

STRATHFIELD COUNCIL

COUNCIL MEETING

AGENDA

Strathfield Municipal Council

Tuesday 3 May 2022

6:30pm

Council Chambers

65 Homebush Road, Strathfield

and

by Audio Visual Link

OPEN FORUM

Open Forum is held during each Council Meeting to enable any person to address Council without notice on any matter NOT included in the Agenda of the meeting. Speakers must give their name and address and are permitted five minutes to address council. Members of the public are not permitted to make personal comments concerning Councillors, staff or other members of the public or engage in disorderly or offensive conduct at a meeting. Unacceptable conduct may result in rescinding speaking rights or expulsion from the meeting. All comments made in Open Forum are recorded.



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Mobile phones must be turned off so as not to disrupt the meeting. Anyone, including Councillors, found using a mobile phone will be told to leave the meeting immediately and for the duration of the said meeting.

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Nil

STRATHFIELD COUNCIL

COUNCIL MEETING MINUTES

Tuesday 7 March 2022

Minutes of the Council Meeting of Strathfield Municipal Council held on 7 March 2022, in the Council Chambers, 65 Homebush Road, Strathfield.

COMMENCING: 6:00pm

PRESENT: Councillor Matthew Blackmore
Councillor Karen Pensabene
Councillor Benjamin Cai
Councillor Raj Datta
Councillor Nella Hall
Councillor Sharangan Maheswaran
Councillor Sandy Reddy

STAFF: Henry Wong, Chief Executive Officer
Anthony Hewton, GM, People Place & Civic Services
Stephen Clements, Deputy CEO and General Manager Planning, Environment and Urban Services
Melinda Aitkenhead, Director – Corporate and Financial Services
Francis Mangru, Executive Manager, Financial Services/Chief Financial Officer
David McQuade, Governance Manager

1. **OPENING:** The Prayer was read.

2. **RECOGNITION OF TRADITIONAL CUSTODIANS:** The Recognition was read.

3. **APOLOGIES**

Nil.

4. **PECUNIARY INTEREST /CONFLICT OF INTEREST**

Councillor Pensabene declared a non-significant, non-pecuniary interest for *Item 8.1 Mayoral Minute 3/22 - Lions Club Celebrating 75 Years*. Councillor Pensabene is a member of the Strathfield-Burwood Lions Club.

Councillor Cai declared a non-significant, non-pecuniary interest for *Item 8.1 Mayoral Minute 3/22 – Lions Club Celebrating 75 Years*. Councillor Cai is a member of the Sydney Chinese Business Lions Club.

5. CONFIRMATION OF MINUTES

RECOMMENDATION:

That the minutes of the Ordinary Council Meeting meeting held on 1 February 2022, a copy of which has been furnished to each Councillor, be taken as read and confirmed as a true and correct record of that meeting and that the Chairman and General Manager be authorised to sign such minutes.

MOTION: (Pensabene / Datta)

That the minutes of the Ordinary Council Meeting meeting held on 1 February 2022, a copy of which has been furnished to each Councillor, be taken as read and confirmed as a true and correct record of that meeting and that the Chairman and General Manager be authorised to sign such minutes subject to the following amendment:

That Councillor Maheswaran's Conflict of Interest Declaration be amended to read:

Councillor Maheswaran declared a non-significant, non-pecuniary interest for *Item 12.10 Upgrade at the Junction of Underwood Road and Centenary Drive – Councillor Karen Pensabene*. Councillor Maheswaran has a professional client who owns property nearby to the intersection subject of this motion.

1/22

RESOLVED: (Pensabene / Datta)

That the minutes of the Ordinary Council Meeting meeting held on 1 February 2022, a copy of which has been furnished to each Councillor, be taken as read and confirmed as a true and correct record of that meeting and that the Chairman and General Manager be authorised to sign such minutes subject to the following amendment:

That Councillor Maheswaran's Conflict of Interest Declaration be amended to read:

Councillor Maheswaran declared a non-significant, non-pecuniary interest for *Item 12.10 Upgrade at the Junction of Underwood Road and Centenary Drive – Councillor Karen Pensabene*. Councillor Maheswaran has a professional client who owns property nearby to the intersection subject of this motion.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

6. ACKNOWLEDGEMENTS

6.1 NSW Flood Emergency – Councillor Matthew Blackmore

That Strathfield Council express our heartfelt concern for the people affected by the floods. Council offers technical assistance during recovery process of the crisis.

6.2 Acknowledgement to Ukraine – Councillor Karen Pensabene

On behalf of Strathfield Council to our Ukraine community that we are appalled at the situation occurring in Ukraine.

I attended a very moving service at the Ukrainian Church in Strathfield yesterday and we all prayed for strength, peace and unity for the Ukraine.

We, as a community here in Strathfield, will be prepared to help in any way possible. Many displaced relatives of our community will be arriving here soon, and we will need to be prepared to work with the church to show our compassion and lend a helping hand in any way possible,

If anyone would like to donate to the Save Ukraine Charity set up by the church, details can be found on their website. I would like to move that Strathfield Council donate an amount of money, \$5,000, be donated by Council.

6.3 Harmony Day – Councillor Karen Pensabene

We come together to celebrate Harmony Day on 21 March 2022. Created in 1999 to celebrate unity and diversity. Harmony Day was originally an Australian celebration but is now marked worldwide by conscientious citizens. Whether you want to be better friends with your neighbours or stand in the shoes of another, we've got some harmonious habits and unifying ideas to make your Harmony Day a picture of peace.

The theme for 2022 Everyone Belongs.

On behalf of Strathfield Council, we wish all our residents a Happy Harmony Day and whichever way you celebrate, that we show respect to all people who have come from different cultural backgrounds, that we all have different stories to tell and be supportive and respectful of your neighbours.

6.4 International Women's Day 2022 – Councillor Karen Pensabene

The theme for 2022 International Women's Day is Breaking the Bias.

The facts are evident as women clearly know that gender bias exists.

It is a reality and to a greater extent or lesser extent women experience gender bias every day. Women have been fighting for this change for an exceptionally long time, I have since the 70's.

There has been change, however, unequal pay, sexual harrassment and even outdated interview questions are still examples of the bias against women.

We as leaders, along with the State and Federal leaders are responsible for that change. What we focus on is what we can create, and without the support of all levels of government taking responsibility, we will not see the changes for our daughters and granddaughters.

Time has come for change and with the new direction of this Council is taking, I can assure our residents, we will be calling for implementing changes in this sector.

6.5 International Mother Language Day – Bengali Community – Councillor Raj Datta

That Council acknowledge and commemorate those in the Bengali community that had sacrificed to protect the right to speak in the Bengali national language. International Mother Language Day held on 21 February annually is supported by UNESCO and Council wishes to thank the Bengali community and support this initiative.

6.6 Hindu Council of Australia – Councillor Raj Datta

The Hindu Council of Australia has been around for over 40 years and as we know, there have been floods and people suffering. The Hindu Council of Australia has been helping communities across NSW including Lismore.

The Hindu Council of Australia is providing a tremendous service to the Indian sub-continent community but also the broader Australian community, providing help and disaster relief.

6.7 Nepalese Community – Councillor Raj Datta

A Charity event for donating wheelchairs for disabled children has been organised and I commend this contribution of the community and would like to acknowledge their contribution on behalf of Council.

6.8 Holy Festival – Councillor Sandy Reddy

I would like to acknowledge the Holy Festival that is celebrated throughout India and is held on 18 March 2022. The whole Strathfield community will be celebrating this event.

6.9 Friends of India Harvest Festival – Councillor Sandy Reddy

Friends of India Harvest Festival which was scheduled to be happening on 27 February 2022 was cancelled and today they have rescheduled the event for 26 March 2022. Invitations will be sent to Councillors tomorrow.

6.10 Friends of India and Health Professional Network – Women's Health Seminar – Councillor Sandy Reddy

Friends of India and Health Professional Network both together are doing a seminar for women's health which includes pregnancy, breast cancer, breast feeding, menopause and many more on 13 March 2022 which is open to the community to attend.

7. DEFERRED/OUTSTANDING MATTERS AWAITING REPORT

Nil.

8. MAYORAL MINUTE(S) IN ACCORDANCE WITH COUNCIL'S CODE OF MEETING PRACTICE

8.1 Mayoral Minute 3/22 - Lions Club Celebrating 75 Years

2/22

RESOLVED: (Blackmore)

That Council:

1. Liaise with the Strathfield-Burwood Lions Club to find a suitable location within the Strathfield LGA for Council to provide a Lions Club Commemorative Garden. That the garden be installed prior to the 75-year Anniversary in September 2022.
2. That a report be prepared to an upcoming Councillor Workshop with prominent location options and any budgetary implications.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

The Mayor moved a Matter of Urgency, to be dealt with before the next Council Meeting, a MAYORAL MINUTE - 4/22 CONFIDENTIAL STAFF MATTER and requested that the Meeting proceed into Closed Session.

CLOSED SESSION

3/22

RESOLVED: (Blackmore)

That in accordance with Section 10A(2)(a) of the *Local Government Act 1993* the following matter be considered in Closed Session for the reason stated:

8.2 Mayoral Minute 4/22 - Senior Staff Matter

This matter is being considered in Closed Session as it relates to personnel matters concerning a particular individual (other than councillors) and on balance, the public interest in preserving confidentiality of personnel information outweighs the public interest in openness and transparency in Council decision making by discussing the matter in open meeting.

The meeting commenced Closed Session at 6:21pm.

The meeting commenced Open Sessions at 6:58pm.

OPEN COUNCIL RESUMED

Councillor Hall returned to the meeting at 6:58pm

Councillor Cai returned to the meeting at 6:58pm

8.2 Mayoral Minute 4/22 – Senior Staff Matter

4/22

RESOLVED: (Blackmore)

As resolved in Closed Session.

For the Motion: Councillors Blackmore, Pensabene, Datta, Maheswaran and Reddy

Against the Motion: Nil

9. COUNCILLORS' QUESTIONS TO THE MAYOR (SUBMITTED IN WRITING IN ACCORDANCE WITH COUNCIL'S CODE OF MEETING PRACTICE)

Nil.

10. QUESTIONS WITH NOTICE

Nil.

11. REPORTS FROM COMMITTEES

11.1 Report from Traffic Committee Meeting held on 15 February 2022

5/22

RESOLVED: (Pensabene / Reddy)

That the minutes of the Traffic Committee meeting held on 15 February 2022 be noted and the recommendations be adopted.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

12. MOTIONS PURSUANT TO NOTICE

12.1 Support for Referendum to Amend Australian Constitution – Councillor Raj Datta

MOVED:

That Strathfield Council writes to the State Government of NSW by 30 April 2022, requesting it to write to the Federal Government confirming it is: *“Supportive of the proposal of the referendum to amend the Australian constitution to give the Australian Federal Government the power to fund Local Governments and to enshrine people’s rights to democratically elect their Council”*, as it promised to the Local Government and Shires Association before the 2011 State election and also request that it undertakes a state wide civil campaign to inform the public on the proposed Constitutional changes to recognise Local Government and its benefits.

MOTION: (Datta / Hall)

1. That Strathfield Council writes to the State Government of NSW by 30 April 2022, requesting it to write to the Federal Government confirming it is: *“Supportive of the proposal of the referendum to amend the Australian constitution to give the Australian Federal Government the power to fund Local Governments and to enshrine people’s rights to democratically elect their Council”*, as it promised to the Local Government and Shires Association before the 2011 State election and also request that it undertakes a state wide civil campaign to inform the public on the proposed Constitutional changes to recognise Local Government and its benefits.
2. That Council submit a Motion for the National General Assembly of Local Government by Friday 25 March 2022 “requesting that the Australian Federal Government hold a referendum to amend the Australian Constitution to give the Australian Federal Government the power to fund Local Governments and to enshrine people’s rights to democratically elect their Council” as promised at the Local Government and Shires Association Conference before the 2011 State election.

6/22

RESOLVED: (Datta / Hall)

1. That Strathfield Council writes to the State Government of NSW by 30 April 2022, requesting it to write to the Federal Government confirming it is: *“Supportive of the proposal of the referendum to amend the Australian constitution to give the Australian Federal Government the power to fund Local Governments and to enshrine people’s rights to democratically elect their Council”*, as it promised to the Local Government and Shires Association before the 2011 State election and also request that it undertakes a state wide civil campaign to inform the public on the proposed Constitutional changes to recognise Local Government and its benefits.
2. That Council submit a Motion for the National General Assembly of Local Government by Friday 25 March 2022 “requesting that the Australian Federal Government hold a referendum to amend the Australian Constitution to give the Australian Federal Government the power to fund Local Governments and to enshrine people’s rights to democratically elect their Council” as promised at the Local Government and Shires Association Conference before the 2011 State election.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

12.2 Private Certification – Councillor Raj Datta

MOVED:

1. That Strathfield Council writes to the State Government by 30 May 2022, asking it to review its policy on private certification of residential developments as it has been causing great distress and financial suffering to many residents across NSW.
2. That the Council Officers prepare a brief for Councillors updating Councillors of Council's view on this issue and any limitations on Council's abilities to inspect and enforce DA conditions of consent which are not being met and present it to the Council at its May 2022 meeting.

MOTION: (Datta / Pensabene)

1. That Strathfield Council writes to the State Government by 30 May 2022, asking it to review its policy on private certification of residential developments as it has been causing great distress and financial suffering to many residents across NSW.
2. That the Council Officers prepare a brief for Councillors updating Councillors of Council's view on this issue and any limitations on Council's abilities to inspect and enforce DA conditions of consent which are not being met and present it to the Council at its May 2022 meeting.
3. That Council prepares a brief that includes the parliamentary brief into Private Certifiers.

7/22

RESOLVED: (Datta / Pensabene)

1. That Strathfield Council writes to the State Government by 30 May 2022, asking it to review its policy on private certification of residential developments as it has been causing great distress and financial sufferings to many residents across NSW.
2. That the Council Officers prepare a brief for Councillors updating Councillors of Council's view on this issue and any limitations on Council's abilities to inspect and enforce DA conditions of consent which are not being met and present it to the Council at its May 2022 meeting.
3. That Council prepares a brief that includes the parliamentary brief into Private Certifiers.

For the Motion: Councillors Blackmore, Pensabene, Datta, Hall, Maheswaran

Against the Motion: Councillor Cai and Reddy

12.3 Parking Issues at Courallie Avenue – Councillor Raj Datta

MOVED:

That Council prepares a comprehensive plan for addressing the reasonable parking issues at the Courallie Avenue precinct and present it to the Council at its June 2022 meeting.

MOTION: (Datta / Hall)

That Council write to all residents in the Centenary Park precinct to notify residents that the road in this area is a private road and is controlled by Strata and that Council has no control over parking issues in the Centenary Park precinct. Residents are advised to contact the Strata Management to organise parking arrangements for the residents.

8/22

RESOLVED: (Datta / Hall)

That Council write to all residents in the Centenary Park precinct to notify residents that the road in this area is a private road and is controlled by Strata and that Council has no control over parking issues in the Centenary Park precinct. Residents are advised to contact the Strata Management to organise parking arrangements for the residents.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

12.4 Illumination of Pathway that Connects Airey Park and Melville Reserve – Councillor Raj Datta

9/22

RESOLVED: (Datta / Hall)

That Council organise appropriate illumination of the pathway that connects Airey Park to Melville Reserve and provide a report to inform the Council by May 2022 when this task to address the residents' safety concerns might be completed.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

12.5 Fostering of the Arts to Tackle Graffiti – Councillor Sandy Reddy

MOVED:

1. That a report, including costs be provided to the April 2022 Council Meeting on tackling unwanted graffiti by fostering legitimate creative expression and art on buildings in the Strathfield Council.
2. The report should include but not limited to, details of Wall2Wall Mural Competition and the “Perfect Match” initiative by the Inner West Council and similar programs in other Council areas in Sydney and other capital cities as well as any programs run by any community groups.

MOTION (Reddy / Pensabene):

1. That a report, including costs be provided to the April 2022 Council Meeting on tackling unwanted graffiti by fostering legitimate creative expression and art on buildings in the Strathfield Council.
2. The report should include but not limited to, details of Wall2Wall Mural Competition and the “Perfect Match” initiative by the Inner West Council and similar programs in other Council areas in Sydney and other capital cities as well as any programs run by any community groups.
3. That Council officers report to Council on the performance of Council’s graffiti removal programme and investigate the use of graffiti proof paint in areas not designated for street art/murals in conjunction with private owners in our town centres.

10/22

RESOLVED: (Reddy / Pensabene)

1. That a report, including costs be provided to the April 2022 Council Meeting on tackling unwanted graffiti by fostering legitimate creative expression and art on buildings in the Strathfield Council Local Government Area.
2. The report should include but not limited to, details of Wall2Wall Mural Competition and the “Perfect Match” initiative by the Inner West Council and similar programs in other Council areas in Sydney and other capital cities as well as any programs run by any community groups.
3. That Council officers are to report to Council on the performance of Council’s graffiti removal programme and investigate the use of graffiti proof paint in areas not designated for street art/murals in conjunction with private owners in our town centres.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

13. GENERAL BUSINESS

CS1 Current Status of Council Resolutions

11/22

RESOLVED: (Pensabene / Hall)

That the report on the current status of Council resolutions be noted.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

CS2 Quarterly Budget Review as at 31 December 2021

12/22

RESOLVED: (Datta / Maheswaran)

The Budget Review Statement for quarter ending 31 December 2021 be received and adopted.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

CS3 Investement Report - January 2022

13/22

RESOLVED: (Hall / Reddy)

That the record of cash investments as at 31 January 2022 be received and noted.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

DEU1 Strathfield Council Options For A Circular Economy

14/22

RESOLVED: (Hall / Datta)

That Council:

1. Receive and note the report;
2. Continue its extensive waste education program, and
3. Work towards zero waste by 2036.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

DEU2 Strathfield Council Carbon Footprint

15/22

RESOLVED: (Reddy / Datta)

That;

1. Council note that is an active member of Resilient Sydney and is working with other metro councils on a pathway toward a 46% emission reduction target by 2036.
2. No additional budget allocation is required at the moment to fund further studies.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

DEU3 Electric Vehicles

16/22

RESOLVED: (Reddy / Pensabene)

That Council receive and note the report.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

DEU4 Cooks River Corridor - South Strathfield: Water Sensitive Urban Design

17/22

RESOLVED: (Reddy / Pensabene)

That Council receive and note the report.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

DEU5 Homebush West Traffic Study

RECOMMENDATION

That Council receive and note the report.

MOTION: (Maheswaran / Reddy)

That the report be referred back to Council officers for details of quotes from engineering firms that have been sought and the Terms of Reference on which these quotes were sought.

18/22

RESOLVED: (Maheswaran / Reddy)

That the report be referred back to Council officers for details of quotes from engineering firms that have been sought and the Terms of Reference on which these quotes were sought.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

DEU6 Safety Outdoor Dining

19/22

RESOLVED: (Hall / Datta)

That Council receive and note the report.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

DEU7 Night Time Safety Lighting at Pedestrian Crossings

20/22

RESOLVED: (Hall / Pensabene)

That Council note the update on the provision for lighting to pedestrian crossings.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

DEU8 Flag/Banner Holders in Strathfield LGA Shopping Centres and Outside Community Buildings

RECOMMENDATION

1. That Council install Flag/Banner holders at sites provided in report.
2. Funding for these banner poles to be considered in future budget for next financial year 2022/23.

MOTION: (Reddy / Pensabene)

1. That Council install Flag/Banner holders at sites provided in report.
2. Funding for these banner poles to be considered in future budget for next financial year 2022/23.
3. To review locations and pole numbers for each location and discuss installation plans and specifications (including labour and supply costs) at a future Councillor Workshop.

21/22

RESOLVED: (Reddy / Pensabene)

1. That Council install Flag/Banner holders at sites provided in report.
2. Funding for these banner poles to be considered in future budget for next financial year 2022/23.

3. To review locations and pole numbers for each location and discuss installation plans and specifications (including labour and supply costs) at a future Councillor Workshop.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

14. MATTERS OF URGENCY IN ACCORDANCE WITH CLAUSE 241 OF THE LOCAL GOVERNMENT GENERAL REGULATION, 2005

Nil.

15. CLOSED SESSION

Nil.

THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 8:14pm.

The foregoing Minutes were confirmed at the meeting of the Council of the Municipality of Strathfield on 5 April 2022.

Chairman_____

General Manager_____

STRATHFIELD COUNCIL

COUNCIL MEETING

MINUTES

Tuesday 5 April 2022

Minutes of the Council Meeting of Strathfield Municipal Council held on 5 April 2022, in the Council Chambers, 65 Homebush Road, Strathfield.

COMMENCING: 6:30PM

PRESENT: Councillor Matthew Blackmore
Councillor Karen Pensabene
Councillor Benjamin Cai
Councillor Raj Datta
Councillor Nella Hall
Councillor Sharangan Maheswaran
Councillor Sandy Reddy

STAFF: Brian Barrett, Acting General Manager
Stephen Clements, Deputy CEO, GM Planning, Environment and Urban Services
Melinda Aitkenhead, Director, Corporate and Financial Services
Mary Rawlings, Director, Office of CEO
Francis Mangru, Executive Manager, Financial Services/Chief Financial Officer
Chris Nascimento, Executive Manager, Administration
David McQuade, Governance Manager

1. **OPENING:** The Prayer was read.

2. **RECOGNITION OF TRADITIONAL CUSTODIANS:** The Recognition was read.

3. **APOLOGIES**

Nil.

4. **PECUNIARY INTEREST /CONFLICT OF INTEREST**

Nil.

5. **CONFIRMATION OF MINUTES**

RECOMMENDATION

That the minutes of the Ordinary Council Meeting meeting held on 7 March 2022, a copy of which has been

furnished to each Councillor, be taken as read and confirmed as a true and correct record of that meeting and that the Chairman and General Manager be authorised to sign such minutes.

MOTION: (Datta / Hall)

That the minutes of the Ordinary Council Meeting meeting held on 7 March 2022 be deferred for consideration until the Ordinary Meeting of Council to be held in May 2022.

53/22

RESOLVED: (Datta / Hall)

That the minutes of the Ordinary Council Meeting meeting held on 7 March 2022 be deferred for consideration until the Ordinary Meeting of Council to be held in May 2022.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

6. ACKNOWLEDGEMENTS

6.1 Homebush West Festivals – Councillor Karen Pensabene

That Council acknowledge the Staff and Volunteers who have developed and ran the Strathfield Street Festival 2140 program. This program has been well received by our Community who have enjoyed these local community events.

6.2 Bangladeshi Community Fundraising Efforts – Councillor Raj Datta

On behalf of Council I would like to acknowledge the Bangladeshi Community for their significant efforts in raising money for Kids-On-Wheels which is a Children's Charity that supports wheelchairs for Bengali Children with disability.

6.3 Saish Organisation - Councillor Raj Datta

I would like to acknowledge the Saish Organisation for the Holi celebrations over the past month. These events have provided an opportunity for the community come together to celebrate this important Festival.

Suspension of Standing Orders

MOTION: (Blackmore / Pensabene)

That Standing Orders be Suspended to allow consideration of the following matter:

Public Address – 12.12 Airey Park Cricket Ground Drainage

- Mr Daryl Chappelow in support of this item

54/22

RESOLVED: (Blackmore / Pensabene)

That Standing Orders be Suspended to allow consideration of the following matter:

Public Address – 12.12 Airey Park Cricket Ground Drainage

- Mr Daryl Chappelow in support of this item

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

Resumption of Standing Orders

55/22

RESOLVED: (Blackmore / Pensabene)

That Standing Orders be resumed.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

7. DEFERRED/OUTSTANDING MATTERS AWAITING REPORT

Nil.

8. MAYORAL MINUTE(S) IN ACCORDANCE WITH COUNCIL'S CODE OF MEETING PRACTICE

8.1 Mayoral Minute 4/22 - Review Requirements for Managing Trees on Private Land

56/22

RESOLVED: (Blackmore)

1. Undertake a review of Part O of the Strathfield Consolidated Development Control Plan (DCP) 2005, Tree Management, to give consideration to the following factors:
 - The merits of trees that are close (e.g. within 2-4 metres) to a dwelling, related structure, garage or fence as being considered “Exempt” from the requirements of a Tree Removal or Pruning Application.
 - The merits of removing any species of tree on the “Exempt Species” list requiring a Tree Removal Development Application (DA) to remove if over 8 metres in height. (Three species of trees fall within this category currently being Celtis / Hackberry, Camphor Laurel and Silky Oak all considered weed species).
 - Assisting the many people who own pools in the Local Government Area (LGA) who have serious issues in relation to leaf litter which pruning or tree removal could assist and with new trees replanted in an alternative location to maintain canopy.
 - The requirement to replant mature trees wherever they are approved to be removed on a two to one if not greater basis.
 - The merits of providing flexibility in tree removal approvals where mature replacement trees can be specified as a mitigation measure.
 - Other best practice tree management practices adopted in LGAs with a similar urban character and tree canopy to the Strathfield LGA.
2. A report be brought back to a future Councillor Workshop prior to a report going to Council.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

8.2 Mayoral Minute 5/22 - Review of Strathfield Connector Bus

57/22

RESOLVED: (Blackmore)

That Council:

Conduct a review of the Strathfield Connector Bus Service and prepare a report for the next Ordinary Council Meeting that includes but is not limited to:

- Number of users
- The existing route and which stops are used most frequently
- Any demand or community need that is not being currently serviced

- The possibility of a simplified route with an on-demand component
- Possible promotional activities which need to be conducted to increase usage
- That a report be prepared for the next Ordinary Council Meeting in relation to total operating costs and improvements that can be made to make the service operate more efficiently

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

9. COUNCILLORS' QUESTIONS TO THE MAYOR (SUBMITTED IN WRITING IN ACCORDANCE WITH COUNCIL'S CODE OF MEETING PRACTICE)

Nil.

10. QUESTIONS WITH NOTICE

Nil.

11. REPORTS FROM COMMITTEES

11.1 Report from Traffic Committee Meeting on 15 March 2022

58/22

RESOLVED: (Reddy / Hall)

That the minutes of the Traffic Committee meeting held on 15 March 2022 be noted and the recommendations be adopted.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

Items by Exception – Section 13 of Council's Code of Meeting Practice

MOTION: (Blackmore / Pensabene)

In accordance with Section 13 of Council's Code of Meeting Practice I move that:

1. Council alters the Order of Business in accordance with Clause 8.1, and

2. Adopts the following Notice of Motions as recommended by way of a single Motion:

12.1 Resilience NSW and Disaster Recovery Payment

12.4 Park Toilets

12.6 Insecure Jobs

12.7 Council App for Council Services

12.12 Airey Park Cricket Ground Drainage

Note: Mr Daryl Chappelow addressed the meeting in support of this item.

12.14 Report on Safety and Amenity Works End of The Crescent, Homebush West

12.15 Consultation Process with Businesses within Shopping Precincts

12.18 Clean-up the Strathfield South Town Centre

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

59/22

RESOLVED: (Blackmore / Pensabene)

In accordance with Section 13 of Council's Code of Meeting Practice I move that:

1. Council alters the Order of Business in accordance with Clause 8.1, and

2. Adopts the following Notice of Motions as recommended by way of a single Motion:

12.1 Resilience NSW and Disaster Recovery Payment

12.4 Park Toilets

12.6 Insecure Jobs

12.7 Council App for Council Services

12.12 Airey Park Cricket Ground Drainage

Note: Mr Daryl Chappelow addressed the meeting in support of this item.

12.14 Report on Safety and Amenity Works End of The Crescent, Homebush West

12.15 Consultation Process with Businesses within Shopping Precincts

12.18 Clean-up the Strathfield South Town Centre

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

12. MOTIONS PURSUANT TO NOTICE

12.1 Resilience NSW and Disaster Recovery Payment – Councillor Nella Hall

60/22

RESOLVED: (Blackmore / Pensabene)

1. That Council staff be acknowledged for acting promptly in registering the Strathfield Local Government Area for placement on the list of disaster declared Councils during the current NSW severe weather and flooding from late February 2022. Should Council be successful in being admitted to the “list” of declared Councils affected each adult and child would have access government funding.
2. Should Council be successful in being placed on the list of disaster affected Councils this information be disseminated as quickly as possible to residents.

RESOLVED BY EXCEPTION

12.4 Park Toilets – Councillor Benjamin Cai

61/22

RESOLVED: (Blackmore / Pensabene)

That a report be provided to the June Council Meeting detailing which Council parks have toilet facilities, which don't, and the criteria used to determine whether toilets will be made available.

RESOLVED BY EXCEPTION

12.6 Insecure Jobs – Councillor Karen Pensabene

62/22

RESOLVED: (Blackmore / Pensabene)

That Council write to all local members and candidates for the upcoming election stating:

- That Strathfield Councillors; recognise and support the importance of maintaining Council services by Council workers.
- Maintaining core and valued Council services using local council labour.
- Support Council trainee and apprenticeships to share knowledge in the industry.
- Reject the misuse of labour-hire contractors and casual employment in the Local Government space.
- Avoid the privatisation of valued and reliable Council services.

RESOLVED BY EXCEPTION

12.7 Council App for Council Services – Councillor Sandy Reddy

63/22

RESOLVED: (Blackmore / Pensabene)

1. That a report, including costs be provided to the May 2022 Council Meeting on developing and launching a Council app, where local residences can access Council services, keep up to date with upcoming events and alerts.
2. If there is a predeveloped app with Council, I request that this app be made available for the use of local residences.

RESOLVED BY EXCEPTION

12.12 Airey Park Cricket Ground Drainage – Councillor Raj Datta

Mr Daryl Chappelow addressed the meeting.

64/22

RESOLVED: (Blackmore / Pensabene)

That the drainage of the Airey Park cricket ground is reviewed as a matter of urgency and appropriate action is taken to rectify the drainage of the ground and restore the future of the cricket ground as an award-winning asset as it has been in the recent past.

RESOLVED BY EXCEPTION

12.14 Report on Safety and Amenity Works End of The Crescent, Homebush West – Councillor Karen Pensabene

65/22

RESOLVED: (Blackmore / Pensabene)

That Council provide to the May Ordinary Council Meeting a report on works to be undertaken to improve the safety and amenity of the pedestrian tunnel at the end of the Crescent, Homebush West, to Richmond Road.

RESOLVED BY EXCEPTION

12.15 Consultation Process with Businesses within Shopping Precincts – Councillor Nella Hall

66/22

RESOLVED: (Blackmore / Pensabene)

That Council prepare a report for a consultation process to be conducted with local business owners in the Strathfield, Strathfield South, Homebush, and Homebush West shopping precincts as part of the yearly budget process.

RESOLVED BY EXCEPTION

12.18 Clean-up the Strathfield South Town Centre – Councillor Sharangan Maheswaran

67/22

RESOLVED: (Blackmore / Pensabene)

That Council undertake a report and provide Council with a cost estimate to clean up and rejuvenate the

Strathfield South town centre.

RESOLVED BY EXCEPTION

12.2 Decorative Planting on Verges – Councillor Nella Hall

MOVED:

That Council provide a report that details a scheme for a variety of suitable plants to be issued to residents wanting to place plants on their verge.

MOTION: (Hall / Datta)

That Council provide a report that details a scheme for a variety of suitable plants to be issued to residents wanting to place plants on their verge.

For the Motion: Councillors Blackmore, Cai and Hall

Against the Motion: Councillors Pensabene, Datta, Maheswaran and Reddy

The Mayor declared the Motion **Lost**.

12.3 Traffic - Hillcrest Avenue, South Strathfield – Councillor Benjamin Cai

MOVED:

That a report be provided to the June Council Meeting outlining potential solutions to traffic volumes at school pick up and drop off times in Hillcrest Avenue, South Strathfield.

MOTION: (Cai / Hall)

That a report be provided to the June Traffic Committee Meeting outlining potential solutions to traffic volumes at school pick up and drop off times in Hillcrest Avenue, South Strathfield.

68/22

RESOLVED: (Cai / Hall)

That a report be provided to the June Traffic Committee Meeting outlining potential solutions to traffic volumes at school pick up and drop off times in Hillcrest Avenue, South Strathfield.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

12.5 Chain of Ponds Reserve, Cave Road, South Strathfield – Councillor Benjamin Cai

69/22

RESOLVED: (Cai / Datta)

That a report be provided to the June Council Meeting detailing why barbeque facilities were not installed at Chain of Ponds Reserve and options for considering these in the future.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

12.8 Enhance Coverage of Multicultural Australia in News and Media – Councillor Raj Datta

MOVED:

That Strathfield Council writes to the State Government of NSW and the Federal Government by 30 April 2022, advising them to take appropriate steps to:

- i. Enhance the coverage of News and stories of multicultural Australians on TV and other news media using the legislative process that create binding obligations for both TV and print media to provide equitable coverage of the news and stories of 'Multicultural Australia'.
- ii. Create appropriate training opportunities for people from migrant background to just not only become spokespeople for other migrants, but for all Australians with an equal claim to shape Australia's culture and national debates for the broader Australian community.

MOTION: (Datta / Reddy)

That Strathfield Council writes to the State Government of NSW and the Federal Government by 30 April 2022, advising them to take appropriate steps to:

- i. Enhance the coverage of News and stories of multicultural Australians on TV and other news media using the legislative process that create binding obligations for both TV and print media to provide equitable coverage of the news and stories of 'Multicultural Australia'.
- ii. Create appropriate training opportunities for people from migrant background to just not only become spokespeople for other migrants, but for all Australians with an equal claim to shape Australia's culture and national debates for the broader Australian community.

For the Motion: Councillors Cai and Datta

Against the Motion: Councillors Blackmore, Hall, Pensabene, Maheswaran and Reddy

The Mayor declared the Motion **Lost**.

12.9 Diversity in the Workplace – Councillor Raj Datta

Councillor Maheswaran left the meeting during discussion of this item, the time being 7:35pm.

Councillor Pensabene left the meeting the during discussion of this item, time being 7:35pm.

MOVED:

That Strathfield Council writes to the State Government of NSW and the Federal Government by 30 April 2022, advising them to take appropriate legislative steps to:

- Ensure both government and non-government organisations set racial diversity hiring targets and make them public to show they are seriously committed to tackling racism.
- Encourage corporate leaders to be brave enough to speak directly about workplace racism instead of relying on fuzzy terms such as “harmony” and “cultural inclusion”.
- Implement fitting changes to motivate hiring managers to look for “cultural add” rather than “cultural fit” when assessing candidates.

MOTION: (Datta / Reddy)

That Strathfield Council writes to the State Government of NSW and the Federal Government by 30 April 2022, advising them to take appropriate legislative steps to:

- Ensure both government and non-government organisations set racial diversity hiring targets and make them public to show they are seriously committed to tackling racism.
- Encourage corporate leaders to be brave enough to speak directly about workplace racism instead of relying on fuzzy terms such as “harmony” and “cultural inclusion”.
- Implement fitting changes to motivate hiring managers to look for “cultural add” rather than “cultural fit” when assessing candidates.

For the Motion: Councillors Cai and Datta

Against the Motion: Councillors Blackmore, Hall and Reddy

The Mayor declared the Motion **Lost**.

Councillor Maheswaran returned to the meeting, the time being 7:43pm.

Councillor Pensabene returned to the meeting, the time being 7:43pm.

12.10 Flood and Fire Risks to be Considered Before Selecting Areas to Build New Homes – Councillor Raj Datta

MOVED:

That Strathfield Council writes to the State Government of NSW that the Strathfield Council recommends that:

Risks of floods and fires of an area is taken into account for selecting areas before building new homes.

MOTION: (Datta / Reddy)

That Strathfield Council writes to the State Government of NSW that the Strathfield Council recommends that:

Risks of floods and fires of an area is taken into account for selecting areas before building new homes.

For the Motion: Councillor Datta

Against the Motion: Councillors Blackmore, Pensabene, Cai, Hall, Maheswaran and Reddy

The Mayor declared the Motion **Lost**.

12.11 Garbage Collection Lead Times and Illegal Dumping – Councillor Raj Datta

MOVED:

1. That Strathfield Council takes appropriate action to reduce the lead time for garbage collection/cleaning to no more than a week once a request is lodged through the on-line service.
2. That camera(s) be installed in some key areas to identify any illegal dumping and catch miscreants for taking appropriate action.

MOTION: (Datta / Reddy)

That Council seeks a report addressing the following:

1. That Strathfield Council takes appropriate action to reduce the lead time for garbage collection/

cleaning to be prioritised through the on-line service by residents who are moving out.

2. That camera(s) be installed in some key areas to identify any illegal dumping and catch miscreants for taking appropriate action.

FORESHADOWED MOTION: (Hall)

1. That Strathfield Council takes appropriate action to reduce the lead time for garbage collection/cleaning to no more than a week once a request is lodged through the on-line service on a case by case basis.
2. That camera/s be installed in some key areas to identify any illegal dumping and catch miscreants for taking appropriate action.
3. Prepare a report to include the costs.

Councillor Hall left the meeting during discussion of this item, the time being 8:10pm.

The Motion was put.

70/22

RESOLVED: (Datta / Reddy)

That Council seeks a report addressing the following:

1. That Strathfield Council takes appropriate action to reduce the lead time for garbage collection/cleaning to be prioritised through the on-line service by residents who are moving out.
2. That camera(s) be installed in some key areas to identify any illegal dumping and catch miscreants for taking appropriate action.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Maheswaran and Reddy

Against the Motion: Nil

The Mayor declared to Motion **Carried**.

The Foreshadowed Motion was **Lost**.

12.13 Statement of the Heart – Councillor Karen Pensabene

Councillor Hall returned to the meeting during discussion of this item, the time being 8:12pm.

71/22

RESOLVED: (Pensabene / Blackmore)

That the Mayor write to all elected Local, State and Federal representatives, Aboriginal Land Councils and Local Dharug organisations on behalf of Strathfield Council to express our support for a proposed national referendum.

This referendum formally recognises Aboriginal and Torres Strait Islander peoples in the Australian Constitution and the key principles of the 'Uluru Statement from the Heart'.

For the Motion: Councillors Blackmore, Pensabene, Datta and Maheswaran

Against the Motion: Councillors Cai, Hall and Reddy

12.16 Improving the Accountability and Transparency of Council – Councillor Sharangan Maheswaran

MOVED:

That Council's officers draft a policy along the following principles for consideration and adoption by Council at the next Council meeting:

Principle 1. Any person or organisation seeking to lobby Strathfield Council's employees or officers – with respect to a significant development application, a planning proposal, or a significant Council tender, shall be listed on a public register, including the date of the approach, the purpose of the lobbying, the person undertaking the lobbying, and the details of any meeting between Council and the person.

Principle 2. A public register should be established on the Strathfield Council website and updated on a monthly basis.

Principle 3. Wherever possible, meetings with persons lobbying Council regarding a significant development application (regarded as high value), a planning proposal, or a significant Council tender should occur on Council's premises or at the offices or premises of the lobbyist (or their client), during ordinary business hours, and with more than one Council officer/employee present.

Principle 4. The date on which a request for a meeting with Council has been made by a lobbyist for a development application, a planning proposal, or a significant Council tender, shall be listed on the

public register, as well as the date on which any meeting in response to the request occurred.

Principle 5. A formal minute of any meeting with a lobbyist for a development application, a planning proposal, or a significant Council Tender should be taken and made available online. A minute should be kept but not published for a period of time in circumstances where such a minute would prejudice the proper operation of Council, disclose commercial in confidence information, or otherwise not be appropriate.

Principle 6. Prior to a person (or a person acting on the person's behalf) approaching a Councillor in respect of a major development application, a planning proposal, or a significant Council tender, the person should lodge an online form (prepared by Council) setting out the issues to be raised with the Councillor prior to any meeting taking place.

Principle 7. Otherwise adopt the ICAC's Guide for Councillors, constituents and other interest parties (August 2006) into practical measures to reduce any actual or perceived favourable or unfavourable treatment of persons lobbying Council.

Councillor Chai left the meeting, the time being 8:31pm.

Councillor Chai returned to the meeting, the time being 8:33pm.

MOTION: (Maheswaran / Blackmore)

That Council's officers draft a policy consistent with the following principles for consideration and adoption by Council at the next Council meeting:

Principle 1. Any person or organisation seeking to lobby Strathfield Council's employees or officers – with respect to a significant development application, a planning proposal, or a significant Council tender, shall be listed on a public register, including the date of the approach, the purpose of the lobbying, the person undertaking the lobbying, and the details of any meeting between Council and the person.

Principle 2. A public register should be established on the Strathfield Council website and updated on a monthly basis.

Principle 3. Wherever possible, meetings with persons lobbying Council regarding a significant development application (with a value over \$5m), a planning proposal, or a significant Council tender should occur on Council's premises or at the offices or premises of the lobbyist (or their client), during ordinary business hours, and with more than one Council officer/employee present.

Principle 4. The date on which a request for a meeting with Council has been made by a lobbyist for

a development application, a planning proposal, or a significant Council tender, shall be listed on the public register, as well as the date on which any meeting in response to the request occurred.

Principle 5. A formal minute of any meeting with a lobbyist for a development application, a planning proposal, or a significant Council Tender should be taken and made available online. A minute should be kept but not published for a period of time in circumstances where such a minute would prejudice the proper operation of Council, disclose commercial in confidence information, or otherwise not be appropriate.

Principle 6. Prior to a person (or a person acting on the person's behalf) approaching a Councillor in respect of a major development application, a planning proposal, or a significant Council tender, the person should lodge an online form (prepared by Council) setting out the issues to be raised with the Councillor prior to any meeting taking place.

Principle 7. Otherwise adopt the ICAC's Guide for Councillors, constituents and other interest parties (August 2006) into practical measures to reduce any actual or perceived favourable or unfavourable treatment of persons lobbying Council.

72/22

RESOLVED: (Maheswaran / Blackmore)

That Council's officers draft a policy consistent with the following principles for consideration and adoption by Council at the next Council meeting:

Principle 1. Any person or organisation seeking to lobby Strathfield Council's employees or officers – with respect to a significant development application, a planning proposal, or a significant Council tender, shall be listed on a public register, including the date of the approach, the purpose of the lobbying, the person undertaking the lobbying, and the details of any meeting between Council and the person.

Principle 2. A public register should be established on the Strathfield Council website and updated on a monthly basis.

Principle 3. Wherever possible, meetings with persons lobbying Council regarding a significant development application (with a value over \$5m), a planning proposal, or a significant Council tender should occur on Council's premises or at the offices or premises of the lobbyist (or their client), during ordinary business hours, and with more than one Council officer/employee present.

Principle 4. The date on which a request for a meeting with Council has been made by a lobbyist for a development application, a planning proposal, or a significant Council tender, shall be listed on the

public register, as well as the date on which any meeting in response to the request occurred.

Principle 5. A formal minute of any meeting with a lobbyist for a development application, a planning proposal, or a significant Council Tender should be taken and made available online. A minute should be kept but not published for a period of time in circumstances where such a minute would prejudice the proper operation of Council, disclose commercial in confidence information, or otherwise not be appropriate.

Principle 6. Prior to a person (or a person acting on the person's behalf) approaching a Councillor in respect of a major development application, a planning proposal, or a significant Council tender, the person should lodge an online form (prepared by Council) setting out the issues to be raised with the Councillor prior to any meeting taking place.

Principle 7. Otherwise adopt the ICAC's Guide for Councillors, constituents and other interest parties (August 2006) into practical measures to reduce any actual or perceived favourable or unfavourable treatment of persons lobbying Council.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

12.17 Community Advocate - Clarifying Motion 12.14 of the 1 February 2022 Council Meeting – Councillor Sharangan Maheswaran

73/22

RESOLVED: (Maheswaran / Pensabene)

That Council's officers provide a report on engaging an advocate on behalf of the community to undertake the items set out in item 2 (a) and (b) of the 1 February 2022 motion with relevant experience to represent the views of the community, undertake community consultation, and accurately reflect the communities' views in discussions about future planning.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

13. GENERAL BUSINESS

CEO1 Council Tenders Advertised and Awarded

74/22

RESOLVED: (Reddy / Pensabene)

That the monthly report of Council tenders advertised and awarded be received and noted.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

CEO2 Recruitment of a New General Manager

RECOMMENDATION

That Council appoints a Panel to conduct the selection of a new General Manager comprising:

- Councillor Matthew Blackmore (Mayor) Chair of Panel
- Councillor Karen Pensabene (Deputy Mayor)
- Either one or a limited number of other Councillors
- A suitably qualified independent person
- The selected recruitment consultant

MOTION (Reddy / Datta)

That Council appoints a Panel to conduct the selection of a new General Manager comprising:

- Councillor Matthew Blackmore (Mayor) Chair of Panel
- Councillor Karen Pensabene (Deputy Mayor)
- Councillor Raj Datta
- Councillor Benjamin Cai
- A suitably qualified independent person
- The selected recruitment consultant

FORESHADOWED MOTION (Pensabene)

That Council appoints a Panel to conduct the selection of a new General Manager comprising:

- Councillor Matthew Blackmore (Mayor) Chair of Panel
- Councillor Karen Pensabene (Deputy Mayor)
- Councillor Benjamin Cai
- A suitably qualified independent person
- The selected recruitment consultant

The Motion was put.

75/22

RESOLVED: (Reddy / Datta)

That Council appoints a Panel to conduct the selection of a new General Manager comprising:

- Councillor Matthew Blackmore (Mayor) Chair of Panel
- Councillor Karen Pensabene (Deputy Mayor)
- Councillor Raj Datta
- Councillor Benjamin Cai
- A suitably qualified independent person
- The selected recruitment consultant

For the Motion: Councillors Blackmore, Cai, Datta and Reddy

Against the Motion: Councillors Pensabene, Hall and Maheswaran

The Mayor declared to Motion **Carried**.

The Foreshadowed Motion was **Lost**.

CEO3 Use of WestInvest Funding - Leisure Centre

RECOMMENDATION

That Council supports an application to the State Government for the \$21,185,000 million funding granted to Strathfield Council under the WestInvest scheme, to be applied to the construction of the Leisure Centre at Hudson Park.

MOTION: (Reddy / Maheswaran)

That item CEO3 Use of WestInvest Funding – Leisure Centre be deferred for consideration until the end of the meeting in Closed Session as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

76/22

RESOLVED: (Reddy / Maheswaran)

That item CEO3 Use of WestInvest Funding – Leisure Centre be deferred for consideration until the end of the meeting in Closed Session as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

CEO4 Draft Media Policy

77/22

RESOLVED: (Pensabene / Reddy)

That;

1. Council endorse the Draft Media Policy for public exhibition for a minimum of 28 days.
2. The outcomes of the public exhibition of the draft Strathfield Council Media Policy (draft) be reported to Council.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

CS1 Investment Report - February 2022

78/22

RESOLVED: (Pensabene / Reddy)

That the record of cash investments as at 28 February 2022 be received and noted.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

CS2 Current Status of Council Resolutions

79/22

RESOLVED: (Datta / Hall)

That the report on the current status of Council resolutions be noted.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

CS3 Payment of Councillor Superannuation

RECOMMENDATION

That Council;

1. Resolve to pay superannuation contribution payments to all Councillors as per s254B of the *Local Government Act 1993*, commencing 1 July 2022.
2. That the Councillors Expenses and Facilities Policy be amended to include superannuation contributions (clause 4.1.5) and a mayoral vehicle (clause 3.2.6) as per draft contained in attachment 1.
3. Amend the Councillors Expenses and Facilities Policy be endorsed for public exhibition for a minimum of 28 days.
4. The outcomes of the public exhibition of the Draft Councillors Expenses and Facilities Policy be reported to Council.

MOTION: (Reddy / Datta)

That Council;

1. Resolve to pay superannuation contribution payments to all Councillors as per s254B of the *Local Government Act 1993*, commencing 1 July 2022.
2. That the Councillors Expenses and Facilities Policy be amended to include superannuation contributions (clause 4.1.5) and a mayoral vehicle (clause 3.2.6) as per draft contained in attachment 1.
3. That the an additional \$1,500 be allocated per Councillor per year to ICT expenses component of the Councillors Expenses and Facilities Policy.
4. Amend the Councillors Expenses and Facilities Policy be endorsed for public exhibition for a minimum of 28 days.
5. The outcomes of the public exhibition of the Draft Councillors Expenses and Facilities Policy be reported to Council.

80/22

RESOLVED: (Reddy / Datta)

1. Resolve to pay superannuation contribution payments to all Councillors as per s254B of the *Local*

Government Act 1993, commencing 1 July 2022.

2. That the Councillors Expenses and Facilities Policy be amended to include superannuation contributions (clause 4.1.5) and a mayoral vehicle (clause 3.2.6) as per draft contained in attachment 1.
3. That an additional \$1,500 be allocated per Councillor per year to ICT expenses component of the Councillors Expenses and Facilities Policy.
4. Amend the Councillors Expenses and Facilities Policy be endorsed for public exhibition for a minimum of 28 days.
5. The outcomes of the public exhibition of the Draft Councillors Expenses and Facilities Policy be reported to Council.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

CS4 Ordinary Council Meeting and Councillor Workshop Schedule 2022

RECOMMENDATION

1. That Ordinary Council Meetings are held on the first Tuesday of each month at 6:30pm in the Council Chambers, 65 Homebush Road, Strathfield in accordance with clause 3.1 of Council's Code of Meeting Practice and section 365 of the *Local Government Act 1993*.
2. That Councillor Workshops are held on the third Tuesday of each month at 4pm in the Community Meeting Room, 65 Homebush Road, Strathfield.

MOTION (Hall / Pensabene)

1. That Ordinary Council Meetings are held on the first Tuesday of each month at 6:30pm in the Council Chambers, 65 Homebush Road, Strathfield in accordance with clause 3.1 of Council's Code of Meeting Practice and section 365 of the *Local Government Act 1993*.
2. That Councillor Workshops are held on the third Tuesday of each month at 4pm in the Community Meeting Room, 65 Homebush Road, Strathfield.

AMENDMENT (Datta / Cai)

1. That Ordinary Council Meetings are held on the first Tuesday of each month at 6:30pm in the Council Chambers, 65 Homebush Road, Strathfield in accordance with clause 3.1 of Council's Code of Meeting Practice and section 365 of the *Local Government Act 1993*.
2. That Councillor Workshops are held on the third Tuesday of each month at 5.30pm in the Community Meeting Room, 65 Homebush Road, Strathfield.

For the Motion: Councillors Cai, Datta and Hall

Against the Motion: Councillors Blackmore, Pensabene, Maheswaran and Reddy

The Amendment was put and **Lost**.

FURTHER AMENDMENT (Hall / Datta)

1. That Ordinary Council Meetings are held on the first Tuesday of each month at 6:30pm in the Council Chambers, 65 Homebush Road, Strathfield in accordance with clause 3.1 of Council's Code of Meeting Practice and section 365 of the *Local Government Act 1993*.
2. That Councillor Workshops are held on the third Tuesday of each month at 4pm in the Community Meeting Room, 65 Homebush Road, Strathfield.
3. That the October 2022 Ordinary Council Meeting be moved to the 11 October 2022.

For the Motion: Councillors Datta, Hall and Cai

Against the Motion: Councillors Blackmore, Pensabene, Reddy and Maheswaran

The Further Amendment was put and **Lost**.

MOTION (Hall / Pensabene)

1. That Ordinary Council Meetings are held on the first Tuesday of each month at 6:30pm in the Council Chambers, 65 Homebush Road, Strathfield in accordance with clause 3.1 of Council's Code of Meeting Practice and section 365 of the *Local Government Act 1993*.
2. That Councillor Workshops are held on the third Tuesday of each month at 4pm in the Community Meeting Room, 65 Homebush Road, Strathfield.

RESOLVED (Hall / Pensabene)

1. That Ordinary Council Meetings are held on the first Tuesday of each month at 6:30pm in the Council Chambers, 65 Homebush Road, Strathfield in accordance with clause 3.1 of Council's Code of Meeting Practice and section 365 of the Local Government Act 1993.
2. That Councillor Workshops are held on the third Tuesday of each month at 4pm in the Community Meeting Room, 65 Homebush Road, Strathfield.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

RECOMMITTAL (Datta / Blackmore)

That Item CS4 Ordinary Council Meeting and Councillor Workshop Schedule 2022 be Recommitted to correct voting on the resolution.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

81/22

RESOLVED: (Datta / Blackmore)

1. That Ordinary Council Meetings are held on the first Tuesday of each month at 6:30pm in the Council Chambers, 65 Homebush Road, Strathfield in accordance with clause 3.1 of Council's Code of Meeting Practice and section 365 of the *Local Government Act 1993*.
2. That Councillor Workshops are held on the third Tuesday of each month at 4pm in the Community Meeting Room, 65 Homebush Road, Strathfield.

For the Motion: Councillors Blackmore, Pensabene, Maheswaran and Reddy

Against the Motion: Councillors Cai, Datta and Hall

DEU1 Audit of Redundant Driveways And Kerbs With No Verges

RECOMMENDATION

That Council receive and note the report.

MOTION: (Pensabene / Reddy)

That the report be resubmitted at a future Council Meeting with more detail in relation to actions Council

can take.

82/22

RESOLVED: (Pensabene / Reddy)

That the report be resubmitted at a future Council Meeting with more detail in relation to actions Council can take.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

DEU2 Flyover/Overpass at Arthur Street and Centenary Drive, Homebush West

RECOMMENDATION

That Council receive and note the report of Arthur Street and Homebush Bay Drive in Homebush West.

MOTION: (Datta / Reddy)

1. That Council receive and note the report of Arthur Street and Homebush Bay Drive in Homebush West.
2. That Councillors be provided with the information previously provided.

83/22

RESOLVED: (Datta / Reddy)

1. That Council receive and note the report of Arthur Street and Homebush Bay Drive in Homebush West.
2. That Councillors be provided with the information previously provided.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

DEU3 Parking and Safety Improvements to Courallie Avenue, Homebush West

RECOMMENDATION

That Council receive and note the report.

MOTION: (Datta / Reddy)

That item be deferred and referred back to the May 2022 Council Meeting.

84/22

RESOLVED: (Datta / Reddy)

That item be deferred and referred back to the May 2022 Council Meeting.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

DEU4 Safe Pedestrian Access at Marlborough Road/Homebush Bay Drive Road to Flemington Market

RECOMMENDATION

That Council receive and note the report.

MOTION (Maheswaran / Reddy)

That the report be resubmitted with an options paper with respect to external funding sources.

85/22

RESOLVED: (Maheswaran / Reddy)

That the report be resubmitted with an options paper with respect to external funding sources.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

DEU5 Public Space Legacy Program - Hudson Park Stage 2

Councillor Maheswaran left the meeting during discussion of this item, the time being 9:40pm.

RECOMMENDATION

That Council notes and approves the current plan (attachment 3) for the upgrade of Hudson District Park Phase 2.

MOTION: (Hall / Blackmore)

1. That Council notes and approves Attachment 2 for the upgrade of Hudson District Park Phase 2.
2. That the following items be deleted from the plan:

- Amphitheatre
- Grass Sledding Park
- Featured Water Ponds
- Concentric/Misting Garden

3. The plan should include more landscaping, Trees, Less Concrete paths, A Children's Play Fountain, BBQ's and Covered Table & Chairs of a suitable size for local families/ Children's birthday parties.

86/22

RESOLVED: (Hall / Blackmore)

1. That Council notes and approves Attachment 2 for the upgrade of Hudson District Park Phase 2.
2. That the following items be deleted from the plan:
 - Amphitheatre
 - Grass Sledding Park
 - Featured Water Ponds
 - Concentric/Misting Garden
3. The plan should include more landscaping, Trees, Less Concrete paths, A Children's Play Fountain, BBQ's and Covered Table & Chairs of a suitable size for local families/ Children's birthday parties.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall and Reddy

Against the Motion: Nil

Councillor Maheswaran returned to the meeting, the time being 9:44pm.

14. MATTERS OF URGENCY IN ACCORDANCE WITH CLAUSE 241 OF THE LOCAL GOVERNMENT GENERAL REGULATION, 2005

Nil.

15. CLOSED SESSION

87/22

RESOLVED: (Pensabene / Blackmore)

That in accordance with Section 10A(2)(C) of the *Local Government Act 1993* that CEO3 Use of WestInvest

Funding - Leisure Centre be considered in Closed Session for the reason stated:

The matter is being considered in Closed Session as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

The meeting commenced Closed Session at 9:47pm.

The meeting commenced Open Session at 10:13pm.

OPEN COUNCIL RESUMED

88/22

RESOLVED: (Pensabene / Blackmore)

That Council supports an application to the State Government for the \$21,185,000 million funding granted to Strathfield Council under the WestInvest scheme, to be applied to the construction of the Leisure Centre at Hudson Park.

For the Motion: Councillors Blackmore, Pensabene, Cai, Datta, Hall, Maheswaran and Reddy

Against the Motion: Nil

THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 10:15PM.

The foregoing Minutes were confirmed at the meeting of the Council of the Municipality of Strathfield on 3 May 2022.

Chairman_____

Acting General Manager_____

8.1 MAYORAL MINUTE 6/22 - SSROC MEMBERSHIP

AUTHOR: Matthew Blackmore, Mayor

I MOVE:

That Council:

Prepare a report for the next ordinary Council Meeting on the possibility of Strathfield Council re-joining SSROC as a Member. That the report includes but is not limited to:

- Annual costs of membership
- Benefits to Strathfield Council

Rationale

Strathfield Council has been approached to re-join SSROC which consists of 11 local Councils and is about collective procurement, joint advocacy and efficiency savings. Strathfield Council should be investigating all options to work with our neighbouring Councils.

RECOMMENDATION

That Council:

Prepare a report for the next ordinary Council Meeting on the possibility of Strathfield Council re-joining SSROC as a Member. That the report includes but is not limited to:

- Annual costs of membership
- Benefits to Strathfield Council

ATTACHMENTS

There are no attachments for this report.

11.1 REPORT FROM TRAFFIC COMMITTEE MEETING ON 19 APRIL 2022

AUTHOR: John Inglese, Traffic, Manager

APPROVER: Stephen Clements, Deputy CEO and General Manager Planning, Environment and Urban Services

RECOMMENDATION

That the minutes of the Traffic Committee meeting held on 19 April 2022 be noted and the recommendations be adopted.

ATTACHMENTS

1. Traffic Committee Meeting Minutes - 19 April 2022

ATTACHMENT 1

STRATHFIELD COUNCIL

TRAFFIC COMMITTEE MEETING

MINUTES

Strathfield Municipal Council

Tuesday 19 April 2022

11am

Council Chambers

65 Homebush Road, Strathfield





TRAFFIC COMMITTEE MEETING – 19 APRIL 2022

MINUTES

Minutes of the Traffic Committee Meeting of Strathfield Municipal Council held on 19 April 2022, in the Council Chambers, 65 Homebush Road, Strathfield.

COMMENCING: 11:00AM

PRESENT:	Clr Matthew Blackmore	Mayor and Chairperson
	Clr Nella Hall	Strathfield Council
	Clr Benjamin Cai	Strathfield Council
	Kristian Calcagno	TfNSW
	Raymond Yeung	Auburn Traffic Police delineate

ALSO IN ATTENDANCE:

Mr John Inglese Manager, Traffic Strathfield Council

1. WELCOME AND INTRODUCTION**2. APOLOGIES**

Deputy Mayor Clr Pensabene – Strathfield Council

Mr. Jason Yet-Sen Li – Member for Strathfield

Mr. Gordon Malesevic – Executive Manager Urban Services Strathfield Council

Mr. Adrian Prichard - Transit Systems

Mr. Peter Whitney – Transit Systems

3. DECLARATIONS OF INTEREST

Nil

4. CONFIRMATION OF MINUTES

Moved - Kristian Calcagno TfNSW

Seconded - Clr Blackmore

RECOMMENDATION

That the minutes of the Traffic Committee Meeting meeting held on 15 March 2022, a copy of which has been furnished to each Councillor, be taken as read and confirmed as a true and correct record of that meeting and that the Chairman and General Manager be authorised to sign such minutes.

Voting on this item was unanimous

5. DEFERRED/OUTSTANDING ITEMS

Nil

6. REPORTS

6.1 Margaret Street, Strathfield – Proposed new permanent on-street parking restrictions following the completion of construction works at Meriden Senior School

Council Staff have been liaising with Meriden High School and Junior School in relation to the future permanent on street parking restrictions along Margaret St between The Boulevard and Redmyre Road.

As the building construction works are nearing completion the temporary on street parking arrangements including the two temporary Zebra Crossings can now be removed and returned to the permanent arrangement. Additional modifications to improve the set down and pick up (i.e. Kiss and Ride) zones along with the relocation of the bus zone on the north side of the road have also been recommended.

Council staff had a meeting with the School Representatives and their Traffic Consultants TTW to go through the proposal in detail. The plans in the report shows how the existing situation was configured prior to the construction works see - Fig 1. and the proposed arrangement see - Fig 2. These proposed parking restrictions are designed to maximise the efficiency of the available kerb space.



Fig 1. Existing On-street parking restrictions on Margaret Street (prior to the building works in Meriden Senior School).



Fig 2 Proposed Modifications on the North and South side of Margaret Street.



Fig 3 Existing Raised Pedestrian Crossing in Margaret Street.

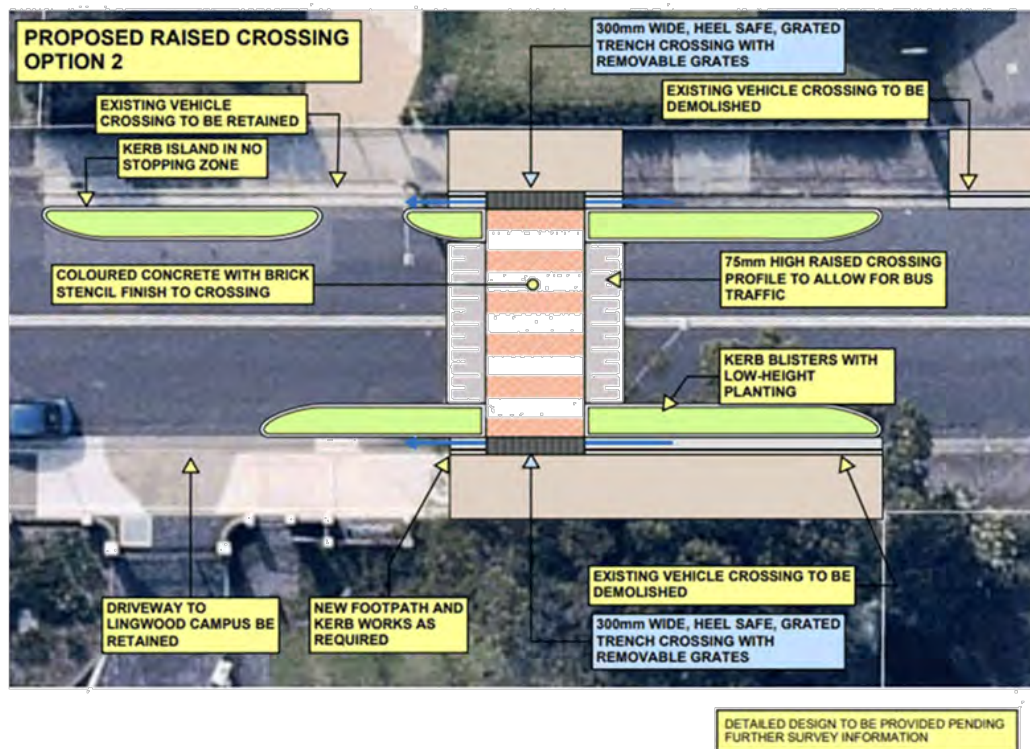


Fig 4. Proposed Modifications to the Raised Pedestrian Crossing in Margaret Street.

RECOMMENDATION

1. That Council approve the permanent changes to the on-street parking restrictions on Margaret Street between the Boulevard and Redmyre Road as presented in Fig 2 of this report.
2. That Council approved the reconfiguration of the traffic islands on both sides of the raised pedestrian crossing as presented in Figure 4 of this report.

(Voting on this item was unanimous)

6.2 Churchill Avenue, Strathfield– Request for 15 minute parking on the north side of the road opposite St Martha's Primary School.

Council has received a request to convert the No Parking 6:00am – 7:30am to P15 minute parking 8:00am – 9:00am and 2:30pm – 3:30pm on the North side of Churchill Avenue and the west side of Homebush Road near Street Martha's Primary Schools. Also to convert the existing P5 Minute Parking 8:00am – 9:00am and 2:30pm – 3:30pm zone on the Southern side of Churchill Ave to P15 Minute Parking as well.

Following a meeting with St Martha's Primary Schools representatives the above changes to on-street parking restrictions in Churchill Ave and Homebush Road have been suggested.

The existing and proposed changes are highlighted on the two plans Fig 1. & Fig 2 and on the three street view photos Fig 3, Fig 4, & Fig 5 in this report.



Fig 1. Existing Parking Restrictions - on Churchill Avenue and Homebush Road



Proposed Changes to parking restrictions

Fig 2. Proposed changes to Parking Restrictions - on Churchill Avenue and Homebush Road

Remove existing No Parking 6:00am to 7:30am and install P 15 Minute Parking
8:00am – 9:00am and 2:30pm – 3:30pm School Days for 18.0m (3 spaces)

Fig 3. Proposed Changes – North side of Churchill Avenue



➡ Convert existing P5 Parking to P15 Minute Parking 8:00am–9:00am and 2:30pm–3:30pm School Days. 84.0m (10 Spaces)

Fig 4. Proposed Changes – South side of Churchill Avenue



Remove existing No Parking 6:00am to 7:30am and install P15 Minute Parking
8:00am – 9:00am and 2:30pm – 3:30pm School Days for 20.0m (3-4 Spaces)

Fig 5. Proposed Changes to west side of Homebush Road.

At the meeting discussion took place regarding the existing Bus Zone 8:00am – 9:00am, 2:30pm – 3:30pm Schools Days on the eastern side of the Homebush Road (just south of Churchill Avenue). The School representatives suggested that this Bus Zone was no longer being used by the school special and requested that it would better utilised as a P15 Minute Parking Zone too, this area would accommodate three (3) vehicles. See Fig 6.



Remove existing Bus Zone 8:00am to 9:00am, 2:30pm – 3:30pm School Days and install P15 Minute Parking 8:00am – 9:00am and 2:30pm – 3:30pm School Days for 20.0m (3 Spaces)

Figure 6. Convert the existing Bus Zone to P15 Minute Parking.

RECOMMENDATION

1. That Council approve to convert the No Parking 6:00am – 7:30am to P15 Minute Parking 8:00am – 9:00am and 2:30pm – 3:30pm on the north side of Churchill Avenue, as per Fig 2 & 3 of this report.
2. That Council approve to convert of the existing P5 Minute parking 8:00am – 9:00am and 2:30pm – 3:30pm zone to P15 Minute Parking 8:00am – 9:00am and 2:30pm – 3:30pm on the south side of Churchill Avenue, as per Fig 2 & 4 of this report.
3. That Council approve to convert the No Parking 6:00am – 7:30am to P15 Minute Parking 8:00am – 9:00am and 2:30pm – 3:30pm on the west side of Homebush Road just north of Churchill Avenue, as per Fig 2 & 5 of this report.
4. That Council approve to convert the existing Bus Zone 8:00am – 9:00am, 2:30pm – 3:30pm Schools Days to P15 Minute Parking 8:00am – 9:00am, 2:30pm – 3:30pm Schools Days, on the east side of Homebush Road south of Churchill Avenue, subject to Transit Systems concurrence, as per Fig 6 of this report.
5. That the above restrictions be implemented on a three (3) month trial basis.
(Voting on this item was unanimous)

6.3 Redmyre Road - Between Margaret Street and Vernon Street – Proposed linemarking to delineate through traffic lane and parking lane.

