

STRATHFIELD

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**Delivery Program 2022-2026  
and Operational Plan  
2022-2023 (amended)**

**Adopted 7 February 2023**





## 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.



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*This plan was first adopted by Council on 7 June 2022. Council adopted amendments to the Plan at the meeting of 7 February 2023 after public exhibition from 8 December to 28 January 2023.*



# Mayor's Message

*On behalf of Strathfield Council,  
I am pleased to present the Strathfield  
Council Delivery Program 2022-2026 and  
Operational Plan 2022-2023.*



The Delivery Program sets out the principal activities that Council intends to implement over the next four years guided by the goals and strategies of the Strathfield Community Strategic Plan 2035. This plan incorporates the Operational Plan for the 2022-2023 financial year, which outlines the services, capital works and projects that will be delivered over this year as well as Council's projected budgets and schedule of fees and charges.

Our community have informed us through community engagement about their priorities for the Strathfield Council area including the importance of community safety and clean well-maintained neighbourhoods and town centres, access to integrated and connected transport networks, the need for high quality development and urban design, that our open and green spaces and natural environment as well as our heritage and local character need to be protected and enhanced. Council also has a responsibility to ensure the financial sustainability into the future.

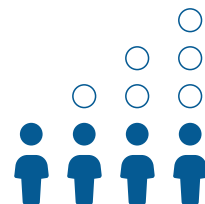
In December 2021 the new Council was elected and immediately identified long term financial sustainability as a priority of Strathfield Council for this term. In addressing this priority, a thorough review of Council's operations and finances was conducted. Unfortunately during this process, a range of funding gaps were identified.

These funding gaps have developed over several years. Previous Councils' have made decisions on assets, services and rating options in the best interests of their communities. However, the time when combined with other external influences and legislative restrictions has gradually led to declining financial sustainability. This is a problem which Council must now address.

Planning, delivering and maintaining infrastructure to support our community is critical now and into the future, especially to support the increases in population to meet NSW State Government housing and population targets. The majority of our community are and increasingly will be living in medium to high rise units which underlines the importance of investing and prioritising planning and delivery of facilities and services to support the diverse needs of the Strathfield community.

## Cr Matthew Blackmore

Mayor of Strathfield  
2022 - 2023





# Introduction

*Strathfield Council's Delivery Program 2022–2026 and Operational Plan & Budget 2022–2023 has been prepared in response to the Strathfield Community Strategic Plan 2035. The Community Strategic Plan is prepared on behalf of the Strathfield community and sets out our community's shared vision and aspirations for the next 10 years and beyond and is Council's highest level plan.*

The Delivery Program provides an overview of the services, activities and projects that Council intends to deliver to meet the needs of its diverse and growing community from 2022 to 2026. The Delivery Program and Operational Plan sets out Council's capital works programs, new projects and delivery of Council services and programs across all areas of Council. The Operational Plan also includes the proposed rates, fees and charges for the financial year.

The Delivery Program and Operational Plan is informed by the priorities of the elected Council following extensive community engagement. These plans are supported by Council's Resourcing Strategy, which sets out how Council manages its workforce, assets and long-term financial planning to ensure the Council is sustainable in the longer term.

Many issues facing the Strathfield Council area are often beyond the direct control of Council, such as public transport, health, schools, housing, regional planning and employment. Council's role, depending on the activity being undertaken, is to deliver, collaborate/partner with others or to represent the community through advocacy to other tiers of government and agencies. However in adopting these plans, Council is committed to working with various stakeholders and partners including other levels of government and agencies, local businesses and industry, educational institutions, community groups, and other service providers.

Council regularly reviews and updates its Community Strategic Plan documents. A full revision is undertaken following Council elections to align plans with the local government election cycle. This helps to ensure that Council's response remains flexible and responsive to the social, economic, civic and environmental needs of the community.



# About Strathfield

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The Local Government Area (LGA) of Strathfield has a total area of approximately 13.9 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. Homebush Bay Drive bounds the Local Government Area to the north, Powells Creek, The Boulevard 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.

Strathfield Council 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. Strathfield Station, one of the largest and busiest railway stations in NSW, lies in the heart of the Local Government

Area and services an average of 10,000 commuters per day. There are also rail stations at Homebush and Flemington. The traditional owners of the area are the Wangal clan of the Darug Aboriginal people. The first European land grants to free settlers commenced in 1793 in the District of Liberty Plains, partly located within the current Strathfield LGA. Residential growth commenced in the late 1800s and early 1900s promoted by access to rail transports at Homebush, Strathfield and Flemington.

Significant population growth occurred after WWI and with the addition of the former Homebush Council in 1947 and part of Enfield Council in 1949, the population stabilised around 27,000 to 29,000 until the 2000s, when population increased due to redevelopment of land for multi-unit dwellings particularly in town centres and transport hubs. The latest Census was held in 2021, while COVID measures restricted movements, and therefore, the population of 45,390 recorded lower than estimated in previous years.





## STRATHFIELD COUNCIL

Strathfield Council was incorporated on 2 June 1885, which included the suburbs of Redmyre (renamed Strathfield), Homebush and Druitt Town (renamed Strathfield South). The unincorporated area of Flemington (now Homebush West) was added to the Strathfield Council area on 19 February 1892. From 1892, the Council area was divided into three wards: Strathfield, Flemington and Homebush Wards. In 1916, wards were abolished and all Aldermen were elected by those eligible to vote. On 19 August 1930, parts of Homebush West were transferred from the Lidcombe Municipality to Strathfield Council. The former Municipality of Homebush was added to Strathfield Council on 25 May 1947. The west ward of the former Municipality of Enfield was added to Strathfield Council on 1 January 1949. There have been two minor boundary adjustments. In 1953, Strathfield Council's south western boundary at Roberts Road Greenacre was altered when the site of the former Bankstown Sanitary Depot came under Bankstown Council control. In 1992, the western boundary of the Strathfield Municipality was adjusted involving land exchanges between Strathfield and Auburn Councils.

The term 'Alderman' was changed to 'Councillor' and 'Town Clerk' was changed to 'General Manager' with the implementation of the *Local Government Act 1993*.

## STRATHFIELD'S DEMOGRAPHICS

In 2021 the estimated resident population of Strathfield LGA was 45,390. Strathfield LGA has a population density of 3,312 persons per square km (2021). The LGA's medium age is 33 years. Those aged 25-34 years comprise 24.3% of the population and are the largest population segment. 12% of the population are aged over 65 years and 0.4% of the population are Aboriginal and Torres Strait Islanders.

67% of Strathfield's housing is comprised of medium and high density as compared to 46% in Greater Sydney. Whereas only 31% of housing is a separate dwelling as compared to 53% in Greater Sydney. 48% of Strathfield's residents either own or are purchasing their home and 44% are renting. Over 40% live in family households while 20% live in lone person households. The average household size in the LGA is 2.73 people.

The Strathfield LGA is a culturally diverse community with approximately 58.9% born overseas and 65% of residents speaking a language other than English at home including Mandarin, Nepali, Cantonese, Korean and Arabic.

The LGA has a GDP of over of over \$4.2 billion, over 28,000 jobs and more than 6,500 businesses. Over 44% of the residential population have a degree or higher qualification and 33.8% of residents aged over 15 are professional workers. More information on Strathfield Council's profile may be found on Council's website at [www.strathfield.nsw.gov.au](http://www.strathfield.nsw.gov.au)



# Councillors

Strathfield's Councillors were elected in December 2021 to serve until the next election in September 2024. Cr Matthew Blackmore and Cr Karen Pensabene were elected as Mayor and Deputy Mayor in January 2022.

## THE CURRENT COUNCILLORS ARE:



Mayor  
**Matthew Blackmore**



Deputy Mayor  
**Karen Pensabene**



Councillor  
**Benjamin Cai**



Councillor  
**Raj Datta**



Councillor  
**Nella Hall**



Councillor  
**Sharangan Maheswaran**



Councillor  
**Sandy Reddy**

## COUNCIL COMMITTEES

Council resolved to establish Council committees and appoint representatives for 2022-2023.

Committee Name	Councillor Representatives
Audit Risk & Improvement Committee	Mayor, Cr Matthew Blackmore Deputy Mayor, Cr Karen Pensabene
Multicultural and Diversity Advisory Committee	Chair – Cr Reddy Cr Benjamin Cai Cr Raj Datta
Wellbeing Advisory Committee	Chair – Deputy Mayor, Cr Karen Pensabene Cr Sandy Reddy Cr Benjamin Cai
Local Economic Partnership Advisory Committee	Chair – Cr Maheswaran Cr Sandy Reddy Cr Raj Datta
Traffic Committee	Mayor, Cr Matthew Blackmore Deputy Mayor, Cr Karen Pensabene
Cooks River Alliance	Deputy Mayor, Cr Karen Pensabene Cr Sharangan Maheswaran
Local Area Command	Deputy Mayor, Cr Karen Pensabene Cr Sharangan Maheswaran



# Councillor 2022-2026 Priorities

*The elected Council sets the strategic and policy direction for Council and oversees the affairs of Council. The Delivery Program generally aligns with the Council term. These priorities provide focus on Council's medium-term priorities for the next four years.*

## CIVIC LEADERSHIP

- Restore good governance; accountability, transparency and openness in Council's decision making processes
- Improve community confidence in Council leadership
- Ensuring Council is financially sustainable and provides value for money and deliver high quality customer focussed services across all Council areas
- Ensure the community are well-informed about Council and community activities through improved Council communications
- Strengthen connections with other levels of government and participate in regional leadership

## ENVIRONMENT

- Develop detailed strategies for design and planning to manage change and increases in densification and population.
- Establish a well-planned approach for development and design of the Strathfield Town Centre.
- Improve and deliver higher standards of quality of urban and building design. Ensure new development is compatible with local character, preserves integrity of established streetscapes and positively addresses environmental impacts
- Increase healthy tree coverage, green spaces and corridors with access to quality open space, parks and natural environment especially near high density development
- Address urban heat impacts, climate change and improve sustainability practices and programs across Council operations

- Ensure new population and housing growth are supported by local, regional and state infrastructure and services
- Improve management and support of heritage conservation and places of local character
- Maintain clean and attractive public areas and streets and ensure delivery of regular and scheduled waste and cleansing programs

## SOCIAL

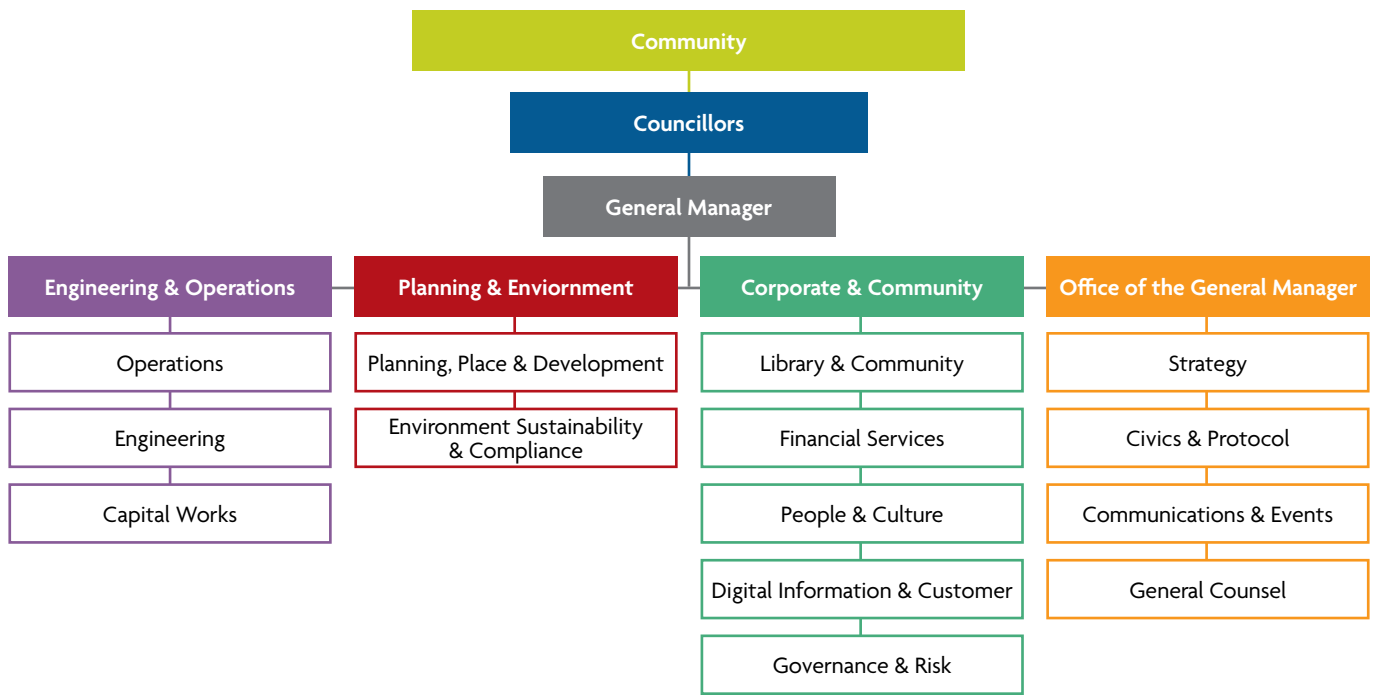
- Provide access to community, library and recreational facilities and provide a range of affordable programs and events that covers a wide range of ages and interests
- Provide and facilitate awareness of and support for First Nation peoples and Culturally and Linguistically Diverse (CALD) communities especially newly arrived migrants
- Address community safety across all areas of Council operations to maintain Strathfield as a safe place to live, work, visit or study

## ECONOMIC

- Review and evaluate Council's Connector Bus service and access to community transport services
- Manage and respond to transport and parking issues to maintain safety and provide fair access to services and parking
- Promote active public domains and improved commercial centres
- Integrate smart technologies into Council operations to improve access and delivery of services and information

## COUNCIL ORGANISATIONAL STRUCTURE AND VALUES

Council's administration is managed by the General Manager under the following organisational structure.



