FINAL REVISED

DRAFT

FOR ADOPTION

5 JUNE 2018

STRATHFIELD 2030

COMMUNITY STRATEGIC PLAN

STRATHFIELD COUNCIL

Beautifully Strathfield

Recognition of Traditional Custodians

Strathfield Council would like to show respect and acknowledge the Wangal people, the Traditional Custodians of the land on which the Strathfield area is located. We pay respect to Elders past, present and emerging.

DRAFT FOR ADOPTION

Strathfield Local Government Area (LGA)

- Main road
- Train station
- Public park
- Food outlet
- Council
- Shopping/retail
- Library
- School/educational institution
- Waterway

Projected Population

2021	2026	2031	2036
50,400 estimated resident population	55,900 estimated resident population	60,200 estimated resident population	64,900 estimated resident population

Source: NSW Department of Planning - Local Government Area estimates 2016

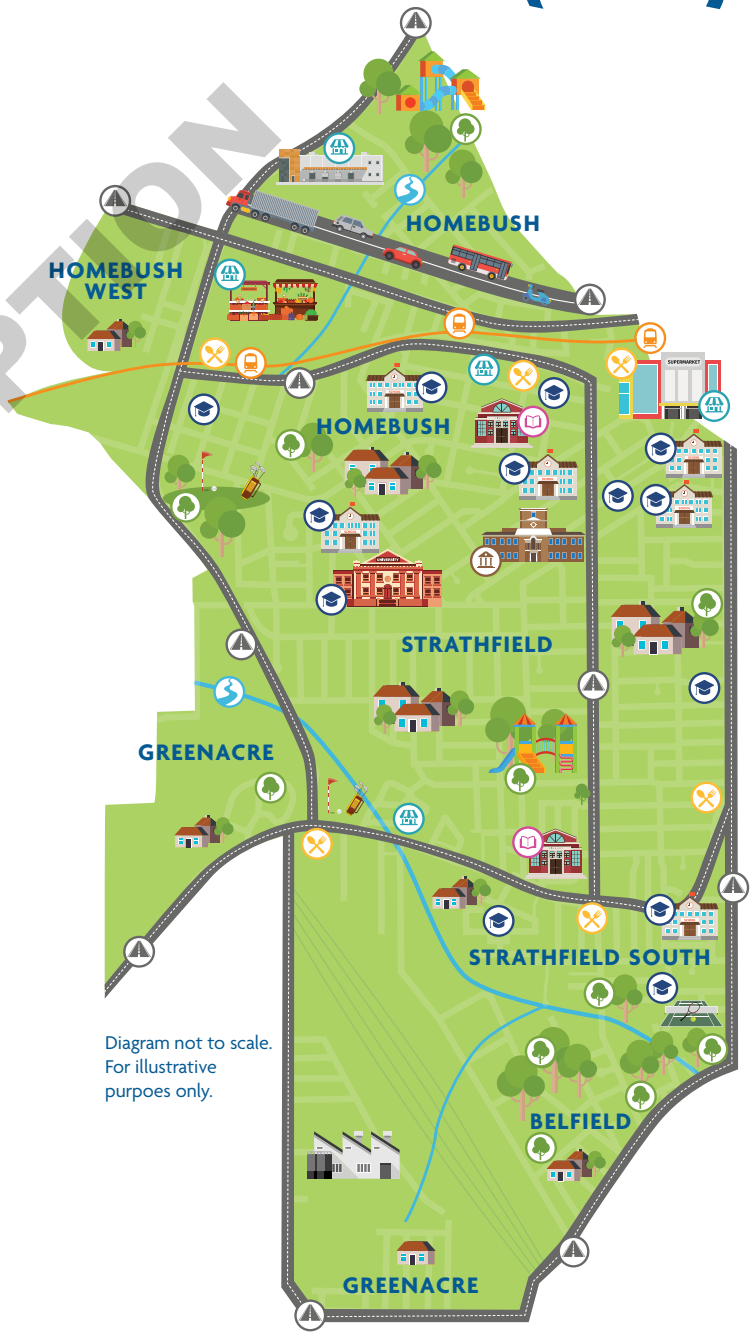


Diagram not to scale. For illustrative purpoes only.

DRAFT FOR ADOPTION

Welcome

This is a short introduction on how to read, understand and provide feedback to Council on this Plan.

The Plan is a document that draws together what the Strathfield community has identified as important priorities and community aspirations for the Council to achieve over the next 10 years. These set the framework for Strathfield to remain an attractive and liveable place for residents and visitors.

The Plan also serves as a guide to Council's key external partners to ensure that all strategies work together to meet the aspirational goals of the Strathfield community. The integration of each component of the Plan is described below:

- The 10 Year Community Strategic Plan is informed by a community engagement process. This is supported by the 10 year Resourcing Strategy.
- The 4 year Delivery Program is informed by the Community Strategic Plan.
- The 1 year Operational Plan articulates actions that Council plans to achieve in the first year of the 4 year Delivery Program.
- Council's Community Engagement Strategy is attached in Appendix 1. This document explains the process taken by Council in preparing the Strathfield Community Strategic Plan 'Strathfield 2030'.

Finally, Council welcomes your feedback.

- **Email:** council@strathfield.nsw.gov.au
- **Mail:** The General Manager, Strathfield Council, PO Box 120, Strathfield NSW 2135.

DRAFT FOR ADOPTION

Table of Contents

PART 1:	**Community Strategic Plan**	**7**
	Mayor's Message	8
Chapter 1	Introduction	9
Chapter 2	State and Regional Context	17
Chapter 3	About the Strathfield Area	19
Chapter 4	Shaping Our Vision	23
Chapter 5	Community Goals and Strategies	25
THEME 1	Connectivity	27
THEME 2	Community Wellbeing	31
THEME 3	Civic Pride and Place Management	35
THEME 4	Liveable Neighbourhoods	39
THEME 5	Responsible Leadership	45
	Performance Measures	45
	Conclusion	47
Appendix 1	Community Engagement Strategy	49
Appendix 2	Strathfield Community Snapshot	53
PART 2:	**Resourcing Strategy**	**57**
Part 2A	Long Term Financial Plan	59
Part 2B	Workforce Management Plan	83
Part 2C	Asset Management Policy, Strategy and Plan	93
Appendix A	Self Assessment Checklist	127
PART 3:	**Four Year Delivery 2018-2022 and One Year Operational Plan 2018-2019**	**149**
Section 1	Introduction to Delivery Program 2018-2022 and Operational Plan 2018-2019	151
Section 2	Delivery Program and Operational Plan	161
Section 3	Resourcing the Operational Plan 2018-2019	189
	Fees and Charges 2018-2019	215

DRAFT FOR ADOPTION

DRAFT FOR ADOPTION

PART 1

COMMUNITY STRATEGIC PLAN

DRAFT FOR ADOPTION

Mayor's Message

I am pleased to present the Strathfield 2030 Community Strategic Plan.

The plan represents our community's long term vision for Strathfield's future and how Council intends to work with residents, ratepayers and businesses. In developing the plan, we undertook significant engagement with those who have an interest in the Strathfield area to collate the shared views and perspectives of the wider Strathfield community.

Strathfield 2030 is the community's plan. It has been created from a strong foundation of research and analysis, as well as a continuing dialogue with residents, and the government, community and business sectors.

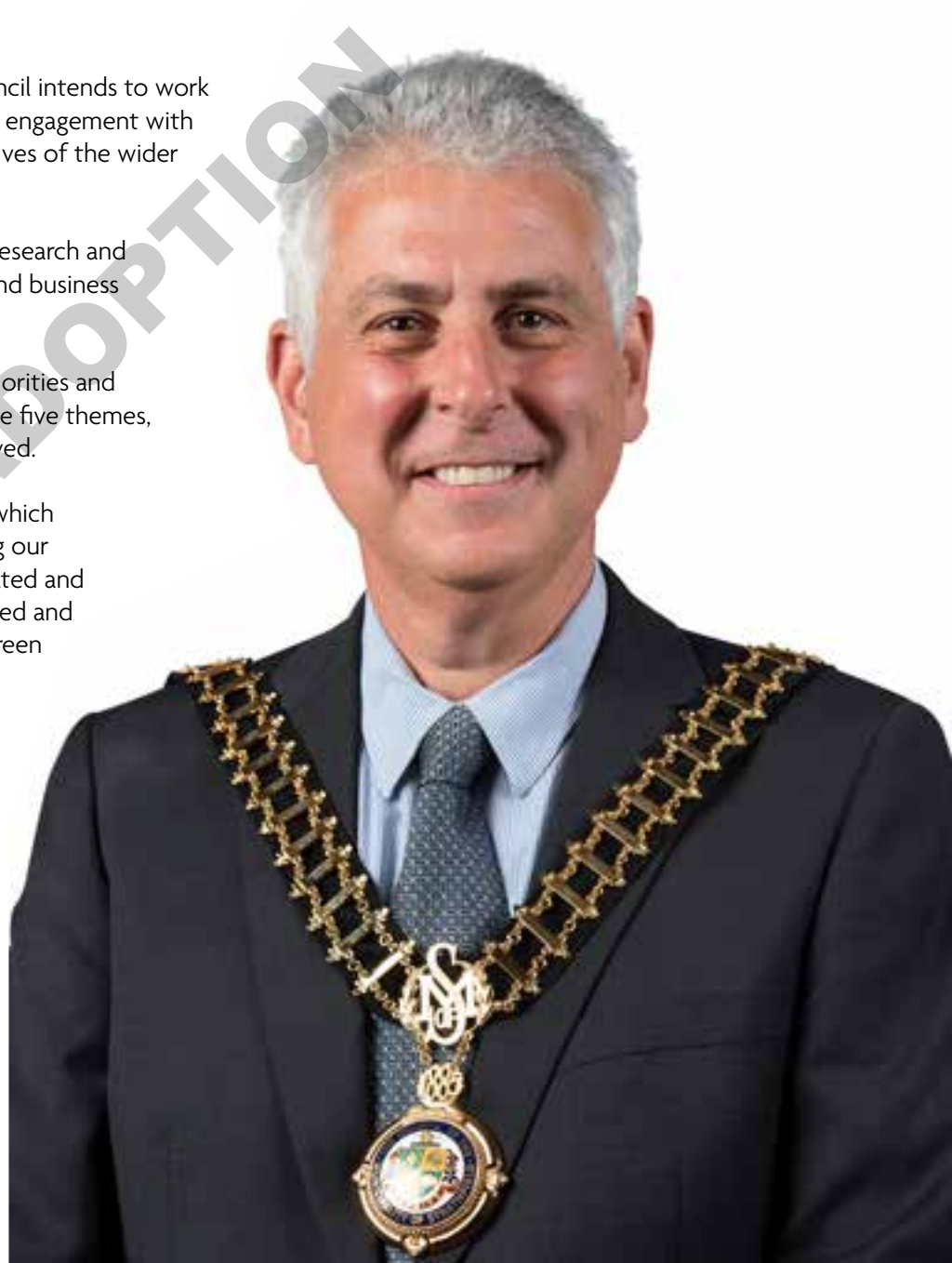
Strathfield Council has adopted five broad themes. The community has expressed their priorities and this plan will implement their community vision for Strathfield by 2030. Under each of these five themes, Council has set clear goals and expanded these with strategies for how these can be achieved.

These strategies are the ways in which Council will develop, provide and deliver programs which recognise the importance of planning for quality development and urban design protecting our heritage and local character, infrastructure and services for our growing community, integrated and connected transport networks, social cohesion and safe neighbourhoods, engaging, activated and clean town centres and neighbourhoods and protection and enhancement of Strathfield green spaces.

To achieve Strathfield's vision and deliver on each of the strategic directions, Council will need to not only carry out its Delivery Program, but also pursue and enter into partnerships with the community, businesses and governments through to the year 2030.

It is important to understand that with the Community Strategic Plan comes a commitment from Strathfield Council to continue to engage with the community and to work collaboratively with all stakeholders as progress is made to ensure the best outcomes for all.

Cr Gulian Vaccari
Mayor of Strathfield



DRAFT FOR ADOPTION

Chapter 1: Introduction

Strathfield Council is required under the Local Government Act 1993 to establish and implement a Community Strategic Plan that engages the community via a strategy based on social justice principles and identifies the community's main priorities and aspirations for the future.

According to section 402 of the Local Government Act 1993, the essential requirements of a Community Strategic Plan for the Strathfield area are as follows:

- The community strategic plan has been developed and endorsed by the council
- The plan identifies the main priorities and aspirations for the future of the local government area
- It covers a minimum timeframe of at least 10 years
- It must establish strategic objectives together with strategies for achieving those objectives
- It must address civic leadership, social, environmental and economic issues in an integrated manner
- It must address social justice principles of equity, access, participation and rights
- It is adequately informed by relevant information relating to civic leadership, social, environmental and economic issues
- It is developed having due regard to relevant State and regional plans
- Council must prepare and implement a Community Engagement Strategy based on social justice principles for engagement with the local community in developing the Community Strategic Plan
- Council must publish a copy of the plan on its website and provide a copy to the Departmental Chief Executive (Local Government).

The following principles for strategic planning apply to the development of the integrated planning and reporting framework under 8C of the Act:

- Identify and prioritise key local community needs and aspirations and consider regional priorities
- Identify strategic goals to meet those needs and aspirations
- Develop activities, and prioritise actions, to work towards the strategic goals
- Ensure that the strategic goals and activities to work towards them may be achieved within council resources
- Regularly review and evaluate progress towards achieving strategic goals
- Maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals
- Collaborate with others to maximise achievement of strategic goals
- Manage risks to the local community or area or to the council effectively and proactively
- Make appropriate evidence-based adaptations to meet changing needs and circumstances.

Strathfield Community Strategic Plan 2030 is about the future of the whole Strathfield community. It represents the aspirations of the people who live, visit and work in the Strathfield area. It is a 10 year plus strategy that has been developed as a collaborative effort between the community and Council.

Strathfield Community Strategic Plan 2030 defines a sustainable direction for the Strathfield Local Government Area (LGA) and sets out the strategic direction which Council will follow in achieving the needs of our community for the next 10 years.

Strathfield Community Strategic Plan 2030 has been developed so that it can be delivered as a partnership between Council, state agencies, community groups and individuals. It addresses a broad range of issues that are relevant to the whole community.

Strathfield 2030 is designed to address four 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 when we've arrived?

To achieve this direction, Council has:

- Developed a resourcing strategy to plan Council's use of community assets, infrastructure, staff and resources to deliver the objectives of the plan
- Aligned Council's programs and services with the key themes and directions of this plan
- Established performance measures to assess our progress

DRAFT FOR ADOPTION

Strathfield's Vision

The community vision describes the community's aspirations for the future of the Strathfield Local Government Area by 2030:

"Strathfield is a culturally diverse and socially cohesive community with respect for its heritage and environment and proud of its well-connected transport, business and educational institutions".

Guiding Principles

Strathfield 2030 is based on sustainability and social justice principles. The NSW Local Government Integrated Planning and Reporting framework recognises that communities do not exist in isolation; they are part of a larger natural, social, economic and political environment that influences and shapes their future direction.

DRAFT FOR ADOPTION

DRAFT FOR APPROVAL

Sustainability & Quadruple Bottom Line

A sustainable Strathfield Council area is one that meets the needs of the present, without compromising the ability of future generations to meet their own social, economic, environmental and civic leadership needs.

This Plan identifies the various roles that council can play in achieving sustainability across a number of different areas including maintaining a strong local economy, supporting local communities, improving natural and built environments and providing strong and responsible leadership.

Planning for sustainability across all these areas, and identifying and responding to change in our community and in our environment, will result in better outcomes for our current and future generations.

Sustainability underpins all aspects of this Community Strategic Plan. Strathfield 2030 is founded on the quadruple bottom line (QBL) approach, which addresses environmental, social, economic and civic leadership considerations. Applying a QBL approach ensures that community priorities are addressed in a balanced and holistic manner.

Council acknowledges that its decisions and actions have an impact on the quality of life of both present and future generations. The desired result is to balance sustainability considerations to provide positive influences toward community wellbeing while maintaining or enhancing those aspects the community most values in the ecological, social, cultural and economic environments.

These sentiments have been endorsed by the wider community and as such each of the five themes reflects environmental, economic, social and civic leadership considerations.

Social Justice Principles

The principles on which all of the plan's outcomes and directions are based are the principles of social justice. Social justice means a commitment to ensuring:

- There is fairness in the distribution of resources (equity)
- Rights are recognised and promoted (rights)
- People have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life (access)
- People have better opportunities for genuine participation and consultation about decisions affecting their lives (participation).

These principles are intrinsic to Council's work and Council acknowledges the rights of all individuals to equal access to services and facilities within the Strathfield Local Government Area. Council is committed to identifying and addressing physical, communication and attitudinal barriers that exist in the delivery of services and facilities to the community.

DRAFT FOR ADOPTION

Framework for the Plan

THEME 1
Connectivity

Planning for infrastructure to meet the needs of a growing population, transport networks that are integrated and connected, and transformed and connected information and service delivery.

THEME 2
Community Wellbeing

Supporting socially cohesive, connected and safe communities with access to public spaces and community facilities, and opportunities to participate in programs and activities that enhance healthy active lifestyles.

THEME 3
Civic Pride & Place Management

Engaging town centres and public places, cultural and creative activities and events promoting a sense of civic pride.

THEME 4
Liveable Neighbourhoods

High quality, well planned, sustainable, clean and well maintained urban and natural environments that retain and reflect local character and support thriving and resilient natural environments and greenspaces.

THEME 5
Responsible Leadership

The above goals will be underpinned by leadership and accountable Council services directed by the priorities of an engaged and connected community.

DRAFT FOR ADOPTION

Strathfield 2030 is based on five broad inter-related themes that are derived from an extensive community engagement process, which identified priorities for the community's future.

Under the five themes there are key goals and subsequent strategies for Council to facilitate in partnership with the community, government agencies and business.

These five key strategic directions are supported by key goals that will guide the Strathfield area in the next 10 years.

Methodology in Developing the Community Strategic Plan

Strathfield 2030 was developed over 2017 and 2018 involving comprehensive and extensive community engagement, including review of Council's strategies, plans, studies and surveys, issues arising from review of NSW state and regional plans and input from stakeholder groups.

This process aimed to provide residents, workers, students and visitors with the opportunity to 'have your say' on the future of Strathfield and is supported by Council's Community Engagement Strategy.

DRAFT FOR ADOPTION

Developing the Plan through Community Engagement

An important component in the preparation of the Strathfield Community Strategic Plan 'Strathfield 2030' was the engagement of the Strathfield community in 2017 and 2018.

Based on Council's Community Engagement Strategy, Council undertook a number of community and stakeholder engagements to ensure it collaborated and was informed of the community's aspirations for the next 10 years and its future vision for Strathfield.

An assessment of Strathfield Council area's community profile was undertaken and appropriate engagement methods selected including household surveys, focus groups, interviews, meetings and summits. Council engaged broadly across the community to obtain feedback from a broad range of community members.

The key activities included:

- 2 Community Surveys, one issued to a Community Panel and the other open to any member of the community to complete. The surveys received over 700 responses
- 6 focus group meetings with youth, CALD, Centenary Park residents, apartment dwellers, women and a general group. Meetings were held in January and February 2018
- Youth Summit held in February 2018
- Seniors Forum held in February 2018
- Interviews with schools and businesses in December 2017
- Interviews with stakeholders including community organisations, government agencies, sporting clubs, representatives of retailers, police and real estate agents
- Workshops with Councillors and Council Managers in 2017 and 2018.

Council engaged specific groups whose voices are not often heard in community discussions, as well as community, health and service organisations providing services to the Strathfield area. Council engaged with:

- People living in apartments
- Residents from culturally and linguistically diverse (CALD) backgrounds
- Older residents
- Young people - high school and university students
- People living with a disability
- Childcare services
- Businesses, schools and representatives of shops
- Women
- Community organisations
- Sporting and recreational clubs
- Environmental groups
- Police
- Government and non-government health services

From February 2018 to April 2018, analysis of data collected and a review of the findings was made and the draft Strategic Plan was developed. The draft Plan was placed on public exhibition on 17 April 2018 for 30 days and adopted by Council on 5 June 2018.

Making it Happen

Council will have a key custodial role in shaping and guiding the future of the Strathfield area. However, there are also a range of other key stakeholders who play a vital role. These include Strathfield's residents, local businesses, community organisations and other agencies at the Commonwealth and State government level. Through cooperation, it will also be important to achieve value for money and a coordinated approach to meeting our community's needs and priorities in the future.

The outcomes in this plan will determine the priorities for the Strathfield Council area and the services and projects that Council delivers over the next 10 years. The resources (time, money, assets and people) required to implement the strategies established by the Strathfield Community Strategic Plan 'Strathfield 2030' are defined in Council's long term Resourcing Strategy. This strategy includes a long-term financial plan, workforce management plan and asset management plan.

Strathfield Council will track how it progresses with 'Strathfield 2030' during the next 10 years. While the strategies and their delivery may evolve over time, progress across the main strategic directions and goals will be monitored and reported back to the community at regular intervals on what we have achieved via our Annual Report, as well as an End of Term report for the current term of Council.

DRAFT FOR ADOPTION

Chapter 2: State and Regional Context

Introduction

The Local Government Act 1993 requires that Council consider state and regional plans in the development of the Community Strategic Plan. The purpose is to integrate plans across tiers of government to deliver consistency and effective service and infrastructure delivery. The following plans and strategic documents have been considered in the development of Strathfield 2030.

Premier's Priorities

There are 18 state priorities being actioned by the NSW Government within five strategic areas of strong budget and economy, building infrastructure, protecting the vulnerable, better services and safer community.

Greater Sydney Commission

In 2016, the Greater Sydney Commission (GSC) released six draft District Plans for Greater Sydney. The draft Plans aim to facilitate well-coordinated, integrated and effective planning for land use, transport and infrastructure across the Greater Sydney Region over the next 20 years. Strathfield Council is located within the Eastern City (previously Central District), which also comprises Sydney City and surrounding inner suburban areas. The draft Eastern City District Plan provides a housing supply target of 3,650 (2016 – 2021) for the Strathfield Council LGA. This equates to approximately 730 dwellings per year. The draft Eastern City District Plan identifies a series of actions to meet the outcomes of providing housing supply.

Related Urban Planning Strategies

- State Infrastructure Strategy 2018-2028
- Future Transport 2056
- A Metropolis of Three Cities - the Greater Sydney Region Plan
- Parramatta Road Corridor Urban Transformation Strategy and Burwood, Strathfield and Homebush Planned Precinct

Other Relevant Strategies

- National Disability Strategy 2010-2020
- NSW Ageing Strategy 2016-2020
- National Ageing and Aged Care Strategy for people from Culturally and Linguistically Diverse (CALD) backgrounds
- Baseline of healthy eating and active living within NSW local government areas, Premier's Council for Active Living 2016
- Federal Government Smart Cities Plan 2016

Strathfield Council Plans and Strategies

Strathfield Council has a wide range of plans that address community, land use and infrastructure issues.

- Strathfield Consolidated Development Control Plan
- Strathfield Local Environmental Plan
- Section 94 Direct Development Contributions Plan
- Section 94A Indirect Development Contributions Plan
- Community Access Plan
- Community Safety and Crime Prevention Strategy

DRAFT FOR ADOPTION

FOR ADOPTION

Chapter 3: About the Strathfield Council Area

Strathfield Council was incorporated in 1885 and is centrally located in Sydney's Inner West. The area is well known for its transport, schools, attractive streetscapes, parks and buildings.

Strathfield – the place

The Strathfield Council area is located in Sydney's Inner West about 10.5 kilometres from the City Centre and half way between Parramatta and the City. Strathfield Council has a total area of approximately 14.1 square kilometres.

Strathfield Council is bounded by Homebush Bay Drive to the north, Powells Creek, The Boulevarde and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.

The Council area includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140), part of Belfield (2191) and part of Greenacre (2190). Sydney Markets is also located within the Strathfield Local Government Area and has its own postcode, 2129.

The Council area is predominantly residential but has significant commercial and industrial areas. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road.

The Council area is a major transport hub with three train stations at Strathfield, Homebush and Flemington. Strathfield Rail Station is one of the largest stations in NSW featuring metro, regional, freight, country and state rail connections. Major roadways such as Parramatta Road, Hume Highway (Liverpool Road), Homebush Bay Drive/Centenary Drive and the M4/Westconnex pass through Strathfield.

The Council area is considered the educational centre of the Inner West with 15 public and private schools and a university.

Strathfield – its people

As at 30 June 2017, the estimated residential population (ERP) of Strathfield was 43,585. From 2006 to 2016, the population of Strathfield LGA has increased by 9,301 persons, representing an increase of 28.15% over 10 years. This steady growth is primarily due to construction of new unit developments. There has been a slight increase in persons per dwelling from 2.87 in 2011 to 2.91 in 2016 (2016 ABS Census).

Strathfield has a larger percentage of persons aged 25 to 34 years than Greater Sydney, 20.1% compared to 15.4%, and larger percentage of persons aged 18 to 24 years than Greater Sydney 12.1% to 9.5%. Correspondingly, other age groups are lower in proportion though most age groups increased numerically in the 2016 Census.

The largest changes in age structure in the Strathfield area between 2011 and 2016 were in the following age groups:

- 25 to 34 years (+2,245 people)
- 18 to 24 years (+727 people)
- 35 to 49 years (+658 people)
- 50 to 59 years (+410 people)

Analysis of the household/family types in the Strathfield Council area in 2016 compared to Greater Sydney and Inner West shows that there were a higher proportion of couple families with children and a lower proportion of lone households. Overall, 37.5% of households were couple families with children compared to 35.3% in Greater Sydney and 16.3% are lone households in Strathfield compared to 20.4% in Greater Sydney (2016 ABS Census).

The Indigenous population represents 0.3% of the Strathfield population or 115 people (2016 ABS Census).

The Strathfield Council area has greater cultural diversity than the rest of NSW with approximately 56.3% of residents born overseas compared to 36.7% for Greater Sydney Area (2016 ABS Census). Outside of those born in Australia, the main countries of birth are India, China, South Korea, Sri Lanka, Nepal, Vietnam, Hong Kong, Lebanon, Philippines and Italy. Nearly 64% of residents speak a language other than English at home which includes Cantonese, Mandarin, Korean, Tamil and Arabic (2016 ABS Census).

DRAFT FOR ADOPTION

Strathfield's Natural and Built Environment

The Strathfield Council area has a large number of parks and natural areas, which include bush remnants, revegetated parkland, open parkland, urban neighbourhood parks and wetlands. About 9% of Council's total area is public parks and open space.

Strathfield Council's main waterways are: Saleyards and Powells Creek, in the north of the council area, which flow to join the Parramatta River at Homebush Bay and Coxs Creek and the Cooks River, which flow to the southeast to Botany Bay.

The Council area contains a high proportion of medium and high density type dwellings, 57.88% compared to 40.3% of separate houses (ABS 2016). This is a significant difference to Greater Sydney, where 47.8% are houses and 43.8% are medium to high density (ABS 2016 Census).

In the Strathfield Council area, 37.1% of households with a mortgage were making high loan repayments of $2,600 or more per month in 2016 and 18.2% were paying low repayments, compared with 36.5% and 17.3% respectively in Greater Sydney (ABS 2016 Census).

Strathfield's Socio-Economics

On the index of Socio-economic Advantage and Disadvantage (Census 2016) Strathfield ranks in the top 20% of the state of most disadvantaged council areas with an index of 1,063.

This index summarises information about the economic social conditions of people and households within Council areas, including both relative advantage and disadvantage measures.

In the Strathfield Council area, 50% of households were purchasing or fully owned their home, 35.7% were renting privately, and 3.9% were in social housing in 2016 (ABS 2016 Census).

The top three industries in the Strathfield Council area were Transport, Postal and Warehousing (14.8%), Retail Trade (13.9%) and Wholesale Trade (9.3%) (ABS 2016 Census).

Strathfield's Economy

The Strathfield Council area has the highest amount of developed and undeveloped employment land in the Inner West.

The estimated Gross Regional Product (GRP) of Strathfield Council area was $3.449 billion as at 30 June 2016 (NIEIR 2016).

5,848 businesses are registered in the Strathfield Council area (ABS 2016).

There is an estimated 26,889 jobs in the Strathfield Council area (NIEIR 2016) and 21,531 residents of Strathfield LGA are employed.

The largest industry in the Strathfield Council area is Transport, Postal and Warehousing with 14.8% of total employment (4.7% NSW) followed by Retail Trade on 13.9% (9.7% NSW) and Wholesale Trade on 9.3% (3.1% NSW).

The resident labour force of the Strathfield Council area recorded in the 2016 Census was 16,485, of which 64.7% worked full-time, 29.8% part-time, 55.8% were male and 44.2% were female. It is estimated by 30 June 2016, 21,531 Strathfield residents were in employment (NIEIR 2016).

DRAFT FOR ADOPTION

The Governance of Strathfield

The Strathfield Council area is located in the Federal electorates of Reid and Watson. Since the 2016 federal election, the elected representatives for the electorate of Reid, Craig Laundy MP (Liberal Party) and the electorate of Watson, Tony Bourke MP (Australian Labor Party).

Strathfield Council is located mainly in the state electorate of Strathfield and a small area in Greenacre in the electorate of Lakemba. Since the 2015 State election, the electorate of Strathfield is represented by Jodi McKay MP and electorate of Lakemba by Jihad Dib MP (Australian Labor Party).

Strathfield Council has seven councillors including the Mayor. Council has no wards. The last Council election was held in September 2017. The next council election is due to be held in September 2020.

Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and Druitt Town (renamed Strathfield South). The Council area has expanded in size with addition of new areas. This includes additions of the Flemington area (now Homebush West) in 1892 and the Richmond Road precinct in 1930, the former Homebush Council in 1947 and the west ward of the former Enfield Council (including parts of Strathfield South, Belfield and Greenacre) in 1949. There have been two minor boundary adjustments: in 1953 with Bankstown Council and 1992 with Auburn Council.

DRAFT FOR ADOPTION

Chapter 4: Shaping Our Vision

Vision for Strathfield

A vision is important as it ensures decisions are made with a long-term, strategic focus. Without a clear vision it is more likely that decisions are made without a clear sense of purpose.

During Council's community engagement process in establishing the Community Strategic Plan, the vision of the community's aspirations for the future of the Strathfield Local Government Area by 2030 is:

"Strathfield is a culturally diverse and socially cohesive community with respect for its heritage and environment and proud of its well-connected transport, business and educational institutions".

Key issues for Strathfield

Key issues were identified during the community engagement process. The issues that the community most frequently raised include:

DRAFT FOR ADOPTION

Issue Statement	Key Community Issues
All areas of Strathfield are accessible and connected by transport networks	• Available, accessible and reliable transport to all parts of the Strathfield Council area connecting with key locations, shopping centres and rail and buses • Advocating to NSW Government for expanded transport services • Traffic congestion • Mobility, ease of access and transport safety • Parking availability and traffic controls • Roads, footpaths and cycleway access and maintenance
Population growth is supported by planned and high quality infrastructure and services	• Impact of population growth and increased development must be supported by well-planned infrastructure and services support liveable, healthy and active lifestyles • Needs of residents living in units is supported by quality and sustainable external and internal design and amenity, local facilities, open space and parks • External aesthetics of unit development is complementary with the built areas and streetscapes of Strathfield • Affordable housing
Strathfield urban design and development is well-planned, respects and reflects established heritage and character	• New development should respect and be compatible with existing local character, heritage and streetscapes • Development should be well designed and of high quality • Low-rise residential areas should be maintained and higher densities built around major transport hubs • Greater diversity of housing options
Keep Strathfield a beautiful garden suburb	• Keep Strathfield as the 'Oasis in the West' • Strathfield has accessible, attractive, planned and well maintained public areas, parks and open spaces • Maintain high quality streetscapes e.g. tree lined streets with well-maintained nature strips and street infrastructure • Maintain consistent approach to management of the public domain and natural environment • Promote and protect biodiversity and natural environment
Strathfield has facilities and programs to support the diverse need of the community	• Parks are designed to meet a diverse range of community, recreational and environmental needs • Availability and access to wide range of community and recreation facilities and programs for the whole community • Both indoor (such as Leisure Centre) and outdoor facilities are needed • Integrate technology into facilities and service delivery
Strathfield is socially cohesive and connected with a sense of belonging	• Support tolerance, diversity and social cohesion in Strathfield • Places and activities for social interaction and to bring neighbourhoods together • Develop strategies to address poor English proficiency
Strathfield is a safe place to live, work and visit	• Public domain is safe, well maintained and free from hazards and litter • Standards and regulations are enforced e.g. business, parking, public health, pollution control (including noise, air and water) • Low rates of crime and reduce anti-social behaviour • Eliminate graffiti, vandalism and illegal dumping
Strathfield has a sense of belonging and civic pride through identity, culture, events and shared events	• Shared values and sense of belonging • Identity, branding and promotion of place • Recognising community achievements and Strathfield's history and heritage • Revitalise town centres and villages and diversity of business mix • Foster creativity, culture and learning
Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	• Engage and inform community on proposals and decisions that affect them • Council works in partnership with community and key stakeholders • Improve communications to the community • Integrate technology to improve facilities and service delivery • Provide high quality customer services • Monitor, evaluate and report on Council performance

DRAFT FOR ADOPTION

Chapter 5: Community Goals and Strategies

Strathfield 2030 is based on five broad inter-related themes that are derived from an extensive community engagement process, which identified priorities for the community's future.

Under the five themes there are key goals and subsequent strategies for Council to facilitate in partnership with the community, government agencies and business. Each of these five themes, which form the five pillars of Strathfield 2030, will be discussed in detail in the following pages.

The Delivery Program and Operational Plan sets out actions and strategies. Implementation and delivery of Strathfield 2030 is assessed via performance measurements.

1. CONNECTIVITY

1.1 Growth sustained by well-planned and accessible infrastructure
1.2 Connected and integrated transport networks
1.3 Transformed and connected information and services

2. COMMUNITY WELLBEING

2.1 Socially cohesive and connected communities
2.2 Healthy and active community
2.3 Safe and accessible places

3. CIVIC PRIDE AND PLACE MANAGEMENT

3.1 Engaging and activated public places
3.2 Creative and cultural community

4. LIVEABLE NEIGHBOURHOODS

4.1 Quality, liveable and sustainable urban design and development
4.2 Clean, attractive and well maintained neighbourhoods
4.3 Thriving and resilient environment

5. RESPONSIBLE LEADERSHIP

5.1 Trust in Council's leadership and decision making
5.2 Accountable Council performance

DRAFT FOR ADOPTION

DRAFT FOR ADOPTION

Chapter 6: Connectivity Theme

The Strathfield Council area is situated in one of the fastest growing regions in Australia, which poses challenges and opportunities for Strathfield to the year 2030 and beyond. Strathfield's central location and transport system is a key attraction for residents, schools and businesses to live, study or work in the Strathfield area. However, due to its central location and transport networks, the Strathfield area has been identified for significant growth for building and population in regional plans. Community engagement identified a number of current and future challenges in a rapidly changing environment.

Understanding how the Strathfield Council area connects and integrates with the broader region is critical to the strategic outlook particularly in the area of transport, infrastructure and communications. The broad theme of connectivity has three goals to deliver integrated, connected and accessible facilities and services in the areas of infrastructure planning, transport and technology and communications.

Our Challenges and Opportunities

GROWTH AND INFRASTRUCTURE

State and regional strategies mandating increased building density and population growth have and will continue to have significant impact on the Strathfield Council area. According to 2016 NSW Department of Planning estimates, a population of 60,200 people and 21,650 dwellings is projected by 2031 in the Strathfield Council area.

Community engagement identified that planning for growth and infrastructure is a high community priority. Increasing new development, particularly medium to high rise development and population growth require well planned infrastructure and services such as schools, health and transport as well as local infrastructure such as open space, parks, community and recreational facilities, footpaths and roads.

TRANSPORT

Strathfield's central location in Sydney and rail stations are key attractions for residents, businesses and schools. Connected and integrated transport networks are central to quality of life, reducing social isolation, providing access to services, facilities, education and employment. Transport networks include vehicle and non-vehicle transport and public and private services.

Despite the advantages of these systems, transport access is not consistent across the Council area and issues such as traffic congestion and parking are major problems in Strathfield.

Although major transport infrastructure is controlled by State Government, Council provides and maintains local transport infrastructure such as local roads, footpaths and cycleways. Council also advocates to Government to improve access, frequency and coverage of public transport services.

COMMUNICATIONS, INFORMATION AND TECHNOLOGY

Available and emerging technologies can significantly improve Council's services with an integrated approach to service and facility management and access to information. However, to move forward, Council needs to upgrade and build infrastructure capacity to support new services.

Innovative communication technology is a rapidly changing landscape, however Council needs to utilise technologies to broaden and improve its communications to its diverse community, while balancing innovations against more traditional styles of communication.

DRAFT FOR ADOPTION

What issues are important to the community?

Council conducted extensive community engagement processes which identified the following priorities:

PLANNING FOR GROWING COMMUNITIES

Planning for growing communities was rated as a top priority in surveys and interviews and focus groups. Key issues include:

- Planning for population growth and increasing building density of medium to high rise development
- Delivering infrastructure and services that meet the needs of growing communities e.g. new and embellished parks and open spaces, current and future community facilities/hubs/centres e.g. leisure centre, places for information and learning, study spaces, programs which meet social, health, recreation, community needs
- Recognising that people living in units have different needs for services, infrastructure and development such as access to open space located close to their residence, access to public transport, spaces to gather and socialise, areas for recreation and sport, affordable living options, improvements to waste management, noise pollution caused by dense living conditions, parking options, feeling safe in a tolerant environment.

TRANSPORT

Transport was rated as the highest priority in two community surveys commissioned in 2017 and 2018 and traffic related issues were frequently raised in interviews and focus groups. The key issues include:

- Many areas in the Strathfield Council area are isolated and not serviced by transport or have infrequent services
- Traffic congestion and local traffic movement is creating difficulties moving around, particularly around the Strathfield Town Centre
- Concerns with mobility, ease and safety of movement using public and private transport
- Difficulties with access to on-street parking, due to time restrictions, by Council's residents and care and emergency workers
- Need to maintain good condition and access to roads, footpaths and cycleways, including provision of disability access.

SMART CITIES AND COMMUNICATIONS

How the Council communicates with the community was raised frequently during community engagement as well as comments about Council's facilities and service delivery.

Improving Council's technology will provide opportunities to better communicate information as well as deliver more effective services and facilities.

A 'Smart City' approach can improve how Council interacts with its community from the availability of online transactions to use of technologies to upgrade waste collection services, public domain areas, transport, park planning etc.

Strathfield is a diverse community and therefore, varied techniques to communicate with the community are required balancing new technologies with more traditional style communications to ensure all sectors of the community are included and involved.

DRAFT FOR ADOPTION

Key Directions for the Future

The table on the right provides the three major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10+ years in the Strathfield Council area. The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions.

Connectivity Goals	Strategies (10+ year)	Partners
1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population 1.1.2 Deliver infrastructure and assets to meet community needs	• With NSW Government (agencies as required) • Other Councils
1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA 1.2.2 Connect and provide local transport networks within the Strathfield LGA	• NSW Government transport agencies e.g. RMS, Transport for NSW, Sydney Buses
1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology 1.3.2 Utilise varied techniques to effectively communicate and inform the community	• NSW Government Agencies • Federal Government (Department of Communications) • Local Media

DRAFT FOR ADOPTION

Chapter 7: Community Wellbeing Theme

The Strathfield Council area is a diverse, socially cohesive and connected community. Council plays an important role in facilitating opportunities for participation in learning, recreation, community programs and activities, promoting healthy and active communities through provision of facilities and programs and enhancing safety and wellbeing of the community by providing safe, clean, healthy and attractive environments.

The broad theme of Community Wellbeing has three goals to deliver socially cohesive and connected communities, heathy and active communities and safe and accessible places.

Our Challenges and Opportunities

SOCIAL COHESION AND COMMUNITY DEVELOPMENT

The Strathfield Council area is a diverse community, with 56% of the population born overseas and 64% speaking a language other than English at home. Strathfield also has a large young population, particularly those aged 18 to 34 years, which is higher than the Sydney average. However, due to large increases in population, most age groups are increasing in number. Due to the diverse nature of the local community, there are both challenges and opportunities in developing a socially cohesive and connected community.

The multicultural nature of Strathfield is well accepted by its local community and during community engagement many commented that Strathfield was a tolerant community and a safe and welcoming place for persons of all ages and backgrounds.

The harmonious nature of Strathfield's diverse community provides a strong foundation from which to build and deliver community and recreational programs and activities that cater for people of all ages, cultures and abilities.

Critical to this objective is building capacity and strong partnerships with community and government agencies and those within the community.

HEALTHY AND ACTIVE COMMUNITY

The Strathfield Council area is generally a healthy community, which can be enhanced by promoting healthy and active lifestyles, participating in preventative health such as early childhood vaccinations and health screening and health promotion. Working with partnerships with health and community service providers to promote and raise community awareness of healthy and active lifestyles, can result in lower levels of chronic illness and fewer hospital admissions.

SAFE PLACES

Community safety is important to the local community. Safety relates to the condition of the public domain as well as crime in the local area. Council is generally responsible for the maintenance of the public domain.

Police and law enforcement is a State Government responsibility and the community expects improved access and allocation of resources to the Strathfield area. Council can work with Police and other agencies to improve community safety, provide community awareness programs and regular reporting on issues of community safety.

DRAFT FOR ADOPTION

What issues are important to the community?

SOCIAL COHESION

The community identified that respect and tolerance for persons of all ages and backgrounds is highly valued in Strathfield and felt comfortable that diversity was well received and accepted.

An emerging issue of concern was the increasing statistic of poor or no proficiency in English language in the 2016 Census, and the community and key agencies identified that poor English proficiency created barriers to participation, services and belonging in the community.

ACCESS TO COMMUNITY FACILITIES/ PROGRAMS

The community identified that they require more activities and programs in the local area e.g. skills, learning, training and recreation to be educated, aware and socially connected.

Programs which provide frequency and consistency of activities for all age groups and specialised needs in the local area appear to be preferable to one-off events, with a schedule of programs promoted to the community in a full calendar year rather than by term to term.

With the growth in population, there is also an increase in demand for use of community space for social and informal settings, as well as for programmed activities and uses.

PARKS, SPORTS AND RECREATION

The community identified that it values highly the parks, sporting and recreational spaces in the Strathfield Council area. It was also identified that having choice between formal sporting groups and other less organised activities such as walking groups, training in parks and other healthy activities and social gatherings was very agreeable to the community.

The use of parks at night was also identified as a means for both informal and formal events to occur, with safety issues needing to be addressed such as lighting as another means to promote community health and wellbeing.

COMMUNITY SAFETY AND CRIME PREVENTION

Depending on community needs and government policy, community safety can encompass road safety initiatives, health reform, natural and man-made disaster relief and crime safety and prevention. To achieve community safety, council and police work in partnership to achieve crime prevention.

Safety, particularly in public areas, is important to the community. This can include removal of hazards e.g. footpath trips, tree pruning; as well as removal of graffiti, addressing vandalism and improving lighting on streets and parks.

There was general support for CCTV programs, especially in town centres and major transport hubs. Generally crime statistics have declined in the Strathfield Local Government area in the last few years, though there are areas of concern including mail fraud and domestic violence.

DRAFT FOR ADOPTION

Key Directions for the Future

The table below provides the three major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10 years in the Strathfield Council area. The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions

Community Wellbeing Goals	Strategies (10+ year)	Partners
2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and socially cohesive communities 2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	• Local Stakeholders • Community, sporting and recreational organisations • Non-Government organisations • NSW Government (agencies as required) • Federal Government (agencies as required) • Other Councils
2.2 Healthy and active communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs 2.2.2 Promote healthy and active living programs	• Local Stakeholders • Community, sporting and recreational organisations • Non-Government Organisations • NSW Government (agencies as required) • Other Councils
2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues 2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA 2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	• NSW Police • NSW Attorney-General's Department • SES • Local stakeholders • Local businesses • Community organisations • Other Councils

DRAFT FOR ADOPTION

Strathfield
SATURDAY
24 MARC
10AM
AIREY
Thrive

Chapter 8: Civic Pride & Place Management Theme

Civic pride is defined as having pride in your local area, but it's much more than just that. Civic pride brings a community together and makes us feel good about where we live. It can be as simple as sweeping a street, volunteering for a local organisation, discouraging litter and graffiti, shopping in the local area and maintaining beautiful gardens.

On a higher level, civic pride is supported by all levels of government, encompassing community recognition and civic ceremonies, active transportation, progressive urban design, the overall branding of the city, historic preservation and city planning. A well-designed suburb fosters community and neighbourhood development and promotes the health and wellbeing of its residents.

Alternatively, place management is the process of making places better. This is practiced through programs to improve a location or to maintain an already attained desired standard of operation. Place management can be undertaken by private, public or voluntary organisations or a mixture of each.

Our Challenges

TOWN CENTRES AND VILLAGES

Town and city centres serve a wide range of people and purposes. The importance of healthy vibrant town centres relates to the aesthetic look of the area, the business and retail services available, activities such as entertainment and dining options and proximity to transport and parking. Town centres and villages need to change and adapt to meet the needs of a growing diverse community to remain the destination of choice.

The community engagement also identified that residents often travel outside the Strathfield area for shopping and eating experiences because they feel Strathfield's offering is not as diverse as other areas.

The community identified that there needs to be more community space in town centres. With emerging development, community hubs need to be created to provide a place for learning, education and information sharing and promote social connection. It was also identified that improved parking is required near shopping centres for both cars and community buses.

SUPPORT LOCAL BUSINESS

There are far-reaching advantages to deciding to "shop local." By supporting local businesses, you are in turn supporting your local economy; significantly more money stays in a community when purchases are made at locally owned – rather than nationally owned – businesses. Local businesses are more likely to utilise other local businesses such as banks and other service providers which enables a robust local economy.

The community engagement identified the need to support local businesses through improving information access and availability and improving the aesthetic look around shopping precincts with more activation in commercial and retail strips.

COMMUNITY CELEBRATING AND CIVIC PRIDE

Civic pride is based upon an inclusive sense of being and belonging that offers a single shared identity to a diverse population. Maintaining an engaging and attractive public domain and contributions by groups and individuals can collectively lead to an improved sense of community, wellbeing and improvement in the appearance and activation of the local area.

CULTURAL PROGRAMS

Cultural programs, activities and events have a key role to play as they bring people together so that they learn with and from each other. Through this learning and sharing in active citizenship a core of shared civic values can be developed.

Civic pride and sense of identity and community is also enhanced by acknowledging, recognising and celebrating community achievements and the Strathfield Council area's history and heritage.

DRAFT FOR ADOPTION

What issues are important to the community?

There were many views on local retail and businesses ranging from concerns about mix and types of businesses as well as transport issues including, available parking and traffic congestion. Most participants of the community engagement process expressed that Strathfield needed greater diversity in the types of shops, restaurants, cafes and businesses.

It was also suggested that Council could be more involved in supporting and creating vibrant retail strips. Place management enables improvements in public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.

