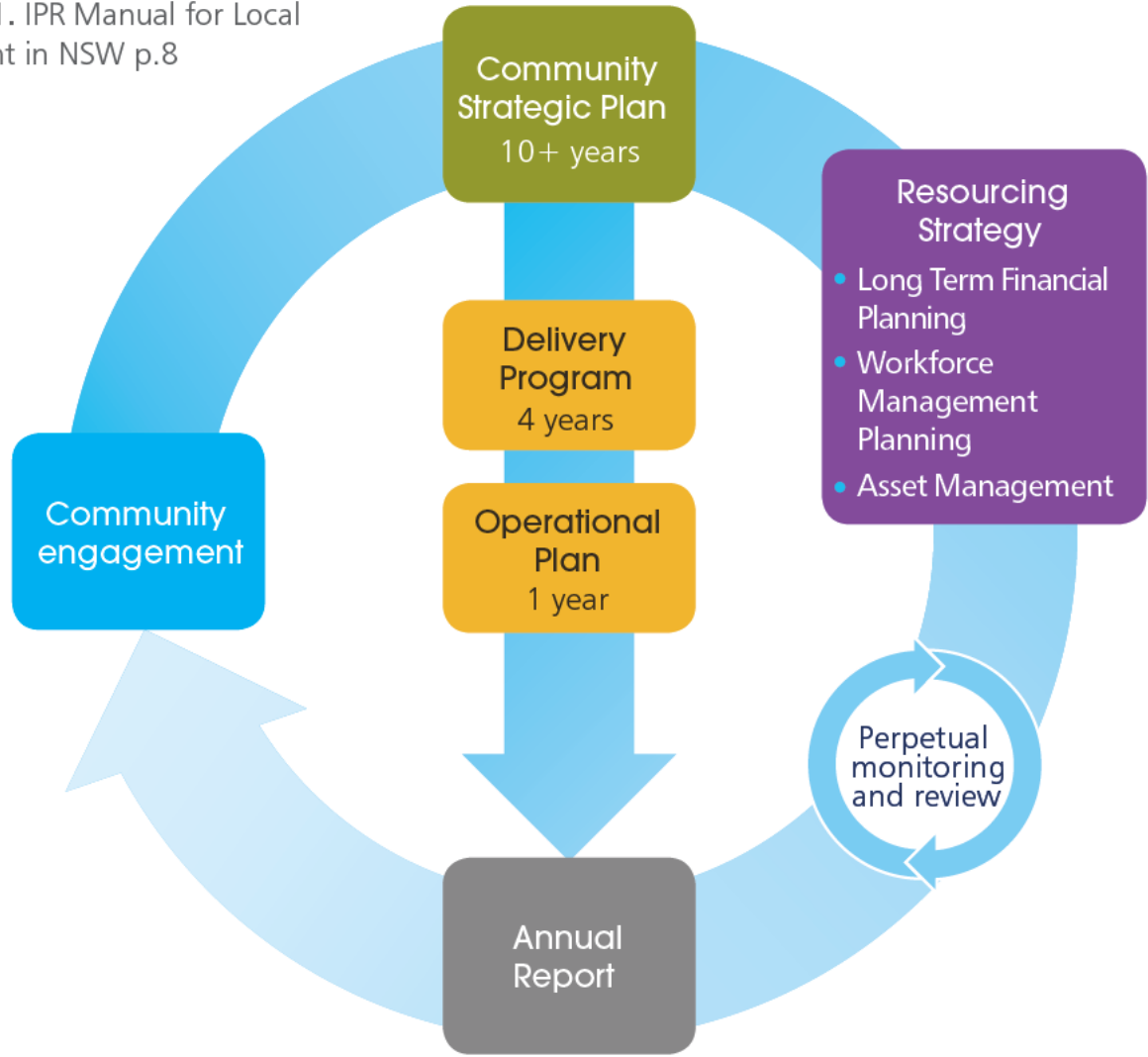
Why Integrated Planning and Reporting?

"The Integrated Planning and Reporting framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation and that they in fact are connected.

This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future

All councils in NSW are now (as at 1 July 2012) working within the Integrated Planning and Reporting framework (shown in Diagram 1)".

Diagram 1. IPR Manual for Local Government in NSW p.8



An ongoing conversation with community

In 2007 Leichhardt Municipal Council took time out with the community to think about the issues we faced and the challenges ahead – socially, environmentally and economically. Community participation was the central process in the development of our first community strategic plan - Leichhardt 2020+. Over 1,200 members of our community and staff were engaged through workshops, surveys and interviews. Innovative processes were used to involve a wide range of people.

While many issues were raised, there was one consistent message. The most important thing for Leichhardt's future as a 'sustainable and liveable community' was -

The way community, Councillors and staff work together to resolve future challenges, competing issues and interests.

Since 2007 and guided by Leichhardt 2020+, Council has engaged with the community in an ongoing conversation - to talk in more detail about how we can improve community wellbeing and accessibility, how we can develop a liveable place, how we can protect and restore the environment and how we can build thriving businesses in the community.

In 2013 we've had the opportunity to bring these conversations together and consider social, environmental, economic and civic leadership issues and priorities as a whole. Over 1,000 people - including residents, Councillors and Council staff - have been engaged in considering the issues we face today, the challenges ahead and our priorities for the future, so that our community strategic plan continues to remain relevant.