Council has received a request to look at traffic flow on Redmyre Road between Margaret Street and Vernon Street.

During the school pick up and drop off times traffic queuing into Vernon Street tends to queue back into Redmyre Road, this has a tendency to block through traffic heading west along Redmyre Road.

Therefore in order to formalise traffic movements along this section of Redmyre Road is proposed to delineate the parking lane with an edge line treatment. Below are two images showing the location of the parking bay/edge line treatment with a 3.0m wide parking bay leaving a 3.4m with westbound travel lane.



Fig. 1



New Edge Line (E1) to delineate the parking lane and through traffic lane on Redmyre Rd between Margaret Street and Vernon Street.

Fig. 2

At the meeting, discussion took place regarding the traffic congestion in Vernon Street and the fact that this proposed linemarking change on Redmyre Road may not have the desired effect of guiding traffic into the left turn efficiently. It was decided to defer this matter for further investigation into traffic and parking conditions in Vernon Street.

RECOMMENDATION

That Council defer this matter for further investigation into traffic and parking conditions in Vernon Street.

(Voting on this item was unanimous)

6.4 Powell Street, Homebush - Request for 1P parking restrictions in front of No 28 (Teachers Mutual Bank Ltd).

Council has received a request to install 1P Parking restrictions in front of No. 28 Powell Street to assist with the turnover of clientele to the premises. Teachers Mutual Bank Ltd represent Teachers and the University sector, Fire fighters, Health care workers and Nurses and want to provide members visiting the head office at Homebush with some short term parking.

The request is to have the 4 parking spaces in front of the No. 28 Powell Street converted to 1P 8:30am to 6:00pm Monday to Friday (Standard Times). Council is advised that currently the same motor vehicles can be parked in front of this location for weeks on end. Street View has also confirmed this.

No consultation has been undertaken as this proposed 1P parking only effects the frontage of No. 28 Powell Street.

Council is also advised that approximately 50 members are visiting the Teachers Mutual Bank site each day.



1P Parking 8:30am – 6:00pm Monday to Friday – No. 28 Powell Street Homebush.

Fig 1.



1P Parking 8:30am – 6:00pm Monday to Friday – No. 28 Powell Street Homebush.

Fig. 2

RECOMMENDATION

That Council approve the installation of 1P Parking restrictions 8:30am – 6:00pm Monday to Friday in front of No. 28 Powell Street for a length of 30.0m as presented in Fig. 2 of this report.

(Voting on this item was unanimous)



TRAFFIC COMMITTEE MEETING - 19 APRIL 2022

MINUTES

7. SPECIAL EVENTS

Nil

8. ROAD SAFETY

8.1 Road Safety Officers Report for March/April 2022

Safety Issue	Project Name	Project Description & Update	Project Timeline
Occupant Restraints	Strathfield Occupant Restraint Program	<ul style="list-style-type: none"> Ongoing education on age-appropriate seats & Australian standards <i>Child Restraint fitting day</i> 	<ul style="list-style-type: none"> Ongoing throughout the financial year 14 & 21 December 2021 11 & 25 January 2022 15 March 2022 12 April 2022 10 May 2022 ➤ Online Mandatory registrations ➤ Location - Chalmers Rd parking bays ➤ Available to parents & carers who live, work or study in the LGA
Cycling safety (commuter, recreational & food delivery riders)	Road Safety is Everyone's Responsibility	<ul style="list-style-type: none"> Plan and design targeted educational campaigns Share messaging with local stakeholders, educational institutions, healthcare organisations and small businesses ➤ <i>Road is a shared space: Be extra vigilant at all times</i> ➤ <i>Always wear a helmet: It's the law</i> ➤ <i>Cyclists have same rights & responsibilities</i> ➤ <i>Let us share the road safely</i> Respond to enquiries Support Centre for Road Safety & Transport for NSW with collateral & campaign rollout 	<ul style="list-style-type: none"> Ongoing throughout the financial year
Speed	Slowdown in Strathfield	<ul style="list-style-type: none"> Multi-platform awareness campaigns <ul style="list-style-type: none"> ➤ Anywhere Anytime – Police enforcement ➤ Mobile speed cameras ➤ Speed is biggest killer on NSW roads - Slowing down just a little, can make big difference ➤ Casual Speeding? Every K counts 	<ul style="list-style-type: none"> 4 X weekly reminders



TRAFFIC COMMITTEE MEETING – 19 APRIL 2022

MINUTES

**Safety
Around
Schools****Support our
local schools**

- Community education & engagement
 - School Zones currently in operation
 - Always hold hands & Use pedestrian crossing
 - Parents play an important role in keeping children safe
 - Bus lights flashing (Slow down to 40)
- Ongoing engagement
 - School zone rules – pedestrian crossing, double parking, kiss & ride, illegal U turns
 - Share traffic fliers & Centre for Road Safety campaigns
 - Liaise with Road Safety Education Officer, council rangers & Auburn LAC
- 4 X Targeted messaging at start of each school term, supplemented by specific weekly campaigns during term to protect our most vulnerable road users
- Ongoing throughout the financial year

**Younger
Drivers****Slow Down**

- Speed camera enforcement
 - *Anywhere, Anytime*
- Ongoing targeted stakeholder group education

**Driver
distraction**

- Mobile phones
 - *Mobile Phones & Driving: Know the Rules*

Drink Driving**What's Your
Plan B**

- Community engagement through Flemington Liquor Accord
- Targeted campaigns
 - *Four Angel's Law*
 - *Blood Alcohol Concentration*
 - *Zero tolerance for L & P platers*
- Attend monthly meetings (currently online)
- Weekly messaging to stakeholders through FLAC network

**Other
activities****Holiday
Safety**

- Vehicle Health Check
- This Summer, Enjoys Our Roads Responsibly
- Double Demerits
- Safety messaging to coincide with increase in holiday travel
- The road is a shared space, let us make it safe for everyone
- Anywhere, Anytime – education & enforcement campaign in the lead up to long weekend
- What's Your Get Home Safe Game Plan?

**Good Sports
Program**

- New partnerships with local organisations to reduce incidence of risky drinking

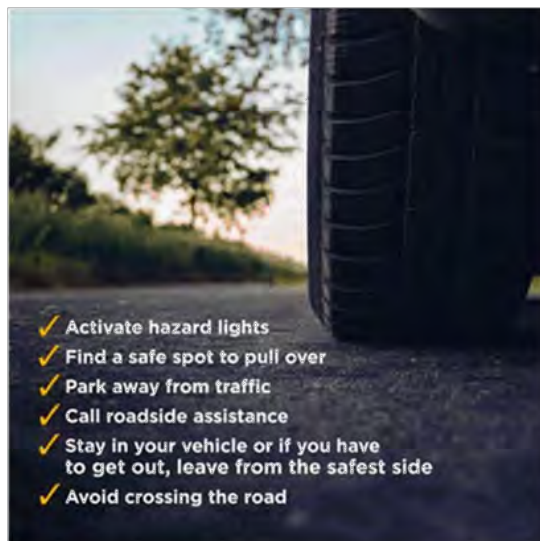
Road safety awareness campaign: Holiday Safety

Arrive Alive

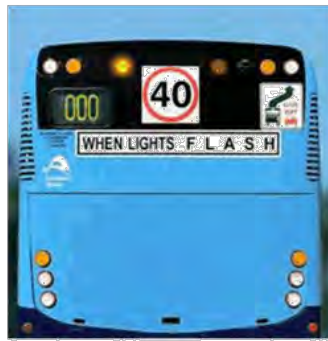
Double Demerits
14 - 18 April



Double Demerits
22 - 25 April



Road safety awareness campaign: School Zone Rules

**RECOMMENDATION**

That the report be noted.

(Voting on this item was unanimous)

Meeting Closed: 11:30am

Next Meeting: 17 May 2022

11.2 REPORT FROM AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING ON 12 APRIL 2022

AUTHOR: David McQuade, Governance Manager

APPROVER: Melinda Aitkenhead, Director Corporate & Financial Services

RECOMMENDATION

That the minutes of the Audit, Risk and Improvement Committee meeting held on 12 April 2022 be received and noted.

ATTACHMENTS

1. Audit, Risk and Improvement Committee 12 April 2022 - Minutes

ATTACHMENT 1

STRATHFIELD COUNCIL

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING MINUTES

Strathfield Municipal Council

Tuesday 12 April 2022

10am

Council Chambers,
65 Homebush Road, Strathfield





AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING - 12 APRIL 2022

MINUTES

Minutes of the Audit, Risk and Improvement Committee Meeting of Strathfield Municipal Council held on 12 April 2022, in the Council Chambers, 65 Homebush Road, Strathfield.

COMMENCING: 10:03am

MEMBERS PRESENT: Chairperson Brian Hrnjak, Independent Member (Chair)
Dennis Vaccher, Independent Member
Councillor Benjamin Cai (Alternate) (Audio Visual Link)

ATTENDEES PRESENT: Susan Leahy, Head of Internal Audit
Brian Barrett, Acting General Manager
Melinda Aitkenhead, Director Corporate and Financial Services
Francis Mangru, Executive Manager, Financial Services/Chief Financial Officer
Chris Nascimento, Executive Manager, Administration
David McQuade, Governance Manager

INVITEES PRESENT: Reiky Jiang, Audit Office NSW (Audio Visual Link)
Gian Surjadinata, Audit Office NSW (Audio Visual Link)
Alex Hardy, Prosperity (Audio Visual Link)
Jarrod Lean, Grant Thornton (Audio Visual Link)

1. APOLOGIES

Mayor, Councillor Matthew Blackmore and Councillor Raj Datta.

2. DECLARATIONS OF INTEREST

Nil.

3. CONFIRMATION OF MINUTES

RECOMMENDATION:

That the minutes of the Audit, Risk and Improvement Committee Meeting meeting held on 26 November 2021, a copy of which has been furnished to each Councillor, be taken as read and confirmed as a true and correct record of that meeting and that the Chairman and General Manager be authorised to sign such minutes.

**MOTION:** (Vaccher / Hrnjak)

That the minutes of the Audit, Risk and Improvement Committee Meeting meeting held on 26 November 2021, a copy of which has been furnished to each Councillor, be taken as read and confirmed as a true and correct record of that meeting and that the Chairman and General Manager be authorised to sign such minutes subject to the following amendment:

That Item 4.1 2020/2021 Financial Statements be corrected to read that *'Mr Francis Mangru, Executive Manager, Financial Services/Chief Financial Officer addressed the committee'*.

RECOMMENDATION: (Vaccher / Hrnjak)

That the minutes of the Audit, Risk and Improvement Committee Meeting meeting held on 26 November 2021, a copy of which has been furnished to each Councillor, be taken as read and confirmed as a true and correct record of that meeting and that the Chairman and General Manager be authorised to sign such minutes subject to the following amendment:

That Item 4.1 2020/2021 Financial Statements be corrected to read that *'Mr Francis Mangru, Executive Manager, Financial Services/Chief Financial Officer addressed the committee'*.

Voting on this item was unanimous

4. REPORTS**4.1 Internal Audit Completed Reports**

Mr Alex Hardy of Prosperity addressed the committee.

Mr Alex Hardy, Prosperity left the meeting, the time being 10:23am.

SUSPENSION OF STANDING ORDERS: (Vaccher / Hrnjak)

That Standing Orders be Suspended to allow consideration of the following matter:

4.7 Late Item – Audit Office of NSW Annual Engagement Plan 2022 and Final Management Letter 2021

Voting on this item was unanimous

**4.7 Late Item - Audit Office of NSW Annual Engagement Plan 2022 and Final Management Letter 2021**

Mr Gian Surjadinata of Audit Office NSW addressed the meeting.

RECOMMENDATION: (Vaccher / Hrnjak)

1. That this report be received and noted.
2. That the audit of Council's Financial Statements for the year ending 30 June 2022 be reported back to the Audit, Risk and Improvement Committee in October 2022 before presentation to Council.

Voting on this item was unanimous

Mr Gian Surjadinata, Audit Office NSW and Ms Reiky Jiang, Audit Office NSW left the meeting, the time being 10:44am.

Resumption of Standing Orders

1/22

RESOLVED: (Vaccher / Hrnjak)

That Standing Orders be resumed.

Mr Jarrod Lean of Grant Thornton entered the meeting, the time being 10:40am.

4.1 Internal Audit Completed Reports

Mr Jarrod Lean of Grant Thornton addressed the committee.

RECOMMENDATION: (Vaccher / Cai)

1. That the following completed Internal Audit reports be received and noted:
 - i. Section 7.11 Contributions and Section 7.12 Levies
 - ii. Food Inspections
2. That S7.11 Contributions and S7.12 Levies be reviewed by the Audit, Risk and Improvement Committee one year from this meeting.



Voting on this item was unanimous

Mr Jarrod Lean, Grant Thornton left the meeting, the time being 11:02am.

Councillor Cai left meeting, the time being 11.02am.

Due to lack of Quorum the meeting was suspended.

Councillor Cai returned to the meeting, the time being 11.12am.

Quorum returned and meeting resumed.

4.2 Validations of Past Internal Audit Recommendations

RECOMMENDATION: (Vaccher / Hrnjak)

The Head of Internal Audit recommends that the status of the Internal Audit recommendations be received and noted.

Voting on this item was unanimous

4.3 Internal Audit Status Report

Ms Susan Leahy, Head of Internal Audit addressed the meeting.

RECOMMENDATION:

It is recommended that the report be received and noted with respect to the:

1. 2021-22 (18 month) internal audit plan, activities noted and resourcing position.
2. Outstanding audits not completed in 2021 be carried over for completion by June 2022 along with additional assurance and planning activities that support future planning.
3. Annual and strategic internal audit plans be aligned to the financial year reporting period rather than calendar year.
4. Consolidated shared services internal audit plan be received and noted.
5. Status of the OLG's risk management and internal audit guidelines that will lead to a detailed review of the ARIC and internal audit charters.
6. Review of ARIC agenda responsibilities and updates provides against Head of Internal Audit responsibilities.
7. The 2021 internal audit function survey.



Voting on this item was unanimous

MOTION: (Vaccher / Cai)

1. It is recommended that the report be received and noted with respect to the:
 1. 2021-22 (18 month) internal audit plan, activities noted and resourcing position.
 2. Outstanding audits not completed in 2021 be carried over for completion by June 2022 along with additional assurance and planning activities that support future planning.
 3. Annual and strategic internal audit plans be aligned to the financial year reporting period rather than calendar year.
 4. Consolidated shared services internal audit plan be received and noted.
 5. Status of the OLG's risk management and internal audit guidelines that will lead to a detailed review of the ARIC and internal audit charters.
 6. Review of ARIC agenda responsibilities and updates provides against Head of Internal Audit responsibilities.
 7. The 2021 internal audit function survey.
2. That a review of the performance of the Audit, Risk and Improvement Committee be presented to the committee for consideration.

RECOMMENDATION: (Vaccher / Cai)

1. It is recommended that the report be received and noted with respect to the:
 1. 2021-22 (18 month) internal audit plan, activities noted and resourcing position.
 2. Outstanding audits not completed in 2021 be carried over for completion by June 2022 along with additional assurance and planning activities that support future planning.
 3. Annual and strategic internal audit plans be aligned to the financial year reporting period rather than calendar year.
 4. Consolidated shared services internal audit plan be received and noted.
 5. Status of the OLG's risk management and internal audit guidelines that will lead to a detailed review of the ARIC and internal audit charters.
 6. Review of ARIC agenda responsibilities and updates provides against Head of Internal Audit responsibilities.
 7. The 2021 internal audit function survey.
2. That a review of the performance of the Audit, Risk and Improvement Committee be presented to the committee for consideration.

Voting on this item was unanimous.



4.5 Council's Capitalisation of Indirect Costs

Mr Francis Mangru, Executive Manager, Financial Services/Chief Financial Officer addressed the meeting.

RECOMMENDATION: (Vaccher / Hrnjak)

That the Committee receive and note the report.

Voting on this item was unanimous

4.6 Audit Tasks Summary Report - Quarter 1 2022

Ms Melinda Aitkenhead, Director Corporate and Financial Services addressed the meeting.

RECOMMENDATION: (Vaccher / Cai)

That the Audit Tasks Summary Report, Quarter 1 2022 be received and the advices provided be noted.

Voting on this item was unanimous

5. GENERAL BUSINESS

5.1 Acting General Manager Briefing

Mr Brian Barrett, Acting General Manager provided the committee with a briefing including but not limited to the following items:

- Recruitment process of the General Manager
- Organisational structure review
- Risk Management
- Integrated Planning and Reporting – review of Community Strategic Plan and Operational Plan
- Cyber Security

6. CLOSED SESSION

Nil

Meeting Closed: 12:24pm



AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING - 12 APRIL 2022

MINUTES

Next Meeting: Tuesday 14 June 2022 at 10am

DRAFT

12.1 NOTICE OF MOTION SUBMITTED BY COUNCILLOR DATTA

SUBJECT: ARTHUR STREET BUS STOP SHELTER/SHADE

I MOVE:

That a report on the feasibility and cost be prepared for a shelter/shade to be built at the bus stop in Arthur Street, east bound direction, between Homebush Bay drive and Hornsey Road.

Rationale

Hundreds of units have been built in the area in the recent years and many residents living in the area are on public transport.

The East-bound bus stop in Arthur Street has no shelter and the ground is uneven, not even paved. When it rains the bus stop becomes muddy and slippery. It makes it very difficult for the residents to catch buses at that bus stop, and it becomes particularly difficult in the rain or under strong sun. Elderly citizens relying on walking sticks or wheelchairs find it extremely hard to catch bus from this bus stop.

Council Officer Comment

Council to investigate feasibility and cost of installing bus stop shelter/shade. Matter to be presented to Traffic Committee before returning to Council Meeting. May require approval from Transport for NSW.

Financial implication approximately \$20,000.

RECOMMENDATION

That a report on the feasibility and cost be prepared for a shelter/shade to be built at the bus stop in Arthur Street, east bound direction, between Homebush Bay drive and Hornsey Road.

ATTACHMENTS

There are no attachments for this report.

12.2 NOTICE OF MOTION SUBMITTED BY COUNCILLOR DATTA

SUBJECT: DISABLED PARKING SPACES OUTSIDE STRATHFIELD PLAZA

I MOVE:

That a report on the feasibility and cost be prepared for the increase in parking places for disabled people at the street level outside the Plaza.

Rationale

Currently there is only one parking spot available for disabled people outside the Plaza, at the street level. Disabled people find it very hard to park inside the Plaza. Drivers hardly can see the ground while exiting the Plaza through the boom gates. On the right-hand side there is a high curved paving and on left there is a curved wall. Many disabled people are facing very stressful situation navigating through the boom gates and scratching their cars. Increasing number of disabled parking spots outside the Plaza will make the lives of the disabled residents a little bit less stressful.

Council Officer Comment

Council to investigate feasibility and cost of adding disabled parking space in this area. Authorised parking space may have to be lost.

Financial implication approximately \$5,000 - \$7,000.

RECOMMENDATION

That a report on the feasibility and cost be prepared for the increase in parking places for disabled people at the street level outside the Plaza.

ATTACHMENTS

There are no attachments for this report.

12.3 NOTICE OF MOTION SUBMITTED BY COUNCILLOR DATTA
SUBJECT: CAR SPACE WIDTH INCREASE AT HOMEBUSH WEST CAR PARK

I MOVE:

That appropriate actions be taken to increase the width of the car spaces in the Homebush West car park.

Rationale

The parking space width is small compared to standard. The average width is 2.2m compared to that on the Henley Road, average width being 2.6m. When 2 cars are parked next to each other it is hard to come out of the cars. In other cases when doors of a car are opened, the opened door hits the car standing next and this damages the parking car as well as the car parked on the next spot.

Council Officer Comment

Council to investigate and present an alternative parking layout to a future Councillor Workshop for discussion.

RECOMMENDATION

That appropriate actions be taken to increase the width of the car spaces in the Homebush West car park.

ATTACHMENTS

There are no attachments for this report.

12.4 NOTICE OF MOTION SUBMITTED BY COUNCILLOR DATTA

SUBJECT: BENCHES TO BE INSTALLED AT HENLEY ROAD

I MOVE:

That a report on the feasibility and cost be prepared for installing a couple of benches in Henley Road, at the intersection of Exeter Road and Henley Road.

Rationale

Many parents and grandparents come to pick up their children from the Homebush West Public School. Waiting parents and grandparents have no place to wait outside the school. Installation of the benches would assist the waiting parents and grandparents to wait comfortably while waiting for the children.

Council Officer Comment

Council to investigate feasibility and cost of installing benches.

Financial implication approximately \$2,000 - \$3,000.

RECOMMENDATION

That a report on the feasibility and cost be prepared for installing a couple of benches in Henley Road, at the intersection of Exeter Road and Henley Road.

ATTACHMENTS

There are no attachments for this report.

CEO1 DELIVERY PROGRAM PROGRESS REPORT - JULY TO DECEMBER 2021
AUTHOR: Cathy Jones, Executive Manager, Corporate Strategy and Performance
APPROVER: Mary Rawlings, Director Office of the CEO

RECOMMENDATION

That this report received and noted.

PURPOSE OF REPORT

To provide a progress report on the implementation of Council's Delivery Program 2018-2022 from July to December 2021.

REPORT

In accordance with the requirements of the NSW Office of Local Government's Integrated Planning and Reporting guidelines and Section 404 of the *Local Government Act 1993*, a progress report must be presented to Council on the principal activities in the Delivery Program every six months.

The current Community Strategic Plan – Strathfield 2030 and the Delivery Program 2018-2022 was adopted in June 2018. These programs and plans reflect the goals and strategies set out in the Strathfield Community Strategic Plan 'Strathfield 2030' under the five principal activities of Connectivity, Community Wellbeing, Civic Pride and Place Management, Liveable Neighbourhoods and Responsible Leadership.

The Delivery Program 2018-2022 contained four year objectives against each of the five principal themes. The Operational Plan 2019-2020 conveyed yearly actions and key performance indicators to detail the actions for the financial year to progress the Delivery Program.

The attached report provides a progress report of actions against the Delivery Program and capital works for the period July to December 2021.

This reporting period involved the end of the Council term (2017-2021). In September 2021, Councillor Stephanie Kokkolis and Councillor Nella Hall were elected Mayor and Deputy Mayor respectively until the Council election of 4 December 2021. The election had been previously deferred due to COVID measures.

With the end of the Council term, the End of Term Report was presented to the final Council Meeting in November 2021, which included status report on the progress of the Local Strategic Planning Statement (LSPS) and progress of implementation of the Community Strategic Plan. The Annual Report 2020-2021 was

published in November 2021. The final State of the Environment Report was also published in November 2021.

Preparation for the review of the Community Strategic Plan including community engagement commenced in late 2021, which is a requirement following a Council election under the *Local Government Act 1993*. Preparation for induction and training of the incoming Council was also commenced.

This six-monthly report indicates actions to curtail the spread of COVID-19 virus continued to impact on the delivery of Council programs. In early 2021, many service and programs had restarted, albeit with some restrictions but from June to October 2021, Greater Sydney was again put into lockdown due to increasing rates of COVID infection. In response to COVID-19 measures, Council was obliged to close facilities such as the Library and cease events and programs such as the Strathfield Spring Festival. Where possible, Council moved activities online such as Storytime to provide continuing services to the community.

COVID-19 measures also created delays in the completion of works such as the amenities building and cafe in Hudson Park. Works continued on the upgrade of the Hudson Park Golf Driving Range and Fragrant Garden. The upgrade of the Homebush Village Shopping Centre was finalised and opened in 2021.

A substantial amount of capital works reached completion including roads, footpaths, drainage and kerbs and guttering which is outlined in the attached report.

The Annual Report will be published in November 2022 and will contain statutory reporting and achievement highlights of the 2021-2022 financial year.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

1. Strathfield Council Delivery Program Report July to December 2021 Report

ATTACHMENT 1



Strathfield Council Delivery Program July to December 2021 report

1: Connectivity

1.1: Growth sustained by well-planned and accessible infrastructure

1.1.1: Plan infrastructure and assets to meet needs of growing population

1.1.1.1: Make representations and engage with Government Agencies concerning planning and delivery of major and regional infrastructure and services consistent with population growth.

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Make representations and engage with Government Agencies concerning planning and delivery of major and regional infrastructure and services consistent with population growth.	Make representations and engage with Government Agencies concerning planning and delivery of major and regional infrastructure and services consistent with population growth.	Planning, Environment & Urban Services	Progressing	Ongoing representation to NSW Government, Department of Planning and TINSW

1.1.1.2: Prepare short to long term infrastructure and asset strategies to support needs of growing community.

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Prepare short to long term infrastructure and asset strategies to support needs of growing community.	Review and update local infrastructure, asset strategies and plans	Planning, Environment & Urban Services	Progressing	The condition rating of assets is ongoing

1.1.2: Deliver infrastructure and assets to meet community needs**1.1.2.1: Plan and deliver infrastructure and assets to meet needs of growing population**

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Plan and deliver infrastructure and assets to meet needs of growing population	Inspect and monitor Council managed infrastructure and carry out maintenance schedules and repairs/renewal were required	Planning, Environment & Urban Services	Progressing	Maintenance and repairs are ongoing.
Plan and deliver infrastructure and assets to meet needs of growing population	Inspect and monitor Council managed infrastructure and carry out maintenance schedules and repairs/renewal where required.	People Place & Civic Services	Progressing	Cyclical maintenance has been carried out on all Council buildings. Highlights were repointing main administration room & gutter repair, repaving between sites at 65 Homebush Road and erection of shade cloths.
Plan and deliver infrastructure and assets to meet needs of growing population	Implement roads, footpath, drainage, kerb and gutter renewal and/or upgrades in accordance with Capital Works Program 2021-2022	Planning, Environment & Urban Services	Progressing	Program progressing and set out in capital works report.

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Plan and deliver infrastructure and assets to meet needs of growing population	Implement roads, footpath, drainage, kerb and gutter renewal and/or upgrades in accordance with Capital Works Program 2021-2022	Planning, Environment & Urban Services	Progressing	Program progressing and set out in capital works report.

Strathfield Council Delivery Program Report – July to December 2021

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Capital Works

Type of works	Name	Comment
Drainage	Cave Road, Strathfield in front of 40 Cave Road	Not commenced
Footpath	Anselm Street, Strathfield South - from Mooney Street to Bede Street	Completed
Footpath	Edward Street, Strathfield South - From Dean Street to Liverpool Road	Completed
Footpath	Elliott Street, Belfield - Clareville Close to The end	Not commenced
Footpath	Elwin Street, Strathfield - From Florence Street to Chalmers Road	Next Financial year
Footpath	Flemington Road, Homebush West - From Parramatta Road to Park Road	Not commenced
Footpath	Hillcrest Avenue, Strathfield South - From Dean Street to Hill Street	Completed
Footpath	Holmwood Avenue, Strathfield South - From Dean Street to Liverpool Road	Not commenced
Footpath	Homebush Road, Strathfield - From High Street to Long & Mintaro Avenue	Not commenced
Footpath	Mackenzie Street, Strathfield - From Badgery Avenue to The Crescent	Not commenced
Footpath	Mooney Street, Strathfield South - From Therry Street East to End	Completed
Footpath	Pemberton Street - From Barker to Karuah Street	Not commenced
Footpath	Rickard Road, Strathfield - From Belleverde Avenue to High Street	Not commenced
Footpath	Water Street, Strathfield South - From Sunlea Crescent to Excelsior Avenue	Completed
Footpath	William Street, Strathfield South - From Water Street to The end	Completed
Footpath	Amaroo Avenue Strathfield - Liverpool Road to Mintaro Road	Not commenced
Footpath	Barker Road - from Marion Street to Pemberton Street	Not commenced
Footpath	Bates Street Strathfield - from Badgery Street to The Crescent	Completed
Footpath	Courallie Avenue, Homebush West - From Mandemar Avenue to Telopea Avenue	Work commenced
Kerb & Gutter	Ada Avenue Strathfield (from Myrna Road to Bareena Street)	Not commenced
Kerb & Gutter	Ada Avenue, Strathfield (from Wallis Ave to Firth Avenue)	Not commenced

Strathfield Council Delivery Program Report – July to December 2021.

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Type of works	Name	Comment
Kerb & Gutter	Ada Avenue, Strathfield (Wilson Street to Myee Avenue)	Completed
Kerb & Gutter	Albyn Road Strathfield (The Boulevarde to Cotswold Road)	Not commenced
Kerb & Gutter	Anselm Street, Strathfield South (from Bede Street to Mooney Street)	Completed
Kerb & Gutter	Bellfrog Street, Greenacre	Completed
Kerb & Gutter	Boden Avenue, Strathfield (from Newton Road to Ada Avenue)	Not commenced
Kerb & Gutter	Burlington Road, Homebush (from Rochester Street to Meredith Street)	Not commenced
Kerb & Gutter	Cotswold Avenue, Strathfield (Llandilo Avenue to Fairholm Street)	Not commenced
Kerb & Gutter	Dickson Street, Strathfield	Not commenced
Kerb & Gutter	Gould Street, Strathfield South (Heavy patching)	Not commenced
Kerb & Gutter	Gregory Street, Strathfield South (from St 'Anne's Square to end)	Not commenced
Kerb & Gutter	Howard Street, Strathfield (Myall Crescent to Karuah Street)	Not commenced
Kerb & Gutter	Hudson Street, Homebush West	Not commenced
Kerb & Gutter	Kanoona Avenue, Homebush	Completed
Kerb & Gutter	Madeline Street, Greenacre (Cleveland Street to Pilcher Street)	Not commenced
Kerb & Gutter	Malvern Crescent, Strathfield	Not commenced
Kerb & Gutter	Mintaro Avenue, Strathfield (from Homebush Road to Noble Avenue)	Not commenced
Kerb & Gutter	Morgan Place, Strathfield South	Not commenced
Kerb & Gutter	Myma Road, Strathfield (Ada Avenue to Newton Road)	Not commenced
Kerb & Gutter	Noble Avenue, Strathfield (High Street to Amaroo Avenue)	Not commenced
Kerb & Gutter	Parsons Avenue, Strathfield (Woodward Avenue to Albyn Road)	Not commenced
Kerb & Gutter	Powell Street, Homebush (from Park Road to Underwood Road)	Not commenced

Strathfield Council Delivery Program Report – July to December 2021

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Type of works	Name	Comment
Kerb & Gutter	Simone Crescent, Strathfield	Not commenced
Kerb & Gutter	Smallwood Avenue, Homebush	Not commenced
Kerb & Gutter	The Causeway, Strathfield South	Not commenced
Kerb & Gutter	Torrington Road, Strathfield (The Boulevard to Nicol Parade)	Not commenced
Kerb & Gutter	Vernon Street, Strathfield (from Alviston Street to Redmyre Road)	Not commenced
Kerb & Gutter	Verona Street, Strathfield (from Richard Road to end)	Not commenced
Kerb & Gutter	Potts Street, Flemington	Not commenced
Road Resheeting	Ada Avenue Strathfield (from Myrna Road to Bareena Street)	Not commenced
Road resheeting	Ada Avenue, Strathfield (from Wallis Ave to Firth Avenue)	Not commenced
Road resheeting	Ada Avenue, Strathfield (Wilson Street to Myee Avenue)	Completed
Road resheeting	Albyn Road Strathfield (The Boulevard to Cotswold Road)	Works commenced
Road resheeting	Anselm Street, Strathfield South (from Bede Street to Mooney Street)	Not commenced
Road resheeting	Bellfrog Street, Greenacre	Completed
Road resheeting	Boden Avenue, Strathfield (from Newton Road to Ada Avenue)	Completed
Road resheeting	Burlington Road, Homebush (from Rochester Street to Meredith Street)	Not commenced
Road resheeting	Cotswold Avenue, Strathfield (Llandilo Avenue to Fairholm Street)	Completed
Road resheeting	Dickson Street, Strathfield	Not commenced
Road resheeting	Gould Street, Strathfield South (Heavy patching)	Completed
Road resheeting	Gregory Street, Strathfield South (from St 'Anne's Square to end)	Not commenced
Road resheeting	Howard Street, Strathfield (Myall Crescent to Karuah Street)	Completed
Road resheeting	Hudson Street, Homebush West	Not commenced

Strathfield Council Delivery Program Report – July to December 2021

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Type of works	Name	Comment
Road resheeting	Kanoona Avenue, Homebush	Not commenced
Road resheeting	Madeline Street, Greenacre (Cleveland Street to Pilcher Street)	Completed
Road resheeting	Malvern Crescent, Strathfield	Not commenced
Road resheeting	Mintaro Avenue, Strathfield (from Homebush Road to Noble Avenue)	Not commenced
Road resheeting	Morgan Place, Strathfield South	Not commenced
Road resheeting	Myrna Road, Strathfield (Ada Avenue to Newton Road)	Not commenced
Road resheeting	Noble Avenue, Strathfield (High Street to Amaroo Avenue)	Not commenced
Road resheeting	Parsons Avenue, Strathfield (Woodward Avenue to Albyn Road)	Not commenced
Road resheeting	Potts Street, Flemington	Not commenced
Road resheeting	Powell Street, Homebush (from Park Road to Underwood Road)	Not commenced
Road resheeting	Simone Crescent, Strathfield	Not commenced
Road resheeting	Smallwood Avenue, Homebush	Not commenced
Road resheeting	The Causeway, Strathfield South	Not commenced
Road resheeting	Torrington Road, Strathfield (The Boulevard to Nicol Parade)	Not commenced
Road resheeting	Vernon Street, Strathfield (from Alviston Street to Redmyre Road)	Not commenced
Road resheeting	Verona Street, Strathfield (from Richard Road to end)	Not commenced

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Plan and deliver infrastructure and assets to meet needs of growing population	Implement parks maintenance and minor upgrades	People Place & Civic Services	Progressing	Cyclical maintenance was carried out across Council's 61 open spaces, parks and reserves, sportsfields and verges. New cricket nets and volleyball facility installed at Airey Park, solar lighting at Chain of Ponds and Elliott Reserve and

Strathfield Council Delivery Program Report – July to December 2021.

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Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
				seating at Bressington Park, new bins and dog bag dispensers at Fitzgerald Park.
Plan and deliver infrastructure and assets to meet needs of growing population	Implement upgrades of Strathfield South and Homebush Town Centre commencing 2021	Planning, Environment & Urban Services	Progressing	A contractor has been sourced after a formal Request for Tender (RFT) campaign for the manufacture, supply and installation of Transport for NSW (TfNSW) approved safety kerbside located fencing. Forecast works to be carried out in the first quarter of 2022.
Plan and deliver infrastructure and assets to meet needs of growing population	Plan and construct new Council Depot and SES building	Planning, Environment & Urban Services	Not Progressing	Project withdrawn as use of land not supported by Crown Lands.
Plan and deliver infrastructure and assets to meet needs of growing population	Construction of three pedestrian bridges across Powells Creek at Lorraine, Hamilton and George Streets connecting Strathfield and City of Canada Bay LGA (Parramatta Road Urban Amenity Improvement Plan PRUAIP)	Planning, Environment & Urban Services	Progressing	Investigation and designs have been carried out and submissions made to Sydney Water for review and overall approval for the bridges to proceed.
Plan and deliver infrastructure and assets to meet needs of growing population	Upgrade Parramatta Road public domain at Station Street and between George St and Smallwood Ave (PRUAIP)	Planning, Environment & Urban Services	Progressing	Designs have been prepared, tender documentation being prepared pursuant to Council Policies in an effort to secure a suitability qualified contractor to undertake the works in 2022

1.1.2.2: Plan and deliver major community and recreational facilities

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Plan and deliver major community and recreational facilities	Plan and progress Hudson Park projects including fragrant garden, courts and redevelopment of golf driving range (conditional on funding availability)	People Place & Civic Services	Progressing	Works on Hudson Park Stage 2 were progressed maze finalised, fragrant garden and driving range refurbishment commenced.
Plan and deliver major community and recreational facilities	Complete building and fitout of new Strathfield Park Public Amenities Building and Kiosk	People Place & Civic Services	Completed	Strathfield Sports Amenities building was completed

1.2: Connected and integrated transport networks servicing all areas of the Strathfield LGA**1.2.1: Improve state and regional transport connections to and throughout the Strathfield LGA****1.2.1.1: Make representations to NSW Government on regional transport planning and services affecting Strathfield LGA**

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Make representations to NSW Government on regional transport planning and services affecting Strathfield LGA	Make representations and engage with the NSW Government concerning integrated and interchange transport planning, service delivery and improved timetabling of rail services	Planning, Environment & Urban Services	Progressing	Ongoing representation to NSW Government, Department of Planning and TfNSW

1.2.1.2: Maintain and embellish regionally connected cycleways

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Maintain and embellish regionally connected cycleways	Maintain and upgrade cycle and pedestrian pathways along Cooks River and Powells Creeks	Planning, Environment & Urban Services	Progressing	Repairs made as required upon report.

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Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Maintain and embellish regionally connected cycleways	Improve and upgrade cycleway and Bridge Road domain (GCS program 2021)	Planning, Environment & Urban Services	Progressing	Investigation and designs have been prepared and tender documentation is being prepared according to Council policy to secure a suitably qualified contractor to assist in the delivery of the project to community in 2022

1.2.2: Connect and provide local transport networks within the Strathfield LGA

1.2.2.1: Plan and implement integrated and connected public and private transport networks in Strathfield LGA

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Plan and implement integrated and connected public and private transport networks in Strathfield LGA	Operate and monitor usage and timetabling of the Strathfield Connector Bus service.	Planning, Environment & Urban Services	Progressing	The Strathfield Connector Bus Services were reduced to half due to COVID-19 measures. The service operated without disruption and received positive feedback from passengers. A total of 171,719 passengers were transported during the reporting period.
Plan and implement integrated and connected public and private transport networks in Strathfield LGA	Review and implement priority actions of Active Transport Plan	Planning, Environment & Urban Services	Progressing	Active Transport Plan is ongoing

1.2.2.2: Manage and provide accessible parking in high demand areas

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Manage and provide accessible parking in high demand areas	Monitor parking strategies and programs that address traffic movement and parking accessibility	Planning, Environment & Urban Services	Progressing	Traffic parking and community feedback is assessed and improvements made are ongoing. Traffic assessments are made and reports are prepared to Traffic Committee for assessment and recommendations made to Council Ordinary Meetings.

Strathfield Council Delivery Program Report – July to December 2021.

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Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Manage and provide accessible parking in high demand areas	Manage and patrol traffic and parking in areas with high volume movement or parking demand eg schools, shopping areas, town centres, transport hubs, parks and sportsgrounds	Planning, Environment & Urban Services	Progressing	Scheduled and routine parking patrols in school zones, shopping centres and areas of concern resulted in 6,384 penalty infringements being issued. Officers continue to ensure safety and community expectations with parking.

1.2.2.3: Plan and implement programs to improve road safety

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Plan and implement programs to improve road safety	Prepare and deliver annual roads safety program and audit traffic signs, road markings and maintenance	Planning, Environment & Urban Services	Progressing	Traffic signs lines and safety programs are ongoing. Line markings are upgraded and our schools and learning institutions.

1.3: Transformed and connected information and service delivery

1.3.1: Improve service delivery and information access utilising technology

1.3.1.1: Identify and implement technologies and strategies to transform services and public access

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Identify and implement technologies and strategies to transform services and public access	Maintain and improve the public Wi-Fi infrastructure	Corporate and Financial Services	Progressing	The public Wi-Fi system was maintained and supported.

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Identify and implement technologies and strategies to transform services and public access	Implement upgrades to Council's corporate systems to improve efficiencies and capacity	Corporate and Financial Services	Progressing	Council's corporate systems were maintained and upgraded with the latest production and functional model and version

1.3.2: Utilise varied techniques to effectively communicate and inform the community

1.3.1.2: Provide informative, accurate and timely communications

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Provide informative, accurate and timely communications	Provide regular updates to the community on actions, proposals and decisions affecting the local community	Office of CEO	Progressing	During the reporting period, Council provided updates on 64 Council initiatives. This included DA proposals, projects and amendments to plans and policies. Additionally, 5 Have Your Say pages were established for Council projects.
Provide informative, accurate and timely communications	Review communication strategies. Maintain, monitor and issue Council's communications including print, website, social media ensuring information is available and up-to-date	Office of CEO	Progressing	During the reporting period, a total of 30 issues of the weekly e-News were published, and an additional 4 electronic direct mails (EDM) advertising projects or events. 146 updates of the Council websites issued. 861 Social media updates were issued across Facebook, Twitter and Instagram. 8 ads were published in CALD media and 6 letterbox drops were issued.

2: Community Wellbeing

2.1: Socially cohesive and connected communities

2.1.1: Build community resilience, capacity and promote connected and socially cohesive communities

2.1.1.1: Plan and facilitate community development programs that promote connected and socially cohesive communities.

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Plan and facilitate community development programs that promote connected and socially cohesive communities.	Facilitate and in partnership with key stakeholders, the use of Council's community facilities to provide program and services to meet the needs of local community including Homebush West community centre, Bates St Community Centre and High St Centre.	People Place & Civic Services	Progressing	Due to the COVID-19 lockdown and extended restrictions, most programs were held online where possible during the reporting period.

2.1.2: Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies

2.1.2.1: Support and provide opportunities for carers and people with a disability to participate in community life.

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Support and provide opportunities for carers and people with a disability to participate in community life.	Facilitate and in partnership with disability and carer providers, promote disability inclusion, provide information and address actions in Council's Disability Inclusion Plan	People Place & Civic Services	Progressing	Disability inclusion training, 'Creating Disability Confident Customer Experiences' was conducted for customer-facing staff in the Library & Human Services in partnership with Australian Network on Disability and Chalmers Road School. Promoted 'International Day of People with Disability' in December 2021, with sensory packs and magnifying glasses for public use in the library. Promoted free 'statement of employability skills' run by TAFE NSW for eligible people living with disability.

Strathfield Council Delivery Program Report – July to December 2021

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2.1.2.2: Support an age friendly community to facilitate social connections, healthy and independent lives for older residents

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Support an age friendly community to facilitate social connections, healthy and independent lives for older residents	Facilitate and work in partnership to provide programs and events to support older residents	People Place & Civic Services	Progressing	Senior's wellbeing workshop was facilitated online by the Resilience Centre. Free online exercise classes for seniors were run by SHARE (who has run programs in our facilities for seniors previously) and promoted by Council.

2.1.2.3: Provide opportunities for social inclusion and connection for CALD communities, particularly new settlers.

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Provide opportunities for social inclusion and connection for CALD communities, particularly new settlers.	Facilitate programs and partnerships to support CALD community and new settlers	People Place & Civic Services	Progressing	The Helping Hand program ran for 12 weeks and two caseworkers were hired for the program. There were a total of 54 clients and 13 financial hardship assessments completed.

2.1.2.4: Facilitate programs and services for children and their families.

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Facilitate programs and services for children and their families.	Facilitate programs that support children and their families	People Place & Civic Services	Progressing	Healthy Relationship packs were distributed from Strathfield Council Library and Innovation Hub to promote health relationships among families in the Strathfield LGA. Many resources and games were provided in these packs. Advocate for Children and Young People resources for children and young people were promoted to use during lockdown from various organisations.

2.1.2.5: Facilitate programs and services for young people

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Facilitate programs and services for young people	Facilitate programs and events that meet the needs of young people	People Place & Civic Services	Progressing	Youth Group meetings were held fortnightly and held online during lockdown. Poetry Slam was held online in partnership with Burwood Council and Word Travels. This included two poetry workshops and a final heat competition where the winner proceeded to the Greater Sydney round. Two workshops facilitated online with the Frank Team for local young people to complete including Communication Skills and Event Management Skills.

2.1.3: Provide opportunities for community participation in local activities**2.1.3.1: Develop or support programs to encourage community participation**

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Develop or support programs to encourage community participation	Manage and facilitate volunteer programs for Council and with local community based and not for profit organisations	Office of CEO	Progressing	COVID-19 measures negatively impacted on volunteer activities for most of the reporting period. Volunteers were recruited to assist with the Carols at Christmas event. Recruitment for volunteers is ongoing for the March 2022 festivals at Homebush West.
Develop or support programs to encourage community participation	Coordinate participation and activities for a Strathfield community choir	Office of CEO	Progressing	Due to COVID measures, the community choir practiced online. Live practice recommenced in November 2021. The Community Choir performed at the Strathfield Christmas Carols event. The Choir have been invited to perform at the March 2022 Festival at Homebush West.

2.1.3.2: Provide financial assistance and incentives for local community programs and events

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Provide financial assistance and incentives for local	Review, promote and administer local community grants	People Place & Civic Services	Progressing	A total of \$47,200 was distributed to 18 community groups and organisations, from a total of 23 applications. The grants are

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Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
community programs and events				allocated to helping all facets of our community including children, youth, seniors, CALD, low socioeconomic and more.

2.2: Healthy and active communities

2.2.1: Provide and manage open space, recreation and community facilities and programs to meet community and recreational needs

2.2.1.1: Review planning strategies for open space, community and recreational facilities.

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Review planning strategies for open space, community and recreational facilities.	Review planning strategies and management plans for parks and open space, community and recreational facilities to protect and beautify Strathfield's parklands and open areas.	Office of CEO	Progressing	Draft Plans of Management for Strathfield Park, Bressington Park and Hudson Park prepared and submitted to Crown Lands for review and approval prior to public exhibition.

2.2.1.2: Manage and optimise use of parks, sportsgrounds and recreational facilities

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Manage and optimise use of parks, sportsgrounds and recreational facilities	Manage hire and agreements for formal use of sportsgrounds, parks and facilities .	Corporate and Financial Services	Progressing	There were a total of 46 Sportsfield bookings and 11 community facility bookings 39 casual hire agreements during the reporting period.
Manage and optimise use of parks, sportsgrounds and recreational facilities	Monitor and maintain parks, amenities and recreational facilities to a high standard.	People Place & Civic Services	Progressing	Cyclical maintenance was carried out across Council's 61 open spaces, parks and reserves, sports fields and verges.

2.2.2: Promote healthy and active living programs**2.2.2.1: Facilitate community participation and partnerships to promote active and healthy living programs**

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Facilitate community participation and partnerships to promote active and healthy living programs	Promote programs and work with local sporting and recreation organisations to deliver learning, health and social wellbeing for general community and specific target groups	People Place & Civic Services	Progressing	Collated resources and information for Women's Health Week to promote to the community. Promoted TAFE short course to upskill people who have been unemployed due to the pandemic. Promoted NSW Government and ATO workshops for small businesses. Promotion of rough sleeper flag system for National Homelessness Week.

2.3: Safe and accessible places**2.3.1: Work with key stakeholders to address community safety issues****2.3.1.1: Liaise with key stakeholders and implement community safety programs eg police**

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Liaise with key stakeholders and implement community safety programs eg police	Work in partnership with Police to deliver community safety education campaigns on issues of community concern.	People Place & Civic Services	Progressing	Two Community Safety Audits were completed at Courallie Ave, Homebush West + Austin Park, and The Crescent + Eastbourne Road Homebush West. No campaigns were completed during this time due to lockdown. However, issues from these two safety audits were flagged within Council to be followed up by relevant departments.

2.3.2: Plan and deliver strategies to improve community safety in Strathfield LGA

2.3.2.1: Plan and deliver community safety strategies and actions

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Plan and deliver community safety strategies and actions	Implement actions prioritised from Strathfield Community Safety Plan including safety audits	People Place & Civic Services	Progressing	The Community Safety Precinct Committee meetings at Auburn Police Command were attended.

2.3.2.2: Maintain safe public areas in Strathfield

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Maintain safe public areas in Strathfield	Maintain and implement CCTV programs in town centres and key locations and support community safety programs	Corporate and Financial Services	Progressing	The public safety CCTV locations were expanded to include Hudson Park.
Maintain safe public areas in Strathfield	Review street and park lighting and action changes as required	Planning, Environment & Urban Services	Progressing	Street lighting audits are ongoing, street lights found not working are forwarded onto Ausgrid to repair as soon as Council is made aware of the faults.
Maintain safe public areas in Strathfield	Manage effective tree pruning programs in streets and public areas	People Place & Civic Services	Progressing	82 Tree removal application DA's approved for 2022, cyclical maintenance carried out for maintenance period in Strathfield, Mason and Bressington Gardens.
Maintain safe public areas in Strathfield	Respond and address anti-social behaviours, graffiti, vandalism and illegal waste dumping and support community safety initiatives. Continue the night patrols introduced in 2020.	Planning, Environment & Urban Services	Progressing	Illegal dumping investigation and action was conducted by Regulatory Officers. The Environmental Projects Officer and waste team focused on dumping collection when offender is unknown or contacting offender to provide clean up. The Illegal Dumping Project that targets Multi-Unit Dwellings on Homebush West and Strathfield South continued to reduce illegal dumping of household waste.

2.3.3: Prepare plans and provide resourcing for emergencies and natural disasters

2.3.3.1: Prepare plans and support local emergency management

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Prepare plans and support local emergency management	Participate and work in partnership to implement local emergency management plans, educate community and respond to emergencies.	Planning, Environment & Urban Services	Progressing	Attended quarterly LEMO meetings, with pandemic plan activated as required.

3: Civic Pride and Place Management

3.1: Engaged and activated public places

3.1.1: Revitalise Town and Village centres

3.1.1.1: Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres	Centres Strategy developed 2021 and monitor plans for upgrading Strathfield Town Centre and integrating transport services	Planning, Environment & Urban Services	Delayed/Deferred	Further studies and analysis required due to insufficient evidence base to support implementation of strategies and allocation of further resourcing.
Plan and implement strategies and projects to revitalise Strathfield's Town and Village Centres	Dedicate resources to and promote cleanliness and safety in town and village centres in the Strathfield LGA.	Planning, Environment & Urban Services	Progressing	Council's Cleansing team undertook daily cleansing of the five major centres in the LGA during the reporting period.
Plan and implement strategies and projects to revitalise Strathfield's	Manage and monitor footpath trading, leases and promote alfresco dining in town centres	Office of CEO	Progressing	A total of 51 outdoor dining and footpath trading agreements were in place during the reporting period.

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Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Town and Village Centres				

3.1.2: Develop and implement place promotion strategies

3.1.2.1: Develop and manage Strathfield place promotion

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Develop and manage Strathfield place promotion	Implement programs that promote Strathfield LGA	Office of CEO	Progressing	The Communications team delivered a refresh brand and corporate look this period and showcased local talent and entertainment on stage at the Strathfield Christmas Carols.
Develop and manage Strathfield place promotion	Review and upgrade gateway and directional signage in key sites and town centre locations. Investigate integration of electronic signage to promote events and provide timely information.	Office of CEO	Progressing	Signage design and location has been finalised. Coordinating with Civic Services team for installation in early 2022. Electronic signage was reviewed and delayed due to budget implications.
Develop and manage Strathfield place promotion	Provide festive decorations at Strathfield Council Chambers, retail precincts and selected residential streets during Christmas/New Year season	Office of CEO	Completed	Installation of decorations for the 2021 Christmas period began in mid-November. 4 Christmas trees were installed at Strathfield Square, Town Hall, Rochester St Homebush and outside Flemington station in Homebush West. Approx. 300 garlands were hung from shop awnings across the LGA.

3.1.3: Support productive and well managed local businesses

3.1.3.1: Implement programs to educate, improve and monitor business regulation compliance

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Implement programs to educate, improve and	Implement inspections of food businesses and achieve 80% of 3 stars	Planning, Environment & Urban Services	Progressing	Food shops conducted both virtually and in-person due to COVID restrictions. During the reporting period: 26% 5 stars, 22%

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Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
monitor business regulation compliance	and above Food Safety 'Scores on Doors' program			4 stars, 26% 3 stars, and 26% failed. We are tracking at 74% 3 stars and above.
Implement programs to educate, improve and monitor business regulation compliance	Conduct Business Compliance Environmental Audit and Monitoring Audit	Planning, Environment & Urban Services	Progressing	Environmental Services regulates water cooling systems within the LGA. There 30 water cooling systems across 16 sites. Inspections are carried out during the Summer months of January 2022. In addition, Council inspected businesses that conduct skin penetration procedures. There were 13 businesses which are inspected throughout February and March 2022.

3.2: Creative and cultural community

3.2.1: Facilitate and support cultural and learning programs and activities

3.2.1.1: Promote and provide library and information services to meet community and cultural needs

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Promote and provide library and information services to meet community and cultural needs	Design and deliver programs that facilitate learning, literacy and technology across all ages and groups including children, youth, adults, disabilities, seniors and cultural and linguistic diversity	People Place & Civic Services	Progressing	The Strathfield Library & Innovation Hub was closed from 27 June to 17 Oct 2021 due to COVID measures. The library reopened as COVID safe in line with health restrictions. During the reporting period, there were 8 online children videos recorded and produced, 4 online bi-lingual videos recorded and produced, 7 Storytime in the Park sessions, 40 Home Library deliveries, 4 meetings of the Book Club, 4 Tax Help appointments and 187 Justice of the Peace appointments.
Promote and provide library and information services to meet community and cultural needs	Provide information services, including loans, reference services, target group collections and digital resources	People Place & Civic Services	Progressing	During the reporting period, there were 23,869 physical loans and 6,344 electronic loans. A total of 588 new members joined the service. There was a total of 10,777 visits and 2,678 physical items added to the collection.

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Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Promote and provide library and information services to meet community and cultural needs	Provide information services, including loans, reference services, target group collections and digital resources	People Place & Civic Services	Progressing	During the reporting period, there were 23,869 physical loans and 6,344 electronic loans. A total of 588 new members joined the service. There was a total of 10,777 visits and 2,678 physical items added to the collection.

3.2.1.2: Facilitate and deliver programs to embrace and celebrate culture

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Facilitate and deliver programs to embrace and celebrate culture	Coordinate and present exhibitions and programs promoting cultural, artistic and historical information and works	People Place & Civic Services	Progressing	The following exhibitions were shown during the reporting period: ROAR – School Art 24 June – 21 Nov 2021, Aus-Korean 60th Anniversary Photograph Exhibition 22 Nov – 12 Dec 2021 and 'Historic Houses of Strathfield' from Strathfield-Homebush District Historical Society from 16 Dec 2021 – 06 Feb 2022.

3.2.2: Promote and deliver events that connect community and build social cohesion

3.2.2.1: Promote and facilitate events that respect and recognise civic and community achievements

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Promote and facilitate events that respect and recognise civic and community achievements	Undertake recognition and celebrate civic and community achievements	Office of CEO	Progressing	A total of 491 conferees received citizenship at ceremonies from July 2021 to January 2022, including Australia Day. The Citizen and Young Citizen of the Year was selected and presented on Australia Day January 2022.

3.2.2.2: Facilitate events to connect and strengthen the community

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Facilitate events to connect and strengthen the community	Design, facilitate and promote events that provide a range of opportunities for community participation	Office of CEO	Progressing	Due to COVID-19 restrictions, the Strathfield Spring Festival and Cooks River Fun Run (postponed from June to November) were both cancelled. Strathfield Christmas Carols 2021 (approx 2,000pax) and the first half of the Movies in the Park season were held at Strathfield Park - The Croods: A New Age (200pax) and Abominable (100pax).

4: Liveable Neighbourhoods**4.1: Quality, liveable and sustainable urban design complementing local character****4.1.1: Plan and deliver urban design and development that balances growth with quality living, sustainable and aesthetic outcomes****4.1.1.1: Prepare, review and implement planning controls that respect local character, heritage and deliver quality liveability, aesthetics and sustainable development in the Strathfield LGA**

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Prepare, review and implement planning controls that respect local character, heritage and deliver quality liveability, aesthetics and sustainable development in the Strathfield LGA	Completion of heritage study in 2021	Planning, Environment & Urban Services	Completed	Study of existing Local Heritage items and Heritage Conservation Areas completed
Prepare, review and implement planning controls that respect local character, heritage and deliver quality liveability, aesthetics and sustainable development in the Strathfield LGA	As part of LEP review and preparation, undertake associated reviews and studies including but not limited to review of conflicts arising from zoning	Planning, Environment & Urban Services	Delayed/Deferred	Further studies and analysis required due to insufficient evidence base to support implementation of strategies and allocation of further resourcing.

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4.1.1.2: Work with the NSW Planning and Greater Sydney Commission planning strategies to deliver quality design and development outcomes in Strathfield LGA

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Work with the NSW Planning and Greater Sydney Commission planning strategies to deliver quality design and development outcomes in Strathfield LGA	Finalise and implement new Local Environmental Plan (LEP) and prepare Development Control Plan (DCP).	Planning, Environment & Urban Services	Progressing	Continuous and ongoing advocacy and representation to state agencies

4.1.2: Manage effective development assessment processes**4.1.2.1: Provide and monitor effective and efficient planning and development**

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Provide and monitor effective and efficient planning and development	Advertise and notify development proposals on Council's website and in accordance with Community Participation Plan guidelines.	Planning, Environment & Urban Services	Progressing	Continuous and ongoing. All development applications are notified in accordance with Council's Community Participation Plan.

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Provide and monitor effective and efficient planning and development	Assess and determine development applications and planning proposals	Planning, Environment & Urban Services	Progressing	Management of applications through the NSW Planning Portal and ongoing Monitoring of Assessment procedures to identify efficiencies
Provide and monitor effective and efficient planning and development	Provide support for planning panels	Planning, Environment & Urban Services	Progressing	Continuous and ongoing representation by team to Planning Panels when required

4.1.3: Address housing affordability

4.1.3.1: Develop plans and make representations to improve housing affordability

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Develop plans and make representations to improve housing affordability	Work with State Agencies and advocate to NSW Government for programs to support housing affordability	Planning, Environment & Urban Services	Progressing	Continuous and ongoing representation by team to state authorities

4.2: Clean, attractive and well maintained neighbourhoods

4.2.1: Reduce waste and improve reuse and recycling

4.2.1.1: Provide effective waste management and street cleaning services

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Provide effective waste management and street cleaning services	Provide general and green waste, recycling and on-call collection services to residential properties	Planning, Environment & Urban Services	Progressing	Clean Up collection bookings increased from 120 per week to 180 per week during December 2021 and January 2022 to address increased demand for this service. Tonnage collected in the period: Garbage: 5330.35 tonnes / Recycling: 1252.08 tonnes / Vegetation : 1303.47 tonnes / Public/Park bins collected on weekends: 90.26 tonnes / Clean Up: 509.74 tonnes / Illegal dumping: 128.2 tonnes / Street sweeping 223.63 tonnes / Return and Earn: 101.53 tonnes / Mattresses recycled: 32.88 tonnes / Chemical Clean Out Event 13.81 tonnes
Provide effective waste management and street cleaning services	Prepare and implement programs in accordance with Waste Management Plan	Planning, Environment & Urban Services	Progressing	Red, Yellow and Green bins collection. Clean up collection. Illegal dumping investigation and action (800 incidents reported). MUDs waste inspection program with 25 MUDs inspected every week. Compost Revolution: 20 households requested compost bin in that period. Waste events - (Chemical Clean Out collected 13.81 tonnes and Garage Sale Trail occurred during 2 weekends. Homebush West Industrial Area Litter Project reduced 92% litter count in the area and 99% litter volume. Recycling Stations for clothes, e-waste, light globes, CDS/DVDs, printer cartridges, mobile phones, X-rays and batteries. Strathfield Enviro Squad school program on 4 schools.

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Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Provide effective waste management and street cleaning services	Manage street sweeping programs	Planning, Environment & Urban Services	Progressing	Street sweeping and gutter cleaning operated to schedule. Materials from street sweeping and drainage/gutter cleaning recycled at Downer and totalled 223.63 tonnes. Town centres, bus shelters and public places cleaned and litter picked up daily.

4.2.2: Maintain and enforce clean public areas and health standards

4.2.2.1: Review and deliver public health and pollution control programs

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Review and deliver public health and pollution control programs	Investigate and monitor pollution events and take action on compliance breaches of the POEO Act 1997	Planning, Environment & Urban Services	Progressing	30 pollution complaints lodged and actioned by Environmental Services. Further action of these complaints includes referral to NSW Fire and Rescue, NSW EPA, or Council issuing our own enforcement action such as a clean-up notice.

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Review and deliver public health and pollution control programs	Investigate complaints and/or breaches of permits	Planning, Environment & Urban Services	Progressing	Environmental Services are the ARA for underground petroleum systems within the LGA. Strathfield has 11 sites which we monitor. An evaluation survey was conducted in conjunction with the NSW EPA. All sites had adequate loss monitoring system, fuel operation plan, and leak detection system. No breaches of permits found.

4.2.2.2: Implement and enforce responsible animal management program

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Implement and enforce responsible animal management program	Deliver responsible animal management programs	Planning, Environment & Urban Services	Progressing	Council's animal management policy and registers are up to date.

4.2.2.3: Maintain high standards of public domain maintenance

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Maintain high standards of public domain maintenance	Implement public domain maintenance programs	Planning, Environment & Urban Services	Progressing	Council's Cleansing team undertake daily cleansing of the 5 major centres and 9 bus shelters within the LGA.

4.3: Thriving and resilient environment**4.3.1: Conserve, restore and enhance Strathfield's biodiversity and ecological health and resiliency****4.3.1.1: Prepare and monitor plans to improve and protect Strathfield's ecological habitat and aquatic systems**

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Prepare and monitor plans to improve and protect Strathfield's ecological habitat and aquatic systems	Continue restoration and/or naturalisation projects at Mason Park Wetlands, Cooks River and Cox's Creek with Sydney Water	People Place & Civic Services	Progressing	Works undertaken at Mason Park to manage mangroves and community education. Beehives installed at Cox's Creek Reserve.

4.3.1.2: Work in partnership with key stakeholders and community to maintain, restore and improve natural environment

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Work in partnership with key stakeholders and community to maintain,	Address rubbish dumping in Cooks River in	Planning, Environment & Urban Services	Progressing	Liaised with Sydney Water and City of Canterbury-Bankstown Council for addressing litter flowing downstream into the Strathfield LGA area. Participated on Cooks River Alliance Litter

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Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
restore and improve natural environment	accordance with Waste Strategy			Strategy Committee. Analysing viability of litter traps/boom traps installation and maintenance.
Work in partnership with key stakeholders and community to maintain, restore and improve natural environment	Participate in multi-council and regional partnerships to improve urban ecosystems across regional or catchment areas.	Planning, Environment & Urban Services	Progressing	Council has been an active member of the Cooks River Alliance and Sydney Weeds Network.
Work in partnership with key stakeholders and community to maintain, restore and improve natural environment	Promote and manage National Tree Day, volunteers and Bushcare programs to align with Council's biodiversity and conservation	Planning, Environment & Urban Services	Delayed/Deferred	Due to COVID-19 lockdowns in 2021 National Tree Day and Bushcare programs were cancelled and/or postponed. Further activities planned for 2022

4.3.2: Develop environmental programs to educate and inform the community

4.3.2.1: Plan and facilitate environmental community education and information programs

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Plan and facilitate environmental community education and information programs	Engage with schools and general community in programs concerning environmental and stormwater education	Planning, Environment & Urban Services	Progressing	Participated in the community engagement process for the preparation of the Community Strategic Plan through discussions on environment with Homebush Boys High School's Environment Club. Strathfield Enviro Squad Program available for school. Some engagement programs cancelled/postponed due to COVID-19 lockdowns.

4.3.3: Encourage sustainability and resource efficiency

4.3.3.1: Develop and implement energy savings and resource efficiency programs

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Develop and implement energy savings and resource efficiency programs	Make representations to State and Federal Governments for incentivisation of waste recycling and develop and implement local resource savings and efficiency programs.	Planning, Environment & Urban Services	Progressing	Council has been active in the participation and review of domestic waste management best practice and is furthering circular economy projects.

5: Responsible Leadership

5.1: Trust in Council's leadership and decision making

5.1.1: Promote active community engagement and make decisions based on community priorities

5.1.1.1: Consult and engage with the community on significant plans and policies and take action on community priorities

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Consult and engage with the community on significant plans and policies and take action on community priorities	Prepare and implement community engagement processes for major projects and proposals. Utilise community panel for feedback and validation. Investigate engagement tools and applications that incorporate community languages.	Office of CEO	Progressing	Engagement for CSP underway which includes stakeholder interviews, surveys and focus groups. To be finalised in early 2022 as preparation for CSP Review.
Consult and engage with the community on significant plans and policies and take action on community priorities	Make representations on issues of relevance to Strathfield LGA where required.	Office of CEO	Progressing	Council advocated to the NSW Government and agencies on planning issues. A submission was prepared to the Geographical Names Board on the proposal to rename Belfield to Strathfield South.

5.1.2: Support integrity, transparency and accountability of decision making processes

5.1.2.1: Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations	Administer Council meetings including live broadcast of meeting proceedings	Corporate and Financial Services	Progressing	Council Meetings were facilitated for the months of September, October and November 2021 prior to the Council election in December 2021.
Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations	Facilitate and support Council advisory committees	Corporate and Financial Services	Progressing	Council Committee were meetings held as required. Committees went into recess due to the Council election in December 2021.
Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations	Publish and Council business paper and issue minutes within timeframes	Office of CEO	Completed	From July 2021 to 30 December 2021, Council held three (3) ordinary Council meetings and one (1) extraordinary Council meeting. All business papers and subsequent minutes were issued within timeframes.

5.1.2.2: Provide support to Councillors in order to perform and meet their responsibilities

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Provide support to Councillors in order to perform and meet their responsibilities	Undertake Councillor Induction programs post-election and manage and report on ongoing Councillor learning and development programs.	Corporate and Financial Services	Progressing	The Council election was held on 4 December 2021 with the result declared on 22 Dec 2021. Prior to the election, a number of pre-election information sessions on the electoral process, role of councillors and code of conduct were conducted. An induction program for post-election has been developed for implementation in early 2022.

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Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Provide support to Councillors in order to perform and meet their responsibilities	Provide timely and accurate information to Councillors and, utilise informal settings to encourage constructive participation and open discussions.	Corporate and Financial Services	Progressing	Weekly Councillor Bulletins were distributed and Councillor Workshops were held until Council went into recess prior to the Council election on 4 December 2021.
Provide support to Councillors in order to perform and meet their responsibilities	Ensure s.4.21 returns are updated within timeframes and training provided for quality assurance	Office of CEO	Completed	All seven (7) councillors and eighty-five (85) designated staff completed the Clause 4.21 Returns within mandated timeframes. All returns were distributed with OLG Guidelines and Schedule 1 of the Code which assisted in understanding how to complete the forms. The Governance Team was also available to handle any queries.

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Provide support to Councillors in order to perform and meet their responsibilities	Ensure s.4.21 returns are updated within timeframes and training provided for quality assurance	Office of CEO	Completed	All seven (7) councillors and eighty-five (85) designated staff completed the Clause 4.21 Returns within mandated timeframes. All returns were distributed with OLG Guidelines and Schedule 1 of the Code which assisted in understanding how to complete the forms. The Governance Team was also available to handle any queries.

5.2: Accountable Council performance

5.2.1: Undertake planning, review report and evaluate performance and progress

5.2.1.1: Undertake planning, reporting and maintain an effective monitoring, review and evaluation process for Strathfield 2030

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Undertake planning, reporting and maintain an effective monitoring,	Prepare plans, reviews and reports as required under the Integrated Planning and Reporting framework	Office of CEO	Progressing	End of Term Report finalised and presented to final meeting of Council in 2021. Delivery Program report presented to Council in September 2021. Annual Report published in November 2021 within timeframe.