QUALITY OF LIFE AND CIVIC PRIDE IN STRATHFIELD

The "brand" of Strathfield has significant value to the community and it is important to them that the Council supports high standards of living by delivery of quality services.

The Strathfield brand is also seen by many to uphold property values and living standards, which is important to many home and land owners.

The community want to have pride in Strathfield being the place they live, work or study. Values are important to the community as they underpin their lifestyle choice to make Strathfield the place they choose to live, work or visit.

COMPLIANCE AND ENFORCEMENT

Issues were raised about development in industrial areas, especially those in close proximity to industrial areas such as Belfield and Homebush West. The concerns were mainly the adverse impact on local and residential environment such as noise, traffic movements and pollution.

The community identified the need to regulate more consistently on waste, environmental health and parking. The major concerns for the community that required vigilant enforcement related to littering, waste, illegal dumping, graffiti and vandalism. It was suggested that education should be provided to address antisocial behaviour, noted especially in high traffic areas such as the town centre.

TOWN CENTRES

The community identified that town centres and villages need to be revitalised and more engaging and welcoming as residents travel outside of LGA for shopping and eating experiences due to lack of diversity of shops and business and there are perceptions of limited activation of commercial or retail strips. It was regularly commented that Strathfield Town Centre needs revitalisation and integrated transport.

DRAFT FOR ADOPTION

Key Directions for the Future

The table below provides the two major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10 years in the Strathfield Council area. The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions.

Civic Pride & Place Management Goals	Strategies (10+ year)	Partners
3.1 Engaged and activated public placess	3.1.1 Revitalise Town and Village centres 3.1.2 Develop and implement place promotion strategies 3.1.3 Support productive and well managed local businesses	• Local stakeholders • Local business • Non-Government Organisations • NSW Government (agencies as required) • Other Councils
3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities 3.2.2 Promote and deliver events that connect community and build social cohesion	• Local stakeholders • Local business • Non-Government Organisations • Commonwealth Government (Citizenship) • NSW Government (agencies as required) • Community and Recreational Organisations • RSL Sub-Branch • Other Councils

DRAFT FOR ADOPTION

Chapter 9: Liveable Neighbourhoods Theme

Liveable Neighbourhoods are high quality, well planned and sustainable urban and natural environments that balance well designed and innovative development with existing local character. Changing lifestyles and population pressures require careful urban design and regulation, at both the state and local level, to maintain the character and liveability of Strathfield.

Our challenges and opportunities

GROWTH

State and regional strategies mandating increased building density and population growth have and will continue to have significant impact on the Strathfield Council area. According to 2016 NSW Department of Planning estimates, a population of 60,200 people and 21,650 dwellings is projected by 2031 in the Strathfield Council area. This represents an increase of nearly 20,000 people based on the estimated current population of Strathfield LGA of about 42,000 (ABS ERP 2016).

Community engagement identified that planning for growth and infrastructure is a high community priority. Increasing new development, particularly medium to high rise development and population growth require well planned infrastructure and services such as schools, health and transport as well as local infrastructure such as open space, community facilities, parks and roads.

PLANNING

The planning environment has changed significantly since the previous Community Strategic Plan. The establishment of the Greater Sydney Commission and district plans, Planning Panels and changes to planning legislation has lessened the Council's control of planning and development in the Strathfield Local Government Area.

Well located, well designed and properly maintained infrastructure produces better quality outcomes for the local community and also facilitates social inclusion. It is important to ensure that these developments are well planned and serviced by local infrastructure. Quality development outcomes have far reaching effects on the local area as a whole and enhance the liveability of these emerging neighbourhoods.

AFFORDABLE HOUSING

Affordable housing was noted in the community engagement as what Strathfield was worse in compared to the rest of Sydney. The State Environmental Planning Policy (Affordable Rental Housing) 2009 was introduced in 2009 and amended in 2011, to increase the supply of affordable rental and social housing in NSW.

Strathfield Council has developed a Value Sharing Policy capturing 30% of the value added to a development site resulting from a planning proposal to fund community benefits such as open space and affordable housing.

LIVING IN APARTMENTS

Strathfield local government area contains a high proportion of medium and high density type dwellings, 51.8% compared to 47.8% of separate houses (ABS Census 2016). This is a significant difference to Greater Sydney, where 40% are medium to high density.

There has been an increase in the development of apartment living in the Strathfield area by 7.5% over the last five years and this growth will continue with an estimated additional 5500 dwellings to be built by 2031. As Strathfield's population diversifies and increases, more residents are living in medium to high density units, a trend that will continue in the future.

The Community Surveys held in 2017-2018 reported that 66% of residents believe that needs of people living in units was greater and different to those living in houses. These needs were identified as access to open and natural places, public transport, spaces to gather and socialise, areas for recreation and sport, affordable living options, waste management improvements, noise pollution, parking options, feeling safe and having tolerance.

DRAFT FOR ADOPTION

GREENING

The community identified that the Strathfield Council area should be maintained as a "Garden City". There were concerns about loss of green areas in the Strathfield Council area and erosion of established street and landscapes and condition of parks in the local area. The idea of greening was broader than open space and that it includes parks, trees (street and private), canopies, gardens, vegetation, natural areas and connecting biodiversity corridors.

WASTE MANAGEMENT

Waste management and associated issues of illegal dumping, pollution, recycling and waste reduction are all key Council services. Council must ensure it reaches a balance between providing services such as on-call clean ups and waste education programs and managing compliance issues such as illegal dumping and environmental pollution through enforcement.

CLEAN, WELL MAINTAINED AND ATTRACTIVE STRATHFIELD

Maintaining high quality amenity in the Strathfield Council area was an issue of significant importance to the local community.

'Amenity' involves issues of cleanliness, urban design and streetscape, which relates to other issues such as environment, pride, social cohesion and community values, value of investment in local area (residential and business) as well as perception of relationships between community safety and crime (in form of vandalism and graffiti).

Promoting a clean Strathfield and use of enforcement to get results. There appears to be little community tolerance for littering, graffiti, vandalism etc.

Many felt that town centres, industrial areas and areas with units need to be improved and clean attractive places to shop and socialise during the day and evening are desired.

Providing and supporting a clean and attractive local environment is critical to the liveability of our local neighbourhoods. Clean and well maintained streets, parks and open spaces and efficient and effective waste and recycling services uphold and support public amenity and enjoyment of our local areas.

ENFORCEMENT AND COMPLIANCE

Protecting the local community is also achieved by managing compliance issues such as food safety, illegal dumping and environmental pollution through enforcement as well as monitoring building and associated works comply with legal and safety standards. It is also recognised that effective compliance is supported by education and community awareness.

PROTECTING NATURAL ENVIRONMENTS

Together, the community and Council must monitor and address the accumulated effects of urban development on the built and natural environment. Some issues need a collaborative and regional approach such as improving river systems through building alliances with other partners.

Council will protect, maintain and enhance the natural environment to ensure that a balance is maintained between the pressures from population growth, and the protection and enhancement of natural ecosystems.

To meet these challenges, Council will raise public awareness, encourage environmentally sensitive planning and design and promote sustainable living and business practices through targeted programs.

What issues are important to the community?

BUILDING AND DEVELOPMENT - RESIDENTIAL

The built environment of Strathfield is important to the local community. Improvements to urban design and the appearance of Strathfield; quality, well-built and well-designed housing.

Heritage and the history of the area is important and adds character and value to the Strathfield area. Preservation and protection of heritage areas and development compatible with local character of Strathfield is desired.

The community are concerned about over development, yet many living in medium or high rise development are more concerned that new development needs to be designed to meet 'birth to cradle' needs such as open space, playgrounds, adaptability for older persons or people with disabilities.

Community supported higher densities around

DRAFT FOR ADOPTION

major transport hubs or Parramatta Road but those low density residential areas need to be maintained and protected in Strathfield.

Sustainable development, particularly well designed, resource efficient housing. Interviews concerning unit development raised issues about ongoing maintenance and costs of resources in properties without good sustainable design eg that poor design and lack of resource efficiencies was resulting in huge costs for future owners and tenants.

LIVING IN MULTI-UNIT DWELLINGS

There is a growing population in Strathfield of people living in multi-unit dwellings, who have specific needs and issues. People living in units raised concerns regarding external and internal design of unit developments and access to facilities, transport, indoor/outdoor passive and active spaces.

Key Directions for the future

The table below provides the three major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10 years in the Strathfield area. The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions.

Liveable Neighbourhoods Goals	Strategies (10+ year)	Partners
4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes 4.1.2 Manage effective development assessment processes 4.1.3 Address housing affordability	• NSW Government (Department of Planning, Environment, Transport and other relevant agencies etc) • Local Stakeholders
4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling 4.2.2. Maintain and enforce clean public areas and health standards	• NSW Government (agencies as required) • Sydney Water • Other Councils
4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency 4.3.2 Develop environmental programs to educate and inform the community 4.3.3 Encourage sustainability and resource efficiency	• Local Stakeholders • Community organisations • Schools • Non-Government organisations • NSW Government e.g. Environment, Local Land Services and agencies as required) • Other Councils

DRAFT FOR ADOPTION

FOR ADOPTION

Chapter 10: Responsible Leadership

Responsible leadership involves trust and confidence in Council to make decisions based on community priorities. Community priorities are determined by meaningful and informed community engagement. Trust is underpinned by transparent, effective and accountable governance and management.

Strathfield's councillors were elected in 2017 for a three year term to represent the interests of the community, set strategic direction and policy, allocate resources and review Council's performance.

Our Challenges

Strathfield is a very diverse community. Council's challenge is engaging and understanding our community and ensuring that the community has an opportunity to take part in Council's decision making processes.

Changes are occurring in the local area, therefore providing timely notification of proposals and decisions and issuing informative communications to the community is important.

Managing effective and efficient Council operations based on ethical conduct, integrity, public accountability and transparency.

Sustainable financial management in order to maintain the long-term viability of Strathfield Council, it's people and assets.

Ensuring that Council has a highly skilled workforce in order to support the delivery of the Community Strategic Plan.

Providing safe work environments and identify, assess and proactively manage potential risks associated with the undertaking of all Council activities.

What issues are important to the community?

Key issues from community engagement include:

- The community wants to know what is happening across Council and particularly in their neighbourhoods
- Improved opportunities for members of the public to take part in Council's decision making processes
- Community engagement with key stakeholders and demographic groups such as the Youth Summit, Seniors Forum etc. should be held more frequently
- Access and timely information should be available on matters which have impact on the community. This can include decisions of council as well as information guidance on a range of council functions and activities
- Better access to information and services.

DRAFT FOR ADOPTION

Key Directions for the Future

The table below provides the two major goals and strategies that have been seen as important by the community in ensuring the realisation of the community's vision for the next 10 years in the Strathfield area.

The Community Strategic Plan goals and strategies are supported by Council's Delivery and Operational Plans, which provide detailed and resourced actions.

Responsible Leadership Goals	Strategies (10+ year)	Partners
5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities 5.1.2 Support integrity, transparency and accountability of decision making processes	• NSW Office of Local Government • Working with local stakeholders • Work with NSW Government (agencies as required) • Continued work with Federal Government (agencies as required)
5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress 5.2.2 Employ and maintain a skilled workforce to deliver quality services 5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement 5.2.4 Maintain long-term financial sustainability of Strathfield Council 5.2.5 Deliver efficient and effective Council services to the community	• NSW Office of Local Government • Working with local stakeholders • Work with NSW Government (agencies as required) • Continued work with Federal Government (agencies as required)

DRAFT FOR ADOPTION

Performance Measures

To assess the status of Strathfield, a broad base of performance measurements are used which include evaluation of the effectiveness of projects and ongoing programs, internally and externally derived statistics, surveys and consultations. When these performance measures are assessed against the QBL framework (social, economic, environmental and civic leadership), a broader picture can be formed as to the sustainability of the Strathfield area as a whole.

Council will provide progress reporting in Council's Annual Report and/or End of Term Report.

Performance measure	When	Source	Alignment with Issue Statements in CSP	QBL
Accessibility of transport connection	Annual	Annual Survey	All areas of Strathfield are accessible and connected by transport networks	Economic
Quality of infrastructure	Annual	Annual Survey	Population growth is supported by planned and high quality infrastructure and services	Economic
Quality of Council's Services	Annual	Annual Survey	Strathfield has facilities and programs to support the diverse need of the community	Civic Leadership
Communication and information access	Annual	Annual Survey	Strathfield has sense of belonging and civic pride through identity, culture, events and shared places	Civic Leadership
Community cohesion and acceptance of diversity	Annual	Annual Survey	Strathfield has sense of belonging and civic pride through identity, culture, events and shared places	Social
Engaging town centres	Annual	Annual Survey	Strathfield has sense of belonging and civic pride through identity, culture, events and shared places	Economic
Safe community	Annual	Annual Survey	Strathfield is a safe place to live, work and visit	Social
Waste diversion from landfill	Annual	Council record	Strathfield is a safe place to live, work and visit	Environment
Air and water quality	Annual	OEH air monitoring/Council record (water)	Strathfield is a safe place to live, work and visit	Environment
Responsiveness of Council staff	Annual	Annual Survey	Strathfield is socially cohesive and connected with sense of belonging	Civic Leadership
Quality of the built environment	Annual	Annual Survey	Strathfield urban design and development is well-planned, respects and reflects established heritage and character	Environment

DRAFT FOR ADOPTION

Performance measure	When	Source	Alignment with Issue Statements in CSP	QBL
Appearance, quality and maintenance of streetscapes and public areas	Annual	Annual Survey	Strathfield urban design and development is well-planned, respects and reflects established heritage and character	Environment
Provision of open space and tree canopy	End of Term	Mapping	Strathfield urban design and development is well-planned, respects and reflects established heritage and character	Environment
			Keep Strathfield a beautiful garden suburb	Environment
Availability of parks and open space	Annual	Annual Survey	Strathfield urban design and development is well-planned, respects and reflects established heritage and character	Environment
			Keep Strathfield a beautiful garden suburb	Environment
Satisfaction with Council's Performance	Annual	Annual Survey	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership
Quality of Customer Experience	Annual	Annual Survey	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership
Responsible leadership of Council and Community	Annual	Annual Survey	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership
Financial performance of Council against NSW Government benchmarks	Annual	Council records and industry regulators	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership
Inclusiveness in Council decision making processes	Annual	Annual Survey	Strathfield's leadership engages the community, reflects community priorities in decision making and maintains long-term sustainability of the Council and its community	Civic Leadership

DRAFT FOR ADOPTION

Conclusion

The Strathfield Community Strategic Plan 2030 has been prepared to reflect community priority issues as expressed during community engagement undertaken on behalf of Council during 2017-2018. It provides a unique opportunity for Council and the Strathfield community to set its vision and directions for the future and deliver on outcomes.

During the next ten years, Council together with its partners in the community, non-government sector and government agencies will work hard to deliver the following:

CONNECTIVITY - planning for infrastructure to meet the needs of growing population, transport networks that are integrated and connected, and transformed and connected information and service delivery.

COMMUNITY WELLBEING – supporting socially cohesive, connected and safe communities with access to public spaces and community facilities, and opportunities to participate in programs and activities that enhance healthy active lifestyles.

CIVIC PRIDE AND PLACE MANAGEMENT – engaging town centres and public places, cultural activities and learning promoting a sense of civic pride.

LIVEABLE NEIGHBOURHOODS - high quality, well planned, sustainable, clean and well maintained urban and natural environments that retain and reflect local character and support thriving and resilient natural environments and greenspaces.

RESPONSIBLE LEADERSHIP - The above goals will be underpinned by leadership and accountable Council services directed by the priorities of an engaged and connected community.

Effective implementation of these strategies depends not only on the actions of Council but collaboration with governments, educational institutions, community organisations and businesses.

The Strathfield Community Strategic Plan 2030 is accompanied by a Resourcing Strategy that establishes how the plan and its strategies may be funded and resourced with assets and people during the next ten years.

DRAFT FOR ADOPTION

OPTION

Appendix 1: Community Engagement Strategy

Introduction

Strathfield Council is required under the Local Government Act 1993 to establish and implement a Community Strategic Plan (CSP) that engages the community via a strategy based on social justice principles and identifies the community's main priorities and aspiration for the future.

The CSP is required to be developed and delivered as a partnership between Council, state agencies, community groups and individuals. It should address a broad range of issues that are relevant to the whole community.

The Community Strategic Plan is designed to address 4 questions for the community:

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

Council's role is to guide the community through the important discussions and to document the response in a meaningful plan. It should be understood clearly that it is not the Council's responsibility to deliver every aspect of the CSP.

Background

The Community Engagement Strategy is required to be developed to establish the community engagement processes and methods used in developing and reviewing the CSP. At the minimum the Community Engagement Strategy must identify relevant stakeholder groups within the community and outline methods of engaging each group.

As well, consideration must also be given to the expected levels of service expressed by the community when preparing the Community Strategic Plan.

It is also a requirement of the Local Government Act 1993 that the level of community engagement with a strategic plan is more detailed than general community consultation. In accordance with the International Association for Public Participation scale, the CSP may involve various layers of engagement (work with the public and ensure that public concerns and aspirations are consistently understood and considered) including; collaboration (partnering with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution) and empower the community.

Why we have a Community Engagement Strategy

The purpose of this Strategy is to clearly lay out Council's approach to community engagement with the community and those stakeholders who have an interest in the Strathfield Local Government Area.

This Strategy sets out:

- Council's approach to community engagement
- The principles that underpin Council's approach
- The primary stakeholder groups that should be approached for engagement regarding matters that affect them or that they have an interest in the approach to be taken when preparing or reviewing the Community Strategic Plan.

When and how is it to be used

This strategy has been prepared to guide the development of Strathfield 2030 - Council's Community Strategic Plan and other community engagements that are led by or facilitated by Strathfield Council.

DRAFT FOR ADOPTION

Context

Whilst Council responds to many pieces of legislation, its overarching legal document is the Local Government Act 1993. The Local Government Act was amended in 2009 to establish a new planning and reporting framework for all councils in NSW. The changes recognise that communities do not exist in isolation, but are part of a larger natural, social, economic and political environment that influences and shapes their future direction.

Central to new framework is the acknowledgement that our community can provide a detailed understanding of the area in which they live and work and therefore should play a key role in shaping the direction for the Strathfield Local Government Area. This builds on directions long established at Strathfield Council for long term and sustainable planning.

Council's role guides the development of the Community Strategic Plan, and then plays its own part in its delivery (the Delivery Program) and liaises with other agencies and groups regarding their own progress made in delivering on the community aspirations as set out in the Community Strategic Plan. Council is required to provide a report to the community near the completion of a Council term on progress made on the Community Strategic Plan (End of Term Report).

Detailed actions

STAGE ONE - PREPARATION OF BACKGROUND ISSUES PAPERS FOR THE CSP INVOLVING:

- Research into existing NSW, regional and local Council plans, reports and strategies
- Compare and contrast various existing reports/ plans/strategies
- Identification of issues and demographic changes including environment, economic, social and civic leadership

STAGE TWO - ENGAGING WITH THE COMMUNITY

Engaging with the community on key issues in a variety of different forums to explore aspiration, views, strategies and key directions to be pursued in a revised ten year CSP, such as:

a) Youth Summit
The Strathfield Youth Summit involving young people aged 15-24 years.

b) Focus Groups
A series of focus groups:
- Women
- Apartment dwellers
- Youth
- Culturally and Linguistically Diverse residents
- Emerging areas – residents of Centenary Park Homebush West
- Older residents
- General group

c) Community Panel Survey
- Two Community Surveys, one involving an online residents' panel consisting of a demographically representative panel of adult Strathfield residents in a number approximately equalling 1% of the population of Strathfield (around 400 people) and the other, a community-wide survey.

d) Interviews
- Interviews with educational institutions and businesses
- Interviews with community organisations, police, sporting clubs, government agencies, retail representatives, people living with disability and local real estate agents.

STAGE THREE - DEVELOPING THE DRAFT COMMUNITY STRATEGIC PLAN

- Discussion on levels of services and possible resourcing strategies (internally)
- Review research gained from previous stages
- Drafting and preparation of Draft CSP
- Reviewing the Resourcing strategy and Delivery program (internally)
- Refine the draft CSP with Councillors and stakeholders via further workshops

DRAFT FOR ADOPTION

STAGE FOUR - COMMUNITY INPUT AND EXHIBITION

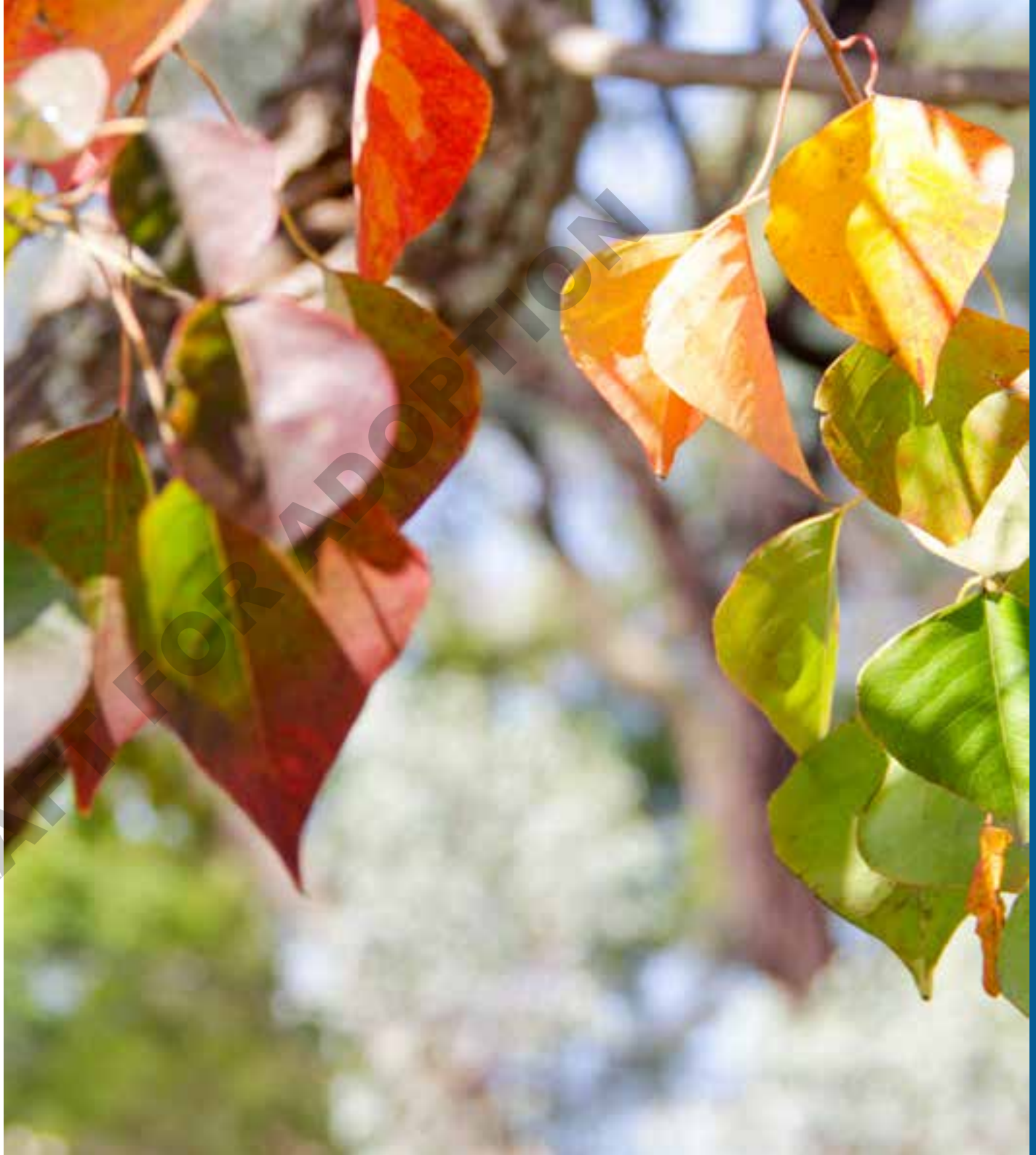
- Council plan for information campaign to ensure as many community members are aware of CSP & delivery program
- Council consideration of the CSP
- Public exhibition of the CSP
- Consideration of public submissions
- Council's response to the CSP

STAGE FIVE - REVIEWING THE CSP AT THE END OF EACH COUNCIL TERM

Community provides opportunity to review Council's performance in achieving the objectives in CSP.

Conclusion

The above Community Engagement Strategy has enabled an accurate account of Strathfield's community vision for the future to be captured in this plan and a refined and representative Community Strategic Plan with clear priorities and actions to be created for the next 10+ years.



DRAFT FOR ADOPTION

AFTER FOR ADOPTION

Appendix 2: Strathfield Community Snapshot

GEOGRAPHY

The Strathfield Local Government Area (LGA) has a total area of approximately 14.1 square kilometres. Strathfield Council is located in Sydney's Inner West about 10.5 kilometres from the city centre and half way between Parramatta and the city. The Strathfield Local Government Area includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140), part of Belfield (2191) and part of Greenacre (2190). Sydney Markets is also located within the Strathfield Local Government Area and has its own postcode, 2129.

Suburb	Postcode	Population (ABERP 2017)
Belfield	2191	1,482
Greenacre	2190	1,655
Homebush	2140	8,239
Homebush West	2140	9,346
Strathfield	2135	19,691
Strathfield South	2136	3,775

Homebush Bay Drive bounds the Local Government Area to the north, Powells Creek, The Boulevarde and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.

The Strathfield Council area has a number of commercial centres. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road.

Strathfield Station, one of the largest and busiest railway stations in NSW lies in the heart of the Local Government Area. Strathfield's main waterways are: (1) Saleyards and Powells Creek, in the north of the LGA, which flow to join the Parramatta River at Homebush Bay and (2) Coxs Creek and the Cooks River, which flow to the southeast to Botany Bay.

DEMOGRAPHY

As at 30 June 2017, the estimated residential population (ERP) of the Strathfield Council area was 43,585.

It is estimated that by 2031, population will number over 60,000 people. The areas of highest population increase are in the transport corridors of Homebush, Homebush West and Strathfield Town Centre due to building of new units on land rezoned for medium to high-rise development.

Since World War II, the Strathfield Council area has become highly multicultural. After WWII, Strathfield was a destination for many European emigrants and refugees, especially Russian. In more recent times, residents born in China, India and Korea are residing in the council area. The most recent Census in 2016 indicated that 56% of the population was born in countries other than Australia. Outside of those born in Australia, the main countries of birth are India, China, South Korea, Sri Lanka, Nepal, Vietnam, Hong Kong, Lebanon, Philippines and Italy. Nearly 64% of residents speak a language other than English, though most residents speak more than one language. Languages other than English spoken at home include Cantonese, Mandarin, Korean, Tamil and Arabic. 66% are Australian citizens.

According to Census 2016, Strathfield Council's largest age groups are young people aged 25 to 29 years (12.4%), 30 to 34 years (10.6%) and 20 to 24 years (9.6%). However, due to population growth, most age groups are increasing in numerical population. The median age of Strathfield residents is 32 years.

Family households are the predominant household structure in the Strathfield Council area. The average household size is 2.9 persons.

The Strathfield community is highly educated, particularly in comparison to NSW and Australian averages. Census 2016 reports 38% of the population have a bachelor or higher degree compared to 28.3% of the Greater Sydney population.

DRAFT FOR ADOPTION

INDIGENOUS PEOPLE

The indigenous people of Strathfield are the Wangal clan of the Darug tribe, though little remains of the former Aboriginal history of this area as any visible relics of indigenous occupation such as open campsites, axe grinding grooves and scarred trees are likely to have been removed as the Strathfield district was urbanised from the 1800s.

HISTORY

The first European land grants to free settlers commenced in 1793 in the District of Liberty Plains, partly located within the current Strathfield LGA. Subdivision of land for residential purposes commenced from late 1860s. Establishment of the railway is important to Strathfield's development. Railway stations were built in 1855 (Homebush), 1877 (Redmire, later Strathfield) and Flemington (1884). Strathfield Council was incorporated on 2 June 1885, including the suburbs of Redmire, Homebush and Druitt Town (now Strathfield South). The name Strathfield was derived from a local home called 'Strathfield', originally built for the Lord Mayor of Sydney, Walter Renny in 1868.

Strathfield Council has expanded its boundaries over time. Extensions include: incorporation of Flemington area (1892), amalgamation with Homebush Council (1947), incorporation of west ward of Enfield Council (1949) and adjustments at the northwest boundary with Auburn Council (1992).

BUILT FORM

The Strathfield Council area contains a number of recognisable architectural styles from each period of Strathfield's residential development commencing c.1870s. These include Victorian, Colonial Georgian, Queen Anne, Federation, Californian Bungalow, Spanish Mission, Tudoresque, Interwar, Post War II, Contemporary and Modern. Significant and rare examples of these architectural styles are protected by statutory heritage listing.

In 1920, Strathfield Council was the first Council to proclaim most of the Council area as a residential district. The proclamation excluded any trades, industries, shops, hotels and residential flats. This proclamation largely stayed in place until 1969 when the Strathfield Planning Scheme Ordinance (SPSO) was adopted. Since 1969, a significant number of residential flat developments have been built, particularly around the commercial centres of Strathfield, Homebush and Homebush West. Since the 1990s several high-rise residential developments were constructed in and around the Strathfield town centre, a trend which continues to meet State Government objectives for population and housing growth for metropolitan Sydney.

GEOGRAPHICAL CHARACTERISTICS

The landform of the Strathfield Council area rises from the low-lying areas to Liverpool Road, which runs along a substantial ridge, and divides the watersheds between the Parramatta and the Cooks River catchments. Strathfield has a number of waterways including Saleyards and Powells Creek which flow into the Parramatta River at Homebush Bay and Coxs Creek and the Cooks River, which flow to the southeast to Botany Bay.

The predominant rock of the area is Ashfield Shale, a unit of the Wianamatta Group of shales. The Wianamatta Group overlies the Hawkesbury Sandstone and represents the most recent of Sydney's sedimentary rocks. The soils are predominantly heavy clays, derived from the underlying shale.

FLORA AND FAUNA

Urbanisation and land clearing have significantly reduced natural bushland areas in the Strathfield Council area. The remaining bushland areas are fragmented thereby reducing the viability of habitat to support populations of native fauna. The main greenspace types in the Strathfield Council area are confined largely to urban parks and reserves which include bush remnants, revegetated parkland, open parkland, urban neighbourhood parks and wetlands. Cox's Creek Bushland Reserve contains the threatened ecological community of Cooks River/Castlereagh Ironbark Forest, which formerly existed across most of the non-tidal areas prior to clearing for rural and urban development. Revegetated parkland sites consist of mostly native tree, shrub and ground cover species planted in blocks or strips along the upper Cooks River and at Mason Park. Open parkland sites are dominated by open grassed and paved surfaces with some areas of indigenous and exotic vegetation. These are located within residential and industrial areas of the Strathfield LGA. A remnant wetland complex of she-oaks, mangroves and saltmarsh fringe the mudflats, debris islands, and shallow open water at the Mason Park Wetlands.

DRAFT FOR ADOPTION

RESIDENTIAL DEVELOPMENT

The Strathfield Council area is primarily residential with over 33% of total land area occupied by residential property. Residential property ranges from free standing homes and retirement living to medium to high density units and townhouses. There is a wide variety of housing styles ranging from Victorian and Federation period homes to newer architectural styles.

TRANSPORT

The Strathfield Council area is known for its major transport systems. Trains and buses (public/private) service the Strathfield Council area including Strathfield, Homebush and Flemington Rail stations. Strathfield is one of the largest stations in Sydney and is part of a network which features metro, regional, freight, country and state rail connections. Strathfield is also serviced by public and private transport systems including buses and taxis. Public transport is provided by and/or regulated by State Government.

The road network in Strathfield LGA includes local and state roads. State roads include the M4 Motorway, Parramatta Road, Liverpool Road, The Boulevarde, Centenary Drive, Homebush Bay Drive and Roberts Road. Council is generally responsible for local roads, while State Government is responsible for State roads including motorways.

Footpaths and cycleways are mainly provided and serviced by Strathfield Council. The Strathfield Council area has extensive local walkways though streets and parks as well as the Bay to Bay Cycleway, which passes through many different council areas.

EDUCATION

The Strathfield Council area is also known as the educational centre of the Inner West. There are a large number of well regarded public and private schools and a university which service all levels of education at all ages. Community information services are provided through local libraries, community and educational organisations. The Strathfield Council area has two public libraries at Homebush and High Street Strathfield, which provide access to books and digital materials, internet services as well as activities and meeting facilities.

BUSINESS AND RETAIL

The Strathfield Council area is an important location for business and has the highest amount of developed and undeveloped employment land in the Inner West. Over 20% of land is industrial and railway land. In the 2016 year, it was estimated that there were an estimated 26,889 jobs across industries in the Strathfield LGA as well as over 5,800 businesses. In 2016, the estimated Gross Domestic Product (GDP) of Strathfield LGA was an estimated $3.44 billion million and the largest industries include transport, postal and warehousing, retail trade, wholesale trade, construction, education and training.

There are a number of shopping and town centre precincts in Strathfield. Services range from the larger Strathfield Town Centre to smaller village centres of Homebush, Homebush West, Strathfield South and Cave Road as well as Sydney Markets, suppliers of produce through the State. Shopping centres are generally located near transport interchanges in Strathfield. Shops provide a range of services and food (including restaurants and cafes) to the local community and are operated by private business. Shopping centres including cafes and restaurants that provide opportunities for people to meet and socialise.

PARKS AND RECREATION

Strathfield is also known for its many parks, open spaces and recreational facilities. 9% of Strathfield Council's land is dedicated to parks and open space. Strathfield has more parks per capita than any other Council area in the Inner West, ranging from the major parks such as Strathfield Park, Airey Park and Mason Park to small neighbourhood parks and open spaces. The Bay to Bay walk and cycleway connects Strathfield from south to north along the Cooks River and Powells Creek.

Parks and recreational facilities are managed by Council. Parks provide a range of services including playgrounds, sporting facilities, amenities and open areas for sport, leisure, event and social gatherings.

Strathfield borders Sydney Olympic Park, and has a wide range of sports facilities are available in and near Strathfield including sportsgrounds, regional facilities (Sydney Olympic Park as an example), golf courses, tennis centres, bowling alleys and gyms.

DRAFT FOR ADOPTION

DRAFT FOR ADOPTION

PART 2
RESOURCING STRATEGY

DRAFT FOR APPROVAL

DATE OF ADOPTION

Part 2A: Long Term Financial Plan 2018-2028

Introduction

The 10 year Long Term Financial Plan (LTFP) serves to guide and inform Council's decision-making process in its planning for the delivery of the Community Strategic Plan.

Like most councils in NSW, Strathfield faces a challenge in funding its ongoing operations and maintaining its community assets. The growth in the costs of labour and materials, increasing demand for services, and cost shifting from other levels of government, combined with a legislated cap in revenue generated from rates, have created a challenging financial environment.

The LTFP reflects the Community Strategic Plan. It is also integrated with Council's Asset Management Plan and the Workforce Management Plan.

Financial Indicators

Key indicators used for measuring the financial sustainability of local councils in NSW are:

Financial Ratios	What it Measures	2016-2017 KPIs v (DLG)
Unrestricted Current Ratio	Measures an organisation's ability to fund its short term liabilities	3.62 (1.5:1)
Building and Infrastructure Renewal	To assess the rate at which these assets are being renewed relative to depreciation	191.36% (>100%)
Outstanding Rates & Charges	The amount of revenues owed to Council	3.02% (<5%)

In addition to the measures of performance outlined above, a key element of financial sustainability is its financial self-sufficiency. Strathfield derives around 57% of its revenue from the levying of rates, which is average for councils in the same local government grouping as Strathfield. At the same time employee costs account for around 38% of Council's operating expenditure.

Long Term Outlook

Council's ability to maintain its financial sustainability over the longer term is dependent on factors beyond Council's control. Costs are rising faster than Council's income, and with rates capped it is more difficult to maintain the same standard of services to the community.

A key challenge for Strathfield Council is that despite the NSW State Government's permissible rate pegging increase set at 2.3 % the average increase for salaries and award based growth of 2.8% and including oncosts is anticipated to be 3.25% in 2018/19 followed by 3.25% for each of the next 3 years. When also considering the weighted average All Groups Consumer Price Index (CPI) of 2.5% it is clear that Council must continue its program implementing service reviews and operational efficiencies to be in a position to deliver a surplus budget result for the operational year and every other year thereafter.

It is also clear that fees and charges will inevitably need to incur some growth in line with inflation, market fluctuations and the costs of service delivery. Strong financial stewardship is a hallmark of this term of Strathfield Council and these increases have been kept to a minimum.

The pressure on Strathfield's finances is shared by all council's across NSW. Council maintains a position that it continues to operate within its means unlike many councils who have been required to apply for special rate variations. Strathfield Council is not intending to do this.

For the FY 2015-16 there were 21 councils across NSW that applied to IPART and were approved in full for special rate variations above the rate peg as approved in May 2015. One application was partially approved due to inadequate community consultation. These councils included: Ashfield, Mosman, Willoughby, Wollondilly, City of Sydney, Blue Mountains, Newcastle, Gloucester, Wakool, Ballina, Greater Hume, Narromine, Weddin, Gwydir, Coffs Harbour, Jerilderie, Oberon, Deniliquin, Kyogle, Marrickville and Shoalhaven. Of the 21 Councils 12 were not on the State Government's list for amalgamations.

DRAFT FOR ADOPTION

In December 2015, the FY councils notified IPART that they intended to apply for a special variation for 2016-17 year. Under guidelines released by the Office of Local Government (OLG), councils that are the subject of merger proposals will not be eligible for a special variation or minimum rate increase for the 2016-17 rating year. Six councils that were the subject of merger proposals and had notified IPART of their intention to apply for a special variation did not submit applications.

On 17 May 2016 IPART announced that of the 12 councils across NSW that applied for special rate variation above the rate peg for FY 2016-17, approvals were given to 9 of the applications for multi year increases under section 508A, to be retained permanently in the rates base. The other three are for single year increases under Section 508(2); one is for a temporary increase and two are for permanent increases. The councils that submitted a special variation application were: Clarence Valley, Great Lakes, Greater Tarree City, Gwydir Shire, Lachlan Shire, Lismore City, Penrith City, Singleton, Tweed Shire, Wagga Wagga City, Wingecarribee Shire, and Yass Valley. Of these 12 councils, 10 were not on the State Government's list for amalgamations.

In December 2016, 8 councils submitted to IPART applications for special variations for the FY 2017-18. On 9 May 2017 IPART announced that 2 applications for single year SRVs were both approved and 6 for multi year SRVs of which only 2 received full approval, 2 part approval and 2 were refused. One of the approved councils was Midcoast Council a newly formed council from the merger of Gloucester Shire, Great Lakes and City of Greater Taree councils on 12 May 2016. The special variation approved by IPART was for a cumulative 27.3% over four years. The justification was the need to fund asset renewal expenditure, reduce accumulated infrastructure backlog and fund ongoing environmental programs.

According to IPART, "Each application is carefully assessed against the criteria established by the Office of Local Government with councils required to demonstrate the need for and the purpose of the additional revenue, evidence of community consultation and an assessment of the impact on affected ratepayers. As councils must engage with the community when assessing options for a special variation, we expect that councils will have already sought and considered the community's views on the special variation. In addition, we require councils to explain productivity improvements and cost containment strategies that have been realised or are planned."

Note: The rate peg for 2018-19 is set at 2.3%.

Updated guidelines for special variations emphasise the importance of integrated planning by councils with input from their local communities.

Funding for Infrastructure Maintenance & Renewal

Council over the next 10 years will continue to upgrade community facilities through the continued implementation of its 10 Year Infrastructure Plan, which is designed to deliver $27m in community infrastructure asset upgrades and renewals over the 4 year delivery plan.

Annexed to this report is a schedule of capital works proposed to be undertaken in 2018-19.

Other Infrastructure Renewal Points

The 10 Year Financial Plan predictions regarding infrastructure spending are based on current expenditure levels which are indexed.

The Asset Management Plan (separately annexed) provides a strategy for the management of Council's $407m asset portfolio. Of these assets, $331m are depreciating assets that need to be maintained, renewed and eventually replaced. The Asset Management Plan allows Council to make informed decisions on the most cost effective use of its assets over the longer term to achieve the objectives of the Community Strategic plan, and support service delivery within the available resources and risk profile.

In preparing the Asset Management Plan, Council had identified and rectified a small gap in funding for infrastructure renewal which was managed as a priority in 2017-18. Whilst Council continues to investigate alternate sources of revenue, and has an ongoing program to drive down costs and find efficiencies, Council continues to

DRAFT FOR ADOPTION

deliver a zero balance cash budget without allowing it to impact on the renewal of infrastructure. Without addressing this in the Long Term the impact is that Council will see a decrease in the condition of its infrastructure that will leave future generations with a much higher cost to rectify in the future.

Financial Planning Strategies

The key objective of the Financial Plan remains the achievement of financial sustainability in the medium to long term, whilst still achieving Council's broader community vision and corporate objectives as detailed in Council's Plans.

The Long Term Financial Plan (LTFP)

The LTFP includes:

- Planning assumptions used to develop the Plan

Key documents:

- Projected income and expenditure,
- Balance sheet
- Cash-flow statement
- Methods of monitoring financial performance
- Financial modelling Scenario Base Case.

The longer the planning horizon, the more general the Plan will be in later years, i.e. the tenth year of the 10 Year Plan does not include specific detail. As decisions are made more detail will be added to the LTFP. As Council finalises its Delivery Program every four years, the first four years of the LTFP will become firmer. As the Operational Plan is completed (annually) the detailed Resourcing Strategy will form the first year of the LTFP.

The 10 Year Financial Plan predictions regarding infrastructure spending are based on current expenditure levels which are indexed.

Year 1	Years 2-4	Years 5-10
Detailed resourcing strategy from the Operational Plan	Forward Estimates from the Delivery Program	Financial projections and assumptions

Figure 1 – Relationship between the Operational Plan, Delivery Program and Long Term Financial Plan.

Long Term Financial Plan Objectives

The LTFP intends to achieve the following objectives over the 10 year time-frame:

- Maintain existing service levels to the community
- Maintain a strong cash position
- Maintain a sufficient Employee Leave Entitlement Cash Reserve based on age and entitlements of staff in accordance with Council's Workforce Management Plan.
- Capital expenditure on asset renewal, upgrades and extensions represents approximately 10% of the annual expenditure.

Long Term Financial Model – Scenarios

Council has modelled only one long term financial scenario. It has been provided to the Office of Local Government in the inception year of LTFP reporting Council has published the base scenario only which is reflective of Council's current day to day activities and service delivery.

DRAFT FOR ADOPTION

Scenario – Base Case

This LTFP is developed using the current base year data and applying projected movements in a number of key drivers over its life.

The following assumptions have been used in the modelling:

Rates	2.3% in Year 1 2.0% in years 2–4 (based on conservative approach; then average 2.7% in years 5 – 10
User charges & fees	Indexed by average 2.5% in line with CPI
Interest on investments	2.0% – 2.5% (based on current financial climate)
Grants & contributions	Based on past history
Employee costs	3.25% in year 1 – 4 3.0% - 3.25% average in years 5 - 10
Materials & contracts / Other expenses/Utilities	2.5% years 1-10 Utilities average 4-5% years 1-10
Capital Contributions	Average 2.5% for year 1-4 Then 10% for years 5-10

Commentary

In the scenario, after 2018-19 Capital spend of $16.4m, Council will maintain capital spending on assets at an expected level of $8.2m to $10.7m per annum for years 2-7 then ramp it up from $12.5m to $16.5m in the last 3 years.

The following is also noted:

- Income from continuing operations is forecast to exceed expenditure in years 1 to 10.
- Net operating result before capital grants & contributions shows a surplus for the ten years.
- Balance sheet and cash flow statement – forecast shows that Council's cash and investments position has positive growth from year to year.
- Available working capital will be strong for the full 10 years.

Commentary

Under this scenario, the infrastructure spending is funded in excess of $5m per annum. Assets are maintained at a fully serviceable level and are renewed/replaced as required.