Equity – Social Justice

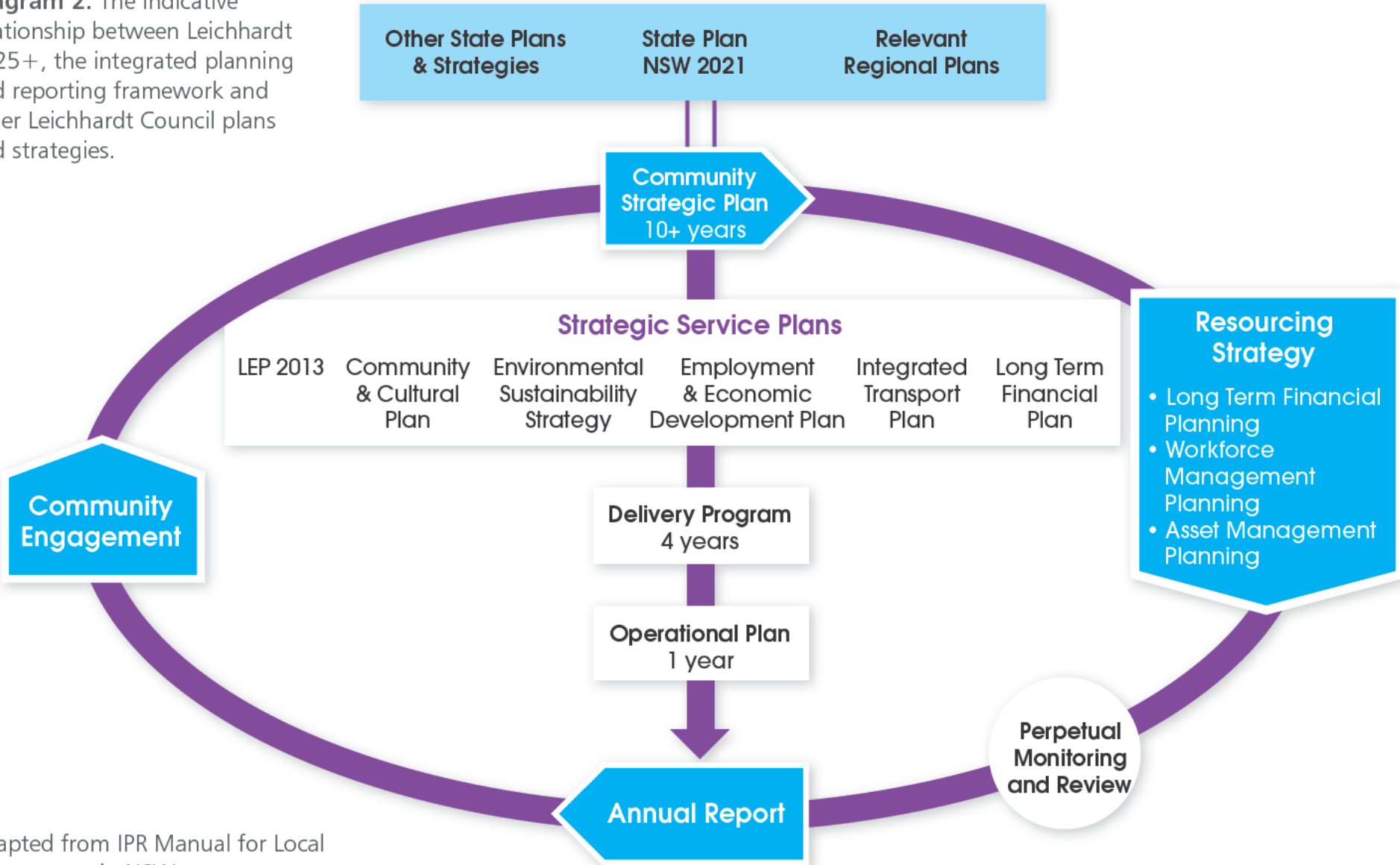
In updating the community strategic plan Leichhardt Council has committed to ensuring:

- Fairness in the distribution of resources
- Rights are recognised and promoted
- People have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life
- People's views are valued and listened to in Council deliberations
- People have better opportunities for genuine participation and consultation about decisions affecting their lives.

Links with other plans

The indicative relationship between Leichhardt 2025+, the integrated planning and reporting framework and other Leichhardt Council plans and strategies is shown in Diagram 2 on the following page.

Diagram 2: The indicative relationship between Leichhardt 2025+, the integrated planning and reporting framework and other Leichhardt Council plans and strategies.



Adapted from IPR Manual for Local Government in NSW



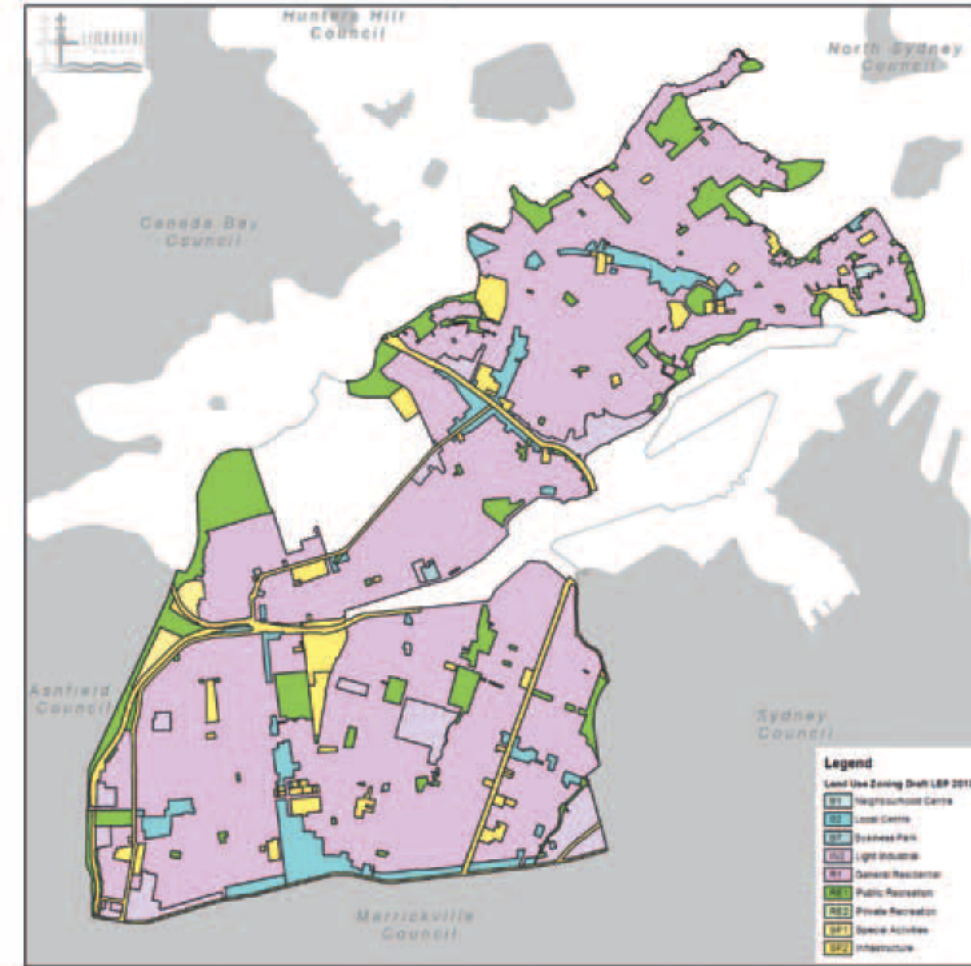
Where we are now

Who we are

The Leichhardt LGA has an area of 10.32 km² and a population of 56,288 (as at June 2012, ABS April 2013). Our population profile reflects our location next to the Sydney CBD and our high cost housing, with rapidly rising mortgages and rents.

