

STRATHFIELD COUNCIL

COUNCIL MEETING

AGENDA

Tuesday 14 November 2023

6:30pm

Ironbark Room, Strathfield Council

Library and Innovation Hub

65-67 Rochester Street



Recording of Council Meetings

Persons in the gallery are advised that under the *Local Government Act 1993* a person may NOT tape record the proceeding of a meeting of a Council or committee without the authority of the Council or committee.

“Tape record” includes a video camera and an electronic device capable of recording speech.

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CCS1 CONFIDENTIAL - Property Matter

In accordance with Section 10A (2) (c) of the *Local Government Act 1993* this matter will be 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

16. Conclusion of Meeting

MICHAEL MAMO
GENERAL MANAGER

STRATHFIELD COUNCIL

COUNCIL MEETING

MINUTES

Tuesday 10 October 2023

6:30pm

Ironbark Room, Strathfield Council

Library and Innovation Hub

65-67 Rochester Street



Minutes of the Council Meeting of Strathfield Municipal Council held on 10 October 2023, in the Ironbark Room, Strathfield Council Library and Innovation Hub, 65-67 Rochester Street.

COMMENCING: 6:30pm

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

STAFF: Michael Mamo, General Manager
Cathy Edwards-Davis, Director Engineering and Operations
Clare Harley, Director Planning and Environment
Kristy Watts, Director Corporate and Community
Rodney Sanjivi, Manager, Financial Service and Chief Financial Officer
Melissa Mallos, General Counsel
Warwick Lawrence, Manager Governance and Risk
Jack Britton, Senior Coordinator Governance and Risk
David McQuade, Senior Governance Officer

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

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

3. **APOLOGIES AND LEAVE OF ABSENCE**

Nil.

4. **DISCLOSURE OF INTERESTS (NATURE TO BE DISCLOSED)**

Nil.

5. ACKNOWLEDGEMENTS

5.1 100th Anniversary of the Strathfield Town Hall – Councillor Karen Pensabene

I wish to acknowledge the 100th anniversary of Strathfield Town Hall. This beautiful building has stood as a symbol of our community's strength, resilience, and unity for a century.

First and foremost, I would like to extend my thanks to our dedicated Council staff, Director Cathy Edward Davis, Manager, Capital Works, Ray Salem and Manager, Communications and Events, Ayla Karabulut for the refurbishment work and effort to make the 100th anniversary celebration a success. I also want to express our deep appreciation to the Strathfield Historical Society for their invaluable contribution and a special mention must be made for the past Mayors and Councillors who have joined us in celebrating this milestone.

Let us all take a moment to reflect on the past, celebrate the present, and look forward to a bright future for Strathfield. Together, we will continue to build on the legacy of our Town Hall, ensuring that Strathfield remains a place we are proud to call home.

Thank you once again and here's to the next 100 years of Strathfield's history!

5.2 Year 12 High School Certificate Students – Councillor Karen Pensabene

On behalf of Council, we wish all Year 12 HSC students good luck in your exams that start tomorrow morning and their teachers the very, very best. You've done the work and are ready to sit the exams. We want you to stay focused, believe in yourselves and give it your best.

Wishing you all the success and confidence in your exams and all that you do in the future. Thank you very much.

5.3 International Moon Festival – Councillor Benjamin Cai

I would like to acknowledge our Director Engineering and Operations, Ms Cathy Edwards-Davis for her great help and support at last Saturday's International Moon Festival.

6. CONFIRMATION OF MINUTES

RECOMMENDATION:

That the Minutes of the Ordinary Council Meeting held on 5 September 2023, 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 Chairperson and General Manager be authorised to sign such Minutes.

MOTION: (Hall / Datta)

That the Minutes of the Ordinary Council Meeting held on 5 September 2023, 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 Chairperson and General Manager be authorised to sign such Minutes, subject to the following correction under Item *CCS2 Code of Meeting Practice Review*.

6. That Item 12. Notices of Motions be moved to after 9. Public Forum in the Code of Meeting Practice Order of Business.

250/23

RESOLVED: (Hall / Datta)

That the Minutes of the Ordinary Council Meeting held on 5 September 2023, 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 Chairperson and General Manager be authorised to sign such Minutes, subject to the following correction under Item *CCS2 Code of Meeting Practice Review*.

6. That Item 12. Notices of Motions be moved to after 9. Public Forum in the Code of Meeting Practice Order of Business.

Voting on this item was unanimous

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

Nil.

8. ITEMS BY EXCEPTION

8.1 Items by Exception

Councillors prior to considering items to be adopted by Exception, I would like to advise that Councillor Datta has withdrawn his Notice of Motion – 12.1 Voice Motion.

251/23

RESOLVED: (Datta / Hall)

I move that in accordance with Section 13 of Council's Code of Meeting Practice the items below be dealt with by exception and that they be adopted as recommended by a single Motion:

- CCS1 Public Interest Disclosure Policy
- CCS2 Data Breach Policy
- CCS3 Tabling of Annual Disclosure of Pecuniary Interests and Other Matters Return - Clause 4.21 and Schedule 1 Code of Conduct
- CCS5 Code of Conduct incorporating Child Protection and Safety Provisions
- CCS6 Councillor Workshop 19 September 2023
- CCS7 Investment Report - August 2023
- CCS8 FY2022/23 Capital Budget Carryovers (Revotes)
- CCS9 Current Status of Council Resolutions
- CCS10 Tenders Advertised and Awarded September 2023
- PE1 Tidy Shopfronts Program
- EO1 Review Panel for Rejected Tree Applications - Part O of the Strathfield DCP
- 11.1 Report from Traffic Committee Meeting on 19 September 2023

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

Against the Motion: Nil

CCS1 Public Interest Disclosure Policy

252/23

RESOLVED: (Datta / Hall)

That the Draft Model Public Interest Disclosure Policy (PID) be adopted.

RESOLVED BY EXCEPTION

CCS2 Data Breach Policy

253/23

RESOLVED: (Datta / Hall)

That the Draft Data Breach Policy be placed on public exhibition for 28 Days and should no submissions be received within the consultation period the policy be considered, adopted.

RESOLVED BY EXCEPTION

CCS3 Tabling of Annual Disclosure of Pecuniary Interests and Other Matters Return - Clause 4.21 and Schedule 1 Code of Conduct

254/23

RESOLVED: (Datta / Hall)

That Council receive and note the report concerning tabling of Annual Disclosure of Pecuniary Interests and Other Matters Returns.

RESOLVED BY EXCEPTION

CCS5 Code of Conduct incorporating Child Protection and Safety Provisions

255/23

RESOLVED: (Datta / Hall)

That Council's Code of Conduct as amended to include a statement and an addendum to the Policy relating to child protection and safety, be adopted.

RESOLVED BY EXCEPTION

CCS6 Councillor Workshop 19 September 2023

256/23

RESOLVED: (Datta / Hall)

That the report be received and noted.

RESOLVED BY EXCEPTION

CCS7 Investment Report - August 2023

257/23

RESOLVED: (Datta / Hall)

That the record of cash investments as at 31 August 2023 be received and noted.

RESOLVED BY EXCEPTION

CCS8 FY2022/23 Capital Budget Carryovers (Revotes)

258/23

RESOLVED: (Datta / Hall)

That in accordance with Clauses 203 and 211 of the Local Government (General) Regulations 2005, the proposed revotes of expenditure and related funding sources noted in Table 1 of this report, are adopted by Council, and are hereby voted into the 2023/24 adopted budget.

RESOLVED BY EXCEPTION

CCS9 Current Status of Council Resolutions

259/23

RESOLVED: (Datta / Hall)

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

RESOLVED BY EXCEPTION

CCS10 Tenders Advertised and Awarded September 2023

260/23

RESOLVED: (Datta / Hall)

That Council tenders advertised and awarded in September 2023 be received and noted.

RESOLVED BY EXCEPTION

PE1 Tidy Shopfronts Program

261/23

RESOLVED: (Datta / Hall)

That:

1. as part of developing the 2024/25 budget that Council considers allocating funds for a program to incentivise 'tidy' shopfronts at locations to be nominated within the LGA.
2. a Tidy Shopfronts Program Policy is prepared, exhibited and adopted by Council prior to the establishment and implementation of the Program.

3. A review of Development Control Plan controls for shop and other signage in Councils centres is progressed.
4. Note that a briefing was provided to Councillors on 19 September 2023.

RESOLVED BY EXCEPTION

EO1 Review Panel for Rejected Tree Applications - Part O of the Strathfield DCP

262/23

RESOLVED: (Datta / Hall)

That Council receive and note the report.

RESOLVED BY EXCEPTION

11.1 Report from Traffic Committee Meeting on 19 September 2023

263/23

RESOLVED: (Datta / Hall)

That the Minutes of the Traffic Committee Meeting held on 19 September 2023 be noted and the recommendations be adopted.

RESOLVED BY EXCEPTION

9. PUBLIC FORUM

Nil.

10. REPORTS TO COUNCIL

CCS4 Financial Reporting Matters Pertaining to the Preparation of the Annual Financial Statements for the Year ended 30 June 2023

RECOMMENDATION:

1. That Council declare Hudson Park Golf Driving Range as a Category one (1) Business under the National Competition Policy.

2. That Council undeclare the Domestic Waste Management (DWM) service as a Category one (1) business activity for the purposes of the National Competition Policy.
3. That an extraordinary Council meeting be held on the 24 of October 2023, for the purpose of considering the annual financial statements for the year ended 30 June 2023 and the signing of the "Statement by Councillors and Management".

MOTION: (Datta / Reddy)

1. That Council declare Hudson Park Golf Driving Range as a Category one (1) Business under the National Competition Policy.
2. That Council undeclare the Domestic Waste Management (DWM) service as a Category one (1) business activity for the purposes of the National Competition Policy.

264/23

RESOLVED: (Datta / Reddy)

1. That Council declare Hudson Park Golf Driving Range as a Category one (1) Business under the National Competition Policy.
2. That Council undeclare the Domestic Waste Management (DWM) service as a Category one (1) business activity for the purposes of the National Competition Policy.

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

Against the Motion: Nil

11. REPORTS FROM COMMITTEES

Note: Item 11.1 *Report from Traffic Committee Meeting on 19 September 2023* dealt with by exception.

12. MOTIONS PURSUANT TO NOTICE

Note: Item 12.1 *Voice Motion – Councillor Raj Datta* withdrawn.

13. QUESTIONS WITH NOTICE

Nil.

14. MATTERS OF URGENCY

Nil.

15. CONFIDENTIAL MATTERS

Nil.

16. CONCLUSION OF MEETING

THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 6:46pm.

The foregoing Minutes were confirmed at the meeting of the Council of the Municipality of Strathfield on 14 November 2023.

Chairperson_____

General Manager_____

7.1 MAYORAL MINUTE 21/23 - PASSING OF MR GEORGE HALLWORTH

AUTHOR: Karen Pensabene, Councillor

I MOVE:

1. That Council formally acknowledge the passing of Mr George Hallworth, former Alderman of Strathfield Council
2. That the family of the late Mr Hallworth receive a letter from the Mayor passing on Council's sincere condolences.
3. That a donation of \$500 be made to the Cancer Council requested by his family in lieu of flowers.

Rationale

I regret to announce the passing of George Hallworth, a greatly respected and long-standing member of the Strathfield community and a former Alderman of Strathfield Council.

George and his wife Catherine made their home in Strathfield for over 50 years and raised a family of four children and were proud grandparents and great-grandparents.

George operated a general store at Cave Road Strathfield for many years, where he frequently interacted with residents, and developed experience in running a small business in the Strathfield area.

He contested the 1980 Council election and was elected as an Alderman. He again contested the 1987 election and was elected for his second term. He served a total of seven years on Council.

As an Alderman, George dedicated his efforts to a wide range of committees serving as Vice-Chairman of the Parks Committee in 1982-1983, Deputy Chair of Community Services Committee in 1988 and as its Chair in 1989-1990. He was Chair of the Library Committee from 1989 to 1991.

George was heavily involved in the community life of the Strathfield area and freely gave his time to many local organisations including Rotary, Meals on Wheels, Red Cross, Probus and School for Seniors. His services were recognised when he was awarded the Centenary Medal in 2001 for his long service to the community through the Strathfield School for Seniors and Meals on Wheels.

George's funeral will be held at St Anne's Anglican Church Strathfield on 3rd November 2023.

I recommend that a condolence letter be issued to his widow, Catherine and his family and Council donate \$500 to the Cancer Council which his family's wish in his name.

I commend this Mayoral Minute to the Council.

RECOMMENDATION

1. That Council formally acknowledge the passing of Mr George Hallworth, former Alderman of Strathfield Council
2. That the family of the late Mr Hallworth receive a letter from the Mayor passing on Council's sincere condolences.
3. That a donation of \$500 be made to the Cancer Council requested by his family in lieu of flowers.

ATTACHMENTS

There are no attachments for this report.

7.2 MAYORAL MINUTE 22/23 - ILLEGAL DUMPING AND WASTE MANAGEMENT

AUTHOR: Karen Pensabene, Councillor

I MOVE:

1. That Council request that the Director Planning and Environment prepare and implement a program to meet the following objectives:
 - a. Improved collection of illegal dumping in our streets and parks
 - b. Decreased waiting times for clean up bookings (furniture, white goods, small appliances) for residents
 - c. Improved management of bins to reduce overspill which attracts birds and animals
 - d. Increased waste education and awareness and community engagement to improve the management of waste in the Local Government Area (LGA).
2. That Council approve the allocation of funds from the Domestic Waste levy to implement the requested additional services.

Rationale

I have received feedback from the community that they are concerned about waste management procedures in our streets. Of key concern is the extent of illegal dumping and the time it takes for Council to collect the waste. I have also heard concerns about overflowing bins which attract Ibis birds which spill the rubbish out of the bins on to the streets before the bins are collected.

I propose that Council implement actions to mitigate these issues including:

- Decreased wait times for clean up bookings (small appliances, furniture etc)
- Quicker collection of illegal waste
- Improved management of overspilling bins in our streets
- Waste education.

I recommend that the Director Planning and Environment prepare and implement, as soon as possible, a plan to mitigate the issues identified above and that the Domestic Waste Levy be used to fund additional resources, as appropriate.

RECOMMENDATION

1. That Council request that the Director Planning and Environment prepare and implement a program to meet the following objectives:
 - a. Improved collection of illegal dumping in our streets and parks
 - b. Decreased waiting times for clean up bookings (furniture, white goods, small appliances) for residents
 - c. Improved management of bins to reduce overspill which attracts birds and animals
 - d. Increased waste education and awareness and community engagement to improve the management of waste in the Local Government Area (LGA).

2. That Council approve the allocation of funds from the Domestic Waste levy to implement the requested additional services.

ATTACHMENTS

There are no attachments for this report.

GMU1	ESTABLISH A PANEL TO DETERMINE THE 2024 CITIZEN AND YOUNG CITIZEN OF THE YEAR
AUTHOR:	Fina Nainoca, Civic & Protocol Coordinator
APPROVER:	Michael Mamo, General Manager

RECOMMENDATION

1. That a panel be established for selecting the local Australia Day award winners which includes the Mayor, two Councillors and the previous year award winners.
2. That Council nominate two councillors for the 2024 selection panel.
3. That Council invite the previous year award winners to participate on the selection panel.
4. That the Mayor has the casting vote should a majority decision not be achieved in determining the winner for either category.

PURPOSE OF REPORT

This report recommends establishing a panel for the selection of the local Australia Day award winners, which includes the Strathfield Citizen of the Year and Young Citizen of the Year. These awards are announced on Australia Day, 26 January each year and the program is auspiced by the Australia Day Council, however Council may determine which awards are available and how the selection process is conducted.

REPORT

Each year, the Strathfield community is invited to nominate fellow citizens to be considered for a local award, which is announced on Australia Day. The NSW Citizen of the Year awards have been a part of the Australia Day in the NSW program since 2005 and are awarded in each Local Government Area (LGA).

This program seeks to recognise outstanding achievements within local communities. The program identifies five categories of award but does allow for Councils to present awards for additional categories to reflect specific achievements in their community. The suggested awards include:

- Citizen of the Year
- Young Citizen of the Year
- Sportsperson of the Year
- Environmental Citizen of the Year
- Young Environmental Citizen of the Year

Strathfield Council has generally only presented Citizen and Young Citizen awards. As selections are also dependent on receiving nominations which meet the eligibility criteria, in some years awards were not issued in some categories. Also, Council has given two people the same award, where considered appropriate. In January 2023, Council awarded Citizens of the Year to George and Helen Saad for their outstanding community contributions.

It is recommended that a selection panel be established, which is composed of local community representatives, that includes the Mayor, two Councillors and the local award winners from the previous year. Selections will be made by majority decision of the panel, with the Mayor to have the casting vote should a majority decision not be achieved. In selecting award winners, regard is given to the nominee's current and past achievements and their ongoing contribution to the Strathfield community.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

There are no attachments for this report.

GMU2 ANNUAL REPORT 2022-2023
AUTHOR: Cathy Jones, Chief Strategy Officer
APPROVER: Michael Mamo, General Manager

RECOMMENDATION

That Council endorse the Annual Report for 2022-2023.

PURPOSE OF REPORT

To present to Council the Strathfield Council Annual Report 2022-2023.

REPORT

The Annual Report is one of the key accountability mechanisms between Council and the Strathfield community. Preparation and presentation of the Annual Report within five months of the end of the financial year is a requirement under section 428 of the *Local Government Act 1993*. This Annual Report is the first annual report within the framework of the Strathfield Community Strategic Plan 'Strathfield 2035'. The Community Strategic Plan was adopted in June 2022, following the Council election in December 2021. The Operational Plan 2022-2023 and Delivery Program 2022-2026 were also adopted in June 2022, though revised in November 2022 and readopted in February 2023.

The Strathfield Council's Annual Report 2022-2023 outlines Council's achievements and effectiveness in implementing its Delivery Program through the Operational Plan 2022-2023 and includes Quadruple Bottom Line (QBL) reporting on how Council is progressing against measures based on social, economic, environmental and civic leadership challenges and opportunities.

The Report contains statutory reporting in compliance with the requirements of the *Local Government Act 1993*, clause 217 of *Local Government (General) Regulation 2021* and annual reporting requirement checklist issued by the Office of Local Government.

Audited financial statements are part of the Annual Report but are usually presented separately. The financial statements to 30 June 2023 are still under audit and the audits have not been finalised. Therefore, lodgement of the financial statements will be delayed, which has been notified to the Office of Local Government. The Annual Report contains financial summaries, which are based on the most recent available data. Financial information in the Report may be adjusted once the audit is complete. Should this occur, the financial information in the Annual Report will be amended accordingly.

The format of the Annual Report was extensively reviewed to provide more comprehensive reporting to the community about Council's achievements and progress over the last financial year. Following endorsement of the Report, the Annual Report will be graphically designed, and the final version may contain minor edits.

The Annual Report must be endorsed by 30 November 2023, a copy will be sent to the Minister for Local Government and a copy will be published on Council's website.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

1. Annual Report 2023

ATTACHMENT 1

2022 - 2023

ANNUAL REPORT



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Draft

Acknowledgement of Country

We acknowledge the Wangal people as the Traditional Custodians of the land on which the Strathfield area is located.

We pay respect to Elders past, present and emerging.

Draft

About our Annual Report

Welcome to Strathfield Council's 2022-2023 Annual Report.

The Annual Report is one of the key accountability mechanisms between Council and the community and has been prepared in accordance with the requirements of the *Local Government Act 1993* and clause 217 of *Local Government (General) Regulation 2021* and the *Office of Local Government's Integrated Planning and Reporting Guidelines*.

Strathfield Council's Annual Report 2022-2023 outlines achievements and challenges of the financial year and actions taken by Council to progress its Delivery Program 2022-2026 and annual Operational Plan 2022-2023.

The Annual Report also includes Council's Financial Statements prepared in accordance with the Code of Accounting Practice and Financial Reporting as well as information required by the Local Government Act. Council's Audited Financial Statements are presented as a separate attachment.

Feedback or questions

Feedback or questions relating to this annual report are welcome.

Email: council@strathfield.nsw.gov.au

Mail: Strathfield Council
PO Box 120
Strathfield NSW 2135

Draft



Scan here to view our Annual Reports

Our Community Strategic Plan

In June 2022, Council adopted a new Community Strategic Plan, Strathfield 2035. Strathfield 2035 expresses our community's vision and aspirations for the future of the Strathfield area. It is a plan that is in partnership with our community stakeholders to lead Strathfield into the future.



Scan here to view our Community Strategic Plan Strathfield 2035

The progress of our Community Strategic Plan is reported through Annual Reports with the detailed State of Strathfield Report presented following the next Council election in September 2024.

Our Community Vision

Strathfield community's long-term vision for the future of the Council area was adopted in the Strathfield Community Strategic Plan in June 2022, which sets values to guide future strategic directions and planning for the Strathfield community.

"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."

Draft

Role of Council

The *Local Government Act 1993* requires Council to:

- provide strong and effective representation, leadership, planning and decision-making.
- carry out functions in a way that provides the best possible value for residents and ratepayers.
- plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- manage lands and other assets so that current and future local community needs can be met in an affordable way.
- work with others to secure appropriate services for local community needs.
- act fairly, ethically and without bias in the interests of the local community.
- be responsible employers and provide a consultative and supportive working environment for staff.

Social justice principles

Social justice 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. Principles include:

- 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)
- opportunities for genuine participation and consultation about decisions affecting lives (participation).

Council is committed to identifying and addressing physical, communication and attitudinal barriers that exist in the delivery of services and facilities to the community.

Guiding principles

Council is guided by principles set out in the *Local Government Act 1993* that assist Council in exercising its functions, undertaking decision-making, actively engaging with communities and completing strategic planning as part of its integrated planning and reporting framework.

In carrying out its functions and responsibilities Council is also guided by social justice principles and quadruple bottom line (QBL).

Quadruple Bottom Line

Council also 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. QBL progress reporting is included in the Performance section of this report.

Draft

Message from the Mayor

I am proud to present our Annual Report to the Strathfield community, which reports on the delivery of our community vision and the Strathfield Community Strategic Plan 'Strathfield 2035'.

The Annual Report provides insight into the achievements of our Council and community over 2022-2023 in delivering a wide range of services, projects and programs in our local area.

I am honoured to have served the people of Strathfield as a Councillor since 2017 and Mayor since early 2023 and acknowledge the efforts of the previous Mayor Cr Matthew Blackmore. As Mayor, I regularly meet with members of the community and representatives from our local organisations, groups and businesses. I firmly believe meeting and hearing the views and experiences of our local community deepens our understanding of their needs and priorities as well as establishing plans and policies for a sustainable future for current and new populations.



As one of Sydney's most diverse communities with a large young population, Council has prioritised programs, planning and events to meet the changing needs. The highly successful Strathfield Festival at Strathfield Square was a new and innovative event attracting large crowds over three days. To assist our large culturally and linguistically diverse communities, Council is planning to establish a Community Resource Centre in 2023-2024 to provide a range of support services, particularly for our multi-cultural community. Council is also exploring the provision of greater diversity of housing in the Strathfield LGA and will commence community consultations on options in 2023-2024.

Lastly, I take this opportunity to thank my fellow Councillors for their continued advocacy for the people of Strathfield and their commitment to improving the life of our community. I also acknowledge the efforts and dedication of our General Manager, Michael Mamo, his Executive Team, and Council staff.

Cr Karen Pensabene
MAYOR

Message from the General Manager

I am pleased to present Strathfield's Annual Report for 2022-2023. This report provides an update on the progress of the implementation of goals and strategies of the Strathfield Community Strategic Plan 2035, which commenced on 1 July 2022.

Over the past financial year, Council has made significant progress on reviewing and instigating actions to secure our long term organisational and financial sustainability and prioritising the needs of our current and future communities. This has been achieved by improving the efficiencies of our organisation and establishing robust financial, governance and planning frameworks which support the efficient and effective management of community assets and resources, enabling the delivery of quality services and facilities.



We have established cooperative and collaborative relationships with the State and Federal Government's and their agencies, and in particular with our neighbouring councils and those within our region. These relationships have enabled us to find agreement on a range of services. A small but important example is establishing an agreement with Transport NSW to schedule regular maintenance of regional roads like Marlborough Road in Homebush West. Another example is the successful completion of the connecting bridges across Powells Creek Homebush, which was a collaboration between Sydney Water, Strathfield Council and City of Canada Bay Councils. These bridges have significantly expanded our shared pathway access to local and regional facilities.

Council has been approved to receive in excess of \$21 million grant funding under the NSW Government WestInvest program, which will be allocated to improvements to our open spaces and community infrastructure at Airey Park, Begnell Field, Hudson District Park East, Strathfield Park and Cooke Park. These projects will improve access to quality sport, recreation and other community facilities that bring people together and enable a diverse range of activities.

Council prides itself on its commitment to serving the community and providing the best services we can. I look forward to continuing to work closely with the Mayor and Councillors, my Executive Team and Council staff to serve our local community and continue to build a strong and resilient Strathfield.

Michael Mamo
GENERAL MANAGER

Our Year in Review

Highlights

Connectivity Theme

- We completed an extensive condition of assets review and prepared new plans to support asset renewal programs which prioritised works based on condition ratings and community service level standards.
- We collaborated with schools to create safe environments particularly during the school drop off and pick up hours and upgraded the crossings for a number of pedestrians.
- We reviewed the connector bus service and extensively engaged with the community to ascertain local usage and transport needs.
- We installed traffic signals at Parramatta Rd, Plaza Rd and Flemington Rd to address a longstanding safety concern.
- We completed the 2022-2023 asset renewal program for roads, footpaths, drainage, parks and buildings.
- We closed the historic Strathfield Town Hall for most of 2023 for important conservation and restoration works which were completed in time for its centenary celebration in October 2023.
- We were approved to receive in excess of \$21 million in grant funding from the NSW Government WestInvest funding scheme for capital works in Airey Park, Hudson Park, Begnell Field, Strathfield Park and Cooke Park. Masterplans for these parks were prepared in 2022-2023 for further consultation.
- We completed the building of some new recreational facilities in Hudson Park East including additional shade and seating, off-leash dog park, BBQ and sheltered picnic areas, children's playground, outdoor fitness equipment, sports courts for basketball and volleyball, outdoor table tennis tables and toilet amenities.
- We opened two new shared pathway bridges across Powells Creek Homebush at Lorraine Street and Hamilton Street to improve pedestrian and cycle connections from Homebush to North Strathfield and extend our regional pedestrian/cycle networks which connect through to Botany Bay.
- We adopted Plans of Management for Strathfield Park and Bressington Park after gaining approval from Crown Lands.

Community Wellbeing Theme

- We granted over \$67,000 to community organisations for a diverse range of initiatives that support local resident involvement in community-based activities.
- We worked in collaboration with our Multicultural and Diversity Advisory Committee to deliver Harmony Day events.
- We promoted cybersafe community programs particularly for older people in a wide range of community languages.

- We conducted three safety audits across the LGA and implemented recommendations to improve community safety.
- We worked with partners to deliver wide range of community programs for seniors including fitness, health and falls prevention and worked with partners to offer senior social trips.
- We facilitated well attended school holiday and multi-sport programs for children.
- We adopted a new Sportsgrounds Allocation Policy to support equitable access to local sportsgrounds.
- We expanded our popular weekly Library youth drop-in service to include children.
- We held our first Youth Careers Expo.

Celebrating Place and Culture Theme

- We successfully trialled and implemented extended after hours access to the library. Our initiatives were recognised as finalists in the category of Customer Experience in the NSW Local Government Professionals Excellence Awards.
- We held the Strathfield Festival over three nights in Strathfield Square attracting over 35,000 people with cultural performances, live music, roaming entertainment, various cuisines from local businesses, art projections and lighting installations.
- We hosted performances by Walangari Karntawarra and Diramu Aboriginal Dance and Didgeridoo and an art display in Council's Ironbark Gallery during NAIDOC week.
- We welcomed 815 local residents as Australian citizens at 11 ceremonies. This being the highest number of citizens ever conferred at Strathfield Council in a financial year.
- We partnered with multiple organisations and facilitated five major exhibitions at the Library's Ironbark Gallery including displays and talks on history and art historical exhibitions showcasing our local community. The Visions with Variety exhibition showing artistic talents of Strathfield's seniors was a finalist in the Local Government NSW Awards in the category of Leo Kelly Arts and Culture Awards.
- We reaffirmed our Sister City relationship with Gapeyong County in South Korea with delegation visits to Gapeyong and reciprocal visits by school delegations to Strathfield.
- We received a 92% excellent/good rating in an independent community survey for the quality of our Library services. Library visitors and borrowings also increased significantly in 2022-2023.
- We reviewed and prepared new event programs for the celebration of Australia Day in the Strathfield Town Centre on 26 January 2023.
- We celebrated International Women's Day at the Homebush West Community Centre on 8 March 2023.
- We commemorated Anzac Day at the service in Davey Square on 25 April 2023 and refreshed the event by inviting local schools to participate in a poetry competition which was read at the event.
- We celebrated Indian Independence Day on 15 August 2022 with members of the local Indian community in a flag raising ceremony and lighting up the Council Chambers for a week in the Indian flag colours.

Liveable Neighbourhoods Theme

- We achieved a major environmental target in partnership with local environmental groups by reestablishing a breeding habitat for the Green and Golden Bellfrog at the Greenacre Frog Ponds. Adult frogs and tadpoles were recorded at this site for the first time in a decade.

- We adopted the Affordable Housing Tenancy Policy to govern Council's Affordable Housing Portfolio.
- We amended Development Control Plan Part O (Trees) to establish a user friendly system for tree permits for pruning and removal replacing the requirement for lodgement of development applications.
- We commenced preparation of a new Developer Contributions Plan.
- We commenced a number of key strategic studies that will support the future growth and development across the LGA to improve housing diversity available choice across the community and assisting supporting housing affordability.
- We installed a new public toilet at Homebush West Town Centre in the northeastern corner of the Homebush West car park.
- We commenced a new street tree maintenance contract and also commenced street tree data collection program of the estimated 12,000 street trees with about 33% of street trees logged in 2022-2023.
- We determined 143 development applications valued at over \$254 million.
- We established an agreement for shared catchment flood risk management strategy with City of Canada Bay and Burwood Councils to commence in 2023-2024.
- We made a general agreement to conserve the remnant patch of Cooks River/Castlereagh Ironbark Forest located on land owned by Australia Post.
- We achieved a 100% completion rate for implementing all scheduled street sweeping and public domain cleansing and maintenance programs.
- We provided over 40 free heritage advisory services to owners of local heritage properties.

Responsible Leadership Theme

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- Following extensive community engagement, the NSW Geographical Names Board approved renaming of the part of the suburb of Belfield located in the Strathfield Council area as Strathfield South.
- The Mayor of Strathfield initiated a regular program of meetings with community organisations, schools and local businesses to promote closer engagement between Council and the community.
- We commenced implementation of the new Community Strategic Plan Strathfield 2035 and adopted the Delivery Program 2022-2026 and Operational Plan and Budget 2023-2024.
- We established working collaboration and partnerships with other tiers of government, neighbouring councils, regional organisations including Southern Sydney Region of Councils (SSROC) and Local Government NSW (LGNSW) and local community organisations.
- We provided space and supported Burwood Council staff at our Depot while they undertook urgent works at their depot for a 6 month period.
- We prioritised and addressed issues concerning Council's long term financial sustainability issues through adopting new programs and measures including improved efficiencies, expenditure savings and increasing Council revenue.
- We are addressing gender imbalances in the Council workforce with programs such as promotion of female staff working in open spaces, which was recognised as finalist in the NSW Local Government Professionals Organisational Diversity and Inclusion Award.

Our Challenges and opportunities

- Master planning of the Homebush Urban Village Precinct of the Parramatta Road Corridor Urban Transformation Strategy (PRCUTS).
- Preparing a Master plan for the Strathfield Town Centre in consultation with the local community and key stakeholders to revitalise the Town Centre and position it positively for the future.
- Addressing rising costs and internal and external factors such as high inflation, impact of cost shifting from the State Government.
- Implementing the approved strategies to address and secure Council's long term financial sustainability.
- Delivering the renewal program for repairing and maintaining Council's infrastructure assets such as roads, footpaths, buildings and playgrounds.
- Prioritising the establishment of good governance frameworks and practices to embed sound leadership and decision making in the interests of the community.
- Implementing a program of service reviews to improve and enhance core services valued by our community such as street sweeping and civil maintenance.
- Completing the preparation of a new developer contributions plan to support our future infrastructure requirements.
- Embedding resilience principles into Council's planning instruments, urban design and asset infrastructure.
- Planning for Food Organics Garden Organics (FOGO).

Our Financial results

Draft

Financial results	2021-2022 \$'000s	2022-2023 \$'000s	% change
Revenue	62,589	52,323	20%
Expenses	56,215	50,571	11%
Assets	636,405	563,653	13%
Liabilities	28,491	28,155	1%
Equity	607,914	535,498	14%

Disclaimer: The financial figures for 30 June 2023, are currently under audit and have not been finalised. The following summary is based on the most recent available data. The figures may be subject to adjustments pending the completion of the audit.

About Strathfield Council

Our History

Strathfield Council acknowledges the Wangal clan of the Darug Aboriginal people as the traditional owners of the Strathfield area. The first European land grants to free settlers commenced in 1793 in the District of Liberty Plains, partly located within the current Strathfield LGA. Residential growth commenced in the late 1800s promoted by access to rail transports at Homebush, Strathfield and Flemington.

Significant population growth occurred after WWI and with the addition of the former Homebush Council in 1947 and part of Enfield Council in 1949, the population stabilised around 27,000 to 29,000 until the 2000s, when population increased due to redevelopment of land for multi-unit dwellings particularly in town centres and transport hubs adding nearly 20,000 additional people over the last twenty years.

Our Council

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

Our place in Sydney's Inner West

The Local Government Area (LGA) of Strathfield has a total area of approximately 13.9 square kilometres. Strathfield Council is located in Sydney's Inner West about 10.5 kilometres from the city centre and half way between Parramatta and the city. Homebush Bay Drive bounds the Local Government Area to the north, Powells Creek, The Boulevarde and Coronation Parade to the east, Punchbowl Road and Juno Parade in the south and Roberts Road, Chullora rail yards, Rookwood Cemetery and the Sydney Olympic Park rail line to the west. Strathfield Council includes the suburbs of Strathfield (postcode 2135), Strathfield South (2136), Homebush (2140), Homebush West (2140) and part of Greenacre (2190). Sydney Markets is also located within the Strathfield LGA and has its own postcode, 2129. The Strathfield LGA is characterised by a variety of land uses including residential, commercial, industrial, public and private recreation, and environmental areas.

Our Demographics

In 2022 the estimated resident population of Strathfield LGA was 46,129 with a population density of 3,294 persons per square km (2022). The LGA's medium age is 33 years. The largest population segment and persons aged 25-34 years who total 24.3% of the population. 12% of the population are aged over 65 years and 0.4% of the population are Aboriginal and Torres Strait Islanders. Our population forecast for 2041 is 56,259.

The Strathfield LGA is a culturally diverse community with approximately 58.9% born overseas and 65% of residents speaking a language other than English at home including Mandarin, Nepali, Cantonese, Korean and Arabic. 67% of Strathfield's housing is comprised of medium and high density as compared to 46% in Greater Sydney. Whereas only 31% of housing is a separate dwelling as compared to 53% in Greater Sydney. The Census 2021 reported a significant increase in new housing with nearly 4,000 new dwellings added between 2016 and 2021, the majority being new medium to high density development. The proportion of units to houses has increased since the 2016 Census. The majority of residents live in units. 48% of Strathfield's residents either own or are purchasing their home and 44% are renting. Over 40% live in family households while 20% live in lone person households. The average household size in the LGA is 2.73 people.

Our Economy

The Strathfield LGA has significant commercial and industrial areas. The major commercial centre is the Strathfield Town Centre adjacent to Strathfield Station, with commercial areas also located at Homebush, Homebush West, Sydney Markets, Strathfield South and Cave Road. The Strathfield LGA features highly connected rail, bus and road systems. Strathfield Station, one of the largest and busiest railway stations in NSW, lies in the heart of the Strathfield LGA. There are also rail stations at Homebush and Flemington. The LGA has over 43,000 jobs and more than 6,700 businesses. Over 44% of the residential population have a degree or higher qualification and 33.8% of residents aged over 15 are professional workers.

Our Environment

Whilst the Strathfield LGA is largely developed, the natural environment plays a vital role in contributing to local and regional ecosystems and human settlements with a range of local and district parks and reserves with foreshores along Cooks River and Coxs Creek, and Powells Creek which flows to Parramatta River. Strathfield's tree lined streets, well-kept gardens, playing fields, parks, public domains and natural areas contribute to the cultural identity and healthy environment of the LGA. About 9% of the LGA is open space. There is currently 9.06 hectares of remnant bushland across the Strathfield LGA which is less than 1% of the LGA's total area. Of this 4.4 hectares contain the Castlereagh Ironbark Forest, an Endangered Ecological Community (EEC).



Scan here for more information on Strathfield Council

Strathfield at a Glance - demographics

Strathfield LGA Population 46,230 (2022 ERP)		Median age 33 years (2022)
Indigenous community 0.4% (2021)	Population born overseas 59% (2021)	Residents speaking a language other than English at home 65% (2021)
Couples with children 33% (2021)		Older couples without children 6% (2021)
Lone person households 19% (2021)		Group housing 8.3% (2021)
Population 24 years and under 29.5% (2021)		Population 65 years and over 12% (2021)
Total residential dwellings 16,700 (2022)		Medium-high density dwellings 67% (2021)
Households renting 44% (2021)	Households owned/purchasing 48% (2021)	Households with a mortgage 28% (2021)
% population living and working in Strathfield LGA 14% (2021)	% Population in labour force 63% (2021)	% professionals and managers 46% (2021)
% attending University 9% (2021)	% with University qualification 45% (2021)	% completed Year 12 schooling 77% (2021)

Strathfield at a glance – features

Strathfield Council incorporated 1885		No of Councillors 7	
No. of streets in LGA 239	Length of Kerb and Guttering 194km		Length of Footpaths and Cycleways 199km
Number of park Trees 45,000 (estimated)	Number of street trees 12,000 (estimated)		Largest park Hudson Park
No. of rail stations 3	No. of local schools 18		No of universities 1
Public open space in LGA 9%	Number of sportsgrounds 23		No of parks 40+

Draft

Our Community Finance Report 2022-2023

Council is required to report to the community on its financial performance and position for the year, in accordance with the *Local Government Act 1993*. The financial figures for 30 June 2023, are currently under audit and have not been finalised. The Office of Local Government has approved an extension for the audit and the statements will be lodged once the audit is finalised. Therefore, the following financial summary is based on the most recent available data. The figures may be subject to adjustments pending the completion of the audit.

Overview

For the year ended 30 June 2023, Strathfield Council incurred an overall net operating surplus amounting to \$6.374m (PY: surplus of \$1.752m). However, Councils net operating result before grants and contributions provided for capital purposes amounted to a deficit of \$9.419m (PY: deficit of \$5.735m).

Council's largest income source, rates and annual charges, accounted for 53.7% of its total revenue, whereas the largest expenditure being employee benefits and on-costs accounted for 42.8% of total expenses.

During the year ended 30 June 2023, Councils total assets grew by 13%, largely driven by increases to the value of infrastructure property plant and equipment and the growth in Councils cash and investment balances. Total liabilities experienced a modest increase of 3.6%.

Future Financial projections 2023-2024

The future forecast of Councils financials are based on creating a more financially sustainable Council that is able to provide essential services to its growing community now and into the future. During 2022, Council undertook a financial sustainability review and identified a significant residual funding gap that placed Councils financial sustainability at risk unless additional action was taken.

As a result, Council reviewed its rates and rating structure to:

- Have a more equitable rating structure
- Create a sustainable rating structure for the future
- Maximise the rates income from future rates assessment growth
- Rebalance the income generated for provision for general funded services.

Council reviewed its options and obtained approval from the Independent Pricing and Regulatory Tribunal (IPART) for a special rate variation (SRV) to establish a sustainable future.



Scan here for more details on Council's IPART approved SRV

To deliver a financial sustainable Council, the management are committed to:

- Achieving a fully funded operations position
- Maintaining sufficient cash reserves
- Having an appropriately funded capital program
- Maintaining its asset base 'fit for purpose'
- Having adequate resources to meet ongoing compliance obligations.

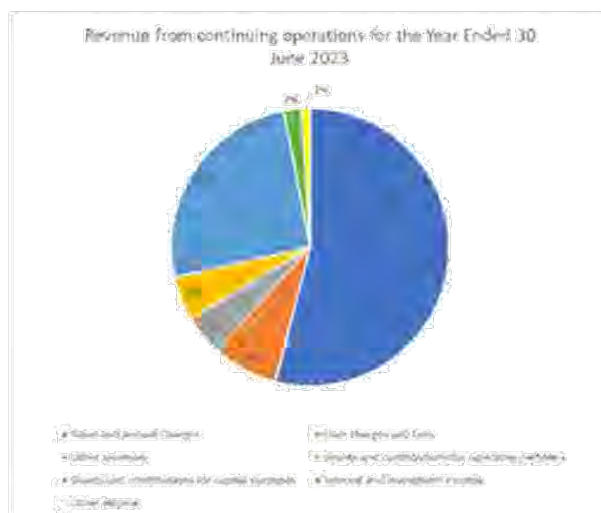
Financial overview 2022-2023

The following preliminary financial results for the period 1 January to 30 June 2023 (subject to audit) are set out in the tables below.

Income from continuing operations

Income Categories	For the year ended 30 June 2023**	For the year ended 30 June 2022	For the year ended 30 June 2021
	(\$'000)	(\$'000)	(\$'000)
Rates and Annual Charges	33,580	32,870	31,796
User charges and fees	4,711	3,192	4,337
Other revenues	3,010	3,940	2,749
Grants and contributions for operating purposes	3,145	3,412	2,738
Grants and contributions for capital purposes	15,793	7,488	5,199
Interest and investment income	1,274	414	291
Other income	1,078	1,007	929
Net gains from disposal of assets	-	-	-
Total income from continuing operations	62,589	52,323	48,039

****Note: these figures are subject to audit**



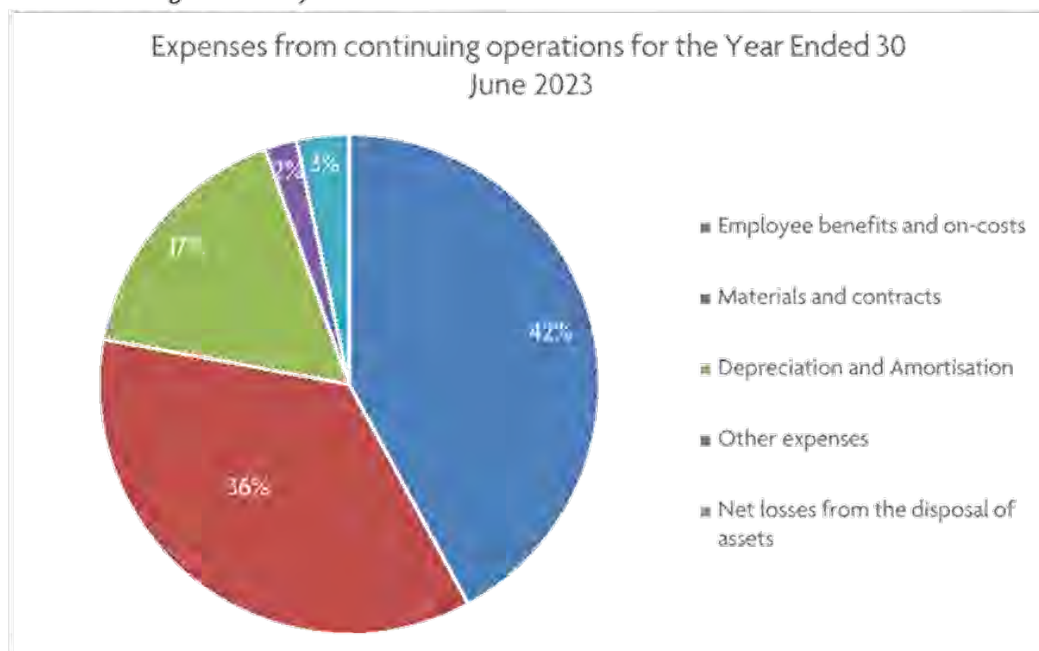
Annual Report – final draft

page 19

Expenses from continuing operations

Expense Categories	For the year ended 30 June 2023	For the year ended 30 June 2022	For the year ended 30 June 2021
	(\$'000)	(\$'000)	(\$'000)
Employee benefits and on-costs	23,674	20,691	21,218
Materials and contracts	20,114	16,989	15,366
Depreciation and Amortisation	9,355	9,768	8,936
Other expenses	1,167	982	1,044
Net losses from the disposal of assets	1,905	2,141	1,799
Total expenses from continuing operations	56,215	50,571	48,363

Note: these figures are subject to audit



Operating Result

Results	For the year ended 30 June 2023**	For the year ended 30 June 2022	For the year ended 30 June 2021
	(\$'000)	(\$'000)	(\$'000)
Operating result from continuing operations	6,374	1,752	(324)
Net operating result from the year before grants and contributions provided for capital purposes	(9,419)	(5,736)	(5,523)

Note: these figures are subject to audit

Income Statement

	2023**	2022	2021
	\$'000	\$'000	\$'000
Total Income from Continuing Operations	62,589	52,323	48,039
Total Expenses from Continuing Operations	56,215	50,571	48,363
Operating Result from Continuing Operations	6,374	1,752	(324)
Net Operating Result for the year	6,374	1,752	(324)
Net Operating Result before Grants & Contributions provided for Capital Purposes	(9,419)	(5,736)	(5,523)

***Note: these figures are subject to audit*

Statement of Financial Position

	2023**	2022	2021
	\$'000	\$'000	\$'000
Total Current Assets	35,933	27,297	43,993
Total Current Liabilities	28,033	27,939	24,488
Total Non-Current Assets	600,472	536,356	477,125
Total Non-Current Liabilities	458	216	226
Total Equity (Net Assets)	607,914	535,498	496,404

***Note: these figures are subject to audit*

Revenue

	2023**	2022	2021
	\$'000	\$'000	\$'000
Rates and Annual Charges	33,580	32,870	31,796
User charges and fees	4,711	3,192	4,337
Other revenues	3,010	3,940	2,749
Grants and contributions for operating purposes	3,143	3,412	2,738
Grants and contributions for capital purposes	15,793	7,488	5,199
Interest and investment income	1,274	414	291
Other income	1,078	1,007	929
Net gains from disposal of assets			
Total Income from Continuing Operations	62,589	52,323	48,039

***Note: these figures are subject to audit*

Expenses

	2023**	2022	2021
	\$'000	\$'000	\$'000
Employee benefits and on-costs	23,674	20,691	21,218
Materials and contracts	20,114	16,989	15,366
Depreciation and Amortisation	9,355	9,768	8,936
Other expenses	1,167	982	1,044
Net losses from the disposal of assets	1,905	2,141	1,799
Total Expenses from Continuing Operations	56,215	50,571	48,363

***Note: these figures are subject to audit*

Assets

Our infrastructure, property, plant and equipment and investment property assets were valued at \$580.4 million as at 30 June 2023

Asset	Value at 30 June 2023**
Roads	277,553
Drainage	57,285
Buildings	48,688
Land	128,644
Plant and equipment	3,338
Car Parks	6,556
Open space, parks & reserves	44,148
Other Assets	4,697
Work in progress (WIP)	9,563

***Note: these figures are subject to audit*

Capital Works

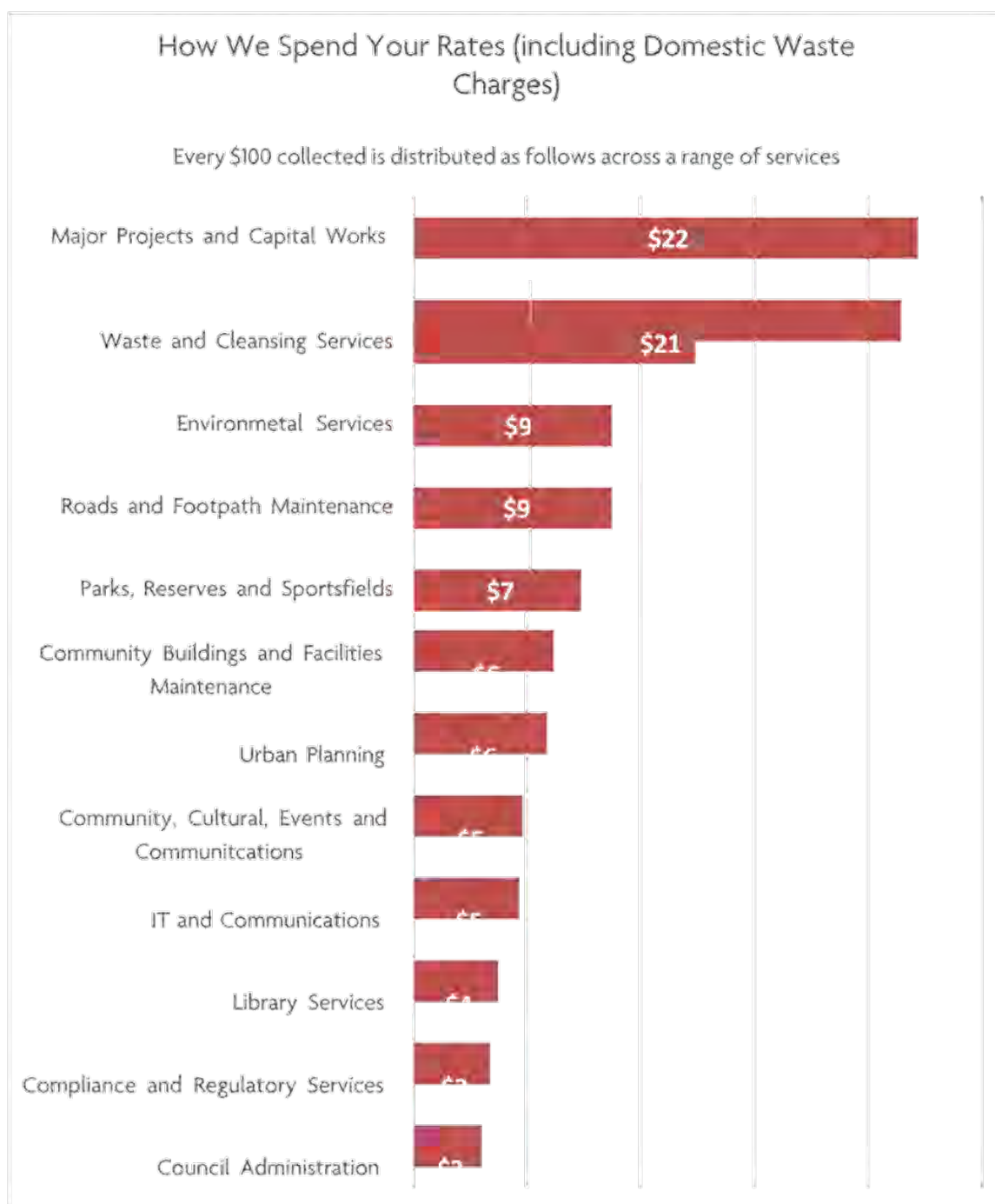
Asset Classes	2023**	2022	2021
	\$'000	\$'000	\$'000
Roads/Bridges/Footpaths/Drainage	3,329	4,594	4,396
Recreational Assets (parks/sporting fields)	176	41	1,395
Buildings	796	1,292	1,997
Land Improvements	-	-	141
Other infrastructure plus works in progress	6,769	5,346	2,586
Land	-	-	-
Plant & Equipment	1,199	825	1,520
Office equipment	39	669	2,115
Other Assets	119	177	230
Total Capital Spend	12,427	12,944	14,380

***Note: these figures are subject to audit*

Total equity

Strathfield Council's community equity (defined as our net worth) was \$607.9 million at 30 June 2023.

Where your rates were spent



Capital works snapshot

During 2022-2023, Council's capital works program included the upgrades and maintenance of community buildings, renewals of roads, footpaths, drainage or park facilities. A detailed list of Capital works completed in 2022-2023 is contained on pages **xx**

Major Projects

A number of major projects were undertaken including building new bridges, restoration of heritage buildings owned by Council and completion of recreation and sporting facilities in Hudson Park. Some of our 2022-2023 projects included:

- Restoration of the historic Strathfield Town Hall including replacing the slate roof and internal works. The total cost for the roof replacement and internal refurbishment is \$991,444.
- Completion of Hudson Park Stage 2 works located on Hudson Park East including additional shade and seating, BBQ and sheltered picnic areas, children's playground, outdoor fitness equipment, sports courts for basketball and volleyball, outdoor table tennis tables and toilet amenities.
- Construction and completion of the Lorraine Street and Hamilton Street pedestrian bridge across Powells Creek, linking Strathfield and City of Canada Bay Councils and improving and extending pedestrian and cycle access. The total budget for the projects including installation, civil and landscaping works and public art is \$3,040,024 funded by the Parramatta Road Urban Amenity Improvement Program (PRUAIP), an initiative of the NSW Government.
- Scheduled and reactive maintenance of all Council buildings including parks amenities, administration, library, community centres etc.
- Installation of a new public toilet at Homebush West Town Centre in the northeastern corner of the Homebush West car park.

Transport infrastructure

Council maintains 97 km of roads (239 streets) and 199 km of footpaths and cycleways. Bridges, car parking and pathways are also part of our local transport infrastructure. A complete list of all projects is detailed on page **xx**. Some of our 2022-2023 key projects included:

- Road resurfacing involving resheeting of asphalt surfaces of 13 roads in Strathfield and Strathfield South
- Installation of Pedestrian safety fencing on Albert Road and Churchill Avenue
- Roundabout at Bridge Road and Loftus Crescent to mitigate crashes and speeding
- Footpath renewal in Strathfield and Strathfield South

Drainage and kerbs and guttering

Council maintains 194 km of kerbs and guttering, 65.49 kms of stormwater pipes and 2599 stormwater pits. Some of our 2022-2023 projects included:

- Upgrade of existing pits and drainage pipes at Vernon Street Strathfield
- Additional pits and lay new 450mm pipe in Woodward Avenue Strathfield

- Lay new 450mm pipe and pits at Dean Street Strathfield South
- 13 Kerb and gutter renewal projects in Strathfield and Strathfield South

Draft

Delivery Program Progress

Overview

Council's Delivery Program 2022-2026 details the principal activities Council will undertake over a four year period to achieve the goals and aspirations identified by the local community in the Community Strategic Plan, Strathfield 2035. The five themes or key priority areas in the Community Strategic Plan 'Strathfield 2035' that inform the Delivery Program and Operational Plan include: Connectivity, Community Wellbeing, Celebrating Culture and Place, Liveable Neighbourhoods and Responsible Leadership

The Operational Plan outlines the activities Council included to undertake during the 2022-2023 year to achieve its Delivery Program commitments. In December 2023, the plan was amended and placed on exhibition after consultation with Councillors and to align with the amendments to the Long Term Financial Plan and proposal for a Special Rate Variation. These amendments were adopted at the 7 February 2023 Council meeting.

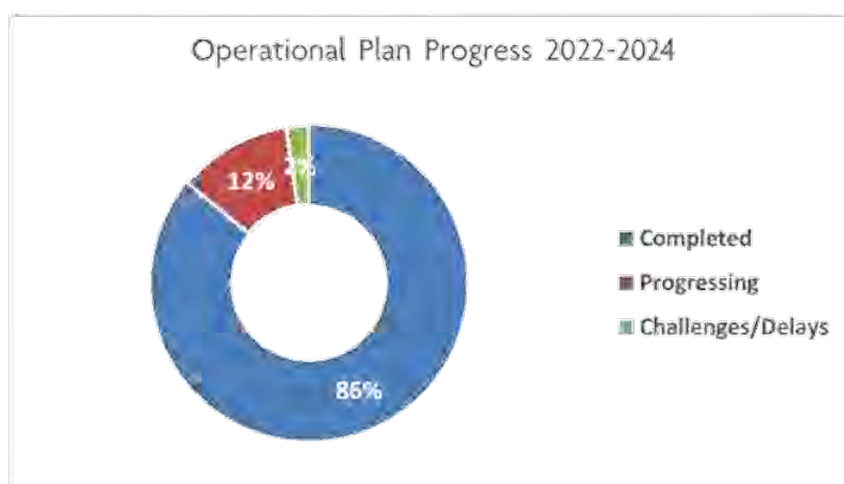
These plans are supported by the Resourcing Strategy which consists of the following plans:

- Long Term Financial Plan
- Asset Management Strategy and Plans
- Workforce Management Strategy

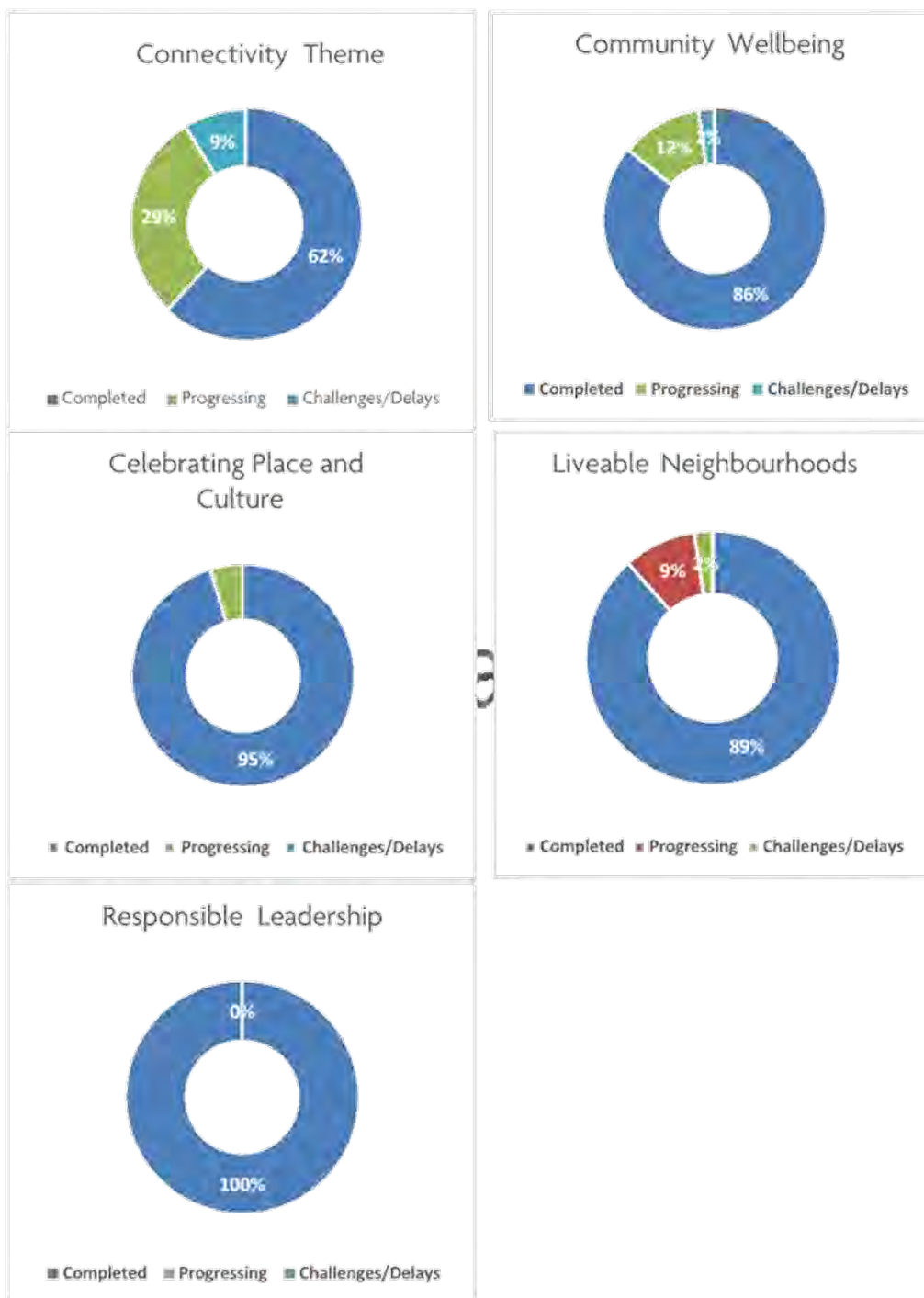
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The 2022-2023 Operational Plan included a total of 171 actions. This includes capital works, community programs, environmental and waste programs, events, regulating public health and planning and development.

6 monthly reports were presented to Council in April and September 2023 for the periods June to December 2022 and January to June 2023.



Progress of Operational Plan 2022-2023 based on Community Strategic Plan Themes



Communicating with our community

Council is committed to fostering open lines of communication with the local community through various mediums. This is to keep the community up to date with projects, initiatives and events that are managed by Strathfield Council. Information is disseminated via Council's website, social media channels, eNews, printed newsletter, videos on Council's YouTube channel, advertising and rates notice distributions. The main aim of Council's communications efforts is to keep the community informed, encourage contributions that can help guide policies/projects and maintain transparency.

E-News	Print Newsletters
eNews is a newsletter which is distributed via email to over 31,000 recipients weekly. It contains information on events, major proposals, community engagement, project updates, local history and community news updates. Council distributed 50 eNews issues in 2022-2023.	Council's printed newsletter is issued to 19,000 households within the Strathfield LGA on a monthly basis. Each newsletter includes a monthly update from the Mayor, highlights upcoming events, features programs run by Strathfield Library and Council's Community Services team, showcases sustainability topics and includes project updates.
Social Media	Rates Notice information
Council's presence and number of followers on social media has continued to increase over time. It is an effective medium to distribute timely communications and is useful during instances requiring urgent messaging. Social media is a growing medium used by the community to obtain information and updates they are interested in. Council had 22,121 social media hits (followers/likes) across Facebook, Twitter, Instagram and LinkedIn in 2022-2023 and a total of 1,595 social media updates.	Council distributes rates notices every quarter which also features DL flyers. In July 2023, Council amended the format of including a double sided DL flyer to a 6 page DL brochure. This brochure features the projects that are funded by rates, waste education projects and events/programs run by Council that would be of interest to rate payers.
Videos	Flyers
Council posts videos to Strathfield TV, Council's YouTube channel. It includes video recordings of Council meetings, Mayor's Council Meeting recap videos and highlights from Council events.	Letters and/or flyers are distributed to residents for projects or events requiring community engagement or community notification. Over the past 12 months, Council has organised the distribution of 8 letters/flyers to local residents.

Awards and Recognition

Awards and acknowledgements received by Council in 2022-2023 include:

Finalist - Local Government NSW Awards in the category of Leo Kelly Arts and Culture Awards for Visions with Variety exhibition which showcased the talents of Strathfield residents who participate in art classes held at the Strathfield School for Seniors.

Finalist – NSW Local Government Professionals Excellence Awards in the category of Customer Experience for the Extended Hours Access at Strathfield Library. June 2023.

Finalist – NSW Local Government Professionals Organisational Diversity and Inclusion Award Reflections on Success Factors: Strathfield Council's employment of female staff in Open Spaces. June 2023.

2023 Strathfield Local Citizen of the Year Award



Figure 1 George and Helen Saad with Tony Burke MP

Council recognises those who generously donate their time to help others. This award is held annually on Australia Day and aims to recognise those who make significant contributions to the Strathfield community. This year's awards were presented by Mayor Matthew Blackmore to George and Helen Saad. George and Helen Saad have lived in Strathfield for over 40 years and have made significant contributions to the Strathfield community through volunteering their time to a wide range of community initiatives including coaching and managing the local soccer club, hosting neighbourhood morning and afternoon tea and Christmas street parties to bring residents and cultures together and assisting resident's advocacy to Council.

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Community Events

Strathfield Council delivers a broad range of events to meet the diverse needs and interests of our community. In 2022-2023, the following events were held.

July 2022

- School Holidays Programs at Strathfield Library (July 2022)

September 2022

- Strathfield Spring Festival at Strathfield Park (3 September 2022)

October 2022

- Movies in the Park at Strathfield Park (22 October 2022)
- Children's Week Event at Strathfield Library (27 October 2022)

November 2022

- Movies in the Park at Strathfield Park (5 November 2022)
- Movies in the Park at Strathfield Park (19 November 2022)

December 2022

- Strathfield Christmas Carols at Strathfield Park (3 December 2022)
- Movies in the Park at Strathfield Park (3 December 2022)
- Historic Houses of Strathfield Exhibition at Strathfield Library (December 2022-January 2023)

January 2023

- Australia Day at Strathfield Square (26 January 2023)
- Movies in the Park at Strathfield Park (26 January 2023)
- School Holidays Programs – Basketball, Volleyball, Soccer and Touch Football (January 2023)
- Lunar New Year Event at Strathfield Library (31 January 2023)

February 2023

- Movies in the Park at Strathfield Park (11 February 2023)
- Senior Comedy Show and Lunch at Strathfield Sports Club (7 February 2023)
- Seniors Legal Information Session at Strathfield Library (3 February 2023)
- Seniors Movie Screening at Strathfield Library (10 February 2023)
- Inclusive Dance Class at Dutton Centre (9 February 2023)
- Visions with Variety: Celebrating Seniors at Strathfield Library (February - March 2023)

March 2023

- Movies in the Park at Strathfield Park (11 March 2023)
- International Women's Day at Homebush West Community Centre (8 March 2023)
- Harmony Day at Dutton Centre (21 March 2023)
- Exhibition - Painting on Mondays: Catriona Grant & Megan Winch at Strathfield Library (9 March 2023-30 April 2023)

April 2023

- ANZAC Day Memorial Service at Davey Square (25 April 2023)
- Strathfield Festival at Strathfield Square (27 – 29 April 2023)
- Youth Week Careers Expo at Strathfield Library (27 April 2023)

May 2023

- Exhibition - Net calls Net, Weave calls Wave: Marta Romanu & Karl Logge at Strathfield Library (11 May 2023- June 2023)

June 2023

- NAIDOC Week with Walangari Karntawarra at Strathfield Library (27 June 2023 – 11 July 2023)
- Youth Environment Event – Speaking for the Planet (5 June 2023)

Draft

Features

Hudson Park



Figure 2 Opening of Hudson Park February 2023 with Mayor Matthew Blackmore, General Manager Michael Mamo, Director of Operations and Engineering Cathy Edwards-Davies and Council staff

The development of Hudson Park, a former golf course, into a district park has been implemented over various stages. Major works were completed in 2023 in the northern section of Hudson Park East which is close to Centenary Drive and Arthur Street. Works included additional shade and seating, off-leash dog park, BBQ and sheltered picnic areas, children's playground, outdoor fitness equipment, sports courts for basketball and volleyball, outdoor table tennis tables and toilet amenities.

The Hudson Park Golf Driving Range was upgraded with 25 individual hitting bays and operating seven days a week from 6:30am to 11:00pm. The Driving Range is highly patronised and very popular. In the last year, about 27,000 balls were hit per day totalling over 7.4 million in a year.

Council was successful in obtaining \$21 million in grants under the WestInvest grant program with part of these funds allocated to improvements to Hudson Park.

Strathfield Festival



Strathfield Festival welcomed the community to enjoy local culture as the heart of Strathfield came to life from 27 – 29 April. Over 35,000 people enjoyed cultural performances, live music, various cuisines from local businesses, roaming entertainment and lighting installations.

With multiculturalism at the centre of the event, there was a number of different cultural performances including an Indigenous welcome to country with a didgeridoo performance; Indian dance performances ranging from Bollywood, modern and Bharathanatyam; traditional Chinese dances and drummers; Korean drummers and singers; Brazilian drummers and dancers and Japanese drummers.

Local schools were invited to submit artworks depicting themes of multiculturalism and what culture meant to each student. These artworks were turned into animated videos which were projected onto the Strathfield Plaza and Strathfield Private Hotel buildings. 78 pieces of artwork were submitted by Homebush Public School, Homebush West Public School, Marie Bashir Public School and Strathfield Girls High School. St Anne's Primary School also submitted an artistic blanket which had over 50 pieces of artwork combined into one large blanket.

The funding for this project has been provided by the NSW Government. Council looks forward to hosting Strathfield Festival again on 2 – 4 May 2024.

Restoring our Historic Strathfield Town Hall



Figure 3 Restoration of the roof of the Strathfield Town Hall

The Strathfield Town Hall was first opened in 1923 and is an important part of the community life of the Strathfield area. The Strathfield Town Hall has been used for the last 100 years for numerous functions including Council Meetings, Citizenship Ceremonies, Weddings, Parties and Dances, Public Meetings, Orchestral, Singing and Theatrical performances and Civic Functions.

As the Town Hall approached its 100th anniversary, a range of works were necessary to address the declining condition of its slate roof and roof frame. The state of the roof caused water infiltration when it rained and damage to the Hall ceilings and the walls. The metal roofed sections of the building also required repairs due to rust and metal fatigue. The Town Hall also required works such interior painting and repairs to walls and improvements to audio/visual equipment in the Hall. Undertaking these works would see the continued service to the community for many years to come.

In 2022-2023, a major heritage conservation work was undertaken with the restoration of the Strathfield Town Hall slate roof and hall interiors. The works required the closure of the Town Hall for most of 2023 but is scheduled for reopening for its 100th anniversary in October 2023.

Revitalising our Green and Golden Bellfrog



Figure 4 Green and Gold Bellfrog

Draft

The Greenacre Frog Pond is built on a site formerly occupied by the Enfield Brickworks. These brick pits became an important habitat site for the Greenacre population of the Green & Golden Bell Frog (*Litoria aurea*) (GGBF). The GGBF are listed as Endangered under the *Biodiversity Conservation Act 2016* and Vulnerable under the *Environment Protection and Biodiversity Conservation Act 1999*. While most of the brick pits were filled and subdivided, a small frog habitat area was created near Bellfrog Street Greenacre. Over time, the population of the GGBF deteriorated and from around 2012, no sightings of the GGBF were registered. In 2020, Council adopted a new Plan of Management for the Greenacre Frog Ponds which included actions to improve the condition of the site to encourage repopulation of the GGBF at Greenacre.

Council has worked with the Frog and Tadpole Study Group of NSW to revitalise the frog ponds in order to become a successful breeding site for the GGBF. It appears that a small permanent population of between 5 to 10 GGBF frogs is now present on the site, however the number and composition of GGBF constantly changes due to movement in and out of the site. Further the presence of tadpoles has attracted predatory birds and bird exclusion netting has been erected over the ponds for protection. In October 2021 – June 2022 12 adult and 7 metamorph Green and Golden Bellfrogs were recorded, as well as tadpoles in one pond. In the second year of operation (June 2022 – June 2023) 20 adults were identified at the Greenacre Frog Ponds. 4 metamorphs were also identified, as well as tadpoles in two ponds. Additionally, 1 adult GGBF was found at the NSW Ports ponds for the first time in December 2022.

International partnerships



Strathfield Council established a Sister City Relationship with Gapyeong County, in the province of Gyeonggido, in the Republic of South Korea in 2011. For over 30 years, the Strathfield LGA has been home to many Korean businesses and residents of either Korean birth and/or ancestry. The Sister City relationship is a means to promote cultural, economic, educational and social exchanges between the two areas. Since 2011, there has been visits by delegations between Strathfield and Gapyeong including school programs.

A digital photo exhibition commemorating the 60th Anniversary of Australian-Korean diplomatic relations was displayed at Strathfield in late 2021 to celebrate Australia and Korea's prosperous and reciprocal relationship. Following this exhibition, a delegation from Strathfield Council including the Mayor Matthew Blackmore was invited to visit Gapyeong County in October 2022. In July 2023, a delegation from Gapyeong including 34 students and the South Korean Consulate General visited Strathfield. An exhibition was held in Strathfield Library of the 70th anniversary of the Korean War Armistice.

Connecting people and places



Figure 5 Lorraine Street Bridge Artwork Installation

Draft

Council is working with partners including the City of Canada Bay Council to build three new pedestrian and cycleway bridge crossings across Powells Creek Homebush at Lorraine Street, Hamilton Street and George Street. The bridges will link with parts of the Bay to Bay shared pathway, a continuous collection of cycle and pedestrian paths linking Botany Bay to Sydney Olympic Park. The new bridge program also providing opportunities for active transport and access to parks and reserves along Powells Creek in Strathfield and City of Canada Bay Councils.

The Lorraine Street Bridge features lights that represent the bird migration between Siberia & Strathfield. Lights represent the patterns formed by movement of both people and animals, as thousands of individuals often follow the same path. The lightworks pay testament to the power, magnitude and importance of these migratory journeys, whilst also celebrating the journey and story of every individual.

The Hamilton Street Bridge lights represent the journeys of the people from over 100 nations that have migrated to the Strathfield district, including the First Nations. The lights representing these journeys around Earths circumference.

The project is funded by the NSW Government under the Parramatta Road Urban Amenity Improvement Program (PRUAIP) to improve open space and active transport links along the Parramatta Road corridor. An additional facet of this project is the inclusion of public art on each bridge representing aspects of the cultural, social and environment life and heritage of the local district.

Belfield – renaming of a suburb

The suburb of Belfield was partly located in Strathfield LGA and City of Canterbury-Bankstown LGA. The section of the suburb located in the Strathfield LGA measured 0.52 hectares with a population of about 1500 people. Representations from Belfield residents were made to Strathfield Council requesting that the portion of Belfield in the Strathfield LGA be renamed Strathfield South. Strathfield South shared boundaries with parts of Belfield. Naming of suburbs is determined in NSW by the Geographical Names Board.

In accordance with guidelines from the Board, Council conducted extensive community engagement on the proposal in 2021. The outcomes from the community engagement was forwarded to the Board to consider.

After considering all the submissions to the proposal, the NSW Geographical Names Board approved renaming this portion of Belfield as Strathfield South. This was gazetted on 2 June 2023 and applied from 1 July 2023. A range of actions are being implemented to execute the changed suburb name.

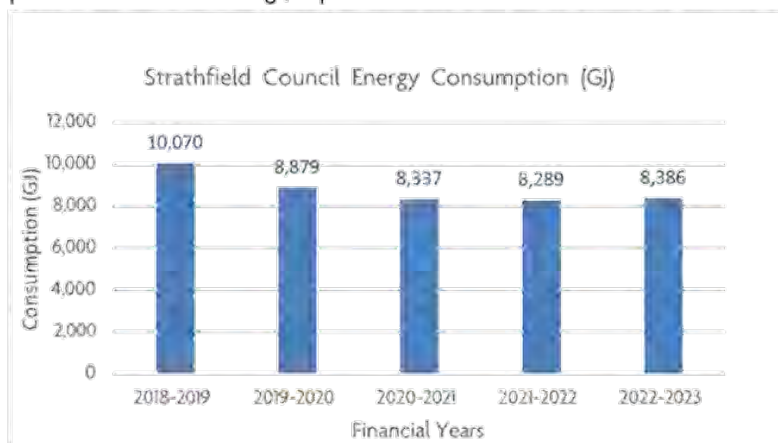
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Our Sustainable Environment

Council is committed to improving sustainability in Council's operations and across the Strathfield Council area. We understand that the challenges posed by environmental issues are significant, but we are committed to reducing consumption and emissions, through responsible practices, collaboration, education and by example. In the 2023 Strathfield Community Survey, 72% of the community indicated support for Council improving its environmental performance through investment of resources. This section provides reporting on Council's operational performance and that of the overall council area.

Council operations - Energy Consumption

Across all Council facilities, the total energy use for 2022-2023 was 8386 GJ. While this represents an increase of 1.17% from the previous year, usage has declined by 16.7% since 2018-2019. The largest energy consumer is street lighting, which used 4,459GJ, which is over half of Council's total energy use. Reductions in energy use are attributable to actions to improve efficiency through installation of solar panels on Council buildings, in parks and in conversion to LED of older streetlights.

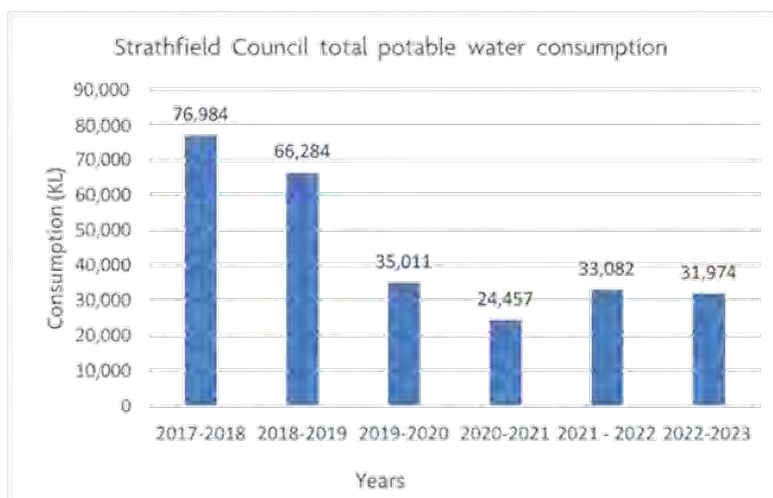


Source: Azility Management Energy usage statistics 2018-2023

Council operations – water efficiency

Council has reduced its potable water use in the local area by 58% since 2017-2018. The decline is partly due to increased rainfall, installation of automated irrigation systems and transforming Hudson Park from a golf course, which was Council's highest consumer of water, to a park. Use of potable water in Council facilities including parks and sports fields totalled 31,974 kL in 2022-2023.

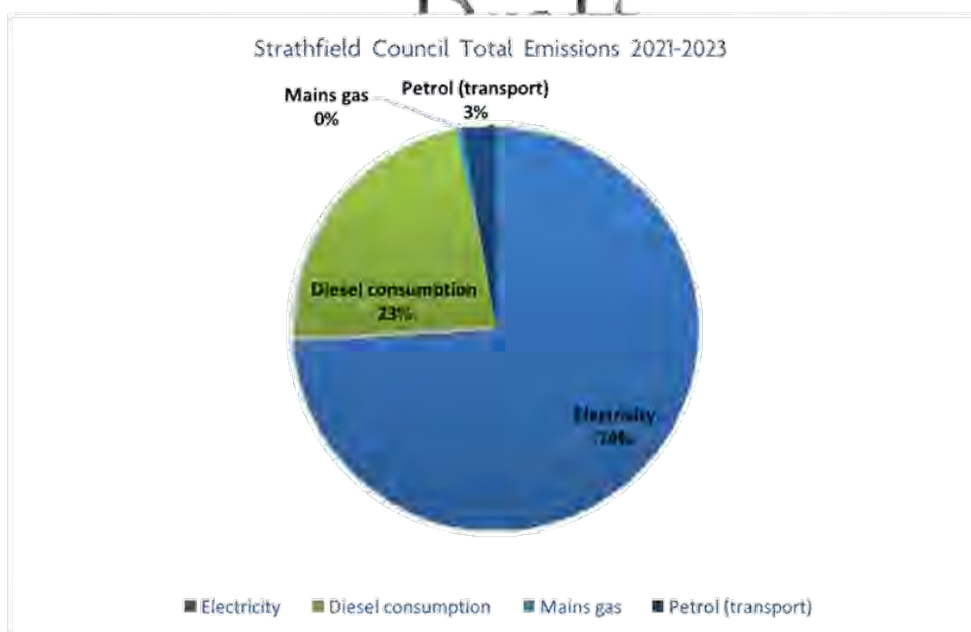
The highest water users are parks containing sportsgrounds such as Strathfield Park, Mason Park and Bressington Parks.



Source: Azility Management potable water data 2017-2023

Council operations – total emissions

In 2022-2023, Council's total emissions were 2424 CO₂-e. Electricity contributed the highest emissions at 74% or 1799 CO₂-e, followed by diesel consumption at 23% or 550 CO₂-e. Mains gas contributes 0.5% or 12 CO₂-e and petrol for transports 3% or 65 CO₂-e.



Type	% of emissions	Total emissions
Electricity	74.2%	1799 CO ₂ -e
Diesel consumption	22.7%	550 CO ₂ -e
Mains gas	0.5%	12 CO ₂ -e

Petrol (transport)	2.7%	65 CO2-e
Total	100%	2424 CO2-e

Source: Azility Management emission data 2022-2023

Electric Vehicles

Electric vehicles (EVs) have the potential to improve transport systems, through reduced running and maintenance costs, air pollution, noise pollution and limited reliance on fossil fuels. Strathfield Council supports the Electric Vehicles and operates two EV charging stations in the Strathfield Town Centre and Bressington Park. In 2022-2023, these charging stations provided 232 sessions and 1,090.44 kWh.

Strathfield LGA - Water Consumption

The most recent water consumption data is for 2021-2022. During 2020-2022 were affected by COVID protocols, which are likely to affect consumption. In the most recent data, potable water consumption had declined in the suburbs of Strathfield, Strathfield South and Homebush, while increasing in Homebush West, Greenacre and the former area of Belfield.

Strathfield LGA: Potable Water Consumption by Suburb (kL)

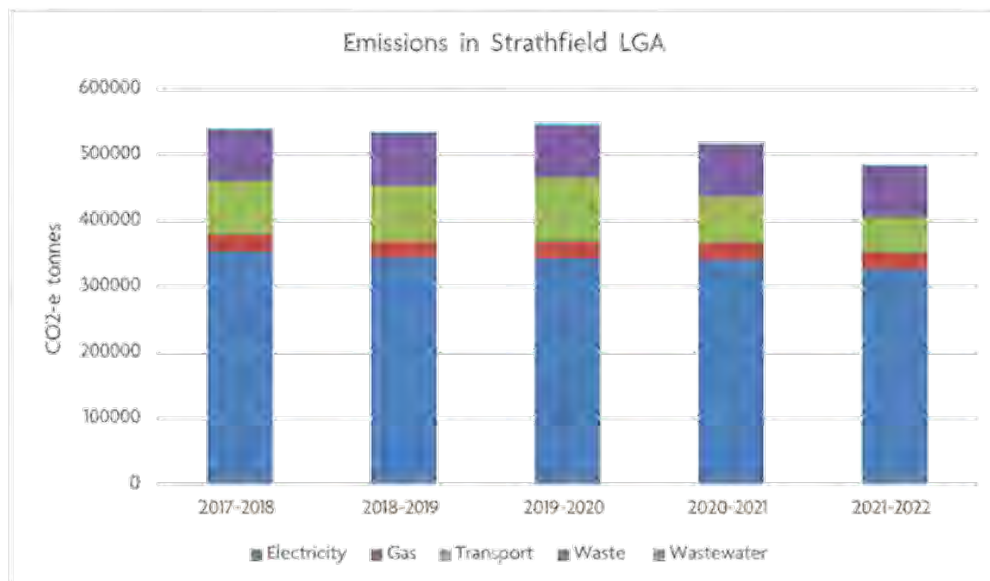
Suburb	2018-19	2019-20	2020 - 2021	2021-2022
Belfield (former)	123,045	114,498	115,095	131,826
Greenacre	399,792	354,785	329,362	397,788
Homebush	1,214,687	1,258,951	1,141,098	1,111,380
Homebush West	754,682	1,007,155	777,178	869,554
Strathfield	2,097,060	2,028,069	1,845,619	1,548,647
Strathfield South	598,053	574,242	569,070	430,356
TOTAL	5,187,321	5,337,706	4,777,422	4,489,551

Source: Resilient Sydney platform utilising Sydney Water Data and Kinesis.

Strathfield LGA - Energy Consumption and Emissions

Access to reliable and affordable energy supply underpins economic activity and our quality of life, however use of energy from non-renewable sources leads to greenhouse gas emissions and air pollution. There has been an overall decline in both the total and per person amount of energy use in the Strathfield LGA. Emissions from energy consumption were also reduced, likely due to COVID pandemic protocols which reduced movement through lockdowns and working from home protocols.

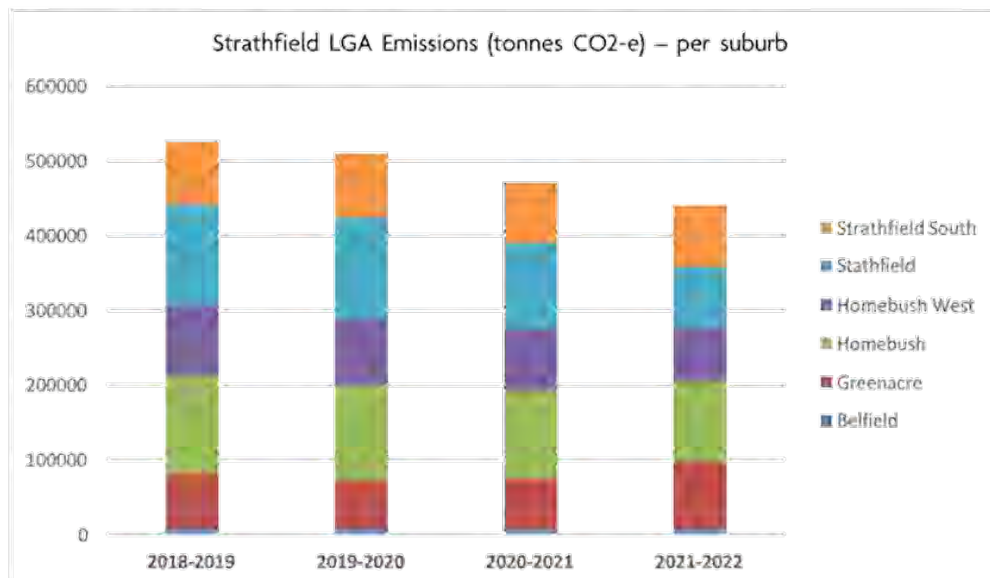
Strathfield LGA emissions by source



Source: Resilient Sydney platform

Emissions generally have declined in Strathfield LGA since 2017-2018. However, this is largely due to the impact of COVID pandemic lockdowns, reduced travel and working from home protocols. This is particularly noticeable in the decline in transport emissions from 96,306 CO₂-e tonnes in 2019-2020 to 53,416 CO₂-e tonnes in 2021-2022.

Strathfield LGA emissions – per suburb



Source: Resilient Sydney platform

Strathfield LGA Emissions (tonnes CO₂-e) indicate a general decline in the Strathfield LGA and across most suburbs, likely due to the impact of COVID measures in 2020-2022.

Air Quality

Air quality data is collected by the NSW Department of Planning and Environment on a 24 hour cycle. 97% of days in 2022-2023 in the Strathfield LGA and surrounds were categorised as good days, which is a slight increase from the previous year.

Year	Good	Fair	Poor	Very Poor	Extremely Poor	% Good days per year
2022-2023	354	9	1	0	1	97%
2021-2022	349	14	1	1	0	96%

Tree canopy

Green tree canopies are crucial in providing vital shade that reduces ambient temperatures and mitigates the urban heat island effect. They increase biodiversity and habitat, improve air quality by removing airborne particles and air pollution, mitigate the impact of climate change, act as a storehouse and sequester carbon dioxide and reduce stormwater flows and nutrient loads. Strathfield's urban tree landscape enhances streetscape appearance, provides habitat for birds and native animals, improves air quality, provides shade and reduces UV radiation and heat energy absorption.

Trees also have social benefits by providing a sense of place and creation of local identity, improving community cohesion through an improved public domain, encouraging outdoor activity, reconnecting children with nature, reducing heat-related illness and improving mental wellbeing. Trees also increase property values, reduce energy costs, decrease health costs and reduce drainage infrastructure costs.

Tree canopies are calculated across all land types in the LGA including residential, industrial, parklands and roads. The Greater Sydney goal by 2036 is 40% tree canopy cover. However, the estimated tree canopy of the Strathfield LGA is 17% (NSW Planning, Industry and Environment 2019), which is well below the goal of 40%. There is considerable variation within the Strathfield LGA of tree canopy coverage ranging from higher coverage in parks and reserves such as Cocks Creek Reserve (67%) and Ford Park (57%) to very low cover of under 3% on some large industrial sites in Strathfield South and Homebush. Some residential streets in the Strathfield LGA are under 10% tree canopy cover. All land uses including private dwellings and industrial sites will need to improve their tree canopy cover in order to improve the canopy of their suburb and the Strathfield LGA. Tree canopy goals for the Strathfield LGA cannot be met entirely through tree plantings on public land such as street and park trees. New canopy data is likely to be available in the next financial year.

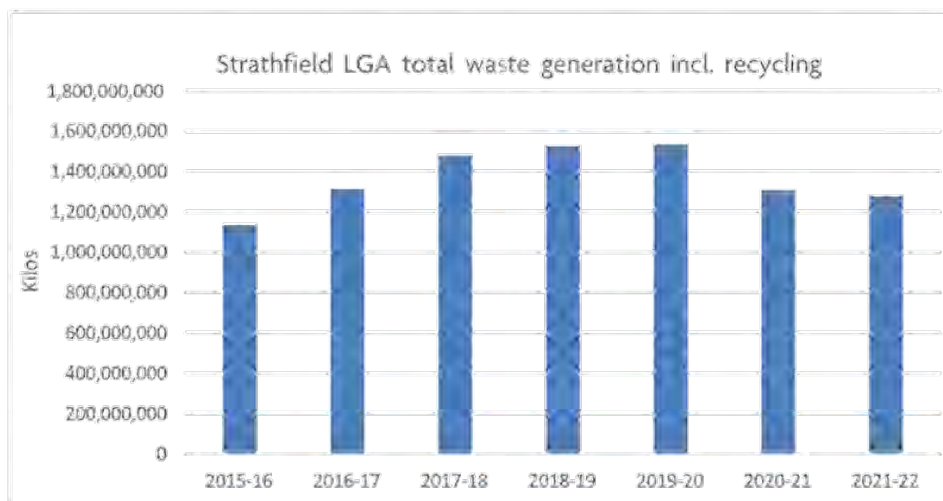
Waste generation in Strathfield LGA.

Council does not manage industrial and commercial waste, which in 2021-2022 generated 41% of all waste in the Strathfield LGA. In the five years of data from 2017-2018 to 2019-2020, all types of waste including commercial and domestic (solid waste, recycling and green) increased. Total waste generation in the Strathfield LGA reached its highest level of 129,079,209 kilos in 2019-20, however due to impact of COVID, total waste fell to 111,290,575 in 2021-2022. During the peak period of the COVID pandemic between 2020-2022, commercial waste and recycling declined each by around 10,000,000 kilos per year, while solid waste and green waste increased likely as a result of restricted movement and lockdowns. The most recent data is from 2021-2022, however it is likely that waste generation will increase with return to pre-COVID levels.

Waste Generation by Source (kg).

Waste type	2018-19	2019-20	2020-21	2021-22
Commercial and industrial waste	54,084,290	54,579,787	46,352,048	45,415,949
Green waste	2,637,880	2,244,460	2,451,260	2,768,490
Municipal solid waste	9,978,579	10,210,060	11,551,500	11,314,990
Recycling	61,600,886	62,044,901	52,375,686	51,791,146
All	128,301,636	129,079,209	112,730,494	111,290,575

Source: Resilient Sydney platform



Our Governance Draft

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Democratic governance

Strathfield Council is incorporated under the *Local Government Act 1993*. Council is an elected system of government and is directly accountable to the local community. Council is an independent, statutory corporation responsible for administering a local government area (LGA) under its jurisdiction. Leadership of councils is provided by 'the council' – the elected or councillors.

Strathfield Council is comprised of seven councillors, who are elected by the residents and ratepayers of the Strathfield LGA. The current Council term commenced in December 2021. The next Council election is scheduled for September 2024. The Act gives NSW councils broad powers to independently plan for and manage local community services and facilities in consultation with their local community.

The role of the Councillors is to direct and control the affairs of the Council in accordance with the *Local Government Act 1993* and other applicable legislation. The elected councillors make the policies and decisions that drive and shape the direction and achievement of the LGA's vision into the future. They work together with the community and the General Manager to set the strategic direction of the LGA. Their role is defined in the *Local Government Act 1993*, to:

- represent the interests of electors, ratepayers and residents
- provide leadership and guidance to the community
- facilitate communication between the community and the Council
- participate in local government decision-making processes at Council and committee meetings.

Councillors elect the Mayor every two years (or when a vacancy arises between elections) and the Deputy Mayor every year. The Deputy Mayor performs the functions of the Mayor when authorised to do so.

The role of the Mayor is to:

- preside at meetings in accordance with the Act
- provide leadership and guidance to the community
- carry out civic and ceremonial duties on behalf of the local government
- speak on behalf of the local government
- liaise with the General Manager on the affairs of local government and the performance of its functions.

The current Council term commenced in December 2021. The next Council election is scheduled for September 2024. Councillors elect the Mayor every two years and the Deputy Mayor every year.

Councillor fees and expenses

The Mayor and councillors receive an annual fee endorsed by Council and set within the approved range by the Local Government Remuneration Tribunal. The maximum Mayor's fee for 2022-2023 was

\$46,010 plus a Councillor fee of \$21,100. Councillors' fees for 2022-2023 were \$21,100 each Councillor. The Mayor and Councillors also receive reimbursement of expenses relating to their roles, as detailed in Council's Councillor Expenses and Facilities Policy. This policy was reviewed and adopted on 7 February 2023.