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Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
review and evaluation process for Strathfield 2030	including End of Term Report 2021 and CSP Review 2021-2022			State of Environment Report prepared and published in November 2021. Planning for review of the Community Strategic Plan underway. Community engagement process commenced in late 2021 to be finalised in early 2022.
Undertake planning, reporting and maintain an effective monitoring, review and evaluation process for Strathfield 2030	Regularly survey, monitor and report on Council's performance	Office of CEO	Progressing	Council Satisfaction Survey for 2021 completed. Key results reported in Annual Report 2021. End of Term report 2021, which was presented to the final Council meeting in 2021, contained reporting against benchmarks for a wide range of services, programs and infrastructure over the period of the Council term across Quadruple Bottom Line (QBL).

5.2.2: Employ and maintain a skilled workforce to deliver quality services

5.2.2.1: Ensure Council's workforce has skills and capacity to deliver the Community Strategic Plan.

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Ensure Council's workforce has skills and capacity to deliver the Community Strategic Plan.	Implement strategies and actions set out in the Workforce Management Strategy	Corporate and Financial Services	Progressing	All appropriate staff development strategies and actions set out in the WMS are being acted on progressively and meeting deadlines, budget and outcome expectations.

5.2.3: Promote organisational culture of safety, best practice and continuous quality improvement

5.2.3.1: Implement practices that promote safety and quality service outcomes

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Implement practices that promote safety and quality service outcomes	Implement Enterprise Risk, Internal Audit and business continuity plans.	Corporate and Financial Services	Progressing	Council has commenced implementing the Enterprise Risk Management Policy and the business continuity plans. Additionally the Internal Audit program continued to be progressed.

Strathfield Council Delivery Program Report – July to December 2021.

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Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Implement practices that promote safety and quality service outcomes	Implement Work, Health and Safety programs to ensure compliance with statutory requirements	Corporate and Financial Services	Progressing	WHS compliance activities and programs has been endorsed/evidenced by SafeWork NSW inspections and correspondence that has resulted in a safer work environment.

5.2.4: Maintain long-term financial sustainability of Strathfield Council

5.2.4.1: Manage, monitor and report Council's financial sustainability

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Manage, monitor and report Council's financial sustainability	Prepare financial plans that achieve local government financial and assets performance benchmark	Corporate and Financial Services	Progressing	To date and as per statutory requirement, Council was provided with quarterly budget review (September quarter completed & December quarter presented to March Council meeting), monthly investment report. Audit planning for financial year ending 30 June 2022 has commenced and include all statutory requirements in relation to year-end financial reporting including preparation and presentation of annual financial statements and supporting reports. Audited financial statements and audit report for the 20/2021 financial year were submitted to Office of Local Government by 31 October 2022 as per the LG Act and relevant legislation. Council is also undertaking actions to build a financial year 2022/23 Annual Budget which will form the basis of the long term financial plan.
Manage, monitor and report Council's financial sustainability	Identify opportunities and apply for grant funding for works and projects, monitor and acquit funding agreements.	Office of CEO	Progressing	Developed partnerships and agreements with Birdlife Australia at Mason Park for assistance with mangroves and providing community education and data for bird counts; Frog and Tadpole Study Group Inc at Greenacre Frog Ponds to optimise Green and Golden Bellfrog and Urban Beekeepers of the Innerwest to foster 10 beehives at Cocks Creek Reserve. Projects to support improvements in urban forest are ongoing and include planting of 1265 trees in Hudson Park (4% attrition rate), Cooks River greening involving 1060 trees in Cooks River parks (0-03% attrition rate), Breathing Life into Industrial areas is a partnership with Macquarie Uni to improve tree canopy in industrial areas; street tree plantings and development of Urban forest on Hudson Park west.

5.2.5: Deliver efficient and effective Council services to the community

5.2.5.1: Provide community focused customer services, complaints management and access to information

Delivery Program	Operational Plan Action	Responsible Department	Status	Comments
Provide community focused customer services, complaints management and access to information	Review and monitor customer service standards with objective of achieving above 80% in customer satisfaction feedback.	Corporate and Financial Services	Progressing	During the period Council responded to 24,274 calls with a Grade of Service (GOS) of 84%. A total of 1,821 customers attended the Council Service Centre, though the service was affected by lockdowns which ran from June to 11 Oct 2021. 97% of customers who completed the Moment of Truth (MOT) surveys were happy or very happy with the service provided. Council processed 12,604 pieces of correspondence during the period.
Provide community focused customer services, complaints management and access to information	Monitor and manage Council's complaint management processes in accordance with policy requirements.	Corporate and Financial Services	Progressing	Any complaints received are reviewed and responded too as appropriate. To reflect best practice in complaint handling, the NSW Ombudsman's and the Customer Service Commissioner's 'Complaint Handling Commitments' was adopted and will be implemented over the coming 6 months. These 6 high level commitments guarantee customers what they can expect when they complain to Council.
Provide community focused customer services, complaints management and access to information	Provide access to information requests within timeframes	Office of CEO	Completed	Fourteen (14) formal GIPAA applications were processed and seventy-four (74) informal GIPAA applications were processed during the period. Access to information was provided within the mandated timeframes.
Provide community focused customer services, complaints management and access to information	Manage Council's corporate records information in accordance with relevant legislative requirements	Corporate and Financial Services	Progressing	Council continued to meet the organisations records keeping responsibilities and has commenced the process of updating its new Electronic Document Management System (EDMS) to CM10.

CEO2 SERVICE NSW - PARTNERSHIP AGREEMENT

AUTHOR: Mary Rawlings, Director Office of the CEO

APPROVER: Brian Barrett, Acting General Manager

RECOMMENDATION

That Council delegates authority to the General Manager to enter into an agreement with Service NSW, and any necessary documents be authorised for execution under the Common Seal of Council.

PURPOSE OF REPORT

The purpose of this report is to provide background information and seek support to enter into an agreement with Service NSW to build awareness of specialist advice services available to local businesses.

REPORT

Council currently has an agreement in place with Service NSW to promote and provide access to NSW Government information and services to better assist business owners and to support the local economy.

Service NSW for Business provides free personalised support to small business owners, to help them understand industry regulations, to guide them through transactions, and to access support.

The services provided to business owners include:

- Business Concierges offering over-the-phone, email and face to face support and case management.
- An online Business profile to make it faster and easier for business owners to transact with NSW State Government.
- Guidance and support for small business owners impacted by natural disasters or emerging issues to access a range of Government stimulus, support and information.
- Online business information hubs including how-to guides to help business owners understand key tasks and the support available when starting and running a business in NSW.

Service NSW has developed a new Partnership Agreement to provide consistency across all Councils, to build awareness of specialist advice services available and so Council staff can direct enquiries to these services. The new Agreement includes further details about the roles and responsibilities of all agencies in relation to the collection, storage and security of personal information.

By supporting this initiative Council can support local businesses and actively try to reduce costs for small business start-up.

FINANCIAL IMPLICATIONS

There are no financial implications other than staff time.

ATTACHMENTS

There are no attachments for this report.

CEO3 COMMUNITY NEWSPAPER

AUTHOR: Naomi Searle, Executive Manager, Communications, Events & Engagement

APPROVER: Mary Rawlings, Director Office of the CEO

RECOMMENDATION

1. That the delivery of the current quarterly printed newsletter be expanded to include all residences and businesses in the Local Government Area (LGA).
2. That Council approach Burwood Council and City of Canada Bay Council to consider a joint approach to Inner West Review. The approach is to include an appropriate advertising commitment from the Councils to enable Inner West Review to expand their delivery to our LGAs.

PURPOSE OF REPORT

At the Ordinary Council Meeting of 7 March 2022, Council resolved:

"15/22

RESOLVED: (Penbsabene / Blackmore)

That Council report to the March 2022 Ordinary Council Meeting options regarding:

- *Providing an independent monthly newspaper*
- *To be delivered in mailboxes to all residents in the Strathfield LGA*
- *The report should include budget implications and tender process*
- *The community newspaper be part of the current CSP review and 2022/2023 Operational Plan"*

This report has been prepared in response to the above Resolution.

REPORT

In March 2022, Council advertised for and accepted Expressions of Interest to establish a community newspaper. Only one response was received and the cost outweighed the benefit.

Alternative:

Council expand delivery of the current subscription-based quarterly newsletter to all residents and businesses within the Local Government Area (LGA).

This existing newsletter features information on Council projects, policy updates, events and programs, library services, waste and sustainability and other items of interest. The newsletter is written and designed by the Council Communications and Events team. The only cost would be for printing and delivery.

Additionally, the Executive Manager Communications, Events and Engagement will liaise with Communications Managers at Burwood Council and City of Canada Bay Council to consider a joint approach to Inner West Review. Inner West Review is a community newsletter currently delivered to residences in Inner West Council and have previously shown interest in expanding to the wider Inner West area. The approach would include a commitment to an appropriate advertising spend by each of the Councils to enable the expansion of the delivery of the Inner West Review to our LGAs.

FINANCIAL IMPLICATIONS

Proposed Expenditure is \$12,000 per annum (Point 1 of recommendation only).

Funding has not been provided in the current budget for this purpose. Should Council approve the expenditure, the source of funding will need to be identified in the next quarterly budget review.

ATTACHMENTS

There are no attachments for this report.

CEO4 STRATEGIC OVERVIEW OF COUNCIL

AUTHOR: Brian Barrett, Acting General Manager

RECOMMENDATION

That the report be received and noted.

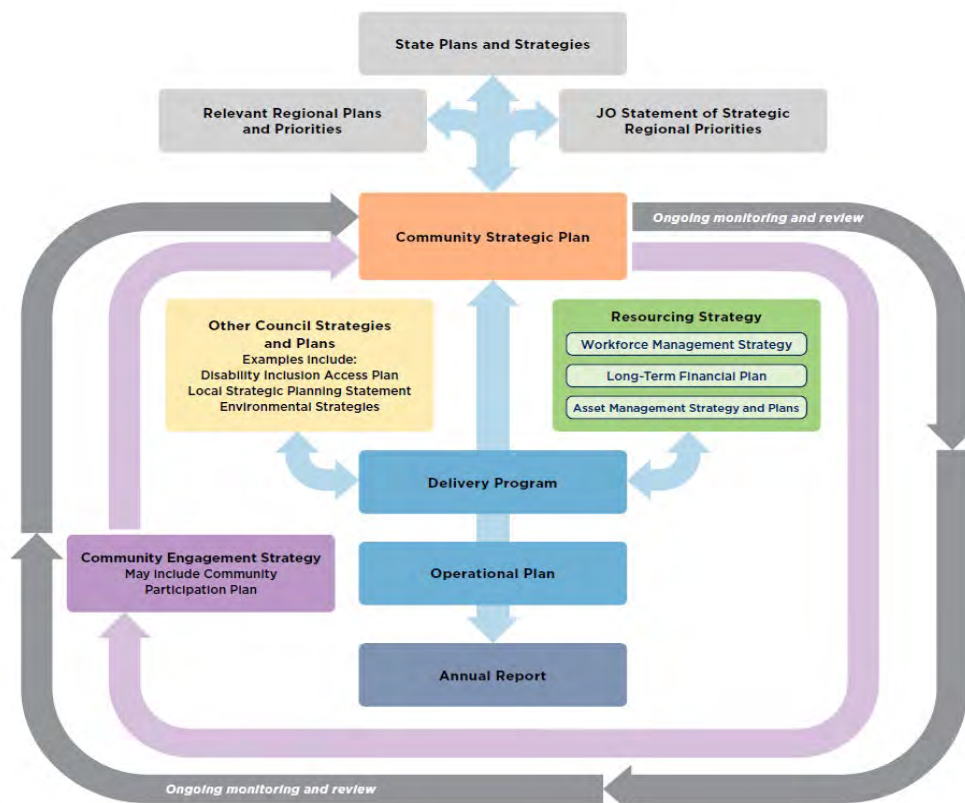
PURPOSE OF REPORT

To provide Council with an overview of the strategic planning framework guiding the work of Council staff, to identify gaps that require more detailed strategy development on selected subjects and to assist Councillors and the community to understand how resources are deployed to deliver those plans in the timeframes proposed.

REPORT

The Integrated Planning and Reporting (IPR) Framework has been in operation in NSW Councils since 2009.

It is often depicted in the following way:



The framework enables Local Government to have due regard to State Government plans in the development of a 10 year Community Strategic Plan (CSP) prepared in consultation with the Strathfield community. A Long Term Financial Plan accompanies this to show how Council intends to fund the delivery of the CSP over its ten (10) year life.

At the beginning of each new Council term the Elected Council draws on this planning and prepares what would normally be a four (4) year Delivery Program (shorter in the current term) which sets out what it intends to achieve during its term of office. It is on the basis of this planning that achievements highlighted in the End of Term report can be successfully delivered.

The Operational Plan is a one (1) year plan which sets out what will be achieved in the coming financial year. This is funded through the Annual Budget.

As money, people and technology are required to achieve these long term plans there are separate strategies to ensure Council has available to it the finances to fund its plans, people with the appropriate skills needed over time to deliver both services and capital projects and the technology to facilitate planning, service delivery, project management, record keeping and reporting. The Long Term Financial Plan assists Council to plan the money needed. The Workforce Management Plan identifies the skills needed over time and how Council will attract, develop and retain people with those skills. Many Councils also have an Information and Communications Technology (ICT) Plan to assist it to have the voice and data management technology to deliver services efficiently.

As Council is the custodian of a great many community assets like parks, roads, footpaths, community facilities, drainage and the like, Asset Management Plans are developed for each asset class which identify renewal, operational and maintenance expenditure needed to ensure those assets deliver benefits to the Strathfield community over their lives and that funding is available to replace those assets when necessary.

All of those strategies and resourcing plans are developed in close consultation with the Strathfield community. Engagement in practice occurs at all levels of the planning process from development of high level aims to the detailed design of individual elements of a park playground, for example.

The IPR framework is a very high level overview of a system that is in practice somewhat more complex and which requires high levels of integration.

More recently, Councils have been required to prepare Local Strategic Planning Statements which are intended to be much broader and longer term plans that identify what each local government area could be like some 20 years into the future.

Council adopted its own Local Strategic Planning Statement - *Strathfield 2040* in March 2020. It speaks of integrated transport options, housing diversity even with more intense development, environmental

sustainability, biodiversity, clean air and waterways, attractive green spaces, an urban forest that provides habitat for fauna as well as much needed shade, well planned public domain with social and cultural spaces that provide active community hubs, a refugee friendly Strathfield that respects its cultural and built heritage, a place where the local economy is diverse and strong offering local jobs to locals, one that acknowledges its role as a freight corridor but which aims to shield its residents from its adverse impacts, a place where walking and cycling are fostered, where recreation and sporting needs are met, where public art and community gardens provide urban amenity, a smart city integrating technology for public benefit and one which is energy efficient, a place that supports creative industries, one that promotes educational collaboration, one that manages waste sensitively, mitigates the potential of flooding and acknowledges and mitigates the adverse impacts of climate change.

Inevitably, delivering on *Strathfield 2040* requires a great many actions on the part of Council as well as advocacy to other tiers of government with responsibility for health, education, transport and other facilities needed by our expanding community. It also highlights the need to develop, in consultation with the Strathfield community, more detailed strategies to deliver on its aims and upon which plans can be developed to turn strategy into action.

Council also influences and sometimes controls what staff deliver by adopting policy positions to guide anything from how Council controls Companion Animals to how it rolls out electric charging stations.

Inevitably, the adoption of *Strathfield 2040* has revealed the need for further detailed strategy development. Attachment A provides an overview of the planning needed to fully implement both the Community Strategic Plan as well as *Strathfield 2040*. It also highlights gaps in the development of more detailed plans, the need to refresh existing ones and the need to prepare new and review existing policies.

Dark colours indicate the elements of the framework that are well developed and current. Lighter colours indicate planning gaps or the need to refresh existing strategies, plans or policies. Council will consider the adoption of a draft revised 10 year Community Strategic Plan, 4 year Delivery Program and 1 year Operational Plan at the May 2022 Council meeting. These aim to bridge the gaps identified in Attachment A by developing the strategies, undertaking the studies or developing and/or reviewing the plans that will position Council to successfully deliver on its long term plans and to take considered decisions about how it will fund those plans over their life.

A recent review of Asset Management Plans identified that asset condition assessments were not up to date. External assistance will be immediately requested to enable condition assessments for roads, kerb/gutter and footpaths to be undertaken across the Strathfield Council area. This will be funded from savings identified in the final quarterly review for 2021/22.

Council may see the need to develop other strategies over time to inform planning or service delivery. These can be prepared and resourced as the need arises.

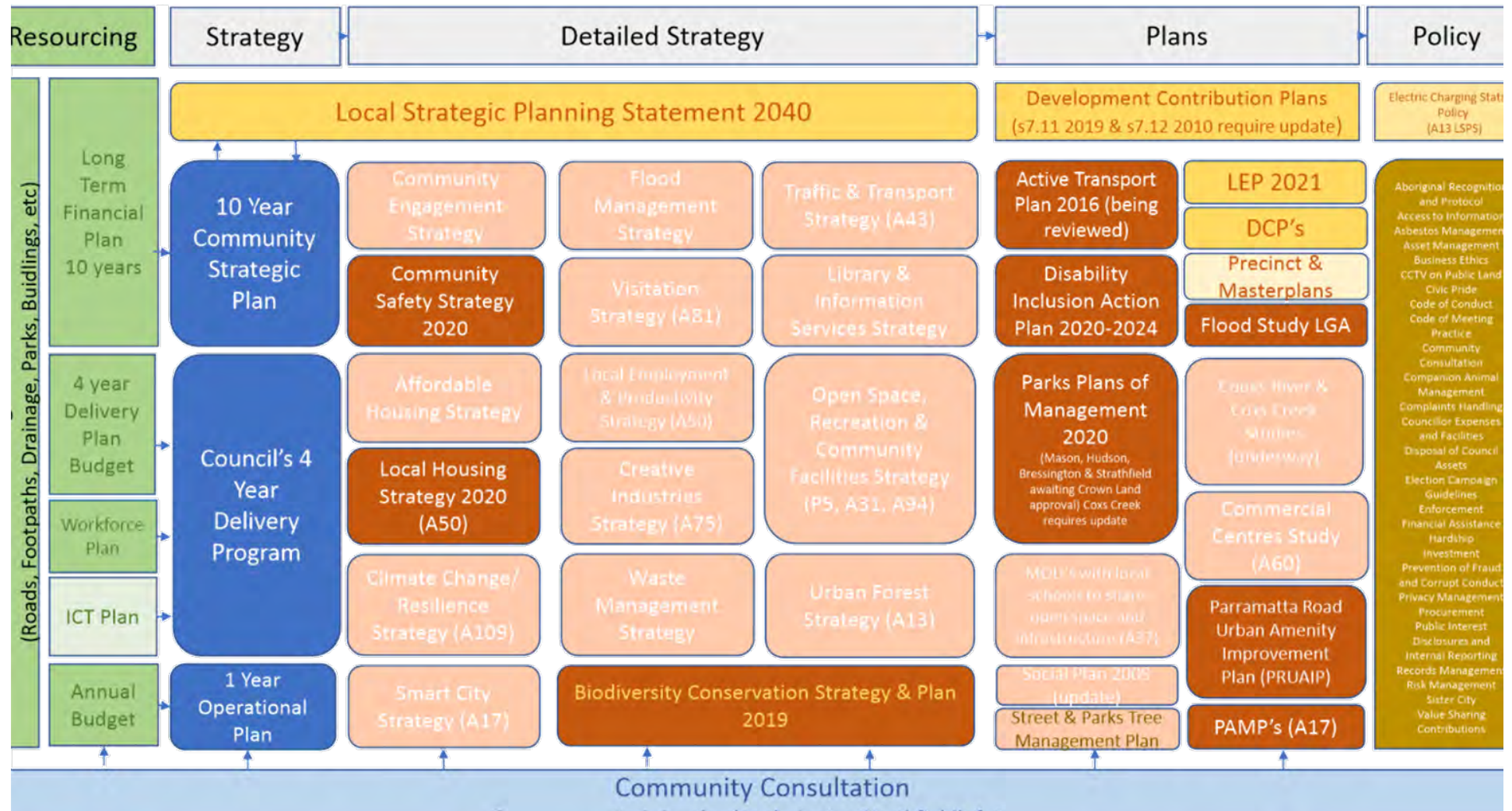
FINANCIAL IMPLICATIONS

There are no immediate financial implications.

ATTACHMENTS

1. Strategic Overview Chart

ATTACHMENT 1



CEO5 **COUNCILLOR WORKSHOP 26 APRIL 2022**

AUTHOR: **David McQuade, Governance Manager**

APPROVER: **Melinda Aitkenhead, Director Corporate & Financial Services**

RECOMMENDATION

That the report be received and noted.

PURPOSE OF REPORT

The purpose of the report is to present a summary to Council of what items had been discussed at the Councillor Workshop held on Tuesday 26 April 2022 and any follow up action required.

REPORT

The following items were discussed at the Councillor Workshop held on Tuesday 26 April 2022:

Item Number	Title	Summary	Follow Up Action
7	Illumination of Pathway that Connects Airey Park to Melville Reserve	Staff presented a potential lighting solution for the pathway that connects Airey Park to Melville Reserve	To be presented to 3 May 2022 Ordinary Council Meeting
8	Community Newspaper	Outcome of the Expression of Interest process and options available to Council were discussed	To be presented to 3 May 2022 Ordinary Council Meeting
9	IconciergeCRM	A presentation was made on an application solution by Big Technology Consulting Pty Ltd proposed – IconciergeCRM. It was agreed that officers would explore a number of other options before discussing further at a Councillor workshop	To be presented to 17 May 2022 Councillor Workshop
10	Women's FIFA World Cup	Council wishes to explore making Council grounds available for the Women's World Cup event. The matter is in the hands of FIFA who have advised that the earliest a meeting is likely to take place is	To be presented to 3 May 2022 Ordinary Council Meeting for information

		August 2022. FIFA will contact Council.	
11	Process of Council Reports and Councillor Workshop Presentations	The process for Council Agendas and Councillor Workshops was discussed. It was agreed that a table of matters considered would be presented to the next available Council meeting to ensure the public were aware of matters being considered at Councillor Workshops and when they would likely be considered by Council	To be included in each Council agenda
12	Strategic Overview of Council	An overview of Council's strategic planning framework was presented for discussion	To be presented to 3 May 2022 Ordinary Council Meeting
13	WestInvest Competitive Grants	Strathfield Council has submitted WestInvest Competitive Grant registrations for five projects, the details of which were discussed.	Awaiting advice from Department of Premier and Cabinet on eligibility of the five projects
14	Homebush West – Comprehensive Traffic Study	Information only – Councillors were provided with a Memo	No further action required
15	Centenary Drive & Arthur Street – Grade Separation	Information only – Councillors were provided with a Memo	No further action required

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

There are no attachments for this report.

CEO6 COMMUNITY STRATEGIC PLAN STRATHFIELD 2035, DELIVERY PROGRAM 2022-2026,
OPERATIONAL PLAN 2022-2023 AND LONG TERM FINANCIAL PLAN

AUTHOR: Cathy Jones, Executive Manager, Corporate Strategy and Performance

APPROVER: Mary Rawlings, Director Office of the CEO

RECOMMENDATION

1. Following the Council election in 2021 and pursuant to the *Local Government Act 1993*, Strathfield Council has reviewed and developed the following plans for public exhibition for 28 days:
 - Draft Community Strategic Plan 'Strathfield 2035';
 - Draft Long Term Financial Plan; and
 - Delivery Program 2022-2026 and Operational Plan 2022-2023, Annual budget 2022-2023 and Fees and Charges 2022-2023.
2. That Council give notice of its intention to place upon public exhibition for 28 days:
 - i. Make and levy an Ordinary Rate to comprise a base rate and ad valorem rating structure for both Residential and Business categories of rates on all rateable land for 2022-2023, as set out in the Report;
 - ii. Increase rates income by 1.1% in 2022-2023 in accordance with the permissible rate increase set by IPART; and
 - iii. Set interest on overdue rate at 6% in accordance with maximum rate approved by the Minister for Local Government.

PURPOSE OF REPORT

It is the recommendation of this report that Council adopt for public exhibition for the required statutory period of 28 days, the Strathfield Community Strategic Plan 'Strathfield 2035', Resourcing Strategy, Delivery Program 2022-2026 and Operational Plan 2022-2023 including Revenue, Budget and Fees and Charges 2022-2023. Following public exhibition, Council will consider submissions made to the plans prior to their adoption in June 2022.

REPORT

Background

Pursuant to s.402 (5) of the *Local Government Act 1993*, Council is required to review its Community Strategic Plan following an ordinary Council election. The Integrated Planning and Reporting (IPR) System requirements are set out in the Act, Regulation and Office of Local Government Guidelines and Handbook

and guide the review of the Community Strategic Plan and its subsidiary plans and strategies. The Community Strategic Plan is the community plan for the Strathfield Local Government Area (LGA) and the review requires Council to undertake community engagement with a wide range of stakeholders to determine community issues and the preferred future vision for the LGA. The review also considers the impact of relevant state, regional and local plans and policies on the LGA.

Key Challenges

Preparation of the Community Strategic Plan is informed by assessing the challenges facing the Strathfield LGA. Since the adoption of the previous plan in 2018, changes and events have occurred which have significant impact on the Strathfield LGA. District Plans and NSW Government targets for increasing population and housing in the LGA involve increases of more than 30,000 residents by 2031. This will occur in the life of the new Strathfield Community Strategic Plan. In 2020, Council adopted the Local Strategic Planning Statement (LSPS) which sets out a comprehensive plan to develop strategies and actions for land use in the LGA encompassing economic, social and environmental directions. The LSPS was prepared to align with the strategic directions of the Community Strategic Plan which are aimed at delivering the preferred future of the Strathfield LGA by addressing both the current and future challenges and opportunities.

Development and population growth is Strathfield LGA's major strategic issue as the changes in urban environment and increasing population have significant and far reaching impacts across social, environment, economic and civic leadership of the Strathfield LGA. Implicit in the new CSP and its subsidiary plans is the requirement to implement the outstanding actions of the LSPS, which include preparation of a wide range of strategies, studies and plans to identify how Strathfield LGA can address the significant challenges to achieve the best possible outcomes for the LGA and its community. From these strategies and studies, the community will be provided with more informed and improved planning tools to address the challenges the LGA faces.

The measures taken to reduce the COVID pandemic spread from early 2020 have affected community health, reduced the levels of migration and population growth, business and employment at a local, regional and national level. Due to restriction on movement and travel, the pandemic highlighted the importance of local area and access to local facilities, open space, shops and services as well as the importance of local social connections and support. The community engagement process highlighted the need for Council to facilitate services and programs that support and connect with its multi-cultural and diverse communities through direct delivery, partnerships and advocacy. Community engagement also indicated the community is increasingly aware of environmental issues such as increasing frequency of heatwaves and flash flooding incidents and the need to protect and improve the local environments and responses to environmental change.

Community Engagement

Council undertook a number of community and stakeholder engagements from August 2021 to February 2022 to provide opportunities for the community and stakeholders to inform Council of key issues, aspirations and vision for the next ten years and beyond for the Strathfield LGA.

Council engaged across the community to obtain feedback from a broad range of community members. A range of engagement methods were used including surveys, focus groups, interviews, forums and stakeholder meetings.

Council engaged specific groups such as community, health and service organisations providing services to the Strathfield area including those who are generally unrepresented in community discussions. These included:

- people living in apartments
- culturally and linguistically diverse (CALD) communities and organisations
- older residents
- young people
- disability service organisations
- childcare services
- public and private schools and universities
- women
- Aboriginal organisations
- LGBTQI organisations
- community and cultural organisations
- sporting and recreational clubs
- environmental groups
- local police command
- government and non-government health services

The key engagement activities included:

- The Strathfield Liveability Survey was independently commissioned from social researchers ID Profile and conducted in August and September 2021. Residents consider that Strathfield LGA is a highly liveable place. In particular, residents highly rated the importance and their experiences of community safety and access to transport in the LGA. Strathfield LGA overall liveability was rated at 67.2 and when benchmarked performed above Australia (65.2), NSW (65.3), Greater Sydney (66.4), and Middle Suburbs (66.9). A total of 654 residents completed surveys, which aligned with the demographic profile of the LGA.
- The Strathfield Community Survey was independently commissioned from Taverner Research in September 2021 and sought local community satisfaction ratings on a wide range of services, programs and infrastructure in the Strathfield LGA. A total of 400 interviews were conducted using random

sampling, which aligned to the LGA demographic profile. The results indicated an overall positive level of satisfaction in Council's performance, services and infrastructure.

- An open community survey in multiple languages was sent to all households in Strathfield LGA to enable members of the public to have a say on community values, priorities and vision for the future. A total of 325 surveys were returned.
- Council advertised for residents to participate in focus group meetings on topics including apartment dwellers, environmental, women and general issues. Meetings were held in February 2022.
- Seniors Forum was held in December 2021 with 23 participants.
- Invitations were issued to local community organisations, schools, churches etc. to participate in focus groups or interviews. A total of 35 interviews from September 2021 to February 2022 were conducted with representatives of the following: private and public schools, Australian Catholic University, recreational and sporting clubs, Auburn and Burwood Police command, local churches, early childhood and out of hours (OOSH) centres, Culturally and Linguistically Diverse (CALD) groups and organisations, disability organisations, Aboriginal, LGBTQI and government agencies.
- A pop-up stall was held at Strathfield Library on 13 February 2022.
- Workshops were held with Councillors in January and February 2022.
- A total of three submissions were received during the engagement period.

Key Themes underpinning 'Strathfield 2035'

The priorities identified by the community have been incorporated into the new community strategic plan 'Strathfield 2035':

1. Connectivity Theme - This theme reflects on the centrality and connectivity of the Strathfield LGA to Greater Sydney and beyond through infrastructure, transport and communications. The high levels of connectivity are significant attractors for residents, businesses, students and visitors to the Strathfield LGA. The theme is concerned with planning for and the delivery of regional, state and local infrastructure to meet the needs of increasing populations, ensuring regional and local transport networks are integrated, connected and safe, and that service delivery and information access is optimised through integration of communications and digital technology.
2. Community Wellbeing Theme – This theme concerns supporting Strathfield's culturally diverse and socially cohesive, connected and safe communities with access to public spaces and community facilities, and opportunities to participate in programs and activities. Council plays an important role in facilitating opportunities for participation in learning, recreation, community programs and activities that enhance healthy, active lifestyles. Council will enhance the safety and wellbeing of the community by providing safe, clean, healthy and attractive environments and working with Police on community safety and crime prevention.
3. Celebrating Culture and Place Theme – This theme relates to creating vibrant and enticing public domains, especially our town, village and commercial centres, which blend access to services with opportunities for social connectivity. The theme also celebrates Strathfield as a place of learning,

culture and creativity supported by events, cultural programs and acknowledgement of civic and community achievements which promote a sense of civic pride and belonging.

4. Liveable Neighbourhoods Theme - This theme concerns ensuring well planned urban design, protection and maintenance of the built and natural environment of the Strathfield LGA. Liveable Neighbourhoods involve high quality, well planned, sustainable, clean and well-maintained urban and natural environments that balance new development with the retention and reflection of established local character and healthy, thriving and resilient natural environments. Development, changing lifestyles and increasing population also create higher levels of waste, resource usage and pollution, creating pressure on the local area, at a regional and local level, to maintain the high standards of amenity, character and liveability of the Strathfield LGA.
5. Responsible Leadership Theme - The theme of Responsible Leadership is concerned with leadership and accountable Council services directed by the priorities of an engaged and connected community. Responsible leadership requires the community having confidence in the Council to make decisions based on community priorities and values reflecting meaningful and informed community engagement. Effective management of Council's operations is underpinned by transparent, effective and accountable governance which is responsive to the needs of the community.

These five key strategic directions are supported by key goals that will guide the Strathfield area in the next 10 years. Under the five themes there are key goals and subsequent strategies for Council to facilitate in partnership with the community, government agencies and business.

Integrated Planning and Reporting Framework

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

The IPR framework connects Council's various strategic plans. Drawing these plans and resources together supports closer collaborations between Council, the community and our partners to realise our shared vision.

The statutory context for this work is section 402 to 406 of the *Local Government Act 1993*.

The IPR suite of documents prepared for public exhibition include:

- Community Strategic Plan 'Strathfield 2035'
- Long Term Financial Plan.
- Delivery Program 2022-2026 and Operational Plan 2022-2023, Annual Budget 2022-2023 and Fees and Charges 2022-2023.

The Delivery Program and Operational Plan includes the following initiatives:

- Progressing new or upgraded infrastructure and capital works to support greater liveability by providing places that meet needs and aspirations of the Strathfield community which includes planning for the Strathfield Leisure Centre
- Facilitation and delivery of a range of community programs to support the social, recreation, health and leisure needs of Strathfield's multi-cultural and diverse community.
- Preparation of strategies and studies to identify actions to improve the built and natural environment and address challenges of population and density growth and impact on natural environments.
- More coordinated tree management
- Investment in upgrades of roads, drainage, buildings, bridges, parks and footpath infrastructure to community standards of service and to meet asset management benchmarks for renewal and maintenance
- Updating of our Social Plan to inform delivery of services to our multi-cultural communities and the continued operation of community and library services, facilities and programs for local residents including children, youth, aged, people with special needs, and the general community.
- The continued operations of Councils, works areas, parks and gardens, compliance activities, town planning/development approval, natural resource management/ environmental initiatives and waste collection services.
- The continued operations of governance and administration and secretariat activities consistent with legislative requirements.
- The provision of corporate services to support the operational areas of Council such as human resources, records management, finance and technology infrastructure.

The Asset Strategy and Plan for the forward 10 years has been updated following a strategic review. Council is currently reviewing its Asset Management Plans which will inform future priorities as well as the funding requirement for renewal and maintenance activities.

Consistent with the CSP, a four year Delivery Program for 2022-2026 has been developed as well as a one year Operational Plan 2022-2023.

The one year Operational Plan has been prepared on the basis that Council adopts the maximum increase in rates of 1.1% permitted by IPART. Resourcing of this plan is informed by Council's Long Term Financial Plan which incorporates funding to deliver Council's Assets Management Plans.

The draft Operational Plan 2022-2023 anticipates revenues (operating and capital) of \$96,783 million, total expenditure of \$96,783 million including capital expenditure of \$28,853 million.

The Operational Plan reflects the full costs of providing the principal programs.

Residential and Business Rates 2022-2023

Council proposes for 2022-2023 to make and levy an ordinary rate for that year pursuant to Sections 494 and 543 of the *Local Government Act 1993* such rate to comprise:

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

Council proposes to make and levy the following rates for 2022-2023:

- A Residential Ordinary Rate of 0.064212 cents in the dollar on the value of all rateable land that falls within the 'residential' category of Strathfield Council and subject to a base rate of \$423.00 in respect of each separate parcel of rateable land; and
- A Business Ordinary Rate of 0.235147 cents in the dollar on the value of all rateable land that falls within the 'business' category of Strathfield Council and subject to a base rate of \$475.00 in respect of each separate parcel of rateable land.

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

IPART rate calculations are based on land valuations with a base date of 1 July 2019, provided by the Valuer General. Interest is charged on all overdue rates and annual charges in accordance with section 566 (3) of the *Local Government Act*.

Interest is to be charged on overdue rates and domestic waste management charges in accordance with s.566 (3) of the Act. The maximum interest rate is set by the Minister for Local Government and will be charged at a rate of 6.0% per annum and calculated on a daily basis for the 2022-2023 financial year.

In summary, the one year draft Operational Plan 2022-2026 anticipates:

- Permissible rate pegging increase of 1.1%;
- Comprehensive Domestic and Recycling Waste Management charge is \$795 pa. The charge for Eligible Pensioners and Commonwealth Seniors Health Care Card Holders is \$600 pa;
- Stormwater Charges (per Statement of Revenue 2022-2023);
- An average of salaries and award based growth (2.0%) including on-costs of 2.0%;
- The weighted average All Groups Consumer Price Index (CPI) of 2.5%;
- Interest from investments remain above benchmark rates;

- Escalation in the cost of domestic waste disposal.

Capital Expenditure

The capital expenditure planned for 2022-2023 to 2025-2026, in summary is as follows:

2022-2023 CAPITAL WORKS BUDGET SUMMARY				
SERVICE	2022-2023 (\$)	2023-2024 (\$)	2024-2025 (\$)	2025-2026 (\$)
Office Equipment	11,550			
Information & Technology	245,000	120,000	140,000	120,000
Planning & Strategy				
Building Facilities	690,000	200,000	200,000	200,000
Library	123,000	126,100	129,300	132,500
Parks & Reserves				
Sports Fields /Golf Course				
Community Facility (Strathfield Leisure Centre)	22,776,637	22,776,637		
Plant & Equipment	1,400,000	1,435,000	1,470,900	1,507,700
Roads LATM Infrastructure	1,170,000	300,000	300,000	300,000
Road Resheeting & Resealing	1,262,000	2,495,000	2,495,000	2,495,000
Roads Kerb & Gutter and Other Road Assets	305,000	500,000	500,000	500,000
Other Equipment				
Other Infrastructure				
Villages Upgrades				
Footpath	530,000	500,000	500,000	500,000
Stormwater Drainage	340,000	340,000	340,000	340,000
Household Garbage				
GRAND TOTAL	28,853,187	28,792,737	6,075,200	6,095,200

Domestic Waste Services

The 2022-2023 Waste Services Budget has been prepared in accordance with Section 496 of the *Local Government Act 1993*.

Domestic Waste Management (DWM) is rendered by Council to residential properties including Residential Flat Buildings and non-rateable properties in the Municipality. The DWM charge does not include Waste Services rendered to business rated properties.

The operation of Council's Domestic Waste Services is as follows:

1. One 120 litre MGB Garbage Bin collected weekly
2. Fortnightly recycling service collecting paper and cardboard, glass, aluminum, steel cans and PET plastic – one 240 litre bin
3. Fortnightly 'Green Waste' kerbside collection – one 240 litre bin
4. Three on-call clean-up bookings per household per year

Council's draft waste budget also includes waste education programs to support State and Council targets for waste minimisation and waste avoidance.

Measuring progress

Strathfield Council will track the progress of the community strategic plan and subsidiary plans. While the strategies and their delivery may evolve over time, progress across the main strategic directions and goals will be monitored and reported back to the community at regular intervals on what we have achieved via Council's Annual Report and Bi-Annual Delivery Program Progress Reports. A State of Strathfield report on the progress of the implementation of the Community Strategic Plan will be presented to Council after the commencement of the next Council term in 2024.

FINANCIAL IMPLICATIONS

The financial implications have been identified in this report.

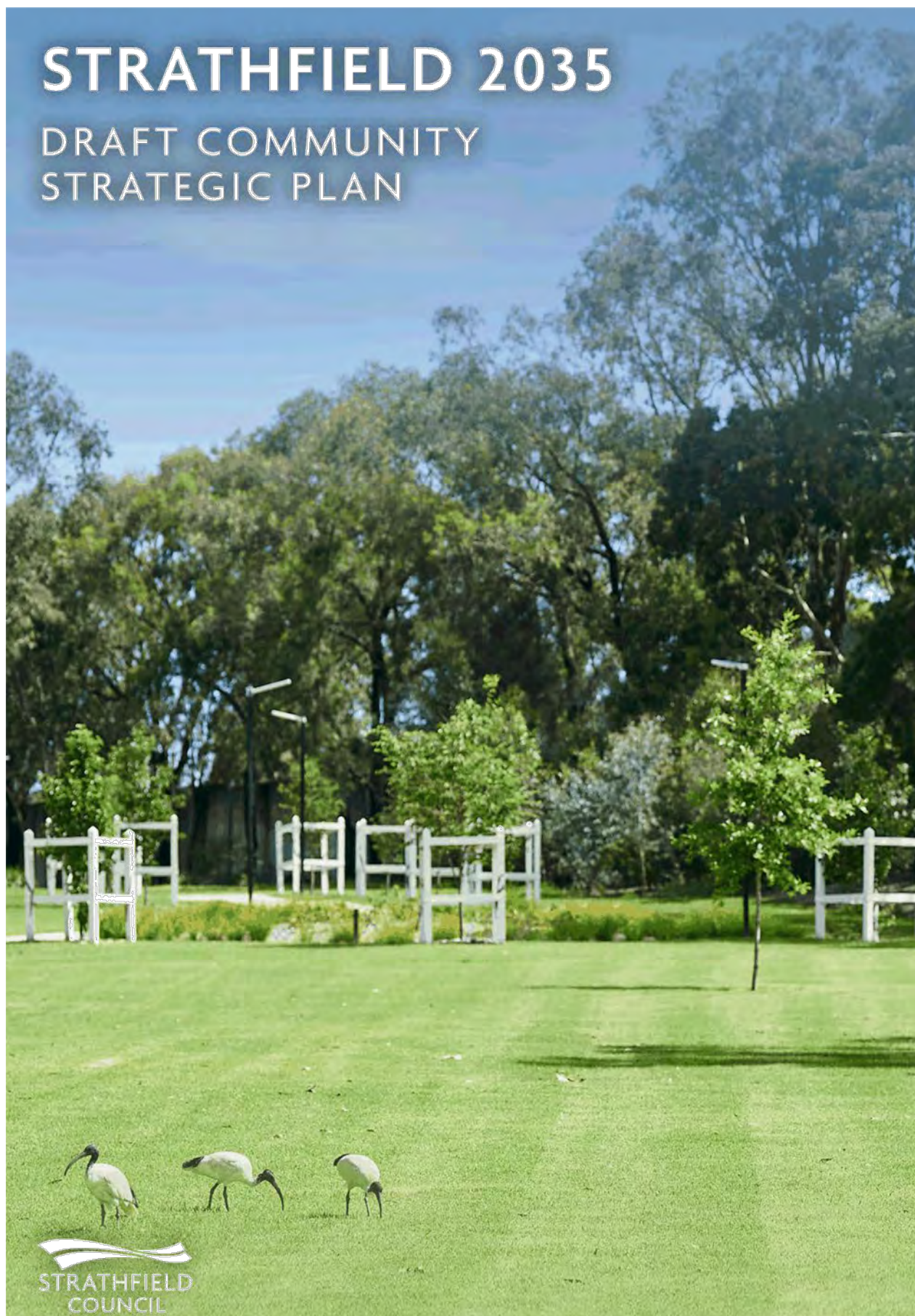
ATTACHMENTS

1. Community Strategic Plan Strathfield 2035
2. Delivery Program 2022-2026 and Operational Plan 2022-2023
3. Strathfield 2035 Draft Long Term Financial Plan

ATTACHMENT 1

STRATHFIELD 2035

DRAFT COMMUNITY STRATEGIC PLAN



Recognition of Traditional Custodians

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

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Mayor's Message

On behalf of Strathfield Council, I am pleased to present the Strathfield 2035 Community Strategic Plan.

The Plan represents our community's long term vision for Strathfield's future and how Council intends to work with residents, schools, businesses and government. In developing the plan, Council undertook significant engagement to hear the views and perspectives of the wider Strathfield community and its stakeholders.

Our community have told us that they recognise the importance of integrated and connected transport networks, high quality development and urban design, protection and enhancement of Strathfield open and green spaces and natural environment, protecting our heritage and local character, ensuring that infrastructure and services are accessible to our growing community and that Strathfield is safe with well-maintained neighbourhoods, town and village centres.

However, the heart of Strathfield is our people and ensuring that our local community which covers a wide expanse of diversity in age, culture, language and interests remains connected, cohesive and welcoming and inclusive for newly arrived and long-term residents.

The Community Strategic Plan is the community's plan. It was created from a strong foundation of engagement, research and analysis. The plan maps out five key themes, based on the community priorities and vision for the future. To achieve the community's vision and deliver on priorities, the Council and its staff are committed to delivering services and programs, advocating to other tiers of government on behalf of the community and working in partnerships with the community, businesses and governments.

Together we can ensure that Strathfield is a great place to live, work and visit.

Cr Matthew Blackmore
Mayor of Strathfield
2022

Introduction

The Community Strategic Plan 'Strathfield 2035' has been prepared by Strathfield Council in partnership with local residents, other levels of government that deliver services in the Strathfield Local Government Area (LGA), community organisations, sporting groups, schools and businesses.

The Plan provides long term direction for the Strathfield Local Government Area (LGA) and is Council's overarching plan in the Integrated Planning and Reporting (IPR) framework. The Plan provides guidance for the alignment of Council's resources to meet community priorities, responds to state and regional plans and provides guidance for other stakeholders (organisations, government agencies, business and individuals) in planning and delivering services for our area.

The IPR framework recognises that communities do not exist in isolation; they are part of a larger natural, social, economic and political environment that influences and shapes their future direction. Council acknowledges that today's decisions and actions have an impact on the quality of life of both current and future communities and a long-term planned approach is necessary to deliver a sustainable and liveable Strathfield that meets the needs of the present, without compromising the ability of future generations to meet their own social, economic, environmental and civic leadership needs.

The Plan is founded on the quadruple bottom line (QBL) approach, which integrates environmental, social, economic and civic leadership considerations into planning and actions. Plans are regularly monitored against a range of measures that respond to the QBL framework, allowing aspects of environment, social, economic and civic leadership to be tracked over the long-term.

Strathfield Council adopted its first Community Strategic Plan in 2012, which was substantially revised and adopted in 2018 as 'Strathfield 2030'. This new Plan 'Strathfield 2035' builds upon themes from previous plans drawing from a decade of regular engagement.

Preparation of this plan has been informed by assessing the challenges facing the Strathfield LGA. Since the adoption of the previous plan, significant changes and events have occurred which have significant impact on the Strathfield LGA, changes in regional and local plans, particularly to respond to NSW Government targets for increasing population and housing in the LGA. The measures taken to reduce the COVID pandemic spread commenced in early 2020 which had effect on health, migration, business, and employment, but due to restriction on movement and travel it highlighted the importance of the local area e.g. local facilities, open space and shops and the connections and cohesiveness of their communities. With increasing

frequency of heatwaves and flash flooding incidents, there is increasing awareness of the changes to the environment.

The draft Community Strategic Plan was placed on public exhibition on xx May 2022 until xx June 2022 and adopted by Council on xxx June 2022. The Operational Plan and Budget are reviewed and adopted annually.

Our Community Vision 2035

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

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

About this plan

The Community Strategic Plan 'Strathfield 2035' is Council's overarching strategic plan. It reflects the Community Vision and defines a sustainable direction for the Strathfield Local Government Area (LGA) to meet the needs of our community for the next 10 years and beyond.

Strathfield 2035 is designed to address four questions for the community:

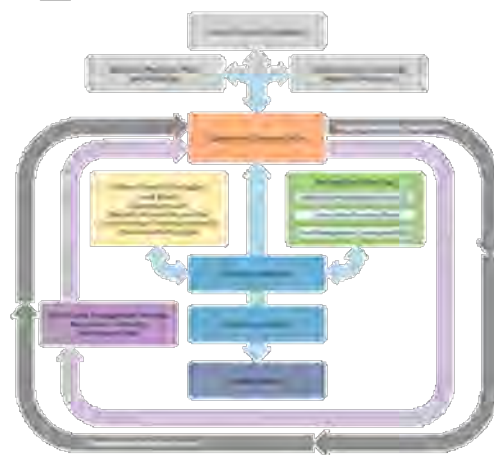
- Where are we now?
- Where do we want to be in 10 or more years' time?
- How will we get there?
- How will we know when we've arrived?

How the plan works

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

The IPR framework connects Council's various strategic plans. Drawing these plans and resources together supports closer collaborations between Council, the community and our partners to realise our shared vision.

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



The **Resourcing Strategy** details how Council will provide the financial, human and infrastructure resources needed to achieve the objectives of the Community Strategic Plan

and Delivery Program. The Resourcing Strategy includes the Long Term Financial Plan, Workforce Management Strategy and Asset Management Strategy, policy and plans.

The **Delivery Program 2022-2026** is a four year plan that sets out the activities that Council will undertake to meet the community aspirations detailed in the Community Strategic Plan. It is intended to broadly align with the elected Council term.

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

The **Community Engagement Strategy** is based on the social justice principles of access, equity, participation and rights. It identifies relevant stakeholder groups in the community and outlines how Council will engage with each of these groups to develop and implement the Community Strategic Plan.

Annual and Six-monthly Reports will be prepared by Council to measure its performance against targets set out in the Delivery Program. A **State of Strathfield** report on the progress of the implementation of the Community Strategic Plan will be presented to Council after the commencement of the next Council term in 2024.

The State of the Environment Report is no longer a mandatory requirement. Environmental reporting has been incorporated into Council's Annual and State of Strathfield Reports.

Guiding Principles

The community vision sets a clear objective for the implementation of the goals and strategies of Strathfield 2035.

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

- fairness in the distribution of resources (equity)
- rights are recognised and promoted (rights)
- fair access to the economic resources and services essential to meet basic needs and to improve quality of life (access)
- opportunity for genuine participation and consultation about decisions affecting lives (participation).

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

Council has adopted the Disability Inclusion Plan 2020-2024 and is committed to implementing this plan and the *Disability Discrimination Act 1992 (Comm)* and the *Disability Inclusion Act 2014 (NSW)*.

Council considers the long term and cumulative effects of actions on future generations and the principles of ecologically sustainable development. The quadruple bottom line (QBL) approach addresses environmental, social, economic and civic leadership considerations and ensures that community priorities are addressed in a balanced and holistic manner.

This Plan's is organised across five Themes or Priority Areas to reflect a range of environmental, economic, social and civic leadership considerations.

Councillors

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

Cr Matthew Blackmore

Cr Karen Pensabene

Cr Nella Hall

Cr Sandy Reddy

Cr Benjamin Cai

Cr Raj Datta

Cr Sharangan Maheswaran

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About Strathfield

The Strathfield LGA is located in Sydney's Inner West halfway between Sydney's Central Business District (CBD) and Parramatta's CBD. The LGA is bounded by Homebush Bay Drive to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and GPOP rail line to the west.

The Strathfield Local Government Area (LGA) has a total area of approximately 14.1 square kilometres and includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140), part of Belfield (2191) and part of Greenacre (2190). Sydney Markets is also located within Strathfield Local Government Area and has its own postcode, 2129.

The traditional owners of the land are the Wangal clan of the Darug tribe. European settlement commenced in the 18th century, which displaced the Wangal people from their land. Through waves of development and change, Strathfield LGA has developed well established residential areas known for its historic homes and modern architecture set within established gardens. The area is also known for its well respected private and public schools and educational establishments.

Strathfield LGA is supported by major transport systems including three rail stations and major roadways including Parramatta Road, M4/ Westconnex and Hume Highway. Our road and rail networks play an important role in moving freight within the Eastern District and Greater Sydney. It features a variety of town and neighbourhood centres with shops and cafes, significant commercial and industrial areas including the Enfield Intermodal Logistics Centre, and access to regional attractions such as Sydney Markets, DFO, Sydney Olympic Park and Rookwood Cemetery.

The Strathfield LGA has significant parklands, open space, environmental and bushland reserves including major open space corridors adjacent to the Cooks River and Powells Creek, which provide pathway connectivity to other LGA's parks and biodiversity corridors.

Population

<i>Population Strathfield LGA</i> 47,705 (2021)	<i>Estimated population 2041</i> 82,500	<i>Median Age</i> 32.4 years (2020)
<i>Aged less than 24 years</i> 31% (2020)	<i>Aged over 65 years</i> 12% (2020)	<i>Largest population segment</i> Young workforce 25-34 years 23.1% (2016)
<i>Residents born overseas</i> 56% (2016)	<i>Residents speaking a language other than English at home</i> 64% (2016)	<i>Residents requiring assistance due to disability</i> 4.2% (2016)

Economic

<i>Contribution to Gross Regional Product (GRP)</i> \$4.23 billion (2021)	<i>Resident employment participation rate</i> 65% (2020)	<i>Largest areas of resident employment</i> Health Care and Social Assistance (2016)
<i>Jobs in Strathfield LGA</i> 28,848 (2021)	<i>No of local businesses</i> 6,548 (2021)	<i>Largest Industries</i> Transport, Postal and Warehousing, retail and wholesale trade, construction and education and training
<i>Completed Year 12 schooling</i> 72.2% (2016)	<i>University Qualification</i> 38% (2016)	<i>Professional Workers</i> 31.8% (2016)

Environment

<i>Open space Strathfield LGA</i> 9% of total land area	<i>Tree Canopy Strathfield LGA</i> 16.2% (2020)	
<i>Residents living in detached houses</i> 40.3% (2016)	<i>Residents living in medium & high rise units</i> 57.8% (2016)	<i>Family households</i> 37.5% (2016)
<i>Couples without children</i> 20.4% (2016)	<i>Group households</i> 7.6% (2016)	<i>Lone person households</i> 16.3% (2016)
<i>Home owner/purchasing</i> 50% (2016)	<i>Renting (private)</i> 35.7% (2016)	<i>Social housing</i> 3.9% (2016)

Our Civic Leadership

Strathfield Council is the local government authority for the Municipality of Strathfield. Strathfield Council has seven councillors including the Mayor. Council has no wards. The last Council election was held in December 2021 with the next election scheduled for September 2024.

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

The Strathfield Council area is located in the federal electorates of Reid and Watson. The current elected representatives are for the electorate of Reid, Fiona Martin MP (Liberal Party) and the electorate of Watson, Tony Bourke MP (Labor Party).

Strathfield Council is located mainly in the state electorate of Strathfield and a small area in Greenacre in the electorate of Lakemba. The electorate of Strathfield is represented by Jason Yat-Sen Li MP (Labor Party) and electorate of Lakemba by Jihad Dib MP (Labor Party).

Our People

The estimated residential population (ERP) of the Strathfield LGA is 47,705 (2021). The LGA is experiencing a significant and steady increase in population, primarily in response to greater housing supply in the form of new unit developments located near major transport hubs and along Parramatta and Liverpool Roads. The NSW Government's population target for Strathfield LGA is 82,500 people by 2041 residing in around 30,000 dwellings.

Suburb	Estimated Residential Population (2021)	Suburb land area	Density per km ² (2021)
Strathfield	19,845	5.63km ²	3,526 persons
Strathfield South	3,858	2.56km ²	1,506 persons
Homebush	9,692	2.41km ²	4,524 persons
Homebush West	10,514	1.56km ²	6,739 persons
Greenacre	2,281	1.45 km ²	1,570 persons
Belfield	1,463	0.52 km ²	2,796 persons

The Strathfield Town Centre, a subset of the suburb of Strathfield, has an estimated population of 4,038 with a population density of 18,570 persons per square km (2021).

Strathfield LGA is highly culturally and linguistically diverse. About 56% of residents were born overseas and 64% of residents speak a language other than English at home (2016). 0.03% of our population identified as Aboriginal (2016).

People aged 25-34 years total 23.1% of the LGA population and are the largest population group. This group constitutes one of the largest young worker populations in Greater Sydney. Due to the large younger demographic, all age groups over 35 years are proportionally smaller than the Greater Sydney average, though overall all age groups are numerically increasing.

Our Economy

Strathfield LGA contains significant industrial and commercial areas and is an important location for business and industry. The Strathfield LGA provides 28,848 jobs and has 6,548 businesses registered (ABS 2020). Its estimated Gross Regional Product was \$4.23 billion (2020) and the largest industries include transport, postal and warehousing

About 65% of Strathfield's local residents participate in the labour force (2020). The highest areas of occupation are health care and social assistance, professional, scientific and technical services and retail (2016).

Strathfield's industrial and commercial areas provide strategic links to the metropolitan economy with access to high value consumer markets locally and outside the region and to key distribution networks and supply chain infrastructure essential for producers. Important road connections include Parramatta Road/Great Western Highway, M4 Western Motorway, M5 South Western Motorway and Liverpool Road/Hume Highway which move both people and goods.

The LGA also supports major rail infrastructure within its boundaries, which facilitates substantial passenger and freight movement across the Greater Sydney Region. The LGA has three rail stations at Strathfield, Homebush and Flemington which are situated along the Western Rail Line. Freight movement through the LGA connects supplier and distribution channels from the west, southwest, north and northwest directly to the main export terminals in Port Botany and beyond. The Enfield Intermodal Logistics Centre (EILC) in Strathfield South supports the future infrastructure demands of the metropolitan economy and is a key trade gateway connecting the people and business of NSW to global markets.

Other key regional economic drivers within or in proximity to Strathfield include Sydney Markets, the largest fruit and vegetable market in Australia and the facilities at Sydney Olympic Park. Leading public and private schools and tertiary institutions such as the Australian Catholic University, University of Sydney (Faculty of Health Sciences) and TAFE Western Sydney Institute all have a local presence.

There are a number of shopping and town centre precincts across the LGA. Centres range from the larger Strathfield Town Centre to smaller village centres of Homebush, Homebush West,

Strathfield South and Cave Road as well as Sydney Markets. Shopping centres are generally located near transport interchanges and provide a range of services, food options and places for people to meet and socialise.

Our Environment

Strathfield is known for its well established residential areas featuring historic homes and modern architecture set within established gardens. Residential areas in the LGA generally feature defined streetscapes with wide leafy tree lined avenues, grassed nature strips, landscaped front setbacks and established tree canopies. Heritage buildings, landscapes and conservation areas dating from the 1870s contribute to the area's unique local character and reflect Strathfield's waves of residential, economic and social development.

Since the early 2000's, Strathfield LGA has experienced significant and steady increases in unit development particularly located near major transport hubs and along Parramatta and Liverpool Roads. The NSW population and housing targets have continued to increase and currently project an estimated population of 82,500 by 2041. The last Census in 2016 recorded around 60% of the residential population living primarily in multi-unit developments with around 40% in detached houses. The majority of residents are living in units located primarily in the Strathfield Town Centre, Homebush and Homebush West. The increasing population and changing urban environment has a significant impact on the built and natural environment.

Whilst the LGA is largely developed, the natural environment plays a vital role in contributing to local and regional ecosystems and human settlements. The tree lined streets, well-kept gardens, playing fields, biodiversity corridors and parks contribute to the area's cultural identity. Approximately 9% of the LGA is open space, which is utilised for parks, reserves and for the conservation of environmentally sensitive areas. Parks can be found throughout the LGA including a large concentration of open space in the south adjacent to the Cook's River and in the north adjacent to Powell's Creek. Areas of open space on river foreshores provide important habitat linkages and potential for riparian restoration.

Strathfield's main waterways include Saleyards and Powells Creek, in the north of the council area, which flow to join the Parramatta River at Homebush Bay and Cocks Creek and the Cooks River, which flow to the southeast to Botany Bay. The LGA is divided into Cooks River and Parramatta River catchments.

Strathfield's tree canopy includes remnant trees and vegetation as well as exotic ornamentals and native rainforest trees, which define the landscape character of Strathfield but have important environmental value especially in addressing urban heat impacts. While certain areas of the LGA have an extensive established tree canopy the overall canopy of the LGA is only 16.2%. This is partly due to significant areas of industrial, rail and urban services land with low tree canopies, but also due to diminishing tree canopies on private land.

The main natural areas in the LGA containing remnant native vegetation are located at Mason Park Wetlands – Coastal Saltmarsh, Cooks River/ Castlereagh Ironbark Forest at Coxs Creek, Weeroona Road and Davidson Street. A number of endangered species are present within the LGA including the Green and Golden Bell-Frog (*Litoria aurea*) and Downy Wattle (*Acacia pubescens*). Mason Park Wetlands in Homebush receives migratory wader birds from the Northern Hemisphere through spring and summer each year and has international biodiversity significance with a remnant wetland complex of she-oaks, mangroves and saltmarsh fringe the mudflats, debris islands, and shallow open water.

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Our Place in Greater Sydney and in NSW

State and regional plans have been considered in the development of the Community Strategic Plan in order to integrate plans across tiers of government to deliver consistency and effective service and infrastructure delivery.

State Planning, Eastern City District Plan

Strathfield LGA is part of the Greater Sydney Region and is included in the Eastern City District Plan. The District Plan informs local council planning and influences the decisions of state agencies. The Eastern City District Plan contains four key themes of infrastructure and collaboration, liveability, productivity and sustainability.

The region and Strathfield LGA are impacted by targets for population and housing growth. Council's Local Strategic Planning Statement (LSPS) was adopted in 2020 and aligns with the Eastern City District Plan. The LSPS identifies a series of actions to provide homes, jobs and related infrastructure to support future growth. It is also informed by other State and Regional strategies including the NSW Government's Regional Plan – A Metropolis of Three Cities, Future Transport Strategy 2056 and the State Infrastructure Strategy 2018-2038.

Eastern City District Plan	CSP Themes				
	Connectivity	Community Wellbeing	Celebrating Culture and Place	Liveable Neighbourhoods	Responsible Leadership
Adapting to a changing world	✓	✓	✓	✓	✓
Celebrating diversity and putting people at the heart of planning	✓	✓	✓	✓	
Creating the conditions for a stronger economy			✓	✓	✓
Designing places for people	✓			✓	
Developing a more accessible and walkable city	✓	✓	✓	✓	
Giving people housing choices				✓	
Infrastructure supporting new developments	✓	✓		✓	
Using resources wisely				✓	✓
Valuing green spaces and landscape		✓		✓	
Working together to grow a Greater Sydney	✓	✓	✓	✓	✓

Premiers Priorities

At the State level, in 2019 the NSW Premier set 14 new Priorities to tackle tough community challenges and lift the quality of life for all citizens. The NSW Government's key policy priorities are:

- a strong economy
- highest quality education
- well connected communities with quality local environments
- putting customer at the centre of everything we do
- breaking the cycle of disadvantage

Resilient Sydney – A Strategy for City Resilience 2018

Resilient Sydney Strategy for City Resilience was adopted in 2018. It is a strategy for all of metropolitan Sydney to build more resilient communities. It has been developed with input from Sydney's metropolitan councils and contributors from the NSW Government, business and community organisations. The strategy sets directions to strengthen our ability to survive, adapt and thrive in the face of increasing global uncertainty and local shocks and stresses and calls for business, government, academia, communities and individuals to lead and work as one city. Strathfield Council is a member of the Resilient Cities program. Actions that support resilience strategies are identified in the Delivery Program and Operational Plans.

Strathfield Local Strategic Planning Statement (LSPS)

Strathfield 2040, our Local Strategic Planning Statement (LSPS) was adopted in 2020 and aligns with the Community Strategic Plan. It sets out the 20-year vision for land-use in the local area, the special character and values that are to be preserved and how change will be managed into the future. The LSPS is informed by other State and Regional strategies including the NSW Government's Regional Plan – A Metropolis of Three Cities, Future Transport Strategy 2056 and the State Infrastructure Strategy 2018-2038.

Local Strategic Planning Statement (LSPS)	CSP Themes				
	Connectivity	Community Wellbeing	Celebrating Culture & Place	Liveable Neighbourhoods	Responsible Leadership
Collaboration ensures growth is sustained by well-planned and accessible infrastructure	✓	✓	✓	✓	
Connected, integrated, efficient and accessible transport options connect Strathfield's people to their neighbourhoods, centres, jobs, community and recreation areas	✓				

Local Strategic Planning Statement (LSPS)	CSP Themes				
	Connectivity	Community Wellbeing	Celebrating Culture & Place	Liveable Neighbourhoods	Responsible Leadership
Freight corridors and local servicing meets needs with minimal impact on neighbourhoods and centres	✓			✓	
Digital Infrastructure enables our community, businesses and service providers to grow	✓				✓
Well located and designed social and recreation infrastructure connects us and supports healthy and active lifestyles for people of all ages and abilities	✓	✓		✓	
Development balances growth with best practice planning and infrastructure provision to deliver sustainable, liveable and well-designed neighbourhoods	✓	✓		✓	
Quality urban design complements all heritage and neighbourhood character				✓	
Diverse housing options provide for people at all lifecycles and connects them to jobs, recreation, services and transport				✓	
Our centres are easy to get around, deliver activated social spaces, opportunities to connect, nearby housing and local employment opportunities	✓		✓	✓	
Industrial land and precincts deliver District and local urban services and provide activated spaces with minimal impact on neighbourhoods				✓	
Strathfield's unique experiences provide a central meeting point for Strathfield residents and visitors			✓		
Our specialised education cluster provides opportunities for learning, innovation and collaboration		✓	✓	✓	
Biodiversity and ecological health and resiliency is conserved, restored and enhanced				✓	
The Cooks River and Parramatta River catchments and waterways are healthy and accessible				✓	
Quality open spaces and thriving green corridors offset the impacts of growth across the LGA	✓	✓		✓	

Strathfield Council Community Strategic Plan 'Strathfield 2040' (April 20 2022)

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Local Strategic Planning Statement (LSPS)	CSP Themes				
	Connectivity	Community Wellbeing	Celebrating Culture & Place	Liveable Neighbourhoods	Responsible Leadership
A healthy built environment delivers sustainable and resource efficient outcomes				✓	✓
Hazards are minimised and infrastructure supports resiliency	✓	✓	✓	✓	✓
Our community is involved in designing Strathfield's future					✓

Strathfield Council Plans and Strategies

Strathfield Council has adopted the following plans and strategies:

- Strathfield 2040 Local Strategic Planning Statement (2020)
- Strathfield Local Environmental Plan (2012)
- Direct Development Contributions Plan 2010 – 2030 (2019)
- Indirect Development Contributions Plan (2010)
- Disability Inclusion Plan 2020-2024
- Community Safety Strategy 2020-2024
- Biodiversity Conservation Strategy and Action Plan (2019)
- Strathfield Integrated Local Access and Movement Strategy (2021)
- Strathfield Local Housing Strategy (2020)
- Airey Park Plan of Management (2020)
- Bark Huts Reserve Plan of Management (2020)
- Begnell Field Plan of Management (2020)
- Community Facilities Plan of Management (2020)
- Cooke Park Plan of Management (2020)
- Cooks River Natural Area (Bushland) Plan of Management (2020)
- Croquet Lawns Plan of Management (2020)
- Elliott Reserve Plan of Management (2020)
- Freshwater Park Plan of Management (2020)
- Greenacre Frog Ponds Plan of Management (2020)
- Ismay Reserve Plan of Management (2020)
- Local Parks Plan of Management (2020)
- Southend Tennis Centre Plan of Management (2020)
- Cocks Creek Wetlands and Reserve Plan of Management (2010)

Council has committed in the Local Strategic Planning Statement (2020) to prepare an additional range of studies, strategies and plans in the short to medium term to inform and support the strategic direction of the LGA.

Key Challenges

Some of the major challenges for the Strathfield LGA include population and housing growth, changing environment and climate change, transport, and the social cohesiveness of an increasingly diverse community.

Population growth and infrastructure

Development and population growth is Strathfield LGA's major strategic issue as the changes in urban environment and increasing population have significant and far reaching impacts across social, environment, economic and civic leadership of the Strathfield LGA. The NSW Government has set population and housing targets for the Strathfield LGA. In the period 2020 to 2025, the dwelling target for Strathfield LGA ranges from 1850 to 2700 (low to high growth scenarios). It is estimated by 2036, the population of the Strathfield LGA will be over 80,000 people residing in around 30,000 dwellings (DPIE 2021 forecasts). Measures to curtail the spread of the COVID-19 pandemic, from 2020-2022, involved restrictions of movement and closure of national and state borders, which significantly reduced migration. Consequently, population growth in the LGA declined from an average 3+% to -0.11% in 2021. However, national forecasts assume a net increase in migration with the lifting of border restrictions. This is likely to return population growth to the Strathfield LGA in the medium to longer term.