We have a very high proportion of residents in the 25-44 age group. There has been an increase in the proportion of youth, largely resulting from the recent "Baby Boom". In the last ten years Leichhardt has experienced a growth in the 0-4 age group of 62% compared to a state growth of 9%, and the 5-14 age group has increased by 20% compared to a state decline of 2%. Young people in the 15-24 age group are not returning to Leichhardt – housing affordability is seen as one key factor. The 0-14 year olds will experience the most growth within our LGA over the next 20 plus years, and the 65+ age group will increase as the overall population ages. We have slightly more females than males. Over 500 Aboriginal and Torres Strait Islander people live in the Leichhardt LGA. Whilst around 88% of Leichhardt residents were either born in Australia or other English speaking countries, our residents nevertheless include members of a small but diverse range of non-English speaking countries including increasing numbers of Chinese. Whilst the number of Italian residents has declined over recent years, the area still reflects its Italian heritage and cultural identity.

We are a well educated and affluent community with a high proportion of professionals and managers, as well as a high average income. However pockets of high need exist amongst older people, and people living on under \$500 per week.



Approximately 10,000 local residents may be impacted by disability, and 10% of local residents assist family members or others due to a disability, long term illness or problems related to ageing. Almost 85% of dwellings have one car or more. Over 50% of our residents travel to and from Leichhardt by car and around 20% travel by bus. Compared with the rest of Sydney, we are high users of buses and low users of cars for travelling to work.

Leichhardt residents as a whole do not significantly move in and out of the area any more than residents from other councils. However, the 25-39 age group is significantly more mobile, with more than 50% moving in and out of the area over a five year period.

The State Government projects a low growth rate with a population of 57,800 by 2036. Our population profile is gaining a stronger balance of young people as more of the 25-39 family age group have children and stay in the area. Less rental accommodation, more owner purchasers, high enrolments in childcare and schools, and new higher birth rates already signal a trend to a more balanced profile.

In terms of our local economy, the Leichhardt LGA is anticipated to enjoy employment growth at a slightly higher rate than our Inner Western suburbs region. The greatest job growth over the next 20 plus years is likely to occur within retail trade, health care and professional scientific/technical services – matching the typical local industry mix of business and commercial centres with retail, health care and professional services. A challenge for the not for profit sector supplying human services support is finding affordable accommodation to house essential services. There is only a small proportion of manufacturing, construction and wholesale with the Leichhardt LGA.





Context and Challenges

Leichhardt Municipality stands on land that traditionally belonged to the Gadigal and Wangal people of the Eora nation. It is a unique area with a long cultural heritage and a special beauty that comes from its Sydney Harbour location and its old suburb origins.

Our history has strong social community values and roots. Council acknowledges the descendants of the Gadigal and Wangal people who reside within the area, as well as all other Aboriginal and Torres Strait Islander people who have made Leichhardt their home. Our working harbour history and our cultural ethnic history from waves of immigration are also important in forming today's community. A diverse range of people with a wide range of skills, cultural backgrounds and interests have been attracted to Leichhardt and have made it their home.

Leichhardt residents and businesses live and work next to the Sydney CBD, a global city and Australia's most thriving business and cultural centre. Our community enjoys the high level of services, employment, cultural and recreational infrastructure and opportunities that a modern city provides.

While we do enjoy a high level of service and standard of living as a community, the complexities and demands of modern communities ensure there are many challenges ahead. Rapidly changing communities, standards and technologies contribute to a complex environment. State, national and global issues also impinge on local communities. State and national governments have been shifting services to local councils and community organisations. Their plans, policies and regulations make significant demands on our processes, policies and practices. The global context questions whether we have a 'sustainable community', whether we are meeting "the needs of the present without compromising the ability of future generations to meet their needs" (United Nations. 1987. "Report of the World Commission on Environment and Development.").

What our community has told us PROGRESS MADE

The vision for the Leichhardt LGA shaped by the community in 2007 was '*Council and community will work together to promote and develop Leichhardt as a sustainable and liveable community*'.

Over the last four years we've made good progress in improving community wellbeing through our youth programs, Art Trail, library programs, working with seniors and Aboriginals and through our increased community engagement commitment and processes. Our Community and Cultural Plan, which addresses the social and cultural aspirations and challenges of the Leichhardt LGA, is now guiding our way forward over the next ten years. To make moving around the LGA safer, we've introduced traffic calming measures, reduced the speed limit from 50k to 40k an hour and provided more bike pathways and bike racks. Our Integrated Transport Plan is driven by a primary resolve to connect people to each other and connect people to place. Its primary goal over the next ten years is to reduce private car dependency for all travel. Our Disability Discrimination Act-Action Plan for 2008 to 2011 has achieved many positive outcomes for the local community and benefited not only people with a disability and their carers, but also improved accessibility for the whole of the population.

Our affordable housing strategy is aimed at retaining and facilitating a socio economically diverse and sustainable community through the retention, promotion and development of affordable housing within the municipality to create stronger and healthier balanced communities. Our focus on maintaining the quality and quantity of open space will ensure the place where we live and work continues to enhance our quality of life. Our Local Environmental Plan 2013 will guide the types of land uses and the form of development permitted within the Leichhardt



LGA. Our commitment to a sustainable environment has been demonstrated through the implementation of our Environmental Sustainability Strategy. We've achieved a number of initiatives including: our urban forest policy; completion of Rozelle Bay Community Nursery; Whites Creek Valley (integration of biodiversity values into open space); gross pollutant traps/stormwater harvesting; Living Streets Program; installation of solar panels and recycling; the adoption of sustainable waste management DCP and Water Sensitive Urban Design and the installation of a Cogeneration plant at the Leichhardt Park Aquatic Centre saving significant amounts of electricity.

The development of our Employment and Economic Development Plan now provides a structure for the next ten years in which to grow the local economy and increase local employment. We've had many conversations about how best to do this and have created new partnerships, such as the High Street Taskforce. A key initiative in providing good government over the last four years has been to do more to address our infrastructure gap. With Leichhardt Council the first non CBD Council in NSW to achieve carbon neutrality, a new Climate Change Action Plan includes further steps Council will take to address an already changing climate. Our Community Engagement Framework, adopted in 2010, expresses Council's commitment to open, participatory and transparent governance that forms the foundations of democratic, responsible government.

Leichhardt Council's financial position is sound and sustainable, positioning us in the top 10% of the State (NSW Treasury Corporation 2013 report on the Financial Sustainability of the NSW Government Sector).

WHAT'S CHANGED?