Conduct of councillors

Council's Code of Conduct incorporates the provisions of the Model Code of Conduct for Local Councils in NSW. It sets the minimum standards of conduct for council officials. It is prescribed by regulation to assist council officials to:

- understand and comply with the standards of conduct that are expected of them
- enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence
- act in a way that enhances public confidence in local government.

Failure by a councillor to comply with the standards of conduct constitutes misconduct under the *Local Government Act 1993*, which provides for a range of penalties that may be imposed on councillors for misconduct, including suspension or disqualification from civic office. A councillor who has been suspended on three or more occasions for misconduct is automatically disqualified from holding civic office for five years. The Code of Conduct was reviewed and adopted by Council on 6 December 2022.

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Mayor and Councillors

The Councillors elected for the 2021-2024 Council term include:

- Matthew Blackmore
- Benjamin Cai
- Raj Datta
- Nella Hall
- Sharangan Maheswaran
- Karen Pensabene
- Sandy Reddy

Mayor and Deputy Mayor

The positions of Mayor and Deputy Mayor are elected from and by the Councillors. The following councillors served as Mayor and Deputy Mayor for the following periods during this term of Council.

Dates of service	Mayor
12 January 2022 – 2 March 2023	Cr Matthew Blackmore
2 March 2023 – 5 September 2023	Cr Karen Pensabene
5 September 2023 - current	Cr Karen Pensabene
Dates of service	Deputy Mayor
12 January 2022 – 2 March 2023	Cr Karen Pensabene
2 March 2023 – 5 May 2023	Cr Matthew Blackmore
5 May 2023 – 5 September 2023	Cr Benjamin Cai
5 September 2023 – current	Cr Sandy Reddy



Councillors 2022-2023

Councillor Matthew Blackmore

Cr Blackmore was born, raised and educated in Strathfield. Cr Blackmore is a passionate advocate for the residents of the Strathfield LGA and strives to ensure that Strathfield is a top place to live. Cr Blackmore was first elected to Council in September 2017 and was re-elected in December 2021. Cr Blackmore served as Mayor in 2022-2023 and has been elected three times as Deputy Mayor during his time on Council.



Cr Blackmore has chaired Council's Traffic Committee, Audit, Risk and Improvement Committee and represented Council at SSROC. Cr Blackmore since his election has held street meetings in local streets across Strathfield Council area to listen to the real eyes and ears of the community the residents who are the cornerstone of our community. As an independent Cr Blackmore was a founding member of Strathfield Independents a local political organisation and has been strongly fighting for Council to focus on Local issues rather than State or Federal politics.

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Telephone: 0406 099 048

Email: cr.mblackmore@strathfield.nsw.gov.au

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Councillor Benjamin Cai

Councillor Benjamin Cai, also known as Cr Cai, was elected to Strathfield Council in December 2021. In 2023, he assumed the role of Deputy Mayor, showcasing his dedication and commitment to public service.

His extensive involvement within the council includes serving as the Vice Chair of the Multicultural and Diversity Advisory Committee, highlighting his passion for fostering inclusivity and understanding within the community. He has also contributed significantly as a member of the Wellbeing Advisory Committee, demonstrating his commitment to promoting the overall welfare of Strathfield residents.



Having migrated from China to Australia over three decades ago, Cr Cai has since called Strathfield his home for more than 20 years, solidifying his deep-rooted connection to the local community. With a background in sales and currently serving as a director of a finance company, Cr Cai brings a wealth of business acumen and strategic insight to his role as a councillor.

His academic achievements include graduating from the University of New South Wales with dual degrees, with a focus on linguistics and education, underscoring his commitment to language and learning. Beyond his professional endeavors, Cr Cai has a commendable history of engagement in various community organizations, notably serving as the President of the Lions Club of Sydney Chinese Business and actively participating as a guiding lion for the Reid Lions Club.

As a councillor, Cr Cai remains steadfast in his mission to enhance the social and economic fabric of Strathfield, continually striving to forge stronger bonds and uplift the local community through his dedicated service at Strathfield Council.

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Email: cr.bcai@strathfield.nsw.gov.au

Councillor Raj Datta

Cr Datta was first elected to Strathfield Council in 2012, where he served until 2017. He was elected for his second term in December 2021. Cr Datta has worked in Senior Management roles in the corporate sector for over 30 years. He holds the following qualifications: B. Sc. (Hons), B. Eng. (First Class), MBA.



Cr Datta is former President of many different community organisations in NSW. He worked collaboratively in 2012 with 29 large Temples and community organisations in NSW to establish the Deepavali Festival Committee (DFC) of NSW. He organised the first ever Deepavali celebration in the Parliament House of NSW, which still continues annually, and his contribution was acknowledged by the NSW Government in 2022. With the success of this Deepavali celebration in promotion of Multiculturalism in NSW, successive Governments of NSW introduced many other cultural celebrations such as Vaisakhi, Budh Purnima, Hanukah, Eid and similar other events in the Parliament House of NSW, which have assisted in transforming the Parliament House of NSW into a true people's house. In 2010 working collaboratively with the then NSW Government, Cr Datta instituted Premier's Award for the Australians of Indian Sub-continental heritage and many other ethnic heritages. In 2012, Cr Datta as the Chair of the DFC, organised the inaugural Interfaith conference in the Parliament House of NSW. In 2015 Cr Datta played the key role to stop amalgamation of the Strathfield Council. Cr Datta is devoted to community service and is a passionate supporter of the Australian values of equality, social equity, non-discrimination and fair go for all Australians.

Address: PO Box 120, Strathfield NSW 2135

Telephone: 0407 334 908

Email: cr.rdatta@strathfield.nsw.gov.au

Councillor Nella Hall

Cr Hall was first elected to Council in September 2017 and was re-elected in December 2021. She served as Deputy Mayor in 2017-2018 and 2021. Cr Hall spent her early childhood in neighbouring Enfield before buying in Strathfield in 2001. She is a qualified accountant with a Bachelor of Commerce degree and a local business owner. Cr Hall was an inaugural member of the Save Our Councils Coalition and Save Our Strathfield community groups which fought against the forced amalgamation of councils. Cr Hall is also a Director of several community groups including the local community radio station 2RDJ FM and is the current Community Director of Strathfield Rotary. Cr Hall is passionate about serving her community and has clocked thousands of hours of



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community work. She was awarded Strathfield Citizen of the Year in 2017. Since her election to Strathfield Council, she has actively resolved hundreds of resident issues and has held over 150 weekly street meetings to ensure that the voice of residents is heard.

Address: PO Box 120, Strathfield NSW 2135

Telephone: 0428 307 097

Email: cr.nhall@strathfield.nsw.gov.au

Councillor Karen Pensabene

Cr Pensabene was first elected to Council in September 2017 and was re-elected in 2021. She was elected Mayor in March 2023 and served as Deputy Mayor in 2020-2021 and 2022-2023. Cr Pensabene has been a resident of Strathfield for over 25 years. In that time she has served on many community organisations such as Meals on Wheels, president of Parent and Friends Associations, Traffic and Safety co-ordinator at her local school and represented residents at many community events.



Cr Pensabene's involvement in the community based Save Our Councils Coalition in 2015 campaign against the State Governments Forced Amalgamation plan. She was awarded the Strathfield Citizen of the Year Award for 2017. Her experience in successfully advocating against Council amalgamation inspired her to seek election as a Councillor.

Cr Pensabene is passionate about the community she represents. She enjoys engaging with and helping residents and has made huge contributions to the management and distribution of Council's facilities. As Mayor for the past year, she considers that it is an absolute pleasure to represent this fantastic community. It is her aim to create a better Strathfield Community by engaging in and contributing to all community functions. She looks forward to an exciting 2024 where we all move toward making Strathfield a great place to live and work.

Address: PO Box 120, Strathfield NSW 2135

Telephone: 0428 410 856

Email: cr.kpensabene@strathfield.nsw.gov.au

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Councillor Sharangan Maheswaran

Cr Maheswaran was first elected to Council in December 2021. He was chair of the Local Economic Development and Partnership Advisory Committee.

Address: PO Box 120, Strathfield NSW 2135

Telephone: 0417 372 672

Email: cr.smaheswaran@strathfield.nsw.gov.au



Councillor Sandy Reddy

Cr Sandy Reddy was first elected to Council in December 2021. She was elected Deputy Mayor in September 2023. She is currently the Deputy Mayor and Chair of the Multicultural and Diversity Advisory Committee. She is focused on getting to know local residents and assists them by raising their issues at Council meetings. She is a strong believer that "small acts, when multiplied by millions of people, can transform the world".



Sandy is a first generation migrant Hindu from India. She holds a Bachelor of Law, Master of Anthropology and also completed her Graduate Certificate in Migration Law from Australian National University. She runs her own practice of Education and Migration Services and lives in Strathfield with her husband and children.

Sandy has always been a keen volunteer in the local community and involved in a range of activities including coordinating school chess tournaments, Clean up Australia, Share the Dignity, volunteering at State Emergency Services and providing free migration services.

Sandy was awarded Strathfield Citizen of the Year in 2020 and has received premier recognition for her services during the bushfires.

Address: PO Box 120, Strathfield NSW 2135

Telephone: 0407 234 391

Email: cr.sreddy@strathfield.nsw.gov.au

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Council meetings and sub-committees

Strathfield Council is required to meet at least 10 times per year. Ordinary meetings are meetings scheduled on a monthly basis, usually the first Tuesday of each month. Extraordinary meetings are additional meetings called between scheduled ordinary meetings. Council meetings deal with reports prepared by staff on policy, finance, land use planning, the results of public exhibitions and consultation, legal matters, legislative requirements and other matters of interest to the community. The Mayor and councillors can also raise matters to be debated at Council meetings through mayoral minutes, notices of motion and rescission motions. A decision or resolution is made when a majority of councillors vote in favour of a motion.

The public is welcome to attend Council meetings, with the exception of confidential sessions. Council meetings are live broadcasted enabling all members of the public to watch Council proceedings from their homes or remote locations. Agendas of Council meetings are published on Council's website a minimum of three days prior to the meeting. Meeting minutes are available on the website.

Councillor Meeting Attendance

Name of Councillor	Ordinary meetings	Extraordinary meetings	Total
Cr Matthew Blackmore	11	5	16/16
Cr Nella Hall	11	4	15/16
Cr Karen Pensabene	10	5	15/16
Cr Benjamin Cai	10	5	15/16
Cr Raj Datta	11	5	16/16
Cr Sandy Reddy	11	5	16/16
Cr Sharangan Maheswaran	10	3	13/16

Councillor Workshop Attendance 2022-2023

A total of 18 Councillor Workshops were held in 2022-2023. This table records workshop attendance.

#	Date of Workshop	Name of Councillor						
		Blackmore	Cai	Datta	Hall	Pensabene	Reddy	Maheswaran
1	19 July 2022	✓	✓		✓	✓	✓	
2	16 August 2022	✓	✓	✓	✓	✓	✓	✓
3	13 September 2022	✓	✓	✓		✓	✓	
4	20 September 2022	✓	✓	✓		✓	✓	
5	28 September 2022	✓	✓	✓		✓	✓	✓
6	11 October 2022	✓	✓		✓	✓		✓
7	19 October 2022	✓		✓	✓	✓	✓	✓

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#	Date of Workshop	Name of Councillor						
		Blackmore	Cai	Datta	Hall	Pensabene	Reddy	Maheswaran
8	26 October 2022	✓	✓	✓	-	✓	✓	✓
9	8 November 2022	✓	✓	✓	✓	-	✓	✓
10	15 November 2022	✓	✓		✓	✓	✓	-
11	22 November 2022	✓	✓	✓	✓	✓	✓	-
12	24 January 2023	✓	✓	✓	✓	✓	✓	✓
13	15 February 2023	✓	✓	-	-	✓	✓	✓
14	21 February 2023	✓	-	✓	-	✓	✓	✓
15	21 March 2023	✓	✓	-	✓	✓	-	-
16	18 April 2023	✓	✓	✓	✓	✓	✓	✓
17	23 May 2023	-	-	✓	-	✓	✓	-
18	20 June 2023	✓	✓	✓	-	✓	✓	✓
TOTAL		17	15	13	10	17	16	11

Council Committees

The following councillors were appointed to represent Strathfield Council on the following statutory, regional bodies or committees involving members of public over the 2022-2023 year.

Committee	Purpose	Councillor members
Cooks River Alliance (CRA)	Regional partnership of Councils and agencies in the Cooks River catchment working to improve the health of Cooks catchment	Councillor Pensabene and Councillor Maheswaran
Parramatta River Catchment Group (PRCG).	Regional partnership of Councils and agencies in the Parramatta River catchment working to improve the health of the Parramatta River.	Councillor Pensabene and Councillor Reddy
Traffic Committee	Consider all traffic, parking and transport management issues in accordance with delegated powers from Transport for NSW.	Councillor Blackmore and Councillor Pensabene
Audit, Risk and Improvement Committee	Advise Council on compliance, risk management, fraud control	Councillor Blackmore (Delegate), Councillor Pensabene (Delegate), Councillor Datta (Alternate), Councillor Maheswaran (Alternate) and Councillor Hall (Alternate)
Southern Sydney Regional Organisation of Councils (SSROC)	A focus of Councils spanning southern, eastern, central and inner west suburbs, interact, exchange ideas and work	Councillor Blackmore, Councillor Pensabene and Councillor Cai

Committee	Purpose	Councillor members
	collaboratively to solve regional issues and contribute to the future sustainability of the region.	

The following Chair and Deputy Chairs were appointed to Council Advisory Committees for the 2022-2023 year:

Committee	Councillor Chair/Deputy
Multicultural and Diversity Advisory Committee	Chair Councillor Reddy Deputy Councillors Cai and Datta
Wellbeing Advisory Committee	Chair Councillor Pensabene Deputy Councillors Cai and Reddy
Local Economic Development and Partnership Advisory Committee	Chair Councillor Maheswaran Deputy Councillors Reddy, Hall and Datta

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Engaging Our Community

Council is committed to delivering effective, efficient services that meet the expectations and needs of the community. Local knowledge, ideas and feedback from the community are essential to ensure Council's decision-making improves community wellbeing and long-term sustainability.

Council has adopted two guiding strategies on community engagement. The Community Engagement Strategy (CES) was adopted in December 2022 and applies to all Council community engagement with the exception of specific planning and development matters which are set out by the Community Participation Plan (CPP).

The CES is based on IAP2 principles and recognises that engagement must be tailored to particular circumstances, taking into account factors such as level of impacts, complexity, risk, significance, sensitivity, timing or opportunity. Strathfield's community is highly diverse and made up of a large number of stakeholders with various interests, opinions, interests and experience. Council engages the community through a range of methods, including online and face to face. Engagement can be about specific projects, or ongoing dialogue with key stakeholders, such as community groups, sporting groups, business and industry, State and Federal agencies, advisory committees and partners.

In November 2022, Council launched the new online 'Have Your Say' engagement site, which is part of the Council website. Between November 2022 and June 2023, the new engagement site attracted a total of 9886 views, 6676 visits, 4538 visitors and 1633 individual feedback contributions.

Engagement method	Description
Have Your Say	The 'Have Your Say' engagement site was launched in November 2022. This site provides a range of tools supporting community engagement including surveys, submissions and documents.
E-News	E-News is distributed by email on a weekly basis to registered subscribers and contains information on events, activities and notifications of proposals which are seeking community feedback.
Surveys	Surveys are commonly used to obtain feedback from the community. Surveys managed by Council are generally available online through the Have Your Say site.
Workshops and Focus Groups	Facilitated workshops and focus groups are used to involve the community and obtain feedback through interaction.
Submissions	Council accepts submissions to any publicly notified engagement including proposals, plans, policies and development applications or planning proposals etc.
Website	The Council website provides a range of information including latest news, key projects, public notices, Council meeting reports and minutes and important documents such as strategies, plans and policies for viewing or downloading.
Letters	Notifications are often sent by letter to members of the community likely to be directly affected by a proposal.

Engagement method	Description
Social Media	Council utilises a range of social media to inform the community and stakeholders of engagement opportunities, providing links to information and the Have Your Say site.
Print newsletters	Council issues a monthly print newsletter to households with information on recent and upcoming events, decisions and proposals.
Print flyers	Print flyers may be distributed as part of a specific community engagement.
Banners, posters	Posters for events and community engagements may be displayed in Council's public places (customer service, library and community centres) to advertise engagement opportunities.
Rates notices	Council may provide information updates for ratepayers accompanying rates notice on an annually and/or quarterly basis.

Some of the major community engagements assessed as high level of impact that were held in 2022-2023 included:

Special Rate Variation

Community engagement was held over December 2022 and January 2023 in relation to proposals to improve Council's financial sustainability including a Special Rate Variation. The engagement was focused on providing multiple opportunities for the community to receive information and provide feedback. This included community surveys, submissions, printed information packages issued to each household, website notifications, public meetings (including online), eNews and drop-in sessions. Council's 'Have Your Say' engagement site provided a vast range of documents, frequently asked questions, access to the survey and feedback. The site attracted 4036 views, 2757 visits, 1886 visitors, 280 individual contributions and 831 document downloads. Council also received feedback via emails, letters and interviews. Council was presented a report on 28 February 2023 detailing outcomes from the engagement process.

Connector Bus Review

The review of the Community Bus Service was held during December 2022 and January 2023 and attracted significant community feedback including over 1110 completed surveys. A range of engagement methods were used including community surveys, submissions, website notifications, eNews and drop-in sessions. Council's 'Have Your Say' site attracted 3144 views, 2738 visits, 1982 visitors, 988 individual contributions and 107 downloads. Council was presented a report on 28 February 2023 detailing outcomes from the engagement process.

Library extended access

Council trialled extended hours access to Strathfield Library from November 2022 to April 2023. An evaluation of the trial was opened to community feedback. A range of engagement methods were used including community surveys, submissions, website notifications, eNews notifications and social media. The 'Have Your Say' site attracted 922 views, 833 visits, 717 visitors, 161 individual contributions

and 88 downloads of documents. Based on the high levels of community support, extended access has been implemented permanently.

Plans of Management

Both Strathfield Park and Bressington Park contain Crown Land. New draft plans of management were prepared for each park, after consultation with Crown Lands, which were consulted with the community during 2022-2023. A range of engagement methods were used including community surveys, submissions, website notifications, eNews notifications and social media. The Strathfield Park Plan attracted more community feedback than Bressington Park. Following the engagement process, reports detailed feedback were presented to Council and both plans were adopted.

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What our Community thinks

Council commissions a community survey on a regular basis to ask the community how satisfied they are with a range of Council services and programs. The results of the survey are used to help us plan and evaluate our business and performance.

Why is it conducted and how, who?

Council commissions an independent community survey on a frequent basis. The survey involves residents of the Strathfield Council area who are randomly selected to participate and answer a series of questions about what is important to them and how satisfied they are with a range of local services and programs. The results of the survey assist in preparing and implementing plans. They also provide data for a number of our performance measures in our Community Strategic Plan, which are tracked over multiple reporting periods. The 2023 survey was managed by Taverner Research. Previous surveys were held in 2021 and 2019.

How did the Strathfield Community rate Council's performance?

86% of residents expressed that they were at least fairly satisfied with Council's performance over the last 12 months.

What services does our community rate as improved?

The services that showed the highest improvements of ratings (excellent and good) were the condition and quality of local infrastructure:

Roads (51% 2023, 35% 2021)

Footpaths (51% 2023, 42% in 2021)

Kerbs, gutters and drainage (46% 2023, 35% 2021)

What services does our community highly rate?

The highest rated services, which rated excellent or good above 80% included:

Quality and condition of the library building (92% 2023, 88% 2021)

Library services (87% in 2021 and 2023)

Access to parks and services (87% 2023, 81% 2021)

Quality and condition of sportsgrounds (86% 2023, 81% 2021)

Safety when using public transport (84% 2021, 85% 2021)

Quality and condition of children's playgrounds (83% 2023, 84% 2021)

Our Partnerships

Who we are working with

Aboriginal Heritage Office and Indigenous organisations
 Ambulance and Fire Brigade
 Australian Catholic University
 Australian Library and Information Association
 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 and Environment
 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 Government NSW
 Local private and public schools
 Macquarie University
 Metro Assist
 National Library of Australia
 NSW Food Authority
 NSW Government
 NSW Local Area Health District
 Parramatta River Catchment Group
 Police Auburn and Burwood Commands
 Resilience NSW
 Resilient Sydney
 Seniors organisations and groups
 Southern Sydney Region of Councils (SSROC)
 State Library of NSW
 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

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Our Volunteers

Volunteers play a significant role and contribute to the social, environmental, and cultural well-being of our community and contribute to various Council programs and/or volunteer their time to support a host of community, recreation and culturally based organisations. 9.6% of the local population report doing volunteer work in the last 2021 Census, comprising 8.8% male and 10.5% females.

Volunteers come from all walks of life including workers, students, professionals, young people, and retirees. Their efforts have a direct impact on the community by providing assistance and services, which connect and enhance our local community.

Library Volunteer Programs

Strathfield Library's Reading Buddies program pairs volunteers with primary school aged children for a 30-minute reading session per week to increase their reading skills and confidence. 78 sessions were held involving 2 community volunteers and 9 Duke of Edinburgh Award students who volunteered for the community service component of their award.

The Justice of the Peace (JP) service is run by volunteers and offers a valuable service to Strathfield residents. A total of 85 JP sessions involving 1361 attendees were provided at Strathfield Library. The JP service is run by volunteers and offers a valuable service to Strathfield residents.

Bushcare and Environment

Council's Bushcare program is a volunteer-based, environmental conservation program which assists with a range of activities to particularly in bushland reserves such as weed removal, tree planting and habitat restoration. The program was relaunched in August 2022 and has run on a regular basis throughout 2022-2023. National Tree Day was held in July 2022 with 232 volunteers planting over 5000 plants.

Community Choir

Council supports the local community choir, who perform voluntarily at a range of community events. The choir attends practice on a weekly basis. The numbers have grown to 35 regular volunteers in 2022-2023.

Strathfield's community organisations

Council acknowledges the vital work performed by many of our local community volunteer organisations which support and provide a wide range of community, recreational and cultural activities. We maintain and regularly update the Community Directory on the Council website which provides information and contact details for our local community organisations.



Scan here to view our community directory.

Becoming a volunteer



Visit the Council website for more information on becoming a volunteer. All volunteers for Council programs complete an induction process and must abide by our Code of Conduct, policies and procedures which set out the expected standards. Scan here to obtain more information about becoming a volunteer

Our Corporate Governance

Audit, Risk and Improvement Committee

The Audit Risk and Improvement Committee (ARIC) is an advisory committee that provides Council with independent assurance and assistance on its compliance, risk management, financial management, governance, audit, fraud control service delivery and integrated performance and reporting responsibilities. For the period 1 July 2022 to 20 June 2023, the ARIC met four times on 27 September 2022, 22 November 2022, 28 March 2023 and 28 June 2023. Audits were completed for reviews of contract management, IT Strategy and Cyber, management of grants and employment of senior staff. Council's 2021-2022 Financial Statements were also audited and presented to the Council meeting of February 2023. A new internal audit plan was adopted by ARIC in June 2023.

Disclosures of Interest and Gifts and Benefits

A person must not obtain a private benefit or advantage by virtue of their position as a Council official, nor misuse the power or authority of their position to unfairly influence or decide a matter where they have a real or perceived private interest. All staff, councillors and other Council officials are required to disclose promptly and fully any conflicts of interest to prevent bias, and also to remove the perception of bias, in decision-making, which in turn supports the principles of integrity, fairness, transparency and accountability.

Councillors and certain designated staff are required to complete an annual Disclosure of Interest Return. The number of designated staff is reviewed regularly. Annual returns for councillors and designated staff are published on Council's website.

Code of Conduct

Council adopted a revised Code of Conduct on 6 December 2022, which is derived from the Model Code of Conduct for Local Government in NSW. Council's Code of Conduct forms the foundation for a strong ethical culture at Council and sets the minimum standards of conduct for all Council officials - employees, councillors, committee members and contractors. The Code covers general conduct obligations, conflicts of interest (both pecuniary and non-pecuniary), personal benefit, relationships between council officials, access to information and council resources. Councillors and new staff receive Code of Conduct awareness training during induction and refresher training is held on a regular basis.

Service Reviews

To ensure that our services are efficiently and effectively delivered within a framework of accountability, Council prepared methodology to undertake service reviews, which will commence in 2023-2024. In reviewing our services, Council will engage with the community and other stakeholders to determine service levels and appropriate measures. Council's service reviews will examine costs, quality and efficiency of delivery through the collection and analysis of service data that will enable informed decision making. Council is committed to a review of at least two services annually. The following reviews are scheduled for the 2023-2024 financial year: Street Sweeping Service, Civic Works section and the Golf Driving Range Operations. Service Reviews will be monitored by the Audit, Risk and Improvement Committee (ARIC).

Requests for information

Council is committed to providing access to information held by Council under the Government Information (Public Access) Act 2009. In the 2022-2023 financial year, Council received 23 formal access applications for information, an increase from 2021-2022 of 18 applications. 91% of formal applications were granted access in full. The majority of information requests were informal applications and a total of 136 applications were received. For more information, please refer to the Statutory Reporting section of this report.

Public Interest Disclosures

Council is committed to the aims and objectives of the Public Interest Disclosure Act and recognise the importance of ensuring that all staff, councillors and contractors are aware of their obligations. In the 2022-2023 financial year, no disclosures were as made under the Public Interest Disclosure Act at Strathfield Council. A more detailed report is available in the Statutory Reporting section of this report.

Policy framework

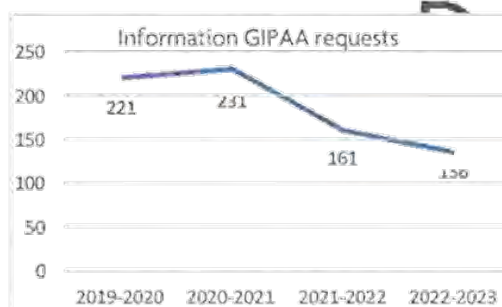
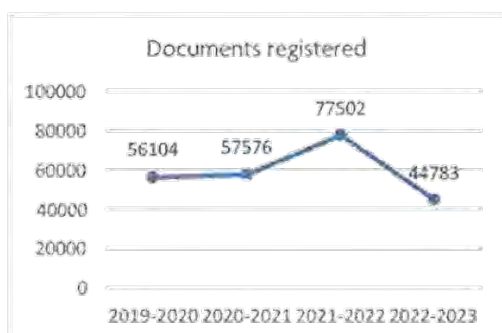
Council's policies are regularly reviewed, evaluated and updated. In 2022-2023, Council reviewed and adopted new council policies to ensure the suite of policy documents reflect current practice and community expectations. Examples of the policies adopted include Strathfield Planning Agreement Policy, Rates Aggregation Policy, Sports Fields Policy, Hardship Policy, Public Space Advertising Policy, Affordable Housing Tenancy Policy, Sporting Grounds Allocation Policy.

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Digital and Information management

The number of records registered within our records management system in 2022-2023 was 44,783, a decline from the prior year. However, a large amount of records were migrated into the new Electronic Document Management System (EDMS), which increased the number of registrations in 2021-2022. New staff received records training and refresher training is regularly undertaken.

The *Government Information (Public Access) Act 2009* creates a general right of access to wide range of documents held by Council. During 2022-2023, we received and processed 136 informal applications under this Act, a 15% decrease on the previous year.



Digital and Technology

Council is actively focused on improving our data security by upgrading our systems and engaging with our staff to identify threats. Our IT and cyber systems were audited by the Audit Risk and Improvement Committee (ARIC) in 2022-2023. We completed gap analysis and financial forecasts to inform the preparation of an ICT strategy in 2023-2024 and are reviewing the design of our network infrastructure. We implemented software upgrades for Microsoft Office 365 and migrated to Microsoft In-Tune Device Management System. We are implementing digital business papers, continuing to digitise records and commenced planning for a new website and intranet to be delivered in 2023-2024. New Audio-Visual equipment was installed in the Town Hall to support facilities for meetings and performances.

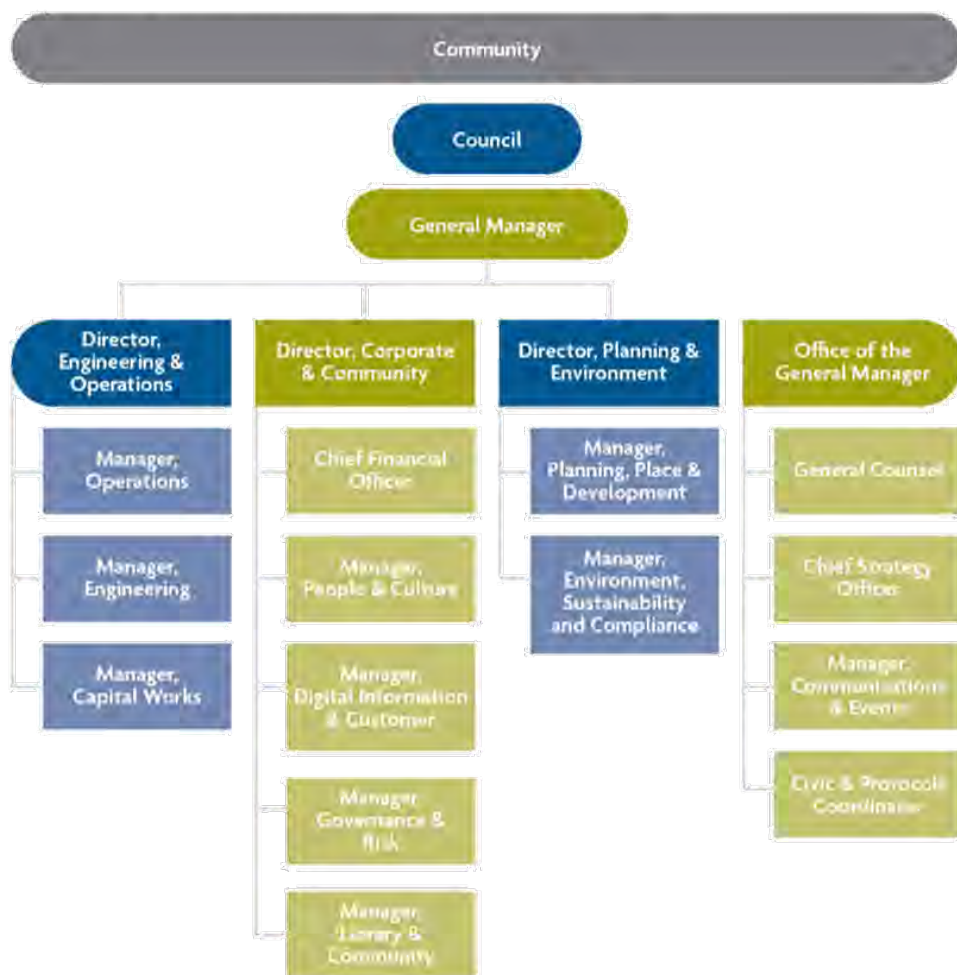
Our Organisation

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Our Organisation

The General Manager is responsible for the operation of the Council's organisation and for implementing decisions of the Council. The General Manager is also responsible for the day-to-day management of the Council, the exercise of any functions delegated to him by the Council, the appointment of staff, the direction and dismissal of staff and the implementation of Council's Equal Employment Opportunity Management Plan.

To assist the General Manager in the exercise of their functions, there are three departments of Council. These departments are headed by three Directors which include Director Engineering & Operations, Director Planning & Environment and Director Corporate & Community. Each of the departments is divided into a number of sections, which are run by a Manager. The managers in the Office of General Manager directly report to the General Manager.



Our Executive

The day-to-day operations of Strathfield Council are led by the General Manager who is the contact between the elected councillors and administration (employees).

The General Manager is appointed by the elected Council.

Michael Mamo
General Manager

The General Manager is responsible for the overall performance of the Council as well as supporting the Mayor and Councillors, Legal Services, Internal Audit and Business Performance and Improvement.

Michael has over 20 years' experience working in the Local Government. Prior to joining Strathfield Council, Michael worked at Bayside Council as the Director City Performance and before that he was the Chief Financial Officer at Blacktown City Council, having previously worked at Waverley Council and the City of Ryde Council. Michael has an expertise in financial management and a strong enthusiasm to positively shape Strathfield Council.



Cathy Edwards-Davies
Director, Engineering and Operations

The Director Engineering and Operations is responsible for engineering, traffic management, operations and asset management.

Cathy joins Strathfield Council after working at Inner West Council as their Director Infrastructure, and prior to that as the Director Public Works. Cathy was also the Director Works and Infrastructure at Ashfield Council, and the Manager Engineering Services at Woollahra Municipal Council. Cathy has mentored and supported large teams to deliver successful outcomes and thrives on working with teams to ensure objectives are being met as well as the highest level of service possible.



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Clare Harley

Director, Planning and Environment

The Director Planning and Environment is responsible for planning, development, compliance, environmental services and regulatory services.

Clare joins Strathfield Council after working at Bayside Council as Manager Strategic Planning since 2017, with a distinguished career in local government and the private sector where she has held leadership roles throughout Australia and in London as a Strategic Planner and Urban Designer. Clare is passionate about delivering great urban design and environmental outcomes for the community which activate the local area and create opportunities to positively connect local communities.

**Kristy Watts**

Director, Corporate and Community

The Corporate and Community services directorate is responsible for ensuring we have good strategy, governance, and policy in place, and provides key services and contact points for our community.

Before coming to Strathfield Council, Kristy held the position as the Executive Manager People and Culture and the Executive Manager Customer Experience at Blacktown City Council, in addition to the Company Secretary at Blacktown Venue Management. Kristy has significant experience dealing with complex local, national, and international organisations in both the public and private sectors.



Our Profile

Council is committed to ensuring our workforce has the skills to deliver quality services to our community.

As of 30 June 2023, Strathfield Council employed 166 full time staff, 8 part time staff and a total headcount of 174 staff (excluding casuals). Information concerning employee demographics and staff turnover is featured in the tables below.

75% of the Executive leadership team are women.

Table 1 Total number of Strathfield Council employees as of 30 June 2023

Staff Profile	2022/2023	2021/2022	2020/2021	2019/2020
Number of Full-Time Staff	166	167	174	180
Number of Part-Time Staff	8	11	14	15
Headcount	174	178	197	203
Casual Employees	59	58	59	51

Table 2 Demographics of Strathfield Council employees as of 30 June 2023

Staff Profile	2022/2023	2021/2022	2020/2021	2019/2020
Number of male staff	117	122	126	126
Male staff (%)	66.86%	68.54%	63.96%	62.07%
Number of female staff	58	56	71	77
Female staff (%)	33.14%	31.46%	36.04%	37.93%

Table 3 Management demographics of Strathfield Council employees as of 30 June 2023

Staff Profile	2022/2023	2021/2022	2020/2021	2019/2020
Male staff in Management roles (level 1-4) (%)	58.06%	55.56%	55.88%	53.33%
Female staff in Management roles (level 1-4) (%)	41.94%	44.44%	44.12%	46.66%

Table 4 Staff turnover of Strathfield Council employees as of 30 June 2023

Staff Profile	2022/2023	2021/2022	2020/2021	2019/2020
Turnover all staff (%)	39.66%	26.40%	16.24%	21.67%
Total number new starters	39	32	32	50

Staff Initiatives

Several key activities have been implemented in the last 12 months, with a view to ensuring that communication across teams is transparent and accessible. Staff are encouraged to provide feedback on all initiatives, and following the organisation's restructure over the past year, additional undertakings will continue to be added. Measures include:

- Introduction of quarterly all-staff Roadshow events
- Introduction of Senior Leadership team workshops
- Executive training in safety and due diligence
- Executive and Senior Leadership team, leadership program Employee culture survey and action planning,
- Complimentary superannuation sessions
- Health and Wellbeing events such as celebrating RUOK day, participating in the Local Government Blood Drive, and flu shots and skin checks.
- Completion of an organisation wide restructure, enabling broader collaboration of staff
- Development of the Balanced Achievement Review pilot program, to focus on performance managing and ongoing development of individuals.
- Fitness passport
- Working with staff to enable a flexible work environment.

Draft

Work, health and safety

Managing work, health and safety

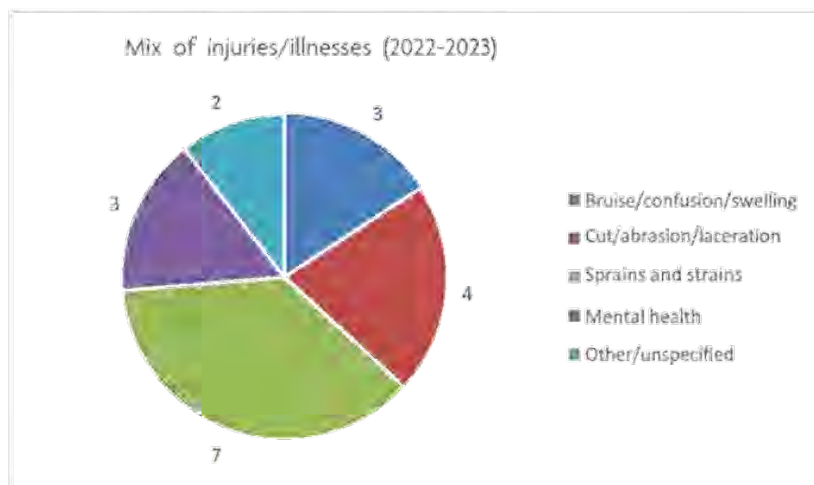
Strathfield Council continues to prioritise workplace health and safety and is committed to providing a safe workplace for all employees. Council has implemented a number of wellbeing initiatives to support staff, which include:

- RUOK? Day all-staff events and ongoing communications to remind individuals of resources available to them and tips on assisting themselves and others.
- A wellness program to encourage staff to stay fit and healthy outside of the workplace.
- Flu vaccinations.
- Complimentary skin and heart health checks.
- Ergonomic assessments for new employees as required and for work groups where incidents or injuries have been prevalent.

Each year, Council undertakes the StateCover self-audit to assess its WHS compliance. This year, we have implemented:

- WHS Purchasing Procedure
- WHS Contractor Management Procedure
- Electrical Test & Tag Procedure

For the period July 2022 to June 2023, a total of 20 workplace injuries/illnesses were reported to Council's insurer. Of these, 14 were lost-time injuries and 6 required medical treatment only. An assessment of each individual injury/incident is undertaken to determine the cause and identify any risk mitigation measures. The Executive are briefed on all incidents and are involved in the prevention actions which then ensue.



Our Performance

Draft

Planning with our community

Council is required under the *Local Government Act 1993* to adopt an Integrated Planning and Reporting Framework. The Community Strategic Plan is Council's highest-level plan, which identifies the community's main priorities and aspirations for the future and includes strategies for achieving these goals. The plan takes into account social, economic, environmental and civic leadership considerations. Strathfield Community Plan 'Strathfield 2035' is based on the five broad inter-related themes of Connectivity, Community Wellbeing, Celebrating Culture and Place, Liveable Neighbourhoods and Responsible Leadership.

The Strathfield Community Strategic Plan is supported by the Council's Delivery Program (4-year plan) and Operational Plan (annual) which include a series of targets under each of the goals and strategies to measure the delivery of the plan.

The Resourcing Strategy supports the implementation of the Community Strategic Plan, Delivery Program and Operational Plans. It consists of three components long-term financial plan, asset management plan and workforce management plan. The Delivery Program and annual Operational Plan are monitored through half yearly reports, quarterly financial reviews and annual reports to Council.

Meeting our legislative requirements

Our Integrated Planning and Reporting Framework brings together all of Council's plans. This set of interrelated plans reflects the community's vision and guides Council to make the best-value decisions. NSW legislation ensures councils make short, medium, and long-term plans to meet the community's needs and operate more sustainably.

Councils are required to prepare a set of planning documents:

- Community Strategic Plan (10+ years)
- Community Engagement Strategy
- Delivery Program (4 years)
- Operational Plan (1 year).

Councils must also have a 10-year Resourcing Strategy made up of a Long-Term Financial Plan, Asset Management Strategy and Workforce Management Plan. The plans must be based on principles of sustainability and social justice. They must also outline how Council will consult and engage with the community, including by formal public exhibition.

All these plans must align with the community's vision and the Council's long-term objectives. Each council, following its election, must review the plans and make sure they can be used effectively to meet present and future needs. The plans must also be updated annually.

Performance monitoring and reporting in 2022-2023

We reported to Council on our annual budget on a quarterly basis including progress and expenditure on capital and operating projects and all Council services.

We presented to Council reports every six months of progress of DP program including major achievements, financial reporting and status reports of all actions in the Operational Plan. Reports were made for the periods July to December 2022 and January to June 2023.

We presented our Annual Reports for 2021-2022 which included:

- key achievements, organisational performance, service delivery and capital works
- statutory reporting in compliance with local government legislation
- audited financial statements.

Strathfield 2035

Council's long-term community strategic plan, Strathfield 2035, identifies the community's priorities and aspirations for Strathfield's future. This plan guides the development of our integrated plans. Strathfield Community Plan 'Strathfield 2035' is based on the five broad inter-related themes of Connectivity, Community Wellbeing, Celebrating Culture and Place, Liveable Neighbourhoods and Responsible Leadership. These strategic directions address QBL considerations of social, environmental, economic and civic leadership aspirations.

Delivering our vision

The Operational Plan outlines specific actions and ongoing activities we use each year to achieve the goals identified in the Delivery Program. This includes services, annual budget, capital works program and the rates, fees and charges. The Delivery Program, and Operational Plan is reviewed annually.

Committed to the Quadruple Bottom Line

The Integrated Planning and Reporting Framework provisions of the *Local Government Act 1993* (Local Government Act) require councils to plan social, environmental, economic and civic leadership and governance issues in an integrated way. This is known as the quadruple bottom line (QBL) principle. QBL helps ensure councils operate sustainably and balance all the needs of the community. QBL reporting is included in the Performance Reporting section of this report under each theme.

Draft

Meeting the goals of the 2022-2026 Delivery Program

Council made good progress in the first year of our Delivery Program 2022-2026. This section of the Annual Report details our achievements.

A summary of Council's performance across the strategic directions and focus areas of the Delivery Program is provided on page xx. More details of key achievements, highlights and performance measures in each theme of program is provided throughout the remainder of this section.

The Operational Plan for 2022-2023 is the first annual instalment of Council's 4-year Delivery Program 2022-2026. The 171 actions set by Council in our Operational Plan represented Council's external and internal services, key projects and works programs. As at 30 June 2023, 86% of all actions for 2022-2023 were completed, 11.7% are progressing and 2.3% were delayed.

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Connectivity Theme

The Connectivity Theme concerns understanding how Strathfield connects and integrates with the broader Inner West and Sydney region is critical to providing transport that is easy and safe to use, planning infrastructure that is adequate for growth and improving information and communication technologies to connect to local community to the world.

The Delivery Program Principal Activities 2022-2026 contribute to the overall achievement of the Connectivity Theme's goals and strategies of the Community Strategic Plan.

Actions 2022-2023	Completed	Progressing	Challenges
Collaborate with NSW Government and agencies to plan and deliver high quality and accessible infrastructure to support population growth and increasing density	37%	37%	25%
Plan and deliver upgraded or new high quality and strategically located local infrastructure to support current and future population needs	33%	33%	33%
Collaborate with neighbouring councils and State Government to improve access and connections to regional transport options	-	100%	-
Manage effective and safe local traffic and transport services and well-maintained infrastructure	80%	20%	-
Review and manage plans and initiatives to improve road safety and provide fair access to parking	80%	20%	-
Deliver effective, accurate, timely and informative communications that improves awareness and connections with local communities	66%	33%	-
Design and implement technology-based solutions that support enhanced and improved public information access and service delivery	100%	-	-

Achievements

- We completed an extensive condition of assets review and prepared new plans to support asset renewal programs which prioritised works based on condition ratings and community service level standards.
- We collaborated with schools to create safe environments particularly during the school drop off and pick up hours and upgraded the crossings for a number of pedestrians.
- We reviewed the connector bus service and extensively engaged with the community to ascertain local usage and transport needs.
- We installed traffic signals at Parramatta Rd, Plaza Rd and Flemington Rd to address a longstanding safety concern.
- We completed the 2022-2023 asset renewal program for roads, footpaths, drainage, parks and buildings.

- We closed the historic Strathfield Town Hall for most of 2023 for important conservation and restoration works which were completed in time for its centenary celebration in October 2023.
- We were approved to receive in excess of \$21 million in grant funding from the NSW Government WestInvest funding scheme for capital works in Airey Park, Hudson Park, Begnell Field, Strathfield Park and Cooke Park. Masterplans for these parks were prepared in 2022-2023 for further consultation.
- We completed the building of some new recreational facilities in Hudson Park East including additional shade and seating, off-leash dog park, BBQ and sheltered picnic areas, children's playground, outdoor fitness equipment, sports courts for basketball and volleyball, outdoor table tennis tables and toilet amenities.
- We opened two new shared pathway bridges across Powells Creek Homebush at Lorraine Street and Hamilton Street to improve pedestrian and cycle connections from Homebush to North Strathfield and extend our regional pedestrian/cycle networks which connect through to Botany Bay.
- We adopted Plans of Management for Strathfield Park and Bressington Park after gaining approval from Crown Lands.

Highlights 2022-2023

Asset management planning

A comprehensive condition assessment of Council's road assets (including footpath, road, kerb & gutter, carparks, signs, and traffic facilities), bridges and building assets was undertaken in 2022-2023. An asset management system was established to ensure that Council has responsible and sustainable infrastructure investment, that assets are replaced or renewed to keep them in a usable condition and ensure that assets management are trending towards achieving industry standards. The new Asset Management Strategy, Policy and Plans were adopted in December 2022. These documents are required under the Integrated Planning and Reporting framework.

Maintaining our local roads and footpaths

Strathfield Council has 97kms of roads and 199km of footpaths. Road resurfacing and renewals of footpaths were undertaken on roads and footpaths in Strathfield and Strathfield South. A roundabout at Bridge Road and Loftus Crescent was upgraded to mitigate crashes and speeding. The full list of completed works is on page xx

Road safety programs

A range of programs aimed at improving road safety in the Strathfield LGA were completed and implemented in 2022-2023. Council ran 11 Child Restraint Checking Days, 3 Graduated Licensing Scheme (GLS) workshops, 4 Stepping on Program Days, Pedestrian Safety in HPAA zones, Seniors Driving, Road Safety Audits and Opportunities Matrix focusing on engineering crash prevention in the LGA. Council has made applications to include School Safety Forums and online based programs for 2023-2024.

Hudson Park improvements

The development of Hudson Park, a former golf course, into a district park has been implemented over various stages. Major works were completed in 2023 in the northern section of Hudson Park East close to Centenary Drive and Arthur Street. Works include additional shade and seating, off-leash dog park, BBQ and sheltered picnic areas, children's playground, outdoor fitness equipment, sports courts for basketball and volleyball, outdoor table tennis tables and toilet amenities. The Hudson Park Golf Driving Range was upgraded with 25 individual hitting bays and operating seven days a week from 6:30am to 11:00pm. The Driving Range is highly patronised and popular. About 27,000 balls are hit per day totalling over 7.4 million per year. Council has been allocated funding under the WestInvest grants program with over \$8 million including contingency for Hudson Park future works.

Improving pedestrian and cycle connections

Shared pathway bridges opened at Hamilton Street and Lorraine Street Homebush, across Powells Creek, in February 2023. The bridges provide connections from Homebush to North Strathfield and extends the connectivity of the regional pedestrian/cycle networks. The project is a collaboration between Strathfield and City of Canada Bay Councils and Sydney Water. The final project delivery will involve an additional bridge across Powells Creek at George Street, Homebush.

Adoption of Plans of Management

Council is required to adopt Plans of Management for public land that is classified as community land under the *Local Government Act 1993* and *Crown Lands Management Act 2016*. New Plans of Management for Strathfield Park and Bressington Park were adopted in 2023, following community engagement. Copies of Council's plans of management are published on Council's website.

Communications

Council utilises an increasingly wide range of digital and print communication methods to inform and engage with the community on issues, events, programs, exhibitions, major projects and proposals. Communication methods (includes modes of distribution) include websites, media releases, print and digital newsletters including e-News, posters and banners, social media (Facebook, Twitter, Instagram, LinkedIn and YouTube), flyers etc. Communication types are not static and experience changes in form and application. Therefore, how Council communicates is regularly reviewed to meet changing user requirements and experiences.

Information is available across multiple platforms, which has impacts on how information is accessed. Statistics indicate that there is currently a decline in website usage and increases in social media. In 2023-2024 the Council website will be reviewed and upgraded to improve user experience, accessibility compliance, information accessibility, online services and functional compatibility with smart devices.



Performance Indicators

The table below details Council's achievement of key performance indicators and demonstrates the contribution to the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026

Measure	Baseline	Achieved	Change	QBL
Satisfaction with Sportsgrounds (excellent-good ratings)	82% (2019)	86% (2023)	▲	Civic Leadership
Satisfaction with Playgrounds (excellent-good ratings)	84% (2021)	83% (2023)	▼	Civic Leadership
Satisfaction with Community Centres (excellent-good rating)	74% (2021)	71% (2023)	▼	Civic Leadership
Satisfaction with Library facility (excellent-good rating)	88% (2021)	92% (2023)	▲	Civic Leadership
Overall access to transport services (excellent-good rating)	85% (2019)	76% (2023)	▼	Economic
Quality of footpaths (excellent-good rating)	41% (2021)	51% (2023)	▲	Economic
Quality of kerbs, gutters & drainage (excellent-good rating)	35% (2021)	46% (2023)	▲	Economic
Quality of roads (excellent-good rating)	38% (2021)	51% (2023)	▲	Economic
Access to parks and open space (excellent-good rating)	83% (2018)	87% (2023)	▲	Environment
Access to information about what's happening in LGA (excellent-good rating)	n/a	46% (2023)	◄►	Social
Comment: This was a new question in the 2023 Strathfield Community Survey.				
Council website visits	693,525 (2021)	560,987 (2023)	▼	Social

Legend ▲ improving ▼ declining ◄► stable

Looking Ahead 2023-2024

- We have allocated over \$9.2 million in renewal works including roads, kerbs and gutters, Bates St Community Centre and playground renewals in the 2023-204 budget
- We have allocated over \$1 million to new works including new street plantings, pedestrian crossing at Henley Road Homebush, gateway signage and upgrade of the Sydney Water land near Fitzgerald Crescent
- We have allocated over \$5 million to major projects including Golf Driving Range Nets, Begnell Field drainage and design of parks upgrades in Strathfield Park, Hudson Park, Airey Park and Begnell Field under the WestInvest grants program.
- We will continue our review and preparation of a new Development Contribution Plan.
- We will progress the Strathfield LGA wide transport and traffic study
- We will finalise reviews of the Strathfield Connector Bus service and determine the future of this service
- We will commence an Open Space, Recreation, Sporting and Community Facilities Study
- We will prepare and review Plans of Management for community land including Crown Land Reserves and updating of Cocks Creek Reserve Plan of Management.
- We will deliver programs and community based campaigns to improve awareness of Road Safety
- We will review and upgrade the Council's website to improve public access to online information
- We will implement the our new iConcierge Application which will provide online access to a range of online Council services.
- We will prepare an Information and Communications Technology (ICT) plan
- We will install improved audio visual equipment in the Town Hall and Council Chambers to improve facility capacity
- We will prepare a Council Communications Strategy

Draft

Community Wellbeing Theme

The Community Wellbeing theme concerns the wellbeing of the local community is supported and enhanced by providing safe, clean, healthy and attractive environments, access to public spaces and community facilities, and opportunities to participate in programs and activities.

The Delivery Program Principal Activities 2022-2026 contribute to the overall achievement of the Community Wellbeing Theme's goals and strategies of the Community Strategic Plan.

Actions 2022-2023	Completed	Progressing	Challenges
Broaden access and availability of community facilities and programs and support local community groups and networks.	60%	20%	20%
Facilitate programs that provide support and connections for culturally and linguistically diverse communities, particularly new settlers.	66%	33%	-
Facilitate and partners with key stakeholders to support aged and disability	66%	33%	-
Facilitate programs that support children, youth and their families	100%	-	-
Provide recognition and support for community organisations and volunteer programs	100%	-	-
Manage and optimise use of parks, sports grounds and recreational facilities to provide fair access and meet the needs of our diverse community.	80%	20%	-
Collaborate and provide opportunities to improve community participation in healthy living programs and activities	100%	-	-
Enhance Strathfield's reputation as a safe community by developing partnerships and building community awareness and capacity	100%	-	-
Maintain safe public environments and manage reductions of hazards	100%	-	-

Achievements

- We granted over \$67,000 to community organisations for a diverse range of initiatives that support local resident involvement in community-based activities.
- We worked in collaboration with our Multicultural and Diversity Advisory Committee to deliver Harmony Day events.
- We promoted cybersafe community programs particularly for older people in a wide range of community languages.
- We conducted three safety audits across the LGA and implemented recommendations to improve community safety.

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- We worked with partners to deliver wide range of community programs for seniors including fitness, health and falls prevention and worked with partners to offer senior social trips.
- We facilitated well attended school holiday and multi-sport programs for children.
- We adopted a new Sportsgrounds Allocation Policy to support equitable access to local sportsgrounds.
- We expanded our popular weekly Library youth drop-in service to include children.
- We held our first Youth Careers Expo.

Highlights 2022-2023

Programs for children and teens

17% of Strathfield's population is aged under 18 years. Council provides a range of social, recreational and cultural programs for meet the needs of this group, which includes:

- Partnering with Australian International Sports Organisation, Council held two 8-week children's multisport programs in term 1 and term 2 with 80 children participating.
- Regular school holiday programs were offered for children.
- Council's weekly Youth Drop-In program at Strathfield Library was expanded to include children and renamed 'Children and Youth Drop In'. The program promoted socialisation and game playing in a safe environment. This is a very well attended program.
- An online mental health/healthy food/exercise program 'ThinkEatMove' by NSW Health was promoted. Promotion of Active Kids, Creative Kids and First Lap vouchers by NSW Government for children to participate and engage in various programs/socialise/ maintain health and wellbeing.

Youth events and programs

The Youth Week 2023 Career's Expo was organised in collaboration with the Strathfield Collaborative Youth Group. The Expo went exceptionally well, with extremely positive feedback from the students, teachers, stall holders and workshop facilitators. The Expo attracted 71 local students who took part in the three workshops, Digital Storytelling (with Shop Front Arts Co-op), Resume Writing (with Blue Sky Career Consulting) and Car Maintenance (with Galmatic). Participants could visit 14 different career, volunteer and information stalls. A job and volunteer board was also available to learn about current local jobs and volunteering opportunities.

Support for Seniors

12% of Strathfield's population is aged 60 years or over. Initiatives to support this group during 2022-2023 included:

- Promotion of health and fitness programs for older people including tai chi, fitter and stronger, line dancing, ballroom dancing, aqua aerobics and yoga.
- Collaborating with partners such as Sydney Local Health District for health education programs including dementia/Alzheimer's preventions and Stepping On programs for older people who have had a fall or at-risk of falling.
- Monthly webinars were held for older people such as the 'beConnected' information sessions on online safety
- Promoted Carer Gateway events for older people who may have caring responsibilities for older people.

- Liaised with Access Sydney Community Transport to offer social trips to seniors. From January to June 2023, there were 4,238 trips including 312 clients from the Strathfield LGA with 85% aged 65 years and over.

Inclusiveness

4.3% of the Strathfield population report they need help in their day-to-day lives due to disability. We have adopted a Disability Inclusion Plan and actions taken by Council are set out in the statutory reporting section of this report. Some of the key actions delivered include:

- Partnering with the Physical Disability Council of NSW to promote workshops that cover post-traumatic growth, NDIS Self-management and social morning teas.
- Translation of the 'Discover Your Council' booklet into an Easy Read format for people with intellectual disability or limited literacy and promoted to community. This booklet is available on Councils' website at <https://www.strathfield.nsw.gov.au/participate/discover-your-council/>
- Council's Traffic Team ensured facilities for new works were full Disability Discrimination Act (DDA) compliant. In 2022-2023, a total of 95 pram ramps were upgraded on footpaths in the LGA.

Culturally and Linguistically Diverse (CALD) Communities

Strathfield LGA has a large multicultural community with 59% of its population born overseas and 65% speaking a language other than English at home. Some of the key programs and events delivered include:

- Working collaboratively with our Multicultural and Diversity Advisory Committee to deliver Harmony Day events and celebration of Lunar New Year was held in partnership with Strathfield Library.
- The 'Discover Your Council' booklet was revised with additional language translations in Arabic and Tamil.
- Working in partnership with the Chinese Australian Services Society (CASS) to run two 'Be Connected' workshops in Mandarin to teach Chinese speaking seniors about technology.
- Promoting talks created by the Ethnic Communities Council of NSW and NSW Electoral Commission on how to vote in the NSW State election in Chinese, Nepalese, Arabic, Tamil, Hindi, Vietnamese and Urdu.
- Distribution of health education resources such as those from Dementia Australia in Arabic, Hindi, Korean, Nepali, Chinese Simplified, Tamil and Vietnamese, Hepatitis B information by NSW Health targeted at the Vietnamese community in Vietnamese, gambling information by Gamble Aware promoted in Korean, Nepali and Chinese Simplified.

Community, recreation and sporting facilities

Council provides a wide range of community and recreational facilities to enable all members of our community, irrespective of age, to participate in activities that support physical and mental wellbeing. This includes provision of sportsfields, playgrounds, courts, outdoor gyms and walking tracks for formal sport and informal recreation and leisure across the Strathfield LGA. 95% of all scheduled maintenance of maintenance of open space, parks and reserves, sportsfields and verges was completed. This included mowing, line marking, maintenance of wickets and sportsfields equipment, checks of lighting, irrigation and playgrounds.

In 2002-2023, additional facilities were installed in Hudson Park including BBQ and picnic areas, courts, outdoor table tennis tables and a children's playground. In our most recent community survey, the quality of our recreational facilities received excellent to good ratings for sportsgrounds (86%) sportsgrounds and 83% for playgrounds.

Council met 95% of all scheduled maintenance of open space, parks and reserves, sportsfields and verges across the LGA. This included mowing, line marking, maintenance of wickets and sportsfields equipment, checks of lighting, irrigation and playgrounds. Council met 95% of the service standards. To meet increasing demand for access to sportsgrounds, Council adopted a Sportgrounds Allocations Policy, to provide a transparent, equitable and consistent methodology for allocation of sporting grounds and facilities and to improve opportunities across the broader community to access facilities.

Community Safety

Council provided a range of programs to protect and support the health and safety of the local community including day/night ranger and parking patrols, swimming pool inspections, monitoring of pollution and animal controls, removal of abandoned vehicles and graffiti vandalism improved the safety in the Strathfield Council area. Council works collaboratively with the Auburn and Burwood Police on crime prevention strategies which included:

- Three safety audits were completed in St Annes Reserve, South Strathfield, Strathfield Station Underpasses and Burlington Road Homebush and actions were taken to address the audit recommendations.
- 'Preventing parcel theft' flyers were distributed to key community groups and at high-volumed pedestrian areas such as Strathfield Library and community centres.
- Working with Auburn PAC and local high schools to promote 'LoveBites program', an education program about respectful relationships/consent for 11-17 year olds.
- Council promoted CCTV Community/Small Business funding for eligible groups operating in Strathfield LGA for free CCTV Packages up to \$5,000 (provided by NSW Department of Communities and Justice funding).
- Promoting virtual kidnapping collateral from NSW Police, which addressed issues affecting Chinese migrant community.

Council promoted Cybersafe community programs delivered through eSafety Commissioner and BeConnected online webinars. These programs address a range of topics and are targeted at older people and are delivered in a range of community languages. Information on scams and virtual kidnapping targeting people from Chinese backgrounds was promoted via social media and on Council's website page in response to reports of increased incidents. Council supported community awareness of Safer Internet Day 2023 for children and families by the eSafety Commissioner.

Performance Indicators

The table below details Council's achievement of key performance indicators and demonstrates the contribution to the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026

Measure	Baseline	Achieved	Change	QBL
Appearance & maintenance of residential areas (excellent-good rating)	73% (2021)	63% (2023)	▼	Environment
Appearance and maintenance of public spaces (excellent-good rating)	71% (2021)	65% (2023)	▼	Environment
Care & maintenance of parks and reserves (excellent-good rating)	84% (2021)	76% (2023)	▼	Environment
% volunteers in LGA community (ABS Census)	15.1% (2016)	9.6 (2021)	▼	Social
Comment: Volunteer data is from ABS Census. There was a significant drop from 2016 of 15% to 9.6% (2021). Volunteer activities may have been affected by COVID restrictions.				
Acceptance of community diversity (excellent-good rating)	75% (2019)	78% (2023)	▲	Social
Feeling safe in their street (excellent-good rating)	71% (2019)	67% (2023)	▼	Social
Feeling safe in their suburb (moving around) (excellent-good rating)	74% (2019)	68% (2023)	▼	Social
Feeling safe on local public transport (excellent-good rating)	85% (2019)	84% (2023)	▼	Social
Decrease in smoking rates in Strathfield LGA (adult population)	11.7% (2020)	8.8% (2022)	▲	Social
Comment: Smoking rate data is from Sydney Local Area Health District statistics.				
Major crime offences in LGA	Across a 60 month trend, either stable or - 12.6% average trends for major offences (2021).	Stable (2022)	◄►	Social
Comment: Of the 13 major crime offences, there has been no increase in any category in the last 60 months. Source is NSW Bureau of Crime Statistics and Research (BOSCAR).				
Control of graffiti and vandalism in LGA (excellent-good rating)	64% (2019)	64% (2023)	◄►	Social
Number of residents hospitalised due to falls in the LGA (excellent-good rating)	492.2 people per 100,000 (2018)	No new data	◄►	Social
Comment: Data is from NSW Health statistics. Updated data is not available.				

Legend ▲ improving ▼ declining ◄► stable

Looking Ahead 2023-2024

- We will review and update Council's Social Plan and identify strategies to sustain and improve community wellbeing in the Strathfield LGA
- We will establish a Community Service Centre to provide support and resources for migrants, seniors and domestic violence in the Strathfield LGA
- We will work toward making Strathfield safer through working in collaboration with Police and community stakeholders to target and deliver community education and awareness campaigns, undertake safety audits, review our Strathfield Community Safety Plan, prepare

our Graffiti Management Policy and deliver Cyber Safe Strathfield community information programs to raise community awareness of scams and cyber-attacks.

- We will undertake to maintain our public areas to a high standard through pro-active programs for street tree maintenance, continuing our day and night area patrols, managing complaints regarding anti-social behaviours
- We will provide support to our senior's community through working with partners to deliver and facilitate a wide range of seniors programs, activities and events for health, wellbeing, social interaction and community safety.
- We will facilitate a range of programs for children and young people through delivery of programs such as school holidays, library based children's programs, youth and children's drop-in services
- We will continue to review pedestrian access and mobility and implement accessibility improvements for people with disabilities or who are less mobile and partner with disability and carer providers to promote disability inclusion and access
- We will support healthy lifestyles by maintaining our parks, amenities, playgrounds and recreational facilities to high standards and providing fair access to our sportsgrounds and community facilities
- We will provide programs for volunteer involvement and recognise our community volunteers and the valuable work they contribute.

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Celebrating Culture and Place Theme

The Celebrating Culture and Place theme concerns providing opportunities for prosperity through innovative business development, improving regulatory systems and promoting a sense of civic pride and economic benefits.

The Delivery Program Principal Activities 2022-2026 contribute to the overall achievement of the Celebrating Culture and Place Theme's goals and strategies of the Community Strategic Plan.

Actions 2022-2023	Completed	Progressing	Challenges
In collaboration, plan, deliver and promote vibrant attractive and safe town and village centres and commercial areas	100%	-	-
Promote a range of activities and experiences to attract local community and visitors to the Strathfield area	100%	-	-
Implement programs to educate, improve and monitor business regulation compliance	100%	-	-
Provide access to library and information services to support and promote community learning, literacy, knowledge and social cohesion	100%	-	-
Explore and reflect on shared culture, history and heritage of Strathfield's communities	100%	-	-
Promote and deliver events that connect communities and celebrate achievements	50%	50%	

Achievements

- We successfully trialled and implemented extended after hours access to the library. Our initiatives were recognised as finalists in the category of Customer Experience in the NSW Local Government Professionals Excellence Awards.
- We held the Strathfield Festival over three nights in Strathfield Square attracting over 35,000 people with cultural performances, live music, roaming entertainment, various cuisines from local businesses, art projections and lighting installations.
- We hosted performances by Walangari Karntawarra and Diramu Aboriginal Dance and Didgeridoo and an art display in Council's Ironbark Gallery during NAIDOC week.
- We welcomed 815 local residents as Australian citizens at 11 ceremonies. This being the highest number of citizens ever conferred at Strathfield Council in a financial year.
- We partnered with multiple organisations and facilitated five major exhibitions at the Library's Ironbark Gallery including displays and talks on history and art historical exhibitions showcasing our local community. The Visions with Variety exhibition showing artistic talents of Strathfield's seniors was a finalist in the Local Government NSW Awards in the category of Leo Kelly Arts and Culture Awards.
- We reaffirmed our Sister City relationship with Gapeyong County in South Korea with delegation visits to Gapeyong and reciprocal visits by school delegations to Strathfield.

- We received a 92% excellent/good rating in an independent community survey for the quality of our Library services. Library visitors and borrowings also increased significantly in 2022-2023.
- We reviewed and prepared new event programs for the celebration of Australia Day in the Strathfield Town Centre on 26 January 2023.
- We celebrated International Women's Day at the Homebush West Community Centre on 8 March 2023.
- We commemorated Anzac Day at the service in Davey Square on 25 April 2023 and refreshed the event by inviting local schools to participate in a poetry competition which was read at the event.
- We celebrated Indian Independence Day on 15 August 2022 with members of the local Indian community in a flag raising ceremony and lighting up the Council Chambers for a week in the Indian flag colours.

Highlights 2022-2023

Events

Council endorses an annual major program of events, which is supplemented by many smaller and targeted events and programs in Council facilities such as Strathfield Library, community centres, town hall, parks and sportsgrounds. The full list of events supported by Council is listed on page xx. The major events were well attended and include:

- Strathfield Christmas Carols at Strathfield Park on Saturday 3 December 2022 attracted about 4,000 people throughout the evening.
- Australia Day celebrations at Strathfield Square on 26 January 2023 attracting an audience of about 4,000 people.
- Movies in Park summer season featured seven movie screenings with about 400 people at each session. International Women's Day morning tea at Homebush West Community Centre on 8 March 2023 with 108 participants.
- ANZAC Day at Davey Square Reserve involved six schools and over 250 people attending the service.
- A new event, the Strathfield Festival, was held at Strathfield Square from 27 to 29 April 2023 and attracted over 35,000 people to the Square over the three days.
- While over 3000 people attended the Strathfield Spring Festival on 3 September 2022 at Strathfield Park, the event finished earlier due to poor weather conditions.

Citizenship and civic celebration

815 local residents were conferred as Australian citizens at 11 ceremonies held by Strathfield Council in 2022-23. This is the highest number of citizens ever conferred at Strathfield Council in a financial year.

Exhibitions

Council provides opportunities to showcase arts, culture and historical exhibitions in its Ironbark Gallery. Exhibitions are supported by programs such as education programs, talks and performances with cover a wide range of topics of relevance to the local Strathfield community. Exhibitions included:

- 'Minding our Business: Strathfield's Industrial Heritage' (July to September 2022) by Strathfield Council and Strathfield-Homebush District Historical Society

- 'ROAR revisited' showcasing artistic talents of local high school students from grades 9 and 10 (September to October 2022)
- Light Interactions – Bernadette Smith (October to December 2022)
- 'Historic Houses of Strathfield' from Strathfield-Homebush District Historical Society (Dec 2022 – January 2023)
- Visions with Variety: Celebrating Seniors (February- March 2023)
- Painting on Mondays: Catriona Grant & Megan Winch (March- May 2023)
- Net calls Net, Weave calls Wave: Marta Romani and Karl Logge (May- June 2023)
- NAIDOC week with Walgangari Karnatawarra (June-August 2023)

Celebrating NAIDOC week

The NAIDOC Week exhibition was celebrated from 4 July – 10 July 2022. The official opening event held on Wednesday 6 July 2022 and included special art displayed from Boomalli, Smoking Ceremony & performance by Walangari Karntawarra and Diramu Aboriginal Dance, Didgeridoo performance and Reptiles Alive provided an interactive children's holiday activity.

Library and information services

Strathfield Library and Information Hub provides a welcoming space and range of programs and services for all age and interest groups in our community. 87% of the community rating the Strathfield Library service as excellent or good in the 2023 Community Survey. In 2022-2023, patronage of the library service was returning to pre-COVID levels. Increasing patronage was also due to the new extended hours library access initiative, which was a finalist in the NSW Local Government Professionals Excellence Awards in 2023. 767 members registered for out of hours access with a total of 2392 visits until June 30 2023

In 2022-2023, Strathfield Library had 24,726 members which increased from 24,440 in 2021-2022. 68% were members were residents of the Strathfield LGA. In 2022-2023, the service had:

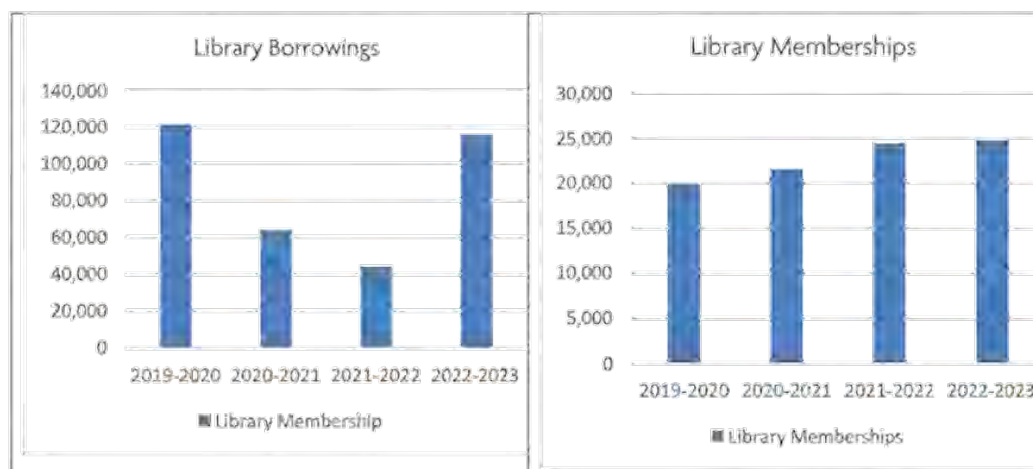
- 115,659 visitors, an increase of 61% from 2021-2022
- 175 Home Library service visits providing resources to housebound residents.
- Loaned 98,980 items, an increase of 38% from 2021-2022.
- Increased its computer sessions at the Library by over 50% from 2021-2022
- 68% of Library members are residents of Strathfield LGA.

Promoting education, literacy and learning

Council's Library Service and Community Development provide a range of education, literacy and learning programs targeted to meet specific community needs such as English conversation classes for persons from culturally and linguistically diverse backgrounds. We hosted 399 programs with attendance of 5154 people in Strathfield Library during 2022-2023. Access and availability of programs is promoted through Council's many media channels but also through visitations by library staff to local schools, childcare centres and community meetings.

Many of our services and programs were delivered in partnerships including Justice of the Peace program, English Conversation Club with Metro Assist and ACU, Tax Help with ATO, Tech Savvy Seniors

with State Library and Parenting Class, exhibitions and talks from partnerships with Strathfield School for Seniors and Strathfield-Homebush District Historical Society.



Performance Indicators

The table below details Council's achievement of key performance indicators and demonstrates the contribution to the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026

Measure	Baseline	Achieved	Change	QBL
% Australian citizens (Strathfield LGA)	66.1% (2016)	65.4% (2021)	▼	Social
Citizenship conferees (annual)	340 (2021)	815 (2023)	▲	Social
Comment: % of Australian citizens is reported in 2021 Census. There was a significant increase in citizenship conferees in 2022-2023, which may in response to previous COVID restrictions.				
Bachelor or higher degree (Strathfield LGA)	32% (2011)	44% (2021)	▲	Social
Comment: This has increased since 2011 (32%) and 2016 (38%) and last reported in 2021 Census				
Local shops and services meet needs (very well ratings)	n/a	52% (2023)	◄►	Social
Comment: This is a new question on the community survey in 2023				
Number of borrowings/loans of Council library	94,150 (2021)	98,980 (2023)	▲	Social
Number of members of Strathfield library	21,544 (2021)	24,726 (2023)	▲	Social
Comment: 68% of members of Strathfield Library are local residents				
Number of visitors to Council library	64,008 (2021)	115,659 (2023)	▲	Social
Satisfaction with Council Library service (excellent-good rating)	87% (2021)	87% (2023)	◄►	Social

Legend ▲ improving ▼ declining ◄► stable

Looking Ahead 2023-2024

- We will develop options for the Strathfield Town Centre Master Plan including extensively engaging with the community
- We will develop and implement an annual program of major events which maximises opportunities for community participation.

- We will work with our local businesses to achieve high standards of public health compliance and promote and manage outdoor dining in our town centres
- We will provide high quality and wide range of library and information services to our community which is accessible and available to persons of all ages and abilities. We will provide access to print and digital resources, promote digital literacy programs to improve awareness and skills and explore ways to improve community access to library services
- We will partner and present exhibitions and learning programs through our Ironbark Gallery that provide education and reflections on culture, art, heritage and environment particularly those connected with our local communities
- We will acknowledge our First Nation peoples and celebrate NAIDOC week and prepare oral history project on undocumented histories of culturally and linguistically diverse groups and their experiences in Strathfield LGA
- We will welcome new Australian citizens and hold regular citizenship ceremonies and celebrate the achievements of our community and important civic events
- We will continue our commitment to cultural and learning exchanges through our Sister City relationship with Gapyeong County in South Korea

Draft

Liveable Neighbourhoods Theme

The Liveable Neighbourhoods theme concerns supporting high quality, well planned and sustainable urban and natural environments that balance well designed and innovative development with existing local character whilst protecting and enhancing the natural environments.

The Delivery Program Principal Activities 2022-2026 contribute to the overall achievement of the Liveable Neighbourhoods Theme's goals and strategies of the Community Strategic Plan.

Actions 2022-2023	Completed	Progressing	Challenges
Prepare, review and implement planning controls that respect local character, heritage and deliver quality liveability, aesthetics and sustainable development in the Strathfield LGA	100%	-	-
Ensure effective and efficient planning and development processes and outcomes that reflect community values	100%	-	-
Deliver efficient, effective and responsive waste services and education to improve resource recovery and reduce illegal dumping	100%	-	-
Deliver compliance inspection, monitoring and education programs to maintain high standards of public health and community safety	100%	-	-
Deliver street and public domain cleansing programs and community education to improve public amenity and clean streets and waterways	100%	-	-
Protect, monitor and expand urban forest and tree canopies across the Strathfield LGA	100%	-	-
Engage community, protect and improve biodiversity, ecological health and resiliency of Strathfield's natural environment and waterways (refer: LSPS P13)	90%	10%	-
Collaborate and engage with NSW Government agencies, other Councils, schools and general community to participate in environmental and stormwater education and programs	100%	-	-
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.	33%	33%	33%

Achievements

- We achieved a major environmental target in partnership with local environmental groups by reestablishing a breeding habitat for the Green and Golden Bellfrog at the Greenacre Frog Ponds. Adult frogs and tadpoles were recorded at this site for the first time in a decade.

- We adopted the Affordable Housing Tenancy Policy to govern Council's Affordable Housing Portfolio.
- We amended Development Control Plan Part O (Trees) to establish a user friendly system for tree permits for pruning and removal replacing the requirement for lodgement of development applications.
- We commenced preparation of a new Developer Contributions Plan.
- We commenced a number of key strategic studies that will support the future growth and development across the LGA to improve housing diversity available choice across the community and assisting supporting housing affordability.
- We installed a new public toilet at Homebush West Town Centre in the northeastern corner of the Homebush West car park.
- We commenced a new street tree maintenance contract and also commenced street tree data collection program of the estimated 12,000 street trees with about 33% of street trees logged in 2022-2023.
- We determined 143 development applications valued at over \$254 million.
- We established an agreement for shared catchment flood risk management strategy with City of Canada Bay and Burwood Councils to commence in 2023-2024.
- We made a general agreement to conserve the remnant patch of Cooks River/Castlereagh Ironbark Forest located on land owned by Australia Post.
- We achieved a 100% completion rate for implementing all scheduled street sweeping and public domain cleansing and maintenance programs.
- We provided over 40 free heritage advisory services to owners of local heritage properties.

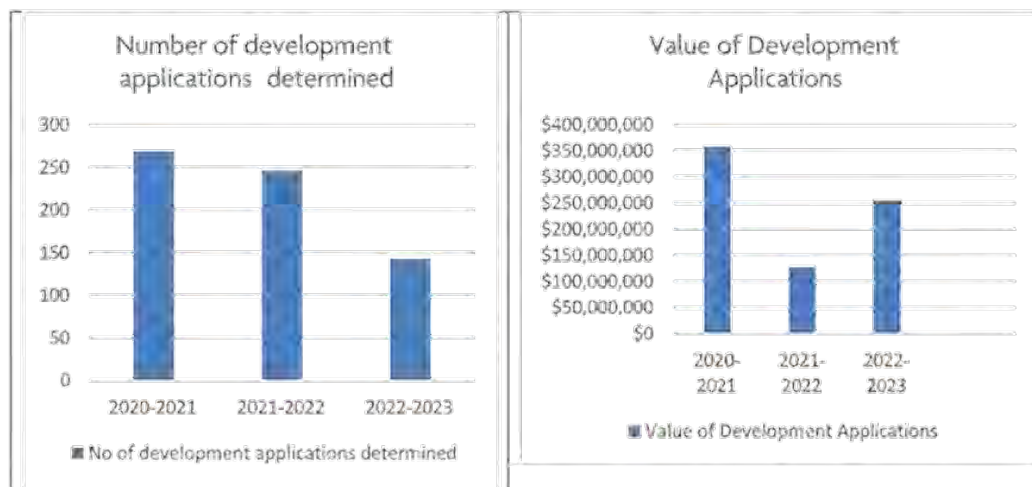
Highlights 2022-2023

Draft

Planning and Development Assessment

Strathfield Council has commenced a number of key strategic studies that will support the future growth and development across the LGA. This includes a study to investigate opportunities for additional medium density housing options. This is to improve housing diversity and choice available across the community and assisting supporting housing affordability. Work is also underway to update the existing Strathfield Infrastructure Contributions Plan. This is to ensure that the plan is consistent with existing legislative requirements but also ensure, Strathfield Council is best placed to meet the additional infrastructure demands created by our growing community. A review of the existing Strathfield Development Control Plan and Local Environmental Plan has also been commenced. The refresh is being undertaken to ensure that our planning policies and development controls are appropriately tuned and responsive to the contemporary planning issues being experienced in Strathfield.

Two further key projects have also been endorsed to commence by Council. This includes master planning for the Homebush Precinct of the Parramatta Road Corridor Urban Transformation Strategy. This is a long term project that will have a significant and positive influence for Strathfield will potential to accommodate the next 5 to 10 years of residential growth. The second project relates to the Strathfield Town Centre Master Plan. Options to deliver a Master Plan for the town centre have been long discussed, however, Council has endorsed a refreshed approach to the delivery of the project. Further communications and stakeholder engagement will be taking place on both these projects through 2024.



Heritage

Strathfield LGA has 232 heritage items and 17 heritage conservation areas on the Strathfield Local Environmental Plan. 227 are built items and 5 are landscape items. To date, one isolated Aboriginal find and two artefact scatters have been identified in the Strathfield LGA and located within public reserves. To support heritage conservation, Council re-launched its heritage advisory service in 2022-2023 and completed 40 advices to property owners. Council defended a number of adverse development application proposals and actions to protect and conserve important heritage items and conservation areas in the Strathfield LGA. A total 11 Heritage exemption 5.10(3) approvals were issued for heritage item owners to conduct maintenance works to their properties. Major heritage conservation works were undertaken to restore the historic Strathfield Town Hall in 2023 including restoration of the slate roof and hall interiors. The major issues concerning heritage conservation in the Strathfield LGA include deterioration of heritage items, inappropriate development on sites that adjoin heritage items that have been approved through the Complying Development process and Illegal removal of significant heritage fabric on contributory dwellings within Heritage Conservation Areas.

Waste Management

Management of waste is required to effectively prevent risks to public health, environmental contamination and the loss of valuable resources. Council does not manage industrial and commercial waste, which in 2021-2022 generated 41% of all waste in the Strathfield LGA. Council's services provide a domestic weekly garbage, fortnightly recycling and green waste collection to residential single dwelling houses (SUDs); a weekly garbage and fortnightly recycling services to multi-unit dwellings (MUDs) and three annual clean-up collections per household in the LGA. The key waste results from 2022-2023 were:

- 478,868 general waste (red) bins were collected measuring 10,936 tonnes
- 217,594 recycling (yellow) bins were collected measuring 2255 tonnes
- 127,192 green waste bins were collected measuring 2833 tonnes
- 8394 household clean-up services were collected measuring 955 tonnes of waste.

- 32% of waste, measuring 5088 tonnes, was diverted from landfill, which is unchanged from the previous year, but falling well short of the target of 80% diversion.
- 1022 separate illegal dumping incidents were investigated in 2022-2023, a decrease from the prior year of 1498 incidents.
- The Return and Earn vending machine at the Strathfield Town Centre, over 2,799,144 million items of recyclable materials have been collected in 2022-2023.



There are many ongoing challenges for waste management in the Strathfield LGA, particularly the differences in waste management practices from residential houses compared to multi-unit dwellings. Audits of residential waste bins revealed significantly lower waste diversion rates from landfill of Multi-Unit Dwellings (MUDs) and higher levels of waste contamination rates. In response, Council has focused on education and enforcement programs to MUDs to improve these rates.

To promote and educate improvement in community waste practices, Council promoted events to increase recycling including E-waste, Chemical Clean Out Drop Off events and an increase of drop off points for collection of light globes, batteries, x-rays, printer cartridges, mobile phones and CDs/DVDs recycling. Council supported the collection of unlimited free household items collection by The Bower Reuse and Recycling Centre.

Pollution and public health inspections

Council maintained a comprehensive public health inspection and investigation management. A total of 90 pollution complaints were received and actioned by Council, which is a significant increase from the 45 complaints in the previous year. The increase mainly concerned noise, odour and dust complaints by residents as a result of extended industrial sites trading hours and their impact on residential areas. Other common pollution complaints included noise, sewer overflows, spills and pollution in waterways, odour and dust which includes industrial sites and building sites, smoky chimneys, BBQ use and backyard burning. Council undertook annual inspections of skin penetration and water cooling towers. Actions were initiated for non-compliances.

Exposure to contaminated sites may affect the health of people, animals or plants. Contamination makes the land unsuitable for most uses. Land contaminated by potentially harmful substances are registered as contaminated sites. Land contamination can be caused by a variety of land uses. Strathfield

LGA has six registered contaminated sites with only one under preliminary investigation – the former Ford landfill in Homebush West. Old petroleum stations and other historic landfills also present a risk for certain land uses.

Tree Programs

Council is focused on improving the tree canopy in the Strathfield LGA, which includes trees located on public and private properties. Council commenced preparing a program for replacement street and public tree planting with likely commencement in first half 2024. Council has commenced collating a data inventory for all street trees in the LGA. In 2022-2023, about 33% of street trees were logged, with the same target for 2023-2024 and 2024-2025, which will complete the program. The data collected guides the street tree maintenance works. Council has engaged contractors to undertake maintenance of street trees including road and building clearances, dead wooding, tree removals, formative pruning and stump removals.

Additional plantings occurred along the Cooks River, Hudson Park, Boden Reserve and Elliot Reserve as well as new and replacement street tree planting throughout southern areas of the Strathfield LGA. New trees and vegetation including locally native species were used for plantings in parks, roadways, natural areas and gardens. National Tree Day was held in July 2022 with 232 volunteers planting over 5000 plants. Council's Bushcare program, which involves volunteers working in natural areas and bush regeneration, was relaunched in August 2022, following COVID disruptions.

Part O of Council's Development Control Plan (DCP) was amended including assessment process and criteria for private trees. New requirements for tree planting on private property e.g. 2 for 1 replacement and specific tree planting for new development applications in relation to lot size. Routine inspections were undertaken for properties that have removed trees/recent developments to ensure replanting has been undertaken. Reports on illegal tree works and vandalism were investigated by Council's compliance team for illegal tree works.

Natural Environment

Key natural environment locations in the Strathfield LGA include Mason Park Wetlands, Coxs Creek Reserve and Greenacre Frog Ponds with primary biodiversity or wildlife corridors are along the Cooks River/Coxs Creek in Strathfield and Strathfield South. Weed reduction works were undertaken in natural reserves such as Coxs Creek Reserve. The Greenacre Frog Ponds off Bellfrog Steet have been revitalised and actions undertaken to support reinstating breeding conditions for Green and Golden Bellfrog. In October 2021 – June 2022 12 adult and 7 metamorphic Green and Golden Bellfrogs were recorded, as well as tadpoles in one pond. In the second year of operation (June 2022 – June 2023) 20 adults were identified at the Greenacre Frog Ponds. 4 metamorphs were also identified, as well as tadpoles in two ponds. Additionally, 1 adult GGBF was found at the NSW Ports ponds for the first time in December 2022.

Performance Indicators

The table below details Council's achievement of key performance indicators and demonstrates the contribution to the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026

Measure	Baseline	Achieved	Change	QBL
Aboriginal heritage registered finds in LGA	3 (2019)	3 (2023)	◀▶	Environment
Attractiveness of buildings, streetscape and surroundings in local area (excellent-good rating)	56% (2020)	49% (2023)	▼	Environment
Care and protection of historic and heritage buildings and areas (excellent-good rating)	64% (2020)	63% (2023)	▼	Environment
Community satisfaction on how well new development blends with neighbourhood character (excellent-good rating)	40% (2020)	40% (2023)	◀▶	Environment
Reduction of Council Greenhouse Gas emissions	Total emissions	2424 CO2-e	◀▶	Environment
	Electricity	1799 CO2-e (74%)	◀▶	Environment
	Diesel	550 CO2-e (23%)	◀▶	Environment
	Gas	12 CO2-e (0.5%)	◀▶	Environment
	Petrol	65 CO2-e(3%)	◀▶	Environment
Comment: full sets of prior year data not available, therefore, it is not possible to contrast performance. Baseline reset from 2022-2023.				
Reduction of emissions in Strathfield LGA (tonnes CO2-e)	509,473 (2020)	485,141 (2022)	▲	Environment
Reduction of energy consumption (Council operations)	10,070 GJ (2018)	8,386 GJ (2023)	▲	Environment
Maintenance of tree coverage and natural environment (excellent-good rating)	75% (2021)	74% (2023)	▼	Environment
Number of non-Aboriginal heritage items and heritage conservation areas.	232 heritage items and 17 areas (2017)	232 heritage items and 17 areas (2023)	◀▶	Environment
Number of pollution complaints (combined air, noise, light and water)	45 (2022)	90 (2023)	▼	Environment
Comment: Pollution complaints increased in 2023 to 90 from 45 in the previous year. The increase mainly concerned complaints regarding impact of increased operating hours of industrial sites on nearby residential areas.				
Quality of Council waste services (excellent-good ratings)	79% (2021)	73% (2023)	▼	Environment
Increase of waste diversion from landfill	36% (2021)	32% (2023)	▼	Environment
Increase of total waste materials diverted from landfill (tonnes)	5851 tonnes (2020)	5088 tonnes (2023)	▲	Environment
Tree Canopy in Strathfield LGA and suburbs	LGA 17%	No new data	◀▶	Environment
Comment: 2019 is latest data, however data collection project is underway. The 2019 suburb %'s are Belfield 19%, Greenacre 10%, Homebush 16%, Homebush West 14%, Strathfield 23% and Strathfield South 10%				
Total water consumption (Council)	76,984 (2017)	31,974 (2021)	▲	Environment
Total water consumption in Strathfield LGA	5,337,706 kL (2020)	4,489,551 kL (2022)		Environment

Legend ▲ improving ▼ declining ◀▶ stable

Looking ahead 2023-2024

- We will continue preparing a masterplan for the Homebush Precinct of the Parramatta Road Corridor Urban Transformation Strategy and review of our Local Environment Plan (LEP).
- We will continue to develop and review Council's flood risk management studies including completion of the Saleyards Creek floodplain management study
- We will provide heritage advisory services to support owners of heritage properties in the Strathfield LGA.
- We will provide public notification and assessment of development applications and planning proposals and provide support for planning panels.
- We will deliver a range of waste services to residential and multi-unit properties including on-call waste collection services.
- We will prepare a Waste Management Strategy and deliver community education programs aimed at reducing littering and dumping and improving recycling and reuse.
- We will provide community education and administer fire safety, swimming pool safety, awnings, building compliance and public health protection and compliance
- We will deliver cleansing and maintenance programs in public domains including town centres and operate a regular street sweeping service across the Strathfield LGA. Investigate and monitor pollution events and take action on compliance breaches
- Investigate complaints and/or breaches of permits including standing plants, skip bins, shipping containers, sediment and erosion control etc.
- We will commence preparation of an Urban Forest Strategy including Street and Park Tree Masterplan (Strathfield Greening Strategy) which identifies quality open space and thriving green corridors to ameliorate impact of growth across LGA, reduce urban heat and improve the quality of Strathfield's urban landscape, parks and open spaces and administer tree application process and investigate breaches and complaints
- We will collaborate with partners on education, events and projects to improve environmental sustainability such as National Tree Day, Bushcare and community planting days, regional programs to improve our region or catchment such as Cooks River Alliance and Parramatta River Catchment Group, developing a Backyard Habitat program
- We will undertake actions to monitor the health of our local environment including completing annual survey on Green and Golden Frog status and population, conducting monthly water monitoring to ascertain health of waterways and detect pollution incidences and measuring W. Backhousei species condition and seeking funding to instal a sluice gate to improve tidal flushing at Mason Park Wetlands.
- We are committed to reducing Council's emissions and use of resources. We will identify opportunities for stormwater harvesting or recycling alternatives to potable water use for key Council open spaces or buildings and identify viable environmental infrastructure upgrades such as energy and water systems
- We will prepare an Environmental Education Programme
- We will maintain and promote the availability of our Electrical Vehicle Charging Stations and review Council's vehicle fleet for conversion to energy efficient alternatives.

Responsible Leadership Theme

The Responsible Leadership theme concerns achieving the goals of the plan by making improvements to infrastructure, delivering and facilitating better services by responsible management of community assets and consistent delivery of efficient and effective services.

The Delivery Program Principal Activities 2022-2026 contribute to the overall achievement of the Responsible Leadership Theme's goals and strategies of the Community Strategic Plan.

Actions 2022-2023	Completed	Progressing	Challenges
Engage and provide opportunities for the community to participate in decision making processes.	100%	-	-
Facilitate Council and Committee meetings and ensure compliance with statutory and policy obligations	100%	-	-
Provide support to Councillors to enable effective and representative decision making based on community priorities	100%	-	-
Prepare and implement Integrated Planning and Reporting framework and provide reports on Council performance	100%	-	-
Maintain Council's financial sustainability and provide accountable, transparent and value for money services	100%	-	-
Ensure Council is properly resourced to meet challenges of implementing the Delivery Program	100%	-	-
Respond to customer requests, complaints and access to information to a high standard of customer service	100%	-	-

Achievement

- Following extensive community engagement, the NSW Geographical Names Board approved renaming of the part of the suburb of Belfield located in the Strathfield Council area as Strathfield South.
- The Mayor of Strathfield initiated a regular program of meetings with community organisations, schools and local businesses to promote closer engagement between Council and the community.
- We commenced implementation of the new Community Strategic Plan Strathfield 2035 and adopted the Delivery Program 2022-2026 and Operational Plan and Budget 2023-2024.
- We established working collaboration and partnerships with other tiers of government, neighbouring councils, regional organisations including Southern Sydney Region of Councils (SSROC) and Local Government NSW (LGNSW) and local community organisations.
- We provided space and supported Burwood Council staff at our Depot while they undertook urgent works at their depot for a 6 month period.
- We prioritised and addressed issues concerning Council's long term financial sustainability issues through adopting new programs and measures including improved efficiencies, expenditure savings and increasing Council revenue.

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- We are addressing gender imbalances in the Council workforce with programs such as promotion of female staff working in open spaces, which was recognised as finalist in the NSW Local Government Professionals Organisational Diversity and Inclusion Award.

Highlights 2022-2023

Councillors

Councillors are directly elected by the community and as the governing body of the Council, they are responsible for setting and monitoring the strategic and policy direction of the Council on behalf of and for the benefit of the Strathfield community. To support Councillors in their roles, they are provided with fees, expenses and facilities, ongoing development and learning programs, regular workshops, briefings and information updates. Attendance by Councillors at Council meetings is reported on page xx. Further information on Councillors fees, expenses, training and development, interstate and overseas trips is available in the section of the report on statutory reporting.