## OUR VALUES

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

### TEAMWORK

- I am constructive
- I contribute positively to the team and the organisation
- I provide good customer service to other teams, in a timely fashion

### INTEGRITY

- I communicate in an open and genuine manner
- I do what I say
- I treat everyone equally, with fairness and respect

### ACCOUNTABILITY

- I will deliver/do what I say I will
- I take responsibility for the part I play in this organisation
- I am clear and transparent in all that I do

### WELLBEING AND SAFETY

- I will ensure that everyone gets home at night, safely
- I raise safety concerns immediately
- I ask 'are you 'ok' if I notice that someone might be struggling



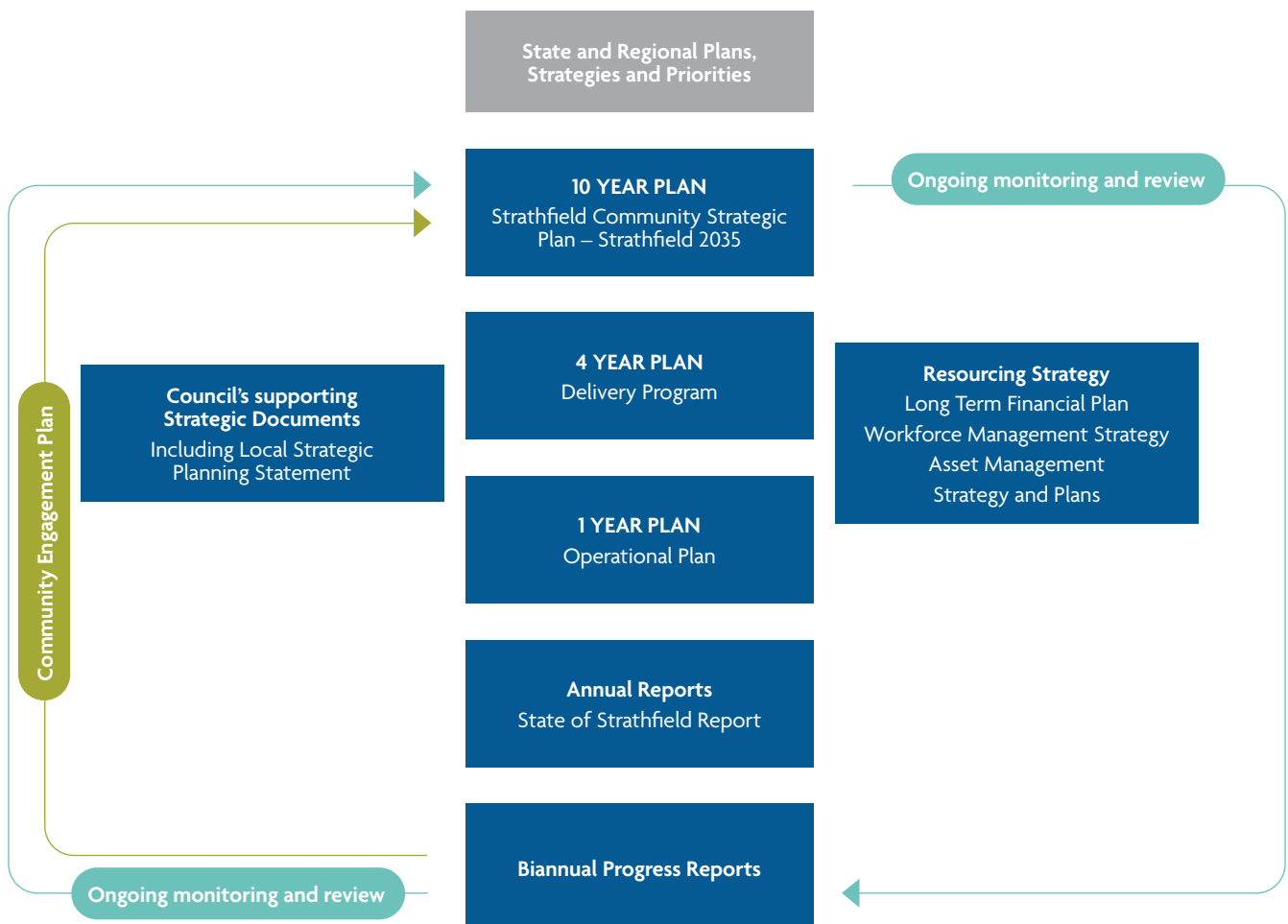


# Planning for Strathfield's Future

The *Local Government Act (Planning & Reporting) 2009 (NSW)* established an Integrated Planning and Reporting (IPR) framework designed to improve long-term financial sustainability, asset management, community engagement and organisational planning in local government. This legislation requires all councils to take a rigorous approach to strategic planning and financial management.

Using the IPR framework, Council connects its various strategic plans. Drawing these plans and resources together supports closer collaboration between Council, the community and our partners, to achieve a shared vision and committed action.

## THE IPR FRAMEWORK



The **Community Strategic Plan** is prepared for a period of at least 10 years and is informed by Community Engagement. The legislation directs that the plan must have a minimum 10 year framework. The Community Strategic Plan identifies the main priorities and aspirations for the Strathfield LGA, the strategies to achieve these objectives, and how progress will be measured.

The **Resourcing Strategy** details how Council will provide the financial, human and infrastructure resources needed to achieve the objectives of the Community Strategic Plan and Delivery Program. The Resourcing Strategy includes the Long Term Financial Plan, Workforce Management Strategy and Asset Management Strategy and plans.

The **Delivery Program 2022-2026** is a four year plan that sets out the activities that Council will undertake to meet the community aspirations detailed in the Community Strategic Plan. The Delivery Program broadly aligns with the term of the elected Council and focuses on those activities where Council has a certain level of control over the outcome.

The **Operational Plan** is adopted annually and includes a budget and fees and charges. The plan incorporates all the actions Council will undertake in the financial year and details how the delivery of these actions will be measured.





# Community Vision and Values

The Strathfield 2035 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 2035. The Community Strategic Plan is guided by the community vision for the Strathfield LGA.

*Located in the heart of Greater Sydney, Strathfield is highly connected to transport, education and employment. It's culturally diverse and socially cohesive community is proud of its heritage and residential character, safe neighbourhoods, leafy environments and parklands. Strathfield is a place that embraces learning, culture, productivity and opportunity.*



# Community Engagement

*An extensive community engagement process was undertaken in 2021-2022 to enable the community to have their say on their priorities for the Strathfield LGA. A wide range of engagement methods were used including surveys, focus groups, interviews, forums and stakeholder meetings. Engagement feedback has influenced the preparation of the IPR plans and actions. The key engagement activities included:*

- The Strathfield Community Survey was provided in multiple languages and sent to all households in Strathfield LGA to enable members of the public to have a say on community values, priorities and vision for the future. A total of 325 surveys were completed.
- The Strathfield Liveability Survey was independently commissioned from social researchers ID Profile and conducted in August and September 2021 involving interviews with 654 residents. Strathfield LGA overall liveability was rated at 67.2 and when benchmarked performed above Australia (65.2), NSW (65.3), Greater Sydney (66.4), and Sydney Middle-Ring Suburbs (66.9). Access and satisfaction with performance of transport and community safety were ranked highly. Residents also rated shopping, leisure and dining, natural environment and affordable housing as important issues.
- The Strathfield Community Survey was independently commissioned from Taverner Research in September 2021 and sought local community comments on a wide range of services, programs and infrastructure in the Strathfield LGA. A total of 400 interviews were conducted using random sampling, which aligned to the LGA demographic profile. The results indicated an overall positive level of satisfaction in Council's performance, services and infrastructure.
- Focus group meetings were held in February 2022 on topics including apartment dwellers, environmental, women and general issues. A Seniors Forum was held in December 2021 with 23 participants. Invitations were issued to local community organisations, schools, churches etc to participate in focus groups or interviews. A total of 35 interviews from September 2021 to February 2022 were conducted with representatives of the following: private and public schools, Australian Catholic University, recreational and sporting clubs, Auburn and Burwood Police command, churches, early childhood and out of hours (OOSH) centres, Culturally and Linguistically Diverse (CALD) groups and organisations, disability organisations, Aboriginal, LGBTQI and government agencies.
- A pop up stall was held at Strathfield Library on 13 February 2022.
- Workshops were held with Councillors in January and February 2022.



# Community Values and Key Issues

*Community engagement with the local community and stakeholders for this plan identified the features and characteristics of the Strathfield LGA that are highly valued and important to the Strathfield community.*

- Connectivity of Strathfield's location and transport networks and services to, from and across the Greater Sydney region
- Access to well-maintained transport services and infrastructure that support the community is easily and safely getting around the local area
- Ensuring that Strathfield LGA is a safe community to live, work or visit
- That Strathfield is a culturally diverse and welcoming community which promotes a sense of belonging and social cohesiveness
- That Strathfield Council provides exemplary local governance to its community by being approachable and responsive, accountable and transparent in its decision making and open about its activities and ensures the community is well-informed and engaged
- There is equitable access and availability of a wide range of local community, recreation and leisure facilities, programs and activities to meet diverse community needs.
- Clean and well-maintained streets, parks and public areas are supported by high standards of public health and amenity and regulatory compliance
- New development, particularly medium to high density housing, is well-planned and compatible with local character and has high quality standards of building and aesthetic design
- Areas of housing density and population growth are supported by access to transport, infrastructure, open space and services.
- Retention of established streetscapes with wide leafy tree lined avenues, grassed nature strips, landscaped front setbacks and established tree canopies
- Protection and enhancement of connected biodiversity corridors, public parks and open spaces
- Protection of heritage buildings, landscapes and conservation areas
- Respect for the histories, heritage and experiences of our First Nation peoples and successive communities that have contributed to Strathfield's residential, economic and social development
- That Strathfield has vibrant and enticing town and village centres with a diverse range of shops and places to meet
- Promotion of Strathfield as the education centre of Sydney's Inner West featuring a good mix of public and private schools and tertiary institutions.
- Leveraging Strathfield's close proximity to regional entertainment, sporting, cultural and shopping facilities in the Inner West and Sydney Olympic Park
- That Strathfield's employment based and urban services lands are more compatible with other land uses in the LGA and deliver environmental, economic and social outcomes for the community.



# What the Community told us

The Strathfield community places high value on community safety and generally feels safe at home and in the streets and suburbs of the LGA. The issue of safety spans across crime prevention and anti-social behaviours to the maintenance of public areas and standards of public health. There is an expectation that Strathfield is a safe, clean and well-maintained place to live, work or visit.

The community highly values Strathfield's transport networks and highly rates satisfaction with access and availability of public transport systems, however there are community concerns about access to on-street parking, traffic congestion and transport access across the LGA to key locations and services. Access to community transport especially by seniors was raised frequently.

## TOP 10 COMMUNITY ISSUES

- 1 Managing traffic, parking and connected transport systems including public transport, walking and cycling
- 2 Healthy tree coverage, green spaces and corridors throughout the Strathfield area
- 3 Population and housing growth are supported by infrastructure and services
- 4 Access to quality open space, parks and natural environment
- 5 That Strathfield is a safe place to live, work or study
- 6 High standards of built and natural environments which are sympathetic to local character and streetscapes
- 7 That Council is responsive, accountable and includes community in decision making processes
- 8 Street and public spaces are attractive and well maintained
- 9 Advocacy to State Government on health, education, transport, community and other services to support growing population
- 10 Managing urban heat impacts and promoting efficient use of water, energy and waste resources

Source: Strathfield Community Survey  
(held December 2021-February 2022)



The community has significant concerns about population and housing growth and their impact on the local area. Impacts range from increasing demand for transport, parking and additional traffic congestion, demand for new and upgraded local facilities and infrastructure to support new populations with diverse needs and the impact of new development on the built and natural environment and streetscapes of the Strathfield LGA.

The community expressed concerns about overdevelopment and incompatibility with local character of new development. There is an expectation that new development should be well-designed, highly liveable and sustainable in order to maintain the value of the property in the long-term. There is an expectation that buildings should have high quality external and internal design, well-planned public domains, accessible open space and well-maintained tree lined streetscapes preserved. Heritage and local character are considered the essence of Strathfield and should be protected and preserved with compatible new development with the established character of Strathfield LGA.

Access to affordable decent housing and to a range of housing choices is of concern to many residents. Housing choice and affordability concerns are not unique to Strathfield LGA and is a major regional issue in Sydney. Strathfield LGA has negative internal migration (more people leave than arrive) with an increasingly transient population. Many stakeholders commented that residents are leaving the Strathfield LGA due to high costs of housing and lack of housing choices especially for families in medium-high rise units.

Issues relating to the natural environment, particularly access to open space and provision of tree canopies were considered highly important in a range of engagements. The high value of trees, green and

open spaces featured prominently in community consultations as well as the need for action on climate change. Access to natural environment was rated the 4th most important liveability aspect for Strathfield Council residents overall and three key environmental issues (trees, open space and climate change/urban heat) featured in the top 10 of priorities in the Strathfield Community Survey (2021-2022).

Residents place a high value on and have positive local area experiences regarding social cohesion and cultural diversity. In the Liveability Survey, Strathfield residents placed more importance on 'social cohesion' when considering what makes somewhere a good place to live relative to the average Australian experience (38% vs. 22%) and, by extension, also report better local area experiences in that regard. Social cohesion and cultural diversity is viewed as a positive local area strength.

Community engagement highlighted diverse needs for community based programs and facilities. Many raised concerns with the cost of hire of facilities, difficulties in accessing community transport to attend events and programs, lack of local programs and activities especially for seniors, lack of migrant support resources as well as insufficient local community facilities.

Improving communication and information access in the community and with Council was a theme throughout most consultations as information on Council initiatives and events as well as reporting on local community affairs was not always reaching the community at large. For some migrant groups and young people there is a lack of awareness or understanding of civic engagement and participation, which is an area that requires education and awareness.

Improving local area experiences regarding shopping, leisure and dining were of high importance to the community and comments were made about the need for greater diversity of shops and services.

## 3

# Delivery Program 2022-2026

*Council's Delivery Program details the principal activities that will guide Council in the period 2022-2026 to prioritise resources and actions to achieve the community's strategic priorities and goals of the Community Strategic Plan. All of Council's services, programs and projects are aligned to these outcomes. The Operational Plan 2022-2023 is focused on delivery over a financial year.*

## THE COMMUNITY STRATEGIC PLAN ADDRESSES COMMUNITY OUTCOMES ACROSS FIVE THEMES OR PRIORITY AREAS:

### CONNECTIVITY



### COMMUNITY WELLBEING



### CELEBRATING CULTURE AND PLACE



### LIVEABLE NEIGHBOURHOODS



### RESPONSIBLE LEADERSHIP



While the Community Strategic Plan puts the strategies in place for the long-term, the Delivery Program and Operational Plan translates these strategic goals into clear, measurable actions that Council is committed to deliver.

Council reports regularly to the community on the progress of the implementation of the Delivery Program and Operational Plan. This includes:

- Progress reports on the principal activities in the Delivery Program every six months
- An annual report which outlines Council's achievements in implementing its Delivery Program and performance of the annual Operational Plan as well as a financial summary showing key income expenditure areas for the financial year.



# Theme 1: Connectivity Theme

This theme reflects on the centrality and connectivity of the Strathfield LGA to Greater Sydney and beyond through infrastructure, transport and communications. The high levels of connectivity are significant attractors for residents, businesses, students and visitors to the Strathfield LGA. The theme is concerned with planning for and the delivery of regional, state and local infrastructure to meet the needs of increasing populations, ensuring regional and local transport networks are integrated, connected and safe, and that service delivery and information access is optimised through integration of communications and digital technology.

## CONNECTIVITY



### Theme/Priority Area 1: Connectivity

Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
<b>1.1</b> Sustainable growth supported by well-planned and accessible infrastructure and services	<b>1.1.1</b> Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density	<b>1.1.1</b> Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density
	<b>1.1.2</b> Plan and deliver high quality and strategically located local infrastructure to support current and future population needs	<b>1.1.2.1</b> Plan and deliver upgraded or new high quality and strategically located local infrastructure to support current and future population needs
<b>1.2</b> All areas of Strathfield LGA are connected by integrated and safe transport networks	<b>1.2.1</b> Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.	<b>1.2.1.1</b> Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options
	<b>1.2.2</b> Ensure local transport infrastructure, networks and services are connected, safe and well-maintained across the Strathfield LGA	<b>1.2.2.1</b> Manage effective and safe local traffic and transport services and well-maintained infrastructure
		<b>1.2.2.2</b> Review and manage plans and initiatives to improve road safety and provide fair access to parking
<b>1.3</b> Optimised service and information access and delivery through effective communications and digital technology	<b>1.3.1</b> Deliver effective communications using various media forms that inform and engage with diverse communities	<b>1.3.1.1</b> Deliver effective, accurate, timely and informative communications that improves awareness and connections with local communities
	<b>1.3.2</b> Assess and develop digital technology frameworks and systems to improve and expand service delivery and information access	<b>1.3.2.1</b> Design and implement technology based solutions that support enhanced and improved public information access and service delivery



## Theme 2: Community Wellbeing Theme

This theme concerns supporting culturally diverse and 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. Council plays an important role in facilitating opportunities for participation in learning, recreation, community programs and activities, in the promoting healthy and active communities through provision of facilities and collaborating with partners in delivering programs and enhancing safety and wellbeing of the community by providing safe, clean, healthy and attractive environments and working with Police on community safety and crime prevention.