Many of the challenges and pressures outlined in Context and Challenges remain. In 2013 we've heard what you've said about many issues including: rapid increases in technology particularly in relation to social media; the reduction in funding frontline community / education / humans / seniors / cultural areas; demographic change including our baby boom and ageing population; State commercial regulation; extreme weather and flooding; business competition from other centres, online shopping and business; gentrification and housing affordability; increase in energy costs; mobile/Smart phone growth; and the high priorities to maintain and improve our assets, in particular our roads, footpaths, parks and playgrounds. The State Infrastructure Strategy 2012 – 2032 proposes the West Connex inner west bypass connecting the M4 and M5 via Parramatta Rd. This will have a direct impact/influence on our long term planning.

Where to from here?

We've heard your priorities for the way forward and your ideas about how success will be measured. Your contribution and ongoing conversation has assisted in shaping the Objectives, Strategies and Measures in our community strategic plan – Leichhardt 2025+. The Council's Leichhardt 2025+ Engagement Strategy and Report outlines, in detail, how this has been done. (Refer to www.leichhardt.nsw.gov.au/2025)



Where we want to be in 2025 and beyond

At the 2013 Leichhardt 2025+ Community Forum, participants representing residents, local organisations, Councillors and Council staff revisited the vision shaped by the community in 2007. As a result of significant evidence from community engagement over the last three years and in 2013, the word 'connected' has been added to the original Leichhardt 2020+ vision statement.



Our Community Values

Our Local Community – making it the place where we want to live, work, play and visit

Provides a vision of what we want for the community to guide our thinking, and strengthens the way Council focuses its work on service to the community

Democratic Responsible Government – open, participative and proactive Council leading the community

Defines how Councillors and staff work with the community - the roles, practices and processes that improve Council's open, participatory and transparent governance to form the foundations for Democratic Responsible Government

Sustainability – shared passion and commitment to consistently do all the things required to enhance and preserve the social, environmental, economic and civic leadership factors that are important to the lives of future generations and life on our planet

Develops the commitment, systems and practices for Leichhardt to be a role model in social, environmental, economic and governance (civic leadership) sustainability

Our Key Service Areas - a focus for future directions

In 2007 six Key Service Areas provided a focus for future directions in our consultation. These Key Service Areas have been revisited and reconfirmed by community in 2013. The six Goals provide a Quadruple Bottom Line (QBL) framework to plan social, environmental, economic and civic leadership outcomes to deliver a sustainable and liveable community.

Quadruple Bottom Line	Key Service Area	Goal
SOCIAL	Community well-being	A Leichhardt community that is equitable, cohesive, connected, caring, diverse, healthy, safe, culturally active, creative and innovative, and has a strong sense of belonging and place
	Accessibility	Easy access for people, services, information and facilities that promotes the amenity, health and safety of the community and that reduces private car dependency for all travel
ENVIRONMENT	Place where we live and work	A liveable place – socially, environmentally and economically
	A sustainable environment	A sustainable environment created by inspiring, leading and guiding our social, environmental and economic activities
ECONOMIC	Business in the community	Thriving businesses and a vibrant community working together to improve the local economy
CIVIC LEADERSHIP	Sustainable services and assets	Accountable civic leadership that delivers services and assets to support the community now and in the future

How we'll get there

Community wellbeing



GOAL

A Leichhardt community that is equitable, cohesive, connected, caring, diverse, healthy, safe, culturally active, creative and innovative, and has a strong sense of belonging and place

Objectives	Strategies	Progress Indicators	Desired Trend
People are connected to each other	<ul style="list-style-type: none"> Encourage and support a LGA that is friendly, connected and values diversity, cultural and linguistic diversity, diverse living models, gender and sexual preference diversity Inform and engage local communities Provide opportunities for people to come together in local community facilities and the public domain 	<p>% of residents who have attended any events that bring people together such as fetes, festivals or other community events (as measured by Council's Community Wellbeing Survey)</p> <p>Community volunteer levels for Council facilitated projects (eg community gardens and the like)</p>	<p>↑</p> <p>↑</p>
People are connected to place	<ul style="list-style-type: none"> Build on the unique identity of the LGA and foster a strong sense of place, particularly relating to Aboriginal and Heritage initiatives Provide democratic access to public places and spaces for residents and visitors 	<p>% of residents who agree or strongly agree with the statement 'My local community feels like home' (as measured by Council's Community Wellbeing Survey)</p>	<p>↑</p>
Community strengths and capabilities are developed	<ul style="list-style-type: none"> Support residents so they can choose to live in the Leichhardt LGA at any stage of life, particularly socially disadvantaged residents Develop and implement a healthy ageing strategy Provide options for people to move around local neighbourhoods and between destinations easily, enabling participation in community life by people with disabilities Ensure the Leichhardt LGA has effective and sustainable community services and programs for youth, young children, older people, and people with disabilities and their carers. Provide effective services for children and families that are responsive to community needs Offer innovative services for young people 	<p>The proportion of children enrolled in a preschool program in the year prior to commencing full-time schooling (NSW 2021 measure)</p> <p>Childcare satisfaction levels (as measured by Council's Community Perception Survey)</p> <p>Satisfaction levels for Council's aged care, seniors programs and disability services (as measured by Council's Community Perception Survey)</p>	<p>↑</p> <p>↑↑</p> <p>↑↑</p>

Objectives	Strategies	Progress Indicators	Desired Trend
The arts and cultural life are enlivened	<ul style="list-style-type: none"> Engage local communities with a diverse range of arts activities and experiences Promote and support local creative clusters, hubs and hotspots linked regionally Support and develop a Leichhardt LGA as a place where arts and cultural practice is energised and connected 	% residents who have participated in any programs related to arts and cultural life (as measured by Council's Community Wellbeing Survey and Community Perception Survey)	↑
Health and Wellbeing is promoted	<ul style="list-style-type: none"> Provide opportunities for residents to develop a strong sense of health and wellbeing Provide options for residents to engage in healthy and sustainable living 	% residents who have participated in any programs that support health and wellbeing outcomes (as measured by Council's Community Wellbeing Survey) Satisfaction levels with Council's Community Facilities (as measured by Council's Community Perception Survey)	↑ ↑ →

How we'll get there

Accessibility



GOAL

Easy access for people, services, information and facilities that promotes the amenity, health and safety of the community and that reduces private car dependency for all travel