Organisational Review

Following review of the organisation, a new organisational structure was adopted in July 2022. Council's General Manager, Michael Mamo, joined Council in August 2022. The new organisational structure created three departments: Corporate & Community, Engineering and Operations and Planning & Environment. Under the new structure, three new Directors were subsequently appointed: Kristy Watts (Director Corporate and Community), Cathy Edwards-Davies (Director Engineering and Operations) and Clare Harley (Director Planning and Environment). You can read about our Organisation on pages xx.

Integrated Planning and Reporting

After extensive community consultation, Council endorsed the new Community Strategic Plan 'Strathfield 2035', Delivery Program 2022-2026 and Operational Plan 2022-2023 in June 2022 for commencement on 1 July 2022. The Delivery Program and Operational Plan was revised and reexhibited to include amendments and a proposal for a Special Rate Variation which was adopted by Council in February 2023. The Delivery Program 2022-2026 and Operational Plan 2023-2024 was revised, publicly exhibited and adopted on 27 June 2023 for commencement on 1 July 2023. You can read about Integrated Planning and Reporting System on pages xx.

Community Engagement

Council continued to work with our community to understand the broad range of issues important to them. Engaging with our community and listening to different perspectives helps us make better informed and more sustainable decisions. A critical part of our day-to-day business, it also helps us achieve our organisational vision and mission as well as fulfil our values of teamwork, customer focus, innovation and safety. You can read about our Community Engagement activities for 2022-2023 on pages xx.

Improving Council's Financial Sustainability

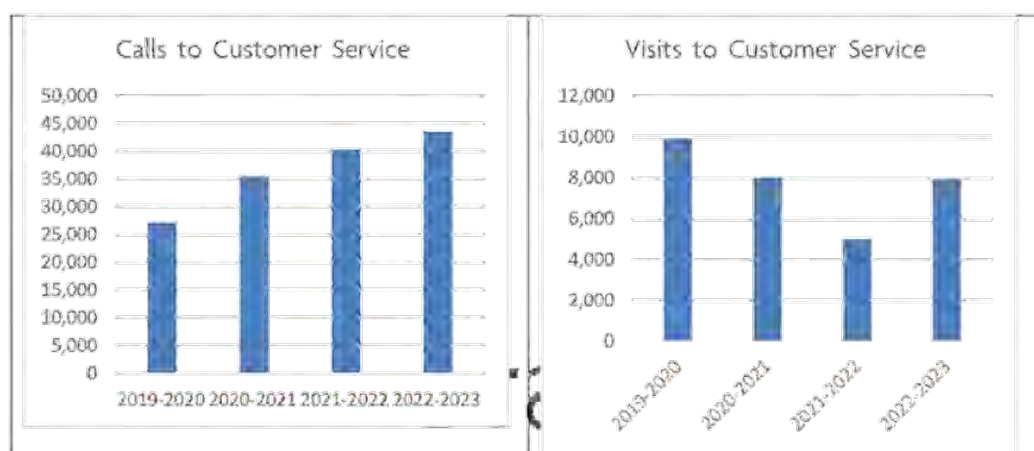
Council undertook a review of its operations and finances, which identified significant funding gaps, ongoing deficits and increasing asset backlogs. To address these issues and improve Council's long term financial sustainability, a range of measures were adopted in 2022-2023 to increase Council's revenue, improve, prioritise and fund its asset infrastructure management to reduce backlogs, improve organisational efficiencies.

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Customer Services

Council's Customer Services provides multiple touch points for customers including in-person counter functions at 65 Homebush Road Strathfield, a call centre, and a telephone after-hours 24/7 service. Over 2022-2023, 43,552 calls were made to Strathfield Council, with Council's Customer Service team directly handling 30,870 calls with an average grade of service of 86% (answered within first 20 seconds). A new Customer Service Charter was adopted in May 2023. Actions were implemented in 2022-2023 to improve the services offered to the public including installing a duty planner desk in the Service Centre, a register of compliments received to recognise outstanding staff efforts, new processes for automating and issuing 735A certificates and launch of an online certificate ordering portal for s.10.7, s.603 and s.735A certificates.



Performance Indicators

The table below details Council's achievement of key performance indicators and demonstrates the contribution to the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026

Measure	Baseline	Achieved	Change	QBL
Council's customer services satisfaction rating (excellent-good rating)	51% (2018)	59% (2023)	▲	Civic Leadership
Community satisfaction with Council's efforts to give the community a say on issues that affect them (excellent-good rating)	55% (2021)	45% (2023)	▼	Civic Leadership
Council's overall performance satisfaction rating (excellent-good rating)	61% (2018)	54% (2023)	▼	Civic Leadership

Legend ▲ improving ▼ declining ◄ stable

Looking Ahead 2023-2024

- We will support our Audit, Risk and Improvement Committee and use recommendations to improve the efficiency and accountability of Council's operations. In 2023-2024 we will undertake service reviews of our Civic Works and Street Sweeping Services.

- We will review, implement and monitor an effective and compliant Enterprise wide Risk Management Program to effectively manage and minimise Council's risk exposure, review our insurance program and ensure that Council has an effective compliance Internal Audit Program including an internal audit plan
- We will notify and engage with the community on proposals, strategies, plans and policies in accordance with Council's Community Engagement Strategy.
- We will provide support for Council and Committee meetings, ensure the public has live access to council meetings, and publish business papers and minutes of meetings.
- We will provide support for Councillors and provide access to learning and development programs and regular workshops. We will prepare for the 2024 Council election and prepare a new Councillor induction program.
- We will review our strategies, prepare plans and provide performance reports including Annual Reports as required by the Integrated Planning and Reporting (IPR) framework
- We will focus on improving our financial sustainability including the implementing the new Council rating structure, managing rates and sundry debtors, preparation of plans and reports such as Long Term Financial Plan (LTFP), Annual Budget, Quarterly Budget reviews, investments reports, annual audited financial statements and other statutory report requirements.
- We will commence preparation of a Land and Property Strategy and undertake review of leases and licences
- We will undertake asset conditions audits and review of relevant Asset Management Plans
- We will prepare and implement Council's Workforce Plan including EEO Management Plan and Work, Health and Safety programs to ensure Council has an agile and capable workforce which is resourced and supported to deliver effective programs and services
- We will provide public access to information through GIPAA, comply with record keeping requirements, review our Privacy Management Plan and public disclosure policy and reporting
- We will provide efficient and effective Customer Services and manage an effective complaint management process

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Applications to Access Information

Government Information (Public Access) Act 2009 s.125(1)

Government Information (Public Access) Regulation 2018, cl.8, Schedule 2

The following applications to access information under the *Government Information (Public Access) Act 2009* were received:

Number of applications received	2019-2020	2020-2021	2021-2022	2022-2023
GIPAA formal access requests	9	21	18	23
GIPAA informal access requests	221	231	161	136

Council lodged a *Government Information (Public Access) Act 2009* Annual Report for 2022-2023 and reviewed Agency Information Guide with the Information and Privacy Commissioner in 13 September 2023.



Scan here for a copy of our Agency Information Guide

Table A: The number of formal applications by type of applicant and outcome

	Access granted in full	Access granted in part	Access refused in full	Info. not held	Info. already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn	TOTAL
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	5	0	0	0	0	0	0	0	0
Members of the public (other)	16	0	2	0	0	0	0	0	0
TOTAL	21	0	2	0	0	0	0	0	0

Table B: Number of applications and outcomes

	Access granted in full	Access granted in part	Access refused in full	Info. not held	Info. already available	Refuse to deal with application	Refuse to confirm or deny whether information	Application withdrawn	Total
Personal Information application	0	0	2		0	0	0	0	0
Access applications (other than personal information applications)	21	0	0	0	0	0	0	0	0
Access application that are partly personal information application and partly other.	0	0	0	0	0	0	0	0	0
TOTAL	21	0	2	0	0	0	0	0	0

Table C: Invalid applications

Reason for invalidity	No. of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0
TOTAL	0

Table D: Conclusive presumption of overriding public interest against disclosure: Matters listed in Schedule 1 of the Act.

Reason for invalidity	No. of applications
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0

Reason for invalidity	No. of applications
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	0
Information about authorised transactions under <i>Land and Property Information NSW (Authorised Transactions) Act 2016</i>	0

Table E: Other public interest considerations against disclosure: matters listed in table in section 14 of the Act

Reason for invalidity	No. of applications
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness of processing applications:

Timeliness	No. of applications
Decided within the statutory timeframe (20 days plus any extensions)	20
Decided after 35 days (by agreement with applicant)	1
Not decided within timeframe (deemed refusal)	2
TOTAL	23

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
TOTAL	0	0	0

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Application by access applicants	0
Applications by persons by whom information the subject of application relates	0

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

Type of transfer	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

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Councillors

Councillors Fees, Expenses and Facilities

Local Government Act 1993 s.428 (f), Local Government (General) Regulation 2021 cl.217 (a) (al) (l-viii) and Councillor Expenses and Facilities Policy

To support Councillors in performing their role, Councillors receive fees, facilities and reimbursement of expenses. Fees for Councillors and the Mayor are determined by the Local Government Remuneration Tribunal annually.

Councillor's facilities and expenses including monetary limits are set out in Council's Councillors Expenses and Facilities Policy. The following fees were paid in 2022-2023:

Mayoral Allowance (excluding Councillor fees)	\$42,176
Councillors Fees	\$135,391
Superannuation contributions	\$9,339
TOTAL	\$186,906

The following costs were incurred during 2022-2023 for the payment of expenses and provision of facilities to Councillors (excluding fees):

Type of expense	Requirement	Total Cost (\$)
Dedicated office equipment including laptop computers, mobile devices and any installation costs	LG (General) Reg. 2021 cl.217 (l) (al) (i)	4,658.41
Telephone calls (including landline and mobile calls)	LG (General) Reg. 2021 cl.217(l) (al) (ii)	0
Councillors Conference and Seminar Expenses	LG (General) Reg. 2021 cl.217(l) (al) (iii)	15,997.44
Councillor Training and Skill Development	LG (General) Reg. 2021 cl.217(l) (al) (iv)	6,654.12
Total costs of interstate visits including cost of transport, cost of accommodation and other out-of-pocket expenses	LG (General) Reg. 2021 cl.217(l) (al) (v)	11,671.77
Total cost of overseas visits including cost of transport, cost of accommodation and other out-of-pocket travelling expenses	LG (General) Reg. 2021 cl.217 (l) (al) (vi)	7043.20
Spouse or partner expenses	LG (General) Reg. 2021 cl.217(l) (al) (vii)	0
Childcare expenses	LG (General) Reg. 2021 cl.217(l) (al) (viii)	0
Other Expenses and Provision of Facilities - Printer /photocopier, business cards	LG (General) Reg. 2021 cl.217(l) (al)	677.20
	TOTAL	\$46,702.14

Councillor Induction training and professional development

Local Government (General) Regulation 2021 cl.186

A total of \$6,654.12 was expended on Councillor Training and Skill Development.

2022-2023 Induction Training/Refresher induction sessions

Name of training course	Participants
Code of Conduct training sessions	All councillors attended
Chairing and Effective Meeting Procedures for Councillors training session	All councillors attended

2022-2023 Ongoing Professional Development Programs attended

No councillor attended professional development programs

2022-2023 Seminars, Circulars or other Activities delivered as part of Ongoing Professional Development

The following circulars were issued to all councillors:

- OLG Circular 2 November 2022 – 22-33 Misuse of Council Resources – March 2023 State Election
- OLG Circular – 22-38 Consultation on the outcomes of the review of the councillor misconduct framework
- OLG Circular – 23-09 September 2023 mayoral elections

Date	Councillor Workshop - topic	Blackmore	Cai	Datta	Hall	Pensabene	Reddy	Maheswaran
20/9/22	IPART, Financial Sustainability and Special Rate Variation Presented by General Manager and Morrison Low consultants	✓	✓	✓		✓	✓	
26/10/22	Financial Sustainability and Special Rate Variation: Workshop 2 – Rates and DWM Review Presented by General Manager and Morrison Low consultants	✓	✓	✓		✓	✓	✓
8/11/22	Financial Sustainability and Special Rate Variation Presented by General Manager and Morrison Low consultants	✓	✓	✓	✓		✓	✓
24/1/23	Councillor Workshop 24 January 2023 – Conflict of Interest – Refresher Presented by Executive staff	✓	✓	✓	✓	✓	✓	✓
23/5/23	Key Governance Learning – Executive staff			✓		✓	✓	
TOTAL		4	4	5	2	4	5	3

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Councillor Interstate Visits

Local Government (General) Regulation 2021 cl.217 (1) (a) (v)

Councillors Blackmore, Cai, Pensabene and Reddy attended National General Assembly of Local Government in Canberra in June 2023. Total cost was \$11,671.77.

Overseas Visits

Local Government (General) Regulation 2021 cl.217 (1) (a)

In October 2022, Cr Blackmore, Cr Cai and the General Manager visited Gapyeong County in South Korea, which is Council's Sister City. The purpose of the trip was for cultural and education exchanges. The total cost of the trip was costs of the trip were \$9,426.52.

Councillor Conduct and Complaint Handling

There were five (5) formal code of conduct complaints received about Councillor/s under Council's Code of Conduct in 2022-2023. Our Code of Conduct is designed to encompass the provisions outlined in the Model Code of Conduct for Local Councils in New South Wales (NSW). It establishes a set of fundamental ethical standards to govern the behaviour of council officials. This regulatory framework serves several essential functions:

- Clarifying Expected Standards: It provides council officials with a clear understanding of the conduct standards that are anticipated from them.
- Statutory Duty Fulfillment: It assists council officials in fulfilling their statutory obligation to act honestly and exercise due care and diligence in their roles.
- Enhancing Public Confidence: It encourages council officials to act in a manner that promotes public trust and confidence in local government.

Non-compliance with these standards by a councillor constitutes misconduct as defined by the Local Government Act of 1993. This legislation empowers the imposition of various penalties for misconduct, including suspension or disqualification from civic office. Our General Manager is responsible for addressing complaints related to councillor conduct in line with the Code of Conduct. Complaints may pertain to various matters, including but not limited to:

- Disclosure of Confidential Information: Breach of confidentiality.
- Improper Use of Office: Using the position of councillor for personal gain or to the detriment of the local government or other parties.
- Misuse of Local Government Resources: Inappropriate use of resources under council jurisdiction.
- Unauthorised Involvement in Administrative Matters: Interference in administrative matters without proper authorization.
- Improper Conduct towards Council Officials: Making offensive or objectionable statements about council officials or attempting to improperly direct or influence them.
- Gifts and Notifiable Transactions: Receipt of notifiable or prohibited gifts.

Complaints are dealt with per Council's Code of Conduct procedures, which may require formal coaching, training, feedback through to formal investigation depending on the matters presented.

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Disability Inclusion

Disability Inclusion Plan

Disability Inclusion Act 2014 s.13 (1)

The Strathfield Council Disability Inclusion Action Plan 2020-2024 identifies actions and timeframes aligning with the five themes of the Community Strategic Plan. The following actions were taken in the 2022-2023 year to implement actions in the plan.

Action item	Response
1.1 Customer Service is welcoming and accessible	Customer service has an accessible ramp for entering and exiting the Service Centre. 2 wheelchair accessible counters at the Service centre
1.3 Council staff training in disability inclusion	Currently exploring options for available providers to deliver staff training in disability inclusion.
1.4 Installation of Bluetooth Hearing loops in public facilities	Received an updated quote in 2023 for installation of Bluetooth Hearing loops. This items has to be budgeted for and yet to be approved (delayed by Town hall renovations)
1.5 Deliver community education in disability in partnership with disability organisations	<p>Promotion of many programs for disability inclusion and information including:</p> <ul style="list-style-type: none"> - Physical Disability Council of NSW workshops for people with a disability and their carers - Australian Centre for Disability Law workshops for students of all ages with disability to advocate for reasonable adjustments and learning support (in-person and online) - Sydney Local Health District Carers program listed on Council's webpage for information, events and networking, such as CHAT Registry and CHAT Live. - Dementia information on Council's webpage include general information of what dementia is, support for carers and translated factsheets for community - Brain Fit Information session delivered by Dementia Australia for community to learn about brain health, risk factors for dementia and develop a brain fit action plan. - 'Understanding dementia' and 'preventing' dementia' short online, free courses promoted to community delivered by University of Tasmania, The Wicking Dementia Centre.
1.8 Promote International Day for People with Disability	Strathfield Council promoted International Day for People with Disability 2022 on Council's social media platform. This year for IDPWD, Council purchased and donated 182 tickets to local high schools with students with disabilities which include Chalmers Road School (75 tickets), Strathfield South High School (86 tickets) and Homebush Boys School (21 tickets) to enjoy a free game of bowling at local, accessible establishment, Strathfield Superbowl.

Action item	Response
2.1 In accordance with budget constraints, include access improvements to existing facilities	Strathfield Council is continuing this ongoing process.
2.11 Sporting facilities are upgraded	Strathfield Council is continuing this ongoing process and completed all projects to comply appropriately.
2.13 Library facility at Rochester St Homebush upgraded	Strathfield Council has completed this project for Strathfield Library.
2.14 Connector bus service commenced to improve travel options in Strathfield	Strathfield Council currently have two out of five wheel chair accessible buses in our fleet. They have air hydraulics system that automatically lowers the bus when the door opens up, there is also a pull out ramp to assist wheel chairs, push walkers and prams to be able to board our bus with ease. Council always prioritise having at least one Hino Poncho on route, when and if available.
2.15 Footpaths are audited and maintained and upgraded	Footpaths are chosen for repair or replacement as per audit, inspection and community consultation as part of the Budget and Operational Plan, new footpaths comply with design standards and accessibility requirements as per AS 1428.
2.16 Promotion of Council events include information on accessibility	Strathfield Council is continuing this ongoing process and allows for community event listings to include accessibility information for events or programs.
2.17 Accessible toilet facilities are provided at Council events	Strathfield Council has provided accessible toilet facilities for all Council events, whether in permanent amenities buildings or brought in temporarily in the form of porta-loos.
2.18 Review, prioritise and install signage and tactile ground surface indicators at key installations	Where a hazard exists, or protrudes within the continuous accessible path of travel, additional hazard warnings have been included to alert people who are blind or have low vision. These may include but are not limited to higher luminance contrast of obstacle with surrounding paving materials, and appropriate use of Hazard TGSIs to warn of obstacle.
2.2 Audit all of Council's facilities to maintain and/or upgrade	Strathfield Council is continuing this ongoing process and has recently undertaken an audit of all Council's built assets.
2.4 Consultation with internal stakeholders to ensure Universal Design and inclusive principles are implemented in planning and design of projects	and shelters
2.6 Prioritise improvements and upgrades for parking, bus stops	

Strathfield Council is continuing this process ensuring universal design and inclusive principles are implemented across the LGA and has completed this for the 2022-23 period.

When reviewing existing disabled parking bays or implementing new spaces, Council ensures that all spaces meet the standard of AS2890.6, which outlines the requirements for on- and off- street disabled parking spaces, and that spaces are appropriately

Action item	Response
	signposted and line marked. Furthermore, Council consults with Sydney Transit Systems when relocating a bus stop to ensure the stop is suitable for all persons including disabled, and Council ensures that bus shelters are compliant with disability standards and are installed appropriately.
2.7 Disability parking bays are monitored to ensure appropriate use	Council undertakes patrols, checking for illegal use of disability parking bays in Council's Car Parks and street parking in both residential and commercial areas. Compliance is generally good, with 124 PIN issued for breaches identified in 2022-2023 period.
2.9 Parks, playgrounds and walkways are audited and upgraded for accessibility	Strathfield Council is continuing this ongoing process and completed all projects to comply appropriately.
3.4 Ensure accessible footpaths and provide Disability Parking spaces	Council regularly responds to requests from residents and business owners on providing disabled parking spaces, with new spaces being subject to Traffic Committee approval and regular review to ensure the spaces are still being used, and existing spaces being upgraded if necessary to meet current standards to ensure access for all.
4.02 Annual Report to the NSW Minister for Disability Services	Annual report to NSW Minister for Disability Services for Disability Inclusion Action Plan completed in December 2022.
4.03 Disability Inclusion Access Plan promoted to the public	Council's Disability Inclusion Action Plan is promoted to the public with a permanent fixture on Council's webpage.
4.05 Community Consultations with people with disability	Council has consulted with people with disability and disability organisations to provide feedback on the community, plans and better accessibility for people with disability living, working, studying and visiting the Strathfield LGA. This consultation contributed towards Strathfield Council's Community Strategic Plan 2035. Council has also established two committees, Wellbeing Advisory Committee and Multicultural & Diversity Advisory Committee, which both raise topics on disability/diversity for the community and how to better address these.

Financial

Financial Contributions and grants

Local Government (General) Regulation 2021 cl.217 (1) (a5)

Total amount contributed or granted under s.356 *Local Government Act 1993* (financially assisting others) by Council was \$67,526 which comprised of:

Name of program	Amount (\$)
Community Grants	\$54,500
Donations or Grants via Council resolution	\$13,026
TOTAL	\$67,526

Community Grants

Council's Community Grants are advertised on an annual basis and are open for local community, recreation, sporting and environment groups to submit projects to Council for consideration for grant funding assistance. The following grants were awarded in 2022-2023:

Community Grants Recipients	Purpose	Grant Amount Awarded (\$)
Australian Korean Association and Sydney NSW Inc	Intergenerational Korean program	\$2,000
Chalmers Road School P&C Association	Enclose School Pool	\$5,000
Differently Abled People Association Incorporated	Chinese painting classes for people with disabilities and carers	\$2,000
Friends of Symphonia Jubilate	Concert	\$5,000
Gelling Avenue	Christmas Committee	\$1,500
Hindu Council of Australia	Deepavali festival	\$5,000
Holy Archangel Michael Serbian Orthodox Church	Renovate and upgrade community hall facility	\$1,000
Homebush Public School P&C Association	Update community collaboration centre	\$2,000
Multicultural Seniors Association	Traditional Asian dance workshops	\$2,000
Rotary Club of Strathfield	Peter Smith scholarship	\$1,000
St Anne's Anglican Church Hall Strathfield	Hall storage	\$1,000
St Merkorious Charity Association Inc.	Community meals and event	\$1,000
St Paul's Anglican Church	Storage shed for food pantry	\$5,000
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Strathfield Australians of Indian Subcontinental Heritage Inc	Indian subcontinental festival	\$5,000
Strathfield Committee of Children's Medical Research Institute	Purchase of iPad and Square EFTPOS terminal for fundraising events	\$1,000

Community Grants Recipients	Purpose	Grant Amount Awarded (\$)
Strathfield Cricket Club	Installation of electronic scoreboard	\$2,500
Strathfield Football Club	Strathfield FC female football festival	\$2,500
Strathfield Girls High School P&C Association	Indigenous garden beds	\$1,000
Strathfield School for Seniors	Promotion of Strathfield School for Seniors	\$1,000
Strathfield South Public School P&C Association	Musical resources	\$3,000
Strathfield West Senior Citizen	Physical and mental fitness	\$1,000
Sydney Korean Uniting Church	Korean playgroup	\$1,000
Telugu Association Incorporated	Telugu cultural performing arts for Telugu language school students	\$1,000
The Shepherd Centre – for deaf children	Kidscape – Group education and social inclusion program for children with hearing loss and their families in Strathfield	\$2,000
TOTAL		\$54,500

Grants and Donations (including Small Grants Policy)

The following grants or donations were awarded in 2022-2023 via Council resolution.

Name of recipient	Purpose	Amount donated (\$)
Friends of India	HOLI cultural event	\$2,500.00
Homebush West Public School P&C	Community Breakfast Hub for parents/community to connect over	\$2,500.00
Marian Court Residents Committee	Senior-Friendly composting system for residents	\$990.00
Priscilla Baydoun (Individual)	Gymnastics competition in Gold Coast, QLD - representing NSW	\$836.00
Rotary Club of Strathfield	Vocational Excellence and Youth Achievement Awards	\$2,500.00
Strathfield Junior Rugby League Club	Sports canteen and sporting services for winter season of rugby for children	\$2,500.00
Victoria MacFarlane (Individual)	Dragon Boat Racing - International Competition in Thailand - representing Australia	\$1,200.00
TOTAL		\$13,026.00

Rates and Charges Abandonment

Local Government (General) Regulation 2021 cl.132

Rates and annual charges totalling \$6,450.60 were abandoned during 2022-2023.

Stormwater Charge

(Local Government Regulation clause 217 (1) (e))

The Stormwater Management Service Charge is made in accordance with the *Local Government Amendment (Stormwater) Act 2005* and *Local Government (General) Regulation 2021* A “stormwater management service” is defined as a service to manage the quantity or quality, or both, of stormwater that flows off land, and includes a service to manage the re-use of stormwater for any purpose. Council has established a Stormwater Management Service Charge and in 2022-2023 levied the charge at:

- \$25.00 for land categorised as residential
- \$12.50 per residential strata lot, including residential flats, community title, tenants-in-common residential units.
- \$25 for land categorised as business, plus an additional \$25 for each 350 square metres or part of 350 square metres by which the area of the parcel of land exceeds 350 square metres.
- \$12.50 for business strata lots.
- No charge for persons eligible for pensioner rate rebates

Annual income from the Stormwater Management Charge in 2022-2023 totalled \$309,256 with the amount of \$594,509 carried over from the previous period as works were deferred from previous years.

A total of \$534,489 was expended on capital works, repair and maintenance. These works included Dean Street Strathfield South, Woodward Avenue Strathfield and Vernon Street Strathfield.

At 30 June 2023, Council has restricted an amount of \$587,043 as Stormwater Management Reserve.

Work on Private Land

Local Government Act 1993 s. 67 & 67(2) (b) Local Government (General) Regulation 2021 cl. (1) (a4))

Council did not carry out work on private land in 2022-2023.

Contracts and Legal

Legal Proceedings

Local Government (General) Regulation 2021 cl.217 (1) (a3)

On the information available to Council, from 1 July 2022 to 30 June 2023, there were a total of 25 Local Court matters involving Council where the offender elected to have the matter heard in Court.

\$662,335.53 of expenses were incurred in relation to legal proceedings. This was comprised of:

Item	Amount incurred
Legal expenses: planning and development	\$ 626,473.43
Legal expenses: debt recovery	\$29,372.60
Legal expenses: other	\$6,489.50
TOTAL	\$ 662,335.53

The outcomes of actions against or commenced by Council are set out in the tables below:

Actions against Council

Matter	Outcome
<i>AGIT Investment Pty Ltd v Strathfield Municipal Council</i> [2022] NSWLEC 1419 2-34 Davidson St, Greenacre Appeal against an actual refusal of a development application	Resolved via s34 conciliation agreement
<i>CN Rochester Pty Ltd & B & L Touma Pty Ltd v Strathfield Municipal Council</i> [2022] NSWLEC 1391 14 Rochester St, Homebush Appeal against deemed refusal of a development application	Resolved via s34 conciliation agreement
<i>H.A Design Group Pty Ltd v Strathfield Municipal Council</i> [2022] NSWLEC 1521 2 Woodward Ave, Strathfield Appeal against an actual refusal of a development application	Resolved via s34AA conciliation agreement
<i>Developer Entity Pty Ltd v Strathfield Municipal Council</i> [2023] NSWLEC 1118 33 Mackenzie St, Homebush Appeal against an actual refusal of a development application	Appeal dismissed in Council's favour.
<i>AMH Subsidiary Pty Ltd v Strathfield Municipal Council</i> [2023] NSWLEC 1225 14-26 Telopea Ave, Homebush West S4.55(8) modification application lodged directly with the Court	Resolved via s34 conciliation agreement
<i>Hyside Projects Subtwo Pty Ltd v Strathfield Municipal Council</i> [2023] NSWLEC 1217 21 Parramatta Road, Homebush	Resolved by s34 Agreement

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Matter	Outcome
Appeal against deemed refusal of a development application	
<i>Sykton Holdings (No 5) Pty Ltd v Strathfield Municipal Council</i> 74-76 Marlborough Rd, Homebush West	Ongoing
Appeal against actual refusal of the Planning Panel	
<i>Fairmont Homes v Strathfield Municipal Council</i> 6 Cave Road, Strathfield	Ongoing
Appeal against Penalty Notice	
<i>Empirical Developments v Strathfield Municipal Council</i> 31 Augusta St, Homebush	Ongoing
Appeal against Penalty Notice	
<i>M Sukkar v Strathfield Municipal Council</i> 31 Howard St, Homebush	Ongoing
Appeal against Penalty Notice	
<i>R Gupta v Strathfield Municipal Council</i> Appeal against Penalty Notice	Ongoing

Actions commenced by Council

Matter	Outcome
<i>Strathfield Municipal Council v Aussie Ships Recycling Pty Ltd</i> 84-108 Madeline St, Strathfield South Class 4 proceedings (prosecution)	Ongoing
<i>Strathfield Municipal Council v Malass</i> 27 Boden Ave, Strathfield Class 4 proceedings (prosecution)	Ongoing

Contracts

Local Government (General) Regulation 2021 cl.217 (1) (a2)

The table below shows the contracts that were awarded between 1 July 2022 and 30 June 2023 with a contract value of greater than \$150,000:

Contractor	Nature of Service	Contract value (\$)
Bitzios Consulting	Traffic and Transport Study for the Strathfield LGA	\$319,264.00
Blackadder Associates	Support for Consultation services for recruitment of General Manager (CEO) and Directors for SMC.	\$220,000.00
Brenic Constructions Pty Ltd	Supply and Support for Building Services and Construction works.	\$280,000.00

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Contractor	Nature of Service	Contract value (\$)
CIVECO Pty Ltd	Construction of New Shared Concrete Path at Hudson Park	\$409,300.10
Data 3 Limited	Microsoft Azure Services - Overage Consumption Charges	\$654,792.00
First Class Slate Roofing	Strathfield Town Hall Works Repair works.	\$642,389.00
Grillex Pty Ltd	Recreational and Associated Infrastructure at Council Parks	\$180,000.00
Infrastructure Management Group Pty Ltd	Support for Consultation services for Locating and Condition Assessment of Road Reserve Assets.	\$184,230.00
Local Government Project Solutions	Assistance with Council grant funded projects.	\$253,385.00
Mack Civil Pty Ltd	Domain Improvement on Station Street, Homebush NSW	\$2,050,062.58
Mansour Paving (Aust) Pty Ltd	Hamilton Street Bridge Footpath Construction	\$158,987.40
Morrison Low Consultants Pty Ltd	Special Rate Variation (SRV) Project Application Review	\$300,000.00
Power By Watts Pty Ltd	Lorraine Street Bridge Electrical works	\$164,984.60
Preferred Turf Pty Ltd	Supply and lay of 15mm Multi-sports Premium Turf	\$416,043.63
San Marino Concreting Pty Ltd	Support for Concrete footpath replacement works for Hamilton street bridge footpath construction.	\$260,000.00
SGS Economics & Planning Pty Ltd	Support services for Medium Density Housing Strategy.	\$199,232.00
Sold Out National Event Mngt	Supply and Support for Community Engagement Events	\$448,800.00
Stateline Asphalt Pty Ltd	Road works at Cosgrove Road, Strathfield South	\$168,795.00
Street Furniture Australia	Recreational and Associated Infrastructure for Council Parks	\$160,000.00
Sullivans Construction	Support services for Town Hall Repair Works	\$377,960.00
Summit Open Space Services	Support services for Street Tree Maintenance in Strathfield.	\$265,000.00
TORO Australia Group Sales	Plant Purchase - 1 x Toro Ground master for Parks Team	\$216,452.00
TPG Network Pty Ltd	2022-2023 Internet & site-to-site charges	\$306,268.00
Visual Inspirations Australia Pty Ltd	Installation and deinstall of 4 Christmas trees for Strathfield LGA	\$220,000.00
Wormald Australia Pty Ltd	Support for Fire protection and Occupant Warning System.	\$191,235.00

External Bodies Exercising Council Functions

Local Government (General) Regulation 2021 cl.217 (1) (a) (6)

Council did not delegate functions to any external bodies in 2022-2023.

Companies in which Council held a controlling interest

Local Government Act 1993 s428 (2) (p)

Council did not hold a controlling interest in any companies during 2022-2023.

Controlling interest in a Corporation, Partnership, Trust, Joint Ventures, Syndicates of other bodies

Local Government (General) Regulation 2021 c. 217 (1) (a8)

Strathfield Council has not participated or hold any interest in corporations, partnerships, trust, joint ventures, syndicates or other bodies (whether or no incorporated). For the purposes of public transparency, Strathfield Council is a member of the following organisations:

- Cooks River Alliance (CRA)
- Resilient Sydney
- Southern Sydney Region of Councils (SSROC)
- Parramatta River Catchment Group (PRCG)
- Statewide Mutual
- Library Consortium Management System
- Aboriginal Heritage Office

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Modern Slavery

Local Government Act s.428 (4) (c) & (d) & Modern Slavery Act 2018

Strathfield Council is committed to conducting business professionally, in a sound commercial manner and to the highest ethical standards, so that the community has confidence and trust in Council's business dealings, services and decision-making. Our officials, will at all times, act honestly, transparently and responsibly in their decision making and business partnerships. Council's business partners, including suppliers, tenderers, contractors and consultants are required to respect and acknowledge the way Council conducts its business and ensure that they maintain a similar level of ethical behaviour in their dealings with Council.

Strathfield Council now has updated Modern Slavery clauses in the General Conditions of Contract, addressing compliance, due diligence, sub-contractors, response to incidents and termination. There is ongoing review of the current procurement policy which will accommodate future actions such as, risk mitigation processes, employee training and auditing. Also Council will enact practices to address modern slavery and embed ethical purchasing into the council's business processes.

Strathfield Council has a duty to monitor and address risks of modern slavery in the supply chain including ensuring whistleblowing and grievance policies and practices cover modern slavery and allow anonymous reporting and developing and implementing effective due diligence procedures to ensure that the goods and services that they procure are not the product of modern slavery.

Strathfield Council takes proactive steps to ensure compliance, including reviewing contracts and agreements with subcontractors to ensure they include modern slavery terms - requiring subcontractors to supply written statements in accordance with the *Industrial Relations Act*, and enabling engagements to be revoked with subcontractors that continually fail to meet their obligation to provide these written statements.

Strathfield Council has begun to develop their modern slavery risk governance framework, developing risk strategies and assess their modern slavery risks, working towards a position to satisfy the reporting requirements.

Strathfield Council will review current commercial and construction contracts to meet the new modern slavery compliance. Also ascertaining mechanisms to review and monitor contractors and suppliers compliance with contractual and statutory obligations, and checking that expression of interest and request for tender requirements require provision of modern slavery statements from entities that are subject to reporting requirements.

References:

- <https://www.legislation.gov.au/Details/C2018A00153>
- <https://www.homeaffairs.gov.au/criminal-justice/Pages/modern-slavery.aspx>
- <https://antislavery.org.au/modern-slavery/>
- <https://www.sparke.com.au/insights/>
- <https://www.safetrac.com.au/>
- <https://inconsult.com.au/publication/managing-modern-slavery-in-nsw-local-government/>

Planning

Planning agreements compliance and effects

Environmental Planning & Assessment Act 1979 s.54P(f)

No environmental planning agreements were made in 2022-2023

Planning Developer Contributions and Levies

Environment Planning and Assessment Regulation 2021, cl 218A(1), 218(A)(2)(a),(b),(c),(d),(e),(f),(g), 218(3)(a),(b)

A total of \$7.155m contributions and levies was received in 2022-2023 and a total of \$1.204m was spent during financial year 2022-2023.

The following table shows the movement of developer contributions during the financial year 2022-23:

\$'000	Opening balance at 1 July 2022	Cash	Non-cash (Land)	Non-cash (Other)	Interest earned	Amounts expended	Internal Borrowings	Held as restricted asset at 30 June 2023
Parking	418	-	-	-	7	-	-	425
Community facilities	(948)	498	-	-	-	(87)	-	(537)
Roads and traffic facilities	393	675	-	-	18	(332)	-	754
Major open space	3,150	-	-	-	25	-	-	1,528
Local open space	(1,647)	3,618	1,211	-	-	82	(116)	4,795
Administration	317	73	-	-	7	(55)	-	342
S7.11 Contributions - Under a Plan	2,151	5,607	-	-	139	(590)	-	7,307
S7.12 levies - under a plan	7,705	1,548	-	-	157	(614)	-	8,796
Total S7.11 and S7.12 revenue under plans	9,856	7,155	-	-	296	(1,204)	-	16,103
S7.11 - not under plans	874	-	-	-	16	-	-	890

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Total Contributions	10,730	7,155	-	-	312	(1,204)	-	16,993
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The following table details for projects for which contributions and levies have been used:

Contribution Plan	Project Description	Kind of public amenity or service	Sum of contribution expended during FY2022/23
S7.11 (DP)	Embellishment - Community Building - Dutton Centre 44 Augusta St	Community Facilities	\$36,748
S7.11 (DP)	Embellishment - Community Building - Melville Hall	Community Facilities	\$50,025
S7.11 (DP)	Embellishment - Exeloo Public Toilet at Henley Rd Carpark - Homebush West	Community Facilities	\$116,359
S7.11 (DP)	Traffic Management/LATM Capital Works	Roads and Traffic Facilities	\$332,187
S7.12	Kerb & Gutter Capital Works	Roads and Traffic Facilities	\$327,123
S7.12	Stormwater Drainage New Capital Works	Stormwater Drainage	\$286,658
S7.11 (DP)	Administration of Contribution Plans	Administration	\$55,000
			\$1,204,102

Privacy and Public Interest Disclosures

Privacy and Personal Information Protection Act Report

Privacy and Personal Information Protection Act 1998

In accordance with s.33 (3) of the *Privacy and Personal Information Protection Act 1998*, Council is required to include in its Annual Report a statement of action taken in complying with the requirements of the Act, and statistical details of any review conducted by or on behalf of the Council.

The Act provides for the protection of personal information and the protection of the privacy of individuals. In accordance with the requirements of the Act, Council has adopted a Privacy Management Plan. The Plan details how Council will incorporate the provisions of the Act into its operations. Council's website contains information on privacy management including copies of policies and forms to access or amend personal information held by Council.

There have been no privacy applications or requests for review lodged during 2022-2023.

The number of Internal Review Applications lodged during 2022-2023	0
The number of Internal Review Applications finalised during 2022-2023	0
The number of matters proceeded to the NSW Civil and Administrative Tribunal	0

Public Interest Disclosures

Public Interest Disclosure Act 1994 s.31 and Public Interest Disclosure Regulation 2011 cl. 4

Council is required to report annually on their obligations under the *Public Interest Disclosures Act 1994* and the *Public Interest Disclosures Regulation 2011*. Council satisfies these obligations with inclusion of this information in its Council's Annual Report. The reporting period under the Regulation is July 2022 to June 2023.

Requirement	Number
Number of public officials who made Public Interest Disclosures	0
Number of Public Interest Disclosures received	0
Of the Public Interest Disclosures received, the number primarily concerned:	0
• Corrupt conduct	0
• Maladministration	0
• Serious and substantial waste	0
• Government information contravention	0
• Local government pecuniary interest contravention	0
Number of Public Interest Disclosures finalised	0

To ensure that Councillors and Council staff are aware of their obligations under the *Public Interests Disclosures Act* the following training and awareness activities have been undertaken:

- policy promoted in all staff induction sessions;
- discussed in regular Code of Conduct training sessions undertaken by all staff; and
- available on Council's website and intranet.

In accordance with the *Public Interest Disclosure Act 1994*, Council had adopted a Public Disclosures and Internal Reporting System Policy. The new *Public Interest Disclosures Act* was enacted in 2022. To support the implementation of the new legislation, Council is preparing new policy, procedures and training for staff and councillors.

Draft

Staff reporting

Equal Employment Opportunity and Diversity 2022-2023

Local Government (General) Regulation 2021 cl.217(1)(a9)

Strathfield Council have identified the need for an EEO Management Plan and are committed to the implementation of the plan across the next 12 months. In the past 12 months, Council has undergone significant changes across the workforce, including a majority new management structure. The Executive all agree on the need to implement an EEO Management Plan. Outside of a plan being in place, Council greatly values diversity and inclusion within the workplace and leaders are aware of the importance in providing equal opportunities to all.

Staff employment

Local Government (General) Regulation 2021 cl.217 (1) (d) (i-iv)

The 'relevant day' set by the Office of Local Government for reporting on staff employment was 23 November 2022.

On this day, Council employed 175 people as permanent full-time staff, 8 people as permanent part-time and 57 people on a casual basis. The total headcount was 240 staff.

The number of employed persons who were senior staff was three (3), and the number of other persons engaged with Council under a contract or other arrangement for the purposes of labour was six (6), and we had one (1) apprentice at this time.

Senior Staff Remuneration

Local Government (General) Regulation 2021 cl.217 (1)(b)(i), (ii), (iii), (iv), (v) & (c)

General Manager

The total remuneration package for the General Manager for the financial year ending 30 June 2023 was \$311,479 comprised of \$276,240 in base salary, \$11,500 motor vehicle benefit and \$23,739 in superannuation contributions. Note as this position was not filled until August 2022 and reported amounts are not based on a full year remuneration.

Senior Staff

Council has classified the following positions as Senior Staff, as defined by the *Local Government Act 1993*.

- Director, Corporate and Community
- Director, Engineering and Operations
- Director, Planning and Environment

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The total combined remuneration packages for Council's senior staff members for the financial year ending 30 June 2023 was \$486,418 which includes \$436,174 in base salary, \$ 4,023 in motor vehicle benefits and \$46,221 in superannuation contributions. Note that the three positions were filled after commencement of the financial year, the reported amounts are not based on a full year remunerations.

Draft

Public Health and Regulatory Activities

Companion Animals Act and Regulation Activities

Local Government (General) Regulation 2021 cl.217 (f) (ff)

A total of 69 companion animals (dogs and cats) were impounded with 21 animals rehomed. There were 7 dog attacks investigated and actioned.

Pound data returns			
Council seize activity	Cats	Dogs	Total
Seized	0	0	0
Returned to owner	0	23	23
Transferred to Council's facility	0	0	0
Animals in and arriving at Council's facility	0	0	0
Animals in Council's facility	0	0	0
From seizures	0	0	0
Dumped/lost/roaming	0	0	0
Surrendered by owners	0	0	0
Animals leaving Council's facility	0	0	0
Released to owners	0	0	0
Euthanised – illness/temperament	20	2	22
Euthanised – dangerous	0	2	2
Sold	15	6	21
Released to an organisation to re-home	0	0	0
Died at Council facility / DoA	0	1	1
Stolen from Council facility	0	0	0
Escaped from Council facility	0	0	0

Data relating to dog attacks					
Status	Incidents entered	Attacking dogs	Victims human	– Victims animal	–
Commenced	7	1	6	0	
Finalised	7	0	0	0	
Under investigation	0	0	0	0	
Total	7	1	6	0	

Data relating to Dangerous/Restricted/Nuisance Animals			
Status	Cats	Dogs	Total
Dangerous	6	0	6
Menacing	0	0	0
Restricted	0	0	0
Nuisance	0	1	1

Funding for managing and controlling companion animals

All pound data returns and data concerning dog attacks were lodged with the Office of Local Government in accordance with the Guidelines on the Exercise of Function under the Companion Animals Act. A total of \$31,751.80 (ex GST) was expended on Council's companion animal management programs and activities.

Strategies for alternatives to euthanasia for unclaimed animals

Strathfield Council's pound is funded by Council and operated through the Enfield Veterinary Hospital, which supports a rehoming strategy for stray and lost animals as an alternative to euthanasia. 6 dogs were rehomed in 2022-2023. In 2022-2023, 35 cats and 34 dogs were poundaged by Council. A total of 23 were returned to their owners which were all dogs.

Dog attacks

Information lodged as part of Council's Companion Animal Register is supplied yearly to the Office of Local Government. There were 7 reported dog attacks in 2022-2023.

Community Education programs

Council supports education about responsibilities for companion animals through information on microchipping and registration available at Council's Customer Service and website. Information on responsibilities for companion animals was translated into frequently used community languages: Korean and Chinese. This information is available on Council's website and Customer Service Centre.

Off-Leash areas

Council provides three off-leash areas for dogs at Elliott Reserve Belfield, Ismay Reserve (Allen Street) Homebush and Bressington Park Homebush. Ismay Reserve and Bressington Park off-leash areas are fully gated and Elliott Reserve is gated at Elliott Street and Punchbowl Road.

Private Swimming Pool Inspections

Swimming Pools Act 1992, s.22F(2) and Swimming Pool Regulation 2018, cl.23

Requirement	Number
Number of inspections of tourist or visitor accommodation	4
Number of inspections of premises on which there are more than 2 dwellings	0
Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the <i>Swimming Pool Act 1992</i>	68
Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the <i>Swimming Pool Regulation 2018</i>	53

Capital works 2022-2023

Parks and Buildings	
Hudson Park East Stage 2 works	Completed
A2 Fraser Street – Children's Centre	Kitchen completed.
Maintenance of Council buildings	Scheduled maintenance programs completed. Reactive maintenance ongoing
Parks upgrade projects (WestInvest) including Hudson Park East, Airey Park, Begnell Field and Strathfield Park	Completion of masterplans
Roads Program	
Description	
Albert Road and Churchill Avenue (installation of Pedestrian Safety Fencing 70.0m)	
Bridge Road and Loftus Crescent, Homebush (Roundabout to mitigate cross-type crashes that have been recorded and manage speeding at this intersection)	
Construction and opening of pedestrian bridges across Powells Creek at Lorraine Street, Homebush.	
Melville Avenue, Strathfield (From Ada Avenue to Newton Road)	
Dickson Road, Strathfield (From Beresford Road to Shortland Avenue)	
Hill Street, Strathfield South (From Hillcrest Avenue intersection)	
Hillcrest Avenue, Strathfield South (From Bennett Street to Dean Street)	
Strathfield Avenue, Strathfield (From The Boulevard to Nicol Parade)	
Albert Road, Strathfield (From near the Elva Street intersection)	
Pilcher Street, Strathfield South (From Madeline Street to Cosgrove Road)	
Madeline Street, Strathfield South (From Pilcher Street to the Chicane)	
Dean Street, Strathfield South (From Maria Street to Hillcrest Street)	
MacArthur Avenue, Strathfield (From Noble Avenue to High Street)	
Shortland Avenue, Strathfield (From Pemberton Street to Mitchell Road)	
Albyn Road, Strathfield (From The Boulevard to Kingsland Road)	
Myrna Road, Strathfield (From Ada Avenue to Newton Road)	
Drainage Program	
Description	
Vernon Street, Strathfield (Upgrade the existing pits and drainage pipe)	
Woodward Street, Strathfield (Additional pits and lay new 450mm pipe)	
Dean Street, Strathfield South (Lay new 450mm pipe and pits)	
Kerbs and Gutter Program	
Street	Section
Melville Avenue, Strathfield	Ada Avenue to Newton Road
Dickson Road, Strathfield	Beresford Road to Shortland Avenue
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Street	Section
Hill Street, Strathfield South	Hume Highway to Coronation Parade
Hillcrest Ave, Strathfield South	Hill Street to Dean Street
Strathfield Avenue, Strathfield	The Boulevarde to Nicol Parade
Albert Road, Strathfield	Homebush Road to Elva Street
Pilcher Street, Strathfield South	Madeline Street to Cosgrove Road
Madeline Street, Strathfield South	Pilcher Street to the End (chicane)
Dean Street, Strathfield South	Maria Street to Hillcrest Street
MacArthur Avenue, Strathfield	Noble Avenue to High Street
Shortland Avenue, Strathfield	Pemberton Street to Mitchell Road
Albyn Road, Strathfield	The Boulevarde to Kingsland Road
Myrna Road, Strathfield	Ada Avenue to Newton Road

Footpath Program

Location	Description
High Street	MacArthur Avenue to Amaroo Avenue
Mackenzie Street	Arthur Street to Badgerys Avenue
Maria Street	Chiswick Street to James Street segment
Maria Street	Clement Street to The Causeway segment
Maria Street	The Causeway to Dean Street segment
Morgan Place	Morgan Lane to Cave Road segment
Augusta Street	Rickard Road to Wallis Avenue
Augusta Street	Chalmers Road to Wallis Avenue
Noble Avenue	Amaroo Avenue to Macarthur Avenue
Noble Avenue	MacArthur Ave to High Street
Pemberton Street	Karuah Street to Shortland Avenue segment
Bareena Avenue	Yarrowee Road to Ada Avenue segment
Water Street	Excelsior Avenue to James Street segment
Chalmers Road	West Street to Gelling Street
Edgar Street	Fraser Street to Marion Street segment
Frances Avenue	Dean Street to Liverpool Road segment

CCSI PUBLIC ART POLICY

AUTHOR: Kathryn Fayle, Manager, Library & Community Services

APPROVER: Kristy Watts, Director, Corporate and Community

RECOMMENDATION:

1. To approve the Public Art Policy to go on public exhibition for 28 days.
2. If no submissions received following public exhibition that the policy be considered adopted.

PURPOSE OF REPORT

The purpose of the report is to identify the need to establish guidelines to achieve informed and transparent decision making when considering proposed public art projects. The Public Art Policy will guide decisions in commissioning public art with consideration to the cultural and heritage assets of Strathfield and provide guidelines for all relevant stakeholders in the installation of public art in the public domain.

REPORT

The Public Art Policy has been drafted in consultation with key staff from the Directorates of Corporate and Community, Engineering and Operations and Planning and Development and has been reviewed by Legal Counsel.

The policy applies to all Council officials, volunteers and Public Art Panel members and any person or organisation employed by Strathfield Council for services relating to public artworks in the public domain.

Council developed a public art framework to ensure that all matters relating to the commissioning and installation of public art reflects on a range of key factors including:

- Aboriginal heritage
- Activation of the public domain
- Relevance and appropriateness to site
- Installation and maintenance
- Sustainability and durability
- Safety and accessibility
- Engagement and partnerships
- Asset management
- Copyright

The Public Artwork Policy will be monitored and implemented by Council's Engineering and Operation's Team with support from other Council directorates.

A Public Artwork project(s) plan will be contingent upon the development of a Public Art Strategy, which will need to be developed to assist with prioritisation. A Public Art Strategy will be drafted and presented to Council during 2024.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

1. Public Art Policy

ATTACHMENT 1

STRATHFIELD COUNCIL

PUBLIC ART POLICY

DAY MONTH YEAR



	PUBLIC ART POLICY		
RESPONSIBILITY	Engineering and Operations		
DATE ADOPTED	xx	MINUTE	xx
REVISED	xx	REVIEW	xx
CM10 No			
ASSOCIATED POLICIES	<i>Strathfield Community Strategic Plan Community Engagement Strategy Community Safety Strategy Procurement Policy Code of Conduct Strathfield Local Environmental Plan (LEP) and associated Development Control Plans (DCP) Plans of Management (various)</i>		
ASSOCIATED LEGISLATION	<i>Local Government Act 1993 Copyright Act 1968</i>		

1.0 INTRODUCTION

1.1 Title and Commencement

This policy is titled *Public Art Policy*. This policy was adopted by Council resolution (xx) after public exhibition from xx to xx.

1.2 Background and Purpose of Policy

The purpose of this policy is to establish guidelines to achieve informed and transparent decision making when considering proposed public art projects.

The policy will guide public art decisions to be made with consideration for the cultural and heritage assets of Strathfield that will create an environment of civic pride and support community connection through creative expression. New public art works can be delivered in a variety of formats and can significantly contribute to the sense of unique place, a richness of cultural diversity and variety of experience.

The Policy establishes principles and future direction for public artworks in Strathfield.

1.3 Objectives of the policy

The policy's objectives include decision making for the selection of public art that will:

- i) Contribute to the enhancement of public space in Strathfield to promote community engagement and safety, and celebrate cultural heritage.

- II) Establish criteria as a guideline for the commissioning, assessment, and installation of public artworks.
- III) Be specific to its site or context, whilst drawing from and adding to the history, heritage, and environment of its location, to guide artists, architects, landscape architects, project managers and other relevant key stakeholders in the delivery of public art in the Strathfield area.
- IV) Be appropriate and suitable to its site, in scale and impact on amenity and other uses, including the public's day to day use of the public domain.
- V) Be high quality in design, materials, and durability to ensure artwork is safe and can withstand weather and physical contact over time.
- VI) The material selected must be sustainably sourced or produced, and recyclable to minimise negative environment impacts.
- VII) Ensure that the artwork lifecycle costs are a factor of the budget and evaluate the level of maintenance and upkeep required. The public art must be easy to maintain with materials readily available.
- VIII) Present innovative, fresh, creative, and original ideas that inspire, provoke reflection, arouse curiosity.
- IX) Be consistent with relevant planning, urban design, heritage and environmental legislation, policies and plans of management and be sympathetic with the surrounds.
- X) Examine public art proposals by a Public Art Panel, established by this policy, against a set of selection criteria to ensure high quality decisions are made in relation to all public art projects, including Street Art.

1.4 Coverage of the Policy

The policy applies to all Council officials, volunteers and Public Art Panel members and any person or organisation employed by Strathfield Council for services relating to public artworks in the public domain.

This policy may also be used to assess proposals for public art within private developments. It is recognised that many existing property and asset owners are wishing to enhance visitor and place experience through the provision of public art. For example, many shopping centres or entertainment precincts are using public art to improve the publicly accessible areas of their venues. Proponents are encouraged to discuss such proposals with Council and to determine whether any other approvals maybe required.

1.5 Definitions

- **Public Art:** A permanent or temporary work of art in the public domain created by a professional artist through a formal commissioning process. Public artworks can take varied physical and virtual forms including objects and statuary in a variety of media; projections and lighting treatments; paving, landscaping, and plantings treatments within the urban fabric. Public Art may be an object that provides practical functionality in addition to its substantive role as a work of art.
- **Temporary Public Art:** A public artwork intended to be in place for a defined period of not more than six months.

- **Public Art Panel:** Council's Public Art Panel is a panel consisting of 3- 5 members representing artistic/creative industry experience, and other relevant community and agency participants.
- **Public Art Plan:** A report which describes the artistic and curatorial themes that have been considered for the artwork, proposed artists and locations or placement of artwork within a place or project. A final public art plan will be required to confirm the commissioning of the preferred artistic and project.
- **Public Art Assessment:** The merit considerations required to assess the public art project that relate to innovation, quality, cost, safety, sustainability, and overall appropriateness.
- **De-accession:** To remove or sell a work of art from a collection because of quality, condition, or irrelevance to the collection. Any funds collected to be kept for the purchase of other works of art.
- **Street Art:** An artwork which has been commissioned and attributed and is public facing, such as a mural recommended and approved by the Public Art Panel
- **Graffiti:** A non-commissioned public facing artwork installed without the approval of Council.

2.0 POLICY STATEMENT

Strathfield Council supports high quality art projects in the public domain which will add to the liveability and visual impact of the area and enhance cultural and heritage features.

This policy establishes the criteria for the assessment of all public art commissioned by the Council or acquired by purchase or donation to be in the public domain. Public art projects in any form or style created and installed without Council approval will be deemed as unwanted graffiti.

The key criteria outlined at 2.1 below provides guidance to support high quality decision making when approving or declining proposed public art projects to enhance visitor experience and the cultural and heritage aspects of Strathfield.

Proposals for public art must be supported by a Public Art Plan (PAP) which describes the curatorial outcomes and contributions that will be achieved by the project. Importantly this should include shortlisting of preferred artists who might be commissioned to create the artwork.

2.1 Criteria

The key criteria to be considered when deciding whether to approve or refuse a proposal to install Public Art are as follows:

- i) Relevance to the objectives and actions of the Community Strategic Plan and relevant Council Policies;
- ii) Standards of excellence and innovation and artistic integrity. Public artwork to be relevant and appropriate to the context of the site, identified curatorial themes and artistic intent of the project;

- iii) Support relevant key stakeholders in the delivery of public art in accordance with current planning, heritage and environmental policies and suitability in accordance with Plans of Management;
- iv) Consideration of public safety and the public's access to and use of the public domain and consideration of maintenance and durability requirements;
- v) Budget considerations including commissioning and installation of artworks, asset management and budget allocation for ongoing maintenance and future consideration of needs for removal, re-location, de-accessioning, and disposal of artworks as appropriate;
- vi) Consideration be given in public artwork selection to the local artistic community, where possible and appropriate

2.2 Intended Outcomes

When considering whether to approve or refuse a Public Art Project consideration must be given to whether the project:

- i) implements of *Strathfield Community Strategic Plan* and compliance with policies plans and strategies;
- ii) integrates into the public domain of Strathfield that responds to the environment, history, and cultural diversity of the community;
- iii) assist artists, architects, landscape architects, engineers, project managers and other relevant key stakeholders in the provision of artworks in the public domain of Strathfield in accordance with policy and planning;
- iv) ensures durability, sustainability, safety, and enhancement to the area for the public artwork selection, installation, and maintenance;
- v) ensures public art is delivered in accordance with budget allocation and maintenance costs and included in Council's Asset Register;
- vi) is created by a local artists , where possible.

3.0 PUBLIC ARTWORK PRINCIPLES

3.1 Principles

The following principles provide guidance in the selection and management of public artworks:

1. Aboriginal Heritage

Public artworks that recognise local Aboriginal cultural heritage needs to be developed in consultation with Aboriginal people and acknowledge that the original inhabitants of the Strathfield area are the Wangal clan of the Darug tribe who are a part of the Eora nation.

2. Activation of the Public Domain

Activating a public space makes it feel welcoming to a diverse range of people, and open to a variety of uses. Quality and appropriately activated public spaces are key to quality of life for community use.

Activation is about people and the social life of public space and should enhance the feeling of safety and provide social connection for people.

3. Relevance and Appropriateness to Site

Relevance of the site ensures that all aspects of public artwork design and installation complements the environment where the artwork is located. Appropriateness to the site also needs to consider planning legislation, and policies.

The scale of the artwork and impact on the surrounding built and natural environments and general amenity must be considered in the decision-making process.

4. Installation and Maintenance

Installation is part of the initial decision process in collaboration with the artist and Engineering and Operations Team to ensure site management, safety and cost effectiveness is achieved with the public artwork delivery.

Footing design for statues, and relevant structures and installation methodology must be certified by a registered practising structural engineer prior to installation and be inspected during installation.

The artist or consultant must develop a maintenance plan in consultation with the Operations Team to ensure that budget can be allocated to the ongoing care of the artwork and the maintenance program is cost effective and efficient.

In some instances, a relocation plan may be required for certain artworks (e.g. seasonal and festive artworks). The design must consider the cost and logistic for the relocation. The artist or consultant must develop a relocation plan in consultation with the Operations Team

5. Sustainability and Durability

Durability and sustainability are important considerations for the design of the public artworks and impact on the ongoing management and maintenance. Artworks selected should be high quality, durable to the elements of climate, be sustainably sourced and fabricated and be recyclable once the artwork reaches its end of life.

The artist's design should also include renewable materials where possible in the design and fabrication processes.

The budget for proposed Public Art must include artwork lifecycle costs and must evaluate the level of maintenance and upkeep that will be required. The public art must be easy to maintain with materials readily available. To assist maintenance, public art must have an anti-graffiti coating applied to its surface(s).

6. Safety and Accessibility

To enhance the liveability within the Strathfield public domain, the public artwork design and installation must consider public safety and accessibility to reduce the risk of injury and enhance participation in the public space.

The public art must not impede the line of sight for road users or pedestrian accessway, and must not create any hazards to road users or pedestrians (e.g. slip, trip, fall and overhead obstruction). The Public Art must consider the principles of Crime Prevention through Environmental Design.

Footing design for statues, and relevant structures and installation methodology must be certified by a registered practising structural engineer prior to installation and be inspected during installation.

7. Engagement and Partnerships

Engagement with the community will be an integral part of the development and implementation of public artworks to ensure the artworks are reflective of the community sentiment.

Public art concept design will be subject to community consultation prior to adopting final design.

Council will work in partnership with government and other key stakeholders to seek opportunities to enhance the public domain with artwork, including sourcing funds from grants and developer contributions.

In some circumstances a development approval maybe required for certain art works. Proponents are recommended to discuss the matter further with Council prior to any work commencing.

8. Asset Management

All Council owned public artworks will be treated as assets and included in the Asset Register with value, life span with annual depreciation along with routine maintenance cost to maintain the service level. A condition assessment is to be undertaken every 5 years.

The public artworks will be covered under the relevant insurance policies of Council and be maintained to a quality standard during the term of the artwork life.

9. Copyright

The Copyright Act sets out copyright requirements. Copyright will be addressed in agreements with providers of artistic works.

4.0 MONITORING

The Public Artwork Policy will be monitored and implemented by Council's Engineering and Operation's Team with support from other Council directorates.

4.1 Version Control

Date	Type	Minute
xx	xx	xx
xx	xx	xx

DRAFT

CCS2 A REPORT TO CONSIDER THE END OF DISCRETIONARY GRANTS

AUTHOR: Kathryn Fayle, Manager, Library & Community Services

APPROVER: Kristy Watts, Director, Corporate and Community

RECOMMENDATION

1. That Council retain the current discretionary program for 2023/24 and include a similar program of grants in the preparation of future annual budgets.
2. That Council resume the advertising and delivery of the 2023/2024 grants program.

PURPOSE OF REPORT

Council resolved at the Council Meeting 5 September 2023 to receive a report which outlines the consideration of the cessation of discretionary grants for the community and to provide a report to Council that will review the cost of the discretionary grants provided by Strathfield Council with the view to phase out the funding to the community.

That resolution 233/33 was as follows:

1. That Council produces a report summarising the cost of all discretionary grants disbursed by Council in the coming financial year.
2. That Council produces a report detailing the phasing out of all Council discretionary grants.
3. That Council halts the advertising or publication of any future discretionary grant programs that have not already been advertised.

REPORT

Councils can provide support to their communities through discretionary grants. These grants are provided to community organisation, nonprofits, and individuals to address specific needs, promote community development, and enhance the well-being of residents. Discretionary grants programs provide several opportunities to our Council and Local Government Area, as follows:

1. **Community Development:** Discretionary grants can fund projects and initiatives aimed at improving the overall development of a community. For example, we have previously approved discretionary grants for seniors and disability programs.
2. **Support for Nonprofits:** Many nonprofit organisations rely on discretionary grants to fund their operations, carry out programs, and support vulnerable people. For example, we have previously approved discretionary grants for churches and organisations who support those in need.
3. **Cultural Enrichment:** We have provided grants to support cultural activities, arts organisations, and events that enrich the cultural fabric of our community. This has included supporting community run events and sporting teams.
4. **Social Services:** Grants can also be directed toward organisations that offer essential social services, such as healthcare, education, and housing assistance. This helps ensure that vulnerable populations have access to the support they need.
5. **Environmental Sustainability:** Grants can be directed to fund initiatives that promote environmental sustainability, such as renewable energy projects, conservation efforts, and community gardens. This

contributes to a cleaner and healthier environment for residents, and we have in the past provided grants for community gardens.

6. **Community Engagement:** The process of applying for and receiving discretionary grants often involves community engagement and collaboration. This can strengthen the bonds within the community, foster a sense of ownership and responsibility, and encourage residents to actively participate in local initiatives.
7. **Promoting Inclusivity:** we also can use discretionary grants to promote inclusivity and diversity by supporting projects and organisations that work to eliminate barriers, discrimination, and inequality within the community.

Discretionary grants offered by our Council provides a wide range of opportunities for our community growth and development. Discretionary grants can support various aspects of community life, from economic development to cultural enrichment, and contribute to the overall well-being of residents. These grants play a vital role in enhancing Council's brand, supporting the community and community engagement.

The discretionary grants are currently imbedded in the Community Strategic Plan – Strathfield 2035 and Operational Plan 2023 - 2024 as follows:

Delivery Program Principal Actions 2022-2026	Operational Plan 2023-2024
2.1.2.3 Provide funding for support for community projects to build and improve community capacity and services	2.1.2.3.1 Review, promote and administer financial assistance and local community grant programs in accordance with guidelines

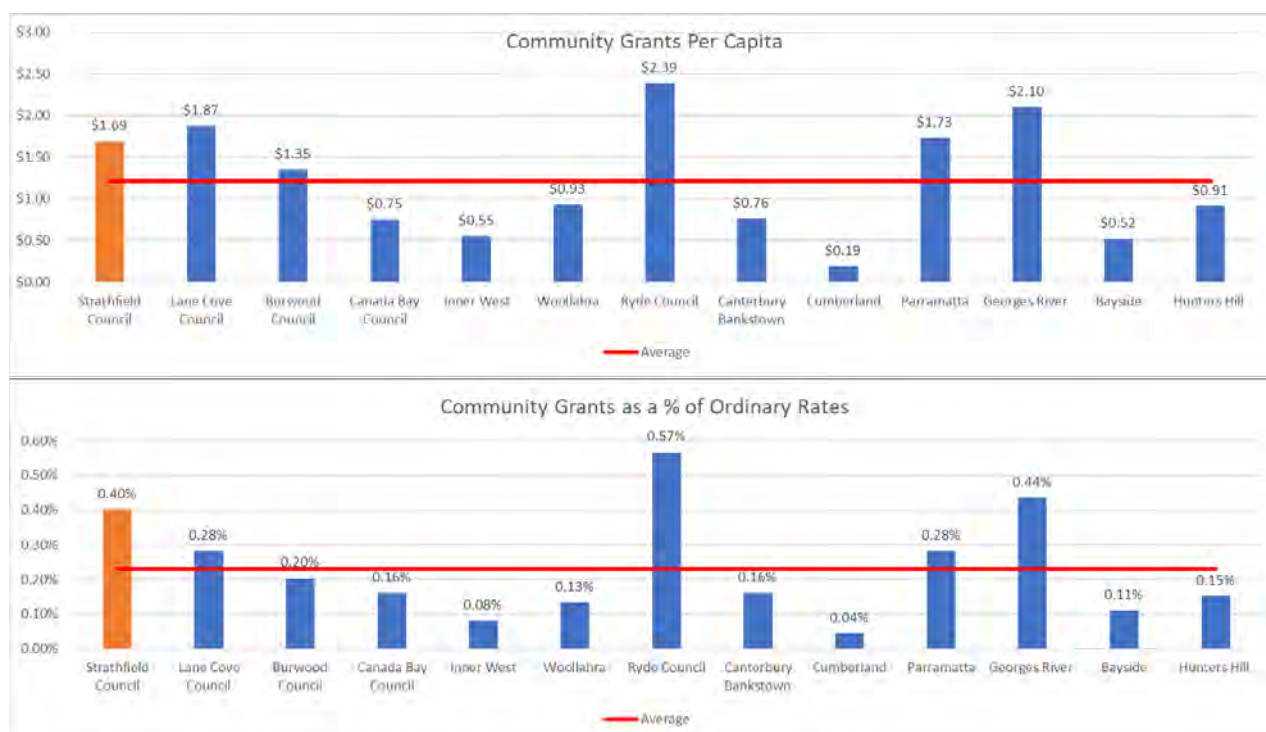
Cost of discretionary grants:

1. Strathfield currently provides discretionary grants to the community for Small Grants, and Community / Cultural Grants at a total cost of \$78,000 in the 2023/2024 financial year.
 - a. Council annually allocates \$20,000 to the Small Grants program to manage financial assistance grants. Funding is available on a quarterly basis with \$5,000 allocated each quarter. An applicant may apply for a maximum amount of \$2,500 per annum as either an organisation or an individual.
 - b. Council allocated \$58,000 for the 2023/2024 financial year for Community / Cultural Grants. The budgeted amount increases in accordance with CPI each financial year. The purpose of the Community / Cultural Grants program is to support projects and initiatives that deliver direct benefit to the community of Strathfield. The outcome of the grant program aligns with the Community Strategic Plan- Strathfield 2035, provides value for money and provides two (2) streams for community development and cultural grants.

Councils provide funding as per discretionary grants in accordance with the *Local Government Act 1993*, Section 356 and benchmarking with other Councils, discretionary grants are provided with budgets as follows:

A Report to Consider the End of Discretionary Grants (Cont'd)

Council	Grant	Annual Budget
Strathfield Council	Community and Small Grants	\$78,000
Lane Cove Council	Community Grants	\$75,000
Burwood Council	Community Grants	\$55,000
Canada Bay Council	Community Grants	\$66,753
Inner West Council	Community Wellbeing Grants	\$101,323
Ryde Council	Community Wellbeing Grants	\$313,215



The above analysis reveals a connection between community grants per capita and community grants as a percentage of ordinary rates, which represents Council's general income. While there are a few exceptions, like City of Ryde, City of Parramatta, and Georges River Councils, Strathfield Council stands out higher in terms of both community grants per capita and the proportion of general income allocated to community grants. Conversely, several nearby large Councils, such as City of Canterbury-Bankstown, Bayside City, Inner West, and City of Canada Bay, rank considerably lower compared to Strathfield, suggesting that Strathfield's levels of community grants are notably high in comparison.

Phasing out of discretionary grants:

1. Should Council phase out discretionary grants it would result in a loss of the opportunities for our community outlined above.
2. Given the benefits that are being provided to the community, and that the Council has already approved the funding noted above in the current budget, it is recommended that if phasing out the program(s), it should be done in line with the development of the 2024/2025 Annual Budget. This

A Report to Consider the End of Discretionary Grants (Cont'd)

would mitigate some disharmony from the community in relation to the removal of the program(s) given some may already be expecting to make an application. If the program(s) remain for the remainder of the current financial year, this will involve the completion of three (3) more rounds of small grants only, as one (1) round has already been completed along with our annual Community Grants program for 2023/2024.

3. Changes of this nature to what has been outlined as part of the Community Strategic Plan Deliverable Objective 2.1.2.3 will require community consultation.

Examples of past recipients:

Examples of past recipients have been attached to this report.

Current status:

The discretionary grants program(s) have been halted as per the Council resolution, this currently impacts the Small Grants program only as the Community / Cultural Grants program has been fully committed and funding was to be provided to successful applications in October 2023 for 2023/2024. If the grant programs are to continue, we will need to readjust the Small Grants program for the remainder of this financial year as we have now forgone the October period for applications and selections.

FINANCIAL IMPLICATIONS

Proposed Expenditure:

Funding has been provided in the current budget 2023/24 for this purpose as set out below:

Budget Item	Approved Budget	Expenditure To Date
Community Grants	\$58,000	\$58,000
Small Grants	\$20,000	\$5000

ATTACHMENTS

1. Grants programs, previous recipients

ATTACHMENT 1

Previous Community Grant recipients**2023**

Organisation	Program
Canterbury Bankstown Chamber of Commerce	CEO For a Day
CASS Care Ltd	Healthy Living Seminars for Seniors
Climate Action Burwood-Canada Bay Group	CALD Renewable Energy Flyers
Foodlab	Community Garden
Football Canterbury	Female Coach Mentor Program
Good Neighbours Australia Inc	Creative Kids Crafternoon
Holy Archangel Michael Serbian Orthodox Church Homebush	Church Repair
Homebush Probus Club	Purchase of Technological Equipment
Homebush Public School	Installing Protective Sporting Pads
SAISH (Strathfield Australians of Indian Sub-continental Heritage)	Indian Sub-continental festivals
St Anthony's Family Care	Equipment for Accessible Learning
St Merkorious Charity	Mobile Ice-Cream and Coffee Truck
Strathfield Committee of Children's Medical Research Institute	Stage Hire for Fundraising Event
Strathfield Football Club	Female Football Festival
Strathfield Rotary Club	Peter Smith Scholarship
Strathfield School for Seniors	Table Tennis for Seniors
Strathfield West Seniors Club	Physical Fitness and Social Wellbeing for Seniors
Sydney the Lord's Church	Intergenerational Social Inclusion Program
The Shepherd Centre	Early Intervention Program
Australian Culture and Commerce Association	Tai Chi Recording
Australian Malaysian Singaporean Association	Malaysian Singaporean Market Festival
Burwood Strathfield Lions Club	Dance Concert Fundraising Event
Friends of Symphonia Jubilate	10-Year Anniversary Special Concert
K-Cultural Education n Training Centre	Year-End Dance Festival in Strathfield

Organisation	Program
Korea Australia Traditional Art and Culture Association Incorporated	Craft Hanbok-wearing Workshop
Korean Community Welfare	Leather Art Class for Seniors
Special Children Services Centre	Music therapy & instrument classes for children with special needs
Telugu Association Inc.	Telugu Cultural resources
Trisula Arts	Thandavam – Indian Classic Dance Performance
Vanni Hope	Cultural and Fundraising Event
2022	
Organisation	Program
Australian Korean Association & Sydney NSW Inc	Intergenerational Korean Program
Chalmers Road School P&C Association	Enclose School Pool
Differently Abled People Association Incorporated	Chinese Painting Classes for People with Disabilities and Carers
Friends of Symphonia Jubilate	Local Concert
Gelling Avenue Christmas Committee	Christmas Lights
Hindu Council of Australia	Deepavali Festival
Holy Archangel Michael Serbian Orthodox Church	Renovate and upgrade community hall facility
Homebush Public School P&C Association	Update Community Collaboration Centre
Multicultural Seniors Association Inc	Traditional Asian Dance Workshops
Rotary Club of Strathfield	Peter Smith Scholarship
St Anne's Anglican Church Hall Strathfield	Hall Storage
St Merkorious Charity Association Inc.	Community meals and event
St Paul's Anglican Church	Storage Shed for Food Pantry
Strathfield Australians of Indian Subcontinental Heritage Inc	Indian Sub-continental Festivals

Organisation	Program
Strathfield Committee of Children's Medical Research Institute	Purchase of iPad and Square EFTPOS terminal for fundraising events
Strathfield Cricket Club	Installation of Electronic Scoreboard
Strathfield Football Club	Strathfield FC Female Football Festival
Strathfield Girls High School P&C Association	Indigenous Garden Beds
Strathfield School for Seniors	Promotion of Strathfield School for Seniors
Strathfield South Public School Parents and Citizens Association	Musical Resources
Strathfield West Senior Citizen	Physical and Mental Fitness
Sydney Korean Uniting Church	Korean Playgroup
Telugu Association Incorporated	Telugu Cultural Performing Arts for Telugu Language School Students
The Shepherd Centre – for deaf children	Kidscape – Group Education and Social Inclusion Program for Children with hearing loss and their families in Strathfield

Previous Small Grants recipients:

Small grants have been provided to various recipients to assist with:

1. Attendance to represent the community in various sporting events
2. Rotary Clubs to assist with events and programs
3. Public Schools to assist with events and programs
4. Assist with charity work across local not for profit organisations
5. Provide funding for Culturally Linguistically Diverse programs
6. Provide funding for seniors programs
7. Provide funding for disability programs.

CCS3 COUNCILLORS FACILITIES AND EXPENSES POLICY AMENDMENT

AUTHOR: Warwick Lawrence, Manager Governance and Risk

APPROVER: Kristy Watts, Director, Corporate and Community

RECOMMENDATION

That the Councillor's Facilities and Expenses Policy be amended and the 2023/2024 budget allocation for attendance at conferences and seminars by Councillors be increased from \$4,000 per annum to \$35,000 per annum, which equates to an allocation of \$5,000 per councillor per annum.

PURPOSE OF REPORT

To amend the policy and to approve a \$15,000 increase in the 2023/2024 budget for attendance by Councillors at conferences and seminars to \$35,000 per annum in total (\$5,000 per councillor per annum).

REPORT

Council at its meeting held on the 4 July 2023 considered a report to amend the Councillor's Facilities and Expenses Policy following a Notice of Motion from Councillor Datta calling for a report to amend the requirements in the policy relating to Home Office and ICT expenses.

The policy was placed on public exhibition with no submissions received on the proposed amendments other than the issue raised by staff relating to the allocation of funding for Councillor attendance at conferences and seminars.

The current policy allows for a total expenditure for attendance at conferences and seminars for all Councillors to the value of \$4,000 which staff considers to be grossly inadequate.

As a consequence, the 2023/2024 annual budget was adopted with an increase from \$4,000 to \$20,000 to the relevant budget line to ensure that Councillors have an equal opportunity to attend suitable conference and seminars that will assist them to gain the skills and knowledge to allow them to better undertake their civic responsibilities. It is proposed to further increase the budget for Conferences and Seminars to \$35,000, specifically in mind that the National General Assembly will be held in Canberra again next year and the Local Government NSW State Conference is being held in November 2023, so an increase in the budget and amendment to the policy is necessary.

The amendment to the policy has been recommended as part of the consultation process and is not considered substantial therefore the amended policy can be adopted without the need for further public exhibition.

FINANCIAL IMPLICATIONS

The additional funding has not been provided for in the current approved budget. Should Council approve the expenditure, the additional funding will need to be subsequently identified and reallocated within

existing budget parameters and be ratified as part of the adoption of the next Quarterly Budget Review Statement (QBRs).

ATTACHMENTS

1. Councillor Facilities and Expenses Policy


ATTACHMENT 1

STRATHFIELD COUNCIL

DRAFT POLICY
COUNCILLORS
EXPENSES AND
FACILITIES POLICY

4 July 2023



	COUNCILLOR FACILITIES AND EXPENSES POLICY		
RESPONSIBILITY	Corporate Services		
DATE ADOPTED	7 August 2018	MINUTE	178/18
REVISED	4 July 2023	REVIEW	2024
RECORD NO.	22/19050		
ASSOCIATED POLICIES	Strathfield Council Code of Conduct		
ASSOCIATED LEGISLATION	<ul style="list-style-type: none"> • <i>Local Government Act 1993, Sections 252 and 253</i> • <i>Local Government (General) Regulation 2021, Clauses 217 and 403</i> 		
ASSOCIATED DOCUMENTS	<ul style="list-style-type: none"> • <i>Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2009</i> • <i>Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities</i> • <i>Local Government Circular 05-08 legal assistance for Councillors and Council Employees.</i> • <i>Local Government Circular 17-17 Councillor Expenses and Facilities Policy Better Practice Template</i> 		

1.0 Introduction

1.1 Policy Summary

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to Councillors to help them undertake their civic duties.

It ensures accountability and transparency, and seeks to align Councillor expenses and facilities with community expectations. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

The policy has been prepared in accordance with the *Local Government Act 1993* (the Act) and *Local Government (General) Regulation 2021* (the Regulation), and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

The term General Manager where referenced in this document refers to the statutory General Manager under section 334 of *Local Government Act 1993*.

The policy sets out the maximum amounts Council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

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The main expenses and facilities are summarised in the table below. All monetary amounts are exclusive of GST.

Expense or facility	Maximum amount	Frequency
Travel expenses including general, interstate, overseas and long distance intrastate travel expenses	\$2,000 per Councillor \$3,000 for the Mayor	Per financial year
Accommodation and meals	As per the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, adjusted annually	Per meal/night
Professional development	\$2,000 per Councillor	Per financial year
Conferences and seminars	\$35,000 total for all Councillors	Per financial year
Information and Communications Technology		
ICT Devices	\$3,000 per Councillor	Per Council term
ICT Expenses	\$1,500 per Councillor	Per financial year
Communication expenses	\$220 per Councillor	Per month
International roaming services (on Council overseas trips approved under this Policy)	\$50 per Councillor	Per day
Carer expenses	\$2,000 per Councillor	Per financial year
Home office expenses	\$1,500 per Councillor	Per financial year
Business cards	500 per Councillor 1,000 for the mayor	Per financial year Per financial year
Access to facilities in a Councillor common room	Provided to all Councillors	Not relevant
Superannuation Contribution	11% as at 1 July 2023 rising half a percent each year until 1 July 2025 when it reaches 12%	Monthly
Reserved parking space at Council offices	Provided to Mayor	Not relevant
Furnished office on Council premises	Provided to the Mayor	Not relevant
Motor Vehicle	Provided to the Mayor	Not relevant

Additional costs incurred by a Councillor in excess of these limits are considered a personal expense that is the responsibility of the Councillor.

Councillors must provide claims for reimbursement within three (3) months of an expense being incurred. Claims made after this time cannot be approved.

Detailed reports on the provision of expenses and facilities to Councillors will be publicly

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tabled at a Council meeting every six (6) months and published in full on Council's website. These reports will include expenditure summarised by individual Councillor and as a total for all Councillors.

1.2 Title and Commencement

This policy is titled *Councillor Expenses and Facilities Policy* and was adopted on 4 July 2023 by approval of the Council. The following amendments have been made:

Date	Version	Authority
25 July 2018	Strathfield Policy Councillor Expenses and Facilities Policy – draft for consultation	
7 August 2018	Council adopted Draft Policy for consultation	Resolution 178/18
9 August to 6 September 2018	Policy Exhibition – no submissions received	PN180908
19 September 2018	Policy Effective	
23 September 2020	Policy review	
June 2021	Policy review	CEO / Mayor
5 April 2022	Clauses 3.2.6 and 4.1.5 added to Policy. Removal of term CEO and refer back to General Manager title. Added \$1,500 per Councillor per year to ICT as per resolution 5 April 2022.	
13 April to 11 May 2022	Public Exhibition period for Draft (v6)	
6 September 2022	Removal of part clause 2.26 regarding funding for Sister City visits	Resolution 213/22
4 July 2023	Updated to provide clearer understanding of what is claimable	Resolution 192/23

1.3 Background and Purpose of Policy

The provision of expenses and facilities enables Councillors to fulfil their civic duties as the elected representatives of Strathfield Council.

The community is entitled to know the extent of expenses paid to Councillors, as well as the facilities provided.

The purpose of this policy is to clearly state the facilities and support that are available to Councillors to assist them in fulfilling their civic duties.

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Council staff are empowered to question or refuse a request for payment from a Councillor when it does not accord with this policy.

Expenses and facilities provided by this policy are in addition to fees paid to Councillors. The minimum and maximum fees a Council may pay each Councillor are set by the Local Government Remuneration Tribunal as per Section 241 of the Act and reviewed annually. Council must adopt its annual fees within this set range.

1.4 Objectives of the Policy

The objectives of the policy are to:

- enable the reasonable and appropriate reimbursement of expenses incurred by Councillors while undertaking their civic duties
- enable facilities of a reasonable and appropriate standard to be provided to Councillors to support them in undertaking their civic duties
- ensure accountability and transparency in reimbursement of expenses and provision of facilities to Councillors
- ensure facilities and expenses provided to Councillors meet community expectations
- support a diversity of representation
- fulfil the Council's statutory responsibilities.

1.5 Policy Principles

Council commits to the following principles:

- Proper conduct: Councillors and staff acting lawfully and honestly, exercising care and diligence in carrying out their functions
- Reasonable expenses: providing for Councillors to be reimbursed for expenses reasonably incurred as part of their role as Councillor
- Participation and access: enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as a Councillor
- Equity: there must be equitable access to expenses and facilities for all Councillors
- Appropriate use of resources: providing clear direction on the appropriate use of Council resources in accordance with legal requirements and community expectations
- Accountability and transparency: clearly stating and reporting on the expenses and facilities provided to Councillors

1.6 Private or Political Benefit

- 1.6.1 Councillors must not obtain private or political benefit from any expense or facility provided under this policy.
- 1.6.2 Private use of Council equipment and facilities by Councillors may occur from time to time. For example, telephoning home to advise that a Council meeting will run later than expected.

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- 1.6.3 Such incidental private use does not require a compensatory payment back to Council. Councillors should avoid obtaining any greater private benefit from Council than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of Council facilities does occur, Councillors must reimburse the Council.
- 1.6.4 Campaigns for re-election are considered to be a political benefit. The following are examples of what is considered to be a political interest during a re-election campaign:
- production of election material
 - use of Council resources and equipment for campaigning
 - use of official Council letterhead, publications, websites or services for political benefit
 - fundraising activities of political parties or individuals, including political fundraising events.

1.7 Definitions

The following definitions apply throughout this policy.

Term	Definition
Accompanying person	Means a spouse, partner or de facto or other person who has a close personal relationship with or provides carer support to a Councillor
Appropriate refreshments	Means food and beverages, excluding alcohol, provided by Council to support Councillors undertaking official business
Act	Means the <i>Local Government Act 1993</i> (NSW)
Clause	Unless stated otherwise, a reference to a clause is a reference to a clause of this policy
Code of Conduct	Means the Code of Conduct adopted by Council or the Model Code if none is adopted
Councillor	Means a person elected or appointed to civic office as a member of the governing body of Council who is not suspended, including the mayor
General Manager	Means the General Manager of Council and includes their delegate or authorised representative
Incidental personal use	Means use that is infrequent and brief and use that does not breach this policy or the Code of Conduct
Long distance intrastate travel	Means travel to other parts of NSW of more than three hours duration by private vehicle
Maximum limit	Means the maximum limit for an expense or facility provided in the text and summarised in Appendix 1
NSW	New South Wales

Term	Definition
Official business	Means functions that the mayor or Councillors are required or invited to attend to fulfil their legislated role and responsibilities for Council or result in a direct benefit for Council and/or for the local government area, and includes: <ul style="list-style-type: none"> • meetings of Council and committees of the whole • meetings of committees facilitated by Council • civic receptions hosted or sponsored by Council • meetings, functions, workshops and other events to which attendance by a Councillor has been requested or approved by Council
Professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a Councillor or the mayor
Regulation	Means the <i>Local Government (General) Regulation 2021</i> (NSW)
Year	Means the financial year, that is the 12 month period commencing on 1 July each year

2.0 Expenses

2.1 General Expenses

All expenses provided under this policy will be for a purpose specific to the functions of holding civic office. Allowances for general expenses are not permitted under this policy.

Expenses not explicitly addressed in this policy will not be paid or reimbursed.

2.2 Specific Expenses

General travel arrangements and expenses

2.2.1 All travel by Councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.

2.2.2 Each Councillor may be reimbursed up to a total of \$2,000 per year, and the mayor may be reimbursed up to a total of \$3,000 per year, for travel expenses, including interstate, overseas and long distance intrastate travel, incurred while undertaking official business or professional development or attending approved conferences and seminars within NSW. This includes reimbursement:

- for public transport fares
- for the use of a private vehicle or hire car
- for parking costs for Council and other meetings
- for tolls
- by Cabcharge card or equivalent

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- for documented ride-share programs, such as Uber, where tax invoices can be issued.

2.2.3 Allowances for the use of a private vehicle will be reimbursed by kilometre at the rate contained in the Local Government (State) Award.

2.2.4 Councillors seeking to be reimbursed for use of a private vehicle must keep a log book recording the date, distance and purpose of travel being claimed. Copies of the relevant log book contents must be provided with the claim.

Interstate, overseas and long distance intrastate travel expenses

2.2.5 In accordance with Section 1.6, Council will scrutinise the value and need for Councillors to undertake overseas travel. Councils should avoid interstate, overseas and long distance intrastate trips unless direct and tangible benefits can be established for the Council and the local community. This includes travel to sister and friendship cities.

2.2.6 Councillors seeking approval for any interstate and long distance intrastate travel must submit a case to, and obtain the approval of, the General Manager prior to travel.

2.2.7 Councillors seeking approval for any overseas travel must submit a case to, and obtain the approval of, a full Council meeting prior to travel.

2.2.8 The case should include:

- objectives to be achieved in travel, including an explanation of how the travel aligns with current Council priorities and business, the community benefits which will accrue as a result, and its relevance to the exercise of the Councillor's civic duties
- who is to take part in the travel
- duration and itinerary of travel
- a detailed budget including a statement of any amounts expected to be reimbursed by the participant/s.

2.2.9 After returning from overseas Councillors should provide a detailed report back to Council on the aspects of the trip relevant to Council business and/or the local community.

2.2.10 Any Council-funded airfares will be funded to economy level only.

2.2.11 Bookings for approved air travel are to be made through the General Manager's office.

2.2.12 For air travel that is reimbursed as Council business, Councillors will not accrue points from the airline's frequent flyer program. This is considered a private benefit.

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Travel expenses not paid by Council

- 2.2.13 Council will not pay any traffic or parking fines or administrative charges for road toll accounts.

Accommodation and meals

- 2.2.14 In circumstances where it would introduce undue risk for a Councillor to travel to or from official business in the late evening or early morning, reimbursement of costs for accommodation and meals on the night before or after the meeting may be approved by the General Manager. This includes where a meeting finishes later than 9.00pm or starts earlier than 7.00am and the Councillor lives more than 50 kilometres from the meeting location.
- 2.2.15 Council will reimburse costs for accommodation and meals while Councillors are undertaking prior approved travel or professional development outside the Sydney Metropolitan Area. Council will not pay for accommodation within the Sydney Metropolitan Area.
- 2.2.16 Delegates will be accommodated in the hotel where the conference, seminar or training session is being held or the nearest hotel to the conference, seminar or training session of a similar session.
- 2.2.17 The daily limits for accommodation and meal expenses within Australia are to be consistent with those set out in Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.
- 2.2.18 The daily limits for accommodation and meal expenses outside Australia are to be determined in advance by the General Manager, being mindful of Clause 6.19 [2.2.19 or 2.2.31].
- 2.2.19 Councillors will not be reimbursed for alcoholic beverages.

Refreshments for Council related meetings

- 2.2.20 Appropriate refreshments will be available for Council meetings, Council committee meetings, Councillor briefings, approved meetings and engagements, and official Council functions as approved by the General Manager. No alcohol will be provided at any Council function apart from when external dignitaries are invited.
- 2.2.21 As an indicative guide for the standard of refreshments to be provided at Council related meetings, the General Manager must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.

Professional development

- 2.2.22 Council will set aside \$2,000 per Councillor annually in its budget to facilitate professional development of Councillors through programs, training, education courses and membership of professional bodies.
- 2.2.23 In the first year of a new Council term, Council will provide a comprehensive induction program for all Councillors which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development funding.
- 2.2.24 Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the Councillor's civic duties, the Councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.
- 2.2.25 Approval for professional development activities is subject to a prior written request to the General Manager outlining the:
- details of the proposed professional development
 - relevance to Council priorities and business
 - relevance to the exercise of the Councillor's civic duties.
- 2.2.26 In assessing a Councillor request for a professional development activity, the General Manager must consider the factors set out in Clause 6.27 [2.2.27], as well as the cost of the professional development in relation to the Councillor's remaining budget.

Conferences and seminars

- 2.2.27 Council is committed to ensuring its Councillors are up to date with contemporary issues facing Council and the community, and local government in NSW.
- 2.2.28 Council will set aside a total amount of \$4,000 annually in its budget to facilitate Councillor attendance at conferences and seminars. This allocation is for all Councillors. The General Manager will ensure that access to expenses relating to conferences and seminars is distributed equitably.
- 2.2.29 Approval to attend a conference or seminar is subject to a written request to the General Manager. In assessing a Councillor request, the General Manager must consider factors including the:
- relevance of the topics and presenters to current Council priorities and business and the exercise of the Councillor's civic duties
 - cost of the conference or seminar in relation to the total remaining budget.
- 2.2.30 Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences approved by the General

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Manager. Council will also meet the reasonable cost of meals when they are not included in the conference fees. Reimbursement for accommodation and meals not included in the conference fees will be subject to Clauses 6.18-6.21 [2.2.18-21].

- 2.2.31 Council will not meet registration fees for a partner accompanying a delegate on conferences, training sessions or seminars. The Councillor, including any expenses incurred in an accompanying person's program, will meet all expenses.

Information and communications technology

ICT Devices

- 2.2.32 Council will provide Councillors with appropriate ICT devices and services up to a limit of \$3,000 for each Councillor, at the commencement of each term. This may include tablets, mobile phones and a notebook / laptop (including appropriate software). The determination as to what equipment will be provided will be made by the General Manager based upon Council's general ICT program and identifiable business needs. Council will replace or update equipment where required and as appropriate.

ICT Expenses

In addition to the above allocation, Council will allocate \$1,500 per year per Councillor for ICT expenses to assist them in their civic responsibilities. This includes the purchase of a printer.

- 2.2.33 Council may from time to time provide Councillors with upgraded equipment of new facilities where doing so will result in efficiencies and aligns with Council's general ICT program.
- 2.2.34 Council will reimburse to the limit of \$220 per month for Council related communication expenses such as phone, data or internet charges for Councillors (including Mayor and Deputy Mayor).
- 2.2.35 Reimbursements will be made only for communications devices and services used for Councillors to undertake their civic duties, such as:
- receiving and reading Council business papers
 - relevant phone calls and correspondence
 - diary and appointment management.
- 2.2.36 To claim reimbursement, the Councillor must:
- make his/her contact details available to the public to ensure that he/she is accessible to the residents and ratepayers of Strathfield Local Government Area
 - identify the calls and uses associated with his/her duties as Councillor and meet the cost of any private usage (eg calls not relating to official functions of Council)
 - reimburse Council for any charges in excess of \$220 per month (including GST) within 30 days of request.

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- ensure claims for reimbursement are accompanied by sufficient documentation (eg copy of account or charges etc) to clearly support the claim for reimbursement.
- claims for calls on non-Council allocated phones or internet connections must provide documentation which clearly indicates the costs which are Council-related eg phone bill in the name of the Councillor.