### COMMUNITY WELLBEING



#### Theme/Priority Area 2: Community Wellbeing

Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
2.1 Culturally diverse, socially cohesive and connected communities	2.1.1 Provide opportunities and programs to build community capacity and resilience	2.1.1.1 Broaden access and availability of community facilities and programs and support local community groups and networks.
		2.1.1.2 Facilitate programs that provide support and connections for culturally and linguistically diverse communities, particularly new settlers.
	2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	2.1.2.1 Facilitate and partners with key stakeholders to support aged and disability
		2.1.2.2 Facilitate programs that support children, youth and their families
		2.1.2.3 Provide recognition and support for community organisations and volunteer programs

## Theme/Priority Area 2: Community Wellbeing

Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
2.2 Healthy and Active Communities	2.2.1 Manage open space, recreation and community facilities and programs to provide fair access and meet community, leisure and recreational needs	2.2.1.1 Prepare and implement strategies for open space, community and recreational facilities.
		2.2.1.2 Manage and optimise use of parks, sportsgrounds and recreational facilities to provide fair access and meet the needs of our diverse community.
	2.2.2 Promote healthy and active living programs	2.2.2.1 Collaborate and provide opportunities to improve community participation in healthy living programs and activities
2.3 Safe, resilient and accessible local areas	2.3.1 Collaborate and deliver public safety programs and promote community safety awareness	2.3.1.1 Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity
		2.3.1.2 Maintain safe public environments and manage reductions of hazards
		2.3.1.3 Promote and build community resilience, capacity and self-reliance



# Theme 3: Celebrating Culture and Place

The theme relates to creating vibrant and enticing public domains, especially our town, village and commercial centres, which blend access to services with opportunities for social connectivity. The theme also celebrates Strathfield as a place of learning, culture and creativity supported by events, cultural programs and acknowledgement of civic and community achievements which promote a sense of civic pride and belonging.

## CELEBRATING PLACE AND CULTURE



### Theme/Priority Area 3: Celebrating Culture and Place

Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
3.1 Enticing, vibrant and safe centres blending services and social connectivity	3.1.1 Plan and deliver vibrant attractive and safe town and village centres and commercial areas	3.1.1.1 In collaboration, plan, deliver and promote vibrant attractive and safe town and village centres and commercial areas
	3.1.2 Support programs to promote activity and sustain local business	3.1.2.1 Promote a range of activities and experiences to attract local community and visitors to the Strathfield area
		3.1.2.2 Implement programs to educate, improve and monitor business regulation compliance
3.2 Place of creativity, culture and learning	3.2.1 Facilitate and support learning, community and cultural programs, events and activities	3.2.1.1 Provide access to library and information services to support and promote community learning, literacy, knowledge and social cohesion
		3.2.1.2 Explore and reflect on shared culture, history and heritage of Strathfield's communities
	3.2.2 Foster and celebrate local identity	3.2.2.1 Promote and deliver events that connect communities and celebrate achievements

## Theme 4: Liveable Neighbourhoods

This theme concerns ensuring well planned urban design, protection and maintenance of the built and natural environment of the Strathfield LGA. Liveable Neighbourhoods involve high quality, well planned, sustainable, clean and well maintained urban and natural environments that balance new development with the retention and reflection of established local character and healthy thriving and resilient natural environments. Development, changing lifestyles and increasing population also create higher levels of waste, resource usage and pollution, creating pressure on the local area, at a regional and local level, to maintain the high standards of amenity, character and liveability of the Strathfield LGA.

### LIVEABLE NEIGHBOURHOODS



#### Theme/Priority Area 4: Liveable Neighbourhoods

Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
4.1 Quality, liveable and sustainable urban design and development	4.1.1 Urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	4.1.1.1 Prepare, review and implement planning controls that respect local character, heritage and deliver quality liveability, aesthetics and sustainable development in the Strathfield LGA
	4.1.2 Deliver effective and efficient planning and development processes	4.1.2.1 Ensure effective and efficient planning and development processes and outcomes that reflect community values
4.2 Clean, attractive and well-maintained neighbourhoods and public domains	4.2.1 Provide high quality, efficient and sustainable waste services and education to reduce landfill and improve recycling and reuse	4.2.1.1 Deliver efficient, effective and responsive waste services and education to improve resource recovery and reduce illegal dumping
	4.2.2 Maintain high standards of public health, amenity and safety	4.2.2.1 Deliver compliance inspection, monitoring and education programs to maintain high standards of public health and community safety
		4.2.2.2 Deliver street and public domain cleansing programs and community education to improve public amenity and clean streets and waterways

## Theme/Priority Area 4: Liveable Neighbourhoods

Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
<b>4.3</b> Healthy, thriving, sustainable and resilient environments	<b>4.3.1</b> Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resiliency	<b>4.3.1.1</b> Protect, monitor and expand urban forest and tree canopies across the Strathfield LGA
		<b>4.3.1.2</b> Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways (LSPS P13)
		<b>4.3.1.3</b> Collaborate and engage with NSW Government agencies, other Councils, schools and general community to participate in environmental and stormwater education and programs
	<b>4.3.2</b> Implement sustainable practices and efficiencies in resource use to support a healthy built environment	<b>4.3.2.1</b> Monitor, educate and implement programs for sustainable renewable energy, reduction of emissions and water, and promote transport efficiencies in Council operations and in Strathfield LGA.



# Theme 5: Responsible Leadership

The theme of Responsible Leadership is concerned with leadership and accountable Council services directed by the priorities of an engaged and connected community. Responsible leadership requires the community having confidence in the Council to make decisions based on community priorities and values reflecting meaningful and informed community engagement. Effective management of Council's operations is underpinned by transparent, effective and accountable governance which is responsive to the needs of the community.

## RESPONSIBLE LEADERSHIP



### Theme/Priority Area 5: Responsible Leadership

Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
5.1 Council's leadership and decision making reflects community priorities and values	5.1.1 Strathfield community is well informed, engaged and represented in Council policy making and advocacy	5.1.1.1 Engage and provide opportunities for the community to participate in decision making processes.
	5.1.2 Deliver ethical, effective and responsible leadership and transparent and accountable decision making	5.1.2.1 Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations
		5.1.3.1 Provide support to Councillors to enable effective and representative decision making based on community priorities
5.2 Council is effectively and responsibly managed and responds to community needs	5.2.1 Prepare and implement plans and strategies to deliver and resource efficient and accountable services, programs and infrastructure	5.2.1.1 Prepare and implement Integrated Planning and Reporting framework and provide reports on Council performance
		5.2.1.2 Maintain Council's financial sustainability and provide accountable, transparent and value for money services
		5.2.1.3 Ensure Council is properly resourced to meet challenges of implementing the Delivery Program
	5.2.2 Deliver efficient and effective customer services to the community	5.2.2.1 Respond to customer requests, complaints and access to information to a high standard of customer service

# Resourcing the Delivery Program 2022-2026

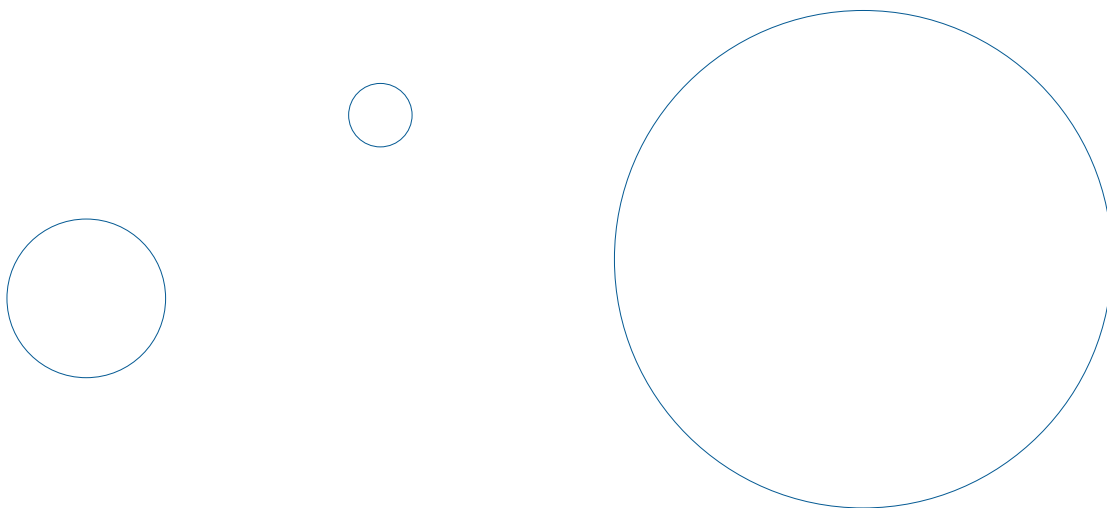
## COUNCIL'S FINANCIAL SUSTAINABILITY

Following thorough reviews of Council's financial position, at the current levels of expenditure and income, Council will not be sustainable unless actions are taken to address the funding gaps and asset backlogs. Council's 2022-2032 Long Term Financial Plan (LTFP) forecasts consolidated operating deficits to 2033. The average operating deficit for the 10 year forecast period is estimated at \$12.8m per annum. This would result in Council having insufficient money to maintain current service levels and asset renewals, inadequate funding for infrastructure renewal and under funding for expected population growth and expanded services.

Ongoing core costs and externally imposed obligations on local governments are outpacing revenue growth and placing council budgets under increasing pressure. Unless current levels of income are increased Council will be unable to resource renewal of assets and maintain current services. Strathfield Council is not alone, 74 NSW councils reported operating deficits in their General Fund in 2020/2021.

In the 5 years to 2020/21, the average operating performance ratio of NSW councils has steadily declined from 9.8% in 2016/17, to -1.5% in 2020/21. On top of this steady decline the economic climate has changed post COVID 19. The high level of inflation is impacting the cost of materials and contracts that Council purchases to deliver services. This means that Council can no longer keep expenditure contained within the levels forecast in the LTFP without significant impact on service delivery to the community.

The cost to maintain, repair, replace or improve community assets and infrastructure has dramatically risen, increasing Council's infrastructure backlog. Infrastructure backlog is the term given by council to the total amount or value of renewal works that need to be undertaken to bring council's asset up to an acceptable standard. Council's backlog has increased from \$0.6m in 2019 to \$16m in 2022 which is a backlog ratio of 4.2%, above the industry target of 2%. Without additional funding, assets will continue to deteriorate, and the backlog will further increase.



### SPECIAL RATE VARIATION (SRV) PROPOSAL 2023-2024

Council has considered that a special rate variation (SRV) is the most viable solution to the Council's financial sustainability challenges. Strathfield Council has not applied for an SRV since 1994. In the last 30 years the population of the Strathfield LGA has increased by at least 20,000 people. Over 67% of dwellings are now home units, yet Council's rating system reflects a time when most dwellings were houses.

### SPECIAL RATE VARIATION (SRV)

Following community consultation on a proposed SRV (which included a 1- and 4-year option), Council has elected to apply to undertake increases over four years. The SRV will apply to all rate categories and will generate income to address funding gaps, renew assets and maintain services. The SRV would be supported by a loan program in order to raise funds to commence asset backlog work.

Council has made an application to IPART as follows:

Increase Council's rates income with a special variation and replace Council's current rating system from a Base Rate structure to a Minimum Rates structure.

1. The SRV to permanently increase total ordinary rates over four years and remain in perpetuity, as follows:
  - a. A 35.1% increase for the 2023-24 financial year (inclusive of the 3.7% rate peg determined by IPART for the year). This includes the 20.3% increase as a result of transferring revenue from domestic waste to ordinary residential rates outlined in the recommendation above.
  - b. A 13.0% increase for the 2024-25 financial year (inclusive of the forecast rate peg of 3.0% for that year)
  - c. A 17.5% increase for the 2025-26 financial year (inclusive of the forecast rate peg of 2.5% for that year)
  - d. A 7.5% increase for the 2026-27 financial year (inclusive of the forecast rate peg of 2.5% for that year).



### CHANGE OF RATE STRUCTURE

Council is seeking to replace Council's Base Rate structure with a Minimum Rates structure, which will allow Council to transition to a more equitable rates structure over the medium term. It is proposed to introduce the minimum rate structure for all rating categories. Subject to IPART approval, the minimum rate will be the same for all rating categories as follows:

- a. \$1,040.00 for the 2023-24 financial year
- b. \$1,200.00 for the 2024-25 financial year
- c. The Minimum Rate will be increased by rate peg from 2025/26.

Council also intends to restructure the waste charge and transfer \$4 million of the waste income into general revenue. This will not reduce waste services provided to the community. To transfer these funds, Council will need to vary rates by 20.3%; however, this will be offset for the majority of ratepayers by a reduction of \$245 from the waste charge. The proposed waste charge for 2023-2024, if approved, will be \$550.



## THE TABLE BELOW SETS OUT THE INCREASES WHICH WILL FORM PART OF COUNCIL'S IPART APPLICATION

The SRV increases are all in addition to the rate peg.

	2023-24	2024-25	2025-26	2026-27	COMPOUNDED
<b>Forecast rate peg</b>	3.7%	3.0%	2.5%	2.5%	12.2%
<b>Domestic waste transfer</b>	20.3%				20.3%
<b>Option 2: Multi-year SRV (excluding domestic waste transfer &amp; rate peg)</b>	11.1%	10%	15.0%	5.0%	47.6%
<b>Option 2: Multi-year SRV (total including domestic waste transfer &amp; rate peg)</b>	35.1%	13.0%	17.5%	7.5%	<b>92.8%</b>

It is noted, that based on the table above, the majority of the 11.1% for the 2023/24 financial year will be only levied on the Business North and Business South rating subcategories and the full 20.3% for the Domestic Waste Transfer for the 2023/24 financial year will only be levied on the Residential rating category. In all other years the SRV is to be applied across all categories in line with the percentages set out in the table above.

It should also be noted that Councils will need to apply updated general land revaluations provided by the Valuer General for the 2023-24 financial year. This will not impact the total amount of rates that the Council can raise, but it may impact how the rates burden is distributed across properties, and therefore may impact some individual properties' rates amounts.

### COMMUNITY ENGAGEMENT

Council has engaged with residents and ratepayers of the Strathfield Council area about the proposed SRV and considered feedback from the consultative process. Consultation occurred over December 2022 and January 2023 in order to meet IPART timeframes.

Consultation included public information meetings, pop up stalls, surveys, submissions and conversations.

After considering community feedback, Council has elected to proceed with an SRV application to IPART.

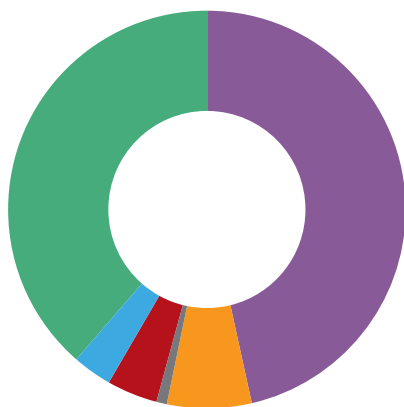
# Operational Plan 2022-2023 Budget

## 4

### INCOME

The 2022-2023 draft Cash Operating and Capital expenditures totals \$98.620 million, and includes capital expenditure spending of \$29.153 million. With total operating and capital income of \$98.620 million, the anticipated results is a balanced cash budget.

The Resource Strategy provides for a 1.1% 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 \$33.487 million. This represents 46.46% of Council's total projected income. User fees and charges and other revenue are estimated at \$5.059 million and \$2.952 million respectively.



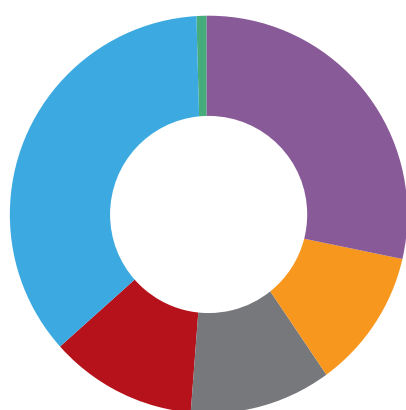
●	Rates and annual Changes (46%)
●	User Charges and Fees (7%)
●	Interest and Investment Revenue (1%)
●	Other Revenue (4%)
●	Grants and Contributions provided for Operating Purposes (3%)
●	Grants and Contributions provided for Capital Purposes (39%)

Income	\$'000
Rates and Annual Charges	33,487
User Charges and Fees	5,057
Interest and Investment Revenue	441
Other Revenue	2,952
Grants and Contributions provided for Operating Purposes	2,376
Grants and Contributions provided for Capital Purposes	27,756
Proceed from Disposal of Assets	651
Transfers from Reserve	25,899
<b>Total</b>	<b>98,620</b>
<b>Total income Excluding Transfers from Reserve &amp; Proceeds</b>	<b>72,070</b>



## EXPENSES

Council's total operating and capital expenditure is estimated at \$98,620 million, providing Council with a balanced budget. The chart shows the allocation of Council expenditure.



