

Delivery Program 2014-2018 and Operational Plan 2015-2016

Mayor's Message

On behalf of all Strathfield Councillors, I am pleased to present the Strathfield Council Delivery Program 2014-2018 and Operational Plan 2015- 2016.

This plan is developed in accordance with the State Government's Integrated Planning and Reporting framework and is underpinned by the themes, goals and strategies in the Strathfield 2025 Community Strategic Plan, that were developed following extensive community engagement process. These plans set out actions over the next financial year that support the four year Delivery Program taking into account current State and Regional Plans as well as Council's budget and resource capacities.

Key Council programs and priorities are identified in this plan, which span across a broad spectrum of Council's responsibilities. The Operational Plan acknowledges that Council is in an environment of increasing demands, both from the community in terms of civic leadership - governance, transparency and accountability; as well as pressures of the economy, regulation and structural reforms. It is therefore essential that Council regularly reviews all services, facilities and functions for which it is responsible to ensure that they are delivered and maintained efficiently, effectively and to the satisfaction of the community.

To measure the progress of Council's goals and strategies, performance will be measured against the Quadruple Bottom Line framework, which takes into account the social, environmental and economic impacts of Council's activities, as well as the civic leadership Council provides.

These considerations shape how Council delivers its core services, such as maintaining footpaths and roads, providing clean and safe streets and town centres and making improvements to Council's many parks and open spaces all remained a focus of this plan, but with the implementation of Strathfield 2025, Council is also focused delivering sustainable outcomes for the medium to longer term. Key programs and activities must focus on providing sustainable community asset infrastructure for Strathfield's current and future populations and support changing community lifestyle and needs.

Successful implementation of the objectives and actions set out in this plan requires collaboration with governments, educational institutions, community organisations and businesses, as well as the Strathfield community, and I look forward to strengthening these relationships and working together to achieve the targets set.

I encourage the Strathfield community to review the plan and provide Council with your feedback.

Cr Gulian Vaccari
Mayor of Strathfield
May 2015

General Manager

The Integrated Planning and Reporting framework links Council's Strategic Plan 'Strathfield 2025' to Council's Delivery Program and Operational Plan. These plans are underpinned by resourcing strategies such as the Asset Management Strategy, Long Term Financial Plan and Workforce Management Strategy.

Strathfield's Delivery Program 2014-2018 details the actions that will be taken to achieve the strategies outlined in Strathfield 2025, that were developed following extensive community engagement with the Strathfield community. The Delivery Program outlines what Council intends to achieve over the four year, in order to work towards realising the community's long term vision as set out in the Strathfield 2025 Community Strategic Plan. The annual Operational Plan details individual projects and services that Council will undertake and sets targets for the 12 month period in line with allocated resources.

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

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

David Backhouse
General Manager
May 2015

Councillors

The current Council was elected in September 2012 for a four year term and the next Local Government Elections will be held in September 2016.

The Councillors have been elected to represent the Community and their contact details are as follows:



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Mayor of Strathfield

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Community Vision

The community vision describes the community's aspirations for the future of the Strathfield Local Government Area by 2025:

“Strathfield is a well connected urban centre in Sydney’s inner west with rich cultural diversity and a strong sense of community cohesion. The community is engaged with Council in guiding a sustainable future and opportunities for education, recreation, employment and overall wellbeing in Strathfield.”

Our Values

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

Integrity - We will maintain our reputation for honesty and integrity and our ability to fulfill our promises. It is this concept by which all our actions are based and by which we are happy for our actions to be judged.

Respect - We show respect to those we deal with both inside and outside of the Council

Teamwork - We approach all our work as a team, sharing our skills and resources for our client's benefit. We value the health and safety of our people.

Professionalism - We value our clients and are accountable for the work we do with them.

Our Organisation

Councillors are elected by eligible residents and ratepayers within the community and hold office for four years. The elected Council forms the governing body of the council. The Councillor's role is to direct and control the Council's affairs in line with the requirements of the *Local Government Act*.

The General Manager is the Chief Executive Officer of the Council and is responsible for implementing Council decisions and the day to day management of Council.

Strathfield Highlights

The Strathfield Local Government Area is centrally located in Sydney's Inner West and is well known for its transport, schools, attractive streetscapes, parks and buildings.

- Strathfield Council was incorporated in 1885
- The population of the Strathfield Local Government Area is an estimated 40,000 with 52 per cent born overseas
- The estimated population by 2031 is 56,000
- Major transport hub with three train stations
- Strathfield Rail Station is one of the largest stations in NSW featuring metro, regional, freight, country and state rail connections
- Highest amount of developed and undeveloped employment land in the Inner West
- Estimated Gross Regional Product (GRP) of Strathfield LGA was \$3.42 billion as at 2014
- More than 27,307 people are employed in the Strathfield LGA.
- More parks per capita than any other council area in the Inner West
- Educational centre of the Inner West with 15 public and private schools and a university
- One of Sydney's best performing housing markets
- One of Sydney's most connected areas serviced by public and private transport systems and major state roads

Understanding the Delivery Program and Operational Plan

Council, in consultation with the community, developed Strathfield 2025, our Community Strategic Plan. This plan reflects the aspirations and needs of the community for the area they live and operate in. Strathfield 2025 was first adopted in June 2012 following extensive community consultation. The program is regularly reviewed to ensure the strategic directions set in the Plan are achievable, particularly in consideration of Council's resourcing capacity and state and regional planning frameworks.

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

2025 Community Strategic Plan

The Strathfield 2025 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 2025.

Council is the key driver of Strathfield 2025, but its implementation is also the shared responsibility of all community stakeholders. Council does not have full responsibility for implementing nor resourcing all the community's aspirations. Other stakeholders, including government agencies, non-government organisations, community groups and individuals also have a role to play in delivering these outcomes.

Delivery Program 2014-2018

The Strathfield Council Delivery Program 2014-2018 outlines how the goals and strategies of the Strathfield 2025 plan will be implemented. The Delivery Program is a fixed-term four year plan, designed as a single point of reference for all projects and services to be undertaken by Council. Plans, activities and funding allocations must be directly linked to this Program.

Operational Plan 2015-2016

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

Resourcing Strategies

Strathfield 2025 is supported by resourcing strategies including Long Term Financial Plan, Asset Management Strategies and Plans and Workforce Management Plan.

Monitoring and Reporting

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

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

A six monthly progress report on the performance of the Delivery Program is presented to Council.

Annual Report

The Annual Report details Council's performance in meeting the targets outlined in the Operational Plan and provides information that must be disclosed under the *Local Government Act 1993*. The Report also contains detailed externally audited financial statements.

2015-2016 Budget

Income

The total operating and capital income for 2015-2016 is estimated at \$41.7 million.

Council has adopted the 2.4% general rate increase set by the Independent Pricing and Regulatory Tribunal (IPART). The Tribunal determined a general rate increase of 2.47%, based on the Local Government Cost Index increase of 2.47%, before deducting a standard 'productivity efficiency factor' of 0.04%..

Overall rates and annual charges are estimated at \$22.1 million. This represents 58% of Council's total projected income. User fees and charges and other revenue are \$5.3 million and \$1.2 million respectively.

Expenses

Council's total operating and capital expenditure is estimated at \$38.8 million.

Council has budgeted capital projects totalling \$6.4 million.

Stormwater Management

Strathfield Council has the primary responsibility for stormwater management within its local government area, with exceptions of stormwater assets located on NSW Government controlled land and operations eg rail, state roads etc. This includes managing both stormwater quality and quantity and ensuring that potential negative stormwater impacts are not transferred across council boundaries.

Council provides and maintains Strathfield's stormwater management infrastructure which include kerbs and gutters, stormwater pipes, stormwater pits, box culverts, open channels, detention basins and water quality devices. This infrastructure is critical to mitigation of flooding of residential and commercial properties in Strathfield caused by rainfall and severe weather events. Many properties in Strathfield are located in identified flood prone areas, though all residential and commercial properties derive direct benefit from Council's stormwater services and infrastructure.

Council's objectives for stormwater management include:

- preservation and protection of the amenity and property of residents, property owners and the community
- ensuring the safety of residents and the community
- protecting the physical environment and receiving waters of catchments

Stormwater management of urban environments is becoming progressively more difficult in urban environments due to increasing amounts of hard or impervious surfaces such as roads, roofs, car parks and other paved areas and reduction of permeable surfaces such as gardens, lawns etc. Hard surfaces significantly increase the volume of stormwater which flows into urban waterways. These water flows also contribute substantial loads of litter, sediment and chemicals into waterways. Without adequate stormwater management infrastructure to receive these flows, flooding can result.

Management of increasing volumes of water and associated risks involves the use of structural (eg. physical infrastructure and treatment techniques) and non-structural (eg education programs and monitoring) measures to both improve stormwater quality and mitigate excessive flows. This contributes to pollution abatement, protection of aquatic ecosystem health and flood mitigation, an issue that will become more prevalent should Sydney be affected by greater extremes of weather events in future.

Stormwater Management Service Charge

In recognition of Local Government's key role in stormwater management and the need to establish a sustainable funding source for stormwater management, the NSW Government amended the *Local Government Act* to give Councils the ability to charge for the provision of stormwater charges on residential or business rateable land which the service is available.

The *Local Government Act 1993* defines a stormwater management service as “a service to manage the quantity or quality, or both, of stormwater that flows off land, and includes a service to manage the re-use of stormwater for any purpose”.

The purpose of the charge is to allow Councils 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 LGA. The levy provides a reliable revenue source for stormwater works in regard to publicly notified programs set out in the Operational Plan.

What does this charge fund?

All funding collected must be applied to stormwater management services, and be additional to the level of service provided in previous years and cannot be used to substitute for existing program expenditures.

The additional stormwater services may include:

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

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

Drainage Works Program 2015-2016

Council has prepared a drainage works program, outlining all works that are required to be undertaken to bring the infrastructure to an acceptable standard. Based on the funding projections, and estimates for design, consultation and approvals, Council will undertake drainage works from stormwater work totalling \$308,000 which consists of:

Raw Square drainage improvements	\$10,000
Shortland Avenue drainage improvements	\$120,000
Birnam Grove drainage improvements	\$50,000
Pilcher Street drainage improvements	\$40,000
Blackspot drainage improvements	\$88,000

Strathfield 2025 – Strategic Themes

Strathfield 2025 established five strategic themes which sets out the principle activities of the Council. These themes include:

- Connectivity
- Community Wellbeing
- Prosperity and Opportunities
- Liveable Neighbourhoods
- Responsible Leadership

Connectivity

Strathfield is situated in one of the fastest growing regions in Australia. Moving around easily and safely is central to quality of life, reducing social isolation, providing access to services, workplaces and education, strengthening local and regional economies and being able to enjoy parks, recreation and open spaces.

Maintaining and upgrading local transport infrastructure is essential to reducing traffic congestion.

Catering for population growth requires good planning and must be supported by improvements in infrastructure and services at the State and local level as well as consideration for the impacts of urban development on built and natural environments.

Technology connects Strathfield communities to information and services at a local, national and global level. New technologies provide opportunities to improve how Council services are accessed and delivered.

Community Wellbeing

Strathfield is a vibrant and diverse community. Council plays an important role in protecting and enhancing the wellbeing of the local community by providing safe, clean, healthy and attractive environments, access to public spaces and community facilities, and opportunities to participate in learning, recreation, community programs and activities.

Providing a safe, clean, healthy and attractive local environment for the community is achieved by protecting and improving public amenity and working with the community and Police to improve community safety and managing compliance issues.

Adapting the management of Council facilities, parks and open spaces and developing innovative programs to suit community needs will create opportunities for recreation and activities development of business, industry and employment. Council recognises the importance of supporting programs that enhance innovation and productivity in business and build capacity in the workforce.

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

Prosperity and Opportunities

Prosperity and creation of opportunities provides economic and community benefits that support an enhanced quality of life. Strathfield is integral to the performance of the NSW economy due to its central location which provides many opportunities for the ongoing development of business, industry and employment.

Renewal of industrial and commercial areas provides opportunities for sustainable development, which includes consulting with the community, incorporating resource efficiency and clean technologies, improving road networks, transport integration and infrastructure as well as creating employment and generating business to support other local businesses including the retail sector.

Strathfield's strong sense of civic pride and identity is acknowledged through the appreciation of the unique and desirable qualities of the local area, celebrations of Strathfield's history and heritage, promotion of local attractions and through bringing people together for events and activities.

Liveable Neighbourhoods

Liveable neighbourhoods are high quality, well planned and sustainable urban and natural environments that balance well designed and innovative development with existing local character.

Changing lifestyles and population pressures require careful urban design and regulation to encourage environmentally sensitive planning and design and promote sustainable living and business practices.