DRAFT FOR ADOPTION

DRAFT FOR ADOPTION

INCOME STATEMENT - GENERAL FUND

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	$	$	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	23,310,000	26,740,214	27,859,292	28,775,775	29,269,669	30,001,411	30,921,717	31,773,154	32,728,822	33,630,379	34,663,250	35,639,620
User Charges & Fees	4,592,000	5,820,832	5,597,593	5,737,533	5,880,971	6,027,996	6,184,724	6,345,526	6,510,510	6,679,783	6,853,458	7,031,648
Interest & Investment Revenue	1,519,000	1,123,000	1,445,967	1,482,204	1,519,264	1,557,274	1,911,386	1,959,268	2,008,348	2,058,659	2,110,230	2,163,093
Other Revenues	2,404,000	2,983,625	3,645,675	3,736,639	3,829,980	3,925,655	4,043,335	4,164,545	4,289,391	4,417,983	4,550,432	4,686,855
Grants & Contributions provided for Operating Purposes	4,033,000	2,902,420	2,166,416	2,066,827	2,118,497	2,171,460	2,225,746	2,281,390	2,338,425	2,396,885	2,456,807	2,518,228
Grants & Contributions provided for Capital Purposes	7,471,000	7,284,000	10,450,000	10,711,250	10,979,031	11,253,507	12,378,858	13,616,744	14,978,418	16,476,260	18,123,886	19,936,274
Other Income:												

DRAFT FOR ADOPTION

Strathfield Municipal Council 10 Year Financial Plan for the Years ending 30 June 2028

INCOME STATEMENT - GENERAL FUND

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	$	$	$	$	$	$	$	$	$	$	$	$
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**43,329,000**	**46,854,091**	**51,164,943**	**52,510,227**	**53,597,413**	**54,937,302**	**57,665,765**	**60,140,626**	**62,853,913**	**65,659,949**	**68,758,062**	**71,975,717**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	13,175,000	16,397,213	18,840,930	19,752,116	20,379,848	21,027,626	21,575,873	22,139,973	22,720,385	23,353,979	24,007,121	24,680,420
Materials & Contracts	7,993,000	5,180,353	7,487,313	7,361,536	7,291,004	7,351,262	7,368,047	7,451,877	7,537,802	7,625,876	7,716,151	7,808,683
Depreciation & Amortisation	5,241,000	4,923,500	6,286,500	6,424,803	6,566,149	6,710,604	6,844,816	6,981,712	7,121,347	7,263,774	7,409,049	7,557,230
Other Expenses	7,697,000	12,947,699	7,765,129	7,944,843	7,918,819	8,220,254	8,519,064	8,825,501	9,139,761	9,462,043	9,792,554	10,131,504
Total Expenses from Continuing Operations	**34,426,000**	**39,448,766**	**40,379,872**	**41,483,298**	**42,155,820**	**43,309,746**	**44,307,800**	**45,399,063**	**46,519,295**	**47,705,671**	**48,924,875**	**50,177,837**

DRAFT FOR ADOPTION

INCOME STATEMENT - GENERAL FUND

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	$	$	$	$	$	$	$	$	$	$	$	$
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**8,903,000**	**7,405,325**	**10,785,071**	**11,026,929**	**11,441,593**	**11,627,556**	**13,357,966**	**14,741,563**	**16,334,618**	**17,954,277**	**19,833,187**	**21,797,880**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**1,432,000**	**121,325**	**335,071**	**315,679**	**462,562**	**374,049**	**979,108**	**1,124,820**	**1,356,200**	**1,478,018**	**1,709,302**	**1,861,606**

DRAFT FOR ADOPTION

BALANCE SHEET – GENERAL FUND

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	$	$	$	$	$	$	$	$	$	$	$	$
ASSETS												
Current Assets												
Cash & Cash Equivalents	41,288,000	26,419,831	25,633,006	29,896,212	34,794,196	40,241,953	48,095,841	53,579,883	57,206,391	62,828,869	69,585,539	73,409,417
Investments	17,000,000	17,000,000	18,000,000	23,000,000	28,000,000	33,000,000	38,000,000	46,000,000	56,000,000	64,000,000	71,000,000	81,000,000
Receivables	3,239,000	2,712,395	2,860,845	3,028,198	3,169,851	3,353,629	3,604,619	3,865,742	4,136,558	4,411,955	4,698,687	4,991,880
Inventories	137,000	75,534	67,486	66,099	65,515	66,837	67,546	69,230	70,955	72,724	74,536	76,394
Other	107,000	108,108	98,013	98,507	98,110	100,453	102,525	105,047	107,633	110,285	113,004	115,792
Total Current Assets	61,771,000	46,315,868	46,659,350	56,089,016	66,127,673	76,762,873	89,870,531	103,619,902	117,521,537	131,423,832	145,471,767	159,593,482
Non-Current Assets												
Receivables	55,000	15,518	14,698	15,181	14,670	15,037	15,498	15,925	16,404	16,856	17,373	17,863
Infrastructure, Property, Plant & Equipment	299,123,000	322,707,501	332,049,453	333,033,320	334,520,148	335,627,625	335,962,051	337,191,703	339,945,041	344,362,283	350,597,365	358,819,304

DRAFT FOR ADOPTION

BALANCE SHEET – GENERAL FUND

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	$	$	$	$	$	$	$	$	$	$	$	$
Total Non-Current Assets	299,178,000	322,723,020	332,064,151	333,048,501	334,534,818	335,642,662	335,977,549	337,207,627	339,961,445	344,379,139	350,614,738	358,837,167
TOTAL ASSETS	**360,949,000**	**369,038,888**	**378,723,501**	**389,137,517**	**400,662,491**	**412,405,534**	**425,848,080**	**440,827,529**	**457,482,982**	**475,802,971**	**496,086,505**	**518,430,649**
LIABILITIES												
Current Liabilities												
Bank Overdraft	14,000	-	-	-	-	-	-	-	-	-	-	-
Payables	11,026,000	11,701,252	10,549,699	9,910,285	9,977,000	10,015,625	10,012,530	10,152,531	10,345,263	10,552,651	10,774,445	11,011,922
Income received in advance	197,000	220,311	261,406	267,906	274,572	281,434	289,109	296,995	305,097	313,421	321,973	330,760
Provisions	3,617,000	3,514,656	3,524,023	3,542,758	3,552,126	3,617,698	3,692,637	3,776,944	3,889,353	4,029,864	4,235,947	4,516,970
Total Current Liabilities	14,854,000	15,436,219	14,335,128	13,720,949	13,803,698	13,914,757	13,994,276	14,226,469	14,539,713	14,895,936	15,332,366	15,859,652
Non-Current Liabilities												
Provisions	135,000	237,344	237,977	239,242	239,874	244,302	249,363	255,056	262,647	272,136	286,053	305,030
Total Non-												

DRAFT FOR ADOPTION

BALANCE SHEET – GENERAL FUND

	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	$	$	$	$	$	$	$	$	$	$	$	$
Current Liabilities	135,000	237,344	237,977	239,242	239,874	244,302	249,363	255,056	262,647	272,136	286,053	305,030
TOTAL LIABILITIES	**14,989,000**	**15,673,563**	**14,573,105**	**13,960,191**	**14,043,572**	**14,159,059**	**14,243,639**	**14,481,526**	**14,802,360**	**15,168,072**	**15,618,419**	**16,164,682**
Net Assets	**345,960,000**	**353,365,325**	**364,150,397**	**375,177,326**	**386,618,919**	**398,246,475**	**411,604,441**	**426,346,004**	**442,680,622**	**460,634,899**	**480,468,086**	**502,265,967**
EQUITY												
Retained Earnings	186,284,000	193,689,325	204,474,397	215,501,326	226,942,919	238,570,475	251,928,441	266,670,004	283,004,622	300,958,899	320,792,086	342,589,967
Revaluation Reserves	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000	159,676,000
Council Equity Interest	345,960,000	353,365,325	364,150,397	375,177,326	386,618,919	398,246,475	411,604,441	426,346,004	442,680,622	460,634,899	480,468,086	502,265,967
Total Equity	**345,960,000**	**353,365,325**	**364,150,397**	**375,177,326**	**386,618,919**	**398,246,475**	**411,604,441**	**426,346,004**	**442,680,622**	**460,634,899**	**480,468,086**	**502,265,967**

DRAFT FOR ADOPTION

CASH FLOW STATEMENT - GENERAL FUND

	Actuals	Current Year							Projected Years			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	$	$	$	$	$	$	$	$	$	$	$	$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	23,883,000	26,846,929	27,890,391	28,757,445	29,289,061	29,987,508	30,904,231	31,756,977	32,710,664	33,613,249	34,643,625	35,621,069
User Charges & Fees	4,473,000	5,991,891	5,621,371	5,722,954	5,866,028	6,012,678	6,168,395	6,328,774	6,493,322	6,662,148	6,835,364	7,013,084
Interest & Investment Revenue Received	1,835,000	993,698	1,428,826	1,368,237	1,400,774	1,430,189	1,754,752	1,796,303	1,843,133	1,893,856	1,943,037	1,995,487
Grants & Contributions	11,437,000	10,298,361	12,565,352	12,774,679	13,090,815	13,418,086	14,579,815	15,870,951	17,287,030	18,840,441	20,544,810	22,415,125
Bonds & Deposits Received	970,000	1,000,000	1,050,000	1,200,000	1,300,000	1,450,000	1,700,000	1,850,000	1,990,000	2,020,000	2,050,000	2,500,000
Other	4,018,000	3,312,610	3,552,468	3,725,577	3,816,259	3,911,558	4,014,796	4,133,957	4,256,571	4,382,730	4,512,528	4,646,058
Payments:												
Employee Benefits & On-Costs	-12,635,000	-16,411,135	-18,802,613	-19,714,382	-20,351,553	-20,938,752	-21,479,916	-22,033,537	-22,583,457	-23,185,089	-23,767,618	-24,360,283
Materials & Contracts	-8,755,000	-5,087,582	-7,625,286	-7,352,343	-7,295,575	-7,317,836	-7,338,034	-7,416,280	-7,501,299	-7,588,393	-7,677,712	-7,769,262
Bonds & Deposits Refunded	-848,000	-1,000,000	-1,050,000	-1,200,000	-1,300,000	-1,450,000	-1,700,000	-1,850,000	-1,990,000	-2,020,000	-2,050,000	-2,500,000
Other	-9,441,000	-12,947,699	-7,765,129	-7,944,843	-7,918,819	-8,220,254	-8,519,064	-8,825,501	-9,139,761	-9,462,043	-9,792,554	-10,131,504
Net Cash provided (or used in) Operating Activities	14,937,000	12,997,072	16,865,380	17,337,323	17,896,989	18,283,177	20,084,975	21,611,643	23,366,203	25,156,899	27,241,481	29,429,774
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	58,500,000	0	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	906,000	544,000	809,000	829,225	849,956	871,205	871,205	871,205	871,205	871,205	871,205	871,205
Payments:												
Purchase of Investment Securities	--33,000,000	0	-1,000,000	-5,000,000	-5,000,000	-5,000,000	-5,000,000	-8,000,000	-10,000,000	-8,000,000	-7,000,000	-10,000,000
Purchase of Infrastructure, Property, Plant & Equipment	-10,733,000	-28,395,241	-17,461,205	-8,903,342	-8,848,960	-8,706,624	-8,102,292	-8,998,805	-10,610,900	-12,405,625	-14,356,016	-16,477,101
Net Cash provided (or used in) Investing Activities	15,673,000	-27,851,241	-17,652,205	-13,074,117	-12,999,005	-12,835,420	-12,231,088	-16,127,601	-19,739,696	-19,534,420	-20,484,811	-25,605,897
Cash Flows from Financing Activities												
Receipts:												

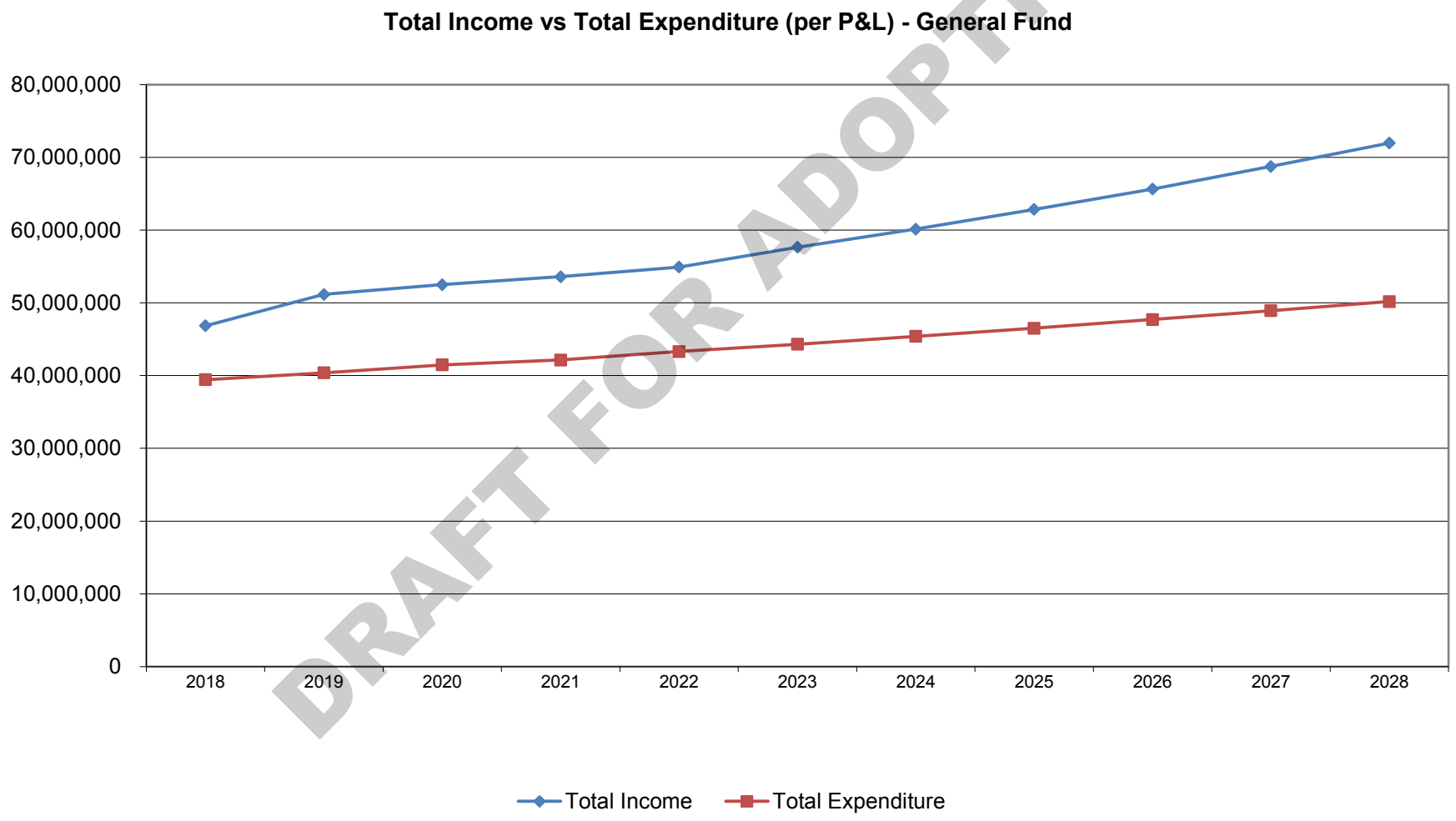
DRAFT FOR ADOPTION

CASH FLOW STATEMENT - GENERAL FUND

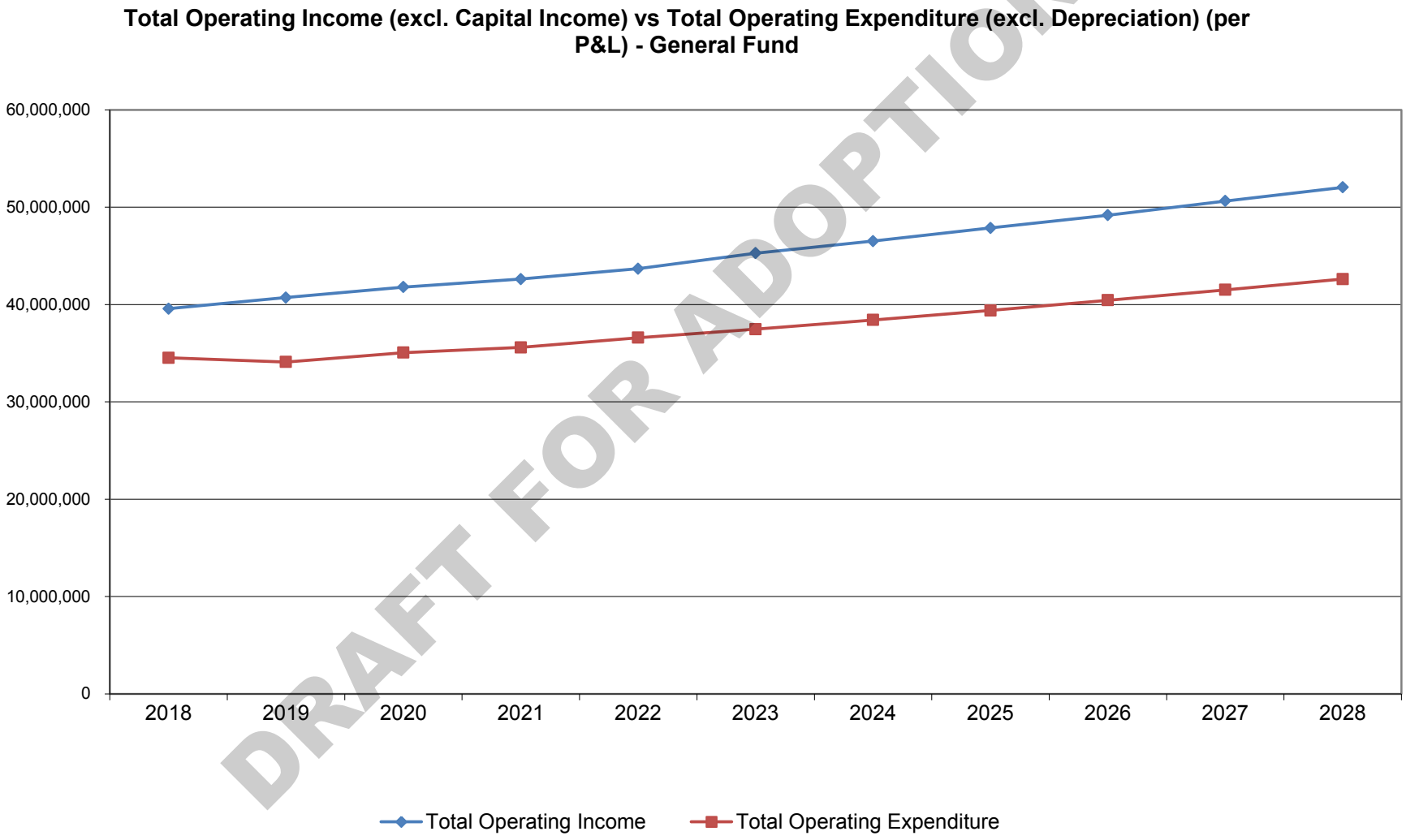
	Actuals	Current Year							Projected Years			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	$	$	$	$	$	$	$	$	$	$	$	$
Payments:												
Net Cash Flow provided (used in) Financing Activities	0	0	0	0	0	0	0	0	0	0	0	0
Net Increase/(Decrease) in Cash & Cash Equivalents	30,610,000	-14,854,169	-786,825	4,263,206	4,897,985	5,447,757	7,853,888	5,484,042	3,626,507	5,622,479	6,756,670	3,823,877
plus: Cash, Cash Equivalents & Investments - beginning of year	10,664,000	41,274,000	26,419,831	25,633,006	29,896,212	34,794,196	40,241,953	48,095,841	53,579,883	57,206,391	62,828,869	69,585,539
Cash & Cash Equivalents - end of the year	**41,274,000**	**26,419,831**	**25,633,006**	**29,896,212**	**34,794,196**	**40,241,953**	**48,095,841**	**53,579,883**	**57,206,391**	**62,828,869**	**69,585,539**	**73,409,417**
Cash & Cash Equivalents - end of the year	41,274,000	26,419,831	25,633,006	29,896,212	34,794,196	40,241,953	48,095,841	53,579,883	57,206,391	62,828,869	69,585,539	73,409,417
Investments - end of the year	17,000,000	17,000,000	18,000,000	23,000,000	28,000,000	33,000,000	38,000,000	46,000,000	56,000,000	64,000,000	71,000,000	81,000,000
Cash, Cash Equivalents & Investments - end of the year	**58,274,000**	**43,419,831**	**43,633,006**	**52,896,212**	**62,794,196**	**73,241,953**	**86,095,841**	**99,579,883**	**113,206,391**	**126,828,869**	**140,585,539**	**154,409,417**
Representing:												
- External Restrictions	38,079,000	22,762,085	23,120,385	31,818,222	40,117,715	49,120,240	56,705,785	64,459,503	71,998,610	80,500,057	86,340,611	94,904,562
- Internal Restrictions	14,206,000	11,918,238	12,553,057	13,648,283	14,803,555	16,021,110	16,769,104	18,048,298	19,359,470	20,703,424	22,080,975	23,492,966
- Unrestricted	5,989,000	8,739,508	7,959,564	7,429,706	7,872,926	8,100,604	12,620,952	17,072,083	21,848,310	25,625,389	32,163,953	36,011,889
	58,274,000	**43,419,831**	**43,633,006**	**52,896,212**	**62,794,196**	**73,241,953**	**86,095,841**	**99,579,883**	**113,206,391**	**126,828,869**	**140,585,539**	**154,409,417**

DRAFT FOR ADOPTION

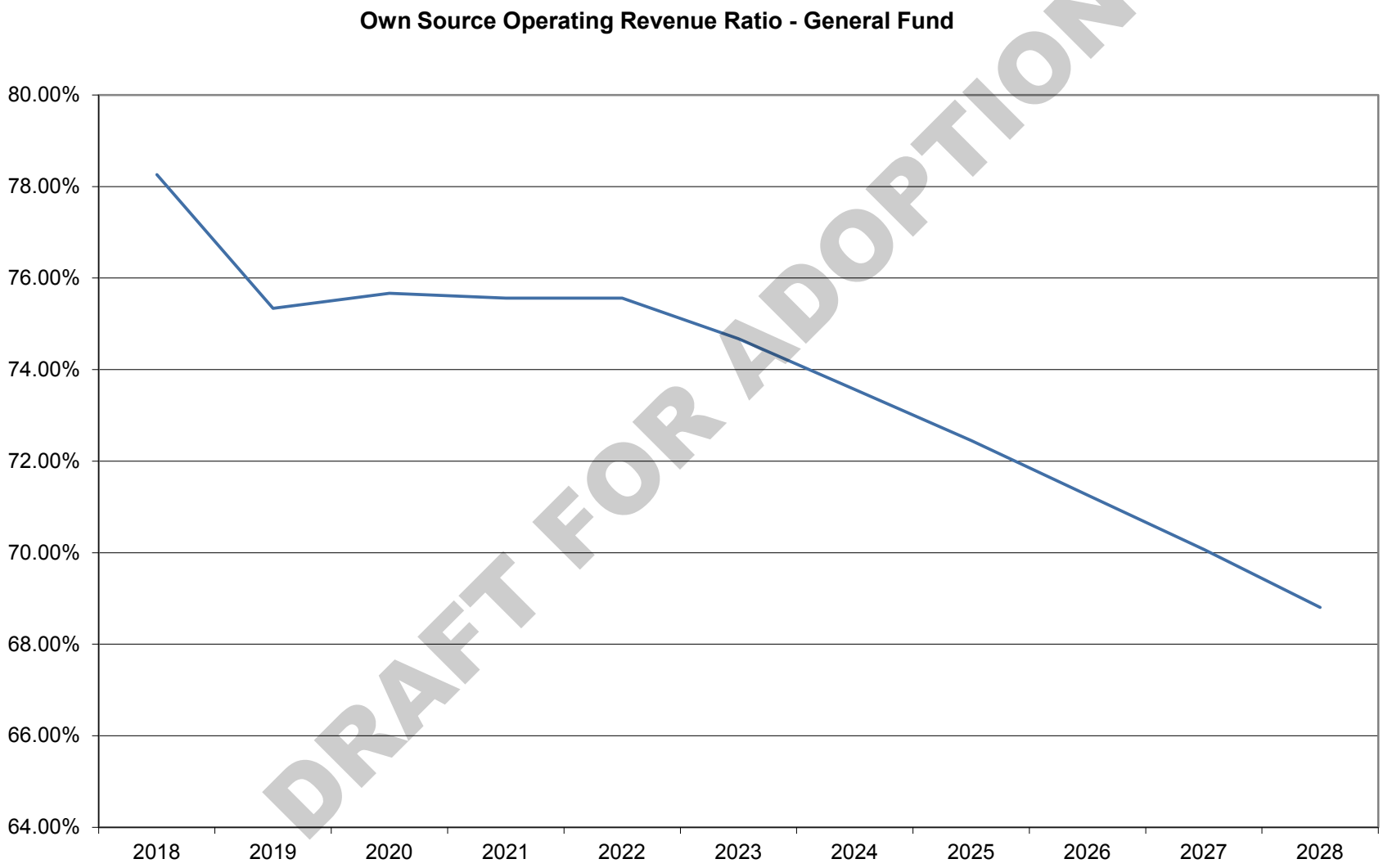
CHARTS – GENERAL FUND



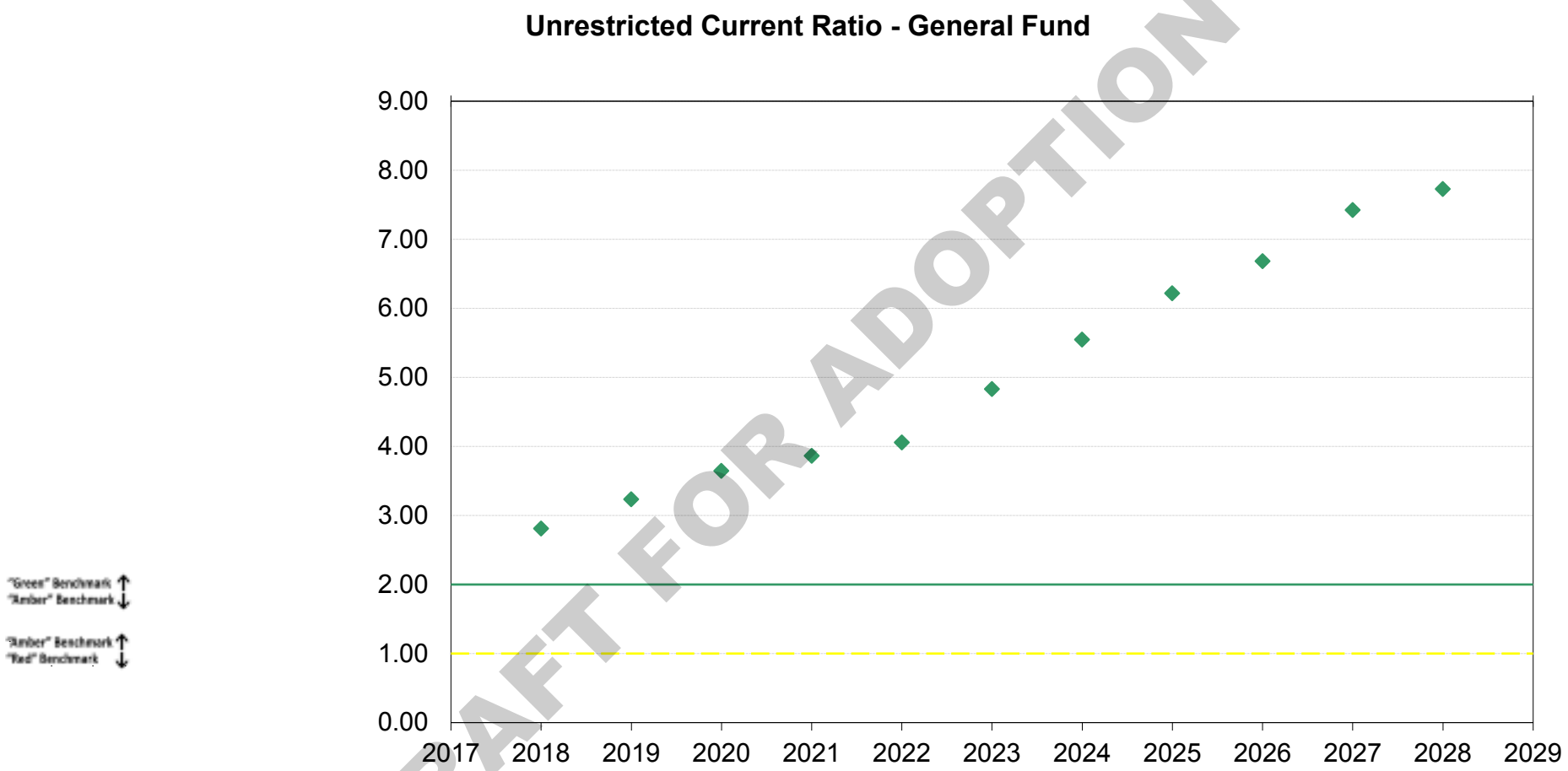
DRAFT FOR ADOPTION



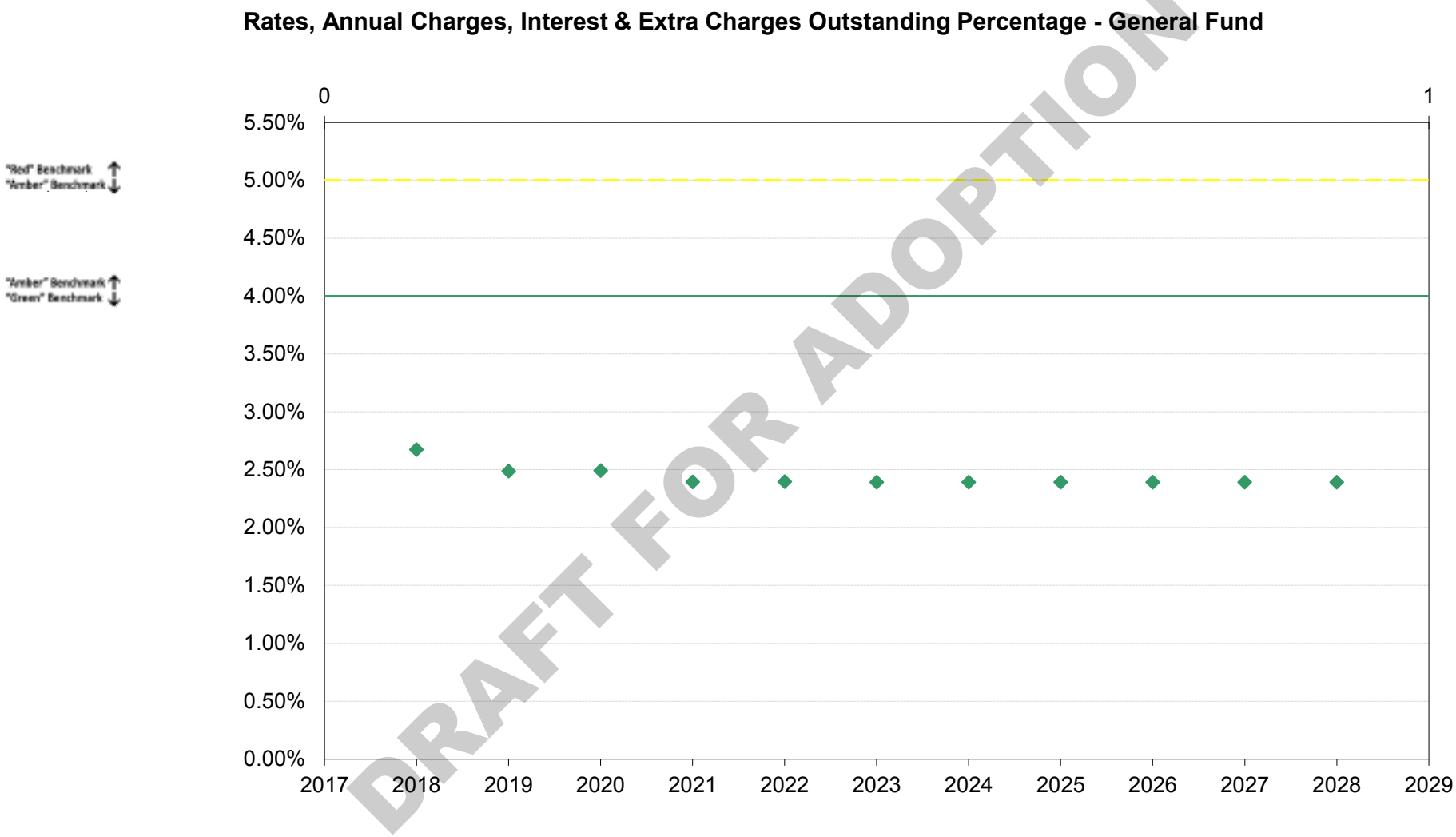
DRAFT FOR ADOPTION

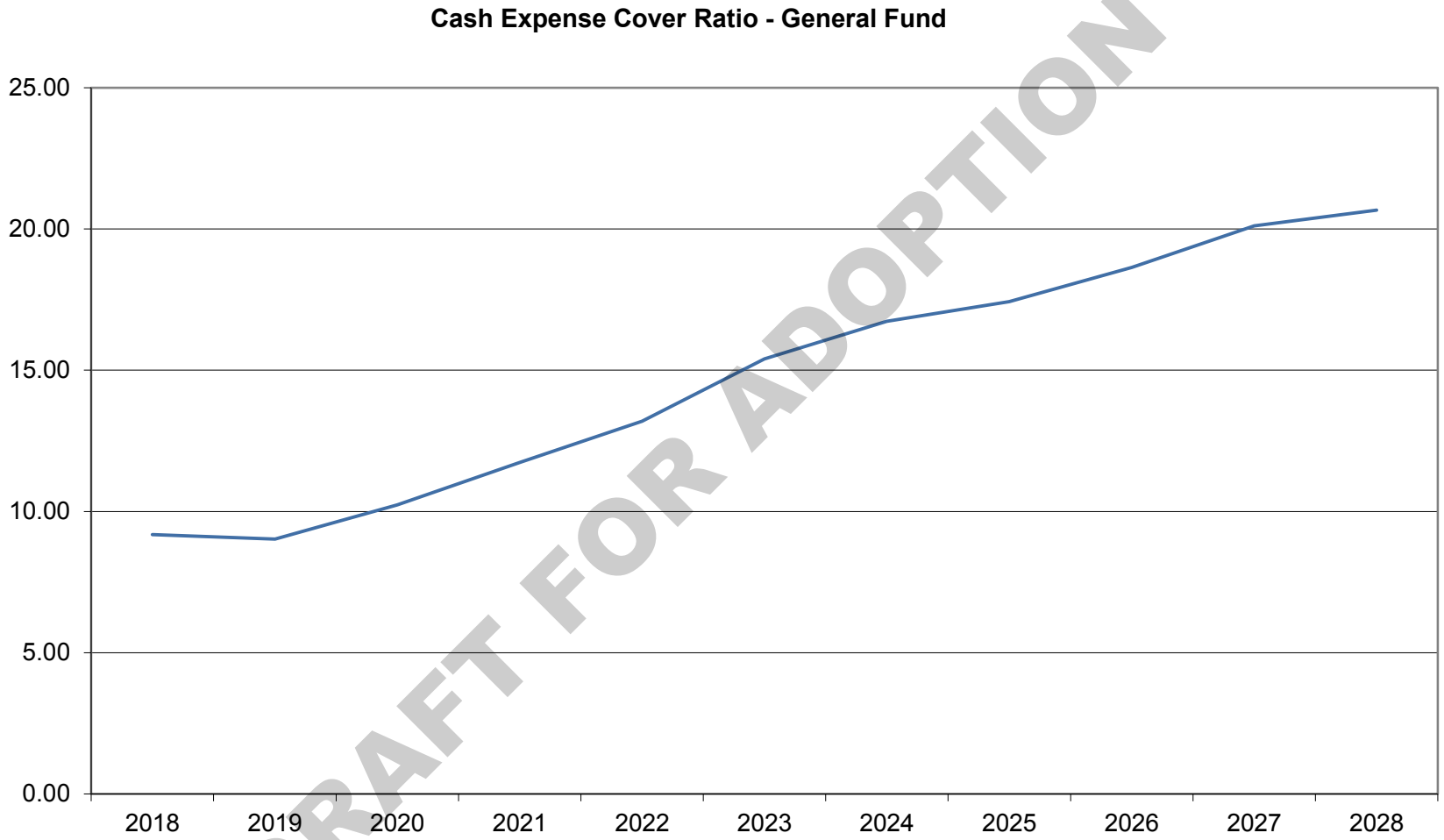


DRAFT FOR ADOPTION

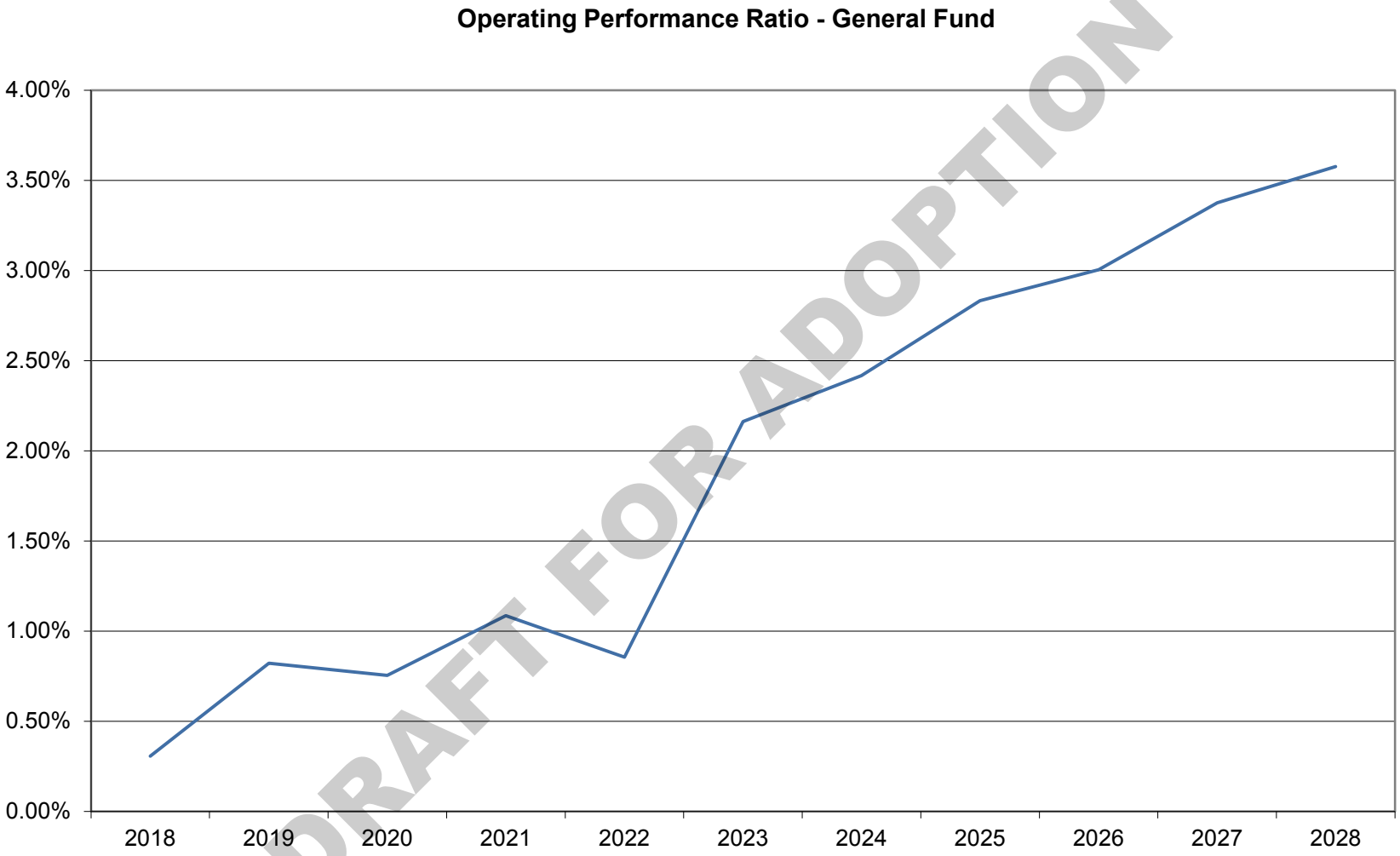


DRAFT FOR ADOPTION

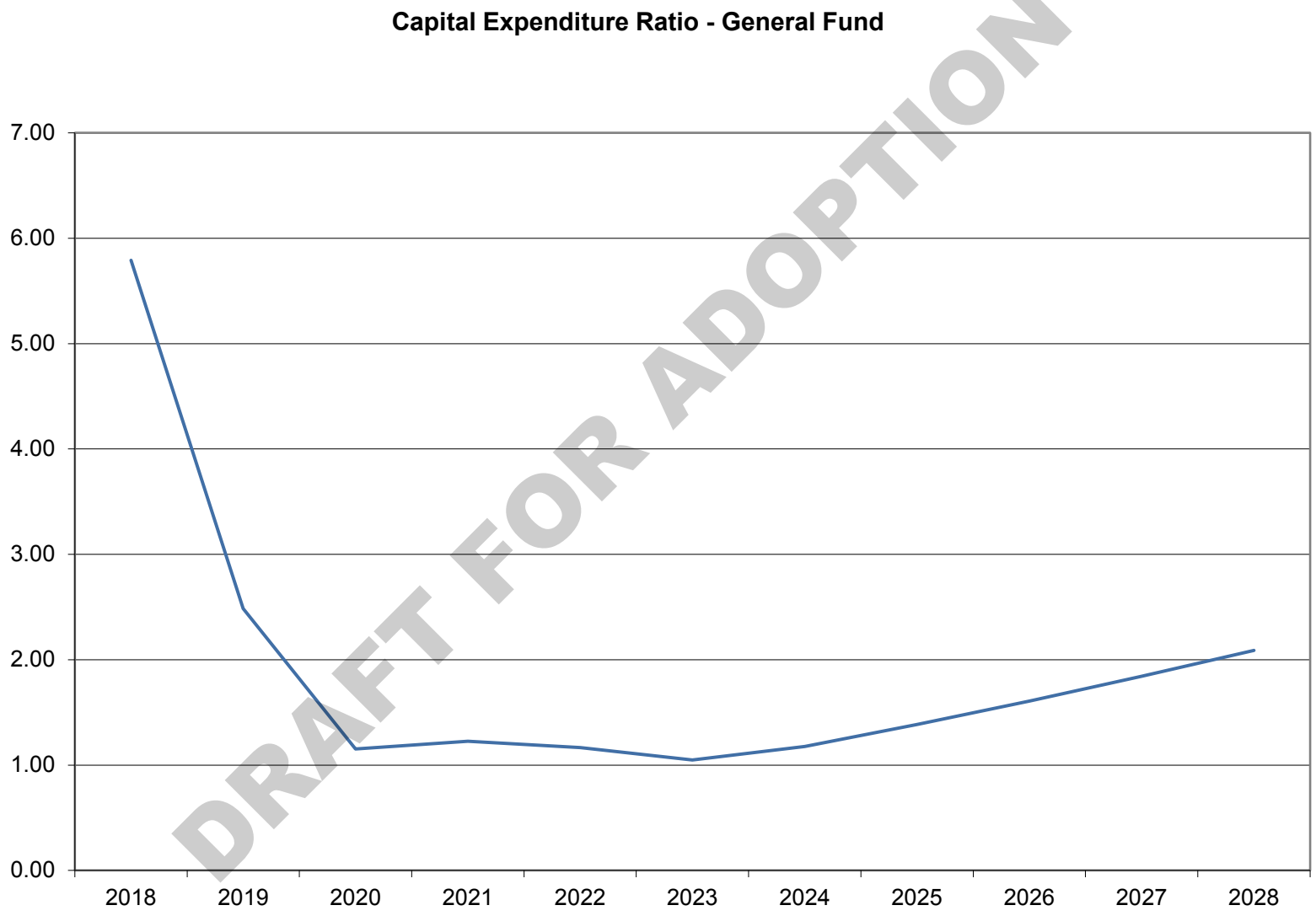

Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage - General Fund
0
1
5.50%
5.00%
4.50%
4.00%
3.50%
3.00%
2.50%
2.00%
1.50%
1.00%
0.50%
0.00%
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
2028
2029
"Red" Benchmark
"Amber" Benchmark
"Amber" Benchmark
"Green" Benchmark
DRAFT FOR ADOPTION



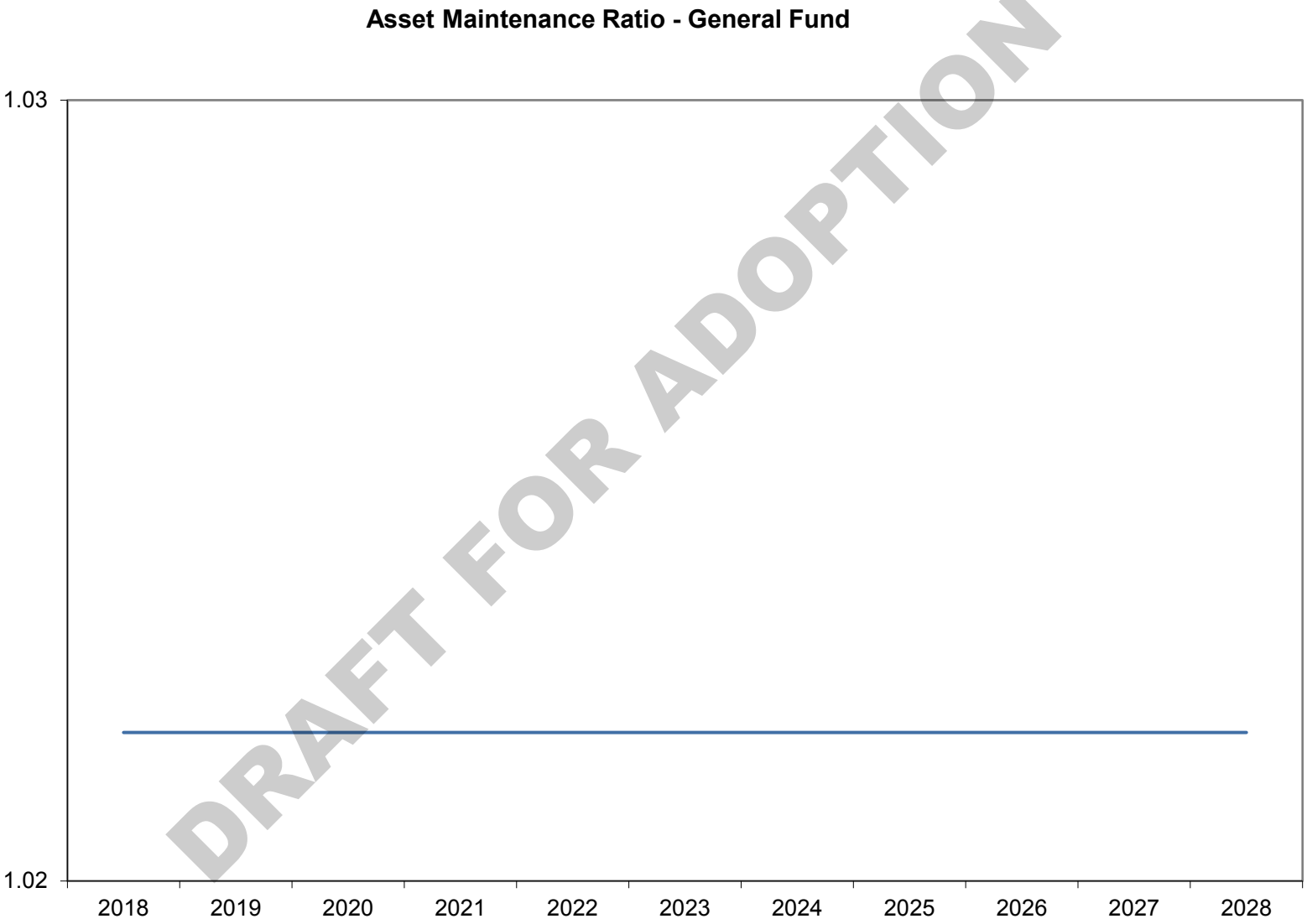
DRAFT FOR ADOPTION



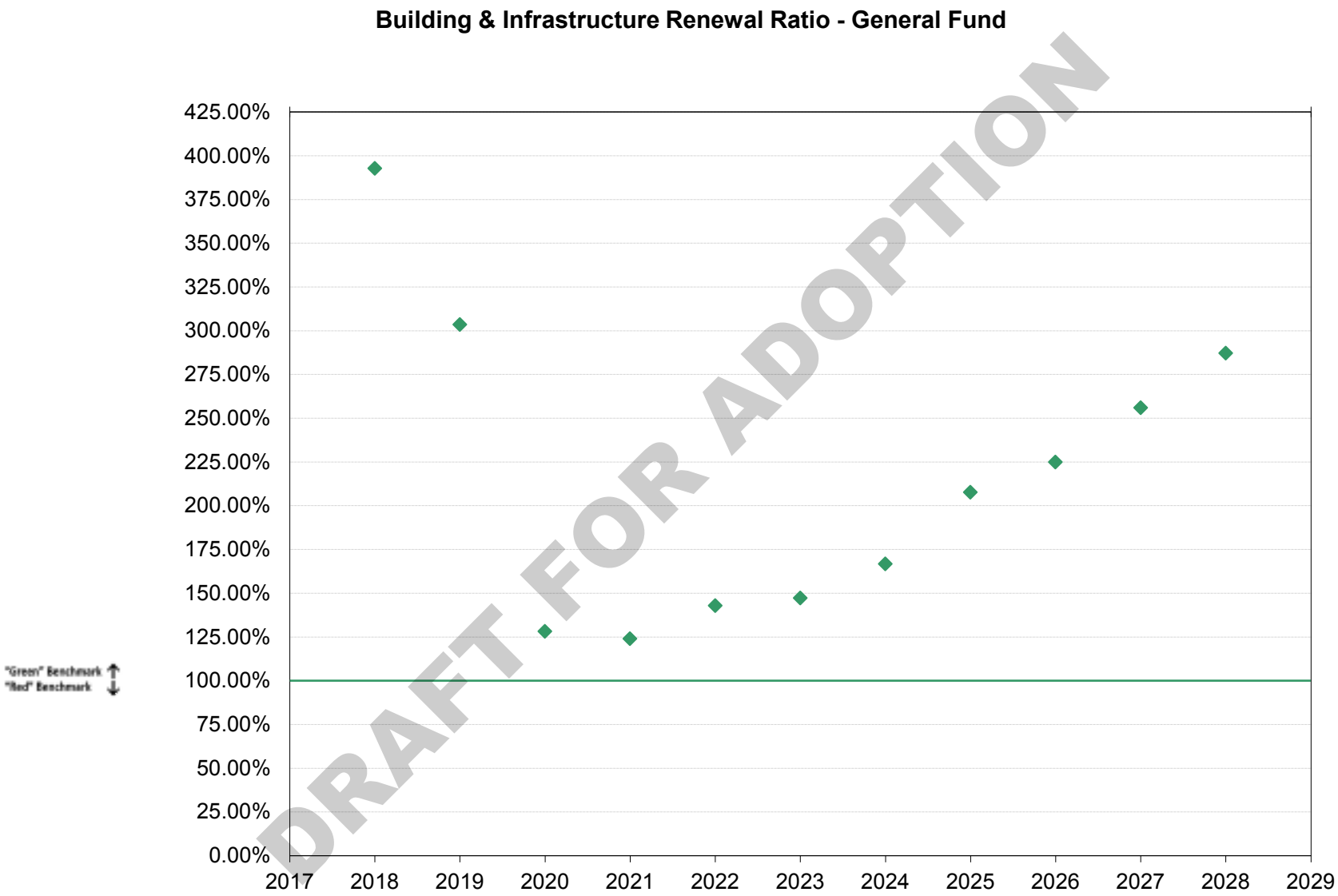
DRAFT FOR ADOPTION



DRAFT FOR ADOPTION



DRAFT FOR ADOPTION


Building & Infrastructure Renewal Ratio - General Fund
425.00%
400.00%
375.00%
350.00%
325.00%
300.00%
275.00%
250.00%
225.00%
200.00%
175.00%
150.00%
125.00%
100.00%
75.00%
50.00%
25.00%
0.00%
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
2028
2029
"Green" Benchmark
"Red" Benchmark
DRAFT FOR ADOPTION

Part 2B: Workforce Management Plan

Message from the General Manager

Our ten year Community Strategic Plan (CSP) concentrates on 5 key directions to ensure Strathfield Council are attending to the community's priorities. The CSP directions are:

1. Connectivity
2. Community Wellbeing
3. Civic Pride and Place Management
4. Liveable Neighbourhoods
5. Responsible Leadership

Our ***One Team, One Council, Moving Forward*** is Council's Workforce Management Plan that supports Council's values and key directions and assists Council in achieving its community vision.