As the Strathfield LGA continues to grow and transform it is critical that new development and populations are aligned with the delivery of infrastructure to adequately support the changing community. Infrastructure planning is a high community priority. Well located, well designed and properly maintained infrastructure enhances the liveability of new and existing neighbourhoods. The provision, condition and maintenance of infrastructure can have far reaching effects on the local area and its residents. Providing quality infrastructure and services requires a collaborative, well-planned and integrated approach to ensure effective outcomes and efficient use of resources. As populations grow, so will demand for local services delivered by Council such as community centres and library services, recreational facilities, parks and open space and local transport infrastructure as well as access and availability of regional infrastructure eg health, education, recreation and transport facilities. Council has major role to play in delivery of local services and collaborating and advocating with neighbouring councils, NSW Government and key stakeholders for the delivery of regional infrastructure critical to support the increasing population

Location and transport

The Strathfield LGA has strong location and transport connectivity. The LGA is centrally located in Sydney's Inner West, halfway between two of Sydney's largest cities - Sydney and Parramatta CBDs. This strategic strength is further enhanced by the area's transport networks. The LGA is situated along the Western Rail Line with three rail stations at Homebush,

Flemington and Strathfield. Strathfield Station is the most central and connected node on the metropolitan network, providing connections to Sydney's CBD, the Northern corridor and the Central Coast, and to the North West and South West growth areas. Strathfield also has important road connections including Parramatta Road/Great Western Highway, Westconnex/M4 Western Motorway, M5 South Western Motorway and Liverpool Road/Hume Highway, supported within the LGA with well-maintained local and regional roads and public and private bus services. The Bay to Bay shared pathway runs through the LGA providing pedestrian and cycle access from north to south.

Access and availability of transport networks are key attractors and of high value to the Strathfield community. However with increasing population, demand for transport services will increase adding pressure to the capacity of existing transport services. Increasing ownership and use of private vehicles will increase demand for parking and add to the level of traffic congestion. The LGA requires an integrated transport network within the LGA and to neighbouring LGAs.

The new Sydney Metro West will link Sydney CBD to Greater Parramatta. The closest Metro station is located at North Strathfield in the City of Canada Bay. It is important that there is access for resident and worker populations in the Strathfield area to the new Metro system. New transport solutions provide opportunities for active transport proposals to expand footpaths and cycleways to facilitate walking and cycling. Emerging technologies present opportunities to embrace smart technology and mobility including on-demand and ride and car sharing services, travel demand and traffic management measures. Sustainable transport options include promoting higher uptake of public transport, active transport (such as walking and cycling) as well as promoting use of lower emission vehicles such as electric and hybrids.

Housing diversity and affordability

Access to affordable housing and diversity of housing choices is a major issue in Strathfield LGA and in the Sydney metro area. There is demand for a range of housing options to meet diverse needs including a range of housing options for people on low and moderate incomes, housing choices and affordability for first home buyers and older persons wishing to downsize. Affordability of housing is increasingly an issue in the LGA, especially for younger residents. Community engagement with schools and childcare centres reported that families are moving out of Strathfield LGA due to housing affordability and lack of family friendly housing eg insufficient space in units, lack of outdoor areas or children's play areas.

Urban design and local character

As Strathfield LGA is an established urban area of Sydney, to meet increased housing and population targets involves redevelopment of existing buildings and places, causing displacement of people and change to the existing local environment and streetscapes. The built environment of the LGA is important to the local community. Residents expressed concerns about overdevelopment, high rise development, external and internal design, public

domain and streetscape, open space, building quality and aesthetic incompatibility of new development with the local character of the Strathfield LGA. Excellence in urban design and the appearance of our neighbourhoods is important as is well-built and well-designed housing and high quality public domains.

Strathfield LGA has large well-established residential areas of local character. From the late 19th century, Council adopted a residential streetscape, then called 'boulevarding', which largely defines the LGAs local character. Tree lined streets with nature strips, large residential building setbacks to accommodate front gardens, generously portioned building sites, streetlights, and surfaced roads with footpaths and gutters on both sides of the road. The successive waves of residential development included Victorian, Federation, Interwar and modern residential designs. Representative examples of these styles and areas are featured on the LGA's heritage inventory.

Detached dwelling homes were the primary form of housing until falling to under 50% of total dwellings by the 2011 Census. This trend will continue with the majority of current and future communities housed in multi-unit developments. Low rise residential areas in the LGA are also experiencing demolition and redevelopment of existing houses. Residents have expressed concerns with the design and bulk of new development and their incompatibility with local character, streetscapes and heritage as the well as loss of gardens and tree canopies.

Strathfield Town Centre

While the Strathfield Town Centre is the largest town centre in the LGA and is an important provider of shops, services and transport, the town centre is shared between Strathfield, Canada Bay and Burwood Councils. The community has expressed concern about the future of the Strathfield Town Centre including planning for transport interchange, housing and commercial buildings and as a place with shops, services, dining, entertainment and cultural offerings. The future of the Strathfield Town Centre is a key challenge for the local community.

Social cohesion and engaged communities

Strathfield is a culturally and linguistically diverse community, with over 50% of the population born overseas and 64% speaking a language other than English at home. The multicultural nature of the Strathfield LGA is well accepted by its local community and the community views diversity as a strength. The community regards the local community as accepting and considers that Strathfield is a safe and welcoming place for persons of all ages and backgrounds. However, there is a need for resources to assist and support, particularly newly arrived migrants, those settling in a new environment. Community engagement highlighted a range of migrant experiences and vulnerabilities including limited connections to communities and networks, poor English language skill proficiency, mental health, financial and housing stress and exploitation. Building cohesion and capacity also requires opportunities for inclusion of diverse populations in a range of community, recreational and cultural activities and programs.

While Strathfield LGA has large young populations, over 12% of the population is aged over 65 years. The demographic is growing. Community consultations revealed the need to provide programs that support our senior population to enable improved access to health programs and services and social connections.

The community is increasingly transient, which can cause difficulties in engaging with communities, whose interest in the local area may be fleeting as their residency may be of short duration. There is potential disengagement of community ranging from lack of concern or interest to community's feeling powerless to change decisions and future directions, partly as many decisions affecting the LGA are beyond Council's control. The loss of local newspapers and local community reporting (broader than reporting on Council activities) is adding to the sense of disengagement, especially of older persons. Access to local community news and reporting supports informed decision making by providing access to detailed information and analysis as to what is occurring in the local area.

Environment, climate change and emission reductions

The Greater Sydney region is expected to experience an increase in all temperature variables (average, maximum and minimum) for the near and long-term future. Changes in weather patterns are likely to produce weather extremes including flooding and hotter weather, causing heatwaves and heat stress. The Sydney region is projected to continue to warm during the near future (to 2039) and far future (2060–2079), compared with previous years. The warming is projected to be on average about 0.7°C in the near future, increasing to about 1.9°C in the far future.

The NSW Climate Change Policy Framework has committed to a target of net zero emissions by 2050 and a 50% cut in emissions by 2030 compared to 2005 levels. Council has adopted a target of net zero emissions by 2050 with a 35% per reduction in emissions by 2030 compared to 2016–2017 levels. To achieve these targets, waste will need to be reduced and energy and water use must become more efficient. Methods to reduce emissions include using renewables to generate power, purchasing renewable energy, improving planning standards, waste diversion and transport.

The current emissions profile for the Strathfield LGA identified that actions are required to reduce emissions. In 2019–2020, 509,473 tonnes of CO₂ equivalent emissions were produced in the LGA. Electricity usage is the largest contributor to emissions with 321,700 tonnes of CO₂ emissions (2019–2020). Initiatives such as solar panels, LED lighting conversion and insulation or improved solar design in new development can support improvements in energy efficiency. Transport is the second largest contributor and emits 84,571 tonnes of CO₂ emissions (2019–2020). To reduce transport emissions, strategies can include promotion of active and public transport and reduction of private vehicles. Waste is the LGA's third largest contributor with 77,667 tonnes of CO₂ emissions (2019–2020). In 2021, 37% of residential waste in the LGA was diverted from landfill, which falls short of meeting the NSW Government's resource recovery

target of 80 per cent by 2030. To improve waste minimisation, action is needed to reduce waste, litter and illegal dumping, manage hazardous wastes, target food and other organics for composting, improve recycling and support circular economy initiatives.

Resilience planning

The chronic shocks caused by the COVID-19 pandemic illustrate the need to build resilient communities to strengthen the community's ability to survive, adapt and thrive in the face of chronic and acute stresses and shocks. Chronic stresses are slow moving disasters or challenges that weaken the community on a day-to-day basis or a cyclical basis such as, food and water shortages, climate change, lack of affordable housing and pandemics. Episodic shocks are sudden, short-term events that threaten a community including natural hazards (heatwaves, bushfires, floods and extreme weather), infrastructure failures and disease outbreaks.

Current climate projections indicate warmer and drier conditions with more frequent droughts and bushfires. Extreme weather events such as storms, heavier rainfall and more hot days are projected to become more severe over the next 20 years. Heatwaves kill more Australians each year than any other natural disaster. They place considerable stress on the natural environment, particularly plants and animals.

Urban Heat Island effect (concentrated areas of heat in urban areas due to environments that absorb and reemit heat at higher levels than natural environments) is expected to increase in the Strathfield LGA with increasing urban development and increase of hotter temperatures with climate change. Future development planned for Strathfield to accommodate growing population and housing requires sustainable urban design features to minimise potential increases in urban temperatures as well as Greening Strategies across the LGA.

Trees and Urban Forest

Strathfield LGA's urban forest is comprised of trees on public and private land areas. They contribute significantly to the liveability, natural environment and aesthetics of the Strathfield area. The urban forest is facing many challenges including urban densification, a changing climate, urban heat and canopy loss. In Strathfield LGA, tree canopies are under threat especially through removal of urban trees on private lands, tree vandalism and low levels of tree canopies in industrial and commercial areas. Street trees in the LGA are aging and strategies are required to plan for their management including their eventual replacement and renewals. The importance of trees to the Strathfield LGA cannot be overstated. Trees provide shading and reduce heat, provide carbon storage and reduction of air and water pollution habitat and food for wildlife, as well as contributing to the value of the streetscape and landscape character.

Community Engagement

Council engaged extensively with the community and stakeholders in late 2021 and early 2022 to understand community priorities, needs and aspirations and its future vision for Strathfield. Council engaged across the community to obtain feedback from a broad range of community members. A range of engagement methods were used including surveys, focus groups, interviews, forums and stakeholder meetings.

Council engaged specific groups such as community, health and service organisations providing services to the Strathfield area including those who are generally unrepresented in community discussions. These included:

- people living in apartments
- culturally and linguistically diverse (CALD) communities and organisations
- older residents
- young people
- disability service organisations
- childcare services
- public and private schools and universities
- women
- Aboriginal organisations
- LGBTQI organisations
- community and cultural organisations
- sporting and recreational clubs
- environmental groups
- local police command
- places of worship
- government and non-government health services

The key engagement activities included:

- The Strathfield Liveability Survey was independently commissioned from social researchers ID Profile and conducted in August and September 2021. The survey measured resident's views on the importance and performance of specific factors that contribute to the LGA's liveability e.g. transport, safety, natural environment, health etc and their experiences and needs. Strathfield LGA overall liveability was rated at 67.2 and when benchmarked performed above Australia (65.2), NSW (65.3), Greater Sydney (66.4), and Middle Suburbs (66.9). A total of 654 residents completed surveys, which aligned with the demographic profile of the LGA.

- The Strathfield Community Survey was independently commissioned from Taverner Research in September 2021 and sought local community comments on a wide range of services, programs and infrastructure in the Strathfield LGA. A total of 400 interviews were conducted using random sampling, which aligned to the LGA demographic profile. The results indicated an overall positive level of satisfaction in Council's performance, services and infrastructure.
- An open community survey in multiple languages was sent to all households in Strathfield LGA to enable members of the public to have a say on community values, priorities and vision for the future. A total of 325 surveys were completed.
- Council advertised widely for residents to participate in focus group meetings on topics including apartment dwellers, environmental, women and general issues. Meetings were held in February 2022.
- Seniors Forum was held in December 2021 with 23 participants.
- Invitations were issued to local community organisations, schools, churches etc to participate in focus groups or interviews. A total of 35 interviews from September 2021 to February 2022 were conducted with representatives of the following: private and public schools, Australian Catholic University, recreational and sporting clubs, Auburn and Burwood Police command, churches, early childhood and out of hours (OOSH) centres, Culturally and Linguistically Diverse (CALD) groups and organisations, disability organisations, Aboriginal, LGBTQI and government agencies.
- A pop up stall was held at Strathfield Library on 13 February 2022.
- Workshops were held with Councillors in January and February 2022.

What the community told us

Residents consider that Strathfield LGA is a highly liveable place. Residents highly rated the importance and their experiences of community safety ('feeling safe') and access to transport (reliable and efficient public transport experiences). Strathfield LGA's overall liveability was rated at 67.2 and when benchmarked performed above Australia (65.2), NSW (65.3), Greater Sydney (66.4), and Middle Suburbs (66.9).

Strathfield community places high value on community safety and generally feel safe at home and in the public areas of the LGA. The community places great value on ensuring that Strathfield is a safe, clean and well-maintained place to live, work or visit. The issue of safety spans crime and anti-social behaviours to the maintenance of public areas and standards of public health.

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

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

Top 10 Community Issues

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

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

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

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

Issues relating to the natural environment, particularly access to open space and provision of tree canopies were considered highly important in a range of

Quotes from Strathfield Community

- "More sense of community for new immigrants". (Female, Strathfield)
- "Make the Aboriginal (Wangal people) history better known" (Female, Strathfield)
- "Housing options for seniors looking to downsize". (Female, Homebush)
- "Make Council accountable for their decisions" (Male, Belfield)
- "Better harmony among community" (Male, Strathfield)
- "Sensitive development that focuses on maintaining quality of life" (Female, Strathfield)
- "Better infrastructure without compromising greenery" (Male, Homebush)
- "Make sure infrastructure always keeps up with development" (Female, Homebush)
- "Retention of heritage properties and areas" (Male, Strathfield)
- "Greener environment near the Strathfield CBD" (Female, Strathfield)
- "Stop ripping up all the green areas and preserve them" (Male, Strathfield)
- "Put better more popular shops in Strathfield Plaza" (Female, Strathfield)
- "Connectivity with Metro" (Male, Belfield)
- "New developments should be more aesthetically pleasing and tie in with the suburbs heritage." (Male, Strathfield)
- "Creation of more lively public spaces such as places with night lights or more coffee shops and restaurants" (Male, Homebush West & Flemington)
- "A lot of people live in Homebush area but there are few restaurants and supermarkets nearby" (Female, Southern Strathfield)
- "Increase pop up shops/galleries" (Female, Strathfield)

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

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

Community engagement highlighted diverse needs for community based programs and facilities. Many raised concerns with the cost of hire of facilities, difficulties in accessing community transport to attend events and programs, lack of local programs and activities especially for seniors, lack of migrant support resources as well as insufficient local community facilities. Improving communications and information access in the community and with Council was a theme throughout most consultations as information on Council initiatives and events as well as reporting on local community affairs was not always reaching the community at large. For some migrant groups and young people there is a lack of awareness or understanding of civic engagement and participation, which is an area that requires education and awareness.

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

Community Values

Engagement with the local community and stakeholders for this plan identified the features and characteristics of the Strathfield LGA that are highly valued and enhance Strathfield LGA as a highly liveable area in Sydney.

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

- Compatibility between Strathfield's employment based and urban services lands and other land uses and achievement of improved environmental, economic and social outcomes.

Councils' role and services

While Council has a key custodial role in shaping and guiding the Community Strategic Plan on behalf of the community, Council alone is not fully responsible for its implementation. Many of the challenges facing Strathfield are complex and some are outside the control of Council such as public transport, health, schools, and housing. Council is committed to advocating and facilitating change on behalf of the community in these priority areas, however, delivering on these priorities is largely the responsibility of the NSW Government.

To deliver the plan and its vision, Council works with a range of key stakeholders and partners including other levels of government and their agencies, educational institutions, local businesses, community organisations and other service providers. Council's role can include delivery, partnerships or advocating on behalf of its community.

The principal activities that are carried out by Council are outlined in Council's Delivery Program 2022-2026 and annual Operational Plans. The resources (time, money, assets and people) required to implement the strategies established by the Strathfield Community Strategic Plan 'Strathfield 2035' are defined in Council's long term Resourcing Strategy. This strategy includes a long-term financial plan, workforce management plan and asset management plan.

Strathfield Council monitors the progress of 'Strathfield 2035' during the next 10 years. While the strategies and their delivery may evolve over time, progress across the main strategic directions and goals will be monitored and reported back to the community at regular intervals on what we have achieved via our Annual Report, as well as the State of Strathfield report to be presented after the commencement of the next Council term in 2024.

Stakeholders and partners

Delivery of the Community Strategic Plan involves working with partners and stakeholders to deliver community outcomes, which includes government agencies, community and not for profit sector, other councils and businesses. These are some of the agencies and organisations that Council currently works with to achieve our community's priorities, however the list is not exhaustive and new partnerships are welcomed.

- Aboriginal Heritage Office and Indigenous organisations
- Ambulance and Fire Brigade
- Australian Catholic University
- Biodiversity organisations
- Birdlife Australia
- Burwood Council, City of Canada Bay Council, City of Canterbury-Bankstown Council, City of Sydney
- Burwood Community Welfare Services
- Community transport service providers
- Department of Planning, Environment and Industry (DPIE)
- Disability and Carer providers
- Early Learning Children's Centres
- Inner West Neighbourhood Aid
- Justice of the Peace (JP) Community Desk Ashfield-Burwood Branch
- Land and Housing Corporation
- Local businesses
- Local churches
- Local community organisations
- Local private and public schools
- Macquarie University
- Metro Assist
- NSW Government
- Police Auburn and Burwood Commands
- Resilience NSW
- Resilient Sydney
- Seniors organisations and groups
- Strathfield Homebush District Historical Society
- Strathfield State Emergency Services (SES)
- Settlement Services International (SSI)
- Sydney Local Health District
- Sydney West Metro
- Transport for NSW (TfNSW)
- Volunteer organisations and participants

How to read this plan

The Community Strategic Plan identifies the community's main priorities and aspirations for the future and sets the broad strategic direction for Council's operations. Guiding the Plan is the community vision that has been developed through community engagement. Councils are required to track and report on progress in implementing this Plan using a series of community indicators. Our community indicators are listed in the next section of this Plan.

Strathfield 2035 is aligned to the vision through the five Themes of:

- Connectivity
- Community Wellbeing
- Celebrating Culture and Place
- Liveable Neighbourhoods
- Responsible Leadership

Under each theme, the plan includes:

- Goals – describe where we want to be
- Strategies – describe how are we going to get there
- Partners – who do we need to work with to achieve our goals

Performance measures indicate the progress towards achieving the community's vision and priorities across QBL quadrants.

The goals and strategies guide direction for the four year Delivery Program and one year Operational Plan, which outline what Council will deliver to support the plan and how it will be resourced. The Delivery Program and Operational Plan is available on Council's website at www.strathfield.nsw.gov.au.

Community Goals and Strategies

Strathfield 2035 is based on five broad inter-related themes or priority areas that are derived from an extensive community engagement process, which identified priorities for the community's future.

Under the five themes are strategies for Council to deliver, advocate or work in partnership with the community, government agencies and business.

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

Theme 1: Connectivity Theme

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

Theme/Priority Area 1: Connectivity		
Goal	Strategy	Partners
1.1 Sustainable growth supported by well-planned and accessible infrastructure and services	1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density	NSW Government Dept. Planning (DPIE) Transport for NSW (TfNSW) Other Councils
	1.1.2 Plan and deliver high quality and strategically located local infrastructure to support current and future population needs	
1.2 All areas of Strathfield LGA are connected by integrated and safe transport networks	1.2.1 Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.	NSW Government Dept. Planning (DPIE) Transport for NSW (TfNSW) Other Councils
	1.2.2 Ensure local transport infrastructure, networks and services are connected, safe and well-maintained across the Strathfield LGA	
1.3 Optimised service and information access and delivery through effective communications and digital technology	1.3.1 Deliver effective communications using various media forms that inform and engage with diverse communities	NSW Government Agencies Local and ethnic media National Broadband Network (NBN)
	1.3.2 Assess and develop digital technology frameworks and systems to improve and expand service delivery and information access	

Theme 2: Community Wellbeing Theme

This theme concerns supporting Strathfield's culturally diverse and socially cohesive, connected and safe communities with access to public spaces and community facilities, and opportunities to participate in programs and activities. Council plays an important role in facilitating opportunities for participation in learning, recreation, community programs and activities that enhance healthy active lifestyles. Council will enhance the safety and wellbeing of the community by providing safe, clean, healthy and attractive environments and working with Police on community safety and crime prevention.

Theme/Priority Area 2: Community Wellbeing		
Goal	Strategy	Partners
2.1 Culturally diverse, socially cohesive and connected communities	2.1.1 Provide opportunities and programs to build community capacity and resilience	Community organisations Schools Childcare centres Seniors, CALD, Disability groups Recreation and sporting clubs NSW Government agencies Other Councils
	2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies.	
2.2 Healthy and Active Communities	2.2.1 Manage open space, recreation and community facilities and programs to provide fair access and meet community, leisure and recreational needs	Community organisations Recreation and sporting clubs NSW Government agencies – Sydney Local District Health Other Councils
	2.2.2 Promote healthy and active living programs	
2.3 Safe, resilient and accessible local areas	2.3.1 Collaborate and deliver public safety programs and promote community safety awareness	NSW Police SES Community Organisations Other Councils Resilience NSW Resilient Sydney
	2.3.2 Promote and build community resilience, capacity and self-reliance	

Theme 3: Celebrating Culture and Place

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

Theme/Priority Area 3: Celebrating Culture and Place		
Goal	Strategy	Partners
3.1 Enticing, vibrant and safe centres blending services and social connectivity	3.1.1 Plan and deliver vibrant attractive and safe town and village centres and commercial areas	Community organisations Recreation and sporting clubs NSW Government agencies Other Councils
	3.1.2 Support programs to promote activity and sustain local business	
3.2 Place of creativity, culture and learning	3.2.1 Facilitate and support learning, community and cultural programs events and activities	Community organisations Recreation and sporting clubs NSW Government agencies Federal Government (Citizenship) RSL Sub-Branch Historical Society Other Councils
	3.2.2 Foster and celebrate local identity	

Theme 4: Liveable Neighbourhoods

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

Theme/Priority Area 4: Liveable Neighbourhoods		
Goal	Strategy	Partners
4.1 Quality, liveable and sustainable urban design and development	4.1.1 Urban design and development that balances growth with quality living, sustainable and aesthetic outcomes reflecting local character and heritage	DPIE Greater Sydney Commission Developers
	4.1.2 Deliver effective and efficient planning and development processes	
4.2 Clean, attractive and well maintained neighbourhoods and public domains	4.2.1 Provide high quality, efficient and sustainable waste services and education to reduce landfill and improve recycling and reuse	NSW Environmental Protection Authority (EPA) Sydney Regional Illegal Dumping (RID)
	4.2.2. Maintain high standards of public health, amenity and safety	
4.3 Healthy, thriving, sustainable and resilient environments	4.3.1 Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resilience	NSW Environmental Protection Authority (EPA) Cooks River Alliance Other Councils Community and Environmental Groups Volunteers
	4.3.2 Implement sustainable practices and efficiencies in resource use to support a healthy built environment	

Theme 5: Responsible Leadership

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

Theme/Priority Area 5: Responsible Leadership		
Goal	Strategy	Partners
5.1 Council's leadership and decision making reflects community priorities and values	5.1.1 Strathfield community is well informed, engaged and represented in Council policy making and advocacy	Office of Local Government Community organisations Committee representatives
	5.1.2 Deliver ethical, effective and responsible leadership and transparent and accountable decision making	
5.2 Council is effectively and responsibly managed and responds to community needs	5.2.1 Prepare and implement plans and strategies to deliver and resource efficient and accountable services, programs and infrastructure	Office of Local Government NSW Auditor General
	5.2.2 Promote organisational culture of safety, best practice and continuous quality improvement	
	5.2.3 Deliver efficient and effective customer services to the community	

Measuring success

This Community Strategic Plan has outlined our community's shared vision and aspirations for the future, and how they will be achieved. Progress of the plan in achieving our outcomes will be monitored.

A report on the progress of the implementation of the Community Strategic Plan will be presented after the commencement of the next Council term in 2024. In addition, councils are required to report regularly to the community on all levels of their integrated plans. This includes:

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

The suite of IPR documents contains a range of performance measures.

- The Community Strategic Plan sets out performance indicators that measure progress using longitudinal indicators referencing QBL indicators of social, environmental, economic and civic leadership.
- The Delivery Program and Operational Plans measure progress of implementation of Principal Delivery strategies and trends across service areas and reports on operational or service outputs

Measuring our progress

The performance measures in the Community Strategic Plan are designed to monitor and measure issues of community importance over the long-term across the QBL quadrants of social, environmental, economic and civic leadership and in accordance with the strategic goals of the Strathfield Community Strategic Plan.

Connectivity

Goal: Strathfield LGA is accessible and connected by integrated and safe transport networks

Performance measure	Baseline	Target	QBL	Data Source
Community satisfaction (excellent-good rating) with overall access to transport services	84% (Baseline 2021)	Maintain or increase	Economic	Community Survey
Community satisfaction (excellent-good rating) with local roads	79% (Baseline 2018)	Maintain or increase	Economic	Community Survey
Community satisfaction (excellent-good rating) with access to major roads	79% (Baseline 2021)	Maintain or increase	Economic	Community Survey
Community satisfaction (excellent-good) with rail services	76% (Baseline 2018)	Maintain or increase	Economic	Community Survey
Community satisfaction (excellent-good) with bus services	65% (Baseline 2018)	Maintain or increase	Economic	Community Survey
No of vehicle registrations in LGA	22,218 (2020)	Decrease	Environment	ABS Data

Goal: Population and density growth is supported by well-planned and accessible infrastructure and services

Performance measure	Baseline	Target	QBL	Data Source
Community satisfaction with	59% (Baseline 2021)	Maintain or improve	Economic	Community Survey

Performance measure	Baseline	Target	QBL	Data Source
quality of footpaths (excellent-good)				
Community satisfaction with quality of roads (excellent-good)	62% (Baseline 2021)	Maintain or improve	Economic	Community Survey
Community satisfaction with quality of kerbs, gutters & drainage (excellent-good)	65% (Baseline 2021)	Maintain or improve	Economic	Community Survey
Community satisfaction with quality of cycleways (excellent-good)	66% (Baseline 2021)	Maintain or improve	Economic	Community Survey
Access to parks and open space (excellent-good)	83% (Baseline 2018)	Maintain or improve	Environment	Community Survey
Resident satisfaction with Council facilities (excellent-good)	Sportsgrounds 81% Playgrounds 84% Community Centres 74% Library facility 88% (Baselines 2021)	Maintain or increase	Civic Leadership	Community Survey

Goal: Access to information supported by effective communications and digital technology

Performance measure	Baseline	Target	QBL	Data Source
Community satisfaction with access to information about what's happening in LGA (excellent-good)	To be determined	-	Social	Community Survey
No. of users public wifi (LGA)	to be determined	-	Social	Council records
Visits to Council website	693,525 (Baseline 2021)	Maintain or improve	Social	Council records

Community Wellbeing

Goal: Strathfield LGA has culturally diverse, connected and social cohesive communities

Performance measure	Baseline	Target	QBL	Data Source
Acceptance of community diversity (excellent-good ratings)	83% rated excellent-good (Baseline 2021)	Maintain or increase	Social	Community Survey
No. of volunteers in the community	15.1% (Baseline 2016)	Maintain or increase	Social	Census
Number of residents hospitalised due to falls in the LGA	492.2 people per 100,000 of the population hospitalised due to falls (Baseline 2018)	Decrease	Social	NSW Health Stats
Smoking rates in adult population of LGA	11.7% in 2020 (Sydney Local Area Health District)	Decrease	Social	NSW Health Stats
Satisfaction of Council Library service	87% (Baseline 2021)	Maintain or increase	Social	Community Survey

Goal: Healthy and Active Communities

Performance measure	Baseline	Target	QBL	Data Source
Number of residents hospitalised due to falls in the LGA	492.2 people per 100,000 of the population hospitalised due to falls (Baseline 2018)	Decrease	Social	NSW Health Stats
Smoking rates in adult population of LGA	11.7% in 2020 (Sydney Local Area Health District)	Decrease	Social	NSW Health Stats
Satisfaction of Council Library service	87% (Baseline 2021)	Maintain or increase	Social	Community Survey
Appearance & maintenance of residential areas (excellent-good rating)	73% (Baseline 2021)	Maintain or improve	Environment	Community Survey
Access to parks and open space (excellent-good rating)	85% (Baseline 2021)	Maintain or improve	Environment	Community Survey

Performance measure	Baseline	Target	QBL	Data Source
Care & maintenance of parks and reserves in LGA (excellent-good rating)	84% (Baseline 2021)	Maintain or improve	Environment	Community Survey
Maintenance of tree coverage and natural environment (excellent-good rating)	75% (Baseline 2021)	Maintain or improve	Environment	Community Survey
Appearance and maintenance of public spaces (excellent-good rating)	71% (Baseline 2021)	Maintain or improve	Environment	Community Survey

Goal: Strathfield LGA is safe, resilient and accessible

Performance measure	Baseline	Target	QBL	Data Source
Community feeling safe in their street	81% rated excellent-good (Baseline 2021)	Maintain or increase	Social	Community Survey
Community feeling safe in their suburb (moving around)	71% rated excellent-good (Baseline 2021)	Maintain or increase	Social	Community Survey
Community feeling safe on local public transport	85% rated excellent-good (Baseline 2021)	Maintain or increase	Social	Community Survey
Community satisfaction with control of graffiti and vandalism in LGA	75% rated excellent-good (Baseline 2021)	Maintain or increase	Social	Community Survey
Major crime offences in LGA	Across a 60 month trend, either stable or -12.6% average trends for major offences (Baseline 2021).	Maintain or decrease	Social	BOSCAR Statistics

Celebrating Place and Culture

Goal: Strathfield has enticing, vibrant and safe centres blending services and social connectivity

Performance measure	Baseline	Target	QBL	Data Source
Appearance and maintenance of public spaces (excellent-good rating)	71% (Baseline 2021)	Maintain or improve	Environment	Community Survey
# participants at events run by Strathfield Council	To be established	-	Economic	Council records
Community satisfaction with shops and services in local area (excellent-good rating)	To be established	-	Social	Community Survey
% Australian citizens (Strathfield LGA)	66.1% (Baseline 2016)	Maintain or improve	Social	ABS Census
Citizenship conferees (annual)	340 (Baseline 2021)	Maintain or improve	Social	Council records

Goal: Strathfield LGA is a place of creativity, culture and learning

Performance measure	Baseline	Target	QBL	Data Source
Satisfaction of Council Library service	87% (Baseline 2021)	Maintain or increase	Social	Community Survey
No. of Library members (Council library service)	21,544 (Baseline 2021)	Maintain or increase	Social	Library statistics
No. of Library borrowings/loans (Council library service)	94,150 (Baseline 2021)	Maintain or increase	Social	Library statistics
No. of Library visitors (Council library service)	64,008 (Baseline 2021)	Maintain or increase	Social	Library statistics
Post-school qualification (LGA)	54.6% (Baseline 2021)	Maintain or increase	Social	ABS Census

Liveable Neighbourhoods

Goal: Quality, liveable and sustainable urban design and development

Performance measure	Baseline	Target	QBL	Data Source
Community satisfaction on how well new development blends with neighbourhood character	40% rating excellent-good (baseline 2020)	Increase	Environment	Community Survey
Community satisfaction with attractiveness of buildings, streetscape and surroundings in local area	56% rating excellent-good (baseline 2020)	Increase	Environment	Community Survey
Community satisfaction with care and protection of historic and heritage buildings and areas	64% (baseline 2020)	Increase	Environment	Community Survey
Aboriginal heritage registered finds	3 (baseline 2019)	Maintain or increase	Environment	Council Statistics
No of non-Aboriginal heritage items and heritage conservation areas.	232 heritage items (baseline 2017) 17 areas (baseline 2017)	Maintain or increase	Environment	Council Statistics Local Environmental Plan (LEP)

Goal: Clean, attractive and well maintained neighbourhoods and public domains

Performance measure	Baseline	Target	QBL	Data Source
Appearance & maintenance of residential areas (excellent-good rating)	73% (Baseline 2021)	Maintain or improve	Environment	Community Survey
Appearance and maintenance of public spaces	71% (Baseline 2021)	Maintain or improve	Environment	Community Survey
Community satisfaction with waste services	79% (Baseline 2021)	Maintain or increase	Environment	Community Survey

Performance measure	Baseline	Target	QBL	Data Source
(excellent-good ratings)				
Total waste materials diverted from landfill (tonnes)	5851 tonnes (Baseline 2020)	Increase	Environment	Council record
Total waste sent to landfill kg/per person	217.62kg (Baseline 2021)	Reduce	Environment	Council record
Waste diversion from landfill	80% by 2040 (Baseline 36% in 2021)	Increase	Environment	Council record

Goal: Healthy thriving sustainable and resilient environments

Performance measure	Baseline	Target	QBL	Data Source
Maintenance of tree coverage and natural environment (excellent-good rating)	75% (Baseline 2021)	Maintain or improve	Environment	Community Survey
Tree Canopy (Strathfield LGA)	17% or 0.17 sqm (Baseline 2019)	40% by 2040	Environment	DPIE & Resilience Sydney
Tree canopy per suburb in LGA	Strathfield 23% or 0.23 sqm Strathfield South 10% or 0.1 sqm Belfield 19% or 0.19 sqm Homebush 16% or 0.16 sqm Homebush West 14% or 0.14 sqm Greenacre 10% or 0.1 sqm (Baseline 2019)	40% by 2040	Environment	DPIE & Resilience Sydney
Council operations Greenhouse Gas emission reduction	35% reduction by 2030 & net zero emissions by 2050 (Baseline of electricity 69.1%, transport 14.5%, waste 11.9% and gas 4.5% in 2019)	Decrease emissions	Environment	Sydney Water & Resilience Sydney

Performance measure	Baseline	Target	QBL	Data Source
No of vehicle registrations in LGA	22,218 (2020)	Decrease	Environment	ABS Data
Air quality of good-excellent days per on annual basis (Strathfield LGA)	78% good-excellent days (2017- 2018)	Increase	Environment	DPIE air monitoring Council record (water)
Water consumption in LGA and per suburb	5,337,706 kL (Baseline 2020)	Decrease	Environment	Sydney Water & Resilience Sydney
Total water consumption (Council)	24,457 kL (Baseline 2021)	Decrease	Environment	Azility Management
Energy consumption (Council operations)	8,367 GJ (Baseline 2021)	Decrease	Environment	Azility Management
Emissions LGA (tonnes CO ₂ -e)	509473.7 (Baseline 2020)	Decrease	Environment	Resilience Sydney
Pollution complaints (combined air, noise, light and water)	16 (Baseline 2021)	Decrease		Council records

Civic Leadership

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

Performance measure	Baseline	Target	QBL	Data Source
Community satisfaction with Council's efforts to give the community a say on issues that affect them (excellent-good rating)	55% (Baseline 2021)	Maintain or increase	Civic Leadership	Community Survey

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

Performance measure	Baseline	Target	QBL	Data Source
Community satisfaction with Council's overall performance	61% (Baseline 2018)	Maintain or increase	Civic Leadership	Community Survey

Performance measure	Baseline	Target	QBL	Data Source
(excellent-good rating)				
Community satisfaction with Council's customer service satisfaction (excellent-good rating)	51% (Baseline 2018)	Maintain or increase	Civic Leadership	Community Survey
Financial performance of Council against NSW Government benchmarks	5/7 benchmarks met (2021)	Maintain or increase	Civic Leadership	Council Financial Statements
Community satisfaction with Council's communication and information access	To be established	-	Civic Leadership	Community Survey

ATTACHMENT 2



Recognition of Traditional Custodians

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

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Mayor's Message

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

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

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

Planning, delivering and maintaining infrastructure to support our community is critical now and into the future, especially to support the increases in population to meet NSW State Government housing and population targets. The majority of our community are and increasingly will be living in medium to high rise units which underlines the importance of investing and prioritising planning and delivery of facilities and services to support the diverse needs of the Strathfield community. A major project which has been identified for many years is the delivery of the Strathfield Leisure Centre. The Strathfield Council area is one of the only Council areas in Sydney with no indoor recreational facilities or aquatic facilities. Council will be progressing this project as it will provide local access to a range of health, recreation, leisure and social facilities currently not available in our area.

Cr Matthew Blackmore
Mayor of Strathfield
2022

Introduction

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

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

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

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

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

About Strathfield

The Strathfield LGA is home to about 47,000 residents but is projected to grow to over 80,000 by 2041. The LGA located in Sydney's Inner West halfway between Sydney's Central Business District (CBD) and Parramatta's CBD. The LGA is bounded by Homebush Bay Drive to the north, Powells Creek, The Boulevard and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and freight rail line to the west.

The Strathfield Local Government Area (LGA) has a total area of approximately 14.1 square kilometres and includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140), part of Belfield (2191) and part of Greenacre (2190). Sydney Markets is also located within Strathfield Local Government Area and has its own postcode, 2129.

Strathfield Council is the local government authority for the Municipality of Strathfield. Strathfield Council has seven councillors including the Mayor. Council has no wards. The last Council election was held in December 2021 with the next election scheduled for September 2024.

The traditional owners of the land are the Wangal clan of the Darug tribe. European settlement commenced in the 18th century. Through waves of development and change, Strathfield LGA has developed well established residential areas known for its historic homes and modern architecture set within established gardens. The area is also known for its well respected private and public schools and educational establishments.

Strathfield LGA is supported by major transport systems including three rail stations and major roadways including Parramatta Road, M4/Westconnex and Hume Highway. Our road and rail networks play an important role in moving freight within the Eastern District and Greater Sydney. It features a variety of town and neighbourhood centres with shops and cafes, significant commercial and industrial areas, and regional attractions such as Sydney Markets, DFO and Rookwood Cemetery.

The Strathfield LGA has significant parklands, open space, environmental and bushland reserves including major open space corridors adjacent to the Cooks River and Powells Creek, which provide pathway connectivity to other LGA's parks and biodiversity corridors.

The estimated residential population (ERP) of the Strathfield LGA is 47,705 (2021). The LGA is experiencing a significant and steady increase in population, primarily in response to greater housing supply in the form of new unit developments located near major transport hubs and along Parramatta and Liverpool Roads. Strathfield LGA is highly culturally and linguistically diverse. About 56% of residents were born overseas and 64% of residents speak a language other than English at home (2016). 0.03% of our population identified as Aboriginal (2016).

Councillors

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

- Cr Matthew Blackmore
- Cr Karen Pensabene
- Cr Nella Hall
- Cr Sandy Reddy
- Cr Benjamin Cai
- Cr Raj Datta
- Cr Sharangan Maheswaran

Council Committees

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

Committee Name	Councillor Representatives
Audit Risk & Improvement Committee	Mayor, Cr Matthew Blackmore Deputy Mayor, Cr Karen Pensabene
Multicultural and Diversity Advisory Committee	Chair – Councillor Reddy Councillor Cai Councillor Datta
Wellbeing Advisory Committee	Chair – Deputy Mayor, Cr Karen Pensabene Councillor Reddy Councillor Cai
Local Economic Partnership Advisory Committee	Chair – Councillor Maheswaran Councillor Reddy Councillor Datta

Committee Name	Councillor Representatives
Traffic Committee	Mayor, Cr Matthew Blackmore Deputy Mayor, Cr Karen Pensabene
Cooks River Alliance	Deputy Mayor, Cr Karen Pensabene Councillor Maheswaran
Local Area Command	Deputy Mayor, Cr Karen Pensabene Councillor Maheswaran

Councillor 2022-2026 Priorities

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

Civic Leadership

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

Environment

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

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

Social

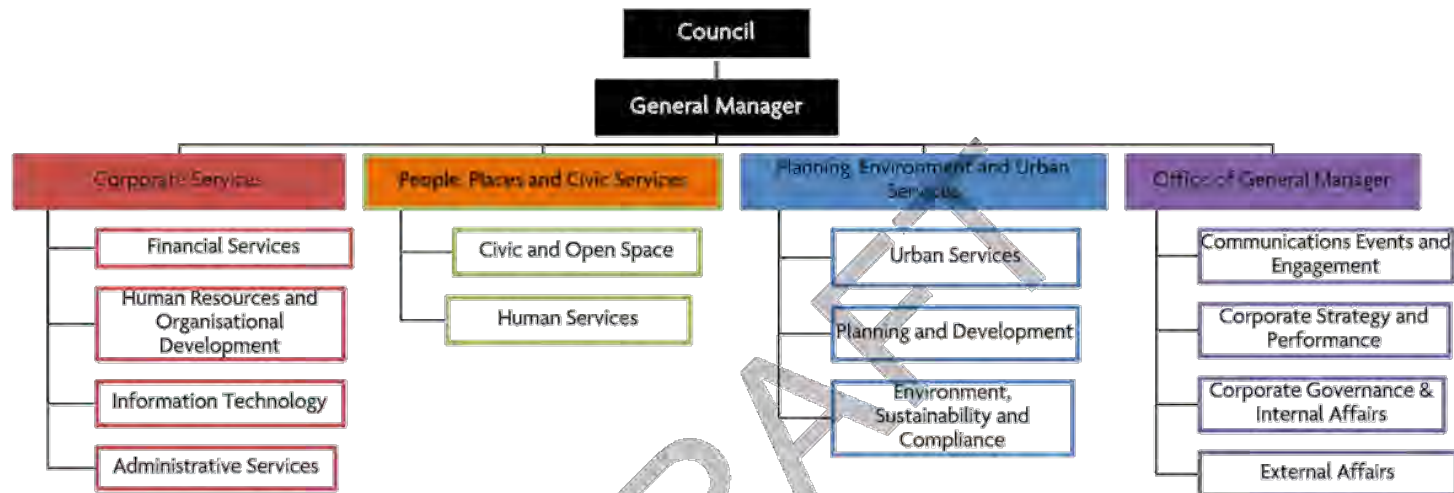
- Progress planning for Strathfield Leisure Centre
- Provide access to community, library and recreational facilities and provide a range of affordable programs and events that covers a wide range of ages and interests
- Provide and facilitate awareness of and support for First Nation peoples and Culturally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

Economic

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

Council Organisational Structure and Values

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



Our Values

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

• Teamwork

I am constructive

I contribute positively to the team and the organisation

I provide good customer service to other teams, in a timely fashion

• Integrity

I communicate in an open and genuine manner

I do what I say

I treat everyone equally, with fairness and respect

• Accountability

I will deliver / do what I say I will

I take responsibility for the part I play in this organisation

I am clear and transparent in all that I do

• Wellbeing and Safety

I will ensure that everyone gets home at night, safely

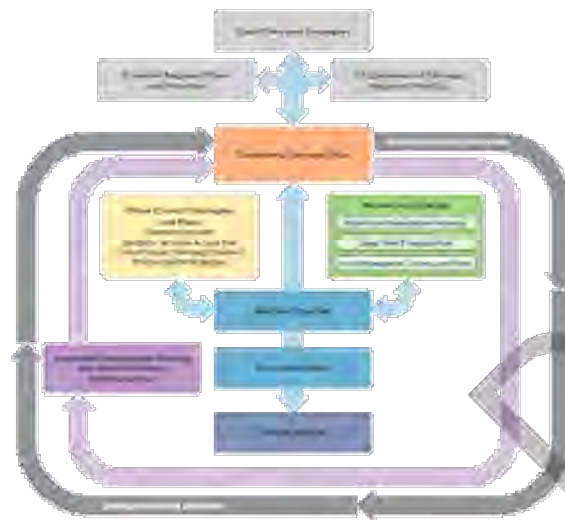
I raise safety concerns immediately

I ask 'are you 'ok' if I notice that someone might be struggling

Planning for Strathfield's Future

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

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



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

- The **Resourcing Strategy** details how Council will provide the financial, human and infrastructure resources needed to achieve the objectives of the Community Strategic Plan and Delivery Program. The Resourcing Strategy includes the Long Term Financial Plan, Workforce Management Strategy and Asset Management Strategy and plans.
- The **Delivery Program 2022-2026** is a four year plan that sets out the activities that Council will undertake to meet the community aspirations detailed in the Community Strategic Plan. The Delivery Program broadly aligns with the term of the elected Council and focuses on those activities where Council has a certain level of control over the outcome.
- The **Operational Plan** is adopted annually and includes a budget and fees and charges. The plan incorporates all the actions Council will undertake in the financial year and details how the delivery of these actions will be measured.

Community Vision and Values

The Strathfield 2035 Community Strategic Plan guides and informs Council's medium to long term planning and decision making by setting goals and strategies for Strathfield's growth to 2035. The Community Strategic Plan is guided by the community vision for the Strathfield LGA.

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

Community Engagement

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

- The Strathfield Community Survey was provided in multiple languages and sent to all households in Strathfield LGA to enable members of the public to have a say on community values, priorities and vision for the future. A total of 325 surveys were completed.
- The Strathfield Liveability Survey was independently commissioned from social researchers ID Profile and conducted in August and September 2021 involving

interviews with 654 residents. Strathfield LGA overall liveability was rated at 67.2 and when benchmarked performed above Australia (65.2), NSW (65.3), Greater Sydney (66.4), and Middle Suburbs (66.9). Access and satisfaction with performance of transport and community safety were ranked highly. Residents also rated shopping, leisure and dining, natural environment and affordable housing as important issues.

- The Strathfield Community Survey was independently commissioned from Taverner Research in September 2021 and sought local community comments on a wide range of services, programs and infrastructure in the Strathfield LGA. A total of 400 interviews were conducted using random sampling, which aligned to the LGA demographic profile. The results indicated an overall positive level of satisfaction in Council's performance, services and infrastructure.
- Focus group meetings were held in February 2022 on topics including apartment dwellers, environmental, women and general issues. A Seniors Forum was held in December 2021 with 23 participants. Invitations were issued to local community organisations, schools, churches etc to participate in focus groups or interviews. A total of 35 interviews from September 2021 to February 2022 were conducted with representatives of the following: private and public schools, Australian Catholic University, recreational and sporting clubs, Auburn and Burwood Police command, churches, early childhood and out of hours (OOSH) centres, Culturally and Linguistically Diverse (CALD) groups and organisations, disability organisations, Aboriginal, LGBTQI and government agencies.
- A pop up stall was held at Strathfield Library on 13 February 2022.
- Workshops were held with Councillors in January and February 2022.

Community Values and Key Issues

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

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

What the Community told us

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

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

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

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

Top 10 Community Issues

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

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

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

Issues relating to the natural environment, particularly access to open space and provision of tree canopies were considered highly important in a range of engagements. The high value of trees, green and open spaces featured prominently in community consultations as well as the need for action on climate change. Access to natural environment was rated the 4th most important liveability aspect for Strathfield Council residents overall and three key environmental issues (trees, open space and climate change/urban heat) featured in the top 10 of priorities in the Strathfield Community Survey (2021-2022).

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

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

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

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

Delivery Program 2022-2026

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

The Community Strategic Plan addresses community outcomes across five themes or priority areas:

- Connectivity
- Community Wellbeing
- Celebrating Culture and Place
- Liveable Neighbourhoods
- Responsible Leadership

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

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

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

Theme 1: Connectivity Theme

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

Theme/Priority Area 1: Connectivity		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
1.1 Sustainable growth supported by well-planned and accessible infrastructure and services	1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density	1.1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density
	1.1.2 Plan and deliver high quality and strategically located local infrastructure to support current and future population needs	1.1.2.1 Plan and deliver upgraded or new high quality and strategically located local infrastructure to support current and future population needs
1.2 All areas of Strathfield LGA are connected by integrated and safe transport networks	1.2.1 Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.	1.2.1.1 Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options
	1.2.2 Ensure local transport infrastructure, networks and services are connected, safe and well-maintained across the Strathfield LGA	1.2.2.1 Manage effective and safe local traffic and transport services and well-maintained infrastructure
		1.2.2.1 Review and manage plans and initiatives to improve road safety and provide fair access to parking
1.3 Optimised service and information access and delivery through effective communications and digital technology	1.3.1 Deliver effective communications using various media forms that inform and engage with diverse communities	1.3.1.1 Deliver effective, accurate, timely and informative communications that improves awareness and connections with local communities
	1.3.2 Assess and develop digital technology frameworks and systems to improve and expand service delivery and information access	1.3.2.1 Design and implement technology based solutions that support enhanced and improved public information access and service delivery

Theme 2: Community Wellbeing Theme

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

Theme/Priority Area 2: Community Wellbeing		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
2.1 Culturally diverse, socially cohesive and connected communities	2.1.1 Provide opportunities and programs to build community capacity and resilience	2.1.1.1 Broaden access and availability of community facilities and programs and support local community groups and networks.
		2.1.1.2 Deliver and work in partnerships to facilitate programs that provide support and connections for culturally and linguistically diverse communities, particularly new settlers.
	2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	2.1.2.1 Facilitate and partner with disability and carer providers, promote disability inclusion, provide information and address actions in Council's Disability Inclusion Plan.
		2.1.2.2 Foster an age friendly community and facilitate programs to improve social connections and access to information, facilities and activities to support older residents achieving healthy and independent lives
		2.1.2.1 Work with partners in providing services, facilities and information for children and their families
		2.1.2.2 Facilitate programs and services for young people
		2.1.2.3 Work with partners to improve volunteer and community participation in a diverse range of programs
		2.1.2.4 Provide funding and support for community projects to build and improve community capacity and services
		2.2.1.1 Prepare and implement strategies for open space, community and recreational facilities.

Theme/Priority Area 2: Community Wellbeing		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
2.2 Healthy and Active Communities	2.2.1 Manage open space, recreation and community facilities and programs to provide fair access and meet community, leisure and recreational needs	2.2.1.2 Manage and optimise use of parks, sportsgrounds and recreational facilities to provide fair access and meet the needs of our diverse community.
	2.2.2 Promote healthy and active living programs	2.2.2.1 Collaborate and provide opportunities to improve community participation in healthy living programs and activities
2.3 Safe, resilient and accessible local areas	2.3.1 Collaborate and deliver public safety programs and promote community safety awareness	2.3.1.1 Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity
		2.3.1.2 Maintain safe public environments and manage reductions of hazards
		2.3.1.3 Promote and build community resilience, capacity and self-reliance

Theme 3: Celebrating Culture and Place

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

Theme/Priority Area 3: Celebrating Culture and Place		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
3.1 Enticing, vibrant and safe centres blending services and social connectivity	3.1.1 Plan and deliver vibrant attractive and safe town and village centres and commercial areas	3.1.1.1 In collaboration, plan, deliver and promote vibrant attractive and safe town and village centres and commercial areas
	3.1.2 Support programs to promote activity and sustain local business	3.1.2.1 Promote a range of activities and experiences to attract local community and visitors to the Strathfield area
		3.1.2.2 Implement programs to educate, improve and monitor business regulation compliance
3.2 Place of creativity, culture and learning	3.2.1 Facilitate and support learning, community and cultural programs, events and activities	3.2.1.1 Provide access to library and information services to support and promote community learning, literacy, knowledge and social cohesion
	3.2.2 Foster and celebrate local identity	3.2.1.2 Explore and reflect on shared culture, history and heritage of Strathfield's communities
		3.2.2.1 Promote and deliver events that connect communities and celebrate achievements

Theme 4: Liveable Neighbourhoods

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

Theme/Priority Area 4: Liveable Neighbourhoods		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
4.1 Quality, liveable and sustainable urban design and development	4.1.1 Urban design and development that balances growth with quality living, sustainable and aesthetic outcomes	4.1.1.1 Prepare, review and implement planning controls that respect local character, heritage and deliver quality liveability, aesthetics and sustainable development in the Strathfield LGA
	4.1.2 Deliver effective and efficient planning and development processes	4.1.2.1 Ensure effective and efficient planning and development processes and outcomes that reflect community values
4.2 Clean, attractive and well-maintained neighbourhoods and public domains	4.2.1 Provide high quality, efficient and sustainable waste services and education to reduce landfill and improve recycling and reuse	4.2.1.1 Deliver efficient, effective and responsive waste services and education to improve resource recovery and reduce illegal dumping
	4.2.2. Maintain high standards of public health, amenity and safety	4.2.2.1 Deliver compliance inspection, monitoring and education programs to maintain high standards of public health and community safety.
		4.2.2.2 Deliver street and public domain cleansing programs and community education to improve public amenity and clean streets and waterways
4.3 Healthy, thriving, sustainable and resilient environments	4.3.1 Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resiliency	4.3.1.1 Protect, monitor and expand urban forest and tree canopies across the Strathfield LGA.
		4.3.1.2 Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways (LSPS P13)

Theme/Priority Area 4: Liveable Neighbourhoods		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
		4.3.1.3 Collaborate and engage with NSW Government agencies, other Councils, schools and general community to participate in environmental and stormwater education and programs
	4.3.2 Implement sustainable practices and efficiencies in resource use to support a healthy built environment	4.3.2.1 Monitor, educate and implement programs for sustainable renewable energy, reduction of emissions and water, and promote transport efficiencies in Council operations and in Strathfield LGA.

Theme 5: Responsible Leadership

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

Theme/Priority Area 5: Responsible Leadership		
Community Strategic Plan Goal	Community Strategic Plan Strategies	Delivery Program 2022-2026 Principal Activity
5.1 Council's leadership and decision making reflects community priorities and values	5.1.1 Strathfield community is well informed, engaged and represented in Council policy making and advocacy	5.1.1.1 Engage and provide opportunities for the community to participate in decision making processes.
	5.1.2 Deliver ethical, effective and responsible leadership and transparent and accountable decision making	5.1.2.1 Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations
		5.1.3.1 Provide support to Councillors to enable effective and representative decision making based on community priorities
5.2 Council is effectively and responsibly managed and responds to community needs	5.2.1 Prepare and implement plans and strategies to deliver and resource efficient and accountable services, programs and infrastructure	5.2.1.1 Prepare and implement Integrated Planning and Reporting framework and provide reports on Council performance
		5.2.1.2 Maintain Council's financial sustainability and provide accountable, transparent and value for money services
		5.2.1.3 Ensure Council is properly resourced to meet challenges of implementing the Delivery Program
	5.2.2 Deliver efficient and effective customer services to the community	5.2.2.1 Respond to customer requests, complaints and access to information to a high standard of customer service

Major Project - Strathfield Leisure Centre

The key project of this term of Council is planning for construction of the Strathfield Leisure Centre. Currently there is no indoor recreation or aquatic facilities in the Strathfield LGA. The centre is intended to meet the needs of a growing population for community and recreational facilities and contribute to Council's objective of providing well-planned and accessible infrastructure for the wellbeing and health of the community.

The largest increase of population in Strathfield LGA according to the NSW Department of Planning is estimated to occur within the next 10 years. Current estimated LGA population is about 48,000 and population is increasing on average 3%+ per annum. Based on Department of Planning estimates, population is estimated to reach over 80,000 by 2041. The projected future built environment will be increasingly dense and the majority of new populations will live in medium to high rise units. The number of households will increase by over 100% to over 30,000. This will increase reliance on local social and recreational infrastructure.

Following the completion of an internally developed pre-feasibility business case, Council prepared a detailed business case to determine the feasibility of constructing a leisure and aquatic centre within the Local Government Area (LGA). The likely location of the proposed facility is Hudson Park, Arthur Street Strathfield. The leisure centre is likely to contain aquatic areas and pools, indoor courts, gym/fitness facilities, sauna/steam room, café/kiosk and health service/treatment rooms & car park.

Council obtained an independent consultant report to assess the viability of the proposed facility, which considered:

- The definition of a relevant catchment to understand the socio-demographic characteristics and subsequent demand profile for the relevant functional areas included in the Facility.
- The identification and analysis of the direct competitors to the proposed Facility as well as benchmarking against two notable facilities in the Greater Sydney Area.
- The development of demand estimates for each use type.
- Detailed design renders of the proposed new Facility.
- Calculation of the economic costs and benefits of the new Facility.
- Financial appraisal of the Facility, looking at the swimming pools and the courts as stand alone, and combined projects.
- Implementation approach and requirements.

The key findings of the independent consultant business case concluded:

- There is strong community support for a new Facility.
- Population growth and projections indicate the demand for a Facility is supported.
- Participation rates in the target markets of swimming, fitness/gym, basketball, and netball are all high, with a very high frequency of participation in swimming and fitness/ gym.
- While there are competitors within the 5km catchment radius, there is sufficient demand to support the proposed Facility in Strathfield LGA.
- Strategically, a new Facility aligns with Council, NSW and Australian Government priorities.

The financial analysis shows:

- Staging does not materially affect the financial sustainability of the Facility
- The Facility generates positive EBITDA results (*earnings before interest, taxes, depreciation and amortisation - a measure of a company's overall financial performance*) under all options which include a pool, while returning an operating deficit under the fitness centre and gym only option
- After the costs of depreciation and debt servicing are considered, the Facility returns an operating deficit under all scenarios, which is common for community facilities.

The Cost Benefit Analysis highlights:

- The development of the Facility as being highly desirable, with BCR's of between 1.72 and 2.85 (*Note: A benefit-cost ratio (BCR) is a ratio used in a cost benefit analysis to summarise the overall relationship between the relative costs and benefits of a proposed project. BCR can be expressed in monetary or qualitative terms. If a project has a BCR greater than 1.0, the project is expected to deliver a positive net present value to a firm and its investors*).

- Other options were looked at but a combined "wet and dry" facility option is the preferred development option as it returns the highest longer-term benefits to the community and users.

Costs to build the proposed new Strathfield Leisure Centre as outlined above have been incorporated into Council's Long Term Financial Plan. The overall cost of planning and construction is estimated to be \$45.7 Million. Key costs are incorporated into the Long Term Financial Plan.

Funding for the new Facility will involve a borrowing program. It is estimated that Council will be within its TCorp debt ratio and remain financial sustainable. There is currently record low access to cheap interest rates. Construction of the Facility will be funded through a combination of Section 711 (Development Contribution Funds), loans, grants and reserve funds. The cost per annum of loan repayments are manageable within Council's budget while maintaining existing levels of service at the same time. Once the Centre is operating it has a positive cashflow over time ie anticipated revenue exceeds costs per annum.

The process to construct and open the Facility from start to finish is expected and being operational is anticipated to take two and half (2.5) years from the commencement date.

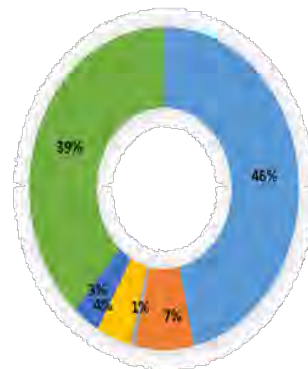
Resourcing the Delivery Program 2022-2026

2022-2023 Budget

Income

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

The Resource Strategy provides for a 1.1% general rate increase permitted by the NSW Government and set by the Independent Pricing and Regulatory Tribunal (IPART). Overall rates and annual charges are estimated at \$33.487 million. This represents 46.46% of Council's total projected income. User fees and charges and other revenue are estimated at \$5.059 million and \$2.952 million respectively.



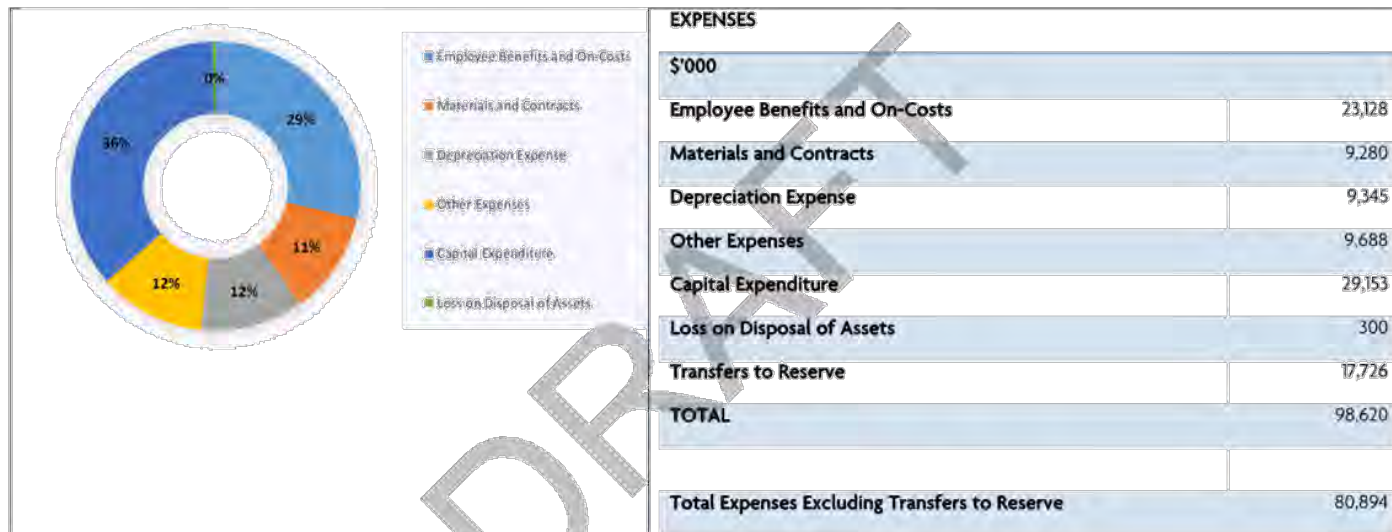
Rates and Annual Charges
User Charges and Fees
Interest and Investment Revenue
Other Revenue
Grants and Contributions provided for Operating Purposes
Grants and Contributions provided for Capital Purposes

INCOME \$'000

Rates and Annual Charges	33,487
User Charges and Fees	5,057
Interest and Investment Revenue	441
Other Revenue	2,952
Grants and Contributions provided for Operating Purposes	2,376
Grants and Contributions provided for Capital Purposes	27,756
Proceed from Disposal of Assets	651
Transfers from Reserve	25,899
TOTAL	98,620
Total income Excluding Transfers from Reserve & Proceeds	72,070

Expenses

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



Capital Works

Council will continue to invest in asset renewal to improve the overall condition of Council's assets, in order to reduce ongoing operational costs associated with asset repair and maintenance. Council has budgeted capital projects totaling \$28,853 million.

Description	Amount \$'000	Funding Type	New/ Renewal	Assets Type
Roads				
Road Kerb & Gutter	305	General Revenue	Renewal	Kerbs & Gutter
Roads LATM Infrastructure	1,170	General Revenue/ Grant	Renewal	Roads
Road Re sheeting & Resealing	1,262	General Revenue/ Grant	Renewal	Roads
Total Road Works	2,737			
Footpath				
General Footpath Program	530	General Revenue	Renewal	Footpath
Total Footpath Works	530			
Building				
Park Building	300	General Revenue	Renewal	Building
Other Building & Structures	390	General Revenue	Renewal/ New	Building
Total Building Works	690			
Community Facilities				
Public Facilities & Amenities Upgrades	22,776	Borrowing/ Developer Contribution	New	Building/ Open Space
Total Community Facilities	22,776			
Stormwater Drainage				
Stormwater Drainage	640	General Revenue	Renewal/ New	Drainage
Total Stormwater Drainage Works	640			
Other				
Other Equipment	12	General Revenue	New	Office Equipment

Description	Amount \$'000	Funding Type	New/ Renewal	Assets Type
Information Technology Hardware & Software	245	General Revenue	New/ Renewal	Office Equipment
Plant & Equipment	1,400	Plant Replacement Reserve	New	Plant & Equipment
Library Books	123	General Revenue	New	Library Books
Total Other	1,780			
Total 2022-2023 Capex	29,153			

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2022-2023 Capital Works Budget Summary

2022-2023 CAPITAL WORKS BUDGET SUMMARY				
SERVICE	2022-2023 (\$)	2023-2024 (\$)	2024-2025 (\$)	2025-2026 (\$)
Office Equipment	11,550			
Information & Technology	245,000	120,000	140,000	120,000
Planning & Strategy				
Building Facilities	690,000	200,000	200,000	200,000
Library	123,000	126,100	129,300	132,500
Parks & Reserves				
Sports Fields /Golf Course				
Community Facility (Strathfield Leisure Centre)	22,776,637	22,776,637		
Plant & Equipment	1,400,000	1,435,000	1,470,900	1,507,700
Roads LATM Infrastructure	1,170,000	300,000	300,000	300,000
Road Resheeting & Resealing	1,262,000	2,495,000	2,495,000	2,495,000
Roads Kerb & Gutter and Other Road Assets	305,000	500,000	500,000	500,000
Other Equipment				
Other Infrastructure				
Villages Upgrades				
Footpath	530,000	500,000	500,000	500,000
Stormwater Drainage	640,000	150,000	150,000	150,000
Household Garbage				
GRAND TOTAL	29,153,187	28,602,737	5,885,200	5,905,200

Program Income and Expenditure Summary

	Income	2022/2023	2023/2024	2024/2025	2025/2026
1	Social	3,071,569	3,136,620	3,214,885	3,295,130
2	Economic	10,901,475	12,248,858	12,484,367	12,729,822
3	Environment	15,579,927	15,964,602	16,359,313	16,764,098
4	Governance	69,067,206	71,200,260	52,583,633	54,159,840
	Total Income	98,620,176	102,550,340	84,642,198	86,948,890
	Expenditure				
1	Social	11,170,753	11,556,713	12,658,935	12,959,689
2	Economic	6,691,607	8,871,773	7,067,845	7,243,259
3	Environment	19,487,242	17,836,562	21,971,296	22,492,881
4	Governance	25,617,881	24,667,566	25,330,116	25,995,564
	Total Expenditure	62,967,483	62,932,613	67,028,192	68,691,393
	Capital Expenditure				
1	Social	813,000	326,100	329,300	332,500
2	Economic	4,853,800	4,885,250	4,915,765	4,947,045
3	Environment	786,106	818,000	812,790	826,170
4	Governance	29,199,787	31,744,187	9,139,145	9,274,585
	Total Capital Expenditure	35,652,693	37,773,537	15,197,000	15,380,300
	Net Costs	0	(1,844,190)	(2,417,006)	(2,877,197)

Program Income and Expenditure - By Budget Program

Program Name	Budget Prog No	2021-2022 Adopted Budget	2022-2023 Draft Budget	2023-2024 Estimated Budget	2024-2025 Estimated Budget	2025-2026 Estimated Budget
Income						
Corporate Services & Governance	1.0	(1,816,200)	(1,429,800)	(1,465,500)	(1,502,200)	(1,540,200)
Planning & Strategy	2.0	(350,000)	(243,000)	(351,700)	(360,600)	(369,600)
Human Services & Facilities	4.0	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)
Recreation & Culture	5.0	(2,076,600)	(1,937,200)	(1,985,400)	(4,934,526)	(5,321,290)
Environmental Services	6.0	(3,104,800)	(3,116,600)	(3,194,900)	(3,274,800)	(3,356,700)
Urban & Infrastructural Services	8.0	(6,952,000)	(7,189,400)	(7,360,900)	(7,536,500)	(7,720,300)
Environmental & Community Amenities	9.0	(13,734,301)	(13,998,535)	(14,348,600)	(14,707,200)	(15,074,800)
General Purpose Revenues	10.0	(26,471,229)	(28,685,104)	(30,415,812)	(31,235,772)	(32,016,800)
Appropriation for Future Expenditure	11.0					0
Total Income		(54,506,930)	(56,701,439)	(59,124,612)	(63,553,398)	(65,401,490)
Capital Income						
Corporate Services & Governance	1.0	0	(22,776,637)	(22,776,637)	0	0
Planning & Strategy	2.0	(4,800,000)	0	0	0	0
Human Services & Facilities	4.0	0	0	0	0	0
Recreation & Culture	0 5.0	0 0	0	0	0	0
Environmental Services	0 6.0	0	0	0	0	0
Urban & Infrastructural Services	8.0	(9,306,704)	(2,841,000)	(4,602,200)	(4,654,700)	(4,708,700)
Environmental & Community Amenities	9.0	(185,800)	(755,000)	0 (150,000)	(150,000)	(150,000)
General Purpose Revenues	10.0	(20,981,865)	(15,546,100)	(15,896,891)	(16,284,100)	(16,688,700)
Appropriations for Future Expenditure	11.0	0	0	0	0	0
Total Capital Income		(35,274,369)	(41,918,737)	(43,425,728)	(21,088,800)	(21,547,400)
		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026

Program Name	Budget Prog No	Adopted Budget	Draft Budget	Estimated Budget	Estimated Budget	Estimated Budget
Expenditure						
Corporate Services & Governance	1.0	18,287,059	22,343,726	21,312,741	21,862,275	22,441,013
Planning & Strategy	2.0	1,669,979	1,492,400	1,533,900	1,580,900	1,620,600
Human Services & Facilities	4.0	1,936,602	1,740,800	1,780,800	1,836,300	1,880,200
Recreation & Culture	5.0	8,140,499	8,961,668	9,193,872	11,815,717	12,069,280
Environmental Services	6.0	6,842,659	7,285,000	7,512,600	7,748,100	7,941,600
Urban & Infrastructural Services	8.0	6,162,761	5,802,600	5,968,400	6,139,600	6,293,400
Environmental & Community Amenities	9.0	14,824,109	15,341,289	15,630,300	16,045,300	16,445,300
General Purpose Revenues	10.0	0	0	0	0	0
Appropriations for Future Expenditure	11.0	0	0	0	0	0
Total Expenditure		57,863,667	62,967,483	62,932,613	67,028,192	68,691,393
Capital Expenditure						
Corporate Services & Governance	1.0	325,000	23,033,187	22,896,637	140,000	120,000
Planning & Strategy	2.0	4,750,000	0	0	0	0
Human Services & Facilities	4.0	190,000	690,000	200,000	200,000	200,000
Recreation & Culture	5.0	190,000	123,000	126,100	129,300	132,500
Environmental Services	6.0	0	0	0	0	0
Urban & Infrastructural Services	8.0	10,591,704	4,667,000	5,230,000	5,265,900	5,302,700
Environmental & Community Amenities	9.0	777,429	1,042,906	545,000	536,200	545,900
Appropriations for Future Expenditure	11.0	0	0	0	0	0
Total Capital Expenditure		15,093,499	6,096,600	8,775,800	8,925,600	9,079,200
Net (Surplus) Deficit from Programs		0	0	(1,844,190)	(2,417,006)	(2,877,197)

Operational Plan 2022-2023

Council, in consultation with the community, developed Strathfield 2035, our Community Strategic Plan. This plan reflects the aspirations and needs of the community for the area they live and operate in. Strathfield 2035 was adopted following extensive community consultation. The program is regularly reviewed to ensure the strategic directions set in the Plan are achievable, particularly in consideration of Council's resourcing capacity and state and regional planning frameworks.