- Employee Benefits and On-Costs (29%)
- Materials and Contracts (11%)
- Depreciation Expense (12%)
- Other Expenses (12%)
- Capital Expenditure (36%)
- Loss on Disposal of Assets (0%)

Expenses	\$'000
Employee Benefits and On-Costs	23,128
Materials and Contracts	9,280
Depreciation Expense	9,345
Other Expenses	9,688
Capital Expenditure	29,153
Loss on Disposal of Assets	300
Transfers to Reserve	17,726
<b>Total</b>	<b>98,620</b>
<b>Total Expenses Excluding Transfers to Reserve</b>	<b>80,894</b>

### CAPITAL WORKS UPDATE

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 \$29,153 million for 2022-2023.

	Description	Amount \$'000	Funding Type	New/Renewal	Assets Type
<b>Roads</b>	Road Kerb & Gutter	305	General Revenue	Renewal	Kerbs & Gutter
	Roads LATM Infrastructure	1,170	General Revenue/Grant	Renewal	Roads
	Road Re-sheeting & Resealing	1,262	General Revenue/Grant	Renewal	Roads
	<b>Total Road Works</b>	<b>2,737</b>			
<b>Footpath</b>	General Footpath Program	530	General Revenue	Renewal	Footpath
	<b>Total Footpath Works</b>	<b>530</b>			
<b>Building</b>	Park Building	300	General Revenue	Renewal	Building
	Other Building & Structures	390	General Revenue	Renewal/New	Building
	<b>Total Building Works</b>	<b>690</b>			
<b>Community Facilities</b>	Public Facilities & Amenities Upgrades	22,776	Borrowing/Developer Contribution	New	Building/ Open Space
	<b>Total Community Facilities</b>	<b>22,776</b>			
<b>Stormwater Drainage</b>	Stormwater Drainage	640	General Revenue	Renewal/ New	Drainage
	<b>Total Stormwater Drainage Works</b>	<b>640</b>			
<b>Other</b>	Other Equipment	12	General Revenue	New	Office Equipment
	Information Technology Hardware & Software	245	General Revenue	New/ Renewal	Office Equipment
	Plant & Equipment	1,400	Plant Replacement Reserve	New	Plant & Equipment
	Library Books	123	General Revenue	New	Library Books
	<b>Total Other</b>	<b>1,780</b>			
<b>Total 2022-2023 Capex</b>		<b>29,153</b>			

# 2022-2023 Capital Works Budget Summary

## 2022-2023 Capital Works Budget Summary

Service	2022-2023 (\$)	2023-2024 (\$)	2024-2025 (\$)	2025-2026 (\$)
Office Equipment	11,550			
Information & Technology	245,000	120,000	140,000	120,000
Planning & Strategy				
Building Facilities	690,000	200,000	200,000	200,000
Library	123,000	126,100	129,300	132,500
Parks & Reserves				
Sports Fields/Golf Course				
WestInvest projects (Hudson Park, Airey Park, Begnell Field, Strathfield Park including contingencies and escalation costs)	21,815,000			
Plant & Equipment	1,400,000	1,435,000	1,470,900	1,507,700
Roads LATM Infrastructure	1,170,000	300,000	300,000	300,000
Road Resheeting & Resealing	1,262,000	2,495,000	2,495,000	2,495,000
Roads Kerb & Gutter and Other Road Assets	305,000	500,000	500,000	500,000
Other Equipment				
Other Infrastructure				
Villages Upgrades				
Footpath	530,000	500,000	500,000	500,000
Stormwater Drainage	640,000	150,000	150,000	150,000
Household Garbage				
<b>Grand Total</b>	<b>28,191,550</b>	<b>5,826,100</b>	<b>5,885,200</b>	<b>5,905,200</b>



## 5

# Operational Plan 2022-2023

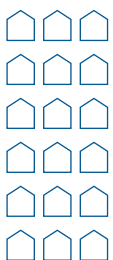
*Council, in consultation with the community, developed Strathfield 2035, our Community Strategic Plan. This plan reflects the aspirations and needs of the community for the area they live and operate in. Strathfield 2035 was adopted following extensive community consultation. The program is regularly 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.*

Council's Operational Plan 2022-2023 is focused on actions to be implemented during a financial year relating to the Delivery Program which details the principal activities and resources allocated to achieve the community's strategic priorities and goals of the Community Strategic Plan. All of Council's services, programs and projects are aligned to these outcomes. While the Community Strategic Plan puts the strategies in place for the long-term, the Delivery Program and Operational Plan translates these strategic goals into clear, measurable actions that Council is committed to deliver.

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.

## HOW TO READ THIS PLAN

Strathfield 2035 is aligned to the community vision through five themes. Each theme includes goals (where do we want to be) and strategies (how do we get there). The Delivery Program and Operational Plan are combined, which shows how the plans are linked. The Delivery Program outlines the Council's plans for the next four years and the one year Operational Plan, outlines what actions Council will implement to support the plan and how it will be resourced over a financial year.



# Theme 1 Connectivity

## Theme 1 Connectivity

### Goal 1.1: Sustainable growth supported by well-planned and accessible infrastructure and services

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
1.1.1 Collaborate to deliver state and regional infrastructure to sustain increasing and diverse populations and development	1.1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density (LSPS P1)	1.1.1.1 Advocate and/collaborate with NSW Government and agencies for regional infrastructure, services and provisions to support impact of growth of population and development in the Strathfield LGA and neighbouring areas (LSPS Action A1)	Manager, Planning Place & Development	Measure: # meetings Target: 6 month report
		1.1.1.2 Prepare and award tender to deliver masterplan of Parramatta Road/Homebush precinct	Manager, Planning Place & Development	Measure: Tender completed Target: December 2022
		1.1.1.3 Work collaboratively with Burwood Council, TfNSW and the DPE to identify opportunities for infrastructure upgrades within Strathfield Town Centre (LSPS Action A5)	Manager, Planning Place & Development	Measure: # meetings Target: 6 month report
		1.1.1.4 Collaborate with DPE to deliver Parramatta Road Urban Amenity Improvement Plan	Manager, Planning Place & Development	Measure: # meetings Target: 6 month report
		1.1.1.5 Maintain register and report on Voluntary Planning Agreements	Manager, Planning Place & Development	Measures: Current reports published on website Target: 6 month report
		1.1.1.6 Prepare and award tender for Open Space, Recreation, Sporting and Community Facilities Study and prepare strategy (LSPS A31 & A94)	Manager, Planning Place & Development	Measures: Tender complete Target: March 2023

## Theme 1 Connectivity

### Goal 1.1: Sustainable growth supported by well-planned and accessible infrastructure and services

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
1.1.2 Plan and deliver local infrastructure to meet future increases in populations and to meet diversity of community needs (LSPS P5)	1.1.2.1 Plan and delivery upgraded or new high quality and strategically located local infrastructure to support current and future population needs	1.1.1.7 Prepare and review Plans of Management for community land including Crown Lands reserves (LSPS Action A93)	Chief Strategy Officer	Measure: Status of reviews Target: June 2023
		1.1.1.8 Advocate and/collaborate with NSW Government and agencies for regional infrastructure, services and provisions to support impact of growth of population and development in the Strathfield LGA and neighbouring areas (LSPS Action A1)	Manager, Planning Place & Development	Measure: # meetings Target: 6 month report
	1.1.2.1 Plan and delivery upgraded or new high quality and strategically located local infrastructure to support current and future population needs	1.1.2.1 Review and prepare a new Council's Development Contribution Plans	Manager, Planning Place & Development	Measure: Review and prepare plan Target: June 2024
		1.1.2.2 Implement capital works building and parks works 2022-2023	Manager, Operations	Measures: % of works implemented Target: 6 month report
		1.1.2.3 Prepare plan and seek funding to enhance High Street Community and Recreation Centre to improve entry access, expand floor space for wider range of recreational, leisure and community activities and integrate with outdoor activities in Edwards Park	Manager, Operations	Measures: Prepare plan Target: 6 month report

## Theme 1 Connectivity

### Goal 1.2: All areas of Strathfield LGA a-re connected by integrated and safe transport networks

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
<b>1.2.1</b> Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.	<b>1.2.1.1</b> Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options	<b>1.2.1.1.1</b> Advocate and work collaboratively with neighbouring councils, TfNSW, Sydney Metro West and the Department of Planning and Environment (DPE) to enable the delivery, access and linkages to improved public transport, active travel infrastructure and place based outcomes along the Parramatta Road Corridor and future Sydney Metro West station at North Strathfield (LSPS Action A2 & A4)	Manager, Planning Place & Development	Measure: # meetings Target: 6 month report
	<b>1.2.1.2</b> Manage effective and safe local traffic and transport services and well-maintained infrastructure	<b>1.2.1.2.1</b> Implement roads, footpath, drainage, kerb and gutter renewal and/or upgrades in accordance with 2022-2023 capital works program	Manager, Engineering	Measure: # works program implemented Target: 6 monthly report
		<b>1.2.1.2.2</b> Monitor impact of heavy vehicles and traffic from freight corridors on local roads and residential areas and take action as required.	Manager, Engineering	Measures: # complaints Target: 6 month report
		<b>1.2.1.2.3</b> Respond to bus shelter maintenance service requests.	Manager, Engineering	Measures: # requests Target: 6 month report
		<b>1.2.1.2.4</b> Prepare a review and evaluation of the Strathfield Connector Bus service including usage, routes, timetabling and online tracking.	Manager, Environment, Sustainability & Compliance	Measures: Review completed Target: December 2022
		<b>1.2.1.2.5</b> Complete LGA wide transport and traffic study.	Manager, Engineering	Measures: Study completed Target: June 2023



## Theme 1 Connectivity

### Goal 1.2: All areas of Strathfield LGA a-re connected by integrated and safe transport networks

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
	<b>1.2.2.2</b> Review and manage plans and initiatives to improve road safety and provide fair access to parking	<b>1.2.2.2.1</b> Review, manage and implement plans to improve traffic movement and manage resident access to on-street parking in areas of high parking demand.	Manager, Engineering	Measures: # resident parking permits issued Target: 6 monthly reports
		<b>1.2.2.2.2</b> Monitor traffic and operate parking patrols in areas with high volume movement or parking demand	Manager, Environment, Sustainability & Compliance	Measures: Schedules met # complaints, # fines issued Target: 6 monthly report
		<b>1.2.2.2.3</b> Deliver roads safety program and campaigns	Manager, Engineering	Measures: Program implemented Target: 6 month report
		<b>1.2.2.2.4</b> Review Kiss 'n' Ride arrangements for schools to minimise impact on neighbouring residents and/or businesses (LSPS Action A11)	Manager, Engineering	Measures: Review undertaken Target: December 2023
		<b>1.2.2.2.5</b> Review condition of traffic signs and road markings to ensure they are visible and in good condition	Manager, Engineering	Measures: Audit completed Target: June 2023

## Theme 1 Connectivity

### Goal 1.3: Optimised service and information access and delivery through effective communications and digital technology

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
<b>1.3.1</b> Deliver effective communications using various media forms that inform and engage with diverse communities	<b>1.3.1.1</b> Deliver effective, accurate, timely and informative communications that improves awareness and connections with local communities	<b>1.3.1.1.1</b> Develop and implement Council Communications Strategy	Manager Communications and Events	Measure: Strategy prepared Target: June 2023
		<b>1.3.1.1.2</b> Monitor media for articles related to the LGA, local government and issues of community impact or interest	Manager Communications and Events	Measures: Monitor media daily Target: 6 month report Measures: Implement professional media monitoring software Target: June 2023
		<b>1.3.1.1.3</b> Provide Mayoral media support	Manager Communications and Events	Measures: Fortnightly meeting Target: 6 month report
		<b>1.3.1.1.4</b> Provide regular community updates on actions, proposals and decisions affecting the local community across Council's media	Manager Communications and Events	Measures: # updates issued Target: 6 month reporting
		<b>1.3.1.1.5</b> Prepare and distribute a monthly based printed newsletter	Manager Communications and Events	Measures: # newsletters issued Target: 6 month report
		<b>1.3.1.1.6</b> Maintain, monitor and publish accurate and up-to-date communications in various formats including print, website and social media.	Manager Communications and Events	Measures: # services delivered in each format, # website visits, # social media followers Target: 6 month report
		<b>1.3.1.1.7</b> Provide online access to a wide range of Council services. Prepare scope for development of a mobile Council application for access to online services and Council information.	Manager, Digital, Information & Customer	Measures: Implement mobile service Target: 30 March 2023

## Theme 1 Connectivity

### Goal 1.3: Optimised service and information access and delivery through effective communications and digital technology

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
<b>1.3.2</b> Assess and develop digital technology frameworks and systems to improve and expand service delivery and information access		<b>1.3.1.8</b> Review Council website to ensure accuracy, compliance with information access and reporting requirements, disability standards (including ability for voice to text readability) and multi-language translations	Manager Communications and Events	Measures: Review completed Target: June 2023
		<b>1.3.1.9</b> Manage banner and filming requests	Manager Communications and Events	Measures: # requests Target: 6 month report
	<b>1.3.2.1</b> Design and implement technology based solutions that support enhanced and improved public information access and service delivery	<b>1.3.2.1.1</b> Prepare Information and Communications Technology (ICT) Plan. Manage Council's IT systems to maintain and improve organisational efficiency, capacity and security.	Manager, Digital, Information & Customer	Measures: Prepare 3 year roadmap Target: January 2023
		<b>1.3.2.1.2</b> Provide IT Helpdesk and IT support and facilities for Council staff	Manager, Digital, Information & Customer	Measures: # helpdesk requests actioned Target: 6 month report
		<b>1.3.2.1.3</b> Assess feasibility of providing public Wi-Fi infrastructure and service based on community needs. (LSPS Action A27)	Manager, Digital, Information & Customer	Measures: Assessment completed Target: June 2023

# Theme 2 Community Wellbeing Theme

## Theme 2 Community Wellbeing Theme

### Goal 2.1: Culturally diverse, socially cohesive and connected communities

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
2.1.1 Provide opportunities and programs to build community capacity and resilience	2.1.1.1 Broaden access and availability of community facilities and programs and support local community groups and networks.	2.1.1.1.1 Review and update Council's Social Plan and identify strategies to sustain and improve community wellbeing in the Strathfield LGA.	Manager, Library & Community	Measures: Plan prepared Target: December 2023
		2.1.1.1.2 Assess community demand and identify partnerships with educational and community colleges for delivery of a range of community programs and classes in the local area	Manager, Library & Community	Measures: Progress of program Target: 6 month report
		2.1.1.1.3 Maintain, monitor and liaise with community organisations to update Council's Community Directory	Manager, Library & Community	Measures: # updates Target: 6 month report
		2.1.1.1.4 Establish and maintain community contact networks (schools, community organisations, service providers, churches etc) to regularly receive and distribute information of community interest and provide feedback to Council	Manager, Library & Community	Measures: # of updates issued to groups Target: 6 month report
		2.1.1.1.5 Provide support for Multicultural and Diversity Advisory Committee	Manager, Library & Community	Measures: # committee meetings Target: 6 month report



## Theme 2 Community Wellbeing Theme

### Goal 2.1: Culturally diverse, socially cohesive and connected communities

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
<b>2.1.2</b> Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	<b>2.1.1.2</b> Facilitate programs that provide support and connections for culturally and linguistically diverse communities, particularly new settlers.	<b>2.1.1.2.1</b> Prepare brief and options for establishment of a local migrant resource centre in the Strathfield LGA	Manager, Library & Community	Measures: Brief prepared Target: June 2023
		<b>2.1.1.2.2</b> Provide information to CALD communities to assist in settling and obtaining access to resources. Provide language translations of 'Discover your Council' and Council information.	Manager, Library & Community	Measures: information provided; document translations Target: 6 month report
		<b>2.1.1.2.3</b> Prepare civic education program about living in Strathfield	Civics and Protocols Coordinator	Measures: program prepared Target: 6 month report
	<b>2.1.2.1</b> Facilitate and partners with key stakeholders to support aged and disability	<b>2.1.2.1.1</b> Partner with disability and carer providers, promote disability inclusion and access. Review and report on Council actions in accordance with Disability Inclusion Action Plan (DIAP)	Manager, Library & Community	Measures: # disability information sessions: Report on DIAP progress Target: 6 month report
		<b>2.1.2.1.2</b> Develop Mobility Maps to promote disability inclusion in the Strathfield LGA	Manager, Library & Community	Measures: Mobility maps prepared Target: December 2023
		<b>2.1.2.1.3</b> Prepare inclusion guidelines for parks and playgrounds.	Manager, Operations	Measures: guidelines prepared; annual review Target: 6 monthly report