The strategies identified will enable Council to evolve and attain a workforce that is flexible, adaptable and responsive to the Community's needs in the future resulting in improved infrastructure, service delivery and overall community satisfaction.

Our Workforce Management Plan will continue to adapt year on year to respond to the challenges Council faces with the emergence of new technology, an ageing workforce, skill and gender gaps as well as attraction and retention of skilled leaders and employees.

Council can only succeed with the right people in the right jobs. We acknowledge and understand that in order to successfully deliver for the community a major focus needs to be on our people. We aspire to be ***One Team, One Council Moving Forward*** for years to come.

Henry T. Wong
General Manager

DRAFT FOR ADOPTION

DRAFT FOR ADOPTION

Introduction

The NSW Government's Integrated Planning and Reporting Framework require Councils to review and develop strategies pertaining to financial, asset management and workforce planning, which form the Resourcing Strategy for the Council.

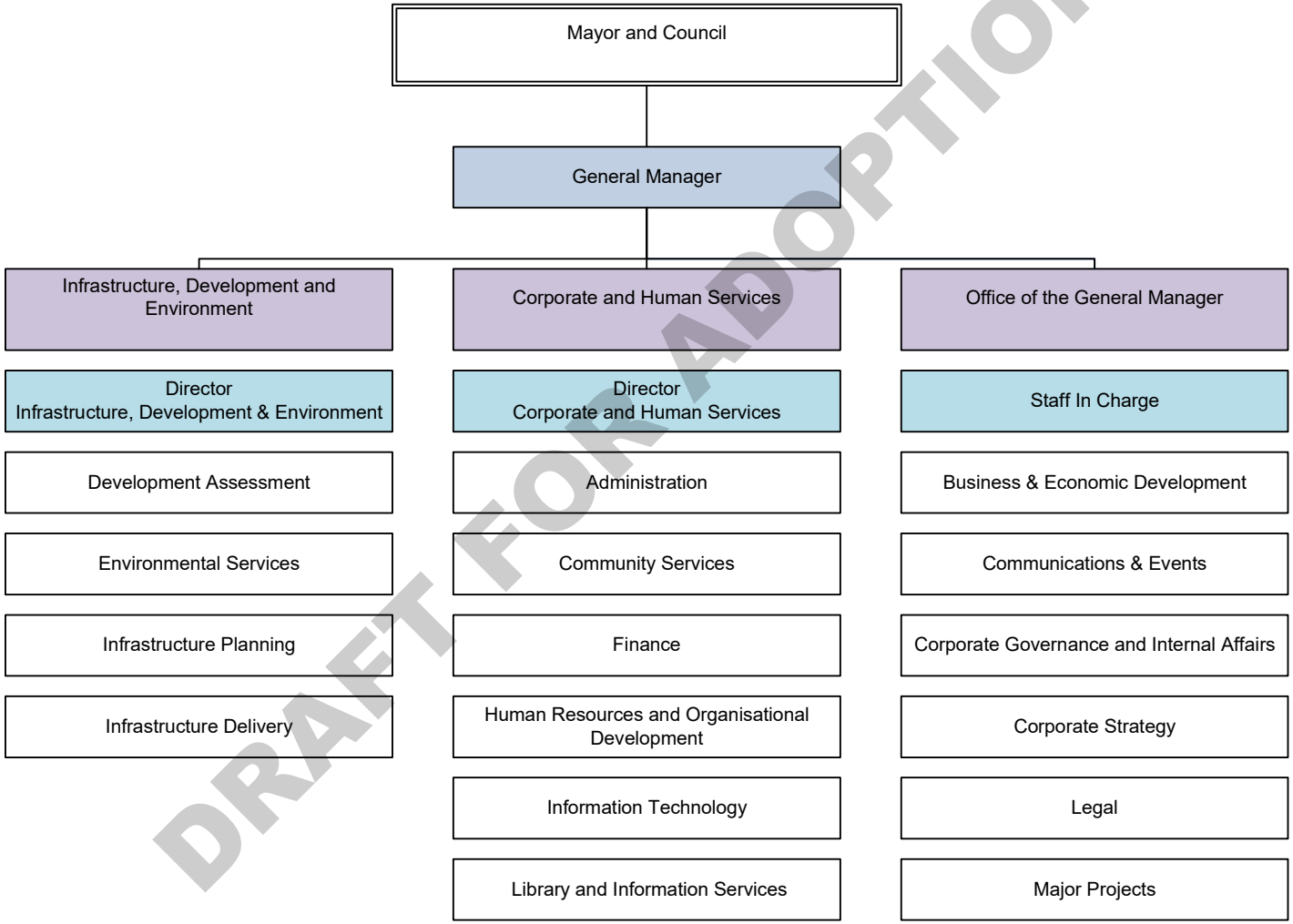
The Resourcing Strategy supports and enables the four year Delivery Program and the one year Operational Plan for Council.

Workforce planning is a continual process of identifying the strengths and opportunities for enhancement of the workforce; identifying threats and risks posed by internal or external factors; establishing future workforce requirements; and reviewing the effectiveness of strategies that ultimately aim to enhance and develop the collective capacity and capability of the workforce to deliver services to the communities within the Strathfield Local Government Area.

The following pages set out Council's functional structure; profiles the current workforce; identifies challenges that Council's workforce is projected to face in coming years; and specifies a series of strategies to enhance Strathfield Council's efficient, effective, adaptable and resilient workforce.

DRAFT FOR ADOPTION

Our Organisational Profile



DRAFT FOR ADOPTION

Council's Organisational Chart - March 2018

Workforce Profile

No.	Topic	Numbers	%
1	Approved number of positions	217	-
2	Headcount	188	-
3	Female employees	68	36.17%
4	Male employees	120	63.83 %
5	Female employees at Manager Level and above	7 out of 24	29.16%
6	Number of new starters in financial year	83	-
7	Length of service – less than 2 years	95	50.53%
8	Length of service – between 2-5 years	26	13.84%
9	Length of service – over 5 years	67	35.63%
10	Average length of service	6 years	-
11	Number of employees over the length of service average	24	12.76%
12	Turnover	45	23.93%
13	Staff turnover in first year of employment	14	7.44%
14	Female first year turnover rate	6	42.85 %
15	Male first year turnover rate	8	57.15%
16	Training spent per FTE p/a	$815	-
17	Gender diversity		
	Baby Boomers (1943 – 1966): 70	Male - 44 Female - 26	37.23%
	Generation X (1967 – 1980): 50	Male – 33 Female – 17	26.59%
	Generation Y and Younger (Post 1980): 68	Male – 43 Female – 25	36.17%
	Average age across Council	44	-

**Data indicative as of 30 June 2017*

DRAFT FOR ADOPTION

Workforce Challenges

The Human Resources and Organisational Development department has undertaken a review of the workplace to identify workforce challenges that have formed the basis of this document.

The identified challenges are:

- Leadership and employee skill gaps
- Attraction and retention of skilled leaders and employees
- An ageing workforce
- Limited representation of female employees within Council
- Silo culture

Workforce Strategy

This document, One Team, One Council Moving Forward represents our overall workforce strategy for how we will support our workforce in response to the challenges identified. By identifying Key Improvement Areas, we have established a framework on where to focus our attention.

Key Improvement Areas

- Leadership
- Talent
- Capability
- Culture

DRAFT FOR ADOPTION

Leadership

Encouraging open and honest communication among leaders and employees will enhance employee engagement and help drive high performance at Strathfield Municipal Council.

Key Improvement Area	Priority	Strategy	Measurement
Leadership	• Communication	• Implement Leadership Development Program • Build a culture of open communication where feedback from staff is welcomed by senior leaders • Create forums for senior leaders to listen to staff's concerns • Assess current communication channels and adjust them in order to enhance how senior leaders keep staff informed of Council's matters	• 100% senior leadership participation in Leadership Development Program • Climate Survey Leadership and Involvement categories favourable scores % to increase by 5% year on year
	• Values	• Facilitate Values Refresher sessions for leaders	• Climate Survey Leadership category favourable score % to increase by 5% year on year

DRAFT FOR ADOPTION

Talent

Having skilled individuals at all levels of the organisation is critical in creating and sustaining a high performance workforce.

Key Improvement Area	Priority	Strategy	Measurement
Talent	• Recruitment and Selection	• Develop selection panels' capability to select the right individual for the right job (meritocracy) • Introduce psychometric testing for the recruitment of all leader roles	• Reduce voluntary turnover rate by 5% (from 17% to 12%) by June 2018 and by an additional 4% (to 8%) by June 2019
	• Skill Shortages	• Identify skill shortage gaps in key areas and develop and implement targeted attraction strategies to address them • Introduce Trainee and Apprentice positions covering areas with skill shortages • Provide career development opportunities to employees to transition into skill shortage jobs	• 80% conversion of traineeships and apprenticeships to full time employment with Council
	• Talent Management and Succession Planning	• Implement Leadership Development Program (IDP) • Create matrix to determine high risk areas and action plan accordingly • Develop leaders' accountability for spotting, developing and retaining the next generation of leaders • Identify and review high potentials and develop IDPs that provide opportunities to grow, be empowered and work on interesting assignments	• 100% leaders participation in Leadership Development Program • Implement a succession plan for key areas of the business by December 2018
	• Employee Value Proposition	• Develop Council's Employer Brand by conducting employee focus groups • Develop a strong online campaign highlighting benefits of working at Council	• 25% increase in job applicant response rate for shortage skills jobs within 6 months of roll out
	• Diversity and Inclusion	• Include an EEO goal in leaders IDPs • Enhance flexible working arrangements to target females with caring responsibilities • Introduce a marketing campaign to promote diversity and inclusion in the workplace	• Increase female participation in Council's workforce by 14.83% (from 36.17% to 51%) by December 2019

DRAFT FOR ADOPTION

Capability

Developing leaders and employees is important to improve employee engagement, enhance Council's performance and position Council a step ahead to serving the community of the future.

Key Improvement Area	Priority	Strategy	Measurement
Capability	• Organisational Capability	• Examine Council's SWOT, identify organisational capabilities required and implement HR, leadership and organisational practices aligned to Council's CSP	• Improvement in all key HR metrics year on year
	• Competencies	• Review Competencies for each role	• Improvement in all key HR metrics year on year
	• Induction and Onboarding	• Introduce a 'Welcome Concierge' concept to ensure candidates are supported from the moment they apply to Council to the end of their probation period if selected • Implement Compliance Training Program	• Feedback from focus groups is positive across all milestones of Council's Induction and Onboarding processes and is sustained
	• Employee Development	• Implement Employee Development Program • Create IDPs	• Reduce voluntary turnover rate by 5% (from 17% to 12%) by June 2018 and by an additional 4% (to 8%) by June 2019 • Climate Survey Learning and Development category favourable scores % to increase by 5% year on year
	• Performance Management	• Review and enhance Council's performance management process and system • Clarify performance objectives focusing on right outcomes, provide honest feedback, introduce regular 1-1s and WIPs • Facilitate employee performance reviews • Implement new performance management process in July 2018	• End of financial year performance review completed by end of June 2018 • New performance management process implemented by September 2018 • Climate Survey Performance Appraisal category favourable score % to increase by 5% year on year
	• Reward and Recognition	• Introduce informal recognition initiatives • Enhance Employee Service Awards	• Climate Survey Rewards and Recognition category favourable score % to increase by 5% year on year
	• Managing Council's ageing workforce - Transition to Retirement (TTR)	• Promote TTRs • Adapt flexible working arrangements to cater for TTR • Ensure knowledge is shared by TTR employees with less experienced employees	• Climate Survey Learning and Development category favourable score % to increase by 5% year on year

DRAFT FOR ADOPTION

Culture

Senior leaders play a very important role in developing a positive and professional work environment, one that creates a sustainable and high performing culture. A best practice approach to leadership will contribute to engaging Council's staff and bring forward their best contribution to the organisation.

Key Improvement Area	Priority	Strategy	Measurement
Culture	• Culture Management	• Implement Leadership Development Program • Reinforce Council's collective sense of purpose • Facilitate Values Refresher sessions • Leaders to reinforce desired behaviours when making salary review and step progression decisions • Leaders and HR&OD team members to become the custodians of Council's culture and values	• Climate Survey overall results to improve by 5% year on year
	• Change Management	• Develop and launch Council's Change Management Model to be used by all leaders to ensure a consistent approach to change management is used across Council when implementing any system, process or culture change	• Climate Survey Involvement category favourable score % to increase by 5% year on year
	• Employee Relations	• Develop, implement and maintain an Employee Relations strategy to enable a positive work environment, increase communication with employees and reduce employee grievances	• Climate Survey Leadership and Involvement categories favourable scores % to increase by 5% year on year
	• Reward & Recognition	• Review salary structure and adopt a salary restructure that reflects the value of the jobs and ensures fair compensation.	• Climate Survey Rewards and Recognition category favourable scores % to increase by 5% year on year
	• Values	• Introduce a Values Award – Double reward for targeted values (e.g. Teamwork across sections)	• Climate Survey Cross Unit Cooperation category favourable scores % to increase by 5% year on year

DRAFT FOR ADOPTION

Review

This Workforce Management Plan shall be reviewed, updated and enhanced annually to reflect changes within the Council's business environment and projected impact of influence on the capacity of the workforce.

Part 2C - Asset Management Policy

Introduction

1.1 TITLE AND COMMENCEMENT

This policy is titled Asset Management Policy.

1.2 BACKGROUND AND PURPOSE OF POLICY

The charter of local government established in the Local Government Act 1993 provides a set of principles that guide councils in the carrying out of their functions. In connection with asset management, the charter states that Council must:

- Provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively
- Have regard to the long term and cumulative effects of its decisions
- Bear in mind that it is the custodian and trustee of public assets and to effectively plan for, account for and manage the assets for which it is responsible
- Engage in long-term strategic planning on behalf of the local community.

The purpose of this policy is to guide the strategic management of Council's assets to ensure the sustainability, equity and affordability of Council's asset management for present and future Strathfield communities.

In 2009, the Local Government Act was amended to establish the integrated planning and reporting framework, which requires that council develops resourcing strategies, including asset management, to support strategies set out in the Community Strategic Plan and Delivery Program. Underpinning the planning and reporting framework is the need for council to take a long-term view when making decisions and the need to consider social, economic and environmental and civic leadership outcomes, also known as the 'quadruple bottom line (QBL)'. Asset Management Strategies must include an Asset Management Policy.

1.3 OBJECTIVES OF THE POLICY

The objectives of the policy is to set out a framework for implementing consistent asset management processes and ensure that adequate provision is made for long-term and sustainable asset management, which requires that:

- Assets are managed in accordance with relevant legislation, best practice, appropriate accounting standards and reporting requirements
- Assets management reflects the community's vision and priorities and is integrated with Council's Community Strategic Plan and Delivery Program
- 'Whole of life cost' approach is taken to asset management in the development of operational, maintenance, renewal, augmentation and investment
- Asset management is measured against defined levels of service
- "Quadruple bottom line" (QBL) sustainability outcomes are considered in development of strategies and policies.

DRAFT FOR ADOPTION

1.4 COVERAGE OF THE POLICY

This policy applies to all assets owned or controlled by Council and forms part of the resourcing strategy which supports Council's Community Strategic Plan whilst meeting the outcomes of the integrated planning and reporting framework in accordance with the Local Government Act 1993 and Office of Local Government's Integrated Planning and Reporting Guidelines and Manual.

1.5 DEFINITIONS

Council 'assets' are infrastructure assets and include but are not limited to:

- Buildings
- Roads and associated infrastructure
- Drainage and stormwater infrastructure
- Public open space and facilities such as playgrounds and sportsfields

Asset Management is the bringing together of management, financial, economic, engineering, and other disciplines applied to physical assets with the objective of providing the required level of service in the most cost effective manner .

Asset Management Strategy covers the development and implementation of plans and programs for asset creation, operation, maintenance, rehabilitation/ replacement, disposal, and performance monitoring to ensure that the desired level of service and other operational objectives are achieved at optimum cost.

Level of Service is the defined service quality for a particular service against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, statutory functional requirements, environmental, acceptability and cost.

Life Cycle is the cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design through to decommissioning or disposal. It should be noted that infrastructure assets may have an indeterminate life and as such this definition may not apply.

"Strathfield 2030" is Council's Community Strategic Plan. This plan is Council's highest level plan that identifies the community's priorities and aspirations for the future and the plan strategies for achieving these goals.

"Sustainabilty" for the purposes of this policy means Quadruple Bottom Line (QBL) - economic, environmental, social and civic leadership considerations that underpin Council's strategic and resourcing strategies.

DRAFT FOR ADOPTION

2.0 POLICY STATEMENT

Strathfield Council owns and/or operates a significant portfolio of assets. As custodian of the assets, Council is responsible for establishing and implementing optimal asset management strategies and practices that enable the assets to be sustained and related levels of service acceptable to the community to be provided at the minimal life cycle cost (LCC) whilst controlling exposure to risk and loss.

In order to achieve this, Council is committed to the following principles:

- Asset management strategy and planning will integrate with and support the vision, desired outcomes and objectives of the Community Strategic Plan, Delivery Program and Council policies and procedures.
- Development of asset management strategies will reflect the infrastructure requirements of present and future members of our community.
- 'Whole of life' costs will be used as basis for making decisions regarding asset acquisition, use, replacement, maintenance and disposal. Life cycle costs will be considered in all decisions relating to new services and assets as well as upgrading existing services and assets.
- Council provided infrastructure will be planned, designed, constructed, costed and maintained to ensure that the management of the infrastructure is sustainable.
- Third party agreement for use of Council's infrastructure such as Council facilities will include provisions that recognise and support sustainable management of the relevant asset.
- A strategic and systematic approach to asset management that meets legislative requirements, embraces industry standards and best practice will be applied throughout Council.
- Councillors are responsible for ensuring that sufficient resources are available and applied to manage Council's assets and the longer term and cumulative effect of decision making is considered when determining Council policy, plans and strategies.
- The General Manager and/or authorised officers are responsible for managing the assets in accordance with this Policy, Council's adopted Asset Management Strategy, and related Asset Management Plans.
- Assets will be accounted for in accordance with the requirements of the appropriate accounting standards and reporting requirements.
- Council will develop and review its Asset Management Plans on a minimum four year cycle.
- Council will maintain and update its asset management system with comprehensive information of all infrastructure assets.
- Council's asset management capabilities will be regularly reviewed and improved through necessary advances in technology, systems and processes and training.

DRAFT FOR ADOPTION

Part 2C - Asset Management Strategy

1. Introduction

1.1 BACKGROUND

Strathfield Council is following the guidelines that accompany the Local Government Amendment (Planning and Reporting) Act 2009 in the development of this strategic asset management plan. The Act makes the development of a strategic asset management plan a mandatory requirement for NSW local governments.

The primary role of assets is to support the delivery of services that deliver Council's long term objectives. As Council's assets age there are increased maintenance, refurbishment and disposal costs which increase the cost of the services that they support.

The cost of asset creation or acquisition is generally less than 20% of the life cycle cost of an asset which includes operation, refurbishment and disposal costs. Before any asset is purchased or constructed the life cycle costs and risks are considered as they will place an increased burden on Council's maintenance budget. In an extreme position, Councils can make themselves financially unsustainable in the longer term with an aggressive asset creation program that does not consider the life cycle costs.

The objective of this plan is to identify the balance between service delivery requirements to maximise the achievement of Council's long term objectives and the life cycle costs of asset ownership within agreed risk tolerances. The information currently available for each asset groups dictates the level of sophistication of the strategy for that asset class.

1.2 PLANNING RELATIONSHIPS

The current council planning framework has been revised to align with the legislated planning framework in the Local Government Amendment (Planning and Reporting) Act 2009 and the Integrated Planning and Reporting Guidelines for Local Government in NSW. This plan has been developed in line with the legislated framework and guidelines.

The legislated framework addresses the balance between the resources available against the long term aspiration objectives of Council to ensure that there is not an over commitment to resources (particularly assets) in the short term.

The long term community strategic plan for Strathfield Council is outlined in Strathfield 2030. This document provides a series of strategic drivers for the community with each driver having a number of goals and strategic actions to achieve the desired goals. It should be noted that Strathfield 2030 includes objectives in which Council will perform an advocacy role of guiding the private sector and other entities in delivering the objectives in the plan.

The key strategic priorities have been developed and linked to a strategy in the long term community strategic plan. These priorities also guide the four year delivery program. As both the long term community strategic plan and the four year delivery program require community consultation, a strategy has been implemented to ensure that the priorities align with community requirements.

The integrated planning and reporting framework diagram shows the relationship between the various plans and resourcing strategies.

As part of this planning process, Council has also prepared a resourcing strategy which includes a Long Term Financial Plan, an Asset Management Policy, Asset Management Strategy and the Workforce Management Plan.

Strathfield 2030, the Delivery Program and Operational Plan have informed and been informed by the Resourcing Strategy, which includes Long Term Financial Planning, Workforce Management Planning and Asset Management Planning.

DRAFT FOR ADOPTION

2. Policy and Objectives

2.1 BACKGROUND

The charter of local government established in the Local Government Act 1993 provides a set of principles that guide councils in the carrying out of their functions. In connection with asset management, the charter states that a council must:

- Councils should invest in responsible and sustainable infrastructure for the benefit of the local community
- Councils should have effective financial and asset management, including sound policies and processes for asset maintenance and enhancement
- Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way
- Councils should consider the long term and cumulative effects of actions on future generations.

The purpose of this policy is to guide the strategic management of Council's assets to ensure the sustainability, equity and affordability of Council's service delivery for present and future Strathfield communities.

In 2009, the Local Government Act was amended to establish the integrated planning and reporting framework, which requires that council develops resourcing strategies, including asset management, to support strategies set out in the Community Strategic Plan and Delivery Program. Asset management strategies must include an asset management policy.

2.2 COVERAGE

This policy applies to all infrastructure assets owned or controlled by Council and forms part of the resourcing strategy which supports the Community Strategic Plan whilst meeting the outcomes of the integrated planning and reporting framework in accordance with the Local Government Act and Office of Local Government's Integrated Planning and Reporting Guidelines.

2.3 OBJECTIVES

The objective of the policy is to set out a framework for implementing consistent asset management processes and ensure that adequate provision is made for long-term and sustainable asset management, which requires that:

- Assets are managed in accordance with relevant legislation, best practice, appropriate accounting standards and reporting requirements
- Asset management reflects the community's vision and priorities and is integrated with Council's Community Strategic Plan and Delivery Program
- An 'whole of life cost' approach is taken to asset management in the development of operational, maintenance, renewal, augmentation and investment
- Asset management is measured against defined levels of service
- "Quadruple bottom line" (QBL) assessment of sustainability for social, economic, environmental and civic leadership outcomes is achieved.

2.4 POLICY

Strathfield Council owns and/or operates a significant portfolio of assets. As custodian of the assets, Council is responsible for establishing and implementing optimal asset management strategies and practices that enable the assets to be sustained and related levels of service acceptable to the community to be provided at the lowest possible overall cost whilst controlling exposure to risk and loss.

In order to achieve this, Council is committed and adopts the following principles:

- Integrate asset management strategy and planning with the vision, desired outcome and objectives of the Strathfield Community Strategic Plan 'Strathfield 2030'
- Provide assets that reflect the infrastructure requirements of present and future members of our community
- Council will provide infrastructure that is planned, designed, constructed, costed and maintained to ensure that infrastructure is sustainable
- A strategic and systematic approach to asset management that meets legislative requirements, embraces industry standards and best practice will be applied throughout Council
- Councillors are responsible for ensuring that sufficient resources are applied to manage Council's assets and the longer term and cumulative effect of decision making is considered when determining Council policy, plans and strategies.

DRAFT FOR ADOPTION

- The General Manager and/or authorised officers are responsible for the managing the assets in accordance with this Policy, Council's adopted Asset Management Strategy, and related Asset Management Plans
- Assets will be accounted for in accordance with the requirements of the appropriate accounting standards and reporting requirements
- Council will develop and review its Asset Management Plans on a minimum four year cycle.
- Council will maintain and update its asset management system with comprehensive information of all infrastructure assets
- Asset management capabilities will be regularly reviewed and improved through necessary advances in technology, systems and processes and training.

Assets will be accounted for in accordance with the requirements of the appropriate accounting standards and reporting requirements:

- Council will develop and review its asset management plans on a minimum four year cycle
- Council's asset management capabilities will be regularly reviewed and improved through necessary advances in technology, systems and processes and training.

2.5 ADOPTION OF POLICY

Council's Asset Management Policy was adopted by Council at its meeting held on 2 December 2014.

DRAFT FOR ADOPTION

3. Levels of Service

3.1 CONTEXT

Asset management planning includes the active engagement of and consultation with the community to explain the impact on all people that use the infrastructure asset network, and to determine the community's service level expectations for infrastructure assets.

Quality information from community members and stakeholders ensures the current and future infrastructure across the Strathfield LGA is managed by Council to achieve the principles of equity, access, participation and right. This information from the community is integrated with data, research and technical and financial information in preparing Asset Management Strategies and Plans and Long Term Financial Plan.

The level of service for each asset category defines what Council intends to deliver to the community with respect to its assets and the level of service the community can afford. The level of service for each asset category is based on community expectations, legislative requirements and Council policy.

Asset levels of service for each asset category focuses on how the community experiences the asset (relating to factors such as condition, quality, reliability, responsiveness, sustainability, timeliness, accessibility, cost and functionality) and technical characteristics required to deliver the asset.

There is a direct relationship between the level of service provided by an asset and the cost to provide it. As the level of service becomes higher, the cost to provide it also increases. Council considers these factors in relation to each asset category and for the infrastructure network as a whole.

3.2 STRATHFIELD 2030

The Vision for Strathfield Local Government Area is detailed in Strathfield 2030 the Council's Community Strategic Plan and is detailed as:

"Strathfield is a culturally diverse and socially cohesive community with respect for its heritage and environment and proud of its well-connected transport, business and educational institutions".

3.3 LEVELS OF SERVICE STANDARDS

Strathfield Council has adopted asset condition 3 as 'satisfactory' for the purposes of asset management. This service standard was adopted by resolution of Council on 1 September 2015 following community engagement processes described in 3.3.

3.4 COMMUNITY ENGAGEMENT

Council has consulted with the community on frequent basis since 2009 to engage the community in determining agreed service levels. The results of successive surveys and engagement have indicated that the assets of highest importance to the community are roads and footpaths, though all assets are considered to be of medium to high importance. Generally, the community is satisfied with the management of Council's assets, with no asset class achieving a less than medium satisfaction rating. On this basis, Council has adopted 'average' (condition 3) as the agreed minimum service level for management

DRAFT FOR ADOPTION

of all types of physical infrastructure assets.
In 2014, Council commissioned an independent community survey (IRIS Research) to ascertain views on Council's management of community assets.

The top five assets were in the 'high' importance range with the most important asset to residents being 'local roads' with 92.6% providing a high importance rating. The remaining four infrastructure assets were deemed 'medium' importance.

Infrastructure	Importance rating	Rating score
Local roads	1	High
Footpaths	2	High
Stormwater drainage	3	High
Parks, playgrounds and reserves	4	High
Kerbs and Gutters	5	High
Libraries	6	Medium
Sporting fields	7	Medium
Community buildings and halls	8	Medium
Bike paths	9	Medium

Infrastructure	Importance rating	Rating score
Libraries	1	High
Parks, playgrounds and reserves	2	High
Sporting fields	3	Medium
Stormwater drainage	4	Medium
Kerbs and gutters	5	Medium
Community buildings and halls	6	Medium
Bike paths	7	Medium
Local roads	8	Medium
Footpaths	9	Medium

Libraries and parks, playgrounds and reserves were considered to be in the 'high' satisfaction rating with all other assets in the medium satisfaction rating. No asset was ranked with a low satisfaction rating.

This survey also indicated that the community considers that well maintained community assets were highly important. All the following statements received high agreement ratings:

- The appearance and attractiveness of my area is important to me (90.1% agreement)
- Well maintained and quality local infrastructure and facilities is important to the value of property in my area (86.3% agreement)
- Well maintained and quality local infrastructure provides me with a better quality of life in my area (82.5% agreement).

DRAFT FOR ADOPTION

In May and June 2015, Council conducted a community engagement which permitted any member of the public to have their say on Council's asset management. Council's community engagement process utilised a number of techniques to enable the community to engage in the way/s that best suit their level of interest, availability and preferences. This included:

- An information flyer was issued to each household
- A community survey was advertised and accessible on Council's website. Print copies of the survey were available from Council's Customer Service and Libraries
- Information on the review and engagement was published on Council website
- Static information displays with feedback options were featured at Strathfield Library
- Face-to-face engagement opportunities.

The results from the community engagement were consistent with previous engagements. Overall, the community considered Council's current asset management program to be well managed with no asset classes rating in the low category in either importance or satisfaction.

Infrastructure	Importance rating	Rating score
Local roads	1	High
Footpaths	2	High
Community buildings and halls	3	Medium
Stormwater drainage	4	Medium
Kerbs and Gutters	5	Medium
Parks, playgrounds and sporting fields	6	Medium

Infrastructure	Importance rating	Rating score
Community buildings, libraries and halls	1	High
Parks, playgrounds and sporting fields	2	High
Stormwater drainage	3	Medium
Local roads	4	Medium
Kerbs and Gutters	5	Medium
Footpaths	6	Medium

The survey requested that residents compared the standard of asset management to other council areas.

Question	Agreement response
Strathfield Council's assets are better maintained than other councils	72%
Strathfield Council's assets are in similar condition compared to other councils	17%
Strathfield Council's assets are worse than other councils	3%
Can't say	6%

DRAFT FOR ADOPTION

3.5 INTEGRATION

Assets play an important part in the delivery of services to our community. As such infrastructure assets play both a direct and an indirect role in the delivery of a number of the key community drivers and Council actions. The table below indicates which assets play a role in the delivery of Councils key strategies linked to Strathfield 2030, the community strategic plan themes, goals and strategies.

TABLE 3.1 – ASSET LINKAGES TO THE COMMUNITY STRATEGIC PLAN

Theme	Goal	Strategy	Roads	Drainage	Buildings	Parks
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology			✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓
COMMUNITY WELLBEING	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓
		2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs			✓	✓
		2.2.2 Promote healthy and active living programs	✓		✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓		✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓		✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓
CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities			✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion			✓	

DRAFT FOR ADOPTION

Theme	Goal	Strategy	Roads	Drainage	Buildings	Parks
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓
		4.2.2. Maintain and enforce clean public areas and health standards	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community			✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓
		5.2.2 Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓

DRAFT FOR ADOPTION

3.6 SERVICE LEVEL OUTCOMES

The asset management plans for each asset category specifically defines the community levels of service and the technical levels of service.
Community levels of service are related to the service that the community receives. The community's expectations with regards to levels of service are communicated to Council via consultation. This can be measured in a number of ways, both tangible and intangible, such as appearance of facilities, speed of service and availability of service.

These levels of service have been combined to deliver five asset related service level outcomes. The service level outcomes are:

1. Accessibility
2. Quality
3. Responsiveness
4. Affordability
5. Health and Safety

Each of the service level outcomes is related directly to Council's Community Strategic Plan Strathfield 2030 by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council. The service level outcomes and how they are related to the assets and Council's strategies are detailed in Table 3.2 - Service level outcomes.

ACCESSIBILITY

To ensure the asset base performs as required it is essential that the asset is generally available to the community as required. As a service outcome the council's customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.

DRAFT FOR ADOPTION

NOT FOR ADOPTION

TABLE 3.2 – SERVICE LEVEL OUTCOMES

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓
COMMUNITY WELLBEING	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
		2.2.2 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
		2.2.3 Promote healthy and active living programs	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓

DRAFT FOR ADOPTION

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies		✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓			✓
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
		4.1.2 Manage effective development assessment processes	✓	✓	✓	✓	✓
		4.1.3 Address housing affordability	✓		✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
		4.2.2. Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓	✓
		5.2.2: Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓	✓

DRAFT FOR ADOPTION

4. Future Demand

4.1 DEMAND FORECAST

The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in:

- Population forecasts and density
- Changes in the demography of the community
- Lifestyle changes
- Residential occupancy levels
- Commercial/Industrial demand
- Technological changes which impact the asset
- Economic standing of the state
- Government policy
- Environmental needs, climate change etc.

4.2 POPULATION FORECASTS

The estimated current and forecast resident population of Strathfield LGA from the New South Wales Local Area Population Projections is shown in below in table 4.1.

The major component of the historic population increase relates to increases in medium to high density unit dwellings in Strathfield. The population trend in Strathfield indicates large numbers of persons aged 15 to 35 years (36.138% in Census 20161), which is significantly larger than the Greater Sydney average (29.18%). There is generally declining numbers of persons aged 65 years and over against Greater Sydney and Inner West region averages. The 'de-ageing' of the population is due to a range of factors including increased numbers of medium to high density unit developments and attraction of large numbers of students and persons of working age to Strathfield due to its transport and accessible geographical location. New development in Strathfield is characterised by a younger demographic. The majority of population growth is likely to occur within the northern section of Strathfield surrounding the rail stations and in the Parramatta Road corridor.

TABLE 4.1 - POPULATION PROJECTIONS (2016 NSW Department of Planning and Environment projections)

Year	Total Population	Annual Average Growth Rate	% age population 0-14 years old	% age population 15-39 years old	% age population 40-64 years old	% age population >65 years old
2036	64,900	1.5	7,961	23,700	20,050	10,050
2031	60,200	1.5	8,866	22,450	18,400	8,700
2026	55,900	2.1	10,771	21,900	16,650	7,550
2021	50,400	4.1	11,976	21,000	14,450	6,300
2016	41,250	2.1	12,581	17,400	11,800	5,100
2011	37,250	-	13,086	16,100	10,700	4,350

4.3 CHANGES IN TECHNOLOGY

Technology changes may affect the delivery of buildings services as a result of improvements to construction materials and methods and more efficient operational costs. These may potentially increase the life of some assets and reduce susceptibility to damage.

DRAFT FOR ADOPTION

4.4 DEMAND MANAGEMENT PLAN

TABLE 4.2 - FUTURE DEMAND IMPACT ON ASSETS

Demand Factor	Impact on services – Building Assets	Impact on services – Drainage Assets	Impact on services – Roads Assets	Impact on services – Parks Assets
Population	Population growth will place an increased demand on buildings assets, especially libraries and community centres.	Population growth itself will not have a significant impact on drainage services, however the associated increase in buildings and impermeable areas will lead to increased demand on drainage assets.	Population growth will place an increased demand for the provision of roads assets and increased private vehicle and public transport usage.	Population growth will lead to an increased demand for and usage of parks and associated assets.
Demographics	The trend towards an increasing and younger population will place an increased demand on some buildings assets, especially libraries and community centres.		The trend towards an aging population will place a higher demand on public transport.	The trend towards a younger population may lead to an increased demand for certain types of parks assets e.g. sporting and recreational facilities.
Social/Economic			The trend towards increased medium to high density units will place a higher demand on public transport.	The trend towards increased medium to high density units will lead to an increased demand for and usage of parks and associated assets.
Transportation Changes			The design and provision of transport networks will need to address future needs, including the increased demand for public transport, cycle ways and footpaths.	
Increasing costs	Requirement to continue to maximise service delivery within the funding limitations.	Requirement to continue to maximise service delivery within the funding limitations.	Requirement to continue to maximise service delivery within the funding limitations.	Requirement to continue to maximise service delivery within the funding limitations.
Environment and Climate	impacted by change such as more severe weather events.	Drainage assets will be impacted by change such as more severe weather events.	Some infrastructure assets may be impacted by change such as more severe weather events.	Some parks assets may be impacted by change such as more severe weather events.
Lifestyle	Will impact on the type and size of facilities provided into the future.			Will impact on the type and size of sports catered for with recreational assets.
Technology	May require improved environmental management of facilities.		May require improved environmental management of facilities.	

DRAFT FOR ADOPTION

5. Current Situation

5.1 ASSET MANAGEMENT ROLES AND RESPONSIBILITIES

The responsibilities relating to infrastructure assets within Council are as follows:

Council - Owns all assets and acts as a steward for the assets. The Council will set the asset management policy and vision, and ensures that resources are available for asset management activities.

Executive - Reviews the Strategic Asset Management Plan (including the four-year Asset Delivery Program) and asset business cases in line with the asset management policy, and advises Council on asset matters.

Infrastructure Planning and Engineering Works Manager - Delegated by Council to act in the capacity of asset owner and make recommendations to Council, and responsible for the development of the Strategic Asset Management Plan which recommends the most sustainable use of available funds across the asset portfolios.

Manager Service Delivery - Responsible for the establishment and delivery of operations and maintenance and capital works programs for parks and building assets.

Principal Engineer Civil Design - With his team, assets engineers etc.

5.2 ASSET MANAGEMENT SYSTEMS

All asset data for depreciation purposes is stored in the corporate financial system. The asset registers for asset management purposes are maintained in a series of standalone spread sheets maintained by the individual asset managers. It is recommended that to improve the asset management improvement program a single corporate asset register is established.

5.3 DATA COLLECTION AND VALIDATION

In the preparation of this asset management strategy and the development of the asset management plans, Council has used the most current and up to date information that it has available. This information will be required to be updated on a regular basis. Currently there is no fixed regime of data collection and or data validation. Data is collected as and when required.

As part of the asset management improvement plan it is proposed that these matters be addressed on an ongoing basis.

DRAFT FOR ADOPTION

6. Life Cycle Management

6.1 LIFE CYCLE MANAGEMENT STRATEGY

Council has collected asset condition data for most of its assets. This data is based on a 1 – 5 condition assessment as detailed across:

Condition Rating	Condition	Descriptor
1	Excellent	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Average	Satisfactory and routine work is required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

DRAFT FOR ADOPTION

6.2 ASSET CATEGORY – ROADS

Demand Factor	Road Assets
Holdings	Council provides a road and footpath network throughout the Strathfield Council area comprising: • 97.5 km of Roads • 187 km Kerb and Guttering • 179 km Footpaths Cycle ways (not previously classed as a road asset) • 5 Road Bridges • 7 Pedestrian Bridges • 3 Road Culverts • 12 Car parks • 5488 Signs • 4947 Sign posts
Available Data	A condition assessment of roads assets was undertaken in 2009. The current condition and estimated remaining useful life of the asset groups was based on the following: • Roads surface Visual inspection • Footpaths Visual inspection • Bridges and culverts Visual inspection • Other transport assets Visual inspection • Roads pavement Visual inspection • Kerb and Guttering Visual inspection • Signs and Lines Visual inspection Condition is measured using a 1-5 rating system

Condition Data

Condition Rating	Surface	Pavement	K&G	Bridges
Excellent	35%	35%	30%	40%
Good	29%	29%	20%	30%
Average	25%	25%	30%	25%
Poor	10%	10%	15%	5%
Very poor	1%	1%	5%	0%

Main Findings	Generally, Council's roads assets are fully utilised and provided in accordance with industry design and safety standards where relevant. Ongoing restoration of the road surface caused by the service utility companies maintaining their assets will continue to pose the greatest impact on Council's over-all road asset conditions. Overall residents perceive roads as a very important asset and are somewhat satisfied with the performance and delivery of the asset.
Budget Implications	Maintenance expenditure levels are considered adequate to meet current community levels of service. Restoration work is undertaken to restore the assets following work on or under the asset carried out by others e.g. utilities companies. The restoration works are fully funded by the organisation that carried out the work on or under the road. The estimated expenditure for maintenance and renewals on road assets is to remain at existing levels. All new asset expenditure will effectively be funded from grants and / or developer contributions. Section 7 - Financial Forecasts details the asset expenditure over the life of this strategy. An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis and as required.

DRAFT FOR ADOPTION

6.3 ASSET CATEGORY – DRAINAGE

Demand Factor	Road Assets
Holdings	Council provides a drainage network throughout the Strathfield Council the area comprising: • 65.8 km Stormwater Pipes • 2,447 Stormwater Pits • 3.2 km Box Culverts • 2.8 km Open Channels • 1 Detention Basin Water quality devices • Freshwater Park and chain of ponds Stormwater harvesting • Mason Park stormwater reuse
Available Data	Council undertook a valuation of its drainage asset in 2015. The valuation included a desk top based reassessment of asset condition of the following drainage assets: • Stormwater pipes • Stormwater pits • Box culverts • Open channels • Water quality devices were not included in the valuation Condition is measured using a 1-5 rating system

Condition Data

Condition Rating	Pipes	Pits	Culverts	Channels
Excellent	20%	20%	20%	20%
Good	10%	30%	20%	20%
Average	60%	40%	40%	50%
Poor	10%	10%	20%	10%
Very poor	0%	0%	0%	0%

Main Findings

Generally, Council's Drainage assets are fully utilised and provided in accordance with industry design and safety standards where relevant.

Council's Drainage assets have a much longer total life when compared to the other asset classes. As a result the drainage cleaning of debris is important to ensure drains collect the stormwater and channel it. In November and December 2017 4.8 tonnes of sediment was removed from pits alone in our targeted low lying areas, 30% leaf matter and 70% stilts and debris content was pulled out by contractors. Drainage assets need to be continually monitored to ensure that there is no accelerated decline in the condition of the assets.

Drainage Assets are vulnerable to damage from over loading and major flood events, as a result the asset may not achieve its full life capacity. Damaged pit lintels are the major contributor to Drainage maintenance and renewal.

Budget Implications

Maintenance expenditure levels are considered adequate to meet current Community Levels of Service.

The estimated expenditure for maintenance and renewals on Drainage assets is to remain at existing levels. All new asset expenditure will effectively be funded through Council's sustainability program for the foreseeable future. Section 7, Financial Forecasts details the asset expenditure over the life of this strategy.

An ongoing works program will be developed to ensure optimal asset expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis.

DRAFT FOR ADOPTION

6.4 ASSET CATEGORY – PARKS

Demand Factor	Road Assets
Holdings	Council provides parks services throughout the Strathfield Council area comprising: • 25 Playgrounds and 258 items • 61 Floodlighting installations at 10 separate parks • 12 Tennis Courts at the South end Tennis Complex • 14 BBQs at 11 separate parks • 20.9km of Fencing • 6 Memorials • 7 Cricket Nets and 11 Cricket Pitches • 234 Benches and Seats • 2 Synthetic Sports Fields • Others
Available Data	Basic information regarding Parks assets is available in the following registers: • Horticulture - Lands register • Arboriculture - Map info register • Playground equipment - Playfix • Floodlighting - Asset condition register • Parks furniture - Asset condition register • Sports equipment - Sports equipment list The valuation includes a condition assessment. Condition is measured using a 1-5 rating system.
Condition Data	Council has number of asset registers covering the majority of the Council's parks assets. Importantly, high risk assets such as playground equipment are inspected quarterly in accordance with Australian Standards. Updating of all registers and management of condition data will be an ongoing challenge for the organisation.
Main Findings	Council's Parks assets are fully utilised and provided in accordance with industry design and safety standards where relevant. Evidence gathered through Council's community consultation suggests that Councils parks assets are generally in good condition and meeting community needs. Sporting oval capacity continues to be a challenge and strategies will need to be developed to ensure ongoing equitable access to playing fields. Due to the nature of Parks assets, the majority of works being carried out is maintenance work. This is particularly true for sports fields and tree management. In 2017, two new all weather synthetic fields were built at Strathfield Park and Mason Park which can be utilised each at 40-60 hours a week and has increased the number of hours for passive and active play.
Budget Implications	Maintenance expenditure levels are considered to be adequate to meet current Community Levels of Service. This is in accordance with Council's overall asset strategy where ongoing productivity and service improvements will offset any increases in maintenance and operational costs required to maintain the existing levels of service. The estimated expenditure for maintenance and renewals on Park assets is to remain at existing levels. All new asset expenditure will effectively be funded from grants and / or developer contributions. Section 7, Financial Forecasts details the asset expenditure over the life of this strategy. An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis.