Objectives	Strategies	Progress Indicators	Desired Trend
<p>Accessibility is improved within and throughout the LGA</p> <p>Environmental conditions are improved</p>	<ul style="list-style-type: none"> Develop, and promote a modal hierarchy for moving around the Leichhardt LGA that reflects our desired future – a reduced dependency on private motor vehicles 	<p>Car ownership in the LGA (ABS)</p> <p>Vehicle counts on arterial roads in Leichhardt LGA (as measured by Transport NSW)</p> <p>Pollution levels for Sydney (as measured by the Air Quality Index)</p>	<p>↓</p> <p>↓</p> <p>↓</p>
<p>Health and wellbeing is promoted by providing choices for moving around</p> <p>A legible, direct and safe pedestrian and cycling environment is created</p>	<ul style="list-style-type: none"> Support community transport by understanding the community's travel needs and working with all stakeholders catering for those needs Promote walking by developing a legible, direct and safe pedestrian network that encourages an increased number of people to walk Promote cycling by developing a comprehensive bicycle network that makes cycling safe, usable and attractive 	<p>Bike Counts (as measured by Bicycle Network)</p> <p>Number of trips made by walking (mode share for Leichhardt LGA as measured by NSW Bureau of Transport Statistics)</p>	<p>↑</p> <p>↑</p>
<p>A safe and efficient road network is provided for all road users</p> <p>Appropriate levels of parking are provided</p>		<p>Percentage of State Roads with a 'good' road smoothness where surface 'roughness' is less than 4.2 IRI (International Roughness Index) <i>(NSW 2021 measure)</i></p> <p>Road casualty rates (ABS)</p> <p>Satisfaction level for Council's traffic and parking management services (as measured by Council's Community Perception Survey)</p>	<p>↑</p> <p>↓</p> <p>➡ ↑</p>

Objectives	Strategies	Progress Indicators	Desired Trend
<p>Public transport use is encouraged</p>	<ul style="list-style-type: none"> Promote public transport by advocating for public transport systems that are fully integrated, suitable for the inner City and efficiently respond on changing demands (eg The Cooks River to Leichhardt Greenway corridor incorporating active and public transport initiatives) 	<p>Number of trips made by bus (mode share for Leichhardt LGA as measured by NSW Bureau of Transport Statistics and Council's Community Perception Survey)</p>	<p>↑</p>
<p>Integration of land use, transport and community and cultural activities is facilitated</p>	<ul style="list-style-type: none"> Encourage flexible transport services, community transport and infrastructure connecting people to destinations (Strategy 2.4.3 C&CP) 	<p>Travel modes within, to and from the LGA resulting in decrease of private vehicle usage (as measured by Council's Community Perception Survey)</p> <p>Level of aged housing on main streets</p>	<p>↑</p> <p>↑</p>

How we'll get there

Place where we live and work



GOAL

A liveable community – socially, environmentally and economically

Rozelle Square

Objectives	Strategies	Progress Indicators	Desired Trend
<p>Our town plan and place plans optimise the potential of our area through integrating the built and natural environment with a vision of how we want to live as a community and how areas should develop to meet future needs</p> <p>A clear, consistent and equitable planning framework and process is provided that enables people to develop our area according to a shared vision for the community</p>	<ul style="list-style-type: none"> Minimise negative impacts of urban development on the natural, social, economic, physical and historical environment 	% of residents satisfied with streetscapes, parks, gardens, sporting fields, playgrounds and heritage conservation (as measured by Council’s Community Perception Survey)	<div></div>
	<ul style="list-style-type: none"> Identify, protect and conserve environmental and cultural heritage, public spaces and community buildings 	Area of public open space available (hectares per thousand residents) within the LGA	<div></div>
	<ul style="list-style-type: none"> Promote a high standard of urban design in the public and private domain Maintain and enhance the character of the urban environment 	% of resident satisfied with main streets (as measured by Council’s Community Perception Survey)	<div></div>
	<ul style="list-style-type: none"> Maximise the community’s access to sustainable transport, community services, employment and economic opportunities, public open space, recreation facilities and the waterfront Facilitate development that encourages walking and cycling, increases use of public transport and reduces dependency on private motor vehicles 	Supply of housing in the vicinity of public transport services	<div></div>
		Residential density and employment around transport nodes	<div></div>
	<ul style="list-style-type: none"> Promote affordable, accessible, adaptable and diverse housing types 	Supply of affordable, supported and aged housing	<div></div>

Objectives	Strategies	Progress Indicators	Desired Trend
An integrated planning process is promoted to make planning easier for the community and to establish a service that people want to use	<ul style="list-style-type: none"> • Support and enable access to clean renewable energy • Minimise noise and pollution from all sources in order to protect and improve the health and amenity of the community within the LGA • Deliver solutions to the accessibility needs of Leichhardt's communities (sustainable transport) 	% of resident satisfied with development applications (as measured by Council's Community Perception Survey)	↑








How we'll get there


A sustainable environment



GOAL

A sustainable environment created by inspiring, leading and guiding our social, environmental and economic activities

Objectives	Strategies	Progress Indicators	Desired Trend
Our natural environment and native biodiversity is protected, restored and enhanced within our urban context	<ul style="list-style-type: none"> Protect, restore and enhance our natural environment Improve opportunities for native biodiversity within our urban context Design and retrofit the built environment to protect the natural environment and waterways 	% of tree canopy within the LGA The total number of maintained bush care sites The range of native bird species recorded at nominated sites	  
Our impacts on the natural environment and heritage are minimised	<ul style="list-style-type: none"> Council's development assessment, compliance, asset management and operations function effectively to enhance community amenity, promote best practice environmental design, plan for open space, accessibility, recreation and biodiversity needs and manage land contamination issues Effectively manage air pollution from stationary sources within the LGA Reduce car dependency for journeys within, into and out of Leichhardt Municipality Increase community and Council commitment to material reuse and resource recovery Reduce the amount of municipal waste per resident sent to landfill Reduce the community's dependence upon mains water supply Increase the application of water conservation, harvesting and recycling within the LGA Reduce water pollution from all sources Manage the risk of flooding within the LGA Increase the proportion of commuter trips that use public transport or active transport (walking, cycling) Protect, conserve and enhance items of physical, social and cultural heritage within the Leichhardt LGA 	Leichhardt LGA mains potable water average resident usage per annum, in kilolitres Percentage of domestic waste diverted from land fill Number of reported motor vehicle accidents in the Leichhardt LGA area involving pedestrians or cyclists Leichhardt Council corporate potable water usage per annum in kilolitres	   

Objectives	Strategies	Progress Indicators	Desired Trend
Our commitment and capacity to consistently support environmental sustainability is developed	<ul style="list-style-type: none"> Support and enable access to clean renewable energy Minimise noise and pollution from all sources in order to protect and improve the health and amenity of the community within the LGA Deliver solutions to the accessibility needs of Leichhardt's communities (sustainable transport) 	Total electricity usage, in kilowatt hours per annum, of the LGA	

How we'll get there

Business in the community



GOAL

Thriving businesses and a vibrant community working together to improve the local economy