2.2.37 Councillors may seek reimbursement for applications on their mobile electronic communication device that are directly related to their duties as a Councillor, within the maximum limit.

2.2.38 International roaming on Council provided communication devices will be disabled by default. To enable roaming services, a Councillor must make a written request to Council.

If an overseas trip is approved in accordance with this policy for Councillors, use of any available free wireless internet services is encouraged. Council will cover the cost of the provision of international roaming services and Council business related calls to a limit of \$50 per day. Councillors will be required to identify business and personal calls and reimburse Council for any personal use.

If a Councillor travels overseas on personal business and takes their Council provided communications devices with them, then the Councillor must reimburse Council for all international roaming charges, internet access and call costs.

2.2.39 Councillors may purchase their own SIM card to place in their Council provided communications devices for the time they are away and cover all costs associated with or incurred on this personal SIM card during their travel.

2.2.40 All equipment provided to Councillors by Council shall remain in the possession of the Councillor during their term of office, and shall remain the property of Council and be returned in good operational order and condition upon ceasing to be an elected member of Strathfield Council.

Special requirement and carer expenses

2.2.41 Council encourages wide participation and interest in civic office. It will seek to ensure Council premises and associated facilities are accessible, including provision for sight or hearing impaired Councillors and those with other disabilities.

2.2.42 Transportation provisions outlined in this policy will also assist Councillors who may be unable to drive a vehicle.

2.2.43 In addition to the provisions above, the General Manager may authorise the provision of reasonable additional facilities and expenses in order to allow a Councillor with a disability to perform their civic duties.

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- 2.2.44 Councillors who are the principal carer of a child or other elderly, disabled and/or sick immediate family member will be entitled to reimbursement of carer's expenses up to a maximum of \$2,000 per Councillor, per annum for attendance at official business, plus reasonable travel from the principal place of residence.
- 2.2.45 Child care expenses may be claimed for children up to and including the age of 16 years where the carer is not a relative.
- 2.2.46 In the event of caring for an adult person, Councillors will need to provide suitable evidence to the General Manager that reimbursement is applicable. This may take the form of advice from a medical practitioner.

Home office expenses

- 2.2.47 Each Councillor may be reimbursed up to \$1,500 per financial year for costs associated with the maintenance of a home office for the following items only:
- Desk
 - Cabinet
 - Ergonomic office chair
 - Stationery such as printer ink cartridges, pens, A4 paper, erasers, paper clips etc.

2.3 Insurances

- 2.3.1 In accordance with Section 382 of the *Local Government Act*, Council is insured against public liability and professional indemnity claims. Councillors are included as a named insured on this Policy.
- 2.3.2 Insurance protection is only provided if a claim arises out of or in connection with the Councillor's performance of his or her civic duties, or exercise of his or her functions as a Councillor. All insurances are subject to any limitations or conditions set out in the policies of insurance.
- 2.3.3 Council shall pay the insurance policy excess in respect of any claim accepted by Council's insurers, whether defended or not.
- 2.3.4 Appropriate travel insurances will be provided for any Councillors travelling on approved interstate and overseas travel on Council business.

2.4 Legal Assistance

- 2.4.1 Council may, if requested, indemnify or reimburse the reasonable legal expenses of:
- a Councillor defending an action arising from the performance in good faith of a function under the *Local Government Act* provided that the outcome of the legal proceedings is favourable to the Councillor

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- a Councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the Councillor
- a Councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the Councillor.

2.4.2 In the case of a code of conduct complaint made against a Councillor, legal costs will only be made available where the matter has been referred by the General Manager to a conduct reviewer and the conduct reviewer has commenced a formal investigation of the matter and makes a finding substantially favourable to the Councillor.

2.4.3 Legal expenses incurred in relation to proceedings arising out of the performance by a Councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a Councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a Councillor acted corruptly would not be covered by this section.

2.4.4 Council will not meet the legal costs:

- of legal proceedings initiated by a Councillor under any circumstances
- of a Councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation
- for legal proceedings that do not involve a Councillor performing their role as a Councillor.

2.4.5 Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a resolution at a Council meeting prior to costs being incurred.

3.0 Facilities

3.1 General Facilities for all Councillors

Facilities

3.1.1 Council will provide the following facilities to Councillors to assist them to effectively discharge their civic duties:

- a Councillor common room appropriately furnished including a printer, pigeon holes and appropriate refreshments (excluding alcohol)
- Parking for Councillors is available in the Council staff parking area at Council's office after 6pm and at times when Council and Committee meetings or official events are scheduled.
- personal protective equipment for use during site visits
- a name badge which may be worn at official functions, indicating that the wearer

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holds the office of a Councillor and/or mayor or deputy mayor.

- 3.1.2 Councillors may book meeting rooms for official business in a specified Council building at no cost. Rooms may be booked through the Office Manager, Office of the General Manager and Mayor. Use of Council Chambers is restricted to Civic occasions only (hosted by the Mayor or the Mayor's representative), or as otherwise authorised by the General Manager.
- 3.1.3 The provision of facilities will be of a standard deemed by the General Manager as appropriate for the purpose.

Stationery

- 3.1.4 Council will provide the following stationery to Councillors each year:
- Electronic letterhead, to be used only for correspondence associated with civic duties
 - 500 Councillor business cards replenish yearly in accordance with Council's corporate standards. The content of business cards must not contain political statements or advertising.
 - Council will pay for postage of official correspondence provided that all mail is directed through Council's mailing system and a copy of correspondence is maintained on relevant Council records.
- 3.1.5 As per Section 1.6, postage shall only be provided to support a Councillor's civic duties.

Administrative support

- 3.1.6 Council will provide administrative support to Councillors to assist them with their civic duties only. Administrative support may be provided by staff in the mayor's office or by a member of Council's administrative staff as arranged by the General Manager or their delegate.
- 3.1.7 As per Section 1.6, Council staff are expected to assist Councillors with civic duties only, and not assist with matters of personal or political interest, including campaigning.

3.2 Additional Facilities for the Mayor

- 3.2.1 Use of ceremonial clothing such as the Mayoral robes and Mayor Chains for official, civic or ceremonial use.
- 3.2.2 Council will provide the mayor with a furnished office incorporating a computer configured to Council's standard operating environment, telephone and meeting space. The above key remains the property of the Council and must be returned to Council upon the person ceasing to hold office.

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- 3.2.3 1,000 mayor business cards replenish yearly in accordance with Council's corporate standards. The content of business cards must not contain political statements or advertising.
- 3.2.4 In performing his or her civic duties, the mayor will be assisted by a small number of staff providing administrative and secretarial support, as determined by the General Manager, will not exceed one full time equivalents.
- 3.2.5 As per Section 1.6, staff in the Mayor and General Manager's Office are expected to work on official business only, and not for matters of personal or political interest, including campaigning.
- 3.2.6 Council will allocate a fully maintained vehicle from Council's motor vehicle fleet for use of the Mayor for official business. The vehicle type and model may change from time to time as vehicles are changed over in accordance with Council's motor vehicle policies and procedures. The estimated maximum operating cost of a fully maintained vehicle (including insurance, registration and fuel) is \$10,000 (including GST).

The vehicle is for the use of the Mayor attending official business of the Council, which includes driving the vehicle to the Mayor's home or place of work. In the event that the vehicle is used for private purposes, reimbursement of costs associated with private use will be the responsibility of the Mayor (refer to Private Use of Facilities clause).

The upper cost of Council's fleet vehicles is limited by the Australian Taxation Office (ATO) luxury car determination.

The Mayor and authorised Council staff members are entitled to drive the Mayoral vehicle.

Council will meet the cost of parking fees and road tolls for the Mayoral vehicle associated with business use of the vehicle. However, the driver of the vehicle is personally responsible for all traffic or parking fines incurred while travelling in private or Council vehicles on Council business.

The Mayoral vehicle will be allocated a dedicated parking space at Council's offices.

4.0 Processes

4.1 Approval, Payment and Reimbursement Arrangements

- 4.1.1 Expenses should only be incurred by Councillors in accordance with the provisions of this policy.
- 4.1.2 Approval for incurring expenses, or for the reimbursement of such expenses, should be obtained before the expense is incurred.

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- 4.1.3 Up to the maximum limits specified in this policy, approval for the following may be sought after the expense is incurred:
- local travel relating to the conduct of official business
 - carer costs
- 4.1.4 Final approval for payments made under this policy will be granted by the General Manager or their delegate.
- 4.1.5 All Councillors are to be paid superannuation contribution payments as per section 254B of the *Local Government Act 1993* from 1 July 2022. The contribution is on top of Councillor annual fees. Councillors who wish to opt out receiving payments must do so by requesting in writing.

Direct payment

- 4.1.6 Council may approve and directly pay expenses. Requests for direct payment must be submitted to the Executive Manager Corporate Services & Administration for assessment against this policy using the prescribed form, with sufficient information and time to allow for the claim to be assessed and processed.

Reimbursement

- 4.1.7 All claims for reimbursement of expenses incurred must be made no later than three weeks after the expense was incurred. Each claim must be made on the prescribed form, supported by appropriate receipts and/or tax invoices and be submitted to the Executive Manager Corporate Services & Administration. Reimbursement of travelling expenses shall state the following:
- Time and place of departure
 - Time and place of arrival
 - Distance travelled
 - Fares and parking fees paid, attaching receipts where possible
 - Number of days and hours occupied in travelling to and from the conference/seminar/training courses and attending Council meetings or on the authorised business of Council
 - Total amount of claim.

Advance payment

- 4.1.8 Council may pay a cash advance for Councillors attending approved conferences, seminars or professional development. Requests for advance payment must be submitted to the Executive Manager Corporate Services & Administration for assessment against this policy using the prescribed form with sufficient information and time to allow for the claim to be assessed and processed.

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- 4.1.9 Councillors must fully reconcile all expenses against the cost of the advance within one month of incurring the cost and/or returning home. This includes providing to Council:
- a full reconciliation of all expenses including appropriate receipts and/or tax invoices
 - reimbursement of any amount of the advance payment not spent in attending to official business or professional development.

Notification

- 4.1.10 If a claim is approved, Council will make payment directly or reimburse the Councillor through accounts payable.
- 4.1.11 If a claim is refused, Council will inform the Councillor in writing that the claim has been refused and the reason for the refusal.

Reimbursement to Council

- 4.1.12 If Council has incurred an expense on behalf of a Councillor that exceeds a maximum limit, exceeds reasonable incidental private use or is not provided for in this policy:
- Council will invoice the Councillor for the expense
 - the Councillor will reimburse Council for that expense within 14 days of the invoice date.
- 4.1.13 If the Councillor cannot reimburse Council within 14 days of the invoice date, they are to submit a written explanation to the General Manager. The General Manager may elect to deduct the amount from the Councillor's allowance.

Timeframe for reimbursement

- 4.1.14 Unless otherwise specified in this policy, Councillors must provide all claims for reimbursement within one month of an expense being incurred. Claims made after this time cannot be approved.

4.2 Disputes

- 4.2.6 If a Councillor disputes a determination under this policy, the Councillor should discuss the matter with the General Manager.
- 4.2.7 If the Councillor and the General Manager cannot resolve the dispute, the Councillor may submit a notice of motion to a Council meeting seeking to have the dispute resolved.

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4.3 Return or Retention of Facilities

- 4.3.6 All unexpended facilities or equipment supplied under this policy are to be relinquished immediately upon a Councillor or mayor ceasing to hold office or at the cessation of their civic duties.
- 4.3.7 Should a Councillor desire to keep any equipment allocated by Council, then this policy enables the Councillor to make application to the General Manager to purchase any such equipment. The General Manager will determine an agreed fair market price or written down value for the item of equipment.
- 4.3.8 The prices for all equipment purchased by Councillors will be recorded in Council's annual report.

4.4 Publication

- 4.4.6 This policy will be published on Council's website.

4.5 Reporting

- 4.5.6 Council will report on the provision of expenses and facilities to Councillors as required in the Act and Regulations.
- 4.5.7 Detailed reports on the provision of expenses and facilities to Councillors will be publicly tabled at a Council meeting every six months and published in full on Council's website.

These reports will include expenditure summarised by individual Councillor and as a total for all Councillors.

4.6 Auditing

- 4.6.6 The operation of this policy, including claims made under the policy, will be included in Council's audit program and an audit undertaken at least every two years.

4.7 Breaches

- 4.7.6 Suspected breaches of this policy are to be reported to the General Manager.
- 4.7.7 Alleged breaches of this policy shall be dealt with by following the processes outlined for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

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CCS4 APPOINTMENT OF A CODE OF CONDUCT REVIEW PANEL

AUTHOR: Warwick Lawrence, Manager Governance and Risk

APPROVER: Kristy Watts, Director, Corporate and Community

RECOMMENDATION

That Council utilise those businesses on the Southern Sydney Regional Organisation of Councils (SSROC) preferred supplier panel for Code of Conduct reviewers as provided in tender SSROC T2021-03.

PURPOSE OF REPORT

To adopt a panel of Code of Conduct reviewers in accordance with the provisions of Clause 3.1 and 3.2 of the Procedures for the Administration of the Code of Conduct.

REPORT

In 2021 an Expression of Interest process commenced for the appointment of a Code of Conduct panel in accordance with the provisions of Part 3 (Administrative Framework) of the Procedure for the Administration of the Code of Conduct.

Council must establish a panel of conduct reviewers and may enter an arrangement with one or more other Councils to share a panel of conduct reviewers including through a joint organisation or another regional body associated with Councils.

A check of the Vendor Panel portal has identified a preferred supplier panel that has gone through a pre-assessment process via an SSROC tender process.

Strathfield Council is an SSROC member and SSROC has gone through a pre-qualification process by way of a formal tender assessment and has identified the nine (9) businesses listed below with the necessary skills and experience to qualify as a Code of Conduct Reviewer. Council may utilize the SSROC panel for this service without going through an independent Expression of Interest and formal appointment process.

Businesses

Centium Pty Ltd

CT Management Group

Nemesis Consultancy Group

O'Connor Marsden and Associates Pty Ltd

On Track Investigations

Procure Group Pty Ltd

SINC Solutions Pty Ltd

Train Reaction Pty Ltd

Weir Consulting (National)

FINANCIAL IMPLICATIONS

There are no financial implications in relation to this report.

ATTACHMENTS

There are no attachments for this report

CCS5 ORDINARY COUNCIL MEETING, COMMITTEE AND COUNCILLOR WORKSHOP
SCHEDULE 2024

AUTHOR: Warwick Lawrence, Manager Governance and Risk

APPROVER: Kristy Watts, Director Corporate and Community

RECOMMENDATION

1. That the 2024 Ordinary Council Meetings be held as per the attached schedule at 6:30pm (and generally on the fourth Tuesday of each month excepting January and December each year) in the Council Chambers, 65 Homebush Road, Strathfield, or as resolved by Council, in accordance with clause 3.1 of Council's Code of Meeting Practice and section 365 of the *Local Government Act 1993*.
2. That the Committee schedule be received and noted.
3. That Councillor Workshops be held in accordance with the attached schedule and generally on the second Tuesday of each month at 4:30pm (excepting January and December) or as required by the General Manager with agreement from the Mayor in the Community Meeting Room, 65 Homebush Road, Strathfield and by audio visual link.

PURPOSE OF REPORT

The purpose of the report is to present the 2024 Council Meeting, Committee and Councillor Workshop schedule.

REPORT

Section 365 of the *Local Government Act 1993* requires Council to meet at least ten (10) times each year, each time in a different month. Pursuant to clause 3.1 of Council's Code of Meeting Practice, and as an outcome of Council's decision in September 2023, Ordinary Council Meetings are to be held on the fourth Tuesday of every month except January and December at 6:30pm in the Council Chambers, 65 Homebush Road, Strathfield.

The attached meeting schedule has been prepared generally in accordance with the Council's Code of Meeting Practice (i.e. fourth Tuesday of each month) however some exceptions to the policy have been made for the following reasons:

August Meeting

Propose 13 August 2024 in lieu of 27 August 2024.

Reason

Four (4) weeks prior to the Local Government Elections Councils are required to go into a 'caretaker mode' whereby Councils are restricted from making certain decisions. By scheduling the August meeting on 13 August 2024, the caretaker provisions will not be in place and therefore no such restriction will apply.

No September meeting

There is no meeting proposed for September due the 2024 Local Government Elections.

Reason

The Local Government Elections are being held on 14 September 2024.

The 2024 election result is not expected to be finalised until 4 October 2024, as such it is proposed that there be two (2) Council meetings scheduled for October on 8 October and 22 October 2024. The meeting on 8 October 2024 will be primarily for all elected Councillors to take the Oath and for the election of the Mayor and Deputy Mayor to occur.

December meeting

Propose to meet on 10 December in lieu of the 24 December 2024.

Reason

The fourth Tuesday in December is Christmas eve.

It is proposed to hold the December meeting on 10 December 2024 to allow Councillors and staff to spend time with family on Christmas eve.

It is proposed that Councillor Workshops be generally held on the second Tuesday of each month at 4:30pm or as required by the General Manager with agreement from the Mayor in the Community Meeting Room, 65 Homebush Road, Strathfield and by audio visual link.

The Councillor workshop schedule has been prepared in accordance with that decision and to address the suggested changes in the ordinary meetings as reasoned above and noting that there is no Councillor Workshop scheduled in September 2024.

Council Committees managed and hosted by Council will occur throughout the calendar year depending on each Committee's Terms of Reference. The Cooks River Alliance, Parramatta River Catchment Group, Local Area Command, and Southern Sydney Regional Organisation of Councils are managed externally and the 2024 schedule for each is to be determined.

Councillor Workshops are held for the purpose of conducting in-depth discussions on certain topics and developing Councillor knowledge and expertise. Councillor Workshops are not used for debate or advanced discussions where an agreement or preliminary decision is reached. Any debate or decision making must be left to a formal Council or Committee Meeting.

Councillors have the opportunity of attending the National Generally Assembly (in Canberra) or the Local Government NSW Annual Conference held each year, and the adopted meeting schedule has been prepared without knowing the date of either conference therefore a Council resolution to alter a meeting date may be required should it conflict with either or both of those conferences.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

1. Committee and Councillor Workshop Schedule 2024

ATTACHMENT 1

Council Meeting, Council Committees and Councillor Workshop Schedule 2024

Council Meeting Schedule 2024

Meeting	Date/Time	Location
Ordinary Council Meeting	27 February 2024 at 6:30pm	Council Chambers, 65 Homebush Road, Strathfield
Ordinary Council Meeting	26 March 2024 at 6:30pm	Council Chambers, 65 Homebush Road, Strathfield
Ordinary Council Meeting	23 April 2024 at 6:30pm	Council Chambers, 65 Homebush Road, Strathfield
Ordinary Council Meeting	28 May 2024 at 6:30pm	Council Chambers, 65 Homebush Road, Strathfield
Ordinary Council Meeting	25 June 2024 at 6:30pm	Council Chambers, 65 Homebush Road, Strathfield
Ordinary Council Meeting	23 July 2024 at 6:30pm	Council Chambers, 65 Homebush Road, Strathfield
Ordinary Council Meeting	13 August 2024 at 6:30pm	Council Chambers, 65 Homebush Road, Strathfield
Ordinary Council Meeting	8 October 2024 at 6:30pm	Council Chambers, 65 Homebush Road, Strathfield
Ordinary Council Meeting	22 October 2024 at 6:30pm	Council Chambers, 65 Homebush Road, Strathfield
Ordinary Council Meeting	26 November 2024 at 6:30pm	Council Chambers, 65 Homebush Road, Strathfield
Ordinary Council Meeting	10 December 2024 at 6:30pm	Council Chambers, 65 Homebush Road, Strathfield

Council Committees Schedule 2024

Meeting	Frequency	Location
Multicultural and Diversity Advisory Committee	At least four occasions per year	Strathfield Council Library and Innovation Hub, 65-67 Rochester Street, Strathfield and by Audio Visual Link
Local Economic Development Committee	At least four occasions per year	Strathfield Council Library and Innovation Hub, 65-67 Rochester Street, Strathfield and by Audio Visual Link
Traffic Committee	Every month except January	Main Meeting Room, 65 Homebush Road, Strathfield (Members only with option to participate by audio visual link)

Strathfield Local Planning Panel	Every month except January	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link
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Audit, Risk and Improvement Committee Schedule 2024

Meeting	Frequency	Location
Audit, Risk and Improvement Committee	7 March 2024 at 2pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link
Audit, Risk and Improvement Committee	29 May 2024 at 2pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link
Audit, Risk and Improvement Committee	5 September 2024 at 2pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link
Audit, Risk and Improvement Committee	26 November 2024 at 2pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link

Councillor Workshop Schedule 2024

Meeting	Date/Time	Location
Councillor Workshop	13 February 2024 at 4:30pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link
Councillor Workshop	12 March 2024 at 4:30pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link
Councillor Workshop	9 April 2024 at 4:30pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link
Councillor Workshop	14 May 2024 at 4:30pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link
Councillor Workshop	11 June 2024 at 4:30pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link

Councillor Workshop	9 July 2024 at 4:30pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link
Councillor Workshop	6 August 2024 at 4:30pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link
Councillor Workshop	15 October 2024 at 4:30pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link
Councillor Workshop	12 November 2024 at 4:30pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link
Councillor Workshop	3 December 2024 at 4:30pm	Community Meeting Room, 65 Homebush Road, Strathfield and by Audio Visual Link

Note: *The Cooks River Alliance, Parramatta River Catchment Group, Local Area Command, and Southern Sydney Regional Organisation of Councils are managed externally and 2024 schedule to be determined*

CCS6	TABLING OF ANNUAL DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS RETURN - CLAUSE 4.21 AND SCHEDULE 1 CODE OF CONDUCT
AUTHOR:	David McQuade, Senior Governance Officer
APPROVER:	Kristy Watts, Director, Corporate and Community

RECOMMENDATION

That Council receive and note the report concerning tabling of Annual Disclosure of Pecuniary Interests and Other Matters Returns by Councillor Maheswaran and one of Council's Regulatory Officers.

PURPOSE OF REPORT

To table the outstanding Annual Disclosure of Pecuniary Interests and Other Matters Returns submitted by Councillor Maheswaran and one of Council's Regulatory Officers in accordance with clause 4.21 and Schedule 1 of Council's Code of Conduct.

REPORT

At the Ordinary Meeting of Council held on 10 October 2023, returns received from Councillors, senior staff and designated persons were tabled in accordance with the provisions of clause 4.21 and Schedule 1 of Council's Code of Conduct.

At the time of tabling the report there were three outstanding returns. Returns for one Councillor and two (2) staff members had not been received by the September 30 deadline although Councillor Maheswaran did complete and hand in his return on the night of the meeting.

Of the two (2) staff members returns that were outstanding, one (1) has now completed his return and one (1) officer is on maternity leave. These returns are now tabled for the information of Council and the remaining outstanding return will be completed as soon as the staff member is back at work from maternity leave.

These returns will be made publicly available on Council's website similar to all others received before the due date.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

There are no attachments for this report.

CCS7 COUNCILLOR WORKSHOP 24 OCTOBER 2023
AUTHOR: David McQuade, Senior Governance Officer
APPROVER: Kristy Watts, Director, Corporate and Community

RECOMMENDATION

That the report be received and noted.

PURPOSE OF REPORT

The purpose of the report is to present a summary to Council of the items discussed at the Councillor Workshop held on Tuesday 24 October 2023 and follow up action required.

REPORT

Attendees

Councillors Pensabene, Datta, Maheswaran, Cai (Audio-Visual), Hall (Audio-Visual) and Reddy (Audio-Visual).

Apologies

Nil.

Declarations of Interest

Councillor Maheswaran declared a Non-Pecuniary/Non-Significant conflict of interest in items *PE3 Local Environmental Plan Amendments Planning Proposal*, *PE4 Development Control Plan (DCP) Environmental Changes Part P Updates*, *PE5 Planning Agreements – Columbia Lane and Pilgrim Avenue* and *PE6 Part A DCP Amendment* and managed the conflict of interest by leaving the Workshop during discussion of these items.

Councillor Cai declared a Non-Pecuniary/Non-Significant conflict of interest in item *PE3 Local Environmental Plan Amendments Planning Proposal* and managed the conflict of interest by remaining in the Workshop during discussion of this item.

The following items were discussed at the Councillor Workshop held on 24 October 2023:

Item Reference	Title	Summary	Follow Up Action
PE1	Strathfield Local Transport Study (Connector Bus Review)	Mr John Devney and Mr Volker Buhl of Stantec presented findings from the Strathfield Local Transport Options Study. Survey feedback, patronage, costs and future options were explored. The Homebush West precinct was identified as a service gap area	To go to Council Meeting 14 November 2023
PE2	Waste Education	Council's Waste Education Campaign	No further action required

	Campaign	was delivered by Council officers. The purpose of the campaign is to educate target groups within the Strathfield Local Government Area (LGA) to improve how we manage waste through the five R's; Refuse, Reduce, Reuse, Recycle and Recover. Biggest challenge Council are presented with at present is managing furniture waste	
PE3	Local Environmental Plan Amendments Planning Proposal	Council officers presented a summary of the Strathfield Local Environmental Plan (LEP) 2021 amendments and current perspective on how to progress these moving forward	To go to future Council Meeting
PE4	Development Control Plan (DCP) Environmental Changes Part P Updates	Council are preparing amendments to the DCP Part P to improve environmental sustainability development in heritage buildings across the LGA. Examples of this being executed well portrayed to Councillors with some poor outcomes also	To go to Councillor Workshop in Quarter 1 2024
PE5	Planning Agreements – Columbia Lane and Pilgrim Avenue	Councillors were briefed on Planning Agreements required at two properties identified for affordable housing and progress made to date	No further action required
PE6	Part A DCP Amendment	Council are preparing amendments to the DCP Part A to improve development across the LGA so that street character and the built/natural environment are not compromised. Cases where the best outcome has not been achieved portrayed to Councillors	To go to future Council Meeting

Mayor's Update

- The Mayor, General Manager and members of the Executive Team met with Councillor Darriea Turley AM, President Local Government NSW and discussed matters including but not limited to planning issues facing Councils, the formalisation of a youth forum and how to make the local government sector an attractive employment sector for school leavers
- Ms Sally Sitou MP hosted a Great Aussie BBQ at Airey Park on Saturday 21 October 2023 to welcome new residents to the local area and those who have recently become Australian citizens. The event was enjoyable and well attended
- Thank you to Councillor Reddy for chairing the Traffic Committee on 17 October 2023
- The 2023 Community Grants Ceremony was held at the Strathfield Library and Innovation Hub on Tuesday 17 October 2023 and those awarded grants were well received
- The Mayor recently attended a breakfast at Parliament House to promote National Nutrition Week that

will run from 15 to 21 October 2023 with the theme for the year being 'Try for 5'

- Meeting held with Auburn Police Area Command this morning. The Police informed Council of rising trends in domestic violence, sexual assault and vehicle crimes. The Police are delivering fraud education awareness programs and advise the community to report criminal information via Crime Stoppers NSW

General Manager's Update

- Council finished finalist in three categories at the Keep Australia Beautiful NSW 2023 Sustainable Cities Awards being highly commended in the Litter Prevention category for the Keep Homebush West Clean! initiative
- Council also finished finalist in the Local Government NSW Awards for Invasive Species Management
- The Strathfield Council Town Hall 100 Year Anniversary event held on Tuesday 17 October 2023 was a success and the display at the Town Hall is now available for public viewing at the Strathfield Library and Innovation Hub
- Council Meetings for the remainder of 2023 will be held at the Strathfield Library and Innovation Hub. Refurbishment work required in the Council Chamber is expected to be completed during December and January
- Nets at the Hudson Park Driving Range have been damaged recently as a result of adverse weather conditions. Repairs are expected to be completed over the next week
- Grant applications for projects at Homebush West and Tavistock Reserve have been successful
- The artwork at Powells Creek Bridges will be presented tomorrow evening
- Upcoming events include the Business Forum on 26 October 2023 at the Strathfield Library and Innovation Hub, Laker Reserve Community Garden Meeting on 29 October 2023 to encourage community participation, Australian Citizenship Ceremony at the Town Hall on 31 October 2023, Councillor Workshop on 1 November 2023 and Council Meeting 14 November 2023
- Council will report back on Resolution 244/23 Report on Rezoning Industrial Land for R4 - High Density Residential Development at Water Street at the Council Meeting 5 December 2023

Director Planning and Environment's Update

- Background work on Medium Density Housing progressing and Councillors will be issued packs in future
- Council have engaged with an external provider to undertake a background analysis of the Section 7.11 and 7.12 contributions with a view to Council having a plan to present by June 2024

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

There are no attachments for this report

CCS8 COUNCILLOR WORKSHOP 1 NOVEMBER 2023
AUTHOR: David McQuade, Senior Governance Officer
APPROVER: Kristy Watts, Director, Corporate and Community

RECOMMENDATION

That the report be received and noted.

PURPOSE OF REPORT

The purpose of the report is to present a summary to Council of the items discussed at the Councillor Workshop held on Wednesday 1 November 2023 and follow up action required.

REPORT

Attendees

Councillors Pensabene, Blackmore, Maheswaran (Audio-Visual), Hall (Audio-Visual) and Reddy.

Apologies

Councillors Datta and Cai.

Declarations of Interest

Nil.

The following items were discussed at the Councillor Workshop held on 1 November 2023:

Item Reference	Title	Summary	Follow Up Action
GMU1	Panel Members for Citizen and Young Citizen of the Year	Councillors were provided a summary of the NSW Citizen of the Year awards and proposal to form a Panel to determine finalists. The formation of the panel, process and judging were discussed and Councillors feedback considered	To go to Council Meeting 14 November 2023
GMU2	Annual Report 2022-2023	Details of what the Annual Report comprises of including additional sections required and highlights from the 2022/2023 to be included presented to Councillors. Any suggestions and Councillor summaries to be submitted by Friday 3 November 2023	To go to Council Meeting 14 November 2023
CCS1	Installation of Customer Self-Serve Kiosk	A brief demonstration of the new self-service kiosk to be installed in November 2023 was delivered to	No further action required

		Councillors and how technology will be used in the Customer Service area to improve the overall customer experience explained. The software will be available to use in different languages and staff will be present to assist customers	
CCS2	"The Councillors Survey" (Enhancing the Customer Experience within Strathfield Council	Council staff presented information on the proposed "The Councillors Survey" which is aimed at canvassing the opinions of Councillors to identify areas of improvement and contribute to the Customer Experience (CX) Strategy	No further action required
CCS3	Public Art Policy	A summary of the Public Art Policy was presented to Councillors including framework for decision making and factors that must be taken into consideration	To go to Council Meeting 14 November 2023
CCS4	Council Resolution - A Report to Consider the End of Discretionary Grants	The purpose of discretionary grants and how they benefit the community discussed with Councillors. A comparison of community grants with neighbouring Councils was provided.	To go to Council Meeting 14 November 2023
CCS5	Ordinary Council Meeting, Committee and Councillor Workshop Schedule 2024	The 2024 schedule for Council Meetings, Committees and Councillor Workshops presented to Councillors with Council officers providing reasoning for particular dates	To go to Council Meeting 14 November 2023
CCS6	Appointment of a Code of Conduct Review Panel	Council are required under the Procedures for the Administration of The Model Code of Conduct 2020 to adopt Code of Conduct Reviewers and is Council staff recommendation to use the existing Southern Sydney Regional Organisation of Councils (SSROC) panel that Strathfield Council is a member of	To go to Council Meeting 14 November 2023
CCS7	Financial Year 2023/2024 – Quarter One Budget Review	Council staff presented the 2023/2024 Quarter One Budget Review including a detailed roadmap of the budget cycle and deadlines, Council's current position and proposed budget variations	To go to Council Meeting 14 November 2023
EO1	Provision of	Details of the bins to be installed at	To go to Council Meeting 14

	Additional Bins – Henley Road and The Crescent	Henley Road and The Crescent provided to Councillors	November 2023
EO2	Draft Mobile Food Vending Vehicle Policy	The draft Mobile Food Vending Policy was re-presented to Councillors including trading hours and locations permitted.	To go to Council Meeting 14 November 2023
EO3	Tenders Awarded – Workshop November 2023	Details of the tender awarded for the Homebush Active Travel Network presented to Councillors	To go to Council Meeting 14 November 2023

Mayor's Update

- The Mayor recently had an interview with media outlet ABC Radio Sydney. Topics covered included but were not limited to community issues, waste and housing
- A number of Council events have been held with low Councillor attendance. The Mayor encouraged Councillors to attend future Council events

General Manager's Update

- The Christmas trees and nativity display will be erected within the next fortnight
- Congratulations to Ms Cathy Edwards-Davis, Director Engineering and Operations and her team for the successful opening of the artwork on the Powells Creek Bridges
- The Department of Infrastructure, Transport, Regional Development, Communications and the Arts have offered to present the draft Impact Environment Statement for the Western Sydney International Airport at a future Councillor Workshop
- The next Councillor Workshops will be held on Tuesday 21 November 2023 and Tuesday 28 November 2023
- Repairs to the nets at the Hudson Park Driving Range are now complete
- Pavement improvement works at the Homebush West shopping precinct is now complete
- Councillors have been advised to view the email from the Governance Team today on how to handle community information, what information they can access and information they can share with members of the community. It is also highly recommended that attendance records are kept for community events that Councillors attend

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

There are no attachments for this report.

CCS9 **CURRENT STATUS OF COUNCIL RESOLUTIONS**
AUTHOR: David McQuade, Senior Governance Officer
APPROVER: Kristy Watts, Director, Corporate and Community

RECOMMENDATION

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

PURPOSE OF REPORT

To report on the current status of Council resolutions.

REPORT

Attached is a summary of the outstanding and acquitted Council resolutions.

IF FUNDING IS AVAILABLE

Funding will be reviewed in line with the approved budget as actions progress.

ATTACHMENTS

1. Outstanding and Acquitted Council Resolutions

ATTACHMENT 1

Outstanding Council Resolution Actions

Meeting Date	Subject	Comments
10 October 2023	Tidy Shopfronts Program	Plan to be implemented
10 October 2023	Data Breach Policy	On public exhibition until 9 November 2023
5 September 2023	Council End Discretionary Grants	To be presented to Council Meeting 14 November 2023
5 September 2023	Report into Weekend Markets within the Local Government Area	To be presented to Councillor Workshop 28 November 2023
5 September 2023	Footpath Extension - Coronation Parade Update	Works to be completed in June 2024
5 September 2023	Provision of Additional Bin - The Crescent	To be presented to Council Meeting 14 November 2023
5 September 2023	Provision of Additional Bin - Henley Road	To be presented to Council Meeting 14 November 2023
5 September 2023	Report on Rezoning Industrial Land for R4 - High Density Residential Development at Water Street	To be presented to Council Meeting 5 December 2023
5 September 2023	Draft Mobile Food Vending Vehicle Policy	To be presented to Council Meeting 14 November 2023
5 September 2023	Expression of Interest to Establish Refreshment Rooms	To be presented to Councillor Workshop 28 November 2023
1 August 2023	Installation of Bollard Lighting - Airey Park Pathway	To be considered as part of the WestInvest Masterplan process for Airey Park
1 August 2023	Graffiti Management Policy	To be presented to Council Meeting 5 December 2023
1 August 2023	Mayoral Minute - Lease of 1/29-35 Burlington Road, Homebush, NSW, 2140	To be presented to Councillor Workshop 28 November 2023
1 August 2023	Provision of Gym Equipment in Strathfield Park	To be considered as part of the WestInvest Masterplan process
1 August 2023	Parking Management Options	In progress

Meeting Date	Subject	Comments
4 July 2023	Hudson Park Golf Driving Range - Extension of Hours	Trial to commence before Christmas
4 July 2023	Footpath Extension Coronation Parade	Works to be completed June 2024
6 June 2023	Developing Homebush West Shopping Centre	To be presented to Councillor Workshop 28 November 2023
4 April 2023	Leases and Licences - Land and Property Strategy	To be presented to Councillor Workshop 28 November 2023
7 February 2023	Parramatta Road Corridor Urban Transformation Strategy	To return to Council by end of 2023
6 December 2022	Mayoral Minute 27/22 - Resilient Sydney Mayoral Summit on Affordable Housing	To go to Councillor Workshop 21 November 2023
1 November 2022	Community Garden in Strathfield South	Matter to be considered as part of the Recreation and Open Space Study
1 November 2022	Shade Covers Over Playgrounds	Open Space and Recreation Strategy in progress
1 November 2022	Ismay Reserve Deed of Agreement	Expected to be completed late 2024, early 2025
1 November 2022	Planning Proposal to Rezone Land at Homebush	Resolution of Council to be considered as part of the PRCUTS Masterplan project
4 October 2022	DCP Environmental Changes	Council compiling data in order to detail how to net zero position will be achieved. Update provided at October 2023 Councillor Workshop

Acquitted Council Resolutions

Meeting Date	Subject	Comments
5 September 2023	Community Grants 2023 - Review and Recommendations	2023/2024 applications approved by General Manager and event held at Strathfield Library and Innovation Hub
5 September 2023	Code of Meeting Practice Review	No public submissions received and now adopted
5 September 2023	Report from Wellbeing Advisory Committee Meeting on 3 August 2023	Minutes adopted. Members notified of committee dissolution
5 September 2023	2-6 Hillcrest Avenue, Homebush	Required action taken
5 September 2023	Mayoral Minute 20/23 - Acknowledgement of the Late Laurel O'Toole, Former Mayor and Councillor of Strathfield Council	Letter sent and donation payment made
5 September 2023	Motions for the Local Government NSW Annual Conference	Motions submitted
5 September 2023	Letter of Congratulations Regarding the Cooks River	Letter sent
5 September 2023	Events In Council Parks and Community Facilities Policy	Endorsed by the General Manager 3 November 2023
5 September 2023	International Moon Festival 2023	Event promoted through Council's eNews
1 August 2023	Tidy Shopfronts Pilot Program	Resolution superseded
1 August 2023	LETTER OUT - REPORT RECOMMENDATION - SCHEDULE 5 PART 8 SECTION 17(2)	Required action taken
1 August 2023	Amendment to the Code of Conduct - Child Protection and Safety	Presented to Council Meeting 10 October 2023 and Code of Conduct updated
1 August 2023	LG NSW Annual Conference	Completed September 2023

Meeting Date	Subject	Comments
1 August 2023	Strathfield Town Centre Master Plan Working Group - Review	Completed August 2023
6 June 2023	Establishing a Review Panel for Rejected Applications under Part O of the Strathfield Development Control Plan 2005	Presented to Council Meeting 10 October 2023
6 June 2023	Mayoral Minute 17/23 – Leading a Reform Agenda on Waste	Actions complete and letter sent
6 June 2023	Mayoral Minute 18/23 – Targeted Waste Education and Awareness Program	Completed in August 2023
6 June 2023	Indian Independence Day	Completed in August 2023
6 June 2023	2023 FIFA Women's World Cup Site	Included in 2023/2024 schedule of events and adopted in 2023/2024 Budget
6 June 2023	Mayoral Minute 19/23 - Damaging Increase in Emergency Services Levy Costs	Letters sent
6 June 2023	Poker Machines in Strathfield Town Centre - the Social and Economic Harm to Strathfield Residents	Letters sent
6 June 2023	Small Grant Application - Homebush West Public School P&C	Application approved by Council and processed
6 June 2023	Small Grant Application - Marian Court	Application approved by Council and processed
6 June 2023	Small Grant Application - Ms Victoria MacFarlane	Application approved by Council and processed
6 June 2023	Small Grant Report - Rotary Club of Strathfield	Application approved by Council and processed
1 November 2022	Hudson Park Driving Range Issues	Presented to June 2023 Councillor Workshop and now complete
6 September 2022	Homebush West Shopfront	To be considered with Tidy Shopfronts Pilot Program

CCS10 TENDERS ADVERTISED AND AWARDED OCTOBER 2023

AUTHOR: David McQuade, Senior Governance Officer

APPROVER: Kristy Watts, Director, Corporate and Community

RECOMMENDATION

That Council tenders advertised and awarded in October 2023 be received and noted.

PURPOSE OF REPORT

This report details Council tenders advertised and awarded in October 2023.

REPORT

Tenders under evaluation in October 2023

Date Advertised	Date Closing/Closed	Tender Description	Status
01/08/2023	30/08/2023	Street Sweeping and Cleaning Services	Under evaluation
06/09/2023	22/09/2023	Management of Strathfield Council's Affordable Housing Portfolio	Under evaluation

Tenders advertised in October 2023

Date Advertised	Date Closing/Closed	Tender Description	Status
13/09/2023	13/10/2023	Telopea AV - Culvert Replacement, Homebush West	Under evaluation
30/10/2023	30/10/2023	Civil Works Panel of Contractors for Strathfield Council Local Government Area	Open

Tenders awarded in October 2023

Nil.

FINANCIAL IMPLICATIONS

Finances related to Tenders and/or Tender panels will be utilised in line within our available budget and/or through budget variations where necessary.

ATTACHMENTS

There are no attachments for this report

CCS11 INVESTMENT REPORT - SEPTEMBER 2023

AUTHOR: Deo Narayan, Coordinator Finance Operations

APPROVER: Kristy Watts, Director, Corporate and Community

RECOMMENDATION

That the record of cash investments as at 30 September 2023 be received and noted.

PURPOSE OF REPORT

To submit Council's record of cash investments as at 30 September 2023 pursuant to Clause 212 of the *Local Government (General) Regulation 2021*.

Investment Allocation and Performance

Investment Portfolio as at 30 September 2023:

Call Accounts	Allocation (%)	Amount (\$)
Term Deposits	84	50,000,000
Cash At Bank and At Call Investment	16	9,191,116
Total Investments		59,191,116

Note: Investment Portfolio details are listed in the attachment

As at the end of September 2023, the portfolio was mainly directed to fixed term deposits (84%). The remaining portfolio is directed to various cash accounts (16%) for current liquidity needs.

Council's performance for the month ending 30 September 2023 is summarised as follows:

Performance

Council's performance for the month ending September 2023 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.33%	1.02%	1.97%	1.02%	3.54%
AusBond Bank Bill Index	0.34%	1.08%	1.99%	1.08%	3.56%
Council's T/D Portfolio [^]	0.28%	0.79%	1.48%	0.79%	2.65%
Rel. Performance	-0.05%	-0.29%	-0.52%	-0.29%	-0.91%

[^]Total portfolio performance excludes Council's cash account holdings.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	4.10%	4.10%	3.98%	4.10%	3.54%
AusBond Bank Bill Index	4.18%	4.35%	4.01%	4.35%	3.56%
Council's T/D Portfolio [^]	3.51%	3.17%	2.96%	3.17%	2.65%
Rel. Performance	-0.68%	-1.18%	-1.05%	-1.18%	-0.91%

[^]Total portfolio performance excludes Council's cash account holdings.

For the month of September, the total investment portfolio (excluding cash) provided a return of +0.28% (actual) or +3.51% p.a. (annualised), underperforming the benchmark AusBond Bank Bill Index return of +0.34% (actual) or +4.18% p.a. (annualised). This relative underperformance is due to the aggressive rate hikes undertaken by the RBA when Council continues to hold several long-term TDs at lower interest rates. This underperformance will continue in the short-term.

Council's deposit portfolio was yielding 3.42% p.a. (up 10bp from the previous month), with a weighted average duration of 357 days (~11.5 months).

Council has earned interest revenue totalling \$460,511 as at 30 September 2023, being 35.84% of the full year projected budget of \$1,285,000.

Below is a table showing the restrictions placed on the cash and investments held:

Investments Represented by	30 September 2023 (\$)
Externally Restricted Reserves	
Domestic Waste Management	3,196,235
Unexpended Grants	8,245,221
Developer Contributions	19,176,709
Stormwater Management	731,458
Total Externally Restricted Reserves	31,349,623
Internally Restricted Reserves	
Plant Replacement	1,129,614
Employee Leave Entitlement	1,285,159
Deposits/Retentions and Bonds	13,296,057
Adshel (Bus Shelters)	270,000
Technology	133,665
Carry Forwards	37,621
Future Major Expenditure	2,052,570
Parkscape Improvements	29,000
Risk Management	195,362
Election	130,194
Hudson Park Driving Range	69,000
Total Internally Restricted Reserves	18,628,242
Total Restricted Reserves	49,977,865
Unrestricted	9,213,251
Total Investments	59,191,116

Note: 1. The amounts as at 30 September 2023 are subject to change given that the annual financial statements haven't been completed

2. Unrestricted funds, whilst not subject to a restriction for a specific purpose, are fully committed via Council's adopted Operational Plan

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 2021* and Council's Investment Policy.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

1. Investment Performance - September 2023

ATTACHMENT 1



Investment Report

01/09/2023 to 30/09/2023



Portfolio Valuation as at 30/09/2023

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Face Value	Accrued	Accrued MTD
Westpac	AA-	TD	GENERAL	Quarterly	27/10/2021	26/10/2023	0.9600	4,000,000.00	4,000,000.00	6,943.56	3,156.16
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	02/09/2022	08/11/2023	4.2500	2,000,000.00	2,000,000.00	91,753.42	6,986.30
ICBC Sydney Branch	A	TD	GENERAL	Annual	09/12/2021	13/12/2023	1.4300	2,000,000.00	2,000,000.00	23,193.42	2,350.68
Westpac	AA-	TD	GENERAL	At Maturity	14/09/2022	10/01/2024	4.3000	2,000,000.00	2,000,000.00	90,005.48	7,068.49
ICBC Sydney Branch	A	TD	GENERAL	Annual	07/02/2022	07/02/2024	1.7200	2,000,000.00	2,000,000.00	22,242.19	2,827.40
ICBC Sydney Branch	A	TD	GENERAL	Annual	08/03/2022	07/03/2024	1.9500	1,000,000.00	1,000,000.00	11,058.90	1,602.74
Westpac	AA-	TD	GENERAL	At Maturity	27/10/2022	02/04/2024	4.6400	2,000,000.00	2,000,000.00	86,189.59	7,627.40
NAB	AA-	TD	GENERAL	Annual	18/05/2021	20/05/2024	0.7500	1,000,000.00	1,000,000.00	2,794.52	616.44
BOQ	BBB+	TD	GENERAL	At Maturity	30/11/2022	05/06/2024	4.5600	2,000,000.00	2,000,000.00	76,208.22	7,495.89
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	07/12/2022	05/06/2024	4.5300	1,000,000.00	1,000,000.00	36,984.66	3,723.29
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	29/08/2023	10/07/2024	5.3800	2,000,000.00	2,000,000.00	9,728.22	8,843.84
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	07/02/2023	10/07/2024	4.6400	1,000,000.00	1,000,000.00	30,001.10	3,813.70
NAB	AA-	TD	GENERAL	Annual	24/07/2023	24/07/2024	5.5000	1,000,000.00	1,000,000.00	10,397.26	4,520.55
BOQ	BBB+	TD	GENERAL	At Maturity	08/03/2023	08/08/2024	4.9000	1,000,000.00	1,000,000.00	27,789.04	4,027.40
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	23/08/2023	23/08/2024	5.4700	2,000,000.00	2,000,000.00	11,689.32	8,991.78
NAB	AA-	TD	GENERAL	At Maturity	18/05/2023	04/09/2024	4.8000	2,000,000.00	2,000,000.00	35,769.86	7,890.41
Westpac	AA-	TD	GENERAL	Quarterly	27/10/2021	30/10/2024	1.3500	5,000,000.00	5,000,000.00	12,205.48	5,547.95
BOQ	BBB+	TD	GENERAL	At Maturity	08/03/2023	04/12/2024	4.9300	2,000,000.00	2,000,000.00	55,918.36	8,104.11



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Face Value	Accrued	Accrued MTD
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	07/06/2023	15/01/2025	5.1700	3,000,000.00	3,000,000.00	49,292.05	12,747.95
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	29/08/2023	05/02/2025	5.1800	2,000,000.00	2,000,000.00	9,366.58	8,515.07
NAB	AA-	TD	GENERAL	At Maturity	05/09/2023	05/03/2025	5.1000	2,000,000.00	2,000,000.00	7,265.75	7,265.75
NAB	AA-	TD	GENERAL	At Maturity	06/09/2023	16/04/2025	5.0800	2,000,000.00	2,000,000.00	6,958.90	6,958.90
NAB	AA-	TD	GENERAL	Annual	18/05/2021	19/05/2025	1.0000	1,000,000.00	1,000,000.00	3,726.03	821.92
Westpac	AA-	TD	GENERAL	Quarterly	27/10/2021	29/10/2025	1.5900	2,000,000.00	2,000,000.00	5,750.14	2,613.70
NAB	AA-	TD	GENERAL	Annual	18/05/2021	15/05/2026	1.3000	1,000,000.00	1,000,000.00	4,843.84	1,068.49
Westpac	AA-	TD	GENERAL	Quarterly	27/10/2021	28/10/2026	1.8200	2,000,000.00	2,000,000.00	6,581.92	2,991.78
Macquarie Bank	A+	CASH	GENERAL	Monthly	30/09/2023	30/09/2023	4.5000	3,181,211.83	3,181,211.83	11,727.59	11,727.59
Commonwealth Bank	AA-	CASH	GENERAL	Monthly	30/09/2023	30/09/2023	3.8500	324,146.00	324,146.00	6,099.19	6,099.19
Commonwealth Bank	AA-	CASH	GENERAL	Monthly	30/09/2023	30/09/2023	4.1000	5,685,758.48	5,685,758.48	21,100.68	21,100.68
TOTALS								59,191,116.31	59,191,116.31	773,585.27	177,105.54



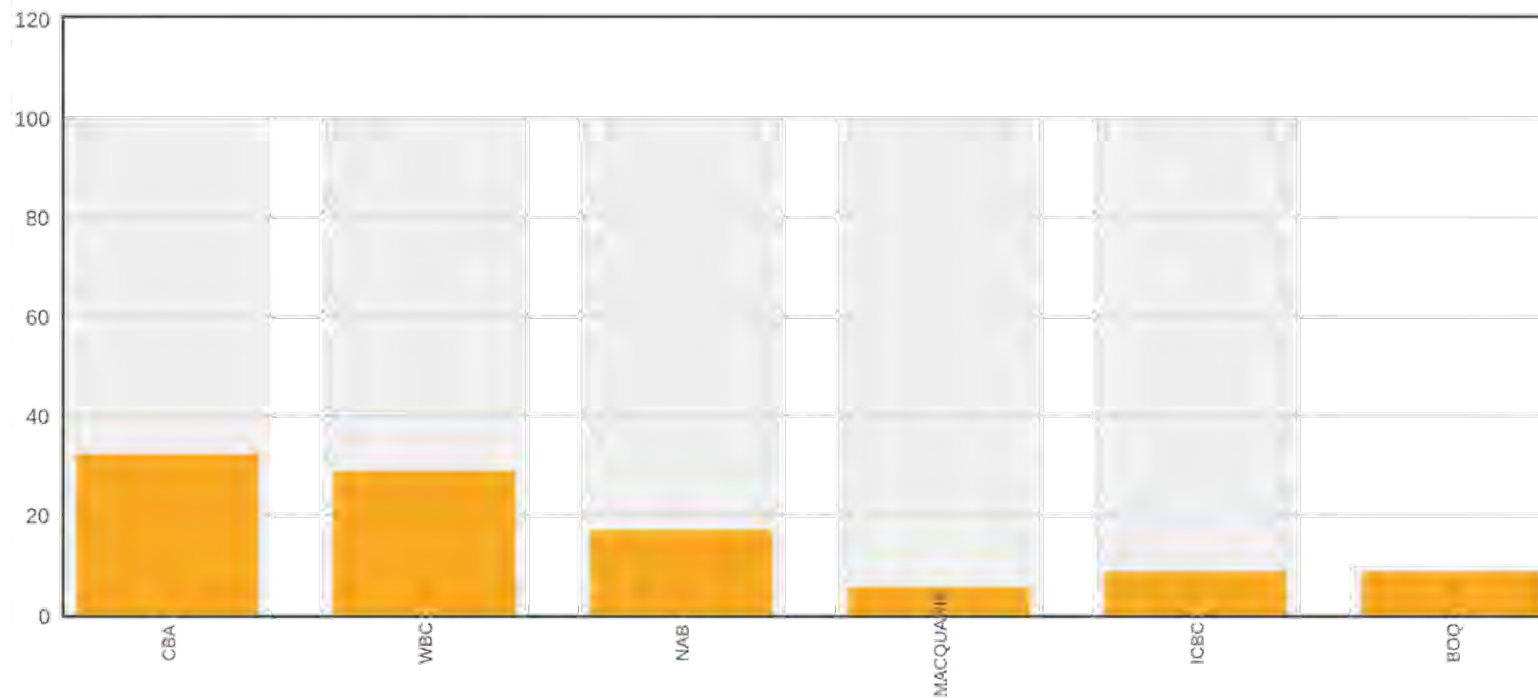
Counterparty Compliance as at 30/09/2023

Long Term Investments

Compliant	Bank Group	Term	Rating	Invested	Invested (%)	Limit (%)	Limit (\$)	Available
✓	Commonwealth Bank	Long	AA-	19,009,904.48	32.12	100.00	-	40,181,211.83
✓	Westpac	Long	AA-	17,000,000.00	28.72	100.00	-	42,191,116.31
✓	NAB	Long	AA-	10,000,000.00	16.89	100.00	-	49,191,116.31
✓	Macquarie Bank	Long	A+	3,181,211.83	5.37	100.00	-	56,009,904.48
✓	ICBC Sydney Branch	Long	A	5,000,000.00	8.45	100.00	-	54,191,116.31
✓	BOQ	Long	BBB+	5,000,000.00	8.45	10.00	-	919,111.63
TOTALS				59,191,116.31	100.00			



Counterparty Compliance - Long Term Investments





Credit Quality Compliance as at 30/09/2023

Long Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available
	AA	46,009,904.48	77.73	100.00	13,181,211.83
	A	8,181,211.83	13.82	100.00	51,009,904.48
	BBB	5,000,000.00	8.45	35.00	15,716,890.71
TOTALS		59,191,116.31	100.00		

Credit Quality Compliance - Long Term Investments

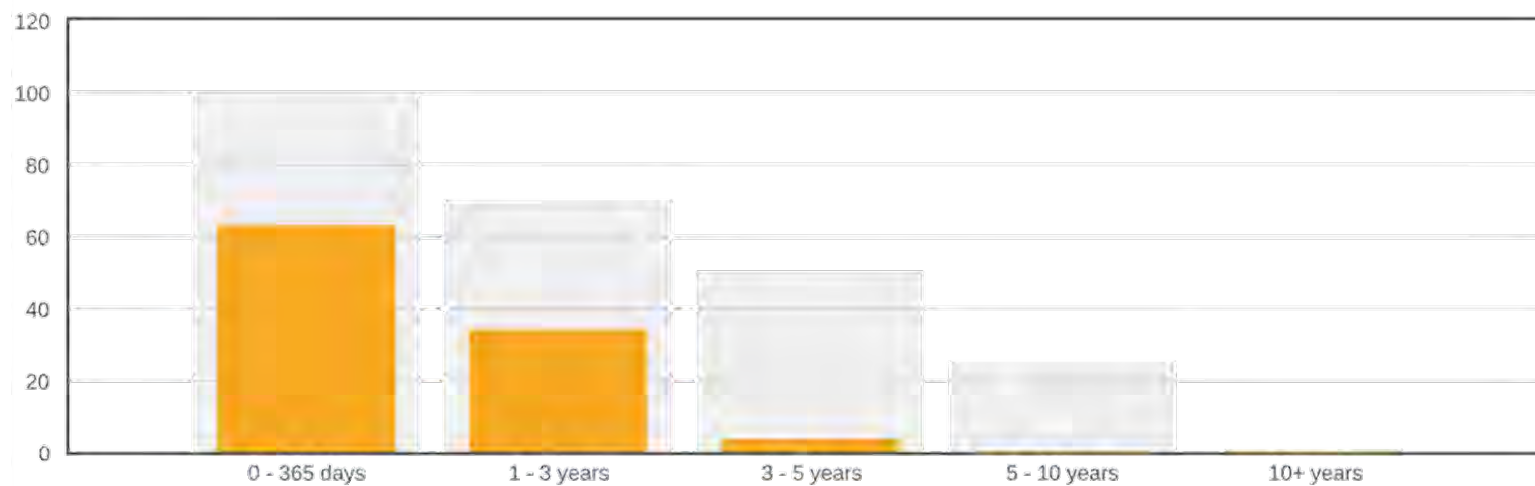




Maturity Compliance as at 30/09/2023

Compliant	Term	Invested	Invested (%)	Min Limit (%)	Max Limit (%)	Available
✓	0 - 365 days	37,191,116.31	62.83	0.00	100.00	22,000,000.00
✓	1 - 3 years	20,000,000.00	33.79	0.00	70.00	21,433,781.42
✓	3 - 5 years	2,000,000.00	3.38	0.00	50.00	27,595,558.16
✓	5 - 10 years	-	0.00	0.00	25.00	14,797,779.08
✓	10+ years	-	0.00	0.00	0.00	-
TOTALS		59,191,116.31	100.00			

Maturity Compliance





Portfolio Comparison

From: 31/08/2023 To: 30/09/2023

Issuer	Rating	Type	Rate	Purchase	Maturity	Interest	31/08/2023	30/09/2023	Difference
Commonwealth Bank	AA-	TD	4.2200	02/09/2022	06/09/2023	At Maturity	2,000,000.00	-	-2,000,000.00
Westpac	AA-	TD	0.9600	27/10/2021	26/10/2023	Quarterly	4,000,000.00	4,000,000.00	-
Commonwealth Bank	AA-	TD	4.2500	02/09/2022	08/11/2023	At Maturity	2,000,000.00	2,000,000.00	-
ICBC Sydney Branch	A	TD	1.4300	09/12/2021	13/12/2023	Annual	2,000,000.00	2,000,000.00	-
Westpac	AA-	TD	4.3000	14/09/2022	10/01/2024	At Maturity	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	-
Westpac	AA-	TD	4.6400	27/10/2022	02/04/2024	At Maturity	2,000,000.00	2,000,000.00	-
NAB	AA-	TD	0.7500	18/05/2021	20/05/2024	Annual	1,000,000.00	1,000,000.00	-
BOQ	BBB+	TD	4.5600	30/11/2022	05/06/2024	At Maturity	2,000,000.00	2,000,000.00	-
Commonwealth Bank	AA-	TD	4.5300	07/12/2022	05/06/2024	At Maturity	1,000,000.00	1,000,000.00	-
Commonwealth Bank	AA-	TD	5.3800	29/08/2023	10/07/2024	At Maturity	2,000,000.00	2,000,000.00	-
Commonwealth Bank	AA-	TD	4.6400	07/02/2023	10/07/2024	At Maturity	1,000,000.00	1,000,000.00	-
NAB	AA-	TD	5.5000	24/07/2023	24/07/2024	Annual	1,000,000.00	1,000,000.00	-
BOQ	BBB+	TD	4.9000	08/03/2023	08/08/2024	At Maturity	1,000,000.00	1,000,000.00	-
Commonwealth Bank	AA-	TD	5.4700	23/08/2023	23/08/2024	At Maturity	2,000,000.00	2,000,000.00	-
NAB	AA-	TD	4.8000	18/05/2023	04/09/2024	At Maturity	2,000,000.00	2,000,000.00	-



Issuer	Rating	Type	Rate	Purchase	Maturity	Interest	31/08/2023	30/09/2023	Difference
Westpac	AA-	TD	1.3500	27/10/2021	30/10/2024	Quarterly	5,000,000.00	5,000,000.00	-
BOQ	BBB+	TD	4.9300	08/03/2023	04/12/2024	At Maturity	2,000,000.00	2,000,000.00	-
Commonwealth Bank	AA-	TD	5.1700	07/06/2023	15/01/2025	At Maturity	3,000,000.00	3,000,000.00	-
Commonwealth Bank	AA-	TD	5.1800	29/08/2023	05/02/2025	At Maturity	2,000,000.00	2,000,000.00	-
NAB	AA-	TD	5.1000	05/09/2023	05/03/2025	At Maturity	-	2,000,000.00	2,000,000.00
NAB	AA-	TD	5.0800	06/09/2023	16/04/2025	At Maturity	-	2,000,000.00	2,000,000.00
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	4.5000	31/08/2023	31/08/2023	Monthly	3,170,434.27	3,181,211.83	10,777.56
Commonwealth Bank	AA-	CASH	3.8500	31/08/2023	31/08/2023	Monthly	1,982,735.81	324,146.00	-1,658,589.81
Commonwealth Bank	AA-	CASH	4.1500	31/08/2023	31/08/2023	Monthly	6,205,758.48	5,685,758.48	-520,000.00
TOTALS							59,358,928.56	59,191,116.31	-167,812.25



Trades in Period

From: 01/09/2023 To: 30/09/2023

New Trades

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Value	Ref
NAB	AA-	TD	GENERAL	At Maturity	05/09/2023	05/03/2025	5.1000	2,000,000.00	
NAB	AA-	TD	GENERAL	At Maturity	06/09/2023	16/04/2025	5.0800	2,000,000.00	
TOTALS								4,000,000.00	



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	02/09/2022	06/09/2023	4.2200	2,000,000.00	
TOTALS								2,000,000.00	



Interest Received in Period

From: 01/09/2023 To: 30/09/2023

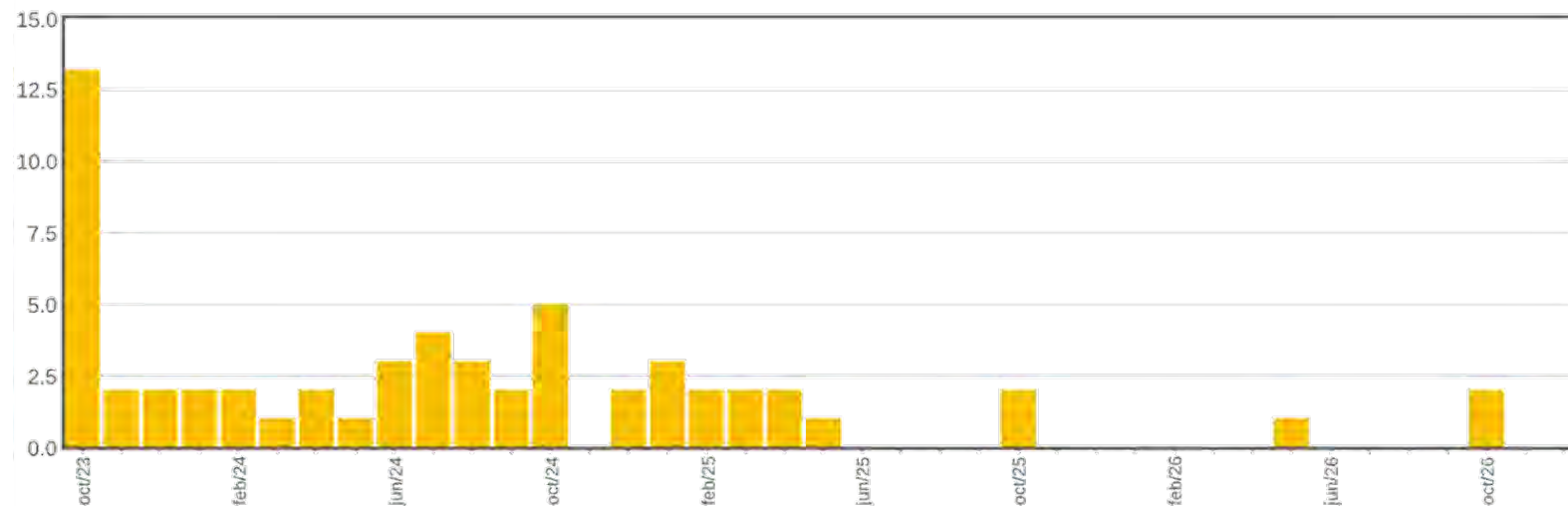
Periodic Interest

Issuer	Rating	Type	Alloc	Frequency	Value	Purchase	Maturity	Coupon Date	Type	Rate	Received
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	2,000,000.00	02/09/2022	06/09/2023	06/09/2023	Maturity	4.2200	85,324.93
TOTALS					2,000,000.00						85,324.93



Maturity Cashflow as at 30/09/2023

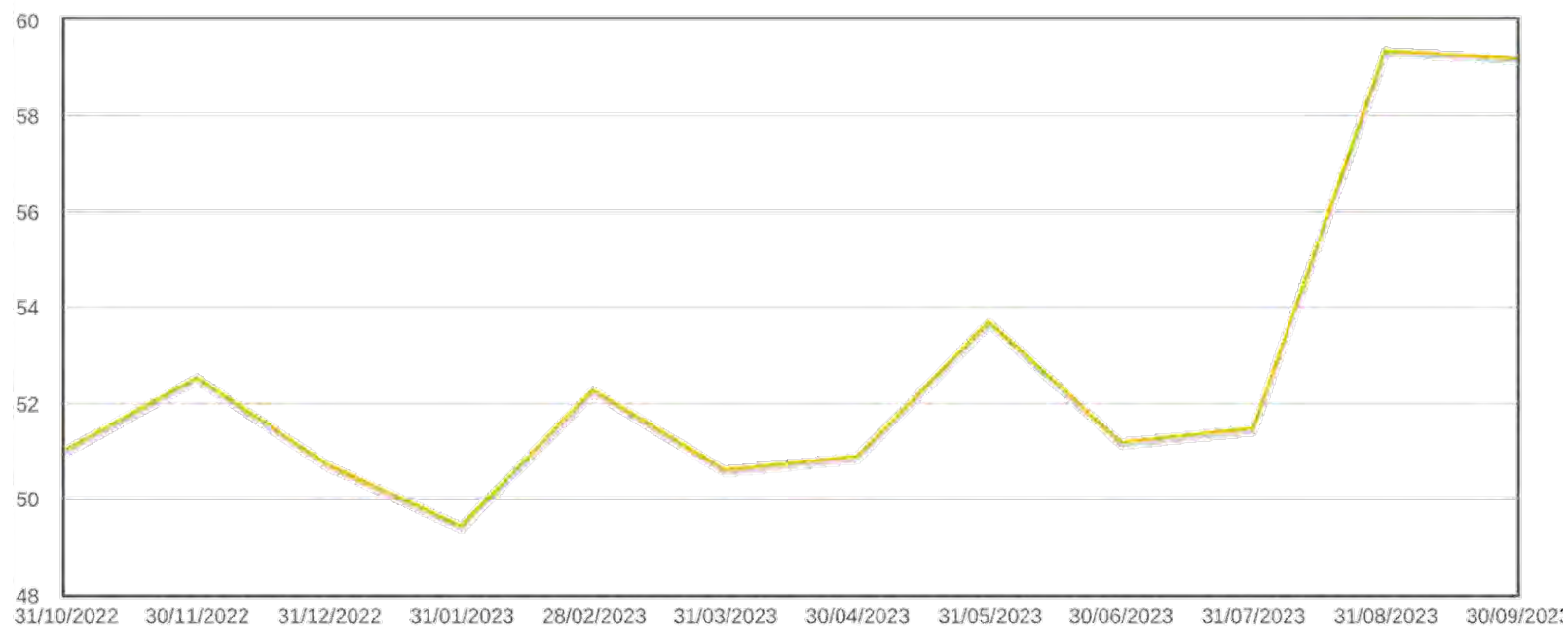
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2023	-	-	-	-	-	-	-	-	-	13,191,116	2,000,000	2,000,000	17,191,116.31
2024	2,000,000	2,000,000	1,000,000	2,000,000	1,000,000	3,000,000	4,000,000	3,000,000	2,000,000	5,000,000	-	2,000,000	27,000,000.00
2025	3,000,000	2,000,000	2,000,000	2,000,000	1,000,000	-	-	-	-	2,000,000	-	-	12,000,000.00
2026	-	-	-	-	1,000,000	-	-	-	-	2,000,000	-	-	3,000,000.00
TOTALS													59,191,116.31





Historical Portfolio Balances (in MM) as at 30/09/2023

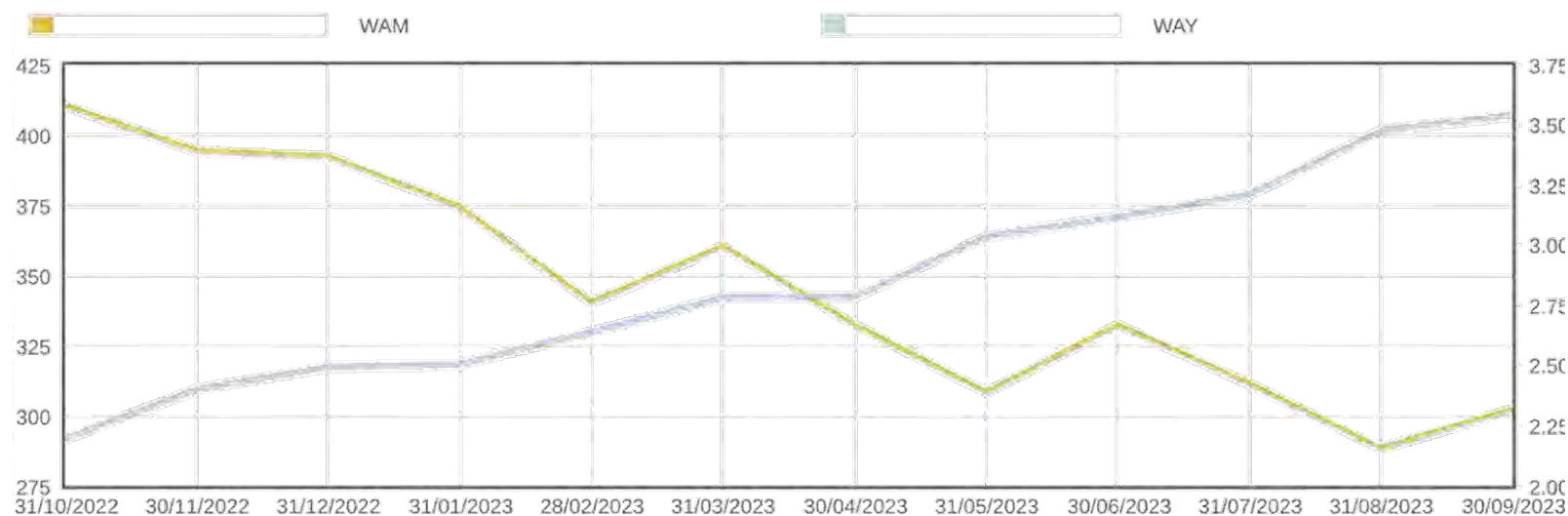
31/10/2022	30/11/2022	31/12/2022	31/01/2023	28/02/2023	31/03/2023	30/04/2023	31/05/2023	30/06/2023	31/07/2023	31/08/2023	30/09/2023
51.01	52.53	50.70	49.43	52.27	50.60	50.89	53.70	51.18	51.47	59.36	59.19





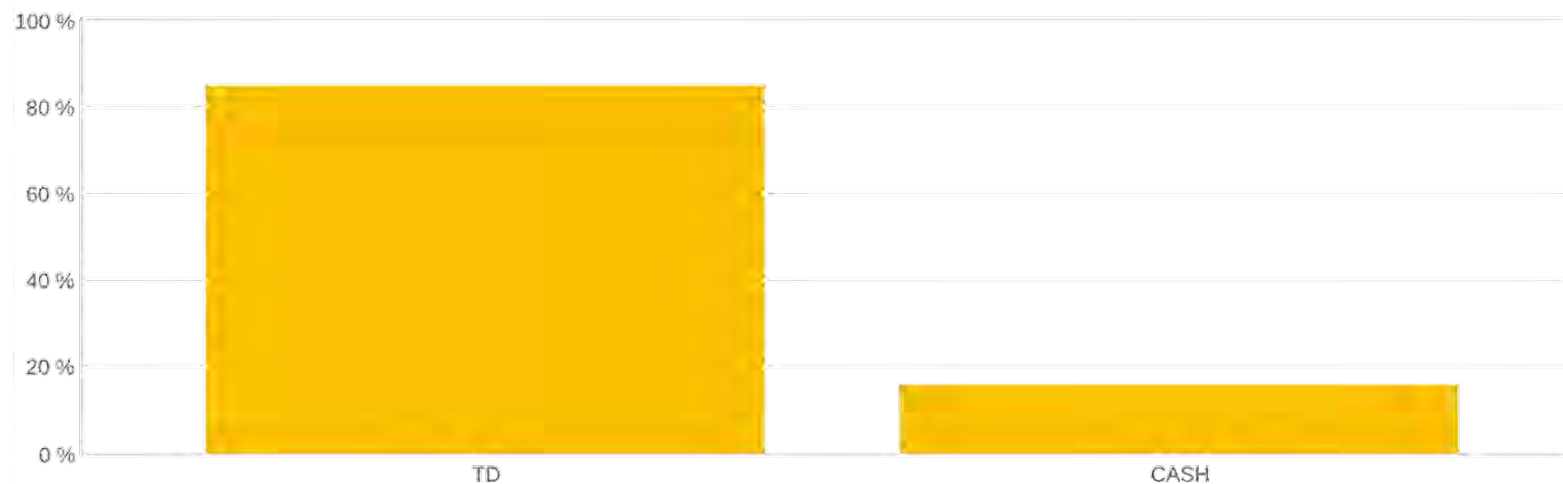
Historical Ratios as at 30/09/2023

	31/10/2022	30/11/2022	31/12/2022	31/01/2023	28/02/2023	31/03/2023	30/04/2023	31/05/2023	30/06/2023	31/07/2023	31/08/2023	30/09/2023
WAM	411	395	393	375	341	361	333	309	333	312	289	3
WAY	2.2046	2.4097	2.5028	2.5136	2.6480	2.7914	2.7937	3.0449	3.1261	3.2193	3.4856	3.54



**Asset Class** as at 30/09/2023

Code	Number of Trades	Invested	Invested (%)
TD	26	50,000,000.00	84.47
CASH	8	9,191,116.31	15.53
TOTALS	28	59,191,116.31	100.0



CCS12 QUARTERLY BUDGET REVIEW STATEMENT (QBRs) - FY 2023/24 - QUARTER 1
(SEPTEMBER 2023)

AUTHOR: Rodney Sanjivi, Manager, Financial Service and Chief Financial Officer

APPROVER: Kristy Watts, Director, Corporate and Community

RECOMMENDATION

That the Quarterly Budget Review Statement for the quarter ending 30 September 2023 be received and adopted.

PURPOSE OF REPORT

To submit the Quarterly Budget Review Statement (QBRs) for quarter ended 30 September 2023 as per Clause 203 of the Local Government (General) Regulation 2021.

Clause 203 of the Local Government (General) Regulation 2021 requires that the Responsible Accounting Officer (RAO) submit to the Council, a Quarterly Budget Review Statement within two months of the close of each quarter, except the June quarter.

REPORT

The Quarterly Budget Review Statement as required under Clause 203 of the Local Government (General) Regulation 2021 for the quarter ending 30 September 2023 is set out in attachment 1.

The Chief Financial Officer, as Council's Responsible Accounting Officer, is of the opinion that the Budget Review Statement for the quarter ended 30 September 2023 indicates that the projected financial position of Council for the year ending 30 June 2024 will remain satisfactory, having regard to the original and revised estimates of income and expenditure.

For Council's information, this report also includes a list of major projects that are due to commence within the coming months from November 2023 to February 2024. This list is set out in attachment 2.

FINANCIAL IMPLICATIONS

The financial implications have been identified within the report and in the attachment.

ATTACHMENTS

1. QBRs - September 2023
2. Capital projects due to commence between Nov 2023 to Mar 2024

ATTACHMENT 1

Strathfield Municipal Council**Quarterly Budget Review Statement
for the period 01/07/23 to 30/09/23****Report by Responsible Accounting Officer**

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2021:

The Chief Financial Officer, as Council's Responsible Accounting Officer, is of the opinion that the Budget Review Statement as at 30 September 2023 indicates that the projected financial position of Council as at 30 June 2024 will remain satisfactory, having regard to the original and revised estimates of income and expenditure.

Signed:



Rodney Sanjivi
Responsible Accounting Officer

Date:

8 November 2023

Strathfield Municipal Council				Quarterly Budget for the period	
Income & Expenses Budget Review Statement					
Income & Expenses					
(\$000's)	Original Budget	Revotes	Variations Sep Qtr	Projected Year End Result	Actual YTD
Income					
Rates and annual charges	(36,948)	-	64	(36,884)	(36,525)
User charges and fees	(5,022)	-	(96)	(5,119)	(1,275)
Other revenues	(3,944)	-	-	(3,944)	(424)
Grants and contributions provided for operating purposes	(2,921)	-	357	(2,564)	(8)
Grants and contributions provided for capital purposes	(9,762)	-	-	(9,762)	(756)
Interest and investment income	(1,714)	-	-	(1,714)	(4)
Other income	-	-	-	-	(293)
Net gain from the disposal of assets	(625)	-	-	(625)	(229)
Total Income from Continuing Operations	(60,935)		324	(60,611)	(39,514)
Expenses					
Employee benefits and on-costs	25,524	-	-	25,524	4,636
Materials and services	20,607	80	897	21,584	4,026
M&C - Borrowing Costs	179	-	-	179	-
Depreciation and amortisation	9,551	-	-	9,551	2,434
Other expenses	1,401	-	28	1,429	122
Net loss from the disposal of assets	-	-	-	-	-
Total Expenses from Continuing Operations	57,261	80	925	58,266	11,218
Net Operating (Surplus)/Deficit from Continuing Operations					
	(3,674)	80	1,249	(2,345)	(28,296)
Net Operating (Surplus)/Deficit before Capital Grants & Contributions					
	6,088	80	1,249	7,417	(27,540)
Transfer (From)/To Reserve	(5,304)	(8,132)	(711)	(14,147)	-
Repayment of Principal on Loans	103	-	-	103	-
Capital Expenses	18,423	8,052	(543)	25,932	1,767
Add Back: Non Cash Items	(9,551)	-	-	(9,551)	(2,434)
Cash Balance Result	(3)	-	(5)	(8)	(28,964)

Strathfield Municipal Council		Quarterly Budget Review Statement for the period 01/07/23 to 30/09/23	
Income & Expenses Budget Review Statement			
Budget Variations being recommended include the following items:			
Division	Description	Income	Expenditure
Corporate & Community Services	Art Sales	(7,540)	-
Corporate & Community Services	Additional Software Licences	-	27,600
Corporate & Community Services	Strathfield Libraries & Museum Trust Fund-Expenditure (Funded)	-	20,000
Corporate & Community Services	Insurance - Premiums		170,902
Engineering & Operations	Additional expenditure for community building security upgrades		70,970
Engineering & Operations	Australian Standards (Engineering)		25,000
Engineering & Operations	Financial Assistance Grant	(115,586)	-
Engineering & Operations	Ford Park Drainage (Unsuccessful Grant)	600,000	
Engineering & Operations	Graffiti Management (Grant Funded)	-	100,000
Engineering & Operations	Other income	(2,530)	-
Engineering & Operations	Parking Meter Project	-	80,000
Engineering & Operations	Additional Road Restoration Fee plus related expenditure	(50,000)	50,000
Engineering & Operations	Saleyard Creek Floodplain Management - Grant and Related Expenditure	(100,000)	150,000
Engineering & Operations	Stormwater Management - Annual Charges	(2,783)	
Office of General Manager	Small Business Month (Grant plus related expenditure)	(2,500)	2,500
Office of General Manager	Various Events - Homebush Vibes, Town Hall 100 years Anniversary Celebration etc.	18,400	(18,400)
Office of General Manager	Administration Building Expenditure		20,000
Office of General Manager	Moon festival		2,500
Office of General Manager	General Events		(2,500)
Office of General Manager	Legals Costs		150,000
Planning & Environment	Domestic Waste Mgmt Charge	90,713	-
Planning & Environment	DWM Charges - Pensioner Rebate (CNL)	(9,571)	-
Planning & Environment	DWM Charges - Pensioner Rebate (GOV)	(12,035)	-
Planning & Environment	Garbage Bins New/Replacement Charges	(57,354)	-
Planning & Environment	Grant - Heritage Program plus related expenditure	(25,000)	30,000
Planning & Environment	LPR Project	-	46,000
		324,214	924,572

Strathfield Municipal Council				Quarterly Budget Review Statement for the period 01/07/23 to 30/09/23		
Capital Budget Review Statement						
Capital Budget - Consolidated Programs						
(\$000's)	Original Budget		Revised Budget	Variations	Projected Year End	Actual YTD
	2023/2024	Revotes		Sep Qtr	Result	
New Assets						
- Plant & Equipment	193	79	272	27	299	4
- Land & Buildings	-	-	-	-	-	6
- Land Improvements	-	-	-	-	-	-
- Park Assets	1,135	-	1,135	60	1,195	22
- Roads, Bridges, Footpaths	3,420	-	3,420	(600)	2,820	6
- Stormwater	-	-	-	-	-	-
- Other	196	-	196	-	196	4
Renewal Assets						
- Plant & Equipment	2,650	151	2,801	-	2,801	88
- Land & Buildings	610	799	1,409	-	1,409	298
- Land Improvements	-	-	-	-	-	-
- Park Assets	1,397	129	1,526	-	1,526	39
- Roads, Bridges, Footpaths	8,823	6,893	15,715	(30)	15,685	1,320
- Stormwater	-	-	-	-	-	-
- Other	-	-	-	-	-	-
Total Capital Expenditure	18,423	8,052	26,475	(543)	25,932	1,788
Funding Source						
Rates & Other Untied Funding	(2,867)		(2,867)	-	(2,867)	(1,489)
Capital Grants & Contributions	(4,032)		(4,032)	540	(3,492)	-
Loans	(8,000)		(8,000)	-	(8,000)	-
Reserves:			-	-	-	-
- External Restrictions/Reserves	(1,828)	(8,052)	(9,880)	-	(9,880)	-
- Internal Restrictions/Reserves	(1,700)		(1,700)	3	(1,697)	(299)
Receipts from Sale of Assets			-	-	-	-
- Plant & Equipment			-	-	-	-
Total Capital Funding	(18,427)	(8,052)	(26,478)	543	(25,935)	(1,788)
Net Capital Funding - Surplus/(Deficit)						
	(3)	-	(3)	-	(3)	-

Strathfield Municipal Council		Review Statement
Strathfield Municipal Council		for the period 01/07/23 to 30/09/23
Capital Budget Review Statement		
Budget Variations being recommended include the following items:		
Division	Description	Expenditure
Engineering & Operations	Ford Park Drainage (Unsucessful Grant)	(600,000)
Engineering & Operations	Parking Meter Project	(30,000)
Corporate & Community Service	Council Chamber AV	27,000
Planning & Environment	Bird Hide-Mason Park Welland (Grant Funded)	60,000
TOTAL		(543,000)

Strathfield Municipal Council

Quarterly Budget Review Statement
for the period 01/07/23 to 30/09/23

Cash & Investments Budget Review Statement

Disclaimer: The financial figures for 30 June 2023, are currently under audit and have not been finalised. The following summary of the opening balances of financial reserves are based on the most recent available data. The figures may be subject to adjustments pending the completion of the audit.

Cash & Investments - Consolidated Programs

(\$000's)	Opening Balance	Net Transfer in/(out)	Revotes in/(out)	Variations Sep Qtr	Projected Year End Result
Externally Restricted					
Domestic Waste Management	3,196	(1,533)	-	(12)	1,651
Unexpended Grants	8,508	-	(7,322)	(207)	979
Developer Contribution	17,532	5,411	-	-	22,944
Stormwater Management	585	-	-	(47)	538
Total Externally Restricted	29,822	3,878	(7,322)	(266)	26,111
(1) Funds that are restricted by legislation for specific purposes					
Internally Restricted					
Plant Replacement	1,130	-	-	-	1,130
Employee Leave Entitlement	1,285	-	-	-	1,285
Deposits	12,936	(1,700)	-	-	11,236
Adshel	270	-	-	-	270
Technology	134	118	-	-	252
Carryforwards	2,952	-	(810)	(445)	1,698
Future Major Expenditure	2,053	-	-	-	2,053
Parkscape Improvements	29	-	-	-	29
Risk Management	195	-	-	-	195
Election	130	100	-	-	230
Golf Drive Range	69	300	-	-	369
Financial Assistance Grant Paid in Advance	-	-	-	-	-
Total Internally Restricted	21,182	(1,182)	(810)	(445)	18,746
(2) Funds that Council has earmarked for a specific purpose by resolution.					
Unrestricted	577	3	-	5	585
Total Cash & Investments	51,581	2,698	(8,132)	(706)	45,442

Strathfield Municipal Council		Quarterly Budget Review Statement for the period 01/07/23 to 30/09/23
Reserve movement Budget Statement		
Budget Variations being recommended include the following items:		
Division	Reserve	Movement
Engineering & Operations	Graffiti Management - - Transfer from Unexpended Grant Reserve	(100,000)
Engineering & Operations	Transfer from General Revenue Carryover reserve.	(445,000)
Engineering & Operations	Transfer from Stormwater Reserve	(50,000)
Engineering & Operations	Transfer to Stormwater Reserve	2,783
Corporate & Community Se	Strathfield Libraries & Museum Trust Fund - Transfer from Unexpended Grant Reserve	(20,000)
Planning & Environment	Bird Hide-Mason Park Wetland - Transfer from Unexpended Grant Reserve	(60,000)
Planning & Environment	Transfer to DWM Reserve - Bins & Plant Replacement	(11,753)
Engineering & Operations	Graffiti Management - Transfer from Unexpended Grant Reserve	(27,000)
TOTAL		(710,970)

Strathfield Municipal Council		Quarterly Budget Review Statement for the period 01/07/23 to 30/09/23			
Contracts Budget Review Statement					
Part A - Contracts Listing - Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list, State & Local Govt Contracts.					
Contractor	Contract detail & purpose	Contract Value	Duration of Contract	Budgeted (Y/N)	Notes
Duncan Solutions Australia	The Supply, Installation & Maintenance of 15 Next Generation NG Parking Meters	176,478	One-off	Y	
Jet Dynamics Pty Ltd	Clean-up/bulky good booking system	55,975	One-off	Y	
Notes:					
1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.					
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list, State & Local Govt Contracts.					
3. Contracts for employment are not required to be included.					

Strathfield Municipal Council		Quarterly Budget Review Statement	
		for the period 01/07/23 to 30/09/23	
Consultancy & Legal Expenses Budget Review Statement			
Consultancy & Legal Expenses Overview			
(\$000's)			
	Actual	Budget	Budgeted
Consultancies	230	799	Y
		-	
Legal Fees	112	625	Y
<u>Definition of a consultant:</u>			
A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.			

ATTACHMENT 2

Attachment 2 - Capital Projects that are scheduled to commence between 1 November 2023 and 31 March 2024.

WO No.	Project Description	Category	Original Budget
789	Administration building renew roof frame	Capital New	\$ 100,000
796	Stormwater priorities to address flooding	Capital Renewal	\$ 309,375
807	WestInvest Contestible - Upgrade to Cooke Park Skatepark Stage 1 - (Grant Funded)	Capital New	\$ 250,000
811	Henley Road Homebush West Pedestrian Crossing	Capital New	\$ 80,000

PEI	REVIEW OF PART A – DWELLING HOUSES AND ANCILLARY STRUCTURES AMENDMENT OF THE STRATHFIELD CONSOLIDATED DEVELOPMENT CONTROL PLAN 2005
AUTHOR:	Louise Gibson, Senior Planner
APPROVER:	Clare Harley, Director, Planning and Environment

RECOMMENDATION

That:

1. A review of Part A – Dwelling Houses and Ancillary Structures Amendment of the Strathfield Consolidated Development Control Plan 2005 be undertaken.
2. Any proposed amendments to Part A – Dwelling Houses and Ancillary Structures Amendment of the Strathfield Consolidated Development Control Plan 2005 be brought back to a Council Workshop and meeting to seek endorsement prior to being placed on public exhibition.

PURPOSE OF REPORT

The purpose of this report is to provide Councillors with an overview of potential amendments to Part A – Dwelling Houses and Ancillary Structures of the Strathfield Consolidated Development Control Plan (SCDCP) 2005.

In summary there are three main issues that have been identified regarding the assessment of new dwellings within the Local Government Area (LGA):

1. Firstly, there has been a move toward large homes with a modern architectural appearance. Whilst there is no in-principle concern with this trend, there is a need to ensure that the general appearance, bulk and scale of those dwellings is consistent with the prevailing character of Strathfield
2. Secondly, some of the existing provisions of the DCP lack a numeric control. Whilst it is not the intent to move away from merit based assessment, the limited numeric controls is leading to a broader interpretation of planning outcomes than might otherwise be supported
3. Finally, from an application assessment perspective, there is an opportunity to improve the customer experience. Most applications receive at least one request for information, many receive multiple requests. By providing clearer controls, it is anticipated that this would reduce assessment timeframes and lead to a clearer approval pathway

It is expected that a review of the existing controls contained within Part A of the DCP will highlight a number of amendments and points clarification around interpretation will lead to better quality design outcomes, transparency in assessment and faster processing times.

This report has been prepared seeking a resolution from Council to progress with further analysis and investigation to amend Part A – Dwelling Houses and Ancillary Structures Amendment of the Strathfield Consolidated Development Control Plan 2005.

REPORT

Background

In April 2006, Part A Dwelling Houses and Ancillary Structures as part of the Strathfield Consolidated Development Control Plan 2005 was adopted by Council. In April 2019, amendments were made to Part A and these were adopted by Council. The amendments involved the following:

- Maximum floor to ceiling heights
- Maximum height controls to the underside of the ceiling
- Maximum height controls for flat roofed dwellings and parapet height
- Clarification on calculation of overall height and basements

Since this last amendment, a need has been identified by Councils' Planning Team for Part A of the SCDCP 2005 to be the subject of updates. This is to ensure that Part A of the DCP remains relevant as contemporary architecture evolves.

The proposed amendments seek to support and reinforce Council's Part A DCP controls through clarification in the wording of existing qualitative controls as well as introducing additional numeric based controls and objectives where required. The intent of the amendment is to provide applicants, landowners, and neighbours with a set of more clearly defined controls that guide the design of new or replacement dwellings.

This will provide both applicants and the community with clarity, transparency and greater certainty around acceptable design solutions and outcomes whilst also addressing the relevant social, economic and environmental impacts that may arise.

Current Planning Assessment Issues

The recurring issues identified through the assessment of Development Applications against Part A of the SCDCP 2005 are as follows:

- Basements proposed in flood affected sites which may result in additional and unnecessary excavation which affects natural flow of water through the site and impacts adjoining residents
- Large basement sizes through incorporation of a large number of storage, utility rooms or habitable rooms
- Basements which extend beyond the ground floor building footprint
- Large internal basement floor to ceiling heights (excavation) which allows for storage rooms to be readily converted to habitable areas
- Proposals which include basement extending above existing ground level (can be as a result of flood affected sites) which further exacerbates height, bulk, overlooking and overshadowing
- Elevated heights of swimming pools and alfresco areas above natural ground level as a result of proposing the same RL as the ground floor level of internal areas which results in overlooking and perceivable height and bulk impacts

- Frequent use of internal voids or cantilevered first floors which increases the bulk of the dwelling and reduces opportunity for building modulation or variations in bulk and scale
- Limited building articulation or indentation to front and side elevations of the dwelling, particularly on larger or deep allotments
- Roof over alfresco, outbuildings or cabanas that forms part of the main dwelling and extends to the rear of the property
- Large alfresco areas which (when acting as separate structures from the dwelling) are located within 500mm of a rear or side boundary
- Lack of clarification around building height, solar access, landscaping, ancillary development and privacy controls/ requirements

The table below provides a brief summary of the issues identified and options available to address the matters through amendments to the DCP:

Issue	Proposed Amendment
Excessive building envelope	<ul style="list-style-type: none"> • Provide further clarity around building envelopes • Introduction of articulation requirements • Additional rear setback controls or objectives • Introduce a control for first floor internal voids
Excessive GFA, especially in the basement and clarity on calculation and inclusion in GFA	<ul style="list-style-type: none"> • Introduce a control which places a reasonable measure of acceptable storage within a basements • Introduce a limit on storage area/utilities rooms in basement
Calculation of building height and setbacks	<ul style="list-style-type: none"> • Provide further clarity in written controls and include revised diagrams to more accurately illustrate these controls • Review objectives around rear setbacks
Calculation of landscaping	<ul style="list-style-type: none"> • Include numeric landscaping requirement for lots less than 500sqm and lots greater than 1,300sqm • Improve wording for how setback zones are calculated • Review the inclusion of landscaping between the dwelling and side boundaries
Private open space	<ul style="list-style-type: none"> • Provide definition of private open space and how this is calculated and included/excluded
Fencing	<ul style="list-style-type: none"> • Provide clarification that fencing is calculated from existing ground level • Update photos of permissible and unacceptable fences in Strathfield LGA
Solar access	<ul style="list-style-type: none"> • Provide further clarity around assessment of solar access impacts to adjoining neighbours
Privacy (this issue is part of a previous Councilor presentation where it was recommended that the changes be incorporated into future DCP review)	<ul style="list-style-type: none"> • Provide controls around reducing overlooking from upper level living spaces to neighbours • Clarify how sightlines are measured, provide clarification around treatment of windows to further reduce overlooking impacts and clarify that screen planting cannot be relied upon as the main safeguard

**Review of Part A – Dwelling Houses and Ancillary Structures Amendment of the
Strathfield Consolidated Development Control Plan 2005 (Cont'd)**

	<ul style="list-style-type: none"> against overlooking Consider allowing a slight increase in rear balcony dimensions to 1.5m (d) x 3m (l)
Vehicle access and parking	<ul style="list-style-type: none"> Restrict basements on flood affected sites Consider a maximum floor to ceiling height within basements Provide numeric setback control for garage behind front building line Provide clearer wording around calculation of basement controls Propose a limit on additional storage and utility rooms in basement
Altering natural ground level	<ul style="list-style-type: none"> Reduce the amount of existing ground level which can be altered Provide further clarity on altering natural ground levels through the site and seeking to repurpose uncontaminated cut from the site as first preference Insert diagram to illustrate acceptable excavation on a site Existing levels to remain unaltered in flood affected sites around the perimeter
Secondary dwellings	<ul style="list-style-type: none"> To provide further clarification on landscaping with secondary dwellings and calculation of principal private open space
Ancillary development	<ul style="list-style-type: none"> Clarify that outbuildings are limited to a maximum floor area of 40m² Clarify where measurements from the swimming pool are taken to calculate setbacks Remove the landscaping requirement between pool coping and boundaries

CONCLUSION

Since its adoption in 2005, and subsequent amendment in 2019, it is recognised that Part A of the DCP 2005 requires further amendment to reflect Development Assessment issues present in contemporary applications being lodged with Council.