## Theme 2 Community Wellbeing Theme

### Goal 2.1: Culturally diverse, socially cohesive and connected communities

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
		<b>2.1.2.1.4</b> Collaborate with disability organisation and/or schools to coordinate program to support work experience for people with disabilities.	Manager, Library & Community	Measures: Work experience program developed Target: December 2023
		<b>2.1.2.1.5</b> Review and upgrade Pedestrian Access and Mobility Plans (LSPS Action A17). Monitor pedestrian ramps and transport facilities for persons with disabilities	Manager, Engineering	Measures: Review PAMP Target: June 2023 Measures: % PAMP upgrades Target: 6 month report
		<b>2.1.2.1.6</b> Work with partners including NSW Health, Police and seniors organisations, to facilitate range of seniors programs and events for health, wellbeing and community safety.	Manager, Library & Community	Measures: Programs and services delivered Target: 6 month report
		<b>2.1.2.1.7</b> Undertake community engagement with to ascertain needs of older residents in LGA	Manager, Library & Community	Measures: Engagement process conducted Target: December 2023
		<b>2.1.2.1.8</b> Provide space at Dutton Centre for delivery of a range of activities and programs to support older residents health and social interaction	Manager, Library & Community	Measures : activities considered by Council Target: 6 month report
		<b>2.1.2.1.9</b> Liaise with community transport programs to improve access to community transport for older residents for transport for services and activities.	Manager, Library & Community	Measures: Program delivery Target: 6 month report

## Theme 2 Community Wellbeing Theme

### Goal 2.1: Culturally diverse, socially cohesive and connected communities

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
	<b>2.1.2.2</b> Facilitate programs that support children, youth and their families	<b>2.1.2.2.1</b> Collaborate with Sydney Local Health District (SLHD) to deliver healthy nutrition programs for children and their families	Manager, Library & Community	Measures: Programs delivered Target: 6 month report
		<b>2.1.2.2.2</b> Collaborate with schools and service providers to develop school holidays programs.	Manager, Library & Community	Measures: # school holiday program Target: 6 month report
		<b>2.1.2.2.3</b> Facilitate provision of children's programs	Manager, Library & Community	Measures: # services provided Target: 6 month report
	<b>2.1.2.3</b> Provide recognition and support for community organisations and volunteer programs	<b>2.1.2.3.1</b> Collaborate with partners and manage local programs with opportunities for volunteer participation	Civics & Protocols Coordinator	Measures: # volunteer programs & participants Target: 6 month reporting
		<b>2.1.2.3.2</b> Prepare and deliver a recognition program for community volunteers and local organisations	Civics & Protocols Coordinator	Measures: Programs delivered Target: June 2023
		<b>2.1.2.3.3</b> Review, promote and administer financial assistance and local community grants programs in accordance with guidelines	Manager, Library & Community	Measure: grants allocated Target: June 2023

## Theme 2 Community Wellbeing Theme

### Goal 2.2 Healthy and Active Communities

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
<b>2.2.1</b> Manage open space, recreation and community facilities and programs to provide fair access and meet community, leisure and recreational needs	<b>2.2.1.2</b> Manage and optimise use of parks, sportsgrounds and recreational facilities to provide fair access and meet the needs of our diverse community.	<b>2.2.1.2.1</b> Implement 2022-2023 capital works programs for parks, recreation and Council facilities (buildings)	Manager, Operations	Measure: % of works program implemented Target: 6 monthly reporting
		<b>2.2.1.2.2</b> Ensure Council's properties and facilities are fit for purpose and meet statutory requirements.	Manager, Operations	Measures: >95% inspection and maintenance program completed; asbestos register reviewed Target: 6 month report
		<b>2.2.1.2.3</b> Manage casual and seasonal hire agreements for use of sportsgrounds, parks and community facilities within Council's adopted policy	Manager, Operations	Measures: # bookings, # seasonal hire agreements Target: 6 month report
		<b>2.2.1.2.4</b> Manage and maintain parks, amenities, playgrounds and recreational facilities to high standards of safety and amenity	Manager, Operations	Measures: % service standards met Target: 6 month report
		<b>2.2.1.2.5</b> Develop and manage Memorandums of Understanding (MOU) with local schools to share infrastructure (LSPS Action A37)	Manager, Operations	Measures: # agreements completed Target: 6 month report
<b>2.2.2</b> Promote healthy and active living programs	<b>2.2.2.1</b> Collaborate and provide opportunities to improve community participation in healthy living programs and activities	<b>2.2.2.1.1</b> Promote programs in partnership arrangements to deliver health, fitness and social wellbeing for local community	Manager, Library & Community	Measures: # agreements Target: 6 month report



## Theme 2 Community Wellbeing Theme

### Goal 2.3: Safe and accessible places

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
<b>2.3.1</b> Collaborate and deliver public safety programs and promote community safety awareness	<b>2.3.1.1</b> Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity	<b>2.3.1.1.1</b> Collaborate with Police and community stakeholders to target and deliver community education and awareness campaigns to raise awareness of community safety issues.	Manager, Library & Community	Measure: # Police meetings attended, # information sessions delivered Target: Report 6 monthly Target: 6 month report
		<b>2.3.1.1.2</b> Review and evaluate the Strathfield Community Safety Plan	Manager, Library & Community	Measures: Review plan
		<b>2.3.1.1.3</b> Prepare Graffiti Management Plan	Manager, Library & Community	Measures: Prepare Graffiti Management Plan Target: June 2023
		<b>2.3.1.1.4</b> Deliver Cyber Safe Strathfield community information programs to raise community awareness of scams and cyber-attacks	Manager, Library & Community	Measures: # information sessions, Brochures distributed Target: 6 month report
		<b>2.3.1.1.5</b> Deliver Strathfield Community Safety Plan actions including safety audits in collaboration with Police.	Manager, Library & Community	Measures: # safety audits conducted # actions implemented Target: 6 month report
		<b>2.3.1.1.6</b> Conduct Homelessness Audit and Flagging system.	Manager, Library & Community	Measures: # Audits conducted # incidents flagged Target: 6 month report
		<b>2.3.1.1.7</b> Review Council's CCTV policies and programs in collaboration with Police. Manage maintenance of CCTV systems and access to footage.	Manager, Digital, Information & Customer	Measures: Policy review; CCTV needs assessment complete Target: June 2023 Measures: # requests for access to CCTV footage Target: 6 month report

## Theme 2 Community Wellbeing Theme

### Goal 2.3: Safe and accessible places

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
	<b>2.3.1.2</b> Maintain safe public environments and manage reductions of hazards	<b>2.3.1.2.1</b> Collaborate with Ausgrid, to review and audit lighting in streets. Recommend changes based on assessment of lighting standard and potential impact on neighbouring properties.	Manager, Engineering	Measures: Review complete Target: 6 month report
		<b>2.3.1.2.2</b> Maintain safe access and park visibility	Manager, Operations	Measures: # complaints # accident reported Target: 6 month report
		<b>2.3.1.2.3</b> Implement a three year program to improve street trees through crown lifting and pruning program. Respond to requests and complaints regarding trees in public areas.	Manager, Operations	Measures: % of LGA trees treated, # requests actioned Target: 6 month report
		<b>2.3.1.2.4</b> Maintain daily day and night ranger patrols. Respond to complaints and reports.	Manager, Environment, Sustainability & Compliance	Measures: # Penalties issued % of infringement types Target: 6 month report.
<b>2.3.3</b> Promote and build community resilience, capacity and self-reliance	<b>2.3.1.3</b> Build community resilience and capacity to manage and respond to shocks and emergencies	<b>2.3.2.1.1</b> Provide support to and input into local emergency recovery plans. Actively participate in the Bays Local Emergency Management Committee (LEMC) and attend quarterly meetings.	Manager, Engineering	Measures: Attend quarterly LEMC Committee Target: 6 month report
		<b>2.3.2.1.2</b> Participate in Resilient Sydney initiatives and programs such as Get Ready and emergency readiness campaigns and prepare Resiliency Strategy (Resilient Sydney Actions 23,24)	Chief Resilience Officer & Asset Manager	Measures: # initiatives implemented Target: 6 month report

# Theme 3 Celebrating Culture and Place

## Theme 3 Celebrating Culture and Place

### Goal 3.1: Enticing, vibrant and safe centres blending services and social connectivity

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
3.1.1 Plan and deliver vibrant attractive and safe town and village centres and commercial areas	3.1.1.1 In collaboration, plan and deliver vibrant, active and diverse services and activities in local town and village centres and commercial areas	3.1.1.1 Work collaboratively with Burwood Council, TfNSW and key landowners to inform the masterplan for Strathfield Town Centre (STC) to fulfill its potential and strengthen its economic role within the LGA and District. (LSPS Action A64)	Manager, Planning Place & Development	Measures: Attend quarterly STC meeting Target: 6 month report
		3.1.1.2 Prepare Commercial Centre Study that includes: <ul style="list-style-type: none"> <li>the identification of a hierarchy of centres</li> <li>a review of zoning, land uses and development standards for these centres</li> <li>a review of the capacity of existing employment generating floorspace (commercial and retail)</li> <li>an investigation of flexible and innovative approaches to enable the revitalisation of high streets and centres in decline</li> <li>opportunities to improve urban amenity by moving some delivery and service activities off the street</li> <li>requirements relating to non-residential floor space</li> <li>opportunities for economic investment and improved productivity and the development of statements for each Centre which support the LSPS Vision, respect existing and future desired local character</li> <li>to ensure the delivery of the Eastern City District job targets (LSPS Action A60)</li> </ul>	Manager, Planning Place & Development	Measures: Study prepared Target: 6 month report

### Theme 3 Celebrating Culture and Place

#### Goal 3.1: Enticing, vibrant and safe centres blending services and social connectivity

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
		<b>3.1.1.3</b> Manage and monitor outdoor dining and footpath display agreements in town centres	Manager, Engineering	Measures: # current agreements Target: 6 monthly report
<b>3.1.2</b> Support programs to promote activity and sustain local business	<b>3.1.2.1</b> Promote a range of activities and experiences to attract local community and visitors to the Strathfield area	<b>3.1.2.1.1</b> Design, facilitate and promote an annual program of major events that provide opportunities for a wide range of community participation	Manager, Communications & Events	Measures: Program endorsed Target: August 2022 Measures: # events completed; # participants Target: 6 monthly report
		<b>3.1.2.1.2</b> Provide festive decorations throughout LGA during Christmas/New Year season.	Manager, Communications & Events	Measures: Decorations installed Target: November 2022
	<b>3.1.2.2</b> Facilitate plans and programs to promote business productivity and improve compliance	<b>3.1.2.2.1</b> Prepare Local Employment and Productivity Strategy (LSPS Action A7I)	Manager, Planning Place & Development	Measures: Strategy prepared Target: June 2023
		<b>3.1.2.2.2</b> Conduct inspections of food businesses. Participate and award businesses in the 'Score on Doors' food safety program	Manager, Environment, Sustainability & Compliance	Measure: Annual Inspection program completed; 80% of inspections rate 3 stars and above Food Safety 'Scores on Doors' program Target: June 2023
		<b>3.1.2.2.3</b> Conduct business compliance and environmental audit programs	Manager, Environment, Sustainability & Compliance	Measures: Annual program completed Target: 6 monthly report



### Theme 3 Celebrating Culture and Place

#### Goal 3.2: Place of creativity, culture and learning

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
<b>3.2.1</b> Facilitate and support learning, community and cultural programs, events and activities	<b>3.2.1.1</b> Provide access to library and information services to support and promote community learning, literacy, knowledge and social cohesion	<b>3.2.1.1.1</b> Deliver and facilitate library based learning, literacy and technology programs across all age and cultural groups.	Manager, Library & Community	Measures: # programs held eg storytime, toddler, baby bounce etc, # participants Target: 6 month report
		<b>3.2.1.1.2</b> Prepare Library and Information Services Strategy	Manager, Library & Community	Measures: Strategy prepared Target: June 2023
		<b>3.2.1.1.3</b> Provide access to library and information services including loans, reference services, target group collections and digital resources including 3-D printing	Manager, Library & Community	Measures: # loans, # visitors, # library members, # wifi sessions, % resources allocated to target collections eg CALD Target: 6 month report
		<b>3.2.1.1.4</b> Manage and monitor extended library opening hours at Strathfield Library and assess outcomes	Manager, Library & Community	Measure: Monitor, report and evaluate outcomes Target: June 2023
		<b>3.2.1.1.5</b> Prepare and promote digital literacy programs and services to the community to improve digital awareness and skills	Manager, Library & Community	Measures: # programs delivered Target: 6 month report
		<b>3.2.1.1.6</b> Deliver services, activities and programs in partnership with agencies, community organisations and service providers	Manager, Library & Community	Measures: # services delivered Target: 6 month report
		<b>3.2.1.1.7</b> Investigate demand for additional Library book lockers and suitable locations	Manager, Library & Community	Measures: Report prepared Target: June 2023
		<b>3.2.1.1.8</b> Partner with Justice of the Peace volunteers to deliver JP services at Strathfield Library	Manager, Library & Community	Measures: # JP sessions Target: 6 month report

### Theme 3 Celebrating Culture and Place

#### Goal 3.2: Place of creativity, culture and learning

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
3.2.2 Foster and celebrate local identity	3.2.2.1 Explore and reflect on shared culture, history and heritage of Strathfield's communities	3.2.2.1.1 Partner and present exhibitions and learning programs that educate and reflect on culture, art, heritage and environment with emphasis on connections to Strathfield LGA.	Manager, Library & Community	Measures: # exhibitions held, # visitors Target: 6 month report
		3.2.2.1.2 Prepare an oral history project focused on undocumented histories of culturally and linguistically diverse groups and their experiences in Strathfield LGA	Manager, Library & Community	Measures: prepare project brief Target: June 2023
		3.2.2.1.3 In collaboration with partners, prepare and deliver education on first nation history in the Strathfield LGA and celebrate NAIDOC Week	Manager, Library & Community	Measures: Program delivered; Event held Target: June 2023
	3.2.2.2 Promote and deliver civic programs and events that connect and celebrate community	3.2.2.2.1 Coordinate citizenship ceremonies and recognise and celebrate civic events and community achievements	Civic & Protocol Coordinator	Measures: # citizenship ceremonies and conferees # civic events Target: 6 month report
		3.2.2.2.2 Review Sister City Policy and arrangements	Civic & Protocol Coordinator	Measures: Policy reviewed Target: June 2023

# Theme 4 Liveable Neighbourhoods Theme

## Theme 4 Liveable Neighbourhoods Theme

### Goal 4.1: Quality, liveable and sustainable urban design and development

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
4.1.1 Urban design and development that balances growth with quality living, sustainable and aesthetic outcomes reflecting local character and heritage	4.1.1.1 Prepare, review and implement planning controls that respect local character, heritage and deliver quality liveability, aesthetics and sustainable development in the Strathfield LGA	4.1.1.1.1 Comprehensive review of Strathfield Local Environmental Plan (LEP) to align with District Plan priorities	Manager, Planning Place & Development	Measure: Review progress Target: 6 month report
		4.1.1.1.2 Initiate Development Control Plans (DCP) to align with the Local Environmental Plan (LEP).	Manager, Planning Place & Development	Measure: Report to section/parts to Council Target: 6 month report
		4.1.1.1.3 Advocate to NSW Government and agencies on issues affecting the Strathfield LGA including: <ul style="list-style-type: none"> <li>• Ensure that developer contributions are returned to communities and oppose related changes in the EP&amp;A amendment (Infrastructure Contributions) Bill</li> <li>• That developer contributions are allocated to social and affordable housing</li> <li>• That measures are introduced to improve building quality, reduce defects and protect consumers</li> <li>• That environment authorities negotiate outcomes to minimise noise and other pollution affecting residents</li> </ul>	Manager, Planning Place & Development	Measures: # representations through LGNSW and SSROC Target: 6 month report