DRAFT FOR ADOPTION

6.5 ASSET CATEGORY – BUILDINGS

Demand Factor	Road Assets
Holdings	Council provides a range of buildings across the Council area for public and Council use comprising: • 5 Council Administration buildings • 2 Libraries • 11 Halls • 4 Residential buildings owned by Council • 4 Child Care Centres • 8 Community Centres • 8 Council Depot buildings • 15 Parks buildings
Available Data	Council undertook a Buildings Asset Valuation in 2011 by Sergon Building Consultants. The valuation included a condition assessment of all the building components which were summarised in the following buildings assets classes: • Floors Building envelopes • Fit-out Floor Fit-out Internal Screens • Roof Mechanical Services • Fire Services The valuation includes a condition assessment. Condition is measured using a 1-5 rating system.

Condition Data

Condition Rating	Floor	Envelope	Fit out Floor	Fit out Internal	Roof	Mechanical Services	Fire Services
Excellent	20%	17%	0%	50%	13%	99%	81%
Good	38%	32%	79%	17%	58%	1%	4%
Average	31%	30%	17%	16%	27%	0%	0%
Poor	12%	21%	4%	18%	2%	0%	14%
Very poor	0%	0%	0%	0%	0%	0%	0%

Main Findings	Generally, Council's building assets are fully utilised and provided in accordance with industry design and safety standards where relevant. Councils building portfolio is generally in good condition, however as a result of a recent condition audit of the building assets existing funding will be reallocated internally to priority areas and to ensure that the building assets are maintained in accordance with the adopted community levels of service.
Budget Implications	Maintenance expenditure levels are considered to be adequate to meet current required community levels of service. The estimated expenditure for maintenance and renewals on building assets may increase as a result of the internal reallocation of funding. All new asset expenditure will effectively be funded from grants and / or developer contributions. Section 7, Financial Forecasts details the asset expenditure over the life of this strategy. An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis.

DRAFT FOR ADOPTION

7. Financial Forecasts

The following general assumptions have been made in preparing the expenditure forecasts:

- Depreciation values are at 30 June 2017 as shown in the annual financial statement. No allowance has been made for inflation. Note that for buildings assets, information is included as at June 2015 fair value assessment.
- The renewals program and forecasts have been established on the basis of the most recent condition assessment and currently assessed replacement values and limited historical cost data
- Maintenance costs allow for the forecast increase in assets due to development and increase demand on assets due to demand changes
- The rate and pattern of development are as detailed in Section 4 - Future Demand
- The average useful life and average remaining life of assets are based on current local knowledge, industry standards, historical trends and condition assessment.
- The expenditure data is reflected in the base case funding scenario in then Councils current Long Term Financial Plan.

The method of valuation of Council's assets is by 'fair value' in accordance with the AAS27, International Accounting Standard AASB116 and the DLG Circulars No. 06-43 & 06-75. Data sourced from Note B 9a ended 30 June 2017.

Asset Class	Replacement Value ('000's)	Accumulated Depreciation ('000's)	Depreciated Replacement Cost ('000's)
Roads/Bridges/Footpaths	$167,569	$57,022	$110,547
Drainage	$56,659	$20,776	$35,886
Parks/Open Space	$22,948	$8,019	$14,929
Buildings	$37,452	$15,575	$21,887
Total	$284,628	$101,392	$183,249

The Asset Consumption Ratio measures the average proportion of "as new" value remaining in the assets. This ratio shows the written down current value of a local government's depreciable assets relative to their "as new" value in up to date prices. The ratio highlights the aged condition of the Councils stock of physical assets.

A ratio less that 50% indicates a rapid deterioration of the local government's asset base. Urgent investment may be required to ensure service levels are maintained. A ratio of 60% indicates an adequate usable level of service across individual asset categories.

The asset valuation data suggests that Council's assets have been depreciated by approximately 30% on average which would indicate that the assets have sufficient residual life to effectively manage the existing services of the Council.

DRAFT FOR ADOPTION

TABLE 7.2 - ASSET OPERATIONAL AND MAINTENANCE EXPENDITURE

	Actuals	Current Year	Projected Years									
	2016/17	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Roads, Bridges, Footpaths Other	3,245,000	2,008,828	2,044,987	2,081,797	2,119,269	2,157,416	2,196,249	2,235,782	2,276,026	2,316,994	2,358,700	2,401,157
Drainage	93,000	396,613	403,752	411,020	418,418	425,949	433,617	441,422	449,367	457,456	465,690	474,072
Parks, Open Space	2,019,000	894,972	911,081	927,481	944,176	961,171	978,472	996,084	1,014,014	1,032,266	1,050,847	1,069,762
Buildings	2,108,000	711,588	724,397	737,436	750,710	764,222	777,978	791,982	806,238	820,750	835,523	850,563
TOTAL	**7,465,000**	**4,012,001**	**4,084,217**	**4,157,733**	**4,232,572**	**4,308,758**	**4,386,316**	**4,465,270**	**4,545,645**	**4,627,466**	**4,710,761**	**4,795,554**

TABLE 7.3 - ASSET RENEWAL EXPENDITURE

	Actuals	Current Year	Projected Years									
	2016/17	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Roads, Bridges, Footpaths Other	1,278,000	7,343,007	5,763,400	3,181,300	3,475,178	4,388,327	4,602,600	5,002,600	6,941,390	6,402,600	8,402,600	9,084,104
Drainage	-	200,000	1,137,193	188,700	193,200	398,000	348,347	350,000	505,000	550,121	205,000	805,000
Parks, Open Space	3,323,000	5,096,620	1,250,000	400,000	400,000	400,000	200,000	765,372	200,000	700,000	1,200,000	1,200,000
Buildings	660,000	1,534,928	3,139,164	1,200,000	800,000	500,000	778,250	700,000	978,250	1,878,250	1,278,250	1,572,536
TOTAL	**1,278,000**	**7,343,007**	**5,763,400**	**3,181,300**	**3,475,178**	**4,388,327**	**4,602,600**	**5,002,600**	**6,941,390**	**6,402,600**	**8,402,600**	**9,084,104**

DRAFT FOR ADOPTION

* It should be noted that there is no renewal expenditure for Council's Park assets. Currently Park asset renewal expenditure is included as part of the operation and maintenance expenditure. Part of Councils strategy for maintaining its assets, is to better determine the split between maintenance and renewal expenditure.

Table 7.4 - New asset expenditure prediction - highlights the expected new asset expenditure projections for the period 2015/16 to 2024/25. The New Asset Expenditure Prediction is based on works that create a new asset that did not previously exist or increase the capacity of or improve the quality of an existing asset. New works detailed in the Developer Contribution Plan are included in the expenditure prediction. The expenditure prediction also takes account of assets required to deliver the community strategic plan objectives and are consistent with the current Long Term Financial Plan for the Organisation.

TABLE 7.4 - NEW ASSET EXPENDITURE PREDICTION

	Actuals	**Current Year**	**Projected Years**									
	2016/17	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Roads, Bridges, Footpaths Other	-	-	-	-	-	-	-	-	-	-	-	-
Drainage	-	-	-	-	-	-	-	-	-	-	-	-
Parks, Open Space	1,015,000	11,131,953	-	-	-	-	200,000	143,347	-	-	-	559,248
Buildings	180,000	-	1,346,625	-	500,000	-	-	-	-	-	-	-
TOTAL	**1,195,000**	**11,131,953**	**1,346,625**	**-**	**500,000**	**-**	**200,000**	**143,347**	**-**	**-**	**-**	**559,248**

Expenditure on new assets will in general terms be determined on development growth within the area and the rate of collection of contributions.

Developer contributions will drive new asset expenditure.

DRAFT FOR ADOPTION

TABLE 7.5 -TOTAL ASSET EXPENDITURE PREDICTION

	Actuals	Current Year	Projected Years									
	2016/17	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Roads, Bridges, Footpaths Other	1,278,000	7,343,007	5,763,400	3,181,300	3,475,178	4,388,327	4,602,600	5,002,600	6,941,390	6,402,600	8,402,600	9,084,104
Drainage	-	200,000	1,137,193	188,700	193,200	398,000	348,347	350,000	505,000	550,121	205,000	805,000
Parks, Open Space	4,338,000	16,228,573	1,250,000	400,000	400,000	400,000	400,000	908,719	200,000	700,000	1,200,000	1,759,248
Buildings	840,000	1,534,928	4,485,789	1,200,000	1,300,000	500,000	778,250	700,000	978,250	1,878,250	1,278,250	1,572,536
TOTAL	**6,456,000**	**25,306,508**	**12,636,382**	**4,970,000**	**5,368,378**	**5,686,327**	**6,129,197**	**6,961,319**	**8,624,640**	**9,530,971**	**11,085,850**	**13,220,888**

Table 7.5 - Total asset expenditure prediction - highlights the total asset expenditure for the period 2015/16 to 2027/28.

DRAFT FOR ADOPTION

8. Critical Assets

Council has a team of professionals who have condition rated all the roads in the Local Government Area in 2017 and have embarked upon fixing/rejuvenating all conditions 4 and 5 rates in 2017/2018 financial year to be completed 30 June 2018.

All the footpaths have been assessed in 2017 and all condition rated 4/5 are being fixed.

All the parks are being upgraded to meet current standards.

All vehicular bridges have been assessed by third parties and its only Pomeroy Bridge (50% shared by Canada Bay) that is in need by further maintenance.

DRAFT

9. Asset Management Strategy

An asset management strategy focuses development and implementation of plans and programs for asset creation, operation, maintenance, rehabilitation/ replacement, disposal and performance monitoring to ensure that the desired levels of service and other operational objectives are achieved to optimum cost for the life cycle of the asset.

Life cycle management aims to develop decision support information, to model future asset maintenance and rehabilitation requirements and compare these predictions with historical expenditure trends.

The life cycle management strategies for each asset category will outline:

- Supporting data for each asset category
  - Holdings
  - Available data
  - Condition data
- Main findings
- Budget implications

If the cost of all the asset strategies exceeds the available budget Council will need to allocate funds to those assets that are of the highest priority.

9.1 ASSET STRATEGY

Councils overall strategy is to maintain and improve current asset condition by improved work processes and productivity improvements without any significant increasing of budget allocations. We aim to achieve this by adopting the following strategies;

- Ongoing service reviews and the adoption of improved management and work practices.
- Continue to investigate asset rationalisation to ensure that Council has the right quantity and mix of assets.
- Continue to review the break-up of asset expenditure to ensure that maintenance and renewal expenditure is appropriately captured.
- Improve reporting on assets so that Council fully understand the long term implications of asset ownership.

Council recognises that it manages an extensive and complex range of assets and that the management of these assets must be undertaken in a responsible manner taking into account service delivery and Council's ability to manage the assets in a long term financially sustainable manner. Council will ensure that all assets are managed in long term sustainable manner which maximises productivity and utilisation of assets to meet the community and Council's objectives.

In order for Council's overall strategy to be achieved, it will be necessary to use at least core level asset management skills and practices across all asset classes. Council's strategy to achieve that is based on a gap analysis which has identified the gap between the current and desired practices and has a number of improvement actions to close the gap.

9.2 GAP ANALYSIS

An asset management gap analysis process has been undertaken for the overall Asset Management function.

The gap analysis process has included an:

- Assessment of current asset management practice against various desired asset management criteria and elements
- Assessment of desired/target asset management practice to be achieved within the target timeframe against various best practice asset management criteria and elements
- Identification of the gap between current asset management practice and desired/target asset management practice.

The results of the gap analysis are shown on the following page.

The results indicate that there are clear roles and responsibilities defined for the assets classes, however the areas showing the biggest gap include data processes and techniques and the strategic asset planning processes.

DRAFT FOR ADOPTION

9.3 IMPROVING ASSET MANAGEMENT CAPABILITY

As part of our ongoing commitment to asset management within the organisation each asset class has a number of improvement tasks which have been prioritised and as each task is actioned Council's capability and capacity for improved management of assets will be enhanced. Below are the actions which will lead to improved management of Council's assets as a whole. Specific actions related to individual asset categories are included in the individual asset management plans.

TABLE 9.1 - ASSET MANAGEMENT IMPROVEMENT PLAN

Task	Priority
Review, develop and implement data collection processes	On going
Undertake further asset data collection and condition assessment	On going
Develop and implement a management and maintenance system including works orders and costing	On going
Implement capitalisation policy	On going
Collect and record lifecycle cost and expenditure data	On going
Review and develop long term capital work programs and financial forecasts, including separate identification of renewals and new forecasts	1
Review and develop asset inspection processes	1
Review and determine data management responsibilities	1
Review organisation structure and resourcing for asset management focus including clear definition of roles and responsibilities	1
Establish a procedure for long term forecasts for new works expenditure	1
Revise and develop risk management plan for the management of assets	1
Prepare management plans to identify how technical levels of service performance targets will be achieved	1
Development of levels of service	1
Develop customer request classification and reporting system	1
Develop and implement strategies for managing planned and unplanned maintenance	2

DRAFT FOR ADOPTION

Task	Priority
Develop a consolidated asset register	2
Develop asset disposal policy and procedure	2
Develop new asset take over procedure and process, including responsibility for operation and maintenance of new assets	2
Develop capital project approval process including life cycle cost forecasts	2
Develop spatial systems for asset management representation and strategic use	2
Develop and implement asset management training and awareness program	2
Develop and implement asset rationalisation strategy	2
Review and further develop the asset management plan	3
Develop and implement service specifications and service level agreements	3
Integrate and interface asset systems, spatial systems and corporate/finance system	3
Undertake life cycle costing/planning	3
Review asset management policy	3

DRAFT FOR ADOPTION

DRAFT FOR ADOPTION

Appendix A – Self Assessment Checklist

Requirement	Reference	Yes	Partial	No	N/A	Link to evidence/examples
Asset Management Planning (AM)						
Council has accounted for and planned for all existing assets and any new asset solutions proposed in CSP and Delivery Program	EE - 2.9	✓				All assets are accounted for in Schedule 7 of Council's Annual Statements of Accounts.
AM plan/s exist to support the CSP and Delivery Program	EE - 2.10	✓				Asset management plans have been developed for all major infrastructure assets and take into account the objectives and strategies defined in the Community Strategic plan and Council's Delivery Plan.
Asset management strategy and plan/s have a minimum 10 year timeframe	EE - 2.11	✓				The AM strategy AMPs and LTFP cover a period of 10 years.
AM strategy includes a council endorsed AM policy	EE – 2.12	✓				The AM strategy includes the AM Policy, endorsed by Council on the 2 December 2012.
AM strategy identifies assets critical to	EE – 2.13	✓				Critical assets have been identified in the asset management strategy.
Council's operations and outlines risk	EE – 2.14	✓				Asset management improvement plan is included as part of this strategy.
management strategies for these assets	EE – 2.15	✓				Asset management plans have been completed for all infrastructure assets. Asset management plans for minor assets will be completed as required.
AM plan/s identify asset service standards	EE – 2.16	✓				Levels of service for all assets have been included in the asset management plans and the asset management strategy also includes the service level outcomes for all infrastructure assets.
AM plan/s contain long-term projections of asset maintenance, rehabilitation and replacement costs.	EE – 2.17	✓				Long term asset expenditure requirements are included as part of the asset management strategy and outstanding maintenance requirements included as part of Schedule 7 of the Statements of Accounts.
Condition of assets is reported in annual financial statements in line with the Local Government Code of Accounting Practice and Financial Reporting.	EE – 2.18	✓				Long term asset expenditure requirements are included as part of the asset management strategy and outstanding maintenance requirements included as part of Schedule 7 of the Statements of Accounts.

DRAFT FOR ADOPTION

DRAFT PORTION

Part 2C - Communities Asset Management Plan

1. Introduction

This plan has been revised and developed to set out the plans on how Council assets are managed and maintained. The assets categorised include Facilities/ Buildings, Roads, Drainage and Parks.

The primary role of asset management is to support the services that deliver Strathfield Council's long term objectives. As Council's assets age there are increased maintenance, refurbishment and disposal costs which increase the cost of the services that they support.

The current council planning framework has been revised to align with the legislated planning framework in the Local Government Act 1993 and the Integrated Planning and Reporting Guidelines for Local Government in NSW. This plan has been developed in line with the legislated framework and guidelines.

The legislated framework addresses the balance between the resources available against the long term aspiration objectives of Council. The long term community strategic plan for Strathfield Council is outlined in Strathfield 2030. This document provides a series of strategic drivers for the community with each driver having a number of goals and strategic actions to achieve the desired goals.

The key strategic priorities have been developed and linked to a strategy in the long term community strategic plan. These priorities also guide the four year delivery program. As both the long term community strategic plan and the four year delivery program require community consultation, a strategy has been implemented to ensure that the priorities align with community requirements.

1.1 CURRENT STATUS OF COUNCIL ASSETS

This Communities Assets Management Plan contributes to achieving the appropriate balance of social, cultural, environmental and economic services; the key to sustainability. Whilst asset planning is about the condition of existing assets, at the forefront to this planning is current and future community expectation for how they use the assets.

The current overarching report on infrastructure assets is best described by the indicators that present themselves form the actions that Council is Taking (source special schedule 7 year ended 30 June 2017):

a. Infrastructure renewals ratio - the assets renewals divided by the depreciation, amortisation and impairment and is currently 127.85% which is a good result identifying the efforts being taken to manage the assets and allocating the appropriate resources to their maintenance. Council's renewals have improved based on previous years and council will continue to commit to addressing building and infrastructure renewals and maintain financial sustainability

b. Infrastructure backlog ratio – this is the estimated cost to bring assets to a satisfactory standard divided by the carrying value of the infrastructure assets and this ratio is currently 1.49%. The infrastructure backlog ratio indicates the proportion of backlog against the total value of the Council's Infrastructure Assets. It is a measure of the extent to which asset renewal is required to maintain or improve the delivery of services in a sustainable way. This measures how council is managing its infrastructure which is so critical to effective community sustainability 1.49% is a very low figure which translates to council being effective in reducing its backlog of 3.17% in 2015 – by using effective, proven and structured approach to condition rating and maintenance upgrades.

c. Assets maintenance ratio – this is the actual assets maintenance divided by the required assets maintenance dollar spend that the ratio is currently 1.15% which is a good result and indicates that Council is budgeting and spending appropriate funds on maintaining its assets. Council's assets maintenance ration has improved on the previous year and will continue to focus on assets expenditure.

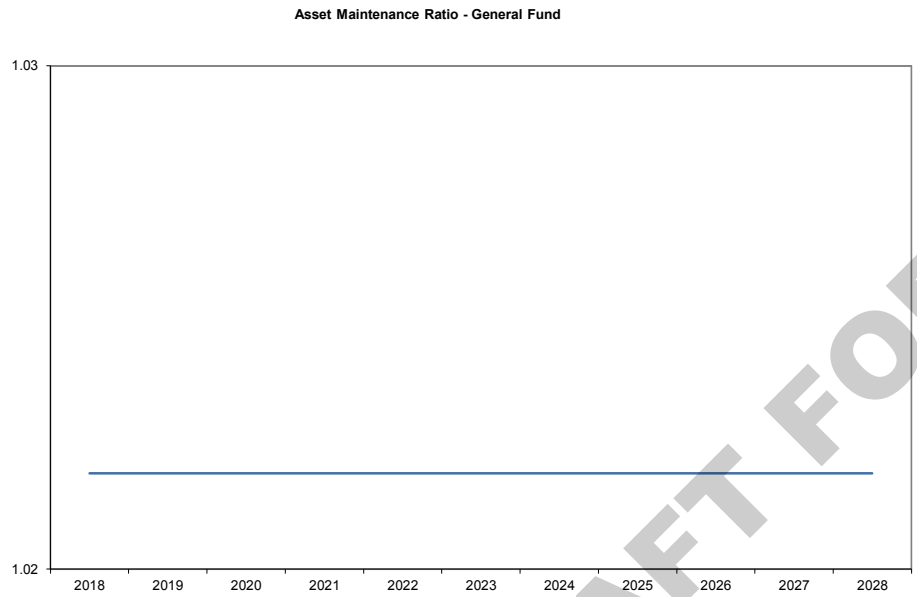
d. Cost to bring assets to agreed service level – this is the estimated cost to bring assets to an agreed service level set by Council divided by the gross replacement cost and the ration is currently 1.01% which is also a good result and costs have remained relatively stable over the period.

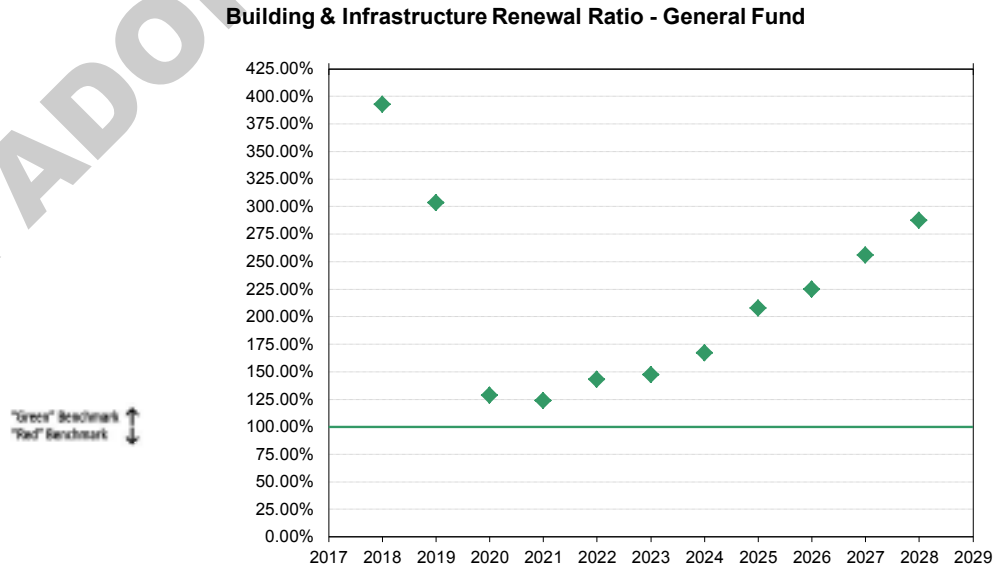
Overall Council is delivering on its responsibility of managing the communities' assets and delivering them at a condition 3 or better rating.

DRAFT FOR ADOPTION

1.2 ESTIMATED FUTURE ASSET MAINTENANCE AND RENEWAL

Based on Council's long term financial plans, Council is forecast to meet and exceed financial benchmarks for asset maintenance and renewal from 2017-2028.





DRAFT FOR ADOPTION

1.3 MANAGEMENT APPROACH TO ASSETS

It is the Council's intention to operate, have available and provide in a fit for purpose manner all the community's assets under management.

To do this, Council has hired suitably qualified persons to fill roles in Council administration that provide the experience and skills to assess assets and provide the technical skills to determine the maintenance regime and the scope of the repairs and reconstruction works required.

Specialist skills, where required to assist the investigation process and to meet the statutory regulations like fire suppression systems are outsourced and the services are provided through the procurement and purchasing system to ensure value for money and transparency.

Assets such as roads are inspected every five (5) years to enable the wear and deterioration to be categorised and in doing so financial forward planning is enabled to ensure Councils resources are allocated where required. The mitigation of trips and falls on footpaths is a high priority of Council and the condition assessment of footpath is a process that is ongoing to ensure Council is not exposed to any risk of injury. All roads were assessed in 2017. All footpaths have been checked in 2017 and reports and forward plans prepared.

Council management are conscious and intend to carry out all assets maintenance works in accordance with the current legislation, such as and not limited to:

- *Local Government Act 1993*
- *Local Government (General) Regulation 2005*
- *Roads Act 1993*
- *Environmental Planning and Assessment Act 1979*
- *Environmental Planning Legislation Amendment Act 2006*
- *Protection of the Environment Administration Act and Operation Act 2007*
- *Civil Liability Act 2002*
- *Work Health and Safety Act 2011*
- *Commonwealth Disability Discrimination Act 1992 (DDA)*
- Building Code of Australia
- The suite of Australian Standards

1.4 DEVELOPMENT POPULATION FORECASTS

There is a recorded average growth of population numbers of approx. 1.3% and it is envisaged that population numbers will be approximately 44,200 by the year 2026 with most increased to be clustered around transport nodes such as rail and main roads. The increased population will expose the community's assets to more use which is deemed manageable as the materials used to maintain our assets are of the best quality and the workmanship and quality is all carried out to the presiding standards hence it is forecast that the assets are durable and sufficient to welcome the increased population.

DRAFT FOR ADOPTION

2. Community Assets Under Management

2.1 ROADS ASSETS

Assets held	• 97.5 km of Roads including both asphalt and concrete • 2 Pedestrian Bridges • 12 Community Car parks • 177 km Footpaths • 5 Road Bridges • 3 Road Culverts
Available Data	The current condition and estimated remaining useful life of the asset groups is based on the engineering team inspecting the roads network every five (5) years as per the required reporting: • Roads surface - visual inspection assessing wearing, cracking & defection • Footpaths - visual inspection • Bridges and culverts - visual inspection and detailed engineering assessment where required • Traffic facilities - visual inspection • Roads pavement - the road formation base material is not depreciable • Signs and Lines - visual assessment Condition ratings are from 1-5 rating system. Condition 1 is a brand new asset that has been commissioned. Commission 5 rating is where the asset has failed and requires immediate assessment as to its replacement, removal and or decommissioning.
Main Findings	The roads network presented to the community is in a Condition 3 rating and or better. There are no sections that are failed and/or unusable at the current point in time. Condition 3 is defined as satisfactory and does require maintenance. The roads are designed and maintained to the current best practice standards of workmanship and materials. Council engages suitably qualified contractors to mill the surface of asphalt and replace with new quality controlled asphalt which lasts approximately 30 years in service. Pomeroy Bridge, Cave Road Bridge and Allen Street Bridge have been inspected and assessed as fit for purpose level. Cave and Allen have been deemed safe as fit for purpose 2017. Pomeroy Bridge is deemed inadequate carrying capacity and discussions with Canada Bay Council are well progressed for the bridge complete replacement with a new substantial bridge able to carry buses, trucks etc. The impact of the Westconnex , NBN and development activity type works upon the roads network is being managed. Restorations are being carried out to minimise the impact and not affect the durability of the road surface.

DRAFT FOR ADOPTION

2.2 DRAINAGE ASSETS

Assets held	• 65.8 km Stormwater Pipes • 2,447 Stormwater Pits • 3.2 km Box Culverts • 2.8 km Open Channels • 1 Detention Basin • 3.2 km Box Culverts • Mason Park stormwater reuse • 187 km Kerb and Guttering
Available Data	The current condition and estimated remaining useful life of the asset groups is based on the Engineering Team inspecting the drainage network every five (5) years as per the required reporting of kerb and guttering - visual inspection and drainage pipes - visual and CCTV inspections (as required). Condition ratings are from 1-5 rating system. Condition 1 is a brand new asset that has been commissioned. Commission 5 rating is where the asset has failed and requires immediate assessment as to its replacement, removal and or decommissioning.
Main Findings	The current condition and estimated remaining useful life of the asset groups is based on the Engineering Team inspecting the drainage network every five (5) years as per the required reporting of kerb and guttering - visual inspection and drainage pipes - visual and CCTV inspections (as required). Condition ratings are from 1-5 rating system. Condition 1 is a brand new asset that has been commissioned. Commission 5 rating is where the asset has failed and requires immediate assessment as to its replacement, removal and or decommissioning.

2.3 PARKS ASSETS

Assets held	• 25 playgrounds and 258 items • 61 Floodlighting installations at 10 separate parks • 12 Tennis Courts at the Southend Tennis Complex • 14 BBQs at 11 separate parks • 20.9km of Fencing • 6 Memorials • 7 Cricket Nets and 11 Cricket Pitches • 234 Benches and Seats • Others – 2 synthetic sports fields
Available Data	Basic information regarding Parks assets is available in the following registers • Horticulture *Lands register* • Arboriculture *Map info register* • Playground equipment *Playfix* • Floodlighting *Asset condition register* • Parks furniture *Asset condition register* • Sports equipment *Sports equipment list*
Condition Data	Council has number of asset registers covering the majority of the Council's parks assets. Importantly, high risk assets such as playground equipment are inspected quarterly in accordance with Australian Standards. Updating of all registers and management of condition data will be an ongoing challenge for the organisation. Condition should be measured using a 1-5 rating system.
Main Findings	Council's Parks assets are fully utilised and provided in accordance with industry design and safety standards where relevant. Evidence gathered through Council's community consultation suggests that Councils parks assets are generally in good condition and meeting community needs. Sporting oval capacity continues to be a challenge and strategies are being developed to ensure ongoing equitable access to playing fields. In the 2017, works will be commenced to establish all-weather surfacing in Strathfield and Mason Parks. Due to the nature of Parks assets, the majority of works being carried out is maintenance work. This is particularly true for sportsfields and tree management.
Budget Implications	Maintenance expenditure levels are considered to be adequate to meet current community levels of service. This is in accordance with Council's overall asset strategy where ongoing productivity and service improvements will offset any increases in maintenance and operational costs required to maintain the existing levels of service. An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels.

DRAFT FOR ADOPTION

2.4 FACILITIES ASSETS

Assets held	• 5 Council Administration buildings • 11 Halls • 4 Child Care Centres • 8 Council Depot buildings • 2 Libraries • 4 Residential buildings owned by Council • 8 Community Centres • 15 Parks buildings
Available Data	Council undertook a Buildings Asset Valuation in 2011 by Sergon Building Consultants. The valuation included a condition assessment of all the building components which were summarised in the following buildings assets classes: • Floors • Building envelopes • Fit-out Floor • Fit-out Internal Screens • Roof • Mechanical Services • Fire Services The valuation includes a condition assessment and condition is measured using a 1-5 rating system
Main Findings	Council's building assets are fully utilised and provided in accordance with industry design and safety standards where relevant. Councils building portfolio is generally in good condition, however as a result of a recent condition audit of the building assets existing funding will be reallocated internally to priority areas and to ensure that the building assets are maintained in accordance with the adopted community levels of service.
Budget Implications	Maintenance expenditure levels are considered to be adequate to meet current required community levels of service. The estimated expenditure for maintenance and renewals on building assets may increase as a result of the internal reallocation of funding. All new asset expenditure will effectively be funded from grants and/or developer contributions. An ongoing works program will be developed to ensure optimal asset renewal expenditure, to achieve the adopted network service levels. It is anticipated that the financial projections will be reviewed in line with this approach on an annual basis.

DRAFT FOR ADOPTION

3. Asset condition and estimated replacement value

3.1 ASSETS UNDER MANAGEMENT AND THEIR USEFUL ECONOMIC LIFE BEFORE MAINTENANCE IS REQUIRED

Asset Category	Planned asset life (years)
Road base formation material	100
Road wearing top surface	30
Kerb and gutter	100
Bridges and culverts	100
Footpaths	50

3.2 CONDITION RATING METHODOLOGY

Condition Rating	Condition	Descriptor	Guide	Residual Life as a % of Total Life	Mean % Age Residual Life
1	Excellent	Sound physical condition. Asset likely to perform adequately without major work.	Normal maintenance required	>86	95
2	Good	Acceptable physical condition, minimal short term risk of failure.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80
3	Satisfactory	Deterioration evident, failure in the short term unlikely. Minor components need replacement or repair now but asset still functions safely.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Worn	Deterioration of the asset is evident and failure is possible in the short term. No immediate risk to health and safety.	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Poor	Failed or failure is imminent or there is significant deterioration of the asset. Health and safety hazards exist which present a possible risk to public safety.	Over 50% of the asset requires renewal	<10	5

DRAFT FOR ADOPTION

3.3 ASSETS UNDER MANAGEMENT AND THEIR ESTIMATED REPLACEMENT VALUE AS AT 30 JUNE 2016

REPORT ON INFRASTRUCTURE ASSETS AS AT 30 JUNE 2016

Asset Class	Asset category	Gross replacement value
Buildings	Council offices, administration centre	$10,255,000
	Council works depot	$2,169,000
	Council Public Halls	$2,598,000
	Libraries	$7,657,000
	Cultural Facilities (amenities)	$8,381,000
	Community centre	$4,523,000
	Council House	$1,133,000
	Other	-
	Sub total	**$36,716,000**
Roads	Sealed roads	$75,270,000
	Bridges	$14,227,000
	Footpaths	$33,619,000
	Other roads assets	$11,071,000
	Bulk earthworks	$31,065,000
	Kerb and gutter	$32,538,000
	Sub total	**$197,790,000**
Stormwater drainage	Stormwater conduits	$51,280,000
	Stormwater inlets and junction pits	$5,379,000
	Sub total	**$56,659,000**
Open space / recreational assets	Open space / recreational assets	$19,081,000
	Sub total	**$19,081,000**
	Total	**$310,246,000**

DRAFT FOR ADOPTION

3.4 ALIGNMENT OF ASSET MANAGEMENT WITH THE COMMUNITY STRATEGIC PLAN

Theme	Goal	Strategy	Roads	Drainage	Parks	Building
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓
COMMUNITY WELLBEING	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓
		2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓
		2.2.2 Promote healthy and active living programs	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓
CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓		✓	✓

DRAFT FOR ADOPTION

Theme	Goal	Strategy	Roads	Drainage	Parks	Building
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓
		4.2.2. Maintain and enforce clean public areas and health standards	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓
		5.2.2 Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓

DRAFT FOR ADOPTION

4. Service Levels

4.1 ROADS ASSETS - SERVICE LEVELS

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓
COMMUNITY WELLBEING	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
		2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
		2.2.2 Promote healthy and active living programs	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓

DRAFT FOR ADOPTION

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓	✓
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
		4.1.2 Manage effective development assessment processes	✓	✓	✓	✓	✓
		4.1.3 Address housing affordability	✓	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
		4.2.2. Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓	✓
		5.2.2 Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓	✓

DRAFT FOR ADOPTION

4.2 DRAINAGE - SERVICE LEVELS

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓
COMMUNITY WELLBEING	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
		2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
		2.2.2 Promote healthy and active living programs	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓

DRAFT FOR ADOPTION

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓	✓
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
		4.1.2 Manage effective development assessment processes	✓	✓	✓	✓	✓
		4.1.3 Address housing affordability	✓	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
		4.2.2 Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓	✓
		5.2.2 Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓	✓

DRAFT FOR ADOPTION

4.3 PARKS – SERVICE LEVELS

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓
COMMUNITY WELLBEING	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
		2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
		2.2.2 Promote healthy and active living programs	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓
CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓	✓

DRAFT FOR ADOPTION

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
		4.1.2 Manage effective development assessment processes	✓	✓	✓	✓	✓
		4.1.3 Address housing affordability	✓	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
		4.2.2 Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓	✓
		5.2.2 Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓	✓

DRAFT FOR ADOPTION

4.4 BUILDINGS – SERVICE LEVELS

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
CONNECTIVITY	1.1 Growth sustained by well-planned and accessible infrastructure	1.1.1 Plan infrastructure and assets to meet needs of growing population	✓	✓	✓	✓	✓
		1.1.2 Deliver infrastructure and assets to meet community needs	✓	✓	✓	✓	✓
	1.2 Connected and integrated transport networks servicing all areas of the Strathfield LGA	1.2.1 Improve state and regional transport connections to and throughout the Strathfield LGA	✓	✓	✓	✓	✓
		1.2.2 Connect and provide local transport networks within the Strathfield LGA	✓	✓	✓	✓	✓
	1.3 Transformed and connected information and service delivery	1.3.1 Improve service delivery and information access utilising technology	✓	✓	✓	✓	✓
		1.3.2 Utilise varied techniques to effectively communicate and inform the community	✓	✓	✓	✓	✓
COMMUNITY WELLBEING	2.1 Socially cohesive and connected communities	2.1.1 Build community resilience, capacity and promote connected and social cohesive communities	✓	✓	✓	✓	✓
		2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	✓	✓	✓	✓	✓
	2.2 Healthy and Active Communities	2.2.1 Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs	✓	✓	✓	✓	✓
		2.2.2 Promote healthy and active living programs	✓	✓	✓	✓	✓
	2.3 Safe and accessible places	2.3.1 Work with key stakeholders to address community safety issues	✓	✓	✓	✓	✓
		2.3.2 Plan and deliver strategies to improve community safety in Strathfield LGA	✓	✓	✓	✓	✓
		2.3.3 Prepare plans and provide resourcing for emergencies and natural disasters	✓	✓	✓	✓	✓
CIVIC PRIDE AND PLACE MANAGEMENT	3.1 Engaged and activated public places	3.1.1 Revitalise Town and Village centres	✓	✓	✓	✓	✓
		3.1.2 Develop and implement place promotion strategies	✓	✓	✓	✓	✓
		3.1.3 Support productive and well managed local businesses	✓	✓	✓	✓	✓
	3.2 Creative and cultural community	3.2.1 Facilitate and support cultural and learning programs and activities	✓	✓	✓	✓	✓
		3.2.2 Promote and deliver events that connect community and build social cohesion	✓	✓	✓	✓	✓

DRAFT FOR ADOPTION

Theme	Goal	Strategy	Accessibility	Quality	Affordability	Responsiveness	Health & Safety
LIVEABLE NEIGHBOURHOODS	4.1 Quality, liveable and sustainable urban design complementing local character	4.1.1 Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	✓	✓	✓	✓	✓
	4.2 Clean, attractive and well maintained neighbourhoods	4.2.1 Reduce waste and improve reuse and recycling	✓	✓	✓	✓	✓
		4.2.2. Maintain and enforce clean public areas and health standards	✓	✓	✓	✓	✓
	4.3 Thriving and resilient environment	4.3.1 Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency	✓	✓	✓	✓	✓
		4.3.2 Develop environmental programs to educate and inform the community	✓	✓	✓	✓	✓
		4.3.3 Encourage sustainability and resource efficiency	✓	✓	✓	✓	✓
RESPONSIBLE LEADERSHIP	5.1 Trust in Council's leadership and decision making	5.1.1 Promote active community engagement and make decisions based on community priorities	✓	✓	✓	✓	✓
		5.1.2 Support integrity, transparency and accountability of decision making processes	✓	✓	✓	✓	✓
	5.2 Accountable Council performance	5.2.1 Undertake planning, review report and evaluate performance and progress	✓	✓	✓	✓	✓
		5.2.2 Employ and maintain a skilled workforce to deliver quality services	✓	✓	✓	✓	✓
		5.2.3 Promote organisational culture of safety, best practice and continuous quality improvement	✓	✓	✓	✓	✓
		5.2.4 Maintain long-term financial sustainability of Strathfield Council	✓	✓	✓	✓	✓
		5.2.5 Deliver efficient and effective Council services to the community	✓	✓	✓	✓	✓

DRAFT FOR ADOPTION

PART 3

DELIVERY PROGRAM 2018-2022

OPERATIONAL PLAN 2018-2019

DRAFT FOR REVIEW ONLY

9764 6876
wokinn
petals & po
wokinn
MEATS

Section 1: Introduction

Thank you for taking the time to read through Strathfield Council's Delivery Program for 2018-2022 and its Operational Plan for 2018-2019.

In accordance with the Integrated Planning and Reporting framework, Council has adopted its Community Strategic Plan Strathfield 2030 after extensive community engagement. The goals and strategies of Strathfield 2030 are implemented via Council's Delivery Program and Operational Plan.

The Council Operational Plan 2018-2019 is derived from the Delivery Program 2018-2022 which outlines what Council intends to achieve over the life of the plan, in order to work towards realising the community's long term vision as set out in the Strathfield 2030 Community Strategic Plan.

The annual Operational Plan details individual projects and services that Council will undertake for the 12 month period in line with allocated resources.

The Integrated Planning and Reporting framework is also focused on the financial sustainability of Council, which involves ensuring that services, facilities and functions are properly resourced. Council is constantly assessing performance and efficiency in the short-term and the long-term to ensure that Council maintains its focus on providing quality and cost effective services to residents and ratepayers. Council's continuing financial sustainability requires continuing investment and maintenance of the community's assets and improving efficiencies and services throughout the organisation.

To ensure the community is kept informed of Council's progress against its strategic goals and delivery objectives, Council reports quarterly to the community on its progress against the Budget, with a progress report on the performance of the Delivery Program presented at minimum every six months.

DRAFT FOR ADOPTION

Highlights from this Plan

Priorities for actions and expenditures for 2018-2019. These include:

- Establish a Community Transport Bus Service to connect all parts of the Strathfield Council area to major transport, shops and facilities
- Preparation of a business case for a Leisure Centre
- Progressing new or upgraded infrastructure and capital works to support greater liveability by providing places that meet needs and aspirations of the Strathfield community. These include:
  - Improvements to the Homebush and Homebush West Town Centres
  - Completion of construction of the Melville Reserve Facility at Homebush West
  - Upgrades of the Main Library in Rochester Street Homebush
  - Develop and implement strategy for future use of Hudson Park Golf Course Strathfield
  - Plan and build a café at Hudson Park Driving Range
  - Upgrade Hudson Park Driving Range
- Investment and improvements to roads, footpath, bridges and drainage infrastructure
- Enforcement of parking and traffic controls in the Strathfield Council area
- Provision and enhancement of the quality of Council's core service delivery areas in community, environmental, library and information and planning and development services
- Delivery of a range of community programs, events and services for the Strathfield area that connect and support local communities.

DRAFT FOR ADOPT

DRAFT

Councillors

Strathfield's Councillors were elected in September 2017. The Mayor and Deputy Mayor, Cr Gulian Vaccari and Cr Nella Hall, were elected in September 2017. Councillors were elected to serve until September 2020.

DRAFT FOR ADOPTION

CR GULIAN VACCARI
Mayor of Strathfield
T: 0498 201 304
E: gulian.vaccari@strathfield.nsw.gov.au

CR NELLA HALL
Deputy Mayor of Strathfield
T: 0428 307 097
E: cr.hall@strathfield.nsw.gov.au

CR MATTHEW BLACKMORE
T: 0428 952 095
E: cr.blackmore@strathfield.nsw.gov.au

CR ANTOINE DOUEIHI
T: 0428 098 069
E: cr.doueihi@strathfield.nsw.gov.au

CR MARYANNE DUGGAN
T: 0428 779 701
E: cr.duggan@strathfield.nsw.gov.au

CR STEPHANIE KOKKOLIS
T: 0427 521 467
E: stephanie.kokkolis@strathfield.nsw.gov.au

CR KAREN PENSABENE
T: 0428 410 856
E: cr.pensabene@strathfield.nsw.gov.au

DRAFT FOR ADOPTION

Community Vision

The community vision describes the community's aspirations for the future of the Strathfield Local Government Area by 2030:

"Strathfield is a culturally diverse and socially cohesive community with respect for its heritage and environment and proud of its well-connected transport, business and educational institutions".

Our Values

Strathfield Council has adopted a statement of values which expresses the commitment to serving the community.

- **Integrity** - We will maintain our reputation for honesty and integrity and our ability to fulfil our promises. It is this concept by which all our actions are based and by which we are happy for our actions to be judged.
- **Respect** - We show respect to those we deal with both inside and outside of the Council.
- **Teamwork** - We approach all our work as a team, sharing our skills and resources for our client's benefit. We value the health and safety of our people.
- **Professionalism** - We value our clients and are accountable for the work we do with them.

DRAFT FOR ADOPTION

DRAFT

Snapshot of the Strathfield Area

Strathfield Council was incorporated in 1885 and is centrally located in Sydney's Inner West. The area is well known for its transport, schools, attractive streetscapes, parks and buildings.

Strathfield – the place

The Strathfield Council area is located in Sydney's Inner West about 10.5 kilometres from the City Centre and half way between Parramatta and the City. Strathfield Council has a total area of approximately 14.1 square kilometres.

Strathfield Council is bounded by Homebush Bay Drive to the north, Powells Creek, The Boulevarde and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west.

The Council area includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140), part of Belfield (2191) and part of Greenacre (2190). Sydney Markets is also located within the Strathfield Local Government Area and has its own postcode, 2129.

Strathfield is predominantly residential but has significant commercial and industrial areas. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road.
The Strathfield Council area is a major transport hub with three train stations at Strathfield, Homebush and Flemington. Strathfield Rail Station is one of the largest stations in NSW featuring metro, regional, freight, country and state rail connections. Major roadways such as Parramatta Road, Hume Highway (Liverpool Road), Homebush Bay Drive/Centenary Drive and the M4/Westconnex pass through Strathfield.

Strathfield is considered the educational centre of the Inner West with 15 public and private schools and a university.

Strathfield – its people

As at 30 June 2017, the estimated residential population (ERP) of Strathfield was 43,585. From 2006 to 2016, the population of Strathfield LGA has increased by 9,301 persons, representing an increase of 28.15% over 10 years. This steady growth is primarily due to construction of new unit developments. There has been a slight increase in persons per dwelling from 2.87 in 2011 to 2.91 in 2016.

Strathfield has a larger percentage of persons aged 25 to 34 years than Greater Sydney, 20.1% compared to 15.4%, and larger percentage of persons aged 18 to 24 years than Greater Sydney 12.1% to 9.5%. Correspondingly, other age groups are lower in proportion though most age groups increased numerically in the 2016 Census. The largest changes in age structure in the Strathfield area between 2011 and 2016 were in the following age groups:

- 25 to 34 years (+2,245 people)
- 18 to 24 years (+727 people)
- 35 to 49 years (+658 people)
- 50 to 59 years (+410 people)

Analysis of the household/family types in Strathfield Council area in 2016 compared to Greater Sydney and Inner West shows that there were a higher proportion of couple families with children and a lower proportion of lone households. Overall, 37.5% of households were couple families with children compared to 35.3% in Greater Sydney and 16.3% are lone households in Strathfield compared to 20.4% in Greater Sydney (2016 ABS Census).

The Indigenous population represents 0.3% of the Strathfield population or 115 people (2016 ABS Census).

The Strathfield Council area has greater cultural diversity than the rest of NSW with approximately 56.3% of residents born overseas compared to 36.7% for Greater Sydney Area (2016 ABS Census). Outside of those born in Australia, the main countries of birth are India, China, South Korea, Sri Lanka, Nepal, Vietnam, Hong Kong, Lebanon, Philippines and Italy. Nearly 64% of residents speak a language other than English at home which includes Cantonese, Mandarin, Korean, Tamil and Arabic.

Strathfield's Natural and Built Environment

The Strathfield Council area has a large number of parks and natural areas, which include bush remnants, revegetated parkland, open parkland, urban neighbourhood parks and wetlands. About 9% of Council's total area is public parks and open space.

Strathfield Council's main waterways are: Saleyards and Powells Creek, in the north of the council area, which

DRAFT FOR ADOPTION

flow to join the Parramatta River at Homebush Bay and Coxs Creek and the Cooks River, which flow to the southeast to Botany Bay.

The Council area contains a high proportion of medium and high density type dwellings, 57.88% compared to 40.3% of separate houses (ABS 2016). This is a significant difference to Greater Sydney, where 47.8% are houses and 43.8% are medium to high density.

In the Strathfield Council area, 37.1% of households with a mortgage were making high loan repayments of $2,600 or more per month in 2016 and 18.2% were paying low repayments, compared with 36.5% and 17.3% respectively in Greater Sydney.

Strathfield's Socio-Economics

On the index of Socio-economic Advantage and Disadvantage (Census 2016) Strathfield ranks in the top 20% of the state with an index of 1,063.

This index summarises information about the economic social conditions of people and households within Council areas, including both relative advantage and disadvantage measures.