The proposed amendment to Part A of the SCDCP 2005 will provide the community with clear, well-defined controls and objectives to guide dwelling development within our LGA and ensure that the environmental, social and economic issues continue to be adequately addressed.

It is therefore recommended that Council resolve to support the proposed amendment to Part A of the SCDCP 2005 for further analysis to be undertaken and draft amendments to be presented to Council at a later date.

FINANCIAL IMPLICATIONS

There are no financial implications. The work required to undertake and complete the proposed review of the SDCP can be undertaken within existing operational budgets.

ATTACHMENTS

There are no attachments for this report

PE2 STRATHFIELD LOCAL TRANSPORT STUDY (CONNECTOR BUS REVIEW)

AUTHOR: Sarah Kacir, Coordinator Environmental Services

APPROVER: Clare Harley, Director, Planning and Environment

RECOMMENDATION

That Council:

1. Endorse the following recommendations which have been informed by an independent review of the Connector Bus:
 - a. The existing Connector Bus service is discontinued,
 - b. Council transitions to a new shorter and simpler route between Homebush West (Courallie Avenue) and Strathfield Station via Homebush operating up to 2 years with existing Council resources, and
 - c. Council advocates to TfNSW during this time for on demand transport or other options to service Strathfield, south of Parramatta Road with connections to Homebush West, Homebush and Strathfield train stations.
2. Note that the evidence base, community engagement and options analysis which informed the recommendations of the review are documented in the Strathfield Local Transport Options Study Technical Report (see Attachment 1).

PURPOSE OF REPORT

To advise Councillors about the outcome and recommendations of the Strathfield Local Transport Options Study.

REPORT

At the Extraordinary Council Meeting on 28 February 2023, Council resolved:

"46/23

RESOLVED (Blackmore / Reddy)

- 1. The report on the consultation about the Strathfield Connect Bus Service be received and noted.*
- 2. That a report come back to Council presenting options for a reduced Connector Bus Service including ceasing weekend services.*
- 3. That the current Connector Bus Service continue while the above report is being prepared with the cessation of the weekend service to occur as soon as practical.*
- 4. That \$50,000 is allocated in the next quarterly budget review for the engagement of a suitably qualified consultant to analyse and prepare the report identified above having regard for local community transport needs.*

5. *That Council advocate to the NSW Government to improve available and accessible transport in the Homebush West area.*
6. *That Council advocate for Transport NSW to expand the catchment of on-demand bus services e.g. BRIDJ, to cover the Strathfield LGA.*
7. *That any communication in relation to items 5 and 6 be sent to the Office of the State Member for Strathfield."*

BACKGROUND

Council is working towards a vision to provide and maintain consistent, cost effective and sustainable local transport options for the community. Council currently provides local transport to its community through the Connector Bus, operating from 2018 until present. A review of the service and local transport options for the community, as per the 2023 Council resolution has been undertaken to ensure that services benefit the community and are cost effective for users of the service as well as other rate payers.

Strathfield Council engaged an independent consultant, Stantec to undertake a review of Council's local transport options.

The strategic objectives of the Council's local transport provided to the consultant are:

1. Establish the transport context (current and possible futures) for Strathfield considering the natural, social, cultural and commercial environment, and recognising the importance of all modes of transport, their interdependencies and the needs of users, and
2. Provide a future transport planning framework of the Connector Bus operations that will enable the development of an integrated transport network that supports the vision for Strathfield.

A Committee, which consisted of Council staff with a diversity of expertise provided oversight of the review. They met regularly with the consultant to provide input and ensured that the Executive Team were provided with updates.

The review was informed by community feedback about transport within Strathfield including modes and routes of travel throughout the Local Government Area. Over 450 responses were received from the online survey which provided valuable input about the general community's needs.

The Strathfield Local Transport Options Study Technical Report outlines a range of options as well as making recommendations to Council, which are:

- The existing Connector Bus service is discontinued,
- Council transitions to a new shorter and simpler route between Homebush West Courallie Avenue) and Strathfield Station via Homebush operating up to 2 years with existing Council resources, and
- Council advocates to TfNSW during this time for on demand transport or other options to service Strathfield, south of Parramatta Road with connections to Homebush West, Homebush and Strathfield train stations.

FINANCIAL IMPLICATIONS

Council have estimated \$830,489 for the yearly operation of the current Connector Bus service.

The cost of transitioning to discontinuation of the service by implementing a new shorter, simpler route between Homebush West (Courallie Avenue) and Strathfield station via Homebush for up to 2 years with existing Council resources will cost in the order of \$510,000 per annum. Therefore, running the service for the transition period over the two financial years will incur a cost of over \$1,020,000.

It is also noted that the current 2023/2024 adopted budget has been set at around \$530,000, which has already factored in a budget reduction in the order of \$300,000 on the assumption that unless the current service was to be discontinued this year, there would at a minimum be a reduced or modified bus service this financial year. Therefore, approximately \$530,000 was allocated to the bus service in financial year 2023/2024.

If Council is minded to implement a transition service for two years the currently allocated 2023/2024 budget would be sufficient to cover costs this year and \$510,000 would need to be allocated in financial year 2024/2025.

ATTACHMENTS

1. Strathfield Local Transport Options Study Technical Report

ATTACHMENT 1

Strathfield Local Transport Options Study

Technical Report

Final



6 November 2023

Ref: 300304917

PREPARED FOR: Strathfield Municipal Council



Revision Schedule

Revision No.	Date	Description	Prepared by	Quality Reviewer	Independent Reviewer	Project Manager Final Approval
0	6 November 2023	Final report	John Devney	Volker Buhl	Volker Buhl	Volker Buhl

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The conclusions in the report are Stantec's professional opinion, as of the time of the report, and concerning the scope described in the report. The opinions in the document are based on conditions and information existing at the time the document was published and do not take into account any subsequent changes. The report relates solely to the specific project for which Stantec was retained and the stated purpose for which the report was prepared. The report is not to be used or relied on for any variation or extension of the project, or for any other project or purpose, and any unauthorized use or reliance is at the recipient's own risk.

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Executive Summary

Background and study purpose

The Strathfield Council Connector Bus service review has the following strategic objectives:

- Identify and review the strategic needs and requirements for the Connector Bus by considering all transport modes and the needs of users, and
- Develop and assess suitable public transport options to continue provide the role of the Connector Bus with a lesser or no cost to Council.

Review of the Connector bus service

The performance of the Connector bus routes was reviewed by considering the overall patronage from 2019, an indication of the range of boardings at each stop, route design compared best practice design guidelines.

- Confusing bus route with two large one-way loops that have overlapping coverage areas.
- Very low patronage on sections of the route south of Hudson Park and south of Liverpool Road.
- Long and winding trip to the key destination which is Strathfield shopping centre and train station.
- Using Parramatta Road that may have traffic delays.
- Termini of the two routes are not at train stations, but at the Dutton Centre.
- Service is duplicated with Routes 525 and 526 to DFO Homebush through North Strathfield via Underwood Road.

Community and stakeholder engagement findings

The significant majority (90 per cent) of respondents live within the LGA. Most respondents were workers and close to a quarter of the respondents were retired (22 per cent). Although the origin data was dispersed over the LGA, destination points were mostly grouped around the Strathfield, Homebush and Homebush West shopping precincts.

The key insights are summarised as follows:

- Strong support was given for a fixed route service operating weekdays and weekends.
- In relation to those who commented on the Strathfield Connector Bus.
 - Majority believe the Connector Bus service to be a waste of rate payer funds.
 - Many believe there is a lack of clear route information/timetables, making accessing the service difficult.
 - A small proportion of the respondents consider the Connector bus route does not service key local destinations.
- Some respondents consider an on-demand service would be more efficient.
- The potential to increase patronage on the Connector Bus service exists if issues such as frequency, provision of information with timetables and online tracker, operation time and provision of weekend operations are addressed.
- The main reasons for respondents' support for the public transport options were convenience, ease and accessibility of the services.
- The respondents who opposed the public transport options considered that it was a waste of ratepayer's money, and the bus service was not well used or not known by the wider community.
- Comments and issues with the State Government bus services were:
 - Buses in Strathfield have limited frequency, particularly later at night and on weekends.
 - Buses are often late or do not connect with other services and are considered not reliable.
 - The local bus network does not provide connections to many local destinations as it is mostly focussed on the train stations.



Local transport options

A total of 12 local transport options were developed with the following combinations of routes and service levels:

- Option 1 with the existing Red and Blue routes retained with an hourly service on weekdays only.
- Option 2 is the discontinuation of the Connector Bus with residents to use other public transport services.
- Option 3 is a simpler two-way community bus route between Homebush West and Strathfield South via Homebush and Strathfield train station and Homebush Road with service levels operating:
 - Option 3A every 30 minutes weekdays only from 7 am to 7 pm with two vehicles.
 - Option 3B hourly weekdays only from 9 am to 4 pm with one bus.
 - Option 3C hourly with three weekdays and Saturdays from 9 am to 3 pm with one bus.
 - Option 3D hourly only on Thursdays and Fridays from 9 am to 2 pm with one bus.
- Option 4 is a short shuttle route between Homebush West and Strathfield train station via Homebush operating:
 - Option 4A every 30 minutes weekdays only from 7 am to 7 pm with one bus.
 - Option 4B every 30 minutes weekdays only from 7 am to 9 am and 4 pm to 7 pm with one bus.
- A combination of Options 3B and 4B operating on weekdays only from 7 am to 7 pm with one bus.
- Option 5 is an extension of the existing or establishment of a new on demand transport service area, similar to the Bridj operations in Canada Bay and Olympic Park.
- Option 6 for Council to operate a free community bus service.
- Option 7 for Council to operate a paid for use community bus service.

Cost estimates for the 12 local transport options were prepared based on the unit costs for the existing Connector bus services on the cost and operations for Red and Blue routes from July 2022 to June 2023. The cost estimates are provided in Table 1 in ascending order for the cost. The least cost options are under contracts managed by TfNSW. Of the options with the proposed new local bus routes, options 3D, 4B and 4C have the lowest estimated annual costs for Council.

Table 1: Cost Estimates for the Strathfield Local Transport Options

Option	Description	Annual Operating Cost	Annual Cost including Depot and Vehicles
2	TfNSW routes only	No cost for Council; planned, funded and contracted by TfNSW	No cost for Council; operated for TfNSW
5	Extend On Demand transport service area south of Parramatta Road	No cost for Council; planned, funded and contracted by TfNSW	No cost for Council; operated for TfNSW
6	Free community bus	Variable with booked trips	Variable with booked trips
7	User pay bus service	Variable with booked trips	Variable with booked trips
3D	New local Route 1 (2 days / week)	\$69,700	\$253,100
4B	New local Route 2 (peak hours only)	\$144,300	\$327,700
3C	New local Route 1 (4 days / week)	\$152,700	\$336,100
3B	New local Route 1 (interpeak only)	\$203,200	\$386,500
4A	New local Route 2 (weekdays all day)	\$326,800	\$510,200
3B-4B	New Route 2 peak hours only; New Route 1 interpeak hours only	\$347,400	\$714,200
1	Existing Connector Bus routes	\$412,400	\$617,000
3A	New local Route 1 (all day weekdays)	\$676,600	\$881,100



Assessment of the local transport options

The patronage and financial performance of the existing Connector bus routes was assessed based on the operational hours and service-km, and the driver and maintenance costs for the fleet and depot from July 2022 to June 2023, which included the weekend operations that ended in July 2023. The performance indicators include:

- For 69,619 annual boardings on the Red and Blue Connector bus routes from July 2022 to July 2023:
 - 8.2 passengers per hour with 8,520 hours operated.
 - 0.49 passengers per km with 142,000 annual service-km.
 - \$10.51 per passenger with the annual operating cost of \$731,000.
- Average overall cost per service hour is \$85.85 and average overall cost per service-km operated is \$5.15.
- Average overall cost per day operated is \$2,060.
- \$15.08 per Strathfield resident based on 48,503 residents in 2023.
- \$40.55 per Strathfield ratepayer based on 18,040 ratepayers in 2023.

These statistics show that the Connector bus patronage is very low per hour or service-km with a high cost per service hour or service-km, which is not good value for Council residents and rate payers.

Options 1, 3A, 4A and 3B-4B are the most expensive with annual estimates costs over \$500,000 and with the highest costs per day of operation with over \$2,500 per day. Options 3C, 4B and 3D provide the best value for Strathfield ratepayers. Options 3D, 4B and 3B provide the best value for Strathfield residents of the options that require continued Council funding for operations. Options 2 and 5 have no cost for Council and would be planned, funded and operated under contracts managed by TfNSW.

Recommendations

The existing Connector bus service is recommended to be discontinued for the following reasons:

- Low patronage and high costs per trip do not justify a fixed route hourly service.
- The costs per resident and per ratepayer are considered excessive for the Council budget.
- The community survey provided a divided result for support for or against the Connector bus with about 34 per cent of the 434 respondents supporting it and using it regularly.

Of all of the options investigated and assessed, including the options with the shorter, simpler local routes, the scoring is too close to recommend a preferred option. The MCA assessment is too close to recommend a preferred local bus option for the Council to fund and operate. Therefore, it is recommended that Council:

- Advocate to TfNSW for the expansion of the on demand transport service that is in operation in Canada Day, North Strathfield and Olympic Park or a new on demand service area for Strathfield south of Parramatta Road with connections to Flemington, Homebush and Strathfield train stations.
 - The area for the on demand transport service would be confirmed with TfNSW to minimise the cost for the expansion of the services, while providing a public transport service to the residents in Homebush West in the area north of the railway line and west of Centenary Drive (Courallie Avenue) and along Parramatta Road west of Bridge Road where residents are currently not within 400 m walk access to a regular bus service or 800 m walk to a train service at Flemington or Homebush stations.
- Advocate to TfNSW to fund and operate a fixed route service for the residents in Homebush West (Courallie Avenue) and along Parramatta Road west of Bridge Road.
 - The proposed two-way route between Homebush West and Strathfield station is shown in Figure 1 that would operate via Homebush shopping precinct, the Council library and Homebush train station.
 - This route is proposed to operate every 30 minutes from 7 am to 9 am and 4 pm to 6 pm and hourly from 9 am to 4 pm and from 6 pm to 10 pm on weekdays and weekends.



- It would provide public transport services to the Courallie Avenue residents that are not within a 400 m walk access to any other bus routes in Contract Region 6 provided by Transport for NSW. It is also not within the on demand transport service area for Olympic Park or North Strathfield and Canada Bay.
- It would provide a shopper shuttle style service for residents to the two shopping precincts in Strathfield LGA and to the adjacent train stations with connections to the other bus routes operated for Transport for NSW.
- Council's role to support this new local bus route is provide the infrastructure at the stops, such as shelters and improved footpaths to access any new stops. This new bus route is suggested to be included in Contract Region 6 and could be numbered Route 409.
- Council would support the local promotion of a new bus route. It could be operated as a trial service for 24 months before another review of the patronage and financial performance is undertaken.

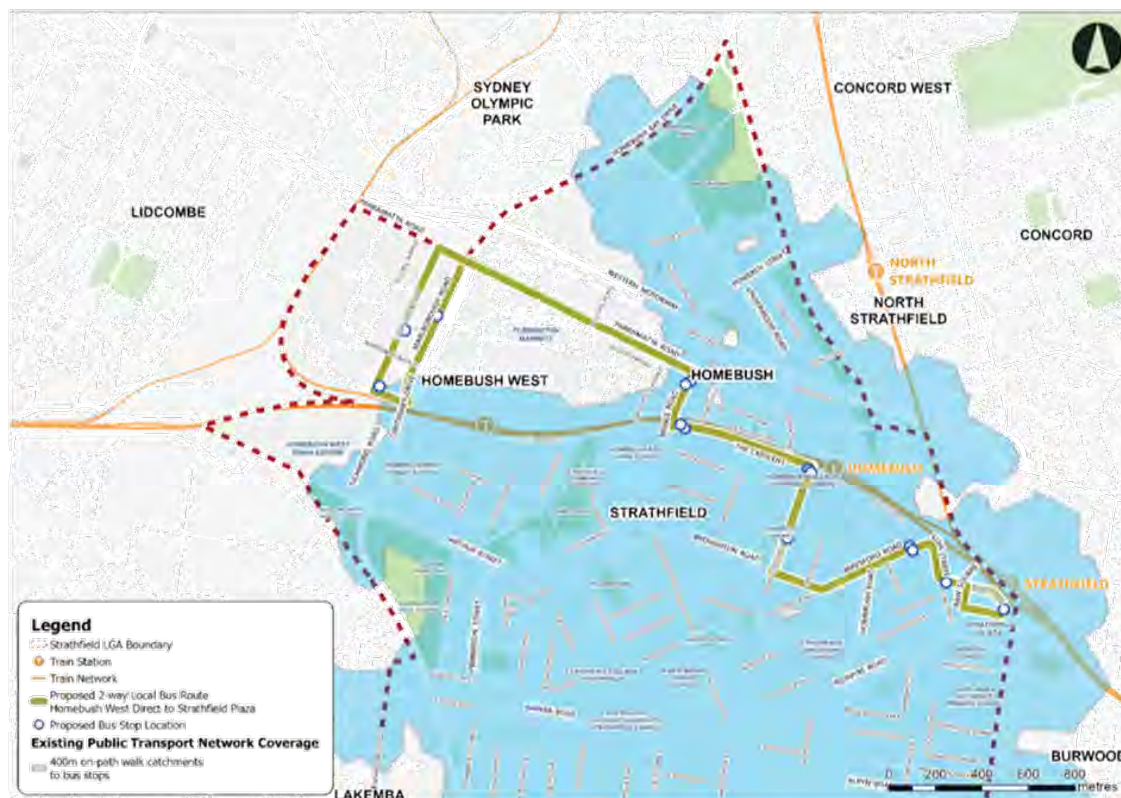


Figure 1: Proposed New Local Bus Route for Homebush West in Strathfield LGA

- If Strathfield Council wants to continue operating a local bus service, a route that is shorter and simpler than the existing Connector bus routes, as shown in Figure 5-2, is proposed to be operated hourly from 7 am to 7 pm on weekdays only, excluding public holidays. This option would require Council to continue to fund a local bus service, with an estimated annual cost of \$510,000, including drivers, fuel, maintenance and at least two minibuses.



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- Appendix A Engagement Summary Report
- Appendix B Case Studies of Other Council Local Community Bus Services
- Appendix C Cost Estimates for the Strathfield Local Bus Options



Abbreviations

Abbreviation	Full Name
ACU	Australian Catholic University, Strathfield campus
ABS	Australian Bureau of Statistics, Commonwealth Government, Canberra
Council	Strathfield Council LGA
LGA	Local Government Area
MCA	Multi Criteria Analysis assessment tool
NDIS	National Disability Insurance Scheme, Commonwealth Government
SA2	Statistical Areas Level 2 (SA2s) are medium-sized areas from the ABS census used to represent a community that interacts together socially and economically.
SEIFA	Socio-Economic Indexes for Areas which is a measure of socio-economic disadvantage
TfNSW	Transport for NSW

Glossary

Term	Definition
Access Sydney	Access Sydney Community Transport is a non-profit organisation that specialises in providing transport to seniors with all mobility needs and for other transport disadvantaged individuals. They operate the City of Sydney Village to Village free shuttle bus service on three routes on Thursdays and Fridays.
Connector Bus	The local transport bus service operated by Strathfield Council LGA with two routes to service the local community hourly in each direction on weekdays from 7 am to 7 pm.
Flexible bus service	A flexible bus service is a form of public transport with a flexible routing and scheduling of small / medium vehicles operating in a shared-ride mode with at least two passengers between pick-up and drop-off locations according to passenger needs.
On Demand transport	A flexible public transport service designed to improve connections to transport hubs and popular destinations, such as shopping centres or hospitals. It is available for anyone in the community to use and typically has a fare and a designated service area.



1. Introduction

1.1 Background

In the Smart Strathfield Roadmap of 2019, the Connector Bus was a key initiative for the Council. Subsequently, the Connector Bus was launched in 2019 and is owned, operated and fully funded by Strathfield Council. The estimated cost of the service for the current financial year of 2022/23 is \$1.377 million. This is an estimated \$83 per residential ratepayer in the Strathfield Council area. Since 2019, the bus service is estimated to have cost over \$4 million.

Council has asked for a bus service review to assess and investigate other options to provide the service, including an on demand transport service. In the Council report of 28 February 2023, the following options were to be considered:

- Option 1 for the Strathfield Connector Bus service to cease operation as soon as practical.
- Option 2 to consider other options for a reduced Connector Bus service including ceasing weekend services.

1.2 Study purpose and scope

The Strathfield Council Connector Bus service review has the following strategic objectives:

- Identify and review the strategic needs and requirements for the Connector Bus by considering all transport modes and the needs of users, and
- Develop and assess suitable public transport options to continue provide the role of the Connector Bus with a lesser or no cost to Council.

The study area that includes the entire Strathfield Council LGA is shown with the train lines, road network, schools and shopping precincts in Figure 1-1.

1.3 Report structure

The report for the Strathfield local transport study includes the following sections:

- Section 2: A review of the strategic planning in Strathfield Council LGA, the Council's key policies, vision and objectives and a review of the Strathfield LGA community needs for local transport considering the population and demographic analysis.
- Section 3: A description of the existing public transport services in Strathfield LGA, a review of the wider public transport services and an assessment of the performance of the existing Strathfield Connector bus service.
- Section 4: A summary of the community engagement activities and findings.
- Section 5: The development of the local transport options for Strathfield LGA based on guiding principles and case study examples of community bus services in other Councils in Sydney and Australia.
- Section 6: Assessment of the local transport options for Strathfield LGA using a multi-criteria analysis framework.
- Section 7: Conclusions and Recommendations
- Appendix A: Stakeholder and Community Engagement Summary
- Appendix B: Case Studies of Other Council Local Community Bus Services
- Appendix C: Cost Estimates for the Strathfield Local Bus Options





Figure 1-1: Strathfield Council Local Transport Study Area



2. Strategic Planning Review

This section provides a review of the strategic planning at the NSW State Government and Strathfield Council that is relevant to local transport, summarises the vision and objectives for local transport and accessibility from the Council and summarises the community needs.

2.1 Planning context

The following documents were reviewed to inform the reasons for a community transport service in Strathfield Council:

- NSW Future Transport Strategy, 2022
- Strathfield Local Strategic Planning Statement, 2020
- Community Strategic Plan, 2030
- Service Delivery Program 2022 - 2026 and Operational Plan 2023 - 2024
- Smart Strathfield Roadmap, 2019

2.1.1 NSW Future Transport Strategy

Transport for NSW's Future Transport Strategy works to deliver Transport's three high-level outcomes of connecting customers' whole lives, successful places for communities and enabling economic activity. The potential initiatives outlined in the future transport strategy that affect the study area are outlined as follows.

- Improve connectivity across NSW. Actions to achieve this include:
 - Enhance 30-minute travel catchments in the Six Cities Region and reduce reliance on private vehicles to access key destinations in cities.
 - Improve public transport access to centres, major health precincts, tertiary education precincts, and significant cultural or leisure destinations.
 - Increase public transport services to key destinations across the day and night, including weekends.
 - Optimise public transport timetables to provide quick and convenient interchanges.
- Provide customer-centric design for public transport interchanges. Actions to achieve this include:
 - Deliver improved customer experiences at interchanges and facilities including better wayfinding, real-time information, location information.
 - Review transport interchanges to minimise walking distances between services.
- Develop an inclusive transport system enabling access to services and places for all. Actions include:
 - Continue to invest in our transport facilities to meet a high standard for inclusion, beyond the minimum standards established in legislation.
 - Make customers feel secure travelling day and night.
- Stabilise traffic levels in Greater Sydney to improve productivity and manage congestion. Actions to achieve this include:
 - Offering attractive and efficient public transport alternatives.
 - Prioritise street space to walking, cycling and public transport where new projects provide alternative connections or bypasses for through traffic.
 - Improve the use and efficiency of roads through road space allocation. Actions to achieve this include:
- Prioritise road space and traffic signals for public transport.
- Facilitate development of dynamic kerbside management for access by public transport and micromobility services.



2.1.2 Strathfield 2040 Local Strategic Planning Statement

Strathfield's Local Strategic Planning Statement (LSPS) defines Council's long-term vision for land use and infrastructure provision within the LGA. The planning priorities applicable to the study are summarised as follows.

- Connected, integrated, efficient and accessible transport options connect Strathfield's people to their neighbourhoods, centres, jobs, community and recreation areas. Actions to achieve this include:
 - Review the operation of the Strathfield Connector Bus service after 12 months of implementation to ensure that it is providing effective connectivity across the LGA and collaborate with the NSW State Government for funding if expansion of the service is required.
 - Collaborate with the relevant NSW State Government authority to review the bus network to enhance access to jobs, services, education and social infrastructure for all of Strathfield's neighbourhoods.



2.1.3 Strathfield 2030 Community Strategic Plan

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

- Connected and integrated transport networks servicing all areas of the Strathfield.
 - Improve state and regional transport connections to and throughout the Strathfield LGA
 - Connect and provide local transport networks within the Strathfield LGA
- Socially cohesive and connected communities.
- Build community resilience, capacity and promote connected and socially cohesive communities.
- Engaged and activated public places.
 - Revitalise Town and Village centres
 - Quality, liveable and sustainable urban design complementing local character.
 - Clean, attractive and well-maintained neighbourhoods
 - Thriving and resilient environment



2.1.4 Service Delivery Program

Strathfield's delivery program 2022-2026 and operational plan 2023-2024 translates the strategies in the Community Strategic Plan into clear, measurable actions that Council is committed to deliver. One of the principal activities identified by Council is to "manage effective and safe local traffic and transport services and well-maintained infrastructure". The actions that will be undertaken to achieve this and are relevant to this study are to:

- Review Strathfield Connector Bus Service
- Progress the LGA wide transport and traffic study



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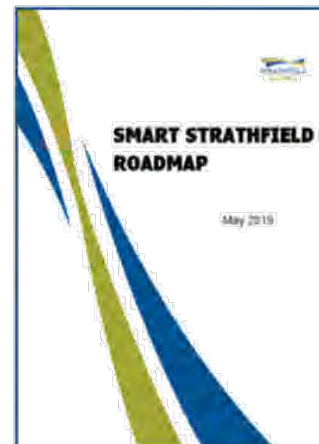
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2.1.5 Smart Strathfield Roadmap

As the urbanisation intensifies, sustainable development challenges are increasingly being concentrated in cities. Smart cities are essential if we are to respond effectively to the enormous pressures our community faces, including that of growing populations, congestion, environmental pollution and climate change.

In the Smart Roadmap policy, Council initiated the policy to implement a free community bus service providing increased access for residents of Strathfield LGA to transit hubs, such as Strathfield and Homebush train stations and other local destinations. The busses feature smart devices, sensors and cameras for real time data collection on user and driver behaviour for improved safety and reliability. The project will provide improved last mile connectivity, reduced reliance on cars and alleviate congestion and pollution on the roads.

Strathfield Connector project is inspired by Council's efforts to achieve the strategic goals around connectivity, smart mobility and smart environment. It demonstrates Council's continued efforts towards building infrastructure and visions outlining how the Strathfield community can better connect and integrate with the broader region.



The Strathfield Connector service meets the following strategic objectives:

- Growth sustained by well-planned and accessible infrastructure
- Connected and integrated transport networks
- Socially cohesive and connected communities
- Engaged and activated public places
- Quality, liveable and sustainable urban design and development
- Clean, attractive and well maintained neighbourhoods
- Thriving and resilient environment

Smart city drivers and benefits are shown in Figure 2-1. It demonstrates how the Strathfield Connector bus service contributes to the three smart city objectives of economic vitality, sustainability and connection.



Figure 2-1: Smart City Drivers and Benefits from the Smart Strathfield Roadmap



2.2 Strathfield community needs

A review of the demography in Strathfield Council LGA was conducted to understand the population and community needs for a local transport service. This analysis included the mapping of the population density, age profile, residents 65 years of age and over, residents without access to a private vehicle and the Socio-Economic Index by Area (SEIFA).

2.2.1 Existing Strathfield community profile

The estimated population of the LGA in 2022 was 46,129 persons representing an increase of 0.43% since 2021. With a land area of 13.97 square km, the LGA has a population density of 3,302 persons per square.

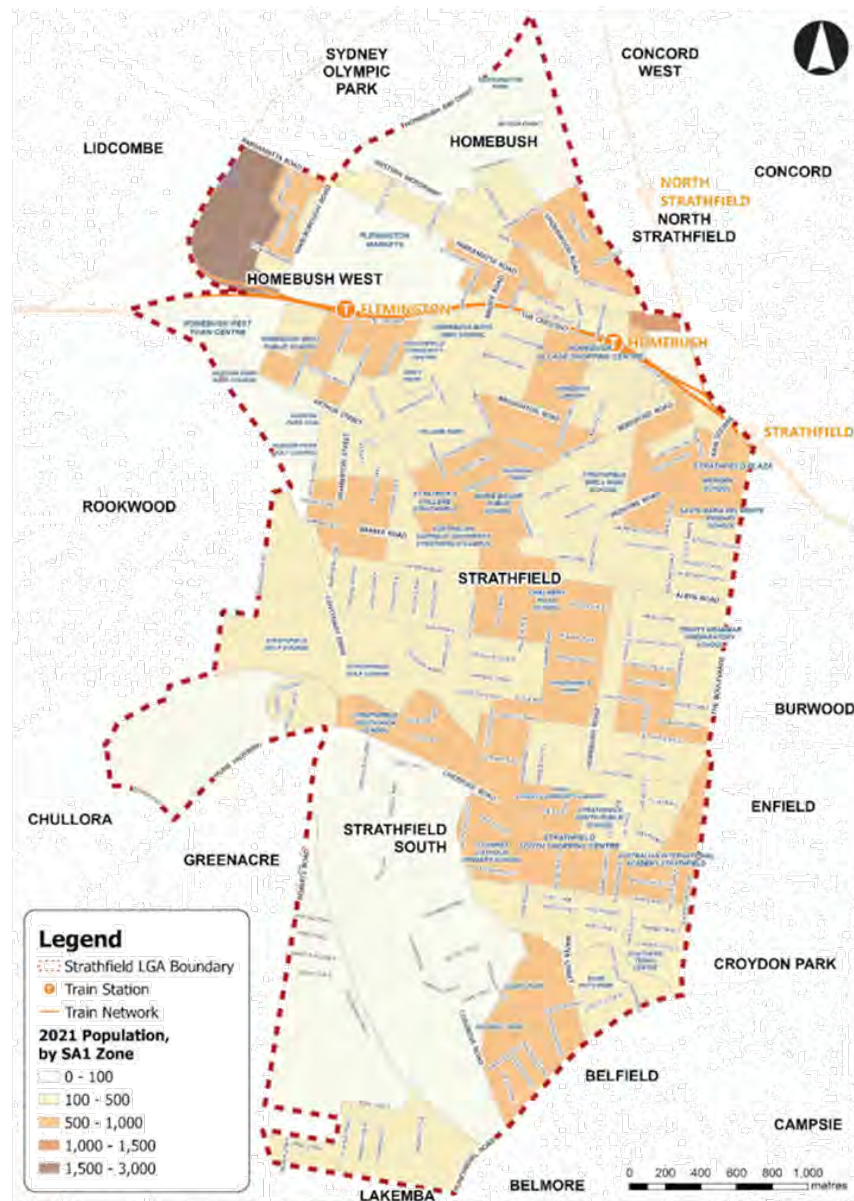


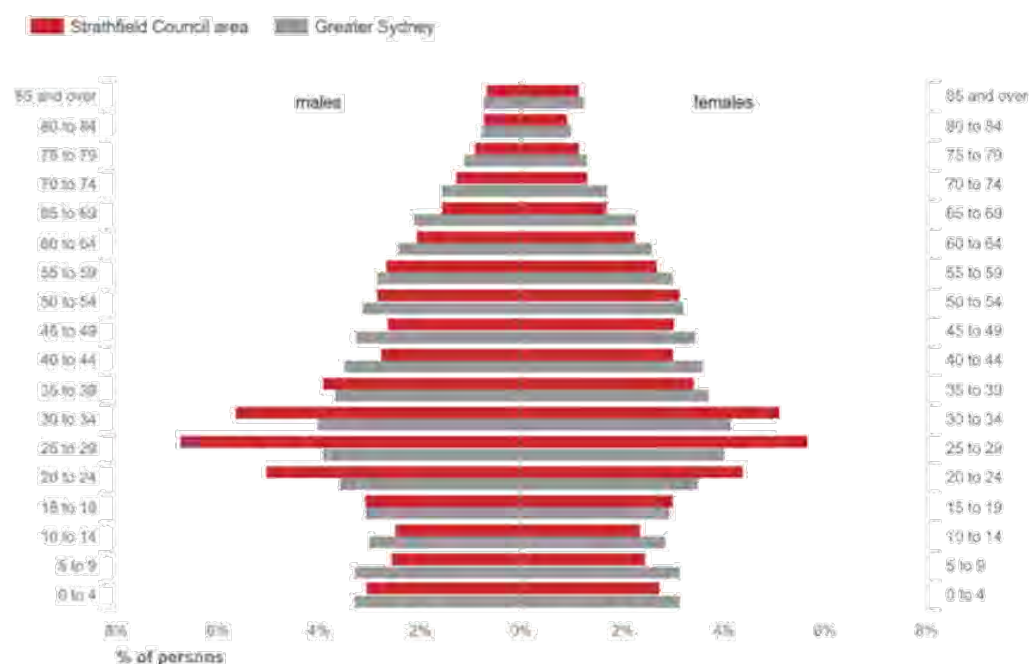
Figure 2-2: 2021 Population by Area in Strathfield LGA



The largest demographic group in Strathfield LGA is families with young children. Strathfield is also one of the most culturally diverse LGAs in Australia, one of only 11, with over 50 per cent of the population speaking a language other than English at home. Strathfield attracts more workers than leave the area. These statistics demonstrate Strathfield as an area for growth both as a community and commercially.

The 25 to 34 years age group is the largest age group in the LGA as shown in Figure 2-3. This is proportionally bigger than the Greater Sydney average. Age groups over 40 years are proportionally smaller than the Greater Sydney average.

Age-sex pyramid, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2021 (Estimated data). Compiled and presented in profile 2.0 by i.d. informed decisions.

i.d. informed decisions

Figure 2-3: 2021 Population Pyramid in Strathfield LGA

The Strathfield demographic analysis of the 2021 ABS census provides the following key statistics:

- Total population of the LGA in 2021 was 45,594.
- The split between male and female was 51 per cent and 49 per cent of the population respectively.
- The 65 and above age group contributed 12 per cent of the total population of the LGA, with the 18 and below age group at 18 per cent of the total population of the LGA.



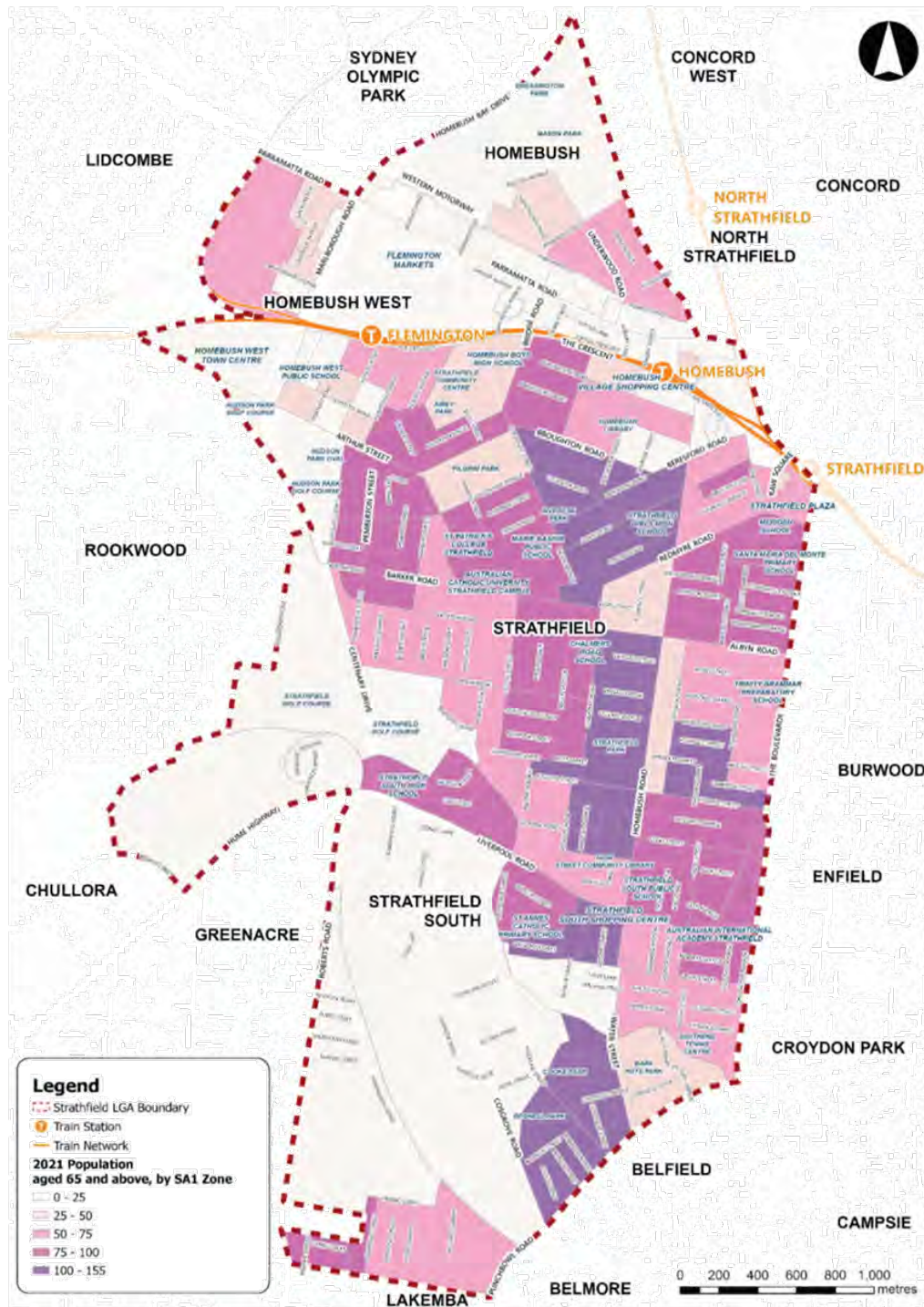


Figure 2-4: Population 65 years and older in Strathfield LGA



The socio-economic indexes for areas (SEIFA) score from the 2021 ABS census data for the Strathfield LGA is shown in Figure 2-5. The areas with the lowest SEIFA scores are in Homebush West, Flemington, near Strathfield station and north of Belfield south of Liverpool Road. The residents in these areas would benefit most with the local transport service as they have lower incomes and have the highest social disadvantage.

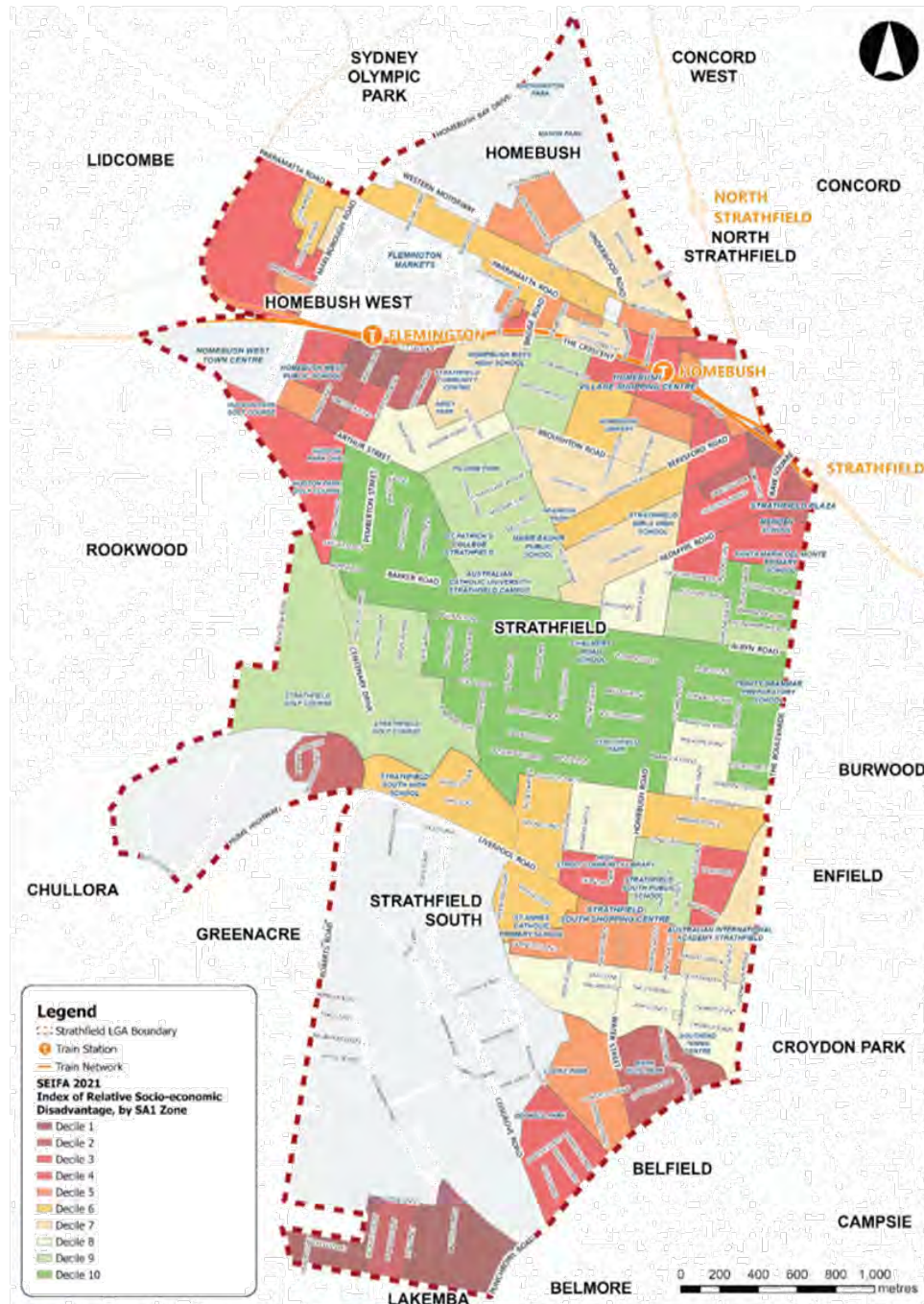


Figure 2-5: Social Economic Index for Areas in Strathfield LGA



2.2.2 Other demographic statistics

Of the 21,701 people who worked in Strathfield in 2021, 14.2 per cent lived and worked in the area while the remaining 85.8 per cent worked in the area but lived outside.

Car ownership by census area with the number of households with no access to a vehicle is shown in Figure 2-6. Homebush West has the greatest number of households without access to a vehicle, followed by the residents south of Flemington station. This supports the needs for an improved local transport service to Homebush West and Flemington.

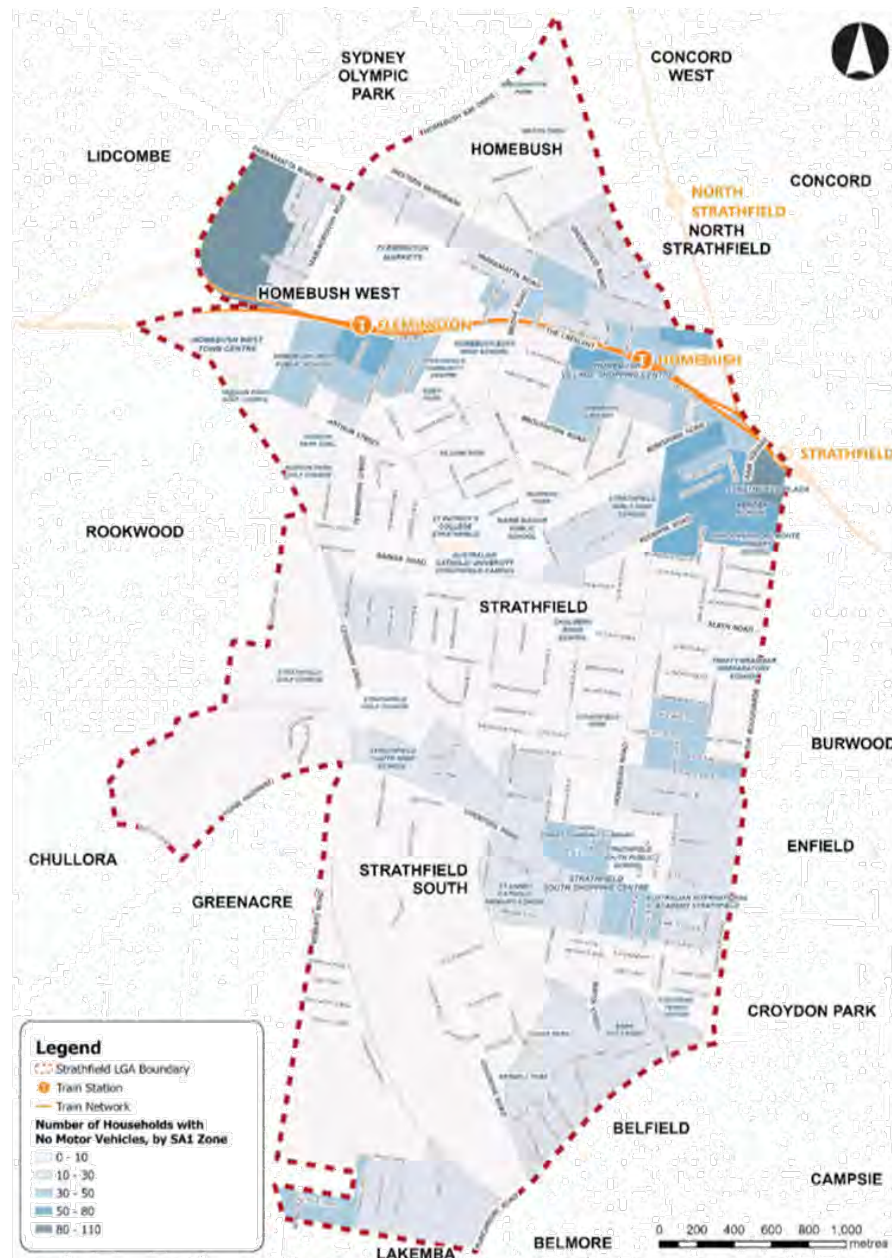


Figure 2-6: 2021 Car Ownership in Strathfield LGA

3. Existing Local Transport in Strathfield

The existing local transport services in Strathfield Council LGA are described and reviewed in this section. These transport services include the State Government contracted bus and train services, the Strathfield Connector Bus and other local transport services available to select groups in the community in Strathfield LGA.

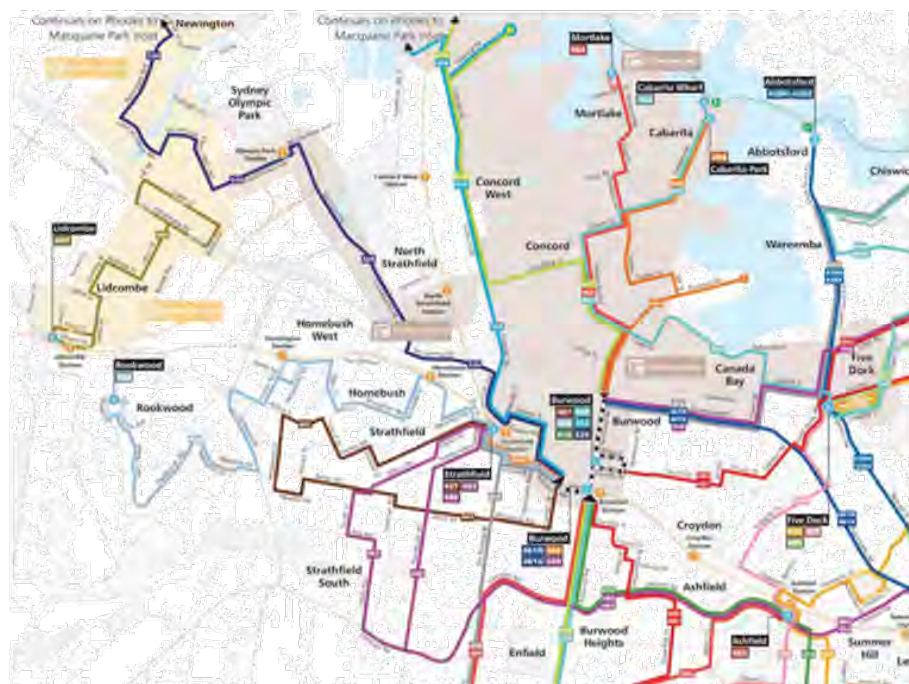
3.1 Existing passenger transport services in Strathfield

3.1.1 Public transport services provided by Transport for NSW

The existing public transport network operating within the Strathfield Council area comprises:

- The T1 Western line with stops at Strathfield, Homebush and Flemington stations and the T9 Northern Line with stops at Strathfield and North Strathfield stations.
- The Bridj on demand transport services that are operated by Transit Systems to service the areas north of the railway station between Canada Bay, Concord, Olympic Park and Lidcombe.
- 17 bus routes, excluding the NightRide services, that connect Strathfield with destinations, such as Hurstville, Central, Burwood, Campsie, Rookwood, Bankstown, including Sydney CBD via the inner west suburbs.
- Of these 17 bus routes, the most frequent all-day routes with headways of at least 15 minute services are:
 - 450: Strathfield to Hurstville, frequent all-day on weekdays but not on the weekend.
 - 525: Parramatta to Burwood via Sydney Olympic Park, frequent all-day on weekdays.
 - 526: Rhodes Shopping Centre to Burwood, frequent all-day on weekdays but not on the weekend.
 - M90: Liverpool to Burwood, frequent all-day on weekdays but not on the weekend.

Transit Systems is the main operator of bus services in the Strathfield Council area which is under Transport for NSW Contract Region 6 with the existing bus network shown in Figure 3-1. Contract Regions 6 and 13



Source: Contract Region 6 bus network, Transit Systems, December 2021

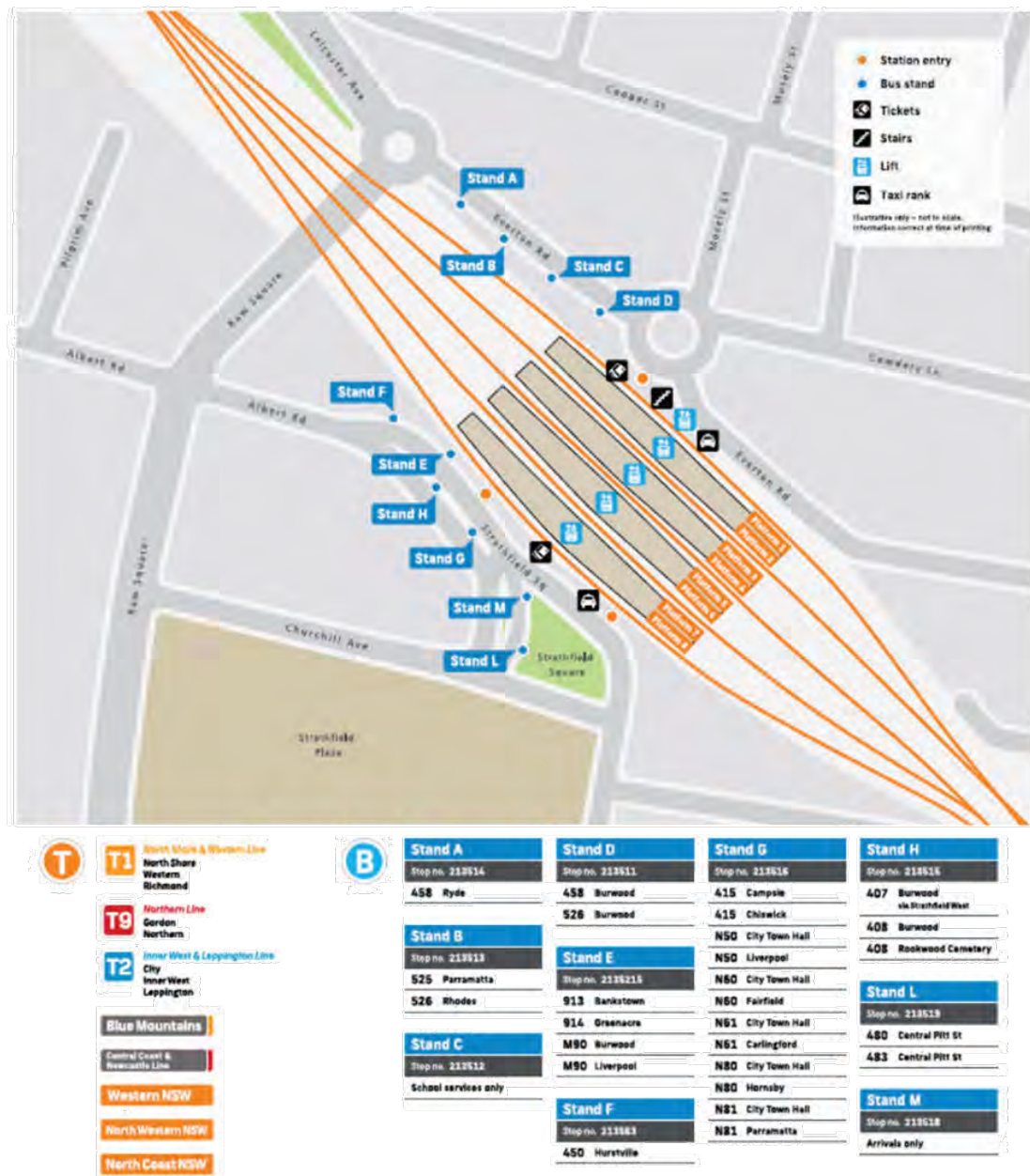
Figure 3-1: Contract Region 6 Bus Network in the Strathfield Council LGA



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All bus routes in Strathfield Council LGA operate to the two Strathfield bus interchanges on either side of the railway line as shown in Figure 3-2.



Source: Transport NSW info website

Figure 3-2: Strathfield Bus Interchange Stand Allocation



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3.1.2 Australian Catholic University shuttle bus service

The Australian Catholic University (ACU) operates a free shuttle bus service for students and staff between the pick-up and drop-off zone in Strathfield Square on the south side of Strathfield train station and the campus in Barker Road as shown in Figure 3-3. The shuttle bus service operates Monday to Friday all year round, except for Christmas and public holidays every 10 minutes with a 22-seater minibus. The shuttle bus stop on campus is located just inside the Barker Road main entry. The last bus leaves campus at 9:15 pm. Buses leave within 1-2 minutes of posted departure times.



Source: <https://www.acu.edu.au/locations/strathfield/strathfield-campus-map>

Figure 3-3: Australian Catholic University Shuttle Bus in Strathfield

3.1.3 Access Sydney community transport

Access Sydney Community Transport is a privately-operated transport service provider based on Parramatta Road in Homebush West and provides a range of community transport services for several LGAs in Sydney for health-related transport, transport for personal matters, shopping services and social trips.

In addition to the Community Transport services that are available for booked customers with eligibility criteria, Access Sydney operates the Village-to-Village shuttle services for the City of Sydney under contract. The Village-to-Village bus is a free hop-on, hop-off service which provides residents of the City of Sydney to access local businesses, hospitals, shopping centres, restaurants and universities. This service was developed to help residents who were unable to use our other funded services because they did not fit the criteria. The Village-to-Village shuttle service operates three routes between the local suburbs in the City of Sydney to Redfern with a timetabled service on Thursdays and Fridays only.



3.1.4 Existing On Demand Transport services

The service areas for the Bridj on demand transport services in Rhodes, Canada Bay, Strathfield, Sydney Olympic Park and Lidcombe is shown in Figure 1.4. The Bridj on demand services are available for anyone to use from:

- 6 am to 11:30 pm on weekdays
- 8 am to 8:30 pm on weekends
- Sydney Olympic Park has limited hours of service from 6 am to 9:30 am and from 2 pm to 8 pm on weekdays only
- Five Dock has limited-service hours on weekdays only from 6 am to 7:30 pm



Source: <https://ondemand.transitsystems.com.au/sydney-inner-west-index>

Figure 3-4: Service Areas for the Existing On-Demand Transport Services in Contract Region 6

Passengers can book a trip within the two service areas via the Bridj app on a mobile phone with the following fares:

- Adult fares
 - \$3.20 for less than 3 km
 - \$3.79 for travel between 3 and 8 km
 - \$4.87 for travel over 8 km
- Concession fares
 - \$1.60 for less than 3 km
 - \$1.89 for travel between 3 and 8 km
 - \$2.43 for travel over 8 km

These fares are not the same as the Opal fares for the bus and train services.



3.2 Review of existing public transport in Strathfield

The existing public transport services in Strathfield were reviewed for the level of services with the frequency and hours of service of the bus and train network and the service coverage with the walkable access to bus stops and train stations.

The weekday number of services at bus stops and train stations in Strathfield LGA are shown in Figure 3-5. Most of Strathfield LGA has less than 60 services on a weekday at a bus stop with hourly service frequency, except for the key bus route corridors from Olympic Park via Underwood Road (Routes 525 and 526), along The Boulevard and Liverpool Road with a combination of high frequency bus routes (Routes M90 and M91).



Figure 3-5: Service Frequency for Public Transport in the Strathfield Council LGA



The service coverage analysis for the access to all bus stops with a 400 m walking distance and train stations with an 800 m walking distance is shown in Figure 3-5. Most of the residents in Homebush West north of the railway line, west of Centenary Drive and south of Parramatta Road is not within a convenient walk to a local bus service. The closest bus service is Route 401 that operates during the weekday peak hours only between Lidcombe train station and Carter Street.

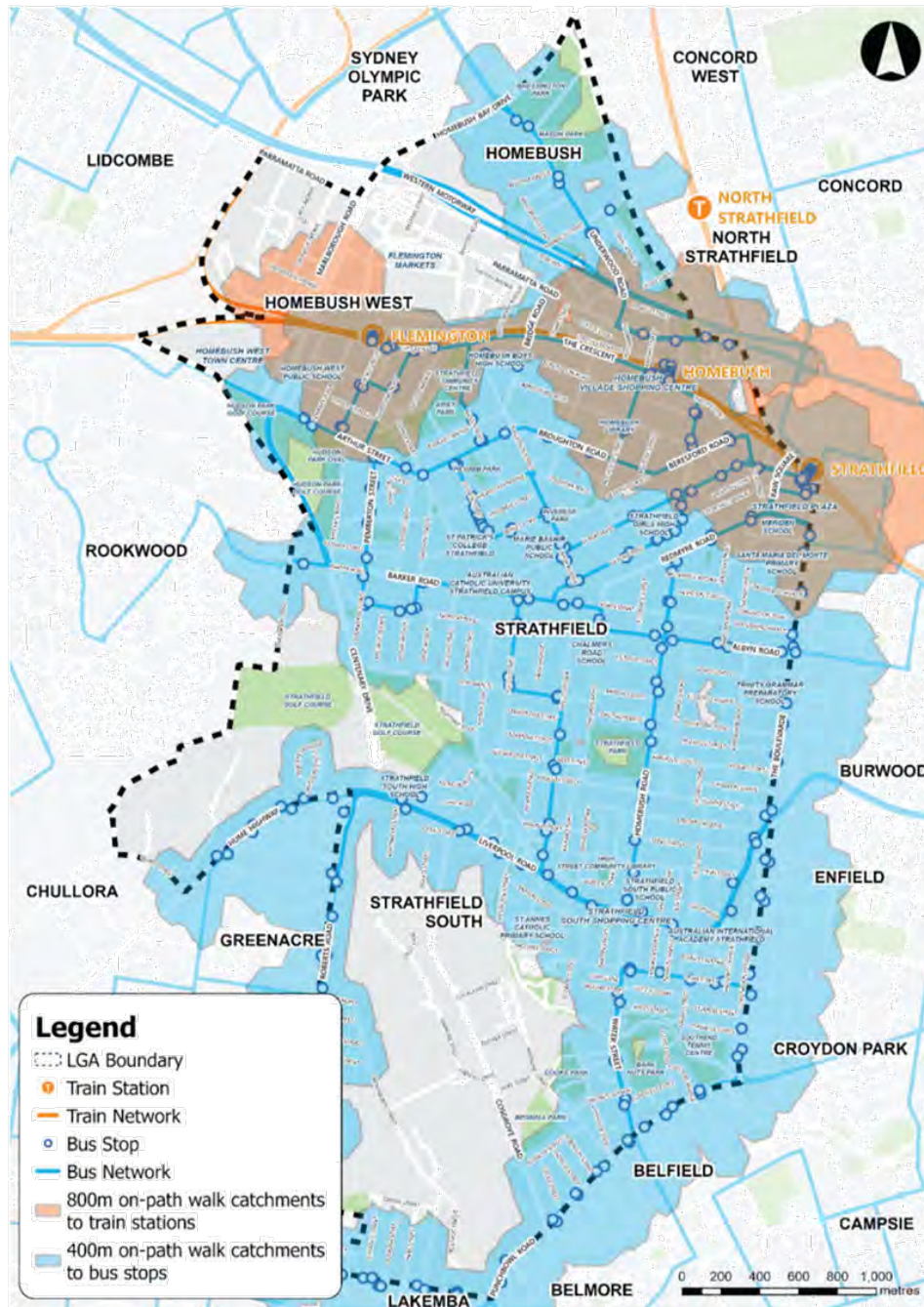


Figure 3-6: Service Coverage for Public Transport in the Strathfield Council LGA



3.3 Strathfield Connector Bus service review

The Strathfield Connector Bus currently operates hourly from 7 am to 7 pm on weekdays as a free service in the suburbs of Strathfield, Strathfield South, Homebush West and Homebush as shown in Figure 3-7. Two bus routes are operated with two large one-way loops in opposite directions for the Red and Blue routes respectively with:

- The Red Route services the Homebush and Strathfield town centres, Bressington and Mason Parks, Sydney Markets, Centenary Park, Hudson Park Driving Range, Bates Street Community Centre and Strathfield Park. The Red route is 17.6 km on a clockwise loop with a running time of 44 minutes and an average speed of 24.1 km/h.
- The Blue Route services Flemington Station and Homebush West town centre, the main street of Homebush, Strathfield Library, South Strathfield town centre, parts of Belfield, The Dutton Centre and Cave Road shops. The Blue route is 17.9 km in an anticlockwise loop with a running time of 45 minutes and an average speed of 24 km/h.



Figure 3-7: Existing Strathfield Connector Bus Routes



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The main stops on the two Connector bus routes are:

- Shopping destinations at Strathfield Square with the Woolworths and DFO at Homebush.
- Strathfield Council Library and Innovation Hub.
- Homebush and Homebush West village shops.
- Strathfield South and the community library in High Street.
- Sydney Markets, but no longer services Paddy's Markets internally south from Parramatta Road.

The Council provides a Pay Wave point for fixed contributions or donations of \$2 with external decals. However, fares are not charged. The Connector Bus driver will drop-off and pick-up passengers without assist. They share the existing bus stops with shelters along route with State Government bus routes.

3.3.1 Connector Bus fleet

The existing vehicle fleet for the Strathfield Connector bus routes is detailed in Table 3-1. The vehicles for 20 to 26 passengers are fitted with CCTV, GPS, sound and PA system.

Table 3-1: Existing Vehicle Fleet for the Strathfield Connector Bus

Make	Model	Year	Registration	Number of Seats	Usage	Comment
Mitsubishi	Fuso/ Rosa	2016	CJ48ZV	25 seated	Back-up	
Hino	Poncho	2019	XO75QX	18 seated/ 8 standing	Regularly	Wheelchair Accessible
Hino	Poncho	2019	CS48UT	18 seated/ 8 standing	Regularly	Wheelchair Accessible; bus was sold in 2023
Toyota	Coaster	2019	CU92AX	20 seated	Regularly	Rotation
Toyota	Coaster	2019	CU75EF	20 seated	Regularly	Rotation

Examples of a Hino Poncho and Toyota Coaster bus are shown in Figure 3-8.



Hino Poncho bus with 18 seats and 8 standees

Toyota Coaster bus with spaces for 20 seated passengers

Figure 3-8: Connector Buses in the Existing Council Fleet

The costs for operating the Connector Bus in the financial year 2022-2023 are:

- \$50.48 per hour for driver costs based on the wages and hours from 2022-2023
- Hourly wage rates for casual accredited drivers are \$38.97 per hour on weekdays, \$46.76 per hour on Saturdays and \$54.56 per hour on Sundays.
- \$0.84 per km for the fuel, maintenance, registration and insurance costs
- \$46,900 per vehicle for replacement over a 10-year period for a mini-bus with an average purchase cost of \$140,000 in 2019.
- Annual depot cost of \$162,240 for two offices at the Dutton Centre for 5 days / week for 52 weeks.



3.3.2 Connector Bus patronage

Patronage on the Red and Blue Connector Bus routes was up to 140,000 passengers per year. The total boardings on the connector bus from March 2019 to June 2023 is 256,817. An additional 9,905 passengers were transported from the start of the Connector Bus service in March 2019 to 30 June 2019. The annual financial year patronage on the Connector Bus routes from 2019 to 2023 is shown in Figure 3-9.

The highest patronage was from July 2019 to June 2020 when the Connector Bus operated every 30 minutes with two minibuses on the Red and Blue routes seven days a week, until the COVID-19 pandemic and lockdowns started on 30 March 2020. For the remainder of the 2020 to 2022, the service was reduced to hourly with one bus on each of the Red and Blue routes. With end of the COVID-19 restrictions in December 2022, the patronage increased to about 70,000 passenger per year. From July 2023, the weekend services were discontinued so the buses only operate hourly on weekdays.

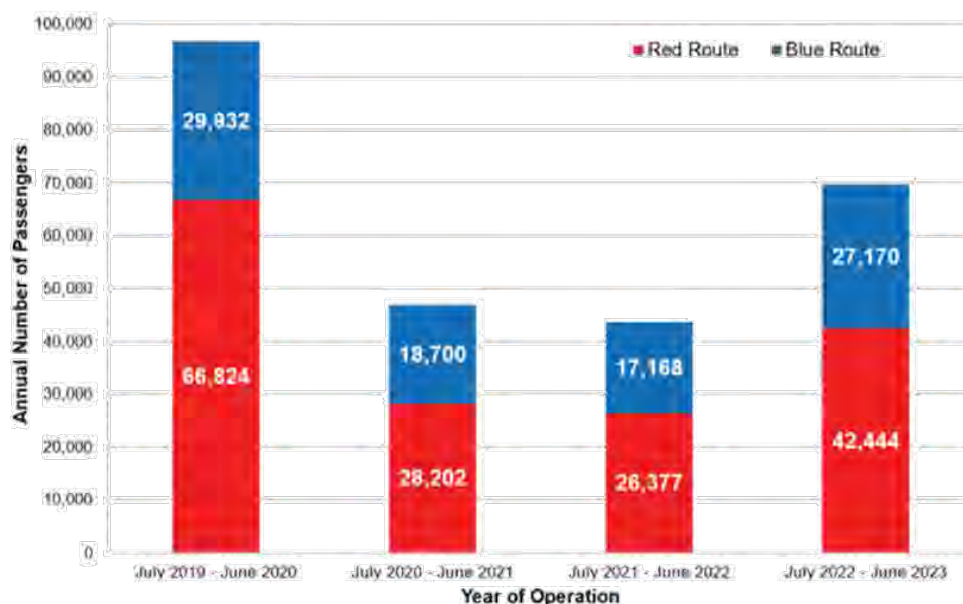


Figure 3-9: Annual Boardings on the Red and Blue Connector Bus Routes from 2019 to 2023

In consultation with the lead bus operator for the Connector Bus, the indicative level of activity at each bus stop on the Red and Blue Connector Bus routes was provided. Each stop was classified as a High, Medium or Low activity stop for boardings and alightings. This information was useful to inform which sections of the existing Connector Bus routes have good patronage or not and was used to determine the route options for a simpler Connector Bus route. The results of this analysis are shown for the Red Connector Bus route in Figure 3-10 and the Blue Connector Bus route in Figure 3-11.

The sections of these bus routes that have the highest patronage are:

- Homebush West along Courallie Avenue
- At stops in the Homebush West and Homebush villages
- At Strathfield station and Strathfield Plaza
- Along Homebush Road that is also serviced by Route 480

The sections of these bus routes that have the lowest patronage are:

- Along Underwood Road to DFO and Olympic Park
- Along Wallis Avenue, Heyde Avenue and Dickson Street
- Stops south of Liverpool Road in Strathfield South



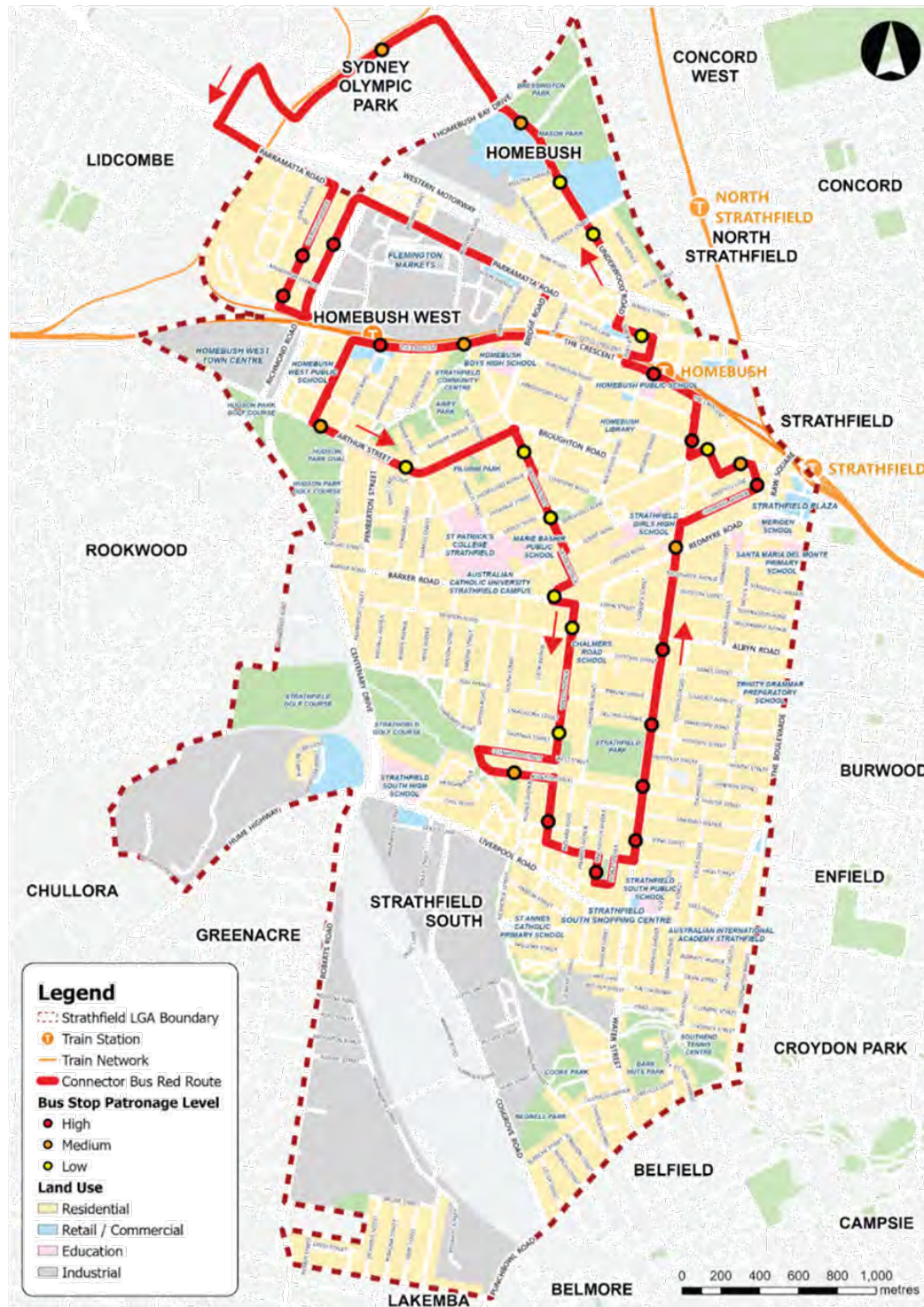


Figure 3-10: Patronage by Stop on the Red Connector Bus



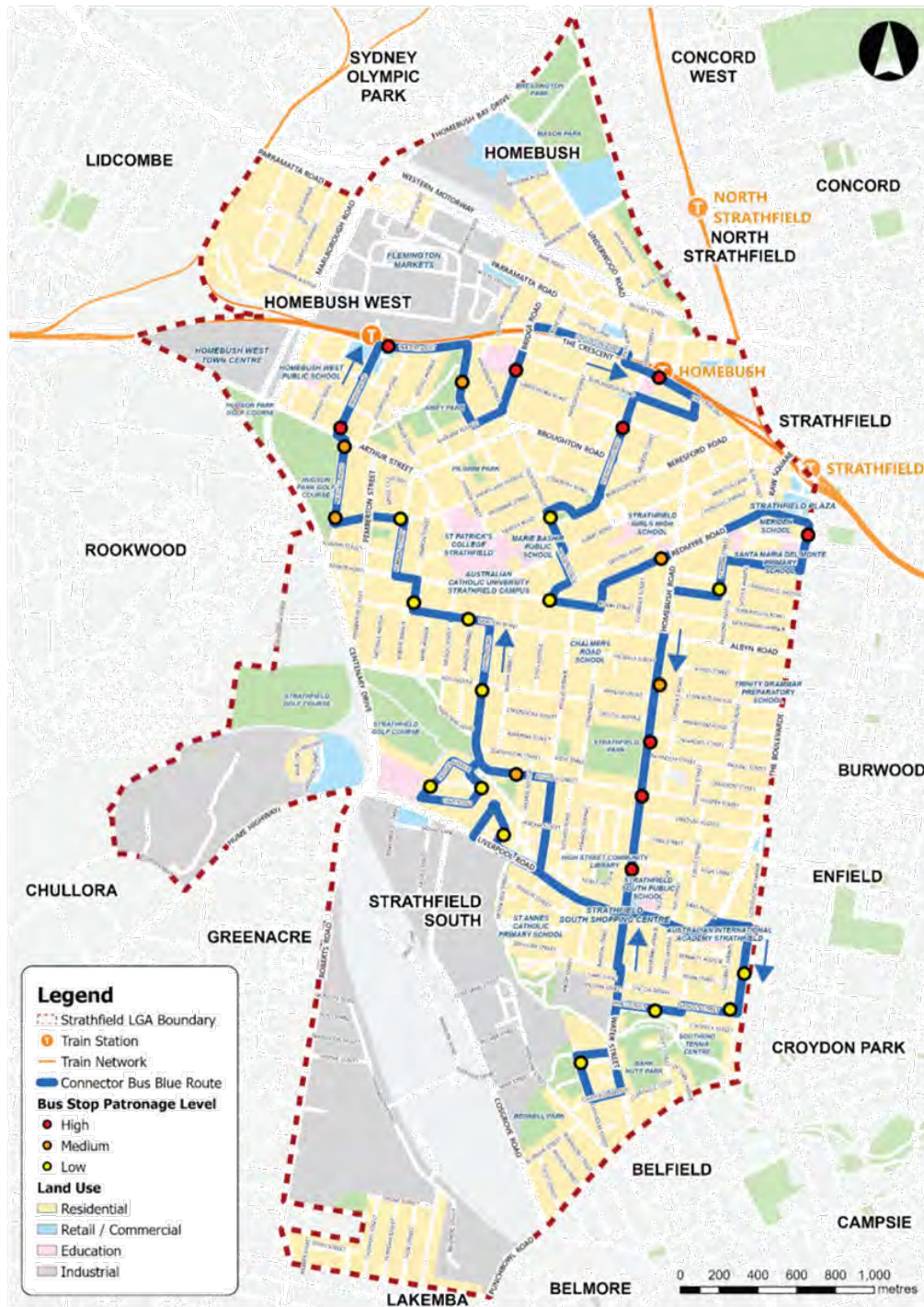


Figure 3-11: Patronage by Stop on the Blue Connector Bus



3.3.3 Review of the existing Connector Bus routes

The performance of the Connector bus routes was reviewed by considering the overall patronage from 2019, an indication of the range of boardings at each stop, route design compared best practice design guidelines.

- Confusing bus route with two large one-way loops that have overlapping coverage areas.
- Very low patronage on sections of the route south of Hudson Park and south of Liverpool Road.
- Long and winding trip to the key destination which is Strathfield shopping centre and train station.
- Using Parramatta Road that has the potential for traffic delays during peak periods.
- Termini of the two routes are not at train stations, but at the Dutton Centre.
- Service is duplicated with Routes 525 and 526 to DFO Homebush through North Strathfield via Underwood Road.

The walkable access catchment areas to the Red and Blue Connector bus routes is shown in Figure 3-12. The population that is within a 400 m walk access to the existing Red and Blue Connector bus routes is estimated from the 2021 census data at 40,400 which is about 83 per cent of the Council population of 48,503 in 2023.

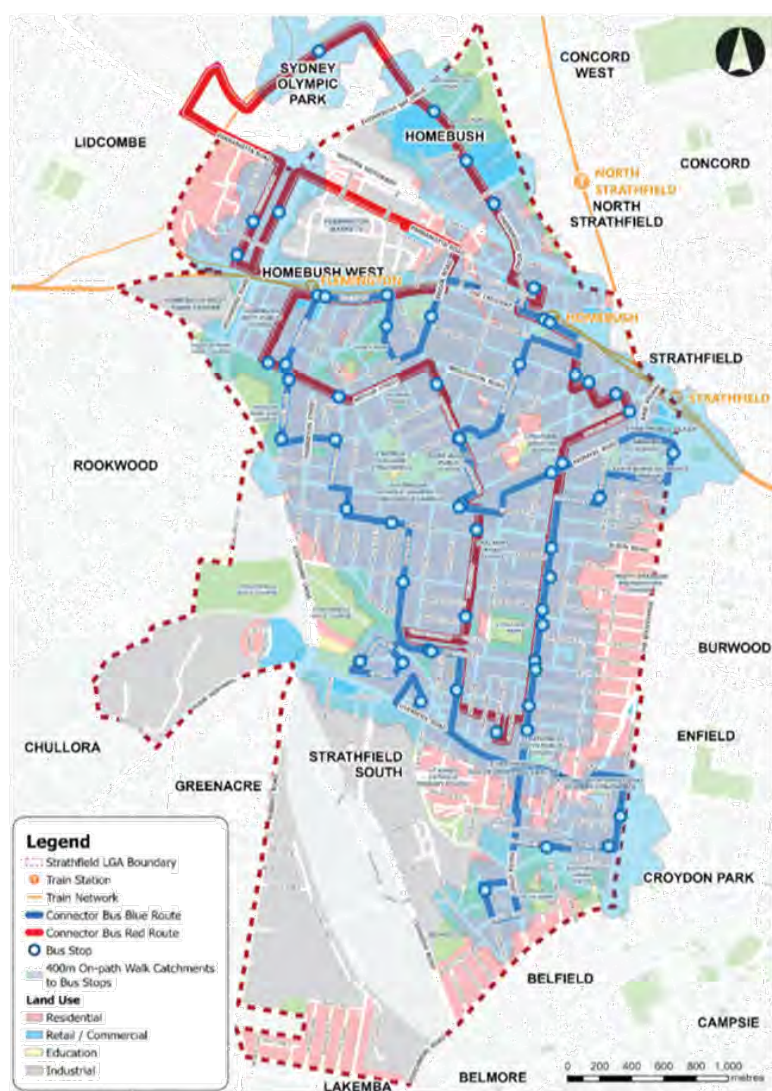


Figure 3-12: Walkable Access to the Stops on the Red and Blue Connector Bus Routes



3.3.4 Unit costs and performance metrics

The total costs for operating the Connector bus service comprise of:

- Driver costs that include the hours paid by Council including the penalty rates on weekends and other overhead costs for staff at Council.
- Fuel for the vehicles that is tracked separately for each minibus.
- Maintenance costs for the vehicles that depends on the expenditure for type of model of each minibus.
- Depot costs that are internal to the Council for the use of the Dutton Centre at 40 Augusta Street for secure storage of the vehicles when they are not in service and offices for the drivers.
- Vehicle costs which are the purchase price that can be depreciated over 10 years as a nominal annual cost.

The unit costs for operating the existing Connector bus route from the 2022-2023 financial year are provided in Table 3-2. These costs were based on the two Connector bus routes operating hourly services from 7 am to 7 pm for 251 weekdays, 52 Saturdays and 52 Sundays. The Connector bus service did not operate on public holidays. From 1 July 2023, the Connector bus routes operate only on weekdays from 7 am to 7 pm and not on public holidays. This did not apply for the unit cost calculations as they were derived from operations from 1 July 2023 to 30 June 2023.

Table 3-2: Unit Costs for the Strathfield Connector Bus

Type of Cost	Cost (July 2022 to June 2023)	Unit	Annual Metric	Unit Cost
Driver	\$428,394	Hour	8,520 service hours for average wage rate	\$50.28 / hour
	Wages	Hour	Weekday casual	\$38.97 / hour
	Wages	Hour	Saturday with penalty rate	\$46.76 / hour
	Wages	Hour	Sunday with penalty rate	\$54.56 / hour
Fuel	\$39,730	Service-km	142,000 service-km	\$0.28 / km
Maintenance	\$58,757	Service-km	142,000 service-km	\$0.41 / km
Depot	\$162,240	Council asset	\$26 per hour per office for 2 offices, 12 hours per day, 5 days a week for 52 weeks	\$162,240 / year
Vehicle	\$557,416 for 4 minibuses is average of \$139,354	Vehicle	Average cost per minibus prorated over 10 years is \$13,935 \$812.85 for annual registration fee per bus \$6,411 for average insurance per bus	\$21,159 / vehicle over 10 years

These unit costs were used to estimate the annual costs for the Council-operated local transport options in Section 6.2.

Based on the annual costs, boardings, hours of operation and service-km used by both Connector bus routes from the 2022-2023 financial year, various performance criteria were calculated and are provided in Table 3-3. The annual boardings on the Red and Blue Connector bus routes was recorded at 69,619 and the annual operating cost was estimates at \$616,962, including the driver wages, fuel and maintenance and an allowance for the vehicles and depot.

Table 3-3: Existing Connector Bus Service Performance Statistics

Performance Measure	Annual Value	Boardings per unit
Passengers per hour	8,520 hours	8.2 passengers per hour
Annual service-km	142,000 km	0.49 passengers per km
Cost per passenger	69,619 boardings	\$10.51 per passenger
Cost per Strathfield resident (2023)	48,503 residents	\$15.08 per resident
Cost per Strathfield ratepayer (2023)	18,040 ratepayers	\$40.55 per ratepayer



4. Community and Key Stakeholder Consultation Summary

The community engagement process provided useful information that guided the development and assessment of the passenger transport options. The community and key stakeholder consultation is summarised in this section.

4.1 Engagement approach

Community and stakeholder consultation was conducted to obtain feedback on the Connector Bus options.

4.1.1 Community engagement activities

The community engagement activities included:

- Finalise, issue and promote the online transport survey and monitor the response rate weekly.
- Organise a two-hour community drop-in session for local residents and local stakeholders on a weekday early evening at the Town Hall because it is conveniently located within the study area.

Online transport survey

In designing an online passenger transport needs survey, the following information provided by Council:

- Community consultation summaries
- Staff consultation summaries
- Community Engagement Strategy
- Register of Compliments and Complaints of the Service

The purpose of the survey was to review transport options as part of Council's future planning to consider all transport modes. The survey sought residents' preferences and views on options to improve the local passenger transport services. The survey included 15 questions relating to transport in the Strathfield LGA including demographic information and origin and destinations of the respondents to understand their local transport needs.

The proposed online survey was designed with questions for the residents, visitors and workers in Strathfield Council to provide feedback on the bus service options. The passenger transport survey was prepared using the Survey Monkey software. The survey was discussed with the Council Steering Committee and amended with feedback received. It was provided and linked on to a study webpage under the Council's *Have Your Say Strathfield* website. The survey form is included in the Engagement Summary report in **Appendix A**. The community engagement period with the online survey was open from 17 July 2023 to 11 August 2023.

Drop-in session

The Stantec local study team attended two drop-in sessions to provide answers to the community members about the proposed bus service options and to encourage them to complete the online survey or a hardcopy version at the session. The sessions were held on a Saturday morning in the Strathfield town centre and on a Thursday afternoon in South Strathfield.

4.1.2 Engagement promotion

Working closely with the Council staff, the engagement activities and transport survey were promoted via multiple media sources with materials that included the following:

- the Council's newsletter and E Newsletter
- commercial print media
- the Council's website and the Council's digital social media platforms (i.e. Facebook, Instagram)
- Library noticeboards
- via letterbox drops to residents and businesses and to passengers on the Connector Bus
- through public displays.



4.2 Review of the previous community engagement

Community engagement for the review of the Connector Bus service was previously undertaken by Council from 7 December 2022 to 31 January 2023. The longer engagement period allowed for public and school holidays over December 2022 and January 2023. Council utilised a variety of engagement activities to obtain community views of the different stakeholders in the LGA including:

- A digital version of the survey accessible on Council's engagement site.
- A print version of the survey available on request.
- Notification of the community via e-news, social media platforms, flyers, pop-up stalls and information sessions.

A total of 1,114 surveys were completed and 10 submissions were received, indicating a high level of interest in the Connector Bus service.

4.2.1 Summary of findings

Most respondents were in the 60+ age group (30 per cent), followed by the 20 – 39 years age group (22 per cent). The significant majority of respondents (95 per cent) stated that they were aware of the Connector Bus service. 44 per cent of respondents stated they have never used the service, 28 per cent are frequent users and 27 per cent have used it once or occasionally.

The key reasons given for not using the service were a lack of interest (18 per cent) or it duplicated other transport services (14 per cent). Other reasons for not using the service included the bus takes too long get to destinations (17 per cent) and the bus doesn't go to places they want to go (15 per cent).

The majority of people using the bus were either shopping (34 per cent), connecting to other transport (31 per cent) or going to school (13 per cent). 30 per cent of respondents used the bus between 9 am to 12 pm and 24 per cent used the bus between 7 am to 9 am.

When asked what the impact would be to them if the Connector Bus service stopped, 52 per cent stated that this would have no impact on them while 44 per cent stated that this would impact on access to transport. Those who stated it would have no impact on them considered the service to be a waste of money which was impacting on their Council rates. Those who stated it would impact them were concerned that there were no or few alternative transport options, it was hard to get to some local destinations and it would negatively impact school children who used the service.

Of the 10 submissions received, six residents supported ceasing the service, two supported retaining the service and two did not overly state support or opposition to the service, but made suggestions on how to improve the service or how to raise revenue. Those opposed to the service cited reasons such as waste of money and the service is underused. Those supporting the service stated reasons such as the service provided transport where no other transport existed, assisted social isolation and provided low-cost transport.

4.2.2 Key insights

The survey results indicate that there is support for the Connector Bus service to be ceased with people citing reasons such as cost of the service to the rate payer and a perceived underutilisation of the buses. However, there is support for the service to be retained since it provides transport where no other transport options exist. Key user groups that would be affected if the service ceases to operate are the elderly and those living in areas of Strathfield without public transport services.



4.3 Community engagement summary

A summary of the results from the local transport survey and the feedback received from the two pop-up sessions is provided as follows. More detailed analysis and statistics from the engagement is included in **Appendix A**.

4.3.1 Response rate, respondent profiles with demographic analysis

A total of 478 surveys were completed comprising 473 online and five hardcopy survey forms. Most of the respondents (90 per cent) live within the Strathfield LGA. One quarter of respondents were over 65 years. The 45 – 64 age group made up 36 per cent of the respondents while the 25 – 44 age group comprised 34 per cent. Age groups under 24 only represented 5 per cent of respondents as shown in Figure 4-1.

Workers comprised a total of 67 per cent of respondents, with full time, part time and casual/contract workers having a split of 48 per cent, 13 per cent, and 6 per cent respectively. Almost a quarter (22 per cent) of the respondents were retired as shown in Figure 4-1. 53 per cent of respondents were female and 41 per cent were male.

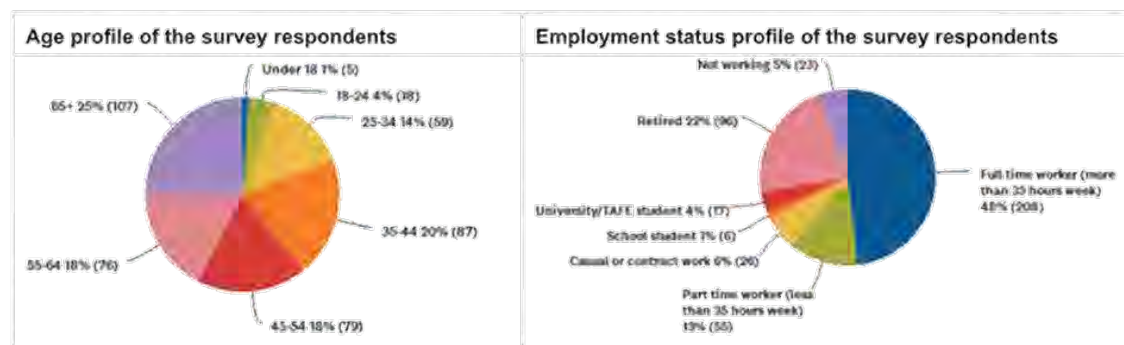


Figure 4-1: Age and Employment Status of the Strathfield Local Transport Survey Respondents

4.3.2 Trip origins and destinations of respondents

A total of 1,291 pins were placed on the origin and destination maps in the survey. The origin locations were matched with up to three destination locations for each respondent to provide origin-destination information that was used to identify the most popular local destinations for Strathfield residents and to plan an alternate local bus route. The pins were grouped by suburb, local shopping precincts in Strathfield LGA and locations outside of the LGA. The percentage results for the grouped origin and destination location are provided in Table 4-1.

Origin locations of the survey respondents were dispersed across the LGA and are shown in Figure 4-3. The most popular destinations were mostly clustered at the Strathfield, Homebush, and Homebush West shopping precincts as shown in Figure 4-4. Burwood was the most popular destination outside of the Strathfield LGA. Pockets of aggregated destination points included Strathfield Park, Paddy's Markets in Flemington and DFO Homebush/Bicentennial Park.

Of the 1,291 pins placed on the maps, the destinations where most respondents travelled to were:

- Strathfield town centre and Strathfield station (398 for 31 per cent)
- Rest of Strathfield (254 for 20 per cent)
- Homebush town centre and Homebush station (196 for 15 per cent)
- Homebush West town Centre, Flemington station and Paddy's Market (146 for 11 per cent)

Of the 58 respondents originating in Homebush West north of the railway line (Courallie Avenue),

- 22 (38 per cent) had a destination in Homebush West town centre and Flemington Station,
- 13 (22 per cent) in Strathfield town centre and station and
- 9 (16 per cent) in Homebush town centre and station.

The DFO Homebush and Olympic Park only had 56 pins which is 4.3 per cent. This indicates that it not a key destination for Strathfield residents and provides evidence that the local transport between Strathfield and DFO Homebush and



Olympic Park is already serviced by Routes 525 and 526 so the Connector bus does not need to operate to this area.