## Theme 4 Liveable Neighbourhoods Theme

### Goal 4.1: Quality, liveable and sustainable urban design and development

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
		<b>4.1.1.4</b> Provide heritage advisory service and manage heritage grant program to support owners of heritage properties.	Manager, Planning Place & Development	Measures: # Heritage advices provided, # Heritage grants delivered Target: 6 month report
		<b>4.1.1.5</b> Initiate preparation of a affordable housing contributions scheme	Manager, Planning Place & Development	Measures: Brief prepared; tender awarded Target: June 2023
		<b>4.1.1.6</b> Collaborate with Land and Housing Corp to identify and investigate and prepare options for social housing in LGA	Manager, Planning Place & Development	Measures: Quarterly meeting Target: 6 month report
		<b>4.1.1.7</b> Prepare plan to facilitate design excellence on a large scale landmark development on Parramatta Road (LSPS Actions A46 & A47)	Manager, Planning Place & Development	Measures: Plan prepared Target: June 2023
		<b>4.1.1.8</b> Prepare updated LGA wide flood risk management study including completion of the Saleyards Creek floodplain management study	Manager, Engineering	Measures: Study completed Target: December 2023
		<b>4.1.1.9</b> Prepare a climate change mitigation and adaption and resilience strategy and work collaboratively with key stakeholders to develop local initiatives to respond to the impacts of climate change and deliver key environmental infrastructure upgrades, in particular for energy and water systems (LSPS Action A109)	Manager, Environment, Sustainability & Compliance	Measures: Strategy completed Target: June 2023
<b>4.1.2</b> Deliver effective and efficient planning and development processes	<b>4.1.2.1</b> Deliver effective and efficient planning and development processes focused on best community outcomes	<b>4.1.2.1.1</b> Notify, assess and determine development applications and planning proposals. Provide support for planning panels.	Manager, Planning Place & Development	Measures: # notifications issued # DA determined Target: 6 month report



## Theme 4 Liveable Neighbourhoods Theme

### Goal 4.2: Clean, attractive and well-maintained neighbourhoods and public domains

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
<b>4.2.1</b> Provide high quality, efficient and sustainable waste services and education to reduce landfill and improve recycling and reuse	<b>4.2.1.1</b> Deliver efficient waste services and community education that respond to community demand and improve resource recovery and waste management practices	<b>4.2.1.1.1</b> Deliver scheduled general, green waste, recycling services to residential properties. Manage on-call waste collection services	Manager, Environment, Sustainability & Compliance	Measures: # services, # tonnage waste collected for MUDS & SUDS, % waste diverted from landfill, # tonnage of on-call waste collection services Target: 6 monthly report
		<b>4.2.1.1.2</b> Prepare Waste Management Strategy	Manager, Environment, Sustainability & Compliance	Measures: Waste Management Strategy prepared Target: June 2023
		<b>4.2.1.1.3</b> Identify gaps in community awareness of waste processes. Deliver education programs aimed at reducing littering and dumping and improving recycling and reuse.	Manager, Environment, Sustainability & Compliance	Measures: # community education programs delivered Target: 6 monthly report
		<b>4.2.1.1.4</b> Review on-call collection processes for residents living in multi-unit development to improve access to services	Manager, Environment, Sustainability & Compliance	Measures: Review completed Target: June 2023
		<b>4.2.1.1.5</b> Facilitate and monitor Return and Earn recycling service	Manager, Environment, Sustainability & Compliance	Measures: # collections, # tonnes collected Target: 6 monthly report

## Theme 4 Liveable Neighbourhoods Theme

### Goal 4.2: Clean, attractive and well-maintained neighbourhoods and public domains

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
4.2.2 Maintain high standards of public health, amenity and safety	4.2.2.1 Deliver compliance inspection, monitoring and education programs to maintain high standards of public health and community safety.	4.2.2.1.1 Investigate and monitor pollution events and take action on compliance breaches	Manager, Environment, Sustainability & Compliance	Measures: # pollution events Target: 6 monthly report
		4.2.2.1.2 Investigate complaints and/or breaches of permits including standing plants, skip bins, shipping containers, sediment and erosion control etc.	Manager, Environment, Sustainability & Compliance	Measures: # complaints and permit breaches Target: 6 monthly report
		4.2.2.1.3 Review Companion Animal Policy. Deliver responsible animal ownership, management and education programs including management of dangerous dogs.	Manager, Environment, Sustainability & Compliance	Measures: Policy reviewed Target: June 2023 Measures: # animals impounded, # animals returned and rehomed, # dangerous dogs reported Target: 6 monthly report
		4.2.2.1.4 Provide community education and administer fire safety, swimming pool safety, awnings, building compliance and public health protection and compliance	Manager, Environment, Sustainability & Compliance	Measures: >95% compliance program implemented Target: 6 monthly report
	4.2.2.2 Deliver street and public domain cleansing programs and provide community education to improve public domains, streets and waterways	4.2.2.2.1 Deliver cleansing and maintenance programs in public domains including town centres.	Manager, Operations	Measures: >95% of service schedule met Target: 6 monthly report

## Theme 4 Liveable Neighbourhoods Theme

### Goal 4.2: Clean, attractive and well-maintained neighbourhoods and public domains

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
		<b>4.2.2.2.2</b> Provide regular street sweeping services across Strathfield LGA.	Manager, Environment, Sustainability & Compliance	Measures: 3 weekly cycle schedule; # collection (tonnes) Target: >95% schedule met
		<b>4.2.2.2.3</b> Deliver stormwater education campaigns 'sweep instead of hose or blow' to reduce waterway pollutants and street litter. (Biodiversity Strategy Action A10)	Manager, Environment, Sustainability & Compliance	Measures: Prepare education program Target: June 2023

## Theme 4 Liveable Neighbourhoods Theme

### Goal 4.3: Healthy Thriving Sustainable and Resilient Environments

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
<b>4.3.1</b> Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resiliency (P13)	<b>4.3.1.1</b> Protect, monitor and expand urban forest and tree canopies across the Strathfield LGA.	<b>4.3.1.1.1</b> Prepare an Urban Forest Strategy including Street and Park Tree Masterplan (Strathfield Greening Strategy) which identifies quality open space and thriving green corridors to ameliorate impact of growth across LGA, reduce urban heat and improve the quality of Strathfield's urban landscape, parks and open spaces (Biodiversity Strategy actions A13 and LSPS Action P15)	Manager, Operations	Measures: Prepare brief & project plan, conduct community engagement, prepare strategy Target: December 2023
		<b>4.3.1.1.2</b> Monitor and manage Council tree maintenance and pruning programs across LGA	Manager, Operations	Measures: # trees planted, % schedules met # trees pruned Target: 6 month report
		<b>4.3.1.1.3</b> Administer tree application process and investigate breaches and complaints	Manager, Operations	Measures: # Tree permits completed, % <=14 days from receipt Target: 6 month report

## Theme 4 Liveable Neighbourhoods Theme

### Goal 4.3: Healthy Thriving Sustainable and Resilient Environments

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
	<b>4.3.1.2</b> Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways (LSPS P13)	<b>4.3.1.2.1</b> Partner with NSW Government and neighbouring Councils to implement the Metropolitan Greenspace masterplan (LSPS Action P15)	Manager, Planning Place & Development	No information
		<b>4.3.1.2.2</b> Improve quality of habitat in Strathfield's natural areas and reserves through reduction of weeds and hazards including Cocks Creek Reserve. (Biodiversity Strategy Action A1)	Manager, Environment, Sustainability & Compliance	Measures: Deliver weed reduction program Target: 6 monthly report
		<b>4.3.1.2.3</b> Inspect and enforce management of biosecurity. Conduct weed education programs.	Manager, Environment, Sustainability & Compliance	Measures: # Inspections, # education programs Target: 6 monthly report
		<b>4.3.1.2.4</b> Implement management plan to improve habitat of Mason Park Wetlands. (Biodiversity Strategy Action A7)	Manager, Environment, Sustainability & Compliance	Measures: Actions implemented Target: 6 monthly report
		<b>4.3.1.2.5</b> In partnership with Birdlife Australia and local schools and community, conduct annual bird survey to track change in migratory shorebird species utilising Mason Park Wetland ( Biodiversity Strategy Action A8)	Manager, Environment, Sustainability & Compliance	Measures: Bird survey completed, % changes in migratory shorebird species Target: Annual Report
		<b>4.3.1.2.6</b> Seek agreement with Australia Post regarding conservation of remnant patch of Cooks River/ Castlereagh Ironbark Forest (CRCIF) at Weeroona Road (Biodiversity Plan Action A5)	Manager, Environment, Sustainability & Compliance	Measure: Progress on discussions Target: June 2023

## Theme 4 Liveable Neighbourhoods Theme

### Goal 4.3: Healthy Thriving Sustainable and Resilient Environments

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
		<b>4.3.1.2.7</b> Working with partners, revitalise and maintain Green and Golden Bellfrog (GGBF) ponds and habitat at Greenacre Frog Ponds and Coxs Creek Reserve. Undertake annual survey of status and population of GGBF (Biodiversity Strategy Action A11)	Manager, Environment, Sustainability & Compliance	Measure: Annual survey completed; Changes in status and population of GGBF Target: Annual Report
		<b>4.3.1.2.8</b> Develop and deliver Backyard Habitat program and Creating Backyard Habitat guide for residents. (Biodiversity Strategy A14)	Manager, Environment, Sustainability & Compliance	Measures: Program and guide prepared Target: December 2023
		<b>4.3.1.2.9</b> Collaborate with schools, community groups and other Councils to prepare and deliver sustainability and environment workshops	Manager, Environment, Sustainability & Compliance	Measures: # programs delivered Target: 6 month report
		<b>4.3.1.2.10</b> Promote and support environmental programs involving community participation such as National Tree Day, Bushcare and community planting days at natural area priority sites using revegetated plantings from locally sourced stock and volunteer programs (Biodiversity Strategy Action A2)	Manager, Environment, Sustainability & Compliance	Measures: # participants # events held # plantings Target: 6 month report
		<b>4.3.1.2.11</b> Renew Strathfield Community Garden operations. Implement strategies to re-engage community and promote garden for community education	Manager, Operations	Measures: Actions taken Target: 6 monthly report
	<b>4.3.2.1</b> Collaborate and engage with NSW Government agencies, other Councils, schools and general community to participate in environmental and stormwater education and programs	<b>4.3.1.2.1</b> Advocate to NSW Government and Sydney Water for health, water quality and future naturalisation of Strathfield's waterways including Cooks River and Powells Creek. (LSPS Action P14)	Manager, Environment, Sustainability & Compliance	Measures: Actions taken Target: Annual Report



## Theme 4 Liveable Neighbourhoods Theme

### Goal 4.3: Healthy Thriving Sustainable and Resilient Environments

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
4.3.3 Implement sustainable practices and efficiencies in resource use to support a healthy built environment (PI6)	4.3.3.1 Monitor, educate and implement programs for sustainable renewable energy, reduction of emissions and water, and promote transport efficiencies in Council operations and in Strathfield LGA.	4.3.1.2.2 Participate in multi-council and regional partnerships to improve urban ecosystems across regional or catchment areas including Cooks River Alliance and Parramatta River Catchment Group	Manager, Environment, Sustainability & Compliance	Measures: # meetings attended, progress of key projects Target: 6 monthly report
		4.3.1.2.3 Conduct regular water monitoring to ascertain health of waterways and detect pollution incidences (Biodiversity Strategy A9)	Manager, Environment, Sustainability & Compliance	Measures: Condition of water quality, # pollution incidents Target: Annual Report
	4.3.3.1.2 Maintain and promote availability of Electrical Vehicle Charging Stations on Council sites. Monitor Council fleet energy efficiencies.	4.3.3.1.1 Review Council's Procurement policies to include sustainability processes and outcomes (LSPS Action PI6)	Manager, Environment, Sustainability & Compliance	Measures: Review completed Target: June 2023
		4.3.3.1.2	Manager, Engineering	Measures: # use of EV charging stations, # emissions from fleet Target: Annual Report
		4.3.3.1.3 Collaborate with Ausgrid to implement an LED replacement program for main road lighting.	Manager, Engineering	Measures: Progress of program implementation Target: 6 month report

# Theme 5 Responsible Leadership

## Theme 5 Responsible Leadership

### Goal 5.1: Council's leadership and decision making reflects community priorities and values

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
<b>5.1.1</b> Strathfield community is well informed, engaged and represented in Council policy making and advocacy	<b>5.1.1.1</b> Engage and provide opportunities for community to participate in decision making processes.	<b>5.1.1.1.1</b> Review and adopt a new Community Engagement Strategy. Coordinate major community engagements.	Chief Strategy Officer	Measure: Strategy Adopted Target: December 2022
		<b>5.1.1.1.2</b> Provide public notification and engage with community concerning Council proposals, policies and projects.	Chief Strategy Officer; Manager, Communications & Events	Measure: # public notifications Target: 6 month report
		<b>5.1.1.1.3</b> Provide timely and effective advocacy and/or submissions concerning legislative and/or policy proposals affecting the Strathfield LGA	Executives	Measures: Submissions made Target: 6 month reports
		<b>5.1.1.1.4</b> Prepare and review Council policies. Maintain currency of Council's policy register.	Chief Strategy Officer	Measure: # policies reviewed Target: 6 monthly reports
	<b>5.1.2.1</b> Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations	<b>5.1.2.1.1</b> Provide support and administer Council and Committee meetings and prepare and publish Council minutes within service standards.	Manager, Governance & Risk	Measures: # council meetings Target: 10 meetings annual (minimum) Measures: # registered speakers, Measures: # committee meetings, >95% business papers and minutes issued within standards Target: 6 month report

## Theme 5 Responsible Leadership

### Goal 5.1: Council's leadership and decision making reflects community priorities and values

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
		<b>5.1.2.1.2</b> Respond to Council resolutions and assess and review organisational and resource impacts in quarterly budget review	Manager, Governance & Risk	Measures: % council resolution completed Target: 6 month report
	<b>5.1.2.2</b> Provide support to Councillors to enable effective and representative decision making based on community priorities	<b>5.1.2.2.1</b> Prepare, deliver and report on councillor induction and learning and development programs.	Manager, Governance & Risk	Measures: By 30 Oct 2023 Target: Annual Report
		<b>5.1.2.2.2</b> Issue weekly Councillor Bulletin and provide Councillor briefings. Provide timely and accurate responses to Councillor requests.	Manager, Governance & Risk	Measure: # bulletins issued, # briefings held # requests finalised, Target: 6 month report
		<b>5.1.2.2.3</b> Review Councillors Expenses and Facilities Policy. Manage and report on councillor entitlements under policy requirements.	Manager, Governance & Risk	Measure: Policy reviewed, legislative reporting provided Target: Annual Report

## Theme 5 Responsible Leadership

### Goal 5.2: Council is effectively and responsibly managed and responds to community needs

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
<b>5.2.1</b> Prepare and implement plans and strategies to deliver and resource efficient and accountable services, programs and infrastructure	<b>5.2.1.1</b> Prepare and implement Integrated Planning and Reporting framework and provide reports on Council performance	<b>5.2.1.1.1</b> Prepare and revise plans and conduct community engagement as required under the Integrated Planning and Reporting framework	Chief Strategy Officer	Measures: Prepare and conduct community engagement Target: 6 month report

