


STRATHFIELD COUNCIL

# STRATHFIELD TOWN CENTRE

## MASTERPLAN

PROJECT PLAN &  
COMMUNICATIONS AND  
ENGAGEMENT STRATEGY  
NOVEMBER 2023



	Strathfield Town Centre Project Plan		
RESPONSIBILITY	Strathfield Town Centre Masterplan Project Team		
DATE ADOPTED	xx	MINUTE	xx
REVISED	xx	REVIEW	xx
CM10 No.			
ASSOCIATED POLICIES	N/A		
ASSOCIATED LEGISLATION	N/A		

## 1.0 INTRODUCTION

The plan provides a detailed overview of the methodology that will be deployed to deliver the Strathfield Town Centre Masterplan. It covers both the technical aspects of the project but also the areas of engagement and collaboration that will be required to deliver the project.

In addition to this a communication and engagement plan has also been prepared to sit alongside the project methodology. This is to ensure that there is a strong focus on meaningful and transparent engagement with the community through the delivery of the Masterplan. A list of key stakeholders has also been prepared to accompany the communication plan.

A major project risk assessment has been included within the project plan and this will be supplemented by a risk register as the project progresses.

### 1.1 Project Background

The Strathfield Town Centre Project (the Project) has been on foot for several years.

The project is an important aspect in our Community Strategic Plan and current Delivery Program and Operational plan, as follows:

*Our Vision reflects the community's expressed aspirations for the future of the Strathfield Local Government Area to 2035. It incorporates the stated community values and priorities and has been developed from community engagement.*

*Council's Delivery Program 2022-2026 and Operational Plan 2023-2024 outlines that our community values our areas of housing density and population growth be supported by access to transport, infrastructure, open space and services.*

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

- a. Equity*
- b. Rights*
- c. Access*
- d. Participation.*

The preparation of a new Masterplan for the Town Centre is seen as an important step and will provide guidance as to future growth and expansion. This would be across economic, development and community-based themes that are likely to be identified through the delivery of the project.

On 1 August 2023, Council adopted an alternative governance structure and working arrangements of the delivery of a Masterplan. This project plan outlines the methodology that will be employed by the internal Council project team to prepare the Masterplan and undertake communication and engagement associated with the project.

## **1.2 Reasons for the project**

The Strathfield Town Centre Masterplan will become an important document that will provide policy direction and guidance for the future growth and expansion of the Town Centre.

Strathfield Town Centre is an important resource for many within the community. It provides access to a range of goods and services which are not otherwise available in other locations in the community. Economically it is also a place for employment with a large number of people being employed primarily in the retail and service sector.

In terms of connections, the presence of Strathfield Train station is also an important resource as this provides access to several major centres across Greater Sydney. The centre is also culturally important too. There is a burgeoning night time economy within the Town Centre, with a large number of restaurants offering a variety of dining experiences. The quality of visitor experience is also an important consideration and the public places within the Town Centre should offer a safe, accessible, and pleasant experience.

In recent times there have been several planning proposals submitted by proponents to develop key sites within the Town Centre. Whilst these planning proposals were not successful it does indicate that there remains some level of investment opportunity, but there needs to be a clearer understanding of the outcomes that future development should achieve for the Town Centre.

The Masterplan needs to bring together the three (3) emerging themes of economic futures, development opportunity and community experience into a cohesive and logical strategy.

## **1.3 Objectives of the Project**

There are several objectives that the Masterplan needs to address. However, based on the preliminary work completed to date, the Masterplan needs to achieve the following objectives:

1. Set direction and create confidence associated with the future of Strathfield Town Centre.
2. Support clear and transparent decision making and policy.

3. Provide an evidence based to support any future amendments to the Strathfield Local Environment Plan or Strathfield Development Control Plan.
4. Enliven economic development and diversity of employment opportunities.
5. Identify and priorities public realm and placemaking opportunities.
6. Support the creation of a strong brand identity of Strathfield Town Centre.
7. Encourage collaboration and innovation where this would advance a positive outcome for the Town Centre.
8. Provide a basis for future grant or funding applications to improve Strathfield Town Centre.
9. Ultimately create a great place and destination.

#### 1.4 Study Area

For the purposes of the Masterplan, the study area has been adopted as outlined in Figure 1 Study Area below. However, it is acknowledged that portions of the Strathfield Town Centre are located outside the Strathfield Local Government Area (LGA). Any policies adopted by Strathfield Council would only take effect within the Strathfield Council area.



*Figure 1 Study Area (Area outside Strathfield LGA shaded)*

#### 1.5 Project Team

On 1 August 2023, Council established the overall project governance structure as shown in Figure 2.



Figure 2 Strathfield Town Centre Masterplan Governance Structure

Subsequent to the endorsement of the governance structure, the Council Steering Group, confirmed the establishment of the Project Team, comprising the following membership:

Project Manager	Role on Project
Manager Place, Planning & Development	Responsibility of the technical delivery of the project including reporting to the Council Steering Group
Technical Leads	Role on Project
Place Planning Coordinator	<b>Planning and Urban Design</b> Lead for the project with support from Council's Urban Designer.
Place Designer	Responsibility for <b>landscape and public realm</b>
Manager, Communications and Events & Chief Strategy Officer	Joint responsibility for <b>communications and engagement</b>
Senior Traffic and Transport Engineering	Responsibility for the <b>Movement and Transport</b> elements of the project
As required	Additional Council staff may join the project team from time to time to provide issue specific or technical advice. This would include: <ul style="list-style-type: none"> <li>- Manager, Library and Community Services</li> <li>- Strategic Property Officer</li> <li>- Chief Financial Officer.</li> </ul>

The Project Team will be led by the Manager Place, Planning & Development with responsibility for overseeing and progressing the Project, and for ensuring all project governance and reporting obligations are met. The Project Manager provides reporting to the Council Steering Committee.

Key tasks include:

- Provide secretariat support for the Reference Group.

- Identify and address actual or potential conflicts between the duties of Project Team members in respect to the Project and Council business as usual activities. Separate the personnel drafting the Masterplan from the personnel involved in stakeholder consultations.
- Manage the Project's business aspects, including budget strategy, ongoing financial feasibility, oversight of contractor performance, achievement of milestones and benefits realisation.
- Ensure the timely preparation of quality reporting and other documentation as required by the Council Steering Committee.
- Manage the effective and efficient deployment of Council resources to the Project.
- Ensure that the Project is undertaken in accordance with Council's resolutions and policies.
- Identify and address substantive Project issues and risks in a timely manner, including by maintenance of a formal risk register.
- Identify and address other risks which have major implications for the Project.
- Liaise with key stakeholders such as property developers, landowners etc. (noting this will be necessary as these types of roles will not be included on the reference group).
- Reconcile differences in opinion and approach and resolve disputes arising from them.