Objectives	Strategies	Progress Indicators	Desired Trend
Places are created that attract and connect people	<ul style="list-style-type: none"> Create a Leichhardt LGA that has a strong sense of place, attractive, comfortable and safe centres and corridors and a unique identity that encourages shoppers, workers and visitors to enjoy their visit and stay longer 	% of resident satisfied with main streets (as measured by Council's Community Perception Survey)	<div></div>
The changing needs of the customer and community are met	<ul style="list-style-type: none"> Encourage an extensive range of quality retailers and commercial businesses that are convenient for local shoppers to use and access 	Economic diversity of the LGA against the NSW Economic Diversity Index	<div></div>
The new economy is embraced	<ul style="list-style-type: none"> Support and share innovation and creativity to develop the local economy 		
Economic assets are protected and leveraged	<ul style="list-style-type: none"> Strategically manage the LGA's economic assets for current and future generations 	Area of industrial land in the LGA	<div></div>
Capacity and relationships are built	<ul style="list-style-type: none"> Foster a culture of cooperation and respect between businesses, Chambers of Commerce and Council where each take responsibility for their own role in implementing economic development 	Commercial centre occupancy rates	<div></div>
The LGA is marketed as the place to do business and visit	<ul style="list-style-type: none"> Make living and working in the LGA easier than in competing areas 	Number of residents working within the LGA as a proportion of the total working population (ABS) Total number of jobs in the LGA as measured by the Bureau of Transport Statistics	<div></div> <div></div>

How we'll get there

Sustainable services and assets



Engaging community - Community Forum 23 March 2013

GOAL

Accountable civic leadership that delivers services and assets to support the community now and in the future

Objectives	Strategies	Progress Indicators	Desired Trend
Requirements and clear standards for infrastructure and services which meet the needs of local communities are provided and maintained	<ul style="list-style-type: none"> Deliver services in line with the community's expected and agreed levels of service Maintain and/or improve service levels in line with identified community priorities 	<p>% of resident satisfied with Council's performance overall (as measured by Council's Community Perception Survey)</p> <p>Customer Service Satisfaction levels (as measured by Council's annual Community Perception Survey)</p>	<p>➡ ➡</p> <p>➡ ➡</p>
Our staff, financial resources, business processes, services and assets are managed efficiently and effectively to ensure their sustainability	<ul style="list-style-type: none"> Maintain Council's strong financial position (operating result, asset renewal ratio, liquidity, working funds and reserves, manageable debt levels, adequate provision for employee leave entitlements) Consistently apply sustainability principles to our service systems, decision making and management structures Develop and maintain effective systems to measure and report on performance Manage and minimise risk for Council and the community Increase the resilience of Council to the impacts of climate change Reduce Council's dependence upon mains water supply 	<p>Asset renewal ratio for ten year asset management strategy (should be 100%)</p> <p>Leichhardt Council's corporate potable water usage per annum, in kilolitres</p> <p>Leichhardt Council's total annual carbon emissions (tonnes)</p>	<p>➡</p> <p>⬇</p> <p>⬇</p>
Transparent, consistent, efficient and effective participative processes are delivered	<ul style="list-style-type: none"> Ensure the Leichhardt Community is informed, involved in and empowered in Council's planning and decision making processes 	<p>% of residents who strongly agree / agree that Council is committed to meaningful consultation on all issues of concern to residents and businesses (as measured by Council's annual Community Perception Survey)</p> <p>% of residents satisfied with Council's customer service (as measured by Council's Community Perception Survey)</p>	<p>➡</p> <p>➡ ➡</p>

Working with State and Federal agencies

Leichhardt Council works positively and proactively on an ongoing basis with various State and Federal Departments and Agencies to achieve specific outcomes. For example:

NSW STATE GOVERNMENT

Dept. Planning and Infrastructure – Draft Metropolitan Strategy 2031; A New Planning System for NSW ; Inner West Regional Action Plans; Leichhardt LEP and DCP 2013

Dept. Premier and Cabinet – Destination 2036; Callan Park Master plan; Bays Precinct; Integrated Planning & Reporting

Transport for NSW – Long Term Transport Plan; Glebe Island and White Bay (Sydney Ports); Narrow Streets Footpath Parking Program



Dept. Family and Community Services – Affordable and Supported Housing; Aged, Disability and Home Care

Trade and Investment – Arts and Culture activities and projects, economic development

Department of Education and Communities – Childcare

FEDERAL GOVERNMENT

Regional Australia, Local Government, Arts and Sports – grants, constitutional recognition of Local Government

Health and Ageing, Immigration and Citizenship – Affordable and Supported Housing; Aged, Disability and Home Care; Citizenship Ceremonies

Education, Employment and Workplace Relations – Childcare

NSW 2021

NSW 2021 is the 10-year plan to rebuild the economy, provide quality services, renovate infrastructure, restore Government accountability and strengthen the local environment and communities.

The six Key Service Areas, Goals and Objectives in Leichhardt 2025+ align with the following five Strategies in *NSW 2021*:

Rebuild the Economy – restore economic growth and establish NSW as the first place in Australia to do business.

Return Quality Services – provide the best transport, health, education, police, justice and family services, with a focus on customer needs.

Renovate Infrastructure – build infrastructure that drives our economy and improves people’s lives.

Strengthen our Local Environment and Communities – improve people’s lives by protecting natural environments and building a strong sense of community.

Restore Accountability to Government – strengthen trust in public institutions, return planning powers to the community and give people a say on decisions that affect them.

Leichhardt 2025+ also addresses the **Eastern Sydney and Inner West Regional Two Year Action Plan** which focuses on improving transport connections, housing options

and liveability for local communities. The NSW Government in partnership with the community has the following vision for the Inner West which is:

Improved living standards and safety, by enhancing community facilities and reducing social issues and anti-social behaviour.

Support vulnerable members of the community, by providing better access to services.

Well connected, with reliable transport services and reduced road congestion.

More housing options, to meet the needs of the region’s changing demographic and support lower income earners.

Globally competitive, with a dominant role in advanced professional and financial services exports as Australia’s largest regional economy.

DRAFT METROPOLITAN STRATEGY FOR SYDNEY TO 2031

During 2012, the NSW Government started to develop new plans for the long-term future of the State linked to *NSW 2021*. The *Metropolitan Strategy* will be the 20-year

plan to build liveable places across Sydney. It will guide future planning and investment decisions covering housing, economic development and jobs, open space and the transport we need to connect homes, jobs and education and recreation facilities. Until the update is completed, the Metropolitan Plan for Sydney 2036 continues to shape the future growth of Australia’s major global city.