## Theme 5 Responsible Leadership

### Goal 5.2: Council is effectively and responsibly managed and responds to community needs

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
		<b>5.2.1.1.2</b> Monitor and report on implementation of Integrated Planning and Reporting framework plans and strategies including six monthly Delivery Program and Annual Report	Chief Strategy Officer	Measures: Delivery Program progress Target: 6 monthly report Measures: Prepare Annual Report Target: November 2023
		<b>5.2.1.1.3</b> Coordinate annual Council Satisfaction Survey	Chief Strategy Officer	Measures: Survey completed Target: December 2023
	<b>5.2.1.2</b> Maintain Council's financial sustainability and provide accountable, transparent and value for money services	<b>5.2.1.2.1</b> Develop a proposal for a Special Rate Variation to improve Council's financial sustainability and fund asset management backlogs.	Chief Financial Officer	Measures: proposal prepared Target: February 2023
		<b>5.2.1.2.2</b> Prepare and present financial plans and reports including Long Term Financial Plan (LTFP), Annual Budget, Quarterly Budget reviews, investments reports, annual audited financial statements and other statutory report requirements.	Chief Financial Officer	Measures: Investment report presented Target: Monthly report to Council Measures: LTFP, Budget & and Fees & Charges adopted Target: June 2023 Measures: Quarterly financial review Target: Quarterly report to Council Measures: FBT report lodged Target: 30 April 2023 Measures: Financial Statements prepared Target: October 2023

## Theme 5 Responsible Leadership

### Goal 5.2: Council is effectively and responsibly managed and responds to community needs

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
		<b>5.2.1.2.3</b> Prepare annual and issue quarterly reminder rate notifications within statutory timeframes	Chief Financial Officer	Measures: Annual Rates Levy & Issue of Notices Target: June 2023 Measures: Issue rates reminder Target: Issued quarterly
		<b>5.2.1.2.4</b> Effectively manage Council's annual rates and sundry debtors	Chief Financial Officer	Measures: % overdue rates <3%, % sundry debtors >60 days Target: Annual Report
		<b>5.2.1.2.5</b> Prepare asset condition audits, maintain Strategic Asset Management System (SAMS) and revise Asset Management Policies, strategies and plans.	Manager Capital Works	Measures: Undertake asset condition audits for Council owned infrastructure Target: November 2022 Measures: Review and update Asset Management documents Target: November 2022
	<b>5.2.2</b> Promote organisational culture of safety, best practice and quality improvement	<b>5.2.2.1</b> Prepare and implement Council's Workforce Plan including EEO Management Plan. Implement actions scheduled for 2022-2023.	Manager, People & Culture	Measures: Progress of implementation of actions Target: 6 month report
		<b>5.2.2.1.2</b> Monitor and provide reporting on current and projected workforce data and employment trends to ensure Council has an agile and capable workforce which is resourced to deliver effective programs and services	Manager, People & Culture	Measures: # staff, # vacancy/turnover, # gender Target: 6 month report

## Theme 5 Responsible Leadership

### Goal 5.2: Council is effectively and responsibly managed and responds to community needs

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
		<b>5.2.2.1.3</b> To facilitate and promote informed decision making and constructive working relationships, support and conduct regular engagement with Council staff. Hold meetings of the Joint Consultative Committee (JCC) on a regular basis and notify agendas and minutes in a timely manner.	Manager, People & Culture	Measures: # JCC meetings held Target: 6 month report
		<b>5.2.2.1.4</b> Review, implement and monitor an effective and compliant Enterprise wide Risk Management Program to effectively manage and minimize Council's risk exposure.	Manager, Governance and Risk	Measures: Risk management programs implemented, Business continuity plans updated, Staff awareness program developed and implemented Target: 6 month report
		<b>5.2.2.1.5</b> Coordinate the Audit, Risk and Improvement Committee.	Manager, Governance and Risk	Measures: # Meetings held Target: 6 month report
		<b>5.2.2.1.6</b> Ensure Council has an effective compliance Internal Audit Program including an internal audit plan	Manager, Governance and Risk	Measures: # Audits completed, % recommendations of audits implemented Target: Yearly audit plan delivered
		<b>5.2.2.1.7</b> Review, monitor and update Council's insurance program. Provide recommendations where required for improvements to Council practices.	Manager, Governance and Risk	Measures: Insurance policies reviewed and current, # insurance claims Target: 6 monthly report
		<b>5.2.2.1.8</b> Prepare and implement Work, Health and Safety (WHS) programs and consult through JCC. Manage Workers Compensation claims.	Manager, People & Culture	Measures: Program progress and consultations, # workers compensation claims Targets: 6 monthly report



## Theme 5 Responsible Leadership

### Goal 5.2: Council is effectively and responsibly managed and responds to community needs

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
		<b>5.2.2.1.9</b> Prepare reference methodology for Service Review program for commencement in 2023-2024	Manager, Governance and Risk	Measures: Prepare methodology for service review Target: June 2023
<b>5.2.3</b> Deliver efficient and effective customer services to the community	<b>5.2.3.1</b> Respond to customer requests, complaints and access to information to a high standard of customer service	<b>5.2.3.1.1</b> Monitor and manage Council's complaint management processes in accordance with policy requirements.	Manager, Governance and Risk	Measures: # complaints received Target: 6 monthly report
		<b>5.2.3.1.2</b> Provide access to information (GIPAA) formal and informal requests within timeframes	Manager, Governance and Risk	Measures: # formal & informal applications, % formal & informal applications determined within timeframe/service standard Target: 6 monthly report
		<b>5.2.3.1.3</b> Review Privacy Management Plan, manage disclosure reporting and Public Interest Disclosures	Manager, Governance and Risk	Measures: # Privacy breaches, # disclosures received Target: 6 monthly report
		<b>5.2.3.1.4</b> Ensure Council is compliant with record keeping requirements under the State Records Act including the annual RMAT program and subsequent improvement initiatives identified. Conduct new starter and staff refresher records training	Manager, Governance and Risk	Measures: >=3.67 Annual RMAT Assessment Results, % documents registered with >5 days of receipt, # records training sessions Targets: 6 month report

## Theme 5 Responsible Leadership

### Goal 5.2: Council is effectively and responsibly managed and responds to community needs

Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions	Responsibility	Measures/Target
		<b>5.2.3.1.5</b> Manage Council's fraud and corruption prevention framework	General Counsel	Measures: # fraud or corruption incidents reported Target: 6 month report
		<b>5.2.3.1.6</b> Provide responsive customer services	Manager, Digital, Information and Customer	Measures: # calls to Customer Service Centre, # visits to Customer Service Centre, % abandoned calls, GOS >80% Target: 6 month report

# Capital Works 2022-2023

## 6

<b>Parks and Buildings</b>	<b>\$</b>
Rotunda Strathfield Park – demolition and replacement	250,000
Install hearing loop – Town Hall	8,550
Install hearing loop – in Customer Service	3,000
A2 Fraser Street – Children's Centre	250,000
Maintenance of Council buildings	441,100
Gateway Signage	140,000
Parks upgrade projects (WestInvest) including Hudson Park East, Airey Park, Begnell Field and Strathfield Park	21,815,000

<b>Roads program</b>	<b>\$</b>
Melville Avenue, Strathfield (From Ada Avenue to Newton Road)	110,000
Dickson Road, Strathfield (From Beresford Road to Shortland Avenue)	105,000
Hill Street, Strathfield South (From Hillcrest Avenue intersection)	35,000
Hillcrest Avenue, Strathfield South (From Bennett Street to Dean Street)	55,000
Strathfield Avenue, Strathfield (From The Boulevarde to Nicol Parade)	90,000
Albert Road, Strathfield (From near the Elva Street intersection)	45,000
Pilcher Street, Strathfield South (From Madeline Street to Cosgrove Road)	110,000
Madeline Street, Strathfield South (From Pilcher Street to the Chicane)	60,000
Dean Street, Strathfield South (From Maria Street to Hillcrest Street)	70,000
MacArthur Avenue, Strathfield (From Noble Avenue to High Street)	52,000
Shortland Avenue, Strathfield (From Pemberton Street to Mitchell Road)	60,000
Albyn Road, Strathfield (From The Boulevarde to Kingsland Road)	65,000
Myrna Road, Strathfield (From Ada Avenue to Newton Road)	110,000
RMS Block Grant Capital Works Road & Supplementary (RMS Block Grant Funded)	295,00 (Grant)
Albert Road and Churchill Avenue (installation of Pedestrian Safety Fencing 70.0m)	40,000
Traffic Management/LATM Capital Works	380,00
Barker Road at South Street (Kerb extensions to slow down traffic and regulate turning movements)	40,000
Barker Road at Oxford Road (Kerb extensions to slow down traffic and regulate turning movements)	40,000
Wallis Avenue at Newton Road (Roundabout and refuge upgrade to conform to the current standards and improve pedestrian safety)	60,000

**Roads program****\$**

Courallie Avenue from Parramatta Road to Richmond Road, Homebush West overpass owned by TfNSW, Homebush West (Road widening and streetscape upgrade to both road sides to improve local road access totalling approx. 1,320 metre. The current road width is too narrow for two-way traffic)	200,000
Traffic Management/LATM Capital Works	790,000 (Grant)
Pemberton Road at Shortland Avenue, Strathfield (Roundabout to mitigate cross-type crashes that have been recorded and manage speeding at this intersection)	120,000
Bridge Road and Loftus Crescent, Homebush (Roundabout to mitigate cross-type crashes that have been recorded and manage speeding at this intersection)	100,000
Barker Road at Marion Street (Roundabout to mitigate cross-type crashes that have been recorded and manage speeding. The associated refuge would assist with high volumes of pedestrian traffic originating from St Patrick's College and Australian Catholic University.)	120,000
Wallis Avenue at Newton Road (Roundabout and refuge upgrade to conform to the current standards and improve pedestrian safety)	80,000
Hedges Ave and Morgan Place (Proposed new roundabout)	120,000
High Street at Amaroo Avenue, Strathfield (Roundabout to mitigate cross-type crashes that have been recorded and manage speeding)	100,000
Abbotsford Road and Homebush Road, Homebush (Proposed new roundabout)	100,000
Norfolk Road and Wentworth Road, Strathfield South (Proposed Median Island)	50,000

**Drainage Program****\$**

Stormwater Pits & Pipes Capital Renewals /Upgrades	340,000
Vernon Street, Strathfield (Upgrade the existing pits and drainage pipe)	125,000
Woodward Street, Strathfield (Additional pits and lay new 450mm pipe)	75,000
Dean Street, Strathfield South (Lay new 450mm pipe and pits)	140,000

**Kerbs & Gutter**

Street	From	To	\$
Melville Avenue, Strathfield	Ada Avenue	Newton Road	30,000
Dickson Road, Strathfield	Beresford Road	Shortland Avenue	25,000
Hill Street, Strathfield South	Hume Highway	Coronation Parade	20,000
Hillcrest Avenue, Strathfield South	Hill Street	Dean Street	15,000
Strathfield Avenue, Strathfield	The Boulevarde	Nicole Parade	20,000
Albert Road, Strathfield	Homebush Road	Elva Street	35,000
Pilcher Street, Strathfield South	Madeline Street	Cosgrove Road	15,000
Madeline Street, Strathfield South	Pilcher Street	To the End (chicane)	15,000
Dean Street, Strathfield South	Maria Street	Hillcrest Street	40,000
MacArthur Avenue, Strathfield	Noble Avenue	High Street	15,000
Shortland Avenue, Strathfield	Pemberton Street	Mitchell Road	20,000
Albyn Road, Strathfield	The Boulevarde	Kingsland Road	40,000
Myrna Road, Strathfield	Ada Avenue	Newton Road	15,000

**Footpath program**

Location	Description	Estimated cost to complete
High Street	MacArthur Avenue to Amaroo Avenue segment 101HL	11,162.88
High Street	MacArthur Avenue to Amaroo Avenue segment 101HR	11,145.60
Mackenzie Street	Arthur Street to Badgerys Avenue	15,638.40
Maria Street	Chiswick Street to James Street segment 141BL	4,343.04
Maria Street	Chiswick Street to James Street segment 141BR	7,617.60
Maria Street	Clement Street to The Causeway segment 141DL	4,769.28
Maria Street	Clement Street to The Causeway segment 141DR	6,634.80
Maria Street	The Causeway to Dean Street segment 141EL	8,087.04
Maria Street	The Causeway to Dean Street segment 141ER	9,665.28
Morgan Place	Morgan Lane to Cave Road segment 155BL	7,545.60
Morgan Place	Morgan Lane to Cave Road segment 155BR	6,307.20
Augusta Street	Rickard Road to Wallis Avenue	14,273.28
Augusta Street	Chalmers Road to Wallis Avenue	19,507.20
Noble Avenue	Amaroo Avenue to Macarthur Avenue	12,320.64
Noble Avenue	MacArthur Ave to High Street	41,662.08
Pemberton Street	Karuah Street to Shortland Avenue segment 174DL	29,402.88

**Footpath program**

<b>Location</b>	<b>Description</b>	<b>Estimated cost to complete</b>
Pemberton Street	Karuah Street to Shortland Avenue segment 174DR	26,766.72
Bareena Avenue	Yarrowee Road to Ada Avenue segment 18AL	35,878.08
Bareena Avenue	Yarrowee Road to Ada Avenue segment 18AR	39,434.88
Water Street	Excelsior Avenue to James Street segment 229DL	30,566.40
Water Street	Excelsior Avenue to James Street segment 229DR	29,039.90
Chalmers Road	West Street to Gelling Street	37,704.19
Edgar Street	Fraser Street to Marion Street segment 71BL	19,733.76
Edgar Street	Fraser Street to Marion Street segment 71BR	29,237.76
Frances Avenue	Dean Street to Liverpool Road segment 87AL	35,404.06
Frances Avenue	Dean Street to Liverpool Road segment 87AR	35,268.89
<b>Total</b>		<b>529,117.44</b>



# Statement of Revenue 2022-2023

7

## COUNCIL'S REVENUE POLICY IDENTIFIES THE PROPOSED REVENUE FROM EACH OF THE FOLLOWING SOURCES OF FUNDING:

1 Rates

2 Domestic Waste Annual Charge

3 Fees and Charges

4 Private Works

5 Borrowings

The total income that can be raised from levying rates on property is capped by the NSW State Government ('rate peg') through the Independent Pricing & Regulatory Tribunal (IPART) which has determined that NSW Councils may increase general income from rates by a maximum of 1.1% in 2022-2023.

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 2022-2023 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 2022-2023:

- A Residential Ordinary Rate of 0.064212 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 \$423.00 in respect of each separate parcel of rateable land; and
- A Business Ordinary Rate of 0.235147 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 \$475 in respect of each separate parcel of rateable land.

*The above rates in the dollar include the Rate Pegging Limit of 1.1% as set by IPART.*

IPART rate calculations are based on land valuations with a base date of 1 July 2019, 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 6.0% per annum and calculated on a daily basis for the 2022-2023 financial year.

Land Value	Type of Rate	No	\$	%
<b>10,887,588,130</b>	<b>Residential</b>	<b>16,547</b>		
	Base amount	423.00	6,999,381	50.03
	Cents in dollar	0.064212	6,999,138	49.97
	TOTAL		13,990,519	100.00
	<b>Business</b>	<b>1,429</b>		
	Base amount	475.00	678,775	11.48
	Cents in dollar	0.235147	5,233,366	88.52
	TOTAL		5,912,141	100.00
	<b>TOTAL</b>	<b>17,976</b>	<b>19,902,660</b>	

### **RATE AND CHARGES REDUCTIONS FOR ELIGIBLE PENSIONERS**

Council provides for rate reductions to eligible pensioners who are holders of a Pensioner Concession Card, up to a maximum of \$250.00. In 2013 with the establishment of the Stormwater Management Service Charge (minute 132/13) that eligible pensioners and Commonwealth Seniors Health Care Card Holders be exempted from the charge. This policy has continued since it was first resolved.