## 1.6 Project Registers

The following registers are held and will be used in relation to this project.

- Risk Register: CMXXXX
- Stakeholder Meeting Register: CMXXXX

## 2.0 Major Risk Management

There are several risks associated with this project, this section of the project plan considers the major risk associated with a strategic planning project of this nature.

A risk matrix will be prepared and maintained as a separate document to this project plan.

Risk Item	Mitigation Actions
Reputational impacts associated with poor access to information, alternative information being provided by third parties or conflicts arising with external stakeholders.	A clear Communication and Engagement Plan has been prepared and this is supported by open and transparent access to information via the Council's website.
Negative reports in the media regarding the project, stakeholder interactions or other aspects of the project.	An appropriate statement will be prepared through the communications team with endorsement from the General Manager and / or Mayor.
Members of the project team, steering committee, reference group or Councillors are lobbied regarding particular aspects of the project.	All parties will be required to sign and acknowledge a conflict of interest declaration. Any meeting interactions will be recorded as part of a project register.
Negative response from third parties, stakeholders or other agencies regarding elements of the Masterplan.	A staged approach is recommended in the project methodology and engagement strategy that allows for testing of early ideas, feedback on concepts and direct engagement as necessary.



Risk Item	Mitigation Actions
Conflicts of interest arise between key project stakeholders, Councillors or members of the project steering group, project team, reference group or other advisors.	A clear governance and probity plan is in place, and this includes statutory requirements to declare conflicts of interests. This will be managed through the standard meeting procedures and governance arrangements.
Insurmountable physical or environmental constraints are identified which have a major impact upon core elements of the Masterplan.	Early phases of the project will undertake a high-level site condition assessment. This includes consideration of physical site conditions, experience of other developments in the general locality and retained corporate knowledge of the area more generally.
Property market and financial conditions worsen significantly, resulting in a major financial downturn and low investor confidence.	The Masterplan will likely be putting forward a 20-year vision which would span several market cycles. Whilst negative financial conditions may impact high dollar value projects associated with the Masterplan, there are likely to be other lower value / small projects which can still be implemented.
A Council election occurs during the lifecycle of the project and / or there are significant changes to Councillor representation.	A project plan has been prepared and will consider potential elections including caretaker period. External activities on the project will be paused, although internal work will continue. Any new Councillors will be briefed on the project as part of the on boarding process.
A key project team member or project sponsor leaves the organisation.	The project team includes sufficient redundancy to account for changes in project team membership. All documentation and working files are held in a central location with shared knowledge of the project.
There is a significant disagreement as to the appropriate direction or approach for a key element of the Masterplan within the project team.	Such matters would be conferred to the Council Steering Group for consideration. In addition, the reference group is available for consultation and advice on such matters and would be used to seek resolution on any conflicts within the project team.
Financial constraints limit or restrict available budget for the delivery of the Masterplan, supporting technical studies or capital works associated with the implementation of the Masterplan.	Appropriate scoping will be undertaken in the early phase of the project to confirm actual technical inputs required to progress the Masterplan. The scope of any technical studies can be tailored to meet expected budgetary limitations.  The implementation of the Masterplan will take a long-term perspective in relation to funding and likely rely upon multiple sources of fundings, works in kind or other financial mechanisms.
There is a lack of specific technical knowledge or experience to deliver key parts of the project.	Key stage reporting will occur to the Steering Committee and Reference Group. This advice will be received to highlight any further risks or deficiencies in the project.
There is a catastrophic event or pandemic that materially impacts the project or inhibits delivery.	Strathfield Council business continuity procedures will be deployed. As appropriate resources maybe diverted from the project requiring the matter to be paused. This will be publicly communicated to external stakeholders.

### 3.0 Project Methodology

The table below outlines the overall project methodology and relationships between the technical work being undertaken to prepare the Masterplan and the communication and engagement efforts.

Stage 1: Background Review & Analysis	Masterplan Preparation	Communication and Engagement	Stage 1: Understanding the issues & setting the Vision
	Task 1: Background Document Review Strategic Alignment Data Harvesting & Review Demographic & Economic Review Strathfield Council Document Review	Task 1: Project Branding and Launch Graphic presentation of the project Logo & project name	
		Task 2: Launch web-based information Create accessible community information platform	
	Task 2: SWOT Analysis Regional & Site Context Place based function and assessment Economic & land use Analysis	Task 3: Visitor, User & Community Survey Multiple consultation events, survey & engagement platforms Task 4: Stakeholder Meetings Background stakeholder discussions	
Stage 2: Masterplan Preparation	Deliverable: Community Vision & Guiding Principles Public Exhibition		Stage 2: Masterplan Drafting and Testing
	Task 1: Council Visioning Workshop	Task 1: Council Visioning Workshop	
	Task 2: Ideas Testing & Prioritisation		
	Task 3: Draft Masterplan & Scenario Testing		
	Task 4: Technical Studies		
	Deliverable: Refined Place Based Strategy – The Big Moves Public Exhibition & Community Engagement		
	Task 6: Option refinement & Draft Masterplan preparation		
	Task 7: Draft Masterplan exhibition & adoption		
	Task 8: Draft SLEP & SDCP Amendments		



## 4.0 Masterplan Methodology

The following is a detailed breakdown of the key stages and tasks that will be undertaken in the delivery of the Strathfield Town Centre Masterplan.

A significant focus of the methodology is toward community engagement and consultation. A separate consultation and engagement methodology is provided alongside the project methodology. A key deliverable of the consultation and engagement methodology is the creation of community-based vision and principles for the Strathfield Town Centre. This will be an important touch point of the project team and will be used to consider potential options for change or improvement.

### 4.1 Stage 1: Background Review and Analysis

The purposes of this stage of the project are to undertake background assessment of existing strategic policy or other studies which are relevant to the Strathfield LGA. In addition, additional technical work will be completed to gather relevant information and data related to the Town Centre.

#### Task 1: Background Document Review

In order to appreciate any other relevant policy consideration or obtain information from related studies the following will be completed:

- **Strategic Alignment:** Review of documents such as the Greater Sydney Plan, Eastern Sydney District Plan.
- **Study Area:** Confirmation of study area including consultation with neighbouring Councils.
- **Data Harvesting and Review:** Review available data sources and established GIS baseline information. [Home | Data.NSW](#)
- **Demographic and Economic Review:** Review and confirm demographic and economic profile of the LGA with a focus on highlighting characteristics of the LGA.
- **Strathfield Council Document Review:** Assessment of key Council or policy documents for example LSPS, CSP, LEP and DCP.