In the Strathfield Council area, 50% of households were purchasing or fully owned their home, 35.7% were renting privately, and 3.9% were in social housing in 2016.

The top three industries in the Strathfield Council area were Transport, Postal and Warehousing (14.8%), Retail Trade (13.9%) and Wholesale Trade (9.3%).

Strathfield's Economy

The Strathfield Council area has the highest amount of developed and undeveloped employment land in the Inner West.

The estimated Gross Regional Product (GRP) of Strathfield Council area was $3.449 billion as at 30 June 2016 (NIEIR 2016).

5,848 businesses are registered in the Strathfield Council area (ABS 2016).

There is an estimated 26,889 jobs in the Strathfield Council area (NIEIR 2016) and 21,531 residents of Strathfield LGA are employed.

The largest industry in the Strathfield Council area is Transport, Postal and Warehousing with 14.8% of total employment (4.7% NSW) followed by Retail Trade on 13.9% (9.7% NSW) and Wholesale Trade on 9.3% (3.1% NSW).

The resident labour force of the Strathfield Council area recorded in the 2016 Census was 16,485, of which 64.7% worked full-time, 29.8% part-time, 55.8% were male and 44.2% were female. It is estimated by 30 June 2016, 21,531 Strathfield residents were in employment (NIEIR 2016).

The Governance of Strathfield

The Strathfield Council area is located in the federal electorates of Reid and Watson. Since the 2016 federal election, the elected representatives for the electorate of Reid, Craig Laundy MP (Liberal Party) and the electorate of Watson, Tony Bourke MP (Australian Labor Party).

Strathfield Council is located mainly in the state electorate of Strathfield and a small area in Greenacre in the electorate of Lakemba. Since the 2015 State election, the electorate of Strathfield is represented by Jodi McKay MP and electorate of Lakemba by Jihad Dib MP (Australian Labor Party).

Strathfield Council has seven councillors including the Mayor. Council has no wards. The last Council election was held in September 2017.

Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and Druitt Town (renamed Strathfield South). The Council area has expanded in size with addition of new areas. This includes additions of the Flemington area (now Homebush West) in 1892 and the Richmond Road precinct in 1930, the former Homebush Council in 1947 and the west ward of the former Enfield Council (including parts of Strathfield South, Belfield and Greenacre) in 1949. There have been two minor boundary adjustments in 1953 with Bankstown Council and 1992 with Auburn Council.

DRAFT FOR ADOPTION

How Council Works

Local government in NSW is based on the principle of representative democracy. This means that the people elect representatives (councillors) to their local council to make decisions on their behalf. In New South Wales, local government elections are generally held in September every four years. The last election was held in September 2017.

All residents of Strathfield Local Government Area (LGA) who are eligible to vote must vote. Property owners who live outside of the LGA may vote by registering their intention to vote on the non-residential roll.

Strathfield Council is made up of seven Councillors. The Mayor is elected from and by the Councillors. The Mayor chairs Council meetings, represents Council at official functions and is Council's official spokesperson.

The Mayor and Councillors meet regularly at formal Council Meetings to make decisions on policies and other important issues. It is the responsibility of the General Manager and Council staff to implement the decisions of Council.

The General Manager is the Chief Administrative Officer and is appointed by Council. The responsibilities of this position include the overall administration of the Council organisation and employee matters, management of the Council's financial affairs, the implementation of policies and advising Council on all aspects of local government.

Council's main sources of revenue are rates, government grants, investments, fees and other charges. This income is used to provide a range of services. The powers of Council are derived from the Local Government Act 1993 and other Acts enacted by the Parliament of NSW.

It is the responsibility of Councillors to make decisions on all areas of policy and resourcing priorities, including the level and extent of works and services to be provided throughout the year. These decisions are adopted through a majority voting system, with each Councillor having one vote. In the case of an equal number of votes, the Chairperson has the casting vote.

Meetings open to the public

Council's Ordinary meetings are held on the first Tuesday of the month commencing at 6.30pm at Strathfield Council Chambers. At these meetings, reports from Council officers are submitted, with a recommendation, for the consideration of the councillors. The councillors then make a resolution based on these reports that can be acted upon immediately by Council staff. Council Meetings are open to the public, but there are occasions when a meeting will be closed to the public as discussions may relate to legal, or other confidential matters.

DRAFT FOR ADOPTION

Section 2: Delivery Program and Operational Plan

Understanding the Delivery Program and Operational Plan

Council, in consultation with the community, developed Strathfield 2030, our Community Strategic Plan. This plan reflects the aspirations and needs of the community for the area they live and operate in. Strathfield 2030 was first adopted following extensive community consultation. The program is regularly reviewed to ensure the strategic directions set in the Plan are achievable, particularly in consideration of Council's resourcing capacity and state and regional planning frameworks.

In developing the Operational Plan, assumptions are made about the Council's capacity to deliver the targets identified, however as noted, should financial, workforce and capital resources or the framework in which local government operates change, further review of programs and plans will occur which may change priorities and activities undertaken by Council.

2030 Community Strategic Plan

The Strathfield 2030 Community Strategic Plan guides and informs Council's medium to long term planning and decision making by setting goals and strategies for Strathfield's growth to 2030 and beyond. Council is the key driver of Strathfield 2030, but its implementation is also the shared responsibility of all community stakeholders. Council does not have full responsibility for implementing nor resourcing all the community's aspirations. Other stakeholders, including government agencies, non-government organisations, community groups and individuals also have a role to play in delivering these outcomes. Strathfield 2030 established five strategic themes which sets out the principle activities of the Council.

These themes include:

CONNECTIVITY
COMMUNITY WELLBEING
CIVIC PRIDE AND PLACE MANAGEMENT
LIVEABLE NEIGHBOURHOODS
RESPONSIBLE LEADERSHIP

Delivery Program 2018-2022

The Strathfield Council Delivery Program 2018-2022 outlines how the goals and strategies of the Strathfield 2030 plan will be implemented. The Delivery Program is a fixed-term four year plan, designed as a single point of reference for all projects and services to be undertaken by Council. Plans, activities and funding allocations must be directly linked to this Program.

Operational Plan 2018-2019

The Operational Plan is a subset of the Delivery Program and is prepared annually in line with a detailed annual budget and statement of Council's Revenue Policy, including proposed rates, fees and charges. It sets out individual actions for each project, activity or service to be undertaken and targets.

Resourcing Strategies

Strathfield 2030 is supported by resourcing strategies including Long Term Financial Plan, Asset Management Strategies and Plans and Workforce Management Plan.

DRAFT FOR ADOPTION

How will we measure our progress?

Monitoring and Reporting

In accordance with Integrated Planning and Reporting requirements, the Operational Plan is prepared each year in conjunction with the periodic review of Council's Delivery Program and Resourcing Strategy.

A financial assessment of performance is reported quarterly to Council in accordance with the *Local Government Act 1993*.

A progress report on the performance of the Delivery Program is presented at minimum every six months to Council.

Annual Report and End of Term Report

The Annual Report details Council's performance and provides information that must be disclosed under the Local Government Act 1993. The Report also contains detailed externally audited financial statements. At the end of the Council term, a report on the progress of the Community Strategic Plan is prepared and presented to the Council.

DRAFT FOR ADOPTION

DRAFT FOR ADOPTION

Connectivity Theme

The community strategic plan, Strathfield 2030, was developed from extensive consultation with the Strathfield community and reviews of state, regional and council plans and strategies. Strathfield is situated in one of the fastest growing regions in Australia, which poses challenges and opportunities for Strathfield to the year 2030 and beyond.

The broad theme of connectivity is divided up into three key goals: transport, integrated planning and communication technologies. The key goals that are seen as important to achieving the aspirations of a more connected community are as follows:

Goal 1.1 - Growth sustained by well-planned and accessible infrastructure

Plan at a regional and local level for infrastructure and assets to meet the needs of a growing population; and deliver infrastructure and assets to meet community needs.

Goal 1.2 - Connected and integrated transport networks servicing all areas of the Strathfield LGA

Improve state and regional transport connections to and through the Strathfield area such as trains and buses; and connect and provide local transport networks within the Strathfield area such as community transport, local roads and footpaths etc.

Goal 1.3 - Transformed and connected information and service delivery

Technology provides opportunities to better communicate information as well as deliver more effective services and improved use of facilities and utilise varied techniques to effectively communicate and inform the community.

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
1.1 Growth sustained by well-planned and accessible infrastructure	Plan for infrastructure and assets to meet needs of growing population.	Provide timely and effective advocacy to Government and leadership on issues affecting current and future populations of the Strathfield area.	Make representations and engage with the government concerning planning for major and regional infrastructure and services including Light Rail.	Infrastructure, Development and Environment
		Prepare short to long term infrastructure and asset strategies to support needs of growing community.	Review and update local infrastructure and assets strategies and plans.	
			Review and update Developer Contribution Plans.	
	Deliver infrastructure and assets to meet community needs.	Deliver maintenance, renewal and/or new infrastructure and assets.	Implement maintenance and inspection program for Council managed public infrastructure.	
			Implement 2018-2019 capital works program for roads, footpaths and bridges by June 2019.	
			Implement capital works program for buildings as set out in the Operational Plan 2018-2019 and includes: • Town Hall upgrade • Depot upgrade • Main Library upgrade • Administration building upgrade • Strathfield Park kiosk/café • Airey Park amenities upgrade	
			Implement capital works program for parks as set out in the Operational Plan 2018-2019.	
			Implement parks maintenance and minor upgrades.	

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
1.1 Growth sustained by well-planned and accessible infrastructure	Deliver infrastructure and assets to meet community needs.	Plan and deliver major community and recreational facilities.	Develop and implement strategy for future use of Hudson Park Golf Course Strathfield.	Infrastructure, Development and Environment
			Plan and build a café at Hudson Park Driving Range.	
			Upgrade Hudson Park Driving Range.	
			Prepare business case for a Leisure Centre in the Strathfield LGA.	
1.2 Connected and integrated transport networks across Strathfield LGA	Improve state and regional transport connections to and throughout the Strathfield LGA.	Make representations to NSW Government on regional transport planning and services affecting Strathfield LGA.	Make representations and engage with the Government concerning transport planning and service delivery.	
		Maintain and embellish regionally connected cycleways.	Maintain and upgrade cycle and pedestrian pathways along Cooks and Powells Creeks.	
	Connect and provide local transport networks within the Strathfield LGA.	Plan and implement integrated and connected public and private transport networks in Strathfield LGA.	Prepare plan for establishment of a Strathfield community shuttle bus.	
		Manage and provide accessible parking in high demand areas.	Review parking strategies to improve traffic movement and parking accessibility for local residents.	

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
1.2 Connected and integrated transport networks across Strathfield LGA	Connect and provide local transport networks within the Strathfield LGA	Manage and provide accessible parking in high demand areas	Manage and patrol traffic and parking in areas with high volume movement or parking demand e.g. schools, shopping areas, town centres, transport hubs, parks and sportsgrounds.	Infrastructure, Development and Environment
			Provide digital parking permits for vehicles providing community or emergency services.	
			Provide extended time digital parking permits to residents of Strathfield LGA.	
			Review and manage Residential Parking Scheme Programs.	
			Prepare and deliver annual roads safety program.	
			Audit traffic signs and road markings and implement maintenance program.	
	Improve service delivery and information access utilising technology.	Identify and implement technologies and strategies to transform services and public access.	Review Active Transport Plan.	

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
1.3 Transformed and connected information and service delivery	Improve service delivery and information access utilising technology	Identify and implement technologies and strategies to transform services and public access.	Prepare Smart City strategy for Strathfield LGA which identifies projects and opportunities to utilise technology to improve access and service delivery.	Corporate and Human Services
			Maintain and promote public internet access in town centres, library and community facilities.	
			Review and upgrade Council's corporate systems to improve efficiencies and capacity.	
	Utilise varied techniques to effectively communicate and inform the community	Provide informative, accurate and timely communications.	Review and update Council's communications strategy.	General Manager's Unit
			Provide regular updates to the community on actions, proposals and decisions affecting the local community.	
			Maintain, monitor and issue Council's communications including print, website, social media ensuring information is available and up-to-date.	

DRAFT FOR ADOPTION

DRAFT

Community Wellbeing Theme

The community strategic plan, Strathfield 2030, was developed from extensive consultation with the Strathfield community and reviews of state, regional and council plans and strategies.

The broad theme of community wellbeing is divided up into three key goals: social cohesiveness, healthy and active community and safe and accessible places. The key goals that are seen as important to achieving the aspiration of a safe, healthy, inclusive and harmonious community are as follows:

Goal 2.1 - Socially cohesive and connected communities

Build community resilience, capacity and promote connected and socially cohesive communities and deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies.

Goal 2.2 - Healthy and active community

Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs and promote healthy and active living programs.

Goal 2.3 - Safe and accessible places

Work with key stakeholders to address community safety issues, plan and deliver strategies to improve community safety in Strathfield Local Government Area and prepare plans and provide resourcing for emergencies and natural disasters.

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
2.1 Socially cohesive and connected communities	Build community resilience, capacity and promote connected and social cohesive communities.	Plan and facilitate community development programs that promote connected and socially cohesive communities.	Prepare a community development strategy for the Strathfield LGA.	Corporate and Human Services
			Develop management plans for Strathfield's community centres to facilitate programs that address the social, health, recreation, cultural and learning needs of the Strathfield community.	
			Prepare a neighbourhood engagement program.	
	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies.	Support and provide opportunities for carers and people with a disability to participate in community life.	Facilitate and support delivery of information, programs and events for people with disabilities and their carers.	
		Support and provide opportunities for carers and people with a disability to participate in community life.	Implement actions prioritised from community access audits and Community Access Plan.	
			Review and update Community Access Plan to align with disability legislative requirements.	
		Support an age friendly community to facilitate social connections, healthy and independent lives for older residents.	Prepare plans and facilitate programs for older residents.	
			Review Dutton Centre facilities, especially for older residents and people with a disability.	
		Provide opportunities for social inclusion and connection for CALD communities, particularly new settlers.	Prepare plans and facilitate programs to support CALD community.	

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
2.1 Socially cohesive and connected communities	Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies.	Provide opportunities for social inclusion and connection for CALD communities, particularly new settlers.	Coordinate and facilitate understanding of English language and awareness of Australian and local civic and customs.	Corporate and Human Services
			Facilitate and work with partners to provide information and referral services for new settlers.	
		Facilitate programs and services for children and their families.	Plan and facilitate delivery of programs that support children and their families.	
			Work with local schools to expand OOSH and vacation care programs.	
			Work with Sydney Local Health District in promoting health services for parents and young children, e.g. vaccination and post-natal care.	
		Facilitate programs and services for young people.	In consultation with the Youth Advisory Committee, develop and implement programs and events that meet needs of young people.	
			Review Library and Council facilities to provide youth study spaces and places to meet.	
			Promote safe health practices for young people in partnership with health services.	
	Provide opportunities for community participation in local activities.	Develop or support programs to encourage community participation.	Manage and facilitate volunteer programs for Council and with local community based and not for profit organisations and Strathfield State Emergency Services.	

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
2.1 Socially cohesive and connected communities	Provide opportunities for community participation in local activities.	Provide financial assistance and incentives for local community programs and events.	Review, promote and administer local community grants.	Corporate and Human Services
2.2 Healthy and Active Communities	Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs.	Review planning strategies for open space, community and recreational facilities.	Review planning strategies and management plans for parks and open space, community and recreational facilities to protect and beautify Strathfield's parklands and open areas.	Infrastructure, Development and Environment
		Manage and optimise use of parks, sportsgrounds and recreational facilities.	Review formal use of sportsgrounds, parks and facilities and manage licencing, leases and casual and regular hire arrangements.	General Manager's Unit
			Monitor and maintain parks, amenities and recreational facilities to a high standard.	Infrastructure, Development and Environment
			Provide safe and age appropriate playgrounds and recreation facilities.	
			Review and provide dog off-leash areas.	
			Seek agreement with local schools and universities for public access to facilities.	General Manager's Unit
	Promote healthy and active living programs.	Facilitate community participation and partnerships to promote active and healthy living programs.	Promote programs and work with local sporting and recreation organisations to deliver health and social wellbeing for general community and specific target groups.	Corporate and Human Services
			Promote and support participation in Community Gardens programs.	Infrastructure, Development and Environment
			Work with partners to facilitate learning programs and health and wellbeing services.	Corporate and Human Services

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
2.3 Safe and Accessible Places	Work with key stakeholders to address community safety issues.	Liaise with key stakeholders and implement community safety programs e.g. police.	Meet with Police and participate in local and regional meetings concerned with community safety.	Corporate and Human Services
			Support police and community safety education campaigns.	
			Facilitate services that address domestic violence initiatives.	
	Plan and deliver strategies to improve community safety in Strathfield LGA.	Plan and deliver community safety strategies and actions.	Implement actions prioritised from Strathfield Community Safety Plan 2015-2019.	
			Review existing plan and prepare new Community Safety Plan.	
		Maintain safe public areas in Strathfield.	Maintain and implement CCTV programs in town centres and key locations and incorporate Crime Prevention through Environmental Design (CPTED) principles into design of Council facilities.	
			Review street and park lighting and action changes as required.	Infrastructure, Development and Environment
			Manage effective tree pruning programs in streets and public areas.	
			Respond and address anti-social behaviours, graffiti, vandalism and illegal waste dumping.	
	Prepare plans and provide resourcing for emergencies and natural disasters.	Prepare plans and support local emergency management.	Work in partnership with other councils, government agencies and Strathfield State Emergency Services to prepare plans, participate, educate community and respond to emergencies.	

DRAFT FOR ADOPTION

DRAFT

Civic Pride & Place Management Theme

The community strategic plan, Strathfield 2030, was developed from extensive consultation with the Strathfield community and reviews of plans and strategies. The broad theme of Civic Pride and Place Management is divided up into two key goals: Engaging and Activated Public Places and Creative and Cultural Community.

These goals are concerned with revitalising town and village centres, improving Strathfield's public domains, embracing cultural and learning, improving branding of Strathfield and celebrating and promoting Strathfield as a place and community, thereby promoting civic pride.

The key goals that are seen as important are as follows:

Goal 3.1 - Engaging and activated public places

Revitalise Town and Village centres, develop and implement place promotion strategies and support productive and well managed local businesses

Goal 3.2 - Creative and cultural community

Facilitate and support cultural and learning programs and activities and promote and deliver events that connect community and build social cohesion

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
3.1 Engaging and activated public places	Revitalise Town and Village centres.	Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres.	Finalise retail area study.	Infrastructure, Development and Environment
			Design plans after finalisation of retail study to improve the aesthetics and appearance of local shopping centres.	
			As part of Parramatta Road Study, identify and plan for emerging or potential retail and community hubs in high population growth areas.	
			Develop plans for upgrading Strathfield Town Centre and integrating transport services.	
			Plan and implement upgrades of Homebush and Homebush West Town Centres.	
			Investigate feasibility of public toilet facilities in town centres.	
			Review parking facilities in Town and village centres to improve access and availability.	
			Allocate additional resources to ensure cleanliness and safety of town and village centres.	
			Manage and monitor footpath trading, leases and promote alfresco dining in town centres.	General Manager's Unit
	Develop and implement place promotion strategies.	Develop and manage Strathfield place promotion.	Develop promotional and branding strategy of Strathfield LGA.	
			Review and upgrade gateway and directional signage in key sites and town centre locations. Investigate integration of electronic signage to promote events and provide timely information.	
			Provide festive decorations at Strathfield Council Chambers, retail precincts and selected residential streets during Christmas/New Year season.	

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
3.1 Engaging and activated public places	Develop and implement place promotion strategies.	Develop and manage Strathfield place promotion.	Campaign for recognition of City status.	Corporate Services
	Support productive and well managed local businesses.	Implement programs to educate, improve and monitor business regulation compliance.	Coordinate information and networking seminars with local businesses.	General Manager's Unit
			Implement Food Safety Surveillance Program, 'Scores on Doors' program and conduct 6 seminars over 2018/2019.	Infrastructure, Development and Environment
			Implement Business Compliance and Monitoring Program.	
3.2 Creative and cultural community	Facilitate and support cultural and learning programs and activities.	Promote and provide library and information services to meet community and cultural needs.	Review community library needs and upgrade Main Library Service to meet requirements.	Corporate and Human Services
			Ensure library service provides a learning and homework hub/centre and work in partnership with local schools in developing programs to support this focus.	
			Review future needs of Strathfield's library services in light of new development and population projections for the future.	
			Provide library and information services, including loans, reference services, target group collections, inter-library and digital resources.	
			Design and deliver programs that facilitate and promote community learning.	
		Facilitate and deliver programs to embrace and celebrate culture.	Develop programs promoting cultural, artistic and historical learning programs and/or displays.	
			Provide cultural displays and exhibitions of relevance to the Strathfield area, heritage and community in Council's library facilities.	
			Facilitate and promote annual HSC Art Show.	

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
3.2 Creative and cultural community	Promote and deliver events that connect community and build social cohesion.	Promote and facilitate events that respect and recognise civic and community achievements.	Undertake recognition and celebrate civic and community achievements.	General Manager's Unit
		Facilitate events to connect and strengthen the community.	Review and develop annual events calendar. Promote and facilitate events that provide a range of opportunities for community participation.	
			Manage events approvals and filming approvals.	

DRAFT FOR ADOPTION

Liveable Neighbourhoods Theme

The community strategic plan, Strathfield 2030, was developed from extensive consultation with the Strathfield community and reviews of plans and strategies. The broad theme of Liveable Neighbourhoods is divided up into three goals: quality, liveable and sustainable urban design and development, clean, attractive and well maintained neighbourhoods and thriving and resilient environments. The major goals that support Liveable Neighbourhoods are:

Goal 4.1 - Quality, liveable and sustainable urban design and development

Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes, manage effective development assessment processes and address housing affordability.

Goal 4.2 - Clean, attractive and well maintained neighbourhoods

Reduce waste and improve reuse and recycling, maintain and enforce clean public areas and health standards.

Goal 4.3 - Thriving and resilient environments

Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency, develop environmental programs to educate and inform the community and encourage sustainability and resource efficiency.

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
4.1 Quality, liveable and sustainable urban design and development	Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes.	Prepare, review and implement planning controls that respect local character, heritage and deliver quality, liveability, aesthetics and sustainable development in the Strathfield LGA.	Review and prepare new Local Environmental Plan (LEP) and Development Control Plans (DCP) to comply with new Act.	Infrastructure, Development and Environment
			Prepare Community Consultation Plan for review of planning controls and greening and sustainability strategies.	
			Undertake land use review study including, but not limited to the review of conflicts arising from zoning.	
		Work with the NSW Planning and Greater Sydney Commission planning strategies to deliver quality design and development outcomes in Strathfield LGA.	Review LEP to reflect the Greater Sydney Commission Eastern City Plan.	
	Manage effective development assessment processes.	Provide and monitor effective and efficient planning and development.	Advertise and notify development proposals on Council's website and in accordance with DCP guidelines.	
			Assess and determine development applications.	
			Prepare agendas and support planning panels.	
			Review Heritage listings and update heritage requirements of the DCP.	
			Prepare procedures for compliance enforcement to satisfy requirements of the new Act.	
	Address housing affordability.	Develop plans and make representations to improve housing affordability.	Prepare and implement key worker affordable housing plans and adopt Value Sharing Policy.	
			Work with State Agencies and advocate to NSW Government for programs to support housing affordability.	

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
4.2 Clean, attractive and well maintained neighbourhoods	Reduce waste and improve reuse and recycling.	Provide effective waste management and street cleaning services.	Provide general and green waste, recycling and on-call collection services to residential properties.	Infrastructure, Development and Environment
			Improve efficiency of waste collection and on-call services by replacement of waste vehicles.	
			Prepare and implement programs in accordance with Waste Management Plan.	
			Manage street sweeping programs and review contract arrangements.	
	Maintain and enforce clean public areas and health standards.	Review and deliver public health and pollution control programs.	Investigate and monitor pollution events and compliance breaches of the *POEO Act*.	
			Investigate complaints and/or breaches of permits.	
		Implement and enforce responsible animal management program.	Deliver responsible animal management programs.	
		Maintain high standards of public domain maintenance.	Implement public domain maintenance programs.	

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
4.3 Thriving and resilient environment	Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency.	Prepare and monitor plans to improve and protect Strathfield's ecological habitat and aquatic systems.	Prepare Strathfield Biodiversity and Conservation Strategy by December 2018 to improve the resilience of Strathfield's ecosystems.	Infrastructure, Development and Environment
			Review and update Strathfield's Tree Management Strategies and Significant Tree Register.	
			Maintain and undertake restoration and/or naturalisation at Mason Park Wetlands and Cox's Creek with Sydney Water.	
			Prepare 'Greening Strathfield' strategy including establishment of an urban forest.	
			Review and monitor tree canopy coverage and hotspots in Strathfield LGA.	
		Work in partnership with key stakeholders and community to maintain, restore and improve natural environment.	Participate in multi-council and regional partnerships to improve urban ecosystems across regional or catchment areas.	
			Address rubbish dumping in Cooks River in accordance with Waste Strategy.	
			Promote and manage National Tree Day, volunteers and Bushcare programs to align with Council's biodiversity and conservation strategies.	
	Develop environmental programs to educate and inform the community.	Plan and facilitate environmental community education and information programs.	Engage with schools and general community in programs concerning environmental and stormwater education.	
	Encourage sustainability and resource efficiency.	Develop and implement energy savings and resource efficiency programs.	In preparation of a Smart City strategy, review Council's Water Savings and Energy Management Plans to identify resource efficiencies in Council facilities.	

DRAFT FOR ADOPTION

Responsible Leadership

The community strategic plan, Strathfield 2030, was developed from extensive consultation with the Strathfield community and reviews of plans and strategies. Trust in Council's leadership and decision making and accountable Council performance is required to implement the community's vision and priorities identified by community engagement.

The goals, strategies and actions in the Responsible Leadership theme are aimed at enhancing trust in Council's decision making, effective engagement with the community in key decision making and ensuring Council is accountable in its performance which involves sound financial management, ethical conduct, integrity, openness and transparency.

The major goals that support Responsible Leadership are:

Goal 5.1 - Trust in Council's leadership and decision making

Promote active community engagement and make decisions based on community priorities and support integrity, transparency and accountability of decision making processes.

Goal 5.2 - Accountable Council performance

Undertake planning, review report and evaluate performance and progress, employ and maintain a skilled workforce to deliver quality services, promote organisational culture of safety, best practice and continuous quality improvement, maintain long-term financial sustainability of Strathfield Council and deliver efficient and effective Council services to the community.

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
5.1 Trust in Council's leadership and decision making	Promote active community engagement and make decisions based on community priorities.	Consult and engage with the community on significant plans and policies and take action on community priorities.	Prepare strategies and undertake community engagement and consultation for major projects and proposals.	General Manager's Office
			Maintain a representative community engagement structure that enables a diverse community to engage on major council proposals.	
			Facilitate quarterly community engagement across Strathfield LGA through outreach programs.	
			Conduct annual community engagement program (align with preparation of Operational Plan 2019-2020).	
			Make representations on issues of relevance to Strathfield LGA where required.	
	Support integrity, transparency and accountability of decision making processes.	Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations.	Manage Council meetings including live broadcast of meeting proceedings.	Corporate and Human Services
			Publish Council business paper and issue minutes within timeframes.	
			Facilitate and support Council advisory committees.	
		Provide support to Councillors in order to perform and meet their responsibilities.	Develop, implement and report annually on Councillor's Learning and Development program.	
			Provide timely and accurate information and briefings or workshops to Councillors on current issues.	

DRAFT FOR ADOPTION

Strathfield 2030 Goal	Strathfield 2030 Strategies	Delivery Program 2018-2022	Operational Plan 2018-2019	Responsibility
5.1 Trust in Council's leadership and decision making	Support integrity, transparency and accountability of decision making processes.	Provide support to Councillors in order to perform and meet their responsibilities.	Maintain and provide access to registers of pecuniary interests, voting, conflicts of interest and meeting attendance.	General Manager's Office
5.2 Accountable Council performance	Undertake planning, reporting and evaluation performance and progress.	Undertake planning, reporting and maintain an effective monitoring, review and evaluation process for Strathfield 2030.	Prepare plans, reviews and reports as required under the Integrated Planning and Reporting framework.	
			Prepare and manage Council Performance Survey.	
	Employ and maintain a skilled workforce to deliver quality services.	Ensure Council's workforce has skills and capacity to deliver the Community Strategic Plan.	Implement strategies and actions set out in the Workforce Management Strategy.	
	Promote organisational culture of safety, best practice and continuous quality improvement.	Implement practices that promote safety and quality service outcomes.	Implement Risk and Internal Audit and business continuity plans.	Corporate and Human Services
			Implement Work, Health and Safety programs to ensure compliance with statutory requirements.	
	Maintain long-term financial sustainability of Strathfield Council.	Manage, monitor and report Council's financial sustainability.	Provide Council with regular budget, expenditures and investment reports to Council and meet all statutory requirements.	
	Deliver efficient and effective Council services to the community.	Provide community focused customer services, complaints management and access to information.	Provide customer services in a professional and timely manner.	
			Monitor and manage Council's complaint management processes in accordance with policy requirements.	
			Provide access to information requests within timeframes.	General Manager's Unit
			Maintain effective records and information management system.	Corporate and Human Services

DRAFT FOR ADOPTION

DRAFT FOR ADOPTION

DRAFT FOR ADOPTION

Section 3: Resourcing the Operational Plan 2018-2019

2018-2019 Budget

INCOME

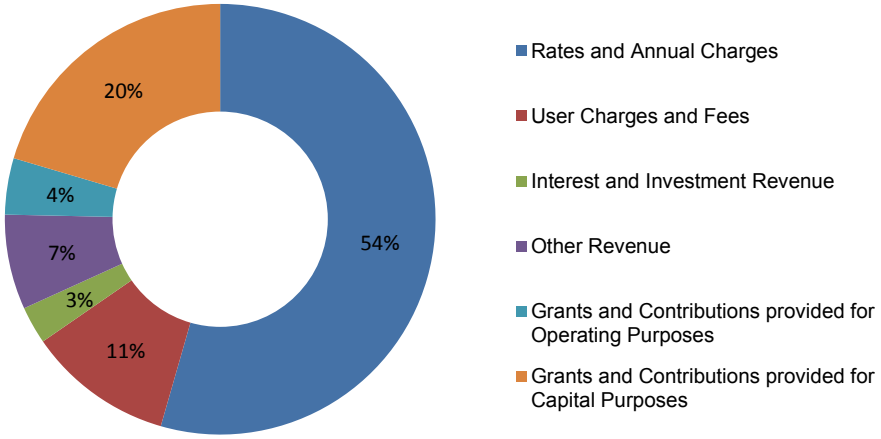
The 2018-2019 draft Cash Operating and Capital expenditures totals $79.889 million, and includes capital expenditure spending of $16.437 million. With total operating and capital income of $79.889 million, the anticipated results is a balanced cash budget.

The Resource Strategy provides for a 2.3% general rate increase permitted by the NSW Government and set by the Independent Pricing and Regulatory Tribunal (IPART).

Overall rates and annual charges are estimated at $27.859 million. This represents 54% of Council's total projected income. User fees and charges and other revenue are $5.598 million and $17.708 million respectively.

INCOME	$'000
Rates and Annual Charges	27,859
User Charges and Fees	5,598
Interest and Investment Revenue	1,446
Other Revenue	3,646
Grants and Contributions provided for Operating Purposes	2,166
Grants and Contributions provided for Capital Purposes	10,450
Proceed from Disposal of Assets	809
Transfers from Reserve	27,915
TOTAL	**79,889**

Budgeted Income 2018-2019

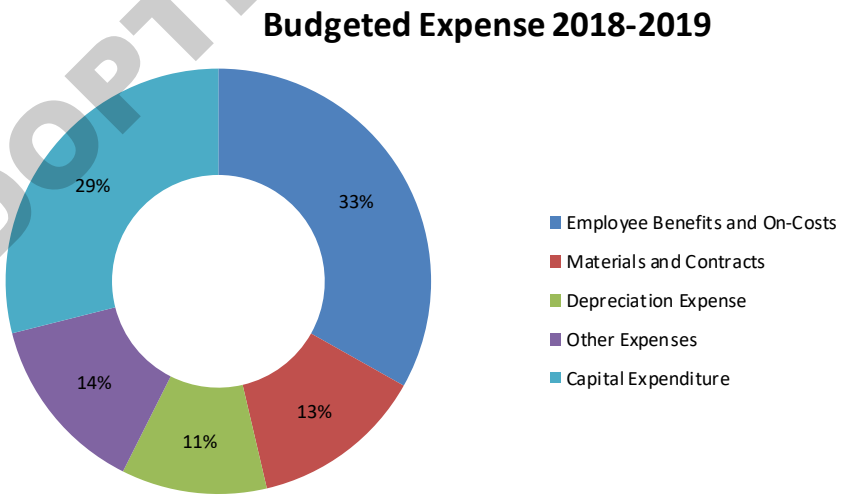


DRAFT FOR ADOPTION

EXPENSES

Council's total operating and capital expenditure is estimated at $79.889 million, providing Council with a balanced budget. The chart shows the allocation of Council expenditure.

EXPENSES	$'000
Employee Benefits and On-Costs	18,841
Materials and Contracts	7,487
Depreciation Expense	6,286
Other Expenses	7,765
Capital Expenditure	16,437
Transfers to Reserve	23,072
TOTAL	**79,889**



DRAFT FOR ADOPTION

DRAFT FOR COMMENT

CAPITAL WORKS

Council will continue to invest in asset renewal to improve the overall condition of Council's assets, in order to reduce ongoing operational costs associated with asset repair and maintenance. Council has budgeted capital projects totaling $16.437 million.

2018-2019 CAPITAL WORKS

Description	Amount $'000	Funding Type	New/ Renewal	Assets Type
Roads				
Roads LATM Infrastructure	1,268	S94 Reserves	Renewal	Roads
Road Re sheeting & Resealing	2,270	S94 Reserves & Operating Revenue	Renewal	Roads
Total Road Works	**3,538**			
Bridges				
Bridges & Other Structures	508	S94 Reserves	Renewal	Bridges
Total Bridges Works	**508**			
Other Infrastructure				
Villages Upgrades	1,200	S94 Reserves	Renewal	Other Infrastructure
Total Other Infrastructure Works	**1,200**			
Footpath				
General Footpath Program	517	Operating Revenue	Renewal	Footpath
Total Footpath Works	**517**			
Building				
Town Hall Buildings	220	Operating Revenue	Renewal	Building
Golf Course Building	1,327	Internal Reserves	New	Building
Central Library Upgrade	1,775	S94 Reserves	Renewal	Building
Total Building Works	**3,322**			

DRAFT FOR ADOPTION

Description	Amount $'000	Funding Type	New/ Renewal	Assets Type
Community Facilities				
Community Safety	0	S94 Reserves	New	Plant & Equipment
Public Facilities & Amenities Upgrades	1,144	S94 Reserves & Operating Revenue	Renewal	Building
Total Community Facilities	**1,144**			
Open Space Assets and Land Improvements				
Parks , Sport fields & Reserves Upgrades	1,000	S94 & Infrastructure Reserves	Renewal	Open Space
Street Trees	250	S94 Reserves	Renewal	Open Space
Total Park Asset Works	**1,250**			
Stormwater Drainage				
Stormwater Drainage	1,137	Stormwater Levy	Renewal	Stormwater Drainage
Total Stormwater Drainage Works	**1,137**			
Other				
Office Equipment	25	Operating Revenue	New	Office Equipment
Information & Technology Hardware & Software	1,602	Operating Revenue	Renewal	Plant & Equipment
Plant & Equipment	2,060	Operating Revenue & Waste Reserve	Renewal	Plant & Equipment
Community Art	20	S94 Reserves	New	Other
Library Books	114	Operating Revenue	New	Books
Total Other	**3,821**			
Total 2018-19 Capex	**16,437**			

DRAFT FOR ADOPTION

2018-2019 CAPITAL WORKS BUDGET SUMMARY

Service	2018-19 ($)	2019-20 ($)	2020-21 ($)	2021-22 ($)
Office Equipment	25,000	25,600	26,200	26,900
Information & Technology	1,602,270	1,050,000	1,261,300	672,800
Planning & Strategy	-	-	-	-
Town Hall Buildings	220,000	200,000	300,000	500,000
Library	1,889,000	116,600	119,500	122,500
Parks & Reserves	-	200,000	200,000	200,000
Street Trees	250,000	-	-	-
Sports Fields /Golf Course	2,326,625	200,000	200,000	200,000
Community - Art	20,000			
Plant & Equipment	2,060,000	2,075,625	2,127,600	2,180,800
Roads LATM Infrastructure	1,268,400	200,000	200,000	200,000
Road Resheeting & Resealing	2,270,000	1,481,300	1,762,678	1,863,027
Bridges & Other Structures	508,000	-	-	-
Villages	1,200,000	1,000,000	1,000,000	1,000,000
Footpath	517,000	500,000	512,500	525,300
Stormwater Drainage	1,137,193	188,700	193,200	198,000
Public Facilities & Amenities	1,143,964	1,000,000	1,000,000	1,000,000
Grand Total	**16,437,452**	**8,237,825**	**8,902,978**	**8,689,327**

DRAFT FOR ADOPTION

DRAFT FOR DISCRETION

2018-2019 CAPITAL WORKS PROGRAM

Proposal	Program
Telephone - Change ISDN to SIP	IT Plant & Equipment upgrade
Network Switches Upgrade	IT Plant & Equipment upgrade
Staff Wi-Fi	IT Plant & Equipment upgrade
New Application and Storage Servers	IT Plant & Equipment upgrade
Upgrade Council's email system	IT Plant & Equipment upgrade
Desktops Replacement	IT Plant & Equipment upgrade
Corporate Enterprise Systems Upgrade	Systems Upgrade
Townhall Audio system upgrade, Projector & Vision system	IT Plant & Equipment upgrade
iPlatinum system to locate Council records across all systems	IT Software upgrade
CCTV Security System	IT Software upgrade
Smart LINK Section 94 Program	IT Software - new
Replace the printers in each site office with new models	IT Plant & Equipment upgrade

Proposal	Program
Town Hall upgrade works	Buildings Renewal
Administration building air conditioning	Buildings Renewal
Depot Building upgrade	Buildings Renewal
Enhancement of Raw Square underpass (Artwork)	Other Structures
Central Library Upgrade	Buildings Renewal
Hudson Park - New Golf Club Building	Building - new
Hudson Park -Transforming Golf Course into open green space	Land Improvements
Bridge renewal - Pomeroy St	Bridge renewal - Pomeroy St
RMS road to recovery program	Traffic Facilities and Upgrade
Local area traffic management works	Traffic Facilities and Upgrade
Footpath constructions	Traffic Facilities and Upgrade
Road Renewals works	Traffic Facilities and Upgrade

Proposal	Program
Upgrade of Homebush village town centre - stage 1	Town Centre Renewal
Upgrade of Homebush West town centre	Town Centre Renewal
Purchase of additional rear loader truck - DWM	Plant & Equipment
Purchase additional flatbed truck - DWM	Plant & Equipment
Implementation of Smart City program - compactor Bins	Plant & Equipment
Street Tree Replacement in Strathfield LGA	Open Space/Land Improvements
Strathfield Park Kiosk/Café New	Amenities Upgrade
Airey Park amenities upgrade	Amenities Upgrade
CCTV Security System	CCTV Infrastructure
To repair pits, gullies and drainage as required	Storm Water and Drainage Infrastructure
Stormwater Drainage	Storm Water and Drainage Infrastructure

DRAFT FOR ADOPTION

INFRASTRUCTURE CAPITAL WORKS PROGRAM – 2018-2019

Road Re-sheeting Programs

Ada Ave - From South St to Myrna Rd

Allen St - From Canal to Ismay Ave

Alviston St - From Vernon St to Homebush Rd

Anselm St - From Mooney St to Bede St; Bede St to McEncroe St

Birnam Grove - From Homebush Rd to Chalmers Rd

Cross St - From High St to Gees Ave

Cross St - From Gees Ave to Hume Hwy

Excelsior Ave - From Water St to Chisholm St

Florence St - From Redmyre Rd to Elwin St

Hornsey Rd - From The Crescent to Exeter Rd

Howard St - From Shortland Ave to Karuah St

Palmer Ave - From Augusta St to Verona St

Parsons Ave - From Woodward Ave to Albyn Rd

Powell St - From Parramatta Rd to Underwood Rd

South St - From Newton Rd to Ada Ave

Strathlora St - From Wallis Ave to South St

Victoria St - From Homebush Rd to Summit Pl; Summit Pl to Chalmers Rd

Footpath Programs

Abbotsford Road - From Bridge Road to Homebush Road

Ada Avenue - From Melville Avenue to Boden Avenue

Albert Road - From Dickson Street to Homebush Road

Albyn Street - From Chalmers Road to Homebush Road

Barker Road - From Marion Street to South Street

Burlington Road - From Meredith Street to Homebush Road

Chalmers Road - From Augusta Street to Gelling Avenue

Churchill Avenue - From Raw Square to The Boulevard

Conventry Road - From Dickson Street to Rochester Street

Cotswold Road - From Hunter Street to Fairholm Street

Crane Street - From Loftus Crescent to Parramatta Road

Exeter Road - From East Bourne Road to Henley Road

Fraser Street - From Howard Street to Edgar Street

Hedges Avenue - From Liverpool Road to Augusta Street

Henley Road - From Exeter Road to Tavistock Road

High Street - From Wallis Avenue to Liverpool Road

Hunter Street - From Homebush Road to The Boulevard

Margaret Street - From Redmyre Road to The Boulevarde

Noble Avenue - From Amaroo Avenue to High Street

Redmyre Road - From Margaret Street to The Boulevard

St Annes Square - From Therry Street West to Therry Street West

Station Street - From Loftus Crescent to Parramatta Road

Tavistock Road - From East Bourne Road to Henley Road

The Boulevard - From Mintaro Avenue to Carrington Avenue

The Crescent - From Bridge road to Meredith Street

DRAFT FOR ADOPTION

Drainage Program
Amaroo Avenue - From Noble Avenue to High Street
Homebush Road - From Fairholm Street to Gelling Avenue
South Street - From Glenarvon Street to Strathlora Street
Woodward Avenue - From Homebush Road to The Boulevarde

Kerb and Gutter
Ada Avenue - From Wilson Street to Bareena Street
Allen Street - From Ismay Avenue to Canal
Bareena Street - From Ada Avenue to Yarrowee Road
Birnam Grove - From Chalmers Road to Homebush Road
Duke Street - From Beresford Road to Albert Road
Edward Street - From Bennet Avenue to Liverpool Road
Hornsey Road - From Exeter Road to The Crescent
Victoria Avenue - From Elliott Street to Punchbowl Road
Woodward Avenue - From Homebush Road to The Boulevarde

Traffic
Arthur Street - Standard bicycle refuges
Arthur Street/Hornsey Road roundabout
Beresford Road/Homebush Road parking lane
Bridge Road - Parking lanes from Parramatta Road to Mackenzie Street
Henley Road/Tavistock Road Roundabout
Homebush Road/The Crescent to Arthur Street parking lines
The Crescent/Flemington Village 40km speed west of Hornsey Street
The Crescent/Flemington Village raised threshold west of Hampstead Road
The Crescent/West of Bridge Road raised thresholds west of Mackenzie Street

DRAFT FOR ADOPTION

PROGRAM INCOME AND EXPENDITURE SUMMARY

		2018/2019	2019/2020	2020/2021	2021/2022
	Income				
1	Social	7,868,147	3,664,885	3,723,390	3,804,240
2	Economic	13,876,333	10,407,346	10,790,599	10,779,539
3	Environment	13,510,172	13,927,427	14,084,234	14,408,347
4	Governance	44,634,137	45,301,758	46,390,239	47,505,404
	Total Income	**79,888,789**	**73,301,416**	**74,988,462**	**76,497,529**
	Expenditure				
1	Social	7,627,378	7,688,765	8,030,472	8,264,849
2	Economic	7,618,929	9,752,217	7,984,860	8,205,650
3	Environment	14,180,985	12,646,598	14,754,382	15,163,045
4	Governance	19,799,521	20,164,655	20,382,935	20,907,320
	Total Expenditure	**49,226,812**	**50,252,235**	**51,152,649**	**52,540,864**
	Capital Expenditure				
1	Social	5,028,857	1,216,600	1,319,500	1,522,500
2	Economic	9,526,039	6,237,151	6,573,060	6,748,269
3	Environment	2,453,561	2,144,424	1,996,023	2,035,023
4	Governance	13,653,520	13,451,006	13,947,230	13,650,873
	TOTAL CAPITAL EXPENDITURE	**30,661,977**	**23,049,181**	**23,835,813**	**23,956,665**
	NET COSTS	**0**	**0**	**0**	**0**

DRAFT FOR ADOPTION

PROGRAM INCOME AND EXPENDITURE - BY BUDGET PROGRAM

Program Names	Budget Prog No	2017/2018 Adopted Budget	2017/2018 Budget as at Sept Qtr	2018/2019 Estimated Budget	2019/2020 Estimated Budget	2020/2021 Estimated Budget	2021/2022 Estimated Budget
INCOME							
Corporate Services & Governance	1.0	(1,111,586)	(1,111,586)	(1,140,572)	(1,169,300)	(1,198,600)	(1,228,600)
Planning & Strategy	2.0	(250,000)	(674,361)	(199,360)	-	-	-
Blank	3.0	-	-	-	-	-	-
Human Services & Facilities	4.0	(215,610)	(220,610)	(190,641)	(195,500)	(200,600)	(205,900)
Recreation & Culture	5.0	(3,164,089)	(3,180,719)	(2,078,127)	(2,130,200)	(2,183,300)	(2,237,700)
Environmental Services	6.0	(2,421,200)	(2,421,200)	(3,323,200)	(3,406,500)	(3,491,800)	(3,579,100)
Public Order & Safety	7.0	-	-	-	-	-	-
Urban & Infrastructural Services & LUS	8.0	(4,888,079)	(4,890,079)	(5,418,412)	(5,554,600)	(5,693,900)	(5,836,500)
Environmental & Community Amenities	9.0	(10,282,811)	(10,639,331)	(11,199,521)	(11,699,600)	(11,782,100)	(12,076,900)
General Purpose Revenues	10.0	(22,834,320)	(22,834,320)	(26,231,411)	(26,601,000)	(27,241,100)	(27,897,000)
Appropriations for Future Expenditure	11.0	-	-	-	-	-	-
Total Income		**(45,167,695)**	**(45,972,206)**	**(49,781,244)**	**(50,756,700)**	**(51,791,400)**	**(53,061,700)**
CAPITAL INCOME							
Corporate Services & Governance	1.0	-	(8,956)	-	-	-	-
Planning & Strategy	2.0	(180,000)	(180,000)	(65,000)	(66,600)	(68,200)	(70,000)
Blank	3.0	-	-	-	-	-	-
Human Services & Facilities	4.0	-	-	(220,000)	-	-	-
Recreation & Culture	5.0	(15,905,206)	(16,048,853)	(4,351,825)	(400,000)	(400,000)	(400,000)
Environmental Services	6.0	-	(18,350)	(25,000)	-	-	-
Public Order & Safety	7.0	(195,700)	(195,700)	-	-	-	-
Urban & Infrastructural Services & LUS	8.0	(7,820,181)	(7,820,181)	(6,772,400)	(3,942,013)	(4,183,513)	(4,001,425)
Environmental & Community Amenities	9.0	(1,289,641)	(1,289,641)	(1,936,821)	(1,000,000)	(1,000,000)	(1,000,000)
General Purpose Revenues	10.0	(12,207,500)	(12,207,500)	(16,736,500)	(17,136,103)	(17,545,349)	(17,964,404)
Appropriations for Future Expenditure	11.0	-	-	-	-	-	-
Total Capital Income		**(37,598,229)**	**(37,769,182)**	**(30,107,546)**	**(22,544,716)**	**(23,197,062)**	**(23,435,829)**