The Metropolitan Plan integrates land use, urban and funded–transport planning to provide a framework for sustainable growth and development across the city to 2036. It will also meet the targets in the *NSW 2021*—notably in integrated transport and land use planning. The Plan also sets the boundaries for future urban development and identifies the strategic transport corridors and Major Centres best placed to focus sustainable commercial and residential growth in the future. It provides strategic direction for a sustainable city by limiting urban sprawl, protecting Sydney’s valuable resource lands, encouraging more development near public transport and reducing the need for car travel. It means more jobs located near transport; more homes located near transport; and more jobs located near homes.

Key elements of the Draft Strategy include:

- Linking land use and transport planning together
- Promoting the future of Parramatta Road as a strategic issue for metropolitan Sydney
- Highlighting the importance of housing and employment in the future of the metropolitan area
- Increasing the focus of affordable housing

These fundamental strategic planning principles have informed the preparation of Leichhardt Municipal Council’s community strategic plan and LEP 2013.



Tracking our progress

The purpose of developing and implementing **Leichhardt 2025+** is to bring about some form of positive change or desired outcome within the community. So it is important to check, at regular intervals, whether or not the community and Council are making progress towards achieving the community strategic plan goals and objectives.

Outcome measures and desired trends

Progress Indicators and Desired Trends are presented in each of **Leichhardt 2025+** Key Service Areas to show progress in meeting broader community objectives and to identify when further negotiation with other service providers is needed.

Each Key Service Area in the Plan has at least two process indicators, which can be tracked reliably over the next four years. As Council’s monitoring processes and systems are improved over time, each Key Service Area will have at least four to five outcome measures that can be used to track our progress

Council conducts an annual Community Perception Survey which will be a key instrument in setting service level targets for Council services and for measuring the Council’s performance.

Service Levels and Council’s performance

Leichhardt Council will measure its performance by how effectively it meets set Service Level Targets. A Service Level (also known as Level of Service) can be defined as the service quality for a given activity.

Leichhardt Council is committed to living within its means and providing the level of service (or service quality) that our current and future community want and are prepared to pay for.

Using ‘Levels of Service’ provides the platform for all subsequent decisions that involve a tradeoff between how much the community pays for services and the appropriate mix and balance of services that can be provided.

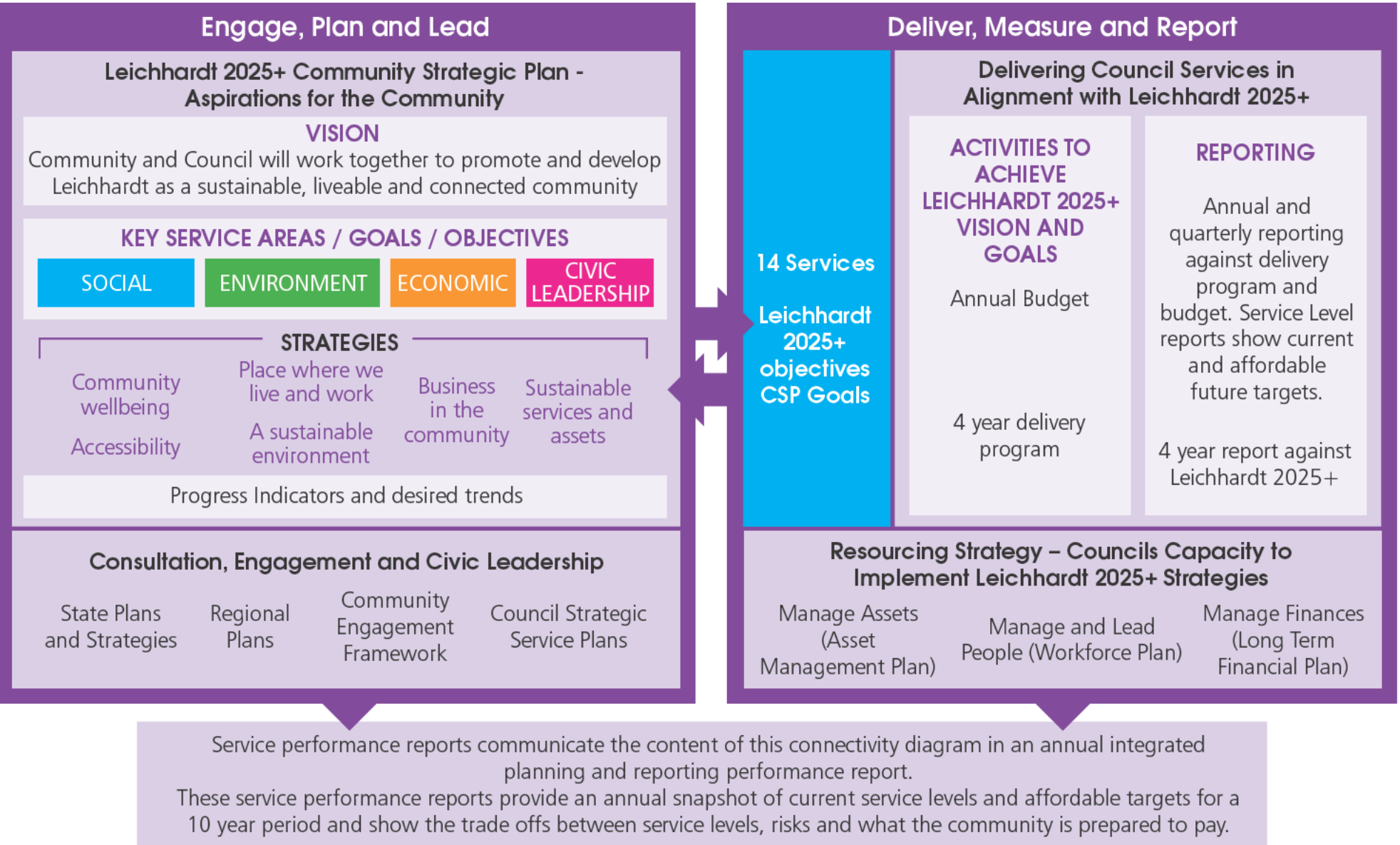
Leichhardt Council’s Long Term Financial Plan projects to what extent the Objectives

in **Leichhardt 2025+** can be achieved with funding that’s likely to be available over the next ten years. Each service the Council provides has a set ten year service target the Council can afford taking into account;

- Community preferences/priorities
- Required strategic plan outcomes
- Minimum legislative requirements
- Technical constraints

The Connectivity diagram (Diagram 3) presented on the following page shows how broader **Leichhardt 2025+** aspirational community Goal and Objectives are connected not only to outcomes for which all service providers are responsible but also to levels of service the Council can afford and for which the community is prepared to pay.