As Strathfield's population increases the trend for a variety of housing types and medium to high density developments must be met with the provision of local infrastructure.

Providing a clean and attractive local environment is critical to the livability of our local neighbourhoods. Clean and well maintained streets, parks and open spaces uphold and support public amenity and enjoyment of our local areas.

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

Responsible Leadership

Responsible leadership is providing strong leadership and community representation, supported by effective and accountable governance and management to ensure sound financial management, ethical conduct, integrity, public accountability and transparency.

Council will provide efficient and value for money services to the community whilst managing increased financial pressures and demands for services and maintaining financial sustainability.

Council has a key role in ensuring that all members of the community have an opportunity to take part in Council's decision making processes and are supported in accessing information and services.

Connectivity

Goal 1.1: Movement to and from Strathfield is easy and safe

Strategy 1.1.1: Collaborate with relevant parties to provide accessible, available and sustainable public transport options

Strategy 1.1.2: Address impacts of traffic congestion

Strategy 1.1.3: Improve mobility and accessibility of local transport networks

Goal 1.2: Infrastructure and development is integrated, planned and sustainable

Strategy 1.2.1: Collaborate with State Government and relevant parties to connect regional development strategies with provision of state and regional infrastructure and services

Strategy 1.2.2: Ensure that projected population and development growth is supported by local infrastructure planning

Strategy 1.2.3: Ensure that regional development effectively integrates and supports healthy urban ecosystems

Goal 1.3: Information and digital technologies connect local to global

Strategy 1.3.1: Collaborate with relevant parties to provide access to information and digital technologies

Strategy 1.3.2: Align and adapt library services to changing information needs, service delivery and literacy demands

Strategy 1.3.3: Improve access to Council information and services across multiple mediums

STRATHFIELD 2025: CONNECTIVITY					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
1.1.1	Collaborate with relevant parties to provide accessible, available and sustainable public transport options.	Work with State Government and relevant parties to improve and integrate transport	Work with State Government concerning development of transport & mobility management strategies and plans eg Westconnex, Parramatta Road, Light Rail etc	Monitor progress of strategies and plans	Strategic Planning
1.1.1	Collaborate with relevant parties to provide accessible, available and sustainable public transport options.	Work with State Government and relevant parties to improve and integrate transport	Convene and service the Strathfield Traffic Committee and implement actions arising from committee recommendations as adopted by Council	Minimum 8 meetings annually	Engineering Works and Services
1.1.1	Collaborate with relevant parties to provide accessible, available and sustainable public transport options.	Promote use of public transport	Make representations, where required, to State Government regarding provision and access to public transport in Strathfield LGA	Representations made	Strategic Planning
1.1.1	Collaborate with relevant parties to provide accessible, available and sustainable public transport options.	Promote use of public transport	Tender for new contract for management of bus shelters	Finalisation of contract	Engineering Works and Services
1.1.1	Collaborate with relevant parties to provide accessible, available and sustainable public transport options.	Promote use of public transport	Referral of requests regarding condition of bus shelters	Action requests within 2 days of receipt	Engineering Works and Services
1.1.1	Collaborate with relevant parties to provide accessible, available and sustainable public transport options.	Promote use of public transport	Promote and provide information on public and private transport options	Information available	Strategic Planning

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NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
1.1.1	Collaborate with relevant parties to provide accessible, available and sustainable public transport options.	Improve major transport interchanges	Progress Strathfield Town Centre project from planning phase towards delivery phase including preparation of a business case and final concept plan.	Actions undertaken	Strategic Planning
1.1.1	Collaborate with relevant parties to provide accessible, available and sustainable public transport options.	Improve major transport interchanges	Review of transport options, traffic and parking controls in and near major transport interchanges	Undertake review	Strategic Planning
1.1.2	Address impacts of traffic congestion	Monitor and improve identified areas of traffic congestion	Make representations to State Government and liaise with Roads and Maritime Services for improvements to M4 and state/regional roads	Representations made to relevant state agencies	Engineering Works and Services
1.1.2	Address impacts of traffic congestion	Monitor and improve identified areas of traffic congestion	Continue to work with RMS to address traffic congestion issues at Centenary Drive/Arthur Street, Strathfield intersection	Representations made to relevant state agencies	Engineering Works and Services
1.1.2	Address impacts of traffic congestion	Monitor and improve identified areas of traffic congestion	Monitor impact of freight transport on local roads particularly from Enfield Intermodal and Sydney Markets	Representations made to relevant state agencies	Strategic Planning
1.1.2	Address impacts of traffic congestion	Monitor and improve identified areas of traffic congestion	Assess and identify causes and impacts of traffic congestion on local road network in Strathfield LGA	Report to Council as required	Engineering Works and Services
1.1.2	Address impacts of traffic congestion	Monitor and improve identified areas of traffic congestion	Monitor traffic movements relating to educational institutions	Report to Council as required	Engineering Works and Services
1.1.2	Address impacts of traffic congestion	Monitor and improve identified areas of traffic congestion	Implementation of Green Travel and Campus Monitoring Plans in connection with Australian Catholic University's expansion plans	Report to Council as required	Engineering Works and Services

STRATHFIELD 2025: CONNECTIVITY					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
1.1.3	Improve mobility and accessibility of local transport networks	Improve connectivity of local transport network	Develop active transport strategy including review of Pedestrian and Mobility Access Plan (PAMP)	Adoption and implementation of strategy	Engineering Works and Services
1.1.3	Improve mobility and accessibility of local transport networks	Ensure management of parking and traffic controls	Undertake traffic and parking enforcement in Town Centres at Strathfield, Homebush and Homebush West	Daily	Environmental Services
1.1.3	Improve mobility and accessibility of local transport networks	Ensure management of parking and traffic controls	Undertake parking patrols in school zones on rotational basis	Weekly	Environmental Services
1.1.3	Improve mobility and accessibility of local transport networks	Ensure management of parking and traffic controls	Review parking controls in commercial centres, high traffic areas and parking facilities	Reviews undertaken	Engineering Works & Services
1.1.3	Improve mobility and accessibility of local transport networks	Ensure management of parking and traffic controls	Undertake parking patrols in Residential Parking Schemes areas	Weekly	Environmental Services
1.1.3	Improve mobility and accessibility of local transport networks	Ensure management of parking and traffic controls	Implementation of paid parking at Mason and Bressington Parks	Weekly	Engineering Works & Services
1.1.3	Improve mobility and accessibility of local transport networks	Ensure management of parking and traffic controls	Investigate complaints regarding illegal parking	Same day Number of complaints investigated	Environmental Services
1.1.3	Improve mobility and accessibility of local transport networks	Ensure management of parking and traffic controls	Determine requests for temporary road closures (additional processing time if consultation required)	Processed within 7 working days	Engineering Works & Services
1.1.3	Improve mobility and accessibility of local transport networks	Secure RMS and Federal Government grant funding for upgrade of traffic facilities	Apply for grant applications for traffic facilities eg roads to recovery, 'black spot' funding program	Number and value of grants	Engineering Works and Services

STRATHFIELD 2025: CONNECTIVITY					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Requests for repair of footpaths eg trip hazards	Inspect within 24 hours of receiving request and action	Engineering Works and Services
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Repair of road guide and regulatory signs affected by loss of reflectivity or accident damage	Repairs carried out within 60 working days	Engineering Works and Services
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Investigate and make safe potholes in roads	Investigate within 3 working days of request	Engineering Works and Services
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Manage Resident Parking Scheme	Issue permits to eligible residents annually on request	Engineering Works and Services
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Implementation of proposed Loftus Crescent and Smallwood Ave Residential Parking Scheme	Implementation of scheme by June 2016	Engineering Works and Services
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Review and update asset management plans and strategies for roads and associated assets. Review priority plans for works based on condition reports, facility usage, service levels and community consultations.	Annual review of asset management plans	Engineering Works and Services
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Implement road capital works projects 2015-2016: <ul style="list-style-type: none"> Beresford Road – from Merley Road to Dickson Street Albert Road – from Raw Square to Pilgrim Avenue Barker Road – from Todman Place to Oxford Road Wallis Ave – Barker Road to Newton Road 	Implementation in accordance with adopted plan	Engineering Works and Services

STRATHFIELD 2025: CONNECTIVITY					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
			<ul style="list-style-type: none"> Albyn Rd – Parsons Avenue to Cotswold Road Homebush Rd – from Alviston Street to Woodward Avenue Albert Rd – from Stewart Place to Homebush Road 		
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Implement traffic calming/improvement projects 2015-2016: <ul style="list-style-type: none"> Wallis Avenue/High Street – roundabout Beresford Road/Elva Street – road safety improvements Long Street – speed control South Street/Ada Avenue – roundabout The Crescent – bicycle refuges Mackenzie Street – pedestrian improvements Rochester Street/Burlington Road – Intersection upgrade Loftus Crescent/Crane St – traffic calming devices 	Implementation in accordance with adopted plan	Engineering Works and Services
1.1.3	Improve mobility and accessibility of local transport networks	Maintain and improve local transport facilities and infrastructure	Implement footpath renewal projects 2015-2016: <ul style="list-style-type: none"> Pomeroy Street – Underwood road to Wentworth Road Redmyre Road – Vernon St to Homebush Road 	Implementation in accordance with adopted plan	Engineering Works and Services
1.2.1	Collaborate with State Government and relevant parties to connect regional development strategies with provision of state	Review and consider impact of local, state and regional strategies for growth on infrastructure and services	Consideration of metropolitan and sub-regional planning strategies in local infrastructure plans.	Council's plans reflect metropolitan strategies	Strategic Planning

STRATHFIELD 2025: CONNECTIVITY					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
	and regional infrastructure and services				
1.2.1	Collaborate with State Government and relevant parties to connect regional development strategies with provision of state and regional infrastructure and services	Review and consider impact of local, state and regional strategies for growth on infrastructure and services	Make representation for improved access and provisions of state infrastructure and services.	Representations made to relevant state agencies	Strategic Planning
1.2.1	Collaborate with State Government and relevant parties to connect regional development strategies with provision of state and regional infrastructure and services	Review and consider impact of state and regional strategies for growth on infrastructure and services	Align transport infrastructure and capacity with growth and demand	Representations made to relevant state agencies	Strategic Planning
1.2.2	Ensure that projected population and development growth is supported by local infrastructure planning	Review and consider impact of growth strategies on local infrastructure and services	Maintain current demographic and trends data on transport, community, recreation and open space in the Strathfield LGA	Undertake review	Strategic Planning
1.2.2	Ensure that projected population and development growth is supported by local infrastructure	Review and consider impact of growth strategies on local infrastructure and services	Ensure Development Contributions Plan is aligned with planning controls and legislative requirement.	Review as required	Strategic Planning

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	planning				
1.2.2	Ensure that projected population and development growth is supported by local infrastructure planning	Review and consider impact of growth strategies on local infrastructure and services	Maintain and provide public access to Development Contributions Register	Maintain currency of Register	Strategic Planning
1.2.3	Ensure regional development effectively integrates and supports healthy urban ecosystems	Participate in regional alliances and partnerships to improve urban ecosystems	Participate in regional alliances and partnerships such as Cooks River Alliance, Parramatta River Catchment Group, Sydney Harbour River projects, Sydney Waste Management Group and Weeds Committees	Contribution to projects and committees	General Manager's Office Community Lands & Services
1.2.3	Ensure regional development effectively integrates and supports healthy urban ecosystems	Participate in regional alliances and partnerships to improve urban ecosystems	Implement actions identified in Cooks River Alliance Management Plan and Action Plans	Progress of Alliance project implementation	General Manager's Office
1.2.3	Ensure regional development effectively integrates and supports healthy urban ecosystems	Participate in regional alliances and partnerships to improve urban ecosystems	Participate in Parramatta River Catchment Group	Meeting attendance	General Manager's Office
1.3.1	Collaborate with relevant parties to provide access to information and digital technologies	Provide and promote computer literacy and access in the community	Provide access to public computers at libraries during library opening hours.	Number of internet sessions/hours used	Library & Information Services
1.3.1	Collaborate with relevant parties to provide access to	Provide and promote computer literacy and access in the community	Provide public internet and Wifi access during library opening hours.	Number of Wifi sessions/hours used	Library & Information Services

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	information and digital technologies				
1.3.1	Collaborate with relevant parties to provide access to information and digital technologies	Provide and promote computer literacy and access in the community	Provide digital resources via in-house and external access eg ebooks, databases	Number of services accessed.	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Provide high quality library and information services for Strathfield community.	Number of visits Number of library members Number of residential library members	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Monitor and manage library collections	Frequency of borrowings and asset turnover	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Provide public access to library collections in accordance with Library Collection and Development Guidelines	Number of items borrowed	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Provide interlibrary loan service	Process requests within 3 weeks (subject to availability) and number of items supplied.	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Provide exam supervision for distance education students residing in Strathfield LGA	Respond to requests within 3 working days. Number of exams supervised.	Library & Information Services