#### Task 2: SWOT Analysis

This will focus on the physical, economic, and community-based attributes of the Town Centre and will include a variety of on-site assessment, information review and spatial analysis. The analysis will use the Great Places Evaluation Tool developed by the NSW Government, Department of Planning as a way of gathering empirical data to support future study.

The SWOT Analysis will focus on the following themes:

- **Regional Context Analysis:** Identification of regional scale attributes that will have influence over the Town Centre:
  - o Location of Strathfield in the context of Greater Sydney
  - o Identification of regionally significant development and infrastructure
  - o Comparative review of similarly sized Town Centres in terms of height, FSR and land use outcomes
  - o Benchmarking study of exemplar Town Centre and destinations.
- **Site Context Analysis:** Identification of local scale attributes that will have influence over the Town Centre. This would be achieved through a combination of GIS mapping and site inspections:
  - o Connections and boundaries

- Flooding
- Topography
- Land uses and facilities
- LEP controls (also Burwood & Canada Bay)
- Strata titled lots
- Heritage and HCA
- Recent developments activities/approvals (also in Burwood & Canada Bay).

The data would be used to consider the following:

- Identification of key or landmark sites
- Identification of areas that are unlikely to change
- Opportunities for expansion of the Town Centre boundary
- Suitable location or sites for major projects
- Opportunities for new connections or interchanges
- Establishment of view corridors.

- **Place Based Function and Assessment:** This work would identify the physical and public domain attributes of the Town Centre and destination experience for visitors:

- Assessment of general public domain quality and safety
- Evaluation of tree canopy and urban landscape
- Assessment of active frontage conditions, key activity nodes and precincts within the Town Centre
- General evaluation of streetscape conditions including pavement conditions, street furniture and other amenity, for example Strathfield Square
- Undertake site visits to the Town Centre at different times of the week and day in order to assess levels of activity, place-based experience and other Town Centre functions
- To support this assessment the team will use the NSW Government Great Places Evaluation Tool for Great Public Spaces to collect live place based data
- <https://www.transport.nsw.gov.au/industry/cities-and-active-transport/cities-revitalisation-and-place/great-public-spaces-toolkit-1>

This information will be used to identify areas or themes which might form part of a suite of measure to improve or enhance the destination values of the Town Centre:

- Identification of place improvements
- Opportunities to improve public space within the Town Centre
- Place making or place-based interventions that would improve visitor and user experience
- Opportunities to increase sustainability and urban tree canopy outcomes
- Consideration of pedestrian safety within the Town Centre, particularly after dark.

- **Economic and Land Use Context Analysis:** This review will serve to understand the economic role and function of the Town Centre and overall economic profile. It will also include an assessment of existing land use activity within the Town Centre.
  - Identification visitation and visitor profile.
  - Assessment of local business profile – mix of uses, general floor space allocations, characteristics of uses, typical opening hours.
  - Consideration of likely market demand analysis and employment projections from employment land strategy and commercial centres strategy.

- Assessment of Development Feasibility issues.
- Overall consideration of the economic potential of the Town Centre.

**Task 3: Deliverable #1: Community Vision and Guiding Principles:** The first document prepared would provide an overview of the technical findings and SWOT analysis. Using this data, combined with the feedback from community engagement a community-based vision for the future of the Strathfield Town Centre combined with a set of guiding principles.

The community vision and guiding principles document would be placed on public exhibition following Council resolution as a way of finding feedback on the progress of the Masterplan but also confirming with the community the feedback that Council has received.

The vision and guiding principles would be used to inform the focus of further work for the Masterplan.

## 4.2 Stage 2: Masterplan Preparation

Using the findings from Stage 1, the preparation of the Strathfield Town Centre Master will begin with a Council led workshop. Attendance at the workshop would be by invitation only and would likely focus on Government based stakeholders.

### Task 1: Council Visioning Workshop

Facilitated by the project team, the workshop would focus on establishing the level of ambition for change within the Town Centre and use the data obtained in stage 1. General themes that might be explored include, and not limited to:

- Understanding what is special about Strathfield Town Centre
- Identification of core services provided by Council within the Town Centre
- Residential vs commercial land: What would be the influence of more residents living within the Town Centre?
- People vs cars or Place vs Movement: Could road space be adapted to increase public realm
- Should the Mixed Use Zoning of the Town Centre be expand?
- Public Transport and Land Use Integration: Should the bus interchange be upgraded?
- Street activation and precinct definition: Could outdoor dining or other interventions improve visitor experience?
- Understanding the balance: Changed planning controls, alternative traffic and parking management, changes in focus for service delivery.

### Task 2: Ideas testing and prioritisation

Based on the feedback generated through the workshop, a list of potential ideas for the Town Centre will be created and considered in the context of the overall vision and guiding principles. This will allow the idea to be tested and considered in the context of the outcome it might achieve. This might cover the following:

- Attraction of new uses or destinations
- Creation of through-site links
- New activated open space
- Improved retail experience upgrade
- Heritage restorations
- New civic space/facilities
- Affordable housing outcomes

- Street network improvements
- Cycleways + bike storage
- Public art installations
- Footpath widening and outdoor dining
- Street tree planting - 30% target.

### **Task 3: Draft Masterplan Options and Scenario Testing**

In terms of bringing the Masterplan together, there are likely to be several potential options that need to be tested before a final recommendation can be made.

This may also include testing potential design controls, ways to achieve public realm improvements or similar initiatives. Consideration of scenarios might include:

- Assessment of high versus low growth scenarios
- Alternative approaches to height and FSR controls
- Alternative floor space controls between residential and non-residential land use
- Consolidated versus a dispersed public space strategy
- Alternative approaches to car parking.

### **Task 4: Technical Studies**

It is anticipated that some technical studies will be required to inform the outcomes of the Masterplan. This will need to be scoped as the project progresses toward the options phase. In some instances, this work may require the engagement of external consultancies to access specialist knowledge. Likely technical studies include:

- Flooding and Stormwater Management
- Traffic and Transport Management
- Land Use Economics and Feasibility testing
- Visualisation and architectural rendering.

### **Task 5: Refined Place Based Strategy – the Big Moves**

Subject to the findings of the previous tasks the Masterplan will have identified several core themes and also strategies that will need to be implemented. Called the 'Big Moves' these would represent the major investments or interventions that would have the greatest positive impact. It is proposed that following Council resolution the 'Big Moves' would be placed on public exhibition to obtain feedback mid-way through the preparation of the Masterplan.