Table 4-1: Origins and Destinations from the Local Transport Survey Respondents

Origin / Destination	Courallie Avenue, Homebush West	Homebush West town centre	Homebush town centre and station	Strathfield town centre and station	Rest of Homebush West	Rest of Homebush	Rest of Strathfield	Strathfield South	DFO Homebush, Olympic Park	Outside Strathfield LGA
Courallie Avenue, Homebush West	1.7%	37.9%	15.5%	22.4%	0.0%	5.2%	5.2%	0.0%	6.9%	5.2%
Homebush West town centre	2.7%	13.3%	12.0%	33.3%	2.7%	4.0%	14.7%	0.0%	8.0%	9.3%
Homebush town centre	0.0%	16.4%	14.2%	24.6%	0.0%	0.7%	21.6%	1.5%	6.0%	14.9%
Strathfield town centre	0.0%	7.7%	11.0%	24.2%	0.0%	1.1%	22.0%	7.7%	6.6%	19.8%
Rest of Homebush West	0.0%	16.3%	14.0%	25.6%	4.7%	0.0%	25.6%	0.0%	2.3%	11.6%
Rest of Homebush	0.0%	10.1%	23.5%	23.5%	1.7%	4.2%	16.0%	2.5%	5.0%	13.4%
Rest of Strathfield	0.0%	8.6%	15.3%	35.2%	1.5%	2.3%	20.9%	1.8%	3.3%	11.0%
Strathfield South	0.0%	7.3%	13.4%	39.0%	1.2%	2.4%	22.0%	3.7%	3.7%	7.3%
DFO Homebush, Olympic Park	0.0%	9.5%	19.0%	9.5%	4.8%	9.5%	28.6%	0.0%	4.8%	14.3%
Outside Strathfield LGA	0.0%	9.1%	12.1%	30.3%	1.5%	4.5%	16.7%	0.0%	1.5%	24.2%
Total	0.2%	11.3%	15.2%	30.8%	1.4%	2.6%	19.7%	2.0%	4.3%	12.4%

The percentage of survey pins to the key destinations of Homebush West, Homebush and Strathfield town centres are shown in Figure 4-2.

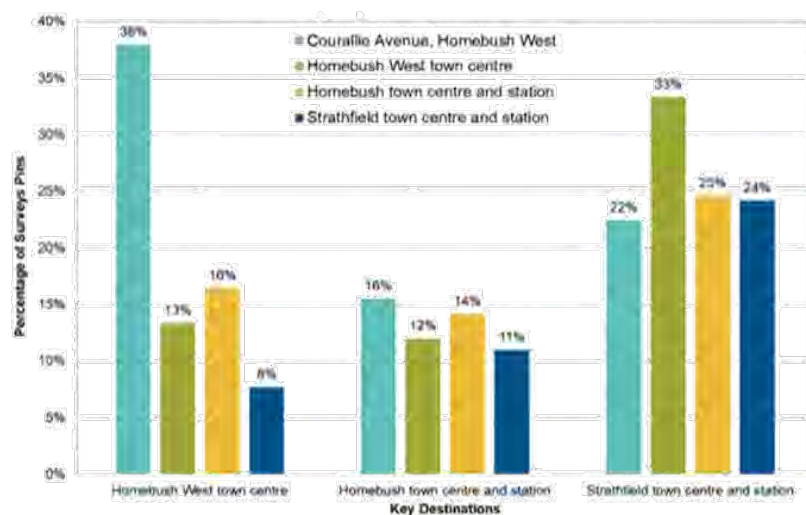
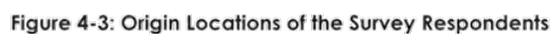


Figure 4-2: Key Destinations of the Survey Respondents





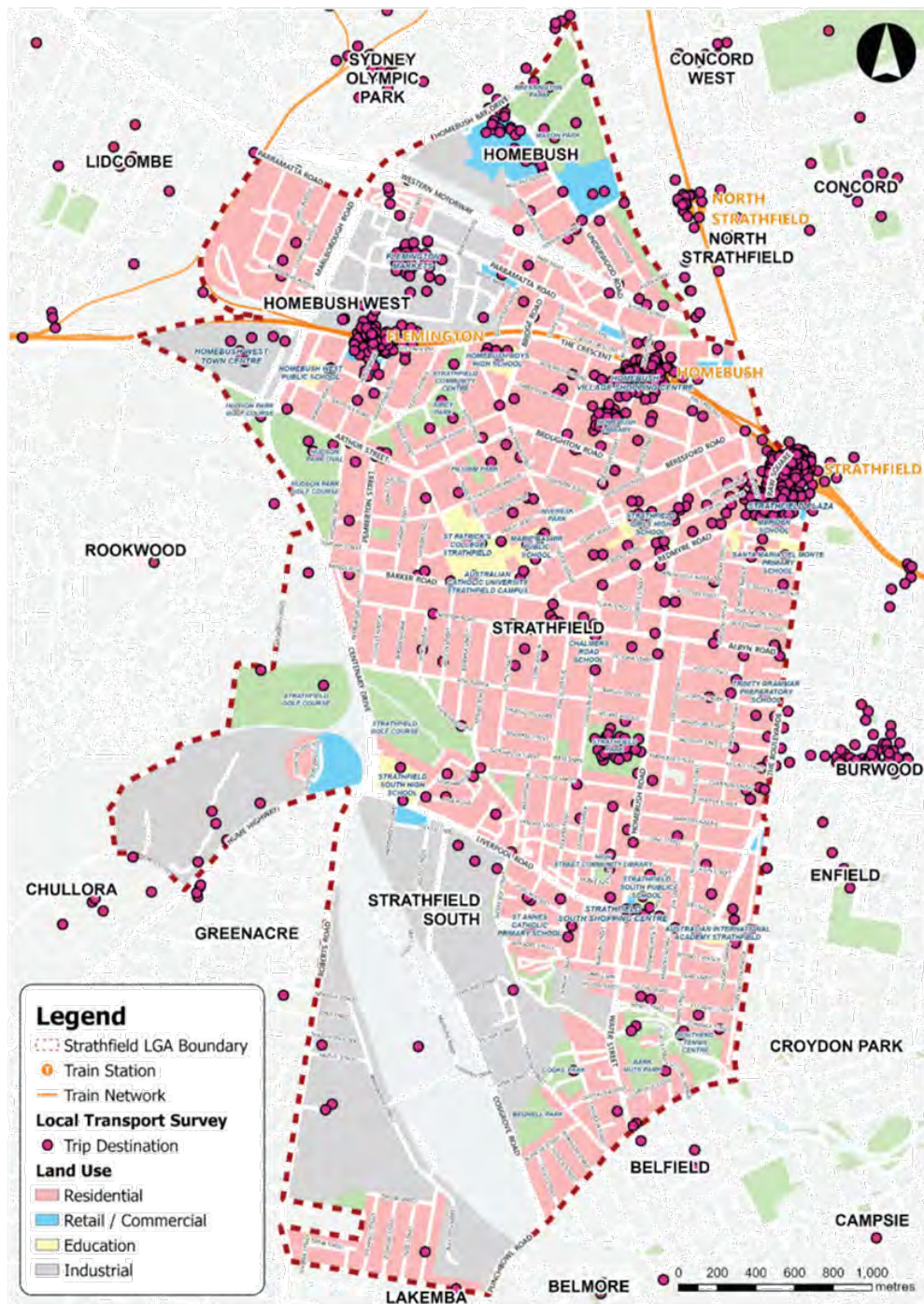


Figure 4-4: Destination Locations of the Survey Respondents



4.3.3 Respondent scoring of three high level local transport options

When asked to score the importance of three proposed local public transport options, the proposal to have a fixed route service operating weekdays and weekends received the strongest support and likelihood to be used regularly by the respondents as shown in Figure 4-5.

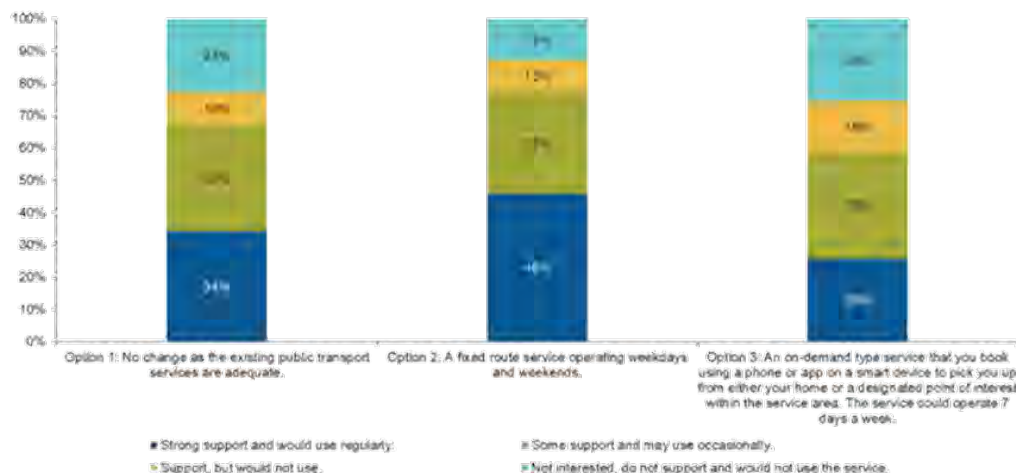


Figure 4-5: Level of Support for the Three Local Transport Options for Strathfield

4.3.4 Analysis of public transport motivators of respondents

The main reasons for the respondents' support for the public transport options were convenience and ease and accessibility of the services as shown in Figure 4-6. These other reasons were more important to residents than having a free bus service. The other reasons for respondents' support for the public transport options were because it is important for the services to be punctual, dependable, accessible and good for the elderly. Respondents who did not support the options considered the Council's bus service a waste of money and is underutilised. The existing Connector bus route is considered too long and the services are not frequent enough or do not operate late enough or on weekends.

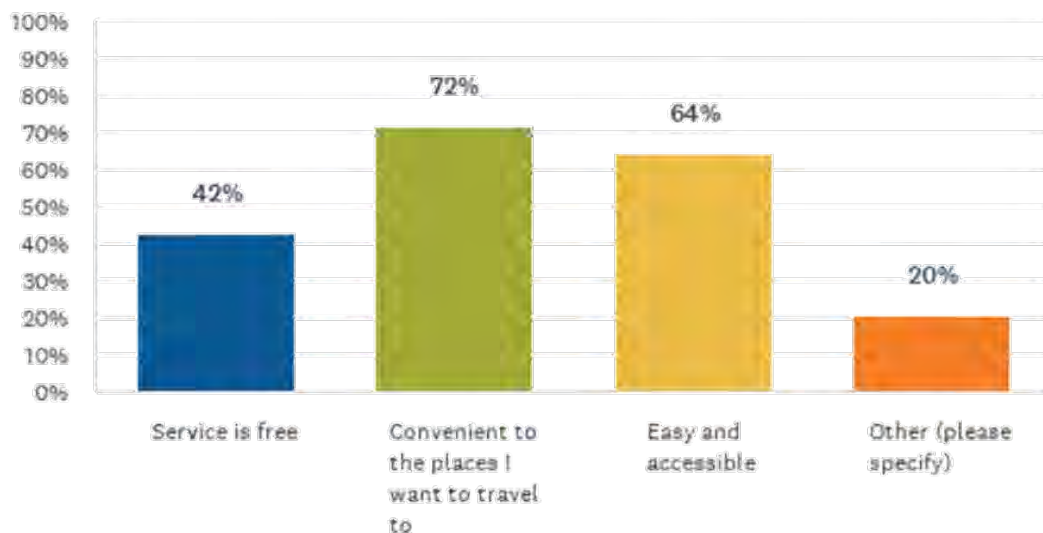


Figure 4-6: Reasons for Supporting the Local Transport Options



4.3.5 Community engagement at the pop-up sessions

Two community drop-in sessions were conducted with the study team in July 2023. Council staff did not attend, but assisted in the promotion and set-up of the pop-up displays in Homebush and Strathfield South. The dates, times and locations were determined by Council staff.

The responses and feedback at the two pop-up sessions is summarised in Table 4-2. The attendance at both pop-up sessions was considered very low, likely because the locations and times were not convenient for the existing Connector Bus passengers as one session was held on a Saturday when the service no longer operates and the Thursday afternoon session was during the busy school pick-up period for parents and they did not want to stop to discuss local transport issues.

Table 4-2: Summary of the Community Feedback at the Pop-up Sessions

Pop-up Session Date, Time and Location	Number of Attendees	Number of Surveys Obtained	Comments Provided from the Attendees
Saturday 22 July 2023 from 8 am to 11:00 am in Homebush at the corner of Rochester Street and The Crescent	12	2 hardcopy surveys 2 online surveys completed	Government public transport services: <ul style="list-style-type: none"> • Train services at the Homebush Station are not frequent enough. • "Feeder" bus services (such as Route 408) connecting residential area south of the Homebush Town Centre to Homebush station are not frequent enough. Local connector bus services: <ul style="list-style-type: none"> • Concern with the lack of timetable information about the Connector Bus services. • Consider an on demand type service that would accommodate passengers better in terms of pick-up locations and timing of services.
Thursday 27 July 2023 from 2 pm to 4 pm in Strathfield South at the corner of Telopea Avenue and Liverpool Road	1	One hardcopy survey No online surveys completed	<ul style="list-style-type: none"> • Bus route 480 is not frequent enough. • The Connector Bus currently does not stop on Liverpool Road.

4.3.6 Summary of the general comments

A high proportion of general comments received were in relation to the Strathfield Connector Bus.

- Majority believe the Connector Bus service to be a waste of rate payer funds.
- Many believe there is a lack of clear route information/timetables, making accessing the service difficult.
- A small proportion of the respondents consider the Connector bus route does not service key local destinations.

The second highest proportion of general comments received were in relation to public bus services. Issues with public buses were mainly centred around:

- Limited frequency, particularly later at night and weekends.
- Reliability of buses is poor.
- Lack of connections to the key land uses.



4.4 Key stakeholder consultation summary

The relevant key stakeholders with individual stakeholder meetings via Teams video calls or telephone calls. The key stakeholder groups included:

- Council's Traffic Committee
- Access and Inclusion Advisory Committee
- Transit Systems who is the bus operator for the Contract Region 6 bus services and the Bridj on demand transport services in Rhodes, Concord, Canada Bay, Sydney Olympic Park and Lidcombe.
- Access Sydney that is a private operator of community transport services in the inner west and eastern suburbs of Sydney
- Transport for NSW (Integrated Public Transport Planning division)

4.4.1 Transit Systems NSW

A video call was held with the operations manager and his team at Transit Systems NSW on Wednesday 12 July 2023. The following topics were discussed:

- Transit Systems NSW is the bus operator for Contract Region 6 that includes Strathfield with depot at Leichhardt.
- Bridj on demand transport service with contract areas in Canada Bay to North Strathfield and Olympic Park to Lidcombe.
- Transit Systems NSW is interested in operating a community bus service for the Council and previously provided a costed submission to operate the existing Connector Bus.

4.4.2 Access Sydney

A telephone call was held with a manager from Access Sydney on Thursday 10 August 2023 to discuss the scope of the Connector bus service review and issues and opportunities for local transport in Strathfield. The following topics were discussed:

- Access Sydney currently operates Community Transport service in the inner west Councils including Strathfield.
- Operates the Village2Village community bus on 2 days / week for the City of Sydney.
- Showed interest in operating a local bus service for Strathfield Council.

4.4.3 Transport for NSW

A video call with the senior bus network planner for Contract Region 6 was held on Friday 18 August 2023 to discuss the Connector bus study, issues and opportunities for local bus routes and the draft bus route options. The following topics were discussed:

- Discussed ideas about route design and connectivity with the TfNSW bus network.
- Fares cannot be collected by Council as it violates the Contract Region 6 bus operator.
- TfNSW is unlikely to fund a community transport service, but Council could lobby for it.

4.5 Key insights from the community engagement

The significant majority (90%) of respondents lived within the LGA. Most were workers and close to a quarter of the respondents were retired (22%). Although the origin data was spread across the LGA, destination points were concentrated at Strathfield, Homebush, and Flemington centres.

The key insights are summarised as follows:

- Strong support was given for a fixed route service operating weekdays and weekends.
- In relation to those who commented on the Strathfield Connector Bus.
 - Majority believe the Connector Bus service to be a waste of rate payer funds.
 - Many believe there is a lack of clear route information/timetables, making accessing the service difficult.
 - A small proportion of the respondents consider the Connector bus route does not service key local destinations.



- Some respondents consider an on demand transport service would be more efficient.
- The potential to increase patronage on the Connector Bus service exists if issues such as frequency, provision of information/timetable, operation time and provision of weekend operations are addressed.
- The main reasons for respondents' support for the public transport options were convenience, ease and accessibility of the services.
- The respondents who opposed the public transport options considered that it was a waste of ratepayer's money, and the bus service was not well used or not known by the wider community.
- Comments and issues with the State Government bus services were:
 - Buses in Strathfield have limited frequency, particularly later at night and on weekends.
 - Buses are often late or do not connect with other services and are considered not reliable.
 - The local bus network does not provide connections to many local destinations as it is mostly focussed on the train stations.





5. Local Transport Options Development

The local transport options for Strathfield Council were developed in collaboration with the Steering Community of Strathfield Council with the testing of a new route for the community bus service within Strathfield LGA and different days of operation and levels of service.

5.1 Council objectives for a local transport service

The three key steps in the planning process to design a local transport service for the Council are provided in Table 5-1.

Table 5-1: Key Steps in the Development of the Local Transport Options

Route Design	Service Levels	Governance and Operations
 <ul style="list-style-type: none"> Type of route (linear, large loop, small loop, on demand) Connecting key destinations Street width and movements Avoidance of busy traffic Stop operations and spacing (fixed, hail and ride) Layover and turnaround locations Flexible routing and stops On demand transport area 	 <ul style="list-style-type: none"> Service frequency (every 30 minutes, etc, hourly or selected trips) Service hours (all day from 7 am to 7 pm, midday from 9 am to 3 pm or selected trips) Service days of the week (everyday, 6 days, 4 days, 2 days / week) 	 <ul style="list-style-type: none"> Contracting (internal Council, external service provider, like Access Sydney or TfNSW) Vehicle ownership Vehicle accreditation Depot and overnight facilities Driver management and payroll Vehicle maintenance Operations including fuel Promotion and branding (Council, TfNSW or external)

In addition to the existing Connector Bus service, a long list of transport options was developed to service the local needs for residents, workers and businesses in Strathfield LGA. The purpose of the local transport service was to enhance, but not to duplicate or compete directly with the State Government public transport services on the bus and train network. The following objectives and guiding principles were considered in the development of the local transport options:

- To be provided with one or more local routes within the Strathfield LGA only.
- Must be available for anyone to use without any eligibility criteria and passengers do not need to be a ratepayer or resident to use the bus.
- Must be shared-ride in same vehicle, ie, not personal transport like a taxi or Uber paid service.
- Can be free, by a contribution payment or regular public transport fares if operated under contract to TfNSW.
- Can be operated by Council, contracted out or managed by TfNSW.
- Can be timetabled services or hours with set service days or on demand transport services with the same days and similar hours of operation as the other public transport services.
- Can be branded and promoted by Council or TfNSW on vehicle livery and website.
- Is not a Community Transport service with mobility carers with a driver and is not funded by the NDIS or Commonwealth Government.
- not a university or hospital precinct shuttle bus service and is not a car park shuttle bus service.
- not a major CBD free bus service, such as the free local buses operated in Perth, Adelaide or Wollongong.



5.2 Case studies of Council community bus services

Several case studies of community bus services operated by or for Councils in Australia were researched to provide examples of the types of local transport services that may be applicable for the options for Strathfield Council. The maps and images from these case studies are included in **Appendix B**. A summary of the key attributes of the other community bus services operated by or for Local Councils is provided in Table 5-2. All local transport services are operated with smaller mid-size buses or minibuses, except for the TfNSW Shopper Shuttles, the Kan-go flexiride bus in Toowoomba and the City of Adelaide Connector bus that are operated with standard 12.5 m buses from the regular bus fleet.

Table 5-2: Attributes of Other Community Bus Services Operated by or for Local Councils

City or Council	Name	Service Description	Operator	Stopping Pattern	Frequency	Service Days and Hours	Fare Policy
City of Sydney	Sydney Village to Village	3 local linear bus routes	Access Sydney Community Transport	fixed bus stops	every 2 hours with 4 trips per route	Thursday and Friday only from 9 am to 2 pm	free
City of Ryde	Shop Ryder	2 two-way local loop routes operating Wednesday to Saturdays	Council	fixed bus stops	hourly	4 days / week from 8:30 am to 2 pm	free
Northern Beaches Council	Manly Hop, Skip and Jump	4 local routes that operate to Manly	Council	stops and Hail and Ride	every 30 minutes on two routes and hourly on two routes	7 days / week from 7 am to 6:30 pm weekdays; 9 am to 6 pm weekends	free
Cumberland Council	Accessible Loop Bus	Access Loop on weekdays; Rivers and Gardens Loops on weekends	Council	fixed bus stops	every 90 minutes	2 days / weekdays and weekend from 9:30 am to 3:30 pm	free; discontinued due to COVID-19
various Councils in Western Sydney	Shopper Shuttle S1, S2, S3, etc.	local routes between train stations and shopping centres	Various bus operators in Western Sydney	fixed bus stops	hourly	weekdays only from 9 am to 2:30 pm	Opal fares
City of Canada Bay and City of Parramatta	Region 6 Bridj on demand transport	service areas in Lidcombe, Olympic Park and Canada Bay	Transit Systems (NSW)	on demand operation	on-demand via booking app	7 days / week from 6 am to 11 pm	Bridj on demand fares
City of Toowoomba	Kan-go Toowoomba	flexiroute bus service	TransLink (local operator)	fixed bus stops with two roam zones	hourly and via booking service	6 days / week 8 am to 6 pm on weekdays; 10 am to 2 pm on Saturdays	TransLink local zonal bus fares
City of Port Adelaide Enfield	Community Bus services	4 local routes that operate to local shopping centres	Council	Hail and Ride stops	2 trips per route	2 days / week from 9 am to 2 pm	free



City or Council	Name	Service Description	Operator	Stopping Pattern	Frequency	Service Days and Hours	Fare Policy
City of Adelaide	Adelaide Connector Bus	2 two-way loop routes in Adelaide CBD and North Adelaide	Torrens Transit	fixed bus stops	every 30 minutes	7 days / week from 8 am to 8 pm	free

The most relevant examples for Strathfield Council to consider are the Village to Village services in the City of Sydney and the Shop Ryder in the City of Ryde as shown in Figure 5-1. Both local transport services are designed for local residents to travel for free to the local shopping centre in the Council LGA.



Village to Village free shuttle bus in the City of Sydney operated with three local routes to Redfern on Thursdays and Fridays by Access Sydney with minibuses.

The Shop Ryder community bus operates in the City of Ryde connecting residents to Top Ryde shopping centre hourly from Wednesdays to Saturdays from 9 am to 2 pm.

Figure 5-1: Examples of Community Bus Services operated for or by Councils



5.3 Proposed Strathfield local transport options

A long list of local transport options for Strathfield LGA, including the existing Connector Bus routes, was developed through workshops held with the Strathfield Council Steering Committee. The attributes for these local transport options, such as the route and service description, operator, similar types of bus services and fare policy are provided in Table 5-3.

Table 5-3: Route Attributes of the Proposed Strathfield Local Transport Options

Option	Description	Route and Service Levels	Operator Options	Other Similar Bus Services	Fare Policy
1	Existing Connector Bus routes	Retain Red and Blue loop routes	Council	Accessibility Bus, Cumberland	free
2	TfNSW routes only	Discontinue Connector bus; TfNSW routes only; Routes 407, 408, 415, 480, 483, 525 and 526	Transport for NSW (Transit Systems NSW)	existing local bus routes in Contract Region 6	Opal fares
3A	New local Route 1 (all day weekdays)	Homebush West and Strathfield South (weekdays, 7 am to 7 pm)	Council, external, TfNSW	Manly Hop, Skip & Jump	free
3B	New local Route 1 (interpeak only)	Homebush West and Strathfield South (weekdays, 9 am to 4 pm)	Council, external, TfNSW	TfNSW Shopper Shuttle S2	free
3C	New local Route 1 (4 days / week)	Homebush and Strathfield South (Wednesday to Saturday, 9 am to 3 pm)	Council, external, TfNSW	City of Ryde Shop Ryder	free
3D	New local Route 1 (2 days / week)	Homebush and Strathfield South (Thursdays and Fridays only, 9 am to 2 pm)	Council, external, TfNSW	Village to Village	free
4A	New local Route 2 (weekdays all day)	Homebush West direct and Strathfield station (weekdays, 7 am to 7 pm)	Council, external, TfNSW	Route 401 Lidcombe - Carter Street	free
4B	New local Route 2 (peak hours only)	Homebush West direct and Strathfield station (7 am to 9 am; 4 pm to 7 pm)	Council, external, TfNSW	Route 401 Lidcombe - Carter Street	free
3B-4B	New Route 2 peak hours only; New Route 1 interpeak hours only	Homebush West and Strathfield station for peak hours and Homebush West and Strathfield South interpeak	Council, external, TfNSW	Shopper Shuttle and Route 401 Lidcombe - Carter Street	free
5	Extend On Demand transport service area	Extend the On Demand transport area to Strathfield South	Transport for NSW (Transit Systems NSW)	Canada Bay / Olympic Park Bridj, KeoRide	On demand fares
6	Free community bus	Free local bus services with bookings for LGA residents only	Council	City of Port Adelaide-Enfield in South Australia	free
7	User pay bus service	User pay bus service for eligible residents within the LGA only	Council	City of Unley, South Australia	paid service

The operations and service levels for these local transport options, such as the type of service and stopping pattern, frequency and days and hours of service re provided in Table 5-4.



Table 5-4: Operations and Service Levels for the Proposed Strathfield Local Transport Options

Option	Description	Stopping Pattern	Frequency and Number of Buses	Days and Hours of Operation
1	Existing Connector Bus routes	All stops and Hail and Ride	hourly with 2 buses	weekdays only from 7 am to 7 pm
2	TfNSW routes only	TfNSW bus stops on fixed routes	every 15 to every 60 minutes	7 days / week from 6 am to 11 pm
3A	New local Route 1 (all day weekdays)	All stops and Hail and Ride	30 minutes with 2 buses	weekdays only from 7 am to 7 pm
3B	New local Route 1 (interpeak only)	All stops and Hail and Ride	hourly with 1 bus	weekdays only from 9 am to 4 pm
3C	New local Route 1 (4 days / week)	All stops and Hail and Ride	hourly with 1 bus	Wednesdays to Saturdays from 9 am to 3 pm
3D	New local Route 1 (2 days / week)	All stops and Hail and Ride	hourly with 1 bus	Thursdays and Fridays only from 9 am to 2 pm
4A	New local Route 2 (weekdays all day)	All stops and Hail and Ride	30 minutes with 1 bus	weekdays only from 7 am to 7 pm
4B	New local Route 2 (peak hours only)	All stops and Hail and Ride	30 minutes with 1 bus	Weekday peak hours only from 7 am to 9 am, 4 pm to 7 pm
3B-4B	New Route 2 peak hours only; New Route 1 interpeak hours only	All stops and Hail and Ride	30 minutes with 1 bus for Route 2 and hourly with 1 bus for Route 1	weekdays only from 7 am to 7 pm
5	Extend On Demand transport service area	On demand operation	on demand via booking app	7 days / week from 6 am to 11 pm
6	Free community bus	On request with booking for groups	Booking service; day in advance	weekdays only from 9 am to 4 pm
7	User pay bus service	Booking for groups	Booking required	weekdays only from 7 am to 7 pm

The proposed new Route 1 as an alternative to the two existing Connector Bus routes is shown in Figure 5-2. It is designed to connect the areas of Strathfield LGA that have the poorest access to public transport, such as Homebush West in Courallie Avenue west of Centenary Drive and north of the railway line with the key shopping precincts of Homebush West, Homebush and Strathfield and the train stations at Flemington, Homebush and Strathfield. It is extended south along Redmyre Road and Homebush Road to service the High Street Community Centre.

Route 1 has a two-way length of 21.2 km with an average stop spacing of 413 m. With an estimated round trip running time of 53 minutes from the bus trials conducted by the Strathfield Connector bus driver, the average speed is 24.1 km/h which is similar to the existing Connector bus routes. This speed is typical for suburban bus routes in Sydney.

With a 60-minute circuit time to complete the entire route with an estimated running time of 53 minutes and 7 minutes for recovery, a 30-minute frequency would require two buses and an hourly service would require one bus.





Figure 5-2: Proposed Route 1 Homebush West – Strathfield South via Strathfield Station



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The proposed shorter direct route between Homebush West and Strathfield station is shown in Figure 5-3. The circuit time is 30 minutes so a 30-minute frequency would be operated with one bus. Route 2 has a round trip length of 9.2 km with an average stop spacing of 610 m. With an estimated round trip running time of 23 minutes, the average speed is 23.9 km/h.



Figure 5-3: Proposed Route 2 Homebush West –Strathfield Station

The on demand transport service is proposed to expand into Strathfield as shown in Figure 5-4 with an extension of the Canada Bay/Concord service area or with a new service area for Strathfield LGA south of the railway line.



Figure 5-4: Expansion of the On Demand Transport in Contract Region 6



6. Assessment of the Local Transport Options

The multi-criteria analysis (MCA) framework used to assess the local transport options is described with the assessment criteria and determine a short-list of options. For the fixed route bus options, the cost estimates were prepared for the operational, maintenance and capital costs for a local transport service operated by or for the Strathfield Council.

6.1 Assessment framework

The multi-criteria analysis criteria for the MCA assessment are provided in Table 6-1 with the default equal weighting, type of criterion (Council objectives, passenger demand, service quality and cost for Council).

Table 6-1: Criteria for the Strathfield Local Transport Options Assessment

Number	Criterion Name	Criterion Objective	Quantitative Value or Assessment Measure	Default Equal Weighting	Type of Criterion
1	Strategic Alignment	Alignment with the policies and objectives for Strathfield City Council	Support for policies that provide improved local transport services	10%	Council Objectives
2	Management Risk for Council	Council, outsourcing private operator or managed by TfNSW	Level of risk management needed from Council	10%	Council Objectives
3	Community support	Community support from the online survey and consultation	scoring based on community feedback and survey results	10%	Passenger Demand
4	Customer markets serviced	Number of customer markets who would use the local transport	Types of customers (students, low income, elderly, families)	10%	Passenger Demand
5	Patronage potential	Patronage potential with number of stops with high boarding activity	Service coverage with population within 400 m of bus stops	10%	Passenger Demand
6	Route directness	Route directness to more key destinations	Straightness of the route	10%	Service Quality
7	Service frequency	Service level (frequency)	Number of trips per day	10%	Service Quality
8	Days of operation and span of hours	Service levels (days of operation and span of hours)	Annual service hours	10%	Service Quality
9	Capital and vehicle fleet costs for Council	Cost for bus fleet, depot and maintenance for Council (internal or contracted)	Fleet, depot and annual maintenance cost estimates for Council	10%	Council Cost
10	Operational costs for Council	Operational for Council (internal or contracted)	Annual operating cost estimates	10%	Council Cost

The default weights by type of criterion were established to balance the benefits and costs for Council and they are:

- 20 per cent for supporting the Council objectives, policies and strategies
- 30 per cent for Passenger Demand from the community feedback and consultation
- 30 per cent representing the Service Quality and route design
- 20 per cent for the costs for Council with the operational, maintenance and capital costs



6.2 Cost estimates

Cost estimates were prepared for the local transport options that would be operated by or for Strathfield Council based on the unit cost assumptions provided from Council for the existing Connector Bus operations. The summary of the cost estimates for each option are provided in Table 6-2. The detailed calculations for the cost estimates and the assumptions are included in **Appendix C**.

Table 6-2: Cost Estimates for the Strathfield Local Transport Options

Option	Description	Annual Driver Cost	Annual Vehicle Operating Cost	Annual Operating Cost	Annual Cost including Depot and Vehicles
1	Existing Connector Bus routes	\$235,700	\$176,700	\$412,400	\$617,00
2	TfNSW routes only	No cost for Council	No cost for Council	No cost for Council	No cost for Council
3A	New local Route 1 (all day weekdays)	\$471,400	\$205,200	\$676,600	\$881,100
3B	New local Route 1 (interpeak only)	\$137,500	\$65,700	\$203,200	\$386,500
3C	New local Route 1 (4 days / week)	\$102,100	\$50,500	\$152,700	\$336,100
3D	New local Route 1 (2 days / week)	\$40,500	\$29,200	\$69,700	\$253,100
4A	New local Route 2 (weekdays all day)	\$235,700	\$91,100	\$326,800	\$510,200
4B	New local Route 2 (peak hours only)	\$98,200	\$46,100	\$144,300	\$327,700
3B-4B	New Route 2 peak hours only; New Route 1 interpeak hours only	\$235,700	\$111,800	\$347,500	\$714,200
5	Extend On Demand transport service area	No cost for Council	No cost for Council	No cost for Council	No cost for Council
6	Free community bus	Council driver or volunteer	Variable with services booked	Variable with services booked	Variable with services booked
7	User pay bus service	Council driver or volunteer	Variable with services booked	Variable with services booked	Variable with services booked

6.3 Options assessment

In order to assess the local transport options using the MCA criteria, other metrics were determined, such as the walk access catchment for the routes and the annual number of trips, service-hours and service-km for the fixed route options with timetabled services.

6.3.1 Walk access catchment analysis

A 400 m walk access catchment analysis was undertaken for the proposed new Routes 1 and 2 with the walk catchment areas shown in Figure 6-1 and Figure 6-2 respectively. Route 1 in Options 3A, 3B, 3C and 3D has an estimated walk access catchment population of 32,100. Route 2 for Options 4A and 4B has an estimated walk access catchment population of 19,700. For combined option 3B-4B with both Routes 1 and 2, the estimated walk access population is 32,100. These statistics compare with the walk access population of 40,400 for the Red and Blue Connector bus routes.



However, the existing Connector bus routes operate with a large one-way loop that does not provide a service that is as convenient to use as the proposed new two-way routes.

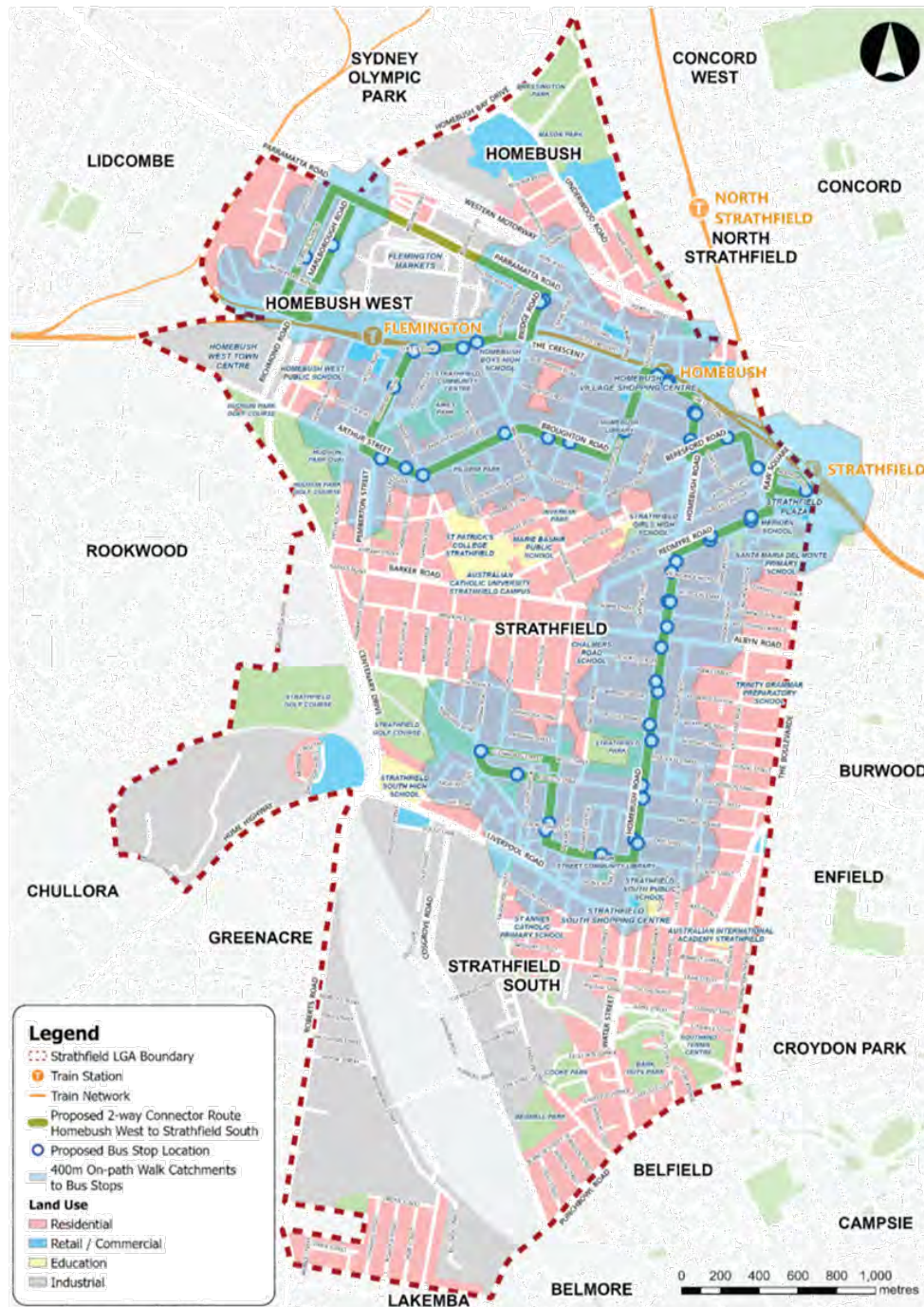


Figure 6-1: Walk Access Catchment for Proposed Route 1 Homebush West – Strathfield South



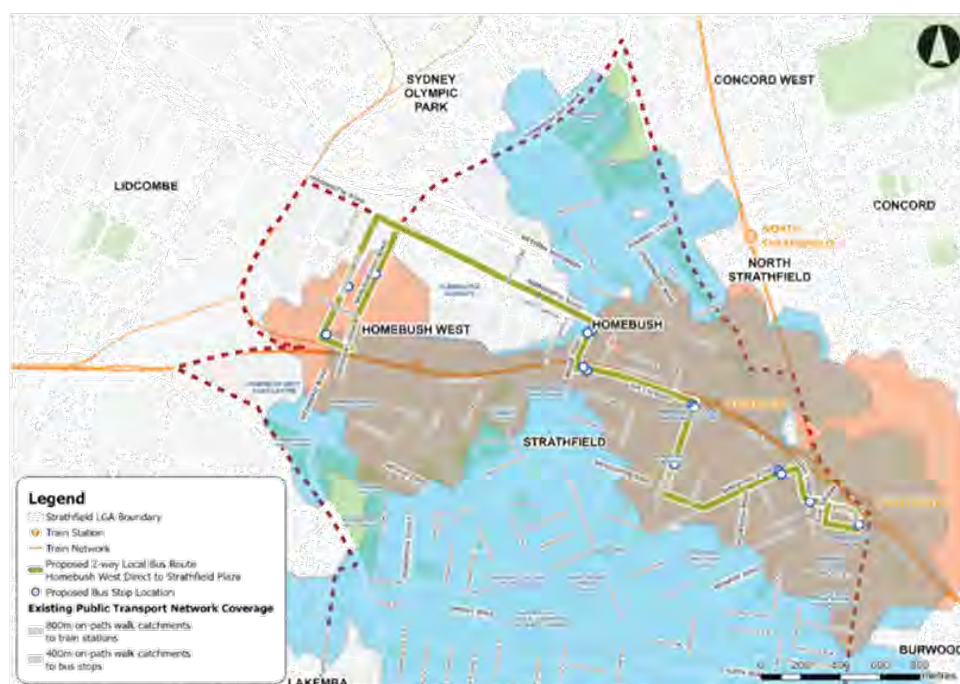


Figure 6-2: Walk Access Catchment for Proposed Route 2 Homebush West – Strathfield Station

6.3.2 Performance analysis for the local transport options

The performance metrics for the proposed local transport options that would have a cost or risk for Council to operate or contract the service to another agency were calculated and are provided in Figure 6-4. Options 2, 5, 6 and 7 that do not have cost estimates for Council were excluded from this analysis. These performance metrics include:

- Cost per trip based on the annual estimated cost divided by the number of annual trips with the days and hours of operation and the service frequency for a timetable.
- Cost per population served based on the annual estimated cost divided by the population within a 400 m walk access to the route.
- Cost per ratepayer based on the annual estimated cost divided by the total ratepayers in Strathfield at 18,040.
- Cost per resident based on the annual estimated cost divided by the population of Strathfield in 2023 at 48,300.
- Cost per day of operation based on the annual estimated cost divided by the annual days of operation.

Table 6-3: Performance Metrics for the Proposed Strathfield Local Transport Options

Option	Description	Annual Number of Trips	Total Annual Cost	Cost per Trip	Cost per Population Served	Cost per Strathfield Ratepayer	Cost per Strathfield Resident	Cost per Day of Operation
1	Existing Connector Bus routes	6,048	\$617,000	\$102	\$15.27	\$34.20	\$12.72	\$2,448
3A	New local Route 1 (all day weekdays)	12,096	\$881,100	\$73	\$27.45	\$48.84	\$18.17	\$3,497
3B	New local Route 1 (interpeak only)	3,528	\$386,500	\$110	\$12.04	\$21.43	\$7.97	\$1,534
3C	New local Route 1 (4 days / week)	2,496	\$336,100	\$135	\$10.47	\$18.63	\$6.93	\$1,616



Option	Description	Annual Number of Trips	Total Annual Cost	Cost per Trip	Cost per Population Served	Cost per Strathfield Ratepayer	Cost per Strathfield Resident	Cost per Day of Operation
3D	New local Route 1 (2 days / week)	1,040	\$253,109	\$243	\$7.89	\$14.03	\$5.22	\$2,434
4A	New local Route 2 (weekdays all day)	12,096	\$510,200	\$42	\$25.90	\$28.28	\$10.52	\$2,025
4B	New local Route 2 (peak hours only)	5,040	\$327,695	\$65	\$16.63	\$18.16	\$6.76	\$1,300
3B-4B	New Route 2 peak hours only; New Route 1 interpeak	8,568	\$714,232	\$83	\$22.25	\$39.59	\$14.73	\$2,834

Options 1, 3A, 4A and 3B-4B are the most expensive with annual estimates costs over \$500,000 and with the highest costs per day of operation with over \$2,500 per day. Options 3C, 4B and 3D provide the best value for Strathfield ratepayers. Options 3D, 4B and 3B provide the best value for Strathfield residents.

6.3.3 Multicriteria analysis for the local transport options

The scoring in the multicriteria analysis for the 12 local transport options are provided in Table 6-4.

Table 6-4: MCA Assessment of the Proposed Strathfield Local Transport Options

Option	Description	Strategic Alignment	Management Risk for Council	Community Support	Customer Markets Served	Local Patronage Potential	Route Directness and Reliability	Service Frequency	Days of Operation and Span of Hours	Council Capital and Vehicle Fleet	Operating Costs for Council
1	Existing Connector Bus routes	5 ●	1 ●	4 ●	3 ●	3 ●	1 ●	3 ●	4 ●	1 ●	1 ●
2	TfNSW routes only	1 ●	5 ●	1 ●	2 ●	2 ●	1 ●	3 ●	4 ●	5 ●	5 ●
3A	New local Route 1 (all day weekdays)	5 ●	1 ●	5 ●	4 ●	4 ●	4 ●	4 ●	4 ●	1 ●	1 ●
3B	New local Route 1 (interpeak only)	5 ●	2 ●	4 ●	4 ●	4 ●	4 ●	3 ●	3 ●	3 ●	2 ●
3C	New local Route 1 (4 days / week)	5 ●	2 ●	4 ●	4 ●	4 ●	4 ●	3 ●	3 ●	3 ●	3 ●
3D	New local Route 1 (2 days / week)	4 ●	2 ●	3 ●	4 ●	2 ●	4 ●	3 ●	2 ●	4 ●	4 ●
4A	New local Route 2 (weekdays all day)	3 ●	2 ●	4 ●	2 ●	3 ●	5 ●	4 ●	4 ●	1 ●	1 ●
4B	New local Route 2 (peak hours only)	2 ●	2 ●	3 ●	2 ●	2 ●	5 ●	4 ●	1 ●	4 ●	3 ●
3B-4B	New Route 2 peak hours only; New Route 1 interpeak hours only	4 ●	1 ●	5 ●	4 ●	5 ●	4 ●	3 ●	3 ●	1 ●	1 ●



Option	Description	Strategic Alignment	Management Risk for Council	Community Support	Customer Markets Served	Local Patronage Potential	Route Directness and Reliability	Service Frequency	Days of Operation and Span of Hours	Council Capital and Vehicle Fleet	Operating Costs for Council
5	Extend On Demand transport service area	4 ●	5 ●	2 ●	2 ●	2 ●	2 ●	3 ●	4 ●	5 ●	5 ●
6	Free community bus	3 ●	4 ●	3 ●	2 ●	3 ●	5 ●	2 ●	2 ●	4 ●	3 ●
7	User pay bus service	3 ●	4 ●	2 ●	1 ●	2 ●	5 ●	2 ●	2 ●	4 ●	3 ●

Legend for the scoring:

Rating	Excellent	Good	Average / Neutral	Poor	Very Poor
Score	5 ●	4 ●	3 ●	2 ●	1 ●

The criteria weightings were revised with 50 per cent of the overall weighting related to Council costs and they are:

- 10 per cent for supporting the Council objectives, policies and strategies.
- 30 per cent for Passenger Demand from the community feedback and consultation.
- 30 per cent representing the Service Quality and route design.
- 50 per cent for the costs for Council with the operational, maintenance and capital costs.

A sensitivity test of the assessment scoring was conducted using the scores in Table 6-4 with both the equally weighted and 50 per cent weighting for Council costs (criteria 9 and 10) with the two weightings shown in Figure 6-3.

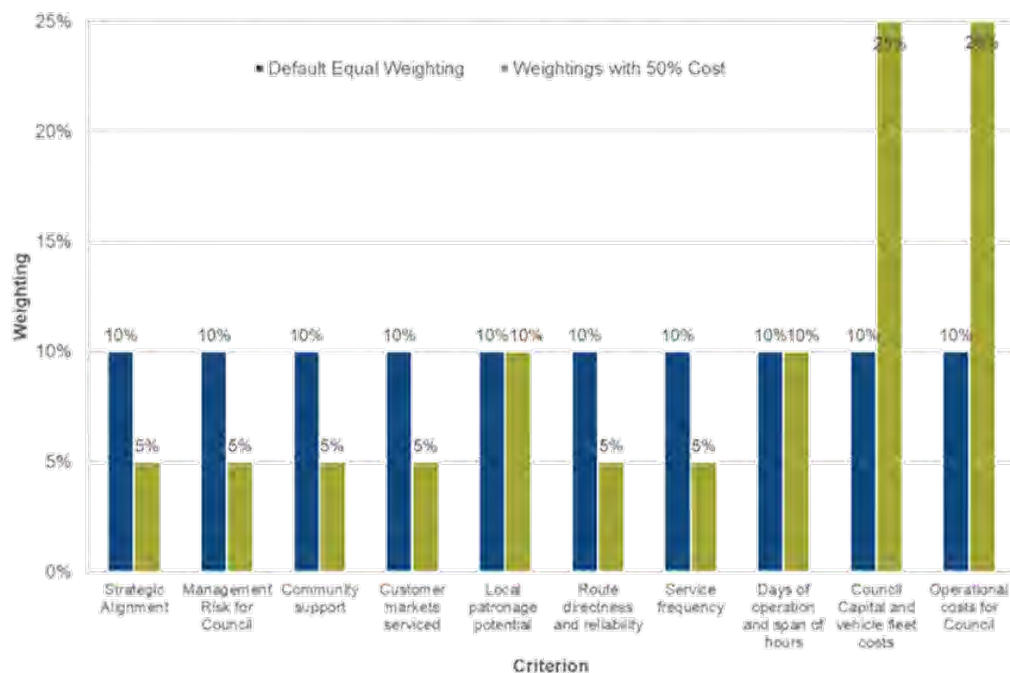


Figure 6-3: Weightings for the MCA Assessments of the Strathfield Local Transport Options



The results of the equally weighted assessment are provided in Figure 6-4. The short-listed local transport options are:

- Option 3C with new local Route 1 operating hourly from 9 am to 3 pm Wednesdays to Fridays and Saturdays only.
- Option 5 with the extension of the on demand transport service area to include Strathfield south of the railway line.
- Option 3B with new local Route 1 operating hourly from 9 am to 4 pm weekdays only.
- Option 3A with new local Route 1 operating every 30 minutes from 7 am to 7 pm weekdays only.

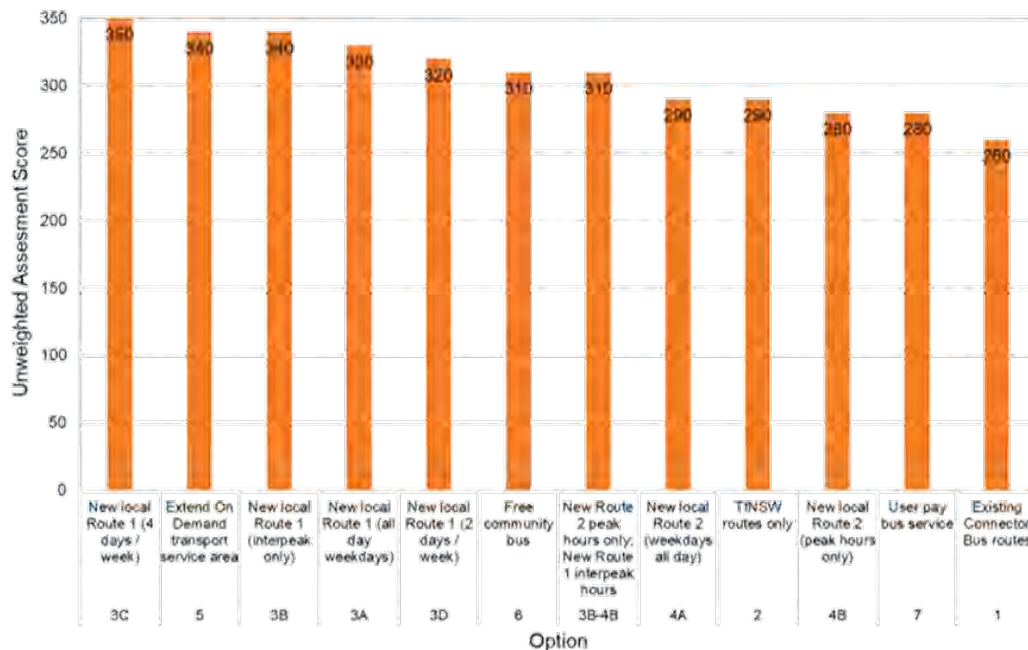


Figure 6-4: Results of the MCA Assessment of the Local Transport Options with Equal Weightings

The results of the weighted assessment with 50 per cent of the criteria weighting for cost (criteria 9 and 10 for operational and are provided in Figure 6-5. The short-listed local transport options are:

- Option 5 with the extension of the on demand transport service area to include Strathfield south of the railway line. The area for the on demand transport service would be confirmed with Transport for NSW to minimise the cost for the expansion of the services, while providing a public transport service to the residents in Homebush West in the area north of the railway line and west of Centenary Drive (Couraillie Avenue) and along Parramatta Road west of Bridge Road where residents are currently not within 400 m walk access to a regular bus service or 800 m walk to a train service at Flemington or Homebush stations.
- Option 2 with all local bus routes planned and provided under contract by Transport for NSW with no operational costs for the Council. Council would support the local promotion of a new bus route, similar to the route shown in Figure 5-3. It is proposed to operate between Homebush West north of the railway line and Homebush village and Strathfield station every 30 minutes from 7 am to 9 am and 4 pm to 6 pm and hourly from 9 am to 4 pm and from 6 pm to 10 pm on weekdays and weekends. Council would support this new local bus route to provide the infrastructure at the stops, such as shelters and improved footpaths to access any new stops. This new bus route is suggested to be included in Contract Region 6 and could be numbered Route 409.
- Option 3D with new local Route 1 between Homebush West and Strathfield South, as shown in Figure 5-2, operating hourly from 9 am to 4 pm weekdays only.
- Option 3C with new local Route 1 between Homebush West and Strathfield South, as shown in Figure 5-2, operating every 30 minutes from 7 am to 7 pm weekdays only.



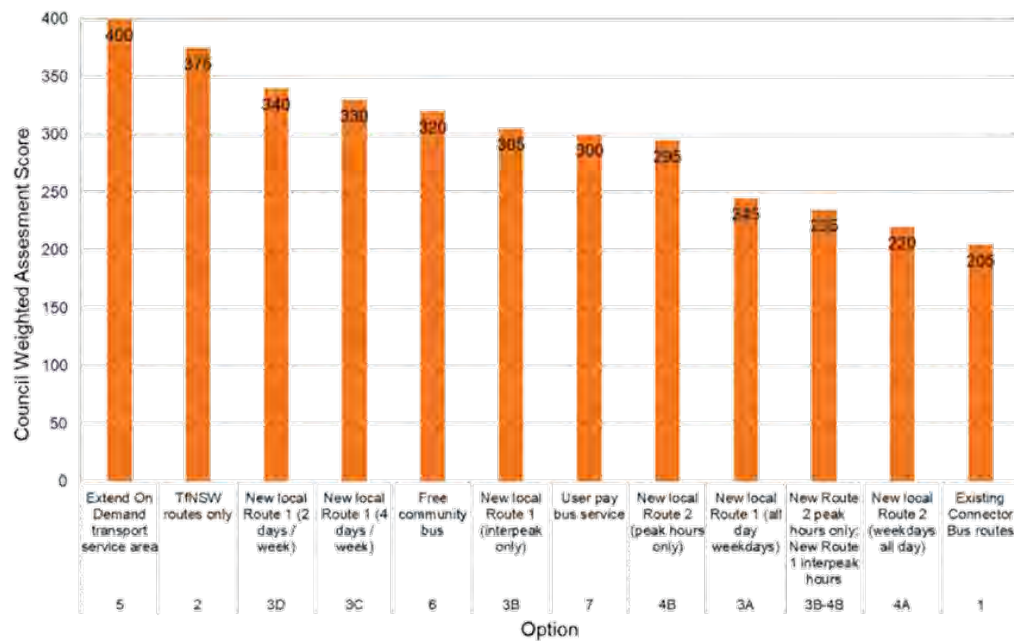


Figure 6-5: Results of the MCA Assessment of the Local Transport Options with 50% Cost Weightings



7. Conclusions and Recommendations

This section provides the conclusions of the review of the existing Connector bus service, the key findings and insights from the stakeholder and community engagement conducted in July 2023 and the results of the assessment of the local transport options for Strathfield. Based on the performance review of the Connector bus service, the community engagement and the cost estimates and MCA assessment of the options, recommendations are provided for Council that will reduce the cost and risk for Council, while advocating for better public transport in the areas of Strathfield that have the greatest need for improved local transport services.

7.1 Conclusions

7.1.1 Existing Connector bus service review

The performance of the existing Connector bus routes was reviewed by considering the overall patronage from 2019, an indication of the range of boardings at each stop, route design compared best practice design guidelines.

- Confusing bus route with two large one-way loops that have overlapping coverage areas.
- Very low patronage on sections of the route south of Hudson Park and south of Liverpool Road.
- Long and winding trip to the key destination which is Strathfield shopping centre and train station.
- Using Parramatta Road that may have traffic delays.
- Termini of the two routes are not at train stations, but at the Dutton Centre.
- Service is duplicated with Routes 525 and 526 to DFO Homebush through North Strathfield via Underwood Road.

The patronage and financial performance of the existing Connector bus routes was assessed based on the operational hours and service-km, and the driver and maintenance costs for the fleet and depot from July 2022 to June 2023, which included the weekend operations that ended in July 2023. The performance indicators include:

- For 69,619 annual boardings on the Red and Blue Connector bus routes from July 2022 to July 2023;
 - 8.2 passengers per hour with 8,520 hours operated.
 - 0.49 passengers per km with 142,000 annual service-km.
 - \$10.51 per passenger with the annual operating cost of \$731,000.
- Average overall cost per service hour is \$85.85 and average overall cost per service-km operated is \$5.15.
- Average overall cost per day operated is \$2,060.
- \$15.08 per Strathfield resident based on 48,503 residents in 2023.
- \$40.55 per Strathfield ratepayer based on 18,040 ratepayers in 2023.

These statistics show that the Connector bus patronage is very low per hour or service-km with a high cost per service hour or service-km, which is not good value for Council residents and rate payers.

7.1.2 Community engagement findings

The significant majority (90 per cent) of respondents live within the LGA. Most respondents were workers and close to a quarter of the respondents were retired (22 per cent). Although the origin data was dispersed over the LGA, destination points were mostly grouped around the Strathfield, Homebush and Homebush West shopping precincts.

The key insights are summarised as follows:

- Strong support was given for a fixed route service operating weekdays and weekends.
- In relation to those who commented on the Strathfield Connector Bus.
 - Majority believe the Connector Bus service to be a waste of rate payer funds.
 - Many believe there is a lack of clear route information/timetables, making accessing the service difficult.
 - A small proportion of the respondents consider the Connector bus route does not service key local destinations.
- Some respondents consider an on demand service would be more efficient.



- The potential to increase patronage on the Connector Bus service exists if issues such as frequency, provision of information/timetable, operation time and provision of weekend operations are addressed.
- The main reasons for respondents' support for the public transport options were convenience, ease and accessibility of the services.
- The respondents who opposed the public transport options considered that it was a waste of ratepayer's money, and the bus service was not well used or not known by the wider community.
- Comments and issues with the State Government bus services were:
 - Buses in Strathfield have limited frequency, particularly later at night and on weekends.
 - Buses are often late or do not connect with other services and are considered not reliable.
 - The local bus network does not provide connections to many local destinations as it is mostly focussed on the train stations.

7.1.3 Cost estimates for the proposed local transport options

Options 1, 3A, 4A and 3B-4B are the most expensive with annual estimates costs over \$500,000 and with the highest costs per day of operation with over \$2,500 per day. Options 3C, 4B and 3D provide the best value for Strathfield ratepayers. Options 3D, 4B and 3B provide the best value for Strathfield residents of the options that require continued Council funding for operations. Options 2 and 5 have no cost for Council and would be planned, funded and operated under contracts managed by TfNSW.

7.2 Recommendations

The existing Connector bus service is recommended to be discontinued for the following reasons:

- Low patronage and high costs per trip do not justify a fixed route hourly service.
- The costs per resident and per ratepayer are considered excessive for the Council budget.
- The community survey provided a divided result for support for or against the Connector bus with about 34 per cent of the 434 respondents supporting it and using it regularly.

From the assessment, the top three local transport options that have annual costs estimated for Council under \$300,000 or are planned and funded with operational contracts managed by TfNSW are:

- Option 5 with the extension of the on demand transport service area to include Strathfield south of the railway line.
- Option 2 with all local bus routes provided under contract by TfNSW with no operational costs for the Council.
- Option 3D with new local bus route between Homebush West and Strathfield South via Flemington, Homebush and Strathfield train stations operating hourly from 9 am to 2 pm on Thursdays and Fridays only.

Of all of the options investigated and assessed, including the options with the shorter, simpler local routes, the scoring is too close to recommend a preferred option. The MCA assessment is too close to recommend a preferred local bus option for the Council to fund and operate. Therefore, it is recommended that Council:

- Advocate to TfNSW for the expansion of the on demand transport service that is in operation in Canada Day, North Strathfield and Olympic Park or a new on demand service area for Strathfield south of Parramatta Road with connections to Flemington, Homebush and Strathfield train stations.
 - The area for the on demand transport service would be confirmed with TfNSW to minimise the cost for the expansion of the services, while providing a public transport service to the residents in Homebush West in the area north of the railway line and west of Centenary Drive (Courallie Avenue) and along Parramatta Road west of Bridge Road where residents are currently not within 400 m walk access to a regular bus service or 800 m walk to a train service at Flemington or Homebush stations.
- Advocate to TfNSW to fund and operate a fixed route service for the residents in Homebush West (Courallie Avenue) and along Parramatta Road west of Bridge Road.
 - The proposed two-way route between Homebush West and Strathfield station is shown in Figure 7-1 that would operate via Homebush shopping precinct, the Council library and Homebush train station.



- This route is proposed to operate every 30 minutes from 7 am to 9 am and 4 pm to 6 pm and hourly from 9 am to 4 pm and from 6 pm to 10 pm on weekdays and weekends.
- It would provide public transport services to the Courallie Avenue residents that are not within a 400 m walk access to any other bus routes in Contract Region 6 provided by Transport for NSW. It is also not within the on demand transport service area for Olympic Park or North Strathfield and Canada Bay.
- It would provide a shopper shuttle style service for residents to the two shopping precincts in Strathfield LGA and to the adjacent train stations with connections to the other bus routes operated for Transport for NSW.
- Council's role to support this new local bus route is provide the infrastructure at the stops, such as shelters and improved footpaths to access any new stops. This new bus route is suggested to be included in Contract Region 6 and could be numbered Route 409.
- Council would support the local promotion of a new bus route. It could be operated as a trial service for 24 months before another review of the patronage and financial performance is undertaken.

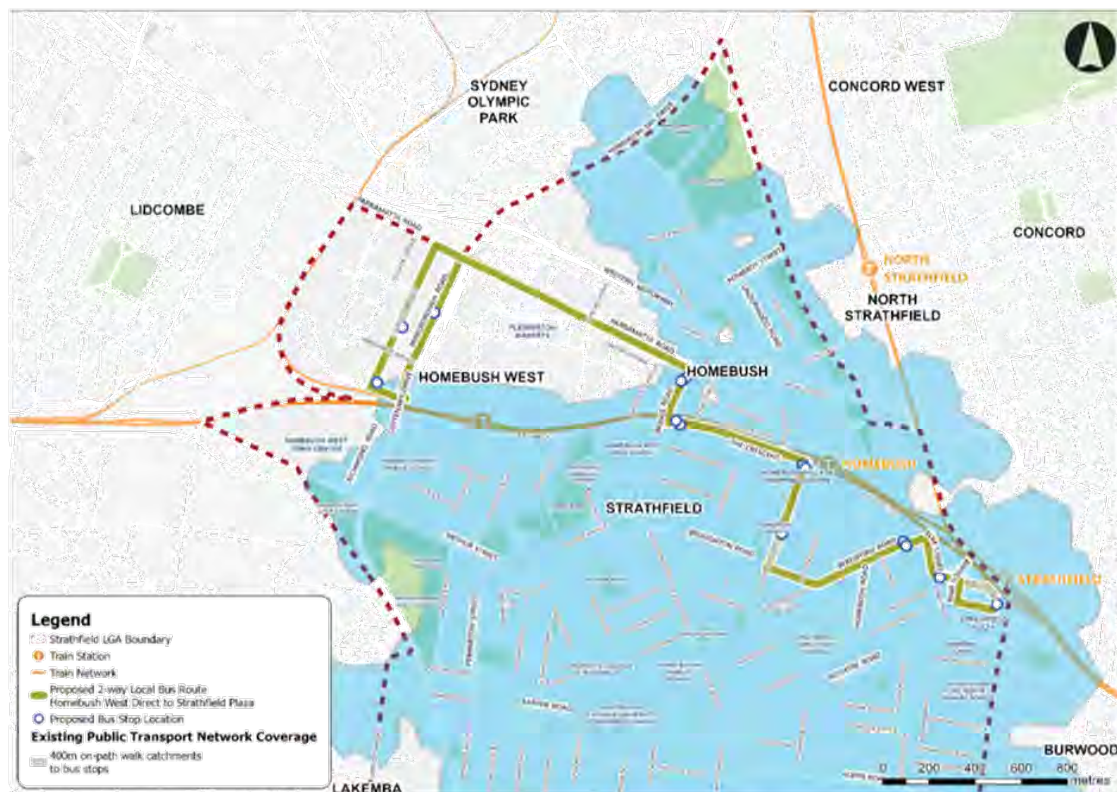


Figure 7-1: Proposed New Local Bus Route for Homebush West in Strathfield LGA

- ♦ If Strathfield Council wants to continue operating a local bus service, a route that is shorter and simpler than the existing Connector bus routes, as shown in Figure 5-2, is proposed to be operated hourly from 7 am to 7 pm on weekdays only, excluding public holidays. This option would require Council to continue to fund a local bus service, with an estimated annual cost of \$510,000, including drivers, fuel, maintenance and at least two minibuses.



The vehicle type for the revamped local bus route operated by TfNSW and a proposed innovation to notify passengers about the location, how and when to board the bus are shown in Figure 7-2. These ideas are provided to lower the implementation and operational costs for a local transport option. These are explained as follows:

- The vehicle for the new bus route to service Homebush West in Courallie Avenue is proposed to be similar to the existing on demand buses operated in the Canada Bay and Olympic Park areas.
- A revolutionary new app, aimed at transforming public transport for commuters who are blind or vision impaired, lets users alert bus drivers of their presence at a stop, ensuring they do not miss a trip. Once aboard, the app notifies them of upcoming stops, eliminating guesswork and anxiety. Designed to support people who are blind or vision impaired, See Me offers a more inclusive and stress-free public transport experience. Limited trials of the app are scheduled to commence this year in South Australia, Queensland, and NSW.



The vehicle type for the new bus route to service Homebush West in Courallie Avenue is proposed to be similar to the existing on demand buses operated in the Canada Bay and Olympic Park areas.

Hail and Ride operation can be promoted through a mobile phone app that provides passengers who are blind and have mobility issues to board at bus advance notice.

Figure 7-2: Proposed Vehicle for the New Local Bus Route and Stop Advance Warning Systems



8. References

The following documents were reviewed and used in the planning, development and assessment of the local transport options for Strathfield in this study.

Strathfield Council

- Local Strategic Planning Statement 2040, Strathfield Council, 2020.
- Community Strategic Plan 2030, Strathfield Council, 2021.
- Delivery Program 2022 - 2026 and Operational Plan 2023 - 2024, Strathfield Council, 2023.
- Smart Strathfield Roadmap, Strathfield Council, 2019.

State Government

- Future Transport Strategy, Transport for NSW, 2022.
- Movement and Place Framework, Transport for NSW, 2023.
- Practitioners Guide to Movement and Place, Transport for NSW and Government Architect NSW, 2023.
- Road User Space Allocation Policy, Transport for NSW, 2021.

Other jurisdictions

- Guide to Traffic Management, Austroads, 2020
- Guide to Road Design, Austroads, 2021
- Implementing Safe System with Movement and Place for Vulnerable Road Users, Austroads, 2020
- Classifying, Measuring and Valuing the Benefits of Place on the Transport System, Austroads, 2020
- Guide to Road Safety, Austroads, 2021.
- AS/NZS 2890, Parking Facilities Part 5: On-street Parking, Council of Standards Australia, 2020.





Appendix A Engagement Summary Report





STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

Contents

- **Section 1 Community engagement plan** with surveys and pop-up sessions
 - Local transport survey form
 - Promotion with website and flyer
- **Section 2 Local transport survey findings**
 - Response rate, respondent profiles with demographic analysis
 - Trip origins and destinations of respondents
 - Analysis of public transport motivators of respondents
 - Respondent scoring of three high level local transport options
 - Summary of general comments
- **Section 3 Stakeholder engagement summary**
 - Transit Systems NSW, Access Sydney, Transport for NSW
- **Section 4 Key insights** from the community and stakeholder consultation



STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

Strathfield Local Transport Survey

- The Strathfield LGA Local Transport Survey was developed in collaboration with Council staff. The survey included 15 questions relating to transport in the Strathfield LGA, including demographic information and origin and destinations of the respondents to understand their local transport needs. The survey form is included on the following pages.
- An online version with a QR code was available on the flyer and confluents promoting the survey. A hardcopy version of the survey was provided for the pop-up sessions and in the Council offices.
- The survey was promoted by Strathfield Council via various methods, including social media, Council newsletter, the Council website and a flyer and confluents posted on the Connector bus stops, train stations and other high pedestrian activity areas.



STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

☐ Other (please specify)

2000



Strathfield Local Transport Survey



= 3. To plan for a more efficient transport service, we want to understand your typical destinations. You have up to three locations that you can drop a pin on maps in this survey. Destination 1 is required. Destinations 2 and 3 are optional.

Destination 1: Please click on the map to place a pin where you would typically travel to. This location may be a shopping centre, medical centre, community centre, friends and family or a train station. 

4. Destination 2: Please click on the map to place a pin where you would typically travel to. This location may be a shopping centre, medical centre, community centre, friends and family or a train station. ○ ○

5. Destination 3: Please click on the map to place a pin where you would typically travel to. This location may be a shopping centre, medical centre, community centre, friends and family or a train station.





STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

Strathfield Local Transport Survey

STRATHFIELD COUNCIL
Strathfield LGA Local Transport Survey

* 6. Please provide reasons why you do not use public transport more often?
(select all answers that apply.)

	Yes, fully agree	Some relevance	Not relevant or important
No services to where I travel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No services when I travel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not frequent enough	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not know when and where to get public transport.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Too far or inconvenient to get to public transport/ stop/ station	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a vehicle and am not interested in public transport.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fares are too high	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I use public transport now on a regular basis, and the current services available are adequate for my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="text"/>		

Options to Consider for Local Transport in Strathfield

To assist in the planning for a better local transport services in Strathfield Council LGA, please complete the following questions that will help us consider your local travel needs.

* 7. Please score the importance of the proposed local public transport options.

	Strong support and would use regularly.	Some support and may use occasionally.	Not interested, do not support and would not use the service.
Option 1: No change as the existing public transport services are adequate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 2: A fixed route service operating weekdays and weekends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 3: An on-demand type service that you book using a phone or app on a smart device to pick you up from either your home or a designated point of interest within the service area. The service could operate 7 days a week.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 8. Please provide the reasons for your level of support for these local transport options. (select all answers that apply.)

☐ Service is free

☐ Convenient to the places I want to travel to

☐ Easy and accessible

☐ Other (please specify)

* 9. Please provide any other comments or suggestions for local transport in Strathfield.

Questions about you

These questions are to help us understand your needs better. Please provide your age group, gender and employment status.

* 10. What is your gender?

☐ Male ☐ Female ☐ Other (not listed) ☐ Prefer not to answer

* 11. What is your age group?

☐ Under 18 ☐ 18-24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ 65+

* 12. What is your employment status?

☐ Full time worker (more than 35 hours week) ☐ University/TAFE student

☐ Part time worker (less than 35 hours week) ☐ Retired

☐ Casual or contract work ☐ Not working

☐ School student

Strathfield Local Transport Survey and Promotion



HAVE YOUR SAY

PUBLIC TRANSPORT

A review of local public transport options is currently underway.

A survey to understand the needs for local public transport services in Strathfield will be open from **Monday 17 July to Friday 11 August 2023**, and your feedback will help guide Council's next steps.

Scan the below QR code to complete the survey by Friday 11 August 2023.

Council will host pop up stalls in July for community members to have their questions answered.

Session 1: Homebush
When: Saturday 22 July, 9am – 11am
Where: Corner of Rochester St & Burlington Road

Session 2: Strathfield South
When: Thursday 27 July, 2pm – 4pm
Where: Corner of Telopea Ave & Liverpool Road

COMPLETE THE SURVEY

For more information, please contact Council on council@strathfield.nsw.gov.au or 02 9748 9999.

www.strathfield.nsw.gov.au
 @StrathfieldCouncil

STRATHFIELD COUNCIL Strathfield LGA Local Transport Survey

Thank you for completing the survey.

If you wish to be kept informed about the local transport service review, please provide your name, email address and telephone number.

13. Please enter your name.

14. Please enter your email address.

15. Please enter your mobile phone number or daytime phone number. (optional)

STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

Pop-up sessions held in July 2023

- Two pop-up sessions were held at two local locations in Homebush and Strathfield South in July 2023 to discuss the issues and opportunities with the local community to improve their local transport and understand their preferences for the three local transport options in the survey.
- The pop-up sessions gave community members an opportunity to fill in a hard-copy survey form. Three hardcopy survey forms were received at the sessions.
- The pop-up street sessions were held on:
 - Saturday 22 July 2023 – 9:00am to 11:00am at the corner of Rochester Street and Burlington Road
 - Thursday 27 July 2023 – 2:00pm to 4:00pm at the corner of Telopea Avenue and Liverpool Road



STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

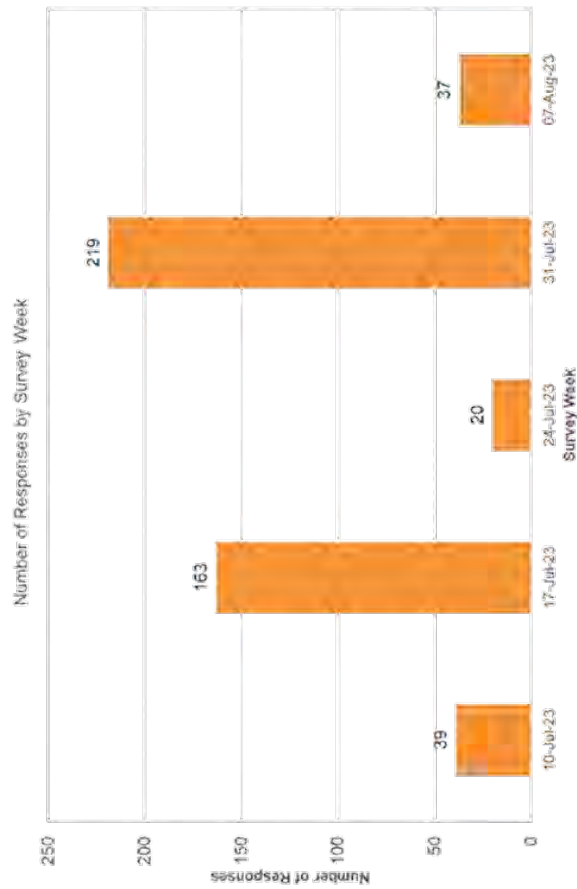


STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

Response rate

A total of 478 surveys were completed (473 with the online survey and five hardcopy versions that were submitted by hand). The average time to complete the online survey was 7 minutes 30 seconds.

The total number of responses by week over the community engagement period are shown in this chart.



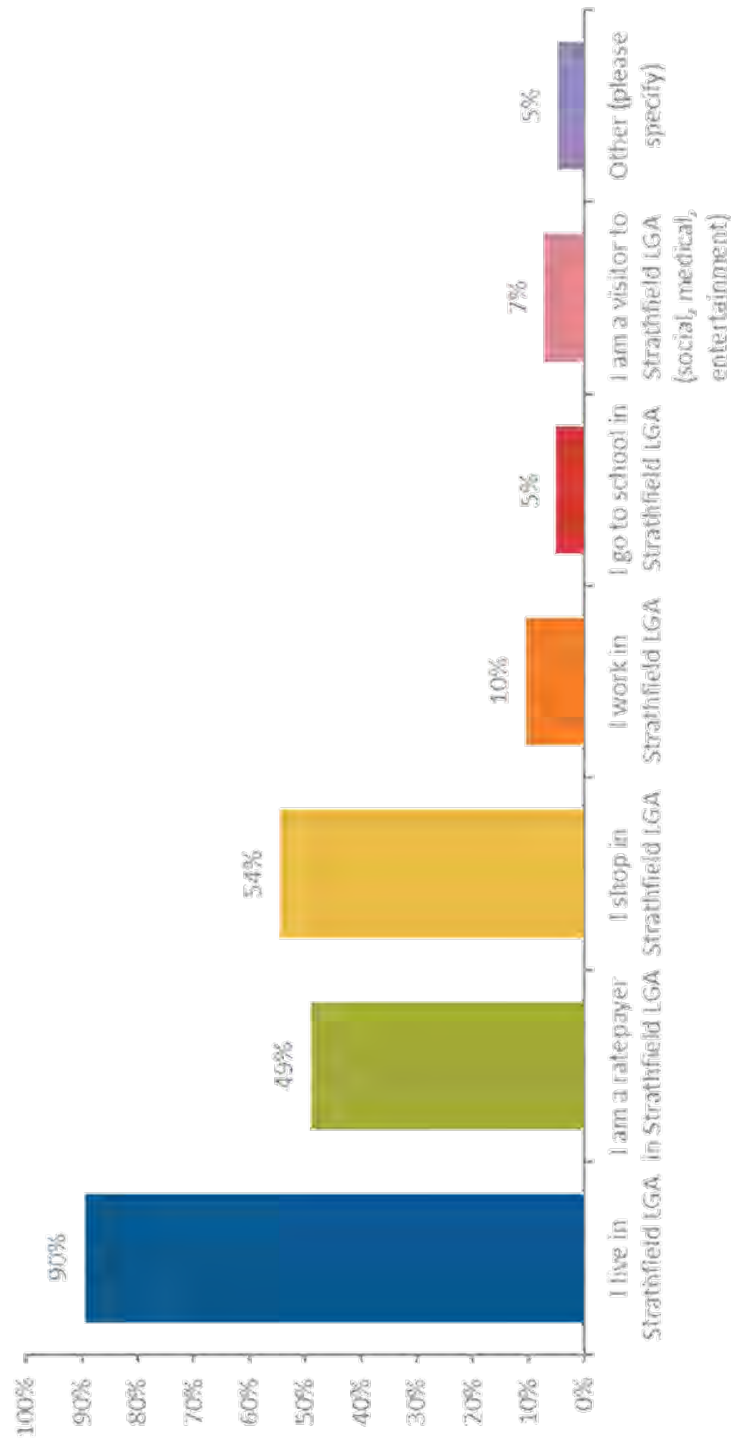
The maximum number of responses (219) was received during the week starting 31 July 2023 with the lowest number of responses (20) were received in the week starting 24 July 2023.



STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

Profile of survey respondents

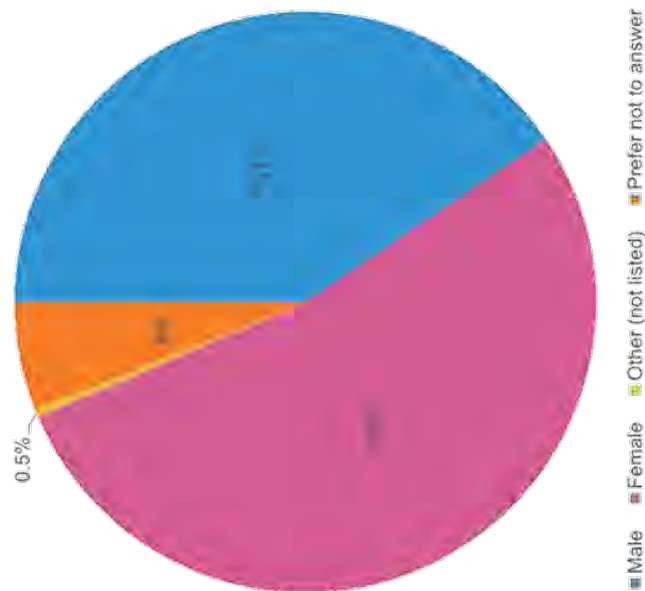
Q1: Please select your relationship with Strathfield LGA. (suburbs of Strathfield, Strathfield South, Homebush, Homebush West, part of Belfield or Greenacre)



Majority of respondents (90%) lived in the Strathfield LGA, followed by those who shopped in the LGA (54%). Respondents who worked, studied or visited Strathfield made up 10% or less each.

Profile of survey respondents

Q10: Please select your gender



More than half of respondents were female (53%) while 41% were male.

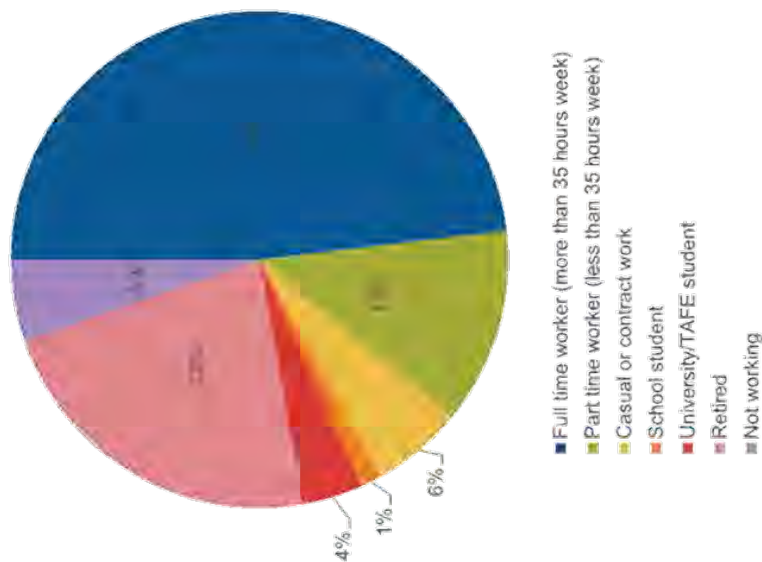
Q11: Please select your age group



25% of respondents were over 65 years. The 45 - 64 age group made up 36% of respondents with the 25 - 44 age group made up 34% of respondents. Age groups under 24 only made up 5% of respondents.

Profile of survey respondents

Q12: What is your employment status?



- Workers comprised 67% of the respondents.
- Almost half of respondents were full time workers (48%).
- The next highest groups of respondents were retired (22%) and part-time workers (13%).
- School students and university/TAFE students were the lowest percentage of respondents (5%.)

STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

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Demographic Profile of the Survey Respondents

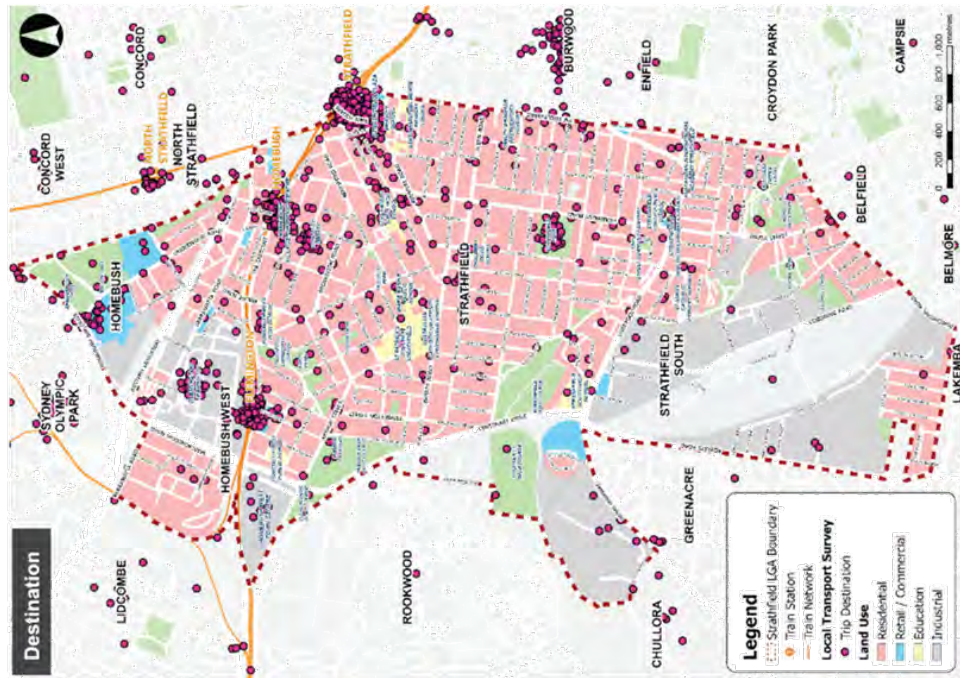
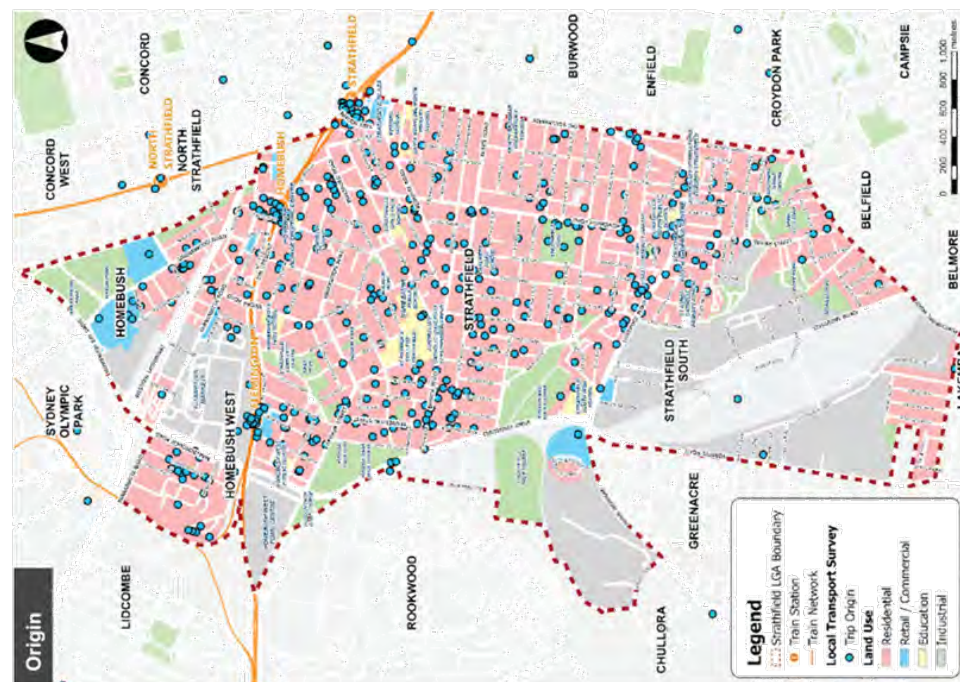
- The significant majority (90%) of respondents lived within the Strathfield LGA.
- Workers comprised a total of 67% of respondents, with full time, part time and casual/contract workers having a split of 48%, 13%, and 6% respectively.
- Almost a quarter of the respondents were retired (22%).
- 53% of respondents were female and 41% were male.
- Age groups of under 24 were underrepresented in the survey (5%).
- All other respondents were distributed equally across all age groups.



STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

3

Origin and Destination for Survey Respondents



Key trip origin trends:

- Origin data was disperse across the Strathfield LG
- Clustered around higher density areas, such as Strathfield, Homebush and Flemington stations.

Key trip destination trend

- Key destinations were to Strathfield, Homebush and Homebush West town centres.
- Burwood was the most popular destination outside of the Strathfield LGA.
- Other destination cluster were to:
 - Strathfield Park
 - Paddy's Markets at Flemington
 - DFO Homebush/ Bicentennial Park.

Origin and Destination Analysis of Respondents

Origin and Destinations	Courallie Avenue, Homebush West	Homebush West town centre	Homebush town centre and station	Strathfield town centre and station	Rest of Homebush West	Rest of Homebush	Rest of Strathfield	DFO Homebush, Olympic Park	Outside Strathfield LGA
Courallie Avenue, Homebush West	1.7%	37.9%	15.5%	22.4%	0.0%	5.2%	5.2%	6.9%	5.2%
Homebush West town centre	2.7%	13.3%	12.0%	33.3%	2.7%	4.0%	14.7%	8.0%	9.3%
Homebush town centre and station	0.0%	16.4%	14.2%	24.6%	0.0%	0.7%	21.8%	6.0%	14.9%
Strathfield town centre and station	0.0%	7.7%	11.0%	24.2%	0.0%	1.1%	22.0%	6.6%	19.8%
Rest of Homebush West	0.0%	16.3%	14.0%	25.6%	4.7%	0.0%	25.6%	2.3%	11.6%
Rest of Homebush	0.0%	10.1%	23.5%	23.5%	1.7%	4.2%	16.0%	5.0%	13.4%
Rest of Strathfield	0.0%	8.6%	15.3%	35.2%	1.5%	2.3%	20.9%	3.3%	11.0%
Strathfield South	0.0%	7.3%	13.4%	39.0%	1.2%	2.4%	22.0%	3.7%	7.3%
DFO Homebush, Olympic Park	0.0%	9.5%	19.0%	9.5%	4.8%	9.5%	28.6%	4.8%	14.3%
Outside Strathfield LGA	0.0%	9.1%	12.1%	30.3%	1.5%	4.5%	16.7%	1.5%	24.2%
Total	0.2%	11.3%	15.2%	30.8%	1.4%	2.6%	19.7%	4.3%	12.4%

• Of the 1,291 pins placed on the maps, the destinations where most respondents travelled to were:

- Strathfield town centre and Strathfield station (398 for 31%)
- Rest of Strathfield (254 for 20%)
- Homebush town centre and Homebush station (196 for 15%)
- Homebush West town Centre, Flemington station and Paddy's Market (146 for 11%)

- Of the 58 respondents originating in Homebush West north of the railway line (Courallie Avenue),
 - 22 (38%) had a destination in Homebush West town centre and Flemington Station,
 - 13 (22%) in Strathfield town centre and station and
 - 9 (16%) in Homebush town centre and station.

Summary of trip origins and destinations

Respondent origins

- Origin points from the map were distributed across the Strathfield LGA.
- Origin points were clustered in the areas with higher density residential development, such as the local shopping centres at Strathfield, Homebush, and Homebush West.

Respondent destinations

- Destination points were mostly at Strathfield, Homebush, and Homebush West shopping precincts.
- Burwood was the most popular destination outside of the Strathfield LGA.
- Pockets of aggregated points included
 - Strathfield Park
 - Paddy's Markets at Flemington
 - DFO Homebush/Bicentennial Park.

Courallie Avenue, Homebush West residents

- Respondents originating from Homebush West (Courallie Avenue), mainly wanted to travel to Homebush West shopping precinct, Flemington station, Paddy's Markets, Strathfield town centre and station, Homebush shopping precinct and station.