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

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

How to read this plan

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

Operational Plan 2022-2023 – Connectivity Theme

Community Strategic Plan Goal: 1.1 Sustainable growth supported by well-planned and accessible infrastructure and services						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
1.1.1 Collaborate to deliver state and regional infrastructure to sustain increasing and diverse populations and development	1.1.1.1 Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density (LSPS PI)	1.1.1.1	Advocate and/collaborate with NSW Government and agencies for regional infrastructure, services and provisions to support impact of growth of population and development in the Strathfield LGA and neighbouring areas (LSPS Action A1)	Planning, Environment & Urban Services, Executive Manager Landuse Planning	Quarterly meeting with key stakeholders	2.2 Planning & Strategy
		1.1.1.2	Prepare strategy to deliver masterplan of Parramatta Road/Homebush precinct	Planning, Environment & Urban Services, Executive Manager Landuse Planning	Quarterly meeting with key stakeholders	2.2 Planning & Strategy
		1.1.1.3	Work collaboratively with Burwood Council, TfNSW and the DPIE to identify opportunities for infrastructure upgrades within Strathfield Town Centre (LSPS Action A5)	Planning, Environment & Urban Services, Executive Manager Landuse Planning	Quarterly meeting with key stakeholders	2.2 Planning & Strategy
		1.1.1.4	Collaborate with DPIE to deliver Parramatta Road Urban Amenity Improvement Plan	Planning, Environment & Urban Services, Executive Manager Urban Services	Quarterly meeting with key stakeholders	6.1 Urban Support Services
		1.1.1.5	Maintain register of Voluntary Planning Agreements	Planning, Environment & Urban Services, Executive Manager Landuse Planning	Provide reporting data for Annual Report	2.2 Planning & Strategy
		1.1.1.6	Undertake Open Space, Recreation and Community Facilities Study and prepare strategy (LSPS A31 & A94)	Planning, Environment & Urban Services, Executive Manager Landuse Planning	Study and strategy completed	2.2 Planning & Strategy

Community Strategic Plan Goal: 1.1 Sustainable growth supported by well-planned and accessible infrastructure and services						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
1.2.1 Plan and deliver local infrastructure to meet future increases in populations and to meet diversity of community needs (LSPS P5)		1.1.1.7	Plan the acquisition or embellishment of open space and community facilities to improve liveability in areas of high density and population growth and to collaborate with NSW State Government, Department of Education, Universities and Private Schools to gain community access to State owned land (LSPS Action A8)	Planning, Environment & Urban Services, Executive Manager Landuse Planning	Acquisition or embellishment agreements Community access to state owned land agreements	2.2 Planning & Strategy
		1.1.1.8	Prepare and exhibit Plans of Management for Coxs Creek Reserve and Crown Lands reserves of Strathfield Park, Bressington Park, Mason Park and Hudson Park (subject to Crown Land approval) (LSPS Action A93)	Office of GM, Executive Manager Corporate Strategy and Performance	Plan exhibited	2.1 Corporate Strategy
		1.1.1.9	Review Parks Plans of Management to inform infrastructure planning	Office of GM, Executive Manager Corporate Strategy & Performance	Review completed	2.1 Corporate Strategy
	1.2.1.1 Plan and deliver upgraded or new high quality and strategically located local infrastructure to support current and future population needs	1.2.1.1	Progress planning for the Strathfield Leisure Centre Project	Office of GM, Director of Office of GM	Project progress	1.3 Office of GM & Executive
		1.2.1.2	Review and update Council's Development Contribution Plans	Planning, Environment & Urban Services, Executive Manager Landuse Planning	Completion of review	2.2 Planning & Strategy
		1.2.1.3	Implement capital works building and parks works 2022-2023	People, Place and Civic Services, Manager Civic Services	% of capital works implemented	3.1 Building & Facilities
		1.2.1.4	Prepare plan and seek funding to enhance High Street Community and Recreation Centre to	People, Place and Civic Services,	Plan prepared	3.1 Building & Facilities

Community Strategic Plan Goal: 1.1 Sustainable growth supported by well-planned and accessible infrastructure and services					
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Budget Area
			improve entry access, expand floor space for wider range of recreational, leisure and community activities and integrate with outdoor activities in Edwards Park	Manager Civic Services	

Community Strategic Plan Goal: 1.2 All areas of Strathfield LGA are connected by integrated and safe transport networks					
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Budget Area
1.2.1 Ensure transport networks are integrated and connected and offer efficient and safe movement to, from and around Strathfield LGA.	1.2.1.1 Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options	1.2.1.1.1	Advocate and work collaboratively with neighbouring councils, TfNSW, Sydney Metro West and the Department of Planning, Industry and Environment (DPIE) to enable the delivery, access and linkages to improved public transport, active travel infrastructure and place based outcomes along the Parramatta Road Corridor and future Sydney Metro West station at North Strathfield (LSPS Action A2 & A4)	Planning, Environment & Urban Services, Executive Manager Landuse Planning	2.2 Planning & Strategy
		1.2.2.1.1	Implement roads and footpath and/or upgrades in accordance with 2022-2023 Capital Works program	Planning, Environment & Urban Services, Executive Manager Urban Services	6.1 Urban Support Services
	1.2.2.2 Manage effective and safe local traffic and transport services and well-maintained infrastructure	1.2.2.1.2	Implement drainage, kerb and gutter renewal and/or upgrades in accordance with 2022-2023 Capital Works program	Planning, Environment & Urban Services, Executive Manager Urban Services	7.3 Urban Stormwater Drainage

Community Strategic Plan Goal: 1.2 All areas of Strathfield LGA are connected by integrated and safe transport networks						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
		1.2.2.1.3	Maintain shared cycle and pedestrian pathways along Cooks River and Powells Creeks in accordance with Asset Management Plans.	Planning, Environment & Urban Services, Executive Manager Urban Services	Attend to concrete path repairs within 14 days	6.1 Urban Support Services
		1.2.2.1.4	Monitor impact of heavy vehicles and traffic from freight corridors on local roads and residential areas and take action as required.	Planning, Environment & Urban Services, Executive Manager Environmental Services	Ongoing with National Heavy Vehicle NHVR	6.1 Urban Support Services
		1.2.2.1.5	Provide public bus shelters and schedule maintenance and repairs. Respond to service requests.	Planning, Environment & Urban Services, Executive Manager Environmental Services	Response within 14 days	6.1 Urban Support Services
		1.2.2.1.6	Prepare a review and evaluation of the Strathfield Connector Bus service including usage, routes, timetabling and online tracking.	Planning, Environment & Urban Services, Executive Manager Environmental Services	Review completed	5.3 Regulatory Health & Compliance
		1.2.2.1.7	Complete traffic studies for Homebush West and Strathfield Town Centres	Planning, Environment & Urban Services, Executive Manager Urban Services	Studies completed	6.1 Urban Support Services
		1.2.2.1.8	Review Strathfield Council's Active Transport Plan 2016 to include action plan to provide linkages to Canada Bay, Cumberland, Burwood and Canterbury-Bankstown Councils	Planning, Environment & Urban Services, Executive Manager Urban Services	Plan completed	6.1 Urban Support Services

Community Strategic Plan Goal: 1.2 All areas of Strathfield LGA are connected by integrated and safe transport networks						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
1.2.2 Ensure local transport infrastructure, networks and services are connected, safe and well-maintained across the Strathfield LGA	1.2.2.2 Review and manage plans and initiatives to improve road safety and provide fair access to parking	1.2.2.2.1	Review, manage and implement plans to improve traffic movement and manage resident access to on-street parking in areas of high parking demand.	Planning, Environment & Urban Services, Executive Manager Urban Services	# resident parking permits issued	6.1 Urban Support Services
		1.2.2.2.2	Investigate feasibility of providing car share spaces on streets and Council carparks (LSPS Action A14)	Planning, Environment & Urban Services, Executive Manager Urban Services	Review completed	6.1 Urban Support Services
		1.2.2.2.3	Monitor traffic and operate parking patrols in areas with high volume movement or parking demand eg schools, shopping areas, town centres, transport hubs, parks and sportsgrounds	Planning, Environment & Urban Services, Executive Manager Environmental Services	Schedules met	5.3 Regulatory Health & Compliance
		1.2.2.2.4	Deliver roads safety program and campaigns including speeding, effect of alcohol and drugs on driver behavior, look left / right when crossing, give way to buses, be aware of cyclist and other users of the roadway etc.	Planning, Environment & Urban Services, Executive Manager Urban Services	Program implemented	6.1 Urban Support Services
		1.2.2.2.5	Review Kiss 'n' Ride arrangements for schools to minimise impact on neighbouring residents and/or businesses (LSPS Action A11)	Planning, Environment & Urban Services, Executive Manager Urban Services	Review completed	6.1 Urban Support Services
		1.2.2.2.6	Collaborate with Police and RMS on actions to address road safety and unsafe behaviours eg speeding/hooning vehicles, heavy vehicles using residential streets etc	Planning, Environment & Urban Services, Executive Manager Urban Services		6.1 Urban Support Services

Community Strategic Plan Goal: 1.2 All areas of Strathfield LGA are connected by integrated and safe transport networks					
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Budget Area
		1.2.2.7	Review condition of traffic signs and road markings to ensure they are good condition and visible	Planning, Environment & Urban Services, Executive Manager Urban Services	# line markings and traffic signs repaired or renewed 6.1 Urban Support Services

Community Strategic Plan Goal: 1.3 Optimised service and information access and delivery through effective communications and digital technology						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
1.3.1 Deliver effective communications using various media forms that inform and engage with diverse communities	1.3.1.1 Deliver effective, accurate, timely and informative communications that improves awareness and connections with local communities	1.3.1.1.1	Develop and implement Council Communications Strategy	Office of GM – Executive Manager Communications	Strategy prepared and adopted	1.3 Office of GM & Executive
		1.3.1.1.2	Monitor media for articles related to the LGA, local government and issues of community impact or interest	Office of GM – Executive Manager Communications	Monitor daily	1.3 Office of GM & Executive
		1.3.1.1.3	Provide Mayoral media support	Office of GM – Executive Manager Communications	Meet fortnightly	1.3 Office of GM & Executive
		1.3.1.1.4	Provide regular community updates on actions, proposals and decisions affecting the local community across Council's media	Office of GM – Executive Manager Communications	# updates issued	1.3 Office of GM & Executive
		1.3.1.1.5	Develop options and provide support for a Strathfield LGA community based newspaper publication	Office of GM – Executive Manager Communications	Report presented	1.3 Office of GM & Executive
		1.3.1.1.6	Maintain, monitor and publish accurate and up-to-date communications in various formats including print, website and social media.	Office of GM – Executive Manager Communications	# services delivered in each format # website visits # social media followers	1.3 Office of GM & Executive
		1.3.1.1.7	Provide online access to a wide range of Council services. Prepare scope for development of a mobile Council	Office of GM – Executive Manager Communications	Application completed	1.3 Office of GM & Executive

Community Strategic Plan Goal: 1.3 Optimised service and information access and delivery through effective communications and digital technology						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
			application for access to online services and Council information.	Corporate and Financial Services, Chief Technology Officer	#online services available	
		1.3.1.1.8	Review Council website to ensure accuracy, compliance with information access and reporting requirements, disability standards (including ability for voice to text readability) and multi-language translations	Office of GM – Executive Manager Communications	Website review completed Disability upgrade completed Multi-language translations completed	1.3 Office of GM & Executive
		1.3.1.1.9	Manage banner and filming requests	Office of GM – Executive Manager Communications	# requests	1.3 Office of GM & Executive
1.3.2 Assess and develop digital technology frameworks and systems to improve and expand service delivery and information access	1.3.2.1 Design and implement technology based solutions that support enhanced and improved public information access and service delivery	1.3.2.1.1	Prepare ICT Plan. Manage Council's IT systems to maintain and improve organisational efficiency, capacity and security.	Corporate Services, Executive Manager Information Technology	Plan prepared	1.1 Corporate & Financial Services
		1.3.2.1.2	Provide IT Helpdesk and IT support and facilities for Council staff	Corporate Services, Executive Manager Information Technology	# Helpdesk requests completed	1.1 Corporate & Financial Services
		1.3.2.1.3	Maintain access to free public Wi-Fi infrastructure and service. Investigate increasing scope of accessible free public	Corporate Services, Executive Manager	# users	1.1 Corporate & Financial Services

Community Strategic Plan Goal: 1.3 Optimised service and information access and delivery through effective communications and digital technology						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
			Wi-Fi services across LGA eg parks and new or upgraded Council facilities and through place making eg activated smart social outdoor hubs, parks and open spaces (LSPS Action A27)	Information Technology	Scope of public Wi-Fi coverage in LGA	
		1.3.2.1.4	Develop Smart City Strategy including strategies to broaden public access to Wi-Fi and support activated public spaces with provision of digital infrastructure (LSPS Action P4 and A27)	Office of GM, Executive Manager Corporate Strategy & Performance	Strategy completed	2.1 Corporate Strategy

Operational Plan 2022-2023 – Community Wellbeing Theme

Community Strategic Plan Goal: 2.1 Culturally diverse, socially cohesive and connected communities						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
2.1.1 Provide opportunities and programs to build community capacity and resilience	2.1.1.1 Broaden access and availability of community facilities and programs and support local community groups and networks.	2.1.1.1.1	Prepare community and recreation facilities program to deliver and/or facilitate activities and programs to meet diverse range of community needs	People, Place and Civic Services – Executive Manager Human Services	Issue monthly What's On flyer	3.2 Community Development
		2.1.1.1.2	Review and update Council's Social Plan in consultation with the community.	People, Place and Civic Services – Executive Manager Human Services	Plan prepared	3.2 Community Development
		2.1.1.1.2	Investigate partnerships with educational and community colleges for delivery of arange of community programs and classes in the local area	People, Place and Civic Services – Executive Manager Human Services	Partnership developed	3.2 Community Development
		2.1.1.1.3	Maintain, monitor and liaise with community organisations to update Council's Community Directory	People, Place and Civic Services – Executive Manager Human Services	Promote monthly and update	3.2 Community Development
		2.1.1.1.4	Establish community contact networks (schools, community organisations, service providers, churches etc) throughout the LGA to regularly receive and distribute information of community interest and provide feedback to Council	People, Place and Civic Services – Executive Manager Human Services	Community networks developed	3.2 Community Development
		2.1.1.1.5	Provide support for Multicultural and Diversity Advisory Committee.	People, Place and Civic Services – Executive Manager Human Services	4 committees held per year	3.2 Community Development
		2.1.1.1.6	Coordinate information on Aboriginal history and art and significant anniversaries for First Nation's peoples	People, Place and Civic Services – Executive Manager Human Services	# events held	3.2 Community Development

Community Strategic Plan Goal: 2.1 Culturally diverse, socially cohesive and connected communities						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
	2.1.1.2 Deliver and work in partnerships to facilitate programs that provide support and connections for culturally and linguistically diverse communities, particularly new settlers.	2.1.1.2.1	Prepare plan to establish a local migrant resource centre in the Strathfield LGA	People, Place and Civic Services – Executive Manager Human Services	Plan developed	3.2 Community Development
		2.1.1.2.2	Prepare strategy and action plan for facilitating opportunities and programs to support CALD communities, particularly new settlers	People, Place and Civic Services – Executive Manager Human Services	Strategy developed	3.2 Community Development
		2.1.1.2.3	Provide information and civic education to CALD communities to assist in settling and obtaining access to resources. Investigate funding options to prepare a civic education program about living in Strathfield and provide language translations of 'Discover your Council' and Council information for distribution to new residents to Strathfield LGA.	People, Place and Civic Services – Executive Manager Human Services	'Discover Your Council' translated	3.2 Community Development
2.1.2 Deliver programs to meet identified community needs in partnership with key stakeholders, community and government agencies	2.1.2.1 Facilitate and partner with disability and carer providers, promote disability inclusion, provide information and address actions in Council's Disability Inclusion Plan.	2.1.2.1.1	Partner with disability and carer providers, promote disability inclusion and access and review Council actions in accordance with Disability Inclusion Action Plan	People, Place and Civic Services – Executive Manager Human Services	Disability information sessions held. DIAP reviewed	3.2 Community Development
		2.1.2.1.2	Develop Mobility Maps and missed business procedures to promote disability inclusion in the Strathfield LGA	People, Place and Civic Services – Executive Manager Human Services	Mobility maps and missed Business brochure developed	3.2 Community Development
		2.1.2.1.3	Prepare inclusion guidelines for parks and playgrounds and audit parks and playgrounds against these guidelines.	People, Place and Civic Services – Executive Manager Civic Services	Guidelines prepared Review undertaken	4.3 Open Space and Bushland

Community Strategic Plan Goal: 2.1 Culturally diverse, socially cohesive and connected communities						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
		2.1.2.1.4	Collaborate with disability organisation to coordinate program to support work experience for people with disabilities.	People, Place and Civic Services – Executive Manager Human Services	Work experience program developed	3.2 Community Development
		2.1.2.1.6	Prepare and implement Pedestrian Access and Mobility Plans (LSPS Action A17). Monitor pedestrian ramps and transport facilities for persons with disabilities	Planning, Environment & Urban Services – Executive Manager Urban Services	Urban Services	6.1 Urban Services Support
	2.1.2.2 Foster an age friendly community and facilitate programs to improve social connections and access to information, facilities and activities to support older residents achieving healthy and independent lives	2.1.2.2.1	Work with partners including NSW Health, Police and seniors organisations, to facilitate range of seniors programs (including incorporate bus excursion, fitness activity, talks on key information, bi-annual aged day care information talk session – impartial information, e.g. my AgedCare (in CALD languages), safety talks for digital crime (fraud, mail theft) and support initiatives for frail aged seniors	People, Place and Civic Services – Executive Manager Human Services	Partnerships developed and programs and services provided	3.2 Community Development
	2.1.2.2.2	Facilitate and work in partnerships to develop strategies outlining programs and events to support older residents. Conduct survey of Strathfield's seniors to ascertain needs of older residents	People, Place and Civic Services – Executive Manager Human Services	Seniors Survey developed	3.2 Community Development	
	2.1.2.2.3	Provide space at Dutton Centre for delivery of a range of activities and programs to support older residents health and social interaction	People, Place and Civic Services – Executive Manager Human Services	Prepare program	3.2 Community Development	

Community Strategic Plan Goal: 2.1 Culturally diverse, socially cohesive and connected communities						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
		2.1.2.4	Establish Seniors Advisory Group to meet and provide feedback to Council on a regular basis.	People, Place and Civic Services – Executive Manager Human Services	Seniors Advisory group developed	3.2 Community Development
		2.1.2.5	Negotiate with local shopping centres and services for concession discounts for seniors and pensioners in the Strathfield LGA.	People, Place and Civic Services – Executive Manager Human Services	Concession discounts progressed	3.2 Community Development
		2.1.2.6	Deliver and/or partner with community transport programs to improve access to community transport for older residents for transport for services and activities.	People, Place and Civic Services – Executive Manager Human Services	Partnership developed and transport promoted	3.2 Community Development
	2.1.2.1 Work with partners in providing services, facilities and information for children and their families	2.1.2.1	Collaborate with Sydney Local Health District (SLHD) to deliver healthy nutrition programs for children and their families.	People, Place and Civic Services – Executive Manager Human Services	Programs delivered	3.2 Community Development
		2.1.2.2	Collaborate with schools and service providers to develop school holidays programs.	People, Place and Civic Services – Executive Manager Human Services	School holiday programs developed	3.2 Community Development
		2.1.2.3	Collaborate with Sydney Local Health District (SLHD) to deliver health education at local early learning children's centres on health and community education	People, Place and Civic Services – Executive Manager Human Services	Programs delivered	3.2 Community Development
		2.1.2.4	Facilitate provision of children's services in Council facilities	People, Place and Civic Services – Executive Manager Human Services	# services provided	3.2 Community Development
	2.1.2.2	2.1.2.1	Include youth strategies in the review of the Social Plan.	People, Place and Civic Services – Executive Manager Human Services	Develop Youth Strategy	3.2 Community Development

Community Strategic Plan Goal: 2.1 Culturally diverse, socially cohesive and connected communities						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
	Facilitate programs and services for young people				within Social Plan	
		2.1.2.2	Review the provision of recreational facilities for older children and youth across the LGA in the Open Space and Recreation Strategy	People, Place and Civic Services – Executive Manager Human Services	Open Space & Recreation Strategy developed	3.2 Community Development
	2.1.2.3 Work with partners to develop diverse range of programs for volunteers and community participants	2.1.2.3.1	Collaborate with partners to develop a range of local programs with opportunities for volunteer participation	People, Place and Civic Services – Executive Manager Human Services	Develop volunteer programs	3.2 Community Development
		2.1.2.3.2	Prepare and deliver a recognition program for community volunteers and local organisations	Office of GM, Manager Civics and Protocols	Program developed	1.3 Office of GM & Executive
		2.1.2.4 Provide funding and support for community projects to build and improve community capacity and services	2.1.2.4.1	Review, promote and administer financial assistance and local community grants programs in accordance with guidelines	People, Place and Civic Services – Executive Manager Human Services	Community grants delivered

Community Strategic Plan Goal: 2.2 Healthy and Active Communities						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
2.2.1 Manage open space, recreation and community facilities and programs to provide fair access and meet	2.2.1.1 Prepare and implement strategies for open space, community and recreational facilities.	2.2.1.1.2	Review planning strategies and management plans for parks and open space, community and recreational facilities that includes landscaping and tree canopy, conserving biodiversity, access to facilities, retention of open space for recreation, consideration of disability and mobility and provision of leash free areas.	People, Place and Civic Services, Executive Manager Civic Services	# plans reviewed	4.3 Open Spaces & Bushland

Community Strategic Plan Goal: 2.2 Healthy and Active Communities						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
community, leisure and recreational needs	2.2.1.2 Manage and optimise use of parks, sportsgrounds and recreational facilities to provide fair access and meet the needs of our diverse community.	2.2.1.2.1	Implement 2022-2023 Capital works programs for parks, sportsgrounds and recreational facilities	People, Place and Civic Services, Executive Manager Civic Services	Works implemented	4.3 Open Spaces & Bushland
		2.2.1.2.2	Implement 2022-2023 Capital works programs for Council facilities (buildings)	People, Place and Civic Services, Executive Manager Civic Services	Works implemented	3.1 Building & Facilities
		2.2.1.2.2	Prepare policy for determining fees and subsidies. Manage, monitor and review licences and lease agreements for Council facilities	Office of GM, Director Office of GM	Policy prepared	1.3 Office of GM & Executive
		2.2.1.2.3	Inspect and monitor Council properties and carry out maintenance schedules and repairs/renewal where required.	People, Place and Civic Services, Executive Manager Civic Services	Schedules met	3.1 Building & Facilities
		2.2.1.2.4	Prepare and manage asbestos register for Council buildings	People, Place and Civic Services, Executive Manager Civic Services	Register updated	3.1 Building & Facilities
		2.2.1.2.4	Manage casual and seasonal hire agreements for use of sportsgrounds, parks and community facilities within Council's adopted policy	People, Place and Civic Services, Executive Manager Civic Services	# bookings # seasonal hire agreements	4.3 Open Spaces & Bushland
		2.2.1.2.5	Manage and maintain parks, amenities, playgrounds, recreational facilities to high standards of safety and amenity in accordance with Asset Management Plans.	People, Place and Civic Services, Executive Manager Civic Services	Schedules met	4.3 Open Spaces & Bushland
		2.2.1.2.6	Develop and manage Memorandums of Understanding (MOU) with local schools to share infrastructure (LSPS Action A37)	People, Place and Civic Services, Executive Manager Civic Services	# agreements completed	4.3 Open Spaces & Bushland

Community Strategic Plan Goal: 2.2 Healthy and Active Communities						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
2.2.2 Promote healthy and active living programs	2.2.2.1 Collaborate and provide opportunities to improve community participation in healthy living programs and activities	2.2.2.1.1	Promote programs in partnership with Australian Catholic University, Sydney Local Health District and sports and recreation organisations to deliver health, fitness and social wellbeing for general community	People, Place and Civic Services – Executive Manager Human Services	Partnership agreements in place	3.2 Community Development
		2.2.2.1.2	Partner with Sydney Health District to develop and deliver programs for healthy living including physical, mental and dental health education and information for whole community and targeted groups with identified health needs	People, Place and Civic Services – Executive Manager Human Services	Partnership agreement in place	3.2 Community Development

Community Strategic Plan Goal: 2.3 Safe and accessible places						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
2.3.1 Collaborate and deliver public safety programs and promote community safety awareness	2.3.1.1 Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity	2.3.1.1.1	Collaborate with Police and community stakeholders to target and deliver community education and awareness campaigns to raise awareness of community safety issues.	People, Place and Civic Services – Executive Manager Human Services	# information sessions delivered	3.2 Community Development
		2.3.1.1.1	Collaborate with Police on identified safety needs and deliver information and education programs for the community	People, Place and Civic Services – Executive Manager Human Services	Programs delivered	3.2 Community Development
		2.3.1.1.1	Review Strathfield Community Safety Plan and evaluate outcomes. Develop graffiti prevention information for business owners and residents as an initiative in community safety	People, Place and Civic Services – Executive Manager Human Services	Develop Graffiti Prevention information	3.2 Community Development

Community Strategic Plan Goal: 2.3 Safe and accessible places						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
		2.3.1.1.1	Deliver Cyber Safe Strathfield community information programs to raise community awareness of scams and cyber-attacks eg Tech Savvy Seniors, CALD	People, Place and Civic Services – Executive Manager Human Services	Develop brochures and provide information sessions on Cyber Security	3.2 Community Development
		2.3.1.1.1	Deliver priority initiatives from the Strathfield Community Safety Plan including safety audits and identification of 'hotspots' for vandalism	People, Place and Civic Services – Executive Manager Human Services	Safety Audits attended	3.2 Community Development
		2.3.1.1.2	Organise Community Safety talks and workshops – library, public spaces, in CALD languages – partner with Police and community organisations	People, Place and Civic Services – Executive Manager Human Services	Community Safety talks provided in Mandarin and Korean	3.2 Community Development
		2.3.1.1.3	Review effectiveness of Council's CCTV policies and programs in collaboration with Police	People, Place and Civic Services – Executive Manager Human Services	Review prepared	3.2 Community Development
		2.3.1.1.4	Manage access to CCTV footage.	Office of GM – Executive Manager Corporate Compliance and General Counsel	# requests for access to CCTV footage # CCTV installations	1.3 Office of GM – GM & Exec
		2.3.1.1.5	Manage installation and maintenance of CCTV systems in compliance with CCTV program and policies.	Corporate Services, Executive Manager Information Technology	# CCTV cameras in operation	1.1 Corporate & Financial Services

Community Strategic Plan Goal: 2.3 Safe and accessible places						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
	2.3.1.2 Maintain safe public environments and manage reductions of hazards	2.3.1.2.1	Collaborate with Ausgrid, to review and audit lighting in streets. Recommend changes based on assessment of lighting standard and potential impact on neighbouring properties.	Planning, Environment & Urban Services, Executive Manager Urban Services	Review complete	6.1 Urban Services Support
		2.3.1.2.2	Audit and maintain safe level of lighting in parks.	People, Place and Civic Services, Executive Manager Civic Services	Safe lighting standard met	4.3 Open Spaces & Bushland
		2.3.1.2.2	Deliver a three year strategy to improve street trees through crown lifting and pruning program. Respond to requests and complaints regarding trees in public areas.	People, Place and Civic Services, Executive Manager Civic Services	# requests completed	4.3 Open Spaces & Bushland
		2.3.1.2.3	Maintain day and night patrols and respond to complaints and reports of anti-social behaviours, graffiti, vandalism and illegal waste dumping.	Planning, Environment & Urban Services, Executive Manager Environmental Services	# requests completed	5.3 Regulatory Health & Compliance
2.3.3 Promote and build community resilience, capacity and self-reliance	2.3.1.3 Build community resilience and capacity to manage and respond to shocks and emergencies	2.3.1.3.1	Participate and work in partnerships to implement local emergency management plans, educate community concerning response to emergencies.	Planning, Environment & Urban Services, Executive Manager Urban Services	Attend quarterly regional meetings	6.1 Urban Support Services
		2.3.1.3.2	Participate in Resilient Sydney partnership, prepare Resiliency Strategy, resiliency initiatives and programs such as Get Ready and emergency readiness campaigns. (Resilient Sydney Actions 23,24)	Office of GM Chief Resilience Officer	Program participation	1.3 Office of GM & Executive

Operational Plan 2022-2023 – Celebrating Culture and Place Theme

Community Strategic Plan Goal: 3.1 Enticing, vibrant and safe centres blending services and social connectivity					
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Budget Code
3.1.1 Plan and deliver vibrant attractive and safe town and village centres and commercial areas	3.1.1.1 In collaboration, plan and deliver vibrant, active and diverse services and activities in local town and village centres and commercial areas	3.1.1.1.1	Work collaboratively with Burwood Council, TfNSW and key landowners to prepare a masterplan for Strathfield Town Centre to fulfill its potential and strengthen its economic role within the LGA and District. (LSPS Action A64)	Planning, Environment & Urban Services Executive Manager, Landuse Planning	Plan prepared 2.2 Planning & Strategy
		3.1.1.1.2	Prepare Commercial Centre Study that includes: <ul style="list-style-type: none"> the identification of a hierarchy of centres a review of zoning, land uses and development standards for these centres a review of the capacity of existing employment generating floorspace (commercial and retail) an investigation of flexible and innovative approaches to enable the revitalisation of high streets and centres in decline opportunities to improve urban amenity by moving some delivery and service activities off the street requirements relating to non-residential floor space opportunities for economic investment and improved productivity and the development of statements for each Centre which support the LSPS Vision, respect existing and future desired local character to ensure the delivery of the Eastern City District job targets (LSPS Action A60) 	Planning, Environment & Urban Services Executive Manager, Landuse Planning	Study prepared 2.2 Planning & Strategy
		3.1.1.1.3	Prepare a Visitation Strategy which builds on Strathfield's unique offerings and its proximity to Greater Parramatta Olympic Park, supports	Planning, Environment & Urban Services Executive	Study prepared 2.2 Planning & Strategy

Community Strategic Plan Goal: 3.1 Enticing, vibrant and safe centres blending services and social connectivity						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Code
			visitation, provides local jobs and supports liveability (LSPS Action A81)	Manager, Landuse Planning		
		3.1.1.4	Prepare a creative industries strategy to: <ul style="list-style-type: none">• identify the type of arts and creative industry opportunities for people who live, work and visit the LGA• Investigate opportunities to establish a creative precinct within industrial zones through the collocation of artistic and creative organisations to support arts/creative enterprises and industries• Investigate options for temporary and interim permissible uses to support creative enterprise and provide opportunities for people to connect (LSPS A75)	Planning, Environment & Urban Services Executive Manager, Landuse Planning	Study prepared	2.2 Planning & Strategy
		3.1.1.5	Investigate feasibility of night markets and night entertainment in commercial and industrial centres in the Strathfield LGA.	Planning, Environment & Urban Services Executive Manager, Landuse Planning	Report prepared	2.2 Planning & Strategy
		3.1.1.6	Investigate feasibility of negotiating space for business, cultural and community start-ups in vacant shops and industrial space	Planning, Environment & Urban Services Executive Manager, Landuse Planning	Report prepared	2.2 Planning & Strategy
		3.1.1.7	Manage and monitor outdoor dining agreements in town centres	Office of GM, Director Office of GM	# current agreements	1.3 Office GM – GM & Exec
		3.1.1.8	Manage and monitor footpath trading agreements	Corporate & Financial Services, Executive	# current agreements	1.1 Office of GM – GM & Exec

Community Strategic Plan Goal: 3.1 Enticing, vibrant and safe centres blending services and social connectivity						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Code
				Manager, Administration		
3.1.2 Support programs to promote activity and sustain local business	3.1.2.1 Promote a range of activities and experiences to attract local community and visitors to the Strathfield area	3.1.2.1.1	Design, facilitate and promote an annual program of major events that provide opportunities for a wide range of community participation	Office of GM, Executive Manager, Communications, Events & Engagement	Program endorsed Completion of events # participants	4.2 Events & Cultural Services
		3.1.2.1.2	Provide festive decorations throughout LGA during Christmas/New Year season.	Office of GM, Executive Manager, Communications, Events & Engagement	Decorations installed	4.2 Events & Cultural Services
	3.1.2.2 Facilitate plans and programs to promote business productivity and improve compliance	3.1.3.1.1	Prepare Local Employment and Productivity Strategy (LSPS Action A71)	Planning, Environment & Urban Services Executive Manager, Landuse Planning	Strategy prepared	2.2 Planning & Strategy
		3.1.3.1.2	Implement findings of Commercial Centres Study (LSPS Action A60) and collaborate with businesses to improve streetscapes, amenities and incorporate sustainable practices eg solar, water	Planning, Environment & Urban Services, Executive Manager Environmental Services	Actions implemented	2.2 Planning & Strategy
		3.1.3.1.3	Conduct inspections of food businesses. Participate and award businesses in the 'Score on Doors' food safety program	Planning, Environment & Urban Services, Executive Manager	80% of inspections rate 3 stars and above Food Safety 'Scores on	5.3 Regulatory Health & Compliance

Community Strategic Plan Goal: 3.1 Enticing, vibrant and safe centres blending services and social connectivity						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Code
				Environmental Services	Doors' program	
		3.1.3.1.4	Conduct inspections and audits for business compliance, environmental audit and monitoring program eg skin premises, cooling towers	Planning, Environment & Urban Services, Executive Manager Environmental Services	# inspections and audits completed	5.3 Regulatory Health & Compliance

Community Strategic Plan Goal: 3.2 Place of creativity, culture and learning						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
3.2.1 Facilitate and support learning, community and cultural programs, events and activities	3.2.1.1 Provide access to library and information services to support and promote community learning, literacy, knowledge and social cohesion	3.2.1.1.1	Deliver and facilitate programs that support learning, literacy and technology across all ages and groups including children, youth, adults, people with disabilities, seniors and people from cultural and linguistic diversity backgrounds.	People, Place and Civic Services – Executive Manager Human Services	# programs held eg storytime, toddler, baby bounce etc % resources allocated to target collections eg CALD	4.1 Public Libraries
		3.2.1.1.2	Prepare Library and Information Services Strategy	People, Place and Civic Services – Executive Manager Human Services	Strategy prepared	4.1 Public Libraries
		3.2.1.1.3	Provide access to library and information services including loans, reference services, target group collections and digital resources including 3-D printing	People, Place and Civic Services – Executive Manager Human Services	# loans # visitors # library members # wifi sessions	4.1 Public Libraries
		3.2.1.1.4	Manage and monitor extended night library opening hours at Strathfield Library and assess outcomes	People, Place and Civic Services – Executive Manager Human Services	Monitor and report on outcome	4.1 Public Libraries
		3.2.1.1.5	Prepare and deliver early childhood and preschool literacy at library and outreach including bi-lingual sessions.	People, Place and Civic Services – Executive Manager Human Services	# sessions held	4.1 Public Libraries
		3.2.1.1.6	Prepare and promote digital literacy programs and services to the community to improve digital awareness and skills	People, Place and Civic Services – Executive Manager Human Services	# programs delivered	4.1 Public Libraries

Community Strategic Plan Goal: 3.2 Place of creativity, culture and learning						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
3.2.2 Foster and celebrate local identity		3.2.1.7	Deliver services, activities and programs in partnership with agencies, community organisations and service providers	People, Place and Civic Services – Executive Manager Human Services	# services delivered	4.1 Public Libraries
		3.2.1.8	Investigate demand for additional Library book lockers and suitable locations	People, Place and Civic Services – Executive Manager Human Services	Report prepared	4.1 Public Libraries
		3.2.1.9	Partner with Justice of the Peace volunteers to deliver JP services at Strathfield Library	People, Place and Civic Services – Executive Manager Human Services	# JP sessions	4.1 Public Libraries
	3.2.2.1 Explore and reflect on shared culture, history and heritage of Strathfield's communities	3.2.2.1.1	Partner and present exhibitions and learning programs that educate and reflect on culture, art, heritage and environment with emphasis on connections to Strathfield LGA.	People, Place and Civic Services – Executive Manager Human Services	# exhibitions held # visitors to exhibitions	4.1 Public Libraries
		3.2.2.1.2	Prepare an oral history project focused on undocumented histories of culturally and linguistically diverse groups and their experiences in Strathfield LGA	People, Place and Civic Services – Executive Manager Human Services	Project brief completed	4.1 Public Libraries
		3.2.2.1.3	In collaboration with partners, prepare and deliver education on first nation history in the Strathfield LGA and celebrate NAIDOC Week	People, Place and Civic Services – Executive Manager Human Services	Program delivered	4.1 Public Libraries
	3.2.2.2 Promote and deliver civic programs and events that connect and celebrate community	3.2.2.2.1	Coordinate citizenship ceremonies and recognise and celebrate civic events and community achievements	Office of GM, Manager, Civics & Protocol	# citizenship ceremonies and conferees	1.3 Office of GM & Executive
		3.2.2.2.2	Review Sister City Policy and arrangements	Office of GM, Manager, Civics & Protocol	Review completed	1.3 Office GM, GM & Executive

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Operational Plan 2022-2023 – Liveable Neighbourhoods Theme

Community Strategic Plan Goal: 4.1 Quality, liveable and sustainable urban design and development						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
4.1.1 Urban design and development that balances growth with quality living, sustainable and aesthetic outcomes reflecting local character and heritage	4.1.1.1 Prepare, review and implement planning controls that respect local character, heritage and deliver quality liveability, aesthetics and sustainable development in the Strathfield LGA	4.1.1.1.1	Comprehensive review of Strathfield Local Environmental Plan (LEP) to align with District Plan priorities	Planning, Environment & Urban Services Executive Manager, Landuse Planning	LEP exhibited	2.2 Planning & Strategy
		4.1.1.1.2	Review Development Control Plans (DCP) to align with the Local Environmental Plan (LEP).	Planning, Environment & Urban Services Executive Manager, Landuse Planning	DCP reviewed and adopted	2.2 Planning & Strategy
		4.1.1.1.3	Prepare Neighbourhood Character statements	Planning, Environment & Urban Services Executive Manager, Landuse Planning	Report to Council	2.2 Planning & Strategy
		4.1.1.1.4	Advocate to NSW Government and agencies on issues affecting the Strathfield LGA including: <ul style="list-style-type: none">• Ensure that developer contributions are returned to communities and oppose related changes in the EP&A amendment (Infrastructure Contributions) Bill• That developer contributions are allocated to social and affordable housing• That a vacancy levy should be imposed on empty dwellings• That measures are introduced to improve building quality, reduce defects and protect consumers	Planning, Environment & Urban Services Executive Manager, Landuse Planning	# representations	2.2 Planning & Strategy

Community Strategic Plan Goal: 4.1 Quality, liveable and sustainable urban design and development						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
			<ul style="list-style-type: none">That NSW Government's unrealistic population and growth targets are opposedThat environment authorities negotiate outcomes to minimise noise and other pollution affecting residents			
		4.1.1.5	Maintain heritage advisor service for owners of heritage properties.	Planning, Environment & Urban Services Executive Manager, Landuse Planning	# Heritage advices provided # Heritage grants delivered	2.2 Planning & Strategy
		4.1.1.6	Manage heritage grant program to support owners of heritage properties.	Planning, Environment & Urban Services Executive Manager, Landuse Planning	# Heritage advices provided # Heritage grants delivered	2.2 Planning & Strategy
		4.1.1.7	Develop affordable housing contributions scheme	Planning, Environment & Urban Services Executive Manager, Landuse Planning	Scheme developed	2.2 Planning & Strategy
		4.1.1.8	Collaborate with Land and Housing Corp and City of Sydney to identify and investigate and prepare options for social housing in LGA	Planning, Environment & Urban Services Executive Manager, Landuse Planning	Quarterly meeting held	2.2 Planning & Strategy
		4.1.1.9	Prepare plan to facilitate design excellence on a large scale landmark development on Parramatta Road (LSPS Actions A46 & A47)	Planning, Environment & Urban Services Executive Manager, Landuse Planning	Plan prepared	2.2 Planning & Strategy

Community Strategic Plan Goal: 4.1 Quality, liveable and sustainable urban design and development						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
		4.1.1.10	Prepare updated LGA wide flood risk management study including completion of the Saleyards Creek floodplain management study	Planning, Environment & Urban Services, Executive Manager Urban Services	Study completed	6.1 Urban Support Services
		4.1.1.11	Prepare a climate change mitigation and adaption and resilience strategy and work collaboratively with key stakeholders to develop local initiatives to respond to the impacts of climate change and deliver key environmental infrastructure upgrades, in particular for energy and water systems (LSPS Action A109)	Planning, Environment & Urban Services, Executive Manager Environmental Services	Strategy completed	2.3 Sustainability
		4.1.1.12	Review and update the Strathfield Local Strategic Planning Statement 2020	Planning, Environment & Urban Services Executive Manager, Landuse Planning	Review completed	2.2 Planning & Strategy
4.1.2 Deliver effective and efficient planning and development processes	4.1.2.1 Deliver effective and efficient planning and development processes focused on best community outcomes	4.1.2.1	Provide public notification of development and planning proposals in accordance with guidelines	Planning, Environment & Urban Services Executive Manager, Landuse Planning	# notifications issued	5.2 Development Control
		4.1.2.2	Assess and determine development applications and planning proposals. Provide support for planning panels.	Planning, Environment & Urban Services Executive Manager, Landuse Planning	# DA processed	5.2 Development Control
		4.1.2.3	Administer tree application process and investigate breaches and complaints	People, Place and Civic Services, Executive Manager Civic Services	# Tree permits completed	5.3 Regulatory Health, Compliance /Inspections

Community Strategic Plan Goal: 4.2 Clean, attractive and well-maintained neighbourhoods and public domains						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
4.2.1 Provide high quality, efficient and sustainable waste services and education to reduce landfill and improve recycling and reuse	4.2.1.1 Deliver efficient waste services and community education that respond to community demand and improve resource recovery and waste management practices	4.2.1.1.1	Deliver scheduled general, green waste, recycling services to residential properties. Manage on-call waste collection services	Planning, Environment & Urban Services, Executive Manager Environmental Services	# services # tonnage waste collected % waste diverted from landfill	7.1 Household Garbage Collection
		4.2.1.1.2	Prepare Waste Management Strategy	Planning, Environment & Urban Services, Executive Manager Environmental Services	Waste Management Strategy adopted	7.1 Household Garbage Collection
		4.2.1.1.3	Investigate establishing or partner with an existing recycling drop-in centre or Community Recycling Resource service	Planning, Environment & Urban Services, Executive Manager Environmental Services	Result reported	7.1 Household Garbage Collection
		4.2.1.1.4	Identify gaps in community awareness of waste processes and deliver education programs aimed at reducing littering and dumping and improving recycling and reuse.	Planning, Environment & Urban Services, Executive Manager Environmental Services	# community education programs delivered	7.1 Household Garbage Collection
		4.2.1.1.5	Review on-call collection processes for residents living in multi-unit development to improve access to services	Planning, Environment & Urban Services, Executive Manager Environmental Services	Review completed	7.1 Household Garbage Collection
		4.2.1.1.6	Facilitate and monitor Return and Earn recycling service	Planning, Environment & Urban Services, Executive Manager	# collections # tonnes collected	7.1 Household Garbage Collection

Community Strategic Plan Goal: 4.2 Clean, attractive and well-maintained neighbourhoods and public domains						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
				Environmental Services		
4.2.2 Maintain high standards of public health, amenity and safety	4.2.2.1 Deliver compliance inspection, monitoring and education programs to maintain high standards of public health and community safety.	4.2.2.1.1	Investigate and monitor pollution events and take action on compliance breaches including sediment and erosion control	Planning, Environment & Urban Services, Executive Manager Environmental Services	Action within 24 hours and follow up in 48 hours	5.3 Regulatory Health & Compliance
		4.2.2.1.2	Investigate complaints and/or breaches of permits including standing plants, skip bins etc.	Planning, Environment & Urban Services, Executive Manager Environmental Services	Action within 24 hours and follow up in 48 hours	5.3 Regulatory Health & Compliance
		4.2.2.1.3	Review Companion Animal Policy. Deliver responsible animal ownership, management and education programs including management of dangerous dogs. Provide timely response to service requests.	Planning, Environment & Urban Services, Executive Manager Environmental Services	# animals impounded #animals returned and rehomed	5.3 Regulatory Health & Compliance
		4.2.2.1.4	Administer fire safety, swimming pool safety, awnings, building compliance and public health protection and compliance	Planning, Environment & Urban Services, Executive Manager Environmental Services	# Inspections completed	5.3 Regulatory Health & Compliance
	4.2.2.2 Deliver street and public domain cleansing programs and provide community education to improve public domains, streets and waterways	4.2.2.2.1	Deliver cleansing and maintenance programs in public domains including town centres and provide timely responses to service requests.	Planning, Environment & Urban Services, Executive Manager Environmental Services	Schedule service met	7.2 Street Cleaning
		4.2.2.2.2	Provide regular street sweeping services across Strathfield LGA.	Planning, Environment & Urban Services, Executive Manager Environmental Services	Schedule service met	7.2 Street Cleaning

Community Strategic Plan Goal: 4.2 Clean, attractive and well-maintained neighbourhoods and public domains						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
		4.2.2.2.3	Deliver stormwater education campaigns 'sweep instead of hose or blow' to reduce waterway pollutants and street litter. (Biodiversity Strategy Action A10)	Planning, Environment & Urban Services, Executive Manager Environmental Services	# education campaigns	2.3 Sustainability

Community Strategic Plan Goal: 4.3 Healthy Thriving Sustainable and Resilient Environments						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
4.3.1 Conserve, restore and enhance Strathfield's biodiversity, ecological health, tree canopies and resiliency (P13)	4.3.1.1 Protect, monitor and expand urban forest and tree canopies across the Strathfield LGA.	4.3.1.1.1	Prepare a Strathfield Greening Strategy which identifies quality open space and thriving green corridors to ameliorate impact of growth across LGA, reduce urban heat and improve the quality of Strathfield's urban landscape, parks and open spaces (Biodiversity Strategy actions A13 and LSPS Action P15)	People, Place and Civic Services, Executive Manager Civic Services	Strategy milestones met	4.3 Open Space & Bushland
		4.3.1.1.2	Prepare Street Trees & Park Trees Masterplan. Implement and deliver tree management maintenance and pruning programs across LGA	People, Place and Civic Services, Executive Manager Civic Services	Masterplan prepared # trees planted Schedules met # trees pruned	4.3 Open Space & Bushland
		4.3.1.1.3	Collaborate with State Government for planting of trees on Parramatta Road (LSPS Action A100)	People, Place and Civic Services, Executive Manager Civic Services	# trees planted	4.3 Open Space & Bushland
		4.3.1.1.4	Collaborate with Macquarie University and monitor and progress implementation of 'Breathing Life into Industrial Areas' project to	People, Place and Civic Services,	# trees planted	4.3 Open Space & Bushland

Community Strategic Plan Goal: 4.3 Healthy Thriving Sustainable and Resilient Environments						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
			increase tree planting in industrial areas of low tree canopy coverage and provide research evidence	Executive Manager Civic Services		
	4.3.1.2 Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways (LSPS P13)	4.3.1.2.1	Partner with NSW Government and neighbouring Councils to implement the Metropolitan Greenspace masterplan (LSPS Action P15)	People, Place and Civic Services, Executive Manager Civic Services	Implementation of masterplan	4.3 Open Space & Bushland
		4.3.1.2.2	Improve quality of habitat in Strathfield's natural areas and reserves through reduction of weeds and hazards including Cocks Creek Reserve. (Biodiversity Strategy Action A1)	Planning, Environment & Urban Services, Executive Manager Environmental Services	Weed reduction program delivered	2.3 Sustainability
		4.3.1.2.3	Inspect and enforce management of biosecurity. Conduct weed education programs.	Planning, Environment & Urban Services, Executive Manager Environmental Services	# inspections	2.3 Sustainability
		4.3.1.2.4	Implement management plan to improve habitat of Mason Park Wetlands. Apply for funding to install a sluice gate to improve tidal flushing (Biodiversity Strategy Action A7)	Planning, Environment & Urban Services, Executive Manager Environmental Services	Funding approval	2.3 Sustainability
		4.3.1.2.5	In partnership with Birdlife Australia and local schools and community, conduct annual bird survey to track change in migratory shorebird species utilising Mason Park Wetland (Biodiversity Strategy Action A8)	Planning, Environment & Urban Services, Executive Manager Environmental Services	Bird survey completed Changes in migratory shorebird species	2.3 Sustainability
		4.3.1.2.6	Seek agreement with Australia Post regarding conservation of remnant patch of Cooks River/Castlereagh Ironbark Forest (CRCIF) at Weeroona Road (Biodiversity Plan Action A5)	Planning, Environment & Urban Services, Executive Manager	Agreement made	2.3 Sustainability

Community Strategic Plan Goal: 4.3 Healthy Thriving Sustainable and Resilient Environments						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
				Environmental Services		
		4.3.1.2.7	Working with partners, revitalise and maintain Green and Golden Bellfrog (GGBF) ponds and habitat at Greenacre Frog Ponds and Cocks Creek Reserve and undertake annual survey to status and population of GGBF (Biodiversity Strategy Action A11)	Planning, Environment & Urban Services, Executive Manager Environmental Services	Annual survey completed Changes in status and population of GGBF	2.3 Sustainability
		4.3.1.2.8	Develop and deliver Backyard Habitat program and Creating Backyard Habitat guide for residents. (Biodiversity Strategy A14)	Planning, Environment & Urban Services, Executive Manager Environmental Services	Program developed	2.3 Sustainability
		4.3.1.2.9	Provide an exhibition and education programs on Strathfield's local environment at Strathfield Library in 2022	Planning, Environment & Urban Services, Executive Manager Environmental Services	Exhibition held	2.3 Sustainability
		4.3.1.2.10	Collaborate with schools, community groups and other Councils to prepare and deliver sustainability and environment workshops	Planning, Environment & Urban Services, Executive Manager Environmental Services	# programs delivered	2.3 Sustainability
		4.3.1.2.11	Promote and support environmental programs involving community participation such as National Tree Day, Bushcare and community planting days at natural area priority sites using revegetated plantings from locally sourced stock and volunteer programs (Biodiversity Strategy Action A2)	Planning, Environment & Urban Services, Executive Manager Environmental Services	# Participants # events held	2.3 Sustainability

Community Strategic Plan Goal: 4.3 Healthy Thriving Sustainable and Resilient Environments						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
	4.3.2.1 Collaborate and engage with NSW Government agencies, other Councils, schools and general community to participate in environmental and stormwater education and programs	4.3.1.2.12	Review Strathfield Community Garden operations and implement strategies to re-engage community and promote garden for community education	Planning, Environment & Urban Services, Executive Manager Civic Services	# members of Community Garden	2.3 Sustainability
		4.3.2.1.1	Advocate to NSW Government and Sydney Water for health, water quality and future naturalisation of Strathfield's waterways including Cooks River and Powells Creek. (LSPS Action P14)	Planning, Environment & Urban Services, Executive Manager Environmental Services	Progress of advocacy	2.3 Sustainability
		4.3.2.1.2	Participate in multi-council and regional partnerships to improve urban ecosystems across regional or catchment areas	Planning, Environment & Urban Services, Executive Manager Environmental Services	# meetings attended	2.3 Sustainability
		4.3.2.1.3	Collaborate with Cooks River Alliance and catchment Councils in preparation of Cooks River Catchment Coastal Management Program and delivery of adopted actions	Planning, Environment & Urban Services, Executive Manager Environmental Services	Progress of plan development	2.3 Sustainability
		4.3.2.1.4	Conduct regular water monitoring to ascertain health of waterways and detect pollution incidences (Biodiversity Strategy A9)	Planning, Environment & Urban Services, Executive Manager Environmental Services	Standard of water quality # pollution incidents	2.3 Sustainability
4.3.3 Implement sustainable practices and efficiencies in resource use to support a healthy built environment (P16)	4.3.4.1 Monitor, educate and implement programs for sustainable renewable energy, reduction of emissions and water, and promote transport efficiencies in Council	4.3.3.1.1	Review Council's Procurement policies to include sustainability processes and outcomes (LSPS Action P16)	Planning, Environment & Urban Services, Executive Manager Environmental Services	Review completed	2.3 Sustainability
		4.3.3.1.2	Maintain and promote availability of Electrical Vehicle Charging Stations. Review fleet for conversion to energy efficient alternatives	Planning, Environment & Urban Services, Executive Manager Urban Services	Target emission reductions	6.1 Urban Support Services

Community Strategic Plan Goal: 4.3 Healthy Thriving Sustainable and Resilient Environments						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
	operations and in Strathfield LGA.	4.3.3.1.3	Collaborate with Ausgrid to implement an LED replacement program for main road lighting.	Office of GM, Director of Office of GM	% program implementation	1.3 Office of GM – GM & Executive

Operational Plan 2022-2023 – Responsible Leadership Theme

Community Strategic Plan Goal: 5.1 Council's leadership and decision making reflects community priorities and values						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
5.1.1 Strathfield community is well informed, engaged and represented in Council policy making and advocacy	5.1.1.1 Engage and provide opportunities for community to participate in decision making processes.	5.1.1.1.1	Review and adopt a new Community Engagement Strategy	Office of GM – Executive Manager Corporate Strategy and Performance	Adopted by December 2022	2.1 Corporate Strategy
		5.1.1.1.2	Provide public notification and engage with community concerning Council proposals, policies and projects.	Office of GM – Executive Manager Communications	# public notifications	2.1 Corporate Strategy
		5.1.1.1.3	Provide timely and effective advocacy and/or submissions concerning legislative and/or policy proposals affecting the Strathfield LGA	Office of GM – General Manager and/or Executive staff	# submissions made	1.3 Office GM – GM & Executive
		5.1.1.1.4	Review Council policies. Maintain currency of Council's policy register.	Office of GM – Executive Manager Corporate Compliance and General Counsel	# policies reviewed	1.1 Corporate & Financial Services
5.1.2 Deliver ethical, effective and responsible	5.1.2.1 Facilitate Council and Committee meetings and ensure compliance with	5.1.2.1.1	Administer Council and Committee meeting proceedings in accordance with the adopted Code of Meeting Practice.	Corporate Services – Executive Manager Administration	# Council meetings held	1.1 Corporate & Financial Services

Community Strategic Plan Goal: 5.1 Council's leadership and decision making reflects community priorities and values						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
leadership and transparent and accountable decision making	statutory and policy obligations	5.1.2.1.2	Prepare and publish Council business paper and issue minutes within required timeframes	Corporate Services – Executive Manager Administration	# Minutes issued within timeframe	1.1 Corporate & Financial Services
		5.1.2.1.3	Manage requests to speak at Council and Committee meetings	Corporate Services – Executive Manager Administration	# registered speakers	1.1 Corporate & Financial Services
		5.1.2.1.4	Facilitate and provide support for Council's committees	Corporate Services – Executive Manager Administration	# Committee meetings held	1.1 Corporate & Financial Services
		5.1.2.1.5	Respond to Council resolutions and assess and review organisational and resource impacts in quarterly budget review	Corporate Services – Executive Manager Administration	% council resolution completed	1.1 Corporate & Financial Services
	5.1.2.2 Provide support to Councillors to enable effective and representative decision making based on community priorities	5.1.2.2.1	Prepare, deliver and report on councillor induction and learning and development programs.	Corporate Services – Executive Manager Administration	Report provided for Annual Report	1.1 Corporate & Financial Services
		5.1.2.2.2	Issue weekly Councillor Bulletin, provide Councillor briefings and provide timely and accurate responses to requests.	Corporate Services – Executive Manager Administration	# bulletins issued # briefings held	1.1 Corporate & Financial Services
		5.1.2.2.3	Review Councillors Expenses and Facilities Policy. Manage and report on councillor entitlements under policy requirements.	Corporate Services – Executive Manager Administration	Policy reviewed and adopted Report provided for Annual Report	1.1 Corporate & Financial Services

Community Strategic Plan Goal: 5.2 Council is effectively and responsibly managed and responds to community needs						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
5.2.1 Prepare and implement plans and strategies to deliver and resource efficient and accountable services, programs and infrastructure	5.2.1.1 Prepare and implement Integrated Planning and Reporting framework and provide reports on Council performance	5.2.1.1.1	Prepare and revise plans and conduct community engagement as required under the Integrated Planning and Reporting framework	Office of GM, Executive Manager Corporate Strategy & Performance	Statutory requirements met	2.1 Corporate Strategy
		5.2.1.1.2	Monitor and report on implementation of Integrated Planning and Reporting framework plans and strategies including six monthly Delivery Program and Annual Report	Office of GM, Executive Manager Corporate Strategy & Performance	Statutory requirements met	2.1 Corporate Strategy
		5.2.1.1.3	Coordinate annual Council Satisfaction Survey	Office of GM, Executive Manager Corporate Strategy & Performance	Survey completed and reported	2.1 Corporate Strategy
	5.2.1.2 Maintain Council's financial sustainability and provide accountable, transparent and value for money services	5.2.1.2.1	Prepare and present for adoption Council's financial reporting including Long Term Financial Plan (LTFP), Annual Budget, Quarterly Budget reviews, investments reports, annual audited financial statements and other statutory report requirements.	Corporate Services, Executive Manager, Financial Services/Chief Financial Officer	# Investment reports LTFP and Budget adopted Quarterly reviews submitted to Council FBT report lodged by 30 April Audited Financial Statements lodged by 31 October Unqualified audit review of financial statements	1.1 Corporate & Financial Services
		5.2.1.2.2	Prepare annual, quarterly and reminder rate notifications within statutory timeframes	Corporate Services, Executive Manager, Financial Services/Chief Financial Officer	100% notices issued on time	1.1 Corporate & Financial Services

Community Strategic Plan Goal: 5.2 Council is effectively and responsibly managed and responds to community needs						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
		5.2.1.2.3	Effectively manage Council's annual rates and sundry debtors	Corporate Services, Executive Manager, Financial Services/Chief Financial Officer	% overdue rates <3% % sundry debtors >60 days	1.1 Corporate & Financial Services
		5.2.1.2.4	Prepare and revise Asset Management Strategies and Plans. Implement actions in accordance with plans and strategies. Regularly review plans to ensure new and redundant assets are accounted for and updated in Council's asset management systems.	Planning, Environment & Urban Services, Executive Manager Urban Services	#Actions implemented	1.1 Corporate & Financial Services
		5.2.1.2.5	Manage Council's property and business undertakings	Office of GM, Director Office of GM	Progress of agreements or contracts	1.3 Office GM – GM & Executive
		5.2.1.2.6	Review procurement and contract management policy and processes. Manage procurement system including tendering processes. Maintain and report contract register.	Corporate & Financial Services, Executive Manager, Administration	# Tenders completed % of procurement processes completed in compliance with Council's policies and procedures	1.3 Office GM – GM & Executive
		5.2.1.2.7	Identify funding opportunities consistent with Council strategies and plans. Apply for grant funding for works and projects. monitor and acquit funding agreements.	Office of GM, Executive Manager, Corporate and External Affairs	# grants sought and granted	1.3 Office GM – GM & Executive
5.2.2 Promote organisational culture of safety, best practice and quality improvement	5.2.2.1. Ensure Council is properly resourced to meet challenges of implementing the Delivery Program	5.2.2.1.1	Prepare and implement Council's Workforce Plan including EEO Management Plan. Implement actions scheduled for 2022-2023.	Corporate & Financial Services, Executive Manager, Human Resources and Organisational Development	Actions implemented in plan	1.1 Corporate & Financial Services

Community Strategic Plan Goal: 5.2 Council is effectively and responsibly managed and responds to community needs						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
		5.2.2.1.2	Monitor and provide reporting on current and projected workforce data and employment trends to ensure Council has an agile and capable workforce which is resourced to deliver effective programs and services	Corporate & Financial Services, Executive Manager, Human Resources and Organisational Development	Actions implemented in plan	1.1 Corporate & Financial Services
		5.2.2.1.3	To facilitate and promote informed decision making and constructive working relationships, support and conduct regular engagement with Council staff. Hold meetings of the Joint Consultative Committee (JCC) on a regular basis and notify agendas and minutes in a timely manner.	Corporate & Financial Services, Executive Manager, Human Resources and Organisational Development	# JCC meetings held	1.1 Corporate & Financial Services
		5.2.2.1.4	Review, implement and monitor an effective and compliant Enterprise wide Risk Management Program to effectively manage and minimize Council's risk exposure.	Corporate & Financial Services, Executive Manager, Administration	Risk management programs implemented Business continuity plans updated Staff awareness program developed and implemented	1.1 Corporate & Financial Services
		5.2.2.1.5	Coordinate the Audit, Risk and Improvement Committee.	Corporate & Financial Services, Executive Manager, Administration	# Meetings held	1.1 Corporate & Financial Services
		5.2.2.1.6	Ensure Council has an effective compliance Internal Audit Program including an internal audit plan	Corporate & Financial Services, Executive Manager, Administration	# Audits completed % Recommendations of audits implemented	1.1 Corporate & Financial Services

Community Strategic Plan Goal: 5.2 Council is effectively and responsibly managed and responds to community needs						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
5.2.3 Deliver efficient and effective customer services to the community		5.2.2.1.7	Review, monitor and update Council's insurance program. Provide recommendations where required for improvements to Council practices.	Corporate & Financial Services, Executive Manager, Administration	# insurance claims notified	1.1 Corporate & Financial Services
		5.2.2.1.8	Prepare and implement Work, Health and Safety programs to ensure compliance with statutory requirements. Manage Workers Compensation claims. Provide consultation with staff on WH&S issues.	Corporate & Financial Services, Executive Manager, Human Resources and Organisational Development	# workers compensation claims	1.1 Corporate & Financial Services
		5.2.2.1.9	Prepare reference methodology for Service Review program for commencement in 2023-2024	Corporate & Financial Services, Executive Manager, Administration	Prepare reference methodology for service review	1.1 Corporate & Financial Services
	5.2.3.1 Respond to customer requests, complaints and access to information to a high standard of customer service	5.2.3.1.1	Monitor and manage Council's complaint management processes in accordance with policy requirements.	Corporate & Financial Services, Executive Manager, Administration	# complaints received # compliments received	1.1 Corporate & Financial Services
		5.2.3.1.2	Provide access to information (GIPAA) formal and informal requests within timeframes	Office of GM – Executive Manager Corporate Compliance and General Counsel	# formal & informal applications % formal & informal applications determined within timeframe/service standard	1.3 Office of GM –GM & Exec
		5.2.3.1.3	Review Privacy Management Plan, manage disclosure reporting and Public Interest Disclosures	Office of GM – Executive Manager Corporate Compliance and General Counsel	# Privacy breaches # disclosures received	1.3 Office of GM –GM & Exec
		5.2.3.1.4	Ensure adopted and current versions of Council plans, policies and reports are published on Council's website	Corporate & Financial Services, Executive	# review completed	1.1 Corporate

Community Strategic Plan Goal: 5.2 Council is effectively and responsibly managed and responds to community needs						
Strathfield 2035 Strategies	Delivery Program Principal Actions 2022-2026	Operational Plan 2022-2023 Actions		Responsibility	Measures	Budget Area
				Manager, Administration		& Financial Services
		5.2.3.1.5	Ensure Council is compliant with record keeping requirements under the State Records Act including the annual RMAT program and subsequent improvement initiatives identified. Conduct new starter and staff refresher records training	Corporate & Financial Services, Executive Manager, Administration	% documents registered with >5 days of receipt # records training sessions RMAT report submitted on time	1.1 Corporate & Financial Services
		5.2.3.1.6	Manage Council's fraud and corruption prevention framework to ensure Council is meeting best practice in fraud and corruption practices	Director Corporate & Financial Services Office of GM – Executive Manager Corporate Compliance and General Counsel	# fraud or corruption incidents reported	1.1 Corporate & Financial Services
		5.2.3.1.7	Deliver quality customer service through the provision of face to face customer service and a 'one-stop shop' phone service.	Corporate & Financial Services, Executive Manager, Administration	# Calls to Customer Service Centre # visits to Customer Service Centre % abandoned calls GOS >80%	1.1 Corporate & Financial Services
		5.2.3.1.8	Provide a 24 hour 7 day a week out of hours call service	Corporate & Financial Services, Executive Manager, Administration	Out of Hours call service operating 365 days a year	1.1 Corporate & Financial Services
		5.2.3.1.9	Embed Council's Customer Service Charter and Customer Service Standards across the organization	Corporate & Financial Services, Executive Manager, Administration	# customer service training sessions	1.1 Corporate & Financial Services

Capital Works 2022-2023

Parks and Buildings	\$
Airey Park public toilet renovation	50,000
Rotunda Strathfield Park – demolition and replacement	250,000
Install hearing loop – Town Hall	\$8,550
Install hearing loop – in Customer Service	\$3,000
A2 Fraser Street – Children's Centre	250,000
Maintenance of Council buildings	441,100
Gateway Signage	140,000

Roads program	\$
Melville Avenue, Strathfield (From Ada Avenue to Newton Road)	110,000
Dickson Road, Strathfield (From Beresford Road to Shortland Avenue)	105,000
Hill Street, Enfield (From Hillcrest Intersection to)	35,000
Hillcrest Avenue, Enfield (From Bennett Street to Dean Street)	55,000
Strathfield Avenue, Strathfield (From The Boulevarde to Nicole Parade)	90,000
Albert Road, Strathfield (From Near Elva Street intersection to)	45,000
Pilcher Street, Strathfield South (From Madeline Street to Cosgrove Road)	110,000
Madeline Street, Strathfield South (From Pilcher Street to To end (chicane))	60,000
Dean Street, Strathfield South (From Maria Street to Hillcrest Street)	70,000
MacArthur Avenue, Strathfield (From Noble Avenue to High Street)	52,000
Shortland Avenue, Strathfield (From Pemberton Street to Mitchell Road)	60,000
Albyn Road, Strathfield (From The Boulevarde to Kingsland Road)	65,000
Myrna Road, Strathfield (From Ada Avenue to Newton Road)	110,000
RMS Block Grant Capital Works Road & Supplementary (RMS Block Grant Funded)	295,00 (Grant)

Roads program	\$
Albert Road and Churchill Avenue (installation of Pedestrian Safety Fencing 70.0m)	40,000
Traffic Management/LATM Capital Works	380,00
Barker Road at South (Kerb extensions to slow down traffic ;and regulate turning movements)	40,000
Barker Road at Oxford Road (Kerb extensions to slow down traffic and regulate turning movements)	40,000
Wallis Avenue at Newton Road (Roundabout and refuge upgrade to conform to the current standards and improve pedestrian safety)	60,000
Courallie Avenue from Parramatta Road to Richmond Road overpass owned by TfNSW, Homebush West (Road widening and streetscape upgrade to both road sides to improve local road access totalling approx. 1320 metre. The current road width is too narrow for two-way traffic)	200,000
Traffic Management/LATM Capital Works	790,000 (Grant)
Pemberton Street at Shortland Avenue, Strathfield (Roundabout to mitigate cross-type crashes that have been recorded and manage speeding at this intersection)	120,000
Bridge Road and Loftus Crescent, Homebush West (Roundabout to mitigate cross-type crashes that have been recorded and manage speeding at this intersection)	100,000
Barker Road at Marion Street (Roundabout to mitigate cross-type crashes that have been recorded and manage speeding. The associated refuge would assist with high volumes of pedestrian traffic originating from St Patrick's College and Australian Catholic University.)	120,000
Wallis Avenue at Newton Road (Roundabout and refuge upgrade to conform to the current standards and improve pedestrian safety)	80,000
Hedges Ave and Morgan Place (Proposed new roundabout)	120,000
High Street at Amaroo Avenue, Strathfield (Roundabout to mitigate cross-type crashes that have been recorded and manage speeding)	100,000
Abbotsford Road and Homebush Road (Proposed new roundabout)	100,000
Norfolk Road and Wentworth Road (Proposed Median Island)	50,000

Drainage Program	\$
Stormwater Pits & Pipes Capital Renewals /Upgrades	340,000
Vernon Street, Strathfield (Upgrade the existing pits and drainage pipe)	125,000
Woodward Street, Strathfield (Additional pits and lay new 450mm pipe)	75,000

Dean Street, Strathfield South (Lay new 450mm pipe and pits)	140,000
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Kerbs & Gutter			
Street	From	To	\$
Melville Avenue, Strathfield	Ada Avenue	Newton Road	\$30,000
Dickson Road, Strathfield	Beresford Road	Shortland Avenue	\$25,000
Hill Street, Enfield	Hume Highway	Coronation Pde	\$20,000
Hill Crest Avenue, Enfield	Hill Street	Dean Street	\$15,000
Strathfield Avenue, Strathfield	The Boulevarde	Nicole Parade	\$20,000
Albert Road, Strathfield	Homebush Road	Elva Street	\$35,000
Pilcher Street, Strathfield South	Madeline Street	Cosgrove Road	\$15,000
Madeline Street, Strathfield South	Pilcher Street	To end (chicane)	\$15,000
Dean Street, Strathfield South	Maria Street	Hillcrest Street	\$40,000
MacArthur Avenue, Strathfield	Noble Avenue	High Street	\$15,000
Shortland Avenue, Strathfield	Pemberton Street	Mitchell Road	\$20,000
Albyn Road, Strathfield	The Boulevarde	Kingsland Road	\$40,000
Myrna Road, Strathfield	Ada Avenue	Newton Road	\$15,000

Footpath program		
Location	Description	Estimated cost to complete
High Street	Macarthur to Amaroo segment 101HL	\$11,162.88
High Street	Macarthur to Amaroo segment 101HR	\$11,145.60
Mackenzie Street	Arthur Street to Badgerys Avenue	\$15,638.40
Maria Street	Chiswick St to James St segment 141BL	\$4,343.04
Maria Street	Chiswick St to James St segment 141BR	\$7,617.60
Maria Street	Clement St to Causeway segment 141DL	\$4,769.28
Maria Street	Clement St to Causeway segment 141DR	\$6,634.80
Maria Street	The Causeway to Dean Street segment 141EL	\$8,087.04
Maria Street	The Causeway to Dean Street segment 141ER	\$9,665.28
Morgan Place	Morgan Lane to Cave Road segment 155BL	\$7,545.60
Morgan Place	Morgan Lane to Cave Road segment 155BR	\$6,307.20
Augusta Street	Rickard Rd to Wallis Ave	\$14,273.28
Augusta Street	Chalmers Rd to Wallis Ave	\$19,507.20
Noble Avenue	Amaroo to Macarthur Ave	\$12,320.64
Noble Avenue	Macarthur Ave to High Street	\$41,662.08
Pemberton Street	Karuah Street to Shortland Avenue segment 174DL	\$29,402.88
Pemberton Street	Karuah Street to Shortland Avenue segment 174DR	\$26,766.72
Bareena Avenue	Yarrowee Road to Ada Avenue segment 18AL	\$35,878.08
Bareena Avenue	Yarrowee Road to Ada Avenue segment 18AR	\$39,434.88
Water Street	Excelsior Avenue to James Street segment 229DL	\$30,566.40
Water Street	Excelsior Avenue to James Street segment 229DR	\$29,039.90
Chalmers Road	West Street to Gelling Street	\$37,704.19
Edgar Street	Fraser Street to Marion Street segment 71BL	\$19,733.76
Edgar Street	Fraser Street to Marion Street segment 71BR	\$29,237.76

Footpath program		
Frances Avenue	Dean Street to Liverpool Rd segment 87AL	\$35,404.06
Frances Avenue	Dean Street to Liverpool Road segment 87AR	\$35,268.89
	Total	\$529,117.44

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Statement of Revenue 2022-2023

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

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

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

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

Ordinary Rate - Ad Valorem / Base Rate

Strathfield Council proposes for 2022-2023 to make and levy an ordinary rate for that year pursuant to Sections 494 and 543 of the *Local Government Act 1993* such rate to comprise:

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

Council proposes to make and levy the following rates for 2022-2023:

- A Residential Ordinary Rate of 0.064212 cents in the dollar on the value of all rateable land that falls within the 'residential' category of Strathfield Council and subject to a base rate of \$423.00 in respect of each separate parcel of rateable land; and
- A Business Ordinary Rate of 0.235147 cents in the dollar on the value of all rateable land that falls within the 'business' category of Strathfield Council and subject to a base rate of \$475 in respect of each separate parcel of rateable land.