STRATHFIELD 2025: CONNECTIVITY					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Facilitate community Justice of Peace (JP) service at Strathfield Library	Service available at Strathfield Library on weekly basis	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Provide quality library and information services to Strathfield community	Facilitate and support reading clubs	Number of sessions held	Library & Information Services
1.3.2	Align and adapt library services with changing information needs, service delivery and literacy demands	Improve efficiency of library services	Apply for grant funding for Library services	Value of grants secured	Library & Information Services
1.3.3	Improve access to Council information and services across multiple mediums	Utilise a range of printed materials, publications and digital media to provide general Council information to broad community	Publish Council Column in the Inner West Courier	Publish on fortnightly basis	General Manager's Office
1.3.3	Improve access to Council information and services across multiple mediums	Utilise a range of printed materials, publications and digital media to provide general Council information to broad community	Distribute Mayor's letter with rates notices to inform the community about Council initiatives and activities	Published on quarterly basis	General Manager's Office
1.3.3	Improve access to Council information and services across multiple mediums	Utilise a range of printed materials, publications and digital media to provide general Council information to broad community	Contribute Council information to local publications to inform local community about Council's activities and general news in the area	Information published % distributed to households	General Manager's Office

STRATHFIELD 2025: CONNECTIVITY					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
1.3.3	Improve access to Council information and services across multiple mediums	Utilise a range of printed materials, publications and digital media to provide general Council information to broad community	Prepare and distribute media releases to local, metropolitan and ethnic media for initiatives, activities and events of Council	Number of media releases Number published	General Manager's Office
1.3.3	Improve access to Council information and services across multiple mediums	Utilise a range of printed materials, publications and digital media to provide general Council information to broad community	Maintain and monitor Council website, ensuring information is available and up-to-date	Number of visitors	General Manager's Office
1.3.3	Improve access to Council information and services across multiple mediums	Utilise a range of digital media to provide general Council information to broad community	Provide digital access to Council information and services through video call and conferencing, social media etc	Availability of digital access	General Manager's Office
1.3.3	Improve access to Council information and services across multiple mediums	Improve access & availability of Council and community information	Notify residents via community noticeboards at town centres to promote upcoming activities and programs to the local community	Information on community noticeboards is current	General Manager's Office
1.3.3	Improve access to Council information and services across multiple mediums	Improve access & availability of Council and community information	Determine applications for access to Council information in accordance with legislative requirements	Number of formal requests determined within statutory timeframe	General Manager's Office
1.3.3	Improve access to Council information and services across multiple mediums	Improve access & availability of Council and community information	Publish and monitor information on website as required by GIPA Act and Regulation	Documents published as required	General Manager's Office
1.3.3	Improve access to Council information and services across multiple mediums	Improve access & availability of Council and community information	Review and Update Council's Agency Information Guide in accordance with Government Information (Public Access) Act 2009	Review and lodge with IPC by July 31 annually	General Manager's Office

Community Wellbeing

Goal 2.1: Strathfield is a safe and healthy place

Strategy 2.1.1: Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention

Strategy 2.1.2: Protect the health and safety of the Strathfield community

Goal 2.2: Strathfield community is healthy, active and inclusive

Strategy 2.2.1: Support a range of recreational and community activities in parks and open space and outdoor facilities

Strategy 2.2.2: Work with partners to deliver recreational programs and activities to improve health of the community

Strategy 2.2.3: Ensure Council facilities, parks and public open spaces are well managed and accessible

Goal 2.3: Strathfield is a harmonious community with a strong sense of community cohesion

Strategy 2.3.1: Plan programs that meet the needs of people of all ages, cultures and abilities

Strategy 2.3.2: Collaborate with partners to deliver programs that support and build and strengthen community capacity and resilience

Strategy 2.3.3: Provide equitable access to council facilities for community, cultural and recreational programs

STRATHFIELD 2025: COMMUNITY WELLBEING					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improved police services in Strathfield	Attend meetings with Police to discuss crime activity and trends in Strathfield	All meetings attended and information shared	Community Services
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improved police services in Strathfield	Attend community safety precinct meetings conducted with Police for community as scheduled	Attend scheduled meetings	Community Services
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improved police services in Strathfield	Work in partnership with Police on community safety and crime prevention projects	Number of joint projects and initiatives	Community Services
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improve community safety and reduce crime in Strathfield	Carry out investigations to ascertain best practices for community safety including CCTV/improved lighting in retail areas.	Progress of investigations	Community Services
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improve community safety and reduce crime in Strathfield	Implement crime prevention projects in accordance with plans subject to availability of grant funding	As required	Community Services

STRATHFIELD 2025: COMMUNITY WELLBEING					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improve community safety and reduce crime in Strathfield	Adopt and implement Community Safety Strategy	Complete by June 2016	Community Services
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improve community safety and reduce crime in Strathfield	Investigate feasibility of solar panel lighting improvements in key areas	Investigations complete by December 2014	Engineering and Works
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improve community safety and reduce crime in Strathfield	Convene and deliver a Stop Domestic Violence Action Group (SDVAG) program in partnership with Auburn Council and NSW Police at least twice a year.	Program delivered	Community Services
2.1.1	Collaborate with Police and relevant parties to plan and support initiatives to address community safety and crime prevention	Improve community safety and reduce crime in Strathfield	Participate with partners for SDVAG to increase awareness of domestic violence	Activities organised	Community Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Investigate and/or transfer complaints for action regarding streetlighting	Complaints referred to Ausgrid within 2 working day of receipt.	Engineering Works and Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Liaise with Ausgrid to improve streetlighting in local streets	Audit and enhance, where necessary, street lighting in areas of high pedestrian activity.	Engineering Works and Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Participate in SSROC streetlighting efficiency program.	Monitor agreement	Engineering Works and Services

STRATHFIELD 2025: COMMUNITY WELLBEING

NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Improve street lighting in areas which are identified as 'hotspots'	As required	Engineering Works & Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Prune trees where lighting is obscured	As required	Community Lands and Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Remove graffiti from public areas under control of Council and liaise with Police	Remove offensive graffiti within 24 hours of report Remove general graffiti within 48 hours of report	Community Lands and Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Report and request graffiti removal on state government property including utilities	Request made within 48 hours of report of graffiti	Community Lands and Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Work in partnership with community organisations for graffiti removal programs	As required	Community Lands and Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Investigate air, water and noise pollution complaints	Respond within 48 hours of receipt of complaint	Environmental Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Inspect, notify owners and organise removal of abandoned vehicles from public areas	Number vehicles inspected Number vehicles impounded	Environmental Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Inspect, notify owners and organise removal of abandoned trolleys from public areas	Number of trolleys abandoned Number of trolleys reported and removed	Environmental Services

STRATHFIELD 2025: COMMUNITY WELLBEING					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Implement swimming pool inspection and compliance program in accordance with NSW standards	Number of inspections Number of complaints Number of compliance certificates issued	Environmental Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Develop walking maps for Homebush West (Courallie Ave precinct) which sets out walking routes that promote pedestrian safety, health and wellbeing.	Finalise by June 2016	Community Services
2.1.2	Protect the health and safety of the Strathfield Community	Provide safe environments and minimise hazards	Register pools on NSW Swimming Pool Register	Within 3 working days of request	Customer Service
2.1.2	Protect the health and safety of the Strathfield Community	Participate and support local emergency services	Participate in Inner West Local Emergency Management Committee	Attend meetings regularly	Engineering Works and Services
2.1.2	Protect the health and safety of the Strathfield Community	Participate and support local emergency services	Contribute to and monitor emergency and disaster planning for Inner West	As required	Engineering Works and Services
2.1.2	Protect the health and safety of the Strathfield Community	Participate and support local emergency services	Support operations of Strathfield State Emergency Services (SES) in providing assistance for management of emergency services	As required	Engineering Works and Services
2.1.2	Protect the health and safety of the Strathfield Community	Administer and enforce policy and regulations of keeping of companion animals	Investigate complaints and incidents involving dangerous dogs	Same day investigation	Environmental Services

STRATHFIELD 2025: COMMUNITY WELLBEING					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.1.2	Protect the health and safety of the Strathfield Community	Administer and enforce policy and regulations of keeping of companion animals	Inspect dangerous dogs premises for compliance with consent	Determine applications	Environmental Services
2.1.2	Protect the health and safety of the Strathfield Community	Administer and enforce policy and regulations of keeping of companion animals	Maintain current database for registration of Companion Animals	Register within 1 week of receipt	Customer Service
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Maintain current management plans for parks and open spaces	Ongoing review	Community Lands and Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Apply for grant funding for open space in line with Council Asset Management Plans and Development Contribution Plans	Number of grants received Value of grants received	Community Lands and Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Conduct maintenance of Council and community buildings	Works undertaken in accordance with annual program	Environmental Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Implement improvements to to the Redmyre Road Council facility and develop longer term plans for usage	Progress of implementation and development of plans	Environmental Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Reconfiguration of the Bressington Park carpark	Progress of implementation and development of plans	Community Lands & Services

STRATHFIELD 2025: COMMUNITY WELLBEING					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Henley Reserve Homebush West – upgrade and playground refurbishment and embellishment of park facility	Completion of works	Community Lands and Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Investigate future opportunities and uses of the facility/capital required for redevelopment of the Hudson Park Golf Course	Project completion	Community Lands and Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Establish new local park in Loftus Crescent Homebush	Project completion	Community Lands and Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Upgrade War Memorials in Davey Square Homebush	Project completion	Community Lands and Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Review and upgrade park amenities	Completion of upgrade	Community Lands and Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Facilitation of Korean Memorial Garden proposal at Bressington Park and investigation of public private partnership process	Ongoing	Community Lands and Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Facilitation of multipurpose building proposal at Elliot Reserve, Belfield	Ongoing	Community Lands and Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and	Manage, monitor and upgrade open space, parks and facilities	Ensure regular safety inspections of children's play equipment in Strathfield's parks	Staff monthly inspection Independent safety inspection	Community Lands and Services

STRATHFIELD 2025: COMMUNITY WELLBEING					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
	community activities			on quarterly basis	
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Establishment of a picnic area at Arnotts Reserve	Project completed by June 2016	Community Lands and Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Manage, monitor and upgrade open space, parks and facilities	Maintain off-leash areas at Allen Street Reserve and Elliot Reserve.	Weekly inspections	Community Lands and Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Work with stakeholders and community members to deliver local sport and recreational activities	Promote walking as exercise and leisure in parks	Program implemented	Community Services
2.2.1	Provide outdoor facilities, parks and open space to support range of recreational and community activities	Work with stakeholders and community members to deliver local sport and recreational activities	Organise the Cooks River Fun Run to promote recreational and physical health	Event held	General Manager's Office
2.2.2	Collaborate with relevant parties to delivery recreational programs and activities to improve the health of the community	Work with stakeholders and community members to deliver local sport and recreational activities	Provide support and information for local sports clubs and schools via electronic means eg 'e-group'	Information distributed bi-annually	Community Lands and Services
2.2.2	Collaborate with relevant parties to delivery recreational programs and activities to improve the health of the community	Work with stakeholders and community members to deliver local sport and recreational activities	Notify timely sportsgrounds closure to hirers	Hirers notified	Community Lands and Services

STRATHFIELD 2025: COMMUNITY WELLBEING					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.2.2	Collaborate with relevant parties to delivery recreational programs and activities to improve the health of the community	Work with stakeholders and community members to deliver local sport and recreational activities	Provide support for local community, cultural, environmental, sporting and recreational clubs and organisations through Council's community grants program	Program offered on annual basis	Community Services Community Lands and Services
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Manage, monitor and review Asset management plans, registers and strategies for parks and buildings.	Review annually	Engineering Works and Services Community Lands and Services
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Implement and review asset maintenance schedules for Council buildings and undertake works in accordance with maintenance priorities.	Works undertaken	Technical Services
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Maintain currency of agreements for licencing and leasing of Council facilities	Ongoing	Community Lands and Services
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Provide information on Council's booking processes for facilities, parks and open spaces	Ongoing	Community Lands and Services
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Casual hire of meeting rooms, sportsgrounds, parks and courts	Determine applications within 10 working days of receipt	Community Lands and Services
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Advertise and complete applications for regular hire of council facilities eg meeting rooms	Issue annual advertisement Determine applications within 10 working days of closure of advertisement	Community Lands and Services