The 'Big Moves' consultation would be supported by:

- Short background document highlighting progress on the Masterplan to date
- Presentation of the vision and guiding principles
- Overview of the core themes and emerging strategy of the Masterplan
- 4 to 6 illustrative 'Big Moves' that could be deployed in the Town Centre.

### **Task 6: Option Refinement and Draft Masterplan preparation**

Based on the community feedback, the Masterplan options would be refined and progressed toward a draft Masterplan. It is expected that the Masterplan would be a graphic design document. The general content of the Masterplan would include:

- Executive Summary
- Strategic Alignment and Planning Overview
- Economic and Demographic Overview

- Regional and Site based Analysis
- Vision and Principles
- Core Theme and key strategies (Bold Moves)
- Implementation Plan
- Supporting illustration, visualisation and images throughout.

#### **Task 7: Draft Masterplan Exhibition and Adoption**

Following Council workshop and endorsement, the draft Masterplan would be placed on public exhibition. A submissions report would be provided to Council along with any recommended amendments. A further report would be provided to Council to support adoption of the Masterplan

#### **Task 8: Draft Planning Proposal to support SLEP amendment and SDCP Amendments**

Depending upon the findings of the Masterplan it may be necessary to make amendments to the existing LEP and DCP documents. If this is the case, a further report would be brought back to Council seeking endorsement of the planning proposal to amend the LEP and endorsement of a draft DCP amendment to progress public exhibition.

### **5.0 Communication and Engagement Plan**

#### **5.1 Introduction and Objectives**

Communication and engagement are an integral parts of the delivery of the Strathfield Town Centre Masterplan. The success of the Masterplan is linked with ensure that community and stakeholders have share vision regarding the future of the Strathfield Town Centre.

The communication and engagement plan for this project will take into account the Strathfield Council Community Engagement Strategy, December 2022.

The objectives of community engagement on the Strathfield Town Centre Masterplan will be to:

- Provide information from the community early in the process to ensure the community's aspirations and needs are understood and can be reflected in preparation of the Masterplan.
- Provide the public with objective information on the Masterplan process and background analysis via mail, web and public displays to help people understand the challenges and opportunities for the Town Centre.
- Provide an engagement strategy that encourages multiple contact points through multiple channels. This means engagement via 'pop up' public information displays and 'meet the planners' forums, online information and feedback, printed media, online survey to inform a broad cross section of the community and seek priorities.

#### **5.2 Monitoring and recording Stakeholder Interactions**

It is important that stakeholder interactions are record and as appropriate minutes or records of those meeting held. In some instances, due to the nature of the event, for example pop up information stalls, it will not be possible to accurately record all attendees. However, all information and written feedback provided at such events will be recorded, document and summarised for the purposes of consultation feedback.

In terms of other community and stakeholder interactions, the following actions will be undertaken:

- Any one on one stakeholder meetings will be recorded on a meetings register (CMXXXX) including list of attendees. General minutes of the meeting will be held on file.
- All written or email correspondence will be store on the project file and summarised for consultation purposes.
- Records of attendees at any invited workshops will be recorded.
- Visitor information will be recorded in relation to any online interactions, feedback or website visits to the project website.

### 5.3 Stage 1: Understanding the issues and Setting the Vision:

The purpose of this phase of the engagement process would be to gather data from a cross section of the community regarding their experiences and impressions of the Town Centre. This would be approached in multiple ways including online survey, incept survey, pop up events etc.

#### Task 1: Project Branding and Launch:

It is considered important that the overall look and feel of the Strathfield Masterplan be refreshed and given a contemporary appearance. This is to both recognise the relaunch of the project but also offer an aspirational context for the project.

- **Creation of overall branding:** and corporate documents for the preparation of the Masterplan, this will provide a consistent look and feel across all documents associated with the project.
- **Creative logo and Project Name:** This is considered important to both create a 'tagline' for the project but also give a recognisable logo for use on project document. The logo needs to be colourful, vibrant, show movement, business activity, nighttime activity, transport, food.
  - o Suggested Names to create 4 or 5 test logos
    - Strathfield Town Centre
    - Strathfield Town Centre
    - Strathfield Town Centre
    - Relaunching: Strathfield Town Centre
    - Our Place: Strathfield Town Centre.
- **Launch Event:** For consideration regarding timing, but it is considered approach to hold a launch event to announce the project. This could be tied to a key milestone, or consultation event and used to generate interest and raise awareness of the project
  - o Hosting a comparable event to Small Business Forum
  - o Presentation on the project and our hope and aspirations
  - o Presentation from the Mayor
  - o Opportunity to build excitement amount the Strathfield Business Community
  - o Ability to generate a business data base for future consultation events.

#### Task 2: Launch web-based information:

It will be important to ensure that access to information is open and transparent. As public documents produced and other projects information become available, they will be held in a central location with community provide with open access via the Council website.

The website will also be used as a central location to access community surveys, provide feedback or otherwise contribute to the success of the project. The website will be developed with the following information:

- o Background to the project,
- o Project timelines
- o Background material and reports
- o Access to online survey (when available,
- o Social pinpoint or similar feedback tool – Tells us about Strathfield Town Centre, and

- Gathering of metrics including number of unique visits, comments and similar metrics.

### **Task 3: Strathfield Town Centre: Visitor, User and Community Survey – Creating a Community Based Vision**

A key component of the stage 1 will be understanding how the community is using the Town Centre. This includes those who visit on a regular basis and those who do not. This will be key to developing a clear understanding of the visitor experience, barriers to entry and opportunities to improve.

The surveys will include specific questions designed to encourage the development of a strong, community-based vision for the future of the Town Centre that will be used inform the draft staging of the Masterplan and prioritise the implementation plan for the project.

The engagement phase of the project would include the following:

- **Community Survey** (Online and face to face)
  - Creation of survey to gauge and understanding usage of the Town Centre
    - Reason for visit
    - Reasons for not visiting
    - Likes / dislikes
    - Range finding questions to confirm priorities for future growth / change
    - Free field questions – your vision of Strathfield Town Centre.
- **Pop Up Events**
  - Series of pop up events that would include corflute information panels to show
    - Project information.
    - Test possible scenarios around things people want to see – public space, art, lighting, landscaping etc.
    - Questions board to allow people to give handwritten feedback or vox pops on future vision and priorities for the Town Centre.
    - Target appearance at key events – For example, Australia Day event and then pop ups focused on afternoon, early evening and a weekend.
    - Consider using the Strathfield Library or other location outside the Town Centre.
- **Newsletter and print collateral**
  - Develop copy to be included in Monthly newsletters, mayor email cover – create awareness and drive visitation to the website.
  - Undertaken letter box drop will all business and residents in or close to the Town Centre.
- **Social Media**
  - Develop strategy across social media platforms to push key events including:
    - Access to survey
    - Pop up sessions and dates
    - Links to project information.
  - Secure additional paid sponsor ship push through social media platforms.