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

IPART rate calculations are based on land valuations with a base date of 1 July 2019, provided by the Valuer General. Interest is charged on all overdue rates and annual charges in accordance with section 566 (3) of the *Local Government Act*.

Interest is to be charged on overdue rates and domestic waste management charges in accordance with s.566 (3) of the Act. The maximum interest rate is set by the Minister for Local Government and will be charged at a rate of 6.0% per annum and calculated on a daily basis for the 2022-2023 financial year.

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

Rate and charges reductions for eligible pensioners

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

Rate Installments

Rate Installments will be due on the following dates:

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

Carrying out work on private land

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

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

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

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

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

- Gas and electricity connections

Giving effect to, or compliance with, an order issued pursuant to Section 124 of the *Local Government Act 1993*. The amounts or rates to be charged, together with applicable GST, shall be the actual cost to Council, plus on-costs and subject to resolution of Council.

Domestic Waste Management Charges

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

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

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

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

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

The *Local Government Act 1993* requires Council to recover the full cost of providing the Domestic Waste Management Service. This resulted in the following charges for 2022-2023:

2022-2023 Domestic Waste Management Service Charges

Service	Cost (\$)
Minimum service	\$795
Additional service - 120L Garbage	\$795
Additional service - 240L Garden vegetation	Free
Additional service - 240L Recycling	Free

Stormwater Management Service Charge

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

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

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

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

- planning, construction and maintenance of drainage systems, including pipes, channels, retarding basins and waterways receiving urban stormwater;
- planning, construction and maintenance of stormwater treatment measures, including gross pollutant traps and constructed wetlands;
- planning, construction and maintenance of stormwater harvesting and reuse projects;
- planning and undertaking of community and industry stormwater pollution education campaigns;
- inspection of commercial and industrial premises for stormwater pollution prevention;
- cleaning up of stormwater pollution incidents (charge can fund a proportion);

- water quality and aquatic ecosystem health monitoring of waterways, to assess the effectiveness of stormwater pollution controls (charge can fund a proportion); and
- monitoring of flows in drains and creeks, to assess the effectiveness for flow management (flooding) controls (charge can fund a proportion)
- staff specifically appointed to provide the stormwater management service associated with the charge (eg temporary project staff).

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

The maximum amount of a stormwater charge that Council proposes to charge is \$25.00 for a single residential property. A pro-rata charge will apply to commercial land or strata units capped at \$25.00 per 350m².

The charge will be used to recover the cost of providing new or additional stormwater management services to eligible land. The following charges are to be made for 2022/2023

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

The estimated income from the charge is approximately \$308,575.00 (excluding Pensioner rebates).

National Competition Policy

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

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

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

- Domestic Waste Management.

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

NIL

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Pricing Policy and Principles for Council Fees and Charges

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

The 2022-2023 Fees and Charges Schedule is issued as an attachment to this plan.

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

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

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

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

- the cost of providing the service
- the importance or benefit of the service to the community
- prices fixed by the relevant industry bodies

- any factors specified in the Local Government regulations

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

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

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

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

Goods and Services Tax (GST)

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

Strathfield Council Service Areas and Budgets

Council's operations are organised into the following service and budget areas. The service areas detailed the key functions performed, financial data showing income and expenditure for each service area including capital works and allocation of Full Time Equivalent (FTE) staff

1. **Corporate and Financial Services** - This service provides effective civic leadership supported by good governance and sustainable financial management to ensure decision-making is informed, transparent and accountable and Council's operations are responsibly managed.
2. **Planning and Strategy** - This service provides corporate planning, strategic land use planning and sustainability programs to ensure planning for the Strathfield LGA and its current and future communities aligns with community vision and priorities.
3. **Human Services and Building Facilities** - This service provides access to local community and recreational facilities as well as support for the delivery of a wide range of cultural, social and community focused programs and events that promote social inclusion, community well-being and connected culturally diverse communities.
4. **Recreation and Culture** - This service provides a range of services to meet the recreational and cultural needs of Strathfield's community including well-resourced library services to promote community learning and the provision of accessible and sustainable parks, open spaces, sports grounds, playgrounds, Bushland and gardens across the Strathfield LGA.
5. **Environmental Services** - This service regulates and enforces health and safety standards across the Strathfield LGA enforcing regulations, policies and guidelines to safeguard the health and safety of residents, visitors and businesses in the LGA. This service also supports community transport services.
6. **Urban Infrastructural Services** - This service maintains local roads, footpaths and traffic infrastructure to the community level of service standard.
7. **Environmental and Community Amenities** - This service provides efficient household waste collection, recycling and resource recovery and regular cleanup services and engages the community in waste education programs. This service manages local stormwater drainage and street cleansing services.

1.0 CORPORATE

1.1 Corporate & Financial Services

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Administration	Director Corporate & Financial Services	Community Facilities Leases & Licences Secretariat Services	1,192,300	1,237,944	(45,644)	5.0
Records	Executive Manager Administration	Record management		638,400	(638,400)	4.0
Customer Services	Executive Manager Administration	Customer Experience		573,600	(573,600)	5.4
Procurement	Executive Manager Administration	Procurement		95,800	(95,800)	1.0
Town Hall & Hospitality	Executive Manager Administration	Hospitality Room/Hall hire preparation		208,500	(208,500)	1.7
Insurance/Risk	Executive Manager Administration	Risk Management Insurance compliance		386,000	(386,000)	
Human Resources	Executive Manager Human Resources & Organisational Development	Recruitment Learning & Development Organisational Development Payroll Workers Compensation		1,427,100	(1,427,100)	6.6
Information Technology	Executive Manager Information Technology	Technology infrastructure		2,532,200	(2,532,200)	7.0

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
		Core systems, application, software and user connectivity Cyber Security CCTV network Helpdesk				
Financial Services	Chief Financial Officer	<ul style="list-style-type: none"> - Financial reporting - Revenue management (including rates and accounts receivable) - Accounts Payable - Treasury (Banking & Investment) - Asset Management (financial) - Annual budgets & LTFP 	1,447,000 (includes FAG & investment/interest income)	2,137,700	(690,700)	9.8
Rates	Chief Financial Officer	<ul style="list-style-type: none"> - Rates income (including debt recovery) 	20,266,842	Costs in Financial Services	20,266,842	
Council Assets	Chief Financial Officer / Asset Managers	<ul style="list-style-type: none"> - Depreciation (Council assets) 		9,345,200	(9,345,200)	

Capital and other projects

Service/ Department	Responsible Officer	Project	Income	Expenditure	Cost of Service	Funding Source
Administration	Director Corporate & Financial Services	Hearing Loop – Town Hall		8,550	(8,550)	General Revenue
Customer Services	Executive Manager Administration	Hearing Loop – Customer Services		3,000	(3,000)	General Revenue
Information Technology	Executive Manager Information Technology	Desktop/laptop replacement program		120,000	(120,000)	General Revenue

Service/ Department	Responsible Officer	Project	Income	Expenditure	Cost of Service	Funding Source
Information Technology	Executive Manager Information Technology	Network Switch Upgrade		70,000	(70,000)	General Revenue
Information Technology	Executive Manager Information Technology	CCTV Security System		50,000	(50,000)	General Revenue

1.2 Civic Activities

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Mayor & Councillors	Executive Manager Civic & Protocol	<ul style="list-style-type: none"> - Mayoral & Councillors allowances - Councillors Training - Councillors Travel - Facilities & Other Expenses 		311,138	(311,138)	
Civic Centre & Council Meeting	Executive Manager Civic & Protocol	<ul style="list-style-type: none"> - Council meeting - Councillors workshop - Civic & Community events - Provision for Elections 		171,700	(171,700)	

1.3 Office of CEO – General Manager & Executive

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
General Manager's Unit	Chief Executive Officer/General Manager	- Executive support to Council's elected representatives & Council business areas	1,000	2,258,544	(2,257,544)	13.8
Governance & Internal Affairs	General Counsel	- Governance - Legal Services - Grants management		341,600	(341,600)	3.0
Communications & Events	Executive Manager Communication	- Communicate & Engage with Community - Council events		638,400	(638,400)	4.6

Capital and other projects

Service/ Department	Responsible Officer	Project	Income	Expenditure	Cost of Service	Funding Source
Major Projects	Chief Executive Officer/General Manager	Strathfield Leisure Centre				Borrowing/ Developer Contributions

2.0 PLANNING & STRATEGY

2.1 Corporate Planning & Strategy

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Corporate Strategy & Performance	Executive Manager Corporate Strategy and Performance	<ul style="list-style-type: none">- Preparation of Council's Community Strategic Plan and other plans required under the Integrated Planning and Reporting framework and Local Government Act including Plans of Management- Community engagement- Organisational performance management and reporting- Analysis and provision of policy and strategic advice on key project		342,300	(342,300)	1.0

Capital and other projects

N/A

2.2 Planning & Strategy

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Planning, Environment and Urban Services	Executive Manager Landuse Planning	<ul style="list-style-type: none"> - Land use and planning of Strathfield local government area to meet the needs and aspirations of residents - Provide mapping services throughout Council - Advise other sections of council planning matters - Advise Council and development of strategic sites - Advise Council regional planning local planning policies including district plans advise council in general heritage and original heritage matters - Advisory review and prepare LEP and DCP matters - Part 5 environmental assessments 	373,800	670,300	(296,500)	2.6

Capital and other projects

N/A

2.3 Sustainability

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Planning, Environment and Urban Services	Manager, Environment, Sustainability & Compliance	<ul style="list-style-type: none">- Water and Energy Cycle Management, Sustainability, Biodiversity, Education for Sustainability and Environmental Advocacy and Information- Implement projects, services and programs of the Environmental Services Team		279,800	(279,800)	2.0

Capital and other projects

N/A

3.0 HUMAN SERVICES & BUILDING FACILITIES

3.1 Building & Facilities

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Building Facilities	Executive Manager, Civic Services	- Management of the Council's building facilities		802,600	(802,600)	6.0
Building Facilities	Executive Manager, Civic Services	- Maintenance and upgrade to council owned facilities and buildings		441,100	(441,100)	

Capital and other projects

Service/ Department	Responsible Officer	Project	Income	Expenditure	Cost of Service	Funding Source
Building Facilities	Executive Manager, Civic Services	CCC Building - Strathfield One Stop Childcare 2A Fraser Street		250,000	(250,000)	General Revenue
Building Facilities	Executive Manager, Civic Services	Amenities Building - Airey Park Capital Works (public toilets renovation)		50,000	(50,000)	General Revenue
Building Facilities	Executive Manager, Civic Services	Strathfield Rotunda Replacement		250,000	(250,000)	General Revenue
Building Facilities	Executive Manager, Civic Services	Gateway Signage		140,000	(140,000)	General Revenue

3.2 Community Development & Administration

Operational budget

Service/ Department	Responsible Officer	Key Functions	Incom e	Expenditure	Cost of Service	Staff (FTE)
Human Services	Executive Manager Human Services	<ul style="list-style-type: none">- Support community wellbeing and achieve a safe, healthy and harmonious Strathfield Local Government Area- Manage Multicultural programs, Community Safety and Crime Prevention, Access Programs, Street Libraries programs- Facilitate and/or deliver programs for seniors, youth, CALD, people with disabilities etc.- Review and monitor Disability Inclusion Action Plan	1,800	497,100	(495,300)	3.0

Capital and other projects

N/A

4.0 RECREATION & CULTURE

4.1 Public Libraries

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Public Libraries	Executive Manager Human Services	<ul style="list-style-type: none"> - Provides and promotes reading, literacy and lifelong learning - Provides specialised programs and publications and digital platforms and use of community spaces 	265,100	1,585,600	(1,320,500)	12.2

Capital and other projects

Service/ Department	Responsible Officer	Project	Income	Expenditure	Cost of Service	Funding Source
Public Libraries	Public Libraries	Library Books Capital Purchases		123,000	(123,000)	General Revenue

4.2 Events/Cultural Services

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Events & Cultural Services	Executive Manager, Communications, Events & Engagement	<ul style="list-style-type: none">- Provide Strathfield community and its visitors with a range of experiences through the delivery of an annual calendar events- coordination of citizenship ceremonies- coordination of decorations banners and flags	40,400	754,500	(714,100)	Staff costed in Communications

Capital and other projects

N/A

4.3 Open Space and Bushland

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
People, Place & Civic Service Administration	General Manager People, Place & Civic Service			639,000	(639,000)	3.0
Parks & Reserves	Executive Manager Civic Services	<ul style="list-style-type: none"> - Manage monitoring upgrade open space parks and facilities - Manage facilities parks in open spaces in an efficient manner 	548,300	3,341,897	(2,793,597)	26.0
Bushland	Executive Manager Civic Services	<ul style="list-style-type: none"> - Promote the protection of the environment as a key to a sustainable future - Undertake projects in partnership with the community - Protect preserve and manage them for future generations including Mason Park wetlands - Bushcare volunteer program, noxious weed reduction programs and bushland programs in natural areas - 		165,400	(165,400)	2.0
Trees	Executive Manager Civic Services	<ul style="list-style-type: none"> - Manage Strathfield public places, including gardens and streetscapes by proving civic 	32,800	463,800	(431,000)	1.0

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
		amenity, plantings, maintaining trees and cultural heritage maintained trees and streets parks in open space areas				
Golf Driving Range & Hudson District Park	Executive Manager Civic Services	- Provide Golf Driving Range and Hudson District Park for public recreation	1,050,600	719,600	331,000	4.0
Sporting Grounds	Executive Manager Civic Services	- Maintain public open space and recreation facilities to cater to a range of community groups and support changes in future usage needs and is safe and accessible		802,800	(802,800)	

**Leisure Centre costs to be considered (22/23 – borrowing costs)*

Capital and other projects

N/A

5.0 ENVIRONMENTAL SERVICES

5.1 Administration

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Planning, Environmental and Urban Services	General Manager Planning, Environmental and Urban Services	<ul style="list-style-type: none">- Development assessment administrative support services- Development control- Assessment of development applications, engagement with applicants, provision of advice and duty planner		2,130,100	(2,130,100)	4.0

Capital and other projects

N/A

5.2 Development Control

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Development Control	Executive Manager Landuse Planning	<ul style="list-style-type: none"> - Development assessment administrative support services - Development control - Assessment of development applications, engagement with applicants, provision of advice and duty planner 	877,400	1,319,700	(432,300)	9.6

Capital and other projects

N/A

5.3 Regulatory Health, Compliance/Inspections & Community Bus

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Environmental Health & Compliance	Executive Manager, Environment, Sustainability & Compliance	<ul style="list-style-type: none"> - Provide inspection services including food inspections, public health premises, infringements relating to building compliance and inspections, assessment of 	110,400	676,800	(566,400)	4.4

		construction certificate and complying development certificate.				
Community Bus	Executive Manager, Environment, Sustainability & Compliance	-		1,279,500	(1,279,500)	No FTE casual used
Law Enforcement	Executive Manager, Environment, Sustainability & Compliance	- Provide Law Enforcement Service over 7 days between 6am and 5am on weekdays and 6am to 5am on weekends.	2,139,100	1,728,900	410,200	12.0

Capital and other projects

N/A

6.0 URBAN INFRASTRUCTURE SERVICES

6.1 Urban Support Services & Plant Operations

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Urban Infrastructural Services & Plant Operations	Executive Manager Urban Services	<ul style="list-style-type: none"> - Plant equipment and maintenance - Provision of Council Depot - Road safety programs 	5,913,100 (include plant hire income)	3,465,400	2,447,700	9.0
Road Safety	Executive Manager Urban Services	<ul style="list-style-type: none"> - Road Safety officer and program funded by RMS 	48,600	74,300	(25,700)	0.6
Roads	Executive Manager Urban Services	<ul style="list-style-type: none"> - Maintain and improve local transport facilities and infrastructure - Insure all roads and related infrastructure presented to the community at a condition three or better rating. 	1,584,000	3,228,000	(1,644,000)	
Civil Engineering Works	Executive Manager Urban Services	<ul style="list-style-type: none"> - Maintain and improve local transport infrastructure - Ensure development works that impact on councils assets are properly repaired and reinstated - Provide street lighting is maintained and operating to specifications 	138,700	872,000	(733,300)	20.0

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Footpath	Executive Manager Urban Services	<ul style="list-style-type: none"> - Maintain and improve local transport facilities and infrastructure insure all footpath infrastructure assets are presented to the community condition three or better rating. - Implement works programs - Inspect Footpaths - Ensure damage is rectified in accordance with Council's Customer Service Standard 		338,000	(338,000)	
Civil Works & Depot/Store Services	Executive Manager Urban Services	<ul style="list-style-type: none"> - Provide civic works staff, administrative and depot facilities 		1,656,900	(1,656,900)	FTE stated in Urban Services

Capital and other projects

Service/ Department	Responsible Officer	Project	Income	Expenditure	Cost of Service	Funding Source
Urban Infrastructural Services & Plant Operations	Executive Manager Urban Services	Purchase of Major Plant	600,000	600,000	-	Plant Reserve
Urban Infrastructural Services & Plant Operations	Executive Manager Urban Services	Purchase of Sedans & Light Vehicles	800,000	800,000	-	Plant Reserve

Service/ Department	Responsible Officer	Project	Income	Expenditure	Cost of Service	Funding Source
Urban Infrastructural Services & Plant Operations	Executive Manager Urban Services	Plant Sales Proceeds	651,000		651,000	Plant Reserve
Civil Engineering Works	Executive Manager Urban Services	Kerb & Gutter Capital Works		305,000	(305,000)	General Revenue
Footpath	Executive Manager Urban Services	Footpath Replacement Capital Works		530,000	(530,000)	General Revenue
Roads	Executive Manager Urban Services	LATM	790,000	790,000	-	Grants
Roads	Executive Manager Urban Services	LATM		380,000	(380,000)	General Revenue
Roads	Executive Manager Urban Services	RMS & R2R Program	295,000	295,000	-	Grants
Civil Engineering Works	Executive Manager Urban Services	Kerb & Gutters		305,000	(305,000)	General Revenue

7.0 ENVIRONMENTAL AND COMMUNITY AMENITIES

7.1 Household Garbage Collection

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Domestic Waste Management	Executive Manager, Environment, Sustainability & Compliance	<ul style="list-style-type: none"> - Provide waste management services - Educate and empower the community and visitors to make responsible decisions relation to waste management - Deliver targeted waste avoidance and resource recovery initiatives - Provide specialist collections e.g. e-waste - Provide clear, concise and timely messaging to improve compliance 	13,780,035 (includes transfer to reserve)	13,780,035	-	12.6

Capital and other projects

N/A

7.2 Street Cleansing

Corporate Program: Urban Infrastructural Services

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Street Cleaning	Executive Manager, Environment, Sustainability & Compliance	- Maintain public roads to a high standard of cleanliness and to ensure public amenity, public health and safety guard water quality in the municipality		1,748,960	(1,748,960)	6.0

Capital and other projects

N/A

7.3 Urban Stormwater Drainage

Operational budget

Service/ Department	Responsible Officer	Key Functions	Income	Expenditure	Cost of Service	Staff (FTE)
Stormwater Management	Executive Manager, Environment, Sustainability & Compliance	<ul style="list-style-type: none"> - Maintain stormwater drainage system - Replace failed in unserviceable sections of drainage - Reduce drainage flooding problems - Use CCTV to condition assess stormwater assets. 	333,500	215,200	(118,300)	

Capital and other projects

Service/ Department	Responsible Officer	Project	Income	Expenditure	Cost of Service	Funding Source
Stormwater Management	Executive Manager, Environment, Sustainability & Compliance	Stormwater Drainage – Capital Upgrades	340,000	340,000	-	Stormwater Reserve

ATTACHMENT 3

STRATHFIELD 2035

DRAFT LONG TERM FINANCIAL PLAN



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Introduction

The Long Term Financial Plan (LTFP) serves an important function in Council's strategic planning process. The LTFP is one component of the Resourcing Strategy Council is required to have under the Integrated Planning and Reporting requirements of the Local Government Act 1993 (Sect 403).

The purpose of the LTFP is to provide a guide for future action. It is a tool to test the community's aspirations and goals against financial realities. It will be used to inform decision making during the development of the Delivery Program (DP) and Operational Plan (OP).

The LTFP includes:

- 1) Outline of the assumptions used in the development to forecast revenue and expenditure.
- 2) Financial modelling to demonstrate the financial implications for implementing the CSP actions, including the projected income, expenditure, balance sheet and cash flow statements.
- 3) A sensitivity analysis to identify factors/assumptions most likely to affect the plan.
- 4) Information on how Council will monitor its financial performance against the plan.

Strathfield Municipal Council (SMC) has only one main operating funds: General Fund (including Domestic Waste Management).

The LTPF spans the 10 years from 2022-23 to 2031-32 and includes the 2022-23 Operational Plan and the 2022-26 Delivery Program priorities.

In accordance with legislation, the plan will be updated on an annual basis as more information becomes known during the development of the OP and reviewed in detail as part of the four yearly review of the Community Strategic Plan (CSP).

The Community Strategic Plan was developed around five themes or pillars which were identified in the consultation process as important to the community. These five themes, which underpin our future work, are:

- 1) Connectivity
- 2) Community Wellbeing
- 3) Celebrating Culture and Place
- 4) Liveable Neighborhoods

5) Responsible Leadership

Assumptions

The key principles and assumptions used to set Council's long term forecasts include:

REVENUE FORECAST

- Rating capacity

The Independent Pricing and Regulatory Authority (IPART) rates determination of 1.1% was applied. The NSW Government asked IPART to recommend a rate peg methodology that allows the general income of councils to vary in a way that accounts for population growth. The amount councils currently receive in rates is usually not enough to cover the increased costs associated with population growth.

IPART suggest that the methodology that they have recommended will ensure councils maintain their rates income on a per capita basis as their population grows. This will enable councils to provide services to their growing communities.

Rate peg methodology: Each year, IPART will determine and publish a rate peg for each council based on the following methodology:

Rate peg = change in LGCI -productivity factor + other adjustments +population factor

In this formula: change in LGCI means the change in the local government cost index (LGCI).

- Fees & Charges

This is levied according to the recovery of the costs to provide the service. An increase of 2.5% (CPI) was considered reasonable.

- Grants & Subsidies

Although the plan assumes receipt of the Federal Government's Road to Recovery grant beyond the commitment of 2023-24, Council adopted a conservative position with all other grant funds and made limited assumptions that these source of funds can relied upon for the purpose of forward forecasting of resourcing and financial sustainability. However, Council remains committed to seek grant and partnership funding for a range of projects and program. Once these arrangements are confirmed, they will reflect in the LTFP.

- Interest

Interest earned on investment assumed at 0.75%.

- Developer Contributions (DC)

These are held in separate reserves and are spent on projects in accordance with the relevant DC plans.

- Borrowings

Limited to the borrowing for Strathfield Leisure Centre.

EXPENDITURE FORECAST

- Operating Expenditure

These includes employee costs, materials and contracts, other expenses are assumed 2.5% or stated if certainty.

- Interest on debt

There are no existing loans, and the interest is only assumed for Strathfield Leisure Centre for repayments over 6 years.

- Depreciation

Based on estimate useful life of assets as known at the time and will be reviewed each year.

GROWTH FORECAST

- Population growth – average 2.6% over 10 years
- Revenue growth – 1%.
- Cost relating to growth assumed at 2.8%.

REAL VERSUS NOMINAL

The LTFP has applied nominal values to conceptualise the time value of money over the 10 year period. The DP and OP figures however are shown in real terms.

Modelling

From the objectives of the Strathfield 2035 Community Strategic Plan, Council developed three funding scenarios:

Scenario 1: Base Model - Continuation of current funding. Infrastructure & services based on current actuals for 2021/22.

Scenario 2: Base model plus Strathfield Leisure Centre - Addition of major project – Strathfield Leisure Centre

Considering the above two scenarios, Council has used the scenario 2 to model the LTFP.

COUNCIL'S RESULT

The model includes funding sources such as rates, user fees and charges, grants, utilisation of reserves and borrowings. Costs include providing current services into the future with additional maintenance and renewal funding for assets and facilities those services rely on.

Our modelling shows that our income will fall short of the cost of providing services (operating result before Capital Grants & Contributions) in the next few years but improves over the 10 years period.

If the community wants to maintain the current infrastructure council will need to increase income as well as continue to minimise expenses.

Some income collected by Council has restrictions on how it can be used. For example the income collected from Domestic Waste can only be used for those services. Similarly council raises levies for stormwater which need to be spent for these purpose.

SENSITIVITY ANALYSIS

Long term financial plans are inherently uncertain. They contain a wide range of assumptions including assumptions about interest rates and potential effect of inflation on revenues and expenditures. Some of these assumptions will have a relatively limited impact if they are wrong. Others can have a major impact on future financial plans.

The following table analyses the sensitivity of our major income and expenditure classes:

Assumption	Sensitivity	Impact
Rating Income	IPART intervention (rate peg controlled by population growth)	
	Additional average 1.1% over 5 years from 2023/24 (current rate peg)	Additional \$0.888 million in the 5 years
	Additional average 1.5% over 5 years from 2023/24	Additional \$1.218 million in the 5 years
	Additional average 2.0% over 5 years from 2023/24	Additional \$1.637 million in the 5 years
	Additional average 2.5% over 5 years from 2023/24	Additional \$2.062 million in the 5 years
	Additional average 3.0% over 5 years from 2023/24	Additional \$2.493 million in the 5 years
Employee Costs	Award increase	
	Additional average 1.1% over 5 years from 2023/24	Additional \$1.035 million in the 5 years
	Additional average 1.5% over 5 years from 2023/24	Additional \$1.419 million in the 5 years
	Additional average 2.0% over 5 years from 2023/24	Additional \$1.906 million in the 5 years
	Additional average 2.5% over 5 years from 2023/24	Additional \$2.400 million in the 5 years

	Additional average 3.0% over 5 years from 2023/24	Additional \$2.903 million in the 5 years
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Features of this LTFP that have been identified as risks and volatile factors include:

- Assuming the Roads to Recovery grant continues beyond the 2023-24 commitment
- Borrowing & investment rates vary
- Assets require renewal earlier than anticipated
- IPART Rate Pegging is not in line with our population growth assumptions.
- Growth could vary from our assumptions
- Climate risks and carbon tax, energy & fuel costs
- Disasters, Workers Compensation and other insurance are not as assumed in line with trend.

DRAFT

CONSOLIDATED FINANCIAL STATEMENTS - Base Case + Leisure Centre Project

Income Statement 2021 - 2033

Nominal Year	2021	2022	2023	2024	2025	2026
Year Type	Actual	Budget	Budget	Forecast	Forecast	Forecast
Rates & Charges	\$18,498	\$19,441	\$19,683	\$20,458	\$21,368	\$22,374
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$13,298	\$13,656	\$13,804	\$14,348	\$14,988	\$15,654
TOTAL RATES & ANNUAL CHARGES	\$31,796	\$33,097	\$33,487	\$34,806	\$36,357	\$38,028
User Charges and fees	\$4,337	\$4,879	\$5,059	\$5,332	\$5,630	\$5,887
Other revenues	\$2,749	\$3,032	\$2,951	\$3,016	\$3,083	\$3,153
Interest and Investment Income	\$291	\$389	\$441	\$2,252	\$2,275	\$2,249
Other Income	\$929	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$40,102	\$41,397	\$41,938	\$45,407	\$47,344	\$49,318
Grants & Contributions - Operating Purposes	\$2,738	\$2,639	\$2,376	\$2,419	\$2,462	\$2,512
Grants & Contributions for Capital Purposes	\$5,199	\$23,197	\$27,756	\$3,500	\$3,500	\$3,500
Income excl Gains on Asset Disposal	\$48,039	\$67,233	\$72,070	\$51,325	\$53,306	\$55,329
TOTAL OPERATING INCOME (Excl. Capital)	\$42,840	\$44,036	\$44,314	\$47,825	\$49,806	\$51,829
Employee Benefits	\$21,218	\$20,578	\$23,128	\$23,706	\$24,299	\$24,906
Materials and Contracts	\$15,366	\$8,904	\$9,280	\$9,495	\$9,734	\$9,970
Borrowing Costs	\$0	\$0	\$0	\$1,363	\$1,244	\$1,122
Depreciation & Amortisation	\$8,936	\$8,957	\$9,345	\$9,764	\$10,051	\$10,354
Other Expenses	\$1,044	\$9,040	\$9,688	\$9,901	\$10,119	\$10,351
Losses on disposal of assets	\$1,799	\$340	\$300	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$48,363	\$47,819	\$51,741	\$54,228	\$55,447	\$56,704
OPERATING RESULT (Excl. Capital)	-\$5,523	-\$3,783	-\$7,427	-\$6,403	-\$5,641	-\$4,874
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$3,724	-\$3,443	-\$7,127	-\$6,403	-\$5,641	-\$4,874
OPERATING RESULT (Incl. Capital)	-\$324	\$19,414	\$20,329	-\$2,903	-\$2,141	-\$1,374
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	-\$324	\$19,414	\$20,329	-\$2,903	-\$2,141	-\$1,374
Net Operating Result from Income Statement	-\$324	\$19,414	\$20,329	-\$2,903	-\$2,141	-\$1,374
Gain / (Loss) on Reval of PP&E	\$1,798	\$0	\$0	-\$0	-\$0	-\$0

Nominal Year	2021	2022	2023	2024	2025	2026
TOTAL OTHER COMPREHENSIVE INCOME	\$1,798	\$0	\$0	-\$0	-\$0	-\$0
TOTAL COMPREHENSIVE INCOME	\$1,474	\$19,414	\$20,329	-\$2,903	-\$2,141	-\$1,374

Income Statement 2021 – 2033 (continued)

Nominal Year	2027	2028	2029	2030	2031	2032	2033
Year Type	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$23,485	\$24,651	\$26,002	\$27,427	\$28,930	\$30,516	\$32,188
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$16,348	\$17,074	\$17,832	\$18,624	\$19,450	\$20,314	\$21,279
TOTAL RATES & ANNUAL CHARGES	\$39,834	\$41,726	\$43,834	\$46,051	\$48,381	\$50,830	\$53,466
User Charges and fees	\$6,156	\$6,437	\$6,731	\$7,038	\$7,363	\$7,717	\$8,089
Other revenues	\$3,226	\$3,300	\$3,383	\$3,467	\$3,554	\$3,643	\$3,734
Interest and Investment Income	\$2,310	\$2,350	\$2,406	\$2,563	\$2,766	\$3,020	\$3,392
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$51,525	\$53,813	\$56,353	\$59,120	\$62,063	\$65,209	\$68,681
Grants & Contributions - Operating Purposes	\$2,562	\$2,613	\$2,665	\$2,719	\$2,773	\$2,828	\$2,885
Grants & Contributions for Capital Purposes	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Income excl Gains on Asset Disposal	\$57,587	\$59,926	\$62,519	\$65,338	\$68,336	\$71,538	\$75,066
TOTAL OPERATING INCOME (Excl. Capital)	\$54,087	\$56,426	\$59,019	\$61,838	\$64,836	\$68,038	\$71,566
Employee Benefits	\$25,529	\$26,167	\$26,821	\$27,492	\$28,179	\$28,884	\$29,606
Materials and Contracts	\$10,213	\$10,462	\$10,717	\$10,980	\$11,250	\$11,549	\$11,858
Borrowing Costs	\$994	\$861	\$723	\$579	\$430	\$274	\$113
Depreciation & Amortisation	\$10,680	\$10,978	\$11,270	\$11,562	\$11,854	\$12,145	\$12,437
Other Expenses	\$10,589	\$10,833	\$11,104	\$11,381	\$11,666	\$11,958	\$12,257
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$58,005	\$59,301	\$60,635	\$61,994	\$63,378	\$64,810	\$66,270
OPERATING RESULT (Excl. Capital)	-\$3,918	-\$2,875	-\$1,616	-\$156	\$1,458	\$3,227	\$5,296
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$3,918	-\$2,875	-\$1,616	-\$156	\$1,458	\$3,227	\$5,296
OPERATING RESULT (Incl. Capital)	-\$418	\$625	\$1,884	\$3,344	\$4,958	\$6,727	\$8,796
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL	-\$418	\$625	\$1,884	\$3,344	\$4,958	\$6,727	\$8,796

Net Operating Result from Income Statement	-\$418	\$625	\$1,884	\$3,344	\$4,958	\$6,727	\$8,796
Gain / (Loss) on Reval of PP&E	\$0	\$0	-\$0	-\$0	\$0	-\$0	-\$0
TOTAL OTHER COMPREHENSIVE INCOME	\$0	\$0	-\$0	-\$0	\$0	-\$0	-\$0
TOTAL COMPREHENSIVE INCOME	-\$418	\$625	\$1,884	\$3,344	\$4,958	\$6,727	\$8,796

CONSOLIDATED FINANCIAL STATEMENTS - Base Case + Leisure Centre Project

Balance Sheet 2021 - 2033

Nominal Year	2021	2022	2023	2024	2025	2026
Year Type	Actual	Budget	Budget	Forecast	Forecast	Forecast
Cash & Cash Equivalents	\$13,346	\$39,982	\$62,381	\$55,124	\$53,618	\$52,915
Investments - Current	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
Receivables - Current	\$3,248	\$3,418	\$3,425	\$3,560	\$3,718	\$3,893
Inventories - Current	\$74	\$75	\$77	\$79	\$80	\$82
Other Current Assets	\$325	\$332	\$338	\$345	\$352	\$360
TOTAL CURRENT ASSETS	\$43,993	\$70,807	\$93,221	\$86,107	\$84,769	\$84,250
Receivable Collection Days	63	63	63	63	63	63
Infrastructure Property & Equip	\$476,480	\$466,460	\$475,369	\$502,536	\$498,949	\$495,207
Receivables - Non-Current	\$645	\$2	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$477,125	\$466,461	\$475,369	\$502,536	\$498,949	\$495,207
Inventory Days	0	0	0	0	0	0
TOTAL ASSETS	\$521,118	\$537,268	\$568,589	\$588,643	\$583,718	\$579,457
Payables - Current	\$14,424	\$14,424	\$14,424	\$14,424	\$14,424	\$14,424
Contract Liabilities - Current	\$5,116	\$5,229	\$5,344	\$5,461	\$5,581	\$5,710
Borrowings - current	\$0	\$0	\$0	\$928	\$2,944	\$3,105
Provisions - Current	\$4,948	\$4,780	\$5,461	\$5,597	\$5,737	\$5,880
TOTAL CURRENT LIABILITIES	\$24,488	\$24,433	\$25,228	\$26,410	\$28,686	\$29,119
Payables Days	697	5,667	6,230	4,198	5,365	5,265
Borrowings - Non current	\$0	\$0	\$11,250	\$34,063	\$31,110	\$28,040
Provisions - Non-Current	\$226	\$231	\$236	\$241	\$247	\$252
TOTAL NON-CURRENT LIABILITIES	\$226	\$231	\$11,486	\$34,304	\$31,357	\$28,292
TOTAL LIABILITIES	\$24,714	\$24,664	\$36,714	\$60,714	\$60,043	\$57,411

NET ASSETS	\$496,404	\$512,605	\$531,875	\$527,928	\$523,674	\$522,046
Accumulated Surplus	\$213,490	\$213,166	\$232,580	\$252,908	\$250,006	\$247,865
Revaluation Reserves	\$281,440	\$283,238	\$283,238	\$283,238	\$283,238	\$283,238
Council Interest Opening Balance	\$0	\$496,404	\$515,818	\$536,146	\$533,244	\$531,103
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$0	\$496,404	\$515,818	\$536,146	\$533,244	\$531,103
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$0	\$496,404	\$515,818	\$536,146	\$533,244	\$531,103
Net Operating Result for the Year	-\$324	\$19,414	\$20,329	-\$2,903	-\$2,141	-\$1,374
Gain / (Loss) on Reval of PP&E	\$1,798	\$0	\$0	-\$0	-\$0	-\$0
Total Comprehensive Income	\$1,474	\$19,414	\$20,329	-\$2,903	-\$2,141	-\$1,374
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$496,404	\$515,818	\$536,146	\$533,244	\$531,103	\$529,729

Balance Sheet 2021 – 2033 (continued)

Nominal Year	2027	2028	2029	2030	2031	2032	2033
Year Type	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash & Cash Equivalents	\$52,661	\$54,268	\$57,879	\$63,104	\$70,091	\$78,989	\$90,093
Investments - Current	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
Receivables - Current	\$4,085	\$4,288	\$4,522	\$4,769	\$5,029	\$5,303	\$5,593
Inventories - Current	\$84	\$86	\$88	\$89	\$91	\$94	\$96
Other Current Assets	\$368	\$376	\$385	\$393	\$402	\$411	\$421
TOTAL CURRENT ASSETS	\$84,198	\$86,018	\$89,873	\$95,355	\$102,613	\$111,798	\$123,203
Receivable Collection Days	63	63	63	63	63	63	63
Infrastructure Property & Equip	\$491,850	\$487,545	\$482,364	\$476,891	\$471,126	\$465,069	\$458,721
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$491,850	\$487,545	\$482,364	\$476,891	\$471,126	\$465,069	\$458,721
Inventory Days	0	0	0	0	0	0	\$0
TOTAL ASSETS	\$576,048	\$573,563	\$572,237	\$572,246	\$573,739	\$576,867	\$581,924
Payables - Current	\$14,424	\$14,424	\$14,424	\$14,424	\$14,424	\$14,424	\$14,424

Contract Liabilities - Current	\$5,841	\$5,975	\$6,125	\$6,278	\$6,435	\$6,596	\$6,761
Borrowings - current	\$3,233	\$3,377	\$3,517	\$3,676	\$3,829	\$3,987	\$4,152
Provisions - Current	\$6,027	\$6,178	\$6,333	\$6,491	\$6,653	\$6,820	\$6,990
TOTAL CURRENT LIABILITIES	\$29,526	\$29,955	\$30,398	\$30,869	\$31,341	\$31,827	\$32,327
Payables Days		5,191					
	4,943		5,133	5,089	5,138	5,120	\$5,115
Borrowings - Non current	\$24,846	\$21,525	\$18,070	\$14,478	\$10,742	\$6,856	\$2,816
Provisions - Non-Current	\$258	\$264	\$271	\$277	\$284	\$291	\$299
TOTAL NON-CURRENT LIABILITIES	\$25,104	\$21,789	\$18,341	\$14,755	\$11,026	\$7,148	\$3,114
TOTAL LIABILITIES	\$54,630	\$51,743	\$48,739	\$45,624	\$42,367	\$38,974	\$35,441
NET ASSETS	\$521,418	\$521,820	\$523,498	\$526,622	\$531,372	\$537,893	\$546,483
Accumulated Surplus	\$246,491	\$246,073	\$246,698	\$248,581	\$251,926	\$256,884	\$263,611
Revaluation Reserves	\$283,238	\$283,238	\$283,238	\$283,238	\$283,238	\$283,238	\$283,238
Council Interest Opening Balance	\$529,729	\$529,311	\$529,936	\$531,819	\$535,164	\$540,122	\$546,849
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY OPENING BALANCE	\$529,729	\$529,311	\$529,936	\$531,819	\$535,164	\$540,122	\$546,849
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restated Opening Balance	\$529,729	\$529,311	\$529,936	\$531,819	\$535,164	\$540,122	\$546,849
Net Operating Result for the Year	-\$418	\$625	\$1,884	\$3,344	\$4,958	\$6,727	\$8,796
Gain / (Loss) on Reval of PP&E	\$0	\$0	-\$0	-\$0	\$0	-\$0	-\$0
Total Comprehensive Income	-\$418	\$625	\$1,884	\$3,344	\$4,958	\$6,727	\$8,796
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EQUITY CLOSING BALANCE	\$529,311	\$529,936	\$531,819	\$535,164	\$540,122	\$546,849	\$555,645

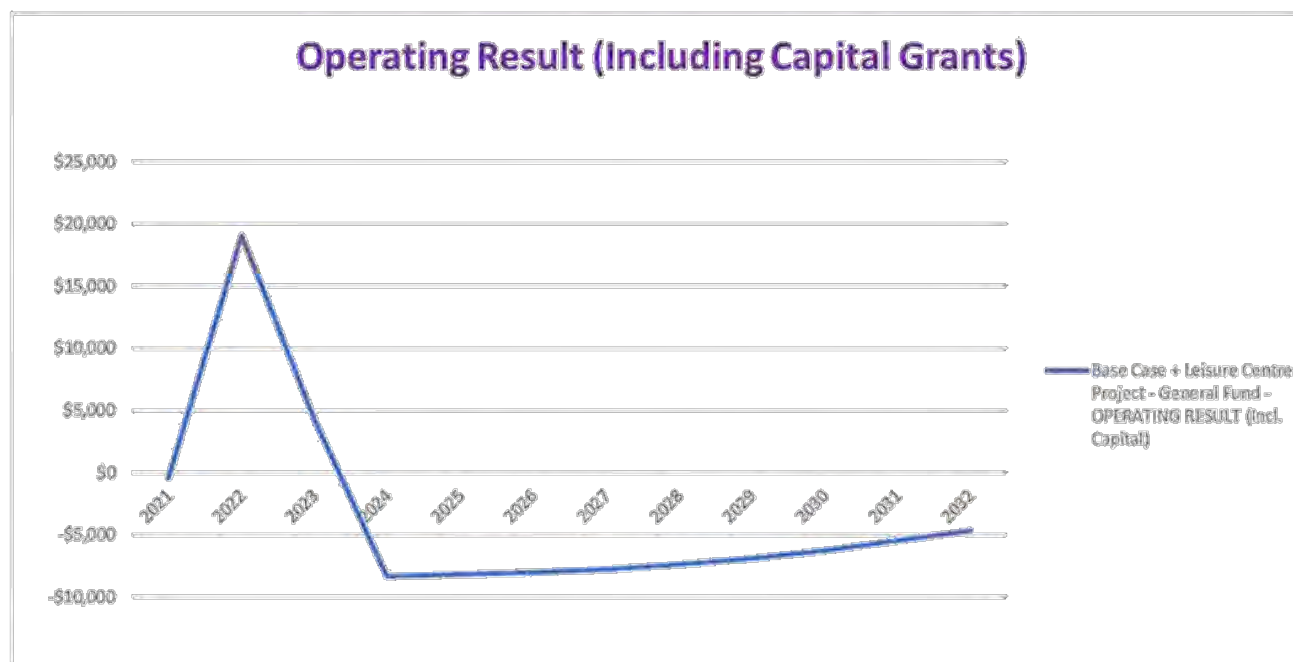
CONSOLIDATED FINANCIAL STATEMENTS - Base Case + Leisure Centre Project

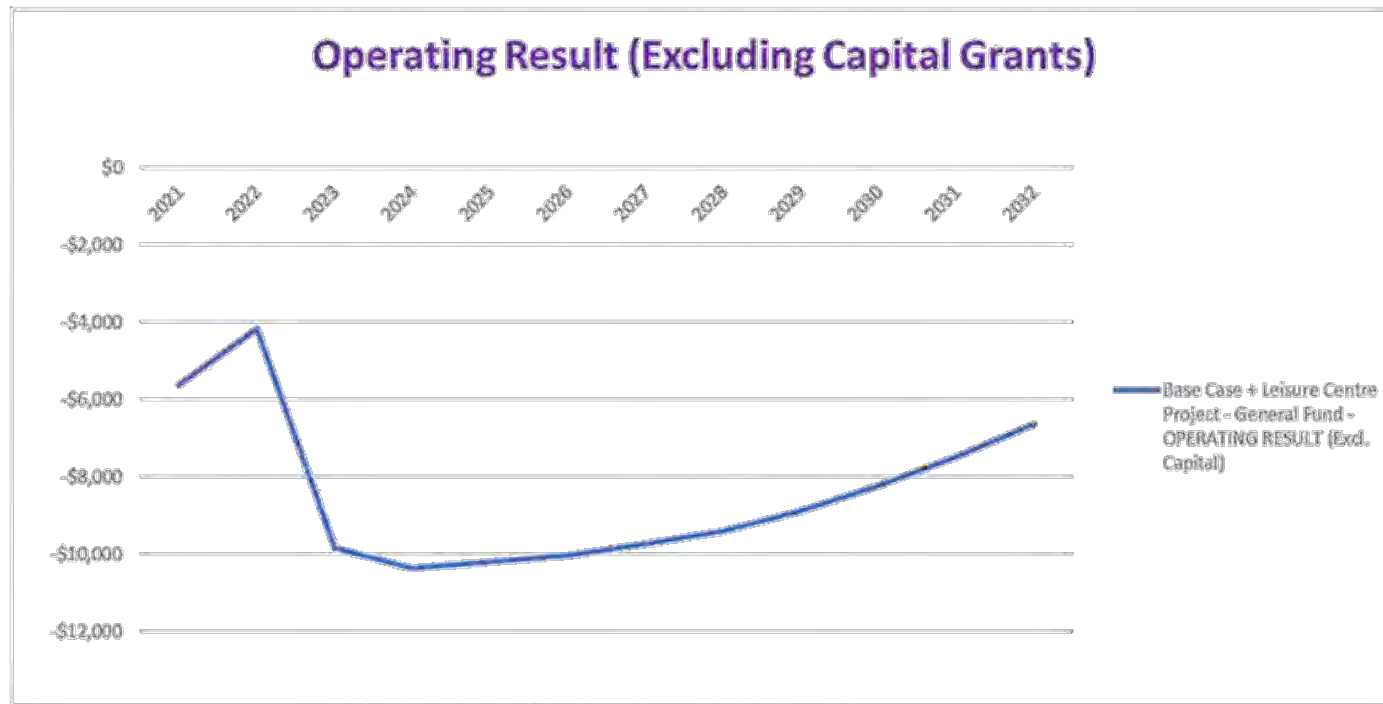
Cashflow Statement 2021-2033

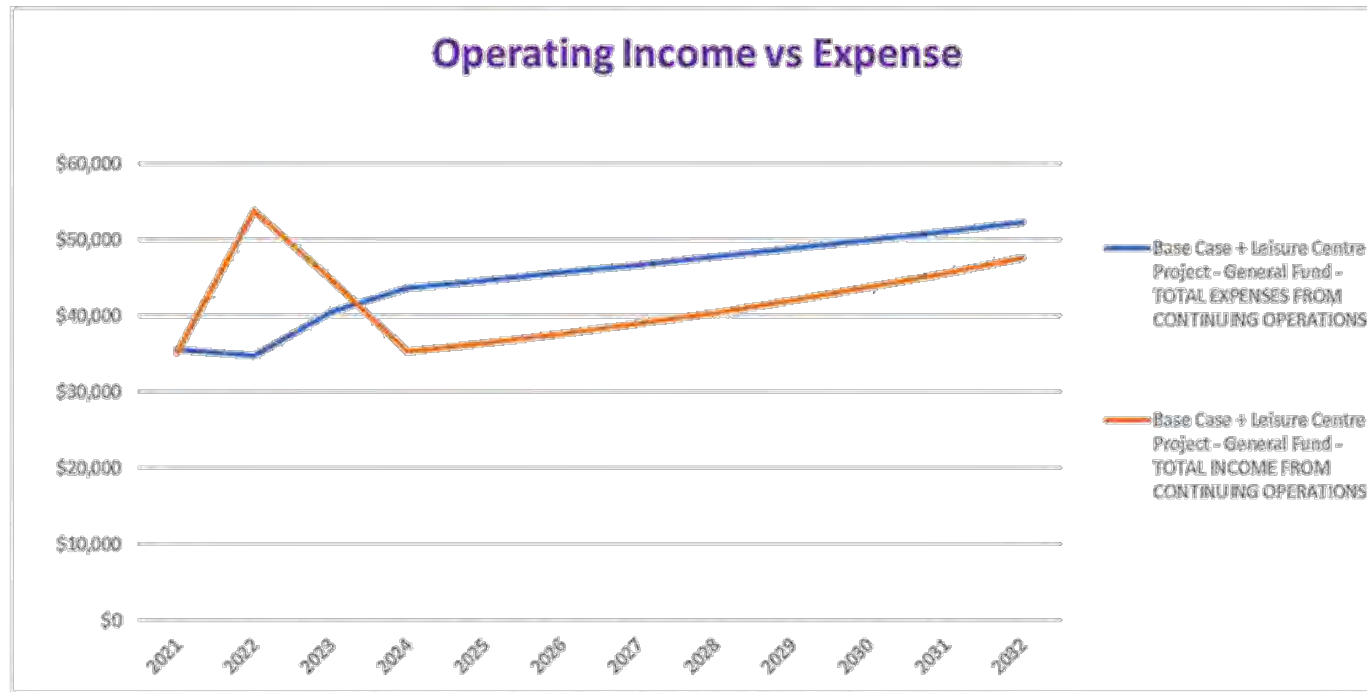
Nominal Year	2021	2022	2023	2024	2025	2026
Year Type	Actual	Budget	Budget	Forecast	Forecast	Forecast
Total Own Source Revenue	\$420	\$41,870	\$41,933	\$45,272	\$47,185	\$49,143
Grants and Contributions	\$12,836	\$2,639	\$2,376	\$2,419	\$2,462	\$2,512
Other Income from Continuing Operations	\$29,584	-\$473	\$5	\$135	\$159	\$175
Employee Benefits	\$0	\$20,578	\$23,128	\$23,706	\$24,299	\$24,906
Materials and Contracts	\$15,366	\$8,904	\$9,280	\$9,495	\$9,734	\$9,970
Other Expenses from Continuing Operations	\$1,142	\$9,380	\$9,988	\$9,901	\$10,119	\$10,351
CASHFLOW FROM OPERATIONS	\$26,332	\$5,174	\$1,918	\$4,724	\$5,655	\$6,601
Sale of Current Investments	\$27,000	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$434	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$4,000	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$27,000	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$14,453	\$1,735	\$18,075	\$36,931	\$6,463	\$6,613
CASHFLOW FROM INVESTING	-\$18,019	-\$1,735	-\$18,075	-\$36,931	-\$6,463	-\$6,613
Proceeds from Grants and Contributions - Capital purposes	\$5,199	\$23,197	\$27,756	\$3,500	\$3,500	\$3,500
Proceeds from Borrowings	\$0	\$0	\$11,250	\$23,750	\$0	\$0
Loan repayments	\$0	\$0	\$450	\$2,300	\$4,197	\$4,192
CASHFLOW FROM FINANCING	\$5,199	\$23,197	\$38,556	\$24,950	-\$697	-\$692
Opening Cash	\$22,834	\$40,346	\$66,982	\$89,381	\$82,124	\$80,618
Change in Cash	\$17,512	\$26,636	\$22,399	-\$7,257	-\$1,505	-\$704
CLOSING CASH	\$40,346	\$66,982	\$89,381	\$82,124	\$80,618	\$79,915
TOTAL CASH AND LIQUID INVESTMENTS	\$40,346	\$66,982	\$89,381	\$82,124	\$80,618	\$79,915
Transfers to Reserves	\$0	\$477	\$603	\$999	\$1,395	\$1,780
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$15,219	\$15,219	\$15,219	\$15,219	\$15,219	\$15,219
Externally Restricted Cash	\$19,432	\$19,909	\$20,512	\$21,511	\$22,907	\$24,687
Unrestricted Cash	\$5,695	\$31,854	\$53,649	\$45,393	\$42,492	\$40,009

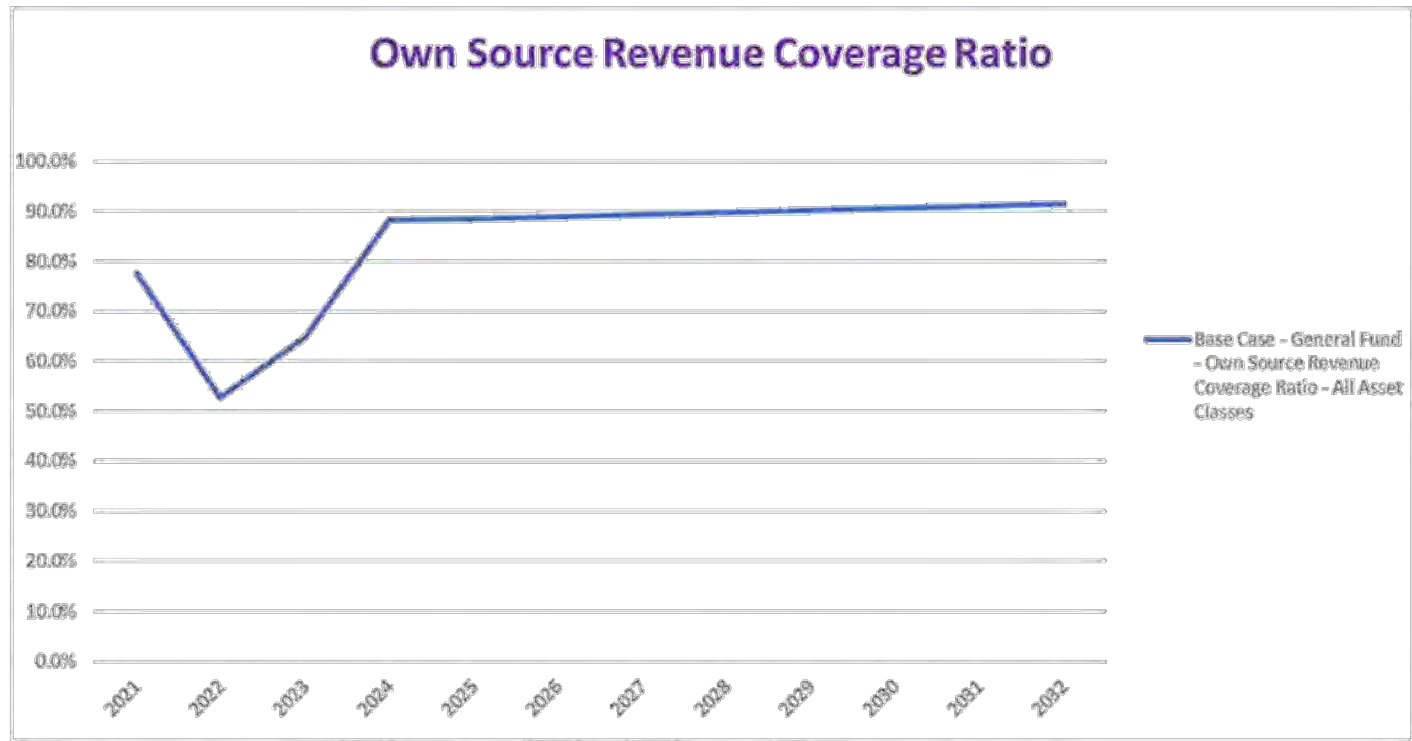
Cashflow Statement 2021-2033 (continued)

Nominal Year	2027	2028	2029	2030	2031	2032	2033
Year Type	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Total Own Source Revenue	\$51,332	\$53,610	\$56,119	\$58,873	\$61,803	\$64,935	\$68,391
Grants and Contributions	\$2,562	\$2,613	\$2,665	\$2,719	\$2,773	\$2,828	\$2,885
Other Income from Continuing Operations	\$193	\$202	\$234	\$247	\$260	\$275	\$290
Employee Benefits	\$25,529	\$26,167	\$26,821	\$27,492	\$28,179	\$28,884	\$29,606
Materials and Contracts	\$10,213	\$10,462	\$10,717	\$10,980	\$11,250	\$11,549	\$11,858
Other Expenses from Continuing Operations	\$10,589	\$10,833	\$11,104	\$11,381	\$11,666	\$11,958	\$12,257
CASHFLOW FROM OPERATIONS	\$7,756	\$8,964	\$10,376	\$11,985	\$13,742	\$15,647	\$17,846
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$7,322	\$6,674	\$6,089	\$6,089	\$6,089	\$6,089	\$6,089
CASHFLOW FROM INVESTING	-\$7,322	-\$6,674	-\$6,089	-\$6,089	-\$6,089	-\$6,089	-\$6,089
Proceeds from Grants and Contributions - Capital purposes	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$4,187	\$4,182	\$4,177	\$4,171	\$4,166	\$4,160	\$4,154
CASHFLOW FROM FINANCING	-\$687	-\$682	-\$677	-\$671	-\$666	-\$660	-\$654
Opening Cash	\$79,915	\$79,661	\$81,268	\$84,879	\$90,104	\$97,091	\$105,989
Change in Cash	-\$254	\$1,608	\$3,610	\$5,225	\$6,987	\$8,898	\$11,104
CLOSING CASH	\$79,661	\$81,268	\$84,879	\$90,104	\$97,091	\$105,989	\$117,093
TOTAL CASH AND LIQUID INVESTMENTS	\$79,661	\$81,268	\$84,879	\$90,104	\$97,091	\$105,989	\$117,093
Transfers to Reserves	\$2,215	\$2,681	\$3,167	\$3,707	\$4,279	\$4,888	\$5,617
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internally Restricted Cash	\$15,219	\$15,219	\$15,219	\$15,219	\$15,219	\$15,219	\$15,219
Externally Restricted Cash	\$26,902	\$29,583	\$32,750	\$36,031	\$40,302	\$44,737	\$49,896
Unrestricted Cash	\$37,539	\$36,466	\$36,910	\$38,854	\$41,570	\$46,033	\$51,978









CEO7 **HUDSON PARK STAGE 2 - AMENDED**
AUTHOR: **Mary Rawlings, Director Office of the CEO**
APPROVER: **Brian Barrett, Acting General Manager**

RECOMMENDATION

That Council receive and note the report.

PURPOSE OF REPORT

The purpose of this report is to provide Council with a copy of the current plan for Hudson Park Stage 2, which has been amended in accordance with Councillors requests.

REPORT

As requested, the following amendments have been made to Stage 2 of the project:-

Four items have been removed from the plan, the amphitheatre, grass sledding park, misting garden and the featured water ponds.

The following items have been incorporated into the project; two outdoor table tennis tables, two picnic shelters with barbeque units, each containing four tables and seating, two picnic shelters with two tables and seating in each, and a water splash park.

FINANCIAL IMPLICATIONS

There are no financial implications.

The status of the grant funding remains the same and the variation to works has been submitted to the funding body for approval. The cost of any assets not accepted for grant funding can be met from the original Council contribution to the project.

ATTACHMENTS

1. Hudson Park Stage 2 - Amended Master Plan

ATTACHMENT 1



CS1 **INVESTMENT REPORT - MARCH 2022**
AUTHOR: Deo Narayan, Manager Finance, Operations
APPROVER: Francis Mangru, Executive Manager, Financial Services/Chief Financial Officer

RECOMMENDATION

That the record of cash investments as at 31 March 2022 be received and noted.

PURPOSE OF REPORT

To submit Council's record of cash investments as at 31 March 2022 pursuant to Clause 212 of the *Local Government (General) Regulation 2005*.

REPORT

Investment Portfolio as at 31 March 2022:

Call Accounts	Allocation (%)	Amount (\$)
Term Deposits	81.17	41,000,000
Cash At Bank and At Call Investment	18.83	9,508,759
Total Investments		50,508,759

* Investment Portfolio details are listed in the attachment.

As at the end of March 2022, the portfolio was mainly directed to fixed term deposits (81.17%). The remaining portfolio is directed to various cash accounts (18.83%). Although some of these cash accounts are currently paying a higher rate than most short-dated term deposits, there is ongoing risk that the bank can significantly reduce their overnight rate at any time. This will be monitored to ensure that actions are taken prior to this occurring.