STRATHFIELD 2025: COMMUNITY WELLBEING					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.2.3	Ensure Council facilities, parks and public open spaces are well managed and accessible	Manage facilities, parks and open spaces in an efficient manner	Advertise and complete applications for seasonal hire of sportsgrounds and facilities (winter and summer seasons)	Issue advertisement on seasonal basis Determine applications within 10 working days of closure of advertisement	Community Lands and Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Facilitate programs that support needs of Culturally and Linguistically Diverse (CALD) communities	Facilitate activities to increase conversational proficiency - Conversation Café and Chatterbox	Number of sessions	Community Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Facilitate programs that support needs of Culturally and Linguistically Diverse (CALD) communities	Facilitate ESOL language classes	Number of sessions	Community Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Facilitate programs that support needs of Culturally and Linguistically Diverse (CALD) communities	Facilitate language classes for new migrants	Number of sessions	Community Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Facilitate programs that support needs of Culturally and Linguistically Diverse (CALD) communities	Coordinate Harmony Day celebrations with local community	Events organised	Community Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Facilitate programs that support needs of Culturally and Linguistically Diverse (CALD) communities	Provide library materials in languages other than English to meet community needs	Number of materials available in community languages Number of items borrowed	Library & Information Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Delivery of library materials to housebound residents through the Home Library Service	Number of visits to housebound residents Number of items borrowed	Library & Information Services

STRATHFIELD 2025: COMMUNITY WELLBEING

NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Operate Day Care Services that meet Federal Government funding requirements	Number of sessions Meeting Federal Government programs objectives	Community Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Coordinate programs to recognise people with a disability on International Day of Disability	Activities held	Community Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Organise information sessions for older residents on availability of services and topics of relevant interest.	Activities held	Community Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Facilitate activities for special weeks during the year including senior's week	Activities held	Community Services Library & Information Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Provide facilities, services and activities for seniors and people living with a disability.	Activities held	Community Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of older residents, carers and people with a disability	Develop programs that support and encourage intergenerational opportunities between seniors and youth in the local area	Programs developed	Community Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Coordinate Storytime and Baby Bounce on weekly basis	Number of sessions Number of participants	Library & Information Services

STRATHFIELD 2025: COMMUNITY WELLBEING					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Facilitate range of school holiday activities for children 5-11 years including school holiday programs and additional after school activities	Number of participants	Community Services Library & Information Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Run Movies in Park over summer season	Number of sessions	General Manager's office
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Facilitate children's activities for special weeks during the year including Children's Book Week and Library and Information Week	Activities held during special weeks of the year. Number of activities Number of participants	Community Services Library & Information Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Deliver Walk Safely to School day, parenting programs and partner with delivery organisations to address issues such as pedestrian safety and childhood obesity	Number of children	Community Lands and Services Engineering Works and Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Support long day care, preschool and OOSH services in council facilities	Number of children enrolled	Community Lands and Services
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Develop and deliver Youth Week programs	No of participants	General Manager's Office
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Organise annual Carols by Candlelight event	Event held	General Manager's Office

STRATHFIELD 2025: COMMUNITY WELLBEING					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Support the needs of children and youth and their families	Facilitate the Strathfield Art Show for HSC Students	Art show held	General Manager's Office
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Provide information on community activities and organisations	Review LINCS database of community organisations	Database up to date and accessible	General Manager's Office
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Provide information on community activities and organisations	Promote community activities in local media and council website	Information accessible by the community	General Manager's Office
2.3.1	Plan programs that meeting the needs of people of all ages, cultures and abilities	Provide information on community activities and organisations	Provide new residents kits containing relevant Council information to new residents	Resident kits availability	General Manager's Office
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Implement Road Safety Plan for Strathfield Local Government Area as approved by Road and Maritime Services (RMS)	Ongoing	Engineering Works and Services
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Inspect School Zones for signs, pavement marking and kiss & ride operations	Ongoing	Engineering Works and Services
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Promote use of child restraints	Ongoing	Engineering Works and Services

STRATHFIELD 2025: COMMUNITY WELLBEING					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Promote driver safety campaigns in local community eg driver fatigue, drink driving and speed	Ongoing	Engineering Works and Services
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Work with RMS and Police to promote pedestrian safety initiatives	Ongoing	Engineering Works and Services
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Support and partner with community organisations to provide regular programs that encourage community participation and wellbeing eg volunteer programs	Number of programs Number of participants	Library & Information Services Community Services
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Develop and deliver activities and community education programs for youth and adult community members	Activities or programs organised Number of participants	Library & Information Services Community Services
2.3.2	Collaborate with relevant parties to delivery programs that support, build and strengthen community capacity and resilience	Provide programs that build community resilience and capacity	Develop program that recognises and celebrates International Women's Day	Program organised	Community Services

STRATHFIELD 2025: COMMUNITY WELLBEING					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-18	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURE	RESPONSIBILITY
2.3.3	Provide equitable access to council facilities for community, cultural and recreational programs	Develop and monitor plans addressing access and equity	Implement Community Access Plan and establish Access Committee	By June 2016	Community Services

Prosperity and Opportunities

Goal 3.1 Strong business development and innovation

Strategy 3.1.1: Support Strathfield's economic development through appropriate and relevant research, consultation, planning and information

Strategy 3.1.2: Facilitate skills training and employment readiness in the Strathfield workforce

Strategy 3.1.3: Support local business development initiatives

Goal 3.2: Sustainable development of industrial and commercial areas

Strategy 3.2.1: Collaborate with government, business and community to support well planned and sustainable enterprise areas

Strategy 3.2.2: Strengthen and refine Council's regulatory processes to support opportunities for business development

Goal 3.3: Strathfield as a highly desirable place

Strategy 3.3.1: Develop and promote a sense of place and civic pride in Strathfield

Strategy 3.3.2: Collaborate with business and community stakeholders to develop and implement place promotion

Strategy 3.3.3: Develop attraction strategies for investment in the local economy

STRATHFIELD 2025: PROSPERITY AND OPPORTUNITIES					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE	RESPONSIBILITY
3.1.1	Support Strathfield's economic development through appropriate and relevant research, consultation, planning and information	Key demographic, housing, employment and industry data about Strathfield available to the public	Provide updated online community and economic profiles for LGA with benchmark metropolitan and regional comparisons	Community and economic profiles available on Council website	Strategic Planning
3.1.1	Support Strathfield's economic development through appropriate and relevant research, consultation, planning and information	Undertake regular consultation with local business community	Undertake business survey to track local economy.	Survey completed by June 2016.	Strategic Planning
3.1.1	Support Strathfield's economic development through appropriate and relevant research, consultation, planning and information	Undertake regular consultation with local business community	Facilitate consultation with local business community	Minimum 2 consultations per year	Strategic Planning
3.1.2	Support skills training and employment readiness in the Strathfield workforce	Support initiatives that improve employability for local residents	Facilitate job readiness in the local workforce with partners and relevant state/federal agencies	Number of initiatives supported	Strategic Planning
3.1.3	Support local business development initiatives	Support initiatives that improve growth prospects for local businesses	Facilitate programs to support local business development.	Programs facilitated	Strategic Planning
3.2.1	Collaborate with government, business and community to support well planned and sustainable enterprise areas	Engage with state and federal agencies and local/regional representatives to implement metropolitan and sub regional plans	Advocate sustainable targets for housing and employment in line with 'centres and corridors' approach	Representations made to relevant authorities as required	Strategy Planning

STRATHFIELD 2025: PROSPERITY AND OPPORTUNITIES					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE	RESPONSIBILITY
3.2.1	Collaborate with government, business and community to support well planned and sustainable enterprise areas	Consult with community on projects relating to development of enterprise areas	Feedback from community consultation to inform sustainable targets for local town centres and corridors development	Community consultations undertaken as required	Strategic Planning
3.2.1	Collaborate with government, business and community to support well planned and sustainable enterprise areas	Consult with community on projects relating to development of enterprise areas	Participate in community forums monitoring the development of the Enfield Intermodal Terminal	Attendance at meetings	Strategic Planning
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure food premises are safe and healthy	Inspect food premises to ensure compliance with food and public health legislation and standards requirements	Ensure all registered premises inspected annually 2 inspections per year for higher risk premises	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure food premises are safe and healthy	Participate in the Food Authority 'Scores on Doors' Program Trial		Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure food premises are safe and healthy	Respond to and investigate complaints regarding health and safety of food premises	Investigate within 2 working days for high risk or food poisoning complaints Investigate within 7 days for other complaints	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure food premises are safe and healthy	Provide enforcement action information to the Food Authority to enable updating of Name and Shame Register for food shops	Submit Annual Food Activity report to NSW Food Authority by end of July	Environmental Services

STRATHFIELD 2025: PROSPERITY AND OPPORTUNITIES					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE	RESPONSIBILITY
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure food premises are safe and healthy	Provide information to operators of local foods shops on food handling, hygiene and safety. Organise formal training or seminars for groups where required.	Information provided	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure food premises are safe and healthy	Regulate and enforce in accordance with Food Act and Council's Enforcement Policy	Number of improvement notices, prohibition orders, penalty notices and prosecutions issued.	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure business premises meet regulatory standards	Inspect skin penetration premises	Annual inspections	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure business premises meet regulatory standards	Investigate complaints regarding conduct of skin penetration premises	Investigate within 7 days	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure business premises meet regulatory standards	Inspect water cooling towers	Annual inspection	Environmental Services
3.2.1	Strengthen and refine Council's regulatory processes to support opportunities for business development	Ensure business premises meet regulatory standards	Determine and issue footpath trading permits	Issued annually	Environmental Services
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Improve appearance of retail centres	Undertake study of the Homebush and Homebush West shopping centre masterplans in order to enhance the	Prepare draft study by June 2016	Strategic Planning

STRATHFIELD 2025: PROSPERITY AND OPPORTUNITIES					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE	RESPONSIBILITY
			broader amenity for the community and visitors		
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Improve appearance of retail centres	Develop incentive strategy for shop front improvement in town centres	Implement program by June 2016	Strategic Planning
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Improve appearance of retail centres	Provide festive decorations in retail precincts and selected residential streets during Christmas/New Year season	Retail precincts are festively decorated	Strategic Planning
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Improve appearance of retail centres	Steam cleaning of footpaths in town centres and high pedestrian traffic areas	Every six months	Environmental Services
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Improve appearance of retail centres	Clean footpaths and open spaces in town centres of Strathfield and Homebush, Homebush West.	Daily	Environmental Services
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Improve appearance of retail centres	Clean waste bins in town centres	Daily	Environmental Services
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Improve appearance of retail centres	Town Centre street sweeping	Daily	Environmental Services
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Celebrate and acknowledge civic and community achievements	Organise annual Strathfield Spring Fair	Event organised	General Manager's Office
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Celebrate and acknowledge civic and community achievements	Organise Australia Day activities and celebrations	Event organised	General Manager's Office
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Celebrate and acknowledge civic and community achievements	Organise Youth Achievement Awards in partnership with Rotary	Awards held annually	General Manager's Office

STRATHFIELD 2025: PROSPERITY AND OPPORTUNITIES					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE	RESPONSIBILITY
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Celebrate and acknowledge civic and community achievements	Recognise community achievements through Citizen of the Year awards at Australia Day celebrations	Awards presented annually	General Manager's Office
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Celebrate and acknowledge civic and community achievements	Coordinate citizenship ceremonies	Ceremonies held quarterly Number of new citizens	General Manager's Office
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Celebrate and acknowledge civic and community achievements	Recognise community achievements, special anniversaries, honours and awards	As required	General Manager's Office
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Promote awareness of Strathfield area	Participation and promotion of ANZAC day services	Services held	General Manager's Office
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Promote awareness of Strathfield area	Promote awareness and provide information on Strathfield area and history	Information available Number of requests	General Manager's Office Library & Information Services
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Promote awareness of Strathfield area	Investigate feasibility of a Strathfield Museum	Prepare business case by June 2016	Library & Information Services
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Promote awareness of Strathfield area	Determine and issue permits for filming in Strathfield LGA	Applications processed 7 working days	General Manager's Office
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Promote awareness of Strathfield area	Determine and issue approvals for erection of banners	Application processed 2 working days	General Manager's Office
3.3.1	Develop and promote a sense of place and civic pride in Strathfield	Promote awareness of Strathfield area	Replace and upgrade signage for Council facilities	Ongoing	General Manager's Office
3.3.2	Collaborate with business and community stakeholders to develop and implement place promotion	Promote Strathfield food outlets	Publish Strathfield food and dining guide to promote Strathfield restaurants and food outlets	Food Guide published annually	General Manager's Office