Diagram 3: Connectivity Diagram – Integrating Community Aspirations with Sustainable Service Delivery and Clear and Transparent Reporting



Appendix 1: Leichhardt 2025+ – Planning Terms

Community Strategic Plan	A Community Strategic Plan identifies the community’s main priorities and aspirations for the future. The Plan should be developed and delivered as a partnership between council, state agencies, community groups and individuals and addresses a broad range of issues that are relevant to the whole community. Each council must develop and endorse a Community Strategic Plan, on behalf of its LGA.
Vision	A statement that embodies imaginative insight and statesmanlike foresight and encourages community and council ownership and a sense of common purpose. The vision for the LGA assists people to focus on wider issues and aspirations for the community and to get in touch with the values and priorities that underpin the way forward
Quadruple Bottom Line / Key Service Areas	A Community Strategic Plan must address social, environmental, economic and civic leadership issues in an integrated manner. This approach is generally referred to as ‘the quadruple bottom line’ (QBL). In this Plan Key Service Areas group items that the council and the community want to consider under key headings to ensure there is an adequate range of activity for each QBL element. Key Service Areas provide a focus for future directions.
Goals	Goals are the object of ambition or effort for each Key Service Area
Objectives	Objectives are the things that define more specifically what the long term vision will look like
Strategies	Strategies describe how the objectives will be achieved and which areas need to be focused on.
Progress Indicators	Provide milestones in achieving the Goals and Objectives. They identify how success is defined in terms of making progress toward strategic goals.

Resourcing Strategy	A council must have a long term Resourcing Strategy for the provision of resources required to implement the strategies established by the Community Strategic Plan that the council is responsible for. The Resourcing Strategy is a critical link when it comes to translating strategic objectives into actions The Long Term Financial Plan, Asset Management Strategy and Plan, and Workforce Management Strategy are all part of the Resourcing Strategy
Long Term Financial Plan	The Long Term Financial Plan provides the mechanism for testing the long term community aspirations and goals against financial realities over the next ten years. It is also where the council and the community may decide what resources councils need to influence and work with other parties so that they might deliver on responsibilities.
Asset Management Policy, Strategy and Plan	An Asset Management Strategy outlines how the Local Government’s asset portfolio will: Meet the service delivery needs of its communities into the future; Enable their Asset Management Policy to be achieved; and Ensure that asset management is established as part of the Local Government’s plan for the future. Asset Management Plans define current levels of service and the processes Local Governments use to manage each of their asset classes.
Workforce Management Strategy	A Workforce Management Strategy must be developed to address the human resourcing requirements of a council’s Delivery Program and Annual Budget. An effective workforce strategy aims to provide the council with the people best able to inform its strategic direction develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.
Service Levels	Service Levels define service quality for a particular activity ie roads, or service area ie public health and compliance, against which service performance may be measured.

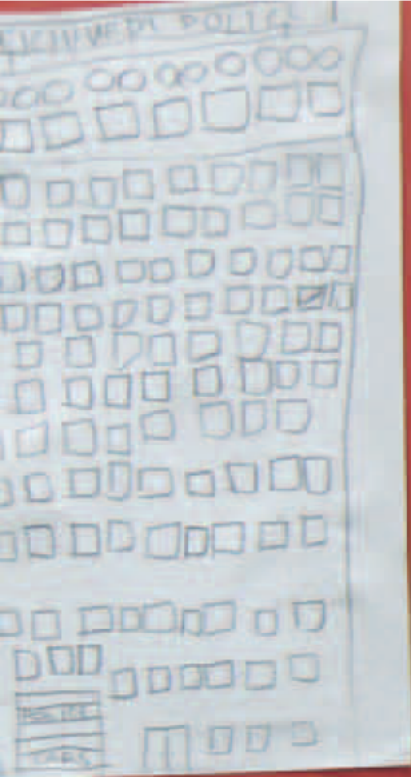
Appendix 2: Leichhardt Council Services and Activities

Service	Activity	Service	Activity
Buildings	Maintenance and Management (Asset Management Plan)	Parks, Ovals and Streetscapes	Playing fields, Playgrounds, Parks and Reserves, Public Domain Cleaning, Street Trees
Childcare	Long Day Care Family Day Care Occasional Care & After School Care	Public Health and Compliance	Parking, Rangers and Food Safety
Community and Cultural Services and Planning	Aboriginal and Cultural Diversity Aged and Disability Services Arts and Cultural Services Community Centres and Facilities Community and Cultural Planning and Partnerships Community Engagement and Events Youth and Community Safety	Recreation Facilities	Dawn Fraser Baths Leichhardt Park Aquatic Centre Tennis Courts
Development Assessment	Development Approvals Construction Certification Building Inspections Tree Preservation	Stormwater Management	Drainage Flood Mitigation
Economic Development	Planning for economic growth Developing local economic capacity Marketing and promoting the high streets and business precincts	Transport and Infrastructure	Bridges Paths Roads Seawalls Main Streets Traffic Management Wharves
Environment and Urban Planning	Environmental Sustainability Recreation Planning and Open Space Land Use and Transport Planning	Waste Management	Domestic Waste and Recycling Trade Waste
Library and Information	Leichhardt and Balmain Libraries	Governance	Corporate and Financial Services Legal Information Services and IT Systems Customer Service Community Engagement

Appendix 3: Leichhardt 2025+ References

The strategic planning and consultation documents listed below are the key supporting references to Leichhardt 2025+. Other social, environmental, economic and governance plans, strategies and policies that provide background information to planning for the Leichhardt LGA can be accessed on Leichhardt Council’s website www.leichhardt.nsw.gov.au

References	Quadruple Bottom Line
Leichhardt Community and Cultural Plan 2011-2021 - 10 Year Strategic Plan, 2011 Leichhardt Community and Cultural Plan 2011-2021 – Engaging with Community Leichhardt Integrated Transport Plan 2012-2022 - 10 Year Strategic Plan, 2012 “Pick up your bike and go where you like” A Bicycle Strategy for the Leichhardt LGA, 2007	SOCIAL
Leichhardt Environmental Sustainability Strategy 2010 -2014 Draft Local Environmental Plan, 2013 Climate Change Plan, 2013	ENVIRONMENTAL
Leichhardt Employment and Economic Development Plan – 2013-2023 Leichhardt Employment and Economic Development Plan – 4-Year Service Delivery Plan 2013-2017	ECONOMIC
Leichhardt 2025+ Community Engagement Strategy and Report, 2013 Leichhardt 2020+ Strategic Plan, 2007 2013-2017 Resourcing Strategy including the Long Term Financial Plan, Asset Management Plan and Workforce Plan 2013-2017 Delivery Program	GOVERNANCE



LEICHHARDT CITY (Sydney)



How I'd like my LGA to be when I grow up. Art works by John Papathanasiou, Inner Sydney Montessori School April 2013