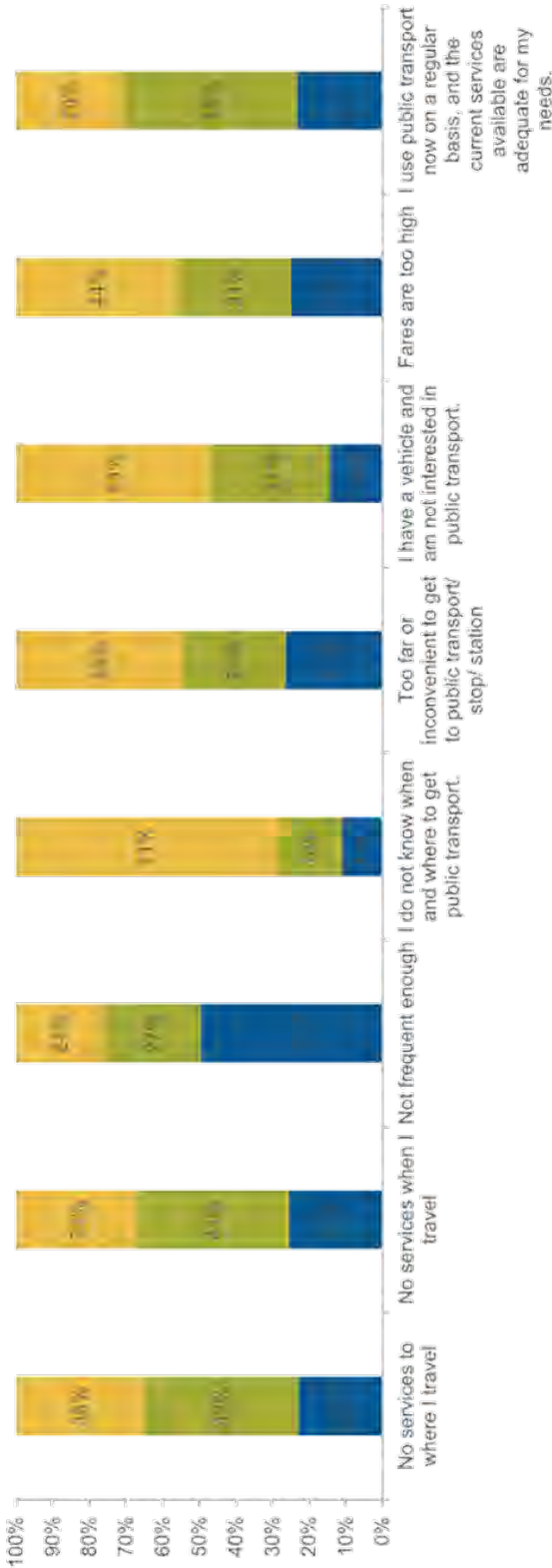
STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

3



Local Transport Survey Results

Q6: Please provide reasons why you do not use public transport more often? (select all that apply)

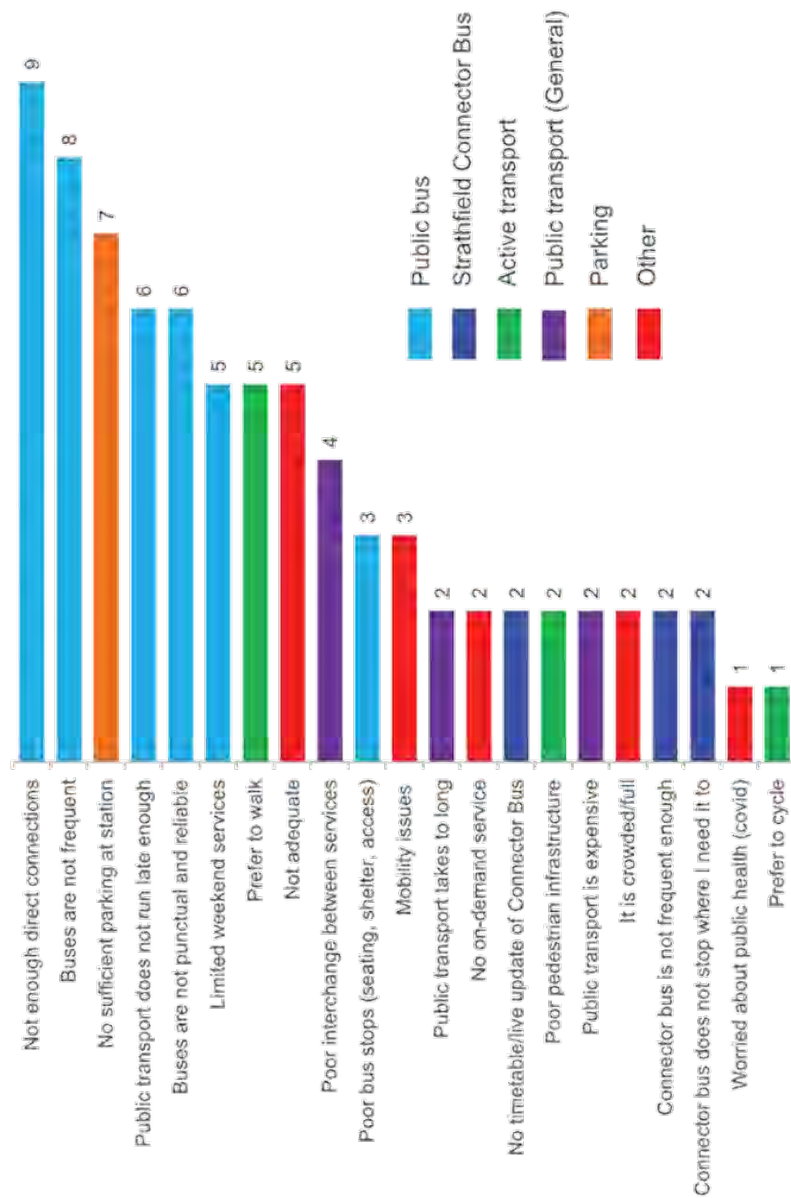


- The reasons that residents gave for not using public transport included public transport is not frequent enough, public transport/stop/station too far or it is inconvenient to get to the stops, lack of services and fares are too high.
- Not knowing when and where to get public transport and having a vehicle were not relevant or important factors for residents not using public transport (71% and 53% respectively).

See next page for summary of the 'other' responses

Local Transport Survey Results

Q6: Please provide reasons why you do not use public transport more often?
(Responses are aggregated to similar topics/ideas.)



STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

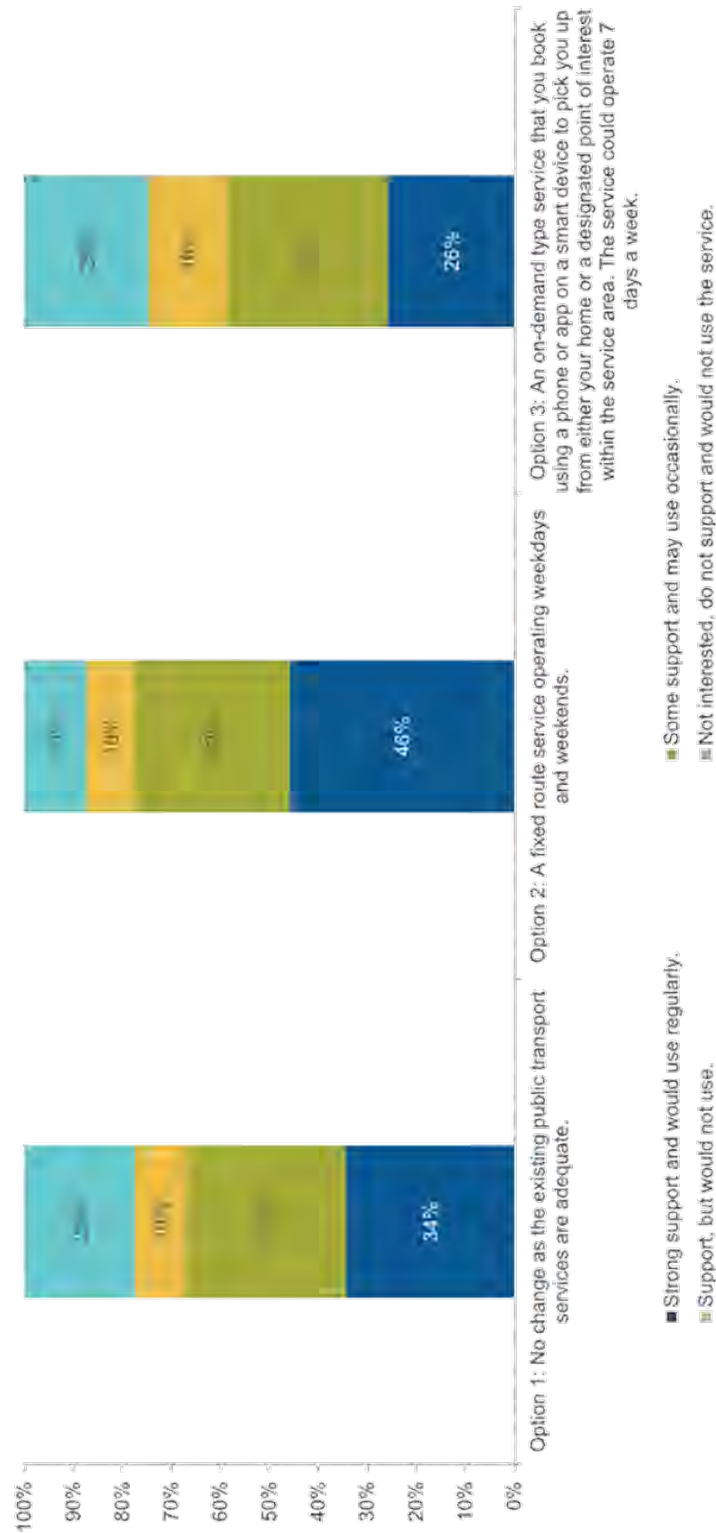
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STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

Local Transport Survey Results

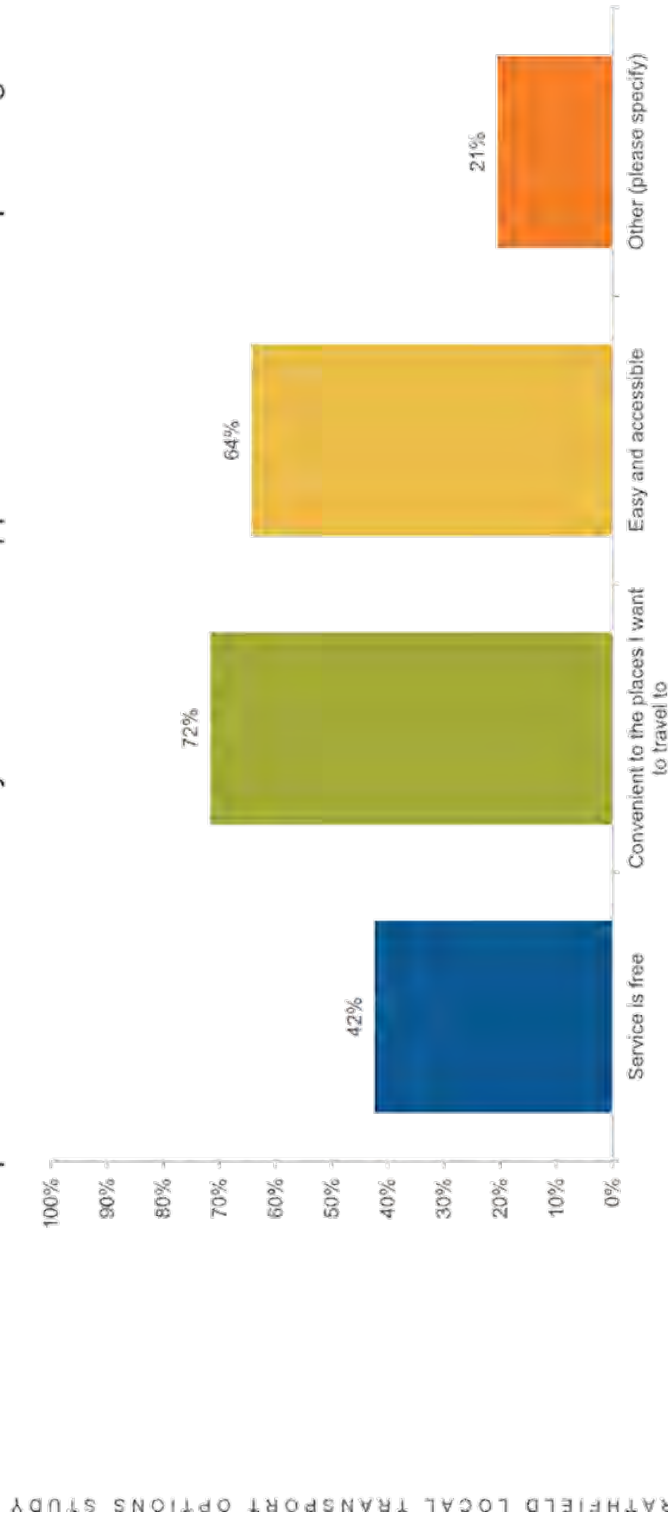
Q7: Please score the importance of the proposed local public transport options.



- The proposal to have a fixed route service operating weekdays and weekends received the strongest support and likelihood to be used regularly. The on-demand type service proposal received the least support.

Local Transport Survey Results

Q8: Please provide the reasons for your level of support for these local passenger transport options.



• The main reasons for respondents to support the public transport options

were convenience and ease and accessibility of the services.

• Convenience and ease and accessibility of the services were more important to residents than the service being free.

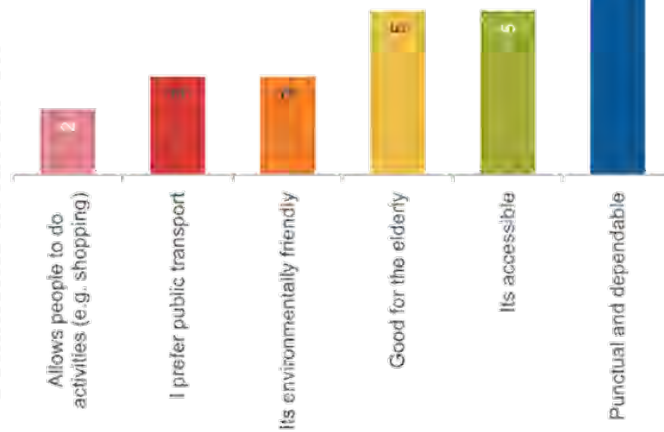
See next page for the
'other' responses.

Local Transport Survey Results

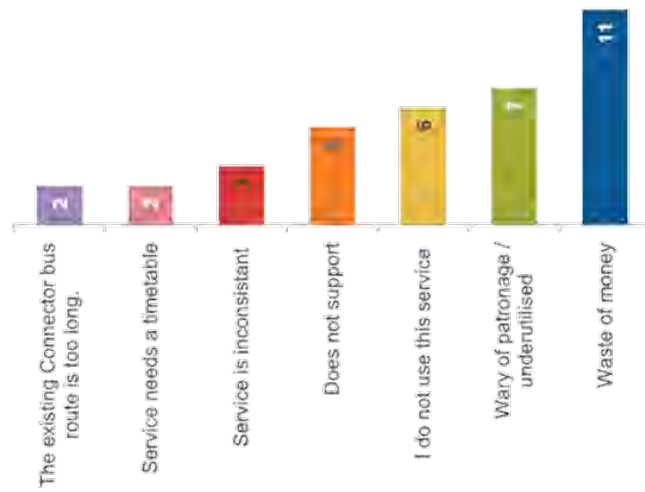
Q8: Please provide the reasons for your level of support for these local passenger transport options.
(Responses have been aggregated to similar topics/ideas)

STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

Comments in favour of:



Comments against:



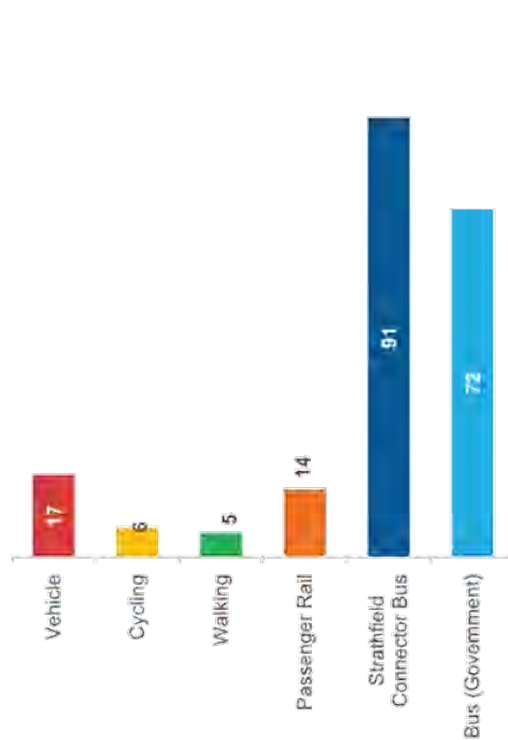
- The other reasons for respondents' support for the public transport options were because it is important for the services to be punctual, dependable, accessible and good for the elderly.
- Respondents who did not support the options considered the Council's bus service a waste of money and is underutilised.

Local Transport Survey Results

Q9: Please provide any other comments or suggestions for local transport in Strathfield
(Responses have been aggregated to similar topics/ideas)

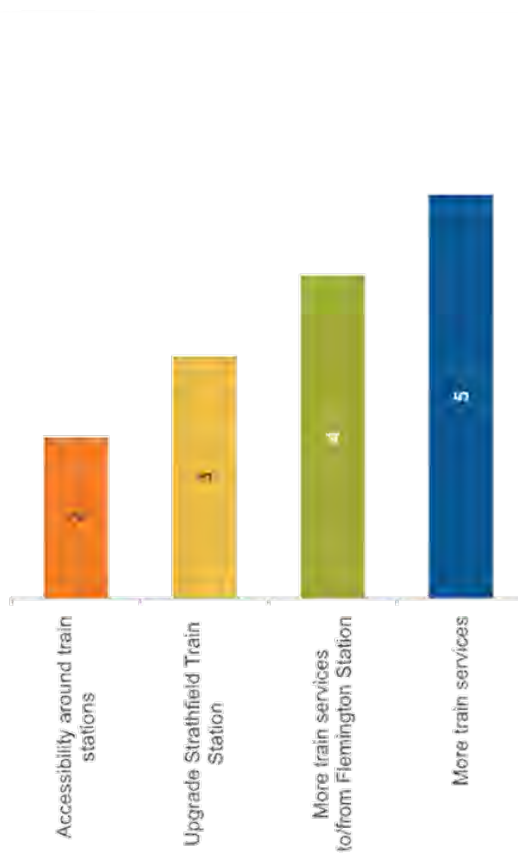
STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

All comments categorised by transport mode



- Most comments received were in relation to Strathfield Connector Bus (91) and the State government bus services (72).

Summary of comments regarding trains services/ stations



- Respondents would like to have more train services and an upgrade to the Strathfield train station.

Summary of local transport options responses

- Strong support was given for a fixed route service operating weekdays and weekends.
- The main reasons for respondents' support for the public transport options were convenience, ease and accessibility of the services.
- The respondents who opposed the public transport options considered that it was a waste of ratepayer's money, and the bus service was not well used or not known by the wider community.
- A high proportion of the comments were regarding the Strathfield Connector Bus.
 - Many consider the Connector Bus service to be a waste of Council resources and funds.
 - The limited and poor route and timetable information makes it difficult to know about where and when the bus service operates.
 - A small proportion believe the route does not provide connection to desired locations.
 - Many believe an alternative on-demand service would be more beneficial.
- Comments and issues with the State Government bus services were:
 - Buses in Strathfield have limited frequency, particularly later at night and weekends.
 - Buses are often late or do not connect with other services and are considered not reliable.
 - The local bus network does not provide connections to many local destinations as it is mostly focussed on the train stations.



STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

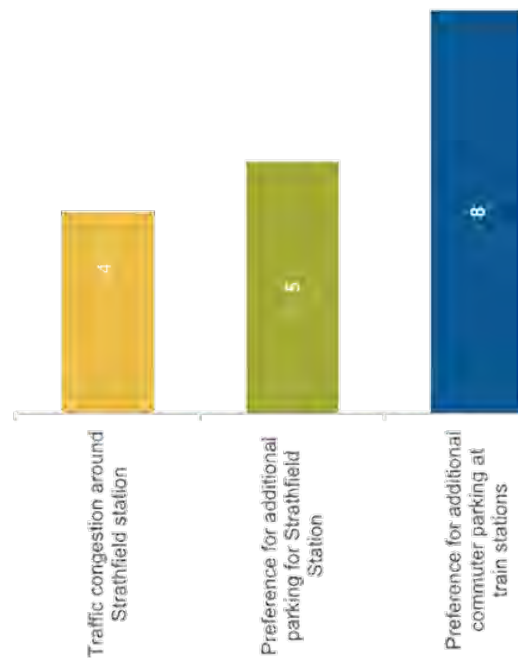
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Local Transport Survey Results

Q9: Please provide any other comments or suggestions for local transport in Strathfield
(Responses have been aggregated to similar topics/ideas)

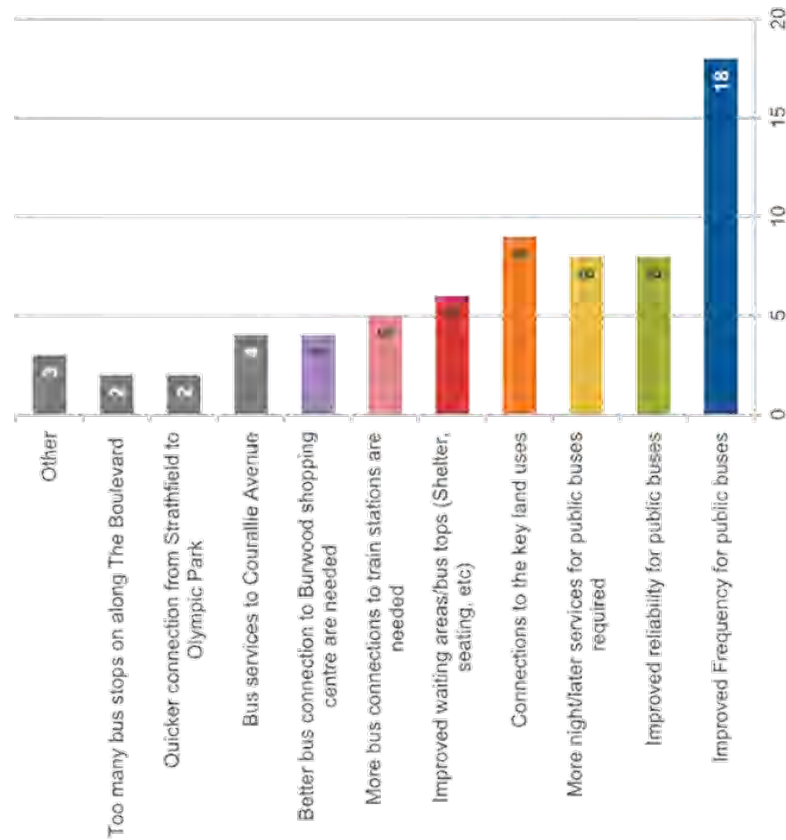
STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

Summary of comments regarding vehicles



- Respondents ask for additional parking at train stations.
- Regarding public bus services, respondents suggested improvement in frequency, reliability, connections to key land uses and provision for longer operation times.

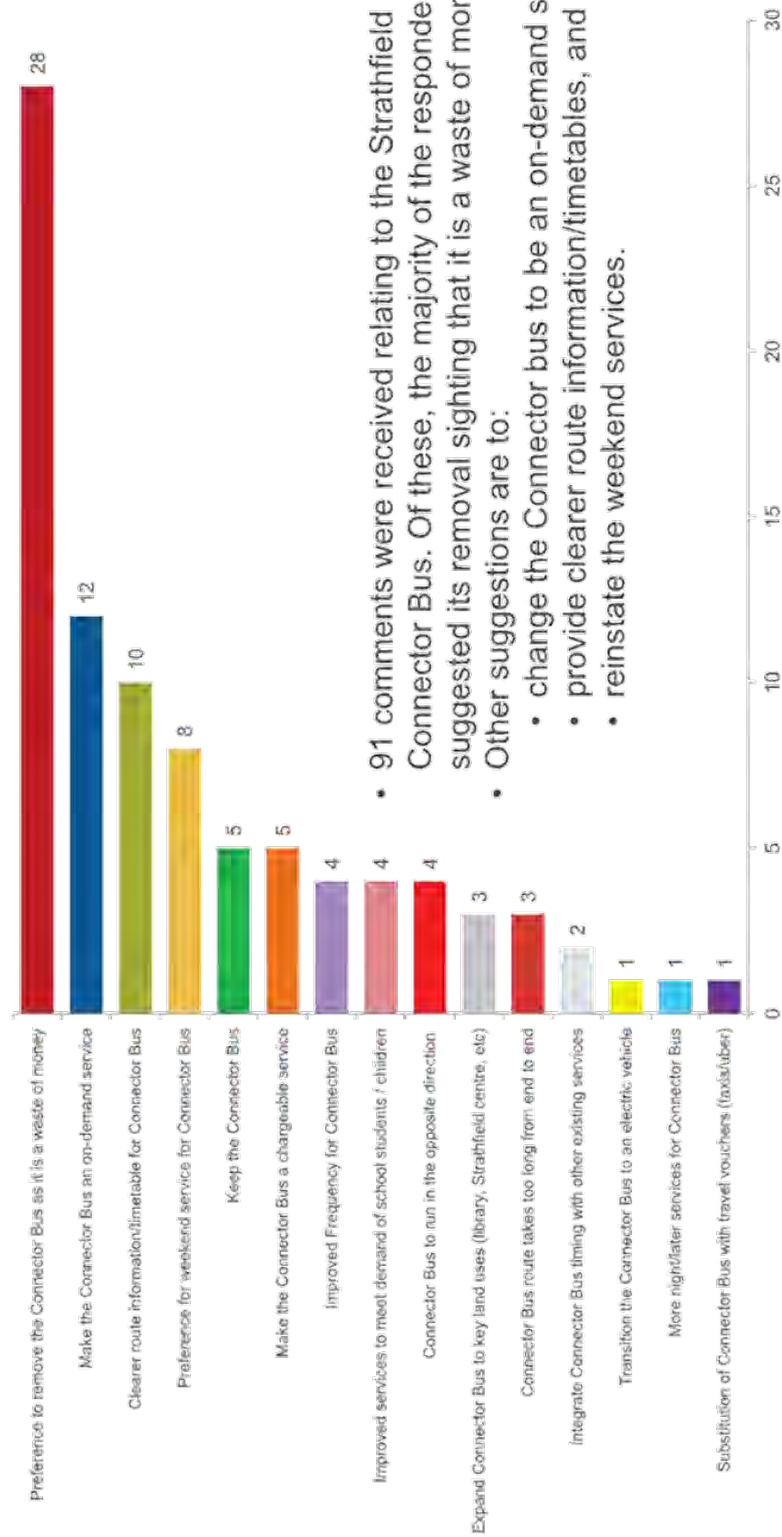
Summary of comments regarding public bus services



Local Transport Survey Results

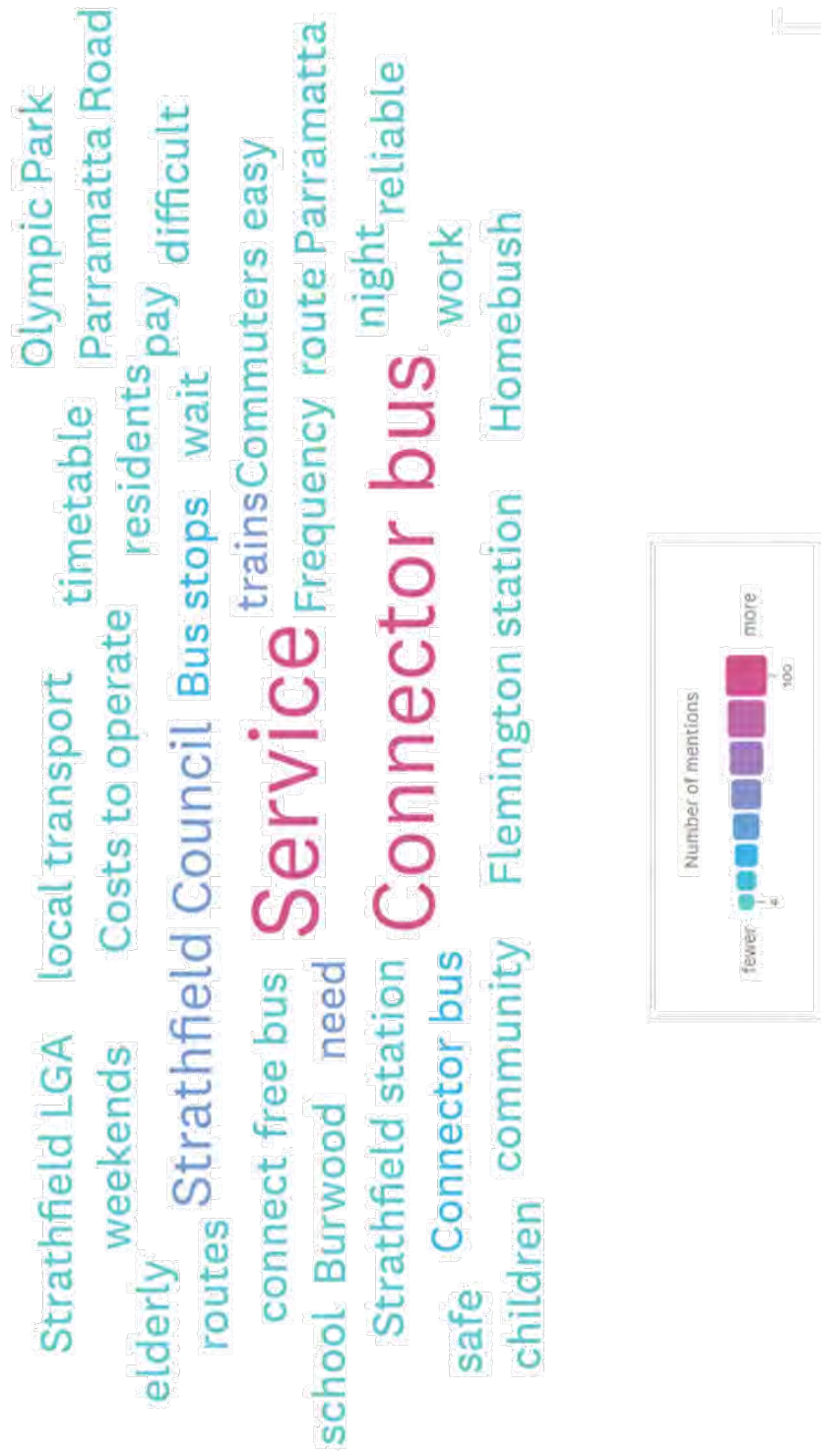
Q9: Please provide any other comments or suggestions for local transport in Strathfield
(Responses have been aggregated to similar topics/ideas)

Summary of comments on Strathfield Connector Bus



- 91 comments were received relating to the Strathfield Connector Bus. Of these, the majority of the respondents (28) suggested its removal sighting that it is a waste of money.
- Other suggestions are to:
 - change the Connector bus to be an on-demand service,
 - provide clearer route information/timetables, and
 - reinstate the weekend services.

Popular Words in Comments from Respondents



Key insights from the community engagement

STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

- Most of the survey respondents (90%) live in Strathfield LGA with mostly workers (67%) and 22% retirees.
- Although origin data was spread across the Strathfield LGA, destination points were concentrated at Strathfield, Homebush, and Homebush West shopping precincts.
- Strong support was given for a fixed route service operating weekdays and weekends.
- With regards to the Strathfield Connector Bus, the following comments were provided:
 - Most consider the Connector Bus service to be a waste of rate payer funds.
 - Many mentioned a lack of clear route information/timetables and not understanding when and where the Connector bus stops.
 - Some respondents consider the Connector bus route does not service key local destinations.
 - Some respondents suggested an on-demand service would be more efficient.
- The potential to increase patronage on the Connector Bus service exists if issues such as frequency, provision of information/timetable, operation time and provision of weekend operations are addressed.

Summary of key stakeholder discussions

- Transit Systems NSW (Wednesday 12 July 2023)
 - Bus operator for Contract Region 6 that includes Strathfield with depot at Leichhardt.
 - Bridj on-demand transport service with contract areas in Canada Bay to North Strathfield and Olympic Park to Lidcombe.
 - Transit Systems NSW is interested in operating a community bus service for the Council and previously provided a costed submission to operate the existing Connector Bus.
- Access Sydney (Thursday 10 August 2023)
 - Operates Community Transport service in the inner west Councils including Strathfield.
 - Operates the Village2Village community bus on 2 days / week for the City of Sydney.
 - Showed interest in operating a local bus service for Strathfield Council.
- Transport for NSW (Friday 18 August)
 - Discussion with senior bus network planner about the draft bus route options.
 - Discussed ideas about route design and connectivity with the TfNSW bus network.
 - Fares cannot be collected by Council as it violates the Contract Region 6 bus operator.
 - TfNSW is unlikely to fund a community transport service, but Council could lobby for it.



STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

1

Appendix B Case Studies of Other Council Local Community Bus Services



Other Community Bus Services

STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

- Village 2 Village bus, City of Sydney
- Shop Ryder, City of Ryde
- Access Loop Bus, Cumberland Council
- Manly Hop, Skip and Jump community bus, Northern Beaches Council
- On-demand Transport Services in NSW
- Transport for NSW Shopper Shuttle bus services, Sydney
- Community Buses, City of Port Adelaide Enfield, South Australia
- Community Bus, City of Unley, South Australia
- Community Bus, City of Burnside, South Australia
- City Connector, City of Adelaide
- Subiaco Shuttle, Cities of Subiaco and Nedlands, Western Australia

City of Sydney Village 2 Village Bus Routes

- Operated for Council by **Access Sydney** with small 22-seat mini-buses.
- Free and available for anyone to use.
- 3 routes operating only on Thursday and Friday only.
- Access Sydney conducted a customer survey in July 2023 with requests for extended services days and hours.





STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

City of Sydney Village 2 Village Purple Route

ACCESS
SYDNEY

POWERED BY
CITY OF SYDNEY

VILLAGE 2 VILLAGE
FREE SHUTTLE
BUS SERVICE

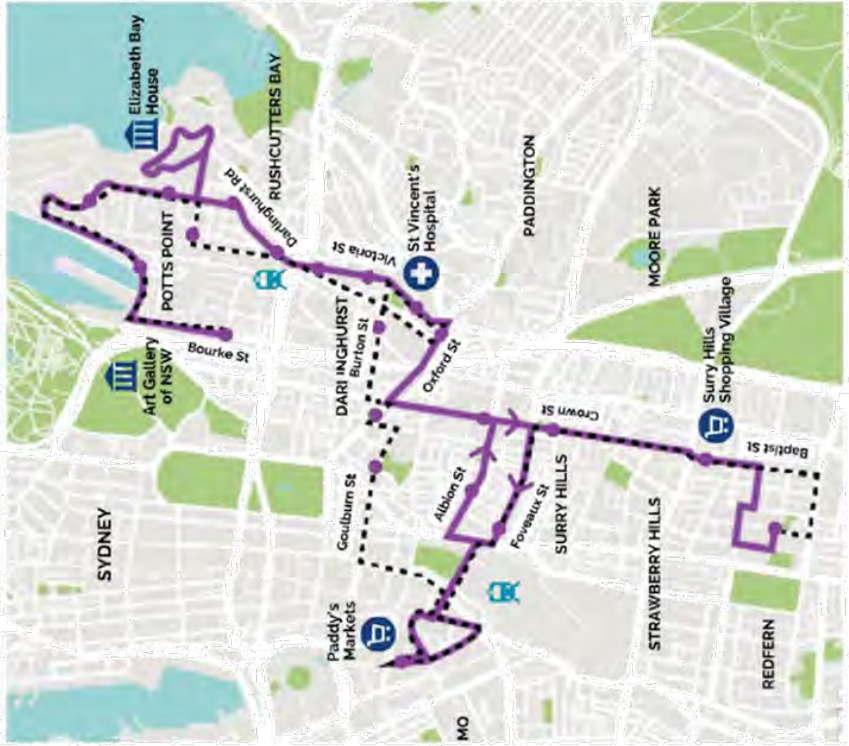
REDFERN
TO
WOOLLOOMOOLOO

VIA GREEN SQUARE

Operates only on
Thursdays and Fridays

WOOLLOOMOOLOO TO REDFERN

Bus Stop	Trip 1	Trip 2	Trip 3	Trip 4	Trip 5
Bourke St - opp Mary Macdonald Centre	8:00	9:40	11:50	13:40	15:20
Crowper Wharf Rd - opp Brougham St					
Wyde St - HMAS Numeral					
Macdonald St - Azure Apartments					
Billboard Ave - No Parking Zone					
Oxley Ave - Elizabeth Bay House					
Greenknowe Ave - Barold St					
Macdonald St - Fitzroy Gardens					
Darlinghurst Rd - Kings Cross Station					
Victoria St - opp Craighead St					
Victoria St - opp Liverpool St					
Victoria St - St Vincent's Hospital	8:15	9:55	12:30	14:00	15:35
Oxford St - opp Victoria St					
Oxford St - opp Riley St					
Riley St - opp Frog Hollow					
Foveaux St - opp Mary St					
Quay St - opp Paddy's Markets		10:10	12:25	14:15	15:55
Albion St - all bus stops					
Crowe St - Shannon Reserve					
Baptist St - opp Surry Hills Shopping Village					
Marshall St - Potts Corner	8:30	10:20	12:40	14:30	16:15





STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

City of Sydney Village 2 Village Green Route

ACCESS
SYDNEY

POWERED BY
CITY OF
SYDNEY

VILLAGE 2 VILLAGE

FREE SHUTTLE BUS SERVICE

REDFERN
TO
BROADWAY
VIA GLEBE

Operates only on
Thursdays and Fridays

BROADWAY TO REDFERN

Bus Stop	Trip 1	Trip 2	Trip 3	Trip 4	Trip 5
Bay St - Broadway Shops	9:20	10:15	10:15	15:00	16:40
Pymont Bridge Rd - Fish Markets					
Wentworth St - Bow St (Johns Rd & Mitchell St)					
Glebe St - Pre-School					
St Johns Rd - Foley Park					
Glebe Point Rd - Glebe Library	9:45	11:30	13:30	15:15	16:25
Wigram Rd - STA bus stop					
Mingouie Cr - STA bus stop					
Lyons Rd - car Pymont Bridge Rd					
Mossman Rd - Chas O'Brien Centre	9:50	10:35	10:35	15:20	16:30
Carillon Ave - opp BPA Medical Centre					
Codrington St - Sydney Tel Aquatic Centre					
Abbotsford St - car Shepherd St					
Lansdown St - Redfern Station (opp café)	10:00	11:45	13:45	15:30	16:40
Lansdown St - opp Redfern Police					
Redfern St - all bus stops					
Phillip St - opp Salvat's					
Raglan St - 255 Bus Stop					
Pitt St - opp James Cook					
Wellington St - Fac Tree Youth Ctr					
Elizabeth St - Shops					
Phillip St - PTC					
Morthead St - Poets Corner	10:15	12:00	14:00	15:45	16:35



City of Sydney Village 2 Village Orange Route

STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY



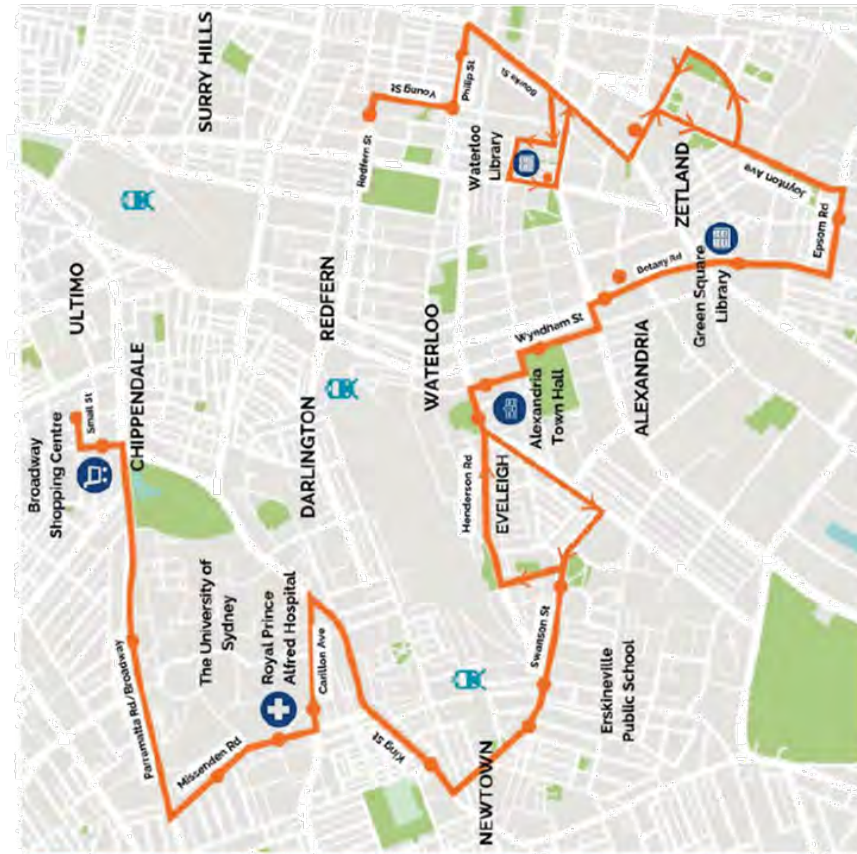
REDFERN
TO
BROADWAY
VIA WATERLOO

Operates only on
Thursdays and Fridays



BROADWAY TO REDFERN

Bus Stop	Description	Trip 1	Trip 2	Trip 3	Trip 4
Small St - STA	City of Young St	8:50am	10:40am	12:50pm	2:35pm
Paranatta Rd	All bus stops				
Misericordien Rd	St John's College				
Misericordien Rd	60th Main				
Carillon Rd	60th Medical Centre	9:05am	10:50am	1:00pm	2:45pm
King St	All bus stops				
Brown St	Newton Library				
Erskineville Rd	Town Hall Sport zone				
Erskineville Rd	cor Charles St				
Swanton St	opp St Mary's Church				
Henderson Rd	opp Kingsclaw Rd				
Wyndham St	opp Alexandria Park				
Bodany Rd	Green Square Railway	9:20am	11:05am	1:15pm	3:00pm
Epsom Rd	STA bus stop				
Joynton Ave	cor Beach Sydney Church				
Gardial Ave	opp Martin Property				
O'Dea Ave	opp Kennards Storage				
Bourke St	All				
Philip St	cor Young St				
Morehead St	Pacific Corner Shops	9:35am	11:20am	1:30pm	3:15pm



Effective June 1, 2023

Routes 1 and 2 for the Shop Ryder, City of Ryde



NEW TIMETABLE (FROM OCTOBER 2020):
ROUTE 2 TOP RYDE CITY TO EASTWOOD
 VIA GLADESVILLE, MEADOWBANK, WEST RYDE AND RYDE HOSPITAL
 • 30 min stopover will take place at Top Ryde City

NEW TIMETABLE (FROM OCTOBER 2020):
ROUTE 1 MEADOWBANK TO WEST RYDE
 VIA GLADESVILLE, TOP RYDE CITY, EASTWOOD AND RYDE HOSPITAL
 # 30 min stopover will take place at Meadowbank Station

STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

Timetable for the Shop Ryder, City of Ryde

NEW TIMETABLE (FROM OCTOBER 2020):

ROUTE 1 MEADOWBANK TO WEST RYDE

VIA GLADESVILLE, TOP RYDE CITY, EASTWOOD AND RYDE HOSPITAL

30 min stopover will take place at Meadowbank Station

STOP	TIMES: Wednesday - Saturday				
 Meadowbank Station	8.30	9.30	10.30	11.30 #	1.00
 Crowle Home	8.31	9.31	10.31	12.01	1.01
 Putney Shops	8.37	9.37	10.37	12.07	1.07
 Ashburn House Aged Care	8.44	9.44	10.44	12.14	1.14
 Gladesville shops then Gladesville Library	8.46	9.46	10.46	12.16	1.16
 Top Ryde City shopping centre	9.00	10.00	11.00	12.30	1.30
 Eastwood Station	9.10	10.10	11.10	12.40	1.40
 Ryde Hospital	9.14	10.14	11.14	12.44	1.44
 West Ryde	9.17	10.17	11.17	12.47	1.47

NEW TIMETABLE (FROM OCTOBER 2020):

ROUTE 2 TOP RYDE CITY TO EASTWOOD

VIA GLADESVILLE, MEADOWBANK, WEST RYDE AND RYDE HOSPITAL

30 min stopover will take place at Top Ryde City

STOP	TIMES: Wednesday - Saturday				
 Top Ryde City shopping centre	8.30	9.30	10.30	11.30 •	1.00
 Gladesville Library then Gladesville shops	8.41	9.41	10.41	12.11	1.11
 Ashburn House Aged Care	8.46	9.46	10.46	12.16	1.16
 Putney Shops	8.50	9.50	10.50	12.20	1.20
 Crowle Home	8.55	9.55	10.55	12.25	1.25
 Meadowbank – Shepherds Bay Shops	8.58	9.58	10.58	12.28	1.28
 West Ryde	9.10	10.10	11.10	12.40	1.40
 Ryde Hospital	9.15	10.15	11.15	12.45	1.45
 Eastwood Station	9.19	10.19	11.19	12.49	1.49

STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

Manly Hop, Skip and Jump Community Bus

Hop, Skip & Jump Bus Service Timetable

Hop, Skip & Jump Bus Route Effective August 2017

Wait for the bus at an existing bus stop or pick a spot where the bus can safely and legally stop and flag it down.
The bus is unable to pick up or drop off passengers in No Stopping Zones.

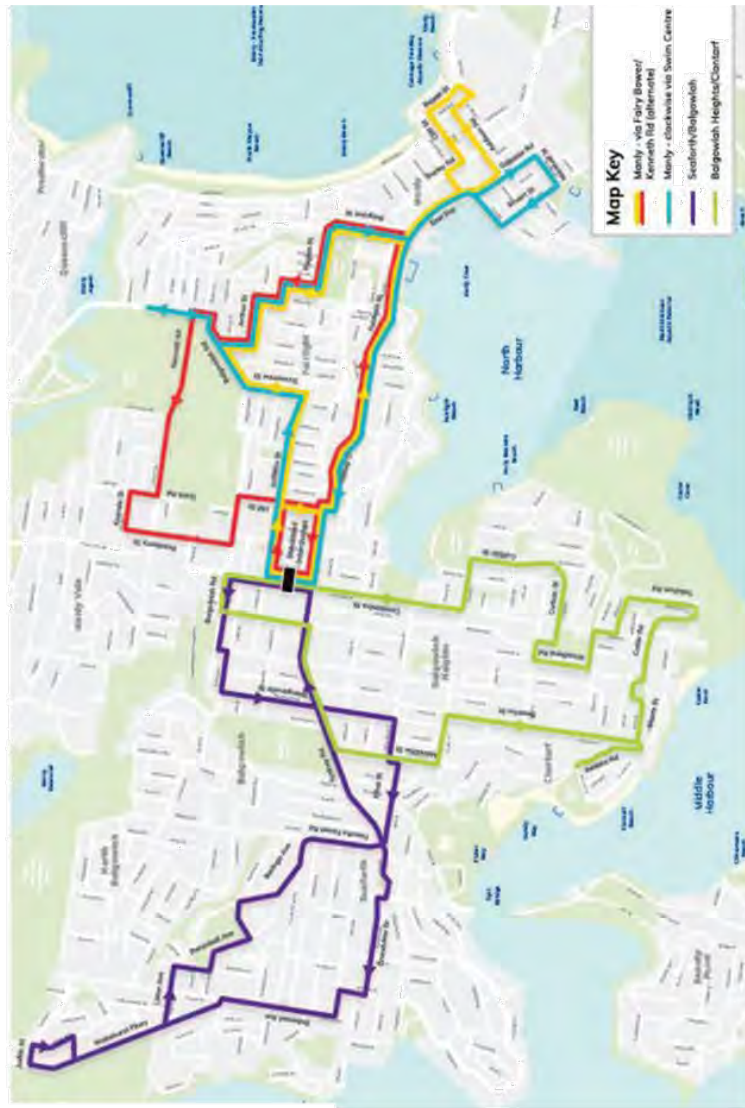
Manly Route - Including Little Manly
(clockwise via Swim Centre)

Manly Route - Including Fairy Bower/Kenneth Rd
(anti-clockwise via Fairlight St)

Seaford Route

Balgowlah Heights/Clontarf Route

Effective August 2017



Kan-go Flexible Bus Route, Toowoomba, Qld.

Overview

- 125,000 population in 2023
- 125 km west of Brisbane

Bus Network

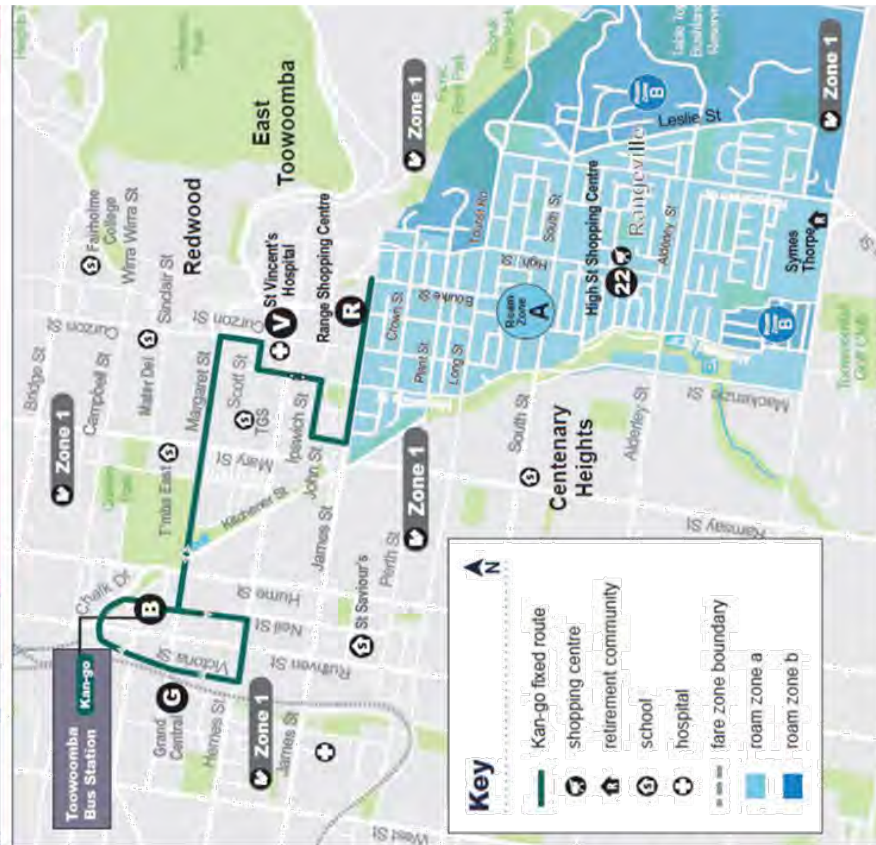
- 9 bus routes in the urban area
- One of the routes includes an on-demand 'Kan-go' service for the Rangeville area.
- Weekdays: 6:00 am to 6:15 pm
- Saturdays: 8:00 am to 4:45 pm
- Sundays: 8:45 am to 4:15 pm

Governance and contracting

- TransLink in Queensland determines routes, services and contracts



Kan-go Route map



On Demand Transport Services in Sydney



Fares

A one-way trip is equivalent to [Opal peak](#) and [off-peak](#) bus fares.

Adult

Distance	Peak	Off peak
0 - 3 km	\$3.20	\$2.24
3 - 8 km	\$3.79	\$2.65
8+ km	\$4.87	\$3.40

Concession

Concession fare eligibility: concession card holders, including pensioners, seniors, students and apprentices.

Distance	Peak	Off peak
0 - 3 km	\$1.60	\$1.12
3 - 8 km	\$1.89	\$1.32
8+ km	\$2.43	\$1.70

Hours of operation

Newington to Lidcombe

Monday to Friday 6.20am-7pm

Saturday 9am-5pm

Rest of zone*

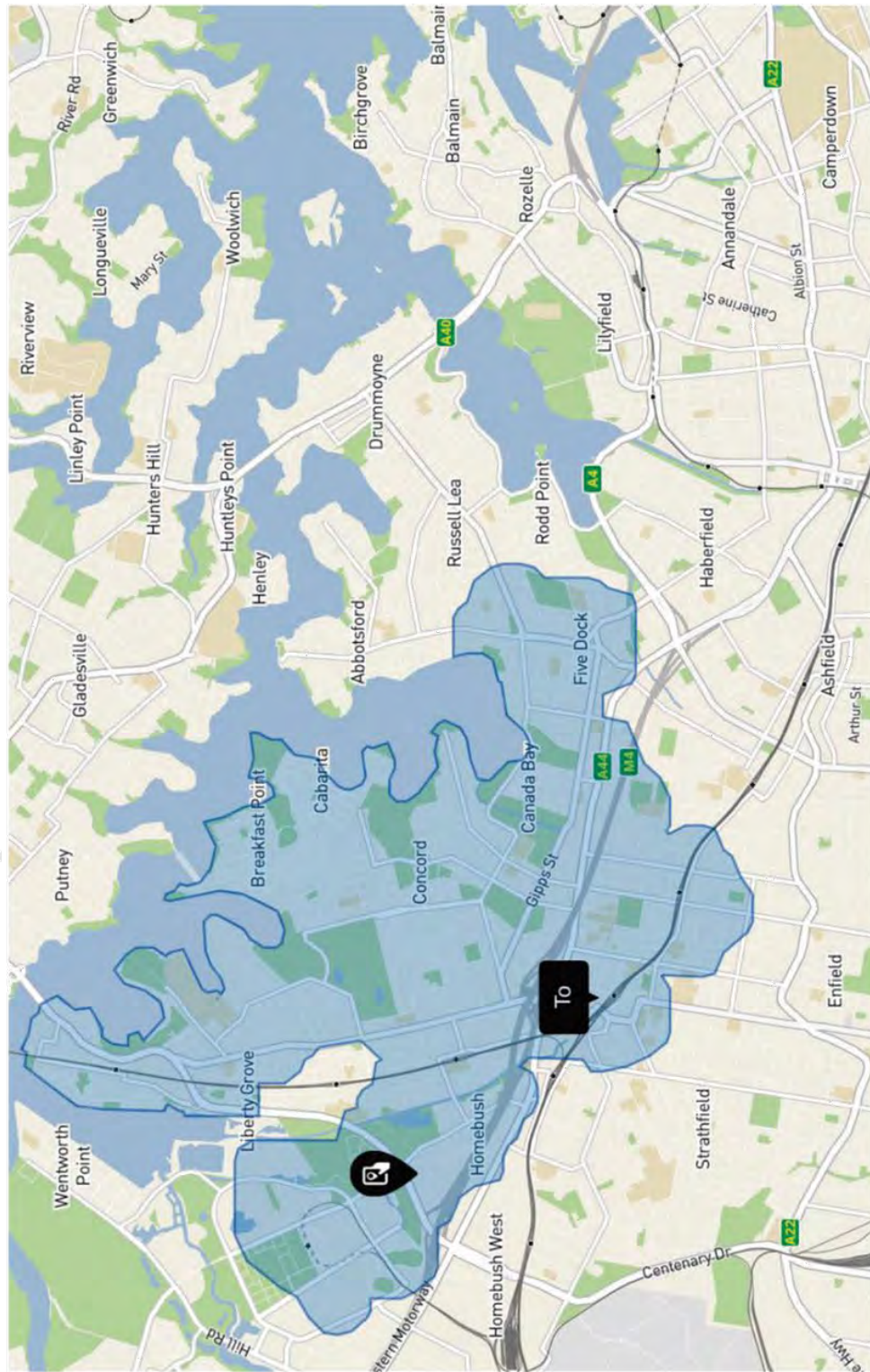
Monday to Friday 6am-11.30pm

Weekends and public holidays 8am-8.30pm

*Please note the hours of operation vary within different areas of the zone. Please check the BRIDJ app for your area.



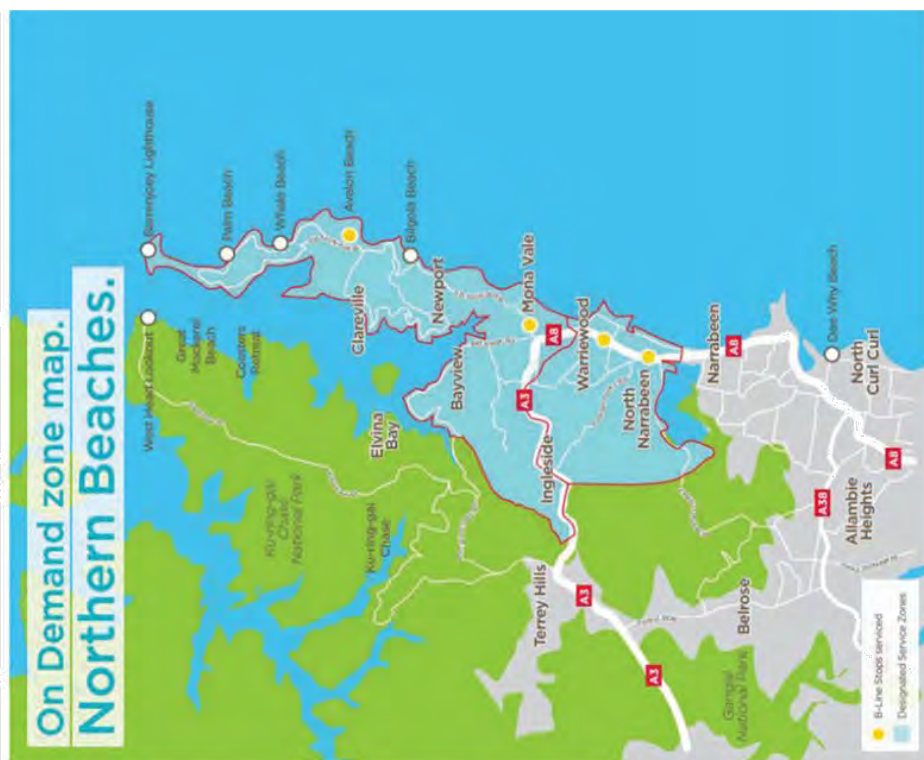
On Demand Transport Services near Strathfield



STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

3

Other On Demand Transport Services in Sydney



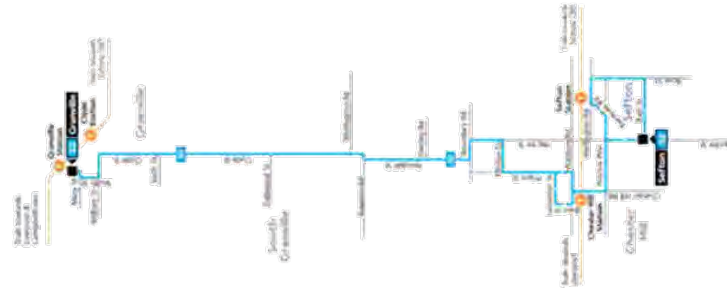


STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

3

Example of a Shopper Shuttle Bus Route

- Transport for NSW has 11 “shopper shuttle bus” routes in Sydney
- Only operates with one bus between 9 am and 2:30 pm on Monday to Friday



Valid from: 06 Aug 2023

Creation date: 01 Aug 2023
NOTE: Information is correct on date of download

Monday to Friday	09:20	10:20	11:50	12:50	13:50
Granville Station	09:28	10:28	11:58	12:58	13:58
South Granville Community Centre, Clyde St, South Granville	09:31	10:31	12:01	13:01	14:01
Clyde St opp Stafford St, South Granville	09:37	10:37	12:07	13:07	14:07
Elliston St at Priam St, Chester Hill	09:40	10:40	12:10	13:10	14:10
Waldron Rd at Keenan Lane, Chester Hill	09:44	10:44	12:14	13:14	14:14
Hector St at Batt St, Sefton					



Monday to Friday

Hector St at Batt St, Sefton	08:44	09:44	10:44	12:14	13:14	14:14
Helen Street Shops, Helen St, Sefton	08:49	09:49	10:49	12:19	13:19	14:19
Chester Hill Station	08:53	09:53	10:53	12:23	13:23	14:23
Priam St opp Elliston St, Chester Hill	08:56	09:56	10:56	12:26	13:26	14:26
Clyde St after Stafford St, South Granville	09:03	10:03	11:03	12:33	13:33	14:33
Clyde St at Dellwood St, South Granville	09:06	10:06	11:06	12:36	13:36	-
Granville Station	09:18	10:14	11:14	12:44	13:44	-



STRATHFIELD LOCAL TRANSPORT OPTIONS STUDY

Port Adelaide Enfield Community Bus Routes

- Two types of ways to use the Community Bus in the City of Port Adelaide Enfield are via:
 - Fixed route Hail & Ride circuits with timetables operating only on one or two days a week
 - Dial & Ride route services with a booking required prior to 5pm Monday the week of the pick-up. The bus will pick up directly outside the person's property where possible.
- 4 local "Hail and Ride" bus services operated by the Council on two weekdays / week
- Routes designed to connect to local shopping centres and for the LGA residents only to use.
- Hail & Ride drivers do not use Adelaide Metro bus stops, but any safe "Hail and Ride" location.
- Council-branded mini-buses; Provided free but drivers accept a Gold coin donation



4



Port Adelaide Enfield Community Bus Charter

- The community buses are available to charter to local community groups that are based solely within the City of Port Adelaide Enfield that have limited access to affordable transport.
- Times and availability may vary as explained on the Community Bus Charter Booking Form.
- Council only permits their accredited volunteer drivers to drive the Council buses. All drivers are volunteers and are not paid professional drivers. If volunteers are not available when travel is required, Council will not be able to proceed further with the charter booking.

Community Bus Charter Information and Booking Form

Updated November 2022



A Community Service For Community Groups

Availability of Community Buses

Number of Buses Available during the day	Days Buses Available for Charter
2	Monday
1	Tuesday & Wednesday
2 - PM Only	Thursday & Friday
2	Saturday & Sunday

In unforeseen circumstances where a driver or vehicle is no longer available and no replacement is possible, the Charter will be cancelled and booking fees refunded.
Please do not offer the driver any monetary reward for their services as this is not appropriate.

Volunteer Drivers Available for Charter Bookings

All arrangements for bus charters are to be made directly with the Volunteer Drivers from the list below. Note that drivers may not be available for your charter request.

Driver's Name	Driver's Availability	Driver's Contact
Mr Terry BROKATE	Not Wednesdays	0439 881 331
Mr John HOLLAND	Mon, Tues, Thurs, Fri	0411 091 185
Mr Phil WINTER	Any Day	0488 525 542

The following 3 steps must be followed when booking a Community Bus Charter.

1. Contact Council's Community Services Officer on 8405 6086 prior to making any arrangements, to ensure that a bus is available.
2. Contact and secure a Volunteer Driver from the list provided and inform them of your charter requirements.
3. "Confirmation of Booking" form and "Conditions of Use" form must be completed, signed and returned at least 14 days prior to the charter date to secure the booking.

City of Unley Community Bus Services

- Community Bus service is operated on Council mini-buses with volunteer drivers and onboard carers.
- Provided for residents with transport disadvantage for a \$3 donation for two-way trips.
- Selected days and times and route options connecting to the local shopping centres.



COMMUNITY BUS TIMETABLE

COST	DAY	TIMING
\$3 donation for the two-way trip.	Monday	9:00am – 12:30pm
AVAILABILITY		12:00pm – 3:00pm
Places are limited. Services are subject to demand. This timetable may change.		8:30am – 12:30pm
REGULAR BOOKINGS	Tuesday	9:00am – 12:30pm
To register for a Community Bus Service please complete a registration form or phone the Community Bus Coordinator on 8372 5131. This will secure your booking on a regular basis.		1:00pm – 3:30pm
You then only need to phone to cancel if you are unable to make your regular booking.	Wednesday	9:00am – 12:30pm
		9:00am – 1:00pm
	Thursday	9:00am – 2:00pm
	Friday	9:00am – 12:30pm
		9:00am – 12:30pm
*OCCASIONAL BOOKINGS	Saturday	9:30am – 12:30pm
To register for Occasional bookings please phone the Community Bus Coordinator on 8372 5131.	Other	9:00am – 3:00pm



DESTINATION	FREQUENCY
Unley Central	Weekly
Unley Central	Weekly
Gagans Bros	First Monday
Unley Central	Weekly
Unley Central	Tuesday only
Unley Central	Weekly
Barnside / Big W / Mitcham / Marion	Once a week in rotation
Unley Central and Swim Centre (3 groups)	Weekly
Unley Central (2 groups)	Weekly
Castle Plaza	Weekly
Unley Central	Fortnightly
Out & About Tours	Monthly



City of Burnside Community Shopping Bus

Community Shopping Bus

The City of Burnside community shopping bus is a free door-to-door service providing transport from the person's home to either Burnside Village, Norwood Parade or Frewville shopping precinct.

The bus service is only available to residents over 65 years of age or residents with mobility issues. The eligibility requirements apply because it is funded by the Commonwealth Government.

Volunteers will assist with carrying shopping bags and walking frames and other mobility aides are allowed on the bus. Passengers must book to use the bus service either weekly, fortnightly or on a casual basis.



free CITY CONNECTOR

EXPLORE ADELAIDE

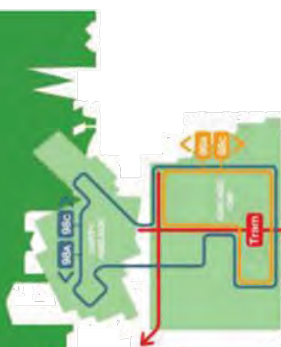
The free City Connector bus service runs on two loops – an inner city loop and an extended loop around North Adelaide providing a link to popular attractions, shopping, dining and destinations.

The large loop (98A and 98C) connects North Adelaide and the city seven days a week, while the small loop (99A and 99C) connects the inner city areas on weekdays. Together the two loops provide a service every 15 minutes on weekdays.



The free city tram takes you between the South Terrace tram stop, the Entertainment Centre, Botanic Gardens and Festival Plaza.

The Free city tram will also take you to the Royal Adelaide Hospital and medical precinct at the west end of North Terrace.

Detailed route information is available on the Adelaide Metro website



* Adelaide Metro InfoCentre can be found at:
Adelaide Railway Station, North Terrace

 @AdelaideMetroSA  1300 311 108

adelaidemetro.com.au/freecitybus

A JOINT INITIATIVE OF





STRAATHFIELD LOCAL TRANSPORT OPTIONS STUDY

Example of a Frequent Inner Urban Shuttle Route

- Local shuttle bus routes between train stations, shopping precincts, a hospital and university.
- Co-funded by the Public Transport Authority of WA (State Government), City of Subiaco, QE II hospital and University of Western Australia.
- Operates high frequency every 15 minutes.
- Recently expanded to include two new shuttle routes to other train stations.



Appendix C Cost Estimates for the Strathfield Local Bus Options

Level of Service											
Option	Short Name	Description	Operator of Local Transport Services	Other Similar Bus Services	Route(s)	Stopping Pattern	Frequency	Hours	Service Days	Fare Policy	Headway (minutes)
1	Existing Connector Bus routes	Retain existing Connector bus (no change)	Council	Accessibility Bus, Cumberland	2 existing loop routes	All stops and Hall and Ride	hourly with 2 buses	7 am to 7 pm	weekdays only	free	60
2	TNSW routes only	Discontinue Connector bus; TNSW routes only	Transport for NSW (Transit Systems NSW)	existing local bus routes in Contract Region 6	Routes 407, 408, 415, 480, 483, 525, 526	TNSW bus stops on fixed routes	every 15 to every 60 minutes	6 am to 11 pm	7 days / week	Opal fares	not applicable
3A	New local Route 1 (all day weekdays)	Homebush West to Strathfield South route (weekdays, 7 am to 7 pm)	Council, external, TNSW	Manly Hop, Skip & Jump	two-way route between Homebush West and Strathfield South	All stops and Hall and Ride	30 minutes with 2 buses	7 am to 7 pm	weekdays only	free	30
3B	New local Route 1 (interpeak only)	Homebush West to Strathfield South route (weekdays, 9 am to 4 pm)	Council, external, TNSW	TNSW Shopper Shuttle S2	two-way route between Homebush West and Strathfield South	All stops and Hall and Ride	hourly with 1 bus	9 am to 4 pm	weekdays only	free	60
3C	New local Route 1 (4 days / week)	Homebush West to Strathfield South route (Wednesday to Saturday, 9 am to 3 pm)	Council, external, TNSW	City of Ryde Shop Ryder	two-way route between Homebush West and Strathfield South	All stops and Hall and Ride	hourly with 1 bus	9 am to 3 pm	4 days / week	free	60
3D	New local Route 1 (2 days / week)	Homebush West to Strathfield South route (Thursdays and Fridays only, 9 am to 2 pm)	Council, external, TNSW	Village to Village	two-way route between Homebush West and Strathfield South	All stops and Hall and Ride	hourly with 1 bus	9 am to 2 pm	2 days / week	free	60
4A	New local Route 2 (weekdays all day)	Homebush West direct to Strathfield Plaza via Homebush Station	Council, external, TNSW	Route 401 Lidcombe - Carter Street	Two-way route between Homebush West and Strathfield Station	All stops and Hall and Ride	30 minutes with 1 bus	7 am to 7 pm	weekdays only	free	30
4B	New local Route 2 (peak hours only)	Homebush West direct to Strathfield Plaza via Homebush Station	Council, external, TNSW	Route 401 Lidcombe - Carter Street	Two-way route between Homebush West and Strathfield Station	All stops and Hall and Ride	30 minutes with 1 bus	7 am to 9 am, 4 pm to 7 pm	peak hours only	free	30
3B-4B	New Route 2 peak hours only; New Route 1 interpeak hours	Homebush West direct to Strathfield Plaza via Homebush Station	Council, external, TNSW	Shopper Shuttle and Route 401 Lidcombe - Carter Street	Two-way route between Homebush West and Strathfield Station	All stops and Hall and Ride	30 minutes with 1 bus	7 am to 7 pm	weekdays only	free	30 and 60
5	Extend On Demand transport service area	Extend On Demand transport area to Strathfield South	Transport for NSW (Transit Systems NSW)	Canada Bay / Olympic Park Bldg; Busways Cooee; Northern Beaches KoorRide	extended on demand transport service area	On demand operation	on demand via booking app	6 am to 11 pm	7 days / week	on demand fares	on demand
6	Free community bus	Free community bus operating on request	Council	Burnside community bus	Within the Council area only	On request with booking for groups	Booking service; day in advance	9 am to 4 pm	weekdays only	free	on request
7	User pay bus service	User pay bus service	Council	Unley, South Australia	Within the Council area only	Booking for groups	Booking required	7 am to 7 pm	weekdays only	paid service	on request

Option	Short Name	Round Trip Distance (km)	Circuit Time (minutes)	Weekdays			Weekends			Weekdays			Weekends			Weekly Trips	Weekday Annual Service Hours	Saturday Annual Service Hours	Annual Number of Trips	Annual Service Hours	Annual Service Km	Number of Vehicles	Driver Cost for Council with Wkd and Sat cost rates	Vehicle Cost for Council (operating per km)
				252	51	62	365	Weekdays per Week	Sundays	Saturdays	Sundays	Weekdays per Week	Saturdays	Sundays	Weekdays per Week									
1	Existing Connector Bus routes	35.5	60	252	0	0	5	5	0	0	0	24	0	0	0	120	6,048	0	6,048	6,048	214,601	2	\$235,691	\$176,713
2	TNSW routes only	not applicable	0													0	Not applicable	Not applicable	0	0	0	0		
3A	New local Route 1 (all day weekdays)	21.1	60	252	0	0	5	48	0	0	0	48	0	0	0	240	12,096	0	12,096	12,096	255,649	2	\$471,381	\$205,182
3B	New local Route 1 (interpeak only)	21.1	60	252	0	0	5	14	0	0	0	14	0	0	0	70	3,528	0	3,528	3,528	74,564	1	\$137,486	\$65,651
3C	New local Route 1 (4 days / week)	21.1	60	156	52	0	3	12	12	0	0	12	12	0	0	48	1,872	624	2,496	2,496	52,753	1	\$102,130	\$50,523
3D	New local Route 1 (2 days / week)	21.1	60	104	0	0	2	10	0	0	0	10	0	0	0	20	1,040	0	1,040	1,040	21,980	1	\$40,529	\$29,180
4A	New local Route 2 (weekdays all day)	9.2	30	252	0	0	5	48	0	0	0	48	0	0	0	240	6,048	0	12,096	6,048	111,271	1	\$235,691	\$91,110
4B	New local Route 2 (peak hours only)	9.2	30	252	0	0	5	20	0	0	0	20	0	0	0	100	2,520	0	5,040	2,520	46,363	1	\$98,204	\$46,092
3B-4B	New Route 2 peak hours only; New Route 1 interpeak hours	30.3	90	252	0	0	5	34	0	0	0	34	0	0	0	170	6,048	0	8,568	6,048	120,927	2	\$235,691	\$111,743
5	Extend On Demand transport service area	not applicable	0	252	0	0	5	0	0	0	0	0	0	0	0	0	Not applicable	Not applicable	0	0	0	0	Not applicable	Not applicable
6	Free community bus	not applicable	0	252	0	0	5	0	0	0	0	0	0	0	0	0	Not applicable	Not applicable	0	variable	variable	2	Not applicable	Not applicable
7	User pay bus service	not applicable	0	252	0	0	5	0	0	0	0	0	0	0	0	0	Not applicable	Not applicable	0	variable	variable	2	Not applicable	Not applicable

Option	Short Name	Vehicle Cost over 10 years	Diesel Cost	Annual Operating Cost for Council	Full Cost for Council with buses and depot	Cost per Trip	Population Served	Population within 400 m walk access to stops	Number of Ratepayers	Cost per Ratepayer	Strathfield Population (2023)	Cost per Resident	Cost per Day of Operation
1	Existing Connector Bus routes	\$42,319	\$162,240	\$412,403	\$616,962	\$102	\$15.27	40,400	18,040	\$34.20	48,503	\$12.72	\$2,448
2	TNSW routes only												
3A	New local Route 1 (all day weekdays)	\$42,319	\$162,240	\$676,563	\$881,122	\$73	\$27.45	32,100	18,040	\$48.84	48,503	\$18.17	\$3,497
3B	New local Route 1 (interpeak only)	\$21,159	\$162,240	\$203,137	\$386,537	\$110	\$12.04	32,100	18,040	\$21.43	48,503	\$7.97	\$1,534
3C	New local Route 1 (4 days / week)	\$21,159	\$162,240	\$152,654	\$336,053	\$135	\$10.47	32,100	18,040	\$18.63	48,503	\$6.93	\$1,616
3D	New local Route 1 (2 days / week)	\$21,159	\$162,240	\$69,709	\$253,109	\$243	\$7.89	32,100	18,040	\$14.03	48,503	\$5.22	\$2,434
4A	New local Route 2 (weekdays all day)	\$21,159	\$162,240	\$326,801	\$510,200	\$42	\$25.90	19,700	18,040	\$28.28	48,503	\$10.52	\$2,025
4B	New local Route 2 (peak hours only)	\$21,159	\$162,240	\$144,296	\$327,695	\$65	\$16.63	19,700	18,040	\$18.16	48,503	\$6.76	\$1,300
3B-4B	New Route 2 peak hours only: New Route 1 interpeak hours	\$42,319	\$162,240	\$347,433	\$714,232	\$83	\$22.25	32,100	18,040	\$39.59	48,503	\$14.73	\$2,834
5	Extend On Demand transport service area	\$0	\$0										
6	Free community bus	\$42,319	\$162,240	variable	variable	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown
7	User pay bus service	\$42,319	\$162,240	variable	variable	unknown	unknown	unknown	unknown	unknown	unknown	unknown	unknown

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PE3 STRATHFIELD LOCAL ENVIRONMENTAL PLAN 2012: AMENDMENTS PLANNING PROPOSAL

AUTHOR: Paul Bu, Planning Place Coordinator

APPROVER: Clare Harley, Director, Planning and Environment

RECOMMENDATION

That:

1. In accordance with the provisions of the *Environmental Planning and Assessment Act 1979*, Council endorse the preparation of a draft Planning Proposal to amend the Strathfield Local Environmental Plan 2012 in relation to the following eight (8) items:
 - a) Exclusion of access handles when calculating site area for battle-axe lot or any lot with an access handle for the purposes of minimum subdivision lot size
 - b) Introduction of 'Creative Industries' as Permitted with Consent in E4 General Industrial Zone. (N.B. Creative Industries are a type of Light Industry)
 - c) Removal of signage from Schedule 2 – Exempt Development
 - d) Terrestrial Biodiversity – remove specific land mentioned in LEP Clause and reference new Terrestrial Biodiversity Map/s
 - e) Amend Schedule 5 as follows:
 Part 1 – Add existing State Heritage Items
 Part 2 – Expand the Burlington Road Heritage Conservation Areas
 - f) Rezoning selected Sydney Water lands from R2 Low Density Residential to SP2 Infrastructure and REI Public Recreation
 - g) Introduction of 'Recreation Facility (indoor)' as Permitted with Consent in the E4 General Industrial zones
 - h) Editorial and mapping updates to remove / update references to old legislation and update all mapping
2. The draft Planning Proposal be reported to a future Council Meeting to obtain approval to lodge it with the Department of Planning and Environment to seek a Gateway Determination.
3. Council note that staff will undertake further research and review in relation to the following eight (8) items and that a report outlining an evidence base and recommendations, will be provided at a future Council Meeting (Note: a number of the items identified below will be informed by the Strathfield Medium Density Housing Strategy which is currently under preparation):
 - a) Increasing Height of Buildings (HOB) and Floor Space Ratio (FSR) controls within certain industrial precincts
 - b) Removal of Residential Flat Buildings from R3 Medium Density Residential zone
 - c) Introduction of R1 General Residential zone, where Residential Flat Buildings were already prevalent or desirable
 - d) Rezoning Greenacre Housing Investigation Area from the R2 Low Density Residential Zone to the R3 Medium Density Residential Zone and removing dual occupancies from 'Schedule 1 – Additional Permitted Uses' and the minimum lot size for dual occupancies in Greenacre set at 600 m²
 - e) Increasing minimum lot size for dual occupancies from 560 m² to 650 m²

- f) Introduction of minimum subdivision lot size for dual occupancies
 - g) Removal of the Welfare Street Heritage Conservation Area (HCA) status
 - h) Expanding the extent of the E1 Local Centre Zone at the southern end of Water Street, Strathfield South
4. The following nine (9) items not be progressed as amendments to the Strathfield Local Environmental Plan 2012:
- a) Introduction of minimum subdivision requirements in the R2 Low Density Residential Zone
 - b) Rezoning the R3 Medium Density Residential zone on Rochester Street to R1 General Residential
 - c) Removal of 'Places of Public Worship' as a Permitted with Consent use from R1 General Residential and R3 Medium Density Residential Zones
 - d) Including value sharing provisions
 - e) Introduction of minimum lot size and width for Boarding Houses in the R2 Low Density Residential and R3 Medium Density Residential Zones
 - f) Removal of 'General Industries' and 'Water Recycling Facilities' as Permitted with Consent and the addition of 'Office Premises' and 'Specialised Retail (bulky goods)' in the IN2 Light Industrial (now E4 General Industrial) Zone
 - g) Rezoning the Water Street Industrial Precinct and adjoining residential land from IN1 General Industrial Zone to the MU1 Mixed Use Zone with increases in Height of Building and Floor Space Ratio controls
 - h) Rezoning Rochester Street from the R2 Low Density Residential and R3 Medium Density Residential to MU1 Mixed Use
 - i) Delisting 36a Water Street, Strathfield South from the local heritage list
5. Council note that a Councillor Briefing was provided on the 24th October 2023.

PURPOSE OF REPORT

Following a presentation to Councillors at the Workshop on 24 October 2023, this report seeks a Council resolution to confirm the preparation of a draft Planning Proposal to amend the Strathfield Local Environmental Plan (LEP) 2012 amendments as recommended in this report.

REPORT

Background to the Withdrawn LEP Planning Proposal 2021

In 2021 Council lodged a draft Planning Proposal with the Department of Planning and Environment (DPE) for the preparation of a new Strathfield Local Environmental Plan. The draft Planning Proposal included a long list of items for consideration.

On 29 April 2022, DPE issued a Gateway Determination which identified an extensive list of matters that should not be progressed, or require significant, additional work.

On 4 April 2023, Council resolved to withdraw the Comprehensive LEP 2021 Planning Proposal (PP-2021-3803). Council also resolved:

Be provided with a briefing, at a Councillor Workshop, to confirm next steps for progressing key components contained within the draft Local Environmental Plan 2021, in a new Planning Proposal to amend the Strathfield Local Environmental Plan 2012.

On 6 April 2023, a letter was sent to the DPE requesting a withdrawal of the Planning Proposal. The reasons for withdrawal can be broadly summarised as follows:

1. More evidence base needed
2. Non-compliances with Ministerial Direction requirements

We are now returning to the scoping stage for a new planning proposal to amend aspects of the Strathfield Local Environmental Plan 2012 (see Figure 1).

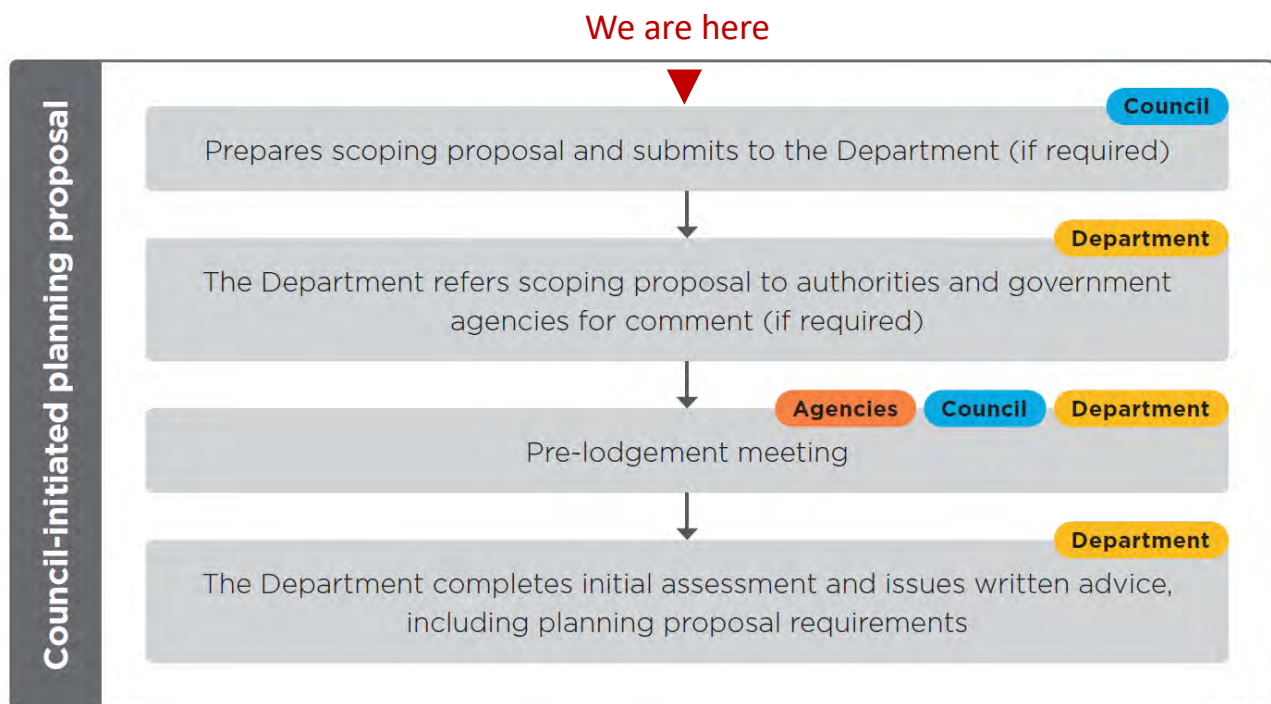


Figure 1: Excerpt of the NSW Plan Making Guideline demonstrating the pre-lodgement steps

Planning Proposal Categories

The NSW LEP making guideline outlines four categories of planning proposals, each varies in complexity and processing time. Key characteristics of each category relevant to our Planning Proposal are described below.

Category	Brief Description
Basic	<ul style="list-style-type: none"> Minor 'housekeeping' amendments List a local heritage item Correct an administrative error
Standard	<ul style="list-style-type: none"> Change zoning, building heights, FSR, etc. Consistent with state & local level strategic directions
Complex	<ul style="list-style-type: none"> Change zoning, building heights, FSR, etc. Significant increase in demand for infrastructure Inconsistent with state-level strategic directions
Principal	<ul style="list-style-type: none"> Applies to and affects the whole LGA A combination of multiple Planning Proposals

LEP Changes No Longer Pursued

The proposed amendments contained in the previous Planning Proposal can generally be summarised as 25 items or actions. Out of the 25, nine (9) items identified below are proposed to not proceed any further – mainly as a result of the conditions imposed as part of the Gateway determination.

	Provision	Reason for Removal
1	Introduction of minimum subdivision requirements in R2 Low Density Residential Zone	Provisions already exist within the DCP regarding minimum lot width (15.24m) and access handle requirements (3m) and was a duplication
2	Rezoning R3 Medium Density Residential zone on Rochester Street to R1 General Residential	This was a duplication of a proposal to extend the business zoning for the Homebush neighbourhood centre – deleted for clarity
3	Removal of Places of Public Worship from R1 General Residential and R3 Medium Density Residential Zones	<p>Places of Public Worship are mandated as a permissible with consent use in the R1 and R3 Residential Zones under the NSW standard instrument. Therefore, removal from these zones is not supported.</p> <p>However, removal from the R2 Low Density Residential Zone may be pursued</p>
4	Including value sharing provisions	There is no legislative support for this provision. The correct pathway is through an affordable housing contributions scheme, infrastructure contributions framework or planning agreements policy
5	Introduction of minimum lot size and width for Boarding Houses in R2 Low Density Residential and R3 Medium Density Residential Zones	The Housing SEPP has introduced additional provisions regarding Boarding Houses and minimum lot sizes (being 600sq.m in R2 and 800sq.m in other locations).

		Further given changes to the Housing SEPP – Boarding Housing are likely to fall away as a common development form. Consideration of medium density options will also be assessed as part of the current study underway
6	Removal of General Industries and Water Recycling Facilities, and the addition of Office Premises and Specialised Retail (bulky goods) in the IN2 Light Industrial (now E4 General Industrial) Zone	<p>The NSW Government Employment Zone reform has combined the IN1 General Industrial and IN2 Light Industrial Zones into the new E4 General Industry Zone.</p> <p>The proposed land use changes are not appropriate for the General Industrial Zone</p>
7	Rezoning Water Street Industrial Precinct and adjoining residential land. IN1 General Industrial rezoned to B4 Mixed Use with increases in height and FSR. To facilitate the additional population, Laws Lane would have been extended to Dunlop Street (SP2-Local Road) and an additional 1000m ² of RE1 zoned public open space proposed at western end of William Street	<p>Contrary to the Strathfield Employment Land Strategy which states that land should be protected for this purpose.</p> <p>Similarly, The Eastern City District Plan requires retention of industrial and urban services land</p>
8	Rezoning Rochester Street from R2 Low Density Residential and R3 Medium Density Residential to MU1 Mixed Use	Not supported by massing study findings - see detailed discussion below
9	Delisting 36a Water Street, Strathfield South	Not Recommended - see detailed discussion below

Rezoning Rochester Street Area

The previous Planning Proposal has sought to rezone Rochester Street from R2 Low Density Residential Zone and R3 Medium Density Residential Zone to the MU1 Mixed Use Zone (see Figure 2).

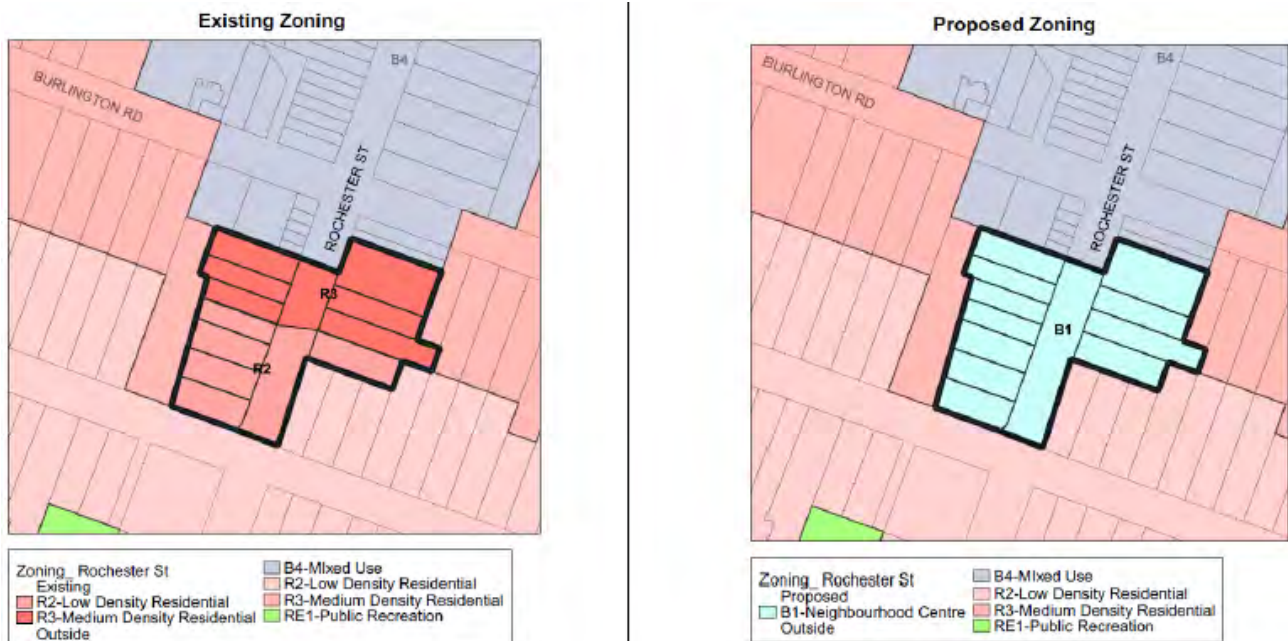


Figure 2: Existing and proposed Rochester Street zonings

In response to the Gateway Determination conditions, a massing study was undertaken by an Urban Design Consultant. The study has investigated a likely built form scenario resulting from the control changes, as shown in Figure 3.

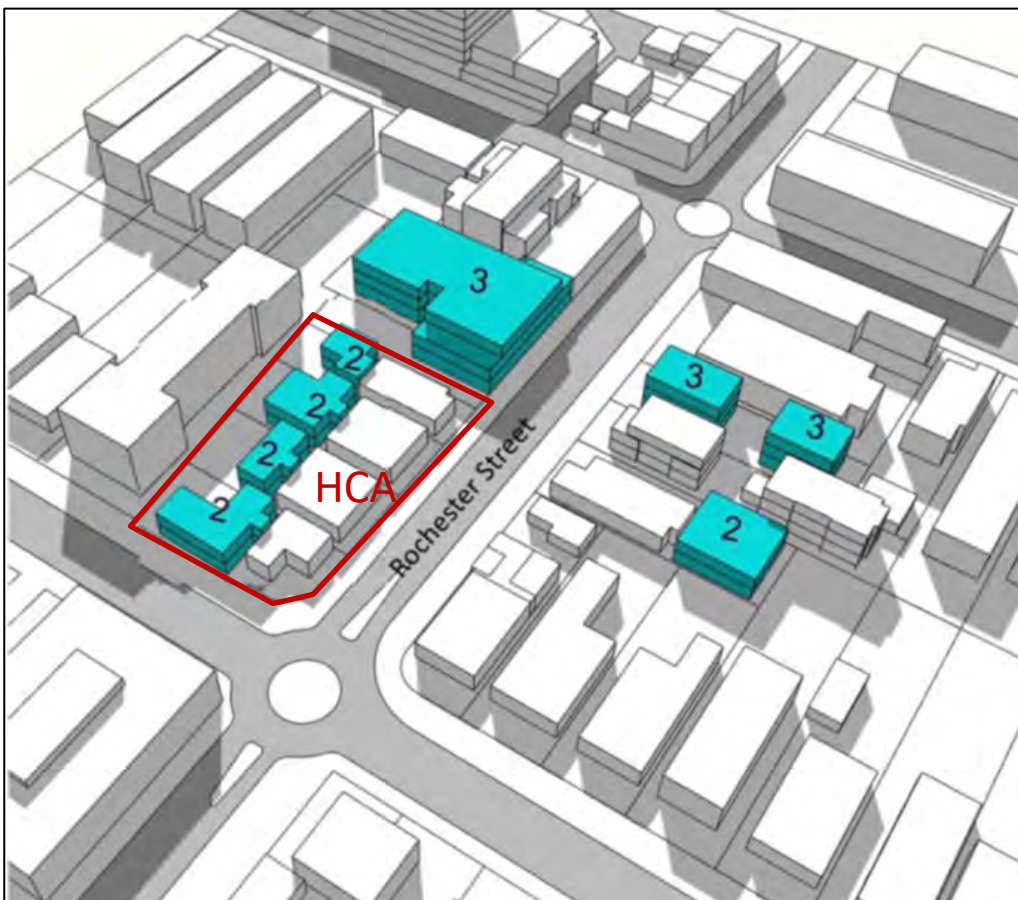


Figure 3: Massing study of Rochester Street

Having considered the findings of the massing study, it is advised that this item not proceed for the following reasons:

- The existing dwellings located within the Heritage Conservation Area (HCA) are considered contributory items and any demolition would not be supported. As such any development potential would be limited to the rear gardens.
- The study area is unlikely to reach its proposed development potential due to a number of site constraints such as tree retention, amalgamation pattern and heritage conservation.
- Upzoning places undue pressure on existing dwellings in the HCA for removal, potentially compromising the heritage character of Rochester Street.
- Upzoning places undue pressure on existing mature trees located at the rear of properties in the HCA for removal, which contradicts Council's priority to retain and increase tree canopy cover.
- The 'improved connection to the library' intended by the previous Planning Proposal can be achieved by place based or streetscape improvements without needing to rezone.
- It is unnecessary to upzone as the 6 to 10-year housing target will be met by the Parramatta Road Corridor Urban Transformation (PRCUT) Area.

Given the limited planning merit that would be achieved by this LEP amendment, and the risks associated with the changes, it is recommended that the items not be progressed.

Delisting 36a Water Street, Strathfield South

Although 36a Water Street is currently in a poor cosmetic condition and needs substantial renovation (see Figure 4), it remains an example of an early rural cottage circa 1860. Whilst the structural integrity of the building is unknown there would appear to be potential to sensitively extend and refurbish the original dwelling.



Figure 4: Photograph of street façade - 36a Water Street, Strathfield South

The previous Heritage Review completed in 2020 did recommend removal of this item due to poor condition and the fact that other representative examples exist in the area. However, there remains

uncertainty regarding the actual internal condition of the property and ability to effectively bring about restoration.