### **RATE INSTALLMENTS**

Rate Installments will be due on the following dates:

- First rate instalment due on 31 August 2022
- Second rate instalment due on 30 November 2022
- Third rate instalment due on 28 February 2023
- Fourth rate instalment due on 31 May 2023

### **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 (user 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:

- Paving and roadmaking
- Kerbing and guttering
- Fencing and ditching
- Tree planting and tree maintenance
- Demolition and excavation
- Land clearing and tree felling
- Water, sewerage and drainage connections
- Gas and electricity connections

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
  - b. The owner of that land requests or agrees to the provision of the service to that land
  - 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 the following charges for 2022-2023:

### 2022-2023 Domestic Waste Management Service Charges

Service	Cost(\$)
Minimum service	795
Additional service – 120L Garbage	795
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 according to Department guidelines can include:

- planning, construction and maintenance of drainage systems, including pipes, channels, retarding basins and waterways receiving urban stormwater;
- planning, construction and maintenance of stormwater treatment measures, including gross pollutant traps and constructed wetlands;
- planning, construction and maintenance of stormwater harvesting and reuse projects;

- planning and undertaking of community and industry stormwater pollution education campaigns;
- inspection of commercial and industrial premises for stormwater pollution prevention;
- cleaning up of stormwater pollution incidents (charge can fund a proportion);
- water quality and aquatic ecosystem health monitoring of waterways, to assess the effectiveness of stormwater pollution controls (charge can fund a proportion); and
- monitoring of flows in drains and creeks, to assess the effectiveness for flow management (flooding) controls (charge can fund a proportion)
- staff specifically appointed to provide the stormwater management service associated with the charge (eg temporary project staff).

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

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<sup>2</sup>.

*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 2022/2023:*

<b>Land categorised as residential</b>	\$25.00	For a single residential dwelling
<b>Residential strata lots</b>	\$12.50	For each strata unit
<b>Residential flats, community title, tenants-in-common residential units</b>	\$12.50	For each flat/unit
<b>Land categorised as Business</b>	\$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
<b>Business Strata Lots, Business Company Title</b>	\$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 \$308,575.00 (excluding Pensioner rebates).*

## 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:

- NIL



## 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 2022-2023 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

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.

# Strathfield Council Service Area Budgets

## 1.0 CORPORATE & COMMUNITY

### Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Corporate Services & Governance	Director Corporate & Community/ Manager Governance and Risk	<ul style="list-style-type: none"> <li>Community Facilities</li> <li>Secretariat Services</li> <li>Governance</li> </ul>	167,100	1,027,161	(860,061)	4.0
Records	Manager, Digital, Information and Customer	<ul style="list-style-type: none"> <li>Record management</li> </ul>		637,923	(637,923)	4.0
Customer Services	Manager, Digital, Information and Customer	<ul style="list-style-type: none"> <li>Customer Experience</li> </ul>		559,910	(559,910)	5.0
Procurement	Manager Governance and Risk	<ul style="list-style-type: none"> <li>Procurement</li> </ul>	2,200	95,497	(93,297)	1.0
Town Hall & Hospitality	Manager, Operations	<ul style="list-style-type: none"> <li>Hospitality</li> <li>Room/Hall hire preparation</li> </ul>		137,131	(137,131)	1.0
People & Culture	Manager People & Culture	<ul style="list-style-type: none"> <li>Recruitment</li> <li>Learning &amp; Development</li> <li>Organisational Development</li> <li>Workers Compensation</li> </ul>	36,800	1,387,486	(1,350,686)	5.6
Information & Communication Technology	Manager, Digital, Information and Customer	<ul style="list-style-type: none"> <li>Technology infrastructure</li> <li>Core systems, application, software and user connectivity</li> <li>Cyber Security</li> <li>CCTV network</li> <li>Helpdesk</li> </ul>		2,635,517	(2,635,517)	7.0
Financial Services	Chief Financial Officer	<ul style="list-style-type: none"> <li>Financial reporting</li> <li>Revenue management (including rates and accounts receivable)</li> <li>Accounts Payable</li> <li>Treasury (Banking &amp; Investment)</li> <li>Asset Management (financial)</li> <li>Annual budgets &amp; LTFP</li> </ul>	21,713,842 (Includes Rates income, FAG & investment/ interest income)	9,638,354 (includes Depreciation of Council's Assets and offset for overheads)	12,075,488	11.0

### Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Community Services	Manager, Library and Community	<ul style="list-style-type: none"> <li>Support community wellbeing and achieve a safe, healthy and harmonious Strathfield Local Government Area</li> <li>Manage Multicultural programs, Community Safety and Crime Prevention, Access Programs, Street Libraries programs</li> <li>Facilitate and/or deliver programs for seniors, youth, CALD, people with disabilities etc.</li> <li>Review and monitor Disability Inclusion Action Plan</li> </ul>	1,800	496,721	(494,921)	3.0
Public Library	Manager, Library and Community	<ul style="list-style-type: none"> <li>Provides and promotes reading, literacy and lifelong learning</li> <li>Provides specialised programs and publications and digital platforms and use of community spaces</li> </ul>	265,100	1,587,371	(1,322,271)	12.2

### Capital and other projects

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Corporate Services	Director Corporate & Community Services	Hearing Loop – Town Hall		8,550	(8,550)	General Revenue
Customer Services	Manager, Digital, Information & Customer	Hearing Loop – Customer Services		3,000	(3,000)	General Revenue

### Capital and other projects

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Information & Communication Technology	Director Corporate & Community	Desktop/laptop replacement program		120,000	(120,000)	General Revenue
Information & Communication Technology	Manager, Digital, Information & Customer	Network Switch Upgrade		70,000	(70,000)	General Revenue
Information & Communication Technology	Manager, Digital, Information & Customer	CCTV Security System		50,000	(50,000)	General Revenue
Public Library	Manager, Library and Community	Library books		123,000	(123,000)	General Revenue

## 2.0 OFFICE OF GENERAL MANAGER

### Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Civic & Protocol	Coordinator Civic & Protocol	<ul style="list-style-type: none"> <li>• Mayoral &amp; Councillors allowances</li> <li>• Councillors Training</li> <li>• Councillors Travel</li> <li>• Facilities &amp; Other Expenses</li> <li>• Council meeting</li> <li>• Councillors workshop</li> <li>• Civic &amp; Community events</li> <li>• Provision for Elections</li> </ul>		628,290	(628,290)	1.0
General Manager's Office	General Manager	<ul style="list-style-type: none"> <li>• Executive support to Council's elected representatives &amp; Council business areas</li> </ul>	1,000	1,033,621	(933,621)	1.0
Legal	General Counsel	<ul style="list-style-type: none"> <li>• Legal Services</li> </ul>		633,200	(633,200)	1.0
Communications & Events	Manager Communication, Events & Engagement	<ul style="list-style-type: none"> <li>• Communicate &amp; engage with Community</li> <li>• Council events</li> <li>• Provide Strathfield community and its visitors with a range of experiences through the delivery of an annual calendar events</li> <li>• coordination of decorations banners and flags</li> </ul>	40,400	1,263,337	(1,222,937)	4.6
Corporate Strategy & Performance	Chief Strategy Officer	<ul style="list-style-type: none"> <li>• Preparation of Council's Community Strategic Plan and other plans required under the Integrated Planning and Reporting framework and Local Government Act including Plans of Management</li> <li>• Community engagement</li> <li>• Organisational performance management and reporting</li> <li>• Analysis and provision of policy and strategic advice on key projects</li> </ul>		361,876	(361,876)	1.0

### 3.0 PLANNING & ENVIROMENT

#### Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Planning & Environment Administration	Director Planning & Environment	<ul style="list-style-type: none"> <li>• Development assessment administrative support services</li> <li>• Development control</li> <li>• Assessment of development applications, engagement with applicants, provision of advice and duty planner</li> </ul>		658,780	(658,780)	2.0
Landuse, Place & Development	Manager Landuse, Place & Development	<ul style="list-style-type: none"> <li>• Land use and planning of Strathfield local government area to meet the needs and aspirations of residents</li> <li>• Provide mapping services throughout Council</li> <li>• Advise other sections of council on planning matters</li> <li>• Advise Council and development of strategic sites</li> <li>• Advise Council regional planning local planning policies including district plans advise council in general heritage and original heritage matters</li> <li>• Advisory review and prepare LEP and DCP matters</li> <li>• Part 5 environmental assessments</li> <li>• Development assessment administrative support services</li> <li>• Development control</li> <li>• Assessment of development applications, engagement with applicants, provision of advice and duty planner</li> </ul>	7,124,400	3,272,291	(2,062,191)	18.60
Environmental Sustainability & Compliance Admin	Manager, Environment, Sustainability & Compliance	<ul style="list-style-type: none"> <li>• Water and Energy Cycle Management, Sustainability, Biodiversity, Education for Sustainability and Environmental Advocacy and Information</li> <li>• Implement projects, services and programs of the Environmental Services Team</li> </ul>		211,451	(211,451)	1.0



## Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Environmental Health	Manager, Environment, Sustainability & Compliance	<ul style="list-style-type: none"> <li>Provide inspection services including food inspections, public health premises, infringements relating to building compliance and inspections, assessment of construction certificate and complying development certificate.</li> </ul>	110,400	261,011	(150,611)	2.0
Environmental Projects & Sustainability	Manager, Environment, Sustainability & Compliance	<ul style="list-style-type: none"> <li>Water and Energy Cycle Management, Sustainability, Biodiversity, Education for Sustainability and Environmental Advocacy and Information</li> <li>Implement projects, services and programs of the Environmental Services Team</li> </ul>		381,727	(381,727)	3.0
Community Bus	Manager, Environment, Sustainability & Compliance	<ul style="list-style-type: none"> <li>Operate and maintain Council Community Bus Service</li> </ul>	2,100	923,326 (excludes plant hire charges)	(921,226)	No FTE casual used
Compliance & Regulatory Service	Manager, Environment, Sustainability & Compliance	<ul style="list-style-type: none"> <li>Provide Law Enforcement Service over 7 days between 6am and 5am on weekdays and 6am to 5am on weekends.</li> </ul>	2,136,923	1,865,359	271,564	12.0
Domestic Waste Management	Manager, Environment, Sustainability & Compliance	<ul style="list-style-type: none"> <li>Provide waste management services</li> <li>Educate and empower the community and visitors to make responsible decisions in relation to waste management</li> <li>Deliver targeted waste avoidance and resource recovery initiatives</li> <li>Provide specialist collections e.g. e-waste</li> <li>Provide clear, concise and timely messaging to improve compliance</li> </ul>	13,665,035 (includes transfer to reserve)	13,665,035	—	12.0

## 4.0 ENGINEERING & OPERATIONS

### Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Engineering & Operations Admin	Director Engineering & Operations	–		340,367	(340,367)	2.0
Asset Planning & Resilience	Manager, Engineering	–		144,758	(144,758)	1.0
Operations Admin & Building Facilities	Manager Operations	<ul style="list-style-type: none"> <li>• Management of the Council's building facilities</li> <li>• Maintenance and upgrade to council owned facilities and buildings</li> </ul>		2,696,787	(2,696,787)	12.0
Parks & Reserves (including Sportgrounds)	Manager Operations	<ul style="list-style-type: none"> <li>• Manage, monitoring &amp; upgrade open space, parks and facilities</li> <li>• Manage facilities parks in open spaces in an efficient manner</li> <li>• Maintain public open space and recreation facilities to cater to a range of community groups and support changes in future usage needs and is safe and accessible</li> </ul>	548,300	3,828,174	(3,279,874)	29.0
Urban Forest	Manager Operations	<ul style="list-style-type: none"> <li>• Promote the protection of the environment as a key to a sustainable future</li> <li>• Undertake projects in partnership with the community</li> <li>• Protect preserve and manage them for future generations including Mason Park wetlands</li> <li>• Bushcare volunteer program, noxious weed reduction programs and bushland programs in natural areas</li> <li>• Manage Strathfield public places, including gardens and streetscapes by improving civic amenity, plantings, maintaining trees, cultural heritage and streets and parks in open space areas</li> </ul>	32,800	529,079	(496,279)	2.0
Golf Driving Range	Manager Operations	<ul style="list-style-type: none"> <li>• Provide Golf Driving Range and Hudson District Park for public recreation</li> </ul>	1,050,600	855,479	195,121	6.0

## Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Civic Maintenance & Cleansing	Manager Operations	<ul style="list-style-type: none"> <li>Maintain public roads to a high standard of cleanliness and to ensure public amenity, public health and safety guard water quality in the municipality</li> </ul>		2,056,488	(2,056,488)	11.0
Fleet Management	Manager Operations	<ul style="list-style-type: none"> <li>Plant equipment and maintenance</li> <li>Provision of Council Depot</li> <li>Road safety programs</li> </ul>	346,800	910,163	(563,363)	1.0
Construction & Maintenance (including Roads, Footpath, Civil Engineering Works and Stormwater)	Manager Operations	<ul style="list-style-type: none"> <li>Maintain and improve local transport facilities and infrastructure</li> <li>Insure all roads and related infrastructure presented to the community at a condition three or better rating.</li> <li>Maintain and improve local transport infrastructure</li> <li>Ensure development works that impact on councils assets are properly repaired and reinstated</li> <li>Provide street lighting is maintained and operating to specifications</li> <li>Maintain and improve local transport facilities and infrastructure, ensure all footpath infrastructure assets are presented to the community at condition three or better rating.</li> <li>Implement works programs</li> <li>Inspect footpaths</li> <li>Ensure damage is rectified in accordance with Council's Customer Service Standard</li> <li>Maintain stormwater drainage system</li> <li>Replace failed in unserviceable sections of drainage</li> <li>Reduce drainage flooding problems</li> <li>Use CCTV to condition assess stormwater assets.</li> </ul>	2,056,200	3,153,824	(1,097,624)	20.0
Workshop & Depot/ Store Services	Manager Operations	<ul style="list-style-type: none"> <li>Provide civic works staff, administrative and depot facilities</li> </ul>		536,629	(536,629)	5.0

## Operational budget

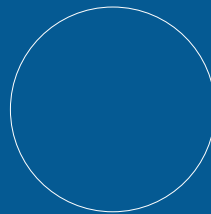
Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Engineering (including Design, Development, Road Safety and Traffic)	Manager, Engineering	<ul style="list-style-type: none"> <li>Maintain and improve local transport infrastructure</li> <li>Ensure development works that impact on councils assets are properly repaired and reinstated</li> <li>Provide street lighting is maintained and operating to specifications</li> <li>Road Safety officer and program funded by RMS</li> </ul>	693,500	1,685,557	(992,057)	6.6
Property & Risk	Manager, Engineering	<ul style="list-style-type: none"> <li>Risk Management</li> <li>Insurance compliance</li> <li>Strategic Property</li> </ul>	1,023,000	734,521	288,479	2.0

## Capital and other projects

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Building Facilities	Manager, Operations	CCC Building – Strathfield One Stop Childcare 2A Fraser Street		250,000	(250,000)	General Revenue
Building Facilities	Manager, Operations	Amenities Building – Airey Park Capital Works (public toilets renovation)		50,000	(50,000)	General Revenue
Building Facilities	Manager, Operations	Strathfield Rotunda Replacement		250,000	(250,000)	General Revenue
Building Facilities	Manager, Operations	Gateway Signage		140,000	(140,000)	General Revenue
Urban Infrastructural Services & Plant Operations	Manager, Capital Works	Purchase of Major Plant	600,000	600,000	–	Plant Reserve
Urban Infrastructural Services & Plant Operations	Manager, Capital Works	Purchase of Sedans & Light Vehicles	800,000	800,000	–	Plant Reserve
Urban Infrastructural Services & Plant Operations	Manager, Operations	Plant Sales Proceeds	651,000		651,000	Plant Reserve
Civil Engineering Works	Manager, Capital Works	Kerb & Gutter Capital Works		305,000	(305,000)	General Revenue

### Capital and other projects

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Footpath	Manager, Capital Works	Footpath Replacement Capital Works		530,000	(530,000)	General Revenue
Roads	Manager, Capital Works	LATM	790,000	790,000	–	Grants
Roads	Manager, Capital Works	LATM		380,000	(380,000)	General Revenue
Roads	Manager, Capital Works	RMS & R2R Program	295,000	295,000	–	Grants
Civil Engineering Works	Manager, Capital Works	Kerb & Gutters		305,000	(305,000)	General Revenue
Stormwater Management	Manager, Capital Works	Stormwater Drainage – Capital Upgrades	340,000	340,000	–	Stormwater Reserve
Stormwater Management	Manager, Capital Works	Stormwater Drainage – Capital Purchase Equipment	300,000	300,000	–	Stormwater Reserve



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