STRATHFIELD 2025: PROSPERITY AND OPPORTUNITIES					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE	RESPONSIBILITY
3.3.2	Collaborate with business and community stakeholders to develop and implement place promotion	Promote Strathfield food outlets	Organise Strathfield Food Festival	Event held	General Manager's Office
3.3.2	Collaborate with business and community stakeholders to develop and implement place promotion	Promote Strathfield food outlets	Coordinate food tours throughout Strathfield	Participation in food tours	General Manager's Office
3.3.2	Collaborate with business and community stakeholders to develop and implement place promotion	Promote Strathfield food outlets	Determine permits for use of footpaths in town centres for outdoor dining with food businesses	Number of agreements	Environmental Services
3.3.2	Collaborate with business and community stakeholders to develop and implement place promotion	Involve business and community stakeholders in events promotions	Issue annual events calendar	Events calendar published	General Manager's Office
3.3.2	Collaborate with business and community stakeholders to develop and implement place promotion	Involve business and community stakeholders in events promotions	Operate community events financial assistance program and invite applications annually	Determine applications	General Manager's Office
3.3.2	Collaborate with business and community stakeholders to develop and implement place promotion	Involve business and community stakeholders in events promotions	Maintain community events calendar on Council website	Requests processed within 10 days	General Manager's Office
3.3.3	Develop attraction strategies for investment in the local economy	Provide information to businesses wishing to set up or expand in Strathfield LGA.	Implement Digital Economy Strategy	Implement strategy	Strategic Planning
3.3.3	Develop attraction strategies for investment in the local economy	Provide information to businesses wishing to set up or expand in Strathfield LGA.	Develop and implement a business attraction and facilitation strategy to encourage investment in the local economy	Draft strategy developed Implementation of action plans	Strategic Planning

Liveable Neighbourhoods

Goal 4.1: Strathfield has high quality sustainable urban design that mixes well designed and innovative development with existing local character

Strategy 4.1.1: Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design

Strategy 4.1.2: Council offers informative and accessible planning services and programs that streamline service delivery

Strategy 4.1.3: Provide effective and timely compliance management

Goal 4.2: Strathfield's neighbourhoods are clean, attractive & well maintained

Strategy 4.2.1: Maintain clean and attractive public areas and landscapes

Strategy 4.2.2: Provide effective and efficient domestic waste and recycling services to the community

Strategy 4.2.3: Maintain and improve quality of water systems

Goal 4.3 : Our natural environment is maintained and enhanced

Strategy 4.3.1: Ensure that development is sensitive to Strathfield's natural environment

Strategy 4.3.2: Develop activities and programs that promote our natural environment

Strategy 4.3.3: Protect and enhance Strathfield's biodiversity

STRATHFIELD 2025: LIVEABLE NEIGHBOURHOODS					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Ensure Council plans and controls meet statutory requirements and community values	Make representations to State Government to NSW planning reforms and strategies	Representations made	Strategic Planning
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Ensure Council plans and controls meet statutory requirements and community values	Implement changes required under NSW Planning reforms	As required, subject to release of directives from NSW Government	Strategic Planning
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Ensure Council plans and controls meet statutory requirements and community values	Review Council planning controls to ensure compliance with State Government framework	Controls reviewed in accordance with State Government requirements	Strategic Planning
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Ensure Council plans and controls meet statutory requirements and community values	Continue the review of the Consolidated Development Control Plan (DCP) support Local Environmental Plan (LEP) 2012	Ongoing review	Strategic Planning
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Ensure Council plans and controls meet statutory requirements and community values	Conduct engagement with community for review of DCP and changes to planning controls	As required	Strategic Planning
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Ensure Council plans and controls meet statutory requirements and community values	Assess planning proposals to amend the Local Environmental Plan	As required	Strategic Planning

STRATHFIELD 2025: LIVEABLE NEIGHBOURHOODS					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Heritage is valued, conserved and adapted	Assist owners of heritage listed properties through financial assistance program	Program offered annually	Strategic Planning
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Heritage is valued, conserved and adapted	<p>Notify heritage related development assessments to General Manager involving significant alterations or demolition.</p> <p>Ensure heritage related development assessments involving significant alterations or demolition are assessed and advised by external qualified heritage professionals.</p>	Applications assessed	Development Assessment
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Heritage is valued, conserved and adapted	Implement Heritage Community Programs	Program implementation	Strategic Planning
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Consider needs of people living in medium to high density units	Review open space and community infrastructure in vicinity of medium to high density units	Review of infrastructure and developer contribution plans	Strategic Planning
4.1.1	Strathfield's planned environment is highly liveable with quality and sustainable development incorporating best practice design	Consider needs of people living in medium to high density units	Coordinate community gardens program in vicinity of medium to high density units	Participation in Community garden program	Community Lands and Services

STRATHFIELD 2025: LIVEABLE NEIGHBOURHOODS					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Effective assessment and determination processes	Assess and determine Development Applications	Determined within 40 days	Development Assessment
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Effective assessment and determination processes	Determine and issue building certificates	Numbers of certificates issued by Council	Development Assessment
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Effective assessment and determination processes	Determine and issue s.96 applications	Certificate issued within 40 working days Numbers of certificates issued by Council	Development Assessment
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Effective assessment and determination processes	Determine and issue Construction Certificates	Certificate issued within 7 working days Numbers of certificates issued by Council	Development Assessment
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Effective assessment and determination processes	Determine and issue of Complying Development Certificates(CDC)	Numbers of certificates issued by Council Numbers of certificates issued by private certifiers	Development Assessment
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Effective assessment and determination processes	Determine and issue Occupation Certificates	Numbers of certificates issued by Council	Development Assessment
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Effective assessment and determination processes	Determine and issue subdivision certificates	Issue within 7 working days Numbers of certificates issued by Council	Development Assessment

STRATHFIELD 2025: LIVEABLE NEIGHBOURHOODS					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Effective assessment and determination processes	Promote the use of pre-lodgement services for potential applicants	All Development Applications processed via pre-lodgement	Development Assessment
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Provide access to quality information on development processes	Prepare Powells Creek flood risk management plan for Powells Creek	Finalisation of plan	Engineering Works and Services
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Provide access to quality information on development processes	Maintain online mapping tool to assist with planning and development processes	Mapping available online	Strategic Planning
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Provide access to quality information on development processes	Provide planning advisory service to potential applicants	Duty planner available at Customer Service	Development Assessment
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Provide access to quality information on development processes	Promote the use of pre-lodgement services for potential applicants	All Development Applications processed via pre-lodgement	Development Assessment
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Provide access to quality information on development processes	Provide information on community asbestos awareness especially for do-It-yourself builders/owners	Provide information	Environmental Services
4.1.2	Council offers informative and accessible planning services and programs that streamline service delivery	Provide access to quality information on development processes	Determine and issue planning and zoning certificates	s.149 certificates within 4 days Outstanding notices and order certificates issued within 3 working days	Customer Service

STRATHFIELD 2025: LIVEABLE NEIGHBOURHOODS					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.1.3	Provide effective and timely compliance management	Ensure building and land uses comply with approved consents and permits	Investigate and action complaints relating to building works approved by Council.	Respond within 10 working days of lodgement of registration	Environmental Services
4.1.3	Provide effective and timely compliance management	Ensure building and land uses comply with approved consents and permits	Advise and assist customers of complaint process for building works involving private certifiers	Respond within 10 working days of lodgement of registration	Environmental Services
4.1.3	Provide effective and timely compliance management	Ensure building and land uses comply with approved consents and permits	Undertake annual inspection and registration of boarding houses	Respond within 10 working days of lodgement of registration	Environmental Services
4.1.3	Provide effective and timely compliance management	Ensure building and land uses comply with approved consents and permits	Investigate complaints from the community concerning unauthorised uses of land eg brothels, unauthorised works, boarding houses etc	Respond within 2 days of lodgement of request	Environmental Services
4.1.3	Provide effective and timely compliance management	Ensure building and land uses comply with approved consents and permits	Ensure compliance with fire safety regulations in commercial and medium to high density properties	Register within 7 days of receipt Issue reminders to lodge 30 days prior to due date Initiate action for non-lodgement or non-compliance.	Environmental Services
4.2.1	Maintain clean and attractive public street and landscapes	Maintain tree canopy coverage and biodiversity in Strathfield	Maintain and regularly prune park trees	Maintenance carried out in accordance with Council's program	Community Lands and Services
4.2.1	Maintain clean and attractive public street and landscapes	Maintain tree canopy coverage and biodiversity in Strathfield	Service requests for street trees	Response within 10 working days	Community Lands and Services

STRATHFIELD 2025: LIVEABLE NEIGHBOURHOODS					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.2.1	Maintain clean and attractive public street and landscapes	Maintain tree canopy coverage and biodiversity in Strathfield	Prune and maintain street trees	Pruned in accordance with program	Community Lands and Services
4.2.1	Maintain clean and attractive public street and landscapes	Maintain tree canopy coverage and biodiversity in Strathfield	Monitor pruning of street trees by external utility providers	Pruning in accordance with agreed schedules	Community Lands and Services
4.2.1	Maintain clean and attractive public street and landscapes	Maintain tree canopy coverage and biodiversity in Strathfield	Determine applications under Tree Preservation Orders and take action for breaches	Number of applications Issue of PINS and fines	Community Lands and Services
4.2.1	Maintain clean and attractive public street and landscapes	Ensure that facilities, parks and open spaces are properly maintained	Maintain Hudson Park Golf Course and Golf Driving Range	Maintain in accordance with schedules	Community Lands and Services
4.2.1	Maintain clean and attractive public street and landscapes	Ensure that facilities, parks and open spaces are properly maintained	Removal of litter from parks	All parks on weekly basis Major parks on daily basis	Community Lands and Services
4.2.1	Maintain clean and attractive public street and landscapes	Ensure that facilities, parks and open spaces are properly maintained	General maintenance of major parks and sportsgrounds	Daily (Monday to Friday)	Community Lands and Services
4.2.1	Maintain clean and attractive public street and landscapes	Ensure that facilities, parks and open spaces are properly maintained	General maintenance of neighbourhood parks	Three weekly cycle	Community Lands and Services
4.2.1	Maintain clean and attractive public street and landscapes	Maintain clean and attractive streets and public spaces	Sweep streets regularly	Scheduled cleaning every two weeks Amount of waste collected	Engineering Works and Services Environmental Services
4.2.1	Maintain clean and attractive public street and landscapes	Maintain clean and attractive streets and public spaces	Weed containment of streets and carparks	4 times per year	Engineering Works and Services
4.2.1	Maintain clean and attractive public street and landscapes	Maintain clean and attractive streets and public spaces	Provide waste collection facilities in public areas	Daily collection	Community Lands and Services

STRATHFIELD 2025: LIVEABLE NEIGHBOURHOODS					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.2.1	Maintain clean and attractive public street and landscapes	Maintain clean and attractive streets and public spaces	Maintain and clean Council car parks at town centres and major parks	Daily	Engineering Works and Services Environmental Services
4.2.1	Maintain clean and attractive public street and landscapes	Maintain clean and attractive streets and public spaces	Pressure clean Homebush West Council carpark	Quarterly	Environmental Services
4.2.2	Maintain clean and attractive public street and landscapes	Improve waste management around medium to high density units	Investigate waste collection solutions specific to medium to high density units	Reduction of illegal dumping Reduction of level of waste contamination	Community Lands and Services
4.2.2	Provide effective and efficient domestic waste and recycling services to the community	Provide range of waste and recycling services	Provide up to three on-call waste service to remove household items per year	Number of services provided Amount of waste removed	Community Lands and Services
4.2.2	Provide effective and efficient domestic waste and recycling services to the community	Provide range of waste and recycling services	Manage weekly waste collection services	Collected on a scheduled day on a weekly basis 100% same day collection % of waste diverted from landfill	Community Lands and Services
4.2.2	Provide effective and efficient domestic waste and recycling services to the community	Provide range of waste and recycling services	Implement Food Organic Green Organic (FOGO) service rollout in single dwelling residential areas	% diversion from food collected from waste services % rate of contamination	Community Lands and Services
4.2.2	Provide effective and efficient domestic waste and recycling services to the community	Provide range of waste and recycling services	Manage fortnightly recycling and green waste collection services	Collected on a scheduled day on a fortnightly basis	Community Lands and Services

STRATHFIELD 2025: LIVEABLE NEIGHBOURHOODS					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.2.2	Provide effective and efficient domestic waste and recycling services to the community	Provide range of waste and recycling services	Manage fortnightly recycling and green waste collection services	Reduce the level of contamination in domestic recycling and green waste	Community Lands and Services
4.2.2	Provide effective and efficient domestic waste and recycling services to the community	Educate community on efficient waste practices	Provide waste education services to the community consistent with State Government EPA and Waste Less, Recycle More program for 2015-16	Number of waste education programs and strategies	Community Lands and Services
4.2.3	Improve quality of water systems	Maintain clean and effective stormwater drainage network	Maintain stormwater pits based on risk assessment	Annual inspection of heavy use pits	Engineering Works and Services
4.2.3	Improve quality of water systems	Maintain clean and effective stormwater drainage network	Undertake drainage works identified in capital work programs and stormwater levy for 2015-16: <ul style="list-style-type: none"> • Raw Square drainage improvements • Shortland Avenue drainage improvements • Birnam Grove drainage improvements • Pilcher Street drainage improvements • Blackspot drainage improvements 	Implemented in accordance with annual program	Engineering Works and Services
4.2.3	Improve quality of water systems	Maintain clean and effective stormwater drainage network	Clear blocked drainage pits	Within 2 of days of report being received	Engineering Works and Services
4.3.1	Ensure that development is sensitive to Strathfield's natural environment	Promote and protect natural environment	Manage, monitor and renew street trees	Number of trees Number of renewals	Community Lands and Services