### **Task 4: Stakeholder Meetings**

It is expected that direct stakeholder meeting will be required through the project. There are a range of government, private and community-based stakeholders that will be influenced by the project. It is also recognised that in certain instances, privileged or commercial in confidence information might be discussed.

To this regarding, it is expected that direct one on one meetings will be held. This would be attended by a minimum of two (2) Council officers and appropriate minutes held for each meeting. Targeted stakeholders will include government departments, large landowners, key employers, and other relevant groups.



The purpose of the meetings should be to

- Engage and build trust with key groups
- Understand operational / business opportunities and challenges
- Gauge willingness to participate and contribute to the Strathfield Town Centre Masterplan.

#### **Task 5: Deliverable Community Engagement Report and Public Exhibition**

Based upon the findings of the community survey and pop-up information sessions, analysis will be undertaken to assess the common themes and feedback from users of the Town Centre. This will be presented as both quantitative and qualitative data.

Combined with the findings from the SWOT assessment and planning analysis, the community feedback will also be used to develop a community-based vision and guiding principles for the Town Centre.

This analysis and community-based vision and principles would be presented in a short briefing document and subject to Council endorsement place on public exhibition for further feedback. This would be place on public exhibition post Council reporting,

#### **4.1 Stage 2: Masterplan Drafting and Testing**

As this would include development of new Council policy, consultation will need to be more targeted and considered. However, it is appropriate that a 'midway' check in be provided. This focus would be on testing the key moves that emerge from the Masterplan process and demonstrating that they relate to the Community Vision and Principles.

##### **Task 1: Council Visioning Workshop**

Facilitated by the project team, the workshop would focus on establishing the level of ambition of change within the Town Centre and use the data obtained in stage one (1). General themes that might be explored include:

- Understanding what is special about Strathfield Town Centre
- Identification of core services provided by Council within the Town Centre
- Residential vs commercial land: What would be the influence of more residents living within the Town Centre?
- People vs cars or Place vs Movement: Could road space be adapted to increase public realm
- Should the Mixed Use of the Town Centre be expand?
- Public Transport and Land Use Integration: Should the bus interchange be upgraded?
- Street activation and precinct definition: Could outdoor dining or other interventions improve visitor experience?
- Understanding the balance: Changed planning controls, alternative traffic and parking management, changes in focus for service delivery.

##### **Task 2: Refined Place Based Strategy – the Big Moves:**

This would be a way for testing direction for the core strategies that emerge from the strategy. Ideas might be more conceptual or limited to a smaller area. But might test a strategy to test acceptance of targeting road closures to improve pedestrian space. This would also provide confidence to proceed with the Masterplan in the developed direction.

- Pop Up events to showcase ideas and obtain live feedback supported with corflute information boards for public events
- Web based information provide community update on the project. Would be supported by newsletters and letter box drops as appropriate
- Graphic design document made available via the website report outlining the key moves
- Facility to provide online comments / survey approach
- Social media push to direct community to online forums.

### Task 3: Public Exhibition of Draft Masterplan

Following Council resolution, the draft Masterplan would be placed on formal exhibition for adoption as policy, this includes:

- A 28 day consultation and feedback period
- Talk to the project team – drop in information sessions at key locations in the Town Centre, library or townhall
- Social media push to direct community to online forums.

Feedback from the public exhibition would be provided to Council as part of the Council report to adopt the final Masterplan document.

### 5.4 Stakeholder List

The following table identified the likely groups of stakeholders that will be contacted during the Masterplan process.

Stakeholder Group	Example	Engagement Methods
NSW Government	Department of Planning Transport for NSW Sydney Trains	One on one meetings Workshops Legislated engagement (planning proposal under D3.4 of the EPA)
Local Government	Burwood Council City of Canada Bay	One on one meetings Workshops Feedback during public exhibition periods
Strathfield Council (Internal Stakeholders)	Internal operational teams	One on one meetings Workshops
Strathfield Council Councillors	Mayor and Councillors	Councillor briefing workshops Council reports
Community members	Residents of Strathfield and surrounding suburbs	Online information and feedback Newsletters and letter box drops Pop up information stalls, drop in events or other public events Feedback during public exhibition periods
Community Groups and peak body organisations	Chamber of Commerce, Committee for Sydney, environmental interest groups	One on one meetings Online information and feedback Newsletters and letter box drops Pop up information stalls, drop in events or other public events Feedback during public exhibition periods

Group	Example	Engage - Methods
Business owners or operators	Retailer or business present in Strathfield Town Centre and surrounding	Online information and feedback Newsletters and letter box drops Pop up information stalls, drop in events or other public events Feedback during public exhibition periods
Major landowners, operators or employers	Land or asset owners, operators of community facilities or employers within or close to Strathfield Town Centre	One on one meetings Online information and feedback Newsletters and letter box drops Pop up information stalls, drop in events or other public events Feedback during public exhibition periods

## 4.0 MONITORING

### 4.1 Version Control

Date	Type	Minute
xx	xx	xx
xx	xx	xx



# PROBITY & GOVERNANCE FRAMEWORK – STRATHFIELD COUNCIL

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NOVEMBER 2023

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# 1. INTRODUCTION

## BACKGROUND TO PROJECT

Strathfield Municipal Council (**Council**) has commenced a project to prepare the Strathfield Town Centre Master Plan (**the Project**). When complete, the Master Plan will provide policy direction and guidance for the future growth and expansion of the Strathfield town centre.

The Master Plan's objectives include:

- setting direction and creating confidence associated with the future of Strathfield Town Centre
- supporting clear and transparent decision making and policy
- providing an evidence based to support any future amendments to the Strathfield Local Environment Plan or Strathfield Development Control Plan.
- enlivening economic development and diversity of employment opportunities
- identifying and priorities public realm and placemaking opportunities
- supporting the creation of a strong brand identity of Strathfield Town Centre
- encouraging collaboration and innovation where this will advance a positive outcome for the town centre.
- providing a basis for future grant or funding applications to improve Strathfield Town Centre.
- creating a great place and destination.

On 1 August 2023, Council:

- approved the dissolution of the Working Group that had, up until that time, formed part of the governance arrangements for the Project
- endorsed the establishment of a new Reference Group to form part of the Project Governance arrangements.