The removal of the property from the local heritage list is not recommended because:

1. Delisting the item will make available a Complying Development pathway for demolition and redevelopment on the site, resulting in Council losing control over the development outcome through the Development Application (DA) process and the requirements for photographic archival recording of the item for historical purposes.
2. There is no necessity to delist the item to enable redevelopment. Considering the generous site area (894m²) and depth (53m), there is a sufficient area at the rear of the site suitable for redevelopment with adaptive reuse of the existing heritage building.
3. The opportunity remains for a landowner or future applicant to provide appropriate supporting information as part of a DA to justify the demolition of the dwelling. If it is considered satisfactory, it will then enable consent conditions to be imposed to require photographic archival recording of the item.

It is not recommended that this item be pursued, noting that demolition of the item is a possibility if sufficient supporting information can be provided to Council.

LEP Changes on Hold to be Pursued Later

Eight (8) amendments discussed below are advised to be put on hold until the findings of further studies become available.

1. Increase Height of Buildings and Floor Space Ratio controls within certain industrial precincts - this amendment will be subject to findings of the draft Traffic and Transport Strategy expected before the end of 2024

The following items will be subject to the Medium Density Housing Strategy, which is expected to be completed in early 2024. It is considered prudent to hold any further consideration of these items until such time that the findings of the strategy can be reviewed:

2. Removal of Residential Flat Buildings from R3 Medium Density Residential zone
3. Introduction of R1 General Residential zone, where Residential Flat Buildings were already prevalent or desirable
4. Rezoning Greenacre Housing Investigation Area from R2 Low Density Residential to R3 Medium Density Residential. Dual occupancies can then be removed from Schedule 1 – Additional Permitted Uses and the minimum lot size for Dual Occupancies in Greenacre set at 600m²
5. Increase minimum lot size for Dual Occupancies from 560m² to 650m²
6. Introduce minimum subdivision lot size for Dual Occupancies
7. Removing Welfare Street Heritage Conservation Area (HCA) (see Figure 5 and discussion below)

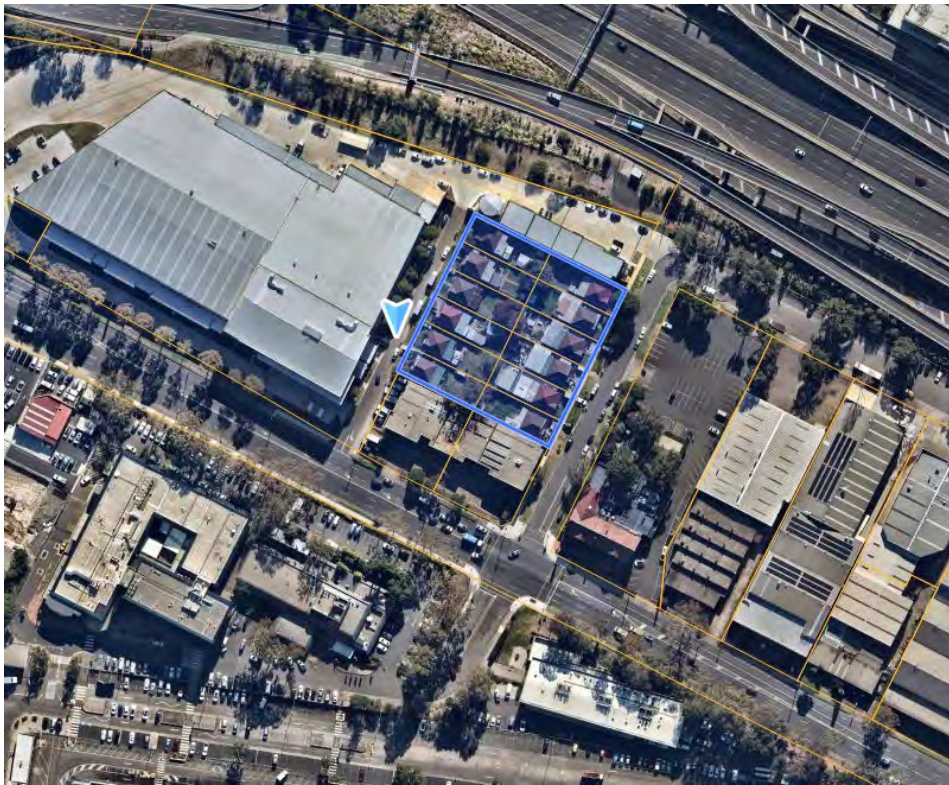


Figure 5: Aerial photo of the Welfare Street HCA (highlighted in blue)

The Welfare Street HCA is a collection of dwellings originally constructed as workers cottages for the local abattoir. Since the closure of the abattoir (some time ago), the surrounding areas has been redeveloped for commercial and industrial purposes with the dwellings remaining as a non-conforming but established land use.

The removal of the Welfare Street HCA is not recommended to proceed at this time because:

- It is located within PRCUTS. The site currently has a non-residential zone and PRCUTS envisages that to be maintained.
- At this stage, it is unclear what an appropriate or feasible redevelopment scenario would be for the Welfare Street precinct after removing its HCA status. The position put forward in the PRCUTS planning and implementation guideline is that residential is not an intended use for this location
- Given the uncertainty, the future scenarios of Welfare Street HCA are best to be considered as part of the PRCUTS study, instead of an isolated Planning Proposal
- The removal of the Welfare Street HCA was not part of the recommendations of the Heritage Study completed in 2020. Furthermore, additional controls were recommended to preserve the original form of the dwellings
- The existing properties vary in condition but are otherwise retained in their original form with no substantial changes to their original appearance and roof forms

Given the broader implications of the Welfare Street HCA and relationship to the PRCUTS and the Homebush Urban Village, it is recommended that this matter be deferred and considered as part of the larger strategic planning study.

8. Expand the E1 Local Centre Zone at the southern end of Water Street, Strathfield South (see Figure 6 and discussion below).

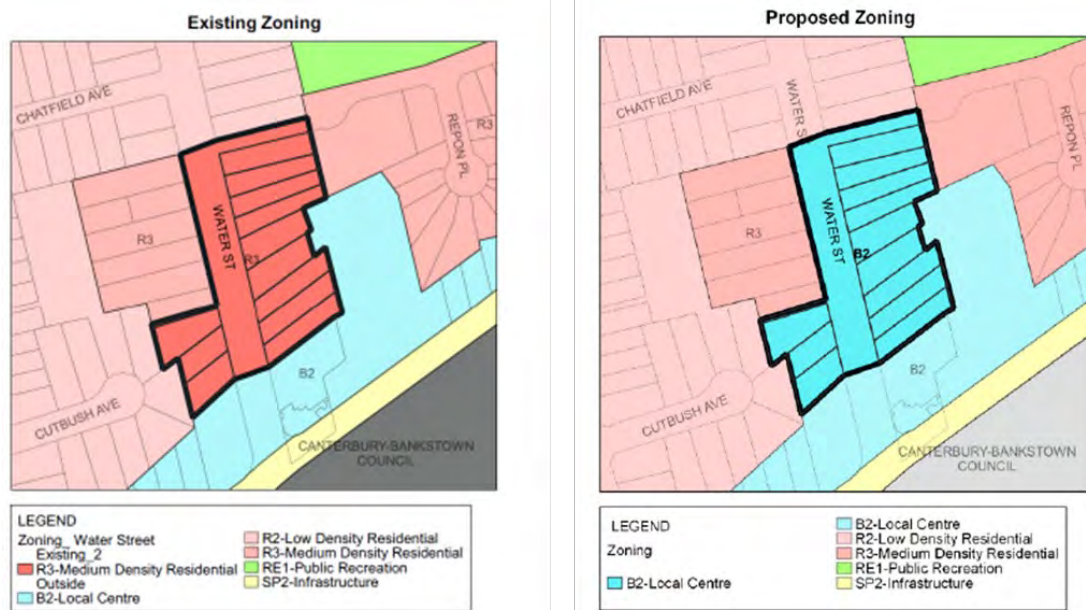


Figure 6: Existing and Previously Proposed Zonings on Water Street

In response to the Gateway Determination conditions, a massing study was undertaken by Audax Urban which recommended a reduction in densities and development scale as shown in Figure 7. This work has identified the particular challenges in terms of future redevelopment in this location and ensuring an appropriate built form outcomes can be achieved. This would be associated with potentially fragmented land ownership on the western side and one long, narrow allotment (No.72) that might become isolated.

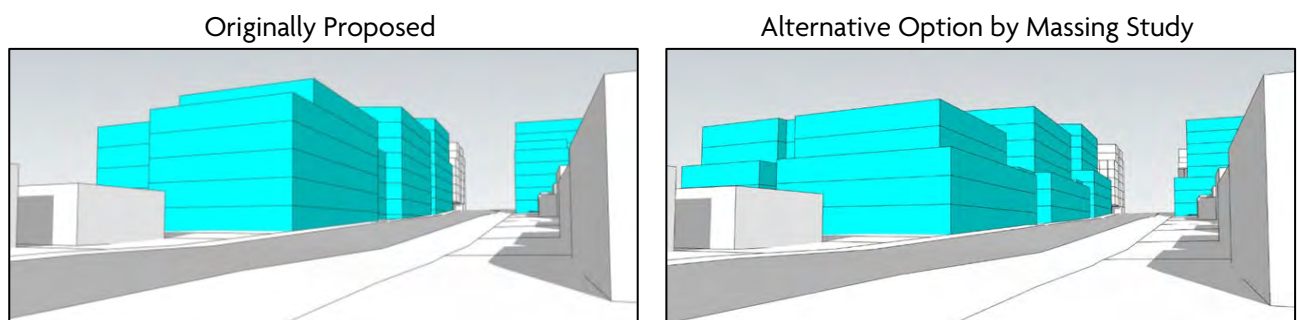


Figure 7: Massing study diagrams of Water Street

It is suggested that this item not be pursued for the time being for the following reasons:

- The need to manage visual impacts and promote a transition in built form outcome with adjoining low density residential area
- Adverse amenity impacts on the street environment
- Overshadowing impact on neighbouring properties
- Impact of extending commercial uses into an existing residential area
- Uncertainty on the economic viability of proposed land use outcomes
- Need to establish appropriate minimum lot size, frontage and built form controls for the precinct
- Need to manage development scale to achieve an appropriate transition with remaining low density residential areas

The Medium Density Housing Strategy, which is currently being prepared, and other studies would be used to inform whether this is to proceed at a later date or be retained as a future investigation area. In particular these studies would offer a suite of potential design responses from a built form and design perspective that can be used to develop future planning policy for the precinct.

LEP Changes To Proceed Immediately

It is anticipated that the following eight (8) amendments can be made in a single consolidated Planning Proposal and proceed to the pre-lodgement stage now. The first seven (7) items are not subject to objections by DPE and are considered to have sufficient information for lodgement purposes:

1. Exclusion of access handle when calculating site area for battle-axe lot or any lot with an access handle for the purposes of minimum subdivision lot size
2. Introduction of Creative Industries in E4 General Industrial Zone
3. Removal of signage from Schedule 2 – Exempt Development
4. Terrestrial Biodiversity – remove specific land mentioned in LEP Clause and reference new Terrestrial Biodiversity Map
5. Amend Schedule 5 as follows:
Part 1 – Add existing state heritage items
Part 2 – Expand Burlington Road Heritage Conservation Areas
6. Sydney Water land rezoned from residential to SP2 Infrastructure and RE1 Public Recreation – consultation with Sydney Water is needed to confirm their position on the proposed rezoning
7. Editorial and mapping updates to remove / update references to old legislation and update all mapping

In relation to the introduction of 'Recreation Facility (indoor)' in the E4 General Industrial zones, further investigation is needed to provide the evidence base required to meet the DPE's Gateway condition, including:

- Analysis of current recreation demand
- Assessment of the potential impact on industrial floorspace
- Justification for the appropriateness of permitting recreation facilities (indoor) in the E4 General Industrial zones
- Consideration of how potential land use conflicts would be managed

The removal of places of public worship from the R2 Low Density Residential Zone may also be pursued in addition to the above if desired.

Timeframes

Subject to the nature and complexity of the amendments, some of the above amendments may be considered "Basic" or "Standard" under the LEP Making Guideline dated August 2023 (see Figures 8). Basic Planning Proposals could be expedited under Section 3.22 of the *Environmental Planning and Assessment Regulations 2021*, while a Standard Planning Proposal typically takes around 18 months to process from end to end. It is not anticipated that any proposed amendments will fall into the "Complex" or "Principal" categories, although this will need to be confirmed by DPE at the scoping stage.

Stage	Maximum Benchmark Timeframes (working days)			
	Basic	Standard	Complex	Principal
Stage 1 - Pre-lodgement	30 days	50 days	60 days	20-30 days
Stage 2 - Planning Proposal	80 days	95 days	120 days	40 days
Stage 3 - Gateway determination	25 days	25 days	45 days	45 days
Stage 4 - Post-Gateway	20 days	50 days	70 days	160 days
Stage 5 - Public Exhibition & Assessment	70 days	95 days	115 days	95 days
Stage 6 - Finalisation	25 days	55 days	70 days	80 days
Sub-total (Department target)	140 working days	225 working days	300 working days	380 working days
Total (end to end)	220 days	320 days	420 days	420 days

Note: Department target of 380 working days is measured from Stage 3 – Stage 6 (inclusive).

Figure 8: Excerpt of NSW Plan Making Guideline indicating anticipated timeframes

It is envisaged that the above eight (8) items will all be consolidated into a single planning proposal; however, this approach will depend on the advice from the DPE.

Next Steps

If Council resolves as per the staff recommendations the tasks identified below will be undertaken to prepare for the lodgement of a new Planning Proposal:

1. Organise a pre-lodgement meeting with the DPE to confirm categories and required information.
2. Prepare a Scoping Proposal Report (if required).
3. Prepare Planning Proposals with any additional studies required by the DPE.
4. Liaise with Sydney Water.
5. Seek Councillors' endorsement again before lodgement with the DPE for Gateway approval.

FINANCIAL IMPLICATIONS

At this stage, there are no financial implications other than staff time. It is anticipated that all the necessary evidence base can be prepared in-house or on the basis of previous studies. If any additional studies are required by the DPE, funding approvals and arrangements may be sought at that time.

ATTACHMENTS

There are no attachments for this report

PE4 **CORRESPONDENCE FROM MINISTER FOR PLANNING AND PUBLIC SPACES: LOW AND MEDIUM DENSITY HOUSING ZONES IN NSW**

AUTHOR: Clare Harley, Director Planning and Environment

APPROVER: Michael Mamo, General Manager

RECOMMENDATION

That Council note the Minister for Planning and Public Spaces, The Hon Paul Scully MP (the Minister) has written (Attachment 1) to Councils in NSW regarding the need to allow for more housing in low and medium density zones to help increase supply and diversity of homes.

PURPOSE OF REPORT

To provide Council with a copy of correspondence, dated 30 October 2023, received from the Minister for Planning and Public Spaces.

REPORT

The Minister for Planning and Place, The Hon Paul Scully has requested that Councils review their local policy settings and approaches to identify existing well located areas where terraces, small unit blocks or well designed mid-rise apartments can be permitted.

Strathfield Council is currently preparing a Medium Density Housing Strategy to review current planning controls in low and medium density zones to identify ways to facilitate a diversity of housing types in our suburbs.

Minister Scully also requested that the letter be tabled at the next Council meeting.

FINANCIAL IMPLICATIONS

Proposed Expenditure: Nil

ATTACHMENTS

1. Correspondence from Minister for Planning and Public Spaces, The Hon Paul Scully re: housing in low and medium density zones.

ATTACHMENT 1

The Hon Paul Scully MP
Minister for Planning and Public Spaces



Ref: MDPE23/3451

Clr Karen Pensabene
Mayor
PO Box 120
STRATHFIELD NSW 2135
via: cr.kpensabene@strathfield.nsw.gov.au

Dear Clr Pensabene, *Karen*

I write to you regarding the need to allow for more housing in our low and medium density zones across New South Wales to help increase supply and diversity of homes we are delivering in our suburbs.

New South Wales is in a housing crisis. Through the National Housing Accord, councils and the NSW Government are committed to working together to look at every opportunity to address this crisis.

Our shared task is to approve and encourage the necessary investment and commencements for 377,000 homes by 2029.

The land use planning and assessment functions of councils and the Department will need to quickly adjust towards approaches that lead to more homes in well-located areas.

As a way to increase our housing numbers in NSW, the NSW Government has identified a number of limitations across the residential zones constraining our ability to deliver this diverse housing in our low and medium density areas. In Greater Sydney these include:

- Terraces, townhouses and 2 storey residential flat buildings (i.e. manor houses) are only permitted in the R2 low density residential zone in 2 of 35 Local Environmental Plans (LEPs) in Greater Sydney – just six per cent. This is despite 77 per cent of residential land being zoned R2. Even though the R3 medium density zones do allow terraces, they only make up 13% of residential land; and
- Residential flat buildings (RFBs) are only permitted in the R3 medium density zone in 47% of LEPs. Even though the R4 high density residential zones do allow RFBs, they only make up 3% of residential land.

The story is more mixed outside of our major cities but there are still opportunities available for the planning system to priorities low and mid-rise housing types in our main residential zones.

We are asking councils to review their local policy settings and approaches in the interests of housing supply. I ask you to identify existing well-located areas where terraces, small unit blocks or well-designed mid-rise apartments can be permitted.

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001

02 7225 6080
nsw.gov.au/minister/scully

Research consistently shows that there is unmet demand for additional small apartment and low-rise multi-dwelling housing options as well as purpose-built rental and affordable and social housing.

With this in mind, the Department will be realigning its resources to support councils in these initiatives and is developing a tool kit to help councils and state agencies deliver the outcomes we need. Councils shouldn't wait for this work to happen, rather I am asking you to begin work identifying locations and permitting more low and mid-rise homes immediately.

This urgency for all of us to play our part to approve and deliver housing in all parts of New South Wales brings me to my final point. The upcoming 2024 NSW local government elections are scheduled to be held on Saturday 14 September 2024. The caretaker period will begin 4 weeks before on 16 August 2024.

The NSW local government elections may have an impact on some policy and program timeframes and exhibition dates and may impact on planning assessment timeframe targets.

All planning assessments and other council responsibilities and operations should continue as normal until the start of the caretaker period. It is my express view that councils should continue to undertake their legal responsibilities under local government and planning legislation to make sure that we keep up the momentum on delivering the approvals for housing developments across New South Wales.

I would also request that this letter be tabled at your next council meeting so that councillors are clear about the State government's intentions on behalf of the people of NSW to deliver more low and mid-rise homes, while reminding them of their duty during election periods.

We all have a part to play in delivering on the National Housing Accord and a role in helping the next generation into home ownership or long-term rental. I urge you to look at your policy settings with the aim of expanding the number of homes in your LGA.

Should you have any questions regarding the housing reform work or to caretaker conventions for local government elections, please contact the Department at stakeholder.engagement@dpie.nsw.gov.au.

Yours sincerely



Paul Scully MP
Minister for Planning and Public Spaces

20/10/24

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001

02 7225 6080
nsw.gov.au/ministers/cully

EO1 PROVISION OF ADDITIONAL BINS - HENLEY ROAD AND THE CRESCENT

AUTHOR: Ben Michel, Place Designer

APPROVER: Cathy Edwards-Davis, Director, Engineering and Operations

RECOMMENDATION

1. That Council install a bin on the western side of the intersection between Henley Road and The Crescent, adjacent to the power pole and planting bed, as shown in Attachments 1, 2 and 3.
2. That Council install a bin adjacent to the footpath section which intersects with the northern side of The Crescent at the intersection with Hornsey Road, as shown in Attachments 4, 5 and 6.

PURPOSE OF REPORT

At the Ordinary Council Meeting on 5 September 2023, Council resolved:

"242/23

RESOLVED: (Maheswaran / Blackmore)

That a report be provided to Council on the possible installation of a public litter bin on the western side of Henley Road, at its intersection with The Crescent."

"243/23

RESOLVED: (Cai / Reddy)

That a report be provided to Council to consider the installation a public litter bin on the footpath at the northern alignment of The Crescent, opposite its intersection with Hornsey."

REPORT

It is recommended that an additional bin be placed at the western side of Henley Road, next to the existing power pole and planning bed. This location is suitable for the additional bin because it is situated adjacent to the pedestrian crossing, which is a convenient place for people to discard rubbish. The bin is recommended to be placed to the eastern side of the power pole to be visually aligned with that of the existing bin on the other side of Henley Road.

It is also recommended that an additional bin should be placed adjacent to the existing footpath which extends to The Crescent. As this is a crossing point, placing the bin here provides an easy and accessible point for people to discard rubbish. Furthermore, placing the bin at the mid-point of this footpath section allows space for the potential expansion in width of the footpath which runs adjacent to the fence line.

The recommended bin model is Street Furniture Australia - Model Number WBE-nF120-BAT. This bin model has been used along other sections of The Crescent and therefore continuing this design style would bring consistency to the streetscape.

Coordination for this report was undertaken with traffic engineering, waste services, and civic space maintenance personnel at Council. The location of the bin is approved by all coordinated personnel. Commentary was provided by maintenance personnel regarding the periodic emptying of the bin and the obstruction of traffic when this occurs.

Advice from traffic engineering personnel outlined that traffic obstruction would be minimal due to parking space allocations along The Crescent which waste collection vehicles could use when emptying the bin.

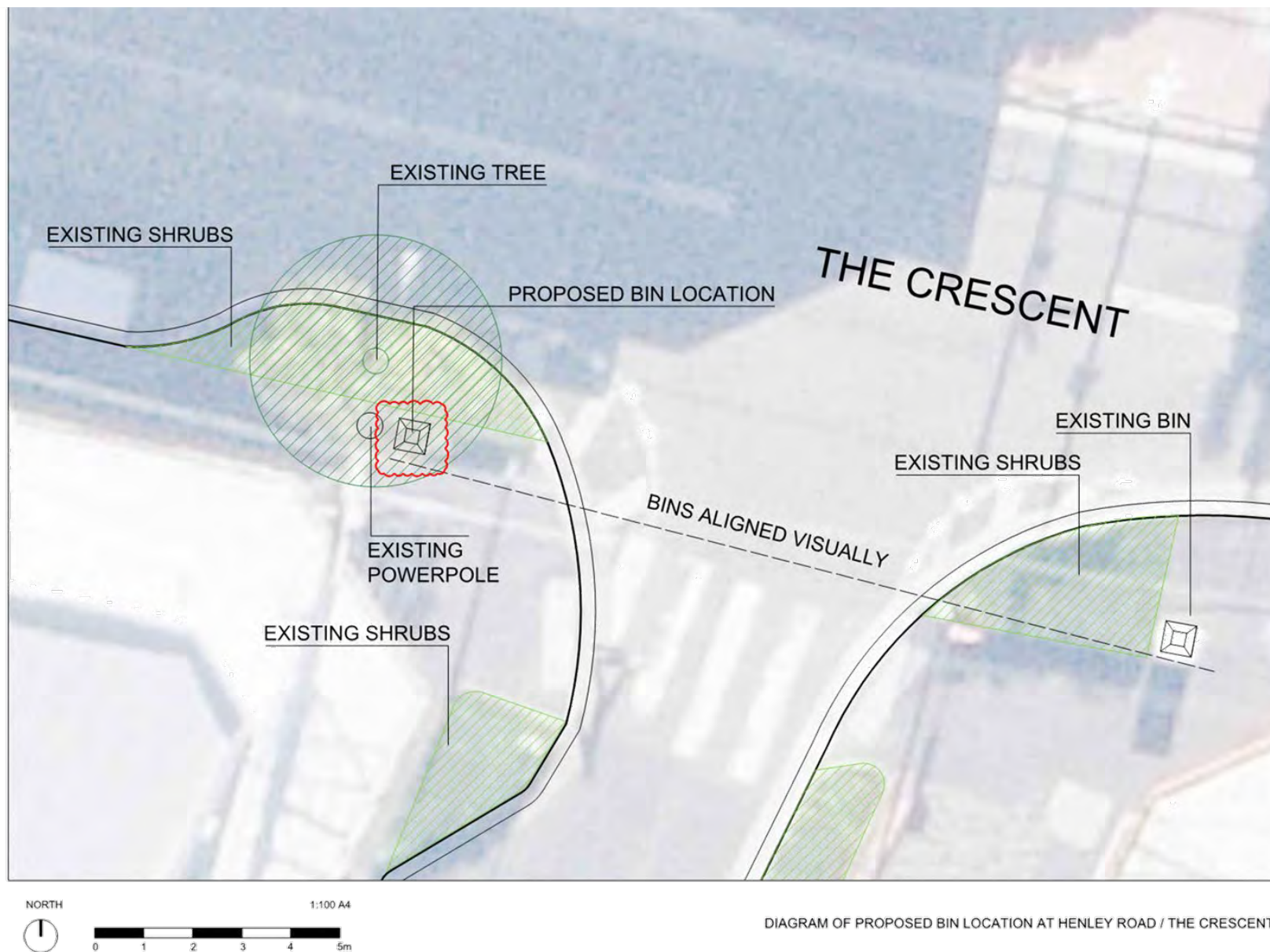
FINANCIAL IMPLICATIONS

Funding is available in the current budget.

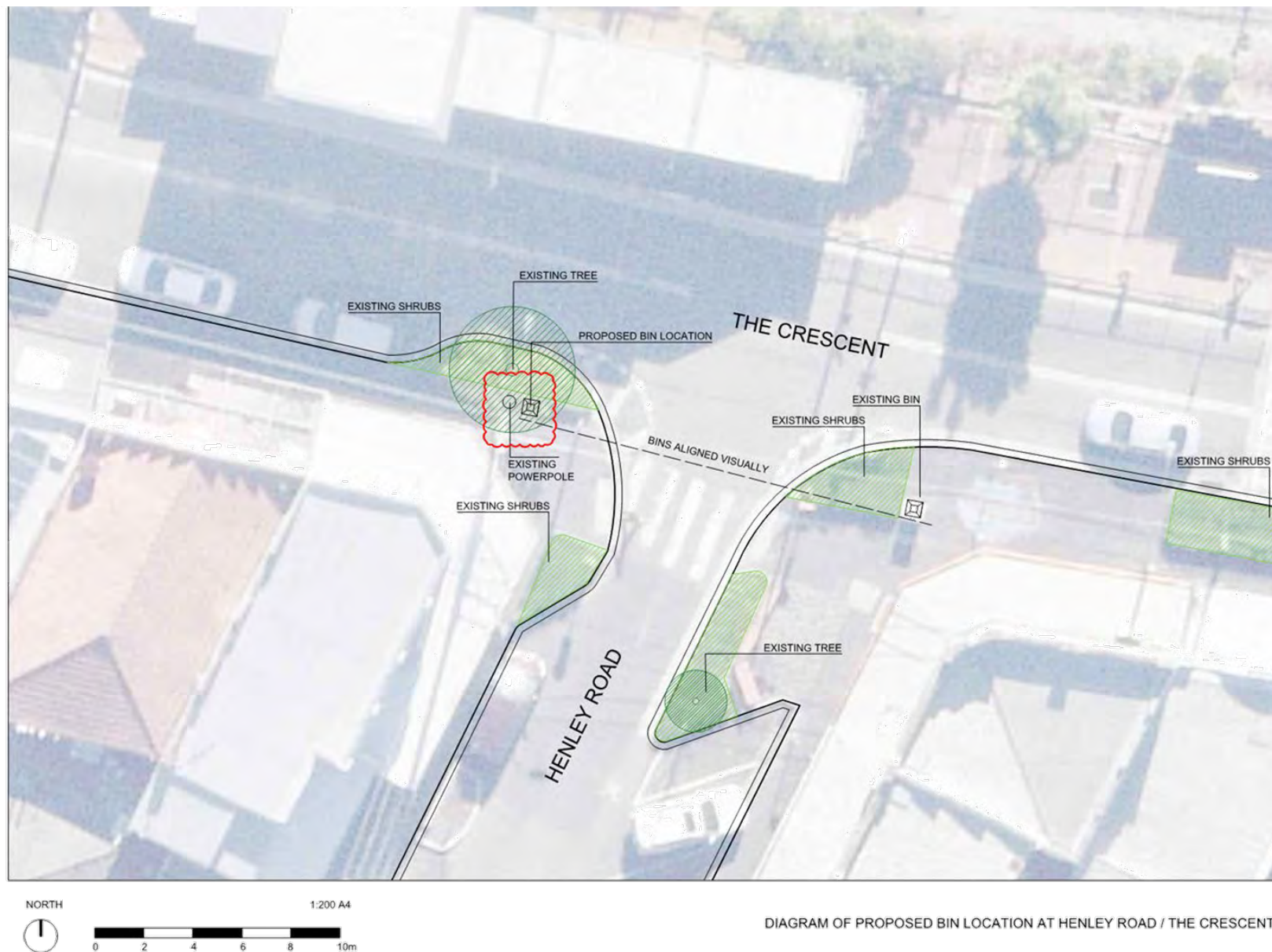
ATTACHMENTS

1. Henley Road Bin Location 1
2. Henley Road Bin Location 2
3. Henley Road Bin Location Visualisation
4. Hornsey Road Bin Location 1
5. Hornsey Road Bin Location 2
6. Hornsey Road Bin Location Visualisation

ATTACHMENT 1



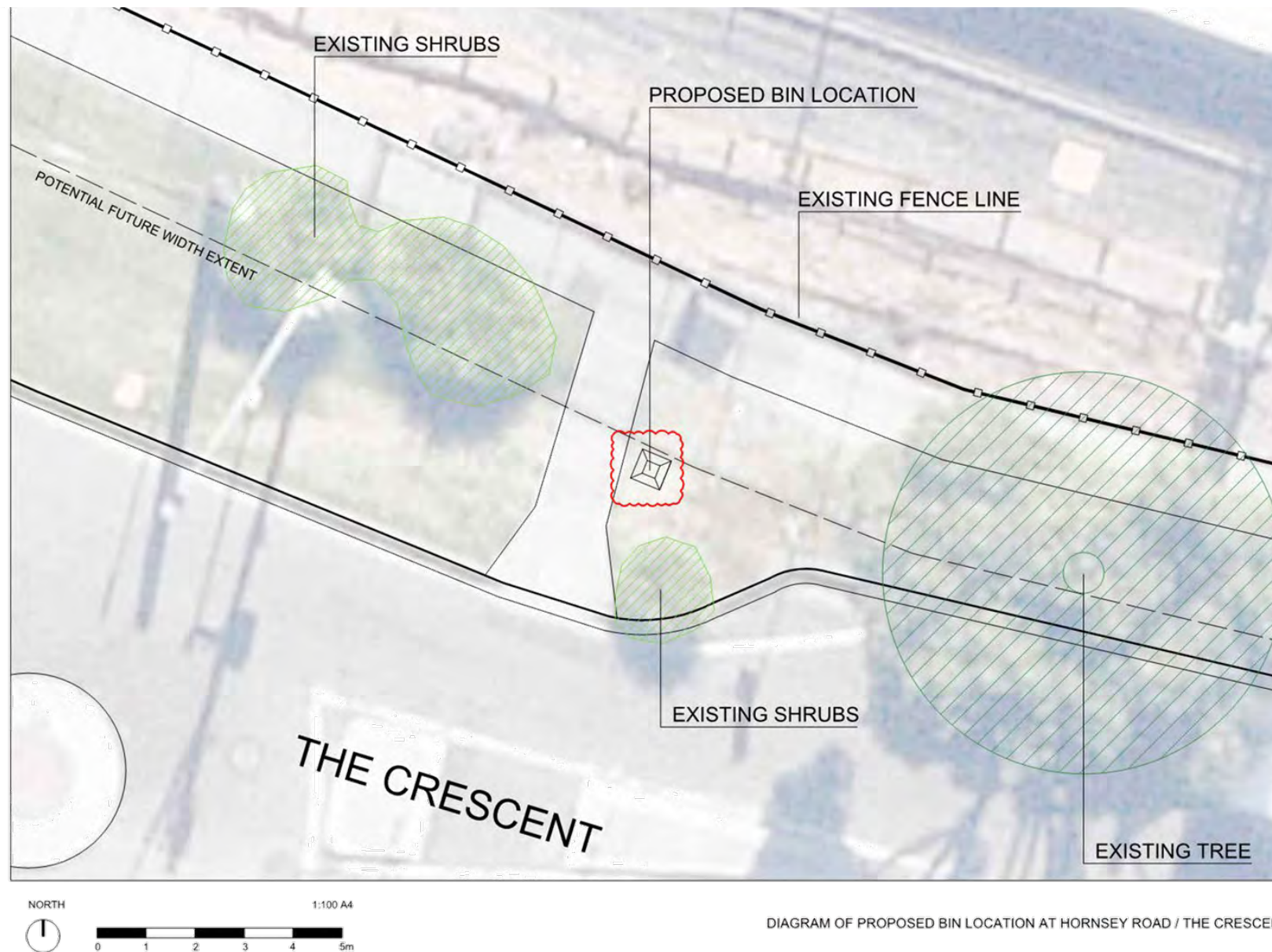
ATTACHMENT 2



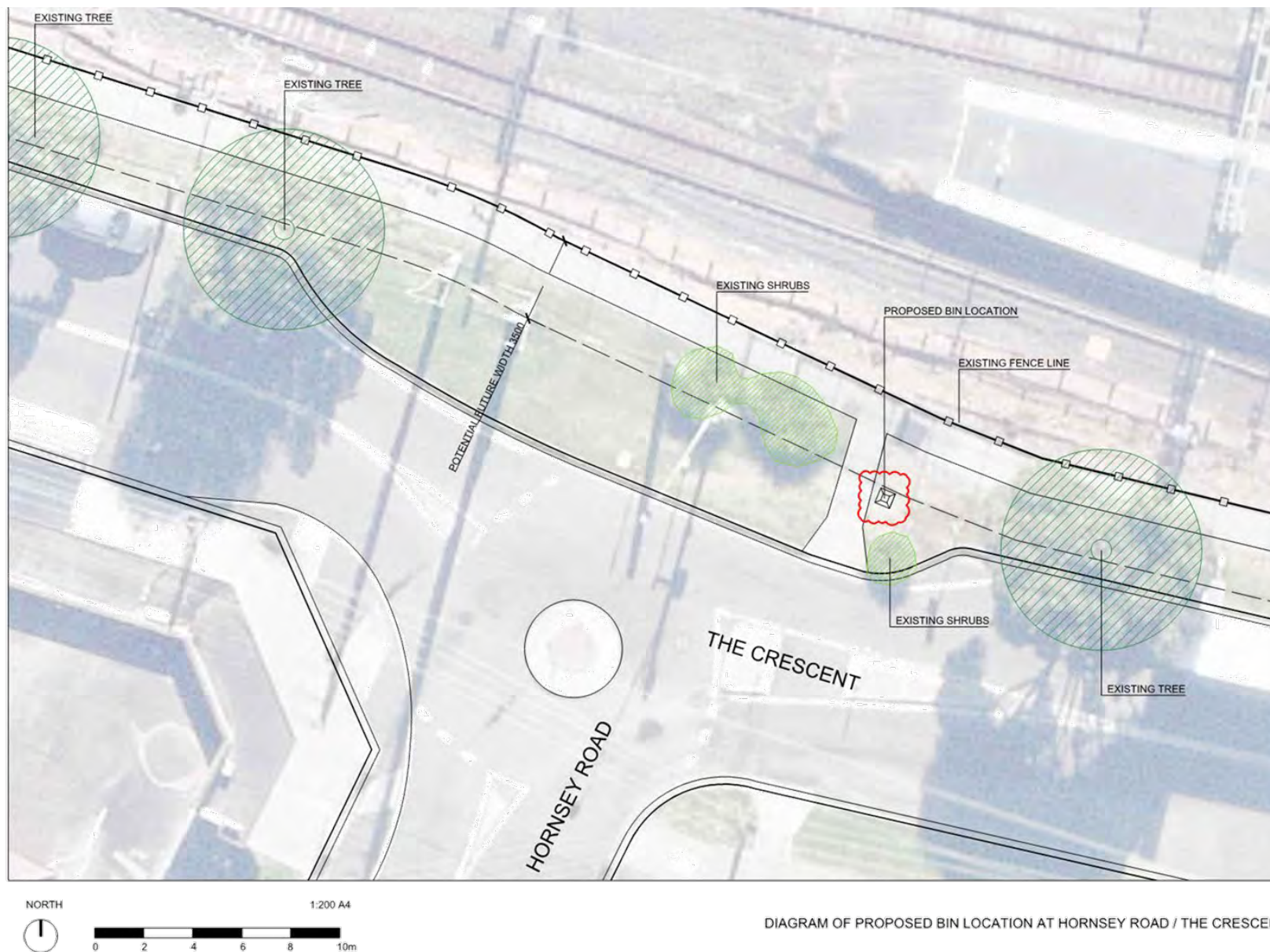
ATTACHMENT 3



ATTACHMENT 4



ATTACHMENT 5



ATTACHMENT 6



EO2 DRAFT MOBILE FOOD VENDING VEHICLE POLICY
AUTHOR: Cathy Edwards-Davis, Director Engineering & Operations
APPROVER: Michael Mamo, General Manager

RECOMMENDATION

That:

1. The draft Mobile Food Vending Vehicle Policy be put on public exhibition.
2. Should Council receive negligible feedback, that Council delegate for the General Manager to finalise the Mobile Food Vending Vehicle Policy.

PURPOSE OF REPORT

Council receives requests from the community to operate mobile food vending vehicles on Council roads and properties. The purpose of the draft Mobile Food Vending Vehicle Policy is to allow these mobile food vending vehicles to operate in a safe manner and to minimise the impact on other stakeholders.

REPORT

Objectives

Mobile food vending vehicles can contribute to the wellbeing and liveability of Strathfield. They can activate the area and draw people to Strathfield.

The objectives of this policy are to:

- Ensure that food sold through mobile food vending vehicles are safe and fit for human consumption;
- Ensure the safe operation of mobile food vending vehicles for staff, patrons, pedestrians and the general public;
- Ensure compliance with the *Food Act 2003* with regards to business registration and vehicle fit out;
- Minimise any potential negative impacts such as waste, noise, or impact on other businesses and residents;
- Ensure mobile food vending vehicles operate in accordance with the road rules and kerbside parking restrictions on Council-owned roads.

Approval Process

The approval process is outlined within the Policy and is summarised as follows:

- Section 68 Approval under the *Local Government Act 1993*
- Inspection by Council's Environmental Services to ensure it meets Food Safety Standards
- Comply with *Protection of the Environment Operations Act 1997* – noise, smoke, odour controls
- Waste Management is the responsibility of the Operator

Permitted Trading Locations

Trading is permitted in the following locations:

- Lawful parking spaces, operating onto the footpath (may not trade onto the street, bike lane or car parking spot)
- May trade for up to one hour in any one location
- Trading Hours 8am – 7pm Residential Areas
- No time restrictions in Industrial Areas
- May only operate on Council-owned sites (e.g. parks) with site specific approval

Areas not Permitted for Trading

Trading is not permitted in the following locations:

- Not directly in front of a residential building (including mixed use).
- Not within 100m of an existing trading food or drink premises.

Other specific areas which are not authorised for trading are outlined within the draft Policy.

Councillor Review

The Draft Policy was previously considered at the Council Meeting on the 5 September 2023, where it was resolved:

238/23

RESOLVED:

That the draft Mobile Food Vending Vehicle Policy be referred to a Councillor Workshop for further discussion.

The Draft Policy was further considered at the Councillor Workshop on the 1 November 2023, where two key matters were discussed:

- The trading times for industrial areas appear to be overly restrictive. There are no noise concerns in these areas and therefore the trading times could be extended.
- The exclusion of Council owned land appears to be overly restrictive. It was clarified that it is not intended to exclude mobile food vending vehicles on *all* Council land. It is intended that mobile food vending vehicles can operate on Council-owned land (e.g. parks) but only with site specific approvals. The intent of this is to ensure that the location is suitable, does not damage infrastructure and does not compete with other uses (e.g. sporting club-run canteens).

The draft Mobile Food Vending Vehicle Policy, as attached, has been updated to reflect this discussion.

FINANCIAL IMPLICATIONS

There are no financial implications.

ATTACHMENTS

1. Draft Mobile Food Vending Vehicle Policy


ATTACHMENT 1

STRATHFIELD COUNCIL

MOBILE FOOD VENDING VEHICLE POLICY

XX 2023



	Mobile Food Vending Vehicle Policy		
RESPONSIBILITY	Manager Environment, Sustainability & Compliance		
DATE ADOPTED	xxx	MINUTE	xxx
CM10 No	xxx		
ASSOCIATED POLICIES	Council Fees and Charges		
ASSOCIATED LEGISLATION	Local Government Act 1993 Local Government (General) Regulation 2021 Food Act 2003 Protection of the Environment Operations Act 1997 Roads Act 1993		

1. Introduction

1.1. Title and Commencement

Strathfield Council's Mobile Food Vending Vehicle Policy was first adopted on xx. The Policy was prepared and placed on public exhibition from xx to xx. It was last adopted on xx 2023.

1.2. Purpose

The purpose of this Policy is to provide the framework for the operation of mobile food vending vehicles within the Strathfield Council Local Government Area.

1.3. Objectives

Mobile food vending vehicles can contribute to the wellbeing and livability of Strathfield. They can activate the area and draw people to Strathfield.

The objectives of this policy are to:

- Ensure that food sold through mobile food vending vehicles are safe and fit for human consumption;
- Ensure the safe operation of mobile food vending vehicles for staff, patrons, pedestrians and the general public;
- Ensure compliance with the *Food Act 2003* with regards to business registration and vehicle fit-out;
- Minimise any potential negative impacts such as waste, noise, or impact on other businesses and residents;
- Ensure mobile food vending vehicles operate in accordance with the road rules and kerbside parking restrictions on Council-owned roads.

1.4. Scope

This Policy is a local approvals policy. It applies to activities listed under **Section 68** of the **Local Government Act 1993**, with specific relevance to item 7 of Part F:

- “Use a standing vehicle or any article for the purpose of selling any article in a public place.”

This policy details the Section 68 approval process and conditions for the operation of mobile food vending vehicles on Council-owned roads, car parks and other public places within the Strathfield Council Local Government Area.

This Policy does not apply to mobile food vending vehicles:

- Trading in accordance with a development consent under the *Environmental Planning and Assessment Act 1979 (NSW)* or under the provisions of the *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008* on private land;
- Trading on public land in accordance with an approved special temporary event;
- Not operating as a food business.

2. Terms and Definitions

In this Policy the terms below have the following meanings:

<u>Term</u>	<u>Definition</u>
Development Consent	Consent under Part 4 of the Environmental Planning and Assessment Act 1979 to carry out development and includes, unless expressly excluded, a complying development certificate.
Food Premises	A business, enterprise or activity that involves the handling of food intended for sale or the sale of food regardless of whether the business, enterprise or activity concerned is of a commercial, charitable or community nature, and includes vehicles.
Potentially Hazardous Foods	Food Standards Code 3.2.2 defines as: Food that must be kept at certain temperatures, to minimise multiplication of any food poisoning bacteria that may be present in the food, or to prevent the formation of toxins in the food.
Mobile food vending vehicle	Any means of transport which is used for selling food. It includes vehicles used for one-step food preparation, and the sale of any type of food including pre-packaged food. There are two categories of mobile food vending vehicles: Category 1 – Food Vans and Category 2 – Food Trucks
Category 1 – Food Vans	Mobile food vending vehicles which serve foods that are not potentially hazardous, and involve single-step preparation food and drink Foods are low risk and processes have minimal food safety risk such as the frothing of milk, or the serving of frozen dairy. Foods may be pre-packaged or served directly from its package/ container and do not require heating or cooking. The vehicle must meet relevant design and layout standards to ensure food safety requirements are met. Examples of food types include tea, coffee,

drinks, cakes, sweets, frozen yoghurt, pre-packaged ice-cream, soft serve ice-cream or other similar foods.

Category 2 – Food Trucks	Mobile food vending vehicles which serve foods that are potentially hazardous. These vehicles are usually a mobile kitchen and have access to a separate fixed food handling premises or commercial kitchen. Examples of the types of food this category can serve include: dumplings, pasta, tacos, flame-grilled meats, pizza, stir fry noodles, grilled skewers, fish & chips, or other similar foods.
Public Land	Includes operational land, community land, the road reserve and Crown land in the Strathfield Local Government Area.
Ready to Trade State	Means that the mobile food vending vehicle is set up to sell food. Criteria includes availability of warm running water or sinks and hand wash basins, power to food displays/fridges, lighting and cleanliness, availability of soap, paper towels, food grade sanitizer, and probe thermometer within the vehicle.
Standalone item	Standalone items include (but is not limited to) items such as advertising boards, stands, heaters, tables, chairs or other seating apparatus.
Standing Vehicle	Any mobile food vending vehicle that has stopped to make a sale. Includes all mobile food vending vehicles that require an approval issued by Strathfield Council prior to operating on Council-owned roads.

3. Approval Application Process

3.1 Application Form

Approval must be sought from Strathfield Council (Council) prior to operating a mobile food vending vehicle on Council-owned roads or public land. It is an offence to trade without Council approval.

- Applications must be made on the approved *Mobile Food Vending Vehicle (Section 68) Approval* form, available on Council's website and must be accompanied by the appropriate application fee.
- All supporting documentation must be provided with the application.
 - Service NSW Vehicle Registration (as proof of registration);
 - Certificate of Currency for Third Party Property Damage Insurance to the minimum value of \$20,000,000; and
 - Certificate of Currency for Public and Product Liability Insurance to the minimum value of \$20,000,000.

Insurances must be valid from the date of approval through to the date the approval lapses.

3.2. Inspection

Following submission of the completed application form, applicants must make arrangements with Council's Environmental Services team to inspect the proposed mobile food vending vehicle, prior to approval being given.

The purpose of the inspection is to ensure that the vehicle complies with the NSW Food Authority's '*Guidelines for Mobile Food Vending Vehicles*' and Food Standards Code 3.2.3 *Food Premises and Equipment*.

At the time of inspection, the vehicle needs to be set up in a '*ready to trade*' state.

3.3 Issuing of Approval

Following confirmation of payment and a successful inspection, an annual approval letter will be issued. This approval will contain conditions of operation and an approval sticker. The approval sticker must be attached and displayed on the approved vehicle in a location clearly visible to the customers at all times whilst in operation.

Approvals will take effect from the date stated thereon and expire **twelve (12) months** after the date of the approval or any other time as stated on the approval, although no greater than 12 months.

An application to renew approval is to be lodged with Council **at least four (4) weeks prior to the expiration of the current approval**.

3.4 Food Safety Requirements

All mobile food vending vehicles must operate in accordance with the following:

- *Food Act 2003*
- *Food Standards Code 3.2.2 and 3.2.3*
- NSW Food Authority's '*Guidelines for Mobile Food Vending Vehicles*'
- Section 68 of the *Local Government Act 1993*
- The requirements set out in this Policy.

All food is to be stored and prepared in the mobile food vehicle during the period of operation. No food is to be stored or prepared at an unapproved food premises.

3.5 Mobile Food Vending Vehicle Construction Requirements

Mobile food vending vehicles must be designed and constructed in accordance with the NSW Food Authority's '*Guidelines for Mobile Food Vending Vehicles*' and Food Standards Code 3.2.3.

The dimensions of a mobile food vending vehicle must not exceed the length of 7.5m and must be no wider than 2.5m.

3.5.1 Water Supply

The vehicle must be provided with an adequate supply of potable water (the capacity of the tanks must be appropriate for the intended use) stored in food grade water storage containers, and suitably protected against contamination for hand washing, cleaning equipment, and use for food production. This includes an adequate supply of hot water.

The vehicle must be equipped with a wastewater tank of sufficient capacity to contain all stored potable water with extra capacity for the containment of other discarded liquid waste, with an outlet of sufficient diameter to facilitate easy flushing and cleaning.

3.6 Mobile Food Vending Vehicle Categories

There are two categories of mobile food vending vehicles based on the menu they serve. For the purpose of this Policy, **Strathfield Council only permits category 1 food vans.**

4. Operation of Mobile Food Vending Vehicles

4.1 Permitted Trading Locations

Approved mobile food vending vehicles allow them to pull up to a kerb, into a lawful parking spot, and to trade onto the footpath. Vehicles must not park on the footpath or on driveways, and must not trade onto the street, bike lane or an adjacent car parking spot.

Operators are responsible for checking local restrictions on parking times based on vehicle length and weight prior to trading. Operators must always comply with the road rules.

All approved mobile food vending vehicles are permitted to operate on Council-owned roads within existing lawful car parking spaces, except those listed in **Appendix 2 - Excluded Locations** noted in this Policy.

Mobile food vending vehicles are only permitted to operate on Council-owned sites, such as parks, within the Strathfield Local Government Area when they have obtained site-specific approval to do so, such as an approved Council event.

4.2 Excluded Locations

Operation of mobile food vending vehicles is strictly prohibited on the locations listed in **Appendix 2 – Excluded Locations**.

The list of excluded locations may be updated from time to time. It is the responsibility of the operator to ensure they keep up to date with the current excluded locations.

Mobile food vending vehicles cannot trade directly in front of any residential building (house or apartment) or buildings that contain residential premises (mixed use sites) on the same side of the road as the building frontage.

4.3 Proximity to Existing Food Premises

Mobile food vending vehicles must not trade within 100m of an existing trading food or drink premises open for business. This includes restaurants, cafes, food takeaway premises and sporting club canteens. This minimum distance requirement is measured in a straight line from the closest point of the mobile food vending vehicle (location) to the main entrance of the food and drink premises.

For the purposes of this Policy, existing food and drink premises includes only the types of food and drink premises that are used predominantly for the preparation and retail sale of food or drink (or both) for immediate consumption.

4.4 Hours of Operation

The hours of operation for mobile food vending vehicles are restricted to 8:00am – 7:00pm Monday to Sunday in residential areas, 7:00am – 7:00pm Monday to Sunday in commercial areas. There are no time restrictions in industrial areas.

4.5 Stopping Time

Each mobile food vending vehicle can trade for a maximum period of 1 hour in one location or until customers in the immediate vicinity are served. At all times the vehicle must comply with relevant parking restrictions and road rules and must be operated itinerantly.

4.6 Deliveries

Mobile food vending vehicles must arrive fully equipped at all trading locations and are not permitted to receive any deliveries.

4.7 Serving

Mobile food vending vehicles operators must ensure the location they are serving from will not create potential hazards to customers and staff.

Mobile food vending vehicles must not sell with their serving window opening onto any part of a roadway, including an adjoining car parking space or cycleway to ensure the safety of pedestrians and cyclists.

4.8 Standalone Items

The placement of any standalone items such as advertising boards, stands, heaters, tables, chairs or other seating apparatus, is not permitted at any time.

No advertising signs are permitted unless directly attached to the mobile food vending vehicle.

4.9 Noise

The use of the mobile food vending vehicle and any associated equipment must be controlled so that any emitted noise is at a level so as not to create an "*offensive noise*" as defined in the *Protection of the Environment Operations Act 1997* to any affected receiver.

All noise from technical operations including ancillary exhaust, generator noise, discharge fans, refrigeration units etc must be minimised.

Mobile food vending vehicles are prohibited from using a public address system and can only use amplified music or bells whilst the vehicle is moving and only between the approved hours of operation.

If any noise complaints are received and substantiated by an Authorised Council Officer, the Council officer may direct that the use of the mobile food vending vehicle be suspended or modified to prevent a nuisance until attenuation measures are completed and the Council has confirmed in writing that the use of the mobile food vending vehicle may resume.

4.10 Waste Management and Recycling

Mobile food vending vehicle operators are responsible for the management of waste throughout operation. Waste materials such as packaging and wastewater must be collected in garbage bins with lids or similar suitable receptacles, bagged or contained, stored within the vehicle and disposed at the cost of the operator.

The trading area must be left in a clean and tidy condition at the end of each trading interval.

Under no circumstances is liquid waste (including wastewater or oil) to be discharged to the ground or in the stormwater drain.

The disposal of liquid wastes generated within the vehicle must be through the sewer (and grease trap where necessary – contact Sydney Water for additional advice).

Operators are encouraged to recycle.

4.11 Liquor Licencing

Mobile food vending vehicle operators must not sell alcohol to the public.

5. Fees

Council will charge a fee for the relevant category of mobile food vending vehicle approval as per the Schedule of Fees and Charges on Council's website. Council will not issue a refund of any fees paid.

5.1. Inspections

Random inspections of mobile food vending vehicles may be conducted by Council officers during trading locations and times, and any reasonable associated fees and charges will be charged to the business in accordance with Council's Schedule of Fees and Charges.

5.2 Penalties, Revocation or Modification

An Authorised Council Officer has the authority to instruct a mobile food vending vehicles to leave the area if it is creating a nuisance. They may take enforcement action for non-compliance with this Policy and related legislation, including directing the operator to cease trading.

At its absolute discretion, Council may revoke, modify or refuse to renew a mobile food vending vehicle approval. This will generally only be where there has been non-compliance with the *Local Government Act 1993*, *Food Act 2003* or this Policy.

The penalties for failure to obtain an approval or failure to comply with an approval are set out in the *Local Government (General) Regulation 2021*. Council reserves the right to decide enforcement action for breaches of this Policy.

Strathfield Council will give written notice to the mobile food vending vehicles operator of its intention to revoke or modify the approval and give the operator the opportunity to show cause as to why the approval should not be revoked.

6. Version Control

Date	Type	Minute
Xxx	Version 1 - Draft for Public Exhibition	

APPENDIX 1 - CONDITIONS OF APPROVAL

Mobile Food Vending Vehicles must comply with the following conditions of approval:

- A written approval will be provided. This must be attached and displayed on the approved vehicle in a location clearly visible to the customers at all times whilst in operation.
- Approvals are specific to each mobile food vending vehicle, and they are not transferable between vehicles.
- Modifications to the internal layout of the vehicle or major changes to the cooking or food processing within the vehicle require approval prior approval of Council's Environmental Services team.
- A Section 68 Approval may not be transferred to another owner. A new owner requires lodgement of a new application.
- A Certificate of Currency for public liability insurance of a minimum of \$20 million must be submitted to Strathfield Council. The policy must indicate that Strathfield Council is noted as an Interested Party (Principal Indemnity Endorsement), and that the Business Activity shown on the Certificate of Currency must be for a relevant purpose such as running a mobile food vending vehicle.
- The mobile food vending vehicle must be kept clean and in a good state of repair and working order, ensuring road worthiness and that noise, fumes, smoke, foul odours and other contaminants are not generated.
- Operators must comply with the Protection of the Environment Operations Act 1997 and any other relevant laws.
- Mobile food vending vehicle operators are responsible for the waste materials generated during the trading period. Waste materials such as food packaging are to be collected in bins or suitable receptacles, bagged, or contained, stored within the vehicle, and disposed at the cost of the operator.
- Garbage generated by the mobile food vending vehicle must not be disposed of in public garbage bins.
- Liquid waste (including wastewater) must not be discharged to the ground or in the stormwater drain.
- The location where the mobile food vending vehicle stands must be left in a clean and tidy condition at the end of each trading interval.
- Where feasible, the packaging used for the sale of food should be selected for its suitability for recycling.
- Operators must take all practicable measures to prevent pests (including birds, spiders and flying insects) from entering or remaining in the vehicle.
- A fire extinguisher and fire blanket must be supplied in every vehicle where cooking or heating processes are undertaken. Portable fire extinguishers and fire blankets should be selected, installed, and maintained to the applicable requirements of AS 2444 – 2001.
- Fire safety equipment must be tested annually and have current tagging in accordance with Australian Standards.
- Lighting from mobile food vending vehicle must not interrupt or distract traffic flows, create a nuisance, or negatively affect the amenity of the surrounding neighbourhood.
- In consideration of the mobile food vending vehicle details, Council at its sole discretion may apply additional conditions of approval, as deemed necessary.
- Council reserves the right to refuse any application at its sole discretion.

APPENDIX 2 – EXCLUDED LOCATIONS**Excluded Locations – Schedule of Streets (Mobile Food Vending Vehicles are NOT permitted in these streets)**

- Albert Road, Strathfield
- Burlington Road, Homebush
- Cave Road, Strathfield
- Centenary Drive, Strathfield
- Churchill Avenue, Strathfield
- Coronation Parade, Strathfield South
- Henley Road, Homebush West
- Homebush Bay Drive
- Homebush Road, Strathfield, Dean Street to High Street
- Juno Parade, Greenacre
- Liverpool Road
- Orrs Lane, Strathfield
- Parramatta Road
- Raw Square, Strathfield
- Redmyre Road, Strathfield, The Boulevarde to Raw Square
- Roberts Road, Greenacre
- Rochester Street, Homebush
- The Crescent, Homebush, Homebush Road to Meredith Street
- The Crescent, Homebush West, Hampstead Road to Hornsey Road
- The Boulevarde

Excluded Locations – Council Owned Land (Mobile Food Vending Vehicles are NOT permitted in these locations)

- Bressington Park car park
- Homebush West car park
- Hudson Park car park
- Mason Park car park
- Strathfield Library car park
- Strathfield Square
- Strathfield Town Centre car park
- The Crossways car park

11.1 **REPORT FROM AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING ON 28
SEPTEMBER 2023**

AUTHOR: David McQuade, Senior Governance Officer

APPROVER: Michael Mamo, General Manager

RECOMMENDATION

That the Minutes of the Audit, Risk and Improvement Committee Meeting held on 28 September 2023 be noted and the recommendations be adopted.

ATTACHMENTS

1. Audit, Risk and Improvement Committee Meeting 28 September 2023 - Minutes

ATTACHMENT 1

STRATHFIELD COUNCIL

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING MINUTES

Strathfield Municipal Council

Thursday 28 September 2023

2pm

Community Meeting Room, The Cottage

65 Homebush Road, Strathfield

and

by Audio Visual Link





AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING - 28 SEPTEMBER 2023

MINUTES

Minutes of the Audit, Risk and Improvement Committee Meeting of Strathfield Municipal Council held on 28 September 2023, in the Community Meeting Room, The Cottage , 65 Homebush Road, Strathfield and by Audio Visual Link.

COMMENCING: 2:03pm

MEMBERS PRESENT: Mr Brian Hrnjak (Chairperson) (Audio Visual Link)
Mr Dennis Vaccher
Ms Catherine O'Mallon (Audio Visual Link)

ATTENDEES PRESENT: Margaret Palmer, Interim Head of Internal Audit
Michael Mamo, General Manager
Kristy Watts, Director Corporate and Community Services
Cathy Edwards-Davis, Director Engineering and Operations
Clare Harley, Director Planning and Environment
Rodney Sanjivi, Manager, Financial Service and Chief Financial Officer
Kareen Watt, Manager People and Culture
David McQuade, Senior Governance Officer

INVITEES PRESENT: Renee Meimaroglou, NSW Audit Office (Audio Visual Link)
Tracy Wang, NSW Audit Office (Audio Visual Link)
Susan Leahy, Centium (Audio Visual Link)

1. APOLOGIES

Councillor Reddy and Councillor Pensabene.

2. DECLARATIONS OF INTEREST

Nil.

3. CONFIRMATION OF MINUTES

RECOMMENDATION: (Vaccher / O'Mallon)

That the Minutes of the Audit, Risk and Improvement Committee Meeting held on 28 June 2023, a copy of which has been furnished to each Independent Member and Councillor, be taken as read and confirmed as a true and correct record of that meeting.

Voting on this item was unanimous



4. REPORTS

4.1 Status of Internal Audit Recommendations

Ms Margaret Palmer, Interim Head of Internal Audit addressed the committee. Ms Pamer provided a summary of the twenty six outstanding Internal Audit Recommendations and those completed in auditable areas Food Inspection (one) and Grants (three). Past and current recommendations have been reviewed by management and the status/management response are now accurate.

RECOMMENDATION: (O'Mallon / Hrnjak)

That the status of the Internal Audit recommendations be received and noted.

Voting on this item was unanimous.

4.2 Internal Audit Status Report

Ms Margaret Palmer, Interim Head of Internal Audit addressed the committee. Council and the Interim Head of Internal Audit are committed to the Internal Audit Plan 2023/2024 and aim to complete all included in the Plan by June 2024. Auditable areas Fire Safety Compliance Certification and Fraud and Corruption will commence next with possible extensions being considered for Records Management and Procurement.

RECOMMENDATION: (O'Mallon / Vaccher)

That the status of the 2023/2024 Internal Audit Plan for Strathfield Council be received and noted.

Voting on this item was unanimous.

4.3 Management Overview - Internal Audit Report - Senior Executive and Manager Recruitment Review

Ms Kareen Watt, Manager People and Culture addressed the committee. Ms Watt provided a brief summary of the audit findings and agreed management actions to be achieved by June 2024.

RECOMMENDATION: (Hrnjak / Vaccher)

That the Audit, Risk and Improvement Committee (ARIC) note the management overview in response to the Management Action Plan outlined from the Internal Audit into Senior Executive and Management Recruitment.

Voting on this item was unanimous.

4.4 Completed Internal Audit Report - Senior Executive and Manager Recruitment Review

Ms Susan Leahy, Centium addressed the committee. The internal audit findings were presented with a total of ten recommendations identified, seven with a risk rating of moderate and three a low risk rating. Areas for improvement included document control, policy/procedures and referee systems and processes. It was also



acknowledged that the significant change in staff over 2022/2023 had impacted this area of Council. A newly appointed People and Culture Manager and established Executive Team bodes well for the future. Management agreed with the findings.

RECOMMENDATION: (O'Mallon / Vaccher)

The Head of Internal Audit recommends that the completed Senior Executive and Manager Recruitment Review report be received and noted.

Voting on this item was unanimous.

4.5 People and Culture Quarterly Report

Ms Kareen Watt, Manager People and Culture addressed the committee. The committee considered staff retention/leave and work, health and safety statistics as well as health, wellbeing and staff initiatives delivered during the period from July 2023 to September 2023. Ms Watt discussed trends across Council and management's intention to implement a retention strategy to become an employer of choice and improve retention/leave statistics. Management agreed with feedback from the committee to compare with Councils to benchmark across the local government sector.

RECOMMENDATION: (Hrnjak / O'Mallon)

That the Audit, Risk and Improvement Committee (ARIC) note the attached report.

Voting on this item was unanimous.

4.6 Capital Projects Update

Ms Cathy Edwards-Davis, Director Engineering and Operations addressed the committee. An update on the Three Bridges, Station Street, Bridge Road and Westinvest projects were presented to the committee. A summary of Council's Renewal Program partly funded by the successful Special Rate Variation application lodged earlier in the year was also presented.

RECOMMENDATION: (O'Mallon / Vaccher)

That the report be received and noted.

Voting on this item was unanimous.

4.7 Governance Update

Ms Kristy Watts, Director Corporate and Community addressed the committee. A general overview of recent Governance activities were shared with the committee and an update on current projects provided including but not limited to Risk Management, Mandatory Notification of Data Breach Scheme (Information Privacy Commission), Public Interest Disclosures (NSW Ombudsman) and Councillor Induction and Professional Development.

**RECOMMENDATION:** (Hrnjak / Vaccher)

That the Audit, Risk and Improvement Committee (ARIC) note the report.

Voting on this item was unanimous.

4.8 Audit, Risk and Improvement Committee Meeting for the Completion of 30 June 2023 Financial Statements

Mr Rodney Sanjivi, Manager, Financial Service and Chief Financial Officer addressed the committee. Progress on the preparation of Council's Financial Statements for the year ended 30 June 2023 was presented to the committee. Whilst Council endeavor to submit statements to the NSW Office of Local Government by 31 October 2023, an extension to submit in November 2023 is anticipated. This in part is due to unforeseen accounting errors inherited including assets not recorded and incorrect categorisations that Council are now rectifying.

RECOMMENDATION: (O'Mallon / Vaccher)

That a meeting of the Audit, Risk and Improvement Committee (ARIC) be held on the 19 of October 2023 for the purpose of receiving the Financial Statements for the year ended 30 June 2023 and the engagement closing report from the NSW Audit Office.

Voting on this item was unanimous.

5. GENERAL BUSINESS

Nil.

6. CLOSED SESSION

Nil.

Meeting Closed: 4:46pm

Next Meeting: 19 October 2023

11.2 **REPORT FROM TRAFFIC COMMITTEE MEETING ON 17 OCTOBER 2023**

AUTHOR: John Inglese, Traffic Engineer

APPROVER: Michael Mamo, General Manager

RECOMMENDATION

That the Minutes of the Traffic Committee Meeting held on 17 October 2023 be noted and the recommendations be adopted.

ATTACHMENTS

1. Traffic Committee Meeting Minutes - 17 October 2023

ATTACHMENT 1

STRATHFIELD COUNCIL

TRAFFIC COMMITTEE MEETING

MINUTES

Tuesday 17 October 2023

11am

Main Building Meeting Room

65 Homebush Road, Strathfield





TRAFFIC COMMITTEE MEETING - 17 OCTOBER 2023

MINUTES

Minutes of the Traffic Committee Meeting of Strathfield Municipal Council held on 17 October 2023, in the Main Building Meeting Room, 65 Homebush Road, Strathfield.

COMMENCING: 11:00AM

PRESENT: Cllr Sandy Reddy Acting Chairperson
Raymond Yeung Auburn Traffic Police
Andy Huynh Transport for NSW

ALSO IN ATTENDANCE:

Mr John Inglese Manager Traffic, Strathfield Council
Mr Jack Griffiths Traffic Engineer, Strathfield Council
Mr Chris Johnson Road Safety Officer

1. WELCOME AND INTRODUCTION

Cllr Reddy opened the meeting and welcomed all attendees.

2. APOLOGIES

Cllr Karen Pensabene Mayor and Chair Person
Jason Yat-sen Li MP for Strathfield

3. DECLARATIONS OF INTEREST

Nil

4. CONFIRMATION OF MINUTES

MOVED - RAYMOND YEUNG AUBURN TRAFFIC POLICE
SECONDED - ANDY HUYNH TRANSPORT FOR NSW

RECOMMENDATION

That the minutes of the Traffic Committee Meeting meeting held on 19 September 2023, 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 Redmyre Road, Strathfield – Modification to the Existing 4P Parking to Benefit Residents

BACKGROUND

Following identification of all-day '4P Mon-Fri' along Redmyre Road between Homebush Road and Florence Street, Council staff are proposing to introduce time restrictions for the existing 4P parking so that residents can park overnight or have visitors that can park on-street.

PROPOSAL

Council staff are proposing to convert approximately 150m of all-day '4P Mon-Fri' (Figure 1) parking on either side of Redmyre Road between Homebush Road and Florence Street to '4P 6AM-9PM Mon-Fri' (Figure 2) such that on-street parking is available for residents and visitors to park overnight or for extended periods of time during the week without needing to move their vehicles or store them off-road.

Note that the signs on the south side of the road are to be relocated onto available power poles to reduce stem clutter and impact on the nature strip in the area.

The current all-day '4P Mon-Fri' is in place to prevent long-term parking, and as such these parking restrictions are not required outside of daytime hours.



Figure 1 – existing parking restrictions on Redmyre Road between Homebush Road and Florence Street

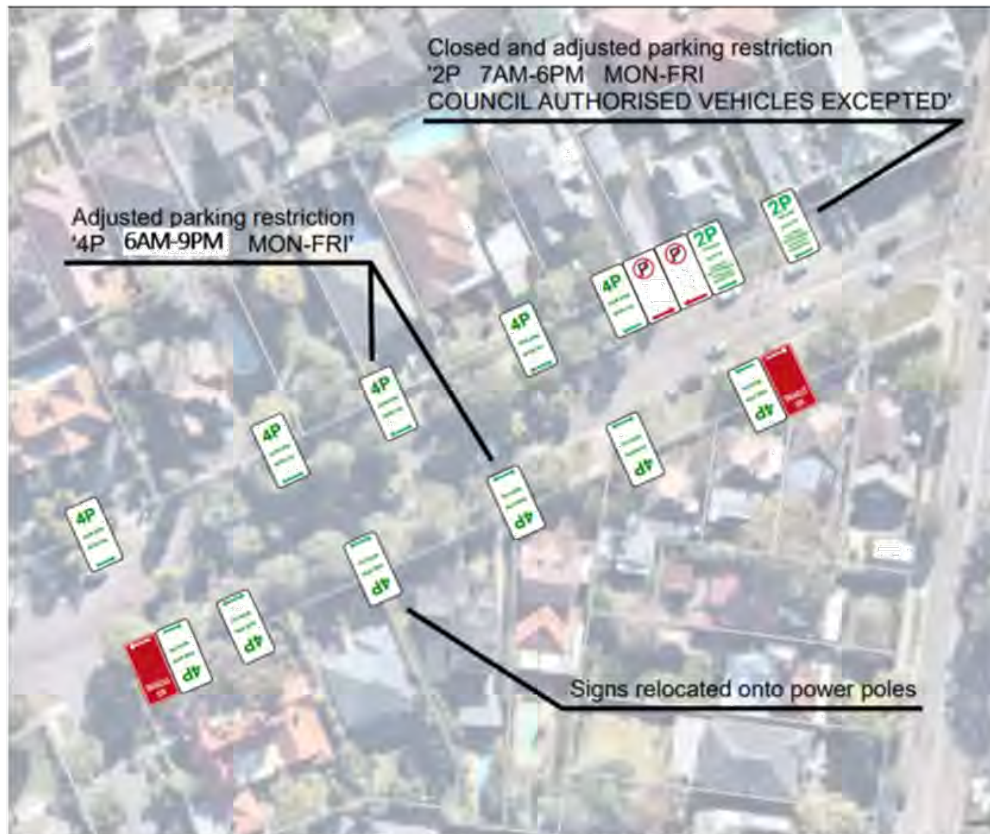


Figure 2 – proposed parking restrictions on Redmyre Road between Homebush Road and Florence Street.

Furthermore, there is currently an incomplete '2P 7AM-6PM Mon-Fri' parking area (Figure 1) directly outside 69 Redmyre Road (the Council Halloween Cottage). To complete this parking restriction area such that is enforceable but maintain use for Council vehicles, it is proposed to close this parking zone and change the parking restriction to, '2P 7AM-6PM Mon-Fri Authorised Council Vehicles Excepted' (Figure 2). This parking restriction is similar to the 1/2P restriction with authorised Council vehicles excepted currently in effect for the 90-degree parking spaces outside the Council Town Hall.

RECOMMENDATION

1. That Council Approve the conversion of the existing all-day '4P Parking Restrictions MON-FRI' on both sides of Redmyre Road between Homebush Road and Florence Street to '4P 6AM-9PM MON-FRI' to benefit resident parking overnight.
2. Approve the completion of the existing '2P 7AM-6PM Parking Restrictions MON-FRI' parking zone outside 69 Redmyre Road with the addition of 'COUNCIL AUTHORISED VEHICLES EXCEPTED'.

Voting on this item was unanimous)



6.2 Mandemar Avenue, Homebush West – Request for an On-Street Accessible Parking Space.

BACKGROUND

Representations have been made to Council from a resident at 12-14 Mandemar Avenue with a disabled permit for an on-street accessible parking space to be installed on Mandemar Avenue for improved access to their building.

There is currently no such space and all parking spaces along Courallie Avenue (excluding the private residential development to the south) and Mandemar Avenue are unrestricted, and due to the high parking demand in this residential precinct it is difficult for the resident to park near the entry to their building.

This space would also allow for family of the resident to easily access the building when visiting, where they are currently unable to as high parking demand prevents them from parking in close proximity to the building.

PROPOSAL

An accessible parking space 7.0m in length is proposed to be implemented on the south side of Mandemar Avenue directly west of Courallie Avenue as shown in Figure 1 for easy access to 12-14 Mandemar Avenue, where the entry gate is on the west side of Courallie Avenue directly south of Mandemar Avenue.



Figure 1 – requested and proposed accessible parking space at the intersection of Courallie Avenue and Mandemar Avenue

TRAFFIC COMMITTEE MEETING - 17 OCTOBER 2023



MINUTES

The resident requested the space be implemented on the west side of Courallie Avenue south of Mandemar Avenue for direct access to the gate of 12-14 Mandemar Avenue, but Council prefers the location on Mandemar Avenue as:

- The bins from the residences are placed on Courallie Avenue as shown in Figure 2, and
- Courallie Avenue is quite narrow, where a person using the accessible space exiting their vehicle (doing so more slowly than able-bodied people) would be at risk of a moving vehicle hitting the car door or the person – Mandemar Avenue is wider and also has less traffic on the section west of Courallie Avenue, making it more desirable for an accessible parking space.



Figure 2 – bins placed on Courallie Avenue outside 12-14 Mandemar Avenue for collection

With the investigation of the reclamation of on-street parking in this residential precinct as described in item 6.1 of the August 2023 Local Traffic Committee meeting, 'Courallie Avenue Precinct, Homebush West – Proposed New Resident Parking Scheme to be known as Area 50', including 5 parking spaces on the south side of the cul-de-sac at the western end of Mandemar Avenue, the implementation of this accessible parking space is not anticipated to negatively impact on parking in the area.

The resident has been made aware that this space would be able to be used by any vehicle with a disabled parking permit.

RECOMMENDATION

That Council approve the implementation of an accessible parking space 7.0m in length on the south side of Mandemar Avenue west of Courallie Avenue as shown in Figure 1 of the report.

(Voting on this item was unanimous)



6.3 Hampstead Road, Homebush West – Removal of Pedestrian Refuge Island. (Just north of recently constructed Pedestrian Crossing).

BACKGROUND

Following adjustment of statutory '*No Stopping*' zones at the raised pedestrian crossing on Hampstead Road south of Tavistock Road, Council staff suggested the removal of the existing pedestrian refuge island (Figure 1) approximately 50m south of the crossing to reclaim on-street parking in the area.



Figure 1 – existing pedestrian refuge island on Hampstead Road between Tavistock Road and Arthur Street

Adjacent to this section of Hampstead Road is:

- Melville Reserve that contains a playground,
- The Homebush West Community Centre that contains the Homebush West childcare centre, and
- Several apartment blocks.

The pedestrian refuge island predates 2007, where it was constructed to assist pedestrians crossing the road to the above pedestrian generators and attractors due to the high volume of vehicles on this road. However, with the introduction of the park in 2017 and increased footfall due to the above generators and attractors, the pedestrian crossing island was subsequently constructed in 2021 but the refuge island was not demolished.

On Hampstead Road between Tavistock Road and Arthur Street, there is currently approximately 85m of '*No Stopping*' on the east side of the road and 110m on the west side of the road (Figure 2), allowing for 7 parking spaces on the west side of the road and 9 parking spaces on the east side.

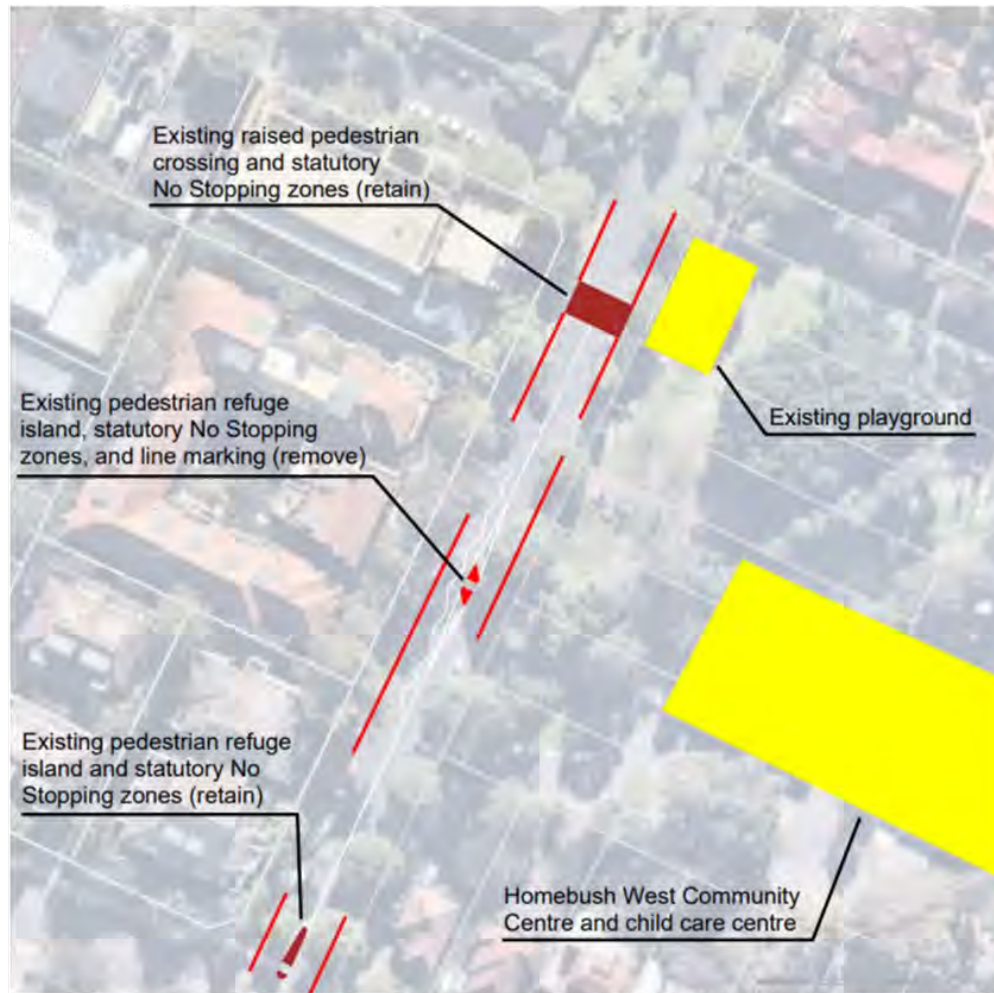


Figure 2 – existing traffic devices, parking restrictions, and attractors and generators around Hampstead Road between Tavistock Road and Arthur Street

PROPOSAL

Council is proposing to remove the pedestrian refuge island and associated footpath crossing points and remove the statutory line marking and parking restrictions to reclaim approximately 10 on-street parking spaces in this area. This is not anticipated to have a detrimental effect on the ability for pedestrians to cross the road in this area due to:

- The existing raised crossing to the north that facilitates access to the playground, community centre/childcare, apartments, and footfall along Tavistock Road – this is a better crossing facility as it gives pedestrians priority, and
- The existing refuge island to the south that facilitates access to the community centre/childcare and footfall along Arthur Street.



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In removing the island, the following changes to line marking in the area will be implemented:

- Remove the tapered line marking on approach to the island,
- Shorten the existing double-barrier centre lines on approach to the southern refuge island to 10m, and
- Implement the statutory 10m double-barrier line marking on both approaches to the existing raised crossing.

The links to the footpath and pram ramps will also be removed such that this is not suggested to be a crossing point for pedestrians to reduce the likelihood of pedestrian-vehicle collisions. These links will be reinstated as nature strip and kerb and gutter.

Additionally, Council is proposing to remove the zig-zag lines to the north and south of the existing pedestrian crossing (lines to the south shown in Figures 1 and 2) as there is good sight distance on both approaches to the crossing. The advance zig-zag lines should only be used where sight distance is limited or otherwise impaired on approach to pedestrian crossings such that the perception of these lines is associated with these types of pedestrian crossings.

Due to Council's 23/24 FY LATM budget being dedicated to other projects, the aforementioned works are proposed to be executed in the 24/25 FY from the LATM budget.

CONSULTATION

No consultation has been conducted or is proposed to be conducted with surrounding stakeholders due to the availability of other crossing facilities nearby and the benefit in on-street parking that will be provided.

RECOMMENDATION

1. That Council Approve the removal of the pedestrian refuge island, associated parking restrictions, footpath links, and pram ramps on Hampstead Road as shown in Figures 1 and 2 of the report.
2. Further That Council Approve the removal of the tapered line marking and zig-zag line marking, the modifications to the existing double-barrier line marking, and the implementation of the double-barrier line marking as outlined in the report.
3. Further that Council notify the residents of the removal of the old pedestrian refuge and linemarking along with the reinstalment of at least 10 on street parking spaces.

(Voting on this item was unanimous)



6.4 Homebush West Town Centre – Draft 40 km/hr High Pedestrian Activity Area Report for Public Exhibition.

BACKGROUND

Following the recommendations of item 6.4 of the May 2023 Local Traffic Committee meeting, 'Homebush West – 40 KM/H High Pedestrian Activity Area (HPAA) Study Draft for Public Exhibition':

- That Council defer approval of the draft High Pedestrian Activity Area report to go on public exhibition until TfNSW, Council and the Traffic Consultant PDC review the proposed reduced scope for the HPAA Study,
- That any recommended changes to the draft HPAA report be brought back to the next available Traffic Committee meeting for consideration,

Council is presenting the revised draft High Pedestrian Activity Area (HPAA) report upon agreement with Transport for NSW (TfNSW) of the reduced area of scope.

The traffic consultant PDC, based on observations of pedestrian movements in Homebush West, originally proposed a HPAA bounded by Eastbourne Road to the west, Exeter Road to the south, Hampstead Road to the east, and The Crescent to the north as shown in Figure 1.



Figure 1 – original Homebush West Town Centre HPAA study area

However, TfNSW requested a review of the HPAA due to concerns of the proposed area being too large to promote and enforce the 40 km/hr speed zone, where a HPAA should be limited to the commercial area of the town centre as shown in Figure 2.



Figure 2 – reduced HPAA as requested by TfNSW

Following feedback from members of the Local Traffic Committee and Council staff advising of high pedestrian activity outside the area requested by TfNSW from the nearby school, religious temple, and car park, a meeting between TfNSW, Council staff, and PDC resulted in a revised HPAA that achieves a balance between the aforementioned HPAA's being agreed upon.

Accordingly, the proposed traffic calming devices and signage were reviewed to be consistent with the revised HPAA and the devices in the large HPAA that now fall outside the revised HPAA were still recommended for installation at Council's discretion.

PROPOSAL

The revised HPAA is bounded by Hornsey Road to the west, Exeter Road to the south, Hampstead Road to the east, and The Crescent to the north as shown in Figure 3 – note that it is not completely bounded (not a full area like that in Figure 1) as the original HPAA.



Figure 3 – revised HPAA as agreed upon by TfNSW, Council, and PDC

The revised area captures pedestrian activity around the Exeter Road car park entrance and at Hornsey Road from the nearby religious temple to the west. Further, the revised area strategically places the gateway entry/exit points at intersections to form a continuous HPAA through each intersection and capitalise on slow vehicle speeds at the intersections.

The subsequent changes to the HPAA traffic calming devices and signs from the report at the May 2023 Local Traffic Committee meeting are as follows:

A link (see below) to the full report that also includes Homebush TC and Strathfield TC will be provided with this agenda.

<https://cloud.pdcconsultants.com.au/index.php/s/taHEHMEABykFzE2>



DWG-201 – intersection of Exeter Road and Henley Road, Exeter Road car park entry

- No changes to the intersection of Exeter Road and Henley Road (kerb buildouts, raised crossing, gateway signs).
- Installation of Watts profile speed hump and gateway signage on Exeter Road east of the car park entry as the newly defined edge of the HPAA.
- The latter treatment slows vehicles down before reaching the car park entry due to high levels of pedestrian activity around the car park entry, supported by the painted pedestrian path implemented in the car park.



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DWG-202 – Exeter Road car park, Henley Road

- No changes to the painted pedestrian path on the eastern side of the car park (which has been implemented by Council) or the shared zone in the laneway.
- Incorporation of kerb buildouts at lane way exit onto Henley Road to provide physical enforcement of *'Right Turn Only'* from the laneway and the *'No Right Turn'* restriction for vehicles on Henley Road:
 - This was originally proposed as part of the re-line marking and ancillary changes in the car park and approved at the August 2022 Local Traffic Committee meeting and subsequent Council meeting but was not implemented at the time of re-line marking.
 - Discussion on the ability of emergency services vehicles to access the businesses in the laneway being prevented by these buildouts was had at the August 2022 meeting. Due to the ability to access the laneway from within the car park, reverse into the laneway from the north, or mount the kerb (and due to the existing buildout and landscaped area preventing larger vehicles accessing the laneway currently), these buildouts are not considered to present any problems with emergency vehicle access to the laneway.
- Addition of a Watts profile speed hump on Henley Road to enforce the 40 km/hr speed zone within the HPAA where the length of Henley Road may result in vehicles speeding up to over 40 km/hr – the speed hump is aligned with the existing buildout on the eastern side of the road such that the loss in parking (1 space on the west side) is minimised.

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DWG-203 – intersection of Hornsey Road and The Crescent

- No changes to the pedestrian refuge island.
- No changes to the shared path on the north side of the road – **this was identified in the original draft HPAA but was left out of the version presented at the May 2023 Local Traffic Committee meeting.**
- Gateway entry and exit signs added on The Crescent and Hornsey Road as the newly defined edges of the HPAA.
- Widening of the kerb on the north side of the roundabout to allow B99 vehicles to execute a U-turn at the roundabout, where they are currently unable to in 1 manoeuvre.

**DWG-204 – intersection of Hampstead Road and The Crescent**

- No changes to the Watts profile speed hump or gateway entry and exit signs on The Crescent.
- No changes to the shared path on the north side of the road.
- Gateway entry and exit signs added on Hampstead Road as the newly defined edge of the HPAA.

**DWG-205 – intersection of Henley Road and The Crescent**



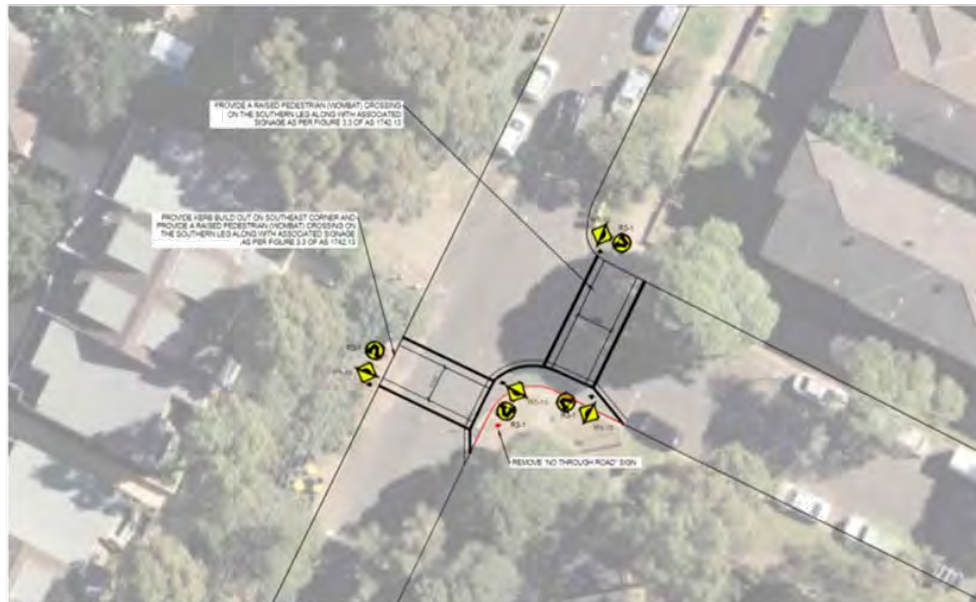
- No changes to the raised crossing and kerb buildouts on Henley Road.
- Addition of a raised crossing on The Crescent west of Henley Road to mirror the crossing on the east side and capture pedestrian movements to and from the train station – **Council received a request to investigate implementing a pedestrian crossing at this location from shopkeepers in the area due to observed pedestrian movements to and from the elevator at the western end of the station, where pedestrians would cross the road at this location and were not prevented from doing so by pedestrian fencing.**

In addition to the treatments within the revised HPAA, the treatments within the original larger HPAA that now fall outside the revised area were included as a separate appendix for Council to consider implementing in the future, being funded from alternative funding or the Council LATM budget. These treatments are outlined below.



SK-01 – Hampstead Road between Exeter Road and The Crescent

- No changes to the Watts profile speed humps or the kerb buildout.
- Removal of the gateway entry and exit signs at the intersection of Exeter Road and Hampstead Road due to being outside the revised HPAA.



SK-02 – intersection of Eastbourne Road and Exeter Road

- No changes to the raised crossing on Eastbourne Road.
- Change of flat crossing on Exeter Road to raised crossing to better promote pedestrian safety and slow vehicle speeds around the adjacent school.





SK-03 – intersection of Hornsey Road and Exeter Road

- No changes to the raised crossing on Hornsey Road.
- No changes to the kerb buildouts.
- Change of flat crossing on Exeter Road to raised crossing to better promote pedestrian safety and slow vehicle speeds around the adjacent school.



SK-04 – The Crescent between Hornsey Road and the western end of The Crescent

- No changes to the shared path on the north side of the road – **this was identified in the original draft HPAA but was left out of the version presented at the May 2023 Local Traffic Committee meeting.**
- Removal of the gateway entry and exit signs at the intersection of Eastbourne Road and The Crescent due to being outside the revised HPAA.

RECOMMENDATION

1. That Council receive and note the Revised Draft 40 km/h High Pedestrian Activity Area study for the Homebush West Town Centre as per Attachment 1.
2. That Council place the Revised Draft High Pedestrian Activity Area report on public exhibition for a minimum of 28 days for the purpose of community consultation.
3. That any recommended changes to the draft report following the community consultation period be brought back to the Traffic Committee and subsequently Council for adoption.
4. That following the adoption of the final High Pedestrian Activity Area Report for Homebush West TC, Homebush TC and Strathfield TC, Council commence to lobby the State Government for funding to implement the recommendation of the report.
5. That any works to be conducted in line with the report be considered alongside Council's Local Environment Plan to ensure compatibility of the works in the report and the LEP.
6. That the various plans be modified to include 40km/h Pavement Patches at the gateway locations before the report goes on public exhibition.

(Voting on this item was unanimous)



7. SPECIAL EVENTS

Nil

8. ROAD SAFETY

8.1 ROAD SAFETY OFFICERS REPORT – OCTOBER 2023

Report prepared by Road Safety Officer.

Issues

New Road Safety Projects for the 2023/24 Year. Waiting on approval from Transport for NSW on 7 grant applications including 4 new projects:

Senior Drivers with a focus on driving in School Zones and refreshing driving skills.

Teaching Learner Drivers helping parent's teach their children to drive.

Drink Driving with a focus on activations and working with Local Liquor Accord.

Safety Around Schools, continuing our only project and environmental upgrades.

Pedestrian Safety, with a focus on education and hot spot targeting in shopping areas.

Occupant Restraints, continuing our current program of 11 workshops per year.

Senior Pedestrians, continuing our current program of 4 workshops per year.

Highlights

Younger Drivers – An additional Young Driver Workshop planned on March 2024.

Motorcycle Awareness Month activities planned for October 2023.

Projects

1) Young Driver Workshop

Workshop held with Burwood, Inner West, and Canada Bay on Wednesday 13 September 2023.

Bookings

- 90% Involvement from Schools
- Over 38 Bookings so far for the Workshop.
- Positive feedback collected and forwarded to Transport.

Impact

- Continuation of Strathfield's low crash rate with persons aged 17 – 24.
- Better preparation for learner drivers with a positive experience.

2) Child Restraint Checking Days (Strathfield Occupant Restraint).

The RSO is evaluating the process of customer bookings to increase the numbers Council can service during the checking days. Currently Council runs 11 child restraint checking day per year servicing on average 14 seat installations. We will be aiming for a productivity increase to 20 seats per session.

- Vehicles Checked 22/23 as of October 2023 261
- Next Checking Day November 2023 is fully booked.

**Impact**

- Positive Community Feedback
- Positive promotions across mothers' groups and social media
- Driver education for each vehicle checked.
- Seatbelt related injuries 2021 have decreased to less than 0.3% of accidents.

Road Safety News of interest to the Community**October Motorcycle Awareness Month 2023**

Every October Transport supports Motorcycle Awareness Month, an initiative of the Motorcycle Council of NSW. We know that motorcyclists are some of our most vulnerable road users. On average, 57 motorcyclists are killed and 1042 are seriously injured on NSW roads every year.

Whereas accidents involving Motorcyclists in Strathfield are lower than the Greater Sydney and NSW regions we are implementing a number of initiatives to promote "Choose the right gear for your ride" and Safety Information for delivery platforms in conjunction with Transport for NSW.

**RECOMMENDATION**

That the Road Safety Officer Report be received and noted.

(Voting on this item was unanimous)

Meeting Closed: 11:45AM

Next Meeting: 21 November 2023

12.1 NOTICE OF MOTION SUBMITTED BY COUNCILLOR BLACKMORE
SUBJECT: ELECTRIC CHARGING STATIONS AUDIT

I MOVE:

That a Report be presented at the February 2024 Council Meeting with details of any Licences, Lease or Agreements in relation to the exclusive use of Council assets or infrastructure in relation to Electric Charging Stations in the Strathfield Council area.

The report outline but not limited to possible income streams and any possible lost revenue since the installation of any electric charging stations which rely on the exclusive use of Councils Assets or Infrastructure.

RECOMMENDATION

That a Report be presented at the February 2024 Council Meeting with details of any Licences, Lease or Agreements in relation to the exclusive use of Council assets or infrastructure in relation to Electric Charging Stations in the Strathfield Council area.

The report outline but not limited to possible income streams and any possible lost revenue since the installation of any electric charging stations which rely on the exclusive use of Councils Assets or Infrastructure.

ATTACHMENTS

There are no attachments for this report.