DRAFT FOR ADOPTION

Program Names	Budget Prog No	2017/2018 Adopted Budget	2017/2018 Budget as at Sept Qtr	2018/2019 Estimated Budget	2019/2020 Estimated Budget	2020/2021 Estimated Budget	2021/2022 Estimated Budget
Corporate Services & Governance	1.0	13,825,399	13,825,399	17,027,819	17,355,003	17,814,749	18,266,904
Planning & Strategy	2.0	2,717,670	3,142,031	2,005,028	1,859,900	1,428,900	1,469,500
Blank	3.0	-	-	-	-	-	-
Human Services & Facilities	4.0	1,957,775	1,962,775	2,065,395	2,119,300	2,180,700	2,243,500
Recreation & Culture	5.0	5,920,199	5,936,829	5,884,546	6,058,280	6,235,900	6,418,760
Environmental Services	6.0	4,099,041	4,099,041	4,387,025	4,513,000	4,642,300	4,775,200
Public Order & Safety	7.0	654,828	654,828	713,726	731,600	749,900	768,600
Urban & Infrastructural Services & LUS	8.0	5,928,867	5,930,867	6,492,127	6,681,452	6,876,000	7,076,200
Environmental & Community Amenities	9.0	11,068,091	11,424,611	10,651,147	10,933,700	11,224,200	11,522,200
General Purpose Revenues	10.0	-	-	-	-	-	-
Appropriations for Future Expenditure	11.0		-	-	-	-	-
Total Expenditure		**46,171,870**	**46,976,381**	**49,226,812**	**50,252,235**	**51,152,649**	**52,540,864**
CAPITAL EXPENDITURE							
Corporate Services & Governance		484,160	493,116	1,602,270	1,075,600	1,287,500	699,700
Planning & Strategy		180,000	180,000	-	-	-	-
Blank		-	-	-	-	-	-
Human Services & Facilities		10,000	10,000	240,000	200,000	300,000	500,000
Recreation & Culture		16,991,206	17,134,853	4,465,625	516,600	519,500	522,500
Environmental Services		-	18,350	25,000	-	-	-
Public Order & Safety		195,700	195,700	-	-	-	-
Urban & Infrastructural Services & LUS		9,466,007	9,466,007	8,788,400	6,281,925	6,653,378	6,846,027
Environmental & Community Amenities		1,821,280	1,821,280	3,640,682	2,753,400	2,573,300	2,598,800
General Purpose Revenues		-	-	-	-	-	-
Appropriations for Future Expenditure		7,445,700	7,445,700	11,900,000	12,221,656	12,502,135	12,789,638
Total Capital Expenditure		**36,594,054**	**36,765,007**	**30,661,977**	**23,049,181**	**23,835,813**	**23,956,665**
Net (Surplus) Deficit from Programs		**-**	**-**	**-**	**-**	**-**	**-**

DRAFT FOR ADOPTION

CORPORATE SERVICES AND GOVERNANCE: PROGRAM NO. 1.0

Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	**Adopted Budget**	**Budget as at Sept Qtr**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**
INCOME						
Corporate Services	-910,586	-910,586	-1,139,572	-1,168,300	-1,197,600	-1,227,600
Civic Activities	-200,000	-200,000	0	0	0	0
Governance & Organisational Development	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000
	0	0	0	0	0	0
Total Income	**-1,111,586**	**-1,111,586**	**-1,140,572**	**-1,169,300**	**-1,198,600**	**-1,228,600**
CAPITAL INCOME						
Corporate Services	0	0	0	0	0	0
Civic Activities	0	0	0	0	0	0
Governance & Organisational Development	0	-8,956	0	0	0	0
Total Capital Income	**0**	**-8,956**	**0**	**0**	**0**	**0**
EXPENDITURE						
Corporate Services	9,185,355	9,185,355	10,798,583	10,978,903	11,255,449	11,539,204
Civic Activities	552,500	552,500	407,000	415,200	423,500	412,000
Governance & Organisational Development	4,087,544	4,087,544	5,822,236	5,960,900	6,135,800	6,315,700
Total Expenditure	**13,825,399**	**13,825,399**	**17,027,819**	**17,355,003**	**17,814,749**	**18,266,904**
CAPITAL EXPENDITURE						
Corporate Services	40,000	40,000	25,000	25,600	26,200	26,900
Civic Activities	0	0	0	0	0	0
Governance & Organisational Development	444,160	453,116	1,577,270	1,050,000	1,261,300	672,800
	0	0	0	0	0	0
Total Capital Expenditure	**484,160**	**493,116**	**1,602,270**	**1,075,600**	**1,287,500**	**699,700**
Net (Surplus) Deficit from Programs	13,197,973	13,197,973	17,489,517	17,261,303	17,903,649	17,738,004

DRAFT FOR ADOPTION

CORPORATE PLANNING AND STRATEGY: PROGRAM NO. 2.0

Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	**Adopted Budget**	**Budget as at Sept Qtr**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**
INCOME						
Strategy & Strategic Projects	0	0	0	0	0	0
Planning & Strategy	0	0	-150,000	0	0	0
Natural Resources/Environmental	-250,000	-674,361	-49,360	0	0	0
Blank	0	0	0	0	0	0
Total Income	**-250,000**	**-674,361**	**-199,360**	**0**	**0**	**0**
CAPITAL INCOME						
Strategy & Strategic Projects	0	0	0	0	0	0
Planning & Strategy	-180,000	-180,000	-65,000	-66,600	-68,200	-70,000
Natural Resources/Environmental	0	0	0	0	0	0
Total Capital Income	**-180,000**	**-180,000**	**-65,000**	**-66,600**	**-68,200**	**-70,000**
EXPENDITURE						
Strategy & Strategic Projects	235,556	235,556	338,335	366,900	305,700	314,800
Planning & Strategy	1,594,870	1,594,870	1,080,507	1,069,900	689,700	710,300
Natural Resources/Environmental	887,244	1,311,605	586,186	423,100	433,500	444,400
Total Expenditure	**2,717,670**	**3,142,031**	**2,005,028**	**1,859,900**	**1,428,900**	**1,469,500**
CAPITAL EXPENDITURE						
Strategy & Strategic Projects	0	0	0	0	0	0
Planning & Strategy	180,000	180,000	0	0	0	0
Natural Resources/Environmental	0	0	0	0	0	0
Total Capital Expenditure	**180,000**	**180,000**	**0**	**0**	**0**	**0**
Net (Surplus) Deficit from Programs	**2,467,670**	**2,467,670**	**1,740,668**	**1,793,300**	**1,360,700**	**1,399,500**

DRAFT FOR ADOPTION

HUMAN SERVICES AND FACILITIES: PROGRAM NO. 4.0

Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	**Adopted Budget**	**Budget as at Sept Qtr**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**
INCOME						
Administration		0	0	0	0	0
Facilities	0	0	0	0	0	0
Community Services	-215,610	-220,610	-190,641	-195,500	-200,600	-205,900
Total Income	**-215,610**	**-220,610**	**-190,641**	**-195,500**	**-200,600**	**-205,900**
CAPITAL INCOME						
Administration	0	0	0	0	0	0
Facilities	0	0	-220,000	0	0	0
Community Services	0	0	0	0	0	0
Total Capital Income	**0**	**0**	**-220,000**	**0**	**0**	**0**
EXPENDITURE						
Administration	0	0	0	0	0	0
Facilities	1,102,565	1,102,565	1,267,381	1,302,800	1,339,000	1,375,900
Community Services	855,210	860,210	798,014	816,500	841,700	867,600
Total Expenditure	**1,957,775**	**1,962,775**	**2,065,395**	**2,119,300**	**2,180,700**	**2,243,500**
CAPITAL EXPENDITURE						
Administration			0	0	0	0
Facilities	10,000	10,000	220,000	200,000	300,000	500,000
Community Services	0	0	20,000	0	0	0
Total Capital Expenditure	**10,000**	**10,000**	**240,000**	**200,000**	**300,000**	**500,000**
Net (Surplus) Deficit from Programs	**1,752,165**	**1,752,165**	**1,894,754**	**2,123,800**	**2,280,100**	**2,537,600**

DRAFT FOR ADOPTION

RECREATION AND CULTURE: PROGRAM NO. 5.0

Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	**Adopted Budget**	**Budget as at Sept Qtr**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**
INCOME						
Public libraries	-64,189	-64,189	-71,119	-73,000	-74,900	-76,800
Public Halls and Venues	-56,200	-56,200	-66,000	-67,600	-69,200	-70,900
Events and Tourism	-43,500	-43,500	-43,500	-44,500	-45,500	-46,500
Open Space and Bushland	-3,000,200	-3,016,830	-1,897,508	-1,945,100	-1,993,700	-2,043,500
Total Income	**-3,164,089**	**-3,180,719**	**-2,078,127**	**-2,130,200**	**-2,183,300**	**-2,237,700**
CAPITAL INCOME						
Public libraries	0	-32,581	-1,775,200	0	0	0
Public Halls and Venues	0	0	0	0	0	0
Events and Tourism	0	0	0	0	0	0
Open Space and Bushland	-15,905,206	-16,016,272	-2,576,625	-400,000	-400,000	-400,000
Total Capital Income	**-15,905,206**	**-16,048,853**	**-4,351,825**	**-400,000**	**-400,000**	**-400,000**
EXPENDITURE						
Public libraries	1,371,753	1,371,753	1,420,889	1,464,900	1,510,300	1,557,000
Public Halls and Venues	14,000	14,000	2,000	2,000	2,000	2,000
Events and Tourism	620,000	620,000	865,000	886,900	909,100	932,000
Open Space and Bushland	3,914,446	3,931,076	3,596,657	3,704,480	3,814,500	3,927,760
Total Expenditure	**5,920,199**	**5,936,829**	**5,884,546**	**6,058,280**	**6,235,900**	**6,418,760**
CAPITAL EXPENDITURE						
Public libraries	251,000	283,581	1,889,000	116,600	119,500	122,500
Public Halls and Venues	0	0	0	0	0	0
Events and Tourism	0	0	0	0	0	0
Open Space and Bushland	16,740,206	16,851,272	2,576,625	400,000	400,000	400,000
Total Capital Expenditure	**16,991,206**	**17,134,853**	**4,465,625**	**516,600**	**519,500**	**0**
Net (Surplus) Deficit from Programs	**3,842,110**	**3,842,110**	**3,920,219**	**4,044,680**	**4,172,100**	**4,303,560**

DRAFT FOR ADOPTION

ENVIRONMENTAL SERVICES: PROGRAM NO. 6.0

Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	**Adopted Budget**	**Budget as at Sept Qtr**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**
INCOME						
Administration	0	0	0	0	0	0
Development Control	-1,020,500	-1,020,500	-952,000	-975,900	-1,000,400	-1,025,500
Regulatory Services	-1,400,700	-1,400,700	-2,371,200	-2,430,600	-2,491,400	-2,553,600
Total Income	**-2,421,200**	**-2,421,200**	**-3,323,200**	**-3,406,500**	**-3,491,800**	**-3,579,100**
CAPITAL INCOME						
Administration	0	0	-25,000	0	0	0
Development Control	0	-18,350	0	0	0	0
Regulatory Services	0	0	0	0	0	0
Total Capital Income	**0**	**-18,350**	**-25,000**	**0**	**0**	**0**
EXPENDITURE						
Administration	2,292,846	2,292,846	1,646,664	1,687,900	1,730,200	1,773,300
Development Control	750,597	750,597	889,374	918,400	948,200	979,000
Regulatory Services	1,055,598	1,055,598	1,850,987	1,906,700	1,963,900	2,022,900
Total Expenditure	**4,099,041**	**4,099,041**	**4,387,025**	**4,513,000**	**4,642,300**	**4,775,200**
CAPITAL EXPENDITURE						
Administration	0	0	25,000	0	0	0
Development Control	0	18,350	0	0	0	0
Regulatory Services	0	0	0	0	0	0
Total Capital Expenditure	**0**	**18,350**	**25,000**	**0**	**0**	**0**
Net (Surplus) Deficit from Programs	**1,677,841**	**1,677,841**	**1,063,825**	**1,106,500**	**1,150,500**	**1,196,100**

DRAFT FOR ADOPTION

PUBLIC ORDER AND SAFETY: PROGRAM NO. 7.0

Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	**Adopted Budget**	**Budget as at Sept Qtr**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**
INCOME						
Community Safety	0	0	0	0	0	0
Emergency Services	0	0	0	0	0	0
Total Income	**0**	**0**	**0**	**0**	**0**	**0**
CAPITAL INCOME						
Community Safety	-195,700	-195,700	0	0	0	0
Emergency Services	0	0	0	0	0	0
Total Capital Income	**-195,700**	**-195,700**	**0**	**0**	**0**	**0**
EXPENDITURE						
Community Safety	14,000	14,000	15,000	15,400	15,800	16,200
Emergency Services	640,828	640,828	698,726	716,200	734,100	752,400
Total Expenditure	**654,828**	**654,828**	**713,726**	**731,600**	**749,900**	**768,600**
CAPITAL EXPENDITURE						
Community Safety	195,700	195,700	0	0	0	0
Emergency Services	0	0	0	0	0	0
Total Capital Expenditure	**195,700**	**195,700**	**0**	**0**	**0**	**0**
Net (Surplus) Deficit from Programs	**654,828**	**654,828**	**713,726**	**731,600**	**749,900**	**768,600**

DRAFT FOR ADOPTION

URBAN INFRASTRUCTURAL SERVICES: PROGRAM NO. 8.0

Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	**Adopted Budget**	**Budget as at Sept Qtr**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**
INCOME						
Urban and Support Services	-3,350,462	-3,350,462	-4,593,412	-4,708,400	-4,826,100	-4,946,700
Roads	-543,800	-545,800	-530,000	-543,400	-557,100	-571,000
Ancillary Roadworks	-993,817	-993,817	-295,000	-302,800	-310,700	-318,800
Footpaths	0	0	0	0	0	0
Civic Services	0	0	0	0	0	0
Total Income	**-4,888,079**	**-4,890,079**	**-5,418,412**	**-5,554,600**	**-5,693,900**	**-5,836,500**
CAPITAL INCOME						
Urban and Support Services	-1,744,000	-1,744,000	-1,209,000	-1,239,300	-1,270,300	-1,302,100
Roads	-4,296,034	-4,296,034	-3,846,400	-1,202,713	-1,400,713	-1,174,025
Ancillary Roadworks	-1,780,147	-1,780,147	-1,200,000	-1,000,000	-1,000,000	-1,000,000
Footpaths	0	0	-517,000	-500,000	-512,500	-525,300
Civic Services	0	0	0	0	0	0
Total Capital Income	**-7,820,181**	**-7,820,181**	**-6,772,400**	**-3,942,013**	**-4,183,513**	**-4,001,425**
EXPENDITURE						
Urban and Support Services	2,947,705	2,947,705	2,392,302	2,461,600	2,532,700	2,605,900
Roads	563,760	565,760	516,205	529,300	542,700	556,400
Ancillary Roadworks	1,221,526	1,221,526	1,095,022	1,122,800	1,151,200	1,180,200
Footpaths	382,141	382,141	439,982	452,100	464,400	477,000
Civic Services	813,736	813,736	2,048,616	2,115,652	2,185,000	2,256,700
Total Expenditure	**5,928,867**	**5,930,867**	**6,492,127**	**6,681,452**	**6,876,000**	**7,076,200**
CAPITAL EXPENDITURE						
Urban and Support Services	2,085,000	2,085,000	3,000,000	3,075,000	3,151,900	3,230,700
Roads	4,396,034	4,396,034	3,946,400	1,581,300	1,862,678	1,963,027
Ancillary Roadworks	2,511,671	2,511,671	1,300,000	1,100,000	1,100,000	1,100,000
Footpaths	435,302	435,302	517,000	500,000	512,500	525,300
Civic Services	38,000	38,000	25,000	25,625	26,300	27,000
Total Capital Expenditure	**9,466,007**	**9,466,007**	**8,788,400**	**6,281,925**	**6,653,378**	**6,846,027**
Net (Surplus) Deficit from Programs	2,686,614	2,686,614	3,089,715	3,466,764	3,651,965	4,084,302

DRAFT FOR ADOPTION

ENVIRONMENTAL AND COMMUNITY AMENITIES: PROGRAM NO. 9.0

Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	**Adopted Budget**	**Budget as at Sept Qtr**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**
INCOME						
Household Garbage Collection	-9,994,116	-10,350,636	-10,897,703	-11,390,200	-11,465,000	-11,751,800
Street Cleaning	0	0	0	0	0	0
Urban Stormwater Drainage	-288,695	-288,695	-301,818	-309,400	-317,100	-325,100
Public Facilities/Community Amenities	0	0	0	0	0	0
Total Income	**-10,282,811**	**-10,639,331**	**-11,199,521**	**-11,699,600**	**-11,782,100**	**-12,076,900**
CAPITAL INCOME						
Household Garbage Collection	0	0	-35,000	0	0	0
Street Cleaning	0	0	0	0	0	0
Urban Stormwater Drainage	-155,000	-155,000	-953,000	0	0	0
Public Facilities/Community Amenities	-1,134,641	-1,134,641	-948,821	-1,000,000	-1,000,000	-1,000,000
Total Capital Income	**-1,289,641**	**-1,289,641**	**-1,936,821**	**-1,000,000**	**-1,000,000**	**-1,000,000**
EXPENDITURE						
Household Garbage Collection	9,986,414	10,342,934	9,573,178	9,825,500	10,084,900	10,351,000
Street Cleaning	679,098	679,098	960,344	987,500	1,015,400	1,044,100
Urban Stormwater Drainage	338,579	338,579	117,625	120,700	123,900	127,100
Public Facilities/Community Amenities	64,000	64,000	0	0	0	0
Total Expenditure	**11,068,091**	**11,424,611**	**10,651,147**	**10,933,700**	**11,224,200**	**11,522,200**
CAPITAL EXPENDITURE						
Household Garbage Collection	7,702	7,702	1,359,525	1,564,700	1,380,100	1,400,800
Street Cleaning	0	0	0	0	0	0
Urban Stormwater Drainage	288,650	288,650	1,137,193	188,700	193,200	198,000
Public Facilities/Community Amenities	1,524,928	1,524,928	1,143,964	1,000,000	1,000,000	1,000,000
Total Capital Expenditure	**1,821,280**	**1,821,280**	**3,640,682**	**2,753,400**	**2,573,300**	**2,598,800**
Net (Surplus) Deficit from Programs	**1,316,919**	**1,316,919**	**1,155,487**	**987,500**	**1,015,400**	**1,044,100**

DRAFT FOR ADOPTION

GENERAL PURPOSE REVENUES: PROGRAM NO. 10.0

Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	**Adopted Budget**	**Budget as at Sept Qtr**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**
INCOME						
General Purpose Revenues	-22,834,320	-22,834,320	-26,231,411	-26,601,000	-27,241,100	-27,897,000
Total Income	**-22,834,320**	**-22,834,320**	**-26,231,411**	**-26,601,000**	**-27,241,100**	**-27,897,000**
CAPITAL INCOME						
General Purpose Revenues	-12,207,500	-12,207,500	-16,736,500	-17,136,103	-17,545,349	-17,964,404
Total Capital Income	**-12,207,500**	**-12,207,500**	**-16,736,500**	**-17,136,103**	**-17,545,349**	**-17,964,404**
EXPENDITURE						
General Purpose Revenues	0	0	0	0	0	0
Total Expenditure	**0**	**0**	**0**	**0**	**0**	**0**
CAPITAL EXPENDITURE						
General Purpose Revenues	0	0	0	0	0	0
Total Capital Expenditure	**0**	**0**	**0**	**0**	**0**	**0**
Net (Surplus) Deficit from Programs	-35,041,820	-35,041,820	-42,967,911	-43,737,103	-44,786,449	-45,861,404

DRAFT FOR ADOPTION

APPROPRIATION – FUTURE EXPENDITURE: PROGRAM NO. 11.0

Sub Program Summary	2017/2018		2018/2019	2019/2020	2020/2021	2021/2022
Program Names	**Adopted Budget**	**Budget as at Sept Qtr**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**	**Estimated Budget**
INCOME						
Appropriations for Future Expenditure	0	0	0	0	0	0
Total Income	**0**	**0**	**0**	**0**	**0**	**0**
CAPITAL INCOME						
Appropriations for Future Expenditure	0	0	0	0	0	0
Total Capital Income	**0**	**0**	**0**	**0**	**0**	**0**
EXPENDITURE						
Appropriations for Future Expenditure	0	0	0	0	0	0
Total Expenditure	**0**	**0**	**0**	**0**	**0**	**0**
CAPITAL EXPENDITURE						
Appropriations for Future Expenditure	7,445,700	7,445,700	11,900,000	12,221,656	12,502,135	12,789,638
Total Capital Expenditure	**7,445,700**	**7,445,700**	**11,900,000**	**12,221,656**	**12,502,135**	**12,789,638**
Net (Surplus) Deficit from Programs	**7,445,700**	**7,445,700**	**11,900,000**	**12,221,656**	**12,502,135**	**12,789,638**

DRAFT FOR ADOPTION

Revenue Policy 2018-2019

Council's Revenue Policy identifies the proposed revenue from each of the following sources of funding:

- Rates
- Domestic waste annual charge
- Fees and charges
- Private works
- Borrowings

The total income that can be raised from levying rates on property is capped by the NSW State Government through the Independent Pricing & Regulatory Tribunal (IPART) which has determined that NSW Councils may increase general income from rates by a maximum of 2.3% in 2018/19.

Council may apply to IPART for a special rate variation above the rate peg limit, subject to certain criteria.

Ordinary Rate - Ad Valorem/Base Rate

Strathfield Council proposes for 2018-2019 to make and levy an ordinary rate for that year pursuant to Sections 494 and 543 of the *Local Government Act 1993* such rate to comprise:

- An ordinary residential rate to be named 'Residential Ordinary Rate'.
- A base amount per each separate residential parcel of land to be named 'Residential Base Amount'.
- An ordinary business rate to be named 'Business Ordinary Rate'.
- A base amount per each separate parcel of land to be named 'Business Base Amount'.
- The rate to be made and levied under the *Local Government Act 1993* shall consist of:
  - An ad valorem amount pursuant to Section 497; and
  - A base amount of the rate levied in respect of each separate parcel pursuant to Section 548.

Council proposes to make and levy the following rates for 2018-2019

- A Residential Ordinary Rate of 0.056055 cents in the dollar on the value of all rateable land that falls within the 'residential' category of Strathfield Council and subject to a base rate of $404.10 in respect of each separate parcel of rateable land; and
- A Business Ordinary Rate of 0.256003 cents in the dollar on the value of all rateable land that falls within the 'business' category of Strathfield Council and subject to a base rate of $404.10 in respect of each separate parcel of rateable land.

The above rates in the dollar include the Rate Pegging Limit of 2.3% as set by IPART.

IPART rate calculations are based on land valuations with a base date of 1 July 2016, provided by the Valuer General. Interest is charged on all overdue rates and annual charges in accordance with section 566(3) of the *Local Government Act*.

Interest is to be charged on overdue rates and domestic waste management charges in accordance with s.566 (3) of the Act. The maximum interest rate is set by the Minister for Local Government and will be charged at a rate of 7.5% per annum and calculated on a daily basis for the 2018-2019 financial year.

Land Value

Type of Rate	$	$	%
Residential			
Base amount	$404.10	$5,971,173	49.99
Cents in dollar	0.0506055	$5,970,754	50.01
	TOTAL	**$11,940,927**	**100**
Business			
Base amount	$404.10	$438,044	8.04
Cents in dollar	0.256003	$5,009,069	91.96
	TOTAL	$5,447,113	100
TOTAL		**$17,388,040**	

Rate and charges reductions for eligible pensioners

Council provides for rate reductions to eligible pensioners who are holders of a Pensioner Concession Card and Commonwealth Seniors Health Care Card Holders (CSHCC) up to a maximum of $250.00. Council resolved (minute 132/13) that eligible pensioners and CSHCC Card Holders be exempted from the Stormwater Management Service Charge.

Other specific rating issues

Council will, upon registration of a new strata plan or deposited plan, re-rate the property(s) from the commencement of the proceeding quarter of the rate year.

Rate Installments

Rate Installments will be due on the following dates:

- First rate instalment due on 31 August 2018
- Second rate instalment due on 30 November 2018
- Third rate instalment due on 28 February 2019
- Fourth rate instalment due on 31 May 2019

DRAFT FOR ADOPTION

Carrying out work on private land

Under the provisions of s.67(1) of the *Local Government Act 1993*, Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may be lawfully carried out on the land.

Any work carried out in this regard will be done on a full cost recovery (use pays) basis including design, supervision and staff overheads.

Council may, on request or by agreement with the owner or occupier of land, or pursuant to an order or notice issued under the *Local Government Act 1993* or other relevant legislation, carry out any kind of work on the land which may lawfully be carried out on that land.

The types of works are, but not limited to, the following:

- Road construction
- Kerbing and guttering
- Paving
- Fencing
- Landscaping
- Land clearing and fire hazard reduction or removal
- Demolition and excavation
- Building inspection
- Trade waste
- Giving effect to, or compliance with, an order issued pursuant to Section 124 of the *Local Government Act 1993*. The amounts or rates to be charged, together with applicable GST, shall be the actual cost to Council, plus on-costs and subject to resolution of Council.

Domestic Waste Management Charges

The full cost of providing a domestic waste management service, including general garbage, recycling, and household clean up must be met from specific fees and charges payable by owners of rateable properties. The domestic waste management service charge includes the full cost of administration, service provision, State Government levies and tipping fees.

Section 496 of the *Local Government Act 1993* provides that:

- A council must make and levy an annual charge for the provision of domestic waste management services for each parcel of rateable land for which the service is available.
- A council may make an annual charge for the provision of a domestic waste management service for a parcel of land that is exempt from rating if:
  (a) the service is available for that land, and
  (b) the owner of that land requests or agrees to the provision of the service to that land, and
  (c) the amount of the annual charge is limited to recovering the cost of providing the service to that land.

Section 502 of the Act provides that a charge may also be made for the actual use of the service, in addition to the availability charge stipulated under Section 496. As per Section 504, councils cannot apply income from an ordinary rate towards the cost of providing a domestic waste management service, and income obtained from domestic waste charges must be calculated so they do not exceed the cost to council of providing those services.

Council faces a number of challenges both economic and environmental, in providing these services.

The *Local Government Act 1993* requires Council to recover the full cost of providing the Domestic Waste Management Service. This resulted in a proposed charge of $710 for 2018-2019.

2018-2019 DOMESTIC WASTE MANAGEMENT SERVICE CHARGES

Service	Cost ($)
Minimum service	710
Additional service - 120L Garbage	710
Additional service - 240L Garden vegetation	Free
Additional service - 240L Recycling	Free

Stormwater Management Service Charge

Council has established a Stormwater Management Service Charge to ratepayers used to fund capital and recurrent costs associated with stormwater management programs.

The Stormwater Management Service Charge is made in accordance with legislation allowing Councils to charge a *Stormwater Management Services Charge (Local Government Amendment (Stormwater) Act 2005* and amendments to the *Local Government (General) Regulation 2005).*

The purpose of the charge is to allow Council the option to raise additional revenue to cover some or all of the costs of providing new or additional stormwater management services within a catchment, suburb or local government area. The charge provides a reliable revenue source for stormwater works in regard to publicly notified programs set out in the Operational Plan.

All funding collected must be applied to stormwater management projects, which can include:

- Mainstream flood mitigation works
- Local drainage and overland flow path upgrades
- Urban drainage renewal
- Water quality infrastructure
- Stormwater maintenance
- Studies or investigations to identify appropriate works
- Enhanced pipe drainage maintenance

Opportunities for grant funding will continue to be sought to supplement existing available funding and existing service levels from general revenue will be maintained.

DRAFT FOR ADOPTION

The maximum amount of a stormwater charge that Council proposes to charge is $25.00 for a single residential property. A pro-rata charge will apply to commercial land or strata units capped at $25.00 per 350m^2.

The charge will be used to recover the cost of providing new or additional stormwater management services to eligible land. The following charges are to be made for 2018/19:

Land categorised as residential	$25.00	For a single residential dwelling
Residential strata lots	$12.50	For each strata unit
Residential flats, community title, tenants-in-common residential units	$12.50	For each flat/unit
Land categorised as Business	$25.00	Plus an additional $25.00 for each 350 square metres or part of 350 square metres by which the area of the parcel of land exceeds 350 square metres up to a maximum charge of $200.00
Business Strata Lots, Business Company Title	$5.00	Minimum $5 or the relevant portion of the maximum annual charge that would apply to the strata scheme if it were a parcel of land subject to the land categorised as business charge of $200

The estimated income from the charge is approximately $309,965.

National Competition Policy

National Competition Policy and the principles of competitive neutrality apply to Council business activities. Council is required to identify those business activities in accordance with the guidelines set down by the Office of Local Government.

Category 1 Businesses are those with an annual gross operating income greater than $2 million.

Based on Council's annual financial statements, the following activities have a turnover of $2 million or more, and are therefore classified as Category 1 business activities:

- Domestic Waste Management

Category 2 Businesses are those with an annual gross operating income less than $2 million. The following activities are classified as Category 2 business activities:

- Hudson Park Golf Course and Driving Range

Pricing Policy and Principles for Council Fees and Charges

In accordance with Section 608 of the *Local Government Act 1993* and other relevant legislation, Council charges and recovers approved fees and charges for services it provides.

The 2018-2019 Fees and Charges Schedule is issued as an attachment to this plan.

The fees and charges are generally intended to be imposed on the following services provided by Strathfield Council under the *Local Government Act* or any other Act or regulations. This can include:

- Supply of a product, service or commodity
- Giving information
- Providing a service in connection with the exercise of the council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate
- Inspection of premises associated with commercial activity or building approval or compliance
- Allowing admission to any building or enclosure
- Possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place (s.611 *Local Government Act)*
- Allowing use or benefit from Council's assets and facilities etc
- Fees for business activities (s.610A Local Government Act)

In cases where the amount of fees and charges for service is determined under another Act or regulatory bodies, Council will apply the amount determined under the other Act or Regulation such as *Environmental Planning and Assessment Act 1979* and *Companion Animals Act 2008*.

In determining the amount of fees and charges, Strathfield Council shall consider the following factors:

- The cost of providing the service
- The importance or benefit of the service to the community
- Prices fixed by the relevant industry bodies
- Any factors specified in the Local Government regulations

DRAFT FOR ADOPTION

In accordance with the Section 610D of the *Local Government Act 1993*, Council charges a higher fee or an additional fee for an expedited serviced provided, for example, in case of urgency. In accordance with Section 610E of the *Local Government Act 1993*, Council may provide for reductions in the cost of use of Council facilities in accordance with Council policy.

All of Council's fees and charges not subject to statutory controls are reviewed on an annual basis prior to finalisation of Council's annual operating budget. However, in special circumstances, fees and charges can be reviewed and approved by Council in accordance with the *Local Government Act 1993* and Regulations.

In accordance to Section 610F of the *Local Government Act 1993*, Strathfield Council will give public notice for at least 28 days of changes in fees and charges already adopted or any new fees and charges.

The predominant consideration in reviewing Council's fees and charges is recovery of the cost of providing the service.

Goods and Services Tax (GST)

The Goods and Services Tax (GST) applies to a number of goods and/or services supplied by Council. Those goods and/or services subject to GST have been identified in Council's Schedule of Fees and Charges, and in accordance with the legislation, the prices shown for those goods and/or services are the GST inclusive price.

DRAFT FOR

Fees and Charges

TABLE OF CONTENTS

Strathfield Municipal Council 216

Development Control 216
1. Development Applications 216
2. Construction Certificates 216
3. Complying Development Certificates 223
4. Building Certificates 225
5. Occupation Certificates 226
6. Inspection Fees 227
7. Security Deposits 228
8. Tree Pruning / Removal Applications 229
9. Miscellaneous Applications 229
10. Other Fees 230

Strategic Planning 233
1. Assessment of Planning Proposals 233
2. Other Fees 235

Environmental Health & Compliance 236
1. Fire Safety 236
2. Environmental Health 236
3. Regulatory 239

Corporate & Governance 241
1. Rates & Finance Services 241
2. Business Use of Council's Footpath/Street 241
3. Access to Information 242
4. Other 243

Events & Filming 244
1. Events 244
2. Filming 245

Community Services 246
Activities & Programs 246

Hall Hires 248
1. Hall Hire Application 248
2. Strathfield Town Hall 248
3. Strathfield Community Centre 249
4. Library Meeting Rooms 249
5. Dutton Centre 250
6. Community Facilities Frequent Hire 250

Library 252
1. Library Services 252
2. Activity Services 253

Nursery 254
1. Sales of Plants 254
2. Community Gardens 254

Parks & Reserves 255
1. Sportsfield Seasonal Hire 255
2. Sportsfield Casual Hire 256
3. Park Access 258
4. Hudson Park Golf Course 258

Civic & Urban Services 260
1. Parking 260
2. Restorations 260
3. Working Permits (including works related to DA/CDC) 262
4. Traffic Control 263
5. Inspection & Compliance 264
6. Miscellaneous 264

Waste & Recycling 266
1. Domestic Waste Management 266
2. Other 266

Other Business Undertakings 267

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Strathfield Municipal Council

Development Control

1. Development Applications

NOTE: All development applications involving costs of such development in excess of $50,000 are required to pay for the planning reform ("PlanFirst") fee calculated as P = ($0.64 x E /1000) – $5, to the Department of Planning, where P = amount payable, and E = estimated cost of such development.

Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of a work or a building

Up to $5,000		$110.00	$110.00	N	a
$5,001 – $50,000		$170 plus additional $3.00 for each $1,000 or part thereof		N	a
$50,001 – $250,000		$352 plus additional $3.64 for each $1,000 or part thereof by which the estimated cost exceeds $50,000		N	a
$250,001 – $500,000		$1,160 plus an additional $2.34 for each $1,000 or part thereof by which the estimated cost exceeds $250,000		N	a
$500,001 – $1,000,000		$1,745 plus additional $1.64 for each $1,000 or part thereof by which the estimated cost exceeds $500,000		N	a
$1,000,001 – $10,000,000		$2,615, plus additional $1.44 for each $1,000 or part thereof by which the estimated cost exceeds $1,000,000		N	a

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of a work or a building [continued]

More than $10,000,000		$15,875 plus additional $1.19 for each $1,000 or part thereof by which the estimated cost exceeds $10,000,000		N	a
Development involving the erection of a dwelling house or dwelling alterations with an estimated construction cost of less than $100,000	per application	$455.00	$455.00	N	a
Development not involving the erection of a building (including temporary structures), the carrying out of a work, the subdivision of land or the demolition of work or a building (change of use, including the use of a building as a PoPE)	per application	$285.00	$285.00	N	a

Additional Fees

Additional Fee – Residential Apartment Development referred to a design review panel	$3,000.00	$3,000.00	N	f
Additional Fee – Redevelopment referred to a design review panel	$3,000.00	$3,000.00	N	f
Additional Fee for referral to an independent professional expert where applications with significant impact on the built, social and natural environments	$3,000.00	$3,000.00	N	f

Development involving the subdivision of land

NOTES:
1. Subdivision of land includes a plan of subdivision under Section 195 of the Conveyancing Act 1919 or a strata plan of subdivision.
2. All development applications involving costs of such development in excess of $50,000 are required to pay for the planning reform ("PlanFirst") fee calculated as P = ($0.64 x E /1000) – $5, to the Department of Planning, where P = amount payable, and E = estimated cost of such development.

Subdivision Involving Opening of a Public Road	$665 plus $65/additional lot created		N	a
Subdivision Not Involving the Opening of a Public Road	$330 plus $53/additional lot created		N	a
Strata Subdivision	$330 plus $65/additional lot created		N	a
Subdivision Certificate Fee (Release of plan)	$640.00	$640.00	N	a
Where no new lots are proposed, ie. simple common boundary adjustments and consolidation (non Legislative)	$825.00	$825.00	N	a
Linen Checking Fee	$880.00	$880.00	N	a
Resigning Subdivision Plans by General Manager or Authorised Officer	$880.00	$880.00	N	a

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Integrated Development					
Administration Fee		$140.00	$140.00	N	a
Approval Fee to each approval body	per approval body	$320.00	$320.00	N	a
Designated Development					
Designated Development Fee		$920.00	$920.00	N	a
($920 plus any other DA scale fee in this schedule)					
Additional Fees					
Additional Fee – Residential Apartment Development referred to a design review panel		$0.00	$600.00	N	f
Submission of Amended Plans – prior to determination of development application					
Amendment Fee		50% of original fee PLUS advertising fee if readvertising is required – refer to Section 9 "Advertising Fees"		N	b
Modification of a Development Consent (Section 96) – after consent has been issued					
NOTES: *1. No fee charged if agreed council error.* *2. An additional fee for notification of the modification application may apply (refer to "Advertising Fees").*					
Modification under Section 96(1)					
Modification involving a correction of a minor error, misdescription or miscalculation [Section 96(1)]		$71.00	$71.00	N	a
Modification under Section 96(1A) or 96AA(1) (modifications of minor environmental impact)		$645 or 50% of the original fee, whichever is the lesser amount		N	a

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Modification under Section 96(2) or 96AA(1):					
(a) If the original development application fee was less than $100					
Modification Fee		50% of the original fee		N	a
(b) If the original development application fee was $100 or more					
For applications not involving the erection of buildings (including temporary structures), the carrying out of a work or the demolition of work or a building (change of use, including the use of a building as a PoPE)		50% of the original fee		N	a
Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of work or a building with an estimated cost of construction of $100,000 or less		$190.00	$190.00	N	a
plus an additional amount if notice of the application is required to be given under Section 96(2) or S96AA (1) of the Act.		$665.00	$665.00	N	a
(c) Any other cases other than (a) and (b) above					
Up to $5,000		$55.00	$55.00	N	a
$5,001 – $250,000		$85 plus an additional $1.50 for each 1,000 or part thereof		N	a
$250,001 – $500,000		$500 plus an additional $0.85 for each 1,000 (or part thereof) by which the estimated cost exceeds $250,000		N	a
$500,001 – $1,000,000		$712 plus an additional $0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds $500,000		N	a
$1,000,001 – $10,000,000		$987 plus an additional $0.40 for each 1,000 (or part thereof) by which the estimated cost exceeds $1,000,000		N	a

continued on next page ..

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
(c) Any other cases other than (a) and (b) above *[continued]*					
More than $10,000,000		$4,737 plus an additional $0.27 for each 1,000 (or part thereof) by which the estimated cost exceeds $10,000,000		N	a

Review of a Development Determination (Section 82A)

NOTES:
1. This must be lodged within 12 months after the date the determination is issued.
2. An additional fee for notification of the application may apply (refer to "Advertising Fees").

(a) For applications not involving erection of buildings (including temporary structures), the subdivision of land, the carrying out of work, demolition of work or a building (change of use, including the use of a building as a PoPE).

Review Fee		$142.00	$142.00	N	a

(b) Development involving erection of buildings (including temporary structures), the carrying out of work, demolition of work or a building with an estimated cost of construction of $100,000 or less

Review Fee		$190.00	$190.00	N	a

(c) Any other cases other than (a) and (b) above

Up to $5,000		$55.00	$55.00	N	a
$5,001 – $250,000		$85, plus an additional $1.50 for each 1,000 (or part thereof) of the estimated cost		N	a
$250,001 – $500,000		$500, plus an additional $0.85 for each 1,000 (or part thereof) by which the estimated cost exceeds 250,000		N	a

continued on next page ..

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
(c) Any other cases other than (a) and (b) above [continued]					
$500,001 – $1,000,000		$712, plus an additional $0.50 for each 1,000 (or part thereof) by which the estimated cost exceeds 500,000		N	a
$1,000,001 – $10,000,000		$987, plus an additional $0.40 for each 1,000 (or part thereof) by which the estimated cost exceeds 1,000,000		N	a
More than $10,000,000		$4,737,plus an additional $0.27 for each 1,000 (or part thereof) by which the estimated cost exceeds 10,000,000		N	a

Extension of a Development Consent (Section 95A and Clause 114)

NOTE: An application can only be made if the original consent was issued for a period of less than 5 years.

Extension Fee		50% of original fee OR a maximum fee of $2,200		N	b

Advertising Fees

(a) Advertised Development		$1,105.00	$1,105.00	N	a
(b) Designated Development		$2,220.00	$2,220.00	N	a
(c) Prohibited Development		$1,105.00	$1,105.00	N	a
(d) Integrated Development		$1,105.00	$1,105.00	N	a
(e) Development for which Consolidated DCP 2005 requires notice to be given other than (a), (b), (c) or (d) above		$1,105.00	$1,105.00	N	a
(f) Modification of a Development Consent (Only if previously advertised or required by Consolidated DCP 2005 Part L to be notified)		$620.00	$620.00	N	a
(g) Review of a Development Determination (under Section 82A(4(a)) EPA Act where required by Consolidated DCP 2005 Part L to be notified)		$620.00	$620.00	N	a

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Development for the purpose of one or more advertisements					
DA Advertising Sign		$300.00	$305.00	Y	f
Each Additional Sign		$105.00	$110.00	Y	f
Notification Fees					
Up to $5,000		$290.00	$295.00	N	b
$5,001 – $100,000		$320.00	$325.00	N	b
$100,001 – $500,000		$315 plus an additional $0.75 for each 1,000 (or part thereof) by which the estimated cost exceeds $100,000		N	b
$500,001 – $9,999,999		$645 plus an additional $0.40 for each 1,000 (or part thereof) by which the estimated cost exceeds $500,000		N	b
Greater than $10,000,000		$4,555 plus an additional $0.20 for each 1,000 (or part thereof) by which the estimated cost exceeds $10,000,000		N	b
Scanning of Plans					
NOTE: Scanning Fee required when lodgement of DA Plans, Complying Development Applications and Unauthorised Works Applications.					
Estimated Cost					
$0 – $150,000		$80.00	$85.00	N	f
$150,001 – $300,000		$100.00	$105.00	N	f
$300,000 – $500,000		$150.00	$155.00	N	f
$500,001 – $1,000,000		$300.00	$305.00	N	f
$1,000,001 or more		$600.00	$605.00	N	f

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Stamping of Plans					
Up to 2 Plan Sets			Free	N	f
Additional Set	per set	$65.00	$70.00	N	f
CD with NOD and Stamped Plans	per CD	$25.00	$30.00	N	f

2. Construction Certificates

NOTES:
1. Construction Certificate fees are in addition to the required development application fee.
2. A discount of 10% will be given on the Construction Certificate fee but only if lodged at the same time as the development application.
3. The Construction Certificate application shall be accompanied by working drawings, building specifications and engineering plans (where relevant).

Application of a Construction Certificate

Class 1 & 10 Buildings

Valued up to $50,000		$2,075.00	$2,075.00	Y	d
Valued between $50,001 – $500,000		$3,075.00	$3,075.00	Y	d
Valued between $500,001 – $1,000,000		$4,075.00	$4,075.00	Y	d
Valued more than $1,000,000		$5,075.00	$5,075.00	Y	d

Class 2 – 9 Buildings

Valued up to $100,000		$3,495.00	$3,495.00	Y	d
Valued between $100,001 – $500,000		$5,495.00	$5,495.00	Y	d
Valued between $500,001 – $1,000,000		$6,995.00	$6,995.00	Y	d
Valued at greater than $1,000,000		Quote will be provided		Y	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Subdivision Works					
Valued up to $100,000	per unit or lot	$774.00	$774.00	Y	d
Valued between $100,001 – $500,000	per unit or lot	$1,548.00	$1,548.00	Y	d
Valued between $500,001 – $4,000,000	per unit or lot	$3,096.00	$3,096.00	Y	d
Valued at greater than $4,000,001		Quote will be provided		Y	d
Construction Certificate Applications involving a Building Code of Australia Alternative Solution					
Application Fee		Relevant application fee PLUS $4,500 minimum. Additional charges may be levied to recover council's costs in more complicated assessments at the rate of $364/hour or part thereof. Such charges will be as determined by the Group Manager Planning & Environment in consultation with the applicant.		Y	d
Modification of a Construction Certificate					
Modifications to Dwellings or Outbuildings		$990.00	$990.00	Y	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

3. Complying Development Certificates

Application of a Complying Certificate

Estimated Cost

Up to $5,000		$1,110.00	$1,110.00	Y	d
$5,000 – $100,000		$832 PLUS $3.63/1,000 for the amount greater than $5,000		Y	d
$100,000 – $250,000		$946 PLUS $2.59/1,000 for the amount greater than $100,000		Y	d
More than $250,000		$1,224 PLUS $1.04/1,000 for the amount greater than $250,000		Y	d

Submission of Amended Plans – prior to determination of complying development certificate application

Submission Fee		50% of original application fee		Y	d

Modification/Cancellation of a Complying Certificate(S.87) – after certificate has been issued

Modification / Cancellation Fee		75% of original application fee		Y	d

4. Building Certificates

Application of a Building Certificate

Class 1 & 10 Buildings

Application for each dwelling contained in building or in any other building on the allotment.		$250.00	$250.00	N	a

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Any Other Class of Buildings					
Up to 200 m²		$250.00	$250.00	N	a
Between 200 m² and 2,000 m²		$250 plus 50 cents/m² over 200 m²		N	a
Greater than 2,000 m²		$1,165 plus 75 cents/m² over 2,000 m²		N	a
Where application relates to external wall or does not have a floor area		$250.00	$250.00	N	a
Other					
Additional Inspection before issuing a building certificate if necessary	per inspection	$90.00	$90.00	N	a
Copy of Building Certificate (Clause 261 EP&A Regulation) with owner's consent		$13.00	$13.00	N	d
5. Occupation Certificates					
Occupation Certificate for a New Building (Section 109M)					
Where Council nominated as the PCA, has inspected the building works during construction and an inspection package is purchased from Council		$681.00	$681.00	Y	d
Where Council has not inspected the works or done the critical stage inspection		$6,995 minimum (quotes will be provided)		Y	d
Occupation Certificates for a Change of Building Use (where no building works are proposed) (Section 109N)					
Up to 200 m²		$350.00	$350.00	Y	d
Between 200 m² and 2,000 m²		$350.00	$350.00	Y	d
Greater than 2,000 m²		$650.00	$650.00	Y	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

6. Inspection Fees

NOTES:
1. Inspection fees are payable in addition to the construction certificate or complying development certificate application fee where Council has been nominated as the Principal Certifying Authority (PCA).
2. Council inspection packages include the cost of all necessary inspections and the issue of one Occupation Certificate for all Building Classes, except Class 1a Dwellings, or Class 10a & 10b Buildings.
3. There will be no refund of package fees where the applicant or builder has failed to provide Council with any or adequate notice of the need to carry out progress inspections.