STRATHFIELD 2025: LIVEABLE NEIGHBOURHOODS					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.3.1	Ensure that development is sensitive to Strathfield's natural environment	Promote and protect natural environment	Address Tree vandalism in accordance with Council policy	Incident reporting	Community Lands and Services
4.3.1	Ensure that development is sensitive to Strathfield's natural environment	Promote and protect natural environment	Water quality monitoring and testing of rivers in Strathfield LGA	Monitoring and testing in accordance with programs such as Cooks River Alliance	General Manager's Office
4.3.1	Ensure that development is sensitive to Strathfield's natural environment	Promote and protect natural environment	Investigate noxious and overgrown weed complaints on private and public land	Investigate within 10 working days	Environmental Services
4.3.1	Ensure that development is sensitive to Strathfield's natural environment	Promote and protect natural environment	Natural area restoration of Coss Creek, Mason Park Wetlands and Yarrowee Wetlands	Undertake works	Community Lands and Services
4.3.2	Develop activities and programs that promote the natural environment	Provide information and participate in events that promote environment	Facilitate Clean Up Australia activities in Strathfield Local Government Area	Participate in activities	Community Lands and Services
4.3.2	Develop activities and programs that promote the natural environment	Provide information and participate in events that promote environment	Participate and manage community events under the Treading Lightly regional sustainability program	Manage and promote events	General Manager Office
4.3.2	Develop activities and programs that promote the natural environment	Provide information and participate in events that promote environment	Publish and update Sustainability information and advices on Council website	6 monthly review	General Manager's Office
4.3.2	Develop activities and programs that promote the natural environment	Provide information and participate in events that promote environment	Coordinate National Tree Day activities	Identify natural area to undertake revegetation works	Community Lands and Services
4.3.3	Protect and enhance Strathfield's biodiversity	Educate and partner with community for protection and improvement of natural areas including waterways	Propagate plants of local species provenance through operation of Strathfield Native Nursery.	Number of plants propagated annually	Community Lands and Services

STRATHFIELD 2025: LIVEABLE NEIGHBOURHOODS					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
4.3.3	Protect and enhance Strathfield's biodiversity	Educate and partner with community for protection and improvement of natural areas including waterways	Supply plants from Strathfield native nursery to the public	As requested	Community Lands and Services
4.3.3	Protect and enhance Strathfield's biodiversity	Educate and partner with community for protection and improvement of natural areas including waterways	Promote Bushcare programs and encourage volunteer participation	Number of volunteer hours	Community Lands and Services

Responsible Leadership

Goal 5.1: Our community trusts their council and is informed, valued and heard

Strategy 5.1.1: Community has opportunities to 'have a say' and their voices are heard

Strategy 5.1.2: Ensure that the community is aware of decisions, processes and events that affect their lives

Strategy 5.1.3: Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations

Goal 5.2: Council is ethically and responsibly managed

Strategy 5.2.1: Lead in an ethical, open, accountable and transparent way

Strategy 5.2.2: Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges

Strategy 5.2.3: Provide safe work environments and minimise risk associated with Council activities

Goal 5.3: Council is efficient, sustainable and delivers value for money services

Strategy 5.3.1: Deliver high quality and efficient customer focused services

Strategy 5.3.2: Promote efficient and effective business practices with community, customers and partnerships

Strategy 5.3.3: Maintain and improve financial sustainability of Council

STRATHFIELD 2025: RESPONSIBLE LEADERSHIP					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.1.1	Community has opportunities to 'have say' and their voices are heard	Undertake regular consultation and engagement with the community on matters which affect them	Hold Community Update meetings to ensure effective communication with key stakeholders	Meetings held quarterly	Community Liaison
5.1.1	Community has opportunities to 'have say' and their voices are heard	Undertake regular consultation and engagement with the community on matters which affect them	Consult with and keep the community informed about: <ul style="list-style-type: none"> Traffic and parking proposals Planning controls changes Development proposals 	As required	Engineering Works and Services Development Assessment Strategic Planning
5.1.1	Community has opportunities to 'have say' and their voices are heard	Undertake regular consultation and engagement with the community on matters which affect them	Consult with community for major projects, proposals or initiatives	As required	Strategic Planning General Manager's Office
5.1.1	Community has opportunities to 'have say' and their voices are heard	Community 'has a say' at Council meetings	Conduct Open Forum at ordinary Council meetings	Number of open forum sessions held	Corporate Services
5.1.1	Community has opportunities to 'have say' and their voices are heard	Community 'has a say' at Council meetings	Public address of council and committee meetings	Number of requests to speak at Council and committee meetings	Corporate Services
5.1.1	Community has opportunities to 'have say' and their voices are heard	Educate and provide information to the community on the role of Council.	Provide educational tours for schools and community organisations on the role of local government and Council's role in the community as requested	Information provided Tours or consultations conducted	General Manager's Office
5.1.2	Ensure that the community is aware of decisions, processes and events that affect their lives	Proposals and decisions are notified and accessible to the community	Publicly exhibit policies, plans, proposals and tenders in accordance with legislative and policy requirements	Public exhibition in accordance with legislative requirements	General Manager's Office

STRATHFIELD 2025: RESPONSIBLE LEADERSHIP					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.1.2	Ensure that the community is aware of decisions, processes and events that affect their lives	Proposals and decisions are notified and accessible to the community	Prepare, publish and distribute business papers of Council Meetings	Agendas and Business papers of Council meetings available on Council website 3 calendar days prior to meetings	Corporate Services
5.1.2	Ensure that the community is aware of decisions, processes and events that affect their lives	Proposals and decisions are notified and accessible to the community	Publish decisions of Council online within 5 business days of Council meetings	% published within 5 working days of meeting	Corporate Services
5.1.2	Ensure that the community is aware of decisions, processes and events that affect their lives	Proposals and decisions are notified and accessible to the community	Prepare updates to Council on significant changes and impacts by State and Federal Government on Council	As required	General Manager's Office
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors receive training, information and support to effectively serve the Strathfield community	Develop councillors skills and knowledge through formal training, workshops, seminars and information briefings to enable them to fulfil their responsibilities to serve and make informed decisions	Program delivery	General Manager's Office
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors receive training, information and support to effectively serve the Strathfield community	Provide information and briefing papers to Councillors	Councillor Bulletin issued weekly	Corporate Services General Manager's Office
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors receive training, information and support to effectively serve the Strathfield community	Provide media briefing updates for Councillors	Issued weekly	General Manager's Office
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors receive training, information and support to effectively serve the Strathfield community	Monitor and report annually on Councillor fees, facilities and expenses	Annually reporting	General Manager's Office

STRATHFIELD 2025: RESPONSIBLE LEADERSHIP					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Provide opportunities for Councillors to interact with the community and raise awareness of Councillors roles	Mayor and Councillor attendance at 'meet your councillor' meetings, council meetings and community meetings	Number of meetings held	General Manager's Office
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Provide opportunities for Councillors to interact with the community and raise awareness of Councillors roles	Councillors' contact details updated on Council website	Information listed on website	General Manager's Office
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors are accountable for decisions	Maintain pecuniary and non-pecuniary conflicts of interest register	Register published and made available to the public in accordance with legislative requirements	Corporate Services
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors are accountable for decisions	Publish register of Councillors voting on planning decisions	Register available on website	Corporate Services
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors are accountable for decisions	Publish Council and committee meeting attendance records	Annual Report	Corporate Services
5.1.3	Ensure Councillors are accountable to the community and receive adequate support to fulfil their obligations	Ensure Councillors are accountable for decisions	Disclosure of Interests Returns tabled.	Tabled by October annually	Corporate Services
5.2.1	Lead in an ethical, open, accountable and transparent way	Respond to State Government initiatives affecting local government	Make representations and engage community on proposed local government reforms	As required	General Manager's Office

STRATHFIELD 2025: RESPONSIBLE LEADERSHIP					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.2.1	Lead in an ethical, open, accountable and transparent way	Respond to State Government initiatives affecting local government	Implement changes to NSW Local Government legislation	As required, subject to release of new legislation and guidelines	General Manager's Office
5.2.1	Lead in an ethical, open, accountable and transparent way	Respond to State Government initiatives affecting local government	Implement changes required under NSW Local Government Reviews	As required, subject to release of directives from NSW Government	General Manager's Office
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Develop and maintain regional alliances with other councils	Regional agreements	General Manager's Office
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Council meetings are held in accordance with Local Government Act, Regulations and Code of Meeting Practice	Schedule minimum 10 ordinary council meetings annually	Corporate Services
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Investigate complaints concerning corruption and maladministration	All complaints are investigated and/or referred to appropriate authority	Corporate Services
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Code of Conduct Annual Report presented to Council.	Report published by December 2015	General Manager's Office
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Ensure all Councillors and staff are aware of public interest disclosure policy and processes	6 monthly report lodged with NSW Ombudsman Office.	General Manager's Office
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Ensure all relevant parties are aware of Council's Business Ethics Policy	All contracts incorporate Business Ethics Policy	General Manager's Office
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Conduct training and updates for all staff and induction for all new employees	Staff attendance at regular training	General Manager's Office

STRATHFIELD 2025: RESPONSIBLE LEADERSHIP					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
	way				
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Manage privacy and personal information in accordance with Council's Privacy Management Plan and relevant legislation	Number of privacy applications	General Manager's Office
5.2.1	Lead in an ethical, open, accountable and transparent way	Maintain integrity of Council administration	Develop and review policies. Publish all Council approved policies on Council website	Published within two weeks of approval	General Manager's Office
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council has organisational capacity to deliver Community Strategic Plan	Implement and review Workforce Management Plan	Plan implemented in accordance with legislative requirements	General Manager's Office
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council has organisational capacity to deliver Community Strategic Plan	Ensure that all new employees receive induction training	Conduct 4 induction training per year	General Manager's Office
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council has organisational capacity to deliver Community Strategic Plan	Staff performance management, training and work plans aligned with Council's organisational goals, strategies and performance standards.	Bi-annual audit of workplans	General Manager's Office
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council maintains transparent and integrated planning and reporting framework that is legislatively compliant and facilitates effective decision making	Council's Operational Plan is completed in accordance with legislative and policy requirements and placed on public exhibition for a period of 28 days prior to formal endorsement.	Adopted by 30 June each year	General Manager's Office

STRATHFIELD 2025: RESPONSIBLE LEADERSHIP					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council maintains transparent and integrated planning and reporting framework that is legislatively compliant and facilitates effective decision making	Annual Report is completed in accordance with requirements of the Local Government Act and Regulations.	Lodged with Office of Local Government by 30 November each year.	General Manager's Office
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council maintains transparent and integrated planning and reporting framework that is legislatively compliant and facilitates effective decision making	Publish community report on key outcomes of previous financial year	Issued annually	General Manager's Office
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council maintains transparent and integrated planning and reporting framework that is legislatively compliant and facilitates effective decision making	Prepare end of term report of progress of Community Strategic Plan.	Report progress of Strathfield 2025 against key indicators	General Manager's Office
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council maintains transparent and integrated planning and reporting framework that is legislatively compliant and facilitates effective decision making	Delivery Program progress report each 6 months.	Progress report presented to Council on 6 monthly basis.	General Manager's Office
5.2.2	Align corporate planning and organisational arrangements to deliver Strathfield 2025 and plan for future workforce challenges	Ensure Council maintains transparent and integrated planning and reporting framework that is legislatively compliant and facilitates effective decision making	Ensure asset management plans are reviewed and updated.	Review annually	Director Technical Services
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	Review and implement Council's Work Health & Safety (WH&S) Policy and WH&S Systems Plan	Regular reviews conducted	General Manager's Office

STRATHFIELD 2025: RESPONSIBLE LEADERSHIP					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	Report accidents, incidents and near misses in Council's workplaces and ensure follow up action is taken	Action taken	General Manager's Office
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	Staff Health & Safety Committee convened and meets regularly	Minimum 4 meetings per year	General Manager's Office
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	Implement Work Health & Safety Policy and education and training for staff	Programs implemented	General Manager's Office
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	Certifications and licences for relevant staff and contractors are recorded and monitored to ensure currency	All relevant staff and contractors hold current certifications and licences	General Manager's Office
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	Effective management of Workers compensation and Return to Work programs	Process workers compensation claims with insurer within prescribed timeframes including case management and monitoring of Return to Work programs.	General Manager's Office
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	All Council workplaces are audited annually	Annual audit	General Manager's Office
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Provide a safe & healthy work environment	Provide access to support and counselling services through Employee Assistance Program (EAP).	As required	General Manager's Office
5.2.3	Provide safe work environments and minimise risk	Reduce risk and protect community assets	Conduct Internal Audit reviews of areas of high risk in accordance with Council's	2 review per year	Corporate Services