Council Minutes from that meeting indicate the decision by Council to dissolve the Working Group was made:

- to enhance Council's adherence to the requirements of the Local Government Act, Local Government Regulation, and Council's Code of Conduct in the development of the Strathfield Town Centre Master Plan
- with the aim of ensuring that the implementation of a rigorous governance framework equipped with effective mechanisms to address conflicts of interest, stakeholder engagement and the allocation of funding.

## PURPOSE OF THE FRAMEWORK

This Probity and Governance Framework (the **Framework**) seeks to support the implementation of Council's decision of 1 August 2023 (as above).

In particular, it:

- sets out the governance arrangements that will apply to the Project, including lines of accountability and roles and the responsibilities of groups and individuals
- describes the probity controls and measures that will help to ensure that -

- the Project is undertaken in a manner that is accountable and transparent and impartial and fair, and that
- conflicts of interest are effectively managed and confidential information is adequately protected.

## SCOPE OF THIS FRAMEWORK

The scope of this Framework is limited to establishing the governance arrangements and mitigating the probity risks associated with Council's Project to prepare the Master Plan. It is not intended to cover the period following the implementation of the Master Plan.

## WHO DOES THIS FRAMEWORK APPLY TO?

This Framework applies to elected members of Council, all Council staff and external consultants or advisers involved in the Project. This includes, but is not limited to, persons referred to in the governance section of this document.

This Framework is not intended to supplant or contradict any legislation, policy or guidance documents that are relevant to this Project, including but not limited to:

- Strathfield Council Code of Conduct
- Strathfield Council Statement of Business Ethics
- *Local Government (General) Regulation 2021*
- *Local Government Act 1993*
- Other policies and guidance documents published on Council's website.

## CHANGES TO THIS FRAMEWORK

It is possible that during the course of this Project there will be changes that will require an update to this Framework.

Amendments to this Framework must be approved the Steering Committee.



## 2. PROJECT GOVERNANCE ARRANGEMENTS

This section sets out:

- lines of accountability for the delivery of the Project
- roles and responsibilities of individuals and groups / bodies.

The following governance structure has been adopted to reflect Council's decision of 1 August 2023 and to support ethical, transparent, and inclusive consultation and decision-making.



## ROLES AND RESPONSIBILITIES

The following section sets out the roles and responsibilities to be performed by groups and individuals participating in the Project.

Position / Group	Roles & Responsibilities
Elected Council	<p>Approve the Strategic Plan for delivery of the Master Plan, which will set out Council's involvement in the process, including:</p> <ul style="list-style-type: none"> <li>• Governance arrangements for the Project</li> <li>• Project timelines and milestones</li> <li>• Council approval points throughout the process at milestones and gateways</li> <li>• Council review, briefing and consultation points and information to be provided to Council.</li> </ul> <p>Provide overall strategic oversight of the project:</p> <ul style="list-style-type: none"> <li>• Approve as appropriate recommendations from the Council Steering Committee</li> <li>• Receive regular updates and progress reports from the Council Steering Committee</li> <li>• Provide feedback and direction to the Council Steering Committee through the GM</li> <li>• Approve funding and appointment of consultants if required.</li> </ul>

Position / Group	Roles & Responsibilities
<b>General Manager (GM)</b>	<ul style="list-style-type: none"> <li>Is the Project Sponsor</li> <li>Is a full member of the Council Steering Committee</li> <li>May direct the secondment or other similar mechanism of providing relevant internal support to the Project Team.</li> </ul>
<b>Steering Committee</b>	<p>The Steering Committee is made up of: GM and Directors and Council's General Counsel</p> <p>The Steering Committee:</p> <ul style="list-style-type: none"> <li>Chaired by Director of Planning and Environment</li> <li>Receive regular updates and progress reports from the Project Team</li> <li>Seek advice or opinions from the Reference Group</li> <li>Ensure the information provided to the Reference Group is on a need-to-know basis and that members of the Reference Group do not have access to information that provides a benefit to any member</li> <li>Ensure adequate segregations are maintained between stakeholder engagements, lobbying activities, or other external relationships and the drafting of the Master Plan</li> <li>Endorse key decisions such as stakeholder engagement plans, consultant scope and membership of the Project Team</li> <li>Ensure relevant policy, project and assurance processes are adhered to including risk assessment and mitigation</li> <li>Provide guidance to the Project Team.</li> </ul>
<b>Reference Group</b>	<p>Independent experts with skills relevant to the Council's Skills and Diversity Matrix</p> <p>The Council Steering Committee will exercise its authority to finalise the selection process after the public release of an Expression of Interest, inviting applications from eligible candidates.</p> <p>The Reference Group will undergo yearly reviews, with a new Expression of Interest initiated biennially. During this process, both existing and new members will be considered based on the applications received during that specific period.</p> <p>The Reference Group acts as a 'sounding board' and reference group of experts for the Council Steering Committee, as and when required.</p> <p>Members will:</p> <ul style="list-style-type: none"> <li>attend Reference Group meetings where appropriate and be an active contributor to the Group and its functions</li> <li>undertake consultation or research prior to meetings to input into the discussion of agenda items</li> <li>undertake consultation or research after meetings consistent with actions agreed to during meetings and documented in meeting minutes</li> <li>identify gaps in knowledge – including relevant policy, data, or research developments that may be able to inform the Project</li> <li>review drafts of documents as requested</li> </ul>

Position / Group	Roles & Responsibilities
	<ul style="list-style-type: none"> <li>maintain confidentiality of the work</li> <li>disclose conflicts as and when required.</li> </ul> <p>The Reference Group will not:</p> <ul style="list-style-type: none"> <li>direct or influence the stakeholder consultations, consultants, or internal strategic planning function, or</li> <li>have unfettered access to information or meetings, particularly where that information is of value to a member.</li> </ul>
<b>Project Manager / Project Team</b>	<p>The Project Team will be led by a Project Manager, responsible for overseeing and progressing the Project, and for ensuring all Project governance and reporting obligations are met. The Project Manager provides reporting to the Council Steering Committee.</p> <p>Key tasks include:</p> <ul style="list-style-type: none"> <li>provide secretariat support for the Reference Group</li> <li>identify and address actual or potential conflicts between the duties of Project Team members in respect to the Project and Council business as usual activities. Separate the personnel drafting the Master Plan from the personnel involved in stakeholder consultations</li> <li>manage the Project's business aspects, including budget strategy, ongoing financial feasibility, oversight of contractor performance, achievement of milestones and benefits realisation</li> <li>ensure the timely preparation of quality reporting and other documentation as required by the Council Steering Committee</li> <li>manage the effective and efficient deployment of Council resources to the Project</li> <li>ensure that the Project is undertaken in accordance with Council's resolutions and policies</li> <li>identify and address substantive Project issues and risks in a timely manner, including by maintenance of a formal risk register</li> <li>identify and address other risks which have major implications for the Project</li> <li>liaise with key stakeholders such as property developers, landowners etc. (noting this will be necessary as these types of roles will not be included on the reference group)</li> <li>reconcile differences in opinion and approach and resolve disputes arising from them.</li> </ul>
<b>External Probity Advisor</b>	<p>The functions of the independent probity advisor include:</p> <ul style="list-style-type: none"> <li>Assisting with the development of the Probity and Governance Framework</li> <li>Providing advice and guidance on probity risks and issues that may arise during the Project</li> </ul> <p>The probity advisor:</p> <ul style="list-style-type: none"> <li>Will have day to day contact with the Project Manager in relation to the implementation of the Probity and Governance Framework</li> <li>Is available to any member of the broader project team to discuss any probity issues or concerns in relation to the Project</li> </ul>