General

Building Inspection Fees (for building categories not specifically mentioned in this table)		$250.00	$250.00	Y	d

Multi-Unit Housing

Townhouses or Villas	per unit	$350.00	$350.00	Y	d
Flats	per unit	$350.00	$350.00	Y	d

Commercial/Industrial Buildings

New Commercial/Industrial Buildings (up to 2,000 m²)		$850.00	$850.00	Y	d
New Commercial/Industrial Buildings (over 2,000 m²)		$2,150.00	$2,150.00	Y	d

Other

Change of Use (no building work)	per inspection	$350.00	$350.00	Y	d
Re-inspection Fee (for defective work or not ready at time of inspection, fee must be paid before final clearance)		$250.00	$250.00	Y	d
Cancellation Fee			Sum of fee	Y	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

7. Security Deposits

Eastimated Cost

Damage Security Deposit

Up to $5,000		$260.00	$260.00	N	b
$5,001 – $10,000		$330.00	$330.00	N	b
$10,001 – $15,000		$430.00	$430.00	N	b
$15,001 – $25,000		$630.00	$630.00	N	b
$25,001 – $50,000		$1,330.00	$1,330.00	N	b
$50,000 – $100,000		$2,700.00	$2,700.00	N	b
$100,001 – $250,000		$5,200.00	$5,200.00	N	b
$250,001 – $500,000		$8,100.00	$8,100.00	N	b
$500,001 – $1,000,000		$12,200.00	$12,200.00	N	b
$1,000,001 – $2,000,000		$15,000.00	$15,000.00	N	b
$2,000,001 – $3,000,000		$18,000.00	$18,000.00	N	b
$3,000,001 – $4,000,000		$21,000.00	$21,000.00	N	b
$4,000,001 – $5,000,000		$24,000.00	$24,000.00	N	b
$5,000,001 – $6,000,000		$27,000.00	$27,000.00	N	b
$6,000,001 – $7,000,000		$30,000.00	$30,000.00	N	b
$7,000,001 and above		$33,000.00	$33,000.00	N	b

Tree Bonds (per tree):

Under 5 metres high		$1,650.00	$1,650.00	N	b
5 metres – 10 metres high		$6,600.00	$6,600.00	N	b
10 metres – 15 metres high		$13,100.00	$13,100.00	N	b
15 metres – 20 metres high		$19,100.00	$19,100.00	N	b
Over 20 metres high		$25,100.00	$25,100.00	N	b
Significant Trees: up to 50 years old & 50 – 100 years old		$30,100.00	$30,100.00	N	b

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Bank Guarantee in Lieu of Cash Bond					
Bank Guarantee up to $50,000 (not refundable)		$154.00	$154.00	Y	b
Bank Guarantee greater than $50,000 (not refundable)		$154 plus additional 0.02% of the Value of the Bank Guarantee		Y	b
8. Tree Pruning / Removal Applications					
Application Fee – Removal 1-5 trees		$220.00	$220.00	N	b
Extra Tree Removal	per tree	$44.00	$44.00	N	b
Application Fee – Pruning only		$130.00	$130.00	N	b
Review of Tree Determination		$220 Plus external review costs if required		N	b
Extension of Approved Tree Work		$52.00	$52.00	N	b
9. Miscellaneous Applications					
Section 149 (Planning) Certificates					
Section 149(2)		$53.00	$53.00	N	a
Section 149(5) and (2)		$133.00	$133.00	N	a
Section 149 Certificate – Urgent processing Fee (plus above fee)		$153.00	$153.00	N	a
Outstanding Notices (Section 735A & 121ZP)					
NOTE: Joint fee is charged for both applications					
Section 121ZP of the EPA Act 1979		$153.00	$153.00	N	a
(Relates to Outstanding Notices and Orders relevant to development and building activities that would be notified by Council under EPA Act)					
Section 735A of the LG Act 1993		$153.00	$153.00	N	a
(Relates to Outstanding Notice, Order, direction or Demand but only to those matters issued under the LG Act.)					

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Section 68 Application					
Install a manufactured home, moveable dwelling or associated structure on land		$170.00	$170.00	N	a
Install or operate an amusement device		$374.00	$374.00	N	a
For All Other Activities Requiring Approval under Section 68		$220.00	$220.00	N	a
Review of a Determination of Activity Application (Section 100)		$114.00	$114.00	N	a
Amendment of an Activity Approval (Section 106)		$187 or 50% of original fee, whichever is greater		N	a
Extension of an Activity Approval (Section 107)		50% of original fee to a maximum of $150		N	a
Section 88G Certificates					
Certificate under S88G of Conveyancing Act – no inspection		$10.00	$10.00	N	a
Certificate under S88G of Conveyancing Act – requiring inspection		$35.00	$35.00	N	a
10. Other Fees					
Registration Fee for Certificates Issued by External PCA					
Registration Fee for Lodgement of Certificates Issued by External PCA (CDC, CC, OC, compliance and subdivision certificate)		$36.00	$36.00	N	a
Principal Certifying Authority Signs		$25.00	$25.00	Y	d
Development Application Site Notices		$189.00	$189.00	Y	d
Refund of Withdrawn Applications (prior to determination)					
Where no assessment done		Refund 50% of original fee		N	d
If assessment partially done		Refund 20% of original fee		N	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Professional Services Charges					
Professional Officer Charge Rate (not referred to specifically elsewhere)	per hour	$250.00	$250.00	Y	f
This fee applied to call outs for pollution outbreaks, compliance certificates, construction certificates, development application assessments, fire safety surveys of buildings, written professional advise, other specialised services and those associated with related council programs.					
Meeting with Professional Officers					
Dwelling Houses	per meeting	$125.00	$125.00	Y	f
Minor Commercial / Industrial	per meeting	$125.00	$125.00	Y	f
Multi-unit Residential, Commercial / Industrial Development	per meeting	$737.00	$737.00	Y	f
Information Requests					
Information Request involving staff research or a written response (with owner's consent)	per hour	$125.00	$125.00	N	b
(minimum charge 1 hour, exact fee will be dependant upon staff time involved)					
Sale of Building Development Approvals Records					
Sale of Building and Development Approvals Records (per year)		$1,061.00	$1,061.00	N	f
Sale of Building and Development Approval Records (per month)		$107.00	$107.00	N	f

Builders Indemnity Insurance

Construction Certificates and Complying Development Certificates cannot be issued unless the applicant provides a Certificate of Insurance issued by an approved insurer under the Home Building Act 1989.

Persons who wish to do building work on their own home may apply to the Department of Fair Trading for an owner-builder permit where:

(a) the cost of the work exceeds 5,000;

(b) the work relates to a single dwelling – house or dual occupancy; and

(c) the work requires development consent or is complying development.

continued on next page ..

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Builders Indemnity Insurance [continued]

An owner-builder who sells their dwelling within 7 years of completion of the work must take out home warranty insurance.

Works valued less than $12,000 value, no insurance is required when carried out by a licensed builder.

Long Service Levy

For building or subdivision works that exceed a value of $25,000, payment of the Long Service Levy to the Long Service Levy Payments Corporation is required prior to Council (or an accredited certifier) issuing the Construction or Complying Development Certificate.

Council acts as an agent for collection of this levy. The amount payable is currently fixed at 0.35% of the total cost of the work and is GST exempt.

Development Contribution Plans

Refer to Section 94 & 94A Contribution Plans.

- *Direct Development Contributions Plan 2010-2030 (effective 27 September 2016)*
- *Indirect Development Plan (effective 3 September 2010)*
- *Strathfield Value Sharing Contributions Policy*

Other Works related to Development Controls

Other works related to Development Controls, for example Road Openning Permit, Work Zone, Hoarding etc, refer to the details under "Civil & Urban Services".

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Strategic Planning

1. Assessment of Planning Proposals

NOTES:
1. Minor LEP amendment – planning proposal with no map change (ie no zone, FSR or height change);
2. Major Non Complex – located outside the Parramatta Road Corridor; located outside the Planned Precinct; not Industrial zoned land;
3. Major Complex – within the Parramatta Road Corridor and/or Planned Precinct or rezoning proposals related to industrial zoned land.

Pre-Pre-Planning Proposal Consultation (prior to the lodgement of the Planning Proposal and mandatory for all applications)

Minor LEP Amendment		$0.00	$1,000.00	N	f
Major Non Complex		$0.00	$1,500.00	N	f
Major Complex		$0.00	$2,000.00	N	f

Stage 1 – Assessment of Planning Proposal (payable on lodgement of PP)

NOTES:
1. Preparation of a planning report to council with recommendations, and where endorsed by Council, the submission of the Department for a Gateway Determination (including submission of additional information to the Department as a result of conditions relating to the Gateway Determination.
2. If the planning proposal does not proceed to Gateway, a refund of a maximum 30% of the Stage 1 fee may apply, subject to Council's discretion).

Minor LEP Amendment		$0.00	$10,000.00	N	f
Major Non Complex		$0.00	$25,000.00	N	f
Major Complex		$0.00	$40,000.00	N	f

Stage 2 – Review and Finalisation

NOTE: Preparation of report post exhibition and finalisation of the documentation to the Department.

Minor LEP Amendment		$0.00	$5,000.00	N	f
Major Non Complex		$0.00	$10,000.00	N	f
Major Complex		$0.00	$20,000.00	N	f

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Advertisement and Notification (payable by applicant upon receipt of Gateway Determination and applicable to all application types)					
Advertisement	per advertisement	$0.00	$3,000.00	N	f
Notification	per property notified	$0.00	$3.00	N	f
Additional Costs & Expenses					
NOTE: For all LEP/DCP amendments (minor, major non-complex or major complex) any additional costs and expenses incurred by Council in undertaking studies, peer reviews and other matters required in relation to the planning proposal are to be paid at cost.					
Assessment of additional studies by external consultant, peer review		Full cost recovery		N	b
Amendments to Development Control Plan					
Request to amend a Development Control Plan – Minor		$0.00	$10,000.00	N	f
Request to amend a Development Control Plan – Major		$0.00	$20,000.00	N	f
Preparation of a new site specific Development Control Plan		Full cost recovery		N	f
Public Hearing (if required)					
Public Hearing		Full cost recovery		N	b
Change of Street Number or Address					
Change of Street Number and/or Address		$163.00	$163.00	N	b

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

2. Other Fees

Certified Copy of Document, Map or Plan (s 150(2) EPA Act)		$40.00	$40.00	N	b
Strathfield Local Environment Plan		$50.00	$50.00	N	b
Strathfield Consolidated Development Control Plan 2005 (in folder)		$150.00	$150.00	N	b
A3-Size Planning Map (Colour)		$25.00	$25.00	N	b
A1-Size Planning Map (Colour)		$60.00	$60.00	N	b
A0-Size Planning Map (Colour)		$100.00	$100.00	N	b
DCP – Other		$30.00	$30.00	N	b
Copy of Indirect and Direct Development Contributions Plan		$30.00	$30.00	N	b

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Environmental Health & Compliance

1. Fire Safety

Fire Safety Inspection Fee

Business Premises (Boarding Houses, Function Centres, Assembly Buildings, etc.)		$295.00	$295.00	Y	b

Fire Safety Statement Registration

Fire Safety Statement Registration – on time		$124.00	$124.00	N	d
Fire Safety Statement Registration – late lodgement – up to 1 week		$500.00	$500.00	N	f
Fire Safety Statement Registration – late lodgement – up to 2 weeks		$1,000.00	$1,000.00	N	f
Fire Safety Statement Registration – late lodgement – up to 3 weeks		$1,500.00	$1,500.00	N	f
Fire Safety Statement Registration – late lodgement – 4 weeks or more		$2,000.00	$2,000.00	N	f

2. Environmental Health

Food Premises

Food Premises – Medium Risk	annual admin fee including 1 inspection	$569.00	$569.00	N	d
Food Premises – High Risk	annual admin fee including 2 inspections	$748.00	$748.00	N	d
School Canteens	annual admin fee including 1 inspection	$179.00	$179.00	N	d
Improvement Notice under Food Act 2003		$330.00	$330.00	N	a
Food Shop Re-inspection Fee	per inspection	$115.00	$120.00	N	d
Mobile Food Vending Vehicles (including Sydney Markets)	registration fee & 1 inspection included	$220.00	$220.00	N	d
Temporary Food Stalls Registration Fee	single event	$70.00	$70.00	N	d
Temporary Food Stalls Registration Fee (12 months)	multi-events	$0.00	$220.00	N	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Hairdressing/Beauty/Tattooist					
Registration		$100.00	$100.00	N	d
Inspection		$189.00	$189.00	N	d
Subsequent Inspection		$125.00	$125.00	N	d
Boarding House					
Registration		$130.00	$130.00	N	d
Inspection		$460.00	$460.00	N	d
Subsequent Inspection		$161.00	$161.00	N	d
Cooling Towers					
Registration		$82.00	$82.00	N	d
Inspection (1 cooling tower)		$200.00	$200.00	N	d
Subsequent Inspection		$131.00	$131.00	N	d
Additional Cooling Tower Inspection		$135.00	$135.00	N	d
Water Monitoring Public Swimming Pools & Spas					
Registration		$100.00	$100.00	N	d
Inspection (including Water Testing)		$255.00	$255.00	N	d
Subsequent Inspection		$128.00	$128.00	N	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Private Swimming Pools					
NSW Pool Registration Fee		$10.00	$10.00	N	a
Inspection Fee – 1st Inspection (including Certificate of Compliance)		$150.00	$150.00	Y	a
Inspection Fee – 2nd Inspection (including Certificate of Compliance)		$100.00	$100.00	Y	a
Application to Install		See DA/CC fees or Complying Development fees if pool is classed as complying development		N	a
Application for Exemption (under Section 22 of the Swimming Pools Act 1992, Clause 13 Swimming Pool Regulation 2008)		$70.00	$70.00	N	a
Resuscitation Charts		$17.00	$17.00	Y	d
Environmental Compliance					
Environment Protection Notice Administration Fee (eg. clean up notice, prevention notice, compliance cost notice)		$535.00	$550.00	N	a
Environmental Compliance Audit Inspection Fee		$284.00	$284.00	N	b
Environmental Compliance Audit Re-inspection		$120.00	$120.00	N	b
Compliance Cost Notice	per issue of an order	$500.00	$500.00	N	a

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

3. Regulatory

Management of Animals

NOTE: When seeking a reduction in the prescribed fee, proof of circumstances must be shown.

Desexed Animal		$55.00	$55.00	N	a
Non-desexed Animal		$201.00	$201.00	N	a
Desexed Animal owned by Pensioner		$23.00	$23.00	N	a
Animals owned by Registered Breeders		$55.00	$55.00	N	a
Pound/Shelter Desexed Animal		$27.50	$27.50	N	a
Compliance Certificate for Dangerous or Restricted Dogs		$150.00	$150.00	N	a
Surrender of Dogs/Cats to Council		$265.00	$265.00	N	b
(Owner must sign the prescribed form surrendering rights in the animal per dog or cat.)					

Impounding of Animals

Initial Administration Fee		$95.00	$95.00	N	b
Maintenance Fees for Impounded Animals	per dog/cat per day	$40.00	$40.00	N	b
Return of Stray Dog to Owner (When dog is microchipped and registered)		$85.00	$85.00	N	b

Impounding of Motor Vehicles (excluding animals)

Impounding Motor Vehicles		$206.00	$206.00	N	b
Release Fee		$120.00	$120.00	N	b
Towing Fees		$100.00	$100.00	N	b
Storage Fees		$20.00	$20.00	N	b

Impounding of Others (excluding animals)

Fees to Release items impounded from public places (eg. signs, shopping trolleys, etc)		$71.00	$71.00	N	b
Daily Storage		$15.00	$15.00	N	b

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Contaminated Land					
Preparation of Positive Covenants	per document	$430.00	$430.00	N	b
Registration of Land Remediation Notice – carry out category 2 remediation works (clause 16 – SEPP 55)	per notification	$145.00	$145.00	N	a
Information furnished from Council's records on enquiry		$57.00	$57.00	N	b
Copy of Site Audit Statement		$57.00	$57.00	N	b

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Corporate & Governance

1. Rates & Finance Services

Rates & Property Inquires

Section 603 Certificate	per application	$80.00	$80.00	N	a
Section 603 Certificate – Urgent processing Fee (plus above fee)	per application	$169.00	$169.00	N	b
Copy of Rates Notice/Instalment Notice/Ownership Letter	per copy	$20.00	$20.00	N	b
Provide Statement of Rates Accounts	per property	$30.00	$30.00	N	b
Interest on Overdue Rates			7.50%	N	a

Finance Services

Administration Fee on Dishonour Payment to Council	per payment	$30 plus Bank Fee		Y	b
(The surcharged by Bank or Australia Post to be added to the Dishonoured Admin Fee as bank fee)					
Debtor Late Payment Fee (Non-rates)	per payment	$50.00	$50.00	N	b
Credit Card Surcharge (Service Merchant Fee) where underlying fee is a taxable supply		0.7% of total transaction		Y	b
Credit Card Surcharge (Service Merchant Fee) where underlying fee is not a taxable supply	per payment	0.7% of total transaction		N	b

2. Business Use of Council's Footpath/Street

Footpath Display

Application Fee (non-refundable even application rejected)	per application	$120.00	$120.00	N	f
Footpath Display Bond	per application	$300.00	$300.00	N	f
Annual Rental Charge	per square metre	$80.00	$90.00	N	f
Approvals – Renewals and Transfers		$65.00	$65.00	N	f

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Street Dining					
Application Fee (non-refundable even if the application rejected)	per application	$160.00	$160.00	N	f
Street Dining Bond – Town Centre	per application	$1,500.00	$1,500.00	N	f
Street Dining Bond – Other Centres	per application	$1,000.00	$1,000.00	N	f
Annual Rental Charge – Town Centre	per square metre	$287.00	$300.00	N	f
Annual Rental Charge – Other Centres	per square metre	$155.00	$165.00	N	f
Marking Space on Footpath		$100.00	$100.00	N	f
Approvals – Renewals and Transfers		$100.00	$100.00	N	f
3. Access to Information					
GIPA Act 2009					
GIPA Application – Access to Information	per application	$30.00	$30.00	N	a
GIPA Internal Review Application	per application	$40.00	$40.00	N	a
GIPA Processing of Application by individual relating to their personal affairs (after first 20 hours only)	per hour	$30.00	$30.00	N	a
Business Papers					
All Business Paper	per year	$991.00	$991.00	N	f
Printing & Copying (for public access to documents)					
Notwithstanding the following fee, where it is necessary to incur overtime for Council staff to meet urgent requests for the documents, an additional charge will apply.					
A4 per copy	per sheet	$1.00	$1.00	N	b
A3 per copy	per sheet	$2.00	$2.00	N	b
A2, A1 per copy	per sheet	$14.00	$14.00	N	b
A0 per copy	per sheet	$21.00	$21.00	N	b

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

4. Other

Subpoenas Service

Conduct Money – for one hour		$102.00	$105.00	N	b
Conduct Money – for subsequent hours		$61.00	$63.00	N	b
Licence – Preparation Fee		$580.00	$595.00	N	b

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Events & Filming

1. Events

Major Festivals & Events (Attendance > 5000)

Merchandise Stall Hire (Covered)	per duration of the event	$420.00	$420.00	Y	d
(Early Bird Discount 25%; Sustainability Discount 10%)					
Corporate Stall Hire (Covered)	per duration of the event	$620.00	$620.00	Y	d
(Early Bird Discount 25%; Sustainability Discount 10%)					
Food Stall Hire	per duration of the event	$520.00	$520.00	Y	d
(Early Bird Discount 25%; Sustainability Discount 10%)					
Food Van Site	per duration of the event	$750.00	$750.00	Y	d
(Early Bird Discount 25%; Sustainability Discount 10%)					
Non-for-Profit Stall (covered)	per duration of the event	$110.00	$110.00	Y	d
Power Connection	per duration of the event	$80.00	$80.00	Y	d
Cool Room Shelf	per duration of the event	$90.00	$90.00	Y	d
Temporary Food Van/Stall Inspection fee	per van/stall	$70.00	$70.00	Y	d

Other Council Events and Activities (Attendance < 5000)

Stall Hire (covered)	per duration of the event	$280.00	$280.00	Y	d
(Early Bird Discount 25%; Sustainability Discount 10%)					

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Banners					
Banner Site	per site	$125.00	$150.00	Y	d
Banner Installation / Removal		$200.00	$220.00	Y	d
Each Additional Banner Install / Removal		$100.00	$110.00	Y	d
Visits by Overseas Delegations to Council					
0 – 10 Delegates	per hire	$350.00	$350.00	Y	d
11 – 20 Delegates	per hire	$400.00	$400.00	Y	d
21 – 30 Delegates	per hire	$500.00	$500.00	Y	d
Cancellations within 24 hours notice of visit or non-attendance at scheduled time			Full charges	Y	d
2. Filming					
NOTE: For fees relating to traffic management or use of community facilities – refer to relevant sections.					
Application – Ultra Low in Complexity (conditions as per NSW Filming Protocol 2009)			Free	N	a
Application – Low in Complexity (conditions as per NSW Filming Protocol 2009)		$150.00	$150.00	N	a
Application – Medium Impact (conditions as per NSW Filming Protocol 2009)		$300.00	$300.00	N	a
Application – High Impact (conditions as per NSW Filming Protocol 2009)		$500.00	$500.00	N	a
Major Revisions to a Filming Application		75% of original application fee		N	a

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Community Services

1. Activities & Programs

Aged Day Care Fee & General Activities

NOTE: Fees will change when CHSP Fee Schedule is adopted by Commonwealth Govt.

Aged Day Care Fee and General Activities	per day	$15.00	$15.00	Y	c
General Seniors Activities	per activity	$5.00	$5.00	Y	c

School Holiday Program

Level 1 Programme	per session	$6.00	$6.00	Y	c
Level 2 Programme	per session	$8.00	$8.00	Y	c
Level 3 Programme	per session	$10.00	$10.00	Y	c

Seniors Activities

Level 1 Programme	per session	$6.00	$6.00	Y	c
Level 2 Programme	per session	$8.00	$8.00	Y	c
Level 3 Programme	per session	$10.00	$10.00	Y	c
Level 4 Programme	per session	$20.00	$20.00	Y	c

Disability Activities

Level 1 Programme	per session	$6.00	$6.00	Y	c
Level 2 Programme	per session	$6.00	$6.00	Y	c
Level 3 Programme	per session	$6.00	$6.00	Y	c

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
General Fees					
Level 1 Programme	per session	$6.00	$6.00	Y	c
Level 2 Programme	per session	$8.00	$8.00	Y	c
Level 3 Programme	per session	$10.00	$10.00	Y	c

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Hall Hires

1. Hall Hire Application

Application Fee all Venues (non-refundable)	per application	$58.00	$60.00	Y	b
Administration Fee for Amending a Confirmed Booking	per occurrence	$46.00	$47.00	Y	b

2. Strathfield Town Hall

Main Hall & Supper Room

Monday-Friday (9am to 5pm)	per hour	$81.00	$83.00	Y	d
Monday-Friday (5 pm to midnight)	per hour	$124.00	$127.00	Y	d
Weekend or Public Holiday (9am to 5pm)	per hour	$105.00	$108.00	Y	d
Weekend or Public Holiday (5pm to midnight, excluding Sundays)	per hour	$148.00	$151.00	Y	d

Supper Room

Monday-Friday (9am to 5pm)	per hour	$61.00	$63.00	Y	d
Monday-Friday (5 pm to midnight)	per hour	$95.00	$97.00	Y	d
Weekend or Public Holiday (9am to 5pm)	per hour	$76.00	$78.00	Y	d
Weekend or Public Holiday (5pm to midnight, excluding Sundays)	per hour	$109.00	$112.00	Y	d

Supervision (Council Provided)

Monday-Friday (9am to 5pm)	per hour	$32.00	$33.00	Y	b
All Other Times	per hour	$79.00	$81.00	Y	b
Fee for Non-insured Hirers	per hire	$46.00	$47.00	Y	f
Bond Fee – Security, Cleaning and Damage	per hire	$1,200.00	$1,200.00	N	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

3. Strathfield Community Centre

Room No 1 Redmyre Room (large room, parquetry floor)	per hour	$66.00	$68.00	Y	d
Room No 2 Airey Room (carpeted, front building)	per hour	$42.00	$43.00	Y	d
Room No 3 Wangal Room (carpeted, rear building)	per hour	$48.00	$49.00	Y	d
Bond – Use of Kitchen (Regular Hirers Only)	per hire	$200.00	$200.00	N	d
Fee for Non-insured Hirers	per hire	$46.00	$48.00	Y	d
Bond – Security, Cleaning and Damage	per hire	$500.00	$500.00	N	d
Office	per week	$95.00	$100.00	Y	d
Storage Cost	per year	$110.00	$113.00	Y	d

4. Library Meeting Rooms

NOTE: Reduced hire rates for approved community groups is per Council's Hire of Community Facilities Policy.

Ironbark Room

Whole Room	per hour	$91.00	$93.00	Y	d
Half Room	per hour	$46.00	$47.00	Y	d

After Hours Hire of Ironbark Room

Whole Room	per hour	$136.00	$139.00	Y	d
Half Room	per hour	$69.00	$71.00	Y	d
Bond – Security, Cleaning and Damage	per hire	$500.00	$500.00	N	d

Acacia or Grevillea Meeting Room

Whole Room	per hour	$26.00	$27.00	Y	d

Melaleuca Interview Room

Whole Room	per hour	$19.00	$20.00	Y	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
High Street					
Half Room (available weekends only)	per hour	$46.00	$47.00	Y	d
After Hours Hire of High Street					
Whole Room	per hour	$134.00	$137.00	Y	d
Half Room	per hour	$69.00	$71.00	Y	d
Bond – Security, Cleaning and Damage	per hire	$500.00	$500.00	N	d
Fee for Non-insured Hirer	per hour	$46.00	$47.00	Y	d
5. Dutton Centre					
40 Augusta Street Strathfield					
Activity Area	per hour	$56.00	$57.00	Y	d
Office	per hour	$40.00	$41.00	Y	d
Meeting Room	per hour	$18.00	$19.00	Y	d
Bond – Security, Cleaning and Damage	per hire	$500.00	$500.00	N	d
Fee for Non-insured Hirer	per hour	$46.00	$47.00	Y	d

6. Community Facilities Frequent Hire

NOTES:
1. Regular hirers of Community Facilities may apply for fee relief under the following criteria. Subsidy can be cumulative but has a maximum cap of 85% of the hourly full fee rate.
(a) The social or community benefit of the proposed activity may apply for a 40% fee reduction. The subsidy application must clearly illustrate alignment with Council's Community Strategic Plan as being one of Council's community priorities.
(b) Organisation is managed on a voluntary basis and has no external funding to support the delivery of the program may apply for a 20% fee reduction.
(c) Local benefit to Strathfield LGA residents may apply for a 25% fee reduction, but must have more than 65% of organisation membership, as per complete membership list with address, reside in the Strathfield LGA.
2. Regular hirers must enter into a Regular User's Facilities Hire Agreement and will be subject to annual reporting of results and compliance with all terms and conditions. Annual proof of entitlement to each subsidy allowed will be required.
3. Casual community users of Community facilities may apply for a 50% fee reduction, but must submit their application for subsidy together with their application to hire.

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

6. Community Facilities Frequent Hire *[continued]*

Service & Utilities Annual Fee – Regular Users	per year	$0.00	$250.00	Y	c
Service & Utilities Fee – Casual Users (12 Hires or under per annum)	per hire	$0.00	$20.85	Y	c

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Library

1. Library Services

Membership Services

Membership Fee			Free	N	e
Inter Library Loan Fee (other than reciprocal libraries)		$6.00	$6.00	Y	c
Inter Library Loan Fee (university libraries)		$17.00	$17.00	Y	c

Fines & Late Fees

Library Items Overdue (maximum $20.00)	per day	$0.30	$0.30	N	b
Lost or Replacement Membership Card		$5.00	$5.00	N	b
Lost or Damaged Item		Replacement cost of article or equivalent		N	b
Lost or Damaged Processing Fee		$10.00	$10.00	N	b
Lost or Damaged CD/DVD Cases		$3.00	$3.00	N	b

Printing and Photocopying

Photocopying & Printing – B&W A4	per sheet	$0.20	$0.20	Y	b
Photocopying & Printing – Colour A4	per sheet	$2.00	$2.00	Y	b
Photocopying & Printing – B&W A3	per sheet	$0.40	$0.40	Y	b
Photocopying & Printing – Colour A3	per sheet	$4.00	$4.00	Y	b

Sundry Items

Local Telephone Calls	per call	$1.00	$1.00	Y	d
Exam Supervision	each	$35.00	$35.00	Y	d
USB Stick, Earphones etc	per item		Market Price	Y	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

2. Activity Services

Library Activities

Level 1 Programme		$5.00	$5.00	Y	b
Level 2 Programme		$8.00	$8.00	Y	b
Level 3 Programme		$10.00	$10.00	Y	b
Level 4 Programme		$20.00	$20.00	Y	b

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Nursery

1. Sales of Plants

Hiko (V-50 & v-93) Squat 50mm Tube	per unit	$2.00	$2.00	Y	d
Tubes – 50mm (Quantity 1-10)		$4.00	$4.00	Y	d
Tubes – 50mm (Bulk Purchase Quantity 11 or more)	per unit	$3.00	$3.00	Y	d
Quantity 11 PLUS					
Tubes – 70mm	per unit	$5.00	$5.00	Y	d
Tubes – 200mm	per unit	$26.00	$26.00	Y	d
Rounds – 75mm	per unit	$4.00	$4.00	Y	d
Squats – 100mm	per unit	$4.00	$4.00	Y	d
Pots – 140mm or 150mm	per unit	$9.00	$9.00	Y	d
Squats – 200mm	per unit	$12.00	$12.00	Y	d
Rocket Pot – K2026 (Rocket Pot to be returned)	per unit	$18.00	$18.00	Y	d
Rocket Pot – K3026 or 25 Litre bag (Rocket Pot to be returned)	each	$35.00	$35.00	Y	d
Rocket Pot – K4032 (Rocket Pot to be returned)	each	$65.00	$65.00	Y	d
Strip Pot	each	$23.00	$23.00	Y	d
Hiko Tray Deposit		$5.00	$5.00	N	d
Carry Tray Deposit		$6.00	$6.00	N	d

2. Community Gardens

NOTE: All plot fees payable July 1, pro rata when joining after September.

Annual Membership Fee		$50.00	$50.00	Y	d
Annual Plot Fee (individual)		$50.00	$50.00	Y	d
Annual Plot Fee (family / group)		$60.00	$60.00	Y	d
Key Deposit (refundable)		$50.00	$50.00	N	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Parks & Reserves

1. Sportsfield Seasonal Hire

NOTES:
1. Calendar Year divided between Summer Season (Sept to March) and Winter Season (April to August).
2. Seasonal Hirers have access to sportsfields, change rooms, canteens and lighting.

Hire Application

Application Fee (non-refundable)	per application	$55.00	$57.00	Y	d
Bond (including keys)	per application	$1,000.00	$1,030.00	N	d

Hire Fee (based on the sports group)

Soccer & Rugby League	per full sized field per hour	$17.00	$18.00	Y	d
Cricket	per full sized field per hour	$20.00	$21.00	Y	d
Touch Football (2 per field)	per full sized field per hour	$29.00	$30.00	Y	d
Other Sports	per full sized field per hour	$18.00	$19.00	Y	d

Synthetic Field

Seasonal Hire Full Size Field (max participants 22 players)	per full sized field per hour	$0.00	$50.00	Y	d
Seasonal Hire Half Size Field	per half sized field per hour	$0.00	$30.00	Y	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Other					
Change of Regular Booking Fee	per occurrence	$45.00	$47.00	Y	d
Cleaning Fee (additional, as required)	per occurrence	$345.00	$355.00	Y	d
Lighting Fee		Per utility usage		Y	d
Kiosk/Canteen	per day booked for the season	$317.00	$327.00	Y	d
Store Room	per season	$167.00	$167.00	Y	d
Pavilion Hire (Airey Park & Hudson Park)	per hour	$0.00	$20.00	Y	d
Pavilion Bond	per application	$0.00	$500.00	N	d
Line Marking Fee					
Football Field	per field per occurrence	$245.00	$252.00	Y	d
Touch Football Field	per field per occurrence	$124.00	$128.00	Y	d
Soccer Field	per field per occurrence	$245.00	$252.00	Y	d
Volleyball Court	per court per occurrence	$124.00	$128.00	Y	d
Netball Court	per court per occurrence	$124.00	$128.00	Y	d
Athletics	per occurrence	$344.00	$354.00	Y	d
2. Sportsfield Casual Hire					
Hire Application					
Application Fee (non-refundable)	per application	$55.00	$57.00	Y	d
Bond (including keys)	per application	$1,000.00	$1,030.00	N	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Hire Fee (based on the number of attendances)					
Up to 100 people	per full sized field per hour	$300.00	$309.00	Y	d
Between 101 – 200 people	per full sized field per hour	$600.00	$618.00	Y	d
Between 201 – 300 people	per full sized field per hour	$1,000.00	$1,030.00	Y	d
Between 301 – 400 people	per full sized field per hour	$1,500.00	$1,545.00	Y	d
Between 401 – 500 people	per full sized field per hour	$2,100.00	$2,163.00	Y	d
Over 500 People or Special Events	per full sized field per hour	To be negotiated		Y	d
Synthetic Field					
Casual Hire (max participants 22 players)	per full sized field per hour	$0.00	$80.00	Y	d
Local Primary School Hire	per full sized field per hour	$0.00	$20.00	Y	d
Commercial Group	per full sized field per hour	$0.00	$180.00	Y	d
Other					
Change of Booking Fee	per occurrence	$45.00	$47.00	Y	d
Cleaning Fee (additional, as required)	per occurrence	$345.00	$355.00	Y	d
Lighting Fee	per occurrence	$45.00	$46.00	Y	d
Kiosk/Canteen	per hire	$210.00	$216.00	Y	d
Pavilion Hire (Airey Park & Hudson Park)	per hour	$0.00	$45.00	Y	d
Pavilion Bond	per application	$0.00	$500.00	N	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

3. Park Access

Park Hire

NOTE: Bonds are for breaches to Hire Agreements, Damage to Playing Surfaces and Waste. Council will charge for labour, materials and administration fees.

Application Fee	per application	$247.00	$254.00	Y	d
Supervision Fee	per day	$173.00	$178.00	Y	d
Site Compound Fee		Quote will be provided		Y	d
Park Access Bond	per application	$1,000.00	$1,030.00	N	d
Key Bond	per key	$100.00	$103.00	N	d
Replacement of Keys	per set	$377.00	$388.00	Y	d

Miscellaneous Hire

Store Room Hire	per season	$162.00	$167.00	Y	d
Change Room Hire	per hire	$55.00	$57.00	Y	d
Amenities Hire	per hire	$28.00	$29.00	Y	d
Additional Bin	per bin	$130.00	$134.00	Y	d
Sale of Plan of Management		$17.00	$18.00	Y	d

Strathfield Square Hire

Application Fee	per application	$55.00	$57.00	Y	d
Access Fee		Quote will be provided		Y	d
Bond	per application	$1,000.00	$1,030.00	N	d

4. Hudson Park Golf Course

18 Holes – Monday to Friday

Adult – Non Members (White)		$23.00	$23.00	Y	f
Pensioner / Children under 15 (Yellow)		$12.00	$12.00	Y	f

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
18 Holes – Weekends & Public Holidays					
Adult – Non Members (Blue)		$28.00	$28.00	Y	f
Pensioner / Children under 15 (Pink)		$12.00	$12.00	Y	f
9 Holes – 7 Days					
Adult – Non Members (Green)		$18.00	$18.00	Y	f
Driving Range					
Small Bucket – 50 Golf Balls	per bucket	$15.00	$15.00	Y	f
Large Bucket – 100 Golf Balls	per bucket	$25.00	$25.00	Y	f
Other					
Advertising Hudson Park Golf Course	per week	$25.00	$25.00	Y	f

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Civic & Urban Services

1. Parking

Residential Parking

Residential Parking Permits (visitors or residents)	each per year	$60.00	$62.00	N	c
There is no discount on additional parking permits					

Parking Meters

Parking Metres (Monday to Friday) – First 90 Minutes	per hour	$2.00	$2.00	Y	d
Parking Metres (Monday to Friday) – Subsequent Hours	per hour	$3.60	$3.70	Y	d
Parking Metres (Saturday & Sunday) – First 2 Hours	per hour	$2.00	$2.00	Y	d
Parking Metres (Saturday & Sunday) – Subsequent Hours	per hour	$3.60	$3.70	Y	d

2. Restorations

Establishment

Establishment Fee for Works under $1,500 in total	each	$464.00	$475.00	N	d
Establishment Fee for Works over $1,500 in total	each	$281.00	$288.00	N	d
Saw Cutting 25 mm depth	per metre	$138 Site Establishment Fee PLUS $42 charged per metre		N	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Roads (min / m²)					
Cement Concrete	per m²	$969.00	$993.00	N	d
Asphaltic Concrete Flexible Base	per m²	$613.00	$628.00	N	d
Asphalt Concrete (AC10, 75mm) – up to 5 m²	per m²	$379.00	$388.00	N	d
Asphalt Concrete (AC10, 75mm) – greater than 5 m², less than 35 m²	per m²	$275.00	$282.00	N	d
Asphalt Concrete (AC10, 75mm) – greater than 35 m², less than 100 m²	per m²	$214.00	$220.00	N	d
Asphalt Concrete (AC10, 50mm with Concrete Base 230mm, 5MP with 2 layers of SL81 Reinforcing Mesh on 150mm, 5MPa Lean Mix sub-base) – 5 to 20 m²	per m²	$873.00	$895.00	N	d
Footpath & Driveway (min / m²)					
Footpath 75 mm	per m²	$321.00	$329.00	N	d
Paving Bricks on Road Base	per m²	$713.00	$731.00	N	d
Paving Bricks on Concrete Base	per m²	$1,288.00	$1,320.00	N	d
Top-dress Formed or Grass Area	per m²	$155.00	$159.00	N	d
Construct Grass Verges	per m²	$243.00	$249.00	N	d
Kerb & Gutter					
Standard (min / m)	per metre	$547.00	$560.00	N	d
Dish Crossing (min / m)	per metre	$877.00	$899.00	N	d
Kerb Outlet 90 mm	each	$258.00	$265.00	N	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Stormwater Drainage					
Medium Density Development	per application	$567.00	$581.00	N	d
Stormwater Drainage Assessment and Inspection Fee	per hour	$176.00	$180.00	N	d
Single Dwelling, no OSD (minimum $120) Single Dwelling with OSD (minimum $240) Medium Density Development (minimum $360) High Density Development (minimum $480) Works-As-Executed Plans (minimum $240) Positive Covenant (minimum $120) OSD Re-Inspection Fee(minimum $120)					
Gully-Pit Lintel L = 2.4 m	each	$4,011.00	$4,111.00	N	d
Stormwater Pipe 375 mm, L = 2.2 m	per metre	$292.00	$300.00	N	d
Stormwater Pit 900 mm x 600 mm Excluding Lintel	each	$4,812.00	$4,932.00	N	d
3. Working Permits (including works related to DA / CDC)					
Road Opening Permit					
Road Opening Permit Fee	per application	$120.00	$123.00	N	d
Road Openings Permit Urgency Fee	plus permit fee	$253.00	$260.00	N	d
Unreported Road Openings – when work has commenced prior to a permit being obtained	per application	$363.00	$400.00	N	d
Road Opening Bond	per application	$300.00	$300.00	N	d
Hoarding/Structure					
Class A Hoarding Application Fee	per application	$352.00	$360.00	N	d
Class A Hoarding Fee	per metre per week	$40.00	$41.00	N	d
Class B Hoarding Application Fee	per application	$530.00	$543.00	N	d
Class B Hoarding Fee	per metre per week	$60.00	$61.00	N	d
Bond for Class A & B		$1,056.00	$1,080.00	N	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Work Zone					
Application Fee	per application	$320.00	$328.00	N	d
Work Zone – 6.0 m space	per week	$107.00	$110.00	N	d
Work Zone – Installation of signs	per pair	$426.00	$436.00	N	d
Works Permit					
Work Permit Fee	per application	$159.00	$163.00	N	d
Work Permit Urgency Fee – (24 Hour Processing)		$79.00	$81.00	N	d
Inspections (up to 2)		$235.00	$241.00	N	d
Additional Inspection	each	$142.00	$145.00	N	d
Work Permit Bond	per application	$1,000.00	$1,000.00	N	d
Refund of Work Permit Application Fee					
Withdrawal of application before assessment		Maximum 75% of fees paid		N	d
Withdrawal of application after assessment by Council (not being a refusal)		Maximum 50% of fees paid		N	d
Standing Plant Permit					
Application for Standing Plant Permit	each	$391.00	$400.00	N	d
4. Traffic Control					
Road Closure					
Road Closure Application	each	$618.00	$633.00	N	d
Road Closure (Full)	per day	$1,362.00	$1,396.00	N	d
Road Closure (Partial)	per day	$601.00	$616.00	N	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Traffic Control – Barrier Fee (Emergency Only)					
Installation & Pick Up	each	$182.00	$186.00	N	d
Barricades	each per day	$24.00	$25.00	N	d
Lights	each per day	$29.00	$30.00	N	d
Traffic Control (min 4 hours) – Monday To Friday 7:00 am to 3:00 pm (Excluding Public Holidays)	per hour	$84.00	$86.00	N	d
Traffic Control (min 4 hours) – Other Times	per hour	$165.00	$169.00	N	d
Supply and Pick up of Barricades/Signs (Events)	per application	$137.00	$140.00	N	d
Traffic Management Plans					
Assessment of Traffic Management Plan (min 1 hr)	per staff hour	$249.00	$255.00	N	d
Footpath Levels					
Provide Footpath Levels (min 1 hr)	per staff hour	$249.00	$255.00	N	d
New Installations	per driveway	$155.00	$159.00	N	d
Remarking or reinstallations of Existing	per driveway	$79.00	$81.00	N	d
5. Inspection & Compliance					
Inspection (where is necessary for Civic & Urban Services works)	per hour	$55.00	$60.00	N	d
Certificate of Compliance (where is necessary for Civic & Urban Services works)	per hour	$55.00	$60.00	N	d
6. Miscellaneous					
Signs					
Street Sign (New + Pole)	per item	$501.00	$513.00	Y	d
Street Sign (Existing)	per item	$320.00	$328.00	Y	d
VME Sign Hire (Safety Officer)	per hour	$81.00	$83.00	Y	d
Directional Signs	per application plus installation costs	$412.00	$422.00	Y	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles
Temporary Ground Anchors					
Ground Anchor	per anchor	$607.00	$622.00	N	d
Bond – Temporary Ground Anchors	per application	$15,300.00	$15,300.00	N	d
Applications under Section 138 of Roads Act (other than that specified in the table)					
Application Fee	per application	$214.00	$214.00	N	a

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Waste & Recycling

1. Domestic Waste Management

Domestic Waste Charges

Domestic Waste Service including 3 Cleanup Services	per year	$705.00	$710.00	N	f
Domestic Waste Service including 3 Cleanup Services – Eligible Pensioners and Commonwealth Seniors Health Care Card Holders	per year	$600.00	$600.00	N	f
Service Availability Charge (including Non-Rateable Properties)	per year	$0.00	$175.00	N	f

Extra Services

120L Red Garbage Bin – Extra Service	per bin	$705.00	$710.00	N	f
240L Green Garden Vegetation Bin – Extra Service	per bin		Free	N	f
240L Yellow Recycling Bin – Extra Service	per bin		Free	N	f
Additional Cleanup Service			$150/m3	N	f

Bins Replacement

120L Red Bin	per bin	$90.00	$90.00	N	d
240L Red, Yellow or Green Bin	per bin	$90.00	$90.00	N	d
660L Red and Yellow Bin Multi Unit	per bin	$490.00	$530.00	N	d

2. Other

Skip Bin Daily Charge	per day	$17.00	$18.00	N	d
Skip Bin Public Place Permits Application	per inspection	$65.00	$65.00	N	d

DRAFT FOR ADOPTION

Name	Unit	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 Fee (incl. GST)	GST	Pricing Principles

Other Business Undertakings

In accordance with section 67 of the Local Government Act, Council, through its business units, intends to carry out works for owners and occupiers of public land. The aim of these business units is to allow the customers and the community to benefit from Council exposing its service delivery operations to competition. At the same time as far as possible Council is determined to stay in the business of service delivery by; being competitive and to demonstrate that Council subject it's own business units to notional tax equivalents, debt guarantee fees as well as regulations as they apply to a private firm. Business units may ensure the costing of their tender bids reflect both direct and indirect overhead costs as well as any costs associated with notional taxes, debt guarantee or cash flows.

Business units should operate on a commercial basis with the objectives of
– Producing and delivering top class, innovative and competitive services in accordance with Council's specification and commission.
– Achieving satisfactory returns on the community investment in their operations
– Providing satisfying and secure employment for their staff through being competitive and dynamic

This approach may be regarded as commercialisation.
Business units may compete for work external to Council where
– The units ability to satisfy service level agreements within Council is in no way compromised
– The initiative being consistent with the Unit's adopted business plan and strategy.

DRAFT FOR ADOPTION

Explanation Table

Label Keys

Unit	Fee Unit
Last YR Fee (incl. GST)	Fee (incl. GST) (17/18)
Fee (incl. GST)	Fee (incl. GST) (18/19)
GST	GST Flag (Y/N) (18/19)
Description	Description & Detail
Pricing Principles	Pricing Principles
Min. Fee	Minimum Fee (for Descriptive Fees)

Classifications Keys

Pricing Principles

a	**Statutory Fee by Regulation**
b	**Full Recovery of Operating Cost**
c	**Partial Recovery of Operating Cost**
d	**Market Rate**
e	**Free**
f	**Full Recovery of Operating Costs plus an appropriate Profit Margin within current Market Rates**

DRAFT FOR ADOPTION

Revision Summary

Date	Description
5/4/2018	• Initial availability
12/4/2018	• Long Term Financial Income Statement – General Fund table • Revised and edited language • Formatting
16/4/2018	• Formatting
17/4/2018	• Other specific rating issues
27/4/2018	• Updates to Workforce Strategy Measurements
24/5/2018	• Minor edits/updates after exhibition period
30/5/2018	• Minor edits/updates after exhibition period

DRAFT

DRAFT FOR ADOPTION

STRATHFIELD COUNCIL

65 Homebush Road, Strathfield NSW 2135
P 02 9748 9999 | **www.strathfield.nsw.gov.au**

@StrathfieldCouncil
@StrathfieldEvents

@StrathfieldMC
@StrathfieldEv

@StrathfieldCouncil