Council's performance for the month ending 31 March 2022 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.01%	0.02%	0.05%	0.08%	0.10%
AusBond Bank Bill Index	0.00%	0.01%	0.02%	0.03%	0.04%
Council's T/D Portfolio[^]	0.08%	0.22%	0.41%	0.54%	0.66%
Outperformance	0.08%	0.21%	0.39%	0.51%	0.63%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.10%	0.10%	0.10%	0.10%	0.10%
AusBond Bank Bill Index	0.04%	0.05%	0.04%	0.04%	0.04%
Council's T/D Portfolio[^]	0.96%	0.91%	0.82%	0.72%	0.66%
Outperformance	0.92%	0.85%	0.78%	0.68%	0.63%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

For the month of March, the investment portfolio (excluding cash) provided a return of +0.08% (actual) or +0.96% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.00% (actual) or +0.04% p.a. (annualised). Over the past year, it has returned +0.66% p.a., outperforming bank bills by 0.63% p.a.

The Reserve Bank of Australia's official cash rate remained at 0.10% for the month of March 2022. Council's investment portfolio has returned a weighted average yield of 0.84% as at end of March 2022, which is 0.78% above the 90 days Bloomberg benchmark of 0.06%.

Council has earned interest revenue totalling \$220,854 as at 31 March 2022, being 86.27% of the original full year projected budget.

Below is a table showing the restrictions placed on the cash and investments held:

Investments Represented by	31 March 2022 (\$)
Externally Restricted Reserves	
Domestic Waste Management	2,830,741
Unexpended Grants	4,897,747
Developer Contributions	12,119,975
Stormwater Management	829,802
Total Externally Restricted Reserves	20,678,265
Internally Restricted Reserves	
Plant Replacement	1,129,614
Employee Leave Entitlement	1,285,159
Deposits/Retentions and Bonds	10,220,119
Adshel (Bus Shelters)	270,000
Technology	165,084
Carry Forwards	37,621
Future Major Expenditure	2,452,570
Parkscape Improvements	29,000
Risk Management	195,362
Election	260,000
Total Internally Restricted Reserves	16,044,529
Total Restricted Reserves	36,722,794
Unrestricted	13,785,965
Total Investments	50,508,759

* Unrestricted funds, whilst not subject to a restriction for a specific purpose, are fully committed via Council's adopted Operational Plan.

Impact of COVID-19 to Council's Portfolio

COVID-19 has adversely impacted financial markets, which in turn, has also affected Council's investment portfolio.

The RBA cut rates to record lows on 3rd November 2020 to 0.10%, consistent with most global central banks resetting their official rates back to emergency levels. As global markets start to recover, inflationary pressures have emerged. This has resulted in longer-term bond yields to rise in recent months as central banks start to withdraw some of their other stimulatory policy measures (such as quantitative easing), whilst some have already started increasing official interest rates. Markets are now bracing an environment where central banks will move from their excessively loose policy measures to a tightening cycle.

Domestically, Governor Lowe has commented that interest rate rises starting later in 2022 were deemed "a plausible scenario", but he also stated "it's still quite plausible that the first increase is a year or longer away".

Council's term deposit portfolio was yielding just 0.98% p.a. at month-end, with a weighted average duration of around 575 days (around 1.5 years). This will provide some income protection against the low rate environment over the coming year.

Certification – Responsible Accounting Officer

The Chief Finance Officer hereby certifies that the investments listed above have been made in accordance with Section 625 of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2005* and Council's Investment Policy.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

1. Investment Performance - March 2022

ATTACHMENT 1




Investment Report

01/03/2022 to 31/03/2022

Portfolio Valuation as at 31/03/2022

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
Members Equity Bank	BBB+	TD	GENERAL	At Maturity	30/09/2021	01/04/2022	0.4000	2,000,000.00	4,010.96	679.45
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	24/05/2021	24/05/2022	0.3800	2,000,000.00	6,496.44	645.48
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	07/06/2021	07/06/2022	0.4000	2,000,000.00	6,531.51	679.45
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	23/07/2021	22/07/2022	0.3800	2,000,000.00	5,247.12	645.48
Auswide Bank	BBB	TD	GENERAL	At Maturity	30/11/2021	01/09/2022	0.6500	2,000,000.00	4,345.21	1,104.11
Westpac	AA-	TD	GENERAL	Quarterly	27/10/2021	27/10/2022	0.5100	2,000,000.00	1,788.49	866.30
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	01/11/2021	01/11/2022	0.7000	2,000,000.00	5,791.78	1,189.04
Members Equity Bank	BBB+	TD	GENERAL	At Maturity	07/12/2021	07/12/2022	0.7000	1,000,000.00	2,205.48	594.52
Westpac	AA-	TD	GENERAL	At Maturity	07/02/2022	07/02/2023	0.8700	1,000,000.00	1,263.29	738.90
NAB	AA-	TD	GENERAL	At Maturity	08/03/2022	09/03/2023	1.0200	1,000,000.00	670.68	670.68
NAB	AA-	TD	GENERAL	Annual	18/05/2021	18/05/2023	0.6000	2,000,000.00	10,454.79	1,019.18
NAB	AA-	TD	GENERAL	Annual	23/07/2021	24/07/2023	0.6500	1,000,000.00	4,487.67	552.05
Westpac	AA-	TD	GENERAL	Quarterly	27/10/2021	26/10/2023	0.9600	4,000,000.00	6,733.15	3,261.37
ICBC Sydney Branch	A	TD	GENERAL	Annual	09/12/2021	13/12/2023	1.4300	2,000,000.00	8,854.25	2,429.04
ICBC Sydney Branch	A	TD	GENERAL	Annual	07/02/2022	07/02/2024	1.7200	2,000,000.00	4,995.07	2,921.64
ICBC Sydney Branch	A	TD	GENERAL	Annual	08/03/2022	07/03/2024	1.9500	1,000,000.00	1,282.19	1,282.19
NAB	AA-	TD	GENERAL	Annual	18/05/2021	20/05/2024	0.7500	1,000,000.00	6,534.25	636.99
Westpac	AA-	TD	GENERAL	Quarterly	27/10/2021	30/10/2024	1.3500	5,000,000.00	11,836.62	5,732.88



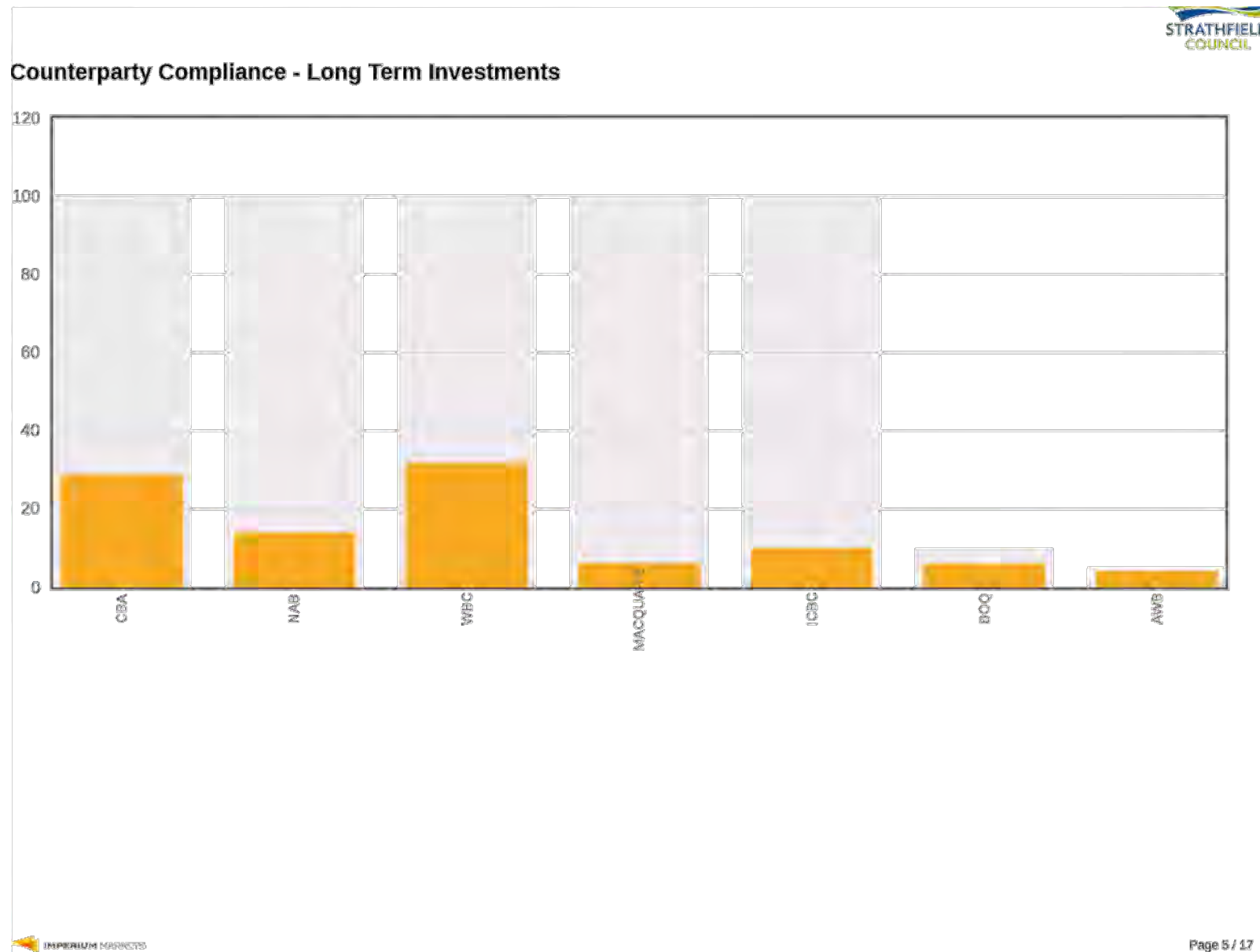
Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
NAB	AA-	TD	GENERAL	Annual	18/05/2021	19/05/2025	1.0000	1,000,000.00	8,712.33	849.32
Westpac	AA-	TD	GENERAL	Quarterly	27/10/2021	29/10/2025	1.5900	2,000,000.00	5,575.89	2,700.82
NAB	AA-	TD	GENERAL	Annual	18/05/2021	15/05/2026	1.3000	1,000,000.00	11,326.03	1,104.11
Westpac	AA-	TD	GENERAL	Quarterly	27/10/2021	29/10/2026	1.8200	2,000,000.00	6,382.47	3,091.51
Macquarie Bank	A+	CASH	GENERAL	Monthly	31/03/2022	31/03/2022	0.6000	3,054,983.20	2,368.96	2,368.96
Commonwealth Bank	AA-	CASH	GENERAL	Monthly	31/03/2022	31/03/2022	0.0000	158,017.49	-	-
Commonwealth Bank	AA-	CASH	GENERAL	Monthly	31/03/2022	31/03/2022	0.1000	6,295,758.48	259.37	259.37
TOTALS								50,508,759.17	128,152.99	36,022.85



Counterparty Compliance as at 31/03/2022

Long Term Investments

Compliant	Bank Group	Term	Rating	Invested	Invested (%)	Limit (%)	Limit (\$)	Available
	Commonwealth Bank	Long	AA-	14,453,775.97	28.62	100.00	-	36,054,983.20
	NAB	Long	AA-	7,000,000.00	13.86	100.00	-	43,508,759.17
	Westpac	Long	AA-	16,000,000.00	31.68	100.00	-	34,508,759.17
	Macquarie Bank	Long	A+	3,054,983.20	6.05	100.00	-	47,453,775.97
	ICBC Sydney Branch	Long	A	5,000,000.00	9.90	100.00	-	45,508,759.17
	BOQ	Long	BBB+	3,000,000.00	5.94	10.00	-	2,050,875.92
	Auswide Bank	Long	BBB	2,000,000.00	3.96	5.00	-	525,437.96
TOTALS				50,508,759.17	100.00			



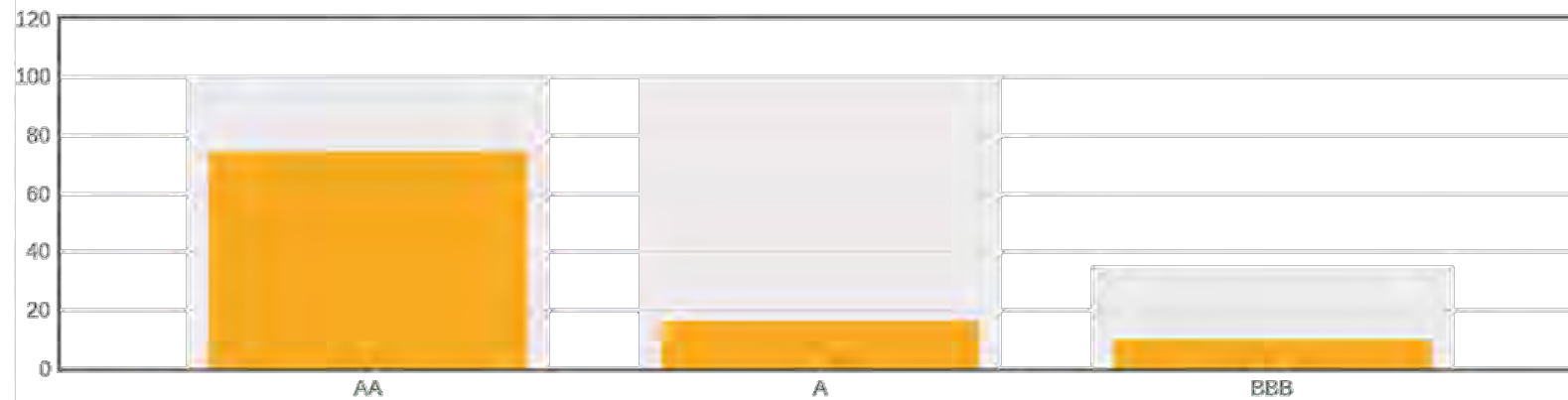


Credit Quality Compliance as at 31/03/2022

Long Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available
	AA	37,453,775.97	74.15	100.00	13,054,983.20
	A	8,054,983.20	15.95	100.00	42,453,775.97
	BBB	5,000,000.00	9.90	35.00	12,678,065.71
TOTALS		50,508,759.17	100.00		

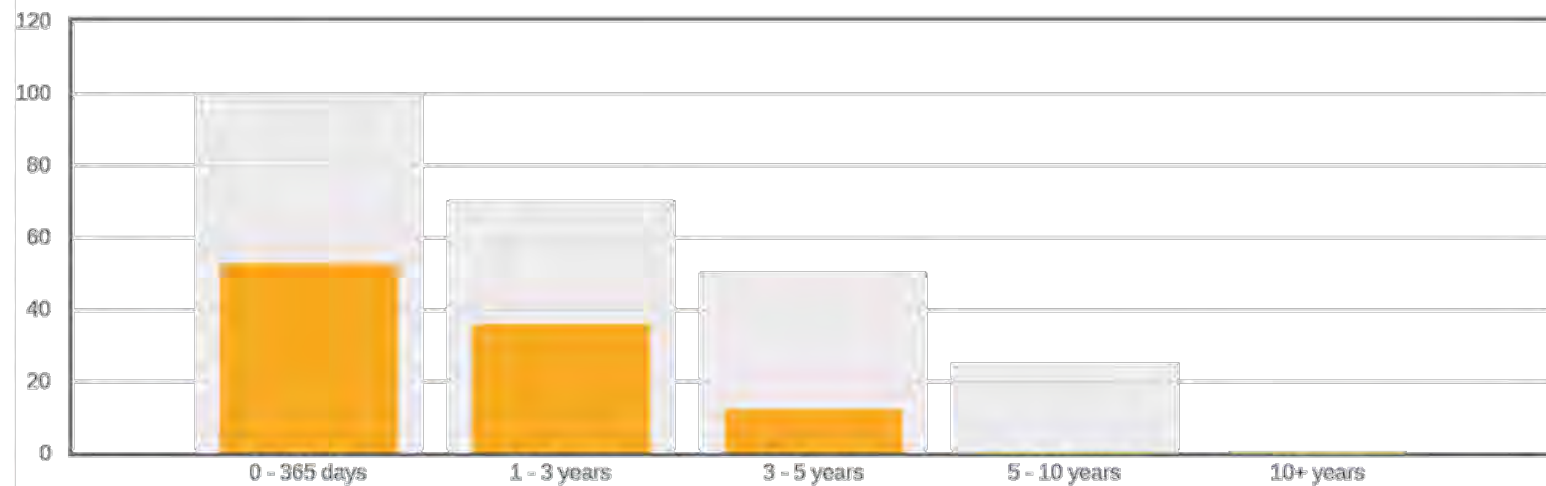
Credit Quality Compliance - Long Term Investments



Maturity Compliance as at 31/03/2022

Compliant	Term	Invested	Invested (%)	Min Limit (%)	Max Limit (%)	Available
✓	0 - 365 days	26,508,759.17	52.48	0.00	100.00	24,000,000.00
✓	1 - 3 years	18,000,000.00	35.64	0.00	70.00	17,356,131.42
✓	3 - 5 years	6,000,000.00	11.88	0.00	50.00	19,254,379.59
✓	5 - 10 years	-	0.00	0.00	25.00	12,627,189.79
✓	10+ years	-	0.00	0.00	0.00	-
TOTALS		50,508,759.17	100.00			

Maturity Compliance






Portfolio Comparison

From: 28/02/2022 To: 31/03/2022

Issuer	Rating	Type	Rate	Purchase	Maturity	Interest	28/02/2022	31/03/2022	Difference
Commonwealth Bank	AA-	TD	0.3700	07/06/2021	04/03/2022	At Maturity	2,000,000.00	-	-2,000,000.00
Members Equity Bank	BBB+	TD	0.4000	30/09/2021	01/04/2022	At Maturity	2,000,000.00	2,000,000.00	-
Commonwealth Bank	AA-	TD	0.3800	24/05/2021	24/05/2022	At Maturity	2,000,000.00	2,000,000.00	-
Commonwealth Bank	AA-	TD	0.4000	07/06/2021	07/06/2022	At Maturity	2,000,000.00	2,000,000.00	-
Commonwealth Bank	AA-	TD	0.3800	23/07/2021	22/07/2022	At Maturity	2,000,000.00	2,000,000.00	-
Auswide Bank	BBB	TD	0.6500	30/11/2021	01/09/2022	At Maturity	2,000,000.00	2,000,000.00	-
Westpac	AA-	TD	0.5100	27/10/2021	27/10/2022	Quarterly	2,000,000.00	2,000,000.00	-
Commonwealth Bank	AA-	TD	0.7000	01/11/2021	01/11/2022	At Maturity	2,000,000.00	2,000,000.00	-
Members Equity Bank	BBB+	TD	0.7000	07/12/2021	07/12/2022	At Maturity	1,000,000.00	1,000,000.00	-
Westpac	AA-	TD	0.8700	07/02/2022	07/02/2023	At Maturity	1,000,000.00	1,000,000.00	-
NAB	AA-	TD	1.0200	08/03/2022	08/03/2023	At Maturity	-	1,000,000.00	1,000,000.00
NAB	AA-	TD	0.6000	18/05/2021	18/05/2023	Annual	2,000,000.00	2,000,000.00	-
NAB	AA-	TD	0.6500	23/07/2021	24/07/2023	Annual	1,000,000.00	1,000,000.00	-
Westpac	AA-	TD	0.9600	27/10/2021	26/10/2023	Quarterly	4,000,000.00	4,000,000.00	-
ICBC Sydney Branch	A	TD	1.4300	09/12/2021	13/12/2023	Annual	2,000,000.00	2,000,000.00	-
ICBC Sydney Branch	A-	TD	1.7200	07/02/2022	07/02/2024	Annual	2,000,000.00	2,000,000.00	-
ICBC Sydney Branch	A	TD	1.9500	08/03/2022	07/03/2024	Annual	-	1,000,000.00	1,000,000.00



Issuer	Rating	Type	Rate	Purchase	Maturity	Interest	28/02/2022	31/03/2022	Difference
NAB	AA-	TD	0.7500	18/05/2021	20/05/2024	Annual	1,000,000.00	1,000,000.00	-
Westpac	AA-	TD	1.3500	27/10/2021	30/10/2024	Quarterly	5,000,000.00	5,000,000.00	-
NAB	AA-	TD	1.0000	18/05/2021	19/05/2025	Annual	1,000,000.00	1,000,000.00	-
Westpac	AA-	TD	1.5900	27/10/2021	29/10/2025	Quarterly	2,000,000.00	2,000,000.00	-
NAB	AA-	TD	1.3000	18/05/2021	15/05/2026	Annual	1,000,000.00	1,000,000.00	-
Westpac	AA-	TD	1.8200	27/10/2021	28/10/2026	Quarterly	2,000,000.00	2,000,000.00	-
Macquarie Bank	A+	CASH	0.4000	28/02/2022	28/02/2022	Monthly	7,052,850.80	3,054,983.20	-3,997,867.60
Commonwealth Bank	AA-	CASH	0.0000	28/02/2022	28/02/2022	Monthly	2,036,584.34	158,017.49	-1,878,566.85
Commonwealth Bank	AA-	CASH	0.1000	28/02/2022	28/02/2022	Monthly	2,945,758.48	6,295,758.48	3,350,000.00
TOTALS							53,035,193.62	50,508,759.17	-2,526,434.45



Trades in Period

From: 01/03/2022 To: 31/03/2022

New Trades

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Value	Ref
NAB	AA-	TD	GENERAL	At Maturity	08/03/2022	08/03/2023	1.0200	1,000,000.00	ICBC 2 Years
ICBC Sydney Branch	A	TD	GENERAL	Annual	08/03/2022	07/03/2024	1.9500	1,000,000.00	Nab 1 Year
TOTALS								2,000,000.00	





Sell Trades

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Sell	Yield/Margin	Face Value	Gross Value	Capital Value	Ref
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No entries for this item



**Matured Trades**

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Value	Ref
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	07/06/2021	04/03/2022	0.3700	2,000,000.00	
TOTALS								2,000,000.00	





Interest Received in Period

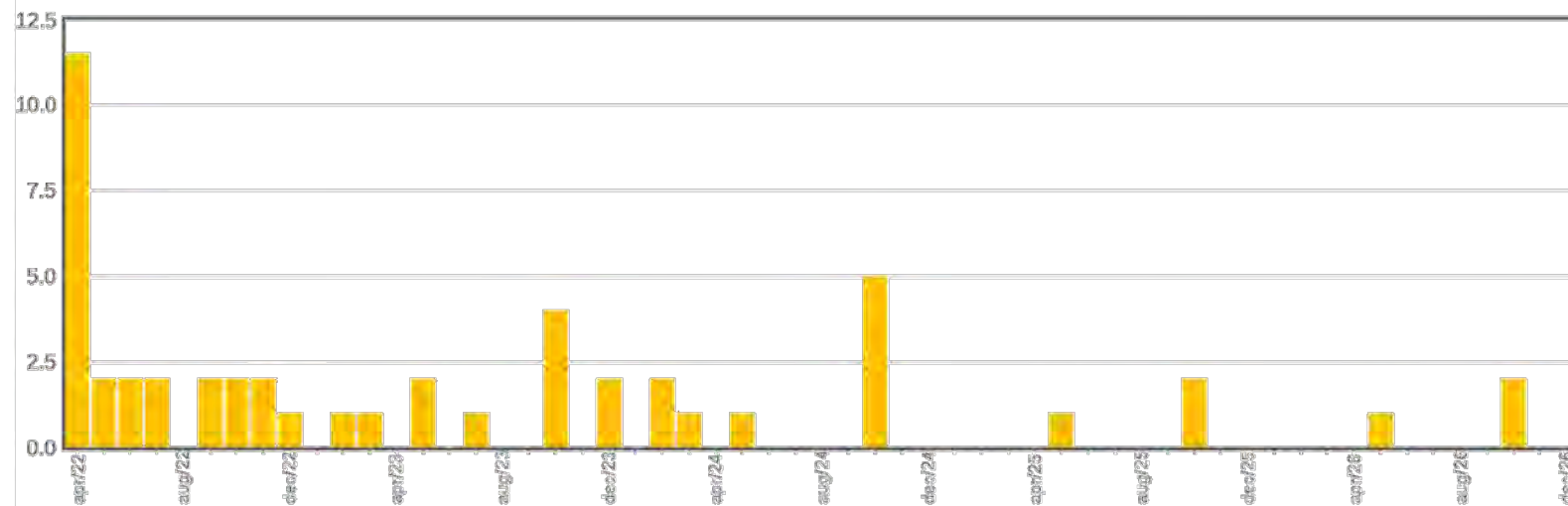
From: 01/03/2022 To: 31/03/2022

Periodic Interest

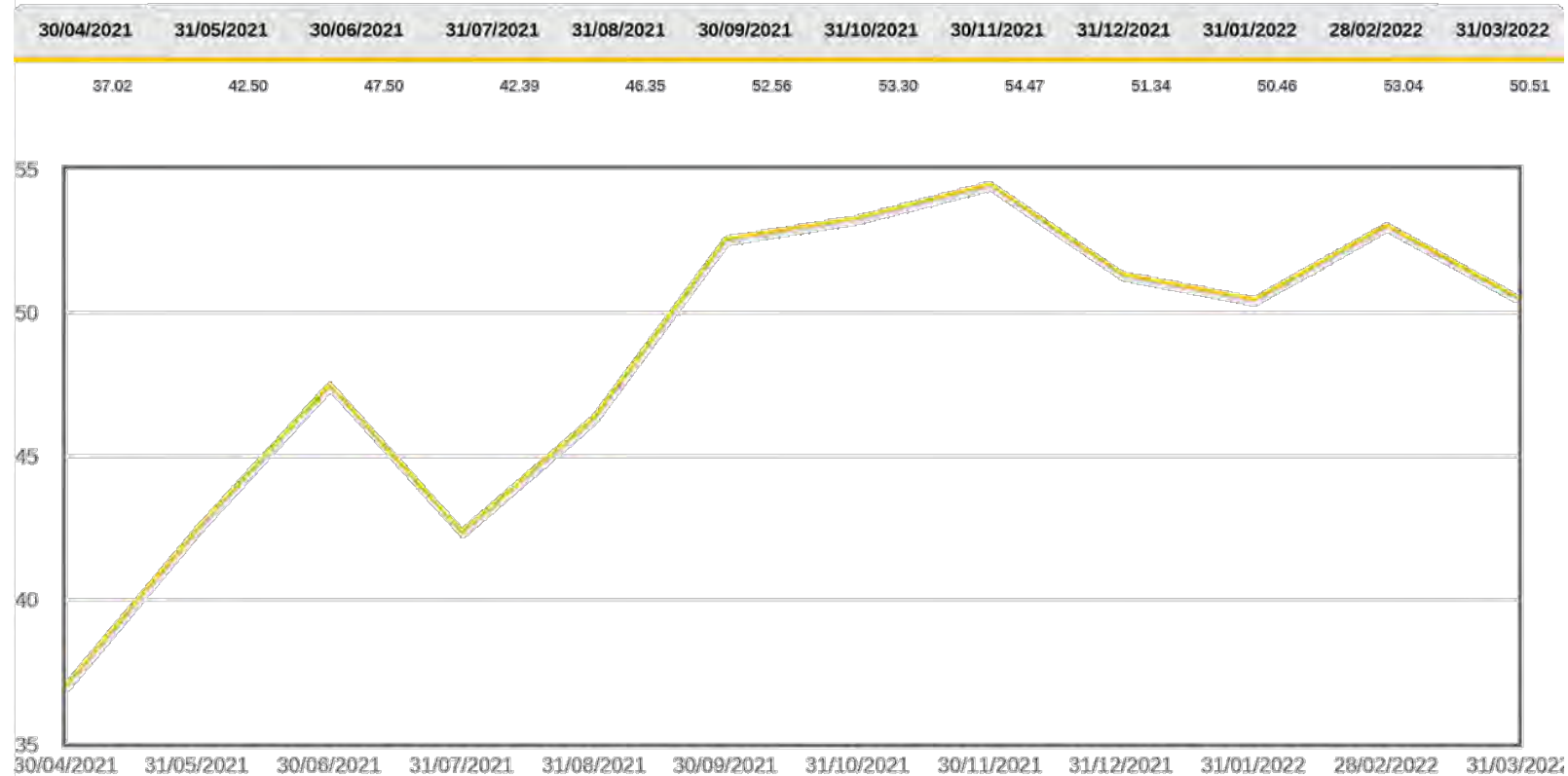
Issuer	Rating	Type	Alloc	Frequency	Value	Purchase	Maturity	Coupon Date	Type	Rate	Received
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	2,000,000.00	07/06/2021	04/03/2022	04/03/2022	Maturity	0.3700	5,473.97
TOTALS					2,000,000.00						5,473.97

Maturity Cashflow as at 31/03/2022

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2022	-	-	-	11,598,759	2,000,000	2,000,000	2,000,000	-	2,000,000	2,000,000	2,000,000	1,000,000	24,598,759.17
2023	-	1,000,000	1,000,000	-	2,000,000	-	1,000,000	-	-	4,000,000	-	2,000,000	11,000,000.00
2024	-	2,000,000	1,000,000	-	1,000,000	-	-	-	-	5,000,000	-	-	9,000,000.00
2025	-	-	-	-	1,000,000	-	-	-	-	2,000,000	-	-	3,000,000.00
2026	-	-	-	-	1,000,000	-	-	-	-	2,000,000	-	-	3,000,000.00
TOTALS													50,598,759.17

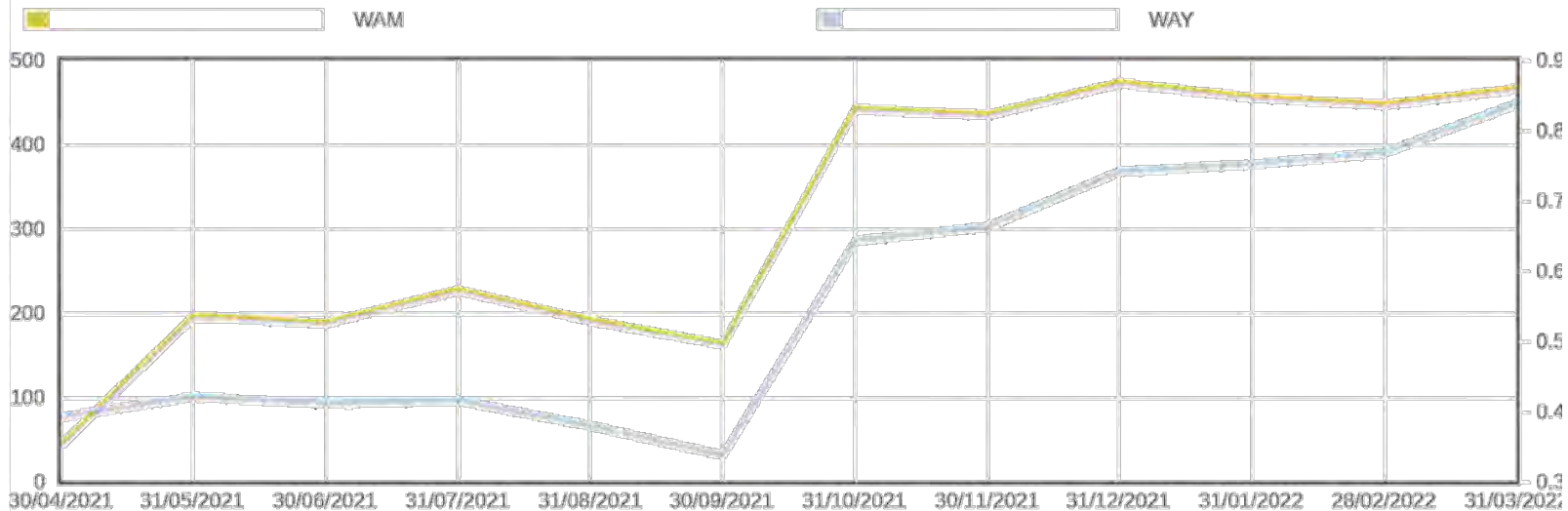


Historical Portfolio Balances (in MM) as at 31/03/2022



Historical Ratios as at 31/03/2022

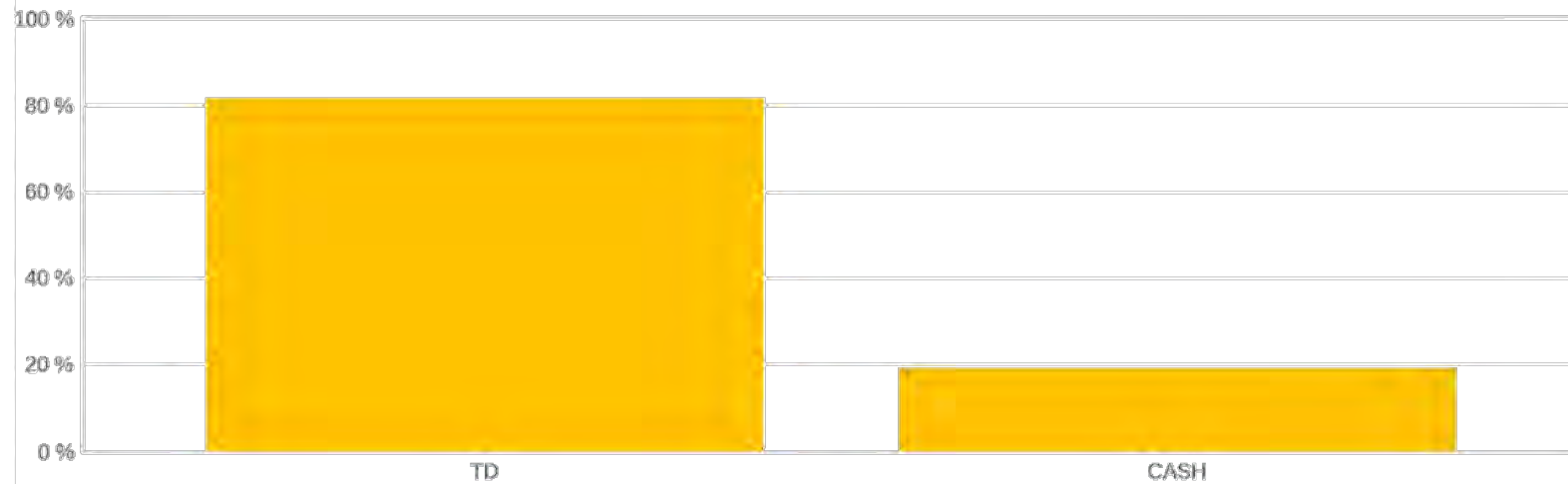
	30/04/2021	31/05/2021	30/06/2021	31/07/2021	31/08/2021	30/09/2021	31/10/2021	30/11/2021	31/12/2021	31/01/2022	28/02/2022	31/03/2022
WAM	46	198	190	229	193	165	444	437	475	458	449	4
WAY	0.3947	0.4236	0.4138	0.4180	0.3822	0.3404	0.6454	0.6654	0.7440	0.7547	0.7707	0.84





Asset Class as at 31/03/2022

Code	Number of Trades	Invested	Invested (%)
TD	22	41,000,000.00	81.17
CASH	8	9,508,759.17	18.83
TOTALS	30	50,508,759.17	100.0



CS2 **CURRENT STATUS OF COUNCIL RESOLUTIONS**
AUTHOR: David McQuade, Governance Manager
APPROVER: Melinda Aitkenhead, Director Corporate & Financial Services

RECOMMENDATION

That the report on the current status of Council resolutions be noted.

PURPOSE OF REPORT

To update the Council on the status of previous Council resolutions.

REPORT

Attached is a summary of the outstanding and acquitted Council resolutions.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

1. Outstanding and Acquitted Council Resolutions

ATTACHMENT 1

Outstanding Council Resolution Actions

Meeting Date	Subject	Comments
5 April 2022	Chain of Ponds Reserve, Cave Road, South Strathfield	Report to go to June 2022 Council Meeting
5 April 2022	Traffic - Hillcrest Avenue, South Strathfield	Report to go to June 2022 Traffic Committee
5 April 2022	Statement of the Heart	Letters being prepared
5 April 2022	Garbage Collection Lead Times and Illegal Dumping	Increased collection. Mobile camera setup in Marlborough Road slipway parking to monitor illegal dumping
5 April 2022	Insecure Jobs	Letters being prepared
5 April 2022	Report on Safety and Amenity Works End of The Crescent, Homebush West	Report to go to June 2022 Council Meeting
5 April 2022	Council App for Council Services	To go to May 2022 Councillor Workshop
5 April 2022	Safe Pedestrian Access at Marlborough Road/Homebush Bay Drive Road to Flemington Market	Report being prepared
5 April 2022	Parking and Safety Improvements to Courallie Avenue, Homebush West	Will be completed with traffic study if approved
5 April 2022	Draft Media Policy	On exhibition and report to go to Council Meeting after exhibition period
5 April 2022	Community Advocate - Clarifying Motion 12.14 of the 1 February 2022 Council Meeting	Preparing a report and Position Description for future Council Meeting
5 April 2022	Audit of Redundant Driveways and Kerbs With No Verges	Report being prepared
5 April 2022	Payment of Councillor Superannuation	On exhibition and report to go to Council Meeting after exhibition period
5 April 2022	Airey Park Cricket Ground Drainage	Review of costings underway and to go to future Council Meeting
5 April 2022	Park Toilets	Review to be undertaken and to go to June 2022 Council Meeting

5 April 2022	Mayoral Minute 4/22 - Review Requirements for Managing Trees on Private Land	Review to be undertaken and to go to June 2022 Councillor Workshop
5 April 2022	Mayoral Minute 5/22 – Review of Strathfield Connector Bus	Report to go to May 2022 Council Meeting
7 March 2022	Mayoral Minute 3/22 – Lions Club Celebrating 75 Years	Investigating suitable location
7 March 2022	Fostering of the Arts to Tackle Graffiti	Report to go to May 2022 Council Meeting
7 March 2022	Parking Issues at Courallie Avenue	Letters being prepared
7 March 2022	Illumination of Pathway that Connects Airey Park and Melville Reserve	Report to go to May 2022 Council Meeting
7 March 2022	Private Certification	Letters sent and matter to be discussed at April 2022 Councillor Workshop
7 March 2022	Flag/Banner Holders in Strathfield LGA Shopping Centres and Outside Community Buildings	Locations and pole numbers being considered. Details to be presented to future Councillor Workshop
1 February 2022	2022 National General Assembly of Local Government	Registrations completed and accommodation booked
1 February 2022	Community Newspaper	Report to go to May 2022 Council Meeting
1 February 2022	Mayoral Minute 2/22 - Comprehensive Tree Maintenance Program	Budget bid being prepared
3 November 2021	FIFA Women's World Cup	Report to go to May 2022 Council Meeting
1 June 2021	Hidden Treasures of Strathfield	Rewriting storyboards as per Councillors requests
1 June 2021	Mayoral Minute 7/21 - Proposed Renaming of Belfield section in Strathfield Local Government Area to Strathfield South	Awaiting advice from Geographical Names Board
6 October 2020	Marlene Doran	Ongoing
3 July 2018	Pomeroy Street – Former Bowling Club Site	No response from Education Department

Acquitted Council Resolutions

Meeting Date	Subject	Comments
5 April 2022	Flyover/Overpass at Arthur Street and Centenary Drive, Homebush West	Presented to Councillor Workshop 26 April 2022
5 April 2022	Resilience NSW and Disaster Recovery Payment	Strathfield LGA Placed on disaster affected areas. Information has been provided to residents on how to apply for funding
5 April 2022	Consultation Process with Businesses within Shopping Precincts	Letters and survey prepared. Consultation commencing April 2022
5 April 2022	Clean-up the Strathfield South Town Centre	Councillors provided with cost estimate to clean up and rejuvenate Strathfield Town Centre
5 April 2022	Public Space Legacy Program - Hudson Park Stage 2	Plans amended and approved by Council
7 March 2022	Homebush West Traffic Study	Presented to Councillor Workshop 26 April 2022
7 March 2022	Support for Referendum to Amend Australian Constitution	Letters sent and Motion submitted 25 March 2022
7 March 2022	Strathfield Council Options for a Circular Economy	Report presented to March 2022 Council Meeting
1 February 2022	Audit of Council Property and Utilisation	Audit of Council properties complete
1 February 2022	Strathfield Council Depot	Letter sent to Crown Lands on 8 March 2022. Council no longer considering relocation
1 February 2022	Traffic Light Installation at Flemington Road and Parramatta Road Intersection	Letters sent to The Hon. Anthony Roberts, MP, Minister for Planning and Minister for Housing, Mr Rob Sharp, Secretary Transport NSW and Mr Lucas Earl, Truman Corp Pty Ltd on 19 February 2022
1 February 2022	Flag/Banner Holders in Strathfield LGA Shopping Centres and Outside Community Buildings	Report presented to March 2022 Council Meeting
1 February 2022	Open Space in Courallie Avenue Precinct	Report presented to March 2022 Council Meeting
1 February 2022	Mayoral Minute 1/22 - Operational Committees	Presented to Councillor Workshop in March 2022

1 February 2022	Voting Delegates for Special Local Government NSW Conference	Councillors nominated and registered
1 February 2022	Night Time Safety Lighting at Pedestrian Crossings	Report presented to March 2022 Council Meeting
1 February 2022	Safety Outdoor Dining	Report presented to March 2022 Council Meeting
1 February 2022	Local Environmental Plan 2021	Letter sent. Meeting with NSW Department of Planning, Industry and Environment to take place week commencing 4 April 2022
1 February 2022	Homebush West Traffic Study	Report presented to March 2022 Council Meeting
1 February 2022	Naturalisation of the Cooks River	Letters sent to The Hon. Dominic Perrottet, MP, Premier of NSW, The Hon. Kevin Anderson, MP, Minister for Lands and Water and The Hon. James Griffin, MP, Minister for Environment and Heritage on 18 February 2022
1 February 2022	Upgrade at the Junction of Underwood Road and Centenary Drive	Letters sent to Mr Rob Sharp, Secretary Transport NSW and Dr Fiona Martin MP on 17 February 2022
1 February 2022	Parking and Safety Improvement to Courallie Avenue, Homebush West	Report presented to March 2022 Council Meeting
1 February 2022	Planning Controls for Homebush West	Presented to Councillor Workshop February 2022
1 February 2022	Flyover/Overpass at Arthur Street and Centenary Drive, Homebush West	Letters sent to Mr Rob Sharp, Secretary Transport NSW and Dr Fiona Martin MP on 17 February 2022. Report to go to April 2022 Council Meeting
1 February 2022	Safe Pedestrian Access at Marlborough Road/Homebush Bay Drive to Flemington Markets	Report to go to April 2022 Council Meeting
14 September 2021	Environmental Planning and Assessment Amendment (Infrastructure Contributions Bill) 2021	New legislation before parliament. No timeline provided for finalisation
4 May 2021	Local Environment Plan 2021 Community Consultation	Included in LEP
4 May 2021	Mayoral Minute 4/21 Strathfield ANZAC Day Ceremony	Committee held in March 2022. Future meeting to be held in May 2022

DEU1 ILLUMINATION OF PATHWAY THAT CONNECTS AIREY PARK TO MELVILLE RESERVE
AUTHOR: Peter Bowmer, Executive Manager, Civic Services
APPROVER: Mary Rawlings, Director Office of the CEO

RECOMMENDATION

That Council:

1. Endorses the installation of bollard lighting for Airey Park Pathway as shown in Attachment 1.
2. Considers funding of \$33,000 for the lighting in the 2022-23 budget.

PURPOSE OF REPORT

At the Ordinary Council Meeting of 7 March 2022, Council resolved:

"40/22

RESOLVED: (Datta / Hall)

That Council organise appropriate illumination of the pathway that connects Airey Park to Melville Reserve and provide a report to inform the Council by May 2022 when this task to address the residents' safety concerns might be completed."

This report has been prepared in response to the above Resolution.

REPORT

Following the resolution from Council on 7 March 2022, park staff have reviewed the area and considered the lighting requirement. Illumination of pathways in open space can reduce trip hazards or debris through the reveal of light and can help prevent violent crime. This will provide a safer option for residents to get from one point to another. The pathway between Airey and Melville as per Attachment 1 does not meet lux standards.

The distance for the pathway to have illumination is 445 Metres (refer Attachment 1 for location). Bollard lighting is required every 15 metres and a total of 30 bollards is required to provide the required lux levels. Cost of Bollards are \$1,100 per bollard for supply and install. Total costing will be \$33,000.

Solar bollard lighting is recommended as the path also closely follows the high pressure oil line. The high pressure line creates several construction restrains and issues, therefore light weight bollards installed with no trench and small hand excavation holes is achievable. Before works commence a meeting with Viva

Energy Australia is required for approval of works near the high pressure line (refer Attachment 2 for an example of the bollard lighting recommended to use at Airey Park).

FINANCIAL IMPLICATIONS

Should Council approve the expenditure, the source of funding will need to be identified in the budget for 2022-2023.

ATTACHMENTS

1. Location for Bollard Lighting at Airey Park
2. Example of Bollard Lighting

ATTACHMENT 1

Attachment 1:
Location for Bollard Lighting at Airey Park



ATTACHMENT 2

Attachment 2:
Example of Bollard Lighting



DEU2 FIFA WOMEN'S WORLD CUP
AUTHOR: Peter Bowmer, Executive Manager, Civic Services
APPROVER: Mary Rawlings, Director Office of the CEO

RECOMMENDATION

That Council notes the report and be advised that when the FIFA Women's World Cup 2023 dates are announced that Football NSW will contact Strathfield Council if they require sports fields or other assistance.

PURPOSE OF REPORT

At the Ordinary Council Meeting of 3 November 2020, Council resolved:

"231/20

RESOLVED: (Blackmore / Vaccari)

That Council establish a round table meeting with any interested Councillors, Football NSW, parties from local sports clubs, local school and community members to prepare for the 2023 FIFA World Cup and Councils plans in relation to this event."

This report has been prepared in response to the above Resolution.

REPORT

Strathfield Council has contacted Football NSW several times to offer possible sports fields for the Women's World Cup. Their response was that until the schedule of the locations the countries will be playing is confirmed for the Women's Football World Cup there are no meetings required. The schedule is expected to be confirmed at the earliest in August 2022. Should FIFA need assistance they will contact Council.

FINANCIAL IMPLICATIONS

There are no financial implications at this stage.

ATTACHMENTS

There are no attachments for this report.

DEU3 REVIEW OF STRATHFIELD CONNECTOR BUS

AUTHOR: Patrick Wong, Executive Manager, Environment, Sustainability and Compliance

APPROVER: Stephen Clements, Deputy CEO and General Manager Planning, Environment and Urban Services

RECOMMENDATION

That Council receive and note this report subject to the following:

1. Blue Route be terminated and replaced with the Express Looper
2. Red Route remain unchanged
3. Council to consider on demand options such as “Bridj” type on demand services
4. Reduce the number of operating buses from five (5) to three (3)

PURPOSE OF REPORT

At the Ordinary Council Meeting of 5 April 2022, Council resolved:

“57/22

RESOLVED: (Blackmore)

That Council:

Conduct a review of the Strathfield Connector Bus Service and prepare a report for the next Ordinary Council Meeting that includes but is not limited to:

- *Number of users*
- *The existing route and which stops are used most frequently*
- *Any demand or community need that is not being currently serviced*
- *The possibility of a simplified route with an on-demand component*
- *Possible promotional activities which need to be conducted to increase usage*
- *That a report be prepared for the next Ordinary Council Meeting in relation to total operating costs and improvements that can be made to make the service operate more efficiently”*

This report has been prepared in response to the above Resolution.

REPORT

The Strathfield Connector Bus Service commenced in July 2019. Since then the service has provided safe, reliable and consistent service to some 200,000 passengers. The service was intended to build on the existing state bus routes that do not service areas of our Local Government Area (LGA) and to build on the social

capacity, including but not limited to personal relationships, social network support, civic engagement and trust and co-operation. Environmental responsibility aiming to reduce the number of car trips in peak hours and improving Council's emission targets to reduce by 46% by 2036.

Council's Connector Bus is an accredited service under the TfNSW Bus Accreditation. The accreditation process is extremely detailed, including but not limited to six monthly inspections on buses, an annual and random accreditation process and paperwork audits by independent auditors.

The bus currently has 2 routes named Red Route (North) and Blue Route (South). Both routes are covered within the hour and have been modified a number of times subject to community needs and wants. The attached map (refer to Attachment 1) outlines the areas covered by the Connector Service over the last 3 years. All bus stops were considered to be no more than 800 metres from any given property which equates to an easy 10 minute walk. Services due to the Covid-19 lockdown in the last two years has reduced from 4 buses to 2 buses servicing both routes.

The buses are monitored on a GPS system that allows passengers to track the bus location. This feature was developed and maintained by Councils IT section. This tracking system is well received by passengers new to the service. For regular passengers, the drivers pride themselves on knowing them each by name and destination (refer to Attachment 2 - Stories prepared with the approval of regular passengers).

<i>Red Route Passengers</i>	<i>Blue Route Passengers</i>
Quarterly passenger numbers: 6,394	Quarterly passenger numbers: 4,173
YTD passenger numbers: 21,182	YTD passenger numbers: 12,519
Projected numbers 21/22 26,851	Projected number 21/22 16,692

Total passenger numbers for year to date (including numbers from July 2021 lockdown): 43,543

Based on End of year financials and projected passenger numbers, the cost of each passenger is \$14 per person.

Council's Connector fleet is currently made up of 2 Hino Ponchos, 2 Toyota Coasters and 1 Mitsubishi Rosa. The buses are serviced and maintained by their respective manufacturers.

The Hino Poncho is a kneeling bus that accommodates wheelchair access along with accommodating both standing and seated passengers (22). The Toyota Coaster is a dependable bus and suited to longer trips and is

more suited for seating (21). Connector Bus Drivers assist with elderly passengers and passengers with mobility aids including prams. The Mitsubishi Rosa is used as the spare bus and is similar in design to the Toyota Coaster and seats (24).

The current service hours have the first bus departing from The Dutton Centre (Augusta Street) at 7am and the returning service by 7pm. Peak times are from 7am - 10am and 2pm - 5pm Monday to Saturday. Sunday is a slower day depending on activities in the area including DFO sales, Easter Show, Council events etc.

Council may consider revised hours Monday – Saturday 7am – 6pm and Sunday 7am – 1pm. Services would be stopped from 12pm – 1pm as there is little demand for the service and allow staff to take appropriate breaks as required under bus accreditation requirements.

A suggestion for Council to consider is to keep the popular Red Route, which has strong patronage and cease the Blue Route. The proposed run will pick up only where there is a strong customer demand, and where there are emerging passenger numbers such as Centenary Park Estate. All nominated bus stops on the Red Route are strongly patronised, so it is recommended that all stops on the Red Route are to remain. The Blue Route has previously covered the entire Southern end of the Council area. Council advertised and letter boxed all streets to recognise the fact that they may have felt left out, however they still did not utilise the bus. On that basis it is recommended that the over serviced Blue Route be terminated based on the lack of demand and passengers.

It is also proposed for Council consideration, to replace the Blue Route with an Express Looper Service that covers the most popular stops of the Blue Route, which also allows passenger collection between train stations and interchange with the Red Route. This Express Service allows passengers a much shorter 30 minute trip and interchange options between the Red Route and all major trains. It is anticipated that should Council operate the buses as outlined a savings of up to 25% maybe realised.

Council is in contact and investigating an on-demand bus service similar to “Bridj”- like services and also the availability of extending the existing Bridj-like service to complement or replace the existing service. This will be investigated and provided to Council for consideration - early suggestions could include a 10 ride card punch system that could be purchased online or at Council.

For Council's consideration also, is a Charter Service using the spare bus for Strathfield based organisations such as churches, schools etc. Accreditation will need to be changed with a submission back to Transport for NSW to consider a modification.

Promotional activities to increase usage will be strategised through the engagement of Council's Communication team to liaise with residents and community in the Strathfield Local Government Area.

FINANCIAL IMPLICATIONS

Funding has been provided in the current budget for this purpose as set out below:

Budget Item	Approved Budget	Expenditure to date
Community Bus (6.3.1)	\$1.27M	\$614,000

ATTACHMENTS

1. Strathfield Connector Bus Routes
2. Strathfield Council "Connected" Stories

ATTACHMENT 1







ATTACHMENT 2

Strathfield Connectors happiest weekly Community Commuters**01 November 2021**

**MONDAY 08/11/21****WEEK 2****STRATHFIELD CONNECTORS COMMUNITY PASSENGER BUZZ**

IN THE TOP PHOTO IS MICHEAL WHO RESIDES ON BRIDGE RD.

MR. MICHEAL USES THE CONNECTOR QUITE FREQUENTLY SOMETIMES UP TO 6 TIMES A DAY TO GET THROUGH HIS DAY AND BUSINESS NEEDS WORKING AS AN IMMIGRATION OFFICER.

WE CONNECT HIM TO TRAIN SERVICES WHICH HE USES TO GO FOR HIS EXERCISIES AT ASHFIELD POOLS, RAW SQUARE TO SHOP, STRATHFIELD LIBRARY FOR THE USE OF THE DEVICES WHICH HE STATES" FINDS SO HELPFUL TO RUN HIS BUSINESS" AND NEWTON RD WHERE HE HOPS ON AFTER VISITING HIS MOTHER.

MR. MICHEAL STATES HE STUMBLED UPON THE CONNECTOR BY ACCIDENT LATE 2019 AND WAS SO DELIGHTED HE DID, MICHEAL REALLY APPRECIATES THE SERVICE AND IS ALWAYS PROVIDING US WITH FEEDBACK ON HOW TO IMPROVE IT IF AND WHEN NEEDED. MICHEAL ACKNOWLEDGES TEAM LEADER SAM'S GREAT MANAGEMENT OF THE SERVICE, AND IS CONSIDERATE TO ALL DRIVERS WHOM HE KNOWS WELL.

MICHEAL LOOKS FORWARD TO RIDING WITH US ALL THE TIME TO ENGAGE WITH THE COMMUNITY AND DRIVERS.



Photo of Mr. David Smith White

Mr. White has been a resident Hampstead Rd Strathfield for over 30 years.

A former teacher and librarian his passion now is writing Poetry and working with the Royal Blind Society.

Mr. White takes all forms of transport to get to outer local venues but uses the Strathfield Connector 4-6 days a week, his destination Homebush Station in order to enjoy a midday lunch with friends or Raw Square to do his shopping or Connect with the state bus to Burwood.

I have conversed with this lovely resident many times when asked why he left teaching he replied "the kids drove me mad in the end" 😊😊😊

When asked why he takes the Strathfield Connector his reply was "it's convenient it stops at the base of my street ,2nd I love an audience the variety gives me the ability to socially interact with the others with the Strathfield Connector I meet and see locals unlike the government bus"

CONNECTED COMMUNITY- WEEK 5**(29.11.21)****Mr & Mrs Lee**

Mr & Mrs Lee the adorable couple they have been residents living a street behind Homebush Rd parallel to Strathfield Park for over 40 years and have been married for over 50 years' hand in hand step by step also one of the very first to use the Connector when it launched April 2019.

Mr Lee is a highly intelligent and humorous man and Mrs Lee is a fashion legend, I always compliment her she knows it and she loves hearing it 😊.

I asked the couple what they do with their days since we pick them up Monday-Saturday off the Boulevard and back home on a consistent time schedule between the hour of 1:30 and 2:30 PM daily.

Mr Lee responded by saying "owe you know we have breakfast early then my son drops us off at Raw square and goes to his restaurant in Burwood we spend the morning with friends and have lunch/shop with them then we catch your bus home, have a nap, do some gardening then sleep at 9pm ... (then chuckles a laugh)".

Dayana responds-"I love having you on the bus come on board as many times as you like "

Mr Lee- "Yes we love this bus because we can go out more and we feel safe you know, it's a great service", The other bus (public bus) is too much trouble and sometimes we missed it, but the Connector is a reliable service.

Dayana- "Well sir that's great to hear, did you used to go out as much before the Connector launched?".

Mr Lee "No... no it was too much trouble for both of us.

Connected Community Week.6. (06.12.21)



Mr. & Mrs. BILL & JUNE

← In the photo you see the lovely June.

June and her husband Bill (who chooses not to be in the photo) is wheelchair bound and doesn't like to go out much but has been on our Poncho bus twice in the last 3 years.

The very pleasant couple have been residing on Mitchell Rd (opposite Hudson Park) for 58 years and residents of Strathfield for 68 years.

June and bill have been married for 68 years (wow amazing!!!)

June told me how she witnessed Sydney Markets go up and that they held sheep there before they turned it into a fruit and veggies market.

June states- "It is a blessing to have the Strathfield Connector bus service, because you can't go out and do your chores like you used to, but having this service is quite comforting. Now I can catch this bus to get my things done".

June has a green finger like they say and keeps her front and back gardens looking

superb. Well done Bill and June...Many more Happy years to come. It's a delight that this service has helped these amazing couple 😊

Connected Community WEEK 7 (13/12/21)**Mrs. Maria Gerace**

In the photo is
Strathfield's Italian

Stallion



Mrs. Gerace resides a street adjacent to Homebush Rd close to Council Chambers for 40 years, she worked in retail for 30 years.

Maria is very kind, and active & loves tradition.

Maria is always cooking up a storm, many fine Italian dishes for her 5 grandchildren and that is why im guessing shes always heading to Raw square and back. (lucky them 😊)

One of her grand daughters goes to Santa Maria de Monte School and she picks her up sometimes using the Strathfield Connector.

We are very proud of Mrs Garcea, she timely manages both our Red

and Blue routes to perfection without using the live tracker, hopping of one and connecting with the other bus very efficiently.

Maria quote- "I really appreciate the Strathfield Connector Service, It is so reliable, the 480 is always late. I am able to do my shopping, pick up my grand daughter...yeah I just love it, all the drivers are really nice too"

For the last 2 years and more I've witnessed nothing but a beautiful smile on her face every time. THANK YOU Mrs Garcea its always lovely to see you.

Connected Community Week 8- 20/12/22**The Dynamic Duo!!!**

Ms. Judy and Sini are residents of Marlborough Rd, Homebush West.

Driver: My passengers ask me all the time, Dayana, do you like driving the bus? My answer is always *"Yes the driving aspect is fun, Ha Ha, the thing that keeps me going is you my lovely passengers, talking, laughing, sharing stories and concerns is what I look forward to daily because no two days are the same"*.

When you get Judy and Sini on board the bus, you know it's going to be a laughing out loud ride 100% they cannot put a sentence together without getting the giggles and of course I join in, it's uplifting, they are best friends and flatmates, they share most outings together which keeps their spirits up because everyone needs that special friend.

Judy is from New Zealand; she has been a Strathfield resident for 3 years.

Judy is a single mum and a frontline Office assistant.

I asked Judy what are her thoughts on the Strathfield Connector and her response was *"Its Convenient for me. The drivers are friendly it's great that it caters for us out this way because we have no Public bus"*.

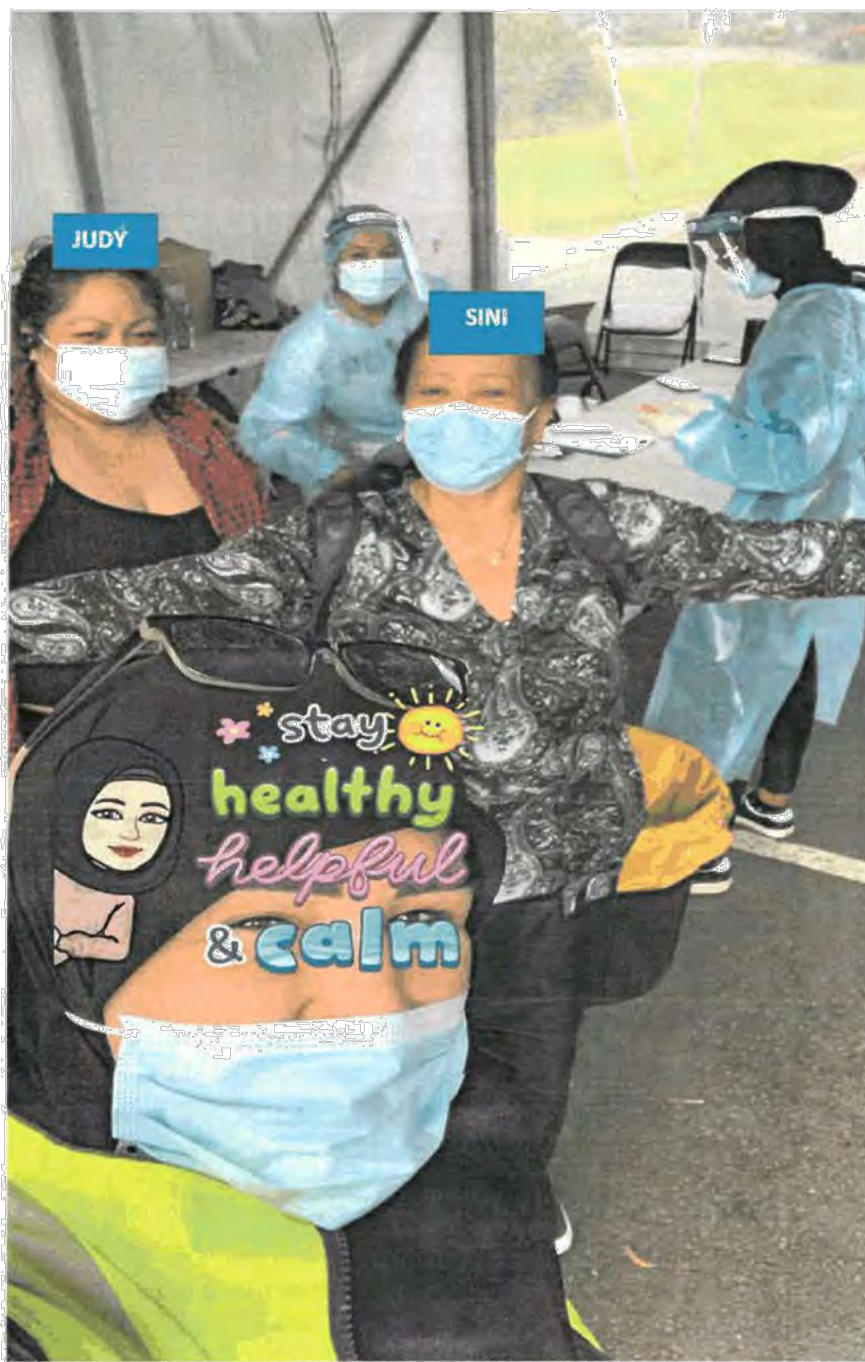
Sini is from the Island Tonga and has been a Strathfield resident for 19 years now.

Sini a very dedicated and passionate frontline worker at Strathfield Colombia Aged Care for 19 years and she said she loves it.

Sini hops on our Red Route Monday –Friday afternoon since the Strathfield Connector launched, she heads to work at 5am walking from home to Flemington Station.

It's a privilege to have supported these two lovely frontline workers especially during the Covid lockdown, getting them to where they need to go and home safely at night is just one of the reasons why our community relies on the Strathfield Connector. Look forward to 2022 to hear the cheeky one liners. 😊😊😊

P1



In this photo is our weekly Sunday morning trip to get Covid tested at Hudson Park.

P2

Connected Community Week 3 (15/1/2021)

IN THE ABOVE PHOTO IS THE LOVELY JERTRUDE.

JERTRUDE RESIDES ON WALLIS AVE AND WORKS AT A CHILDCARE BEHIND HOMEBUSH WEST PUBLIC.

JERTRUDE HAS BEEN HOPPING ON TWICE A DAY MONDAY TO FRIDAY TO GET TO WORK AND BACK SINCE THE LAUNCH OF THE CONNECTOR, ON FRIDAY SHE ALSO FITS IN A WEEKLY AM TRIP TO SYDNEY MARKETS.

JERTRUDE DEPENDS ON THE SERVICE VERY MUCH SHE CLAIMS SHE USED TO RIDE HER BIKE PRIOR TO THE CONNECTOR BUT WASN'T AT EASE.

REDUCING THE SERVICE REALLY AFFECTED HER BECAUSE HER SHIFT FINISHES AT 6PM SHE WAITS 40 MINUTES NOW TO CATCH THE LAST RED BUS, BUT IS STILL VERY APPRECIATIVE OF THE SERVICE AND DRIVERS AND WE OF HER AS SHE IS A LOVELY WOMEN.

ON BEHALF OF STRATHFIELD COUNCIL, WE WOULD LIKE TO THANK JERTRUDE FOR HER DAILY CASH DONATIONS.



The lady in this photo is Sharanya.

Sharanya is currently in Australia on a working visa with her husband who specialises in I.T, she is also employed with Chemist Warehouse located inside Raw Square (Friday- Sunday) and studies on her other days off.

Sharanya usually catches the Connector from either Flemington Station or Courallie Ave, but since winning her petition to Council to get the Service to run to the end of Courallie Ave she finds it more convenient to hop on board from that pick-up point.

Note: Putting these short introductions together was intentional

In total we have 7 Chemist Warehouse passengers that use the Connector.

It was satisfying to provide a service for these essential workers especially during the hard lockdown, at best they kept the drivers company.

The above passengers all have something in common and that is they repeatedly tell the driver that they wish the Connector ran every half hour, and the drivers wish the same as getting people to work on time especially in the mornings are stressful, there is almost always something that contributes to the timeline of the trip, 90% of the time its school traffic or Parramatta Rd delays.

I believe the Connector Service gives the option of many needed benefits to this Community especially the North, as it does to the drivers to me personally its very rewarding, this community is part of my social circle as sometimes I see them more than my family working 5 days a week. It is a privilege to have people rely, confide, trust and respect you.

Much much more to share with you during the course of 2022 I hope I am doing a good enough job introducing you to our passenger's

Connected Community Week 9 (31.01.22)

Strathfield's Chemist Warehouse Team

Manager of Chemist Warehouse the Boulevard

Mr. Ramesh Babu Kumar has been a resident of Hornsey Rd Homebush West for 7 years to date.

Ramesh uses our services Monday-Friday @8.45am on the Blue Route to The Boulevard Strathfield to open shop @9am and returns with us in the evening on the Red Route, he has been doing so for 2.5 years, we know him and his beautiful wife and children very well.

Ramesh is a very kind man always asking whether we need anything from the Chemist, he never complains, he just hopes on board and spends the whole trip on his phone in the evening.

I said to him once "Ramesh mate how do you not get irritated from these lengthy calls I can't bare more than 5 minutes taking with someone 'I'm not a phone person I guess"

Ramesh responds with a smile, *its ok Dayana its only my wife I'm asking what she made food"* (Haha)

Ramesh does own a car but finds it a lot more beneficial especially with the parking around the Boulevard to use the Strathfield Connector, a bonus I think keeping cars off the road.



Connected Community Week 10

07.02.22

The 3 Musketeers

Dad John, Baby Shiloh and 5-year-old Zain on the right of picture

John and his wife are originally from the Philippines and have been residing at Courallie Ave for 5 years now.

John and his boys are our regular passengers catching the Strathfield Connector Red Route Mon-Fri at 8:30am, where they later hop off at their destination at Active Kids Homebush Childcare on Arthur St. This particular Strathfield Connectors Bus Stop is Convenient for those who wish to connect via Henley Rd or Hudson Park.

After dropping off the children John returns home walking he said it's his daily exercise routine, then he works from home.