Position / Group	Roles & Responsibilities	
Project Technical Leads	Place Planning Coordinator	Planning and Urban Design Lead for the project with support from Council's Urban Designer.
	Place Designer	Responsibility for landscape and public realm
	Manager, Communications and Events & Chief Strategy Officer	Joint responsibility for communications and engagement
	Senior Traffic and Transport Engineering	Responsibility for the Movement and Transport elements of the project
	As required	Additional Council staff may join the project team from time to time to provide issue specific or technical advice. This would include: <ul style="list-style-type: none"> <li>• Manager, Library and Community Services</li> <li>• Strategic Property Officer</li> <li>• Chief Financial Officer.</li> </ul>

## ROLE CLARITY & SEPARATION

At its meeting on 25 September 2023, the Steering Committee made the following decisions:

- members of the Project Team who are progressing the analysis and making decisions about the context of the master plan should not be part of the stakeholder engagement team so as to maintain separation and ensure there is no real or perceived influence on community input.
- the Project Manager should be an advisory member of the Steering Committee to ensure separation between advisory and decision-making functions.

Consistent with these decisions, circumstances should be avoided where Project participants are in a position of making decisions, either as a group or as a sole decision-maker, on the basis of their own advice and recommendations. Unless otherwise authorised by the Steering committee, there should be a clear separation between decision-makers and those providing advice and recommendations for decision.

As part of its decision-making process, the Steering Committee should consider whether any action it approves for the Project could give rise to a conflict in the advisory and decision-making roles to be performed by individual participants.

There may be other circumstances in the course of the Project where the Steering Committee will need to clarify and adjust the roles of individual participants to ensure the integrity of specific Project actions. Among other things this may require restricting individuals:

- from access to classes and types of information
- from engaging in particular project activities and tasks

## PROJECT REPORTING ARRANGEMENTS

Council will put in place mechanisms to report on all aspects of the Project, as part of its overall Project management framework. As a minimum, Council's reporting on the project will include the following:

- Six (6) monthly reporting to Council on the progress of the project, including:
  - Any variances to budget estimates etc.
  - Any issue or factor that may have a material impact on the Project (this could include monetary and non-monetary factors).

### 3. MANAGING THE PROBITY RISKS

This section sets out the key controls for managing the probity risks that may be faced by participants undertaking the Project. It is structured in terms of the four probity principles most relevant to the nature and scope of the Project, being:

- accountability and transparency
- impartiality and fairness
- the management of conflicts of interest
- the management of confidential information.

The controls presented below combine both high-level principles and specific actions required by participants.

The Project Manager may request the Probity Advisor to prepare and maintain a probity risk register if required.

#### MANAGING ACCOUNTABILITY & TRANSPARENCY RISKS

Accountability and transparency are related concepts -

- **Accountability** involves agencies being able to justify the use of public resources, actions and decision-making. This includes aligning the decision-making process with the appropriate delegated authority, and keeping appropriate and well-documented records that will leave a clear and easy to follow auditable trail.
- **Transparency** refers to the preparedness to open a project and its processes to scrutiny, be it an audit or otherwise, and hence possible criticism. This involves providing clear and easy to follow reasons for all decisions that are taken throughout all project phases and the provision of appropriate and timely information to relevant participants, stakeholders and the wider community.

#### Key Probity Controls

- **Effective communication of governance arrangements and the project plan.** To maintain an accountable and transparent process, all participants in the Project should understand:
  - their roles and responsibilities, including:
    - how their roles and responsibilities relate to other participants within the Project
    - their decision-making delegations (If any)
    - whether their roles and responsibilities are specific to particular stages of the Project
  - the lines of accountability for the delivery of the project.

Actions taken to communicate roles and responsibilities and lines of accountability to Project participants (eg briefings, onboarding) should be documented (eg minuted in Project Team or Steering Committee meetings)

All decision-making delegations by Project participants must be aligned to Council's approved Delegations Framework.

- **Effective record keeping practices.** To maintain transparency in the conduct of all stages of the Project, effective record keeping practices must be adopted by all Project participants. Among other things:

- Decisions must be documented and accessible to relevant Project participants
- Meeting minutes must be:
  - kept for the groups that form part of the governance arrangements for this Project
  - accessible to relevant Project Participants.

The record keeping practices for stakeholder Interactions that form part of this Project are described in the Project Communication and Engagement Plan.

- **Maintenance of an audit trail.** To maintain an accountable and transparent process, a clear documentation process or audit trail for the Project must be maintained outlining the decision-making process and how this aligns with the tasks at hand, the stage of the Project, as well as the overall objectives of the Project.

## MANAGING FAIRNESS & IMPARTIALITY RISKS

Stakeholders engaged in the Project are entitled to expect impartial treatment at every stage of the process. If they do not perceive the process to be fair and free from bias they may:

- withhold valuable ideas
- be deterred from participating in subsequent stages
- lose confidence in the Project
- form a perception that other vested interests or groups have undue influence in the process or have been favoured in some other way.

### Key probity controls

- **Project Communication and Engagement Plan - Stakeholder Interactions.** The Plan establishes a requirement that stakeholder interactions are recorded and as appropriate minutes or records of those meeting are maintained. The Plan indicates the following actions will be undertaken in terms of other community and stakeholder interactions:
  - Any one on one stakeholder meetings will be recorded on a meetings register including list of attendees. General minutes of the meeting will be held on file.
  - All written or email correspondence will be store on the Project file and summarised for consultation purposes.
  - Records of attendees at any invited workshops will be recorded.
  - Visitor information will be recorded in relation to any online interactions, feedback or website visits to the Project website.