STRATHFIELD 2025: RESPONSIBLE LEADERSHIP					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
	associated with Council activities		Internal Audit strategy		
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Reduce risk and protect community assets	Integrate Enterprise Risk Management Framework into Council operations to minimise risks	Ongoing	Corporate Services
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Reduce risk and protect community assets	Review insurance portfolios annually in consultation with Council's brokers for commercial, market and service delivery improvement.	Annual Review	Corporate Services
5.2.3	Provide safe work environments and minimise risk associated with Council activities	Reduce risk and protect community assets	Manage ongoing processing of public liability and property claims.	Insurance and claims processed within specified timeframes	Corporate Services
5.3.1	Deliver high quality and efficient customer efficient services	Provide effective and efficient customer service	Respond to call centre response times within standards	80% of calls answered within 20 seconds	Corporate Services
5.3.1	Deliver high quality and efficient customer efficient services	Provide effective and efficient customer service	Respond to customer requests (non-complex)	Respond within 10 working days	Corporate Services
5.3.1	Deliver high quality and efficient customer efficient services	Provide effective and efficient customer service	Conduct customer service satisfaction survey	Annual survey conducted	Corporate Services
5.3.1	Deliver high quality and efficient customer efficient services	Provide effective and efficient customer service	Provide after-hours 24 hours / 7 days customer service	Customer service phone line available 24/7	Corporate Services
5.3.1	Deliver high quality and efficient customer efficient services	Provide effective and efficient customer service	Provide online customer services	Online services provided	General Manager's Office

STRATHFIELD 2025: RESPONSIBLE LEADERSHIP					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.3.1	Deliver high quality and efficient customer efficient services	Provide effective and efficient customer service	Provide and promote Council language translation services	Number of requests completed	Customer Services
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Maintain an effective and transparent customer complaint handling process	Investigate complaints made in accordance with Council's Complaints Handling policy	Complaints investigated in accordance with Council's policy	Corporate Services
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Maintain an effective and transparent customer complaint handling process	Maintain complaints register and ensure actions are taken to address complaints	Number of complaints finalised	Corporate Services
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Ensure records management is effective and compliant to support service delivery	Maintain effective Records and Information Management Systems	Monitor effectiveness of system	Corporate Services
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Ensure records management is effective and compliant to support service delivery	Identify and appraise State Archives and records of business and historic importance significance	Records appraised	General Manager's Office Corporate Services
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Ensure records management is effective and compliant to support service delivery	Implement Council's archive records management plan including digitisation of important business and historic records of significance	Number and type of records digitised	General Manager's Office Corporate Services
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Ensure records management is effective and compliant to support service delivery	Process and distribute correspondence to relevant staff to be actioned	Distributed within one day of receipt	Corporate Services
5.3.2	Promote efficient and effective business practices with community, customers and	Improve Council's efficiency utilising Information Technology	Ensure IT hardware equipment is updated regularly to maintain compatibility, reliability and optimum performance	Ongoing	General Manager's Office

STRATHFIELD 2025: RESPONSIBLE LEADERSHIP					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
	partnerships				
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Improve Council's efficiency utilising Information Technology	Provisioning of the new Wide Area Network (WAN) link	Finalise by June 2016	General Manager's Office
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Improve Council's efficiency utilising Information Technology	Upgrade copper to fibre infrastructure to meet NBN standards	Ongoing (completion dependent upon NBN rollout)	General Manager's Office
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Improve Council's efficiency utilising Information Technology	Replace Corporate Management System	Finalise by June 2016	General Manager's Office
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Improve Council's efficiency utilising Information Technology	Maintain and upgrade Council's core application systems and infrastructure to current release and supported standards	Ongoing review	General Manager's Office
5.3.2	Promote efficient and effective business practices with community, customers and partnerships	Improve Council's efficiency utilising Information Technology	Identify and support efficiencies to business practices through improved use of Information Technology	Ongoing review	General Manager's Office
5.3.3	Maintain and improve financial sustainability of Council	Provide high quality, accurate and timely information on Council's finances	Coordinate tendering and procurement processes in accordance with legislation, policy and guidelines	Number of tenders completed Contract register published on website	Corporate Services
5.3.3	Maintain and improve financial sustainability of Council	Provide high quality, accurate and timely information on Council's finances	Issue outstanding rates notices (s.603 certificates)	Within 7 days of request	Finance

STRATHFIELD 2025: RESPONSIBLE LEADERSHIP					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.3.3	Maintain and improve financial sustainability of Council	Provide high quality, accurate and timely information on Council's finances	Seek sponsorship to support council events and programs	\$ contributed from sponsorship	General Manager's Office
5.3.3	Maintain and improve financial sustainability of Council	Provide high quality, accurate and timely information on Council's finances	Prepare and distribute audited Annual Financial Statements	Annual Financial Statements to be lodged with Office of Local Government by November 2015	Finance
5.3.3	Maintain and improve financial sustainability of Council	Provide high quality, accurate and timely information on Council's finances	Prepare Annual Budget	Annual budget adopted by 1 July 2015 in accordance with legislative requirements	Finance
5.3.3	Maintain and improve financial sustainability of Council	Provide high quality, accurate and timely information on Council's finances	Quarterly Budget Reviews reported to Council in accordance with local government regulations	Quarterly Budget Reviews reported to Council for Sept, December and March quarters	Finance
5.3.3	Maintain and improve financial sustainability of Council	Ensure long-term financial sustainability through effective short and long term financial management	Audit energy and water use and Investigate and address anomalies in reporting	Quarterly review	General Manager's Office
5.3.3	Maintain and improve financial sustainability of Council	Ensure long-term financial sustainability through effective short and long term financial management	Implement collection processes for outstanding rates and charges	% debt outstanding	Finance
5.3.3	Maintain and improve financial sustainability of Council	Ensure long-term financial sustainability through effective short and long term financial management	Review Council's fees and charges to ensure they are appropriate and consistent with other councils and reflect community capacity to pay	Ongoing review	All Managers Finance
5.3.3	Maintain and improve financial sustainability of Council	Ensure long-term financial sustainability through effective short and long term financial management	Issue rate notices by 31 July and quarterly instalments notices by 31 Oct, 31 Jan and 30 April.	Issue rates notices by due dates	Finance

STRATHFIELD 2025: RESPONSIBLE LEADERSHIP					
NO	STRATHFIELD 2025 STRATEGIES	DELIVERY PROGRAM 2014-2018	OPERATIONAL PLAN 2015-2016 ACTIONS	PERFORMANCE MEASURES	RESPONSIBILITY
5.3.3	Maintain and improve financial sustainability of Council	Ensure long-term financial sustainability through effective short and long term financial management	Make investments in accordance with Council's Investment Policy and legislative requirements.	Investments made in accordance with policy and legislative requirements	Finance

Resourcing the Delivery Program

2015-2016 Budget

Income

The total operating and capital income for 2015-2016 is estimated at \$41.7 million. The chart (next page) shows the source of Council's income.

Council has adopted the 2.4% general rate increase set by the Independent Pricing and Regulatory Tribunal (IPART). The Tribunal determined a general rate increase of 2.47%, based on the Local Government Cost Index increase of 2.47%, before deducting a standard 'productivity efficiency factor' of 0.04%..

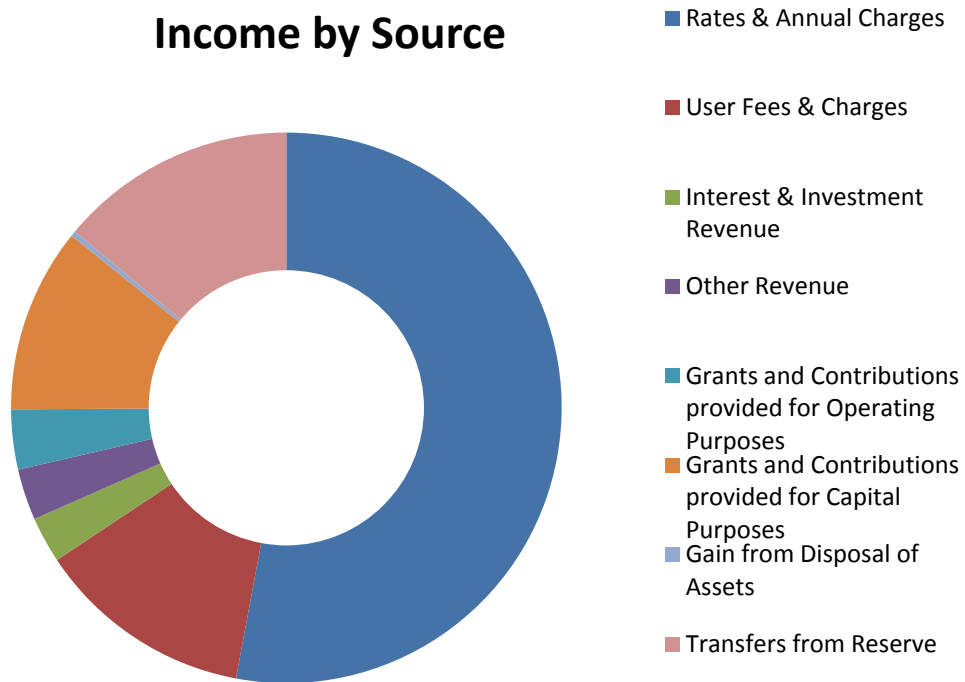
Overall rates and annual charges are estimated at \$22.1 million. This represents 53% of Council's total projected income. User fees and charges and other revenue are \$5.3 million and \$1.2 million respectively.

Expenses

Council's total operating and capital expenditure is estimated at \$38.8 million. The chart (next page) shows the allocation of Council expenditure.

Council has budgeted capital projects totalling \$6.4 million.

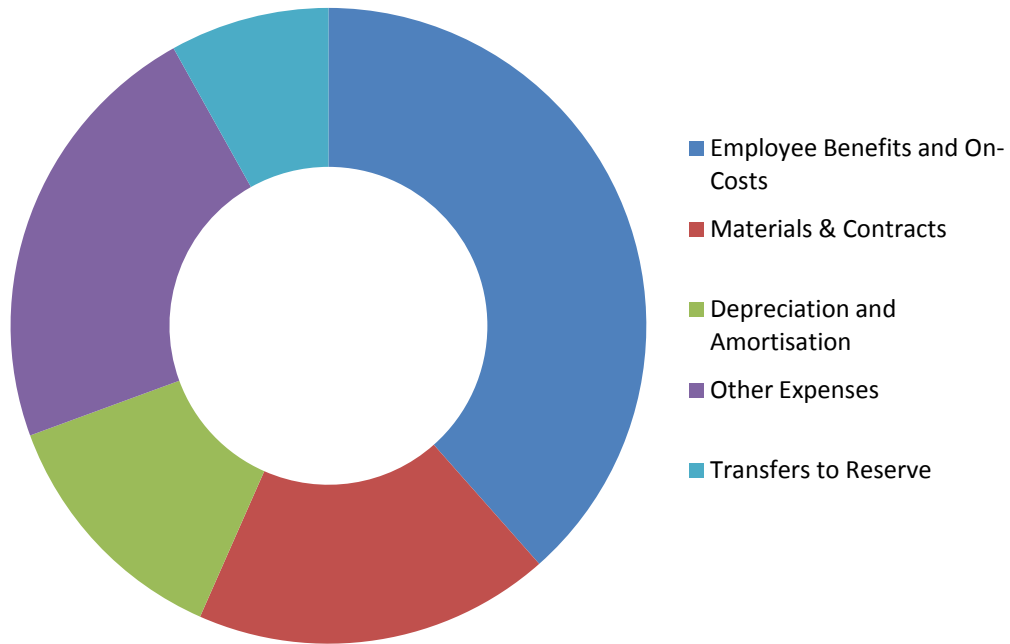
Income by Source



INCOME

Rates and Annual Charges	22,104,985
User Charges and Fees	5,324,109
Interest and Investment Revenue	1,131,546
Other Revenue	1,253,426
Grants and Contributions provided for Operating Purposes	1,469,571
Grants and Contributions provided for Capital Purposes	4,528,279
Proceed from Disposal of Assets	130,831
Transfers from Reserve	5,819,901
Total	41,762,649