John is an I.T. technician and his wife is a Nurse and has been for just over 10 years she works night shift, he really supports his wife they manage good shared parenting routines and he also admits he has to do most of the house chores.

John says "I really like this service because the drivers are all professional and on raining days it helps a lot with the kids because I don't drive, and the boys really enjoy and look forward to the bus ride."

I remember once gently asking the little boy Zain not to put his hand all over the windows and he just burst out crying with the cutest facial expression, John and I, just burst out laughing, he is so open minded and a really cool father.

We enjoy having kids on board, they love a Bus ride! Kids also love the colour RED and my passengers know how many times I had to swing myself and put my hand over the red face to prevent the kids from pressing the red button 😊😊

Connected Community Week 11

14.02.22



Ms. Thaya Logenhiran

Ms Logenhiran is a strong willed, very intelligent, resilient, funny, faithful women who can speak near fluent English which makes it a delight to have her on board the connector, the conversations we have are progressive as she is also modern and with up to date with the times.

Unfortunately, she is a long time widow, she owns a unit on Duke St and has been living there with her son for 20 years now.

Thaya tells of how she migrated to Australia in the late 70's, working in many places taking various roles, her last job before retiring was 12 years with the Department of Land NSW.

It is unlikely not to see Thaya around these streets for she is always out and about and may she keep her health even walks from South Strathfield to Flemington, this I've witnessed.

Thaya uses the connector nearly daily, she is our first passenger Sunday morning on the Red Route her destination is the Temple in Homebush West. She also rides with us to High St to visit her daughter and 3 grandchildren 2-3 days a week, and other times she's off to the Boulevard or Flemington for her shopping.

I said to Ms Logenhiran one day "Gheez lady you put me to shame, the most walking I do is from the bus to the Dutton Centre and from my car to my home.. I'm so lazy" (she has a light laugh with a cheeky grin).

I always make a point to uplift the spirits of the elderly and get them chatting more so in the midst of the lockdown for I had tear here and there, it was hard on all especially them it was great to have kept the service running for those moments precisely, anyway it's my gain too for they are quit intriguing and funny the elderly.

Thaya states "I am very happy with the Strathfield Connector, it's very convenient for me because it goes through my street"

Thaya was one of the very first to get The Covid Vaccine, she always checks in with her phone and has her mask on and donates from time to time.

CONNECTED COMMUNITY WEEK 12

[28.02.22]

Mr. Richard Reibel



Our lovely friend Richard moved from Drummoyne to Strathfield choosing to reside on The Crescent Flemington close to the shops and has been there for approximately 8 years.

Mr Reibel does not own a car and has been using the Strathfield Connector from day one to date, he relies and prefers the Strathfield Connector Service to get to work and back and does his shopping every Friday at Raw Square.

Richards career is in Telemarketing and has been in Tele Communication for just over 20 years now.

Richard claims "The Strathfield Connector is really convenient for me being a short walk across the road, it gives me more freedom, I appreciate the support for our local area but mostly it's the spacing in the Hino Poncho I find comforting, and I've never liked connecting trains."

If he's not on the bus or at work he is out with his leaf blower, very much a historian he loves telling stories of his late grandmother and old war times and so on and I find his stories quit interesting.

DEU4 EMPLOYMENT ZONES REFORM

AUTHOR: George Andonoski, Specialist Strategic Planner

APPROVER: Stephen Clements, Deputy CEO and General Manager Planning, Environment and Urban Services

RECOMMENDATION

1. That Council receive and note the following report and detailed comparison of the Land Use Tables under the proposed translation of the employment zones.
2. That Council endorses the final Translation of the Employment Zones Land Use Tables, which has incorporated the following additional changes;

E1 Zone

- Tourist & Visitor Accommodation – Permitted with Consent
- Farm Stay Accommodation – Prohibited

E3 Zone

- Shop Top Housing – Prohibited
- Roadside Stalls – Prohibited

E4 Zone

- Places of Public Worship – Permitted with Consent
- Centre Based Child Care Facilities – Prohibited
- Respite Day Care Centre – Prohibited
- Water Recycling Facilities – Prohibited

3. That a further report be presented to Council following the exhibition of the Employment Zones Reform by the Department of Planning & Environment, with a detailed review of any submissions made during this period.

PURPOSE OF REPORT

To provide Council an update on the proposed Employment Zone reforms being conducted by the Department of Planning and Environment, the status and proposed steps for this process and a detailed review and comparison of the translation of Council's existing business and industrial zones into the new employment zones.

REPORT

Summary

Councillors will be aware that the Department of Planning and Environment is currently undertaking a reform of the existing employment zones, which incorporates all Business and Industrial zones.

The *Standard Instrument (Local Environmental Plans) Order 2006 (SI LEP Order)* has been amended to give effect to the employment zones reform that, on completion, will replace the existing Business and Industrial zones with new zones. All Standard Instrument Local Environmental Plans in NSW must be made in accordance with the SI LEP Order. This means that a translation amendment to Strathfield Council LEP 2012 is proposed. The Department of Planning and Environment is coordinating the translation of LEPs amendments and is proposing a centralised public exhibition of all LEP amendments in May 2022.

Background

The Department of Planning and Environment (DPE) has amended the SI LEP Order to introduce five employment zones and three supporting zones. On 1 December 2022 the Business and Industrial zones will be repealed from the SI LEP Order.

- The new zones applicable to Strathfield LGA are:
 - E1 Local Centre
 - E2 Commercial Centre
 - E3 Productivity Support
 - E4 General Industrial
- Supporting zones applicable to Strathfield LGA are:
 - MUI Mixed Use

The new employment zones came into effect within the Standard Instrument Principal Local Environmental Plan on 1 December 2021.

It was recommended by the NSW Productivity Commission to rationalise the number of employment zones in NSW and to increase flexibility within the new zones to expand the land uses that are permitted.

DPIE exhibited the employment zones framework from 20 May to 30 June 2021.

To progress the translation to the new zones, DPE has provided a preliminary translation of Council's LEP including prepared land use tables. DPE had requested that any comments in relation to protentional mapping changes be submitted by 24 December 2021 and the translation detail be returned by 28 January 2022.

Under the translation of the zones, it is proposed that each of the new zone will incorporate the existing zones as follows.

E1 = B1 Neighbourhood Centre and B2 Local Centre zones

E2 = B3 Commercial Core

E3 = B6 Enterprise Corridor and B7 Business Park

E4 = IN1 General Industrial and IN2 Light Industrial

MU1 = B4 Mixed Use Zone

There is no change to Council's SPI - Special Activities zone for Sydney Markets.

The LEP mapping for Strathfield is a direct translation of the zones as identified above and there are no issues identified in regard to the mapping.

Council staff have reviewed DPE's translation detail and provided comments to DPE to comply with the set timeframes.

In addition, a briefing paper was presented to the Councillor Planning Workshop on Monday 14 March 2022. At this workshop, the Councillors requested a more detailed report be presented to Council at its regular meeting highlighting the changes and potential impact on the existing zones and land uses.

Translation of Zones

The existing zones within SLEP 2012 have been translated by the department into the new proposed zones. The new zones have been included within the Standard Instrument Principal Local Environmental Plan which was made on 1 December 2021. In addition to this, each new zone will be defined in the Standard Instrument (Local Environmental Plans) Amendment (Land Use Zones), which will include the mandated uses and objectives for each zone.

A table has been prepared for each new zone and focuses on the proposed uses "*permitted with consent*" and compares them to the current uses "permitted with consent" under the existing zones of SLEP 2012.

In the E2 and MU1 zones, which are a direct translation from Council's B3 and B4 zones, where a use was prohibited under SLEP 2012, that prohibited use was directly translated across as a prohibited development into the new zone, unless it became permitted as a *mandated use*.

In relation to the E1, E3 and E4 zones, which are a combination of two zones within SLEP 2012, similarly to above, if a use was prohibited in both existing zones then it is prohibited in the equivalent new zone, unless it became a mandated use. However, if it was prohibited in one zone and permitted in the other, it is proposed to be permitted in the new zone and Council is able to consider whether or not this is appropriate.

The non-mandated uses are identified in blue text in the tables below and where this scenario occurs, the use has been highlighted in yellow, for ease of reference.

A colour code system has been used in the tables below to help simplify the translation and is as follows;

Green – It is a direction that these uses **MUST** be included as either “permitted without consent” or “permitted with consent” in the zone.

Black – Mandated uses in the new zone.

Blue - The use is not mandated in the new zone but is currently permitted in SLEP 2012 in at least one of the equivalent zones or zone.

In addition to this, Council’s position was sought in relation to the use “pond based aquaculture”. This use was previously mandated as a “prohibited” use in all our employment zones but has now been removed and left up to each individual Council. We have nominated that this use remains “prohibited” in all the new employment zones.

E1 – Local Centre (Formerly B1 and B2 zones)

Currently there are two very small locations zoned B1- Neighbourhood Centre in Cave Road and Juno Parade. All remaining areas within the E1 zone are currently zoned B2. The existing B2 zone is clearly the dominating zone representing 93% of the site area of the proposed E1 zone (see Attachment 2 – Map of these existing areas). In addition to this, the Local Housing Strategy has identified that both existing B1 zoned areas be re-zoned to B2, effectively removing any B1 zones in the Strathfield LGA.

Permitted with Consent		
E1 – Local Centre	B1-Neighbourhood Centre	B2-Local Centre
Amusement centres	Prohibited	Not prohibited
Boarding houses	Permitted	Permitted
Building identification signs	Not prohibited	Not prohibited
Business identification signs	Not prohibited	Not prohibited
Centre-based child care facilities	Permitted	Permitted
Commercial premises	Not prohibited	Permitted
Community facilities	Permitted	Permitted
Educational establishments	Not prohibited	Permitted
Entertainment facilities	Prohibited	Permitted
Function Centres	Prohibited	Permitted
Health consulting rooms	Permitted	Not prohibited
Home business	Not prohibited	Not prohibited
Home industries	Permitted	Permitted
Hostels	Prohibited under parent use	Permitted
Hotel or motel accommodation	Prohibited under parent use	Permitted under parent use

Information and education facilities	Not prohibited	Permitted
Local distribution facilities	Not prohibited	Not prohibited
Medical centers	Permitted	Permitted
Oyster aquaculture	Permitted	Permitted
Passenger transport facilities	Prohibited	Permitted
Place of public worship	Prohibited	Not prohibited
Public administration buildings	Prohibited	Prohibited
Recreation areas	Not prohibited	Not prohibited
Recreation facilities (indoor)	Prohibited	Permitted
Registered clubs	Prohibited	Permitted
Residential flat buildings	Prohibited under parent use	Permitted
Respite day care centres	Permitted	Permitted
Restricted premises	Prohibited	Permitted
Roads	Permitted	Permitted
Seniors housing	Prohibited under parent use	Permitted
Service stations	Prohibited	Permitted
Shop top housing	Permitted	Permitted
Tank based aquaculture	Permitted	Permitted
Veterinary hospitals	Prohibited	Prohibited
Any other development not specified in 2(permitted with consent) or 4(prohibited)	Same provision provided in zone	Same provision provided in zone

There were a number of additional uses that were specifically listed as permissible with consent in the B1 zone (Kiosks, markets, neighbourhood shops, neighbourhood supermarkets, restaurants or cafes, shops and take away food and drink premises). These uses are not listed as permissible with consent in the B2 zone but are not prohibited in the zone. These uses fall under the parent use of “retail premises” and will remain permissible in the E1 zone as neither the parent use nor any specific uses are listed as prohibited in the zone.

In relation to the non-mandated uses, there are five (5) uses that are currently prohibited in the B1 zone and permitted in the B2 zone. The translation table proposes to keep these uses as permitted in the E1 zone. Given that the B2 zone is clearly dominant in area/composition of the E1 zone it is agreed that these uses be permitted as they are in accordance with the objectives of the zone and ensure that no sites or owners are disadvantaged in the translation of zones.

There are no uses that are otherwise prohibited in the dominant B2 zone and permissible in the B1 zone.

Other than what is in the above table, all other uses nominated as prohibited in the B1 and B2 zones have been carried across as prohibited in the E1 zone.

Under the translation detail, Council was required to resolve whether it permitted or prohibited the follow;

- Tourist and Visitor Accommodation (as a group term) and the non-mandated land use sub terms of backpackers accommodation, bed and breakfast, farm stay and serviced apartments.

Tourist and Visitor Accommodation including all of its sub terms is currently permitted in the B2 zone and is prohibited in the B1 zone. Given that Council did not want to disadvantage any residents with the translation of zones, on Council's return it was recommended that the Tourist and Visitor Accommodation be a permitted use with consent, which would include all the uses that fall under the parent term, with the exception of Farm Stay Accommodation. Given the inappropriate use for the Strathfield LGA it was recommended that this use be prohibited in the E1 zone.

No properties within either the B1 or B2 zones will be disadvantaged in the translation of zones.

E2 – Commercial Centre (Formerly B3 Commercial Core zone)

This is a direct translation of the existing B3 zone which is within the Strathfield Town Centre only. See Attachment 3 for a map of this location.

Permitted with Consent	
E2 – Commercial Centre	B3-Commercial Core
Amusement centres	Not Prohibited
Artisan food and drink industries	Not Prohibited
Backpackers' accommodation	Not Prohibited
Building identification signs	Not prohibited
Business identification signs	Not prohibited
Centre-based child care facilities	Permitted
Commercial premises	Permitted
Community facilities	Permitted
Educational establishments	Permitted
Entertainment facilities	Permitted
Function Centres	Permitted
Home business	Not prohibited
Home industries	Permitted
Hostels	Permitted
Hotel or motel accommodation	Permitted
Information and education facilities	Permitted
Local distribution facilities	Not prohibited
Medical centers	Permitted
Mortuaries	Prohibited
Oyster aquaculture	Permitted
Passenger transport facilities	Permitted
Place of public worship	Not Prohibited

Recreation areas	Not prohibited
Recreation facilities (indoor)	Permitted
Recreation facilities (outdoor)	Prohibited
Registered clubs	Permitted
Residential flat buildings	Permitted
Respite day care centres	Permitted
Restricted premises	Permitted
Roads	Permitted
Seniors housing	Permitted
Shop top housing	Permitted
Tank based aquaculture	Permitted
Vehicle Repair Stations	Prohibited
Veterinary hospitals	Prohibited
Any other development not specified in 2(permitted with consent) or 4(prohibited)	Same provision provided in zone

All additional uses permitted by Council's SLEP 2012 in the current B3 zone have been maintained. All other uses prohibited in B3 are carried across as prohibited in the E2 zone, with the exception of some mandated uses.

E3 – Productivity Support (Formerly B6 and B7 zones)

Currently there is only one small area of B7 zone which is nestled in amongst the IN1 zone off Roberts Road. The existing B6 zone is clearly the dominating zone representing 80% of the site area of the proposed E3 zone. See Attachment 4 – which maps these zones within the LGA.

Permitted with Consent		
E3 – Productivity Support	B6 – Enterprise Corridor	B7 – Business Park
Agricultural produce industries	Permitted	Prohibited under parent use
Animal boarding or training establishments	Not prohibited	Not prohibited
Boat building and repair facilities	Prohibited	Prohibited
Building identification signs	Not prohibited	Not prohibited
Business identification signs	Not prohibited	Not prohibited
Business Premises	Permitted	Not prohibited
Centre-based child care facilities	Not prohibited	Permitted
Community facilities	Permitted	Not prohibited
Depots	Prohibited	Prohibited
Food and drink premises	Prohibited under parent use	Permitted
Function Centres	Not prohibited	Not prohibited
Garden Centres	Permitted	Permitted
Hardware and building supplies	Permitted	Permitted
Home industries	Not prohibited	Not prohibited
Hotel or motel accommodation	Permitted	Prohibited under parent use
Industrial retail outlets	Not prohibited	Not prohibited

Industrial training facilities	Prohibited	Prohibited
Information and education facilities	Not prohibited	Not prohibited
Kiosks	Permitted	Permitted
Landscaping material supplies	Permitted	Prohibited under parent use
Light Industries	Permitted	Permitted
Local distribution facilities	Not prohibited	Not prohibited
Markets	Prohibited under parent use	Prohibited under parent use
Mortuaries	Not prohibited	Not prohibited
Neighbourhood shops	Permitted	Permitted
Office premises	Not prohibited	Permitted
Oyster aquaculture	Permitted	Permitted
Passenger transport facilities	Permitted	Permitted
Place of public worship	Not prohibited	Not prohibited
Plant nurseries	Permitted	Prohibited under parent use
Recreation areas	Not prohibited	Not prohibited
Recreation facilities (indoor)	Not prohibited	Not prohibited
Recreation facilities (major)	Prohibited	Prohibited
Recreation facilities (outdoor)	Prohibited	Prohibited
Research stations	Not prohibited	Prohibited
Respite day care centres	Not prohibited	Permitted
Roads	Permitted	Permitted
Roadside stalls	Prohibited under parent use	Permitted
Rural supplies	Prohibited under parent use	Prohibited under parent use
Service stations	Not prohibited	Not prohibited
Serviced apartments	Permitted	Prohibited under parent use
Shop top housing	Prohibited under parent use	Permitted
Specialised retail premises	Permitted	Prohibited under parent use
Storage premises	Not prohibited	Not prohibited
Take away food and drink premises	Prohibited under parent use	Prohibited under parent use
Tank based aquaculture	Permitted	Permitted
Timber yards	Prohibited under parent use	Prohibited under parent use
Vehicle body repair workshops	Prohibited	Prohibited
Vehicle repair stations	Not prohibited	Not prohibited
Vehicle sale or hire premises	Permitted	Permitted
Veterinary hospitals	Not prohibited	Not prohibited
Warehouse or distribution centre	Permitted	Permitted
Wholesale supplies	Not prohibited	Not prohibited
Any other development not specified in 2(permitted with consent) or 4(prohibited)	Same provision provided in zone	Same provision provided in zone

Given the predominate nature of the B6 zone in the translated E3 zone (80% of the area), only the uses that are prohibited in the B6 zone and permitted in the B7 zone are reviewed and discussed below. Whilst there are some uses that are permitted in B6 and prohibited in B7 (agricultural produce industries and serviced apartments), these have been maintained as permitted with consent as Council did not want to disadvantage the majority of the landowners within the zone and in addition these uses better align with the objectives of the E3 zone.

Under the proposed translation table, both shop top housing and roadside stalls, which are uses prohibited in the dominant B6 zone and are permissible with consent in the current B7 zone, were identified for retention as *“permitted with consent”* in the E3 zone.

In the translation report returned to the department, it was requested that shop top housing and roadside stalls be prohibited in the proposed E3 zone. Shop top housing is a form of residential accommodation (parent use) which is a prohibited B6, B7 and proposed E3 zone. Shop top housing was only permissible in the B7 zone as it met the objectives of the zone and was an incentive to stimulate the redevelopment within this zone. Given the new mandated objectives of the E3 zone, shop top housing is no longer an appropriate use and is contrary to the new objectives of the E3 zone. A similar approach was made for the prohibition of roadside stall in the new E3 zone.

Further to this, Council's Employment Lands Strategy (2021) identified the B7 zoned area as inappropriate in the location as it has not stimulated any redevelopment of the area, which has been stagnant for a very long time. The study recommends this area be rezoned to IN2, which will effectively become E4 (a combination of IN1 and IN2) and changing the objectives of the area to be more in line with the adjoining IN1 area. This will result in no B7 zoned land in the LGA and the E3 zone effectively being the B6 zone.

E4 – General Industrial (Formerly IN1 and IN2 zones)

Currently there is one small area of IN2 zoned land at the northern end of the LGA adjoining the DFO complex, which is zoned IN1. Also, under the provisions of PRCUTS, both the IN1 and IN2 zones in this area are proposed to be rezoned to R4. Strathfield has an extensive area of IN1 General Industrial Land and it is clearly the dominating zone representing 98.7% of the total site area of the proposed E4 zone. See Attachment 5 which maps these zones within the LGA.

Permitted with Consent		
E4 – General Industrial	IN1 – General Industrial	IN2 – Light Industrial
Agricultural produce industries	Permitted	Prohibited
Animal boarding or training establishments	Permitted	Prohibited
Boat building and repair facilities	Permitted	Prohibited
Building identification signs	Permitted under parent use	Permitted under parent use
Business identification signs	Permitted under parent use	Permitted under parent use

Car Parks	Permitted	Permitted
Centre-based childcare facilities	Prohibited	Permitted
Depots	Permitted	Permitted
Environmental Protection Works	Permitted	Permitted
Freight transport facilities	Permitted	Prohibited
Garden Centres	Permitted	Permitted
General Industries	Permitted	Permitted
Goods repair and reuse premises	Prohibited under parent use	Prohibited under parent use
Hardware and building supplies	Permitted	Permitted
Industrial retail outlets	Permitted	Permitted
Industrial training facilities	Permitted	Permitted
Kiosks	Permitted	Prohibited
Landscaping material supplies	Permitted	Prohibited
Light Industries	Permitted	Permitted
Local distribution facilities	Permitted under parent use	Permitted under parent use
Neighbourhood shops	Permitted	Permitted
Oyster aquaculture	Permitted	Permitted
Plant nurseries	Permitted	Prohibited under parent use
Recreation areas	Permitted	Permitted
Research stations	Prohibited	Permitted
Respite day care centres	Prohibited	Permitted
Roads	Permitted	Permitted
Sex services premises	Permitted	Prohibited
Signage	Permitted	Permitted
Storage premises	Permitted	Prohibited
Take away food and drink premises	Permitted	Permitted
Tank based aquaculture	Permitted	Permitted
Timber yards	Permitted	Prohibited
Transport depots	Permitted	Prohibited
Truck depots	Permitted	Prohibited
Vehicle body repair workshops	Permitted	Prohibited
Vehicle repair stations	Permitted	Prohibited
Veterinary hospitals	Permitted	Permitted
Warehouse or distribution centre	Permitted	Permitted
Water recycling facilities	Prohibited	Permitted
Wholesale supplies	Permitted	Permitted
Places of Public Worship	Permitted	Permitted

Given the predominate nature of the IN1 zone in the E4 zone (98.7% of the area), only the uses that are prohibited in the IN1 zone and permitted in the IN2 zone have been highlighted for review and discussion. The remaining uses that are permitted in IN1 and prohibited in IN2 have been maintained as permitted with

consent as Council did not want to disadvantage the majority of the landowners within the zone and in addition these uses strategically align with the objectives of the zones.

Under the proposed translation table, the uses highlighted in yellow, which are uses prohibited in the dominant IN1 zone and are permissible with consent in the current IN2 zone, where nominated for retention as permitted with consent and include the following uses;

- Centre based child care facilities
- Research station
- Respite day care centre
- Water recycling facilities

It was recommended that Centre based child care facilities, respite day care centres and water recycling facilities be prohibited in the new E4 zone. These uses are inappropriate in the existing IN1 zones and would be impacted upon by the industrial uses in relation to noise, traffic and odor, which is why they are currently prohibited in this zone. The potential ramifications and conflicts that would result if these uses are permitted broadly across the new E4 zone would be unacceptable. It is also important to note, that there are currently no developments of these uses in the existing IN2 zone, which functions as a business park, rather than a true IN2 zone. So, whilst the option will be removed for this use in a small location, it is unlikely that such a development would have occurred.

The last row which is highlighted in RED text "Places of Public Worship" is currently a permitted use in both the IN1 and IN2 zones of Strathfield LEP 2012. In the translation return, this use was omitted and not included in the "permitted with consent" table. Unlike zones E1-E3, which have a governing statement that all other uses are permitted with consent unless specifically listed as "prohibited", in the E4 zone, all uses are prohibited unless they are included in the "permitted with consent" section. It is clear from the current land uses that Council is supportive of the use "places of public worship" being located in the IN1 and IN2 zones and this is their preferred location in lieu of residential or business zone land. In this regard, in the returned translation table it has been requested that this use be inserted in the "permitted with consent" table.

MU1 – Mixed Use (Formerly B4 Mixed Use zone)

This is a direct translation of all of Council's existing B4 zones into the new MU1 zone. See Attachment 6 which maps the location of these zones within the LGA.

Permitted with Consent	
MU1 – Mixed Use	B4 – Mixed Use
Amusement centres	Not Prohibited
Boarding houses	Permitted
Building identification signs	Not prohibited
Business identification signs	Not prohibited
Car parks	Not prohibited

Centre-based child care facilities	Permitted
Commercial premises	Permitted
Community facilities	Permitted
Educational establishments	Permitted
Entertainment facilities	Permitted
Function Centres	Permitted
Home industries	Permitted
Hostels	Permitted
Information and education facilities	Permitted
Light industries	Not prohibited
Local distribution facilities	Prohibited under parent use
Medical centres	Permitted
Multi dwelling housing	Permitted
Oyster aquaculture	Permitted
Passenger transport facilities	Permitted
Place of public worship	Not Prohibited
Recreation areas	Not prohibited
Recreation facilities (indoor)	Permitted
Registered clubs	Permitted
Residential flat buildings	Permitted
Respite day care centres	Permitted
Restricted premises	Permitted
Roads	Permitted
Seniors housing	Permitted
Shop top housing	Permitted
Tank based aquaculture	Permitted
Tourist and visitor accommodation	Prohibited
Vehicle Repair Stations	Prohibited
Any other development not specified in 2(permitted with consent) or 4(prohibited)	Same provision provided in zone

All non-mandated uses that are currently permitted in the B4 zone have been carried across as permitted with consent uses in the NUI zone. All other uses that are prohibited in B4 are carried across as prohibited in the MUI zone, unless they have now become mandated uses as can be seen in the table above.

Next Steps

A savings and transitional provision will be made which means councils can make changes to other documents incrementally including DCPs, Local Strategic Planning Statements, council strategies, policies, plans and forms.

A self-repealing State Environmental Planning Policy (SEPP) Explanation of Intended Effect (EIE) will be exhibited by DPE in May 2022.

The SEPP EIE will outline each council's proposed LEP amendment.

DPE is currently building a web platform so that communities can readily identify their local changes and make a specific submission on the proposed translation and associated detail relevant to their local areas.

Submissions in their entirety as well as summaries will be shared with councils following exhibition to enable finalisation of the policy between DPE and Council in the second half of 2022 and it is intended to amend all LEPs in December 2022.

CONCLUSION

Following a detailed review of the proposed translation of the existing business and industrial zones and land use tables of SLEP 2012 into the new employment zone, the new zones, objectives and land use tables are generally a true reflection of the existing zones and the intent of the future strategic direction for the Strathfield LGA.

Where the new employment zone included the combination of two existing zones, there was a clear and dominate existing zone and the intention was to ensure the objectives and land uses for this zone were retained with no existing land use holders being disadvantaged.

Based on this review, the translation details were generally considered acceptable subject to the following changes being made to the relevant zones;

E1 Zone

- Tourist & Visitor Accommodation – Permitted with Consent
- Farm Stay Accommodation – Prohibited

E2 Zone

- No changes – Direct translation of B3 to E2

E3 Zone

- Shop Top Housing – Prohibited
- Roadside Stalls – Prohibited

E4 Zone

- Places of Public Worship – Permitted with Consent
- Centre Based Child Care Facilities – Prohibited

- Respite Day Care Centre – Prohibited
- Water Recycling Facilities – Prohibited

Further to the above, Council was asked its position in relation to a number of additional uses;

- Pond-based aquaculture - Maintain this use as prohibited in all the employment zones.
- Tank Based Aquaculture – Prohibit in the R4 High Density residential Zone
- Local Distribution Premises – Prohibited in the R2, R3 and R4 residential zones.

Finally, as part of the employment zone reforms it is proposed to delete Clause 2 of Schedule 1 – Additional Permitted Uses of SLEP 2012 which was to allow development for the purpose of a vehicle repair station with development consent on 101-109 and 112-134 Parramatta Road. This provision can now be deleted as Vehicle Repair Stations are to become a mandated use in the MUI zone, which was prohibited in our B4 zone.

All of the above changes were included in the translation return report which was submitted to the Department of Planning & Environment. Based on this return, DPE has now provided Council with a final translation land use table which will be exhibited as part of the Employment Zones reform. A copy of the table is included as Attachment 1 to this report.

The exhibition of the Employment Zone reforms will be carried out by DPE for the whole state. Following this exhibition, DPE will provide a report to Council reviewing submission made for the Strathfield LGA.

Council will have an opportunity to review and endorse the translation tables at this stage based on any additional matters raised during the exhibition stage. Council will have the opportunity to consult with DPE before the final changes are made.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

1. Strathfield LEP 2012 - Land Use Translation Tables
2. E1 Local Zone - Map of Existing B1 and B2 Zones
3. E2 Commercial Centre - Map of Existing B3 Zone
4. E3 Productivity Support - Map of Existing B6 and B7 Zones
5. E4 General Industrial - Map of Existing IN1 and IN2 Zones
6. MUI Mixed Use - Map of Existing B4 Zones

ATTACHMENT 1



Translation of the employment zones land use tables

Strathfield LEP 2012 land use tables (Version 2.0)

Draft for Exhibition | Translation of Strathfield LEP 2012 | Version 2.0

Employment zones reform

Translation of Strathfield LEP 2012 land use tables



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Employment zones reform

Translation of Strathfield LEP 2012 land use tables



Strathfield Local Environmental Plan 2012

Zone E1 Local Centre

1 Objectives of zone

- To provide a range of retail, business and community uses that serve the needs of people who live, work or visit the area.
- To encourage investment in local commercial development that generates employment opportunities and economic growth.
- To enable residential development that contributes to a vibrant and active local centre and is consistent with the Council's strategic planning for residential development in the area.
- To encourage business, retail, community and other non-residential land uses on the ground floor of buildings.

2 Permitted without consent

Home occupations

3 Permitted with consent

Amusement centres; Boarding houses; Building identification signs; Business identification signs; Centre-based child care facilities; Commercial premises; Community facilities; [Educational establishments](#); Entertainment facilities; Function centres; Home businesses; Home industries; [Hostels](#); Hotel or motel accommodation; Information and education facilities; Local distribution premises; Medical centres; Oyster aquaculture; Places of public worship; Public administration buildings; Recreation areas; Recreation facilities (indoor); [Residential flat buildings](#); Respite day care centres; Roads; [Seniors housing](#); Service stations; Shop top housing; Tank-based aquaculture; [Tourist and visitor accommodation](#); Veterinary hospitals; [Any other development not specified in item 2 or 4](#)

4 Prohibited

[Advertising structures](#); [Agriculture](#); [Air transport facilities](#); [Airstrips](#); [Animal boarding or training establishments](#); [Boat building and repair facilities](#); [Boat launching ramps](#); [Boat sheds](#); [Camping grounds](#); [Caravan parks](#); [Cemeteries](#); [Charter and tourism boating facilities](#); [Correctional centres](#); [Crematoria](#); [Depots](#); [Eco-tourist facilities](#); [Electricity generating works](#); [Environmental facilities](#); [Exhibition homes](#); [Exhibition villages](#); [Extractive industries](#); [Farm buildings](#); [Farm stay accommodation](#); [Forestry](#); [Freight transport facilities](#); [Heavy industrial storage establishments](#); [Helipads](#); [Highway service centres](#); [Home occupations \(sex services\)](#); [Industrial retail outlets](#); [Industrial training facilities](#); [Industries](#); [Jetties](#); [Marinas](#); [Mooring pens](#); [Moorings](#); [Mortuaries](#); [Open cut mining](#); [Port facilities](#); [Recreation facilities \(major\)](#); [Recreation facilities \(outdoor\)](#); [Research stations](#); [Residential accommodation](#); [Rural industries](#); [Sex services premises](#); [Storage premises](#); [Transport depots](#); [Truck depots](#); [Vehicle body repair workshops](#); [Vehicle repair stations](#); [Warehouse or distribution centres](#); [Water recreation structures](#); [Water treatment facilities](#); [Wholesale supplies](#)

Employment zones reform

Translation of Strathfield LEP 2012 land use tables



Zone E2 Commercial Centre

1 Objectives of zone

- To strengthen the role of the commercial centre as the centre of business, retail, community and cultural activity.
- To encourage investment in commercial development that generates employment opportunities and economic growth.
- To encourage development that has a high level of accessibility and amenity, particularly for pedestrians.
- To enable residential development that is consistent with the Council's strategic planning for residential development in the area.
- To ensure that new development provides diverse and active street frontages to attract pedestrian traffic and to contribute to vibrant, diverse and functional streets and public spaces.

2 Permitted without consent

Home occupations

3 Permitted with consent

Amusement centres; Artisan food and drink industries; Backpackers' accommodation; Building identification signs; Business identification signs; Centre-based child care facilities; Commercial premises; Community facilities; Educational establishments; Entertainment facilities; Function centres; Home businesses; Home industries; [Hostels](#); Hotel or motel accommodation; Information and education facilities; Local distribution premises; Medical centres; Mortuaries; Oyster aquaculture; Passenger transport facilities; Places of public worship; Recreation areas; Recreation facilities (indoor); Recreation facilities (outdoor); Registered clubs; [Residential flat buildings](#); Respite day care centres; Restricted premises; Roads; [Seniors housing](#); [Shop top housing](#); Tank-based aquaculture; Vehicle repair stations; Veterinary hospitals; [Any other development not specified in item 2 or 4](#)

4 Prohibited

[Advertising structures](#); [Agriculture](#); [Air transport facilities](#); [Airstrips](#); [Animal boarding or training establishments](#); [Bed and breakfast accommodation](#); [Boat building and repair facilities](#); [Boat launching ramps](#); [Boat sheds](#); [Camping grounds](#); [Caravan parks](#); [Cemeteries](#); [Charter and tourism boating facilities](#); [Correctional centres](#); [Crematoria](#); [Depots](#); [Eco-tourist facilities](#); [Electricity generating works](#); [Environmental facilities](#); [Exhibition homes](#); [Exhibition villages](#); [Extractive industries](#); [Farm buildings](#); [Farm stay accommodation](#); [Forestry](#); [Freight transport facilities](#); [General industries](#); [Heavy industrial storage establishments](#); [Helipads](#); [Highway service centres](#); [Home occupations \(sex services\)](#); [Industrial retail outlets](#); [Industrial training facilities](#); [Jetties](#); [Light industries](#); [Marinas](#); [Mooring pens](#); [Moorings](#); [Open cut mining](#); [Port facilities](#); [Recreation facilities \(major\)](#); [Research stations](#); [Residential accommodation](#); [Rural industries](#); [Service stations](#); [Sex services premises](#); [Storage premises](#); [Transport depots](#); [Truck depots](#); [Vehicle body repair workshops](#); [Warehouse or distribution centres](#); [Water recreation structures](#); [Water supply systems](#); [Wharf or boating facilities](#); [Wholesale supplies](#)

Employment zones reform

Translation of Strathfield LEP 2012 land use tables



Zone E3 Productivity Support

1 Objectives of zone

- To provide a range of facilities and services, light industries, warehouses and offices.
- To provide for land uses that are compatible with, but do not compete with, land uses in surrounding local and commercial centres.
- To maintain the economic viability of local and commercial centres by limiting certain retail and commercial activity.
- To provide for land uses that meet the needs of the community, businesses and industries but that are not suited to locations in other employment zones.
- To provide opportunities for new and emerging light industries.
- To enable other land uses that provide facilities and services to meet the day to day needs of workers, to sell goods of a large size, weight or quantity or to sell goods manufactured on-site.
- To ensure that development does not impact on the safe and efficient operation of classified roads.

2 Permitted without consent

Home occupations

3 Permitted with consent

Agricultural produce industries; Animal boarding or training establishments; Boat building and repair facilities; Building identification signs; Business identification signs; Business premises; Centre-based child care facilities; Community facilities; Depots; Food and drink premises; Function centres; Garden centres; Hardware and building supplies; Home industries; Hotel or motel accommodation; Industrial retail outlets; Industrial training facilities; Information and education facilities; Kiosks; Landscaping material supplies; Light industries; Local distribution premises; Markets; Mortuaries; Neighbourhood shops; Office premises; Oyster aquaculture; Passenger transport facilities; Places of public worship; Plant nurseries; Recreation areas; Recreation facilities (indoor); Recreation facilities (major); Recreation facilities (outdoor); Research stations; Respite day care centres; Roads; Rural supplies; Service stations; Serviced apartments; Specialised retail premises; Storage premises; Take away food and drink premises; Tank-based aquaculture; Timber yards; Vehicle body repair workshops; Vehicle repair stations; Vehicle sales or hire premises; Veterinary hospitals; Warehouse or distribution centres; Wholesale supplies; Any other development not specified in item 2 or 4

4 Prohibited

Advertising structures; Agriculture; Air transport facilities; Airstrips; Amusement centres; Biosolids treatment facilities; Boat launching ramps; Boat sheds; Camping grounds; Caravan parks; Cemeteries; Charter and tourism boating facilities; Commercial premises; Correctional centres; Crematoria; Eco-tourist facilities; Electricity generating works; Entertainment facilities; Environmental facilities; Exhibition homes; Exhibition villages; Farm buildings; Forestry; Freight transport facilities; Heavy industrial storage establishments; Helipads; Highway service centres; Home businesses; Home occupations (sex

Employment zones reform

Translation of Strathfield LEP 2012 land use tables



services); Industries; Jetties; Marinas; Mooring pens; Moorings; Open cut mining; Port facilities; Registered clubs; Residential accommodation; Resource recovery facilities; Restricted premises; Rural industries; Sewage treatment plants; Sex services premises; Tourist and visitor accommodation; Transport depots; Truck depots; Waste disposal facilities; Water recreation structures; Water supply systems; Wharf or boating facilities

Employment zones reform

Translation of Strathfield LEP 2012 land use tables



Zone E4 General Industrial

1 Objectives of zone

- To provide a range of industrial, warehouse, logistics and related land uses.
- To ensure the efficient and viable use of land for industrial uses.
- To minimise any adverse effect of industry on other land uses.
- To encourage employment opportunities.
- To enable limited non-industrial land uses that provide facilities and services to meet the needs of businesses and workers.
- To minimise fragmentation of valuable industrial land and provide large sites for integrated and large floorplate activities.
- To allow for a higher proportion of ancillary office floor space to support high technology, light industrial and small-scale warehouse-related land uses.

2 Permitted without consent

Nil

3 Permitted with consent

Agricultural produce industries; Animal boarding or training establishments; Boat building and repair facilities; Building identification signs; Business identification signs; Car parks; Depots; Environmental protection works; Freight transport facilities; Garden centres; General industries; Goods repair and reuse premises; Hardware and building supplies; Industrial retail outlets; Industrial training facilities; Kiosks; Landscaping material supplies; Light industries; Local distribution premises; Neighbourhood shops; Oyster aquaculture; Places of public worship; Plant nurseries; Recreation areas; Research stations; Roads; Sex services premises; Signage; Storage premises; Take away food and drink premises; Tank-based aquaculture; Timber yards; Transport depots; Truck depots; Vehicle body repair workshops; Vehicle repair stations; Veterinary hospitals; Warehouse or distribution centres; Wholesale supplies

4 Prohibited

Any other development not specified in item 2 or 3

Employment zones reform

Translation of Strathfield LEP 2012 land use tables



Zone MU1 Mixed Use

1 Objectives of zone

- To encourage a diversity of business, retail, office and light industrial land uses that generate employment opportunities.
- To ensure that new development provides diverse and active street frontages to attract pedestrian traffic and to contribute to vibrant, diverse and functional streets and public spaces.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.
- To encourage business, retail, community and other non-residential land uses on the ground floor of buildings.
- To facilitate mixed use urban growth around railway stations and transport nodes and corridors, commercial centres and open space.
- To provide local and regional employment and live and work opportunities.

2 Permitted without consent

Home occupations

3 Permitted with consent

Amusement centres; Boarding houses; Building identification signs; Business identification signs; Car parks; Centre-based child care facilities; Commercial premises; Community facilities; Educational establishments; Entertainment facilities; Function centres; Home industries; Hostels; Information and education facilities; Light industries; Local distribution premises; Medical centres; Multi dwelling housing; Oyster aquaculture; Passenger transport facilities; Places of public worship; Recreation areas; Recreation facilities (indoor); Registered clubs; Residential flat buildings; Respite day care centres; Restricted premises; Roads; Seniors housing; Shop top housing; Tank-based aquaculture; Tourist and visitor accommodation; Vehicle repair stations; Any other development not specified in item 2 or 4

4 Prohibited

Advertising structures; Agriculture; Air transport facilities; Airstrips; Animal boarding or training establishments; Boat building and repair facilities; Boat launching ramps; Boat sheds; Camping grounds; Caravan parks; Cemeteries; Charter and tourism boating facilities; Crematoria; Depots; Eco-tourist facilities; Electricity generating works; Environmental facilities; Exhibition homes; Exhibition villages; Extractive industries; Farm buildings; Forestry; Freight transport facilities; Heavy industrial storage establishments; Helipads; Highway service centres; Home occupations (sex services); Industrial retail outlets; Industrial training facilities; Industries; Jetties; Marinas; Mooring pens; Moorings; Open cut mining; Port facilities; Recreation facilities (major); Recreation facilities (outdoor); Research stations; Residential accommodation; Rural industries; Sex services premises; Storage premises; Transport depots; Truck depots; Vehicle body repair workshops; Warehouse or distribution centres; Water recreation structures; Water supply systems; Wholesale supplies

Employment zones reform

Translation of Strathfield LEP 2012 land use tables

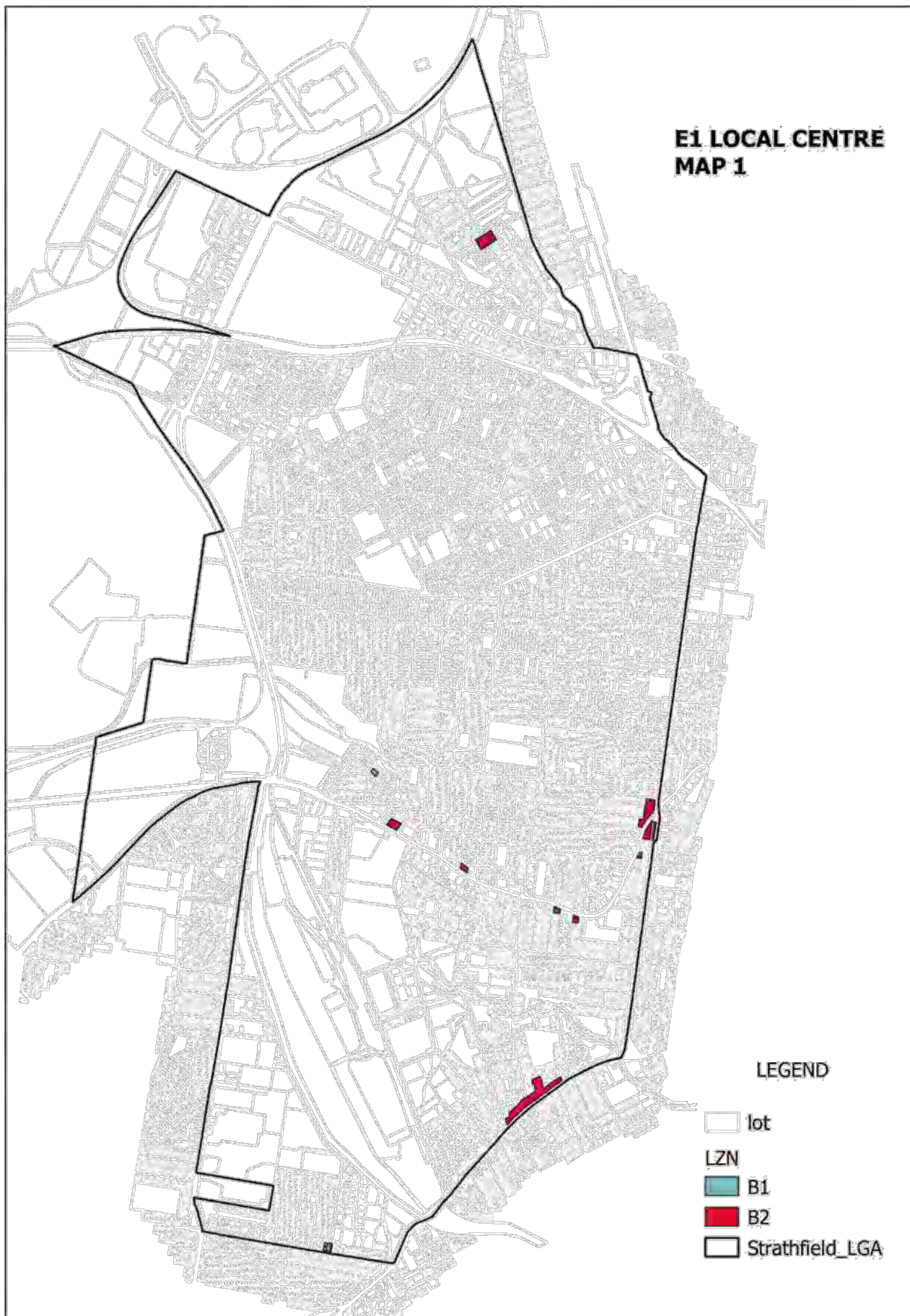


Local Provisions and Schedule 1 – Additional permitted uses

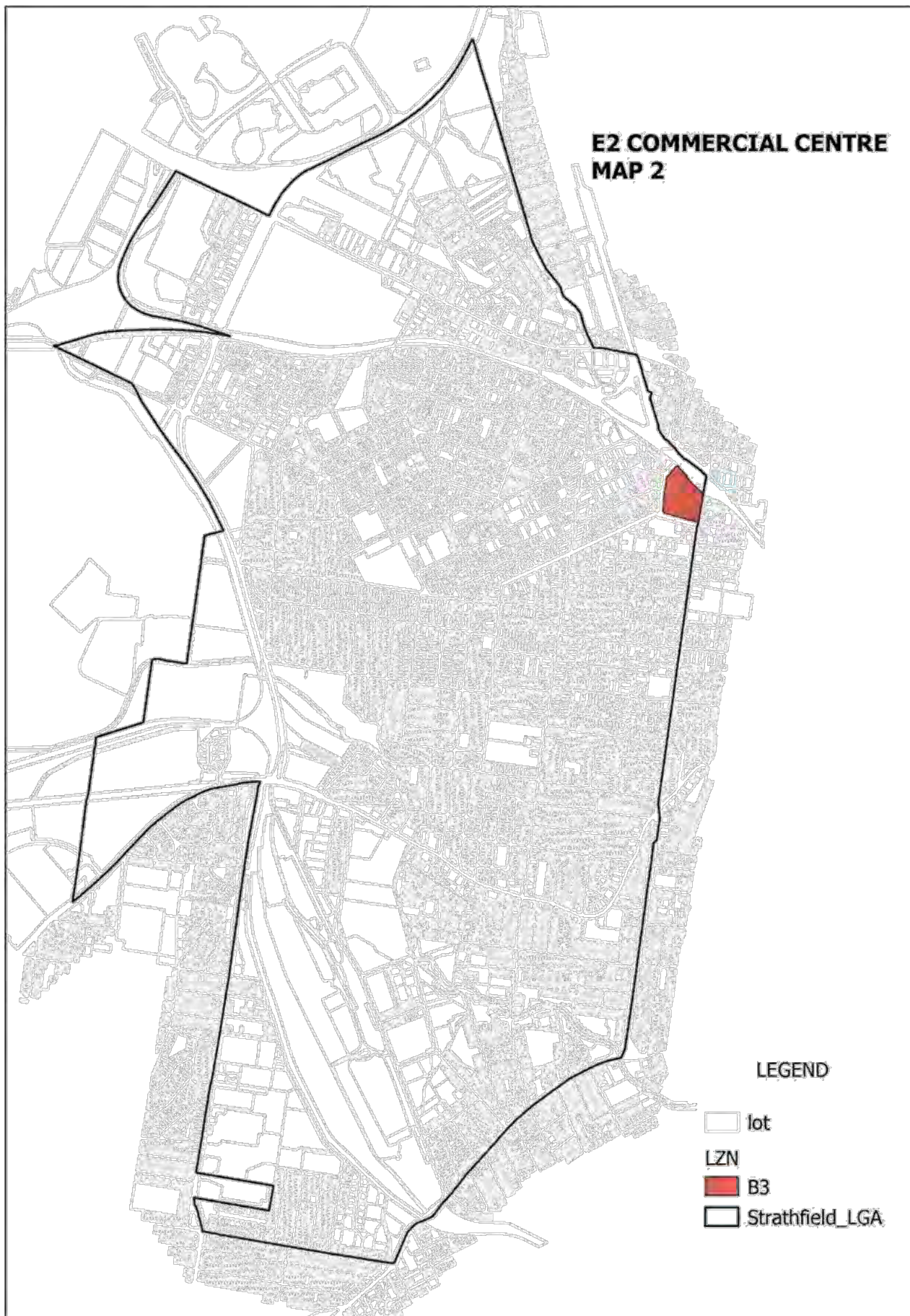
Existing zone names will be updated to new zone names.

LEP	Clause/Schedule	Direction
Strathfield LEP 2012	Schedule 1	
	Schedule 1, cl.2, 101–109 and 112–134 Parramatta Road, Homebush	Provision can be deleted.

ATTACHMENT 2



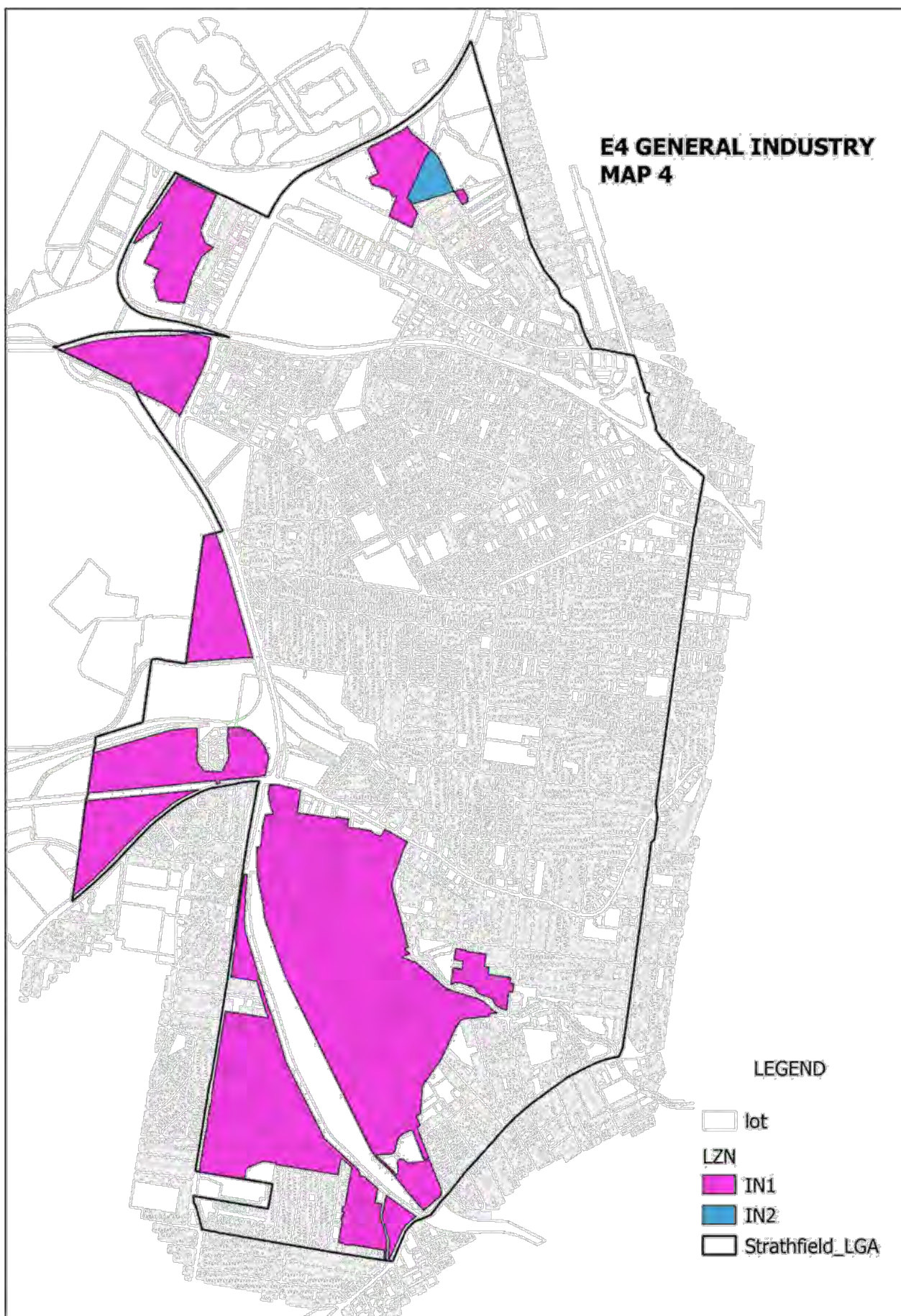
ATTACHMENT 3



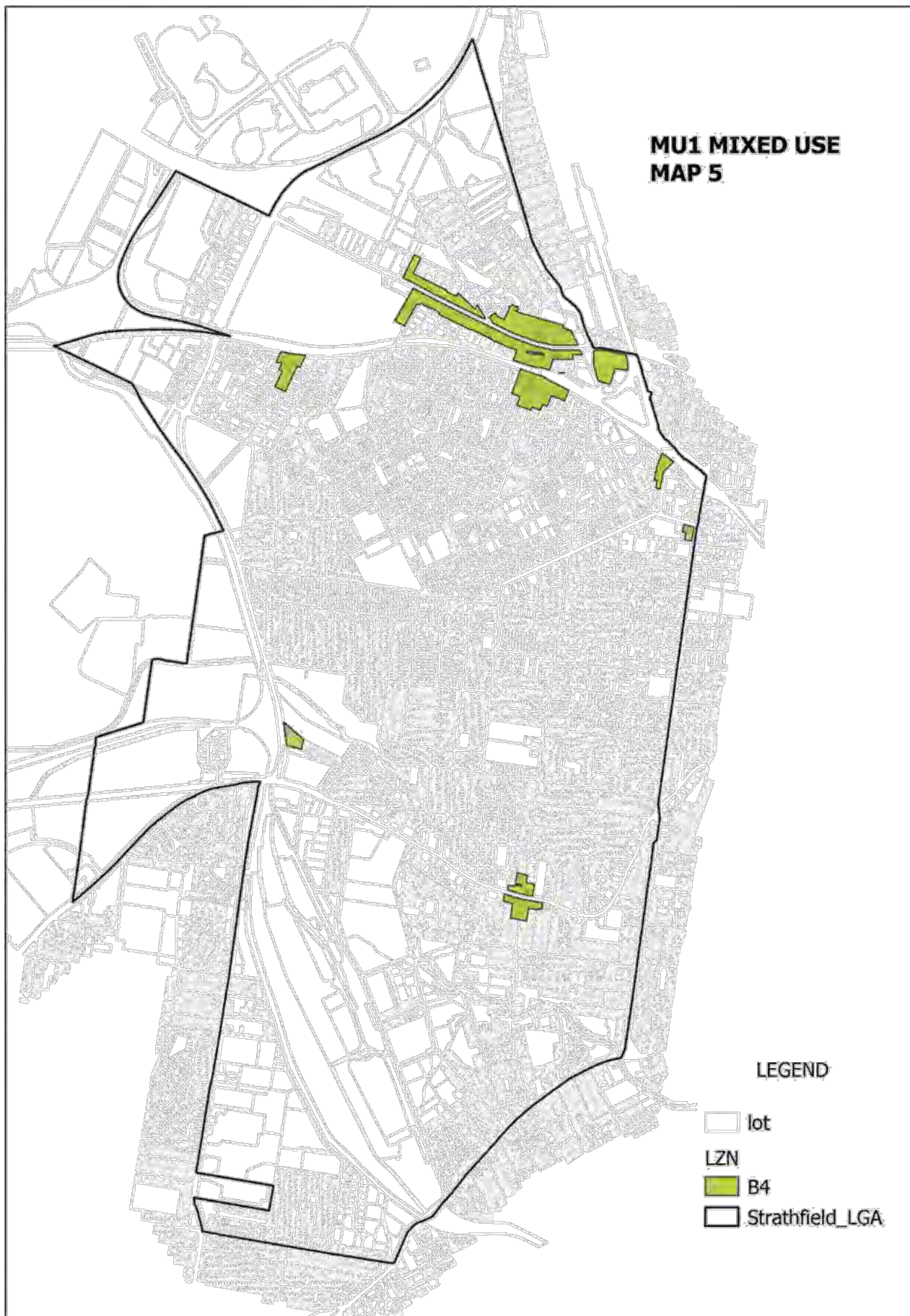
ATTACHMENT 4



ATTACHMENT 5



ATTACHMENT 6



PPC1 FOSTERING OF THE ARTS TO TACKLE GRAFFITI
AUTHOR: Kathryn Fayle, Executive Manager Human Services
APPROVER: Anthony Hewton, General Manager People, Place and Civic Services

RECOMMENDATION

1. That Council receive and note report.
2. That Council investigate funding options for public art / embellishment programs and including the possibility of one (1) percent of its total capital works projects towards funding public art / embellishment projects.

PURPOSE OF REPORT

At the Ordinary Council Meeting of 7 March 2022, Council resolved:

"41/22

RESOLVED: (Reddy / Pensabene)

- 1. A report including costs be provided to the April 2022 Council Meeting on tackling unwanted graffiti by fostering legitimate creative expression and art on buildings in the Strathfield Council.*
- 2. The report should include but not limited to details of wall2wall Mural Competition and the "Perfect Match" initiative by Inner West Council and similar programs in other Council areas in and Sydney and other capital cities as well as programs run by community groups*
- 3. That Council officers are to report to Council on the performance of Council's graffiti removal programme and investigate the use of graffiti proof paint in areas not designated for street art/murals in conjunction with private owners in our town centres."*

This report has been prepared in response to the above Resolution.

REPORT

Introduction

Graffiti vandalism is of significant concern to NSW Government, Local Government and the public, and despite this concern there is no official crime statistics to measure incidence of graffiti alone as it is recorded as part of Malicious Damage to Property (vandalism) within the reporting of the Bureau of Crime Statistics

and Research. However, graffiti removal has been estimated to cost over \$25 million a year in Australia, with the City of Sydney alone cleaning up half a million graffiti markings a year.

The Graffiti Control Act 2008 (NSW) outlines criminal offences and penalties which aim to reduce the amount of graffiti and deter people from marking buildings, public transport and other public places. In NSW, graffiti is a crime (vandalism) and is punishable by fines, community service orders, clean-up orders, driver licence orders, or imprisonment.

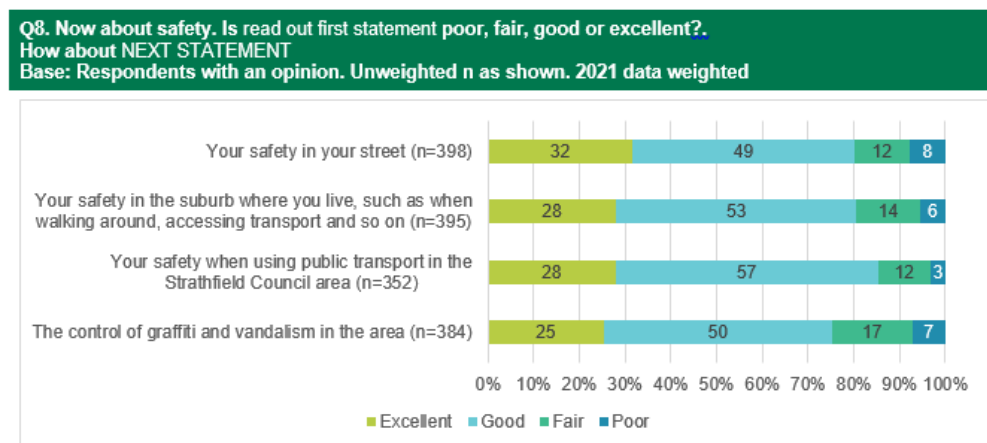
Council is only responsible for removal of graffiti from Council property that includes; bus shelters, signs, Council buildings, parks and playground equipment and roads and footpaths. Owners of private residences, shops and commercial buildings are responsible for the removal of graffiti on their properties, and State Government is responsible for state owned public property. Some Councils, such as Sutherland Shire Council, provide free graffiti removal kits to residents and business owners and these kits will remove most spray enamels, acrylics and permanent markers from surfaces.

Information

Graffiti is mainly in the form of aerosol spray paint and this painting/tagging had been around for several decades, but it was the rise of hip hop music and its significant 'tagging' subculture that has brought graffiti into the quiet tree-lined streets of our middle-class suburbs. Taggers are usually over 80% male and mostly in their early teens, and in pursuit of the usual rebellion, recognition and belonging.

Strathfield Council currently spends on average \$20,000 annually on graffiti removal. Graffiti is often an emotive issue, with our community often reporting a negative impact in relation to cleanliness and safety. Strathfield community rated in the community survey in 2021 that the control of graffiti in the area as 25% Excellent (compared to 12% in 2020), 50% Good and 17% Fair. Ratings of control of graffiti and vandalism as Poor were somewhat lower in 2021 (7%) than in 2020 (12%).

Figure 11 Sense of safety (CPF20)



At Strathfield Council there were approximately 45 incidents of graffiti removed in 2021, and the average removal rate is one per week. An example of information gathered is included in Council's Graffiti Register is below in Tables 1 and 2.

STRATHFIELD COUNCIL GRAFFITI REGISTER
PERIOD: 01/01/2022 TO 31/01/2022



PHOTOS OF OFFENCE			
			
SUBWAY LN NE WALL	SUBWAY LN NE WALL	SUBWAY LN SE WALL	SUBWAY LN NE WALL

Table 1 – Strathfield Council Incidents of Graffiti

LOCATION/ DATE	DESCRIPTION OF TAG/GRAFFITI	OUTCOMES
SUBWAY LANE HOMEBUSH DATED: 06/01/2022	SEVERAL TAGS PAINTED ON WALLS OF RAILWAY TUNNEL	PAINTED OVER TAGS AS REQUIRED

Table 2 – Location of graffiti and outcomes of action taken by Council

Councils throughout Sydney have mainly had the approach of removal and prevention strategies. Some Councils have sought legal graffiti as a method of prevention and engage with youth and provide legal graffiti walls, as well as provide Aerosol Workshops, Art Festivals and legal mural initiatives to promote graffiti as an art form. Some Councils have developed Graffiti Management Strategies to better manage cost and removal of graffiti as well as use public art and crime prevention through environmental design to reduce the negative impact of graffiti for the community in a planned approach.

Other strategies to prevent graffiti include landscaping and planting using vines, creepers and mosses to cover walls and not enable graffiti. Whilst fibrous surfaces such as tea tree fencing, or rough textures such as bamboo or brush are much harder to spray paint effectively. It is well known graffiti vandals/artists are discouraged from painting fences, blank walls, and other surfaces where climbing plants and/or thorny plants which act as a natural defence cover the blank walls or fences.

Some surfaces are very difficult to remove graffiti from without permanent damage to the wall, like fences of single-colour natural brick, unpainted timber, or porous sedimentary stone such as sandstone. They can be

sealed with anti-graffiti coatings which are either sacrificial, meaning they lift off with the graffiti during cleaning and are then recoated, or permanent coatings. Anti-graffiti coatings range in price from \$312 for 4 litres to \$1200 for 20 litres (retail).

Inner West Council has sought to address graffiti by holding competitions including the 'Wall2Wall' competition, which invited artists to develop site specific, large-scale designs for high-profile sites and offered a cash prize for successful artists. Another program is the 'Perfect Match' which encourages property owners to apply for a piece of public art to adorn their property and Council matches this request with an artist. The cost of the programs range annually from \$100,000-150,000 depending on the artists engaged and has reduced the amount of tagging on public and private properties. However, graffiti in the Inner West area remains a major problem with graffiti removal costing \$658,000 per annum.

Central Coast Council identified in the Graffiti Management Strategy 2021-2024 that the former Wyong Shire Council did placemaking with public art and between 2014 and 2017 community murals were installed. The programs included a combination of community participation and graffiti fabrication. The cost to Wyong Shire Council to remove graffiti 2012-13 (prior to the murals being installed) was \$168,000 and the cost from 2015-2016 (after murals installed) was \$96,035, which is a saving of \$71,965 and a decrease in graffiti of 43%.

Sutherland Shire Council achieved green-screening at the overpass wall at Sutherland and the commuter car park in Kirawee to mitigate graffiti vandalism and after 2 Years had nil incidents of graffiti reported in these areas. Another mitigation used by the Council was the Walk the Walls project, which had some 35 street artist transform a heavily graffitied area into a gigantic outdoor art gallery and the project was funded in part, \$75,000, by the NSW Government. The Council manages graffiti by identifying graffiti hot-spot locations and then targets suitable strategies to prevent or reduce graffiti incidence.

Strategies and initiatives used by Sutherland Shire Council include;

Mitigation Methods	Deterrent Methods
Green-screening of fences and walls	Access controls
Re-activation and beautification of spaces	Sound devices/Youth deterrents
Implementation of public art projects, including commissioned murals	Surveillance cameras and increased passive surveillance
	Security/sensor lighting
	Permanent anti-graffiti coatings

In Victoria, **City of Port Phillip Council** in its Graffiti Management Plan 2019-24 committed \$60,000 to Graffiti Management Through Street Art Program in its 2019/20 financial year to deliver annually six street art projects and one greening program. Whilst **Moreland City Council** identified a graffiti removal and mitigation cost of approximately \$400,000 per year and subsequently invested \$130,000 over 5 years to public art projects. Moreland City Council also employed an independent graffiti audit of the area to ascertain the total incidence of graffiti, the locations and whether a private or public asset.

Strathfield Council has used a range of methods including painting darker colours, using anti-graffiti coatings and landscaping for graffiti mitigation with varying success often requiring repainting or recoating. Council has identified areas south of Liverpool Road and north of Parramatta Road as hotspots and has noted street art as the best deterrent. An example where street art has been successful in the Strathfield Local Government Area is Ismay Reserve at the M4 underpass, which has not been tagged since the park opened and prior to this was covered in graffiti.

In relation to graffiti prevention it is recognised that delivering well on landscaping and planting and public art and mural projects in a strategic and targeted manner, provide a sustainable approach to preventing incidents of graffiti. Preventing graffiti also builds on social capital by engaging young people, strengthening community pride and ensuring community safety.

FINANCIAL IMPLICATIONS

As demonstrated in this report. Public art programs require funding to administer, provide materials, plan, implement, pay artist fees and maintain. One way Council could choose to fund public art projects over 2022/23 is to allocate 1 percent of its capital works budget toward artistic embellishment or public art projects it approves to proceed, this way the program could be funded within existing revenue streams. Alternatively Council could investigate other funding options available.

ATTACHMENTS

1. 'Designing out graffiti', WA Police
<https://www.goodbyegraffiti.wa.gov.au/~media/Files/Goodbye-Graffiti/Designing-out-Graffiti/Designing-out-Graffiti--Landscaping-and-Planting-Updated-2018.pdf?la=en>
2. 'Spray Away: Making the case for legal graffiti as a legitimate form of public art in Sydney', Jessica Irons 'Thesis'
<https://fliphtml5.com/mlqu/rhky/basic>
3. 'Delivering a public art or mural project', Community Crime Prevention 2017
<https://www.crimeprevention.vic.gov.au/resources/delivering-a-public-art-or-mural-project>

4. 'Graffiti grief – Top tips to avoid problem graffiti', Catherine Stewart 2021
<https://gardendrum.com/2012/02/21/graffiti-grief/>