The Plan also acknowledges that in some instances, due to the nature of the event, for example pop up information stalls, it will not be possible to accurately record all attendees. In these circumstances, all information and written feedback provided at such events will be recorded, document and summarised for the purposes of consultation feedback.

- **Approaches by lobbyists or politically connected representatives.** In circumstances where Councillors, Council staff or consultants engaged for the Project are approached by lobbyists or politically connected



representatives, a standardised procedure will be enforced to maintain transparency and uphold ethical practices. All members are expected to adhere to the following guidelines:

- *Avoid of Direct Discussions:* Engaging in direct discussions with lobbyists or politically connected representatives is to be avoided.
  - *Report the interaction:* If an approach is made by *lobbyists or politically connected representatives*, an email detailing the date, time, nature of the interaction, and the representative's identity is to be promptly sent to the Director of Corporate and Community.
  - *Review and Advisory Process:* The Director of Corporate and Community will review the provided information and offer appropriate advice based on the circumstances. This may include determining whether a formal request to meet form is required for further engagement.
  - *Facilitating Ethical Meetings:* If deemed appropriate, the Director of Corporate and Community will assist in the scheduling of a meeting with the lobbyists, ensuring that such interactions adhere to ethical standards and are conducted transparently.
- **Attempts to unduly influence the process.** Any attempt by meeting, phone call etc to unduly influence the Project or elicit confidential Information should be recorded and reported immediately to the probity advisor.

## MANAGING CONFLICT OF INTEREST RISK

A conflict of interest is a conflict between the public duty and private interests of any participant in the Project, where that participant has private interests which could improperly or unduly influence their official duties and responsibilities regarding the Project.

The community and potential stakeholders have a right to expect that any public officials or participant involved in the Project will make decisions that are not influenced by any private interests. Similarly, when the private sector is engaged to perform public sector duties, there is an obligation to ensure that conflicts of interest are fully and extensively disclosed and effectively managed.

Perceived or potential conflicts of interest can be as damaging as actual conflicts. These will need to be disclosed or identified, and procedures should be implemented to firstly managed them, ensuring that any potential conflicts of interest are removed, and any effects of perceived conflicts of interest are mitigated.

### Key probity controls

- **Conflict of interest declarations.** All Project participants are required to make a full declaration of their pecuniary interest or any other association, either real or perceived, which may impinge on their capacity to conduct their duties in relation to the Project by completing the conflict-of-interest declaration adopted for the Project.
- **Conflict of Interest register.** The Project Manager or their delegate will maintain a register of declared interests together with the actions implemented to manage them.

- **Managing Interests.** Once an interest or association has been declared, the Project Manager or their delegate will assess whether the interest is such that it needs to be specifically managed, in that it is likely to, or is likely to be perceived to, have the potential to interfere with proper decision making associated with the Project.

Note: that having such an interest does not necessarily preclude a person from participating in the Process, approval process or Project.

- **Meeting agenda item.** Conflict of Interests declarations should be sought at all meetings as an agenda item. As an individual's circumstances may change throughout the course of a Project, this provides that individual with the opportunity to declare any potential conflicts as they arise. This applies to all decision-making bodies that form part of the governance of this Project.
- **Education.** Project participants should be provided training or briefings (eg onboarding) about what may constitute a conflict of interest and how they can/should be handled, if they have not already undertaken such training. This will include informing them of how to report a potential conflict of interest (or 'related interest') and who to report this to.
- **Gifts and benefits.** In accordance with Council's Code of Conduct, Project participants must not accept a gift or benefit that may be regarded by the public as likely to influence the performance of their public duties in relation to this Project.

## MANAGING THE RISK OF A CONFIDENTIALITY BREACH

Although accountability and transparency are fundamental to the work of public sector organisations and public officials subject to legislative requirements, there is some information that needs to be kept confidential, at least for a specified period, to protect the integrity of the process and give stakeholders the confidence to do business with the Council, on this Project.

This information can include reports commissioned for the Project, working documents, Project budgetary and financial information, the content of submissions and intellectual property.

### Key probity controls

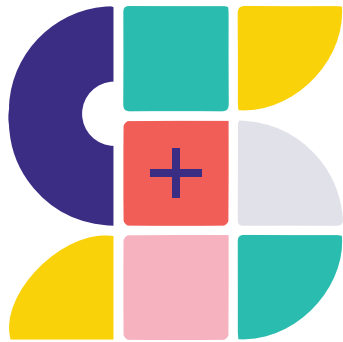
- **Storage of confidential information.** Hardcopy and electronic records containing sensitive information should be stored so as to be restricted to Project participants that have a demonstrated requirement to access them.
- **Security / confidentiality markings.** Documents containing confidential information (eg IP and commercial-In-confidence material) should appropriately marked so that readers are able to ascertain at-a-glance whether they contain sensitive material.
- **Confidentiality Agreement.** All Project participants must sign a copy of Council's Confidentiality Agreement confirming that they:
  - will not divulge confidential information to unauthorised persons
  - comply with Council's handling and management procedures.
- **Register of Confidentiality Agreements.** The Project Manager or their delegate will maintain a register of all signed confidentiality agreements.

# STRATHFIELD TOWN CENTRE

brand  
identity  
proposal

# OFFICIAL TITLE

Strathfield Town Centre: Our Place, Our Future



# Strathfield

## Town Centre

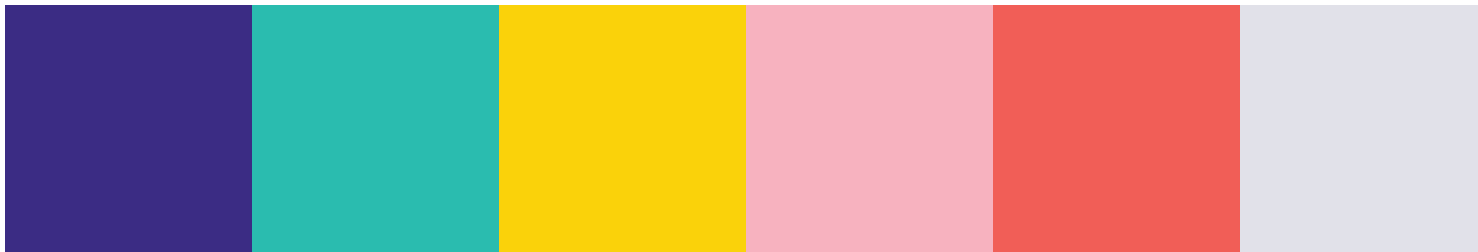
Our Place, Our Future



# STRATHFIELD TOWN CENTRE

OUR PLACE. OUR FUTURE.

# COLOUR PALETTE





# STRATHFIELD TOWN CENTRE

brand  
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proposal