Expense Allocations



EXPENSES

Employee Benefits and On-Costs	14,325,929
Materials and Contracts	6,760,443
Other Expenses	8,383,703
Capital Expenditure	6,386,275
Transfers to Reserve	3,017,056
Total	38,873,406

Council	2015/16	2016/17	2017/18	2018/19
INCOME				
Rates & Annual Charges	22,104,985	22,810,827	24,763,816	25,541,986
User Fees & Charges	5,324,109	6,002,488	6,648,141	6,831,975
Interest & Investment Revenue	1,131,546	956,923	730,277	767,704
Other Revenue	1,253,426	1,291,544	1,326,106	1,366,474
Grants and Contributions provided for Operating Purposes	1,469,571	1,297,497	1,315,691	1,334,431
Grants and Contributions provided for Capital Purposes	4,528,279	3,296,905	3,395,812	3,497,686
Gain from Disposal of Assets	130,831	137,372	137,372	144,241
Total Income	35,942,748	35,793,556	38,317,215	39,484,497
EXPENSES				
Employee Benefits and On-Costs	14,325,929	14,647,103	15,077,927	15,469,953
Borrowing Costs	0	0	0	0
Materials & Contracts	6,760,443	6,533,794	6,598,834	6,760,491
Depreciation and Amortisation	4,759,430	4,878,416	4,999,933	5,124,488
Other Expenses	8,383,703	8,375,177	8,607,961	8,782,941
Total Expenses	34,229,505	34,434,490	35,284,656	36,137,874
Net Operating Result	1,713,243	1,359,065	3,032,560	3,346,623
Capital Expenditure	-6,386,275	-11,612,510	-9,320,834	-9,251,697
Non-cash Depreciation and Amortisation	4,759,430	4,878,416	4,999,933	5,124,488
Transfers to Reserve	-3,017,056	-3,042,668	-3,054,499	-3,151,194
Transfers from Reserve	5,819,901	7,370,482	5,740,043	7,535,541
Working Funds Surplus / (Deficit)	2,889,242	-1,047,215	1,397,203	3,603,762

Connectivity	2015/16	2016/17	2017/18	2018/19
INCOME				
Rates & Annual Charges	0	0	0	0
User Fees & Charges	1,445,578	1,825,602	2,332,931	2,387,308
Interest & Investment Revenue	352,853	298,400	227,724	239,395
Other Revenue	36,480	37,574	38,702	39,863
Grants and Contributions provided for Operating Purposes	368,236	373,570	381,882	390,444
Grants and Contributions provided for Capital Purposes	817,074	436,146	449,230	462,707
Proceed from Disposal of Assets	0	0	0	0
Gain from Disposal of Assets	130,831	137,372	137,372	144,241
Total Income	3,151,052	3,108,664	3,567,841	3,663,958
EXPENSES				
Employee Benefits and On-Costs	3,103,008	3,132,386	3,213,828	3,297,387
Borrowing Costs	0	0	0	0
Materials & Contracts	963,131	1,139,394	1,174,981	1,212,049
Depreciation and Amortisation	0			
Other Expenses	978,678	934,252	1,018,217	1,038,581
Total Expenses	5,044,817	5,206,031	5,407,026	5,548,017
Net Operating Result	-1,893,764	-2,097,367	-1,839,185	-1,884,060
Capital Expenditure	-2,967,397	-5,520,404	-4,403,483	-5,310,237
Non-cash Depreciation and Amortisation	0	0	0	0
Transfers to Reserve	-3,274,031	-3,307,010	-3,326,386	-3,430,806
Transfers from Reserve	3,920,133	4,991,609	4,245,307	5,436,307
Working Funds Surplus / (Deficit)	-4,215,059	-5,933,173	-5,323,747	-5,188,795

Community Wellbeing	2015/16	2016/17	2017/18	2018/19
INCOME				
Rates & Annual Charges	5,787,887	5,926,797	6,069,040	6,214,697
User Fees & Charges	2,534,495	2,792,529	2,869,322	2,955,402
Interest & Investment Revenue	74,493	62,997	48,076	50,540
Other Revenue	732,443	754,416	777,049	800,360
Grants and Contributions provided for Operating Purposes	328,652	145,900	150,276	154,785
Grants and Contributions provided for Capital Purposes	2,777,436	2,860,759	2,946,582	3,034,979
Total Income	12,235,406	12,543,398	12,860,345	13,210,763
EXPENSES				
Employee Benefits and On-Costs	4,340,067	4,452,909	4,568,684	4,687,470
Borrowing Costs	0	0	0	0
Materials & Contracts	2,982,458	3,167,107	3,245,649	3,326,674
Depreciation and Amortisation	0	0	0	0
Other Expenses	5,768,886	5,772,064	5,887,505	6,005,255
Total Expenses	13,091,411	13,392,079	13,701,838	14,019,399
Net Operating Result	-856,005	-848,682	-841,493	-808,636
Capital Expenditure	-853,630	-4,495,137	-3,487,431	-3,128,352
Non-cash Depreciation and Amortisation	0	0	0	0
Transfers to Reserve	0	0	0	0
Transfers from Reserve	857,630	3,108,427	2,050,000	2,030,225
Working Funds Surplus / (Deficit)	-852,005	-2,235,391	-2,278,925	-1,906,764

Prosperity & Opportunities	2015/16	2016/17	2017/18	2018/19
INCOME				
Rates and Annual Charges	0	0	0	0
User Fees & Charges	0	0	0	0
Interest and Investment Revenue	0	0	0	0
Other Revenue	30,304	33,528	32,150	35,499
Grants and Contributions provided for Operating Purposes				
Grants and Contributions provided for Capital Purposes				
Total Income	30,304	33,528	32,150	35,499
EXPENSES				
Employee Benefits and On-Costs	499,803	512,798	526,131	539,810
Borrowing Costs	0	0	0	0
Materials & Contracts	482,130	432,844	441,501	450,331
Depreciation and Amortisation	0	0	0	0
Other Expenses	558,020	569,180	580,564	592,175
Total Expenses	1,539,953	1,514,823	1,548,196	1,582,316
Net Operating Result	-1,509,649	-1,481,294	-1,516,046	-1,546,818
Capital Expenditure	-1,921,987	-733,708	-741,658	-749,847
Non-cash Depreciation and Amortisation	0	0	0	0
Transfers to Reserve	0	0	0	0
Transfers from Reserve	1,500,000	0	0	0
Working Funds Surplus / (Deficit)	-1,931,636	-2,215,002	-2,257,705	-2,296,665

Liveable Neighbourhoods	2015/16	2016/17	2017/18	2018/19
INCOME				
Rates and Annual Charges	0	0	0	0
User Fees & Charges	1,213,722	1,250,134	1,307,638	1,346,867
Interest and Investment Revenue	0	0	0	0
Other Revenue	2,060	2,122	2,185	2,251
Grants and Contributions provided for Operating Purposes				
Grants and Contributions provided for Capital Purposes	434,309	0	0	0
Total Income	1,650,091	1,252,255	1,309,823	1,349,118
EXPENSES				
Employee Benefits and On-Costs	1,406,156	1,442,716	1,480,227	1,518,712
Borrowing Costs	0	0	0	0
Materials & Contracts	833,414	799,082	815,064	831,365
Depreciation and Amortisation	0	0	0	0
Other Expenses	83,739	85,413	87,122	88,864
Total Expenses	2,323,308	2,327,211	2,382,412	2,438,941
Net Operating Result	-673,217	-1,074,956	-1,072,589	-1,089,824
Capital Expenditure	0	0	0	0
Non-cash Depreciation and Amortisation	0	0	0	0
Transfers to Reserve	0	0	0	0
Transfers from Reserve	25,000	150,000	150,000	150,000
Working Funds Surplus / (Deficit)	-648,217	-924,956	-922,589	-939,824

Responsible Leadership	2015/16	2016/17	2017/18	2018/19
INCOME				
Rates & Annual Charges	16,317,098	16,884,030	18,694,776	19,327,289
User Fees & Charges	130,314	134,224	138,250	142,398
Interest & Investment Revenue	704,200	595,526	454,477	477,769
Other Revenue	452,139	463,903	476,020	488,501
Grants and Contributions provided for Operating Purposes	772,683	778,028	783,533	789,203
Grants and Contributions provided for Capital Purposes	499,460	0	0	0
Proceed from Disposal of Assets	0	0	0	0
Total Income	18,875,894	18,855,710	20,547,056	21,225,160
EXPENSES				
Employee Benefits and On-Costs	4,976,895	5,106,294	5,289,058	5,426,573
Borrowing Costs	0	1	2	3
Materials & Contracts	1,499,311	995,368	921,640	940,072
Depreciation and Amortisation	4,759,430	4,878,416	4,999,933	5,124,488
Other Expenses	994,381	1,014,268	1,034,554	1,058,066
Total Expenses	12,230,017	11,994,347	12,245,186	12,549,202
Net Operating Result	6,645,878	6,861,363	8,301,871	8,675,958
Capital Expenditure	-643,261	-863,261	-688,261	-63,261
Non-cash Depreciation and Amortisation	4,759,430	4,878,416	4,999,933	5,124,488
Transfers to Reserve	256,975	264,342	271,887	279,612
Transfers from Reserve	-482,862	-879,555	-705,264	-80,990
Working Funds Surplus / (Deficit)	10,536,160	10,261,306	12,180,165	13,935,806

Revenue Policy 2015-2016

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

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

Ordinary Rate - Ad Valorem / Base Rate

Strathfield Council proposes for 2015-2016 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 2015-2016:

- A Residential Ordinary Rate of 0.101292 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 \$430 in respect of each separate parcel of rateable land; and
- A Business Ordinary Rate of 0.395689 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 \$430 in respect of each separate parcel of rateable land.

The above rates in the dollar include the Rate Pegging Limit of 2.4% as set by IPART.

IPART rate calculations are based on land valuations with a base date of 1 July 2013, 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*. The maximum interest rate is set by the Minister for Local Government and will be charged at a rate of 8.5% per annum for the 2015-2016 financial year.

2015-2016 Rate Revenue

Residential

Base amount	430	5,524,640	49.50%
Cents in dollar	0.101292	5,636,278	50.50%
	TOTAL	11,160,918	100%

Business

Base amount	430	441,180	8.78%
Cents in dollar	0.395689	4,582,269	91.22%
	TOTAL	5,023,449	

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

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

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

Domestic Waste Management Charges

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

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

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

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

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

Waste and Environment Levy and Tipping Fees

Section 88 of the *Protection of the Environment Operations Act 1997* requires a levy to be imposed on each tonne of waste received for disposal at landfill. This levy is designed to encourage resource recovery and recycling of waste, and is added to the disposal charges ('tipping fee' see below) set by waste and recycling disposal facilities. The levy charge is established under Clause 5 of the *Protection of the Environment Operations (Waste) Regulation 2005* and is adjusted annually in line with the Consumer Price Index. This levy is included as part of the tipping fees paid by Council to waste recycling disposal facilities (e.g Veolia) for utilising their transfer stations to dispose of waste (garbage and clean up material). The overall cost of tipping including Section 88 fees in 2015-2016 is estimated to be \$2,123,756.17

Environmental Challenges

The primary environmental challenge facing Council's waste management services is the reduction of the amount of material being disposed of to landfill. The NSW Waste Avoidance and Resource Recovery Strategy 2014-2021 established a target of 75% diversion of all waste from landfill by 2021-22.

Proposed Charges

The *Local Government Act 1993* requires Council to recover the full cost of providing the Domestic Waste Management Service.

The combined impact of cost increases including the NSW Government Waste and Environment Levy, add approximately \$33.00 which is a 7.3% increase to the domestic waste management service charge. This resulted in a proposed charge of \$485 for 2015-2016.

2015-2016 Domestic Waste Management Service Charges

Service	Cost (\$)
Minimum service	485
Additional service - 120L Garbage	164
Additional service - 240L Garden vegetation	164
Additional service - 240L Recycling	127
Yield for the minimum service	6,108,575

Stormwater Management Service Charge

Council has established a Stormwater Management Service Charge. In 2014/15. Council intends to spend \$215,000 on stormwater infrastructure works. Provisions for major works have been provided within the ten year long term financial plan and the works program will be reviewed every year as part of the Operational Plan and budget development process.

It is proposed to levy residential land parcels \$25, and residential units/apartments \$12.50. For business, the charge is \$25, plus an additional \$25 for each 350 square metres or part of 350 square metres by which the area of the parcel of land exceeds 350 square metres. For Business strata lots, a charge of \$12.50 applies.

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.

In accordance with the reporting requirements of National Competition Policy, Council intends to continue operation of the following Business Activities as Category 2 business activities – Hudson Park Golf Course.

Pricing Policy 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 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* and *Companion Animals Act*.

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*, 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*, 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 and Regulations.

In accordance to Section 610F of the *Local Government Act*, 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.